



River Skyline
Market at Summerfest
on K Street

2005 DOWNTOWN SACRAMENTO REDEVELOPMENT STRATEGY



IMPLEMENTATION STRATEGY AND ACTION PLAN FOR THE MERGED DOWNTOWN REDEVELOPMENT PROJECT AREA

PREPARED BY: THE DOWNTOWN STRATEGY FOCUS GROUP
WITH ASSISTANCE BY: DOWNTOWN DEVELOPMENT GROUP, A DIVISION OF
THE CITY OF SACRAMENTO'S ECONOMIC DEVELOPMENT DEPARTMENT

FEBRUARY 2000



Renovated
Memorial
Auditorium

THE 2005 DOWNTOWN SACRAMENTO REDEVELOPMENT STRATEGY PROVIDES A SET OF PRIORITIES AND ACTIONS THAT WILL GUIDE CITY AND REDEVELOPMENT REINVESTMENT OVER THE NEXT FIVE YEARS. THE STRATEGY IS INTENDED TO IMPLEMENT EXISTING POLICIES FOR DOWNTOWN AND THE MERGED DOWNTOWN REDEVELOPMENT AREA; REVIEW MARKET OPPORTUNITIES; UPDATE THE EXISTING 1995 FIVE-POINT STRATEGY AND REDEVELOPMENT IMPLEMENTATION PLAN FOR DOWNTOWN; AND PROVIDE A FIVE-YEAR ACTION AND MONITORING PLAN.

SUMMARY

1995-2000 FIVE-POINT STRATEGY ACCOMPLISHMENT HIGHLIGHTS

In 1995, a five-point strategy was prepared to guide redevelopment activities for Sacramento's Downtown. In the past five years the City of Sacramento together with the Sacramento Housing and Redevelopment Agency, newly formed City Economic Development Department, and their private sector partners have accomplished a great deal.

Strategy #1.
Development of the Sacramento River Waterfront

- Results:
- Completion of Promenade
 - Preparation of Waterfront Restaurant
 - Completion of Visitor Boat Docks

Strategy #2.
Creation of downtown market rate housing

- Results:
- Pensione K
 - Metro Square
 - Fremont Building
 - Governors Terrace

Strategy # 3.
Development of new hotels to support tourism and the expanded Convention Center

- Results:
- Development of Convention Center Hotel
 - Development of Embassy Suites Waterfront Hotel

Strategy #4.
Expansion of retail, entertainment and cultural arts facilities

- Results:
- Crest Theater Renovation
 - Continued Investment in Downtown Plaza
 - St. Rose of Lima Park Renovation
 - Bishop Gallegos Square
 - Cesar E. Chavez Plaza Re-design
 - History Wall Design and Installation

Strategy #5.
Support of new commercial/office development

- Results:
- Esquire Plaza/IMAX Project
 - Federal Courthouse Building
 - Cal EPA Building
 - State East End Project

The 1995-2000 Five-Point Strategy for Downtown provided a set of development priorities for the City, Redevelopment Agency and their partners. The 2005 Downtown Sacramento Development Plan builds on the success of the 1995 strategy.



2005 FIVE-POINT STRATEGY: IMPLEMENT PROJECTS NOW WHILE THE ECONOMY IS STRONG

Sacramento is currently experiencing low unemployment, high job growth, increased market interest in Central City housing, and demand for new office development. The 2005 Strategy assumes the City and Redevelopment Agency will act proactively to capture these economic opportunities to realize revitalization objectives and policies. To do this, the Agency is committed to extending the life of the Redevelopment Downtown including renewing the Redevelopment Plan for Downtown and the BID. Specifically, the Agency will partner to help implement the following strategies:

Strategy #1:

Continue to increase Downtown employment

Current absorption rates for office suggest there could be two to three new office projects developed in the next five years. The City and Agency should allocate resources to encourage development of office projects that support transit, retail, entertainment, and cultural objectives in the K Street District.

Strategy #2:

Pursue the development of complimentary retail development

The success of retailing in Downtown depends on positioning retail addresses, such as K Street, Old Sacramento, and Downtown Plaza, so they compliment each other rather than directly competing. The City and Redevelopment Agency should work with public-private partnership organizations to support the successful expansion of, and tenant recruitment for, existing retail addresses.

Future redevelopment of the Union Pacific Railyards should compliment K street, Old Sacramento and Downtown Plaza. The Railyards development should be woven into Downtown with enhanced physical and thematic linkages and land use continuity.

Strategy #3:

Pursue development of cultural and entertainment facilities

The City and Redevelopment Agency should encourage development of new cultural facilities and synergistic uses supportive of the Museum Mile and Theater District concepts. The Strategy emphasizes the connection between these activities for their mutual success.

Strategy #4:

Development of housing and mixed-use projects as revitalization catalysts

Continue to support development of housing and mixed-use projects in the Central City with an emphasis on developments that are revitalization catalysts that will build a critical mass of residential population to support other activities in the CBD.

Strategy #5:

Fill the gaps in Downtown public improvements

Implementation of streetscaping in Downtown has been developed on a project-by-project basis, resulting in gaps. The strategy emphasizes adding street trees, development of a signage and information system, and pedestrian-scaled lighting.



Cesar E. Chavez
Plaza

CONTENTS

INTRODUCTION

PART ONE: OUR POLICY MANDATE

PART TWO: FIVE POINT STRATEGY

PART THREE: FRAMEWORK FOR
STRATEGIC INVESTMENT

ACKNOWLEDGEMENTS



St. Rose of
Lima Park

THE 2005 DOWNTOWN SACRAMENTO REDEVELOPMENT STRATEGY BUILDS ON OVER TWO DECADES OF ESTABLISHED POLICIES RELATED TO DOWNTOWN FROM THE GENERAL PLAN, CENTRAL CITY PLAN, DOWNTOWN URBAN DESIGN PLAN AND OTHER EFFORTS THAT HAVE INVOLVED EXTENSIVE COMMUNITY PARTICIPATION. THE 2005 STRATEGY STRIVES TO SUPPORT THESE POLICIES BY DEFINING CONTEMPORARY STRATEGIC OPPORTUNITIES AND A SET OF ACTIONS THAT WILL GUIDE CITY AND REDEVELOPMENT REINVESTMENT STRATEGIES FOR DOWNTOWN OVER THE NEXT FIVE YEARS.

INTRODUCTION

Purpose

The 2005 Strategy provides a set of priorities and actions that will guide City and Redevelopment reinvestment over the next five years. The 2005 Downtown Sacramento Redevelopment Strategy is intended to implement policies for Downtown and the Merged Downtown Redevelopment Area (Figure 1); review market opportunities; update the Five-Point Strategy and the Redevelopment Implementation Plan for Downtown; and provide a five-year action and monitoring plan.

Process

The staff of the Downtown Development Group worked with 42 staff representatives from City, Redevelopment, State and business associations from August to November 1999 to prepare the 2005 Strategy. Called the *Strategy Focus Group*, members participated in the following five half-day workshops facilitated by the Downtown Development Group:

Workshop #1: Policy and Strategy Framework

Workshop #2: Office and Housing Focus

Workshop #3: Retail, Entertainment, and Cultural Facilities Focus

Workshop #4: Parking, Transit and Pedestrian Linkage Focus

Workshop #5: Strategy Review and Communication

Following the strategy workshops, the Downtown Development Group presented a summary of key findings, strategic opportunities, and a preliminary action plan to stakeholder organizations and City advisory boards and commissions, including:

- Council Ad-Hoc Committee
- Neighborhood Alliance of Governments
- Sacramento Downtown Partnership
- Old Sacramento Management Board
- Planning Commission
- Capitol Area Committee and Technical Advisory Committee
- City Council
- Capitol Station District
- Area 1 Neighborhood

Strategy Report Organization

The 2005 Strategy is a set of three complementary documents. These include:

1. Executive Summary Report;
2. Action and Monitoring Plan; and
3. Redevelopment Implementation Plan.

These reports are intended to be tools used by policymakers and staff to guide decision-making and coordinate investment over the next five years.

Executive Summary Report

The Executive Summary Report is a public document. The report's purpose

In order to achieve the "critical mass" needed to support the economic growth of the CBD, the City must take aggressive measures to channel new development into the Incentive and C-3 Zones.

Urban Design Plan



is to summarize policies and provide an overview of key findings from analysis, strategic opportunities, and recommended actions. The report is organized into three parts.

- PART ONE: Our Policy Mandate
- PART TWO: Five Point Strategy
- PART THREE: Framework for Strategic Investment

Action and Monitoring Plan

The second element of the 2005 Strategy includes the Action and Monitoring Plan. The Action and Monitoring Plan supports the Executive Summary and Implementation Plan for the 2005 Downtown Sacramento Redevelopment Strategy. It is to be updated annually as an administrative tool for tracking public and private investment success.

The Action and Monitoring Plan provides a comprehensive set of programs, projects and actions

for seven areas in the Downtown. It identifies the role of the City and their development partners; describes the scope of priority projects; and outlines the timing and schedule for projects and programs. The Action and Monitoring Plan is intended to be updated annually to support decision making and management activities for Downtown.

Redevelopment Implementation Plan

The Redevelopment Agency is required by state law to provide five-year updates to the redevelopment project area implementation plans. The Redevelopment Implementation Plan fulfills the legal requirements for the five-year update and summarizes the commitments and capacity of the Redevelopment Agency to participate as the public sector partner and investor for economic and housing development and blight removal efforts in the Merged Downtown Redevelopment Area.

The Merged Downtown Redevelopment Project Area is comprised of four smaller project areas. The redevelopment area includes much of the commercially zoned land in the CBD and waterfront.

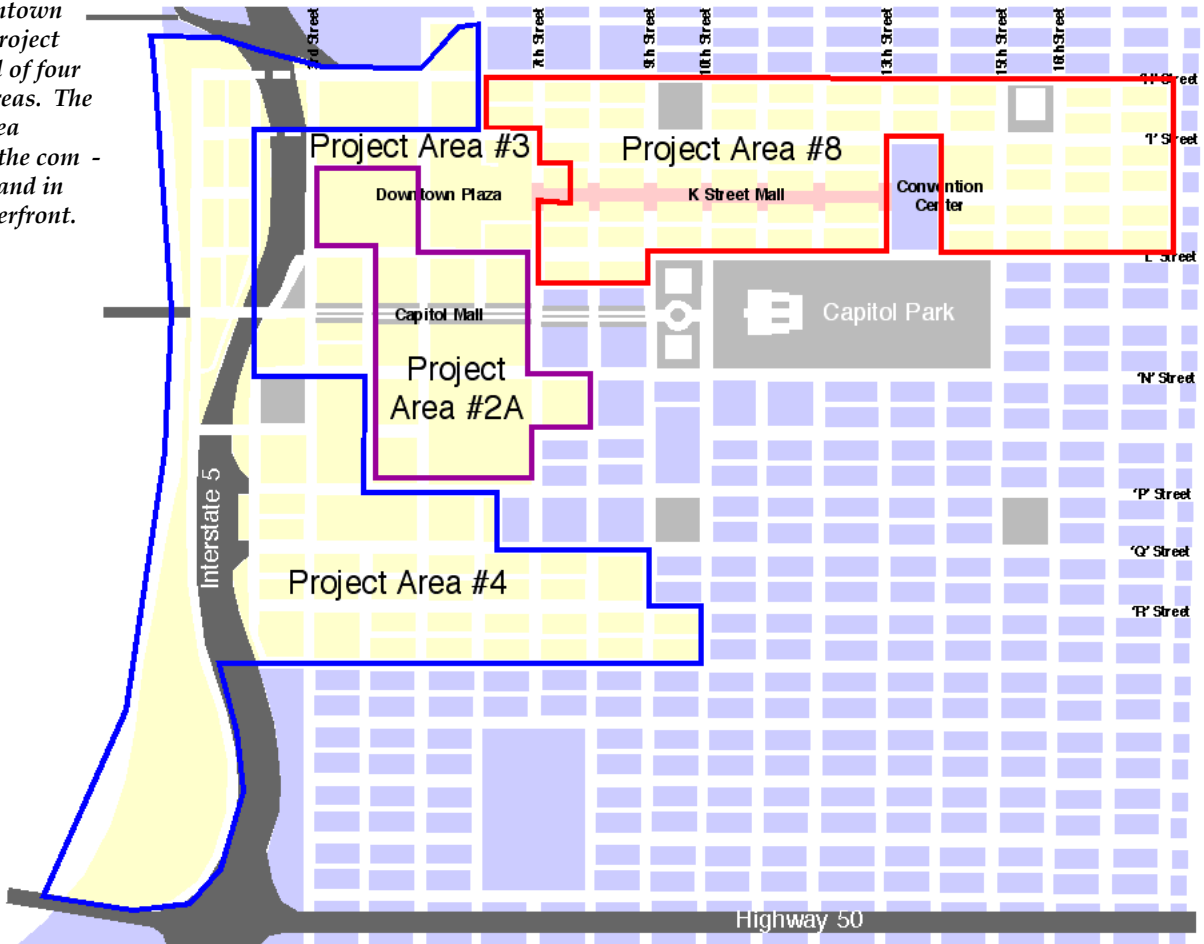


FIGURE 1: MERGED DOWNTOWN REDEVELOPMENT AREA



11th and K Streets

THE 2005 DOWNTOWN SACRAMENTO REDEVELOPMENT STRATEGY IS INTENDED TO IMPLEMENT EXISTING POLICIES. RATHER THAN REINVENTING THE ESTABLISHED DIRECTIVES FOR DOWNTOWN, THE 2005 STRATEGY REFERENCES EXISTING POLICY DOCUMENTS AND PACKAGES THEM INTO THREE CATEGORIES OF MANDATES. THE 2005 STRATEGY REINFORCES DOWNTOWN'S PRIMACY AS THE REGION'S BUSINESS CENTER, THE OBJECTIVE FOR ENHANCING DOWNTOWN'S ROLE AS A VISITOR DESTINATION, AND POLICIES STRESSING REINVESTMENT IN THE CENTRAL CITY'S TRADITIONAL NEIGHBORHOODS.

SECTION ONE: OUR POLICY MANDATES

Policy Themes

When reviewing existing policies for Downtown, three overall themes emerged. These acknowledge the traditional policy commitment to a proactive approach by the City to maintaining Downtown's central role in the metropolitan economy and psyche; nurturing the uniqueness of Downtown as a visitor destination; and the role healthy Central City neighborhoods play in the success of the Downtown.

THEME 1.

MAINTAINING DOWNTOWN'S PRIMACY AS THE REGION'S BUSINESS CENTER

Unlike most metro-centers, Sacramento's downtown is not at the center of the region. Rather, it plays a role as a gateway to the expanding metropolitan area. Downtown's skyline, capital city status and transportation system reflects its primal importance. Sacramento's policies demonstrate an understanding of the strategic importance the Central City and Downtown play in the regional economy.

THEME 2.

ENHANCING DOWNTOWN'S APPEAL AS A VISITOR DESTINATION

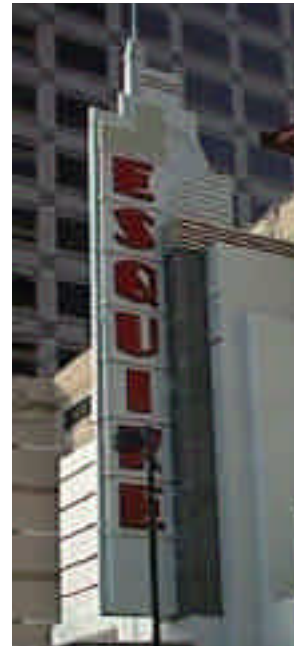
Downtown has a set of unique assets in terms of history, cultural venues, business, neighborhoods and government. The appeal these have extends beyond the region by attracting visitors. Sacramento's policies support the enhancement of existing attractions and creation of new ones.

Policies for retail and entertainment emphasize both the role Downtown districts should play and a proactive implementation approach.

THEME 3.

INVESTING IN THE CENTRAL CITY'S NEIGHBORHOOD

The Central City has many of Sacramento's most historic and walkable neighborhoods. These neighborhoods offer an opportunity for urban lifestyles. Neighborhoods, such as Midtown, are also providing a restaurant and cultural scene that serves the Region. Sacramento's policies call for the reinvestment in these traditional neighborhoods and introduction of a mix of uses that support the concept of a 24-hour Central City.





Existing Policy Documents

Policies for Downtown Revitalization activities reside in nine documents. These documents provide policies ranging in scale from the citywide and regional role for Downtown described in the General Plan to more detailed sub area policies such as those in the R Street Corridor Plan or the topical policies found in the Cultural and Entertainment District Master Plan.

Prior to starting the 2005 Strategy process, the following documents were reviewed and summarized as the policy basis for the five-year implementation emphasis:

- Sacramento Central City Community Plan, 1980, 1994 Update;
- Merged Downtown Redevelopment Project Area, 1986 (last amended 1999);
- City of Sacramento General Plan, 1987;
- Sacramento Central Business District Urban Design Plan, 1987;
- Downtown Cultural and Entertainment District Plan, 1990;
- Merged Downtown Sacramento Redevelopment Project Area Implementation Plan, 1994;
- Sacramento Waterfront Master Plan, 1995;
- R Street Corridor Plan, 1996; and
- Richards Boulevard Redevelopment Project Area, 1996 (last amended).

Goals and Policies Summary

The goals and policies have been organized around seven overall areas of development opportunity. The policies are grouped in the following categories:

1. Existing Policies for Implementation Strategy Update
2. Downtown’s Overall Economic Role
3. Retail and Entertainment
4. Office Development
5. Parking, Transportation & Pedestrian Linkages
6. Central City Housing
7. Cultural Facilities and Recreation

The policy documents that provide direction for the Downtown have varying formats and writing styles. The following pages quote directly from the documents.

1. EXISTING POLICIES FOR IMPLEMENTATION STRATEGY UPDATE

The Central City Plan and Urban Design Plan provide action-oriented policies for Downtown that include directions for plan updates as follows:

Central City Plan

"Develop an implementation strategy, which includes recommended actions for policies, priorities, and regular methods for revitalization of the Central City and provisions to guide the short- and long-term development of the area."

Sacramento Urban Design Plan

The Urban Design Plan uses seven Development Concepts. The Plan has a "Downtown Support Program" that offers a tiered incentive program for catalyst sites, 18-block incentive zone, C-3 areas, and transit-oriented office sites outside the C-3. It includes a policy check for "major projects" outside the C-3 area to ensure they do not retard accomplishing Downtown revitalization objectives.

2. DOWNTOWN’S OVERALL ECONOMIC ROLE POLICIES

Many plans have underscored the importance of Downtown to the Region and reinforce its role as the primary economic and cultural center.

General Plan

"It is the policy of the City to provide continued support of private and public efforts that promote the Central City’s role as the region’s commercial office, employment, and cultural center; and at the same time

Implementing Public Policy

provide close-by housing within identifiable residential neighborhoods."

"The metropolitan area's largest concentrations of employment and retail and office space are located in the Central City. Downtown's continued vitality, therefore, has Citywide as well as regional implications. An incentive program may be needed to ensure continued investment and development in the Central City."

Central City Plan

"The primary goal of the (Central City) Plan is to continue revitalization of the Sacramento Central City area as a viable living, working, shopping and cultural environment with a full range of day and night activities."

"Capitalize and improve on existing activity centers in the Central City as well as develop new centers in such a manner as to contribute to the total use of the Central City. These centers should include the Community Center, Historic Old Sacramento area, Central Business District, and various cultural facilities."

"Continue the revitalization of the Central Business District as a major commercial center for the region."

R Street Corridor Plan

"Recognizing the CBD as the pre-eminent regional employment and high-rise office center, the R Street Corridor should be developed at a scale and mix of uses to provide a transition between the high intensity CBD, the mixed use state Capitol Plan area, and the adjacent residential districts."

Sacramento Waterfront Master Plan

"Establish the waterfront area as an active, vibrant, urban district and public precinct."

"Provide for visitor and community serving uses and amenities."

"Provide for uses and amenities,

which respond to Sacramento's history and unique character."

"Large-scaled office, commercial and residential developments, comparable to those in the SP Yards Specific Plan, are not recommended for the waterfront area."

"Appropriate Land-side Land Uses and Activities:

- Cultural facilities/ museums (California Water Center, Performing Arts Center, Museum of Railroad Technology, Aquarium)
- Visitor Facilities
- Retail/Restaurants
- Office (professional)
- Hotels/motels
- Residential
- Live-work space
- Parks and open space
- Amphitheater/event space
- Temporary/seasonal event space (concerts, farmer's market, art festivals and displays)"

3. RETAIL AND ENTERTAINMENT POLICIES

Policies for retail and entertainment emphasize both the role Downtown districts should play and a proactive implementation approach.

Central City Plan

"Continue the development of historic "Old Sacramento" as a major tourist, entertainment and cultural area in the region."

"Encourage evening activities in the Central Business District, which attract people and increase safety for pedestrians."

Urban Design Plan

"Establish an Urban Development



Continue the revitalization of the Central Business District as a major commercial center for the region.

Central City Plan



and Marketing Program for the CBD related to office and retail commercial sectors. The marketing program shall include a retail mix analysis and plan, centralized leasing program, and a marketing analysis necessary to develop publicity and outreach effort for the CBD."

4. OFFICE DEVELOPMENT POLICIES

The role of Downtown as the primary business address and the strategic approach to focus employment to energize Downtown can be found in the Central City and Urban Design Plan.

Central City Plan

"Provide an opportunity for office development in appropriate areas of the Central City, placing emphasis for development in and around the Central Business District."

"Encourage public and private office development, where compatible with adjacent land uses and circulation system, in the Central Business District, Southern Pacific Railroad Yards, and Richards Boulevard area."

"Encourage full utilization of existing office areas in the Central City."

Urban Design Plan

"Office employees play a significant role for the revitalization of the CBD by providing the basic economic support to retail activities. Concentrating the downtown's share of the office market into a smaller area creates a more vital core. Scattering employment throughout the Central City is contrary to this revitalization strategy."

"In order to achieve the "critical mass" needed to support the economic growth of the CBD, the City must take aggressive measures to channel new development into the Incentive and C-3 Zones."

"Establish a leasing-marketing program for

new office construction in the Incentive Zone and on Catalyst Sites with public and private entities."

5. PARKING, TRANSPORTATION AND PEDESTRIAN LINKAGES POLICIES

Parking, transportation and pedestrian linkages are an integral part of plans for Downtown.

General Plan

"Provide additional parking as part of new development projects and in freestanding parking structures."

"Provide adequate short-term parking in such a manner as to support downtown development and mass transit."

"Create a multi-modal transportation center in the downtown."

Central City Plan

"Provide adequate off-street parking to meet the needs of shoppers, visitors, and residents."

"Restrain the projected increase in parking spaces needed for long-term employee parking by promoting public transit improvements, carpool programs, employer sponsored bus passes and other alternatives to the single occupant car usage."

Urban Design Plan

"A series of public parking facilities integrated into mixed use projects between I and J Streets at 8th, 11th, and 13th Streets are recommended. The public parking facilities should be well signed and provide appropriate pedestrian streetscaping and lighting for evening events. Where required, and appropriate, retail frontage would mitigate the adverse effects of these structures on the streetscape."

Implementing Public Policy

"It is essential that traffic and parking management strategies be undertaken to compliment the Urban Design Plan. This would quantify parking demand and ensure maximum utilization of public investments."

"This (concentration of office) strategy also has the positive effect of facilitating public transit by concentrating high-density office in close proximity to the new Light Rail system and stations."

R Street Corridor Plan

"Focus development around the four light rail stations to create discrete neighborhoods with a mix of compatible uses clustered around transit and linked by pedestrian routes."

Sacramento Waterfront Master Plan

"Provide for alternate modes of circulation (access and linkages) to and within the waterfront, emphasizing non-automobile circulation."

"Minimize traffic and parking impacts; discourage through traffic, and utilize existing parking facilities outside of the waterfront area and under freeways."

6. CENTRAL CITY HOUSING POLICIES

The emphasis on a 24-hour Central City and housing is a common policy theme for Downtown.

General Plan

"Residential neighborhoods within the Central City can provide needed housing options for those choosing to be near their employment and activity hub, will offer contrasting land use to stimulate variety in urban landscape, and afford many the opportunity of reduced dependency on auto usage."

Central City Plan

"Provide adequate housing for all residents of the central City at all socio-economic levels, and in particular provide the opportunity for low and moderate income level persons to reside within the central City. And further, provide a choice of housing types by developing new housing and conserving existing housing."

"Encourage mixed-use land uses including high density housing around the central Business District in order to increase the economic viability and livability of the area."

R Street Corridor Plan

"Create new mixed-use neighborhoods."

"Create distinctive, stable and integrated residential neighborhoods serving a range of income levels and populations to provide a choice of housing opportunities near downtown jobs."

"Create an appropriate mix of residential and non-residential uses within the Corridor, with an emphasis on new housing to serve projected Central City employment growth and support an 18-hour downtown environment."

"Reinvest significant portion of the increment financing generated within the Merged Downtown Sacramento Redevelopment Area to improve the economic feasibility of housing and neighborhood commercial uses within the corridor."

"Work with the Sacramento Housing and Redevelopment Agency, the Department of General Services and Capitol Area Development Authority to establish the R Street Corridor as a priority location for future housing opportunities in conjunction with the Capitol Area Plan."



Encourage full utilization of existing office areas in the Central City.

Central City Plan

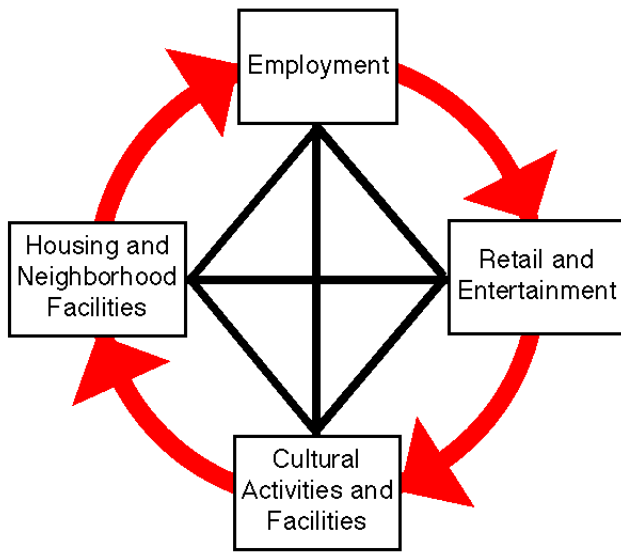


FIGURE 2: DYNAMIC REVITALIZATION PROCESS

"Evolutionary" Strategy for Downtown Revitalization

The Sacramento Urban Design Plan reflected the need for increasing foot traffic and economic energy in the Central Business District. The Plan fueled revitalization using an employment-based model that has made other retail, cultural and housing objectives achievable (Figure 2). This philosophy continues to support Downtown's evolution.

The "Evolutionary" strategy for Downtown based on the Urban Design Plan assumes:

- Office/Employment create concentrations of foot traffic which;
- Supports retail and commercial services; that
- Energizes entertainment venues and activities; and
- Results in a set of amenities that make Downtown an attractive location to live.

7. CULTURAL FACILITIES AND RECREATION

The quality of life benefits of cultural and recreational uses is underscored in the Central City Plan, Downtown Urban Design Plan, and the Cultural and Entertainment District Plan.

Central City Plan

"Continue to provide cultural and entertainment activities in the Central City so as to increase usage of the Central Business District."

"Enhance the open space/recreation and scenic value of the Sacramento and American Rivers."

Urban Design Plan

"Expansion and renovation of the City's public and private cultural facilities is an integral part of the revitalizing downtown. The classical arts, such as opera, symphony, ballet and theater, should be located within the CBD. These facilities, with the Convention Center and proposed hotels would contribute significantly to weekend and evening activity in the area. Other facilities which would contribute are cinemas, clubs, small experimental theaters and event spaces such as the proposed galleria and amphitheater."

Cultural and Entertainment District Master Plan

"In its broadest definition, the Cultural and Entertainment District encompasses the entire central city area from historic Old Sacramento on the Waterfront to the vibrant restaurants and shops in Midtown. Within this larger district, there are several specific areas that have been identified for concentrated and specialized activities and associated facilities:

- A "museum mile" paralleling the Waterfront containing a concentration of largely existing museums including the Rail Road Museum, the historic Old Sacramento District, and Crocker Art Museum.
- The Downtown Plaza area, and the extensive shopping, entertainment and performance opportunities which it will provide upon completion of the proposed expansion.
- The "East End District," extending generally along K Street mall from Plaza Park and the Public Library to Memorial Auditorium. The integration of the arts and cultural activities with retail and restaurant uses along the K Street Mall is critical to the eventual success of the District. All possibilities for venue development within existing buildings and private development projects in this area should be explored."



Waterfront Promenade

THE FIVE-POINT STRATEGY UPDATES THE ACTIVITIES IDENTIFIED IN 1995, MANY OF WHICH HAVE BEEN INITIATED OR IMPLEMENTED. THE STRATEGY INCLUDES KEY FINDINGS FROM RECENT REAL ESTATE MARKET ANALYSIS AND STRATEGIC OPPORTUNITIES BASED ON THE ANALYSIS, OPPORTUNITIES AND CAPACITIES FOR THE CITY AND THEIR PARTNERS TO RESPOND.

SECTION TWO: FIVE POINT STRATEGY

Key Findings and Strategic Opportunities

The Five-Point Strategy identifies five policy areas of strategic importance for Downtown. It considers existing policies, summarizes key findings from planning analysis, and identifies overall strategic opportunities. The five areas of strategic importance include:

1. Office Development
2. Retail, Entertainment and Tourism
3. Arts and Culture
4. Housing
5. Transportation, Parking & Pedestrian Linkages

STRATEGY 1: OFFICE DEVELOPMENT

Past revitalization efforts have focused on development of catalyst sites where office development was the principal development component. Since 1984, there has been 24 major office developments developed or are currently in the development process (Figure 3). Office employment will continue to be a key ingredient for Downtown. Therefore, updating the strategy should reflect the

market potential over the next five years.

Strategic Question:

What is the expected demand for private and public sector office space in the Downtown?

Economic Backdrop:

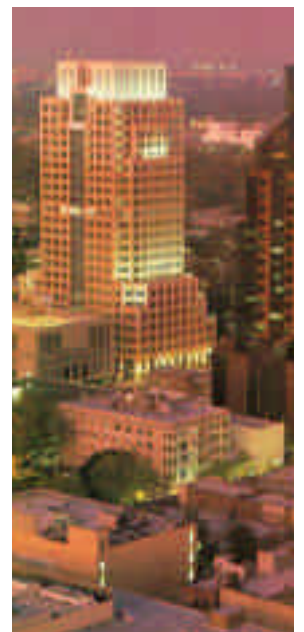
Sacramento is experiencing strong economic growth both in terms of population and employment. Sacramento area unemployment is 3.5% compared to 5.2% state average. According to CB Commercial, office construction is greater than it has been in the past seven years. About 33% of the office space currently under construction has been pre-leased and approximately 66% should be leased prior to completion.

Downtown has been a beneficiary of the regional growth. In the Downtown lease rates average \$2.05 compared to \$1.18 to \$1.76 for suburban office locations. And, Downtown vacancies are traditionally about 2% lower than the metropolitan market.

Currently, there are 8.9 million SF of office in the Downtown. Downtown continues to be the primary office address with

In order to achieve the "critical mass" needed to support the economic growth of the CBD, the City must take aggressive measures to channel new development into the Incentive and C-3 Zones.

Urban Design Plan



25% of the Metro area office space.

There was 1.3 MSF of Metro area absorption in the second quarter of 1999 (which is more than the year-end totals the past seven years). Downtown represents about 13.2% of the metro area absorption (160,000 SF).

Key Findings:

There is a projected demand for two or three additional commercial office buildings by 2005 (800,000 SF at current absorption of 200,000 SF per year). In addition to this commercial absorption, the City has a need for about 140,000 SF of administrative office space, and the State will develop over 2 million SF of office space by 2005. This totals about 2.46 million SF of office that could add about 8,000 employees in the Downtown area.

Strategic Opportunities:

There is an opportunity to take advantage of the strong economy by:

- Positioning two or three key locations as commercial office catalyst sites;
- Develop a project for the City’s office needs; and
- Continue to work with the State to integrate their office development into the community.

**STRATEGY 2:
RETAIL, ENTERTAINMENT AND
TOURISM**

Downtown retailing and visitor attractions offer a variety of choices including street retailing on K Street, visitor attractions and entertainment in Old Sacramento, and the managed urban mall of

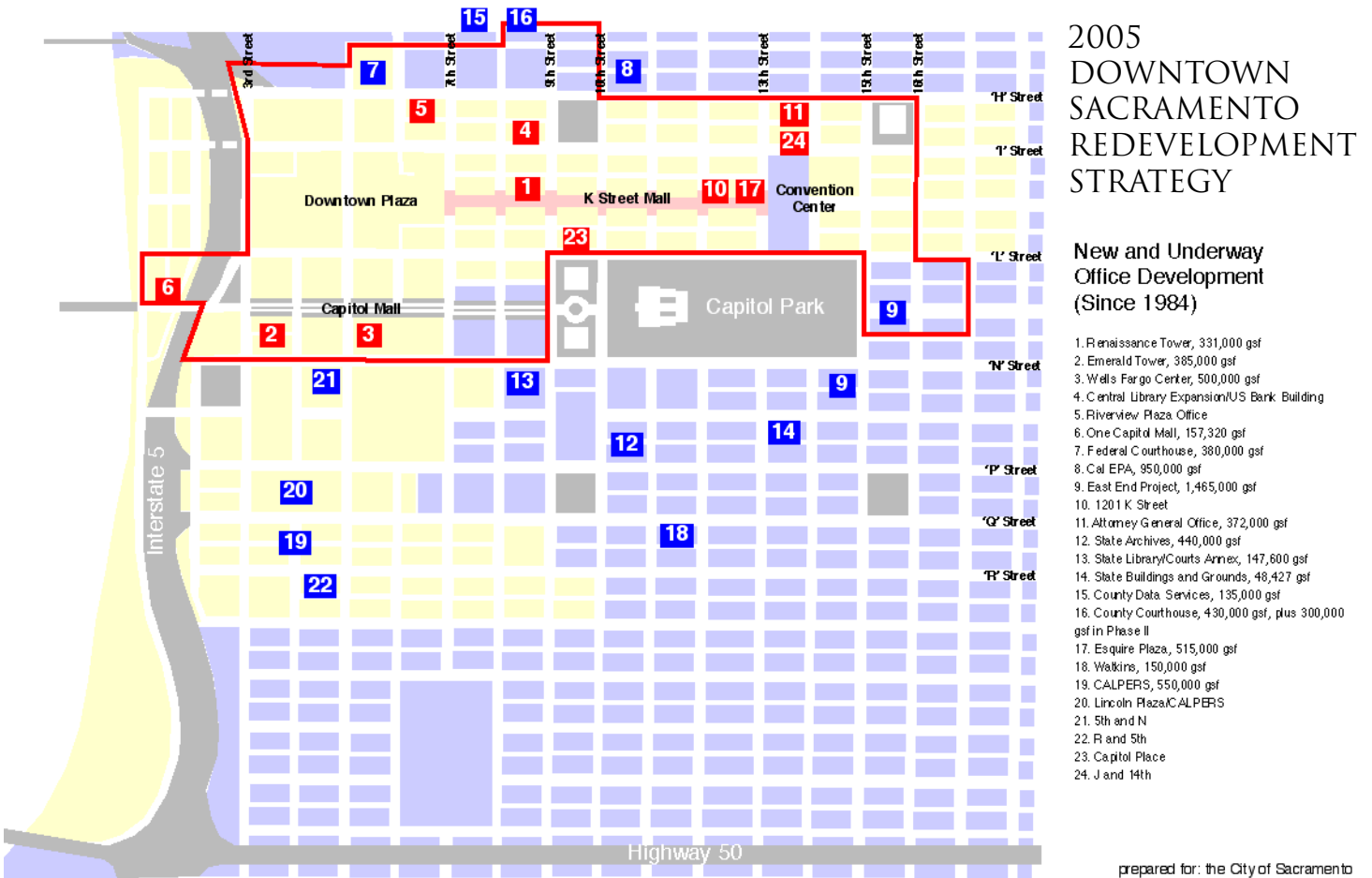


FIGURE 3: NEW AND PROPOSED OFFICE DEVELOPMENT

Five Point Strategy

Downtown Plaza. Success of these retailing places largely depends on market competition and their management as retail addresses. Downtown's market position is impacted by land use policy choices for suburban centers, such as in Natomas, or introduction of another downtown center, such as on UPRR property. Successful downtown retailing also depends on continuous refreshing to capture the most contemporary tenants in the most competitive managed shopping district. Downtown Plaza continuously upgrades its tenant mix and pays attention to promotions and management. In contrast, it has been difficult to do the same for K Street between 7th and 12th Streets. It is this mix of marketing and management that are required for strategic solution for Downtown.

Strategic Question:

How can Downtown's role as a regional retail and entertainment center be enhanced?

Economic Backdrop:

Economic Research Associates (ERA) prepared a summary of the national, regional and local retail market highlights. Some of their key observations regarding the retail market context follows.

National Retailing Trends:

- The largest share growth (1995-2000) has happened in the "shop for value" markets including Internet retail (100%) and Power Centers (24%).
- Shop for value retail (CDEH-Power Centers, Big Box, Factory Outlets, and Internet) equals about 44% of the current market.
- About 70% of Regional Centers' soft goods are competing with e-commerce sources.

Metro Market:

- If developed, current development proposals will add another 50% of retail space to the existing inventory by 2000.
- In Sacramento, there is about 51 million SF of retail space in managed centers.

This equals about 30 SF of retail per capita.

- About 35% of existing retail space is located in strip centers or freestanding buildings (and is not included in the inventory).
- Sacramento is still a primary location for retail with 44% of the space in the Metro area.
- About 2/3's of the existing retail space in Sacramento Metro area was built prior to 1980.
- About 11% of the retail space in the Metro area has been built since 1996, much of which is located in Big Box centers.
- There are 5.9 million SF of new retail development currently proposed in the Metro area. About 3.5 million SF of that space is located in the Downtown and North Natomas area. However, most of the 2.1 million SF proposed in the Roseville/Rocklin/Folsom areas is already under construction or has the highest likelihood of being developed by the end of 2000.

Downtown Market:

- Downtown should pursue a "higher level of goods" that do not compete with e-commerce. These should require a tactile and service-oriented need for the consumer.
- Private developers have proposed and continue to pursue mixed-use projects in the Union Pacific Railyards area. The City needs to work with the development community to help evolve the project to complement existing business and prevent diluting the downtown retail market.
- Old Sacramento will do fine if it refreshes its attractions and makes sure visitors have a pleasant experience every time.

K Street Market:

- The K Street Mall should focus on providing the next generation of dining, retail, and entertainment, such as a multi-plex theater development. Land acquisition will be required to accomplish this.
- Retail recruitment should focus on tactile



Encourage evening activities in the Central Business District, which attract people and increase safety for pedestrians.

Central City Plan

and service-oriented tenants.

- Transit users and State employees would support moderate-end clothing retail (Old Navy, Marshalls or Ross).
- Tower Records should be persuaded to create a presence on K Street.
- Hispanic or Asian ethnic shopping may be an opportunity.
- A large second hand bookstore and outdoor sporting goods store could be recruited.

Key Findings:

The key findings for Downtown recognizes retail and entertainment is most successful in managed centers. It is the unmanaged portions of Downtown with multiple owners that have the greatest vacancies and lowest rents. Managed centers, such as Old

Sacramento, will continue to draw visitors if it is a pleasant experience every time. And, potential UPRR site developments could dilute Downtown's existing centers market support if the retailing concept is not unique.

Strategic Opportunities:

The following activities reflect the strategic opportunities for Downtown's retailing expansion:

- The City needs to take an active role in land assembly on K Street;
- The City and Downtown Partnership can work with property owners to form a joint leasing strategy and new anchor tenants for K Street between 7th and 12th Streets;
- The City should work potential UPRR and any potential tenants or future property owners to strate-

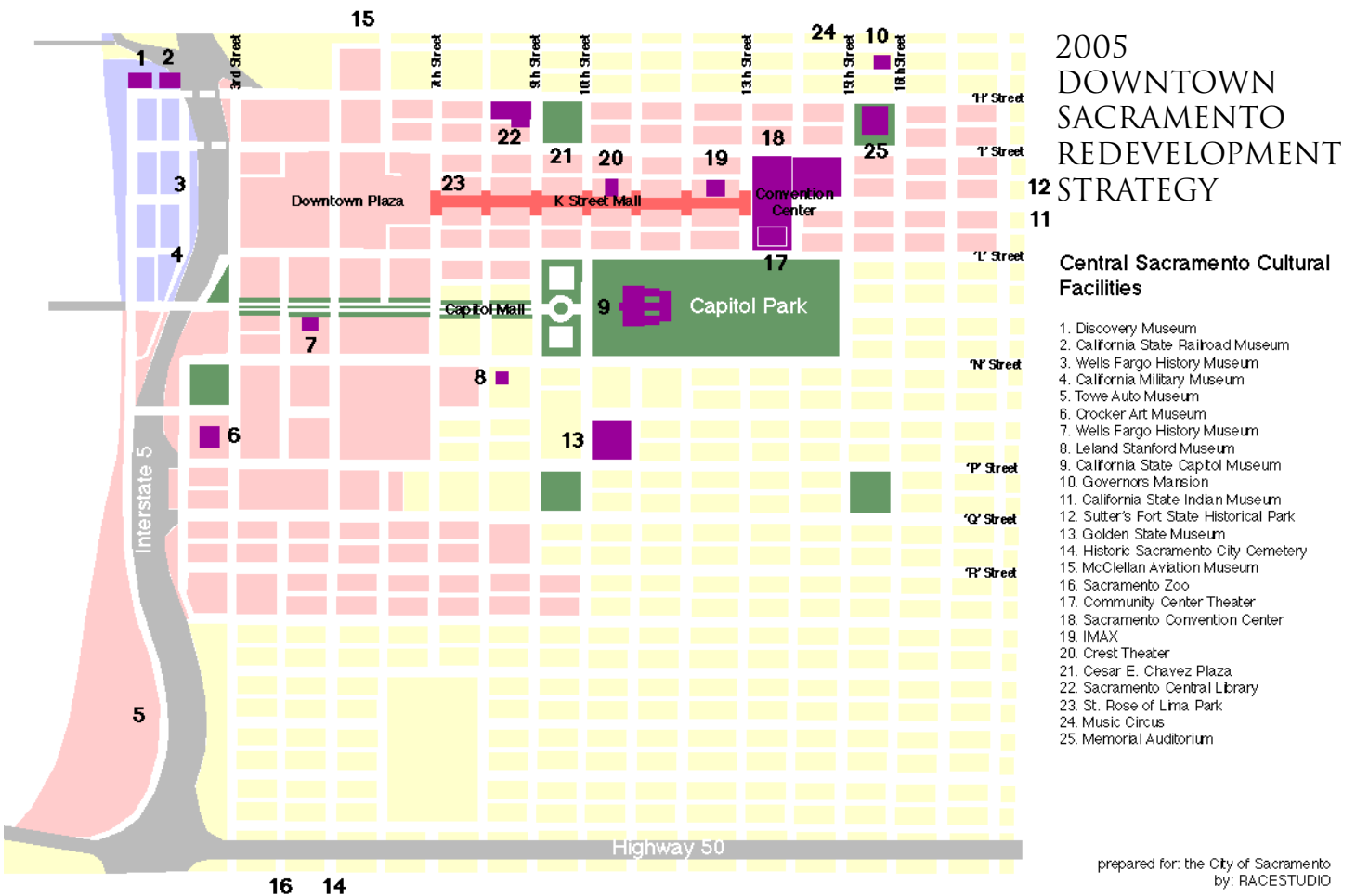


FIGURE 4: DOWNTOWN AREA CULTURAL FACILITIES

Five Point Strategy

gize tenant mix and access to the Rail Yards development; and

- The City, Downtown Partnership, Old Sacramento Management Board and W.A.V.E.S. should continue to enhance and invest in the Waterfront visitor experience.

STRATEGY 3: ARTS AND CULTURE

There are 25 major cultural attractions in the Downtown area (Figure 4). Increasing cultural facilities and activities has been a popular objective for Downtown. Cultural facilities require both capital funds for construction and on-going support for overhead and maintenance. The City has limited resources for development and maintenance of cultural facilities. Therefore, establishing priorities for public financial participation stresses successful partnerships, leveraging public assets such as land, and positive revitalization effects.

Strategic Question:

What are the highest priority cultural facilities for Downtown and how will they be implemented?

Background:

There are a variety of cultural facilities that have been developed in the past twenty years in the Central City. There are over two dozen attractions in the Downtown area that provide educational and cultural experiences. In addition to these facilities, there are many projects underway and others that are being promoted.

- There is a strong likelihood that the ballet and opera will move to the new proposed theater in Davis if the Community Theater is not renovated.
- The Discovery Museum may add an 1849 Gold Country Cultural Center.
- The Crocker Museum Expansion will include improvements to Crocker Museum, the adjacent park and parking

lots.

- B Street Theater is looking for a new location.
- The Sacramento Theater Company is planning an \$8 million expansion. The scope of improvements includes replacement of the tent with a permanent structure and new landscaped plaza entry area.
- The railroad technology museum may be located in the historic rail yard shops buildings.
- There is a need for an amphitheater and performance hall in Old Sacramento.
- The Sacramento Archives and Museum Collection Center is exceeding its capacity and requires a 45,000SF expansion, and there are climate-controlled storage needs for a variety of groups.
- The Convention Center's sculpture garden can be expanded.
- The proposed Unity Center and Performing Arts Center need sites.

Key Findings:

There are three key findings that can guide strategies for cultural investment over the next five years.

Successful attractions depend on the synergy between retail, entertainment, and cultural facilities. This philosophy is embodied in the Urban Design Plan and Cultural and Entertainment Plan.

Therefore, linking solutions that update the Community Theater (making it more attractive to patrons and a cost-effective venue for users) to surrounding land uses can create an exciting cultural experience.

The Cultural and Entertainment District Plan identified a potential theater district building upon the cluster of the Crest Theater, Memorial Auditorium, Community Theater, Convention Center, and Music Circus. Small performance venues, such as the B Street Theater, and entertainment, such as the new IMAX, could be clustered to reinforce a district.

The Waterfront continues to be a



Expansion and renovation of the City's public and private cultural facilities is an integral part of the revitalizing downtown.

Downtown Urban Design Plan

prime location for new and expanded museums. The Discovery Museum expansion and discussed implementation of the Crocker Art Museum's Master Plan are two projects that may happen in the next five years that can continue to reinforce the "Museum Mile" concept for the waterfront district.

Strategic Opportunities:

In the next five years there is an opportunity to draw together existing cultural investments into definable cultural places. By integrating public art, retail, entertainment, and public improvements, exciting and interesting cultural places can take shape. These include:

- Creating a theater district around the Convention Center; and
- Expanding and reinforcing the Museum Mile concept for the Waterfront.

STRATEGY 4: CENTRAL CITY HOUSING

A long-term policy for Sacramento has been to encourage reinvestment in the Central City's neighborhoods. Housing policy and programs have been an integral part of strategically supporting this goal. The City and SHRA have been active financial participants and administrators in the Central City's housing development.

Strategic Question:

How much public sector involvement will be required to continue the development of market rate housing?

Key Findings:

There is almost twice as many units of housing currently proposed as built in the last decade. Many of these units will require public sector support.

- Since 1990, 546 new housing units have been built in the Central City.
- There are currently 972 units of housing proposed in the Central City.
- Since 1985, 402 new and 267 rehabilitated units of housing received public financing assistance (Figure 5).

Strategic Opportunities:

The overall role of the City and SHRA is to continue to provide strategic opportunities for housing. In this proactive role, the City and Agency can:

- Use public funding sources to support revitalization objectives for Central City neighborhoods;
- Strategically land bank housing sites; and
- Strengthen the physical and market connection to Downtown's growing workforce.

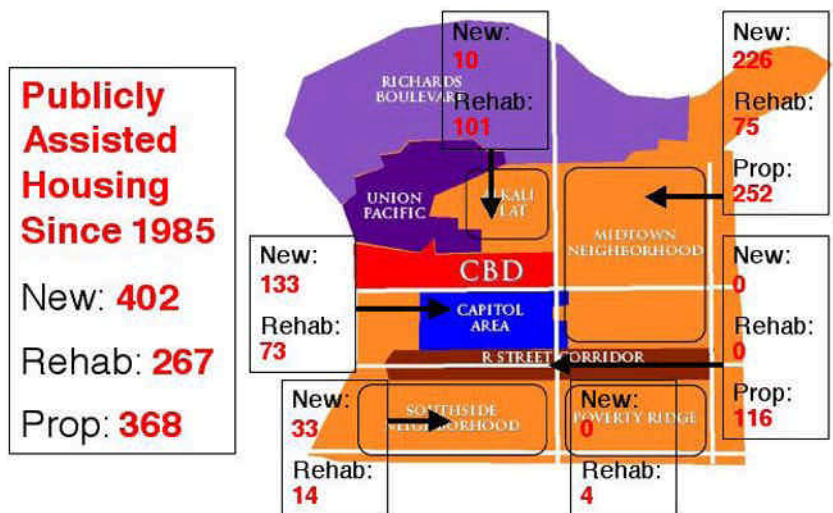


FIGURE 5: MERGED DOWNTOWN REDEVELOPMENT AREA

STRATEGY 5: PARKING, TRANSPORTATION & PEDESTRIAN LINKAGES

The Downtown is at the hub of the most extensive transit system of any non-coastal California city. The investment in light rail, bus and freeways has supported the revitalization of Central Sacramento within the sprawling metropolitan region. Enhancing regional access and supporting Downtown with adequate parking facilities will be part of any core strategy.

Strategic Question:

What parking supply and management strategies are required to support retail, entertainment, and employment objectives?

Key Findings:

Due to new office and attractions development, the Downtown is forecasted to have a deficit of 2,000-4,000 parking spaces by 2001. Larger federal and state office buildings have been developed without parking assuming a "market response" in terms of making up for the increased demand.

The areas around Downtown also are expanding and will increase the demand on roads, parking and transit. In the central metro area Sacramento will witness an increase of an estimated 1,500 new house holds, 7,600 retail jobs, and 72,000 non-retail jobs. And, current plans support continued jobs-housing imbalance over the next 20 years.

LRT extensions are continuing to support Downtown's and K Street's economic primacy and transit hub role. As development occurs along light rail and transit corridors, greater number of employees, shoppers and residents have access.

Current Regional Transit Service:

- RT serves 418 square miles
- 67 bus routes
- 28 million annual riders
- 34 million annual riders by 2008
- Mode split-60% bus, 40% LRT

Near-Term Transit Investment:

- Adding 3-5 new buses every year
- 17,000 new riders in next three years
- LRT extensions-Meadowview (24 vehicles), Folsom (14 vehicles)
- 25 bus/LRT routes serve Downtown
- 3 replica trolley buses
- 16th Street and Amtrak Depot future transit hubs by 2003

Types of Trips to Downtown:

The modal split for trips reflects how Downtown is still dependent on parking:

- 56% Single Occupant Vehicle's (SOV) at peak times (which results in 80% of the traffic)
- 22% trips on transit (which results in 1% of the traffic)
- Trend-SOV rate is going up

Capacity of Regional Access:

Due to regional growth, the major roadway facilities that serve Downtown are reaching their capacity.

- Capital City Freeway at 123% capacity
- I-5 at American River Parkway 80% capacity now, 135% by 2020
- Richards Boulevard is at 70% capacity now, 88% by 2020

Capacity of Downtown Access:

- Richards at I-5 20% increase by 2020
- 12th/16th Streets 30% increase by 2020
- I-5 at I/J Streets 40% increase by 2020
- Midtown 15 % increase by 2020

Origin of Regional Traffic:

- 13% Placer County
- 9% Eldorado County
- 16% Yolo County
- 36% Sacramento County
- 26% City of Sacramento



It is essential that a traffic and parking management strategy be undertaken to compliment the Urban Design Plan. This would quantify parking demand and ensure maximum utilization of public investments.

Urban Design Plan

Another important part of the transit picture for Downtown is streetscape. Pedestrian facilities in the Downtown have been developed in a piecemeal fashion. With the exception of the K Street Mall, streetscape has been implemented as part of individual developments. In addition, improving streetscape and pedestrian amenities supports transit, increases safety, and encourages increased retail activity.

Strategic Opportunities:

There are three overall strategic opportunities regarding transit, parking and pedestrian improvements that could be implemented or initiated in the next five years.

- Management of private and public parking can greatly increase the supply for special events and short term needs. Currently, over 18,300 parking spaces exist in the Downtown area. Of this supply about 8,000 of those are public (Figure 6) and 10,300 are private

spaces. Of the private spaces, only 500 are available to the public. However, 2,100 private spaces are vacant during mid-day peak hours.

- The gaps in street trees and pedestrian-scaled amenities can be mended through funding a comprehensive streetscape plan. The plan can use a combination of new development sites and right-of-way improvements to complete the streetscape environments in the Downtown.

- Continued expansion of Regional Transit will support Downtown. Because Downtown is the hub for the metropolitan transit system, its expansion will continue to bolster economic activities. Land use decisions for transit corridors outside the Downtown are important as well. Introducing housing around transit stations will increase LRT ridership, reduce the demand for expensive expansion of parking and roadways.

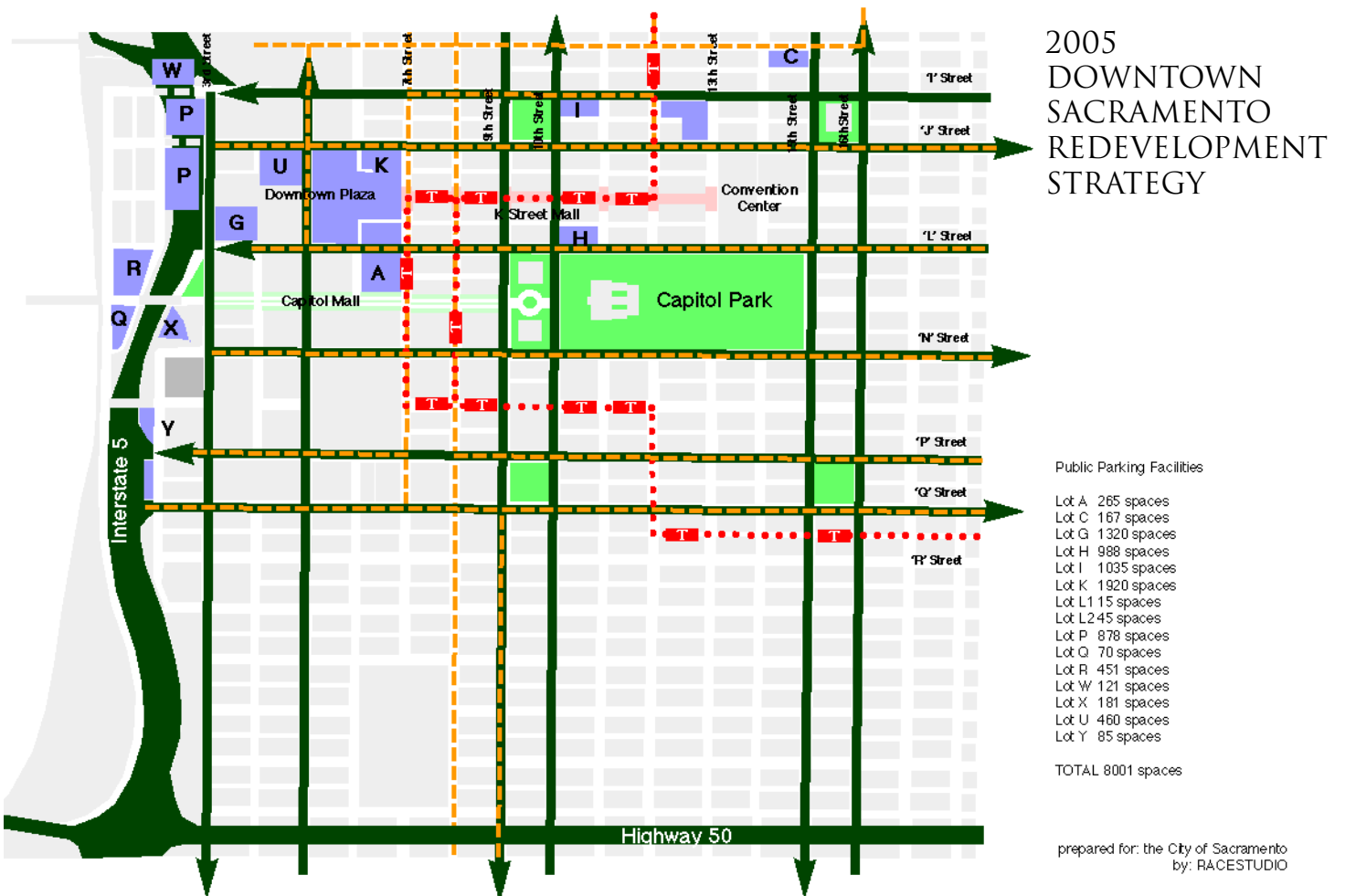


FIGURE 6: DOWNTOWN ACCESS AND PUBLIC PARKING FACILITIES



Capitol Park
Neighborhood

THE FRAMEWORK FOR STRATEGIC INVESTMENT PROVIDES A COMPREHENSIVE SET OF PROJECTS, PROGRAMS AND ACTIONS FOR SEVEN AREAS IN THE DOWNTOWN. IT INTEGRATES THESE INTO MUTUALLY SUPPORTING PUBLIC INVESTMENTS INTENDED TO CATALYZE PRIVATE COMMERCIAL DEVELOPMENT, HOUSING AND CULTURAL FACILITIES.

SECTION THREE: FRAMEWORK FOR STRATEGIC INVESTMENT

Framework Organization

The Framework for Strategic Investment is organized as seven districts (Figure 7). Each of these areas plays a unique functional and economic role. The Framework identifies potential public investments over the next five years within a comprehensive view of each district. The Framework is also included in the Action and Monitoring Plan to track the success of redevelopment investments and monitor resources.

1. K STREET DISTRICT

The K Street District includes the 18-blocks around K Street. Referred to as the "incentive zone" in the Sacramento Urban Design Plan, this area is the core of the CBD's traditional retailing, financial and office activities. As in the Urban Design Plan, the Framework Strategy places a strong emphasis on concentrating public and private investment in the K Street District.

Implementation Activity 1.1 *Finish K Street District before creating new districts*

The Framework for Strategic Investment pursues continued revitaliza-

tion to the K Street District as a primary objective for the Merged Downtown Redevelopment Area. This area's success has implications on adjacent areas and to Sacramento as competitive business and exciting cultural addresses.

Implementation Activity 1.2 *Continue to focus office development in the 18-block incentive zone*

The Framework for Strategic Investment emphasizes continuing to focus employment, retail services, cultural and entertainment uses in the 18-block area around K Street. There are numerous sites susceptible to large-scale office development between 7th, 13th, J and L Streets. These sites represent the potential for more retail development and could introduce a significant number of employees within a block of K Street retail and LRT stations.

Implementation Activity 1.3 *Increase participation of 7th to 12th Street property owners in retail merchandising plan and joint leasing strategies*

The blocks between 7th and 12th Street have the highest vacancy rate and greatest number of properties on K Street.



Establish an Urban Development and Marketing Program for the CBD related to office and retail commercial sectors. The marketing program shall include a retail mix analysis and plan, centralized leasing program, and a market - ing analysis necessary to develop publicity and outreach effort for the CBD.

Urban Design Plan

In addition, there are several key blocks that have ground floor uses that are inappropriate for successful retailing. The Strategy stresses increased participation by property owners to improve the tenant mix, reduce vacancies, increase rents, and enhance the pedestrian interest and shopping continuity along K Street.

Additionally, the City should continue to work with the Westfield/Taylor Development Team on expansion of the Downtown Plaza onto K Street.

Implementation Activity 1.4

Renew the BID

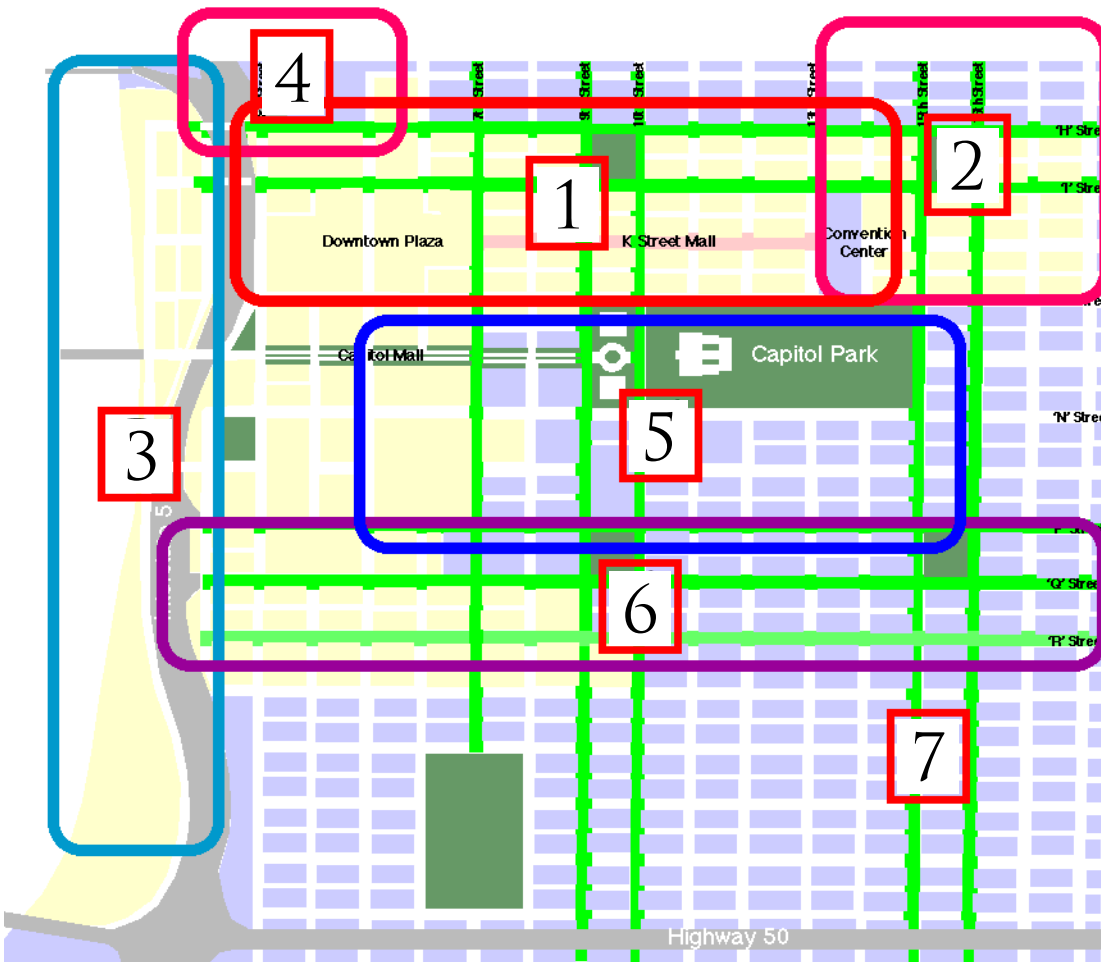
Many of the measurable and symbolic successes in Downtown have been a result of the formation of the Downtown Partnership. The Partnership’s management and promotion of Downtown will be an

important part of future success as well. After celebrating its first five years of service, it is time to update the business plan and renew the Property-Based Business Improvement District (PBID) which funds the Partnership’s activities. The Strategy acknowledges the importance of the Partnership’s role and recommends renewal of the PBID.

Implementation Activity 1.5

Assemble Land

As part of the revitalization effort, the Agency and should be prepared to strategically assemble land in the K Street District for commercial, office and residential projects.



2005
DOWNTOWN
SACRAMENTO
REDEVELOPMENT
STRATEGY

Implementation Framework

- 1. K Street District
- 2. Convention Center and Theater District
- 3. Waterfront and Old Sacramento
- 4. Railyards/Depot District
- 5. Capitol Area
- 6. R Street Corridor
- 7. Parking, Transportation and Pedestrian Linkages

prepared for: the City of Sacramento
by: RACESTUDIO

FIGURE 7: FRAMEWORK FOR STRATEGIC INVESTMENT

2. CONVENTION CENTER AND THEATER DISTRICT

The Convention Center and Theater District includes the blocks adjacent to the convention center. This area has a concentration of performance and meeting venues. The area has the cultural facilities that can anchor an active theater and entertainment district.

Implementation Activity 2.1 **Transform the area into a theater and entertainment district**

The Memorial Auditorium, Music Circus Theater and the Community Center Theater are three well-established cultural venues. In combination with the Convention Center, the District provides the anchor venues for implementing the "East End Theater District" identified in the Cultural and Entertainment District Plan. The Framework Strategy recommends implementing projects and recruiting tenants to the area that compliment these large-scale venues to form an identifiable district.

Implementation Activity 2.2 **Prepare renovation strategy for Community Center Theater**

The Community Center Theater was built in the 1970's and has outdated building infrastructure and patron amenities. The primary anchor tenants continue to express concerns regarding the inadequacy of the facility. The Framework Strategy recommends a study be undertaken to assess the opportunities to renovate the existing theater.

Implementation Activity 2.3 **Develop a cluster of smaller theaters and entertainment venues**

There may be opportunities to relocate smaller theater groups, such as the B Street Theater, to the area. The Strategy recommends exploring ways to

integrate small theaters into new commercial and mixed-use development in the district.

Implementation Activity 2.4 **Encourage the development of a mixed-use district with ground floor uses that complement theater uses**

The synergy between the theater activities and arts, retail and entertainment (A.R.E. uses) is important to the theatergoers' experience. The Strategy emphasizes introduction of uses that animate and energize the theater areas.

3. WATERFRONT AND OLD SACRAMENTO

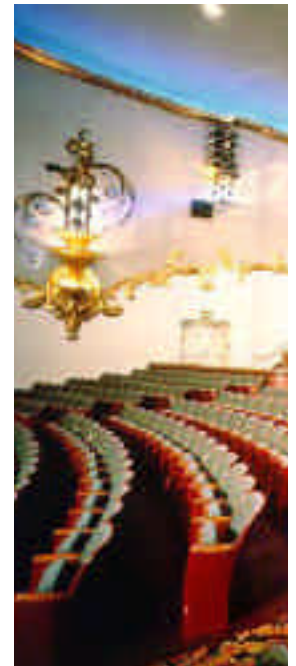
The Waterfront and Old Sacramento draws over 1 million visitors and Sacramento residents annually. The museums, history, and architectural character provide a family-oriented destination for regional and California visitors. The Framework builds on present success with an emphasis on creating new venues that draws new and former visitors back to the waterfront.

Implementation Activity 3.1 **Continue to expand and develop the Museum Mile concept by implementing the Waterfront Master Plan**

The Strategy recommends continuing to promote the Waterfront and Old Sacramento as the "Museum Mile" and to continue to implement the Waterfront Master Plan.

Implementation Activity 3.2 **Implement the Crocker Art Museum Master Plan**

The City and Crocker Art Museum is preparing a Master Plan for the areas adjacent to the existing facilities. The plan will include potential asset management sites that can support implementation of the expanded cultural complex. The Framework Strategy recommends pursuing the development of City lands in sup-



The "East End District," extending generally along K Street mall from Plaza Park and the Public Library to Memorial Auditorium. The integration of the arts and cultural activities with retail and restaurant uses along the K Street Mall is critical to the eventual success of the District. All possibilities for venue development within existing buildings and private development projects in this area should be explored.

Cultural and Entertainment District Master Plan

port of the area's cultural venues.

Implementation Activity 3.3
Develop an amphitheater and small performance hall in Old Sacramento

One of the most important objectives for Old Sacramento is to provide new venues and attractions. The Framework Strategy recommends supporting the development of two new smaller venues in the next five years - - an outdoor amphitheater and a small performance hall.

Implementation Activity 3.4
Support the Discovery Museum expansion

The Discovery Museum is expected to implement an expansion project within the next five years. The Strategy recommends supporting the project.

4. RAILYARDS/DEPOT AREA

The Railyards and Depot Area has been identified in the Central City Plan as a future commercial, cultural and residential extension of Downtown. In the near term, one of its most important roles will be enhancement of its traditional role as a transit arrival district and facility serving Downtown.

Implementation Activity 4.1
Continue to invest in strengthening transit and pedestrian connections to the Depot

The Depot Area is disconnected from the CBD. The Strategy emphasizes enhancing transit and pedestrian linkages to strengthen the railyard's economic and land use relationship to Downtown. The Strategy promotes development of a streetscape solution for streets linking the Depot to the CBD.

Implementation Activity 4.2
Complete multi-modal project

The proposed multi-modal project is a critical next step in enhancing regional access. The multi-modal project should be completed. The Strategy supports early implementation of the multi-modal project.

Implementation Activity 4.3
Initiate the extension of 7th Street

7th Street extension is critical to Richards Boulevard development and enhancement of Downtown's access. The Strategy supports the implementation of the 7th Street extension project.



One's image of a city is composed of a series of memorable impressions - - important places and landmarks and the routes to, from and between them.

Urban Design Plan, Streetscape Guidelines

The Framework Strategic Investment emphasizes completing and initiating streetscape and open space projects to complete the Downtown network of pedestrian connections.

5. CAPITOL AREA

The Capitol Area, and its subset Capitol Park Neighborhood, will continue to provide a location for concentration of Downtown employment and housing. The Capitol Area Development Authority and the State of California are important partners in accomplishing the benefits a coordinated development of this area can bring to the overall economic vitality of Downtown.

Implementation Activity 5.1 ***Continue to act as a partner in the renaissance of the Capitol Park Neighborhood***

The Strategy recommends the continued support of residential development in the Capitol Area by the City and Redevelopment Agency.

Implementation Activity 5.2 ***Coordinate streetscape improvements related to residential and office development***

The Framework Strategy assumes the City will take an active role in guiding streetscaping related to residential and office development in the Capitol Area.

6. R STREET CORRIDOR

The R Street Corridor consists of 26 blocks repositioned as a future residential district. The warehousing activities have been giving way to market interest in both commercial office and residential development. The corridor has the potential to evolve around three catalyst areas - 16th and R Streets, 11th and R Streets, and 4th and R Streets.

Implementation Activity 6.1 ***Shape catalyst developments to support R Street revitalization objectives***

The Strategy emphasizes a proactive approach by the City and Redevelopment Agency to promote the

revitalization objectives found in the R Street Corridor Plan.

Implementation Activity 6.2 ***16th and R Streets (Crystal Ice)***

The Framework promotes a mixed-use solution for the 16th and R Street opportunity sites.

Implementation Activity 6.3 ***11th and R Streets (CADA Warehouse)***

The CADA Warehouse project at 11th and R Streets is underway. The Strategy recommends continued support for the residential and restaurant proposal.

Implementation Activity 6.4 ***4th and R Streets (CalPERS)***

CalPERS is currently preparing a master plan for their headquarters expansion project at 4th and R Streets. CalPERS is using the R Street Corridor Plan as a guide for the project. The Strategy recommends working with CalPERS to realize R Street revitalization objectives including pedestrian-friendly office and residential uses.

7. PARKING, TRANSPORTATION AND PEDESTRIAN LINKAGES

The seventh area identified in the Framework is linear. It is the key travel routes and linkage elements that connect various districts and Downtown to the Central City.

Implementation Activity 7.1 ***Enhance pedestrian linkages***

The Strategy recommends the development of an overall implementation and financing plan to fill the gaps in Downtown's streetscape.

Implementation Activity 7.2 ***Office core streetscape along 7th, 9th, 10th, I, J and L Streets***

The Framework Strategy stresses



Encourage mixed-use land uses including high density housing around the central Business District in order to increase the economic viability and livability of the area.

Central City Plan

the implementation of streetscape in the primary office core streets.

Implementation Activity 7.3

Waterfront and UPRR/Depot streetscape linkages

Streetscape connections to the Waterfront and the Depot area are a high priority. Framework Strategy recommends implementation of this project within the next five years.

Implementation Activity 7.4

Enhance the image and address status of Downtown's entry corridors

Image and land use enhancements to the primary travel routes into Downtown is recommended by the Strategy. This includes:

- 12th and 16th Street (SR 160) relinquishment to the City;
- Increase investment in street-oriented mixed use projects;
- Improve streetscape and signage; and
- Capital Mall/Tower Bridge Expansion.



St. Rose of
Lima Park

THE CITY'S ECONOMIC DEVELOPMENT DEPARTMENT WORKED WITH 42 PROFESSIONAL PLANNING AND MANAGEMENT STAFF REPRESENTATIVES FROM CITY, REDEVELOPMENT, STATE AND BUSINESS ASSOCIATIONS IN PREPARATION OF THIS STRATEGY SUMMARY. CALLED THE STRATEGY FOCUS GROUP, MEMBERS PARTICIPATED IN FIVE HALF-DAY WORKSHOPS FACILITATED BY THE DOWNTOWN DEVELOPMENT GROUP. THIS SUMMARY REPORT COMMUNICATES THEIR MULTI-DISCIPLINE PERSPECTIVE AND COMMITMENT TO COLLABORATION.

ACKNOWLEDGMENTS

Mayor Jimmie Yee

City Council Members:

Heather Fargo, District 1

Rob Kerth, District 2

Steve Cohn, District 3

Lauren Hammond, District 5

Dave Jones, District 6

Robbie Waters, District 7

Bonnie Pannell, District 8

Robert P. Thomas, City Manager

Jack Crist, Deputy City Manager

Thomas V. Lee, Deputy City Manager

Betty Masuoka, Deputy City Manager

STRATEGY FOCUS GROUP

Ron Alvarado, CADA

Ed Astone, Old Sacramento Management
Association

Michael Ault, Downtown Sacramento
Partnership

Susan Babich, Sacramento Convention
and Visitors Bureau

Lisa Bates, SHRA

Paul Blumberg, City Downtown
Development Group

Barabara Bonebrake, City Economic
Development Department

Elizabeth Cook, City Downtown
Development Group

Chuck Dalldorf, Mayor's Office

John Dangberg, SHRA

Danielle de l' Etoile, Downtown

Sacramento Partnership

J.D. Delich, City Parking Facilities
Services

Jim Derby, State Department of General
Services

Anastasia Efstathiou, City Downtown
Development Group

Max Fernandez, Central City Director,
Area 1

Beverly Fretz-Brown, SHRA

Anne Garbeff, State Department of
General Services

Art Gee, City NPDS

Fran Halbakken, City Public Works
Department

Steve Hammond, Sacramento
Convention and Visitors Bureau

Jim Hare, SHRA

Matthew Hawkes, CADA

Jim Henley, City History and Science
Commission

Evangeline Higginbotham, Discovery
Museum

Jim Hyde, Sacramento Police
Department

Taiwo Jaiyeoba, Sacramento Regional
Transit

Debra Jones, Sacramento Regional
Transit

Mark Kraft, City NPDS

Jeff Levy, City Downtown Development
Group

Traci Michel, City Downtown

Development Group

Mark Miller, City Parking

Michelle Nelson, City Downtown
Development Group

Anthony Palmere, Sacramento Regional
Transit

Dean Peckham, City Economic
Development

Steve Peterson, City NPDS

Andrew Plescia, City Economic
Development Department

Mike Ross, Sacramento Convention
Center

Wendy Saunders, City Downtown
Development Group

Paul Schmidt, CADA

Sevada Hemelians, Economic Research
Associates

Gary Stonehouse, City NPDS

Michelle Walker, Sacramento

Metropolitan Arts Commission

Dave Wilcox, Economic Research
Associates

with assistance by:

Bruce Race, FAIA, AICP, RACESTUDIO