



FRANKLIN DISTRICT COMMUNITY CLIMATE AND REVITALIZATION PLAYBOOK

INTRODUCTION

The Franklin District has a lot to offer its residents:

- Franklin Blvd. is historically the Latino heart of Sacramento and a neighborhood of many immigrant families and much diversity.
- We have hundreds of businesses employing about 7,000 people. Many are small family-owned businesses that serve the community and continue the District's cultural heritage, including ethnic restaurants, grocery stores, and specialty stores.
- There is a broad mix of homes, apartments, and rental cottages.
- We are close to three light rail stations at Fruitridge, 47th Avenue, and Florin Road.
- We now have SmarT Ride microtransit service to take people across South Sacramento.
- There are street improvements happening to make the area safer for people walking and biking.
- Cultural murals have recently been painted to beautify some of the blank walls along Franklin Blvd.
- La Familia repurposed the closed Maple Neighborhood School and made it into a community center with lots of programs for neighborhood youth and adults.
- We have low-cost education and training programs available at public schools, La Familia, Community Resource project, nearby Sacramento City College, and the Sacramento Regional Conservation Corps.
- Two Neighborhood Associations have started in North and South City Farms
- There are annual family-oriented celebrations like National Night Out, Mexican Independence Day/El Grito, and La Posada, plus youth pop-ups and other events that bring out our community.



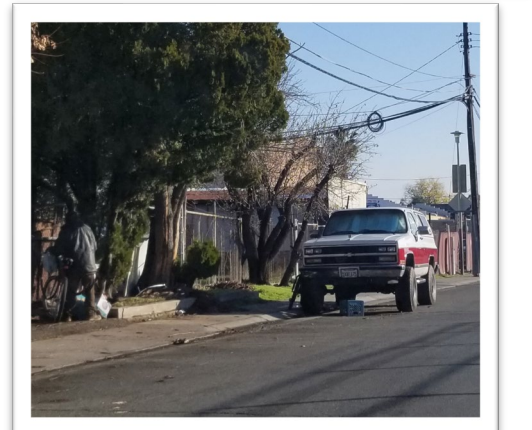
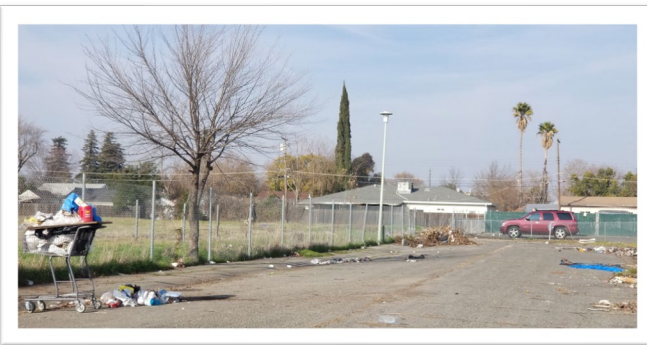
5 New Habitat Homes in the Avenues



September Back to the Boulevard Car Show & Cruise

However, the Franklin area also still faces some tough challenges:

- Many people don't earn much income, and some can't find employment.
- Many adults have limited education, and there aren't enough job, education, and training opportunities for adults and teens.
- A majority of the students in the public schools qualify for free or reduced cost lunches.
- There is an increase in homelessness.
- There is a need for more and more affordable housing.
- Per CalEnviroscreen 3.0, the Franklin District still ranks in the 90th percentile of Disadvantaged Communities for environmental concerns, including poor air quality and high heat levels that pose risks for people's health.
- The Franklin District is in the Promise Zone and Opportunity Zone, noted for low-income disparities.
- Without more transportation choices, most families have to drive, which makes their transportation costs high and contributes to air pollution.
- The District also lacks parks, trees, green space, community gardens, and shade that can help reduce air pollution and heat.
- Over the years, there has not been much public investment in our neighborhood, and there are ongoing problems with blighted properties, dumping, vandalism, and homelessness



THIS PLAYBOOK

In 2018, a collaborative application submitted by the Franklin Neighborhood Development Corporation (FNDC), Sacramento Area Council of Governments (SACOG), City of Sacramento, and 13 other local partners was awarded a Transformative Climate Communities (TCC) Planning Grant from the state Strategic Growth Council to develop a neighborhood plan for the Franklin District. The 13 partners were the County of Sacramento, Alchemist CDC, California Capital, Capital Region Climate Readiness Collaborative, Community Resource Project, Franklin Boulevard Business Association, La Familia Counseling Center, Sacramento Metropolitan Air Quality Management District, Sacramento Municipal Utility District, Sacramento Regional Transit, Sacramento Tree Foundation, WALKSacramento, and Valley Vision.

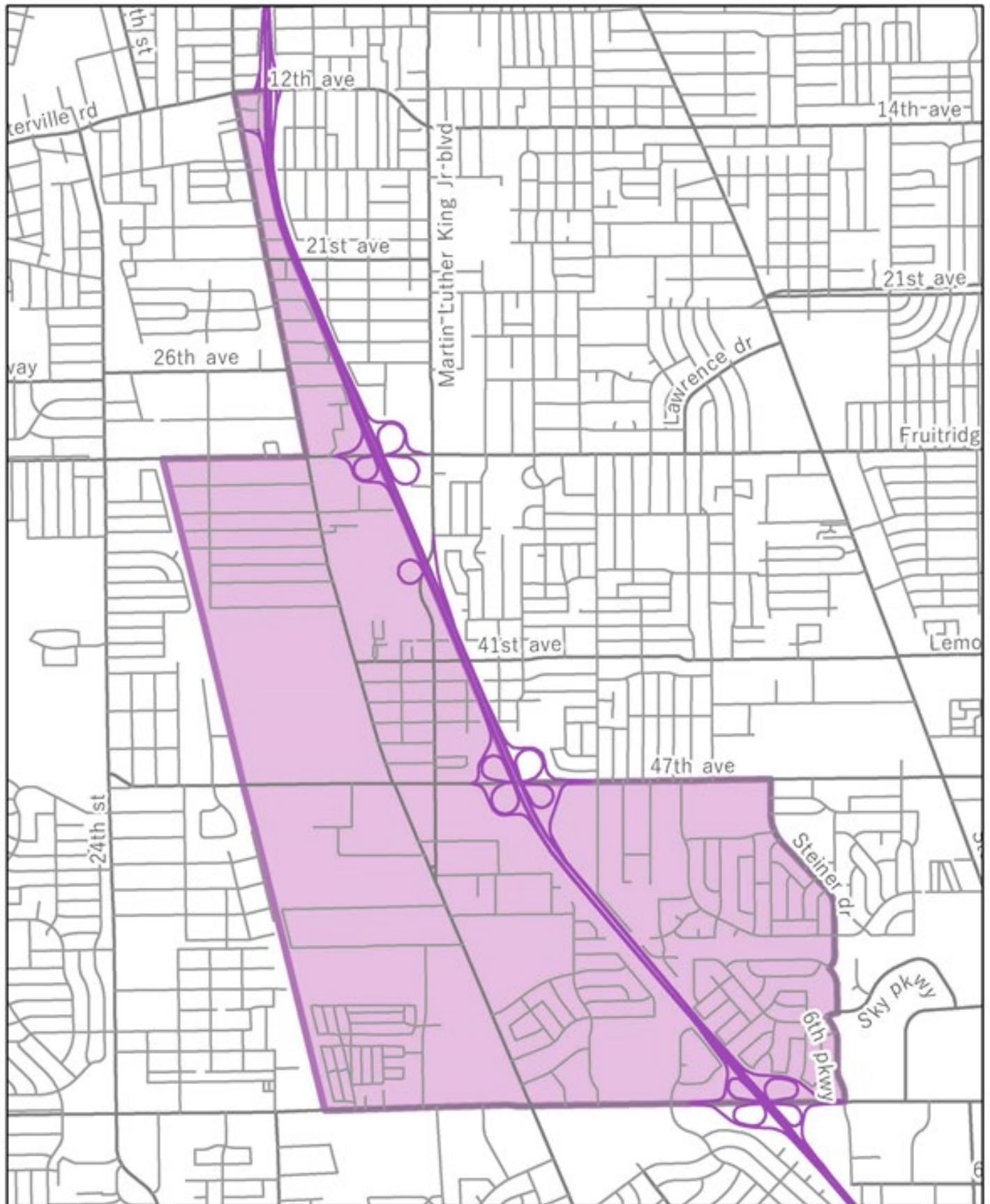
The TCC Planning Grant enabled FNDC to engage stakeholders and the community through many meetings, community events, and over 800 interviews with local residents and businesses on ways we can improve the Franklin District's economy, environment, and livability. This Franklin District "Playbook" is the result. The map on the following page shows the area that has been the focus for the TCC Planning Grant and this Playbook.

The following sections summarize:

- The Franklin District's history
- Neighborhood conditions that illustrate the current disadvantage that many District residents face
- Community engagement efforts in developing this Playbook
- Background and detail on the many strategies identified through this process for improving housing, transportation, the environment, and economic opportunities in the Franklin District

The Playbook is an ambitious endeavor and will take time to implement. We are very optimistic that with partners and the community working together over the coming months and years, we can achieve its vision for an equitable and vibrant community for all residents and businesses. We also see the Playbook as a living document for the Franklin District. We expect to provide progress reports on implementation efforts, and to update the Playbook as needed over time to keep newer versions current and relevant.

The work upon which this publication is based was funded in part through a grant awarded by the California Strategic Growth Council (SGC). We wish to thank the SGC staff and Board for their support, and all of the residents, businesses, community groups, and partners who contributed to this Playbook effort.



A BRIEF HISTORY OF THE FRANKLIN DISTRICT

In the early 1800s, what is now Franklin Boulevard was part of the Monterey Trail, a travel route for horses and wagons between Sacramento and Monterey, the capital of California under Mexican rule. The Monterey Trail eventually became two routes: Lower Stockton Road (Franklin Road) which tended to winter flooding, and Upper Stockton Road (now Highway 99) which offered higher (and drier) ground.

With the Gold Rush, the trail became a busy commercial corridor, linking Sacramento with Stockton and Monterey. The trail included Georgetown, whose name was changed to Franklin Township in 1879 to avoid duplication with the region's other Georgetown. Franklin Township was named for the Franklin Hotel, built in 1856 by Andrew George using his mother's maiden name. Lower Stockton Road ran from Broadway to Franklin Township to the San Joaquin County border. It was renamed Franklin Boulevard in the early 1900s.^{1,2}



Art by Ralph Goings

In the years following World War II, the Franklin corridor as a first ring suburb saw significant new housing and industrial, manufacturing, and small business growth. This included the opening of a Campbell's Soup processing plant in 1947. A major employer in the district, Campbell's at its height in 1993 employed 2,000 people during peak season, and 1,600 year-round.³ A variety of small businesses also opened in the 1940s-60s, including independent hardware and plumbing stores, ethnic food manufacturers, restaurants and bakeries, and auto repair and supply shops that still exist today. Many of these small businesses were begun by immigrant families, and continue to be run by the sons, daughters, and/or grandchildren of those founders.

During the 1940s and '50s, Franklin continued as a major commercial corridor. The City of Sacramento annexed the area of Franklin Boulevard south of 18th Ave. in 1958. That left areas of the Franklin District split between the City and Sacramento County, when it was already divided from neighboring communities to the west by the UP Railroad (and eventual light rail) tracks. State construction of state Highway 99 in the early 1960s then cut off the Franklin District from neighboring Oak Park communities to the east. This reduced Franklin Blvd.'s draw as a commercial corridor and discouraged interest in investment and new development.

At the same time, according to research conducted by Jesus Hernandez into redlining in the Sacramento area, neighborhoods like Franklin became a focus for residents of color due to public, financial, and real estate practices. Writes Hernandez,

Federal housing policy during President Franklin Roosevelt's New Deal era promoted the use of racially restrictive property covenants and mortgage redlining that limited housing options for minorities

¹ http://www.egusd.net/mths/About_Us/History%20of%20Monterey%20Trail.pdf

² Carlos Alcalá, Sacramento Street Whys: The Whys Guy's Wise Guide To Sacramento Street Names, 2007.

³ <https://www.bizjournals.com/sacramento/news/2012/09/27/campbells-soup-in-sacramento-timeline.html>

across the nation including Sacramento. The combination of punitive New Deal mortgage and residency restrictions, downtown redevelopment, and realtor “gatekeeping” during the 1960s and 1970s created an urgent need for a rapidly growing nonwhite population in Sacramento. As a result, Franklin became an important community entry point for ethnic and immigrant groups as housing market constraints limited options on where they could live.⁴

Since the 1960s, Franklin has continued as a largely working-class, immigrant neighborhood. Nearly half of the population is Latino, joined more recently by Hmong, Southeast Asian, and other households. Many families have faced significant economic, educational, health, and other challenges. As a result, since 1973 La Familia Counseling Center has sought to improve the quality of life for at-risk youth and families of diverse backgrounds, by offering free multicultural counseling in Spanish and other languages, plus support and outreach services and programs to help families overcome adversity, become empowered, and succeed in their lives.

Over the years, the Franklin District has retained much of its Latino heritage through events and holiday celebrations put on by churches, La Familia, FNDC, and other community organizations. In the 1970s and '80s, Franklin Blvd. was well known as the spot for cruising by Latino car clubs and low ride vehicles. Many current and former residents remember fondly going out with their families to the “Cruise” on Friday and Saturday nights. However, concerns with crime, drinking, and vandalism related to cruising in various Sacramento neighborhoods led the City of Sacramento to adopt an anti-cruising ordinance. This ended regular cruising on local streets like Franklin Blvd., Broadway, and others.

In 1984, the City designated Franklin Boulevard as a target area for revitalization due to the lack of investment and neighborhood deterioration after Highway 99's construction. In 1985, the Franklin Boulevard Business Association (FBBA) was established as a Property and Business Improvement District to provide support to the 600-plus business and property owners in the corridor. In 1986, the Sacramento Union newspaper labeled Franklin the “ugliest street” in Sacramento. Then-City Councilmember Joe Serna pushed the Sacramento Municipal Utility District (SMUD) to underground the electric and phone lines, which reduced the overhead clutter on the Boulevard.⁵



In 1991, the Sacramento Housing and Redevelopment Agency (SHRA) completed a Franklin Boulevard Urban Design Master Plan. In 1993, the area officially became a joint City-County redevelopment area for “eliminating the spread of blight and deterioration; promoting new and continued private sector investment; the retention and expansion of existing businesses; the elimination of environmental deficiencies; the creation and development of local job opportunities; and the preservation and rehabilitation of existing low and moderate income housing opportunities.”⁶ SHRA estimated an infusion of \$231 million over 35 years from additional tax revenues (“tax increment”) that would come from improvements in the redevelopment area and that SHRA would collect and reinvest in the Franklin District.⁷

However, in 1993, Campbell’s Soup threatened to close its aging plant. To prevent the closure, the City and County agreed to let Campbell’s keep about \$500,000 in taxes each year. Consequently, this reduced SHRA’s collection of tax increment funds and its ability to secure bonds for other investments in the area.⁸

⁴ Jesus Hernandez, *The Franklin Plan: Using Neighborhood-Based Energy Efficiency and Economic Development to Implement Sustainable Community Principles*, December 2016, p. 18.

⁵ <https://www.newsreview.com/sacramento/on-the-rise-fall/content?oid=10671792>

⁶ Sacramento Housing and Redevelopment Agency, Request for Proposals 46th Street Vacant Development Project RFP #1915-VK, March 14, 2019

⁷ <https://www.newsreview.com/sacramento/on-the-rise-fall/content?oid=10671792>

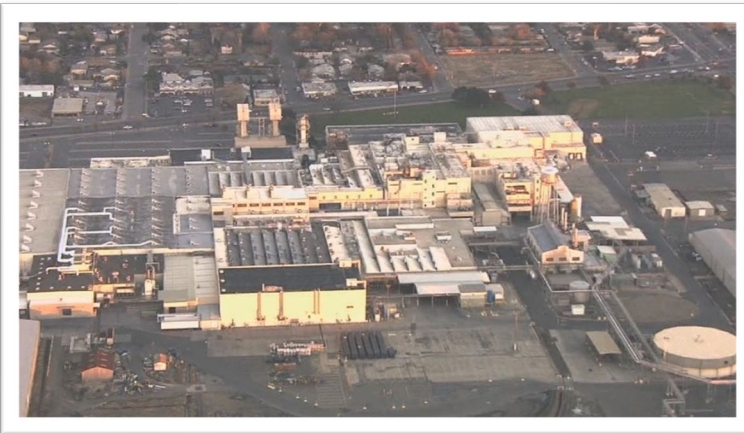
⁸ <https://www.newsreview.com/sacramento/boulevard-dreams/content?oid=897564>

Redevelopment funds did help support a business façade matching fund, and projects such as street improvements and development of Martin Luther King Village on 47th Ave. between Franklin and Hwy 99. Built by Mercy Housing with support from many partners, MLK Village (in photo) provides 80 apartments of permanent supportive housing to disabled homeless adults, including resident services and a community room, kitchen, and computer lab. However, before the state eliminated redevelopment in 2012, SHRA collected only about \$25 million in tax increment, a fraction of the original estimated dollars. SHRA also had to return about \$6 million of that amount when redevelopment ended.



Because of the home-grown nature of many businesses in the area, Franklin Boulevard weathered the Great Recession better than some areas of Sacramento. Nevertheless, major developments, both negative and positive, have occurred in the 2000s. In his redlining research, Jesus Hernandez found higher rates of loan denials and sub-prime loans in 2004 in the Franklin District than in many areas of the city, which he asserts led to foreclosures, residential displacement, and higher proportions of renters. According to Hernandez,

Franklin was one of the Sacramento neighborhoods hardest hit by the foreclosure wave beginning in the Fall of 2006. During the period 2006-2014, almost one in three (30%) of Franklin homeowners received both a Notice of Default and a Notice of Trustee sale indicating a highly unstable housing stock. The resulting residential displacement that came with increases in “short sales” and foreclosures made many of these homes available for investor ownership.⁹ In 2007, SAFE Federal Credit Union closed its Franklin branch – the District’s only financial institution – due to declining membership and employment in the area. In 2013 despite community opposition, the Sacramento City Unified School District closed 60-year-old Maple Elementary School serving the District.

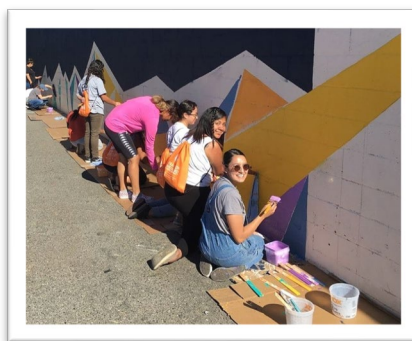


Also, in 2013 Campbell's Soup closed its processing plant, cutting 700 long-standing and well-paying area jobs. New owners ultimately took over the property, renamed the Capital Commerce Center. The Center has secured numerous tenants, including a 400,000 square foot Macy's/Bloomingdale's Distribution operation, but has yet to be fully occupied.

⁹ Jesus Hernandez, *The Franklin Plan: Using Neighborhood-Based Energy Efficiency and Economic Development to Implement Sustainable Community Principles*, December 2016, p. 34.

Nonetheless, besides the receipt of the TCC Planning Grant for this Playbook, there has been some good news for the District and its residents in recent years:

- La Familia Counseling Center successfully led an effort to reopen the Maple school property in 2015 as the Maple Neighborhood Center, a site for many of its own programs as well as youth programs of partners such as 916 Ink and Fairy Tale Town's Sacramento Adventure Playground.
- In 2014, construction of the Louise Perez Center was completed on 41st Avenue by the Community Resource Project with support from many partners. The Perez Center houses WIC services, utility bill payment assistance, children's dental screenings, and a local grocery store, Prime Time Nutrition, that includes fresh meats and produce.
- The Franklin Neighborhood Development Corporation (FNDC), a 501(c)3 neighborhood development corporation, was also established in 2014 by leaders of the Business Association to facilitate community development in the Franklin District.
- FNDC spearheaded with the City of Sacramento a Complete Street effort that will significantly improve the District for residents and businesses. To date, the City has been awarded over \$5 million towards the planning, design, and construction of improvements to Franklin Blvd. from Sutterville Rd./12th Ave. to the Sacramento County line. This Complete Street project will make Franklin Blvd. a more attractive street for people to drive, bike, walk, or roll, and a more attractive commercial corridor for businesses and new investment. Improvements will include a road diet from four lanes to three, including a two-way left-turn lane, Class IV separated bikeways, curb, gutter, sidewalk, pedestrian-scale lighting, landscaping, and on-street parking. The first phase of construction is expected in 2021/22.
- FNDC coordinated with Regional Transit and Electrify America on SmarT Ride on-demand microtransit service, which launched in July 2018, and with Jump Bike on extending its bikeshare system – and now scooters – to the Franklin area. SmarT Ride will begin using all-electric shuttles in 2020.
- FNDC has been working with Self-Help Federal Credit Union to open a branch on Franklin Blvd.
- In 2019, Habitat for Humanity finished five new single-family homes at MLK Jr. Blvd. and 43rd Avenue. Each family contributed 500 hours to building their home and will have a 30-year, affordable mortgage.
- A partnership of 916 Ink, Royal Chicano Air Force, FNDC, and volunteers completed over 14 murals on businesses along Franklin Blvd. that celebrate the community's heritage.



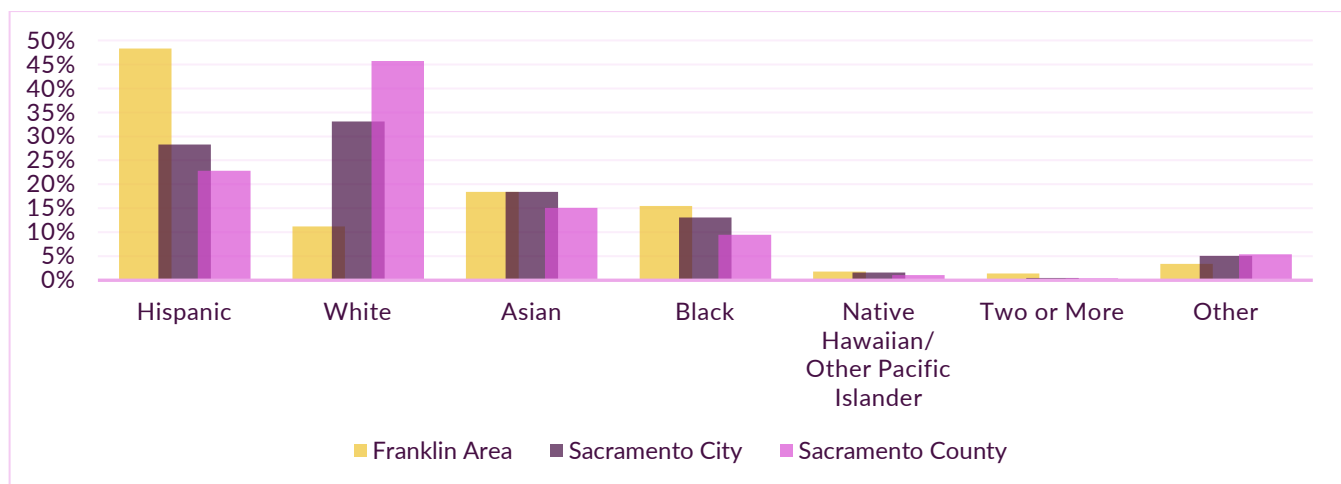
- La Familia Counseling Center in Fall 2019 bought a property across from the Maple Neighborhood Center to develop an "Opportunity Center" to expand workforce development and job training programs in the District and, in partnership with Sac Republic FC and the City of Sacramento, converted a dilapidated tennis court to a futsal court (scaled down version of soccer played by five players from each team on a hard surfaced, basketball sized court with a smaller, low bounce ball).

EXISTING CONDITIONS

Despite its many positives, Franklin District residents still experience significant disadvantage. The following infographics compare Franklin residents and households with those in the City and County of Sacramento overall.

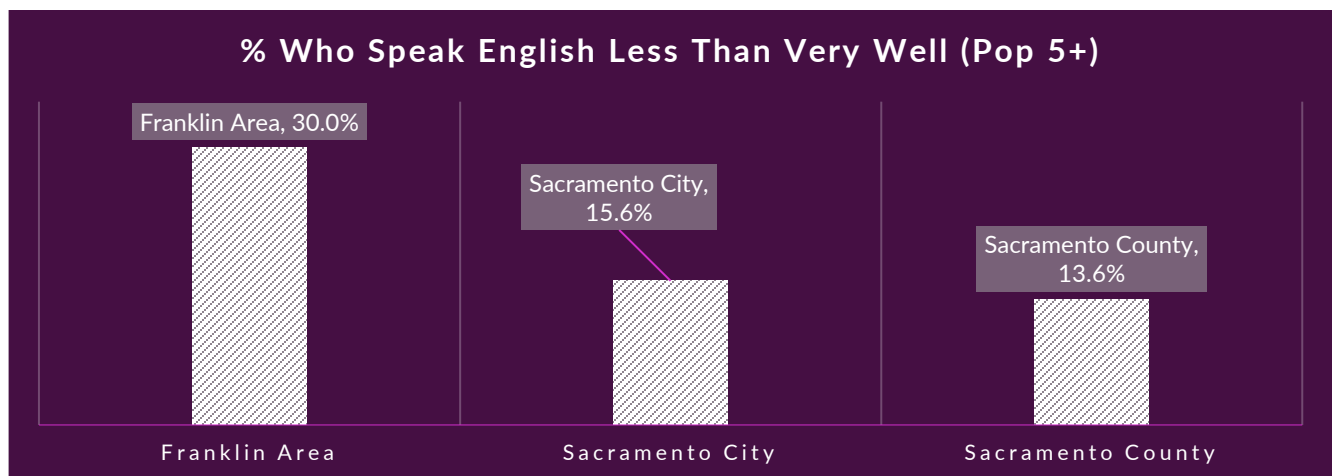
Race/Ethnicity

Of the 20,058 residents in the Franklin District area that is the focus for this Playbook, 89% percent are people of color or mixed race – a far greater proportion than in the City (67%) and County (54%). Nearly half (48%) are Hispanic, compared with the City (28%) and County (23%). The percentages of Asian and Black residents are also slightly higher than in the City and County as a whole.



Source: American Community Survey, 2013-17

English Proficiency

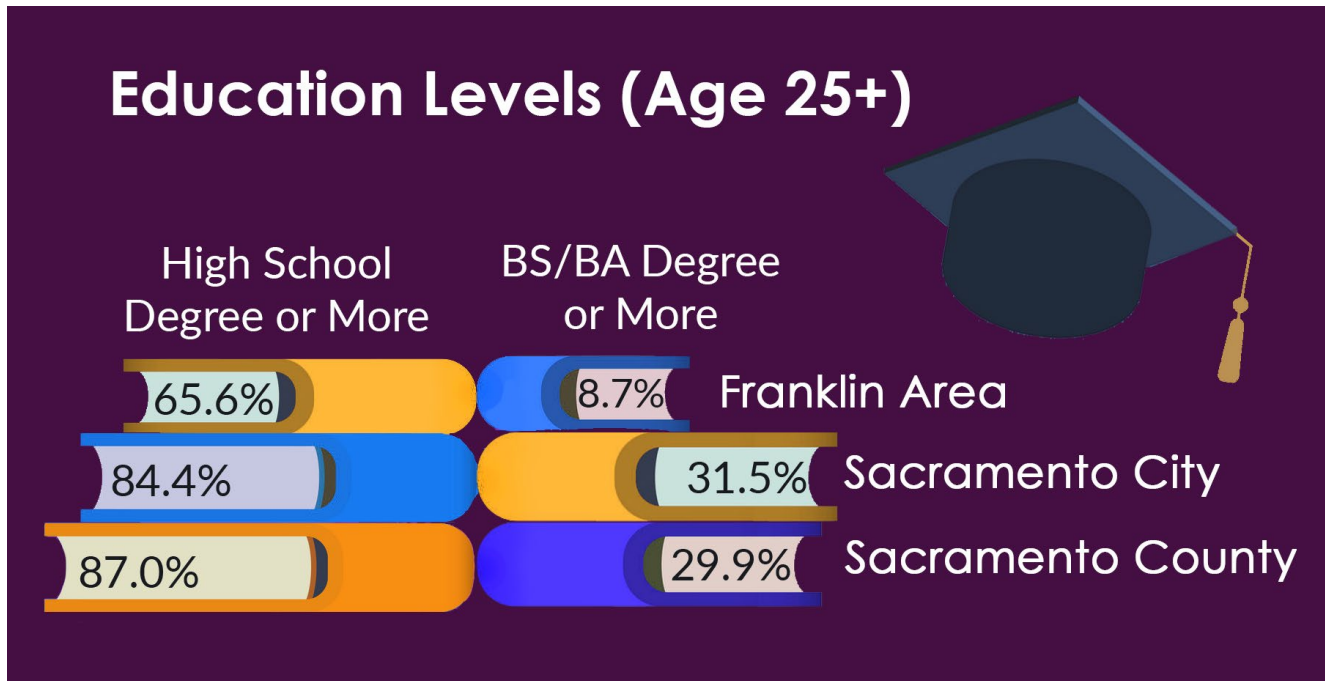


Source: American Community Survey, 2013-17

Nearly one in three Franklin District residents does not speak English very well, compared with 14-16% in the City and County. Besides Spanish, common languages spoken by District residents at home include Farsi, Russian, Urdu, Hmong, Vietnamese, and Japanese.

Education Levels

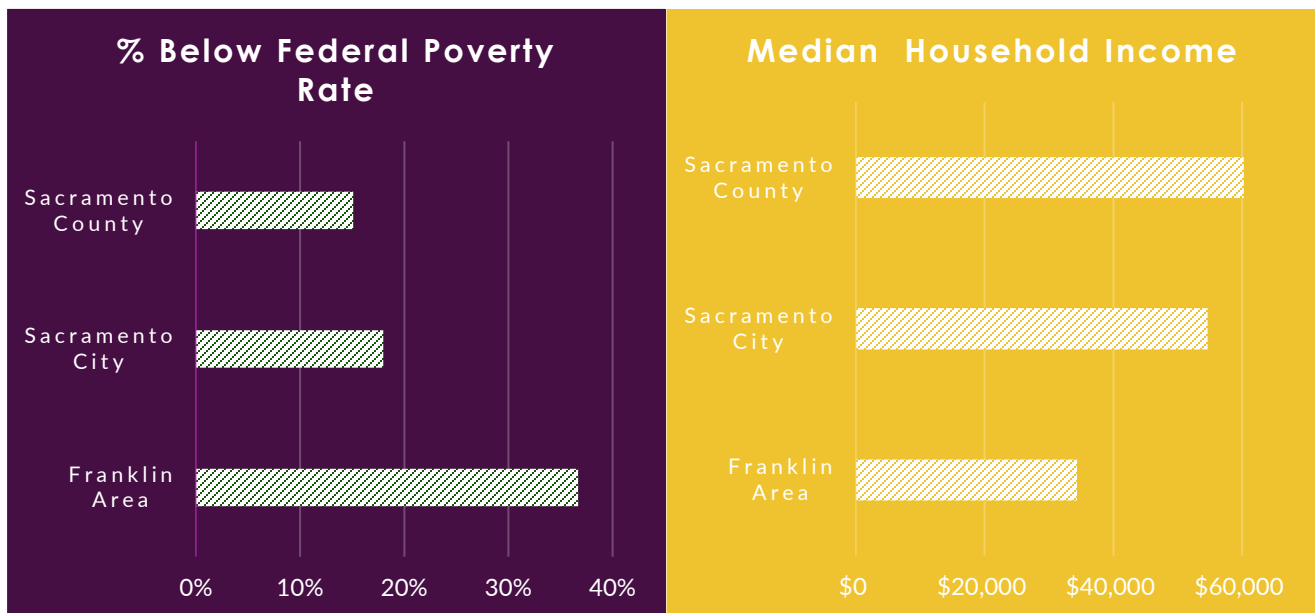
About 66% of District residents have a high school degree or more compared with over 80% in the City and County. Fewer than 9% of residents have a bachelor's degree or more, compared with about 30% of City and County residents as a whole.



Source: American Community Survey, 2013-17

Household Income and Poverty

Median household income is only \$34,331, 37% lower than the City and 43% lower than in the County. In some block groups, median household income is even lower, at \$21,161 to about \$28,000. The poverty rate is over twice that of the City and County.



Source: American Community Survey, 2013-17

At the same time, families tend to be larger, meaning household income has to stretch further. The population is also younger than city- or county-wide.

Average Household Size



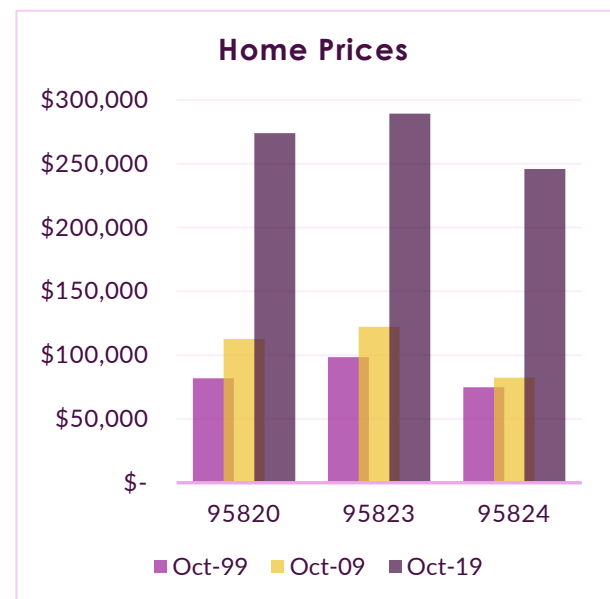
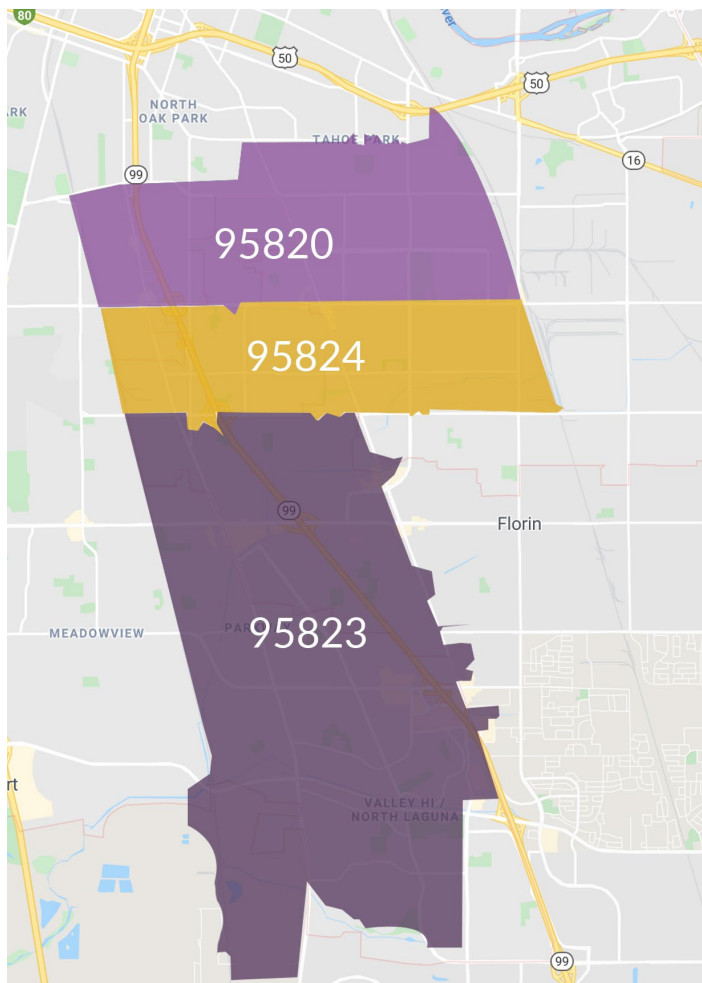
Median Age



Source: American Community Survey, 2013-17

Home Prices

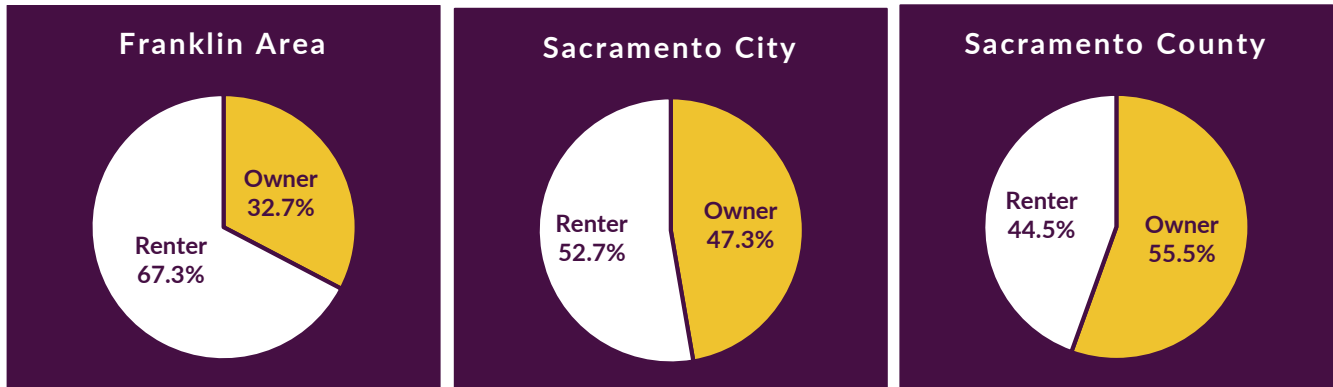
Zillow data shows that home prices have risen exponentially in the last decade in the three main zip codes that include the Franklin District



Source: Zillow Home Value Index (ZHVI) Single Family Home Time Series (\$): A smoothed, seasonally adjusted measure of the typical home value and market changes across a given region and housing type.

Renters vs Owners

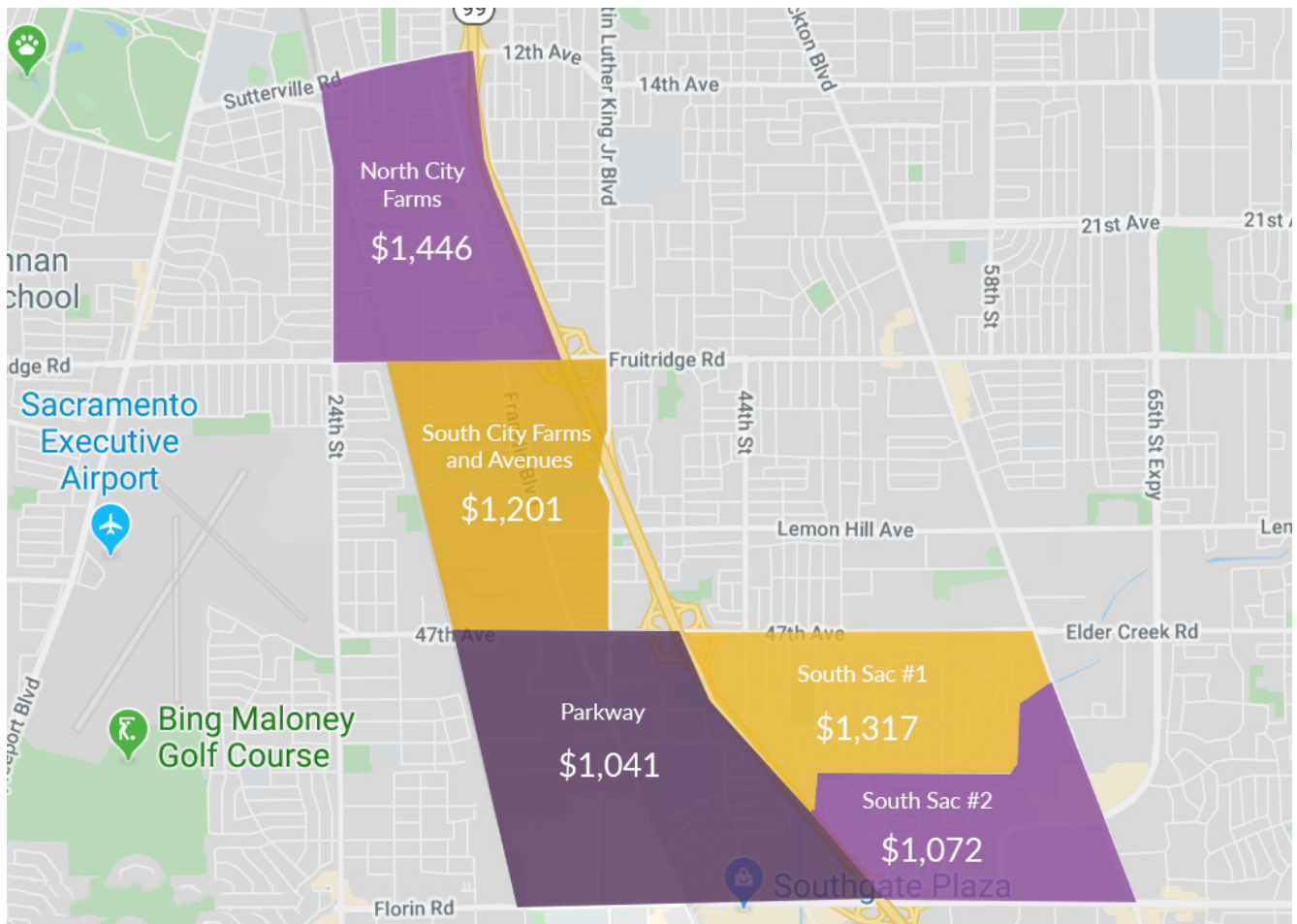
As home sales prices have increased, homeownership rates have dropped. Renters now make up over two-thirds of District households:



Source: American Community Survey, 2013-17

Rent Prices

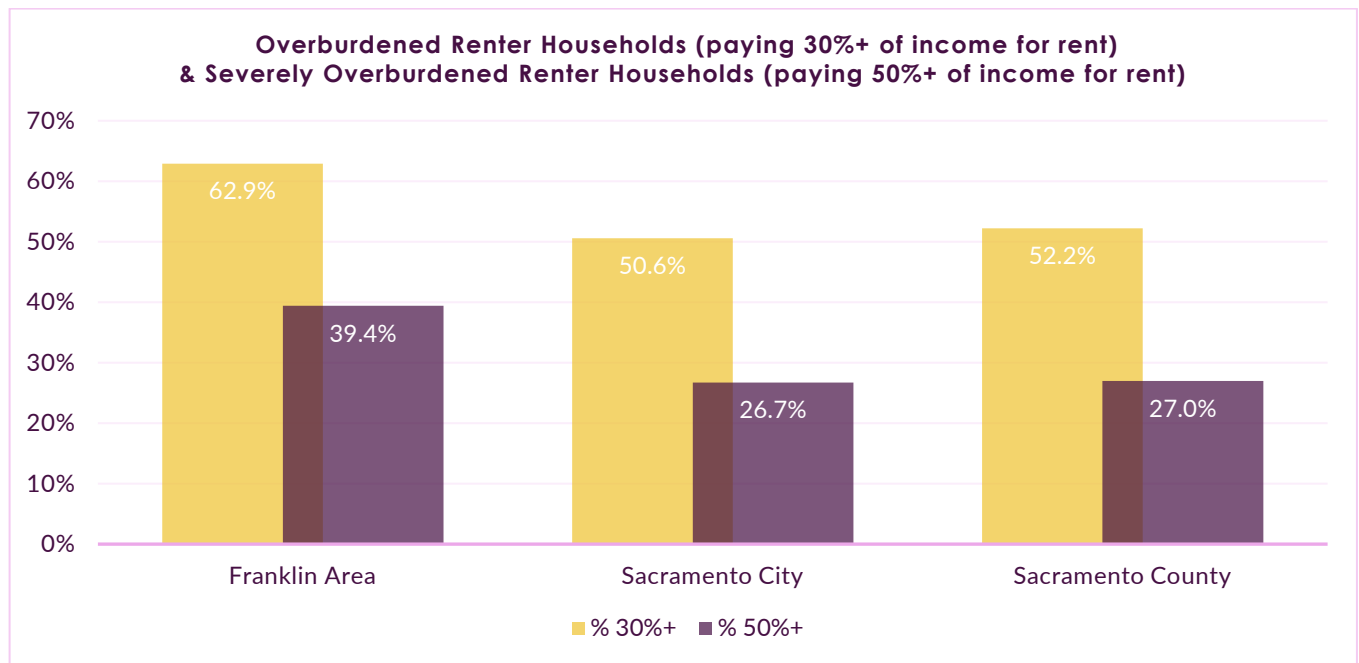
Rent prices have also increased, with recent data showing average rents ranging from \$1,041-\$1,446/month, above the range many households can comfortably afford.



Source: Neighborhood Scout, <https://www.neighborhoodscout.com/>

Housing Cost Burden

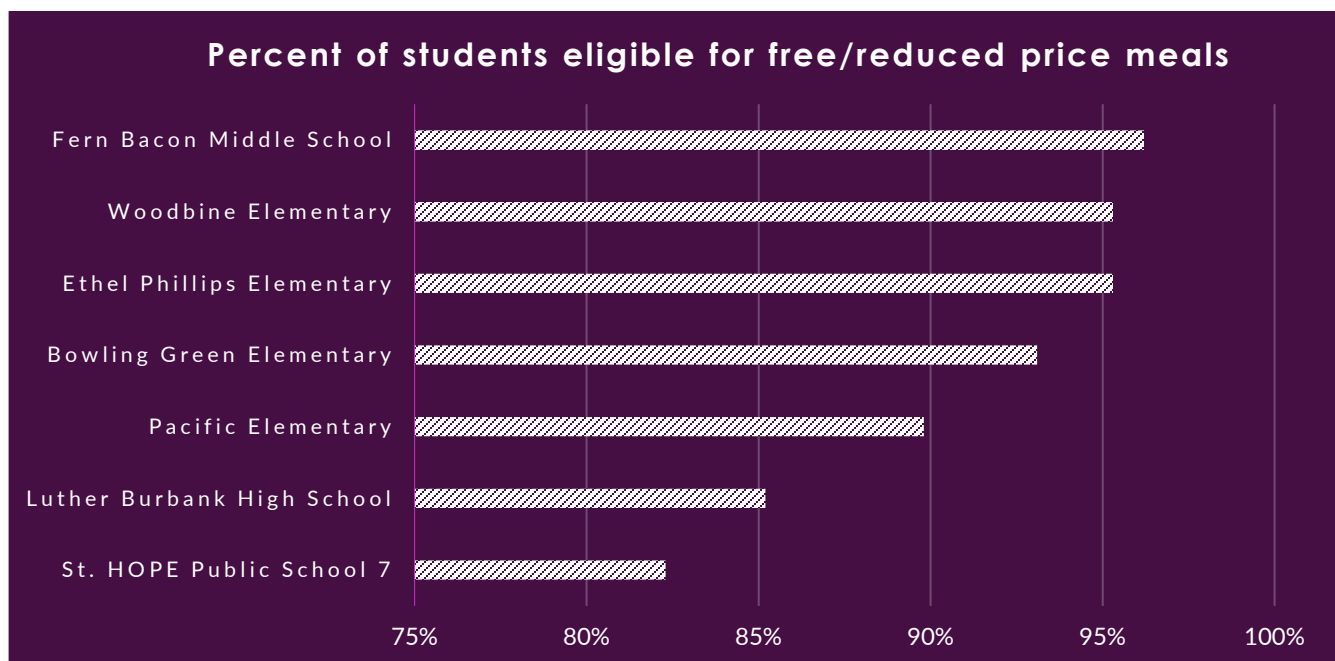
As a result, 63% of renter households pay over the recommended amount of income (30%) just for a home or apartment. Nearly 40% pay half or more of their monthly income for rent, leaving little for food, clothing, transportation, health care, and other needs.



Source: American Community Survey, 2013-17

Free or Reduced-Price Meals

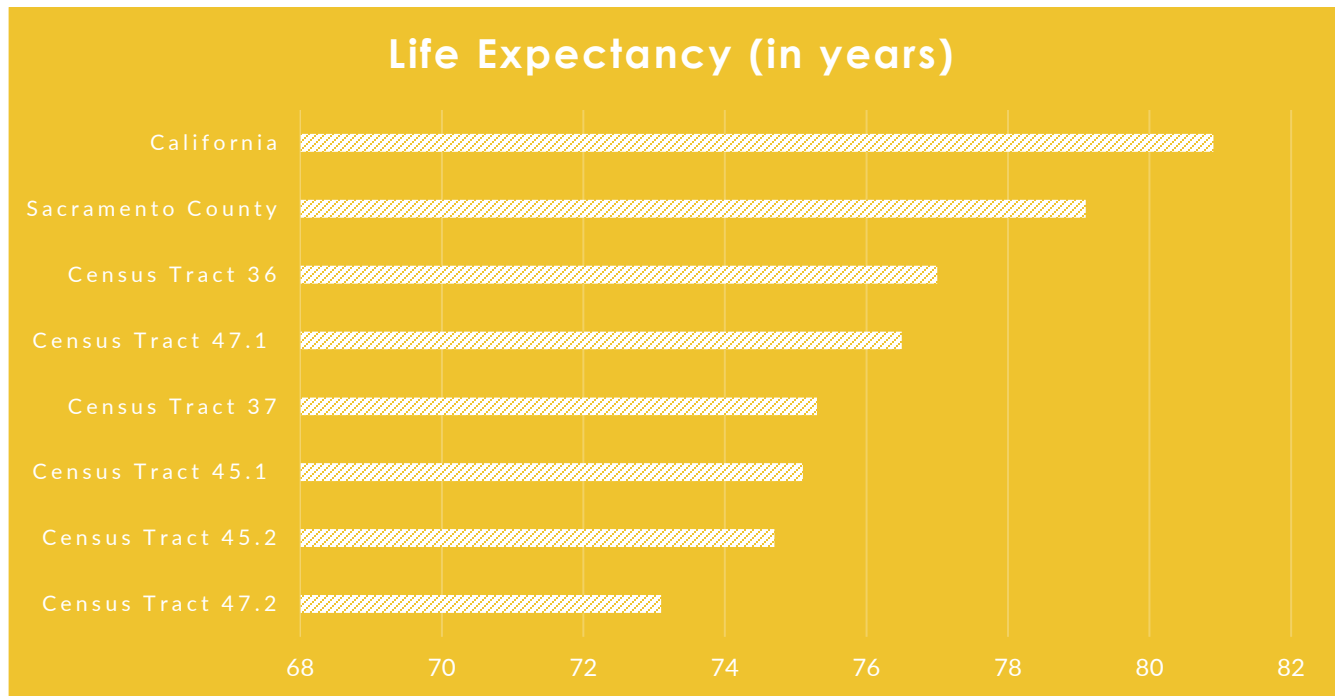
Given the District's poverty rates, schools have qualified 82%- 96% of kids attending the area's elementary schools, middle school, and high school for free or reduced-price meals.



Source: California Department of Education, 2018-19 California Longitudinal Pupil Achievement Data System (CALPADS) Fall 1

Life Expectancy

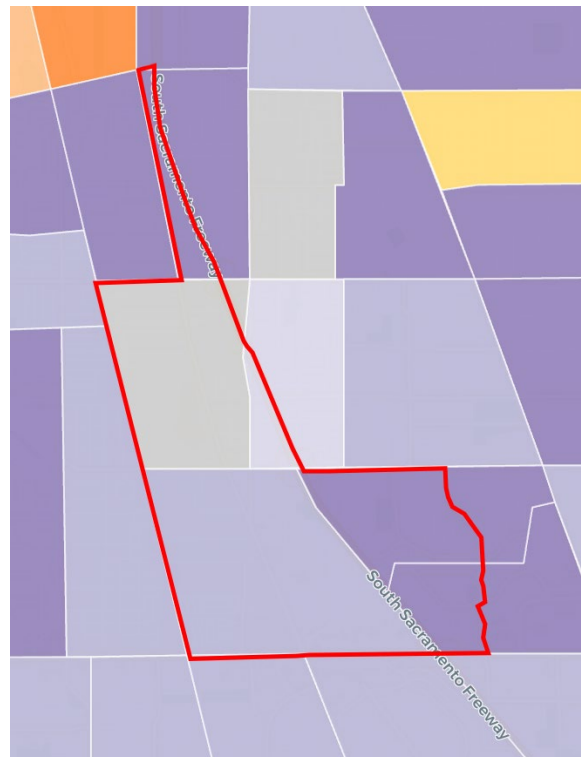
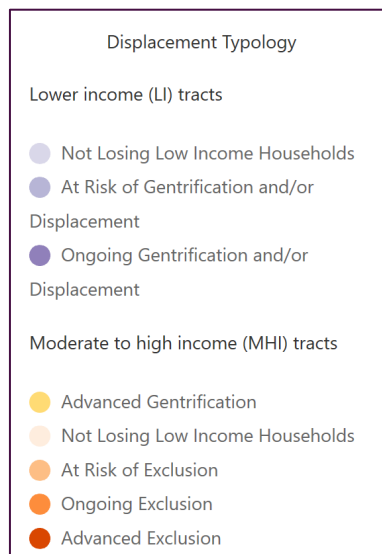
As in many disadvantaged neighborhoods in the state, the Franklin District also has lower life expectancy than in Sacramento County and California.



Source: <https://www.rwjf.org/en/library/interactives/whereyouliveaffectshowlongyoulive.html>

Gentrification

UC Berkeley's Urban Displacement Project included in its 2015 analysis a map of Sacramento area census tracts showing whether they fit different typologies for gentrification and displacement. Their map shows tracts within the TCC area boundaries already experiencing or at risk of gentrification.



Source: <https://www.urbandisplacement.org/map/sf>

Neighborhood Trends

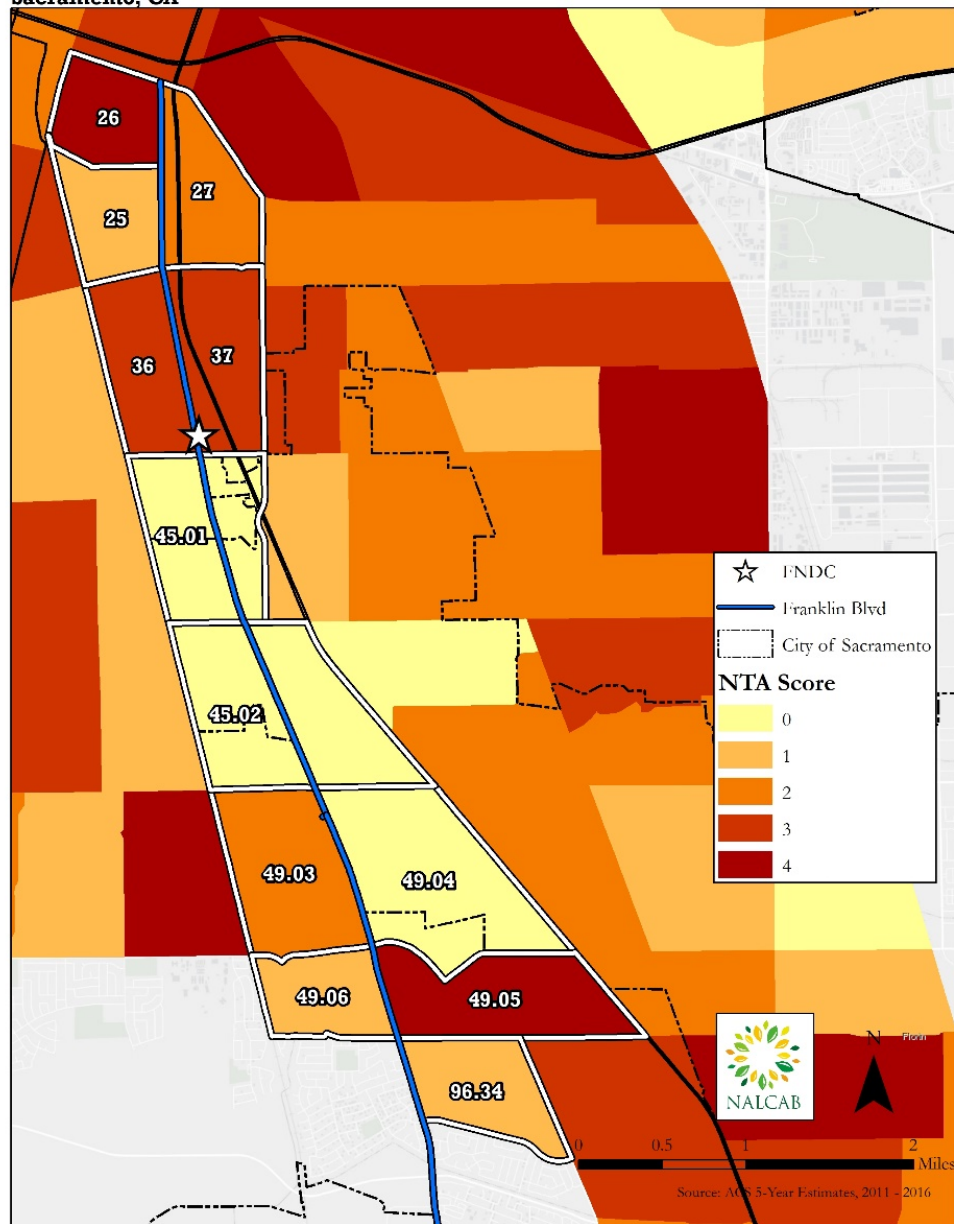
The National Association of Latino Community Asset Builders (NALCAB) provided FNDC with a neighborhood trend analysis that tracks the intensity of changes to census tracts compared with the larger region. The analysis used four indicators from the 2011-16 American Community Survey:

1. Increase in owner-occupied median home values and median renter-occupied gross rents
2. Increase in median household incomes
3. Increase in population 25 years of age or older with at least a bachelor's degree
4. Increase in population of non-Hispanic whites

Using a rating scale of 0-4, the more of these change indicators that are present in a census tract, the darker the color block and greater likelihood of gentrification. NALCAB's map for the Franklin District follows:

Rapidly Changing Census Tracts 2011 - 2016

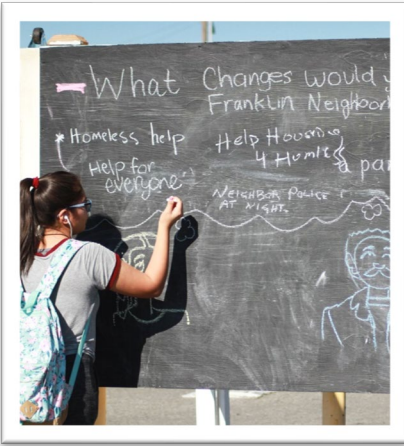
Sacramento, CA



PLAYBOOK COMMUNITY ENGAGEMENT PROCESS

FNDC used a variety of methods, described below, to engage stakeholders and the community in identifying strategies and actions for this Playbook. More details on these engagement efforts and results are included in the Appendix. As we work on implementation of the strategies and actions, we expect ongoing outreach, engagement, and collaboration with partners and the community, using lessons learned from these efforts.

Comment Wall



To start a wider community conversation and help identify resident concerns and priorities for the Franklin District, we built a comment wall with four sides and used chalkboard paint on it to allow the public to write their comments in erasable chalk. We sited the comment wall in public parking lots, such as near grocery stores and health clinics, for over a month and asked one simple question "What Changes Would You Like to See in the Franklin Neighborhood?" The question was written in English, Spanish and Farsi on three sides of the comment wall and the fourth side was used for inviting people to provide their thoughts. We received over 60 comments while the wall was placed at a variety of locations in the district.

Early Outreach at Events

To begin other community engagement for the Playbook, FNDC staff went out to three large Franklin District events in 2018: National Night Out on August 7, the Hispanic/Latino Parade on September 15, and Trunk or Treat Halloween Party on October 31. We used interactions with people attending these events to raise awareness for the Playbook effort and test some of our questions.

At each event, staff talked informally with residents about transportation, housing, and neighborhood issues and preferences. We also gave people dots to show their top two priorities among a list of potential neighborhood improvements. We used a map of the district and push pins to help us know if people lived inside or outside of the TCC planning area, and used a different set of questions in English and Spanish for District residents and those who lived outside the planning area boundaries. From these events, we found that more than 50% of the participants had limited English proficiency. But many were accompanied by their kids and would ask them not only to translate but also clarify the questions for them. This experience helped us design our next engagement strategy.



Surveys by High School Students



To enable us to address language barriers and reach more people than we thought likely through standard community meetings, FNDC staff recruited and trained local high school students to conduct surveys with family members, neighbors, and friends. The participating students were from the community and able to take the questionnaires to residents' homes and engage them in their own language. Students received \$5 per survey for up to 15 surveys, using surveys tailored to nine different audiences. In total, 61 students from two high schools were able to complete 733 surveys in 13 different languages, providing a broad range of input.

Business Owner Surveys

Staff and an intern from UC Davis also conducted surveys with 68 business owners in the Franklin District. These surveys helped identify priorities for strategies, projects, and actions to benefit businesses and the local economy, as well as the quality of life and livability of the District as a whole. Given the large number of auto-related businesses in the District, surveys also asked those owners targeted questions related to electric vehicles (EVs), charging infrastructure, and related training.



Partner and Organization Meetings

FNDC held meetings with the 15 partner organizations in January and June 2019 to update them on the Playbook effort and obtain their input and feedback into the process and Playbook strategies and actions. Staff also met many times with City and County officials and staff and held group and individual meetings with about 40 community organizations on potential strategies and joint implementation efforts for the District. Staff also began participating regularly in meetings of the Sacramento Area PEV Collaborative and Disadvantaged Community (DAC) Subcommittee, La Familia Community Collaborative, and Urban Land Institute (ULI) Sacramento Chapter Housing Committee to learn and share more about opportunities for clean transportation, workforce development, housing, and other initiatives in the District.



Community Prioritization

RSE, a local communications firm, contributed design assistance to create six presentation boards that FNDC could take to the community to help prioritize strategies and actions for the Playbook. Our first use was at the Franklin District National Night Out on August 6, 2019. We are continuing to use the boards to help share Playbook strategies and seek input from community members as we work on Playbook implementation efforts.



Electric Vehicle Focus Group

Breathe Sacramento worked with FNDC to conduct a two-hour focus group on local residents' attitudes towards electric vehicles. Through some of the high school students who participated in the earlier surveying effort, FNDC was able to recruit eight adults from Hmong, Mexican, and African American backgrounds, none of whom had ever participated in such a group before. We had their kids translate the questions and answers so language was not a barrier, and through the focus group gained valuable insights into current perceptions of EVs and barriers to adoption.

Complete Street Plan Feedback



We worked with the City and consultant team for the Franklin Boulevard Complete Street project on obtaining community input and feedback on the more detailed design that has been developed. Rather than a one-time workshop, the team agreed to hold a pop-up demonstration on Franklin Blvd. during "Back to the Boulevard," the Franklin District's Car Show and Cruise on September 15, 2019 celebrating Mexican Independence Day/El Grito. Since estimated attendance was over 2,000 at the event, the pop-up enabled many people to look at the plans and experience on short street segments a sample of the proposed roadway and bike lane improvements.

Mercado Surveys

As FNDC works to develop the Sacramento Mercado project, we began surveying residents about what would make the Mercado most successful. We began with individual surveys in English and Spanish at two large community events: Supervisor Patrick Kennedy's 3rd Annual Fun Fair on October 5 at Southgate Plaza (corner of Franklin Blvd and Florin Road); and Sacramento Adventure Playground's Community Fun Day at Maple Neighborhood Center on October 12, 2019. At the Fun Day, we included a children's survey, asking them to vote for activities and provide ideas on what they'd like to see offered for kids at the Mercado. Staff also began an electronic survey on the idea of a Friday Night Market to build interest in our having food vendors and activities on Franklin Blvd. in advance of the Mercado construction. Over 75 people responded to a first on-line survey and provided positive feedback on the idea.

EQUITABLE HOUSING AND NEIGHBORHOOD DEVELOPMENT STRATEGIES

The Franklin District currently includes a mix of for-sale and rental housing, including single family homes on small to very large lots, family compounds of two to three homes, large apartment complexes, small apartment buildings, quads, duplexes, and rental cottages – some in excellent shape and some that could use a lot of repair. The District is also close to three light rail stations at Fruitridge Rd., 47th Avenue, and Florin Rd., providing opportunities for increasing housing near major public transit.

Our engagement efforts found housing affordability a key priority for both residents and business owners. Over 50% of all residents responding to the high school surveyors, and 60% of renters and parents with children under age 12, ranked affordable housing as their top priority among potential neighborhood improvements. Business owners ranked their top priorities as neighborhood feel (54%) followed by affordable housing (34%).

A variety of housing-related strategies and actions are identified below. Together these strategies can help maintain and increase affordable options, enable residents to stay in the District, improve substandard conditions, and avoid displacement. The Playbook's four main strategies are:

- I. Housing Acquisition and Preservation**
- II. New Development**
- III. Build Resident Financial Capacity to Afford A Home**
- IV. Increase Homeless Support Systems**

These are described in more detail in the following sections.

I. Housing Acquisition and Preservation Strategies

Background and Findings

The Franklin District has had a number of apartment buildings and rental complexes go on the market recently. Strategies to help buy and preserve properties and keep rents stable could help maintain housing affordability for District residents. Dilapidated properties could also be acquired and rehabbed to provide needed supportive housing for at-risk populations such as veterans, youth who are aging out of the foster system, people with disabilities, etc.

Considerations for implementing strategies

- Rents and property values in the Franklin District are increasing
- Over 67% of District households are renters
- Area Median Income in the District is only about \$34,300

Strategies and Actions

Strategy #1: Preserve rental complexes at affordable rents

- 1-A** Catalyze or engage in partnerships with other nonprofits to buy and fix up existing rental properties (e.g., small rental complexes, apartment buildings, cottage sites), then keep the rents down



- 1-B** Seek to buy residential properties that have more land that could be developed for housing

- 1-C** Research community land trusts, cooperatives, nonprofits, and other ownership mechanisms to maintain affordability of rental properties over time

Partnership opportunities include:

City of Sacramento, Sacramento County, Sacramento Housing and Redevelopment Agency (SHRA), Hope Collaborative (small-site supportive housing), Urban Land Institute, affordable housing experts (e.g., Sacramento Housing Alliance, supportive/transitional housing providers), UC Davis faculty/students, Sacramento Community Land Trust

Potential sources for implementation funding and assistance include:

Federal

- Department of Housing and Urban Development (HUD)

State

- Transformative Climate Communities Implementation Grant
- State Department of Housing and Community Development (HCD)
- State Low Income Housing Tax Credit (LIHTC) program

Local

- SHRA
- City Measure U
- Housing Trust Funds
- Housing Choice Voucher rental income

Private

- CDFIs, Financial Institutions
- Foundation grants
- Private investors

II. New Development Strategies

Background and Findings

Some homes in the District have large lots where owners could add an accessory dwelling unit (ADU) for family members or as a rental for more income. The District also has a number of large vacant properties that could be sites for developing new housing options.

Current/Future Projects

There are already several housing projects that are in various stages of planning and development in and near the Franklin District. These include:

- Mixed-use project at 3935 Franklin Blvd. (14 student apartments and 4,820 sf of retail)
- Moderate income Victoria Park development on 47th Ave (113 single family homes, 17 multi-dimensional units, 30 townhouses over 26,520 sf of retail)
- Mutual Housing and Habitat for Humanity development on 46th Ave. (108 affordable apartments, 18 single family homes requiring sweat equity from the eventual homeowners)
- A senior independent living building on 38th Ave. (13 individual rooms with shared facilities)
- Mixed-use development at SacRT's Florin Road Light Rail Station (size TBD)

Considerations for implementing strategies

- Home sales prices are increasing, especially in North City Farms close to Sutterville, creating gentrification and displacement pressures for current residents
- The City of Sacramento just enacted an updated Accessory Dwelling Unit ordinance that reduced setback and other requirements and allows two ADUs on one property
- There is currently no publicly owned land in the District except at the police and fire stations so only privately owned properties could be sites for new housing development
- Current zoning may limit the number of units that can be built on an existing site and the economic viability of new development

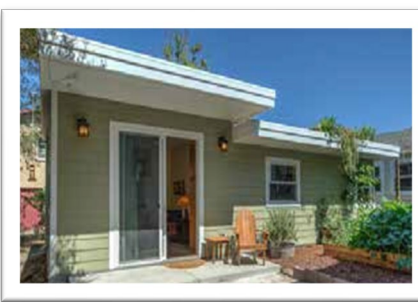
Strategies and Actions

Strategy #2: Understand housing supply opportunities

- 2-A** Research vacant residentially zoned properties in more detail, including ownership and development opportunities
- 2-B** Identify potential sites for higher density affordable or mixed income residential development near light rail
- 2-C** Identify infrastructure needs (water, wastewater, electricity, etc.) that may limit or add additional costs to residential development
- 2-D** Identify methods to acquire or land bank properties for future development
- 2-E** Explore mechanisms to upzone properties
- 2-F** Identify policies that support lower cost construction or manufactured homes

Strategy #3: Encourage more Accessory Dwelling Units (ADUs)

- 3-A** Identify existing homes on large lots in the District that meet City or County requirements for an Accessory Dwelling Unit (ADU) or second home on the property
- 3-B** Work with the City of Sacramento on messaging and outreach efforts in the District, including in multiple languages, on ADU opportunities enabled by the City's December 2019 ADU Ordinance update
- 3-C** Develop easy-to-read information on State, City, and County ADU requirements including translation into Spanish
- 3-D** Engage in outreach and technical assistance efforts or partnerships with other organizations to help low- to moderate-income homeowners understand City/County requirements, options, and financing for ADUs to increase their income and housing supply in the District



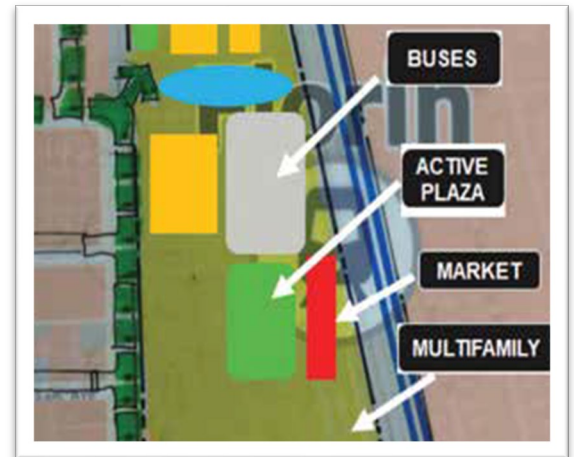
Strategy #4: Increase new, affordable home options

- 4-A** Seek funds to option or land bank properties in the District that are suitable for new housing development
- 4-B** Identify large properties that could be subdivided to create sites for more housing

- 4-C** Work with the community on planning suitable sites to add affordable alternatives such as apartment complexes, townhomes, smaller single-family homes, cottages, etc. **4-D** Catalyze or build partnerships to develop housing options that are/will remain affordable to existing low to moderate income residents and families in the District



- 4-E** Incorporate into new housing developments public amenities such as a park, community center, community garden, and/or childcare center
- 4-F** Explore providing on-site services that assist residents in new developments through agreements with partnering organizations
- 4-G** Identify ways to prioritize existing District residents to be able to own or rent in these new developments
- 4-H** Support Sacramento Region's Transit's effort to build affordable apartments by the Florin Light Rail Station



Partnership opportunities include:

City of Sacramento, Sacramento County, Sacramento Housing and Redevelopment Agency (SHRA), Neighborhood Associations, affordable housing development experts (e.g., Sacramento Housing Alliance, Mutual Housing, Mercy Housing, Self-Help Housing, Habitat for Humanity, Cottage Housing, private developers, etc.), Sacramento Regional Conservation Corps, financial institutions, housing technical assistance providers

Potential sources for implementation funding and assistance include:

Federal

- Department of Housing and Urban Development (HUD)

State

- Transformative Climate Communities Implementation Grant
- State Affordable Housing and Sustainable Communities (AHSC) grant program
- State Department of Housing and Community Development (HCD) programs – including No Place Like Home, Multifamily Housing Program, Infill Infrastructure Program
- State Low Income Housing Tax Credit (LIHTC) program – 4% and 9% Tax Credits

Local

- City Measure U
- Housing Trust Funds
- SHRA

Private

- Developers
- Foundations
- Community Benefit Programs
- CDFIs, Financial Institutions (CRAs)

III. Strategies to Build Resident Financial Capacity to Afford a Home

Background and Findings

Spending money just for housing, utility bills, and transportation quickly consumes families' budgets. Some District residents are also currently underbanked or unbanked and use local payday lenders at high interest rates.

Reducing living costs can help, as well as increasing residents' financial literacy and ability to budget and save. A number of local nonprofits and financial institutions offer financial counseling and related services that can help District households and businesses become more financially stable and better able to afford rent or a mortgage, reducing potential displacement.

Strategies and Actions:

Strategy #5: Help reduce or minimize household costs for energy and transportation

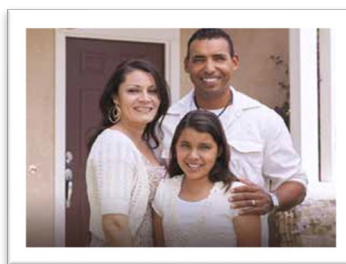
- 5-A** Reduce utility bills by weatherizing and improving the energy efficiency of homes and apartments (see Environmental Strategies for more detail)
- 5-B** Support public transportation and shared mobility options within walking distance of affordable homes to reduce the need and costs for owning one or more personal vehicles (see Transportation and Mobility Strategies for more detail)
- 5-C** Work with existing and future multifamily housing sites to add EV carsharing, EV charging stations, and bikesharing to reduce transportation costs

Strategy #6: Develop or leverage existing programs to support rental and homeownership opportunities

- 6-A** Connect District residents, including those with limited English, with financial literacy programs and services to improve their ability to afford rent and daily expenses



- 6-B** Connect District residents with homeownership education and counseling programs to enable more people to buy a home



- 6-C** Identify or create programs to help existing homeowners understand the value of their properties and reduce low price sales that primarily advantage investors and flippers
- 6-D** Encourage the siting of a community-oriented credit union and/or bank in the District to provide an alternative to payday lenders and help people with checking, savings, and home mortgages

Partnership opportunities include:

Self-Help Federal Credit Union, NeighborWorks®, La Familia Counseling Center, financial institutions

Potential sources for implementation funding and assistance include:

Federal

- Department of Housing and Urban Development (HUD) homeownership programs

State

- State Department of Housing and Community Development (HCD) homeownership programs

Local

- SHRA

Private

- Wells Fargo/NeighborWorks® NeighborhoodLIFT® program
- Financial Institutions (Self-Help Federal Credit Union, traditional banks)
- NeighborWorks®

IV. Strategies to Increase Homeless Support Systems

Background and Findings

The number of homeless individuals is rising in the District, with increasing reports of camping out and vandalism especially behind local businesses. The Playbook includes both short-term strategies to increase access to basic services that can help increase dignity and reduce neighborhood blight and damage to properties and businesses, and long-term strategies (here and above) to create more housing options that can help people move off the streets.

Considerations for implementing strategies

- Programs exist in other cities and countries that provide mobile restrooms, showers, and laundry services targeted to people who are homeless
- Residents and businesses are often concerned that providing services will act as a magnet for more people who are homeless to come to the District
- Working with Neighborhood Associations, residents, and businesses to address issues and concerns will be critical for the success of any endeavors related to homelessness
- Any new housing options are likely to be difficult to develop and will need strong partnerships and political will

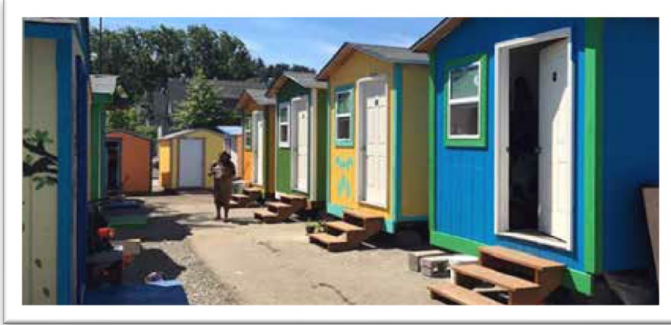
Strategies and Actions

Strategy #7: Support policies and developments that help people who are experiencing homelessness

- 7-A** Reduce the impacts of camping or vandalism through increasing access to basic necessities (e.g, water, toilets, showers, etc.) and services that are much needed



- 7-B** Work with City, County, and State officials on policies that inhibit tiny homes or sheds that provide people who have been homeless with protection from the weather
- 7-C** Catalyze or engage in partnerships to develop and operate a cottage or tiny home village with supports and services as a transition for a limited number of people experiencing homelessness, with priority for people from the Franklin District



- 7-D** Identify opportunities to partner with construction training programs to provide on-site training and work experience in building the village

Partnership opportunities include:

Neighborhood Associations, FBBA, Sacramento Steps Forward, homeless service providers, Sacramento Regional Conservation Corps, tiny home manufacturers, construction training programs, City, County, SHRA

Potential sources for implementation funding and assistance include:

Federal

- Department of Housing and Urban Development (HUD)

State

- State Department of Housing and Community Development (HCD) programs

Local

- City homeless housing/program funds
- SHRA

Private

- Developers
- Construction union apprenticeship programs
- Community Benefit Programs
- Corporations
- Foundation grants

TRANSPORTATION AND MOBILITY STRATEGIES

EnviroScreen 3.0 shows the Franklin District as a disadvantaged community with high levels of traffic and air pollution. Franklin Boulevard is still a wide and busy corridor that is often used by through-commuters to avoid Highway 99. For local residents, there is currently less biking and walking infrastructure and connectivity, transit, and shared mobility options than in more central parts of Sacramento less than 4 miles away.

It is thus not surprising that many households feel the need to own one or more vehicles and drive to most of their destinations. As shown in the table below, survey respondents indicated significant dependency on driving: 87% of those with a car drive to most destinations, and 55% of kids reported being driven to school.

For the six census tracts that include the Franklin District, the 2013-17 American Community Survey shows 16% of households without a vehicle. In FNDC's survey with local residents, 25% of respondents indicated they didn't have access to a vehicle. Yet, those who don't have a vehicle and respondents who were elderly or disabled still reported driving or getting rides as their primary modes of transportation, although walking, public transit, and/or biking were more common among those groups.

Top 2 Modes	Respondents with access to a car	Youth respondents on how they get to school most often	Respondents without access to a vehicle	Respondents who were elderly/disabled
Drive	87%	-	8%	5%
Get a Ride	17%	55%	52%	83%
Walk	7%	32%	34%	12%
Public Transit	6%	-	32%	17%
Bike	4%	14%	14%	-

Source: High School Student Surveys conducted for FNDC

Car dependence and a lack of other good mobility options has had negative consequences for many community residents. Many low-income households can only afford to buy older vehicles, but these are often less reliable and more expensive for gas and repairs, adding to living costs. Many of these vehicles are also more polluting than newer models, worsening air quality. And 19% of unemployed survey respondents said that lack of transportation was the main reason they are without a job.

A variety of transportation and mobility strategies can help increase clean transportation and mobility options in the Franklin District, benefitting residents, businesses, the environment, and neighborhood livability. Our four overarching strategies are therefore:

- I. Streetscape, Bike, Pedestrian, and Safety Improvements**
- II. Public Transportation and SmARt Ride Services**
- III. Increase Shared Mobility Services Access and Use**
- IV. Expand Electric Vehicle Use**

These are described in more detail in the following sections.

I. Streetscape, Bike, Pedestrian, and Safety Improvement Strategies

Background and Findings

Sacramento County completed Phase 1 of a Franklin Boulevard Landscape and Streetscape Project about 10 years ago. Phase I included reconstructed medians and sidewalks, and new traffic signals and bicycle lanes along Franklin Boulevard from Turnbridge Drive to 47th Avenue. In 2014, Sacramento County completed Phase 2 of the project from 47th Avenue to the County line around 38th Ave. The project included: curb, gutter, and sidewalks with accessible ramps, drainage, landscaped medians, street lighting, bike lanes, enhanced pedestrian street crossings, and traffic signal improvements at Franklin Blvd. and 47th Ave.

However, the Franklin District is still largely cut off to the east by Hwy 99 and to the west by the railroad/light rail tracks. As a result, the District does not have many through-streets north to south except Franklin Blvd., or east to west, except busy arterials like Fruitridge, 47th Ave., and Florin Road. The Franklin District also spans city and county boundaries. The City and County have more existing and planned improvements that will increase safe routes to schools, parks, jobs, and services, but there is still more to do to improve connections for walking, biking, and access to public transit. In resident surveys, 78% of respondents wanted to see wider sidewalks and street trees and 65% wanted more bike lanes. In prioritizing transportation improvements, 45% favored safe route and biking strategies.



Considerations for implementing streetscape and safety strategies

- There is no continuous low-stress bike network for traveling across the District and surrounding neighborhoods
- Some areas have no sidewalks or sidewalk gaps
- The City of Sacramento has adopted a Vision Zero program with the goal to eliminate traffic fatalities and serious injuries by 2027

Recent/Current Streetscape Projects in and near the Franklin District:

For the city portion of Franklin Blvd. north of 38th Avenue, FNDC spearheaded with the City of Sacramento a successful Caltrans Transportation Planning Grant application to engage the community in designing a Complete Street for the Boulevard. This is a key transformative project for the Franklin District. Design concepts for Franklin Blvd. between 12th Ave./Sutterville Rd. and 38th Ave. were finished in 2017. The design shown on the next page includes reducing Franklin from four to two lanes, adding center turn lanes, wider sidewalks, separated bike lanes, street trees, parking, better crossings and lighting.

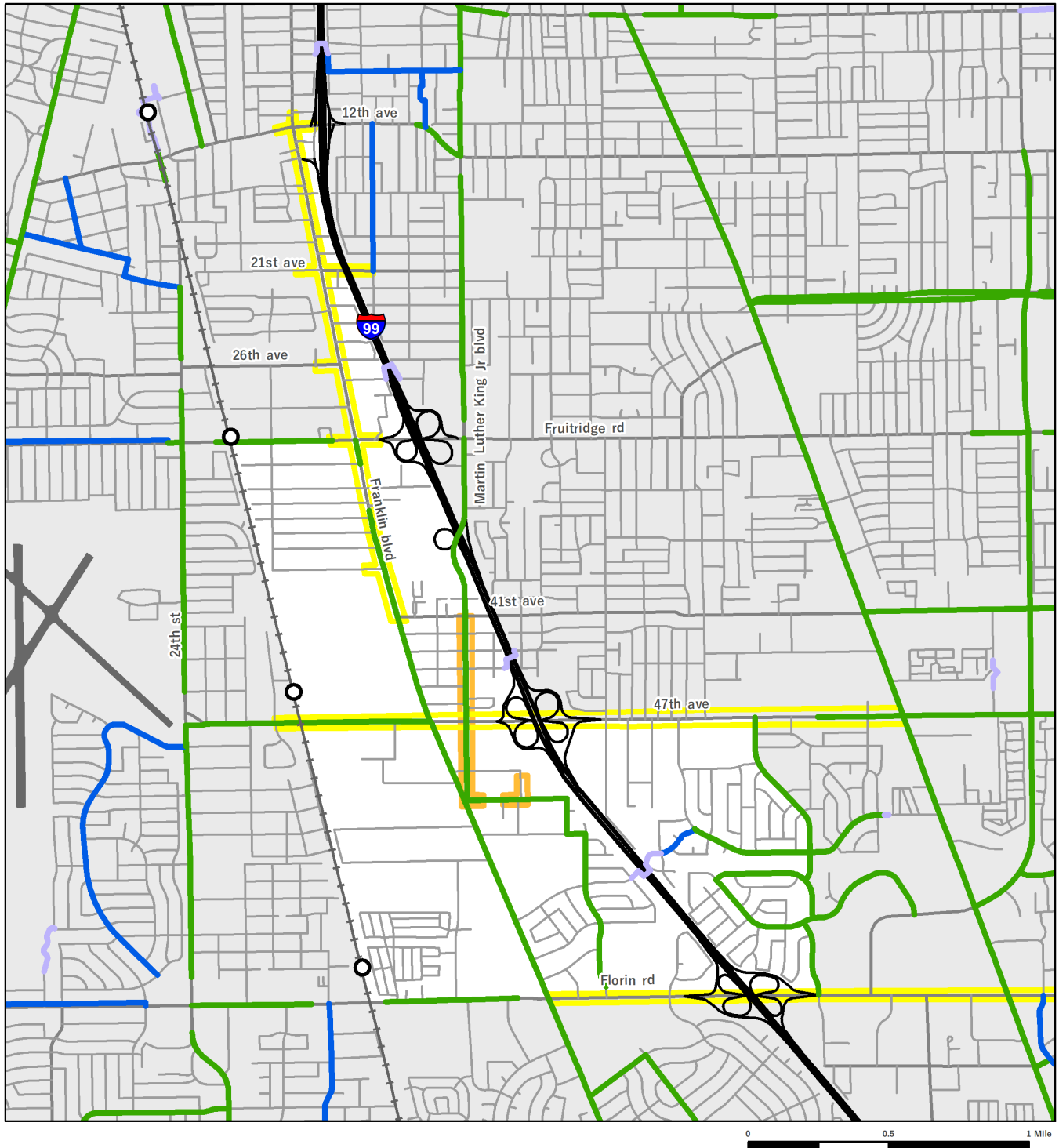


The City then successfully applied for \$1.9 million towards more detailed design, including how to address underground utilities and driveways, connect the City and County portions of Franklin Blvd., and close sidewalk and bike lane gaps. The City was also awarded \$3.5 million from SACOG regional funds towards construction of Phase I, from 12th Ave to 18th Ave. There has been strong support from both residents and businesses for the Complete Street project, which is slated to begin construction of Phase I in 2021/22.

There are a number of other recent and planned street improvement and planning projects in and near the Franklin District that will also help improve conditions for walking and biking, pavement, lighting, and utilities. These include the following projects and their actual or expected completion dates:





- 44th Ave. Pedestrian/Beautification Improvements, Phase 1, 39th St. to Hwy. 99 (2017)
- Avenues LED Street Light Conversion in neighborhoods north of 47th Ave., east of Franklin (2017)
- 44th Ave. Pedestrian/Beautification Improvements, Phase 2, Franklin Blvd. to 39th St. (June 2019)
- Franklin Blvd. storm drain upgrade project, 41st to 46th Ave. (Summer 2019)
- Martin Luther King, Jr., Blvd. Pavement Overlay, 47th Ave. to Hwy. 99 (Summer 2019)
- Caltrans Hwy 99 project to replace the 21st Ave. bridge/undercrossing (2020)
- 47th Ave. Pedestrian and Bicycle Improvements, 27th St. to Stockton Blvd. (2020)
- Florin Road Pedestrian and Bicycle Improvements, Franklin Blvd. to Power Inn Rd. (2020)
- Fern Bacon Middle School Safe Routes to School Project (2021)



Major improvements are shown on the following map:



Existing Bicycle Infrastructure and Planned Improvements

Existing Bicycle Infrastructure

-  Separate Ped/Bike Path
-  Bike Lane
-  Bike Route
-  Protected Bike Lane

-  Planned Improvements (incl. bike lanes)
-  Planned Improvements (no bike lanes)



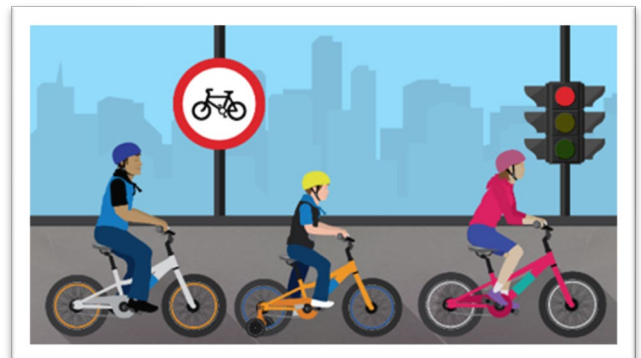
Strategies and Actions

Strategy #8: Help ensure the Franklin Complete Street project is designed, funded, and finished to benefit the District

- 8-A** Help City staff and consultants with outreach and engagement on final design as needed
- 8-B** Support City applications for the remainder of construction funding, including sufficient funds to include trees and pedestrian amenities
- 8-C** Explore a TCC Implementation Grant to fill funding gaps to complete the project
- 8-D** Keep businesses and residents involved and informed as the project moves ahead
- 8-E** Help District businesses and residents plan for the impacts of construction

Strategy #9: Identify and create safer routes for people to bike to, from, and within the Franklin District to get to work, shopping, recreation/parks, schools, light rail, etc.

- 9-A** Work with the community and partners to assess local streets and roads for potential Class 3 bike routes that could create a more low-stress, connected bike network in the District and neighborhoods
- 9-B** Assess safe routes on either side of Highway 99 between the Franklin District and nearby parks (e.g., Maple Neighborhood Center, Rainbow Mini-Park, Bowling Green Park, Pacific Park, Nicholas Park)



- 9-B** Analyze conditions of over- and under-crossings across Highway 99 and the railroad tracks to recommend any other safe route improvements to schools and other key destinations
- 9-C** Join in work to assess Morrison Creek as a potential east-west Class I bike route to and from the District
- 9-D** Analyze opportunities to improve access to transit from the new affordable housing developments east of Highway 99 to the 47th Ave light rail station

Strategy #10: Support increases in bicycling

- 10-A** Work with partners and bike share/scooter companies to provide trainings and education/information on safe, legal biking and scooter use for students, parents, and residents, especially as construction of the City's Complete Street project and bike lanes on the northern end of Franklin are completed
- 10-B** Explore the potential for a local bike repair/donation program to provide more bikes to schoolkids
- 10-C** Develop "libraries" of bikes (e.g., traditional, e-bikes, cargo bikes, three-wheel bikes) for check-out by residents at larger apartment complexes

- 10-D** Facilitate a subsidy program for people who are low-income or non-drivers to buy a bike, especially to get to work and school



Strategy #11: Support Vision Zero efforts to eliminate traffic fatalities and serious injuries

- 11-A** Support Vision Zero strategies for training and messaging to change individual behavior of drivers, cyclists, and pedestrians and make streets safer for all users

Partnership opportunities include:

WALKSacramento, Sacramento Area Bicycle Advocates, City of Sacramento, County of Sacramento, Caltrans, Sacramento Regional Transit, Southgate Recreation and Parks District, League of American bicyclist instructors, local schools

Potential sources for implementation funding and assistance include:

State

- State/Regional Active Transportation Program
- Cap and Trade?

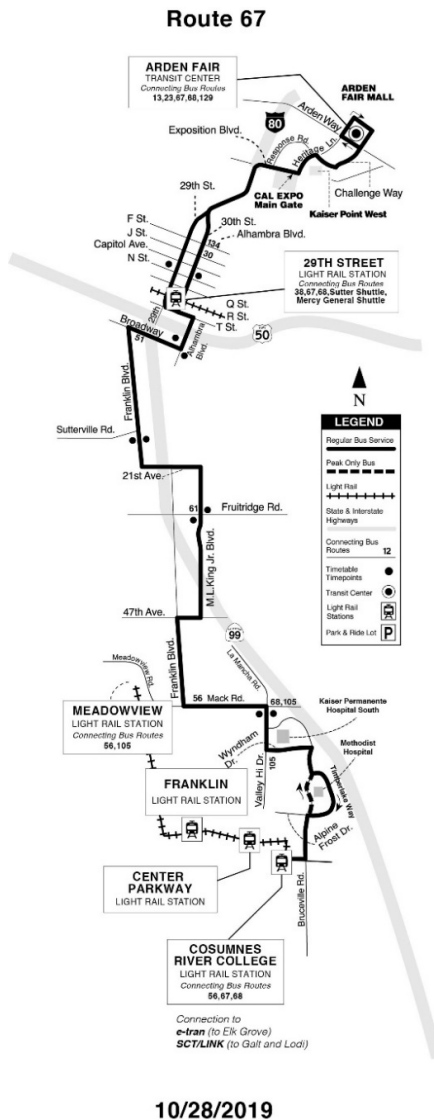
Local

- SACOG Transportation Demand Management (TDM) Program
- Vision Zero

Private

- Foundation funds

II. Public Transportation and SmARt Ride Strategies



Background and Findings

Many years ago, Sacramento Regional Transit (SacRT) discontinued the bus route running down the heart of Franklin Blvd.'s commercial corridor due to low ridership. Route 67 is the bus route that now serves the Franklin District. Route 67 was recently changed as part of SacRT Forward, which reconfigured all Sac RT routes in September 2019. The route now runs every 30 minutes Monday through Saturday, and every hour on Sundays. Route 67's two endpoints are Arden Fair Mall to the north and Cosumnes River College to the south. There are several stops on Franklin Boulevard, but the route misses a main section of Franklin between 21st and 47th Avenues. There the bus deviates across Hwy 99 onto Martin Luther King, Jr. Blvd. as shown in the route map.

In 2018, SacRT obtained \$2.5 million from the Sacramento Transportation Authority (STA) to add more neighborhood shuttle services. In July 2018, SacRT launched a SmARt Ride microtransit service that picks people up on demand in the Franklin-South Sacramento area. SmARt Ride complements the limited Route 67 in the Franklin District, enabling residents to reach Sacramento City College, health care services and other key destinations in one ride. Riders can request a ride via a smartphone app or phone call. However, service is only provided Monday through Friday, 7:00 am to 7:00 pm.



In surveys, 78% of all respondents ranked more/better public transportation as very (60%) or somewhat (40%) important. In prioritizing strategies, 20% specifically said continuing SmARt Ride service was one of their top transportation priorities.

In April 2018, Valley Rail was also awarded funding to add new rail stations, including one at Sacramento City College, and create two new daily round-trips on Amtrak San Joaquins service connect Sacramento and Stockton, and an extension of the Altamont Corridor Express (ACE) between Sacramento and Merced.



Map source: San Joaquin Joint Powers Authority

Considerations for implementing transit strategies

- Electrify America has invested over \$1 million and will be providing zero emission electric shuttle buses for the service in early 2020, providing another opportunity for publicizing the service
- An agreement between SacRT and Electrify America commits to micro-transit services until 2026 but current STA Funding will run out sometime in 2021/2022

Strategies and Actions

Strategy #12: Support continuing the Franklin-South Sacramento SmarT Ride service

- 12-A** Continue to publicize SmarT Ride service to Franklin residents (especially in Spanish and other languages) including at the launch of the electric shuttles in 2020
- 12-B** Monitor ridership in the Franklin District to highlight the usage and need for the service
- 12-C** Advocate for funds and additional sales tax revenue to continue the Franklin-South Sacramento SmarT Ride service
- 12-D** Work with businesses and neighborhood partners to increase ridership incentives for transit and SmarT Ride

Strategy #13: Support Transit-Oriented Development (TOD)

- 13-A** Support developing higher density uses in the Franklin District near light rail transit
- 13-B** Monitor progress on the Sacramento City College Valley Rail station and support connections to/from the Franklin District for rail travel north and south

Partnership opportunities include:

SacRT, Electrify America, City of Sacramento, Sacramento County, Sacramento Transportation Authority, Valley Rail, local businesses, community-based organization

Potential sources for implementation funding and assistance include:

Local

- SacRT
- City/Electrify America
- New Sacramento County transportation sales tax measure

III. Increase Shared Mobility Services Access and Use

Background and Findings

Recently shared mobility services like bikeshare, scooter share, and carsharing have become available in Sacramento. These services can improve the environment and livability of areas like the Franklin District by increasing transportation options, reducing single occupant driving, traffic, vehicle miles travelled (VMT), and greenhouse gas emissions, and decreasing household transportation costs.

Shared Rideables

Private businesses offering “shared rideables” like bikeshare services became eligible for City licenses in 2017. Beginning with a traditional bike share program in 2017 and expanding to a dockless electric bikeshare program in May 2018, JUMP was the first private company to offer a bikeshare system in Sacramento, West Sacramento, and Davis.

In its pilot year, JUMP bikes were limited to the central area of Sacramento, but at the urging of FNDC, the service area was extended to 38th Ave. with three hubs along Franklin at 18th Ave., Franklin Center (Fruitridge), and Maple Neighborhood Center (36th Ave.). In 2019, the JUMP service area was further extended to Florin Road.



The City has also since expanded the definition of shared rideables to include electric scooters, and in 2019, JUMP and Lime began offering electric scooter services. The City also incorporated regulations to ensure equitable service investments in “disadvantaged communities” throughout the City, including the Franklin District. JUMP offers a low-cost Boost Plan for both bike and scooter share use for people receiving various forms of public assistance.

Car Sharing

Several carshare companies are also now operating in the Sacramento area using different models.

Envoy/Sac to Zero is one of two components of the Electrify America program in the City of Sacramento. This 3-year pilot program is siting two electric vehicles and a level 2 charging station at many large housing complexes in disadvantaged community areas (\$50,000 investment). Cars must be picked up and returned at the same location and are only for resident’s use. Envoy has also piloted a monthly flat rate for agencies/businesses interested in trying out an EV carshare for employees or residents.



GIG Car Share is the second component of Electrify America's Sacramento program. GIG offers zero emission electric vehicles at per minute, hourly, and daily rental fees. In partnership with AAA, cars with bike racks are free floating and may be picked up and returned anywhere in GIG's Home Zone. The Home Zone currently includes the Franklin District as far south as Fruitridge Rd. GIG cars may park free in the city of Sacramento even where metered. Cars are maintained and charged by GIG.

ZipCar charges a monthly membership fee plus hourly/daily rental fees for people to use its carshare service. Cars are picked up and returned to a designated spot. Using ZipCar as its provider, Our Community CarShare is a pilot program sponsored by SMAQMD for select affordable housing complexes. Residents of these complexes can reserve zero emission vehicles for free to run errands, get to appointments, and take local trips within time limits. Our Community CarShare members can also receive an Incentive Visa card, loaded monthly with funds, to reserve ridesharing services such as Lyft, Jump Bike, and Uber. There are currently no locations for either program in the Franklin District.

Mobility Hubs

A mobility hub is a place where different transportation modes and information are available in one spot to help people get where they need to go. A mobility hub can include various features:

- Public transit
- EV or conventional carshare vehicles
- EV charging
- Bikeshare
- Scooter share
- Kiosk for booking all modes, potentially with lighting, security camera, wifi, cell phone charging, wayfinding, public surveying options, and real time passenger information
- Shaded seating area or bench to wait for transit, Uber/Lyft, or a personal ride



An example of a smaller nearby mobility hub is at Sacramento City College where there is light rail, racks for JUMP bikes and scooters, passenger seating, and connections to the Route 11 bus and SmaRT Ride.

In resident surveys, 58% of respondents said a carsharing program in the area was very (46%) or somewhat (54%) important. In ranking strategies for the District, 16% of people said expanding shared rideables and carsharing were top priorities for transportation improvements.

Shared Rideables Strategies and Actions

Considerations for implementing strategies:

- Shared scooters and JUMP bikes may only be used by those 18 and over and can only legally operate in service areas within the City of Sacramento at this time
- The new JUMP bike model did not initially allow Connect Card/RFID access, requiring riders to have the smartphone app or be able to make a phone call to book a bike

Strategy #14: Encourage access and use of shared rideables (shared bikes and scooters)

- 14-A** Work with JUMP and scooter companies to ensure service areas for shared bikes and scooters cover the entire TCC planning area and light rail stations and provide access for users without a smartphone
- 14-B** Publicize shared bike and scooters services and discounted rate programs, including in Spanish and other languages
- 14-C** Partner with WALKSacramento and SABA to train residents age 18+ in using JUMP bikes and e-scooters
- 14-D** Educate existing and new riders on safety rules for using the services

- 14-E** Work with the City to identify any parking zones or charging hubs for shared rideables as part of the Franklin Blvd. Complete Street project
- 14-F** Identify more property owners to site bikeshare racks and/or charging hubs
- 14-G** Work with the City and County to ensure common usage rules for shared bikes and scooters if/as services expand

Partnership opportunities include:

Private shared rideable companies, local property owners, City of Sacramento, County of Sacramento, SACOG, SacRT, WalkSacramento, SABA

Carsharing Strategies and Actions

Considerations for implementing strategies

- Carshare companies offer various service models and areas that do not currently include all of the Franklin District and TCC Planning Area
- The majority of the Franklin District is in the County, but Electrify America electric vehicle (EV) carsharing programs have been limited to the City of Sacramento
- The Franklin District does not have a lot of large/dense apartment or employment complexes for siting carshare services; the only large housing site within the City's boundary is Southgate Mobile Home Park
- Rental fees may be too high for lower income households, so people may need subsidies to use carsharing services
- Carsharing and electric cars are new concepts and there is a need for increasing education and awareness among residents

Strategy #15: Increase the number of zero emission car share vehicles available for public use in the Franklin District

- 15-A** Work with carsharing companies to expand their service areas
- 15-B** Work with public agencies and carsharing companies to make pilot/promotional and subsidized carsharing services and programs available in both City and County areas of the Franklin District

Strategy #16: Promote and incentivize carsharing

- 16-A** Work with SMUD, SMAQMD, and CARB to increase outreach to Franklin residents on carsharing, including in Spanish
- 16-B** Work with schools and community-based organizations to identify opportunities for testing the use of electric carsharing vehicles for staff for work-related appointments, meetings, etc.
- 16-C** Work with businesses who through FNDC's surveying expressed interest in trying out carsharing
- 16-D** Develop incentives for Franklin businesses near EV charging stations and carshare hubs to use carshare services

Partnership opportunities include:

Carshare companies, SMUD, SMAQMD, CARB, SACOG, Sacramento PEV Collaborative and its Disadvantaged Communities group, community-based organizations, Franklin Boulevard Business District

Potential sources for implementation funding and assistance include:

State

- CARB

Local

- SMUD
- Sac to Zero
- SMAQMD
- Clean Energy Coalition

Private

- Electrify America
- Carsharing companies

Mobility Hub Strategies and Actions

Considerations for Implementing Strategies

- Installation of mobility hubs requires one or more entities to cover the up-front installation costs and ongoing charging infrastructure and maintenance, but most potential locations are privately owned
- Level 3 charging stations require increased utility infrastructure and have higher costs
- FNDC was awarded CALeVIP funds towards a DC fast charger for 5383 Franklin Blvd., but has not identified funding for the full installation, operations, and maintenance costs
- Mobility hubs will likely require collaboration and cost-sharing between different agencies
- Zoning, building code, and permit requirements are not necessarily consistent across the city and county for installing charging stations, solar facilities that could power charging stations, digital kiosks, bike racks, etc. Currently the main focus is public parking lots for City EV charging investments

Strategy #17: Plan and develop one or more Mobility Hubs in the Franklin District

- 17-A** Work with partners and property owners on potential locations and features for mobility hubs (e.g., carsharing, bikeshare, scooters, EV and/or e-bike charging, etc.) that fit the intended users. Locations in the Franklin District might include:
- Community Resource Project's Louise Perez Center, 3821 41st Ave.
 - Franklin Center, 5383 Franklin Blvd.
 - Southgate Mobile Estates, 3201 Florin Rd (400 mobile home lots)
 - Stillman Mobile Home Park, 3888 Stillman Park Circle (80 mobile home lots)
 - Pinewood Apartments, 7051 Bowling Dr. (249 apartments)
 - Martin Luther King Village, 3900 47th Ave. (80 apartments)
 - Maple Neighborhood Center, 3301 37th Ave. and/or La Familia's future Opportunity Center
- 17-B** Monitor progress on the Del Paso E-Hub and lessons learned from developing that mobility hub
- 17-C** Canvass nearby residents and employees to understand in more detail their transportation needs and potential for using shared mobility services and a mobility hub
- 17-D** Develop more concrete feasibility assessments and business plans for mobility hubs to cover up-front costs and long-term funding after any pilots/incentives expire, including private sponsorships or advertising
- 17-E** Work with the City and County to remove any policy and/or zoning barriers to installing mobility hubs
- 17-F** Create mobility hubs where feasible and financially sustainable
- 17-G** Promote mobility hubs to local residents and businesses, including in Spanish and other languages

Partnership opportunities include:

SMUD, SMAQMD, CARB, City, County, Community Resource Project, La Familia, property owners, carshare companies, JUMP, scooter companies, EV charging station companies

Potential sources for implementation funding and assistance include:

State

- State of California Climate Investment programs (Cap and Trade)
- CALeVIP
- CARB

Local

- SMAQMD
- SMUD
- SACOG
- City
- County

Private

- Foundations
- Private carsharing and transportation network companies

IV. Expand Electric Vehicle (EV) Use

Background and Findings

The Franklin District scores high on measures for air pollution. The State and localities are increasingly encouraging a transition to electric vehicles (EVs) to reduce greenhouse gas and air emissions. More widespread adoption and use of electric vehicles and charging infrastructure in the Franklin District will not only help improve local air quality, but also reduce household fueling costs, help the District's many auto repair businesses train and prepare for changing technologies, and boost the local economy by encouraging non-residents to charge their EVs in the District and visit local shops and restaurants while waiting.

Considerations for Implementing Strategies

- The current lack of public charging stations in the District makes it more difficult to pilot EV projects
- EVs currently cost more to buy than traditional fuel vehicles and tax rebates are diminishing
- There are fewer used EVs available for those looking to buy a pre-owned vehicle
- There is a lack of EV knowledge and awareness among consumers

Strategy #18: Showcase and encourage EV adoption and usage in the Franklin District

- 18-A** Work with partners to help build community awareness, education, and trust through engaging local residents as ambassadors to promote EV car ownership or leasing
- 18-B** Work with partners to rent cars to faith-based and other community leaders to showcase the benefits of EVs (similar to CalETC's Prove It Campaign)
- 18-C** Publicize SMAQMD's scrap and replace program to encourage purchase of newer less-polluting vehicles, including used or new EVs
- 18-D** Explore opportunities for using EV cars for providing transportation services from the District to job centers in the morning and evening, and for Uber/Lyft service during other times
- 18-E** Promote EV use by Uber/Lyft drivers who are Franklin residents
- 18-F** Encourage agencies/businesses that own one or more fleet vehicles (e.g., staff cars, minivans, delivery vans, trucks, industrial vehicles, etc.) to transition to EVs or low emission models

- 18-G** Consult with school principals/leaders on opportunities to substitute electric buses, vehicles, and lawn/garden maintenance equipment for gasoline powered, and who is responsible for purchasing them

Strategy #19: Increase the number of public charging stations in the Franklin District

- 19-A** Work with the City and County to identify EV charging locations, in concert with Franklin District partners (community centers, commercial hubs, multifamily residences, schools)
- 19-B** Inform and encourage District property and business owners to take advantage of programs incentivizing the installation of EV chargers

Strategy #20: Develop workforce training/development opportunities related to EVs and installing and repairing EV charging stations

- 20-A** Facilitate access to EV training for District auto mechanics and related services in the District
- 20-B** Identify partnerships to address workforce development opportunities for the installation and maintenance of EV charging stations

Partnership opportunities include:

SMUD, SMAQMD, CARB, City, County, Community Resource Project, La Familia Counseling Center, Local schools/school district

Potential sources for implementation funding and assistance include:

State

- CALeVIP
- Cap and Trade Funds
- Clean Cars 4 All
- CARB Clean Mobility in Schools Program

Local

- City/Electrify America
- SMAQMD Carl Moyer, AB 617, Community Air Protection, Scrap and Replace programs
- SMUD



ENVIRONMENTAL IMPROVEMENTS AND CLIMATE RESILIENCE

CalEnviroscreen 3.0 ranks the Franklin District in the 90th percentile of Disadvantaged Communities. Data from the Sacramento Air Quality Management District also shows that the Franklin District is among the communities in the Sacramento area with the highest heat levels, posing climate risks for residents and businesses. In addition to the Transportation Strategies in the prior section, our strategies include a variety of approaches that can improve the local environment and air quality, reduce heat islands, and increase the District's livability and resiliency in the face of climate change:

- I. Residential and business energy efficiency improvements**
- II. Solar energy installations**
- III. Water-related improvements**
- IV. Greening the District**
- V. Property contamination assessment and remediation**

These are described in more detail in the following sections.

I. Residential and Business Energy Efficiency Improvements

Background and Findings

Energy efficiency improvements can help reduce pollution and demand on utilities during extreme weather events. SMUD and PG&E offer energy efficiency assistance and rebate programs for single and multifamily residences and businesses. SMUD is also assessing utility bills to develop a pilot for encouraging all-electric homes and has a \$1 million commitment over three years to residential improvements.

Our community engagement asked whether people had done any work on their home to lower their utility bills. Overall 47% of survey respondents (72% of homeowners, 37% of renters) reported that they or their landlord had done some work of this type. Of those who had not, 78% did not know that there are programs to help cover the costs.

Considerations for implementing strategies

- 30% of District residents do not speak English well but website information on utility rebate programs is primarily in English
- Over two-thirds of District residents are renters. Community Resource Project has helped weatherize and improve the energy efficiency of numerous homes in the District. However, while agreements with landlords state that they may not raise the rent, tenants still fear that improvements might lead to rent increases and potential displacement

Strategies and Actions

Strategy #21: Increase home and business energy efficiency in the District

- 21-A** Share information on available weatherization and energy efficiency programs with businesses and residents in Spanish and other languages
- 21-B** Work with SMUD on how to apply its all-electric home pilot program in the Franklin District
- 21-C** Identify ways to capitalize on city/county rental inspection programs to increase energy retrofits of rental housing while avoiding displacement

- 21-D** Work with partners to identify and implement training and workforce development opportunities, especially for youth, in canvassing residents and businesses and making energy improvements



Partnership opportunities include:

SMUD, PG&E, Community Resource Project, La Familia Counseling Center, Grid Alternatives, Sacramento Regional Conservation Corps, Sacramento Employment Training Agency

Potential sources for implementation funding and assistance include:

Local

- SMUD
- PG&E

II. Solar Energy Installations

Background and Findings

Another way besides trees to provide shade for buildings and parking lots is through solar installations, which can also help provide electricity for charging, home or business energy, or SMUD's electrical grid. Installations can include solar panels, solar canopies, solar sails, and solar trees.



Considerations for implementing strategies

- City codes differ from County codes for solar installations
- The County has been in the process of revising its codes to address setback and other requirements, including how solar installations may impact existing trees and landscaping
- Many homeowners and businesses in the District may not be able to afford solar installations
- Depending on energy bills, rooftop solar may not necessarily pencil out for homeowners or businesses, or the cost of roof renovation or replacement alone may be too expensive
- Community Resource Project and Grid Alternatives both have workforce development programs for solar installation

Strategies and Actions

Strategy #22: Help facilitate solar installations in the District

- 22-A** Encourage the City and County to adopt zoning code provisions that facilitate solar installations and are consistent across the jurisdictions
- 22-B** Identify costs and requirements for parking lot solar to reduce urban heat islands and assess opportunities for installations at businesses in the District
- 22-C** Identify partnerships and funding available to support residential and commercial solar installation
- 22-D** Connect homeowners and businesses with resources for solar installations

Partnership opportunities include:

SMUD, City, County, Community Resource Project, Grid Alternatives

Potential sources for implementation funding and assistance include:

State

- CA Department of Community Services and Development (CSD): California Low-Income Weatherization Program
- CA Energy Commission
- California Air Resources Board

Local

- SMUD

III. Water-Related Improvements

Background and Findings

The Franklin District faces several water-related issues. CalEnviroScreen 3.0 shows that in portions of the Franklin District water is of poorer quality than many areas. Those portions are in service area of the Fruitridge Vista Water Company, a small water company with limited resources for improving water treatment. California American Water has been seeking state approval to purchase the Fruitridge Vista Water Company.

Many businesses have reported vandalism of their faucets and irrigation systems by homeless individuals looking for access to water.

City regulations require stormwater mitigations for new developments because of stormwater drain capacity. Mitigations may include things like stormwater detention basins, bioswales, and permeable pavement to slow stormwater flow to City drains.

Strategies and Actions

Strategy #23: Monitor Fruitridge Vista Water Company sale

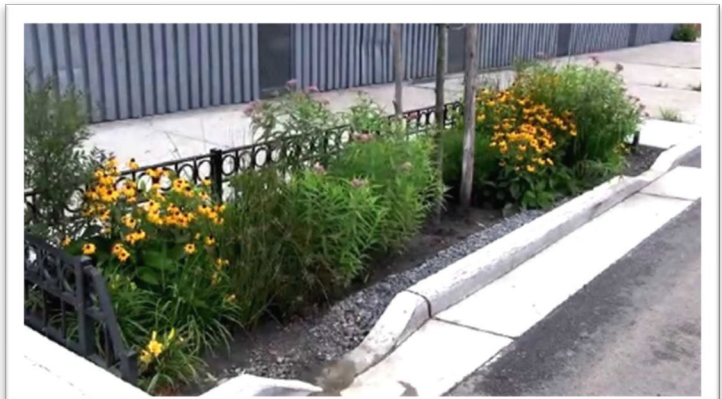
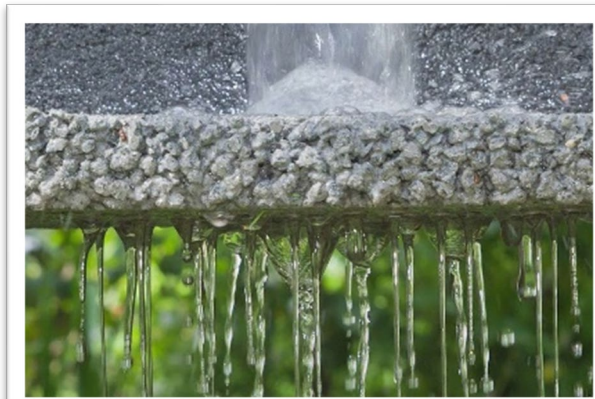
- 23-A** Monitor the state approval process for the purchase of Fruitridge Vista by the California Water Company
- 23-B** Assess how the sale may impact patrons in the service area, and whether there is a need for any meetings or other strategies

Strategy #24: Increase vandalism-proof irrigation systems

- 24-A** Help identify options for more vandalism-proof irrigation systems
- 24-B** Share information and resources with District businesses on installing vandalism-proof systems

Strategy #25: Facilitate stormwater management and efficient water use

- 25-A** Understand city/county regulations related to stormwater management for vacant parcels and new developments, and identify opportunities to support Low Impact Development (LID) for stormwater management and efficient water use
- 25-B** Share information and resources with potential project developers on LID requirements and opportunities



Partnership opportunities include:

California Water Company, City, County, Sacramento Tree Foundation, irrigation experts

IV. Greening the District

Background and Findings

Trees can provide heat-reducing shade, cool homes and businesses, help reduce air pollution, increase walking and biking, improve public health outcomes, and beautify an area. As part of its complete street improvements to Franklin Blvd., Sacramento County added street trees to medians and some sidewalk areas, although some species such as crepe myrtles will provide less shade than others as they grow. Currently there are three public street trees in the City portion of the Franklin District. Sidewalk trees in the City are all maintained by Urban Forestry. The City's Complete Street design for Franklin Blvd. includes street trees, which as they mature will provide shade and reduce heat along the corridor.

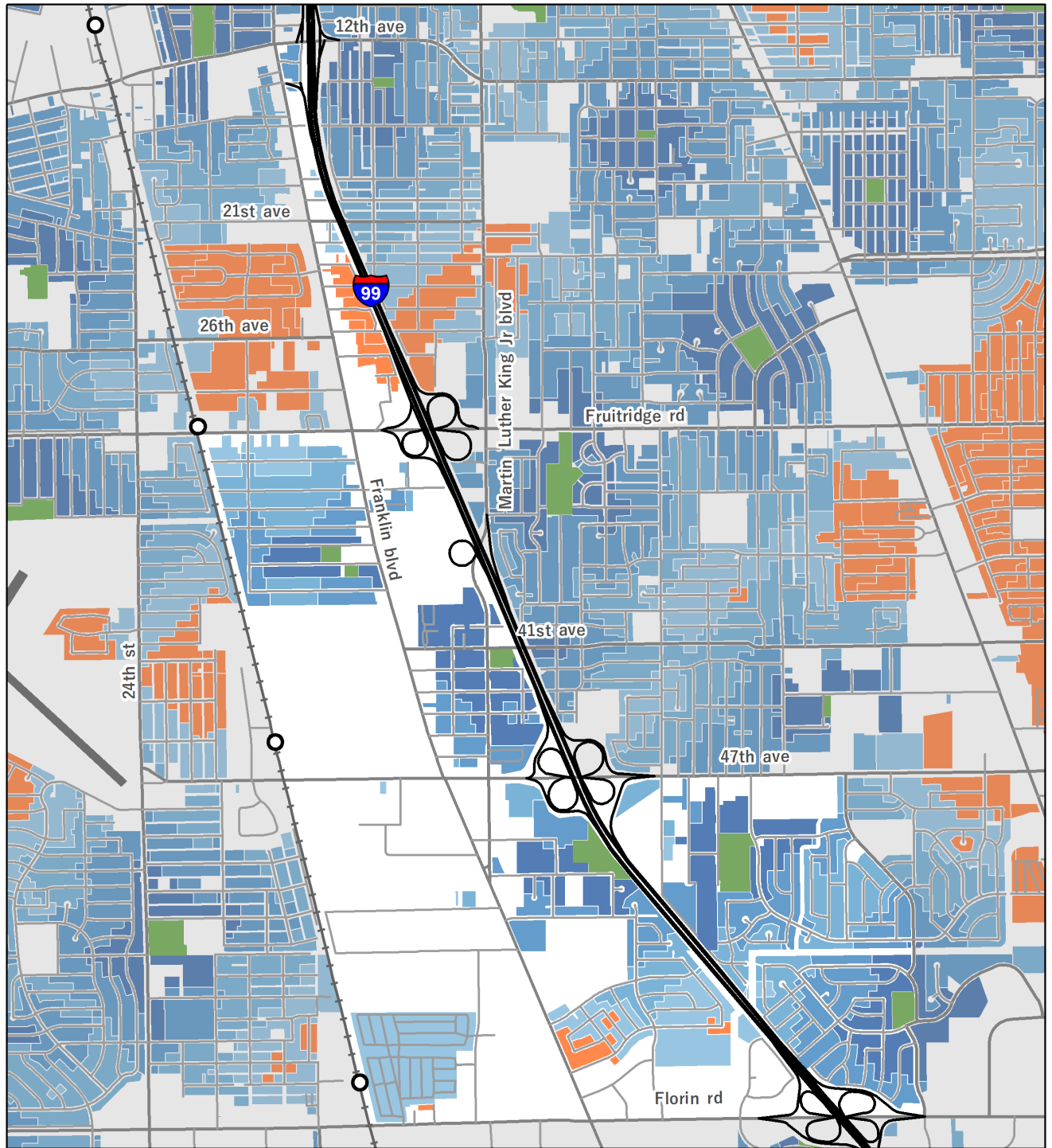
Parks and community gardens also contribute to heat reduction as well as providing green space and healthy recreational and food opportunities for local residents. There is currently no public plaza for events, and there are no community gardens in the District after a site on church property was closed due to ongoing issues. The Franklin District has two public parks in the Avenues area: Rainbow Mini-Park at Martin Luther King and 41st Ave. and Bowling Green Park on 49th Ave. by Hwy 99. Play areas at local schools and the Maple Neighborhood Center are gated and closed to the public outside business hours. La Familia has a project to create a more welcoming entryway from Franklin Blvd. into the Maple Neighborhood Center, which has play structures and recreation areas, and is considering converting the Maple Center soccer field into a park under the purview of Parks and Recreation.

FNDC staff analyzed current walk times in the District to public parks in the area, finding many residents would have to walk 15-20 minutes or more to reach a park. As shown in the map, access is particularly limited in the area between 21st Ave. and Fruitridge.

High school surveyors found 67% of respondents felt more parks were very (52%) or somewhat (42%) important improvements in the District. In prioritizing improvements, people said adding parks (28%), community gardens (25%), and trees (18%) were top priorities. In our business outreach, 54% of businesses prioritized improving neighborhood feel (public art, events, public park, street trees) as most important. Of the 68 businesses asked if they were interested in tree planting at their business, 32% said yes and 29% said maybe.

Considerations for implementing strategies

- The Franklin District has many industrial properties, strip centers, and individual businesses with unshaded parking lots, however, many of the surveyed business owners felt they do not have enough space to add trees to their parking lots
- At the time of the County's complete street improvements to Franklin Blvd., trees were not added along the fence line of the Capitol Commerce Center (former Campbell's Soup plant) due to limited public right of way and lack of interest on the part of the Center
- Newly planted trees need about three years of regular watering until root systems grow, requiring either an irrigation system or hand watering
- There is no public property in the District that might offer a public or pocket park or community garden site, only privately-owned vacant parcels



Estimated Time to Walk to a Park for Parcels Zoned to Allow Residential Use

 Park

Time to Walk to a Park

 5 min.

 10 min.

 15 min.

 20 min.

 More



Strategies and Actions

Strategy #26: Increase tree planting in the Franklin District

- 26-A** Seek to address Franklin District needs through the City's Urban Forestry Master Plan
- 26-B** Work with the County and Capitol Commerce Center to add street trees where possible to the west side of Franklin Blvd. along the Capitol Commerce Center property
- 26-C** Support funding for street trees as part of the City's Complete Street project
- 26-D** Identify other gaps in the tree cover and shading for sidewalks in business and residential sections of the District, especially where there is more pedestrian activity, and potential locations for more trees, especially climate-ready, low allergen trees
- 26-E** Help publicize the availability of free trees to businesses who have already expressed interest, and provide education/technical assistance on planting and maintaining healthy trees
- 26-F** Explore the potential for a tree watering service to keep trees healthy and avoid issues with irrigation/vandalism
- 26-G** Share information on available tree programs with businesses and residents in gap areas and gauge their interest in adding trees
- 26-H** Help facilitate community tree planting days
- 26-I** Work with partners to identify and implement training and workforce development opportunities, especially for youth, in canvassing businesses and residents and planting trees
- 26-J** Encourage city/county code enforcement of existing parking lot shade requirements where possible
- 26-K** Work with the future developments such as Victoria Park for opportunities to include more trees along major roads or common areas



Strategy #27: Identify sites for park/community garden/public space use

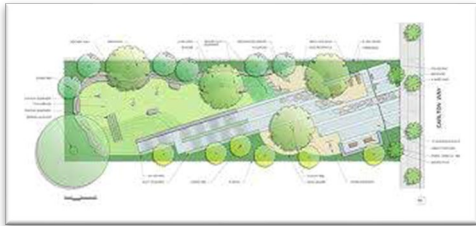
- 27-A** Explore potential for partnerships with City/County/school district to open school grounds for recreational use by residents when school is not in session
- 27-B** Identify potential sites for one or more neighborhood/pocket parks or community gardens on vacant or underutilized parcels in the District, or any underutilized roadways that might be repurposed
- 27-C** Plan for a public plaza/community space as part of the Mercado project (see pg. 52)
- 27-D** Research methods used by other disadvantaged communities to build neighborhood parks/community gardens while addressing safety concerns



- 27-E** Survey owners of potential sites for willingness to sell land for a park, contribute land for a community garden, or rent land for a small fee

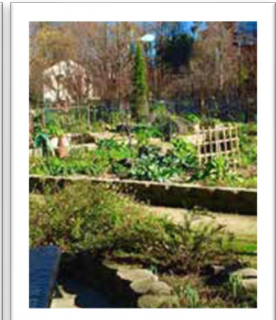
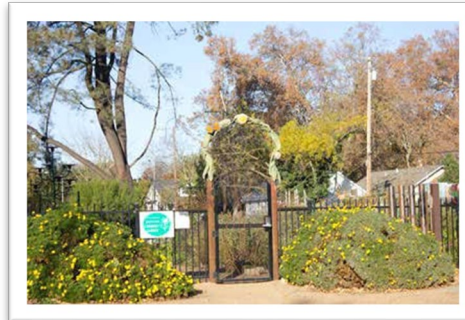
Strategy #28: Create public parks and recreation spaces in underserved areas of the District

- 28-A** Collaborate with City, County, other partners, neighborhood associations, and workforce programs on ways to develop one or more parks or recreation spaces, including land acquisition, design, construction, and who will operate and maintain it
- 28-B** Explore the potential for a unique community-built play structure (e.g., like the effort in McKinley Park)
- 28-C** If/as larger housing developments occur, ensure adequate park and open space is provided, with possible community use beyond project residents



Strategy #29: Develop community garden(s) that create more green spaces where families can grow their own food

- 29-A** Collaborate with City, County, community and neighborhood associations to develop one or more community gardens, including tasks and funding needed for land acquisition/assembly, design and development, and an organization to oversee operations of the garden(s) and access to garden plots



Partnership opportunities for greening strategies include:

City, County, SMUD, Capitol Commerce Center, Sacramento Tree Foundation, Sacramento Regional Conservation Corps, Victoria Park, La Familia, Alchemist CDC (community gardens), UC Davis Landscape Architecture Program faculty/students, workforce training programs

Potential sources for implementation funding and assistance include:

State

- State of CA Urban Greening program (Cap & Trade)
- CAL FIRE Urban and Community Forestry grant program
- Proposition 68 Green Infrastructure program
- Statewide Park Development and Community Revitalization Program
- HCD Housing Related Parks Program

Local

- Sacramento Tree Foundation
- SMUD
- SETA

V. Property Contamination Assessment and Remediation

Background and Findings

Many commercial properties in the Franklin District, whether currently occupied or vacant, have a history of auto-related or manufacturing uses that date back many decades. As a result, some now-vacant properties may have contamination issues that could affect new uses/users and redevelopment opportunities. Strategies to help understand and address any contamination issues could help speed the reuse of properties and revitalization of the Franklin District.

Considerations for implementing strategies

- Some public programs are available to help with environmental assessment and remediation planning
- Liability concerns are paramount for current or future property owners

Strategies and Actions

Strategy #30: Identify potential contaminated parcels

- 30-A** Research prior uses of vacant commercial parcels in the District
- 30-B** Identify key vacant parcels as a potential package for an environmental assessment grant(s)
- 30-C** Identify remediation funds available for clean-up
- 30-D** Share information and resources with property owners

Partnership opportunities include:

Property owners, federal/state/local brownfields program staff

Potential sources for implementation funding and assistance include:

Federal

- US Environmental Protection Agency Brownfields Program

State

- State Department of Toxic Substances Control Targeted Site Investigation (TSI) program

Local

- City of Sacramento Brownfields Program
- County of Sacramento Property Assessor office
- Real estate agents and brokers

WORKFORCE DEVELOPMENT & ECONOMIC OPPORTUNITY

Historically the Franklin District has been Sacramento's Hispanic/Latino business corridor and a working-class, immigrant neighborhood made up primarily of Latinos (48%), joined more recently by Hmong, Southeast Asian, and other households.

Many of the enterprises on Franklin are multi-generational family businesses with strong ties to the city. However, the 20,000 residents in the District and TCC Planning Area continue to face economic challenges. While the Franklin District has about 600 businesses employing about 7,000 people, Area Median Income (AMI) is well below that of the city or county, while over a third of residents live below the federal poverty line. As previously noted, the District is in the federal Opportunity Zone, Sacramento Promise Zone, and 90th percentile of Disadvantaged Communities per CalEnviroscreen 3.0.

Of residents surveyed by high school students, 80% of respondents said free job training was very or somewhat important. In our community engagement, jobs and job training were the most important priorities after housing affordability.

We have identified numerous strategies to help create a District that meets the needs of its residents and provides economic opportunity and greater prosperity for all. These include:

I. Sacramento Mercado

II. La Familia Opportunity Center

III. Partnerships for added workforce opportunities

IV. Business development and succession planning

V. Community development initiatives through District identity, arts, and culture

I. Sacramento Mercado

Background and Findings

FNDC's signature community development project is the Sacramento Mercado. The Mercado is modeled after the successful Portland Mercado, which FNDC's Executive Director helped develop.

The Sacramento Mercado will be an incubator for new food businesses created by low wealth Latino/Latina entrepreneurs in the Franklin District. The Mercado project will provide:



- Microenterprise training in Spanish, resources, and support for Latino/a entrepreneurs to help food businesses build assets and get started or grow, including home-based and street vendors who are looking to expand their product sales and operate a successful, legal business
- A Mercado market hall offering a café, taproom, and outdoor food trailers in which entrepreneurs can incubate their food businesses at discounted rent
- A potential commissary kitchen for food preparation by Mercado tenants and training and food preparation by other local food-related businesses.
- A variety of cuisines to cater to differing tastes and encourage repeat visits
- Joint marketing with entrepreneurs and management of the Mercado
- Ongoing training and technical assistance for businesses to succeed and then graduate from the incubator to their own storefront or food truck after one to three years in the Mercado, fill vacancies in the District

- Indoor and outdoor space with adult and family activities and entertainment to make the Mercado both an event space for District residents and a unique regional destination for area residents and tourists, which will support local businesses and help catalyze additional economic development

Considerations for implementing strategies

- FNDC has been pursuing the funds necessary to acquire property for the Mercado, as well as towards a potential interim location for the food trailers that FNDC recently purchased for the project
- FNDC organized two micro-enterprise training cohorts in 2019 serving over 20 entrepreneurs. Some of these graduates need commissary kitchen space to prepare their wares. FNDC has been working with Alchemist CDC on a potential commissary kitchen site since there are few affordable options in the area

Strategies and Actions

Strategy #31: Support and train District food entrepreneurs

- 31-A** Continue microenterprise training and support for food business entrepreneurs
- 31-B** Building on traditions in Mexico, South American and Asian countries, organize a Franklin Night Market to provide food vendors more sales opportunities and create more activity in the District
- 31-C** Identify opportunities and costs for launching the food trailers prior to building the physical Mercado site

Strategy #32: Acquire a site for the Mercado

- 32-A** Conduct site search
- 32-B** Secure funding for site acquisition
- 32-C** Complete due diligence and purchase the property

Strategy #33: Complete planning and design for the Mercado

- 33-A** Develop an Asamblea Advisory Board for the Mercado
- 33-B** Complete a facility plan detailing space needs to accommodate Mercado vendors, customers, suppliers, activities, and entertainment, and any other potential revenue-producing space
- 33-C** Explore partnerships with other commercial/commissary kitchens to determine needs for a commissary kitchen at the Mercado
- 33-D** Finish the architectural design based on facility planning
- 33-E** Develop a financial plan/pro forma including cost estimates for the full project, and sources of funds to offset the estimated costs
- 33-F** Complete a business and operations plan, including ongoing staffing needs, costs, and revenues for operating the Mercado

Strategy #34: Obtain construction funding and build the Mercado

- 34-A** Work with public agencies and partners to secure the funds needed for pre-development and construction costs
- 34-B** Identify a fiscal agent for construction funds
- 34-C** Request bids and hire a team for constructing the project
- 34-D** Monitor and guide the construction as needed

Strategy #35: Hire staff and administer the Mercado and ongoing programming

- 35-A** Hire Mercado management and marketing staff
- 35-B** Launch the Mercado with a big partner and community event
- 35-C** Operate the Mercado including ongoing events, entertainment, and assistance to entrepreneurs

Partnership opportunities include:

City, County, California Capital, SBDC, Chambers, Better Business Bureau, Alchemist CDC (commissary kitchen), financial institutions,

Potential sources of project funding and assistance include:

Federal

- Economic Development Administration
- US Department of Health and Human Services: Community Economic Development program

Local

- City Measure U funds
- County Transient Occupancy Tax
- SMUD

Private

- Financial institution grants/CRA funds
- Health care system Community Benefit Programs
- Foundation grants

II. La Familia Opportunity Center

Background and Findings

La Familia Counseling Center has been in the Franklin District since the 1970s. Among its programs, La Familia is a Sacramento Works Career Center. It offers a wide range of education and workforce programs – from an independent study community collaborative charter school and GED preparation to employment training to pre-employment, job search, job and intern matching, and other services. Staff provide resources and assistance in Spanish and other languages.

La Familia recently bought land on 38th Ave. across the street from the Maple Neighborhood Center for an Opportunity Center offering expanded education, job training, and assistance programs in the District, including opportunities for promotoras/community health workers and working with new technologies. La Familia plans to

offer its own programs at the Center as well as programs in collaboration with Sacramento State University, Sacramento City College, and other organizations.



Considerations for implementing strategies

- La Familia has hired an architectural firm to design the project but will need more partners and funding to build out the Center.

Strategies and Actions

Strategy #36: Support development of the Opportunity Center to increase workforce and community programs and assistance

- 36-A** Support La Familia in obtaining the partners, resources, and funding needed for predevelopment and construction of the Opportunity Center
- 36-B** Connect District residents and employers with the Opportunity Center for programs and services

III. Partnerships for Added Workforce Opportunities

Background and Findings

The Community Resource Project (CRP), another long-standing nonprofit organization in the community, offers job training and careers specifically in weatherization, energy efficiency, and solar installation. The Sacramento Regional Conservation Corps, established by the Metropolitan Chamber of Commerce in 1984, provides education, training, and paid work experience in conservation- and construction-related fields for at-risk young adults aged 18 to 25. SRCC is located just across the railroad tracks from the Franklin District near the 47th Avenue light rail station. The District is also just south of Sacramento City College at Sutterville and Freeport Blvd., and just north of a new privately-run vocational school, UEI College, on Florin Road by Southgate Plaza.

Besides La Familia, the Franklin District has a second Sacramento Works Career Center located on Franklin Blvd. near Florin Road. However, there is no public library supporting education and computer and information access – the closest libraries are 1.7 miles from Franklin Blvd. and Florin Rd. at the southern boundary of the District.

In interviews with residents, high school students asked about interest in green jobs in various fields. 38% of respondents said they were interested in a green job, showing particular interest in building/construction (41%), landscaping/agriculture (21%), vehicle repair (19%), and appliance/electronics repair and recycling (16%).

Community colleges and training programs have expressed a need for electric vehicles to practice on and use in classes for hands-on learning. Auto businesses surveyed during our business outreach were asked if they had ever worked on any alternative fuel vehicles, 62% said they had not. Asked if they were interested in doing so, 44% said yes, and another 44% didn't know and needed more information to understand the opportunities involved. In 31 auto businesses responses, 42% indicated that what would help them work on alternative-fuel vehicles was training (42%), having the appropriate equipment (32%), and bringing more EV charging stations to the District (26%).

Considerations for implementing strategies

- FBBA organizes periodic youth tours to showcase local businesses and career opportunities to local high school students
- The SRCC offers training programs in construction skills that could potentially be useful to Franklin District tree planting, housing, and/or commercial projects
- GRID Alternatives North Valley had a Sacramento Promise Zone Solar Workforce Initiative in 2018. SMUD, CRP, and Grid Alternatives support weatherization and solar installation services and workforce training
- City staff reports hearing there is a shortage of electricians who can install EV charging equipment and that some people face barriers to apprenticeships because they lack math skills

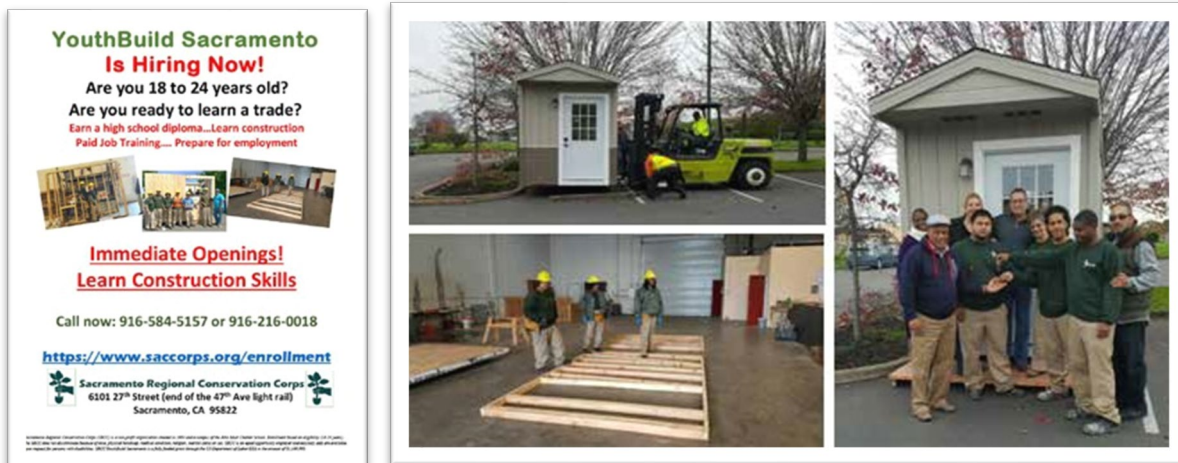
Strategies and Actions

Strategy #37: Create and support partnerships that bring more training and work experience opportunities to residents and benefit the District

- 37-A** Collaborate with SMUD and Community Resource Project on funding and programs to provide training and work in the District to increase weatherization, energy efficiency, and solar installation



- 37-B** Identify with the Sacramento Regional Conservation Corps opportunities for Corps member training and experience working on housing or other construction projects in the District



37-C Identify and connect auto mechanics in the District with resources for EV repair training

37-D Identify opportunities for technology-related training and job opportunities for local youth and adults in the installation, maintenance, and repair of advanced technologies (e.g., electric vehicles, EV charging stations and batteries, cellular services) as part of Playbook implementation projects such as mobility hubs



37-E Partner with the Sacramento Employment and Training Agency (SETA), La Familia, and FBBA to support internships for high school and college students in the District

Strategy #38: Increase library resource availability for District residents

38-A Explore how to expand library access for District residents through a small branch or bookmobile with resources for residents from diverse cultures



Partnership opportunities include:

La Familia Counseling Center, Community Resource Project, Sacramento Regional Conservation Corps, Grid Alternatives, Valley Vision, City, County, Sacramento City College, UEL College, Sacramento Public Library, FBBA, Greater Sacramento Urban League, Asian Resources, Sacramento State University, Sacramento City Unified School District

Potential sources of project funding and assistance include:

Federal

- Economic Development Administration

Local

- City Measure U funds
- SMUD
- City/County Economic Development programs
- SETA

Private

- Financial institutions
- Chamber of Commerce
- Foundation grants

IV. Business Development and Succession Planning

Background and Findings

Franklin Blvd. is a corridor of predominantly small family-owned businesses that have shaped the District's cultural heritage. A significant number have been run by several generations of family members, many of whom still live in the District. The Franklin District benefits from maintaining existing businesses and jobs. However, the District is increasingly seeing business and property owners pass away or retire without a clear plan for the business' future or continuity, or are moving or closing their business, often due to changes in the retail environment.

Strategies to ensure that business closures and property sales bring in new uses and investments that maintain and increase local jobs and benefit local residents will help activate and further economic development in the District.

Considerations for implementing strategies:

- The Franklin Boulevard Business Association (FBBA) currently provides a number of services to help businesses with development, operations, siting, marketing, safety, and other concerns

Strategies and Actions

Strategy #39: Provide business succession and transition planning assistance

- 39-A** Conduct outreach to identify owners who are contemplating closure, retirement, or are aging out of active management
- 39-B** Develop an assistance package to help these businesses transition successfully, including succession planning assistance for owners, and business training, resource connections, and technical assistance for relatives who will inherit the business or employees who would like to acquire and run the business
- 39-C** In the case of intended sale, identify and help new parties navigate what is needed to acquire and operate the existing business; purchase the property for a different use that still benefits the community; or land bank the property for future opportunities
- 39-D** Determine use of transitioning properties and space (underutilized, reuse, repurpose) and proactively seek businesses/property owners who can provide services and products to complement the District's needs
- 39-E** Explore the potential for a land trust or other model to acquire and manage key commercial or mixed-use properties to maintain affordability and avoid displacement.

Partnership opportunities include:

FBBA, Small Business Development Center, CDFIs, financial institutions, realtors

Potential sources of project funding and assistance include:

Federal

- New Market Tax Credits

State

- GoBiz

Private

- Financial institutions
- AHEAD grant

V. Community Development through District Identity, Arts, and Culture

Background and Findings

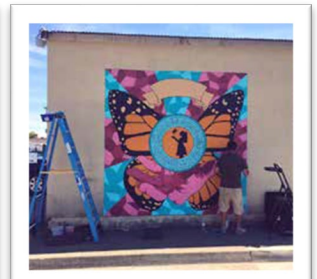
North City Farms began a Neighborhood Association in 2018 and La Familia is helping to build a South City Farms Neighborhood Association. FNDC, FBBA, La Familia, D'primeramano magazine, the neighborhood associations, and other organizations help build neighborhood cohesiveness and maintain the District's cultural identity through neighborhood meetings and gatherings, youth pop-ups, and community activities. Annual large-scale events in the District celebrate National Night Out and holidays including Cinco de Mayo, Mexican Independence Day/El Grito (Back to the Boulevard Car Show and Cruise), Halloween (Trunk or Treat), and Christmas (La Posada). In 2019, a collaboration between FNDC, 916 Ink (a youth creative writing program), Royal Chicano Air Force (artist group), Sacramento State University, and La Familia also added 14 murals to beautify blank commercial walls along Franklin Blvd. and celebrate the District's culture and heritage.

Strategies that further capitalize on the District's identity and arts and culture can help build more economic opportunities and greater prosperity in the District.

Strategies and Actions

Strategy #40: Expand murals, cultural events, tours, arts, and music to help celebrate Franklin's identity and attract more visitors to learn about the District and spend money at area businesses

- 40-A** Continue to organize and promote community events and holiday celebrations
- 40-B** Provide cultural entertainment, arts, and activities at the Franklin Night Market and Mercado
- 40-C** Continue to add cultural murals to the District, including at gateways between the Franklin District and Oak Park
- 40-D** Organize mural and food tours to bring more area residents and visitors in and increase their comfort and familiarity with the District
- 40-E** Organize Spanish-language food and business tours for adults taking Spanish classes
- 40-F** Develop opportunities for budding artists and musicians in the District to hone and showcase their talents



Partnership opportunities include:

La Familia, 916 Ink, local mural artists, St. Hope, FBBA, Casa de Español, Sacramento City College, Sacramento State University, Casa de Español, Sierra 2 Center (Spanish classes), Department of Sound, SoFar Sounds, SactoMoFo, 'South Sacramento' Instagram

Potential sources of funding and assistance include:

Local

- City and County
- Sacramento Metropolitan Arts Commission
- SMUD
- Foundations
- Businesses

POLICY COORDINATION

Background and Findings

The Franklin District is divided between the City and County of Sacramento, who in some cases have differing policies and ordinances for areas that are just across the street from each other. To provide assistance, agencies like FBBA and FNDC currently have to understand and navigate different policies and regulations and departments depending on the business or resident's address. Residents and businesses often don't know which jurisdiction they need to contact, or why rules differ for those just across the street from each other.

Considerations

- Having the same set of rules would simplify life for businesses and residents
- Consistency between City and County policies and regulations would help agencies like FBBA and FNDC better support business and community economic development in the District

Strategies and Actions

Strategy #41: Work with jurisdictions to better coordinate policies and regulations

41-A Help identify key differences in Federal, State, City and County policies and regulations

41-B Keep elected representatives and their staffs informed and engaged on Playbook implementation efforts and barriers

41-C Convene/facilitate discussions with staff, departments, and elected officials on key policy differences

41-D Engage in discussions on the benefits and challenges of potential annexation of the County portions of the Franklin District into the City



Partnership opportunities include:

City, County, federal, and state elected officials, departments, and staff

