



REGIONAL TRANSIT-ORIENTED DEVELOPMENT ACTION PLAN



FINAL // JUNE 2020



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The following *Regional Transit-Oriented Development Action Plan* was developed between June 2019 and June 2020. During the past few months the world has seen the spread of COVID-19, a declaration of an international pandemic, the implementation of local stay-at-home requirements, and a global demand for racial equality and justice. The economic context and detailed analysis included in this Action Plan accurately reflects conditions present within the Sacramento region prior to March 2020, but does not necessarily reflect the dramatically changing economic conditions currently taking place. As the nation emerges from this crisis, it is difficult (if not impossible) to anticipate how fast the region's economy will rebound.

While the future of the local economy is hard to predict, this Action Plan does, and was always intended to, provide jurisdictions with a starter set of policies, programs, and financial incentives towards achieving equitable TOD. This includes increasing affordable housing, reducing or eliminating displacement, supporting local and minority-owned businesses, improving connections to light rail station, increasing transit ridership, and improving community access to education and jobs. Specific strategies that address these needs can be found in **Chapter 4** under Regional Strategies.



Sacramento Area
Council of Governments



Sacramento Regional
Transit District



A SACRAMENTO REGIONAL LIGHT RAIL TRAIN LEAVING FLORIN STATION

1

INTRODUCTION

The Sacramento region is rapidly changing, and the way we live, work, learn, and move is changing as well. One of our most strategic regional assets is the well-established light rail system that connects major civic and entertainment districts, employment centers, academic institutions, and a wide range of housing through 52 different existing stations. While the system serves different cities and neighborhoods, many station areas are not developed to their full potential. There is an immediate need to prioritize new development, transit-oriented development, and equity that reduces congestion, increases housing, and creates more dynamic and vibrant neighborhoods. Transit-Oriented Development (TOD) is a key strategy to meet our regional community and economic development goals, while also directly addressing the effects of climate change and the greatest housing crisis in California's history.

This Regional Transit-Oriented Development Action Plan (Action Plan) is the result of a strategic effort between the Sacramento Area Council of Governments (SACOG) and the Sacramento Regional Transit District (SacRT), in close partnership with the cities of Sacramento, Rancho Cordova, Elk Grove, and Folsom, and the County of Sacramento. The Action Plan is designed to help local governments, property owners, developers, and the community prioritize TOD projects that result in inclusive, sustainable, and successful neighborhoods with a variety of amenities for residents, workers, and the broader community.

This Action Plan articulates the need for a concerted effort between local municipalities, the State, SacRT, and SACOG to ensure TOD projects are prioritized, coordinated, and thoughtfully-implemented throughout the region.



A MULTI-MODAL TRANSIT CENTER SURROUNDED BY TOD

ELEMENTS OF SUCCESSFUL TOD

HIGHER DENSITY HOUSING



INCREASED EMPLOYMENT



MULTI-MODAL CONNECTIVITY



COMMUNITY AMENITIES



ACTIVE USES



SAFETY/LIGHTING



WHAT IS TOD?

Transit-Oriented Development (TOD) is a type of urban or suburban development that is located close to frequent, high-capacity transit such as light rail or Bus Rapid Transit (BRT). It is specifically designed in such a way that it creates a walkable and mixed-use environment that supports a greater density of people. TOD areas are vibrant, livable communities that serve as activity centers and provide a range of benefits to the region, local community, and individual households.

A major goal of TOD is to increase transit ridership for both light rail and bus. By integrating housing, employment, and other activity centers with high-quality transit, TOD encourages people to utilize public transit for trips that would otherwise be taken in an automobile.

In order to be successful TODs, Station Areas (e.g., the neighborhoods immediately surrounding a light rail station) must support a mix of transportation choices that connect people to the station. Station access should be provided by high-frequency bus service (including BRT), micro-transit, walking, bicycle, shared rideables such as scooters or bicycles, and Transportation Network Companies ("TNCs" such as Uber or Lyft), in addition to automobiles.



A MULTI-MODAL STREET WITH ENHANCED PUBLIC AMENITIES

For TOD to truly function as a vibrant and connected community, there must be high-quality bicycle and pedestrian facilities connecting people to the places that transit does not. These bicycle paths and sidewalks are as important to the success of TOD as are bus shelters and on-time trains. First- and -last mile connections are an often overlooked, yet crucial parts of TODs. A mix of transportation choices provides residents and commuters the best variety of options to meet their daily needs while reducing their dependency on single-occupancy vehicles.

Equitable TOD

One of the main principles for this Action Plan is to focus development and public investment around light rail stations. These public and private investments can include new or improved transit services, light rail stations, lighting, sidewalks, street furniture, and open spaces or plazas. It also includes new development projects that contain a mix of civic, employment, commercial, and residential uses.

When these improvements occur in an area that historically has not seen this level of investment, these changes can often lead to gentrification. Gentrification, for purposes of this Action Plan, is defined as social and economic changes to a



A VIBRANT PUBLIC SPACE THAT SERVES THE LOCAL COMMUNITY

neighborhood that are associated with public and/or private improvements to the area. While gentrification is often associated with physical improvements to an area, it can also lead to negative consequences on the community, including displacement and inequitable access to new opportunities and facilities. Displacement, for purposes of this Action Plan, is the involuntary movement, or the pricing out of, lower income people or businesses from an area.

Many residents of these traditionally under-served neighborhoods would like to see physical and social improvements made to their community. However, local plans and policies have to be proactive about preventing outcomes where the physical and social improvements do not benefit the existing residents and businesses or the displacement of the existing residents occurs.

A key way to achieve this is by working with the local community (residents and business owners) to ensure new housing, building improvements, streetscapes, and multi-modal connectivity are planned, designed, and executed in such a way that they respond to the needs of the existing community and help support community character.

BENEFITS OF TOD

TOD provides a range of important benefits to the local community and the region, including: improved health and lifestyle outcomes (due to more active lifestyles); enhanced levels of access and connectivity for residents to jobs, school, entertainment, and retail opportunities; increased economic benefits and investment; a reduction in vehicle miles traveled and greenhouse gas emissions, and options for more affordable and diverse housing. The following pages identify specific examples of the benefits of TOD for the greater Sacramento region.

PERSONAL AND SOCIAL BENEFITS



TRANSPORTATION OPTIONS

TODs around light rail stations provide a range of transportation options, from bike paths to light rail, that better connects residents to daily activities such as jobs, schools, shopping, restaurants, and services. As part of a larger network, TOD can help link regional housing to jobs in downtown Sacramento and local colleges and universities. This expands residents' access to the regional economy and provides a convenient and less costly alternative to driving or car ownership.



HEALTH AND SAFETY

TODs that are designed for pedestrians provide safe and walkable destinations, and encourage healthy lifestyles by making it more efficient to walk or bike to daily amenities and services. Further, by providing viable alternatives to automobile commuting, light rail transit can reduce: traffic, air pollution, driving-related stress, and auto accidents in the Sacramento region.



EFFICIENT USE OF TIME

Light rail service that is high-quality and frequent allows riders to easily and reliably travel to and from work, allowing more time to enjoy leisure activities and socialize, rather than having to spend time driving a car in traffic. In addition, TODs that include daily amenities such as day care facilities, dry cleaners, and grocery stores can help riders more easily complete daily tasks without having to take additional automobile trips.



QUALITY OF LIFE

Active and vibrant public places within TODs can become destinations with opportunities for more community social interaction and engagement. Residents with access to these lively areas benefit from an active lifestyle as well as the conveniences provided with accessible and dedicated transit options. When tied to community equity, as discussed above, this can help create more vibrant neighborhoods throughout the Sacramento region that better serve the needs of the local community.



AFFORDABLE HOUSING

Low-income residents often struggle to afford housing and the costs associated with personal vehicle ownership, and in turn, these residents tend to have a higher need for accessible and dependable transit. Ensuring affordable housing is created near transit helps serve those who need transit access the most, and helps the region meet its housing goals.



ENVIRONMENTAL BENEFITS



REDUCED GREENHOUSE GAS EMISSIONS AND IMPROVED AIR QUALITY

A multi-modal network that connects residents to the amenities they need helps reduce the dependence on private vehicles. Ultimately, this helps reduce the amount of traffic and greenhouse gas emissions released each day. Incorporating more vegetation and green features in TODs will also help enhance the pedestrian experience by providing improved aesthetics and shade, while also improving stormwater quality and reducing air pollution.



REDUCED VEHICLE MILES TRAVELED

Multi-modal and mixed-use neighborhoods allow residents and workers to visit a range of destinations, while minimizing time spent in a car. This reduces the total amount of vehicle miles traveled (VMT) and reduces congestion. Reducing regional VMT and traffic are key goals for both SACOG and SacRT. However, to achieve these goals, there needs to be a more concerted effort to create truly mixed-use neighborhoods that have access to a variety of transportation options.



BETTER USE OF EXISTING ASSETS

TOD has a more compact urban form than traditional suburban development. It maximizes the amount of land dedicated to buildings and in turn provides more land for public and open space uses. This development pattern not only encourages more walkability for a neighborhood, but it also typically has lower maintenance costs because it requires less public infrastructure to support the same amount of development.



REDUCED HEAT ISLAND EFFECT

Trees can provide shade and enhance neighborhood aesthetics while also reducing the urban heat island effect – important for encouraging people to walk or bike, rather than drive. TOD's compact development pattern, in conjunction with a strong emphasis on reducing automobile travel (and its associated parking requirements), results in TOD areas having less land area consumed by large asphalt surface parking lots, and therefore, less heat sink.

ECONOMIC BENEFITS



SAVES RESIDENTS MONEY

Households in traditional suburban neighborhoods spend about 25 percent of their income on transportation. In transit-rich neighborhoods, that number drops to around nine percent. By reducing dependency on automobiles, TODs can save people money by reducing or eliminating costs associated with vehicle ownership, such as: auto payments, insurance, fuel, maintenance, and storage.



ADDITIONAL ATTAINABLE AND AFFORDABLE HOUSING OPTIONS

By encouraging higher density, multi-family housing, TOD provides additional housing options in areas that have access to a wide range of jobs and amenities, many of which are lacking affordable housing options today. Increasing housing supply in these areas can increase housing access for renters of all income categories.



CATALYST FOR DEVELOPMENT

TOD investment makes cities more economically diverse and competitive by encouraging a mix of uses where residents can linger, shop, dine, and interact. These spaces are better equipped to withstand evolving economic climates and shifts in societal trends.



INCREASED ACCESS TO JOBS, EDUCATION, AND TRAINING OPPORTUNITIES

For many residents, particularly those with lower incomes, transportation costs and access limit economic opportunity. Locating jobs and training opportunities in TODs will provide residents better access, and reduce the economic burden associated with reaching employment centers.



EFFICIENT AND SUSTAINABLE INFRASTRUCTURE

The more urban and compact development patterns characteristic of TOD areas promote more efficient and sustainable infrastructure investments, such as rail transportation, structured parking, protected bicycle lanes, and pedestrian bridges.



ADDITIONAL ONLINE RESOURCES

Federal Transit Administration
www.transit.dot.gov/TOD

Transit-Oriented Development Institute
www.tod.org

Measuring the Benefits of TOD (San Jose State University)
<https://transweb.sjsu.edu/mntrc/research/Measuring-Benefits-Transit-Oriented-Development>

Community Wealth
<https://community-wealth.org/strategies/panel/tod/index.html>



ENHANCED PEDESTRIAN AMENITIES AND PUBLIC SPACES ALLOW FOR GREATER SOCIAL INTERACTION AND RELAXATION

PROJECT OVERVIEW

In many places, TOD does not happen by itself. It takes a coordinated effort to link the multi-modal transportation network with land use and urban design strategies, while responding to local conditions at the station and parcel level. This holistic approach to planning creates a framework for sustainable growth, connecting the places with the highest concentration of people, activities, and jobs to the highest quality transit facilities, and the most transportation options.

This Action Plan builds upon the various community engagement, planning, and other efforts recently completed by local agencies, non-profits, and other stakeholders. It is meant to serve as a springboard for TOD projects and to help encourage further exploration and implementation of TOD projects.

Project Scope and Goals

The SacRT light rail system serves a broad range of communities and Station Areas. In order to create a coordinated strategy for encouraging TOD throughout the region, this Action Plan includes recommendations and tools that are grouped into several Station Area categories (e.g., "Typologies"). This will allow individual jurisdictions to apply and adjust strategies based on the unique context and factors impacting each of the 52 existing stations.

The specific goals for this Action Plan include:

1. **IDENTIFYING** current barriers to TOD and ways to overcome these obstacles.
2. **DEVELOPING** strategies for prioritizing TOD projects within all jurisdictions.
3. **FOCUSING** near-term TOD projects to key Station Areas and specific opportunity sites.
4. **INSPIRING** TOD champions at the local and regional levels.
5. **INCREASING** bus and light rail transit ridership while also reducing vehicle miles traveled and greenhouse gas emissions.



Stakeholder Engagement

SACOG, SacRT, and the project consultants (Project Team) conducted a broad range of technical stakeholder engagement activities. This included forming an Advisory Group comprised of municipal staff that met over the course of the project to provide critical input, local knowledge, and informed feedback. This group met regularly to brainstorm ideas, develop conceptual policy changes, and create priority site projects.

The Project Team convened six Focus Groups to gain a better understanding of challenges, opportunities, and assets impacting TOD's potential around light rail stations. The groups included a diverse cross section of stakeholders representing the following topics:

- Transportation
- Commerce
- Housing
- Real Estate Development
- Public Agencies and Community Organizations
- Education and Institutions

The Project Team met with each jurisdiction where light rail stations are located to discuss potential impediments to TOD found within development codes and municipal policy documents. These consultations provided an opportunity to discuss site-specific considerations at key sites near light rail stations.



ADVISORY GROUP DISCUSSIONS



MULTI-MODAL STREETSCAPE ALONG K STREET IN SACRAMENTO

HOW TO USE THIS DOCUMENT

The Action Plan is structured to be useful for elected officials, local agency staff, non-government organizations, developers, property owners, and the general public, and anyone else interested in encouraging sustainable development patterns, reducing vehicle miles traveled (VMT), or efficiently investing public sector dollars. The following is a recommended approach for how to best use this document based on your goals and interests.

LIGHT RAIL TRANSIT RIDER

- Identify the regional benefits to transit ridership and living/working in TOD areas.
- Understand developments that contribute toward the long-term success of the light rail system.
- Identify ways to become a champion for light rail ridership and TOD.

DEVELOPER OR BUILDER

- Identify where public investments will likely be directed and how this relates to private development.

- Identify sites that are appropriate for TOD in the region and specific neighborhoods.
- Identify development incentives and likely funding sources for TOD, including affordable and market rate housing.
- Align your project/development with TOD design principles and public agency goals.

AGENCY STAFF OR ELECTED/ APPOINTED OFFICIAL

- Identify strategies that will help remove physical and economic barriers to TOD in your city/county
- Identify ways to direct public funds and incentives to support TOD projects.
- Identify strategies that will ensure TOD projects will result in the maximum return on public dollars

RESIDENT OR BUSINESS/PROPERTY OWNER IN A STATION AREA

- Identify areas to locate or grow your business that capitalizes on transit riders and future TOD projects.
- Identify ways to become more engaged in the planning and design of TOD projects in your neighborhood.

Action Plan Organization

The Action Plan is designed to be concise and easy to read, and organizes information into the following four chapters:



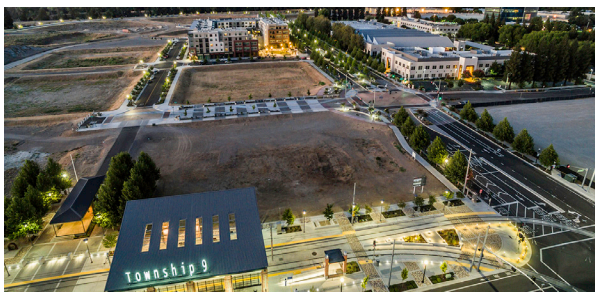
CHAPTER 1: INTRODUCTION

Provides an overview of the project, including the many benefits of TOD, key goals and desired outcomes of the Action Plan, and a summary of partner and stakeholder engagement activities that led to the concepts and recommendations included in this Plan.



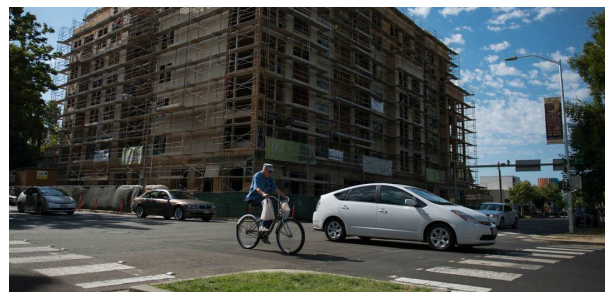
CHAPTER 2: EXISTING CONTEXT

Includes a summary of existing light rail stations in the Sacramento region, and key economic conditions and factors that influence the readiness of different Station Areas to support more TOD.



CHAPTER 3: READINESS FOR TOD

Summarizes opportunities that will support TOD in the near term and long term, including a detailed analysis conducted to identify the specific "readiness" of each light rail station to support more TOD. This includes a specific discussion on High Opportunity and Priority Sites that will be the focus for immediate policy, planning, and design interventions.



CHAPTER 4: ACTION STEPS

Outlines a clear path of policy and regulatory changes, incentives, and partnerships that are recommended in order to fully implement the TOD concepts included in this Action Plan. This includes strategies that are specific to each jurisdiction.



THE HISTORIC FOLSOM LIGHT RAIL STATION

2

EXISTING CONTEXT

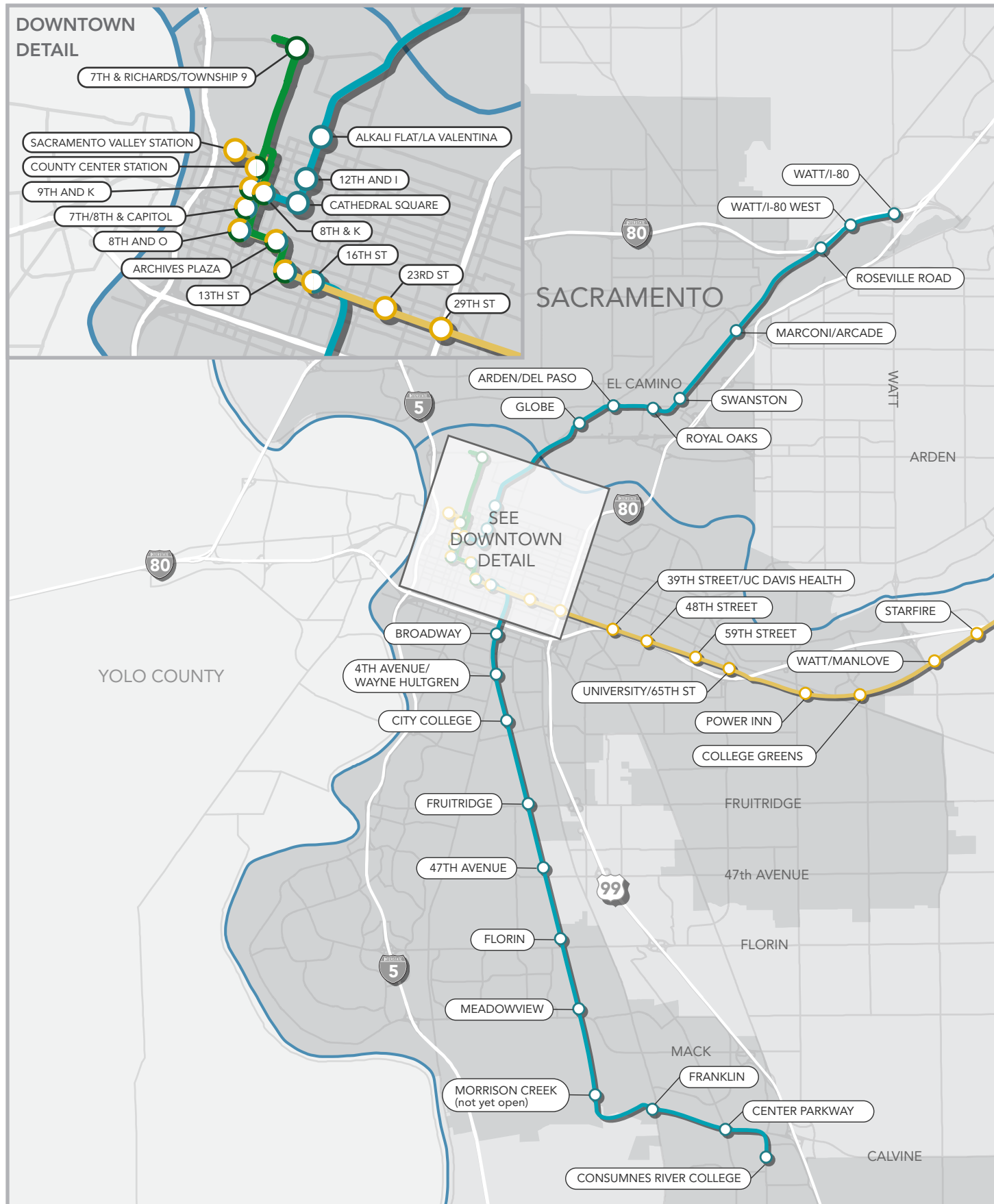
In order to begin developing TOD strategies, funding recommendations, and design solutions for stations spanning three cities and many unincorporated parts of Sacramento county, it is first necessary to thoroughly understand the current context of the Sacramento region and individual neighborhoods around the light rail system. Specifically, this includes an understanding of the current light rail system and the unique challenges and opportunities facing TOD project within the Sacramento region.

SYSTEM OVERVIEW

The SacRT light rail system was mostly built along existing freight rail line right-of-way and along major arterials or freeways, placing many of the stations in industrial neighborhoods that are difficult to access and redevelop. The system is made up of three separate lines—Blue, Gold, and Green—and serves approximately 20 million riders each year. Although these lines overlap within Downtown Sacramento, most stations are distinct to one specific line outside of the urban core. The system operates in three cities (Folsom, Rancho Cordova, and Sacramento) and portions of unincorporated Sacramento county, as shown in **Figure 1**.

Operating at headways ranging from 15 minutes during peak times to 30 minutes during off peak times, the system provides opportunities for riders to access major destinations throughout the region seven days a week. Planned expansions include an extension of the Green Line to the Sacramento International Airport, more efficient 15 minute frequencies into Folsom, and a possible extension of the Blue Line to serve Elk Grove.

FIGURE 1 // SACRAMENTO REGIONAL LIGHT RAIL SYSTEM







DOWNTOWN SACRAMENTO LOOKING NORTH TOWARDS THE FUTURE RAILYARDS TOD NEIGHBORHOOD

EXISTING PROGRAMS, POLICIES, AND REGULATIONS

The State of California, SACOG, SacRT, and most jurisdictions in the Sacramento region have already identified the need to support and implement TOD projects. Many have also identified specific strategies for encouraging TOD. Following is a summary of the major milestones relating to existing programs, policies, and regulations related to TOD in the Sacramento region.

State of California

The state is a strong supporter of TOD. Over the last decade, the state has passed several laws and implemented a number of TOD supportive programs. However, many of these programs are focused on established TOD markets and as a result, implementation of many of these is not as prevalent in the Sacramento region, an emerging TOD market. Below are some highlights of major state laws and programs supporting TOD.

- In 2008, Senate Bill 375 authorized significant CEQA streamlining and exemptions for housing and mixed-use projects near high-quality transit (additional requirements must be met).
- In 2013, Senate Bill 743 enacted CEQA streamlining and exemptions for projects in transit priority areas (additional requirements must be met).
- In 2013, the Department of Housing and Community Development ("HCD") held the third round of the TOD Housing Program, a grant program for infrastructure necessary for housing developments. The program also provided low-interest loans as gap financing for rental housing developments that include affordable units.
- In 2015, the Affordable Housing and Sustainable Communities ("AHSC") Grant Program was created to fund land-use, housing, transportation, and land preservation projects in support of infill and compact development that reduce greenhouse gas ("GHG") emissions. Funding for the AHSC Program is provided from the Greenhouse Gas Reduction Fund ("GGRF"), an account established to receive Cap-and-Trade auction proceeds.

- In 2018, Senate Bill 35 required local entities to streamline the approval of certain housing projects by providing a ministerial approval process if these jurisdictions are not currently meeting their Regional Housing Need Allocation (RHNA) goals.

SACOG

Since the adoption of the regional Blueprint in 2005, SACOG has encouraged and supported TOD. In November 2019, SACOG adopted the 2020 Metropolitan Transportation Plan/ Sustainable Communities Strategy. The Plan works towards an ambitious 19 percent greenhouse gas reduction primarily through reducing vehicles miles traveled by focusing on infill development. The Plan assumes approximately 105,000 new homes and 105,000 new jobs near high-frequency transit by 2040. To support this, SACOG has policies and implementation actions in the MTP/ SCS specifically to provide information, tools, encouragement and support to TOD.

SacRT

In 2002, SacRT and the City of Sacramento developed a Transit for Liveable Communities Report providing market analysis and recommendations to encourage TOD at key stations. This report led to the development of station area plans by the City of Sacramento. In 2009, SacRT adopted a Guide to TOD that established criteria by station typology to assist with reviewing and guiding development around stations. This criteria also guided local agency General Plan updates as well as choosing development partners for SacRT's property disposition over the years.

Local Agencies

Sacramento County and the cities of Folsom, Sacramento, and Rancho Cordova all have a long history of supporting TOD through policy. The general plans and specific plans that reach into TOD areas all have policies to support TOD. However, the implementation of these policies is historically one of the challenges to TOD. For the policies to work, they have to be further supported by changes to zoning code requirements about use, lot coverage, building heights, and parking requirements. Additionally, streamlined permitting and environmental review along with encouragement of public-private partnerships are valuable TOD incentives.

Each jurisdiction continues to evolve in their support for TOD by addressing many of these historical challenges. Below are a few highlights of some of the recent plans, projects or programs that illustrate the region's commitment to TOD. (A full list of the plans and programs in each jurisdiction is provided in Appendix D).

- In 2018, the City of Sacramento adopted a comprehensive and precedent setting TOD Ordinance. This ordinance implements regulatory incentives to promote TOD near existing and planned light rail stations, while



YOLO BYPASS WEST OF SACRAMENTO



Q19 PROJECT IN SACRAMENTO



DEL PASO BOULEVARD STATION AREA IMPROVEMENTS



MATHER FIELD/MILLS STATION AREA

discouraging and prohibiting non-transit-supportive uses such as drive-through restaurants and gas stations. It reduces parking requirements near transit stations and provides incentives for multi-unit housing projects.

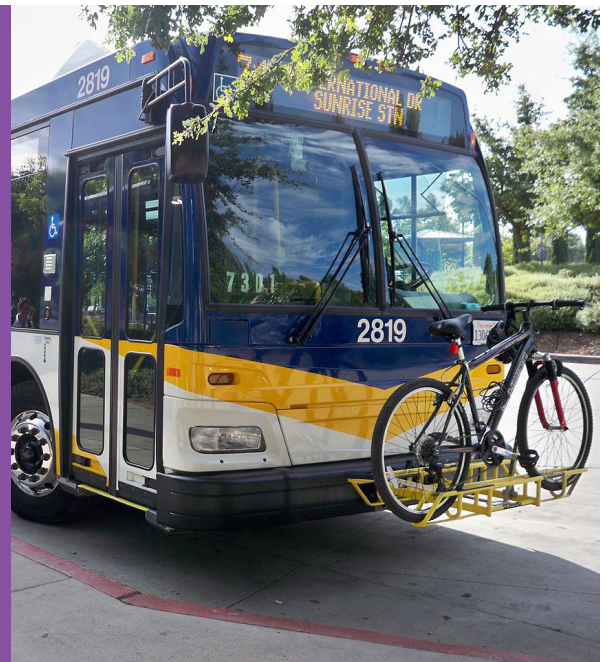
- The City of Sacramento proactively coordinates economic development implementation programs with land use and urban design programs and then aligns the Capital Improvements Program ("CIP") with geographic areas that are ready to develop into TOD.
- In 2018, the City of Folsom adopted an updated General Plan, which dedicates an entire section of the land use element to TOD. It establishes clear goals and policies to encourage TOD, including restricting auto-oriented uses, promoting CEQA streamlining opportunities, encouraging bicycle and walking friendly connections, and supporting parking standard reductions.
- The City of Rancho Cordova is pursuing a public-private partnership to master develop a 9.8-acre TOD site located on the north side of Folsom Boulevard across from Mather Field and the Mather Field/Mills Light Rail Station. The Mills Station District, also known as the Civic Center project, is envisioned to be a multi-use hub for activity that incorporates cultural, recreational, residential, and commercial uses.
- In 2011, Sacramento County adopted a General Plan update that strengthened its TOD policies minimum density and intensity requirements for TOD areas near light rail, bus rapid transit, and local bus service. This includes providing no density limit in certain areas with immediate adjacency to light rail stations.

OPPORTUNITIES AND CHALLENGES

While TOD is becoming more of a regional and statewide goal for increasing housing and employment development, it often faces many challenges. This can be due to either the intensity of the development, its market and financing feasibility, or other physical and political factors. The following is a summary of key opportunities and challenges that face TOD projects in the Sacramento region. A key focus of **Chapters 3** and **4** is identifying strategies for capitalizing on the opportunities TOD presents while also addressing the existing challenges to this type of development.

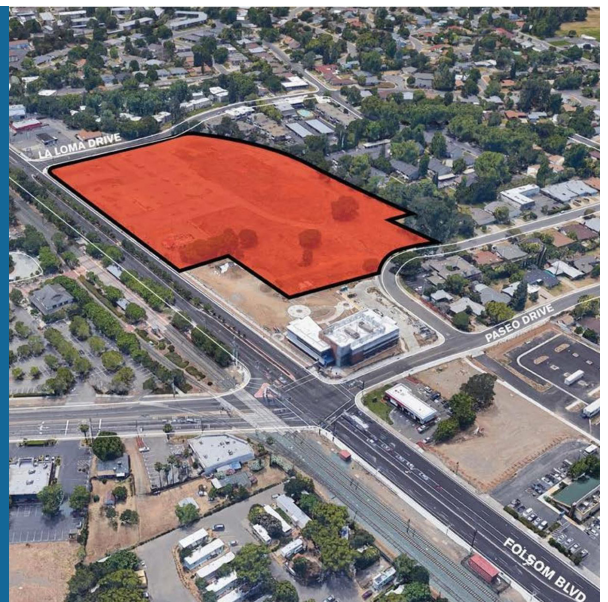
Connectivity

- + Connecting bus service, on-demand shuttles, scooters, and shared rideables are available at many stations
- + Multi-use paths within cities and multi-use trails along the American River connect to many stations
- Many residential neighborhoods lack low-stress and easily accessible pedestrian and bicycle connections, both physically and visually, to light rail stations despite close proximity
- A lack of bicycle infrastructure connecting to light rail stations and bicycle storage on trains dissuades many riders
- Freeways and railroad crossings near some light rail stations make accessibility difficult for pedestrians and bicyclists



Land

- + Some Station Areas have relatively low land costs
- + There is a growing interest in TOD from developers
- Developers favor ownership over land-lease structures from public agencies, while public agencies can benefit from partnering with developers to create long-term positive cash flow
- SacRT and other public agency land disposition/acquisition processes can be perceived as costly and time intensive
- Many stations are in areas with insufficient infrastructure to support TOD.





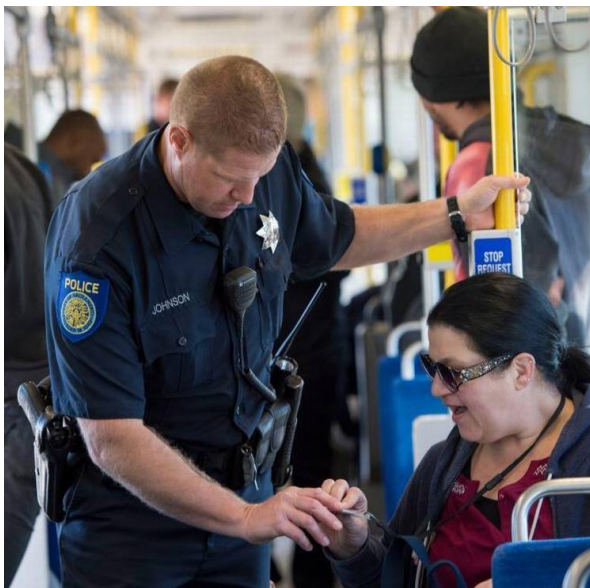
Planning and Regulatory

- + Light rail stations are considered High Quality Transit Areas (“HQTAs”) and Transit Priority Areas (“TPAs”), providing project streamlining incentives for developers
- + The statewide density bonus program will assist developers with onerous parking requirements, typically experienced in outlying areas
- + Local policy and code updates are an opportunity to implement zoning changes that facilitate TOD-supportive residential densities and land use intensities
- Existing building height maximums, large setbacks, and onerous parking requirements can often limit TOD



Access

- + Many job centers, institutions, colleges, universities, and commercial services are already located near light rail stations
- + For people with lower incomes, the ability to access jobs and other these economic opportunities can provide upward economic mobility
- + Station Areas provide a significant opportunity for new housing and employment uses
- TOD may catalyze the displacement of low- and moderate-income residents and small/independent businesses



Safety

- + SacRT is in the process of modernizing its fleet with new light rail vehicles and a range of station and system upgrades
- + SacRT has significantly increased safety measures at many stations, and in turn, crime at stations and on trains is at an all-time low
- The perception of an unsafe or unpleasant light rail experience still remains among some people, although SacRT has focused its resources on increasing safety and cleanliness
- Homeless issues in the region contribute to an unsafe perception of transit

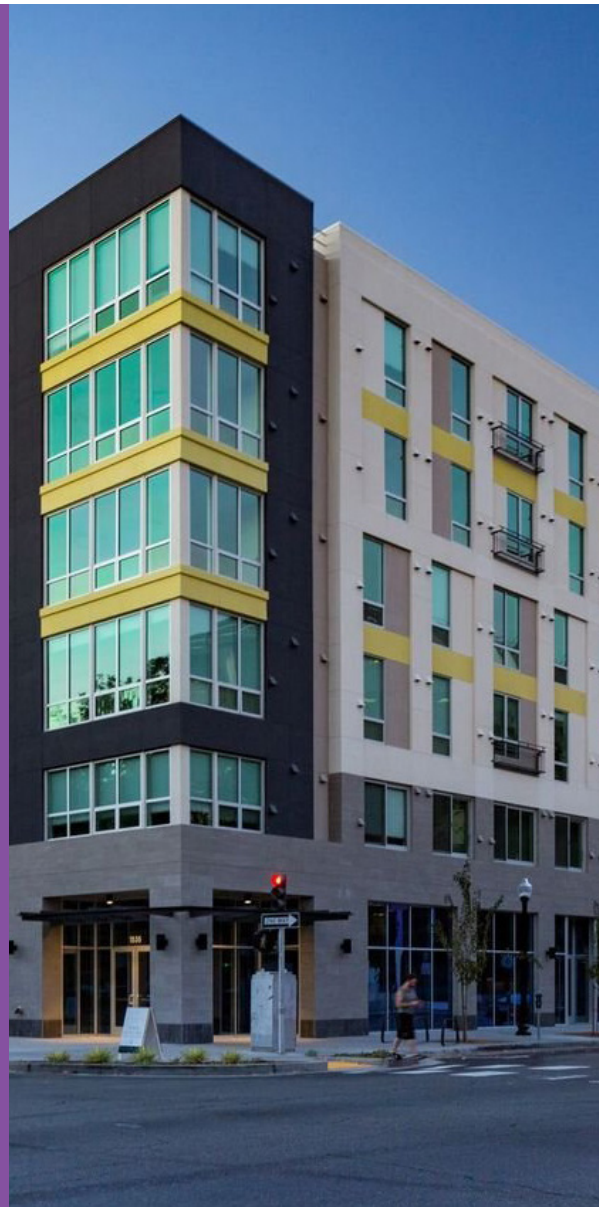
Market

- + Class A development with access to high-quality amenities is in great demand within the Sacramento region
- Current market analyses often do not support TOD projects
- The Sacramento region lacks a large pool of local and regional developers with TOD expertise and experience



Funding

- + Strong regional interest in establishing more public-private partnerships to help expedite new projects
- + In Downtown Sacramento, the Capitol Area Development Authority ("CADA") has the ability to partner with private developers to co-fund new housing and development projects
- + A Federal Promise Zone in Sacramento prioritizes Federal funding for the City of Sacramento
- + Opportunity Zones are found within Folsom, Rancho Cordova, Sacramento, and the County, which can attract a range of private equity
- + The Sacramento Housing and Redevelopment Agency ("SHRA") is able to direct some of its funding to support affordable housing and infrastructure work in the region
- Prevailing wage requirements connected to public funding sources can increase development costs and in turn threaten many TOD projects' viability
- Impact fees, including utility and special district fees, can be prohibitive in certain areas
- Many areas surrounding light rail stations are ineligible for new bond financing because they are still bonded under Redevelopment Agency projects
- There is limited regional funding for major transportation projects or multi-modal circulation improvement projects





DOWNTOWN SACRAMENTO

HOW DO WE ADDRESS THESE CHALLENGES?

Though some of these challenges may be specific to individual stations, many of the underlying constraints to TOD permeate across the entire system. To create a regional plan for addressing these challenges, we started by assessing the entire system and groups of stations with similar characteristics and challenges. By applying these Typologies to groups of Station Areas, we can then assess (within each Typology) the range of market and policy conditions and opportunity sites that exist today and provide some prototypical futures to illustrate what a transformation could look like. Funding is also a critical piece of the puzzle when looking to catalyze significant change.

This analytical and assessment information is presented in **Chapter 3** and the resulting strategies are provided in **Chapter 4**. The Action Plan paints a full picture of what it will take to get TOD in the Sacramento region.



3

READINESS FOR TOD

THE EMERGING TOD COMMUNITY OF TOWNSHIP 9 IN SACRAMENTO

While there is a strong desire to create TOD projects near most, if not all, light rail stations in the Sacramento region, some are better positioned than others for this type of development. It is important to understand the “readiness” of each Station Area within the Sacramento region for TOD. This chapter provides an overview of the current factors affecting TOD, and focuses on key opportunities that will be leveraged to ensure TOD projects are well-planned, support the needs of local communities, utilize a range of economic tools and financing strategies, and build strong partnerships. Specifically, this chapter is organized into the following topical sections:

- **MARKET ANALYSIS:** Assesses market and urban form conditions to establish the development readiness for TOD.
- **STATION AREA TYPOLOGIES:** Identifies existing form and character attributes around stations, and categorizes each Station Areas into one of five “typologies” to help further support more vibrant, inclusive, and sustainable neighborhoods.
- **HIGH OPPORTUNITY AND PRIORITY SITES:** Identifies Station Areas that have the most potential for near-term TOD projects based on physical, political, and economic conditions.
- **AVAILABLE FUNDING SOURCES:** Identifies and ranks and range of financial tools and strategies to help fund TOD.
- **PARTNERSHIPS:** Identifies ways different public and private entities can work together to create successful TOD projects.



CAPITAL VILLAGE TOWN CENTER IN RANCHO CORDOVA

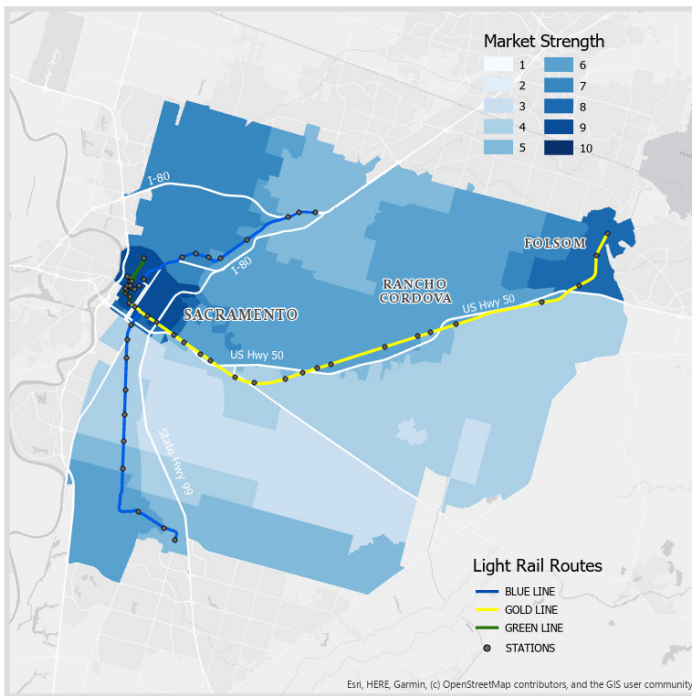
MARKET ANALYSIS

In order to understand market conditions, the Project Team analyzed the development readiness for each Station Area, based on four key economic factors:

- **MARKET STRENGTH:** The Station Area's positioning within the development market and how well it can support TOD projects (based on factors such as lease rates and vacancy rates).
- **URBAN FORM:** The neighborhood form, character and connectivity and how well it can support TOD.
- **ZONING CAPACITY:** How the current zoning for the Station Area either supports and detracts from TOD, and how much available land is within a Station Area.
- **ACCESS TO OPPORTUNITY:** Availability of resources for existing and potential future residents within each Station Area.

As shown in the diagram to the right, the four factors combine to provide a picture for each Station Area's readiness for TOD. The following pages provide greater detail on the purpose and methodology for determining each factor.

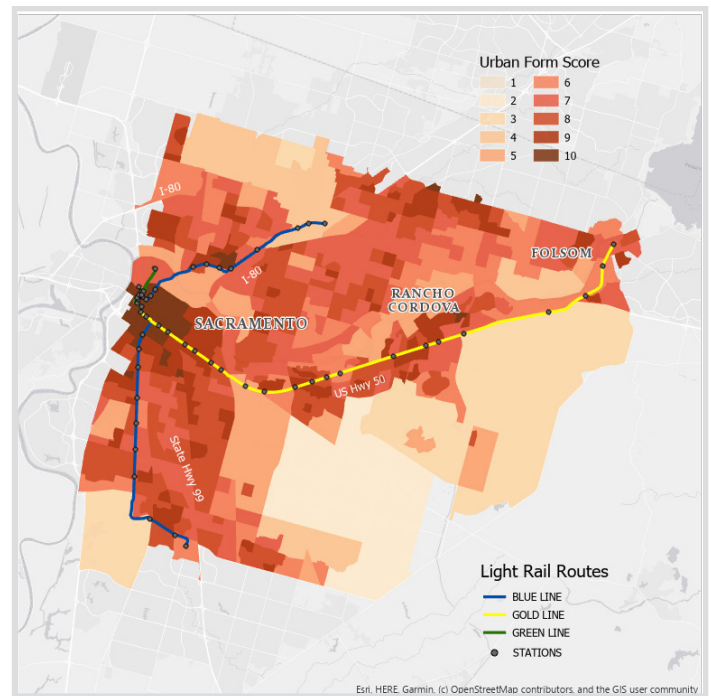




Market Strength

The Project Team developed a composite score for each Station Area by evaluating their ability to encourage retail, office, multi-family housing, and/or flex industrial development. This included a range of economic factors such as vacancy rates, recent completions, and asking rents. Based on this analysis, each Station Area was assigned one of three rankings:

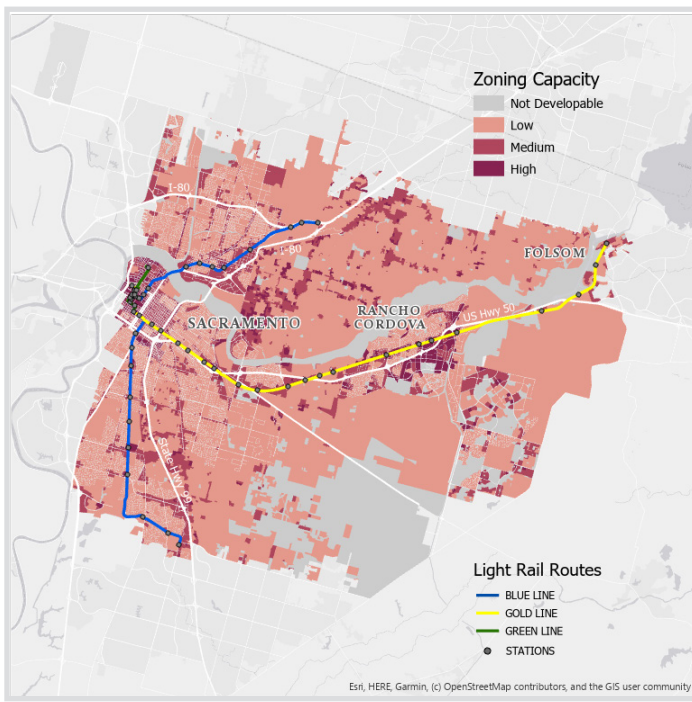
- **STRONG:** These are market areas that have low vacancy rates and significant development activity. In these areas, land prices may be significantly higher than in other parts of the region.
- **TRANSITIONAL:** These are transitional markets that exhibit some development activity with lease rates near the regional average. In these areas, development can increase rapidly as public investments are made.
- **STATIC:** These are markets where very little development is occurring. Vacancy rates may be high in these areas and achievable rents remain below what would be needed to sustain new construction.



Urban Form

The Project Team developed a composite score for each Station Area by analyzing block density, the mix of uses, activity density, and bicycle infrastructure. Based on this analysis, each Station Area was assigned one of three rankings:

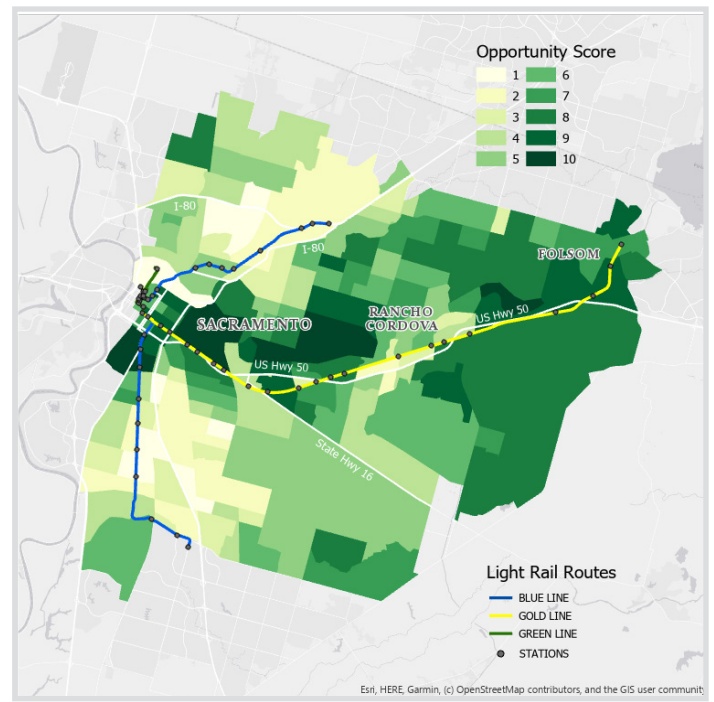
- **TRANSIT-SUPPORTIVE:** These are areas that have a strong mix of density and street connectivity. These tend to be older communities developed before the 1950s.
- **TRANSIT-RELATED:** These are areas that exhibit some, but not all, of the attributes of transit-supportive places. For example, they may score well in terms of density, but their road network and block sizes may make walking difficult.
- **TRANSIT-ADJACENT:** These are areas that were primarily developed around driving. They will require major investments and significantly new development in the future in order to work more efficiently with transit.



Zoning Capacity

The Project Team developed a composite score for each Station Area by analyzing its current zoning. In particular, the amount of vacant or underutilized land, maximum allowable densities, and allowed land uses. Based on this analysis, each Station Area was assigned one of four rankings:

- **NOT DEVELOPABLE:** The area is either designated as natural resource, open space, agriculture, or otherwise protected from urban development.
- **LOW CAPACITY:** The area is currently zoned for low intensity development, such as single-family homes or low-scale commercial uses.
- **MEDIUM CAPACITY:** The area has some higher densities, including multi-family housing and two or more story commercial, office, or mixed-use potential.
- **HIGH CAPACITY:** The area has highest intensity zoning for larger multi-family, mixed-use, or office projects.



Access to Opportunity

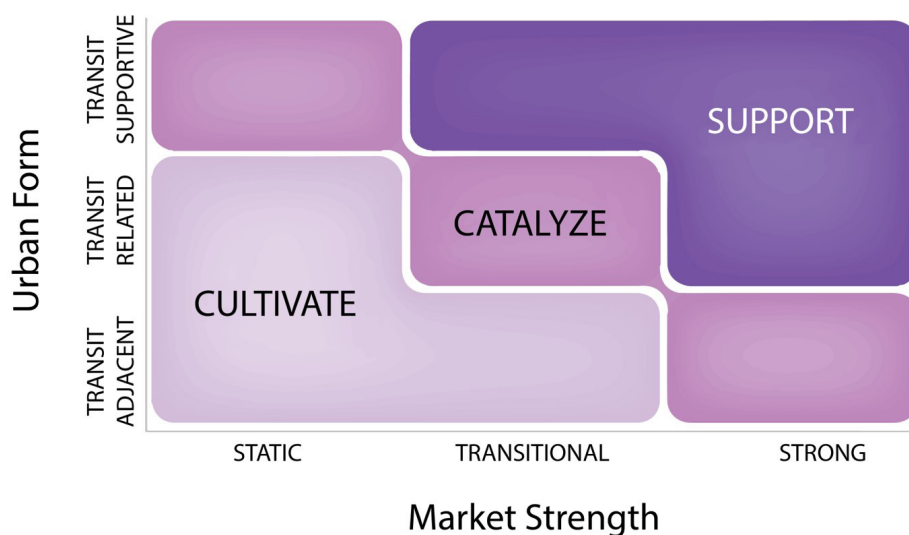
The Project Team developed a composite score for each Station Area by analyzing the opportunity for supporting disadvantaged or under-served communities with new TOD projects. In 2017, the California Fair Housing Taskforce (CFHTF) developed a state-wide opportunity mapping tool to aid in the siting of large-family housing developments. The intent of these "Opportunity Maps" was to pinpoint neighborhoods whose characteristics have been shown to support childhood development and economic mobility (CFHTF Opportunity Mapping Methodology, 2018).

These same neighborhood characteristics can just as easily be applied to light rail Station Areas where scarce public dollars need to be targeted for maximum impact. By using the "opportunity score" developed by the CFHTF, it is possible to quickly gauge a station's potential to meet the needs of future residents and pinpoint Station Areas where affordable housing investments make the most sense.

Market Clusters

Based on a combination of each Station Areas' Urban Form, Market Strength, Zoning Capacity, and Access to Opportunities score, three different types of "market clusters" were identified. These clusters, shown below, are tied to the level of intervention that will be needed to incentivize TOD. While the Project Team analyzed a complex amount of information as part of this Action Plan, the clusters will allow each jurisdiction to target public investment and apply context-appropriate interventions based on a Station Area's specific readiness and positioning for TOD.

SUPPORT	Includes Station Areas where TOD is already occurring, and only minimal interventions are needed to allow TOD to continue to develop.
CATALYZE	Includes Station Areas that have encouraging conditions for TOD and can be "pushed passed the tipping point" with a moderate level of intervention from public agencies (regulatory and financial).
CULTIVATE	Includes Station Areas that are least likely to see TOD without substantial intervention from public agencies (regulatory and financial).



See "Station Profiles" in **Chapter 4** for each individual stations' Market Strength Ranking, Urban Form Category, and cluster type.



RENDERING OF THE NEW SACRAMENTO CONVENTION CENTER

STATION AREA TYPOLOGIES

In addition to the Market Analysis, Station Area Typologies (“Typologies”) were established for all 52 light rail stations. The typologies were created by assessing the current urban form and what potential future land use mix and development intensity would be the best fit.

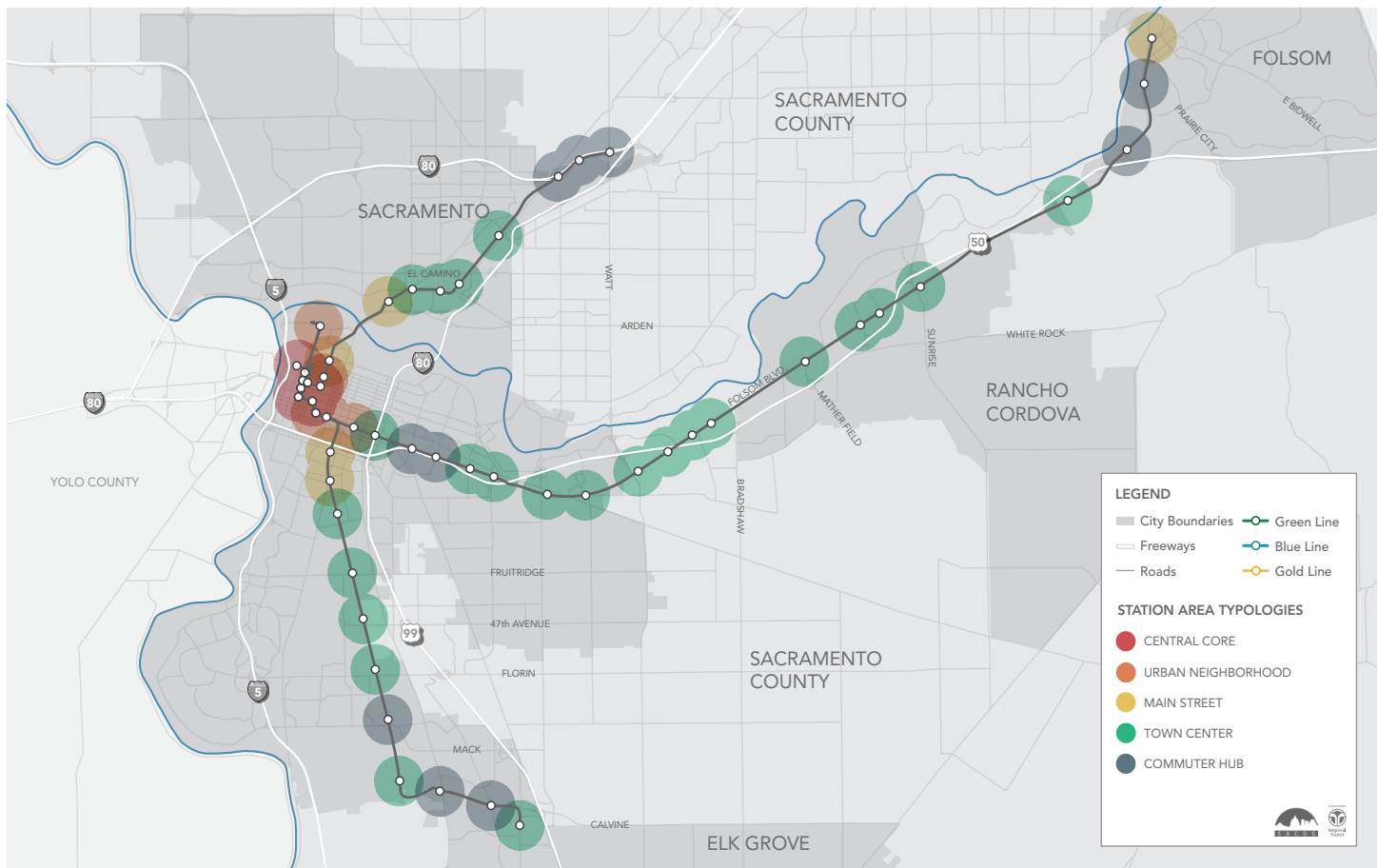
This Action Plan establishes Typologies by analyzing physical design features and neighborhood/district design factors to categorize stations according to common themes and attributes. These include street/block pattern and circulation, access and connectivity, mix of uses, building height ranges, building setbacks, planned density and intensity, and automobile parking solutions.

By developing a classification based on similar characteristics, the recommendations, strategies, and actions included in **Chapter 4** can be applied to various stations throughout the Sacramento region. The typologies are also intended to provide a snapshot of what the aspirational character of the area could be with successful TOD implementation.

The Plan identifies the following five unique classifications or “Typologies” that are applied to all Station Areas, as shown in **Figure 2**:

- Central Core
- Urban Neighborhood
- Main Street
- Town Center
- Commuter Hub

FIGURE 2 // STATION AREA TYPOLOGIES



CENTRAL CORE

Cathedral Square
7th & Capitol
8th & Capitol
8th & O
Archives Plaza
7th/8th County Center
8th & K
9th & K
Sacramento Valley Station

URBAN NEIGHBORHOOD

12th & I
13th Street
16th Street
23rd Street
7th & Richards/
Township 9

MAIN STREET

Globe
Alkali Flat/La Valentina
Historic Folsom
Broadway
4th Avenue/
Wayne Hultgren

TOWN CENTER

Marconi/Arcade
Swanston
Royal Oaks
Arden/Del Paso
29th Street
59th Street
University/65th Street
Power Inn
College Greens
Watt/Manlove
Starfire
Tiber
Butterfield
Mather Field/Mills
Zinfandel
Cordova Town Center
Sunrise
Hazel
City College
Fruitridge
47th Avenue
Florin
Consumes River College

COMMUTER HUB

Watt I-80 West
Watt I-80
Roseville Road
39th Street/ UC Davis Health
48th Street
Iron Point
Glenn/Robert G.
Holderness
Meadowview
Franklin
Center Parkway



CLOCKWISE FROM TOP LEFT: WALKABLE RESIDENTIAL PROJECT // GOLDEN ONE CENTER // ACTIVATED PLAZA EXAMPLE // O STREET CORRIDOR

CENTRAL CORE

Central Core stations are unique because they are located within the most intensive land use parts of the region. They include a wide variety of civic, entertainment, institutional, employment, and residential destinations. They are also the most walkable and provide multi-modal connectivity to link the station to other parts of the urban core. Central Core stations are near major regional destinations, including the State Capitol, DOCO, the Golden 1 Center, Old Sacramento, and the Sacramento Valley Amtrak Station. They are also located in the most mixed-income and mixed-employment parts of the region.

APPLICABLE STATIONS

Cathedral Square // 7th & Capitol // 8th & Capitol // 8th & O // Archives Plaza // 7th & I/County Center // 8th & K // 8th & H // Sacramento Valley Station // Saint Rose of Lima // North 7th & Railyard (future)



- T Station
- Mixed-Use
- Multi-Family Residential
- Office
- Civic
- Entertainment

EXISTING CHARACTERISTICS

(existing urban form assets to build upon)

Land Use Mix	Office / Mixed-Use / Higher Density Residential / Entertainment / Civic
Street and Block Pattern	Smaller rectangular blocks / gridded street network / some vehicle-restricted streets / consistent alleys
Building Heights	Typically between eight and 20+ stories
Building Placement	Minimal or no building setback / continuous street wall / active street frontages / pedestrian-oriented
Multi-Modal Connectivity	Strong pedestrian facilities / bicycle infrastructure / bus connections / "shared" automobiles, bicycles, scooters, etc.
Parking	Moderate amount of on-street public parking / mostly structured public and private parking / residential parking garages / many uses do not have on-site parking / on-site parking either enclosed or in the rear
Equity	Large amounts of affordable housing / mixed-income neighborhoods / employment opportunities at all levels

OPPORTUNITIES FOR SUPPORTING TOD

- 1 Incorporate a variety of uses that can be further expanded and built upon by TOD projects
- 2 Ensure sidewalks are activated with retail, dining, and service commercial uses
- 3 Ensure the area is highly walkable and bikeable with good multi-modal connectivity through a variety of options (enhanced bus stops, sidewalks, pedestrian pathways, bikeways, shared rideables, etc.)
- 4 Locate major regional entertainment, cultural, and civic destinations within the Station Area
- 5 Support the Station Area with an extensive array of public amenities and multi-modal connections
- 6 Ensure new projects include affordability components to promote equity



CLOCKWISE FROM TOP LEFT: 13TH STREET STATION AREA // TOWNSHIP 9 // ICE BLOCKS ON R STREET

URBAN NEIGHBORHOOD

Urban Neighborhoods are dense, vibrant, connected neighborhoods and mixed-use districts that include a diversity of uses, numerous nodes of activity, and are busy most hours of the day. They are highly walkable, with a strong orientation towards people, featuring gathering spaces, active public realms and buildings, and vibrant streetscapes. They feature a large proportion of multi-family residential, supporting those who want to live within easy walking distance of entertainment, retail, cultural, and employment opportunities. They are highly conducive to mixed-income and mixed-employment opportunities due to the diversity of building types and uses.

APPLICABLE STATIONS

12th & I // 13th Street // 16th Street // 23rd Street // Township 9 // Dos Rios (future)



- T Station
- Mixed-Use
- Multi-Family Residential
- Office
- Civic
- Entertainment

EXISTING CHARACTERISTICS

(existing urban form assets to build upon)

Land Use Mix	Mixed-Use / Higher Density Residential / Entertainment / Civic / Office
Street and Block Pattern	Smaller rectangular blocks / gridded street network / some vehicle restricted streets / consistent alleys
Building Heights	Typically between 6 and 15 stories
Building Placement	Minimal or no building setback / continuous street wall / active street frontages / pedestrian-oriented
Multi-Modal Connectivity	Strong pedestrian facilities / bicycle infrastructure / bus connections / "shared" automobiles, bicycles, scooters, etc.
Parking	High amount of on-street public parking / some structured public and private parking / residential parking garages / many uses do not have on-site parking / on-site parking
Equity	Moderate amounts of affordable housing / mixed-income neighborhoods / employment opportunities at all levels / multi-modal transit connectivity

OPPORTUNITIES FOR SUPPORTING TOD

- 1 Incorporate a variety of multi-family housing types and densities
- 2 Ensure there are numerous activity nodes
- 3 Ensure the area is highly walkable and bikeable with good multi-modal connectivity through a variety of options
- 4 Include gathering spaces for the community, active public realms and buildings (e.g., no vacant storefronts), and a vibrant streetscape
- 5 Encourage a mixed-income neighborhood that serves a variety of residents and workers
- 6 Identify opportunities for strategic infill projects over existing surface parking lots
- 7 Ensure new projects include affordability components to promote equity



CLOCKWISE FROM TOP LEFT: ACTIVE USES // BROADWAY COMMERCIAL // AFFORDABLE HOUSING ON 12TH STREET // HISTORIC FOLSOM

MAIN STREET

Main Streets are dynamic mixed-use areas centered around a commercial spine/boulevard with an established urban fabric. They are generally located within first-ring suburbs or at the edges of the urban core. Often lower in intensity than Urban Neighborhoods or Central Core, Main Streets are typically more affordable than neighborhoods located in the urban core. Main Streets are characterized by prominent historic buildings, independent retail and dining, small lots, and strong connections to adjacent residential neighborhoods. These neighborhoods often embrace “emerging” uses such as breweries, maker spaces, and artists housed in re-purposed buildings. Main Streets can be effectively leveraged to help address housing and employment equity, due to lower land costs, diverse employment opportunities, and strong multi-modal connections. High transit frequency and proximity to the urban core also makes light rail a viable option for most trips.

APPLICABLE STATIONS

Globe Avenue // Alkali Flat/La Valentina // Historic Folsom // Broadway // 4th Avenue/Wayne Hultgren



- T Station
- Mixed-Use
- Multi-Family Residential
- Office
- Civic
- Entertainment

EXISTING CHARACTERISTICS

(existing urban form assets to build upon)

Land Use Mix	Mixed-Use / Small-Scale Retail / Multi and Single-Residential / Entertainment / Civic
Street and Block Pattern	Smaller rectangular blocks / gridded street network / few vehicle restricted streets / consistent alleys at the rear of residential blocks
Building Heights	Typically between 2 and 8 stories
Building Placement	Minimal or no building setback along commercial spine / continuous street wall / active street frontages / pedestrian-oriented
Multi-Modal Connectivity	Strong pedestrian facilities / bicycle infrastructure / bus connections / "shared" automobiles, bicycles, scooters, etc.
Parking	High amount of on-street public parking / some structured public and private parking at key nodes / some business parking for employees / on-site parking either enclosed or in the rear
Equity	Moderate amounts of affordable housing / mixed-income neighborhoods/ employment opportunities at all levels / multi-modal transit connectivity

OPPORTUNITIES FOR SUPPORTING TOD

- 1 Build upon the strong, central commercial spine that is typically fronted by established businesses
- 2 Encourage the adaptive reuse of prominent historic buildings to support independent retail and dining establishments
- 3 Ensure the area is highly walkable and bikeable with good multi-modal connectivity through a variety of options
- 4 Encourage smaller lots to be used for lower-scale and lower-cost TOD projects
- 5 Ensure there are strong connections to adjacent residential neighborhoods that can be improved with additional multi-modal connections
- 6 Ensure new projects include affordability components to promote equity



CLOCKWISE FROM TOP LEFT: NEW STUDENT HOUSING AT SACRAMENTO STATE // 47TH AVENUE STATION // MATHER FIELD/MILLS STATION

TOWN CENTER

Town Centers comprise most of the Station Areas throughout the region. They are typically located in suburban communities, providing an opportunity to create strong nodes of community gathering and activity. Many Town Centers are located near underutilized surface parking lots, providing large sites for a transition to more dense mixed-use development. Although surrounded by larger residential neighborhoods that separate most land uses, proximity to light rail stations supports mixed-use development and multi-family housing. This gives residents an opportunity to reduce automobile dependency while maintaining access to destinations in suburban areas. Commuters to/from the urban core bolster light rail ridership, particularly at the beginning and end of traditional work schedules.

APPLICABLE STATIONS

Marconi/Arcade // Swanston // Royal Oaks // Arden/Del Paso // 29th Street // 59th Street University/65th Street // Power Inn // College Greens // Watt/Manlove // Starfire // Tiber // Butterfield // Mather Field/Mills // Zinfandel // Cordova Town Center // Sunrise // Hazel // City College // Fruitridge // 47th Avenue // Florin // CRC



EXISTING CHARACTERISTICS

(existing urban form assets to build upon)

Land Use Mix	Commercial / Multi and Single-Family Residential / Entertainment / Mixed-Use
Street and Block Pattern	Medium and large blocks, many irregularly shaped / local-collector-arterial hierarchy / gridded street network in some locations / few or temporary-only vehicle-restricted streets / some alleys
Building Heights	Typically between 2 and 5 stories
Building Placement	Moderate or minimal building setback / semi-continuous street wall / active street frontages at key locations / pedestrian-friendly
Multi-Modal Connectivity	Moderate pedestrian facilities / connectivity to regional bike network / strong bus connections / "shared" automobiles, bicycles, scooters, etc.
Parking	On-street public parking in residential areas / some structured parking / moderate surface parking
Equity	Moderate amounts of affordable housing / mixed-income neighborhoods / employment opportunities at all levels

OPPORTUNITIES FOR SUPPORTING TOD

- 1 Create strong nodes of activity and community-gathering events
- 2 Encourage underutilized surface parking lots to be transitioned into more dense, mixed-use TOD projects
- 3 Ensure the area is highly walkable and bikeable with good multi-modal connectivity through a variety of options
- 4 Ensure there are strong connections to adjacent residential neighborhoods that can be improved with additional multi-modal connections
- 5 Ensure new projects include affordability components to promote equity



CLOCKWISE FROM TOP LEFT: WATT/I-80 EAST STATION // KIOSK RETAIL SPACE EXAMPLE // WATTER/I-80 WEST STATION

COMMUTER HUB

Commuter Hubs are located toward the northern, southern, and eastern ends of the light rail system. They are primarily used by those commuting into interior areas closer to the urban core. Often, these commuters follow a traditional weekday work schedule. In order to support a more transit-focused lifestyle, Commuter Hubs place an emphasis on high multi-modal connectivity and contain retail and commercial uses catered toward daily needs, such as: grocers, coffee shops, prepared foods, dry cleaners, childcare, salons/barbers, pharmacies, etc. By conveniently providing these uses adjacent to stations, riders can avoid additional automobile trips for quick errands. Some Commuter Hubs are located near residential neighborhoods, while others are surrounded by light-medium industrial uses and freeways. Exploring job training and education programs at these stations can increase access for communities physically separated from much of the region.

APPLICABLE STATIONS

Watt I-80 West // Watt I-80 // Roseville Road // 39th Street // 48th Street // Iron Point // Glenn // CRC // Meadowview // Franklin // Center Parkway



EXISTING CHARACTERISTICS

(existing urban form assets to build upon)

Land Use Mix	Retail / Commercial / Residential / Light-Medium Industrial / Institutional / Civic
Street and Block Pattern	Medium and large blocks, many irregularly shaped / often located near major highways and arterials / local-collector-arterial hierarchy / gridded street network in some locations / some alleys
Building Heights	Typically between 2 and 6 stories
Building Placement	Moderate or minimal building setback / semi-continuous street wall / active street frontages in key locations / pedestrian-friendly
Multi-Modal Connectivity	Key pedestrian connections across major barriers / bicycle lanes / bus connections / "shared" automobiles, bicycles, scooters, etc.
Parking	Some structured public/business shared parking / residential parking on-site / some on-site parking for other uses
Equity	Moderate amounts of affordable housing / employment opportunities at all levels / multi-modal transit connectivity

OPPORTUNITIES FOR SUPPORTING TOD

- 1 Ensure there is high multi-modal connectivity and easy access to the station for commuters
- 2 Encourage additional employment and job training uses that provide more activity near the station
- 3 Discourage structured parking. However, if structured parking is determined to be needed, ensure that it is designed in such a way that it can be easily transitioned into other uses (such as office) in the future
- 4 Encourage lower-scale office uses that are located near the station
- 5 Ensure there are strong connections to adjacent residential neighborhoods that can be improved with additional multi-modal connections
- 6 Ensure new projects include affordability components to promote equity



PRIORITY SITE // GLENN/ROBERT G. HOLDERNESS STATION AREA



PRIORITY SITE // MATHER FIELD/MILLS STATION AREA

OPPORTUNITY SITES EVALUATION

While the typologies provide a general set of Station Area characteristics and opportunities to increase TOD, the Project Team developed a focused list of specific “High Opportunity Sites.” These sites, shown in **Figure 3**, have the greatest potential for near-term TOD projects.

Many of these High Opportunity Sites are within State-designated Disadvantaged Communities (“DACs”) as defined by the CalEnviroScreen mapping tool. DACs are established based on multiple criteria such as pollution indices, health data, and socioeconomic data. Deployed properly, TODs can help counteract some of these negative factors in some of our region’s most vulnerable communities. The key challenge is to ensure new TOD projects within these neighborhoods are developed in such a way that they work directly with the local community to understand the needs and meet local community goals (e.g., affordable housing, new employment, needed retail uses, etc.) while not displacing current residents or businesses.

The High Opportunity Sites were identified based on the following criteria and information:

1. Region-wide underutilized parcels inventory.
2. Station Areas that are most likely to support TOD, as identified by the Advisory Group.
3. Specific sites that have immediate opportunities for catalytic TOD projects, as identified by the Advisory Group, Focus Groups, State Surplus Property Database, and site analysis.
4. Check for any “red flags” or major impediments to TOD development, such as recent construction, major utilities, easements, etc.

Priority Sites

Once the High Opportunity Sites evaluation process concluded, the Project Team and Advisory Group selected five key “Priority Sites” to be case studies for which detailed analysis and development feasibility. Initial building programs, development pro formas, and site plans were developed for each Priority Site. The Priority Sites include properties located within the following Station Areas:

- Glenn (City of Folsom)
- Mather Field/Mills (City of Rancho Cordova)
- Butterfield (Sacramento County)
- Globe Avenue (City of Sacramento)
- Florin (City of Sacramento)

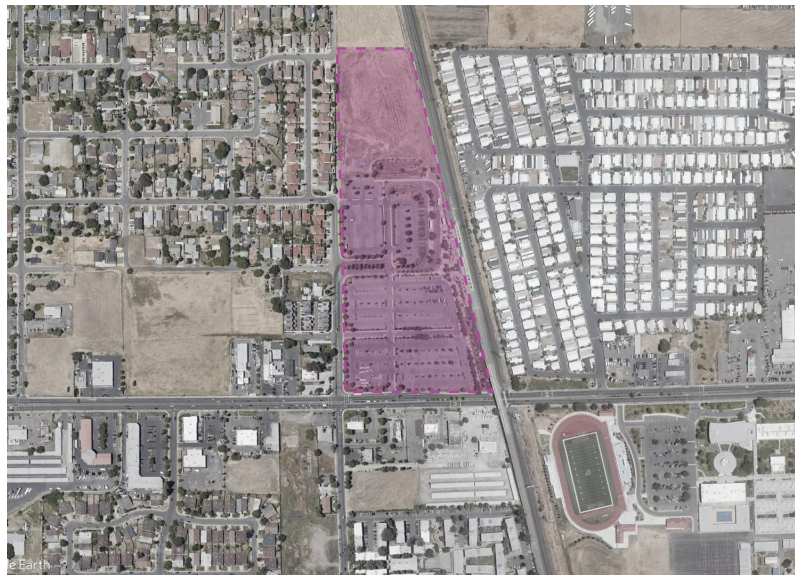
While these five sites were considered as case studies to illustrate successful TOD, the other High Opportunity Sites should not be overlooked. They should be considered strong candidates for TOD and it is encouraged that these sites are further analyzed by municipalities, developers, and other TOD proponents. **Chapter 4** includes conceptual develop programs for each sites and near-term strategies jurisdictions can take to incentivize private or public/private development at each Priority Site.



PRIORITY SITE // BUTTERFIELD STATION AREA

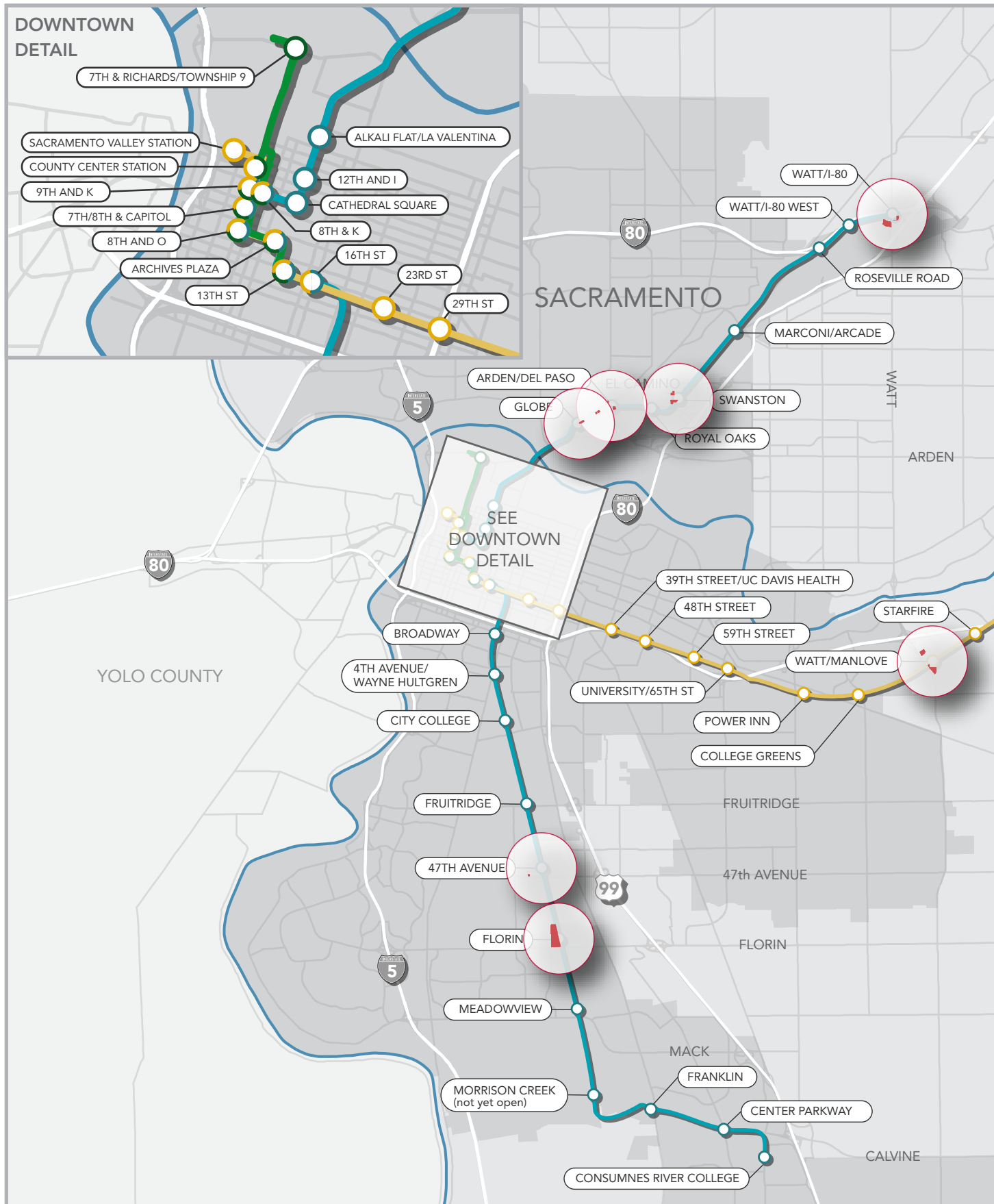


PRIORITY SITE // GLOBE STATION AREA



PRIORITY SITE // FLORIN STATION AREA

FIGURE 3 // HIGH OPPORTUNITY SITES







AVAILABLE FUNDING SOURCES

TOD has emerged as a preferred development model for municipalities across the United States for both economic and environmental reasons. Though the benefits of TOD are both broad and well-documented, these projects may be unlikely to materialize on a large scale without sustained public sector support. Local governments need to devise actionable financing strategies to facilitate the widespread implementation of TOD across their regions. To that end, this Action Plan considers how TOD can be financed and implemented in the Sacramento region's transit-rich areas. Based on an analysis of national best practices and over thirty individual funding mechanisms, strategies, and grant programs, it defines and evaluates four key tools with broad TOD application that can be strategically leveraged by SACOG, SacRT, and other local agencies as incentives for private and non-profit developers. This is followed by **Table 1** that identifies potential funding sources analyzed in this project.

PRIVATE ACTIVITY BONDS

A Private Activity Bond (PAB) is a common debt financing tool used by cities to fund a variety of development and infrastructure projects. In contrast to other types of municipal bonds (e.g., general obligation bonds), the proceeds from PABs are issued to private entities whose projects create tangible public benefits, such as affordable housing. PABs are tax-exempt and therefore provide loans with lower interest rates than those offered by traditional financial institutions, such as commercial banks. As such, these debt securities provide opportunities for below-market-rate financing that help reduce overall development costs. However, it is important to note that PABs are secured entirely by the revenue from the projects for which they were applied.

For housing development projects, PABs are issued in the form Multi-family Housing Revenue Bonds (MHRBs). These securities are typically used to fund projects with a strong affordability component and are backed by future rental income.

BONDS TAX-INCREMENT FINANCING (ENHANCED INFRASTRUCTURE FINANCING DISTRICTS)

Tax-Increment Financing (TIF) is another approach that leverages low-interest municipal bonds to finance both infrastructure and redevelopment projects. Unlike PABs, however, the administering public agency, rather than the borrowing private entity, is held liable for debt repayment. Specifically, a TIF bond is repaid with the incremental increase in property tax revenue that the subsidized project generates.

In California, TIF can be implemented through the formation of an Enhanced Infrastructure Financing District (EIFDs). These districts are operated by an independent local agency that provides TIF bonds for a broad range of community improvement projects in a designated area, including infrastructure repair (e.g., sidewalks, sewers), economic development activities, and affordable housing construction. Unlike Community Revitalization and Investment Agencies (CRIAs), EIFDs may be established anywhere in a city so long as they fund projects of “community-wide significance,” as determined by both the California State Controller and Department of Finance. Establishment of an EIFD requires the preparation of an Infrastructure Financing Plan (IFP) and 55 percent voter approval for the issuance of bonds. EIFDs are best tailored for Station Areas in which expected investments have the potential for significant property value appreciation.

STRUCTURED FUNDS

A structured fund is a pooled equity capitalized by a combination of public, private, and philanthropic investors with varying risk-return profiles. Specifically, these pooled investments are structured in a “capital stack” in which those parties willing to accept higher risks (typically local governments and charitable foundations) will assume a “first loss” position, which mitigates the potential for losses among those with lower risk profiles, such as traditional financial institutions. This type of “mitigated risk” arrangement can therefore encourage the participation of several profit-driven entities, increasing the amount of low-interest loan capital available to prospective borrowers.

This financing model can contribute significantly to the implementation of equitable TOD. Mission-driven entities, such as affordable housing developers, often struggle to acquire properties in transit-rich areas due to a lack of upfront capital. Because they are typically highly capitalized, structured funds can provide low-interest bridge loans that help these developers compete with other suitors in the marketplace.



AFFORDABLE HOUSING AND SUSTAINABLE COMMUNITIES

The Affordable Housing and Sustainable Communities (AHSC) Program is a California state grant program that funds affordable housing development in conjunction with sustainable transportation-related infrastructure or amenities. It is administered by the California Strategic Growth Council (SGC) and Department of Housing and Community Development (HCD) and funded through a 20 percent appropriation of the State's Greenhouse Gas Reduction Funds. This formula-based appropriation means that the AHSC program is one of the most significant ongoing funding sources for affordable housing and low-carbon transportation infrastructure in the state.

Funding is allocated on a competitive basis through a robust annual application process. While the program can fund projects anywhere, projects within a half-mile of rail stops compete against each other in the hyper-competitive

TOD project area category. Projects are scored and selected for funding based on their ability to reduce greenhouse gas emissions and their consistency with State policy objectives. The scoring metrics favor housing project density, surrounding neighborhood density, and the potential for increased transit ridership. As such, this program is best suited for Station Areas that can support robust housing densities.

IMPLEMENTATION FEASIBILITY

Each Station Area is unique, however, there are similarities in how well positioned they are for certain financial incentives. As noted above, five Station Area Typologies were identified across the region, each defined by its own unique land use mix, demographic character, streetscape conditions, and other urban form conditions. The matrix on the following pages identifies a range of funding and financing tools that can be used for TOD projects within each Typology.



ADDITIONAL ONLINE RESOURCES

Federal Congestion Mitigation and Air Quality Improvement (CMAQ) Program

www.transit.dot.gov/funding/grants/grant-programs/flexible-funding-programs-congestion-mitigation-and-air-quality

Transportation Alternatives Program

www.fhwa.dot.gov/environment/transportation_alternatives/

Urbanized Area Formula Funding Program

www.transit.dot.gov/funding/grants/urbanized-area-formula-grants-5307

Capital Investments Grant Program

www.transit.dot.gov/CIG

Pilot Program for Transit-Oriented Development Planning

www.transit.dot.gov/TODPilot

Transit-Oriented Development Technical Assistance Initiative

www.transit.dot.gov/TOD/technicalassistance

Community Development Block Grant (CDBG) Program

www.hudexchange.info/programs/cdbg/

Economic Development Administration (EDA) Grants

www.eda.gov/funding-opportunities/

Urbanized Area Formula Funding Program

www.transit.dot.gov/funding/grants/urbanized-area-formula-grants-5307

TABLE 1: TOD FINANCING RESOURCES

Category	Funding Mechanism or Strategy	Development Type(s) Supported			Funding Application		Other Qualifying Criteria
		Infra.	Services	Property	Capital Expend.	Operating Expenses	
Direct Fees	User Fees and Transportation Utility Fees	⊙			⊙	⊙	Not Applicable
	Congestion Pricing	⊙			⊙	⊙	Not Applicable
Debt Financing	Private Debt	⊙			⊙		Not Applicable
	General Obligation Bonds	⊙			⊙		Not Applicable
	Revenue Bonds	⊙			⊙		Not Applicable
	Private Activity Bonds	⊙			⊙		Not Applicable
	Lease Revenue Bonds	⊙			⊙		Not Applicable
	Grant Anticipation Revenue Vehicle Bonds	⊙					Not Applicable
	Revolving Loan Funds	⊙					Not Applicable
	State Infrs. Banks	⊙					Not Applicable
	Railroad Rehabilitation and Improvement Financing	⊙					Not Applicable
Credit Assistance	Bond Insurance	⊙					Not Applicable
	Credit Enhancements	⊙					Not Applicable
	TIFIA	⊙			⊙		Not Applicable
Equity	Public-Private Partnerships	⊙	⊙	⊙			Not Applicable
	Infrastructure Investment Funds	⊙					Not Applicable
Value Capture	Impact Fees and Exactions	⊙		⊙			• Active and hot development market
	Special Districts (CFD)	⊙	⊙	⊙			• Business-rich area • Relative affluence • Culture of engagement
	Land Value Tax						Not Applicable
	Tax-Increment Financing	⊙		⊙			• Area with significant development activity
	Joint Development	⊙		⊙			• Publicly-owned land • Public facilities in private development
Grants	Congestion Mitigation and Air Quality Improvement Program	⊙					• Transportation projects and programs
	Transit-Oriented Development Housing Program	⊙		⊙			Not Applicable
	Transportation Alternatives Program	⊙					• Good for funding supportive Infrastructure
	Urbanized Area Formula Funding Program	⊙		⊙			Not Applicable
	Community Development Block Grant Program	⊙		⊙			• Lower-income areas with affordable housing • Job creation and business retention • Miscellaneous community services
	Economic Development Administration Grant Program	⊙		⊙			• Industrial and commercial areas • Job creation and retention • Commercial development (with no housing)
	Affordable Housing and Sustainable Communities	⊙		⊙			Not Applicable
	Transformative Climate Communities Program	⊙		⊙			• Lower-income areas with affordable housing • Job creation and business retention
Emerging Tools	Structured Loans			⊙			Not Applicable
	Land Banks			⊙			• Publicly-owned land • Community Land Trusts
	Redfields to Greenfields			⊙			Not Applicable
	National Infrastructure Bank	⊙					Not Applicable



PARTNERSHIPS

Partnerships between multiple public agencies or between public and private entities are increasingly becoming means to better leverage resources for TOD projects. The following is a summary of key partnership approaches that can be taken to help organize, plan, design, finance, construct, and manage TOD projects in the region.

PUBLIC-PRIVATE PARTNERSHIPS

Public-Private Partnerships (P3s) are cooperative arrangements between two or more public and private entities, typically of a long-term nature where all parties receive benefits from the partnership. These partnerships can take many forms, such as private companies providing capital and public agencies providing low/no cost land or bonds. However, there are two primary project types related to urban transit Public Private Partnerships:

1. Design-build-operate capital facilities, usually rail corridors
2. Development partnerships for land and buildings

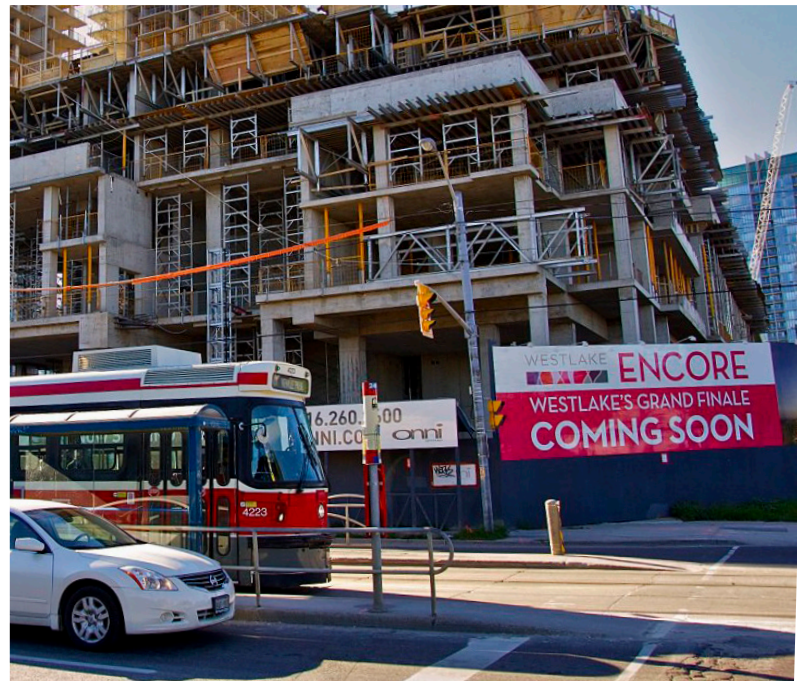
There are, however, instances where transit agencies or other public agencies have made mistakes when partaking in a Public Private Partnerships development. One of the most severe and shortsighted is being too eager to “make a deal,” resulting in provisions that can take away future public control of local and regional transportation planning decisions, or can take away control of real property or other assets. It is essential that public agencies define near-term and long-term goals (e.g., rate of return, increase in net tax revenues, land use mix, etc.). Other mistakes can include a lack of adequate design and performance standards benefiting transit agencies, lack of legal counsel specializing in land development and TOD projects, and FTA regulations that are burdensome to contracts.

FEDERAL TRANSIT ADMINISTRATION JOINT DEVELOPMENT

Federal Transit Administration (FTA) Joint Development refers to the use of FTA grant-funded property to support a development project when multiple parties are involved. Joint development projects are public transit projects coordinated with other kinds of development, like commercial and residential. Joint development is a form of TOD that leverages transit agency real property bought with FTA grant funds and may be stand-alone or part of a larger project.

Typical FTA project types include:

1. **Transit-Oriented Development:** Integrated development of transit and non-transit improvements, with transit projects physically or functionally related to commercial, residential, or mixed-use development.
2. **Public-Private Coordination:** Public and private investments that are coordinated between transit agencies and developers to improve land owned by a transit agency or related to a transit improvement.
3. **Shared Costs and Benefits:** Mutual benefit and shared cost among all parties involved.



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4

TOD ACTION STEPS

A NEW TOD PROJECT WITHIN THE 16TH STREET STATION AREA IN SACRAMENTO

This Action Plan is focused on the strategic implementation of actions that will coordinate and incentivize new TOD projects throughout the Sacramento region. The following chapter outlines specific strategies that jurisdictions and agencies can implement to further incentivize TOD projects. These strategies are organized into the following three sections:

REGIONAL STRATEGIES

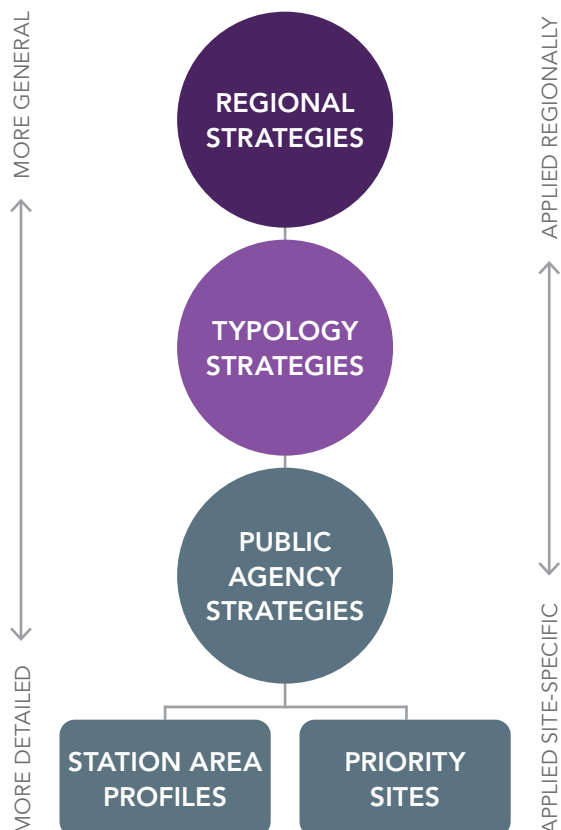
These include actions that each jurisdiction and agency will take to: improve regional TOD growth coordination; assist jurisdictions as they market and brand TOD sites to property owners and developers; inspire TOD champions; ensure growth and new investment are equitable for all people and neighborhoods; and support individual communities by increasing multi-modal connectivity and adding more transit rider amenities.

TYPOLOGY STRATEGIES

These include strategies that will enhance the TOD potential for Station Areas based on their urban form and character typology. These strategies are regional in nature and can be applied based on the unique character of each Station Area.

PUBLIC AGENCY SPECIFIC STRATEGIES

These include focused strategies for each individual public agency to consider that would result in regulatory and financial incentives to encourage TOD projects. This includes specific strategies for each individual Station Area based on their economic positioning and unique character, as well as "Priority Sites" that can develop into immediate TOD projects within the next three to five years.





NEW CONSTRUCTION IN DOWNTOWN SACRAMENTO



CALIFORNIA STATE CAPITOL

REGIONAL STRATEGIES

Regional coordination will be key to better market and position TOD projects throughout the Sacramento region. The region is currently facing tremendous housing pressures, due largely to California's ongoing housing crisis. While this crisis poses many difficult challenges for the state and the Sacramento region, it also presents an amazing opportunity to strategically and thoughtfully focus new higher intensity housing and employment uses within Station Areas that are transit supportive and include a range of amenities and services.

Careful planning is required to ensure that the benefits of TOD are equitably distributed and inclusive of all communities in the region. In the absence of a strong regulatory framework, new development can exert undue pressure on local markets by increasing an area's desirability, which attracts higher-income households and causes average rents to increase as a

result. This dynamic can facilitate processes of gentrification and displacement in lower-income neighborhoods, which push long-time residents and businesses out of their neighborhoods in search of lower-cost options.

Fortunately, jurisdictions can leverage a wide range of tools to either prevent or mitigate the effects of this exclusionary process. Some strategies may focus on keeping residents and businesses in place (i.e., preventing displacement), while others aim to provide stakeholders the option to relocate if they so desire (i.e., increasing social capacity). Together, these strategies can be part of a comprehensive equitable development policy that ensures that new growth comes to the benefit, not at the expense, of the region's lower-income residents and businesses.

Table 2 below and on the following pages identifies priority strategies for increasing regional coordination and ensuring future Station Area development is inclusive and enhances existing neighborhoods. Each strategy in the table has a unique number and title, and a listing of the lead agency and what partners (agencies, companies, community groups, etc.) would support in the implementation of that strategy. In addition, each strategy is organized into the following time frames:

- **NEAR-TERM:** Strategies that should be undertaken by jurisdictions and agencies either immediately or within the next five years to incentivize TOD, understanding that public agencies may need to prioritize within this list based on specific community needs and staffing resources.

LONG-TERM: Strategies that will require more time to form partnerships, identify funding sources, prepare studies, create plans, or develop materials. These strategies are envisioned to take longer than five years to implement. However, they do not need to wait if public agencies have the resources available to implement them sooner.

ONGOING: Strategies that require ongoing coordination, review, or implementation. These strategies may be initiated during either the Near-Term or Long-Term time frames, but are unique in that they require additional actions to take place over a longer period of time.

TABLE 2: REGIONAL STRATEGIES

STRATEGY	LEAD (PARTNERS)	TIMING
R.1. INTER-AGENCY PARTNERSHIPS Work collaboratively throughout the region to ensure Station Areas are developed with TOD that addresses local economic, social, and development needs while also integrating into the broader region (e.g., in order to create a diversity of uses based on Typologies).	SACOG <i>City of Folsom</i> <i>City of Rancho Cordova</i> <i>City of Sacramento</i> <i>Sacramento County</i> <i>SacRT</i>	Near-Term Ongoing
R.2. TRANSIT-ORIENTED DEVELOPMENT CHAMPIONS Identify and support TOD Champions that will advocate for TOD policies, projects, and funding. These are envisioned to be vocal supporters and storytellers who will work both in the public and behind the scenes to build the region's appetite and capacity for TOD and reduced automobile trips (reduced VMT). Examples include public agency staff, PBID staff, developers, local business and property owners, community organizations, and residents.	SacRT <i>City of Folsom</i> <i>City of Rancho Cordova</i> <i>City of Sacramento</i> <i>Sacramento County</i> SACOG	Near-Term Ongoing
R.3. DECISION-MAKER OUTREACH Educate local decision-makers and planning/economic development staff about the benefits of TOD, particularly as an (a) economic development tool that can spark further investment in other parts of the community, and (b) as a strategy for creating more inclusive and equitable neighborhoods.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County <i>SACOG</i> <i>SacRT</i>	Near-Term Ongoing

TABLE 2: REGIONAL STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
R.4. PUBLIC LAND INVENTORY Work closely with each jurisdiction to map publicly-owned land near light rail stations in order to identify potential sites appropriate for cross-agency collaboration and public-private partnerships for TOD projects. This inventory can be used to better position publicly-owned sites to local developers and private partners as part of a comprehensive site development marketing strategy.	SACOG <i>SacRT</i> <i>City of Folsom</i> <i>City of Rancho Cordova</i> <i>City of Sacramento</i> <i>Sacramento County</i>	Near-Term Ongoing
R.5. TRANSIT-ORIENTED DEVELOPMENT GOVERNANCE Serve as a “champion” entity to oversee and orchestrate new TOD development within a single district across municipal borders. This lead entity is needed to create a positive view towards TOD, market individual Station Area projects, and help nurture development financing opportunities.	SacRT <i>City of Folsom</i> <i>City of Rancho Cordova</i> <i>City of Sacramento</i> <i>Sacramento County</i> SACOG	Near-Term Ongoing
R.6. DEVELOPER OUTREACH Educate local developers about consumer preferences, permit and CEQA streamlining opportunities, and market opportunities for TOD projects in the Sacramento region. Work with organizations like the Urban Land Institute (ULI) to create developer boot camps to grow the capacity of local developers.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County <i>SACOG</i> <i>SacRT</i>	Near-Term Ongoing
R.7. REGIONAL MARKETING STRATEGY Attract additional companies to the Sacramento Region by marketing TOD Station Areas that are focused on future employment growth and higher intensity office or manufacturing uses.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.8. COORDINATION WITH SHRA Identify ways to partner with the Sacramento Housing and Redevelopment Agency (SHRA) to use publicly-owned land within Station Areas for affordable housing projects (either as stand alone projects or ones incorporated into larger mixed-use projects) that benefit the local community and overall region.	SacRT City of Sacramento Sacramento County	Near-Term
R.9. MUNICIPAL CODE UPDATES Initiate local agency planning studies, policy changes, and code updates that encourage TOD projects, including all the Typology and public agency-specific recommendations included later in this chapter.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term

TABLE 2: REGIONAL STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
R.10. FINANCING MECHANISMS Establish financing mechanisms to secure “gap” financing for catalyst TOD projects. Putting financing structures in place can help projects “pencil” sooner, bringing much-needed housing and other benefits to the region (see Chapter 3 for more details on available financing mechanisms).	SACOG SacRT City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.11. HOUSING AFFORDABILITY Identify ways to preserve and add affordable housing within Station Areas. This could include an inclusionary requirement for all new projects, exploring mechanisms for affordable housing funding, regulating rent increases, establishing tenant-based assistance programs such as legal clinics or rental assistance programs, and acquiring/preserving existing market-rate affordable housing. Identify ways to acquire and preserve existing market-rate affordable housing.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County SACOG	Near-Term
R.12. IMMEDIATE STATION AREA ACTIVATIONS Encourage mobile food and micro-retail vendors to activate Station Areas with interim uses before more permanent development is created to help establish a market for the area while increasing vibrancy and exposure around stations. This can include mobile food and retail vendors, as well as commuter service providers, which would be well-positioned to locate on underutilized publicly-owned property. Support similar strategies and activation measures on private property as areas transition.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County SacRT	Near-Term
R.13. BUSINESS IMPROVEMENT DISTRICTS Partner with existing business improvement districts (BIDs) to explore opportunities to leverage BID resources in order to provide enhanced programming, maintenance, and public realm improvements necessary to attract private investment and development. Explore the formation of new BIDs in Station Areas and encourage TOD activities that contribute toward BID goals.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.14. COMMUNITY LAND TRUSTS Consider establishing community land trusts that are non-profit, community-based organizations (in some cases, supported by a City or County) whose mission is to provide affordable housing in perpetuity by owning land and leasing it to those who live in houses built on that land.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term

TABLE 2: REGIONAL STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
R.15. FIRST SOURCE HIRING Consider first source hiring ordinances that ensure residents are given priority for new jobs created by municipal financing and development programs. These kinds of programs connect economically disadvantaged residents with entry-level jobs that are generated by the jurisdiction's public works investments.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.16. LOCAL BUSINESS/SERVICES PREFERENCE PROGRAMS Establish programs or policies to provide preference and discounted rents for existing local or disadvantaged businesses to occupy space in developments in which the local government is an owner or partner, in order to address concerns regarding displacement of existing businesses.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.17. DISADVANTAGED COMMUNITIES FOCUS Focus public funding towards project financing and/or Station Area improvements that benefit disadvantaged communities as a key focus for future TOD projects. To this end, work with local communities to define Community Benefit Agreements that identify needed services, features, and amenities to ensure community needs are addressed and gentrification/displacement is minimized in new TOD projects.	SacRT SACOG City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.18. REGIONAL TRANSPORTATION IMPROVEMENTS Identify ways to support transportation improvements, such as walking and biking improvements, near light rail stations. Consider prioritizing improvements in these areas in future regional funding opportunities.	SACOG	Near-Term
R.19. FIRST- AND LAST-MILE CONNECTIONS Coordinate first- and last-mile connections to better link TOD areas with the broader community. This includes ongoing programming for RT bus service, as well as coordination with private companies that provide vehicle rideshare, shared bicycles and scooters, and autonomous vehicles. Promote active transportation by improving pedestrian and bicycle connections and adding more bicycle parking and storage at all stations.	SacRT SACOG City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term Ongoing

TABLE 2: REGIONAL STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
R.20. TOD PUBLIC GREEN SPACE Identify opportunities to increase public plazas, open space, and recreation amenities near stations. Once identified, work with developers and local jurisdictions to ensure funding opportunities are included in new development projects for these community amenities	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County SacRT	Ongoing
R.21. PRIORITY STATIONS FOR UPGRADES Prioritize station upgrades at light rail stations with High Opportunity Sites and Priority Sites in order to further incentivize near-term TOD projects (see Chapter 3 for a summary of the sites evaluation, and pages 72, 80, 88, 90, and 116 for Priority Site development concepts). Look for partnerships and grant opportunities to supplement developer contributions or fees so development is feasible.	SacRT SACOG City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.22. UPGRADE STATION DESIGN STANDARDS Update light rail station design guides so municipalities and developers have a predictable understanding of what types of physical and programming upgrades will be installed at each station, and their approximate timing.	SacRT	Near-Term
R.23. JOINT DEVELOPMENT AND PUBLIC PRIVATE PARTNERSHIPS Actively engage public agencies and private developers to identify objectives for joint development and ways to create Public Private Partnerships (P3) funding models to finance new commercial, office, residential, mixed-use, civic, and infrastructure projects within Station Areas.	SacRT Developers	Near-Term Ongoing
R.24. AFFORDABLE HOUSING ON SACRAMENTO REGIONAL TRANSIT DISTRICT PROPERTY Identify ways to support the creation of affordable housing projects on existing SacRT-owned land within Station Areas.	SacRT City of Folsom City of Rancho Cordova City of Sacramento Sacramento County SHRA	Near-Term
R.25. REDUCE DISPLACEMENT Ensure there are policy or regulatory mechanisms in place to reduce or eliminate the potential for displacement of existing residents or local/ minority-owned businesses within Station Areas as new publicly-funded or publicly-partnered projects are created.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County SHRA SacRT SACOG	Near-Term Ongoing

TABLE 2: REGIONAL STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
R.26. INCLUSIONARY REQUIREMENTS Consider requiring Station Areas to have inclusionary requirements for affordable housing and limit the use of in-lieu fees for new development projects.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Near-Term
R.27. TOD PROJECT CEQA STREAMLINING Streamline the environmental review and compliance process (CEQA) for new TOD projects by modeling vehicle miles traveled (VMT) for a variety of development types, varied across number of units, commercial spaces, parking requirements, and other site development factors.	SACOG <i>City of Folsom</i> <i>City of Rancho Cordova</i> <i>City of Sacramento</i> <i>Sacramento County</i>	Near-Term
R.28. INTEGRATED TRANSIT FARES SYSTEMS AND FREQUENCY Work with transit providers to integrate transit fares across all platforms and services to make it easier for riders to transfer between buses and trains. In addition, work with all providers to identify ways to improve transit headways, frequency, and reliability as an incentive for increasing transit ridership.	SacRT <i>Other Regional</i> <i>Transit Providers</i>	Long-Term
R.29. PEDESTRIAN-ORIENTED WAYFINDING Develop a pedestrian-oriented wayfinding system to support ridership and connectivity. Roads connecting to stations should be designed as pedestrian-friendly to prioritize transit and multi-modal connectivity.	SacRT City of Folsom City of Rancho Cordova City of Sacramento Sacramento County	Long-Term
R.30. INNOVATIVE TOOLS Explore the application of innovative tools to address the unique challenges of TOD projects. Many projects will require various strategies and partnerships in order to be successful. Often, the most challenging obstacles are related to circulation improvements and infrastructure upgrades. The more these changes can be made on a district level (as opposed to an individual project level), the more cost-efficient they become for both the developer and local government.	City of Folsom City of Rancho Cordova City of Sacramento Sacramento County <i>SACOG</i> <i>SacRT</i>	Ongoing

HOW CAN RESIDENTIAL PROJECTS BUILT AT THE SAME DENSITY LOOK SO DIFFERENT?

Density

A project's "density" is the total number of dwelling units per acre. While this is helpful in understanding the total number of for-rent or for-sale units in a particular residential project, it does not take into account unit size or number of bedrooms.



Form and Format

Often the form of a residential project will have a greater affect on how it fits into its surrounding neighborhood than its density. Projects that are built at the right scale and style can blend into a neighborhood, reducing the feel of "bulk."

VISUALIZING DENSITY (OR REALLY, FORM)

Below are examples of different residential projects designed at **approximately 40 dwelling units per acre** (typically considered high density in the Sacramento region). While each of these projects has the same approximate "density," their form, style and feeling of bulk are quite different. This is due to several factors, including the unit format (size and number of bedrooms), amount of visible/invisible density (what is visible from the street), building setbacks, heights, parking requirements, on-site open space, and other site features. As shown in these examples, the actual form and format of a project is typically a greater indicator of how well it fits into a local neighborhood than just its density.



40 Dwelling Units per Acre



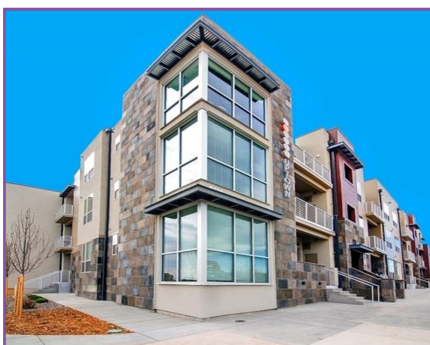
40 Dwelling Units per Acre



40 Dwelling Units per Acre



40 Dwelling Units per Acre



40 Dwelling Units per Acre



40 Dwelling Units per Acre

HOW DOES OFF-STREET PARKING IMPACT TOD?

Feasibility

Parking ranges from \$4,000 per space for a surface lot to over \$60,000 per space for an underground garage. In addition to adding millions of dollars to a project, parking also competes with leasable space.

Affordability

When parking is required in a project, costs are often passed on to residents in the form of higher rents and sales prices. Underground parking can increase rents in a project by up to 25% making it difficult to provide affordable housing.

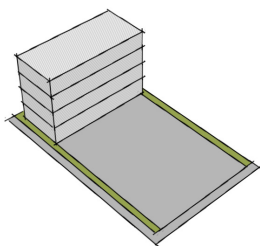
Urban Form

Off-street parking is one of the major drivers of site design. Requiring large amounts of parking means that buildings are designed around garages and surface parking lots resulting in buildings that are not transit-supportive.

TOD PARKING POLICY SPECTRUM

Transit-Adjacent

With parking ratios at or near two spaces per unit and four spaces per 1,000 square feet of commercial space, TOD is unlikely to be feasible or affordable.

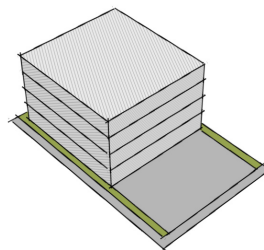


2 Spaces / Unit
4 Spaces / 1,000 Sq Ft

Transit-Related

Lower parking ratios can begin to produce TOD outcomes if they are coupled with additional allowances such as:

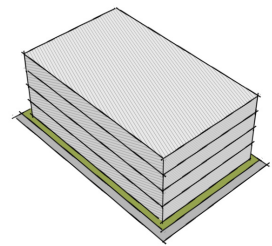
- Credit for on-street parking
- Shared parking reductions
- Allowance for off-site parking
- Reductions for bicycle facilities



1 Space / Unit
1 Space / 1,000 Sq Ft

Transit-Oriented

With no parking requirements, the market can decide how much parking is best for a project.



0 Spaces / Unit
0 Spaces / 1,000 Sq Ft

Project Rate of Return: 2.5%
Income Needed to Afford: \$85,000
Building Lot Coverage: 15%

Project Rate of Return: 7.0%
Income Needed to Afford: \$65,000
Building Lot Coverage: 55%

Project Rate of Return: 11.5%
Income Needed to Afford: \$42,000
Building Lot Coverage: 100%



TPOLOGY STRATEGIES

Each Station Area has a unique existing urban form that can be further enhanced through TOD projects. As described earlier in **Chapter 3**, each Station Area was assigned a specific typology based around urban form opportunities and mobility enhancements.

Figure 4 identifies the specific typology for each Station Area in the Sacramento. The diagram is followed by **Tables 3** through **7** that describe specific strategies each jurisdiction can take to build upon the existing urban fabric within each Typology. This includes ways to increase transit rider and station amenities, create a more dense and walkable urban forms, increase multi-modal mobility and connectivity, and reduce Station Area parking requirements.

FIGURE 4 // STATION AREA TYPOLOGIES

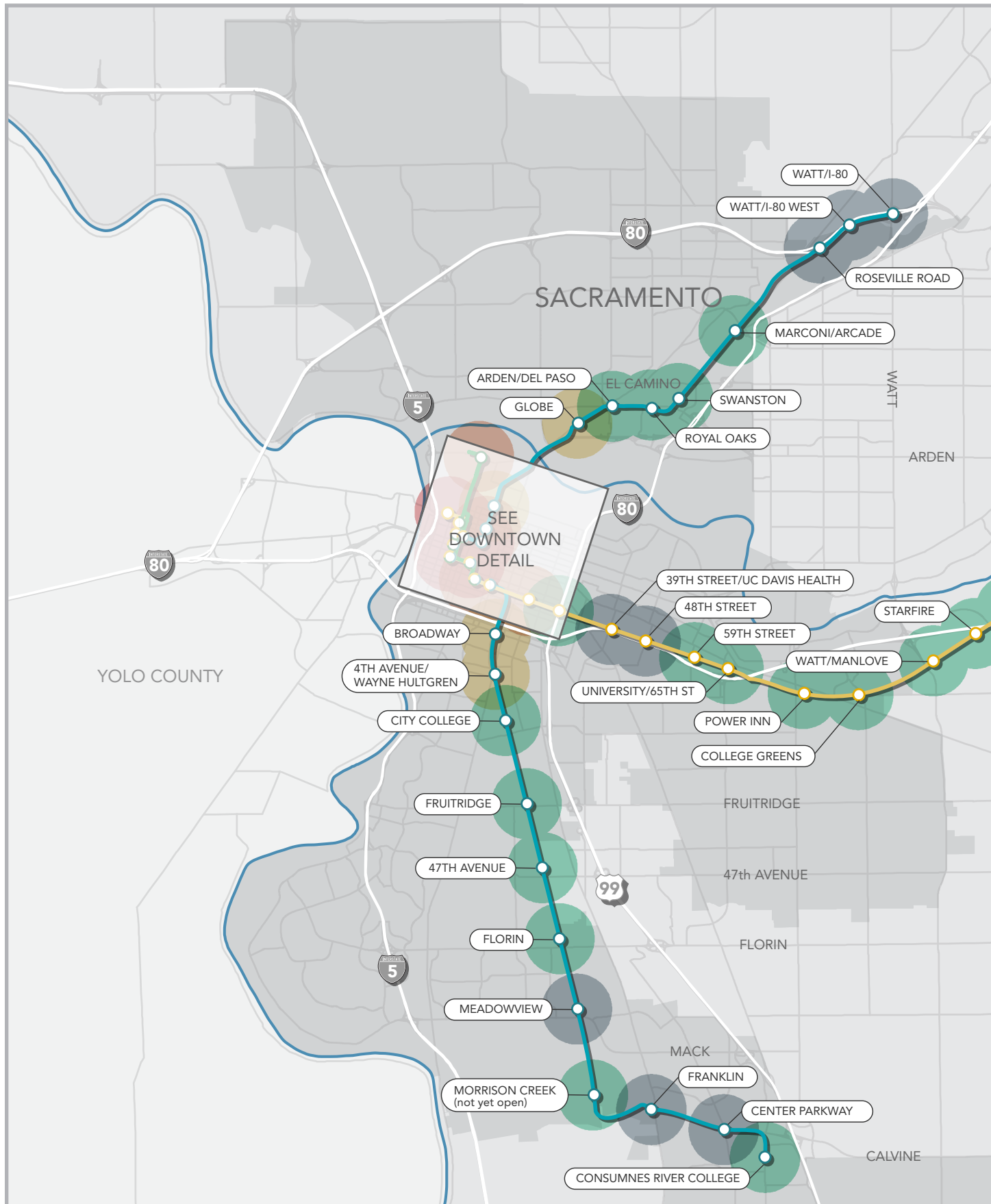
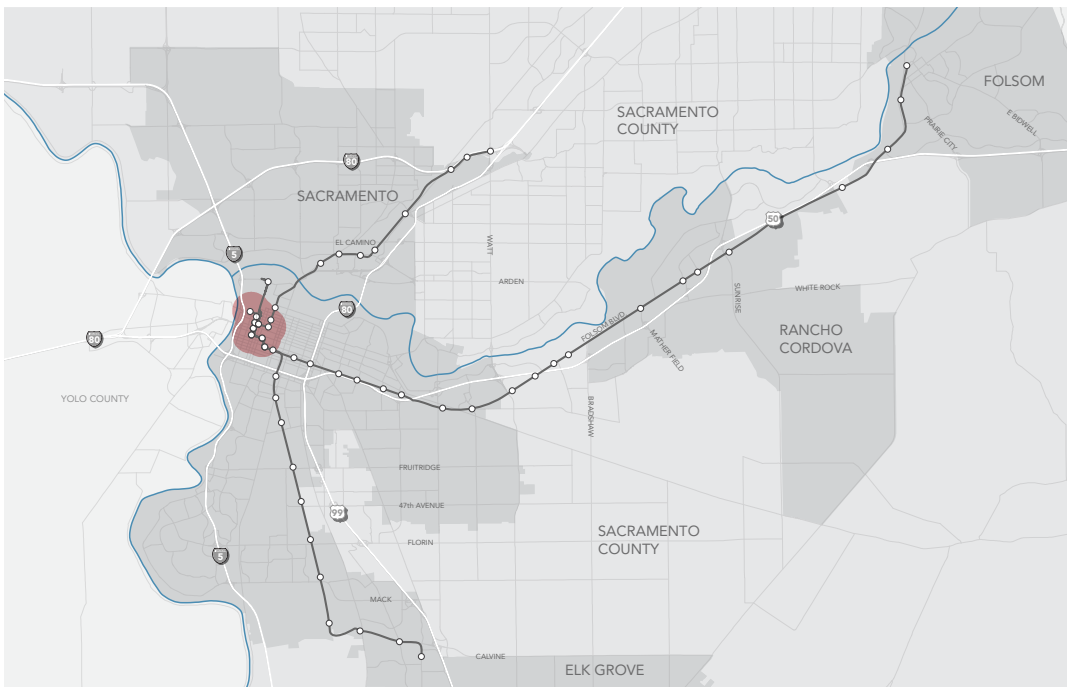




TABLE 3: CENTRAL CORE STATION AREA STRATEGIES

AMENITIES	LAND USE	MOBILITY	PARKING
CC.1. Identify public or private funding sources to pay for transit stop enhancements, pedestrian improvements, station beautification projects, and new public spaces. CC.2. Continue to coordinate safety and maintenance efforts during special events, including providing transit ambassadors. CC.3. Encourage active building frontages and retail uses at stations, key intersections, and nodes to increase pedestrian activity and economic development.	CC.4. Support increased building heights, residential densities, and non-residential floor area ratios (FARs) that support TOD projects. CC.5. Create minimum development standards that are consistent with high-density urban uses to ensure lower-intensity uses are not created in TOD areas.	CC.6. Consider seamlessly integrating structured parking, passenger drop-off areas, and curbside pick-up areas for autonomous vehicles, car-share, delivery vehicles and other uses that require vehicles within the densest urban areas. CC.7. Study and implement wayfinding programs to enhance district level economic development efforts for occasional riders.	CC.8. Encourage the transition of surface parking lots into new buildings or public uses. CC.9. Consider unbundled parking for new TOD projects. CC.10. Encourage major employers to replace employee parking subsidies with alternative mode commuter subsidies. CC.11. Encourage larger employers and apartment complex owners to subsidize transit passes.

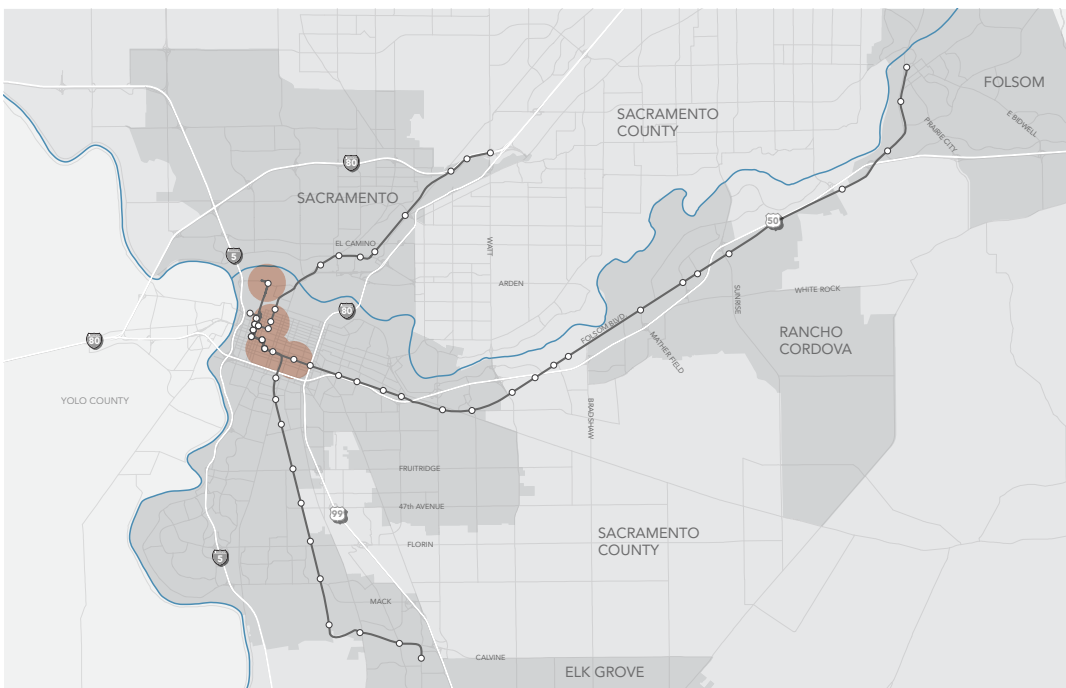


STATION AREAS

7th & Capitol
 7th/8th County Center
 8th & Capitol
 8th & K
 8th & H
 8th & O
 9th & K
 Archives Plaza
 Cathedral Square
 Sacramento Valley Station

TABLE 4: URBAN NEIGHBORHOOD STATION AREA STRATEGIES

AMENITIES	LAND USE	MOBILITY	PARKING
UN.1. Identify ways to streamline infrastructure improvements for infill TOD development projects, including setting up district improvement programs. UN.2. Encourage active building frontages and retail uses at stations, key intersections, and nodes to increase pedestrian activity and economic development.	UN.3. Incentivize the development of TOD sites for residential or residential mixed-use projects by streamlining building permits and ensuring that project approvals are predictable.	UN.4. Consider seamlessly integrating structured parking, passenger drop-off areas, and curbside pick-up and drop-off areas for autonomous vehicles, car-share, delivery vehicles and other uses that require vehicles within the densest urban areas. UN.5. Establish strong bus transit, bicycle, and pedestrian linkages throughout Station Areas and implement community car and electric vehicle share programs to reduce the need for residents and workers to rely on personal vehicles.	UN.6. Support development projects that include low or no on-site parking. UN.7. Consider unbundled parking for new TOD projects. UN.8. If on-site parking is necessary for new residential projects, encourage alley-loaded podium parking. UN.9. Work with major employers to replace employee parking subsidies with alternative mode commute subsidies. UN.10. Encourage larger employers and apartment complex owners to subsidize transit passes.

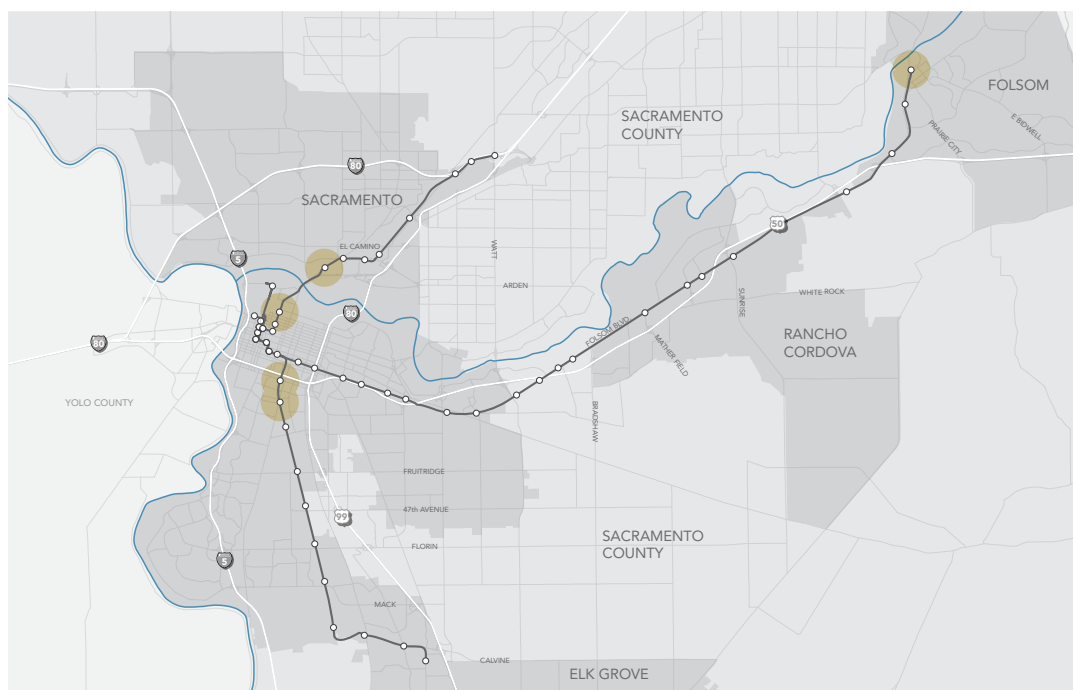


STATION AREAS

12th & I
13th Street
16th Street
23rd Street
7th & Richards/
Township 9

TABLE 5: MAIN STREET STATION AREA STRATEGIES

AMENITIES	LAND USE	MOBILITY	PARKING
MS.1. Support local and destination retail, dining, and event programming to further bolster activities within Station Areas. MS.2. Identify ways to streamline infrastructure improvements for infill TOD development projects, including setting up district improvement programs. MS.3. Encourage active building frontages and retail uses at stations, key intersections, and nodes to increase pedestrian activity and economic development.	MS.4. Implement flexible zoning and building code standards to support the redevelopment of irregular-shaped lots and older buildings to accommodate new and innovative uses. MS.5. Support commercial revitalization and public realm improvement projects, including local agency and business district marketing and branding efforts.	MS.6. Consider seamlessly integrating passenger drop-off areas and curb areas for autonomous vehicles, car-share, and delivery vehicles. MS.7. Establish low stress bicycle and pedestrian connections between neighborhoods, the commercial spine, and activity nodes within the commercial areas. MS.8. Tie into regional active transportation networks to increase access to these Station Areas by more distant communities.	MS.9. Encourage resident and employee parking to be located at the rear of businesses and residences along the commercial spine. MS.10. If on-site parking is necessary for new residential projects, encourage alley-loaded parking. MS.11. Encourage larger employers and apartment complex owners to subsidize transit passes.



STATION AREAS

4th Avenue/
Wayne Hultgren

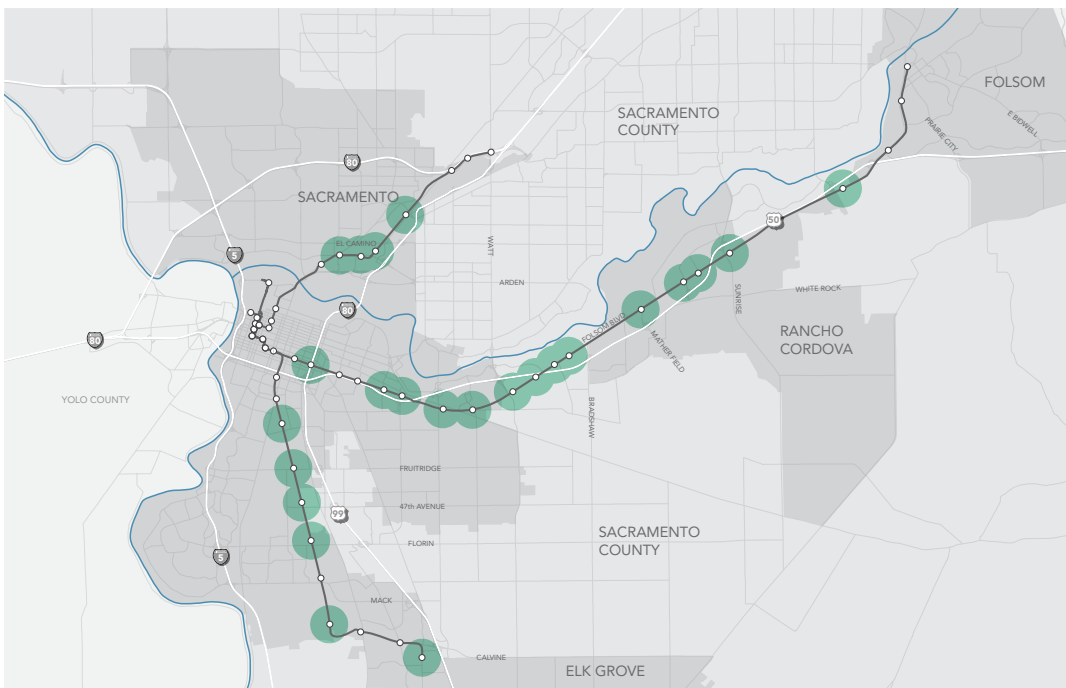
Alkali Flat/La Valentina
Broadway

Globe

Historic Folsom

TABLE 6: TOWN CENTER STATION AREA STRATEGIES

AMENITIES	LAND USE	MOBILITY	PARKING
TC.1. Program plazas and other public spaces with a variety of community events, seasonal celebrations, Farmers' Markets, and similar programs that will activate spaces during different times of the day and week.	TC.2. Encourage residential and residential mixed-use projects that include minimal or no on-site parking. TC.3. Support development that has reduced or no building setbacks in order to create more a pedestrian-friendly streetscape.	TC.4. Consider seamlessly integrating passenger drop-off areas and curb areas for autonomous vehicles, car-share, and delivery vehicles. TC.5. Establish major pathways that provide comfortable bicycle and pedestrian connectivity to light rail stations. TC.6. Support the implementation of community car and electric vehicle sharable programs to support multi-modal transportation and increase access to various employment centers, training facilities, and other destinations.	TC.7. Convert portions of larger surface parking lots into more urban style development in order to support denser development, walkability, and more active public spaces. TC.8. Consider unbundled parking for new TOD projects. TC.9. Work with major employers to replace employee parking with alternative mode commute subsidies. TC.10. Encourage larger employers and apartment complex owners to subsidized transit passes

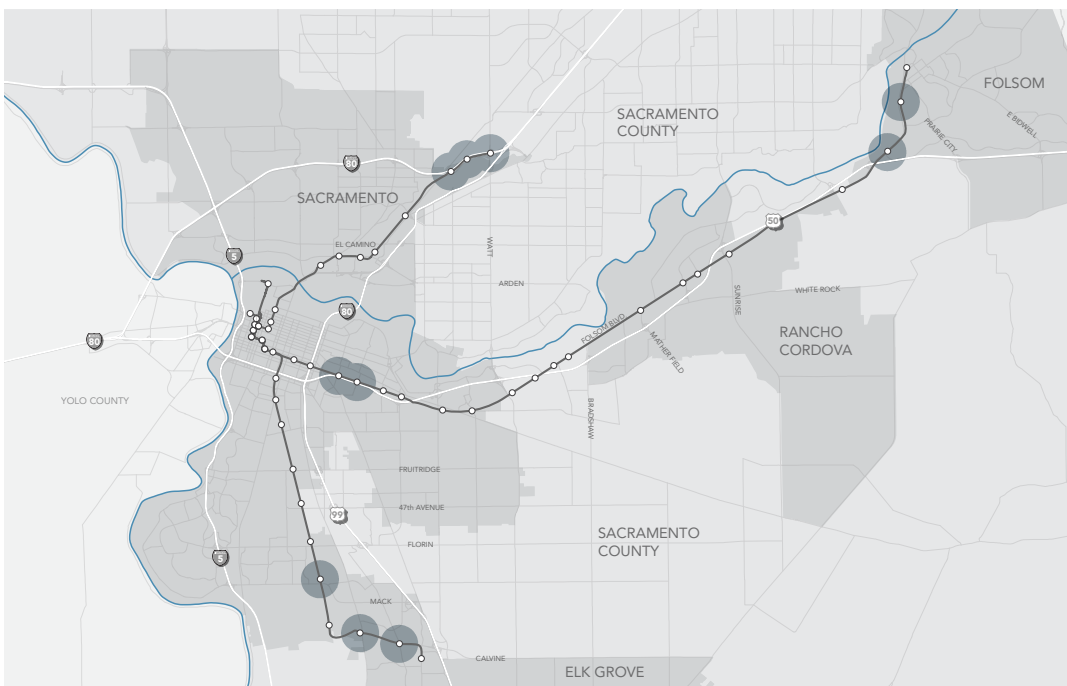


STATION AREAS

29th Street	Marconi/ Arcade
47th Avenue	
59th Street	Mather Field/Mills
Arden/Del Paso	Power Inn
Butterfield	Royal Oaks
City College	Starfire
College Greens	Sunrise
	Swanston
Cordova	Tiber
Town Center	University/ 65th
Cosumnes River College	Watt/ Manlove
Florin	
Fruitridge	Zinfandel
Hazel	

TABLE 7: COMMUTER HUB STATION AREA STRATEGIES

AMENITIES	LAND USE	MOBILITY	PARKING
CH.1. Encourage uses that have a focus on retail amenities that serve the daily needs of commuters (e.g., grocers, dry cleaners, daycare, coffee shops, etc.).	CH.2. Encourage new employment generating uses, including office, education, office mixed-use (e.g., with multi-family residential component) to help create more daytime activity near the light rail station.	CH.3. Consider seamlessly integrating passenger drop-off areas and curb areas for autonomous vehicles, car-share, and delivery vehicles. CH.4. Create additional multi-use pathways, bikeways, and sidewalks that provide comfortable bicycle and pedestrian connectivity to light rail stations. CH.5. Support the implementation of community car and electric vehicle sharable programs to support multi-modal transportation and increase access to various employment centers, training facilities, and other destinations.	CH.6. Design parking structures and parking lots to easily allow future retrofit to uses other than parking.



STATION AREAS

39th Street/
UC Davis Health

48th Street

Center Parkway

Franklin

Glenn/Robert G.
Holderness

Iron Point

Meadowview

Roseville Road

Watt/I-80

Watt/I-80 West



TOD PROJECTS UNDER CONSTRUCTION ALONG THE R STREET CORRIDOR IN SACRAMENTO

PUBLIC AGENCY SPECIFIC STRATEGIES

An integral part of the Action Plan development process involved a thorough analysis of how well each jurisdiction is positioned to support TOD projects. The analysis was based on:

1. An evaluation of each jurisdiction's existing General Plan and zoning ordinance to understand current development requirements;
2. Discussions with local agency staff to understand processes and procedures for approving TOD projects; and
3. Discussions with Focus Group members to understand Station Area assets and issues or opportunities associated with TOD projects.

The outcome of this process was a thorough understanding of the current development context that exists in each jurisdiction. Based on this context, the Project Team was able to develop a series of strategies, Priority Site conceptual projects, and Station Area specific actions for each jurisdiction to consider. These various strategies and concepts are largely based on the two key factors public agencies can utilize to incentivize new development: (a) policy or regulatory incentives or (b) financial or funding incentives.

The following section presents a summary strategies and projects each jurisdiction can undertake to further support TOD projects. Since this Action Plan is focused on immediate actions and changes, the summary highlights near-term actions and Priority Site conceptual projects.

Policy and Regulatory Actions

All local jurisdictions in the region have adopted policies that support the creation of TOD. However, the tools jurisdictions use to implement these policies vary and, in some cases, may unintentionally de-incentivize TOD projects. To alleviate this problem, jurisdictions can provide regulatory incentives that include changes to zoning ordinances, other city/county ordinances, specific plans, or other development and entitlement processes that can allow for TOD densities and heights, while reducing on-site parking requirements or other constraints.

Financial Incentives

Local jurisdictions are often very limited in the amount of financial incentives they can provide towards new development projects. Market strength is a reliable indicator of the size of public investments needed to spur development in a Station Area. The diagram below illustrates how the amount of public subsidy required to make TOD possible varies across markets. Where markets are static, a relatively large subsidy is required to make development feasible. In transitional or strong markets, development may occur on its own without public subsidy. The strategies jurisdictions apply

to Station Areas should be tailored to their needs. In areas with static markets, the focus should be on basic infrastructure, while in transitional markets, incentives like tax abatements and impact fee waivers may be all that is needed to make development feasible.

Priority Site Opportunities

Each jurisdiction section includes at least one Priority Site. These sites were identified based on their market potential for immediate TOD projects within the next three to five years (see **Chapter 3**). Each Priority Site Opportunity summary includes the following information:

SITE SPECIFICATIONS

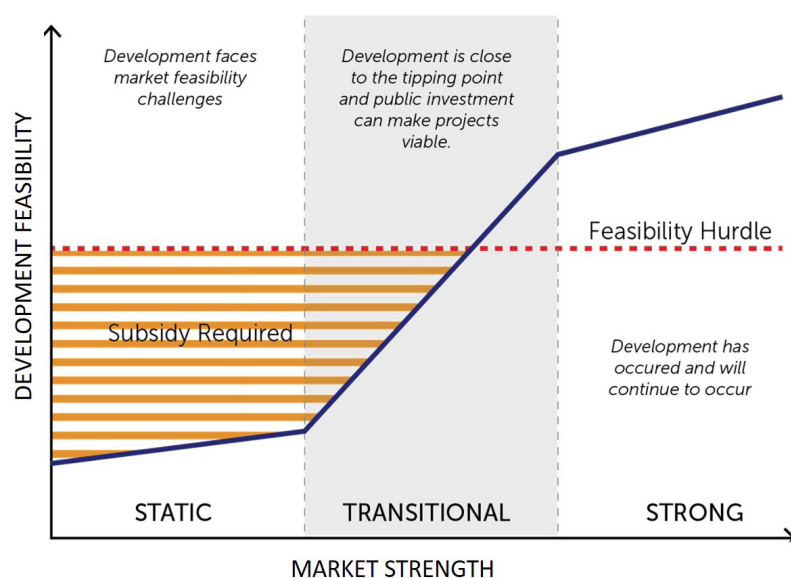
A description of the Priority Site's size, proposed land uses, and current ownership.

SITE DESCRIPTION

A summary of existing site characteristics and the immediate surrounding neighborhood, including land uses, civic and recreational areas, and major employers or schools.

PROPOSED CONCEPT

A description of the proposed TOD concept for the Priority Site, including a site diagram that shows new land uses, multi-modal connections, and other potential site elements. The concepts are based on pro forma economic analysis and reflect feasible projects.



Station Profiles

Each jurisdiction section ends with a summary of key Station Area characteristics and strategies. This includes detailed information for all 52 existing Station Areas that were analyzed as part of this Action Plan. This information can be used by public agencies, partners, developers, and the community to better understand each individual Station Area's current market position and future potential for TOD projects. The Station Profiles include the following summary information:

STATION NAME

Identifies the individual Station Area based on the name of the associated light rail station.

FACTS

Identifies the light rail station's line (Blue, Gold, or Green) and current average daily ridership. It also identifies whether the Station Area is within an Opportunity Zone or Promise Zone, or contains a Disadvantaged Community (as identified using CalEnviroscreen 3.0).

GROUPS

Identifies the Station Area's Typology and Market Cluster (see **Chapter 3** for a summary on how these were determined).

POSITIONING

Ranks the Station Area's market positioning based on Urban Form, Market Strength, Zoning Intensity, and Opportunity criteria (as described in **Chapter 3**). Each criteria is ranked as follows:

- Strong
- Moderate-Strong
- Moderate
- Weak-Moderate
- Weak

STATION AREA STRATEGIES

Summarizes potential strategies public agencies and partners can undertake to better position the Station Area for new TOD projects. The strategies build on the Regional and Typology strategies discussed earlier in this chapter, and focus on current conditions and factors within each individual Station Area.

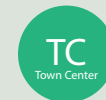
UNIVERSITY/ 65TH STREET

FACTS

Line	Gold
Daily Ridership	2,889
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Moderate
Opportunity	Strong

STATION AREA STRATEGIES

- Enhance transit waiting areas and walking paths to be safe and enjoyable; enhance private or public indoor or outdoor areas nearby stations for studying, recreational activities, food, restroom amenities, real time transit info (near-term)
- Work with the University to identify phasing, design, and development plans for the conversion of all parking on campus to transit-supportive uses (long-term)
- Identify Public Private Partnerships partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)
- Integrate emerging technologies (5G, autonomous vehicles) into the station as a part of pilot project to support and attract high-tech/biotech industries to the region (ongoing)



MOSAIC OF FOLSOM STATION AREA IMAGES

CITY OF FOLSOM

The City of Folsom supports restricting auto-oriented uses in transit-adjacent locations and recognizes the role that parking management and parking requirements have on transit-supportive outcomes. This directive is clearly outlined in land use policies included in the City's General Plan.

The City also recognizes in its General Plan the important role that TOD has in helping meet economic development goals. With regard to publicly-owned land, Folsom supports public-private partnerships to maximize transit-supportive potential of public land assets. Further, they are committed to encouraging development on infill sites and engaging directly with property owners to educate them on local policies and incentives.

Policy and Regulatory Actions

Existing standards in the City of Folsom's zoning ordinance make transit-supportive development a challenge. The City can make focused improvements as shown in the table on the following pages. Many of the recommended strategies are based on a detailed analysis of the City's existing residential zoning code, in particular the R4 zone.

Financial Incentives

The City of Folsom provides incentives for affordable housing. A similar approach to supporting transit-supportive projects would help incentivize TOD. Many of these projects will test the market and will need additional assistance to entice development capital even if they are market-rate. The City could consider impact fee waivers, parking reductions, and density bonuses for market-rate products that provide transit-supportive outcomes as shown in the table on the following pages.

TOD Strategies to Consider

Table 8 provides a summary of key strategies the City should consider to further support TOD projects. This is followed by a conceptual development project for the Glenn/Robert G. Holderness Priority Site and specific strategies the City can take to implement TOD at each Station Area.

TABLE 8: CITY OF FOLSOM STRATEGIES

STRATEGY	LEAD (PARTNERS)	TIMING
F.1. PARKING REQUIREMENTS Consider eliminating parking requirements within 1/4-mile of light rail transit or reducing requirements to no more than 1 space per unit and 1 space per 1,000 square feet of commercial, per the TOD Parking Policy Spectrum (see Page 58). Economic analysis indicates that more dense multi-family projects could pencil on several key transit-adjacent sites if on-site parking was not required. The amount of required on-site parking heavily influences development feasibility and form, and parking requirements are likely the top contributor to the lack of transit-supportive development activity near stations.	City of Folsom	Near-Term
F.2. SETBACKS Establish upper floor step-backs to maintain separation from adjacent uses. In addition, the City should consider reducing required front, side, and rear setbacks to five feet in the R4 zone to provide more opportunities for transit-supportive developments.	City of Folsom	Near-Term
F.3. BUILDING-LOT COVERAGE Increase the building coverage limit to 80 percent for projects within ¼ mile of light rail stations. Currently, the R4 zone has a building coverage limit of 60 percent. This limits the size of potential transit supportive projects and could result in sites near transit being under-utilized.	City of Folsom	Near-Term
F.4. PUBLIC REALM AMENITIES Install and upgrade public realm amenities in Station Areas to incentivize immediate TOD projects. Amenities include: landscaping, lighting, street furniture, and similar features that improve safety and comfort in the pedestrian environment.	City of Folsom <i>Developers</i>	Near-Term
F.5. INCREASED SINGLE-FAMILY RESIDENTIAL DENSITIES Consider increasing allowed residential densities in existing single-family zoned areas within at least a 1/4-mile of light rail stations. An increase in allowable density will incentivize more intensive residential development while not prohibiting or limiting existing single-family uses. In addition, update existing zoning ordinances and objective design standards to streamline the production of accessory dwelling units (ADUs) consistent with recent State laws (AB 68, SB 13, AB 881). Combined, these changes will allow for a greater mix of residential uses (sizes, layouts, costs) within Station Areas.	City of Folsom	Near-Term

TABLE 8: CITY OF FOLSOM STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
F.6. INFRASTRUCTURE UPGRADES Evaluate existing public infrastructure conditions and deficiencies in Station Areas, and if necessary, prioritize infrastructure upgrades at the Glenn/Robert G. Holderness Priority Site to incentivize immediate TOD projects. Public infrastructure includes: sidewalks, bicycle facilities, utilities, and stormwater management systems.	City of Folsom	Near-Term
F.7. FEE DEFERRALS IN HQTAs Extend the fee deferral program to units at 120 percent of AMI within High Quality Transit Areas (HQTAs). The City already offers fee deferrals to projects with long-term affordable units at 50 percent and 80 percent of AMI. An increase to this provision could help “prove the market” for new and innovative housing types that provide less parking and higher densities.	City of Folsom	Long-Term
F.8. HEIGHT OR FLOOR-AREA RATIO DENSITY BONUSES Provide a significant height or FAR bonus to developers as an incentive to make voluntary affordable unit production more attractive. The City does not currently offer height or FAR as a type of density bonus. Depending on the market, it can require between 4 and 20 market-rate units to cross-subsidize a single affordable unit. In turn, the size of the density bonus offered must be large enough to economically justify inclusion of affordable housing in a mixed-income project.	City of Folsom	Long-Term

PRIORITY SITE OPPORTUNITY

GLENN/ROBERT G. HOLDERNESS

SITE SPECIFICATIONS

Size: 2.7 Acres

Proposed Concept: Market-Rate and Affordable Multi-Family Residential

Current Ownership: City of Folsom

SITE DESCRIPTION

This 2.7-acre Priority Site is located near the American River and existing employment uses. The Folsom Parkway Trail cuts across the site, providing a key amenity for future residents who will be connected to Historic Downtown Folsom and other destinations throughout the City.

Surrounded by office uses, a single-family residential neighborhood, and a Kikkoman soy sauce manufacturing plant, this site will require thoughtful site planning and design to integrate the development into the surrounding area and optimize compatibility between the various uses.

PROPOSED CONCEPT

The site is identified by the City of Folsom as an affordable housing site (RHNA) and is envisioned to become market-rate residential targeting young professional and small families.

The diagram on the following page shows the potential future concept for that site that was analyzed through an economic pro forma. Although the pro forma looks exclusively at residential development, key retail locations at building entrances could serve as an amenity for nearby workers and residents. With the Folsom Parkway Trail going through the site, and 15 minute Gold Line headways planned for the near future, this development is envisioned as a model in suburban development that embraces a “car-free” lifestyle.

It is expected that the project developer will provide SacRT passes to all tenants. There are also strong pedestrian connections envisioned that would encourage site access and frame social gathering and open spaces.

POTENTIAL FUTURE TOD CONCEPT DIAGRAM GLENN/ROBERT G. HOLDERNESS

EXISTING MULTI-MODAL CONNECTIVITY

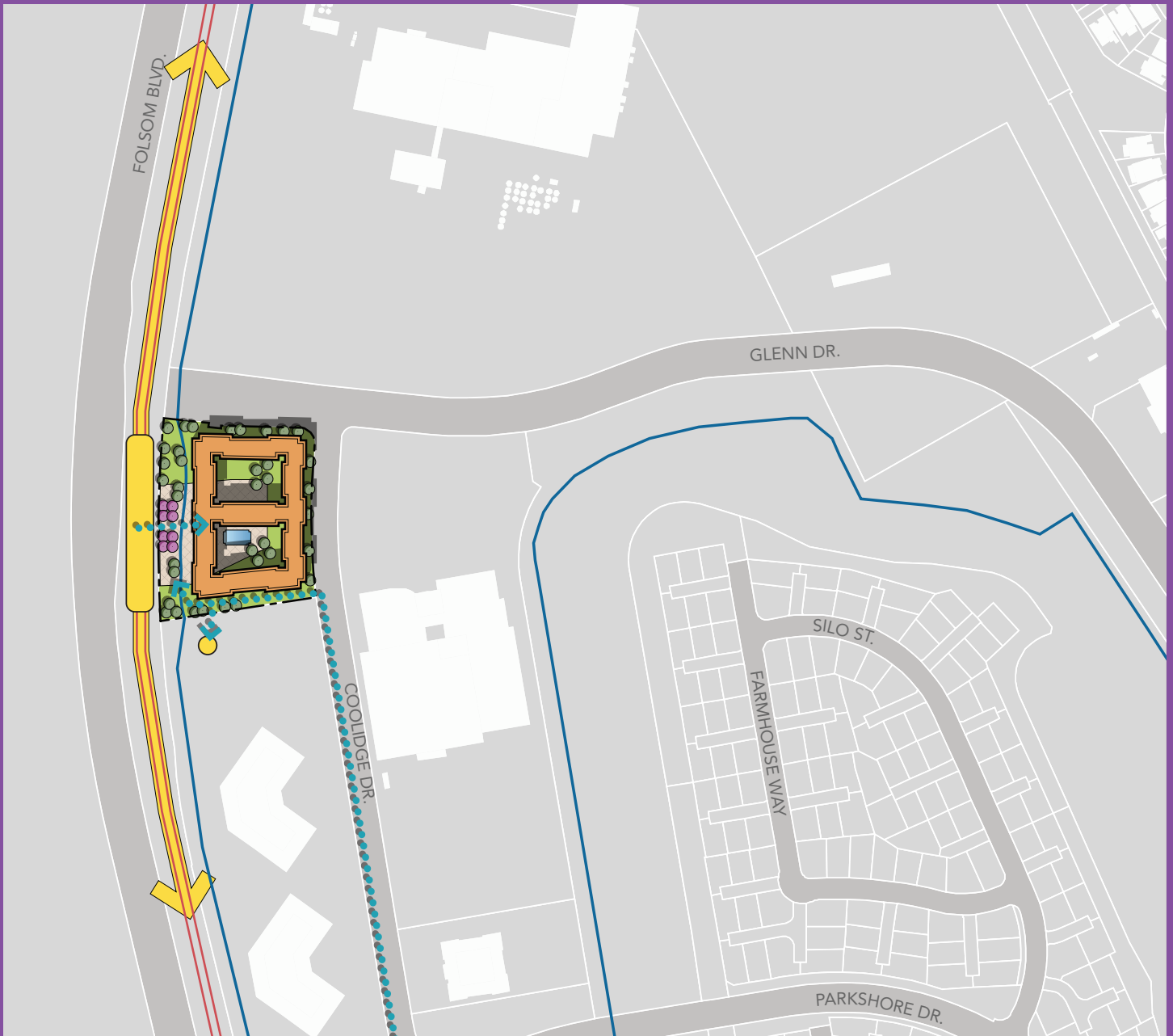
- Bicycle Network
- Light Rail Line
- Light Rail Station / Platform
- Bus Stops

PROPOSED MULTI-MODAL UPGRADES

- New Bicycle Network
- New or Enhanced Pedestrian Connection

LAND USE AND URBAN FORM

- Priority Site
- Multi-Family Residential (Apartment)
- Plaza
- Greenspace



GLENN/ ROBERT G. HOLDERNESS

FACTS

Line	Gold
Daily Ridership	481
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Moderate-Strong
Zoning Intensity	Weak
Opportunity	Strong

STATION AREA STRATEGIES

- Install bicycle repair kiosk along the Folsom Parkway Trail (near-term)
- Reduce parking requirements and increase allowable heights (near-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances. (long-term)
- Ensure new TOD projects to not create compatibility issues with existing industrial uses (ongoing)
- Pursue development and partnership opportunities to construct workforce and affordable housing (ongoing)

HISTORIC FOLSOM

Line	Gold
Daily Ridership	931
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate
Market Strength	Moderate-Strong
Zoning Intensity	Weak
Opportunity	Moderate-Strong

- Install bicycle share at the station to serve transit riders (near-term)
- Install abundant lighting, large pedestrian crossings, waiting areas, and connections to other districts to help keep the Station Area welcoming, especially during peak times (near-term)
- Establish a real property acquisition fund in order to quickly procure properties as they become available (long-term)
- Relocate the City's corporation yard to free up land for TOD (long-term)

IRON POINT

FACTS

Line	Gold
Daily Ridership	847
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Moderate-Strong
Zoning Intensity	Weak
Opportunity	Strong

STATION AREA STRATEGIES

- Initiate “gap” financing programs such as fee waivers, tax abatement, and loan support in order to help projects “pencil” (near-term)
- Work with the outlet mall owner to prepare an infill development plan focused on adding more housing to the site (long-term)
- Leverage public funding to support larger infrastructure investments and community amenities (long-term)
- Identify Public Private Partnerships (P3) partners and projects so that TOD can utilize private sector expertise, capacity, and capital (long-term)
- Program underutilized parking in mall areas with pop-up events and other activities to create more activity at the light rail station (ongoing)



MOSAIC OF RANCHO CORDOVA STATION AREA IMAGES

CITY OF RANCHO CORDOVA

The City of Rancho Cordova has existing transit-supportive policies contained within its General Plan and the Folsom Boulevard Specific Plan (FBSP). The General Plan addresses transit-oriented development through its housing and land use elements. The FBSP, as the guiding document for one of Rancho Cordova's key transportation corridors, contains numerous transit-supportive policies.

The General Plan's land use element demonstrates the City's willingness to take an active role in land assembly and positioning of vacant or underutilized property for redevelopment. Within the housing element, the General Plan shows that Rancho Cordova is willing to promote and seek funding to support transit-oriented development. General Plan policies also demonstrate a willingness to explore improvement of public realm around transit stations.

Policy and Regulatory Actions

Existing standards in Rancho Cordova's zoning ordinance make transit supportive development challenging. The City can make focused improvements as shown in the table on the following page. Many of the recommended strategies are based on a detailed analysis of the City's existing residential zoning code, in particular the CMU and RMU zones.

Financial Incentives

Rancho Cordova offers minimal density bonus incentives and has no fee deferrals for affordable housing or transit-supportive projects. With a lack of transit-supportive (higher density, lower parking) projects in the area, TOD will need additional assistance to entice development capital even if projects are provided at market-rates. To take a more proactive stance towards TOD, the City should consider impact fee waivers, parking reductions, and density bonuses for affordable and market-rate products that provide transit-supportive outcomes.

TOD Strategies to Consider

Table 9 provides a summary of key strategies the City should consider to further support TOD projects. This is followed by a conceptual development project for the Mather Field/Mills Priority Site and specific strategies the City can take to implement TOD at each Station Area.

TABLE 9: CITY OF RANCHO CORDOVA STRATEGIES

STRATEGY	LEAD (PARTNERS)	TIMING
RC.1. PARKING REQUIREMENTS Consider eliminating parking requirements within 1/2-mile of light rail transit or reducing requirements to no more than 1 space per unit and 1 space per 1,000 square feet of commercial, per the TOD Parking Policy Spectrum (see Page 58). While the City's TOD Ordinance allows 80 units per acre, parking requirements determine the outcome in most cases. Because of high cost of underground or structured parking, it is unlikely a residential project greater than 0.5 FAR and roughly 20 units per acre could be built under current standards.	City of Rancho Cordova	Near-Term
RC.2. RELAX COMMERCIAL REQUIREMENTS Ensure that development standards are flexible in order to encourage TOD projects. For instance, the CMU zone requires primary commercial ground floor use with multi-story residential projects. This can be a major development hurdle, particularly for parcels without corridor frontage or in markets with weak or over-saturated markets for commercial uses. Design standards can be imposed that require ground floor residential uses to be built to commercial standards so that they can transition to commercial should market conditions change in the future.	City of Rancho Cordova	Near-Term
RC.3. HIGHER DENSITY BY-RIGHT DEVELOPMENT Consider amending the CMU and RMU zones to a FAR-based standard rather than one that relies on units per acre to regulate density.	City of Rancho Cordova	Near-Term
RC.4. PUBLIC REALM AMENITIES Install and upgrade public realm amenities in Station Areas to incentivize immediate TOD projects. Amenities include: landscaping, lighting, street furniture, and similar features that improve safety and comfort in the pedestrian environment.	City of Rancho Cordova <i>Developers SacRT</i>	Near-Term
RC.5. INCREASED SINGLE-FAMILY RESIDENTIAL DENSITIES Consider increasing allowed residential densities in existing single-family zoned areas within at least a 1/4-mile of light rail stations. An increase in allowable density will incentivize more intensive residential development while not prohibiting or limiting existing single-family uses. In addition, update existing zoning ordinances and objective design standards to streamline the production of accessory dwelling units (ADUs) consistent with recent State laws (AB 68, SB 13, AB 881). Combined, these changes will allow for a greater mix of residential uses (sizes, layouts, costs) within Station Areas.	City of Rancho Cordova	Near-Term

TABLE 9: CITY OF RANCHO CORDOVA STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
RC.6. INFRASTRUCTURE UPGRADES Evaluate the existing public infrastructure conditions and deficiencies in the Mather Field/Mills Priority Site, and if necessary, prioritize infrastructure upgrades at this Station Area to incentivize immediate TOD projects. Public infrastructure includes: sidewalks, bicycle facilities, utilities, and stormwater management systems.	City of Rancho Cordova	Near-Term
RC.7. FEE DEFERRALS/WAIVERS IN HQTAs Offer impact fee deferrals or waivers to projects with long-term affordable units at 50 percent and 80 percent of AMI and consider extending this program to units at 120 percent of AMI within High Quality Transit Areas (HQTAs) in order to promote transit-supportive outcomes for households at all income levels. Such a provision could help “prove the market” for new and innovative housing types that provide less parking and higher densities.	City of Rancho Cordova	Long-Term
RC.8. HEIGHT OR FAR DENSITY BONUS Provide a significant height or FAR bonus to developers as an incentive for making voluntary affordable unit production attractive. The City does not currently offer height or FAR as a type of density bonus. Depending on the market, it can require between 4 and 20 market-rate units to cross-subsidize a single affordable unit. In turn, the size of the density bonus offered must be large enough to justify inclusion of affordable housing in a mixed-income project.	City of Rancho Cordova	Long-Term

PRIORITY SITE OPPORTUNITY

MATHER FIELD/MILLS

SITE SPECIFICATIONS

Size: 2.6 Acres

Proposed Concept: Residential Mixed-Use Project with Micro-Retail

Current Ownership: Privately-Held

SITE DESCRIPTION

This Priority Site is on partially-developed land. There are multiple property owners as well as a vehicular access easement through a portion of the site. While various uses are proposed for this site, mixed-use buildings and retail should front Folsom Boulevard, while residential buildings should be located toward the northern portion of the site. Nearby is Folsom Lake College's Rancho Cordova Campus, providing a major draw to the area. The College site is adjacent to a 9.8-acre vacant parcel owned by the City, which is currently going through a developer RFP process. To the east of the Priority Site is a well-leased shopping center anchored by a grocer and Dollar Tree.

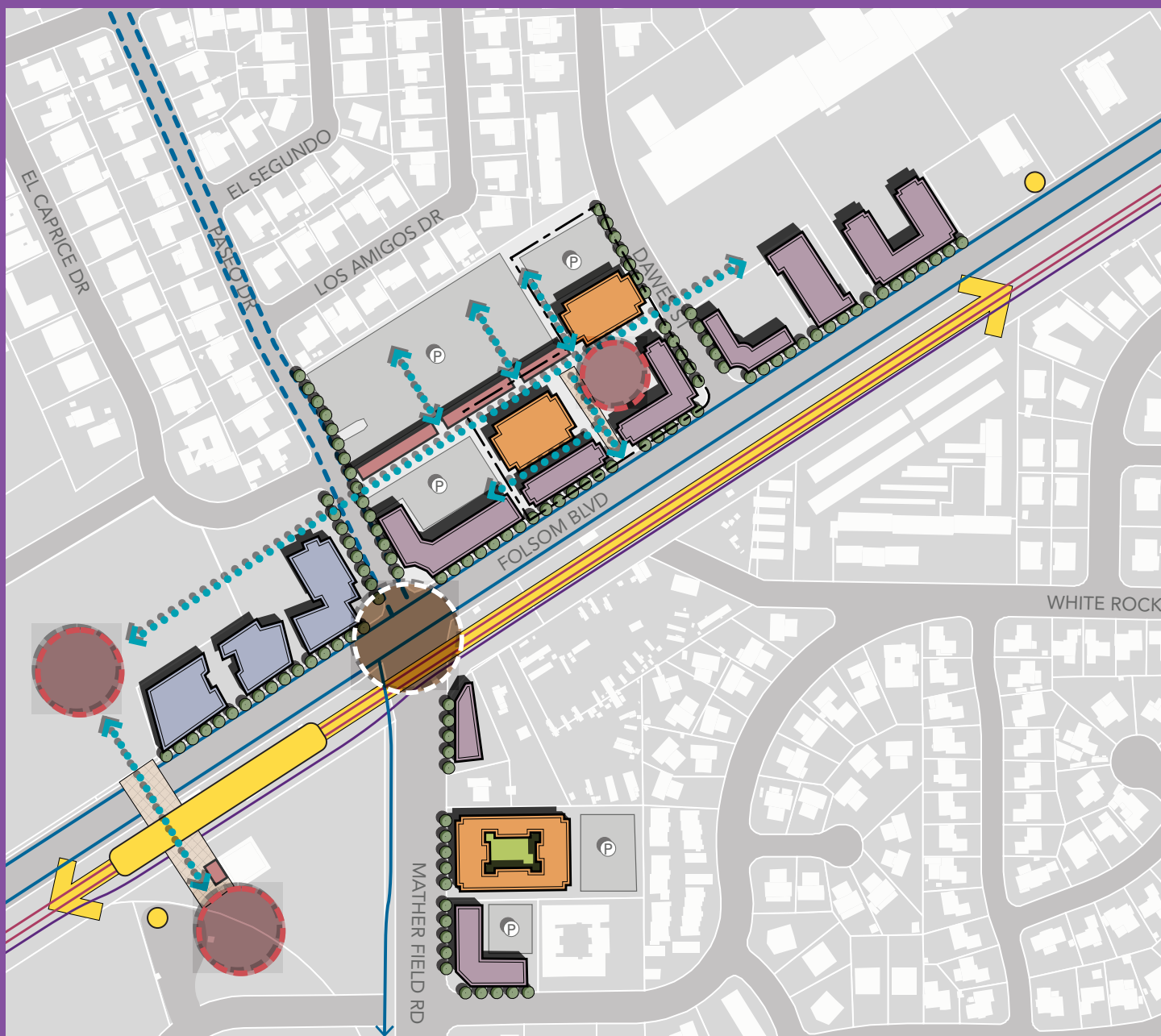
Strong connectivity to the College and City-owned site, along with the shopping center and the light rail station is imperative for this site. Additionally, internal connections and pathways are important to provide a comfortable pedestrian environment while still accommodating the college's new surface parking lot on the same block. Micro retail is a key feature of this connection, serving to activate the site while buffering the pedestrian areas and plaza from surface parking.

PROPOSED CONCEPT

This site is envisioned as an urban-style, mixed-use development connecting to Folsom Lake College's Rancho Cordova Center and the City's Civic Center project, this site has mixed-use buildings with ground-floor retail fronting Folsom Boulevard, while pure residential projects are located further to the rear.

The diagram on the following page shows the potential future concept for that site that was analyzed through an economic pro forma. The new project would be connected to the College and Civic Center through strong pedestrian connections flanked by micro-retail kiosks. Micro-retail kiosks are typically permanent structures that have electricity and water connections (for food prep) that can be easily rented on a daily, weekly, monthly, or yearly basis to small businesses.

Some of the larger retail units in this concept can be "leased" in partnership with the College's business programs. The primary focal point of the Priority Site itself is a large public plaza designed to encourage social interaction, host programs and events, and serve as a place for people to gather.



POTENTIAL FUTURE TOD CONCEPT DIAGRAM **MATHER FIELD/MILLS**

EXISTING MULTI-MODAL CONNECTIVITY

- Bicycle Network
- Light Rail Line
- Light Rail Station / Platform
- Bus Stops

PROPOSED MULTI-MODAL UPGRADES

- - - New Bicycle Network
- - - New or Enhanced Pedestrian Connection

LAND USE AND URBAN FORM

- Priority Site
- Multi-Family Residential (Townhouse)
- Cluster Housing (Single-family)
- Mixed Use (Retail/Office, Residential)
- Plaza/Hardscape
- Greenspace
- Activity Node
- ⚙ Key Retail Locations

CORDOVA TOWN CTR.

FACTS

Line	Gold
Daily Ridership	822
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Moderate-Strong
Opportunity	Moderate

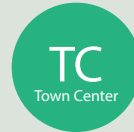
STATION AREA STRATEGIES

- Increase internal pedestrian connectivity and circulation between various shopping centers. Explore circulators to connect pedestrian-friendly shopping areas with the station (ongoing)
- Identify Public Private Partnerships partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)
- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (near-term)

MATHER FIELD/MILLS

Line	Gold
Daily Ridership	2,602
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Weak

- Improve pedestrian crossing facilities between the Civic Center project and the station (near-term)
- Improve the Folsom Boulevard + Mather Field Road intersection, including bulb-outs, enhanced pedestrian crossings, and other features to improve pedestrian-friendliness, while also increasing safety (long-term)
- Improve bicycle facilities between the station and the residential neighborhoods north of Folsom Boulevard (near-term)
- Work with landowners to develop a phasing plan for the retrofit of excess shop surface parking into high-density housing, mixed-use development, and employment uses (long-term)

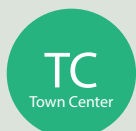
SUNRISE

FACTS

Line	Gold
Daily Ridership	1,349
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Weak-Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

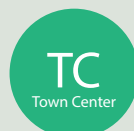
STATION AREA STRATEGIES

- Activate SacRT's underutilized parking lots with food trucks and other pop-up retail to provide amenities for workers in the area (near-term)
- Work with local and regional agencies to ensure multi-modal connectivity with the planned Bus Rapid Transit along North Sunrise Boulevard and the Class I Bicycle Trail along South Sunrise Boulevard (near-term)
- Integrate emerging technologies (5G, autonomous vehicles) into the station as pilot projects to support and attract high-tech industries to the region (ongoing)
- Encourage real estate brokers to tout the benefits of TOD and put potential tenants in touch with brokers to reduce vacancy rates (ongoing)

ZINFANDEL

Line	Gold
Daily Ridership	1,534
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Weak

- Ensure new pedestrian and bicycle bridge connecting Folsom Boulevard Commercial Corridor to business parks south of Highway 50 has strong connections to platform (near-term)
- Work with employers and hotels to offer transit pass programs and rider incentives (near-term)
- Require employers to install bicycle amenities, such as: Secure Parking Areas ("SPAs"); shared rideables (including charging infrastructure); showers; and near-term lockers (near-term)
- Support phased implementation and interim uses as surface lots transition over time as more commuters use alternative modes to single vehicle driving (long-term)



MOSAIC OF SACRAMENTO STATION AREA IMAGES (courtesy of the City of Sacramento)

CITY OF SACRAMENTO

The City of Sacramento, through its 2035 General Plan, has adopted broad policies that are supportive of transit-oriented development. The City's 2035 General Plan demonstrates support for incentivizing infill development and increased density along transit corridors. This includes support for land assembly, facilitating mixed-use development around transit, and encouraging transit-supportive development along mixed-use corridors.

The City's TOD Ordinance applies to areas within ½ mile of light rail stations, but it provides additional incentives for High Quality Transit Areas (HQTAs). It generally provides further streamlining and flexibility for transit-supportive projects. It waives all parking requirements for projects within HQTAs, regardless of urban form district (requires no off-street parking for projects within 0.25 mile and a 50 percent reduction in parking requirements for a project 0.25 to 0.5 mile from the station). The TOD Ordinance also provides streamlined permitting for multi-family projects with 25 or more units. Finally, it prohibits certain auto-oriented uses.

Policy and Regulatory Actions

The City of Sacramento has emerged as a regional leader in transit-supportive zoning standards. Much of the recent amendments to the City's zoning ordinance align with TOD best practices. To further the City's TOD goals, the City can make focused improvements as shown in the table on the following pages. Many of the recommended strategies are based on a detailed analysis of the City's existing residential zoning code and TOD Overlay Ordinance.

Financial Incentives

The City of Sacramento provides financial incentives for affordable housing. Considering similar incentives for TOD projects can help incentivize TOD. Many of these projects will test the market and will need additional assistance to entice development capital even if they are market-rate.

TOD Strategies to Consider

Table 10 provides a summary of key strategies the City should consider to further support TOD projects. This is followed by a conceptual development project for the Globe and Florin Priority Sites, and specific strategies the City can take to implement TOD at each Station Area.

TABLE 10: CITY OF SACRAMENTO STRATEGIES

STRATEGY	LEAD (PARTNERS)	TIMING
S.1. REGULATE DENSITY THROUGH FLOOR AREA RATIO (FAR) Consider implementing a FAR-based standard to regulate density rather than one that relies on units per acre in order to allow more flexibility in the type and intensity of mixed-use projects possible. Using FAR to regulate density provides greater flexibility to developers wishing to build innovative housing types such as “missing middle” housing.	City of Sacramento	Near-Term
S.2. FEE DEFERRALS IN HQTAs Consider extending this program to units at 120 percent of AMI within High Quality Transit Areas (HQTAs), while ensuring that streams of gap financing exist for transit-supportive projects that include affordable housing such as full impact fee deferrals or low interest loans. The City currently offers fee deferrals to projects with long-term affordable units at 50 percent and 80 percent of AMI. The City should also work with developers who take an early interest in a Station Areas to develop market-proving projects. The existence of successful comparison projects with low parking or other transit-supportive features can help attract new and more stable streams of investment to developers trying to break from typical development types.	City of Sacramento	Near-Term
S.3. INFRASTRUCTURE UPGRADES Evaluate the existing public infrastructure (utilities, roadways, sidewalks, bikeways) conditions and deficiencies in Station Areas, and if necessary, prioritize infrastructure upgrades at this Globe and Florin Priority Sites to incentivize immediate TOD projects. Public infrastructure includes: sidewalks, bicycle facilities, utilities, and stormwater management systems.	City of Sacramento SHRA	Near-Term
S.4. PUBLIC REALM AMENITIES Install and upgrade public realm amenities in Station Areas to incentivize immediate TOD projects. Amenities include: landscaping, lighting, street furniture, and similar features that improve safety and comfort in the pedestrian environment.	City of Sacramento	Near-Term

TABLE 10: CITY OF SACRAMENTO STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
S.5. INCREASE SINGLE-FAMILY RESIDENTIAL DENSITIES Consider increasing allowed residential densities in existing single-family zoned areas within at least a 1/4-mile of light rail stations. An increase in allowable density will incentivize more intensive residential development while not prohibiting or limiting existing single-family uses. In addition, update existing zoning ordinances and objective design standards to streamline the production of accessory dwelling units (ADUs) consistent with recent State laws (AB 68, SB 13, AB 881). Combined, these changes will allow for a greater mix of residential uses (sizes, layouts, costs) within Station Areas.	City of Sacramento	Near-Term
S.6. CALIBRATE DENSITY BONUSES TO THE MARKET Consider setting a variable affordable housing set-aside by housing sub-market. This approach comes with administrative costs and requires periodic updates to keep set-asides relevant to what the market can bear. The City of Austin is in the process of adopting a similar policy approach. The City's current Density Bonus program requires specific affordable unit set-asides that vary by depth of affordability, but not by location within the City. In strong markets, it is possible that developers who take advantage of a density bonus can provide more affordable housing than what is required of them. In weaker markets, it is possible that developers who are not taking advantage of the bonus would take advantage if it required them to provide less affordable housing.	City of Sacramento	Long-Term
S.7. REDUCE BASE ENTITLEMENTS AND OFFER LARGER BONUSES If the City considers floor area ratio (FAR) based land use requirements as part of the 2040 General Plan Update, the City should reduce base entitlements in order to promote more voluntary affordable housing production. Bonuses become more attractive to market-rate developers, who are likely to be more willing to take advantage of such programs. For example, a base zone that allows 2 FAR with a bonus that allows 1 additional FAR, a 50 percent increase in density. However, if base entitlements increase to 4 FAR, the additional 1 FAR available in the bonus becomes a smaller share of the overall project at a 25 percent increase in allowable density. Construction typologies also impact the attractiveness of bonuses.	City of Sacramento	Long-Term

PRIORITY SITE OPPORTUNITY

GLOBE

SITE SPECIFICATIONS

Size: 0.52 Acre

Proposed Concept: Mixed-Income Multi-Family Residential

Current Ownership: City of Sacramento

SITE DESCRIPTION

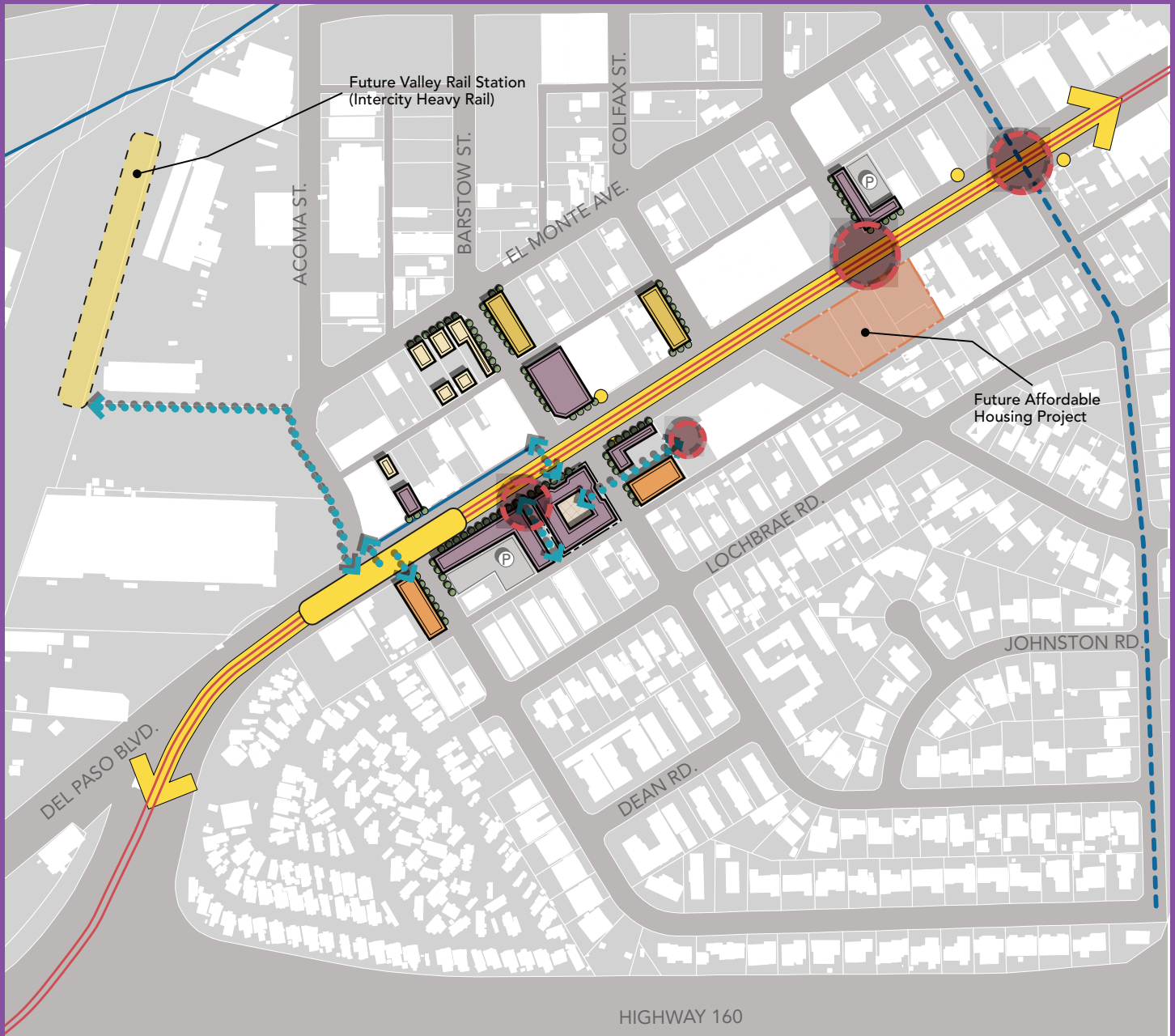
This Priority Site is a City-owned lot directly across Del Paso Boulevard from the Globe light rail station. It is also within easy distance of the Future Valley Link interregional commuter rail, which will provide access to Sacramento International Airport, Stockton, the Tri-Valley, and Silicon Valley. Del Paso Boulevard is one of SACOG's CivicLab-identified commercial corridors, as well as a future City infrastructure assessment area.

The site is currently listed for sale by the City of Sacramento. The Sacramento News and Review headquarters is just to the east of the site along with a vacant SacRT parking lot, providing options for programmed uses that can support the Priority Site.

PROPOSED CONCEPT

A residential mixed-use building designed to enhance street life along Del Paso Boulevard, located just steps away from the Globe Station, providing quick access to the Railyards and Downtown Sacramento.

The diagram on the following page shows the potential future concept for that site that was analyzed through an economic pro forma. The project is envisioned for young professionals and couples wanting to live in a dynamic, thriving, urban neighborhood with character one would expect of an edgy, arts-focused district. With existing and proposed bicycle facilities and access to Valley Link as well as SacRT buses, it is easy for residents to reap the cost savings of not owning a car.



POTENTIAL FUTURE TOD CONCEPT DIAGRAM **GLOBE**

EXISTING MULTI-MODAL CONNECTIVITY

- Bicycle Network
- Light Rail Line
- Light Rail Station / Platform
- Bus Stops

PROPOSED MULTI-MODAL UPGRADES

- New Bicycle Network
- New or Enhanced Pedestrian Connection

LAND USE AND URBAN FORM

- Priority Site
- Multi-Family Residential (Apartment)
- Multi-Family Residential (Townhouse)
- Cluster Housing / Duplex / Single-Family Residential
- Mixed-Use (Retail/Office, Residential)
- Plaza/Hardscape
- Activity Node
- Parking

PRIORITY SITE OPPORTUNITY FLORIN

SITE SPECIFICATIONS

Size: 22 Acres

Proposed Concept: Mixed-Income Residential Mixed-Use

Current Ownership: Sacramento Regional Transit District

SITE DESCRIPTION

SacRT desires this park-and-ride facility to be developed into a mixed-use community hub. There is strong community interest and passion in seeing this site develop into an asset for the surrounding neighborhoods. Lots of groundwork has been laid for this site, including community outreach efforts and a ULI Advisory Services Panel.

Habitat for Humanity has recently completed affordable townhouses to the west of the site and has plans for additional development just north of the site. Creating strong connections with the adjacent neighborhoods, as well as Luther Burbank High School is important for pedestrian safety and increasing ridership.

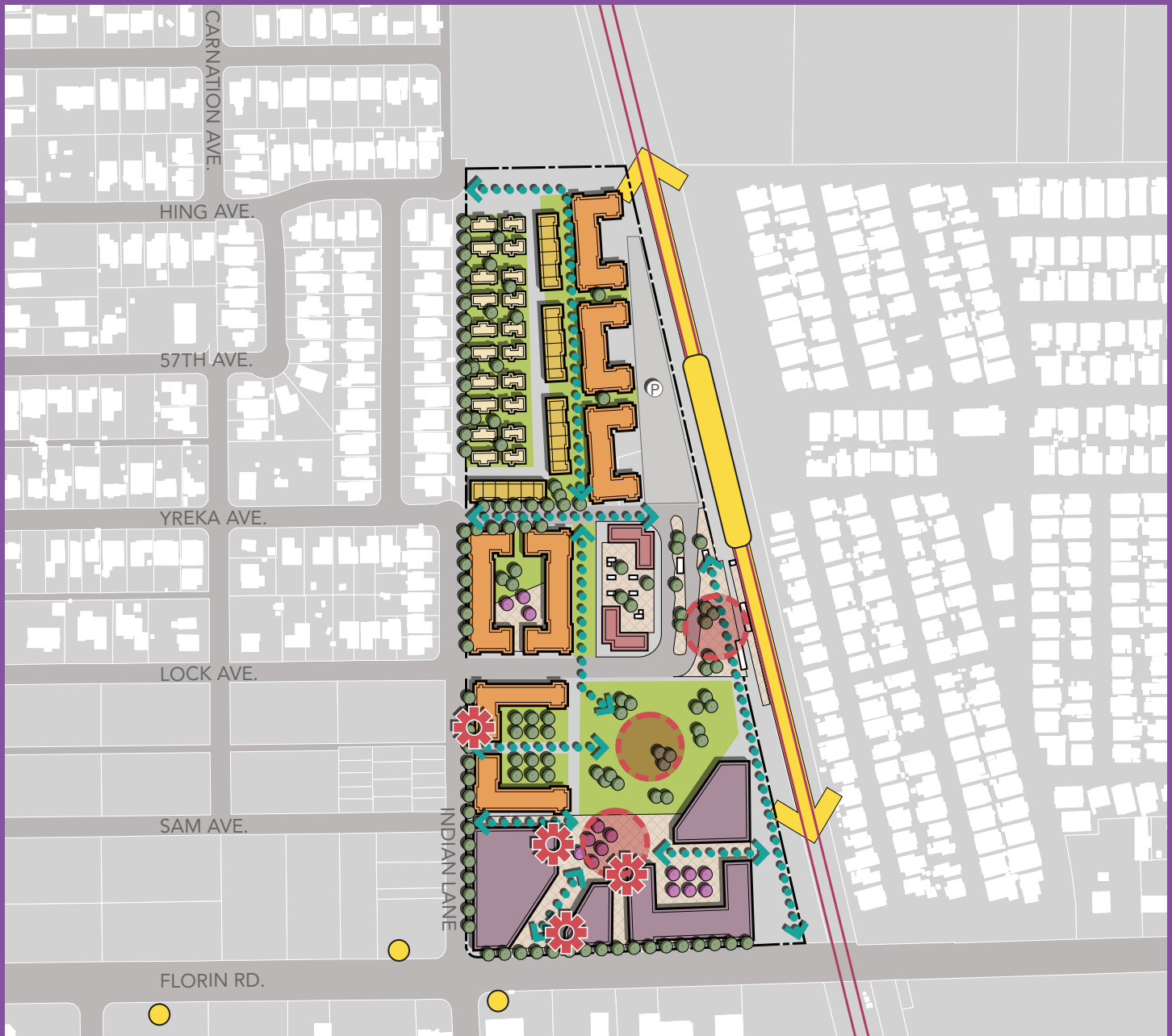
The community has also expressed a strong desire for programmed activities at the site until its redevelopment occurs. Examples include farmers' markets, children play areas, community services, and vendors that connect residents with service providers.

PROPOSED CONCEPT

The site is envisioned as a large, master-planned project featuring a series of public-gathering spaces and open spaces linked by greenways and pedestrian paths.

The diagram on the following page shows the potential future concept for that site that was analyzed through an economic pro forma. Mixed-use buildings along the southern edge of the site create a retail hub along Florin Road, while residential buildings gradually scale down to complement the adjacent neighborhood.

Creative building orientation, massing, and step-backs not only buffer pedestrian spaces and residences from noisier uses such as the bus terminal, but actually enhance the site and provide diverse spaces within the larger development. A key feature of this site is the pedestrian connectivity to the existing street network, key destinations, and forthcoming development projects.



POTENTIAL FUTURE TOD CONCEPT DIAGRAM **FLORIN**

EXISTING MULTI-MODAL CONNECTIVITY

- Bicycle Network
- Light Rail Line
- Light Rail Station / Platform
- Bus Stops

PROPOSED MULTI-MODAL UPGRADES

- New Bicycle Network
- New or Enhanced Pedestrian Connection

LAND USE AND URBAN FORM

- Priority Site
- Multi-Family Residential (Apartment)
- Multi-Family Residential (Townhouse)
- Cluster Housing (Single-Family Residential)
- Mixed-Use (Retail/Office, Residential)
- Commercial/Retail (One Story)
- Plaza/Hardscape
- Greenspace
- Activity Node
- Key Retail Locations
- Parking

12TH & I

FACTS

Line	Blue
Daily Ridership	1,010
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



Support

POSITIONING

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Weak

STATION AREA STRATEGIES

- Consider EIFDs and other financing mechanisms for “value capture” of TOD (near-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (near-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (near-term)
- Advertise and actively partner with EPA building to highlight LRT as a travel option to employees and visitors (ongoing)

13TH STREET

Line	Blue, Gold, Green
Daily Ridership	997
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Support

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Moderate

- Pursue development and partnership opportunities to construct workforce and affordable housing (near-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (long-term)
- Consider EIFDs and other financing mechanisms for “value capture” of TOD (long-term)
- Continue engaging property and business owners along R Street to ensure unique tenants, buildings, and uses continue to enhance the R Street Corridor, providing a distinct experience in Sacramento, and providing a region-wide draw (ongoing)

16TH STREET

FACTS

Line	Blue, Gold
Daily Ridership	3,285
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



Support

POSITIONING

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Moderate

STATION AREA STRATEGIES

- Install retail kiosks and small format restaurants to support commuters (near-term)
- Include charging stations for portable electronics, publicly accessible WiFi, and other amenities to support commuters (near-term)
- Work with Valley Link to ensure strong active transportation connections are made between the two stations (near-term)
- Work with property owners and CADA to encourage TOD developers in proximity of the station to develop into high-density housing and mixed-use projects (long-term)
- Create waiting areas with high-quality amenities, including: seating; lighting; landscaping; and weather protection (long-term)

23RD STREET

Line	Gold
Daily Ridership	865
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Support

Urban Form	Moderate-Strong
Market Strength	Strong
Zoning Intensity	Moderate
Opportunity	Moderate

- Consider developing blueprints/ construction drawings for infill parcels on small and odd-shaped lots in walking distance of the station (near-term)
- Implement integrated fares between Valley Link and SacRT (near-term)
- Work with AT&T to put in place an agreement that the City has first right to acquire the parcel when/if the maintenance yard moves to another location (long-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (long-term)

29TH STREET

FACTS

Line	Gold
Daily Ridership	2,658
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Moderate
Opportunity	Moderate

STATION AREA STRATEGIES

- Establish a street vendor leasing program at the station utilizing existing small retail pads at the station and pass-through road for food trucks. (near-term)
- Create stronger east-west pedestrian linkages along R Street by improving and installing additional sidewalks, bulbouts, plaza space, and amenities (near-term)
- Work with Midtown Association to implement beautification projects in and around the station, particularly under Business 80 (near-term)
- Work to extend existing separated bikeways along P and Q Streets to serve the station (near-term)
- Encourage service businesses so employees can take care of errands near the station, including requiring daycares in large office buildings (long-term)

39TH STREET/ UC DAVIS HEALTH

Line	Gold
Daily Ridership	554
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Moderate-Strong

- Consider EIFDs and other financing mechanisms for "value capture" of TOD (near-term)
- Identify Public Private Partnerships partners and projects so that TOD can utilize private sector expertise, capacity, and capital (near-term)
- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (near-term)
- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (long-term)

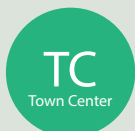
47TH AVENUE

FACTS

Line	Blue
Daily Ridership	1,209
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Moderate

STATION AREA STRATEGIES

- Identify funds and mechanisms for land assembly that can support TOD. Program “land banked” properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Coordinate with Campbell’s Soup Industrial park to draw in innovative uses, tech companies, and experimental housing product types (long-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

48TH STREET

Line	Gold
Daily Ridership	379
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Strong

- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (near-term)
- Initiate “gap” financing programs such as fee waivers, tax abatement, and loan support in order to help projects “pencil” (near-term)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)

4TH AVENUE/ WAYNE HULTGREN

FACTS

Line	Blue
Daily Ridership	989
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Strong

STATION AREA STRATEGIES

- Establish stronger bicycle and pedestrian connectivity from the northern entrance of Crocker Village to the adjacent neighborhoods and the Freeport Boulevard Commercial Corridor, as warranted by future mobility studies (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

59TH STREET

Line	Gold
Daily Ridership	613
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (near-term)
- Identify Public Private Partnerships partners and projects so that TOD can utilize private sector expertise, capacity, and capital (near-term)
- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (near-term)
- Analyze the feasibility of relocating the station west of 59th Street to the center of the corp yard redevelopment (near-term)
- Work with SMUD and selected developers to establish a Specific Plan for the reuse of the SMUD East Sacramento Corp Yard (long-term)

7TH & CAPITOL

FACTS

Line	Blue, Gold, Green
Daily Ridership	1,974
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

STATION AREA STRATEGIES

- Install abundant lighting, large pedestrian crossings, waiting areas, and connections to other districts to help keep this station clean and welcoming, since it experiences large volumes of people during peak times, as needed (near-term)
- Work with the Downtown Sacramento Partnership to identify ways to support special programming and events to keep this area vibrant during "slow" times (near-term)
- Establish prominent public spaces and beautify Capitol Mall. Establish strong pedestrian connections between these spaces and other destinations such as the Golden 1 Center, the State Capitol, and Tower Bridge (long-term)

7TH/8TH COUNTY CENTER

Line	Gold
Daily Ridership	380
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Weak

- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (near-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (near-term)
- Encourage real estate brokers to tout the benefits of TOD and put potential tenants in touch with brokers to minimize vacancy rates (near-term)
- Support phased implementation and interim uses as surface lots transition over time as more commuters use alternative modes to single vehicle driving (near-term)
- Consider EIFDs and other financing mechanisms for "value capture" of TOD (long-term)

8TH & CAPITOL

FACTS

Line	Gold
Daily Ridership	782
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

STATION AREA STRATEGIES

- Install large “shared rideables” stations near the platform (near-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (near-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (long-term)
- Consider EIFDs and other financing mechanisms for “value capture” of TOD (long-term)

8TH & K

Line	Blue, Gold, Green
Daily Ridership	822
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

- Consider EIFDs and other financing mechanisms for “value capture” of TOD (near-term)
- Work with employers to offer employee transit passes and rider incentives (near-term)
- Install high-volume trash cans, abundant lighting, large pedestrian crossings, waiting areas, and connections to other districts to help keep this station clean and welcoming, since it experiences large volumes of people during peak times (near-term)
- Work with the Downtown Sacramento Partnership to increase district branding, wayfinding, and otherwise ease pedestrian travel for infrequent visitors (ongoing)

8TH & O

FACTS

Line	Blue, Gold, Green
Daily Ridership	1,490
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



Support

POSITIONING

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

STATION AREA STRATEGIES

- Work with CADA and DGS to ensure the O Street Corridor Plan improvements contribute to connectivity and an active street frontage (near-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (near-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (long-term)

9TH & K

Line	Blue
Daily Ridership	1,093
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Support

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

- Work with employers to offer employee transit passes and rider incentives (near-term)
- Require employers to install bicycle amenities, such as: Secure Parking Areas ("SPAs"); shared rideables (including charging infrastructure); showers; and near-term lockers (long-term)
- Encourage service businesses so employees can take care of errands near the station, including requiring daycare (long-term)
- Encourage real estate brokers to tout the benefits of TOD and put potential tenants in touch with brokers to minimize vacancy rates (ongoing)
- Pursue development and partnership opportunities to construct workforce and affordable housing (ongoing)

ALKALI FLAT/ LA VALENTINA

FACTS

Line	Blue
Daily Ridership	1,237
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



Support

POSITIONING

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Weak

STATION AREA STRATEGIES

- Work with nearby retail and commercial users to market this corridor to potential patrons/visitors (near-term)
- Market this corridor to developers who could construct mixed-use buildings on vacant lots (long-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (long-term)
- Consider EIFDs and other financing mechanisms for "value capture" of TOD (long-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (long-term)

ARCHIVES PLAZA

Line	Blue, Gold, Green
Daily Ridership	983
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Support

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (near-term)
- Consider EIFDs and other financing mechanisms for "value capture" of TOD (long-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (ongoing)
- Implement actions and projects identified in CADA's "Envision O Street Concept Plan" (ongoing)

ARDEN/DEL PASO

FACTS

Line	Blue
Daily Ridership	1,651
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

STATION AREA STRATEGIES

- Identify Public Private Partnerships (P3) partners and projects so that TOD can utilize private sector expertise, capacity, and capital (near-term)
- Market the National Guard property (identified by the State as excess property) to residential and mixed-use developers (near-term)
- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (near-term)
- Consider improvements, as warranted by future traffic analysis, to the Del Paso Boulevard and Arden Way intersection to better serve pedestrian and bicycle crossings, increase vehicle safety, and contribute to a sense of place for the neighborhood (long-term)

BROADWAY

Line	Blue
Daily Ridership	1,333
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	Yes

Typology



Cluster



Urban Form	Strong
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Moderate-Strong

- Include charging stations for portable electronics, publicly accessible WiFi, and other amenities to support commuters (near-term)
- Work with the Greater Broadway District to encourage businesses to incorporate real-time transit information for customers (near-term)
- Establish the Broadway corridor as a Transit Priority Corridor to enhance transit waiting areas and bus lanes (near-term)
- Create waiting areas with high-quality amenities, including: seating; lighting; landscaping; and weather protection (long-term)
- Work with the Greater Broadway District to identify properties appropriate for TOD, particularly those that will benefit from the Broadway Complete Streets improvements (ongoing)

CATHEDRAL SQUARE

FACTS

Line	Blue
Daily Ridership	1,500
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



Support

POSITIONING

Urban Form	Strong
Market Strength	Strong
Zoning Intensity	Strong
Opportunity	Weak

STATION AREA STRATEGIES

- Install high-volume trash cans, abundant lighting, large pedestrian crossings, waiting areas, and connections to other districts to help keep this station clean and welcoming, since it experiences large volumes of people during peak times (near-term)
- Identify ways to support special programming and events to keep these areas vibrant, particularly during "slow" times (ongoing)
- Work with the Downtown Sacramento Partnership to increase district branding, wayfinding, and otherwise ease pedestrian travel for infrequent visitors (ongoing)
- Consider EIFDs and other financing mechanisms for "value capture" of TOD (long-term)

CENTER PARKWAY

Line	Blue
Daily Ridership	485
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

Typology



Cluster



Catalyze

Urban Form	Moderate
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Weak

- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (near-term)
- Identify Public Private Partnerships partners and projects so that TOD can utilize private sector expertise, capacity, and capital (near-term)
- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (near-term)

CITY COLLEGE

FACTS

Line	Blue
Daily Ridership	1,965
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Strong

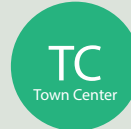
STATION AREA STRATEGIES

- Encourage City College to install high-quality, high-capacity bicycle and pedestrian infrastructure and amenities, such as: Secure Parking Areas ("SPAs") and bike repair shops; large quantities of shared rideables (including charging infrastructure); and near-term lockers (near-term)
- Develop retail opportunities to support riders during long or unusual hours (near-term)
- Create student-friendly waiting areas with high-quality amenities, including: study tables, lounge seating, charging stations, lighting, landscaping, and weather protection (near-term)
- Collaborate with major landowners to facilitate transit-supportive projects, particularly on surface parking lots (long-term)

COLLEGE GREENS

Line	Gold
Daily Ridership	1,171
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

Typology



Cluster



Urban Form	Moderate
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Moderate

- Construct "low stress" active transportation connections from the station to the American River Parkway via the Glenbrook Park Greenbelt (near-term)
- Identify funds and mechanisms for land assembly that can support TOD. Program "land banked" properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Construct high-quality sidewalks along south side of Folsom Boulevard connecting to the station (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

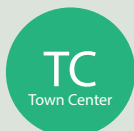
COSUMNES RIVER COLLEGE

FACTS

Line	Blue
Daily Ridership	2,801
Disadvan. Community Opportunity Zone	Yes
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

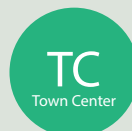
STATION AREA STRATEGIES

- Install retail kiosks and small format restaurants to support commuters (near-term)
- Include charging stations for portable electronics, publicly accessible WiFi, and other amenities to support commuters (near-term)
- Enhance transit waiting areas and walking paths to be safe and enjoyable; enhance private or public indoor or outdoor areas nearby stations for studying, recreational activities, food, restroom amenities, real time transit info (near-term)
- Work with CRC administrators, local residents and business owners, and landholders to ensure TOD-compatible uses and pedestrian connections are developed in and around the station. Discouraging auto-dominated uses will improve bicycle and pedestrian circulation networks (ongoing)

FLORIN

Line	Blue
Daily Ridership	1,827
Disadvan. Community Opportunity Zone	Yes
Promise Zone	No

Typology



Cluster



Urban Form	Moderate
Market Strength	Weak-Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

- Work with Habitat for Humanity to ensure adjacent development projects are well-integrated into the station's site design (near-term)
- Improve pedestrian connectivity between the station and Luther Burbank High School across Florin Road (long-term)
- Consider EIFDs and other financing mechanisms for "value capture" of TOD (long-term)
- Coordinate with SacRT as phasing and development plans are created for park-and-ride surface lots, to ensure zoning codes and City ordinances are in alignment with site reuse goals (ongoing)
- Work with the Florin Road Partnership to program SacRT's surface parking during non-peak use, bringing much-needed resources and opportunities to the surrounding community (ongoing)

FRANKLIN

FACTS

Line	Blue
Daily Ridership	1,202
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Moderate
Zoning Intensity	Weak
Opportunity	Moderate

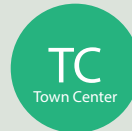
STATION AREA STRATEGIES

- Work with Valley Link to ensure strong active transportation connections are made between the two stations (near-term)
- Coordinate with the Delta Shores developers to ensure strong active transportation connections are made to the station from housing and commercial areas (near-term)
- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (ongoing)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)

FRUITRIDGE

Line	Blue
Daily Ridership	837
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Moderate

- Identify funds and mechanisms for land assembly that can support TOD. Program "land banked" properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

GLOBE

FACTS

Line	Blue
Daily Ridership	516
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Moderate

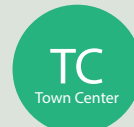
STATION AREA STRATEGIES

- Work with Valley Link to ensure strong active transportation connections are made between the two stations (near-term)
- Work with SACOG and the Del Paso Boulevard Partnership to implement a storefront activation and business improvement program along Del Paso Boulevard (near-term)
- Work with the Del Paso Boulevard Partnership to strengthen “experiential retail” near the station (long-term)
- Identify developers and property owners capable and interested in developing transit-supportive projects (ongoing)
- Conduct a comprehensive brownfields analysis of the “triangle” area northwest of Del Paso Boulevard (long-term)

MARCONI/ARCADE

Line	Blue
Daily Ridership	1,456
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Urban Form	Moderate
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

- Initiate “gap” financing programs such as fee waivers, tax abatement, and loan support in order to help projects “pencil” (near-term)
- Construct high-quality sidewalks connecting surround neighborhoods and destinations to the station. (near-term)
- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (long-term)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)

MEADOWVIEW

FACTS

Line	Blue
Daily Ridership	1,852
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Moderate

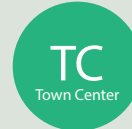
STATION AREA STRATEGIES

- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (near-term)
- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (long-term)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)

POWER INN

Line	Gold
Daily Ridership	895
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

Typology



Cluster



Urban Form	Moderate
Market Strength	Weak
Zoning Intensity	Weak-Moderate
Opportunity	Weak

- Integrate emerging technologies (5G, autonomous vehicles) into the station as a part of pilot project to support and attract high-tech/biotech industries to the region (near-term)
- Work with employers to offer employee transit passes and incentives (near-term)
- Encourage service businesses so employees can take care of errands near the station (near-term)
- Construct high-quality sidewalks connecting private property, Granite Park trails, and Brighton to the station and surrounding community (long-term)
- Work with the Power Inn Alliance to identify users who can construct transit-supportive commercial and technology developments (ongoing)

ROYAL OAKS

FACTS

Line	Blue
Daily Ridership	701
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

STATION AREA STRATEGIES

- Initiate “gap” financing programs such as fee waivers, tax abatement, and loan support in order to help projects “pencil” (near-term)
- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (long-term)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)

SACRAMENTO VALLEY STATION

Line	Gold
Daily Ridership	732
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Moderate

- Encourage utilization of the multi-modal station by providing multi-use tap cards for retail, transit, shared rideables, and discounts (near-term)
- Work with employers to offer free multi-modal passes to employees (near-term)
- Install retail kiosks and small format restaurants to support commuters (near-term)
- Include charging stations for portable electronics, publicly accessible WiFi, and other amenities to support commuters (near-term)
- Work with property owners to eliminate parking in immediate station proximity (long-term)
- Improve wayfinding and signage directing pedestrians to surrounding transportation options and key destinations (ongoing)

SWANSTON

FACTS

Line	Blue
Daily Ridership	530
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Moderate
Zoning Intensity	Moderate
Opportunity	Moderate

STATION AREA STRATEGIES

- Initiate "gap" financing programs such as fee waivers, tax abatement, and loan support in order to help projects "pencil" (near-term)
- Construct pedestrian bridge over railyard tracks that connects the station to the business park to the south (long-term)
- Leverage public funding to support larger infrastructure investments and community amenities such as streetscapes and plazas, adding value to nearby properties and development projects (long-term)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)

7TH & RICHARDS/ TOWNSHIP 9

Line	Green
Daily Ridership	75
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	Yes

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Strong
Zoning Intensity	Moderate-Strong
Opportunity	Moderate

- Consider EIFDs and other financing mechanisms for "value capture" of TOD (near-term)
- Pursue development and partnership opportunities to construct workforce and affordable housing (near-term)
- Advocate for higher density development, expand density bonus programs, and explore creative options such as Transfer of Development Right (TDR) ordinances (long-term)
- Ensure future development is transit-supportive and compatible with a high-density, walkable, urban environment (ongoing)

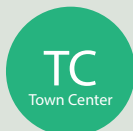
UNIVERSITY/ 65TH STREET

FACTS

Line	Gold
Daily Ridership	2,889
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Moderate
Opportunity	Strong

STATION AREA STRATEGIES

- Enhance transit waiting areas and walking paths to be safe and enjoyable; enhance private or public indoor or outdoor areas nearby stations for studying, recreational activities, food, restroom amenities, real time transit info (near-term)
- Work with the University to identify phasing, design, and development plans for the conversion of all parking on campus to transit-supportive uses (long-term)
- Identify private partners and projects so that TOD can utilize private sector expertise, capacity, and capital (ongoing)
- Integrate emerging technologies (5G, autonomous vehicles) into the station as a part of pilot project to support and attract high-tech/biotech industries to the region (ongoing)

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MOSAIC OF UNINCORPORATED SACRAMENTO COUNTY STATION AREA IMAGES

COUNTY OF SACRAMENTO

Sacramento County's 2030 General Plan contains numerous policies that relate to TOD. The General Plan acknowledges the role of county land use patterns on regional transportation and promotes compact development near light rail stations.

The General Plan includes a TOD Design Guidelines element. The Guidelines define ideal TOD location, size, and composition. While specific and prescriptive, the Guidelines are advisory and have not been adopted as part of the County's land development code. Despite their lack of regulatory power, the Guidelines demonstrate a clear commitment toward shaping transit-supportive outcomes near transit.

The Guidelines further specifies urban design best practices for TODs including setbacks, roadway connectivity, and pedestrian realm characteristics. Regarding parking, the General Plan's TOD Guidelines require no more than 33 percent of a TOD's land area should be comprised of surface parking lots. The Guidelines suggest that a parking reduction of 15 percent be applied to standards in TODs.

Policy and Regulatory Actions

Existing standards in Sacramento County's zoning code make transit-supportive development outcomes difficult to achieve. The County can make focused improvements

as shown in the table on the following pages. Many of the recommended strategies are based on a detailed analysis of the County's existing residential zoning code, in particular the RD-20 and RD-40 zones.

Financial Incentives

Sacramento County offers several incentives for transit-adjacent projects as well as fee deferrals or waivers for affordable housing. Additionally, the County's Environmental Justice (EJ) Element prioritizes spending in EJ communities. With a lack of transit-supportive (higher density, lower parking) projects in the area, TOD will test the market and will need additional assistance to entice development capital even if projects are provided at market-rates. The County should consider impact fee waivers, parking reductions, and density bonuses for market-rate products that provide transit-supportive outcomes.

TOD Strategies to Consider

Table 11 provides a summary of key strategies the County should consider to further support TOD projects. This is followed by a conceptual development project for the Butterfield Priority Site and specific strategies the County can take to implement TOD at each Station Area.

TABLE 11: COUNTY OF SACRAMENTO STRATEGIES

STRATEGY	LEAD (PARTNERS)	TIMING
CS.1. HIGHER BY-RIGHT DENSITY Consider re-zoning transit adjacent vacant sites to a more intense zoning designation such as RD 40, Community- Regional Mixed-Use Center, or Corridor Mixed-Use Zone. Currently, prime transit-adjacent sites, such as at Butterfield Station are zoned RD-20. Consider re-zoning at least a portion of the site to a higher density. FTA's transit-supportive best practices suggest densities of 25-35+ units per gross acre as a more appropriate density around light rail.	Sacramento County	Near-Term
CS.2. MINIMUM LOT SIZE Consider reducing the minimum lot size to 4,500 square feet in order to allow duplexes to reach the maximum allowable density in the RD-20 zone. The RD-20 zone currently has a minimum lot size of 6,200 square feet. For a duplex building, this means that the maximum achievable density in this zone is 14 units per acre despite the zoned maximum being 20 units per acre.	Sacramento County	Near-Term
CS.3. PARKING REQUIREMENTS Consider a full waiver of parking requirements (Section 5.9.5.C) for all residential projects within ¼-mile of light rail transit or reducing requirements to no more than 1 space per unit and 1 space per 1,000 square feet of commercial, per the TOD Parking Policy Spectrum (see Page 58). Parking will quickly become a major barrier to achieving additional density. Economic testing indicates that dense multi-family projects could pencil on several key transit-adjacent sites if on-site parking were not required. Additionally, reducing parking requirements are critical for the feasibility of "missing middle" housing types such as stacked flats, cottage courts, and plexes to be successful.	Sacramento County	Near-Term
CS.4. FEE DEFERRALS IN HQTAS Consider extending this program to units at 120 percent of AMI within High Quality Transit Areas (HQTAs). The County already offers deferrals to projects with long-term affordable units at 50 percent and 80 percent of AMI. Such a provision could help "prove the market" for new and innovative housing types that provide less parking and higher densities.	Sacramento County	Near-Term
CS.5. INFRASTRUCTURE UPGRADES Evaluate the existing public infrastructure conditions and deficiencies at the Butterfield Priority Site, and if necessary, prioritize infrastructure upgrades at this Station Area to incentivize immediate TOD projects. Public infrastructure includes: sidewalks, bicycle facilities, utilities, and stormwater management systems.	Sacramento County	Near-Term

TABLE 11: COUNTY OF SACRAMENTO STRATEGIES (CONTINUED)

STRATEGY	LEAD (PARTNERS)	TIMING
CS.6. PARKING WAIVERS FOR BONUS UNITS Consider waiving parking requirements for bonus units. The County has a generous “unlimited” bonus density allowance for projects near transit. Without reductions in parking for bonus units, it is unlikely that such bonuses will be very attractive to developers. This is because each additional unit built requires 1-2 parking spaces which quickly dominates a project site and requires costly internal, structured, or underground parking. By waiving parking requirements for bonus units built within ¼-mile of high-quality transit, it is more likely that developers would take advantage of such provisions.	Sacramento County	Near-Term
CS.7. BETTER PUBLICIZE TOD INCENTIVES Consider developing a marketing brochure that touts the range of incentives already offered to developers of TOD to entice development activity around light rail stations. Currently, the County offers numerous incentives across four programs. Navigating these various programs can prove confusing for developers.	Sacramento County	Near-Term
CS.8. PUBLIC REALM AMENITIES Install and upgrade public realm amenities in Station Areas to incentivize immediate TOD projects. Amenities include: landscaping, lighting, street furniture, and similar features that improve safety and comfort in the pedestrian environment.	Sacramento County	Near-Term
CS.9. INCREASED SINGLE-FAMILY RESIDENTIAL DENSITIES Consider increasing allowed residential densities in existing single-family zoned areas within at least a 1/4-mile of light rail stations. An increase in allowable density will incentivize more intensive residential development while not prohibiting or limiting existing single-family uses. In addition, update existing zoning ordinances and objective design standards to streamline the production of accessory dwelling units (ADUs) consistent with recent State laws (AB 68, SB 13, AB 881). Combined, these changes will allow for a greater mix of residential uses (sizes, layouts, costs) within Station Areas.	Sacramento County	Near-Term
CS.10. SETBACKS Consider upper floor step-backs to maintain separation from adjacent uses. Setbacks restrict the achievable building size for attached single-family and multi-family buildings. In addition, the County should consider reducing required front setbacks to 5 feet and rear setbacks to 15 feet for projects of 1-4 stories in the RD-10+ zones to provide more opportunities for transit-supportive outcomes.	Sacramento County	Long-Term

PRIORITY SITE OPPORTUNITY BUTTERFIELD

SITE SPECIFICATIONS

Size: 14.5 Acres

Proposed Concept: Office Mixed-Use

Current Ownership: Privately-Held

SITE DESCRIPTION

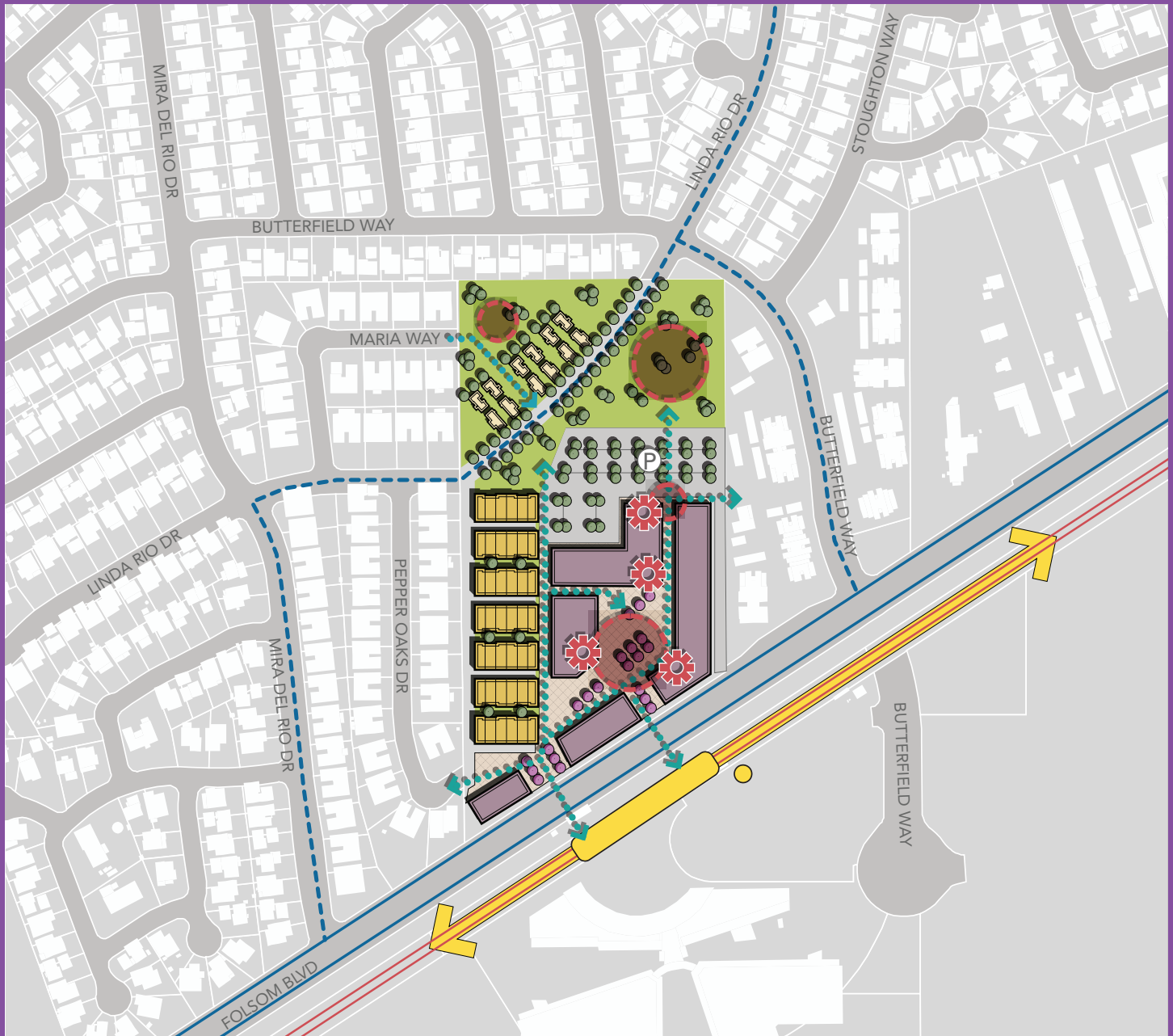
This is a large site across Franchise Tax Board headquarters. Although this campus is a large employment generator, the Priority Site itself is surrounded by single-family residential. The BRECA community association is a vocal, organized group who advocates on behalf of residents. They advocated to the County the need to include a community park if the Priority Site is ever developed.

Although office uses are a primary focus for this site, consideration should be given to transition to the existing residential neighborhood using “stepped” down mixed-use buildings and compact residential buildings, along with key retail locations to serve residents and the surrounding residential neighborhood. Due to the size of this Priority Site, utility locations will need to be carefully researched when developing a full site plan.

PROPOSED CONCEPT

The diagram on the following page shows the potential future concept for that site that was analyzed through an economic pro forma. With a dense, employment-focused mixed-use area facing Folsom Boulevard and then transitioning to medium-density townhomes, and finally small-format cottages, this master-planned Priority Site seeks to provide new amenities for workers and residents in the surrounding area while being careful to protect the adjacent neighborhood from adverse impacts.

The mixed-use area surrounds a prominent plaza, encouraging visitors to linger in the commercial area, while a neighborhood park is the primary gathering space for residents and the neighborhood. A new parkway connection via Linda Rio Drive provides an opportunity for bicycle travel and slow-speed vehicles (including equipment/people drop-off at the park).



POTENTIAL FUTURE TOD CONCEPT DIAGRAM BUTTERFIELD

EXISTING MULTI-MODAL CONNECTIVITY

- Bicycle Network
- Light Rail Line
- Light Rail Station / Platform
- Bus Stops

PROPOSED MULTI-MODAL UPGRADES

- - - New Bicycle Network
- - - New or Enhanced Pedestrian Connection

LAND USE AND URBAN FORM

- Priority Site
- Multi-Family Residential (Townhouse)
- Cluster Housing / Single-Family Residential
- Mixed-Use (Retail/Office, Residential)
- Plaza/Hardscape
- Greenspace
- ⚙ Activity Node
- ⚙ Key Retail Locations
- P Parking

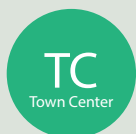
BUTTERFIELD

FACTS

Line	Gold
Daily Ridership	996
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate
Market Strength	Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Weak

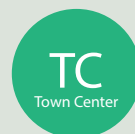
STATION AREA STRATEGIES

- Engage BRECA to hear neighborhood concerns and work to mitigate through site design and amenities provision (near-term)
- Construct "low stress" active transportation connections from the station to the American River Parkway via the culvert just west of the station (near-term)
- In conjunction with FTB and West Wind Sacramento 6 Drive-In, work to develop a phasing plan for the conversion of surface parking into high-density housing, mixed-use development, and employment uses (long-term)
- Construct a mid-block crossing from the station across Folsom Boulevard, provided enhanced pedestrian connections and improving safety (long-term)

HAZEL

Line	Gold
Daily Ridership	316
Disadvan. Community	No
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Weak-Moderate
Market Strength	Moderate
Zoning Intensity	Weak
Opportunity	Moderate

- Ensure Easton Master Plan has strong connections to Hazel platform and orients buildings and public spaces to enhance the public realm (near-term)
- Use TOD champions and other liaisons to "pitch" start-ups and other businesses to locate at Hazel, touting the synergy of similar firms and advantages of TOD (near-term)
- Enhance transit waiting areas and walking paths to be safe and enjoyable; enhance private or public indoor or outdoor areas nearby stations for studying, recreational activities, food, restroom amenities, real time transit info (near-term)
- Integrate emerging technologies (5G, autonomous vehicles) into the station as a part of pilot projects to support and attract high-tech/biotech industries to the region (long-term)

ROSEVILLE ROAD

FACTS

Line	Blue
Daily Ridership	1,220
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Weak
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Weak

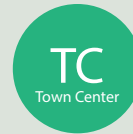
STATION AREA STRATEGIES

- Identify funds and mechanisms for land assembly that can support TOD. Program “land banked” properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (near-term)
- Integrate emerging technologies (5G, autonomous vehicles) into the station as a part of pilot projects to support and attract high-tech industries to the region (ongoing)

STARFIRE

Line	Gold
Daily Ridership	520
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Weak-Moderate

- Identify funds and mechanisms for land assembly that can support TOD. Program “land banked” properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

TIBER

FACTS

Line	Gold
Daily Ridership	479
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Weak-Moderate
Opportunity	Weak-Moderate

STATION AREA STRATEGIES

- Install bicycle share at the station to serve transit riders (near-term)
- Establish a real property acquisition fund in order to quickly procure properties as they become available (long-term)
- Advocate for higher density development by expanding density bonus programs and exploring creative options such as Transfer of Development Right (TDR) ordinances (ongoing)
- Consider EIFDs and other financing mechanisms for "value capture" of TOD projects (ongoing)

WATT/I-80

Line	Blue
Daily Ridership	2522
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

Typology



Cluster



Urban Form	Weak
Market Strength	Weak-Moderate
Zoning Intensity	Weak
Opportunity	Weak

- Advocate for County environmental justice funding (near-term)
- Identify funds and mechanisms for land assembly that can support TOD. Program "land banked" properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

WATT/I-80 WEST

FACTS

Line	Blue
Daily Ridership	275
Disadvan. Community	Yes
Opportunity Zone	Yes
Promise Zone	No

GROUPS

Typology



Cluster



POSITIONING

Urban Form	Weak
Market Strength	Weak-Moderate
Zoning Intensity	Weak
Opportunity	Weak

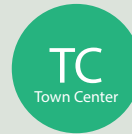
STATION AREA STRATEGIES

- Identify funds and mechanisms for land assembly that can support TOD. Program “land banked” properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)

WATT/MANLOVE

Line	Gold
Daily Ridership	2,069
Disadvan. Community	Yes
Opportunity Zone	No
Promise Zone	No

Typology



Cluster



Urban Form	Moderate-Strong
Market Strength	Weak-Moderate
Zoning Intensity	Moderate
Opportunity	Weak-Moderate

- Identify funds and mechanisms for land assembly that can support TOD. Program “land banked” properties to provide immediate benefit to surrounding areas while awaiting development opportunity that supports larger TOD and equity goals (near-term)
- Develop basic public realm improvements such as sidewalks, multi-modal transportation facilities, stormwater infrastructure, and pedestrian crossings (long-term)
- Coordinate with Teichert to ensure granite pits transition to TOD when operations cease (ongoing)



Sacramento



Regional
Transit

REGIONAL TRANSIT-ORIENTED DEVELOPMENT
ACTION PLAN

JUNE 2020