AGENDA ITEM NO. 10.6

CITY OF ELK GROVE
CITY COUNCIL STAFF REPORT

AGENDA TITLE: Receive an update on the Railroad Street Property and provide direction on next steps

MEETING DATE: June 24, 2015

PREPARED BY: Pam Johns, Special Projects

DEPARTMENT HEAD: Darren Wilson, PE, Planning Director

RECOMMENDED ACTION:

Consider the results of recent outreach efforts for the Railroad Street property and provide direction to proceed as appropriate.

BACKGROUND INFORMATION:

On October 24, 2012, City Council discussed the purchase and use of the 4.6 acre Railroad Street property. The site is located on the south side of Elk Grove Boulevard in the Old Town area. Several City Council members agreed that the property would be ideal for public use as a plaza; however, there was some concern about additional costs incurred by the City through such use. The Council agreed to return to a discussion on how to develop and utilize the property after the purchase was complete. The Council approved an Inter-Fund Loan Agreement from the Drainage Fund to the General Fund of $1,000,000 for a ten-year term to be used for the purchase of the property (Resolution No. 2012-183). The motion passed 3 to 1, with one member absent. City Council meeting minutes are included as Attachment 1.

On October 26, 2012, the City executed the purchase of the property from Union Pacific Railroad for $837,889. The purchase included a deed restriction that prohibits residential use, day care use, and depots on the site. The deed restriction also designates a no build area in the triangular section in the northwest corner of the property between the railroad tracks and Railroad Street.
On July 11, 2013, the City Manager’s Office hosted a workshop regarding the Railroad Street property with assistance from the Sacramento Area Council of Governments (SACOG) and the Urban Sustainability Accelerator at Portland State University (PSU USA). The workshop included ten City staff and community members and a panel of two developers to discuss the development options for the site. During the workshop, attendees agreed that the site would be well suited for a public plaza that could support food truck events and a farmer’s market with a potential for some mixed-use development.

During the fall of 2013, the City conducted a citywide mail-in survey through the International City/County Management Association and the National Research Center. Staff provided the survey findings to the City Council at its March 26, 2014 meeting under Agenda Item 8.9. The survey included four questions focusing on residents’ use of and preferences for Old Town. Excerpts from The National Survey Report related to Old Town Elk Grove are provided as Attachment 2. The survey coordinators concluded that “residents view Old Town Elk Grove as a destination for special events.” Elaborating further on this finding, the survey report states:

Residents would like to see new development that supports these preferences, including spaces for outdoor concerts and special events, activities, or events for families and dining options. Engaging residents with these kinds of options would help the important community facet of Citizen Engagement.¹

In the time since purchasing the Railroad Street property, the City has authorized use of the site for several community events, including Food Truck Mania, the Dickens’ Fair, and the Chili Festival. These events and activities have increased public interest to have a designated community gathering place in Old Town and desire for additional uses and improvements to activate Elk Grove Boulevard in this location. As a result, staff worked to gather input from a larger section of the community and gain a better understanding of the developer perspective and interest.

Between February and April 2015, staff interviewed 15 stakeholders representing members of community organizations, adjacent property and business owners, and developers. Participating community organizations included members of the Trails Committee, Old Town Foundation,

Chamber of Commerce, and the Historic Preservation Committee. Four regional mixed-use, infill, and affordable housing developers participated in interviews. Community input is summarized below under “Results of Public Outreach.”

In response to input collected via stakeholder interviews and developer conversations, staff developed a conceptual site plan that parcels off the property into three sections, one of which includes a public pavilion, green space, and a parking lot at Grove Street. The other two parcels (one fronting Elk Grove Boulevard and the other at the southern end of the parcel) could be sold to private developers. The pavilion was modeled after a pavilion in Durham, North Carolina’s Central Park and has some similarities with the Central Park in Davis. The conceptual design imagines the pavilion as a flexible space that could be used for food truck events, farmers’ markets, festivals, and daily park activities. As envisioned, the adjacent parking lot could be converted into event space for larger occasions. This conceptual site plan is included as Attachment 3. The parcels are referred to in this report as Parcel 1 (northern section of the property between Elk Grove Boulevard and Grove Street), Parcel 2 (middle section of parcel with pavilion and parking lot), and Parcel 3 (southern portion of the property).

In May 2015, staff shared the conceptual site plan with community stakeholders, developers, and the staff at PSU USA and requested input and feedback. Input on the design is included below under “Public Space Considerations.”

This is a report back to the City Council on the findings from community outreach and additional design considerations in response to the conceptual site plan as collected through interviews. Staff brings this report to City Council and asks for direction on how the property should be used and any corresponding next steps as appropriate.

**ANALYSIS:**

**Results of Public Outreach**

Community stakeholder interviews found consensus that a public plaza of some kind was desired on the northern portion of the site to accommodate community uses, such as Food Truck Mania and the Chili Festival. Some envisioned that the space could be used for a farmers’ market, community festivals, and fairs with temporary vendors. Many suggested that a stage
would be well suited for the plaza, which could support events and help attract more visitors to Old Town. However, a few adjacent property owners were concerned that a public plaza may not contribute to driving foot traffic to local businesses along Elk Grove Boulevard.

Regional infill developers agreed that the most valuable section of the property is the frontage along Elk Grove Boulevard, which would be a natural fit for retail and/or mixed-use development. Developers generally supported the idea of a community gathering space, but were concerned that it would be difficult to develop and maintain without considerable City incentives. For the southern section of the property, a few developers suggested live/work space or light industrial uses. The full summary of stakeholder and developer input is included as Attachment 4.

Public Space Considerations

In response to stakeholder and developer input, staff prepared a conceptual site plan to show how the property could be divided to accommodate both public space for events and private development, as detailed above (Attachment 3). Staff conducted additional stakeholder meetings to solicit feedback on the conceptual site plan.

Outreach results demonstrate that community stakeholders are concerned about locating the public pavilion on the central part of the site because of the distance/setback from Elk Grove Boulevard. Input from community stakeholders can be summarized as follows:

- **Visibility and Placement** – The most prevalent concern among community stakeholders was the location of the public pavilion. Many felt that locating the pavilion away from Elk Grove Boulevard would be a missed opportunity to create additional energy and activation of the corridor. There was also agreement that the public pavilion would lack visibility from Elk Grove Boulevard and thus might fail to attract visitors. Several suggested that it would be better to build a pavilion closer to the Boulevard, or at least to make it more visible from the Boulevard, through the use of signage to help draw people in. Others were concerned about public safety because of the potential lack of visibility. Finally, there was some concern about the frequency and noise of the trains.
• **Pedestrians and Bicycles** – Several community members offered comments about bicycle and pedestrian access and use, such as: include adequate bike parking throughout the site, include bike lanes and sidewalks or multi-use trails throughout the site, maintain the bike route along Grove Street and incorporate bicycles into the design of the roundabout, and maintain a minimum 10-foot wide sidewalk around the roundabout.

• **Amenities** – There was general support for the placement of a public restroom on the site of the pavilion, as shown in the conceptual site plan. One community member suggested incorporating a water feature, such as a fountain, that uses recycled water, or at least to build in plumbing for a water feature that could be activated at a later date.

• **Parking** – Some individuals expressed concern about the location of the parking lot and felt that folks would not want to walk from the parking lot to Elk Grove Boulevard.

Regional infill developers had similar concerns about the placement of a public plaza or pavilion at the center of the property, but agreed that the land adjacent to Elk Grove Boulevard has the highest probability of generating revenue from retail or mixed-use development by a private developer. However, there was concern that parceling off of the land and the orientation of the road could make the site undesirable.

Out of the two developers who provided input on the conceptual plan, one developer is potentially interested in Parcel 1, particularly if the City is willing to engage in direct negotiations in lieu of a request for proposal (RFP) process. To date, none of the other developers contacted throughout this process have expressed an interest in the property.

PSU USA also reviewed the conceptual site plan and made several recommendations for ways to ensure that the public space will be regularly trafficked and activated. Recommendations include surrounding the space with small lots containing restaurants and/or retail, building in attractions like a water feature, and ensuring that the open space is not so large as to feel vacant (1 person/300 square feet maximum). The report also includes recommendations for small lot development and building height up to four stories (45 feet), in keeping with the Old Town character. It further acknowledges that the site should be designed with pedestrians in mind, noting that the design should enhance walkability along the Elk Grove
Boulevard corridor. The report calls out some concern regarding the configuration of the existing road and the noise from the railroad as potentially precluding or limiting certain types of development. Finally, the report points out that “Main Street” environments typically have better commerce outcomes when buildings, lots, and businesses are owned locally by those who are deeply invested in the community and thereby recommends that the City consider dividing the site into smaller lots for local owner-user development. The full report is included as Attachment 5.

One final public space consideration is cost. If the City decides to program the land entirely for public use, any improvements, operation and maintenance costs would be borne by the General Fund. While the City could create rental space for public and/or private events, current fees for public events (Temporary Use Permits) are not set at “full cost recovery” levels. If the City decides to program the land for a combination of public space and private development, the sale of property creates opportunity to offset a portion of the initial land or public improvement costs. Additionally, private development could create new property and sales tax revenue to help offset General Fund costs.

City Council Input

Staff seeks Council direction on the next steps for the property, including any preferred allocation of space for new uses. Based upon the public feedback to date, staff offers for consideration three possible uses of the property as listed below and as shown in Attachment 6.

1. Exclusively public use
2. Exclusively private use
3. A combination of public and private use

In order to balance the community interest in the creation of public space and to allow private development opportunities to enhance Old Town and offset costs of public improvements, staff recommends a combination of public and private use of the property. Additionally, in keeping with the expert and developer inputs outlined in this report, staff recommends that the Elk Grove Boulevard frontage be maintained for private development with the direction to address the connectivity and visibility of public space improvements through creative design solutions.
Next Steps

Depending on City Council’s determination of the best use of the property, there are a number of potential next steps:

1. Put the entire property on the market to sell for private development with the goal of offsetting a portion of costs incurred.
2. Design and develop the entire property as public space. In this case, staff recommends proceeding with the community outreach process to further vet site designs.
3. Put a portion of the property on the market and develop the other portion as public space. In this case, staff recommends collaborating with a developer in creating a site design and vetting the design with the community through additional public outreach.
4. Do nothing, but agree to revisit a discussion about the site in one year.

If the Council directs the sale of part or all of the property (options one and three), staff recommends City Council consider that one regional infill developer is potentially interested in a portion of the property along Elk Grove Boulevard, particularly if the City is willing to enter into individual negotiations and forego the traditional RFP process. Staff is not aware of any other interested parties at this time.

FISCAL IMPACT:

This project was included in the Fiscal Year 2014-15 Planning Department Special Projects budget. Funding remains to finalize a conceptual site plan. Additional development costs, including analysis under the California Environmental Quality Act, would need to be allocated at a later date.

ATTACHMENTS:

1. Minutes of the City Council Regular Meeting – October 24, 2012
2. Excerpts from 2013 National Citizen Survey Report
4. Stakeholder Summary Report – April 2015
5. Elk Grove Site Review – Input from Portland State
6. Possible Property Uses
CALL TO ORDER / ROLL CALL

Mayor Cooper called the regular City Council meeting of October 24, 2012 to order at 6:06 p.m.

Present: Mayor Cooper, Vice Mayor Hume, and Council Members Davis, Detrick and Scherman.

Absent: None.

Mayor Cooper led the Pledge of Allegiance.

Mayor Cooper asked that a moment of silence be observed.

APPROVAL OF AGENDA

Motion: M/S Hume/Scherman to approve the agenda as presented. The motion passed by the following vote: Ayes: 5; Noes: 0.

CLOSED SESSION

None.

PRESENTATIONS / ANNOUNCEMENTS

4.1 Mayor Cooper presented the Annual Mayor’s Volunteer Awards, and recognized recipients as follows:

- Matthew Jumamoy and David Huleva were presented with Honorable Mention Certificates;
- Maria Kang and the Elk Grove Police Activities League were presented with awards in the category of Residents, Neighborhoods and Community Groups;
- Rich Tupin and Dale Miller were presented with awards in the category of Social and Community Services;
- John Hanrahan was presented with the award in the category of Arts, Culture and Heritage;
- Michael Jones was presented with the award in the category of Children and Youth Support;
- Billy Daniels was presented with the award in the category of Sports and Recreation; and
- Matthew Banicki was presented with the award in the category of Young Volunteer of the Year

PUBLIC COMMENT

Nikki Carpenter stated she had attempted to set up a meeting for three months for the community group Elk Grove GRASP with Council Member Davis regarding the Sphere
of Influence (SOI) application. She believed the City Council and staff were purposefully not addressing the SOI until after the election season.

Jackie Lewis presented a plaque to Mayor Cooper thanking the City for its continuing support of the Strauss Festival of Elk Grove.

Judy Crandall requested consideration of an ordinance to prohibit alcohol, drug, and tobacco advertising on billboards in the vicinity of schools, churches, residential areas and day care centers, providing an example ordinance (filed) from the City of Oakland. She noted a billboard (picture filed) advertising alcohol near the Kerr Middle School parking lot. Ms. Crandall stated she wrote a letter to the business owner of the building who contacted the billboard sign owner, and subsequently the advertisement was removed from the billboard.

Charlie Zamora thanked the City for its support for the Annual Fittest of Elk Grove Competition / Wellness Fair event, noting $12,500 was raised for the Elk Grove Police Activities League.

Note: Council Member Scherman left at 6:38 p.m.

GENERAL ADMINISTRATION INFORMATION

City Manager Laura Gill reviewed the October 24, 2012 Administrative Report (filed).

COUNCIL COMMENTS / REPORTS / FUTURE AGENDA ITEMS

Council Member Detrick reported presenting a proclamation recognizing October 18 as Conflict Resolution Day, attended the opening of the Vintage at Laguna 2 senior apartments, and attended the Fittest of Elk Grove Competition event.

Vice Mayor Hume attended the Sacramento Regional Transit District (RT) Board meeting which authorized issuance up to $100 million in bonds, primarily for the completion of the South Sacramento Corridor Phase 2 Blue Line. He commended RT and Elk Grove staff for maintaining the bus fleet of e-tran to meet ridership needs. He attended a Mayors and Board Chair Forum and attended the Vintage at Laguna 2 grand opening. Mr. Hume requested a future agenda item to enact a cost recovery mechanism regarding criminal behavior, citing examples to attain cost recovery in relationship to matters of gang activity, graffiti, and domestic violence.

Council Member Davis attended Annual Teen Town Hall Forum hosted by the Youth Commission.

Mayor Cooper reported the Sacramento Regional County Sanitation Board of Directors meeting received a brief update, and the Sacramento Area Sewer District discussed the budget for the upcoming year.

City Attorney Jonathan Hobbs confirmed direction from the City Council to return an item for discussion regarding advertising prohibitions on billboards within the City.

CONSENT CALENDAR ITEMS

Note: Item 8.12 was considered separately from the consent calendar as follows:
Agenda Item No. 8.12: Adopt resolution approving an Inter-Fund Loan Agreement from the Drainage Fund to the General Fund of $1,000,000 for a ten year term for the purchase of 4.4 acres of land along Elk Grove Boulevard (identified by Assessor Parcel Numbers 134-0010-028,134-0010-064, and 125-0243-023) from Union Pacific Railroad, amending the Fiscal Year 2012-13 Budget and 2012-17 Capital Improvement Program, and authorizing the closing of escrow on the purchase of the property.

Council Member Detrick addressed the land acquisition of Item 8.12. He noted that over $12 million had been spent by the City over the last five to six years in the Old Town area. He noted his support of Old Town through patronage of the businesses, but he did not support the recommendation to spend $1 million for this land acquisition.

Council Member Davis believed the land acquisition in question met requirements to provide a central amenity in the form of a plaza type environment for Old Town, and such a use was needed and had been contemplated under studies done by the County of Sacramento prior to incorporation. He saw the area as an opportunity to enhance events, festivals, and activities in the Old Town area.

City Manager Gill noted the Drainage Fund maintained a $12 million balance. The Public Works Department was programming funding to start implementing the Drainage Master Plan, and at this time it was determined the $1 million would be paid back in time to continue programming for drainage activity.

Mayor Cooper inquired if funding this acquisition from the Drainage Fund would adversely affect development opportunities in other areas of the City, citing the regional mall and a potential soccer complex.

City Manager Gill noted the City had flexibility to program funding, and the City had the ability to commence implementing the Drainage Master Plan, to procure this property, and to procure land for a soccer complex as estimated at this time.

Council Member Detrick believed the land acquisition would lead to other expenditures, such as other items coming up on the agenda of the ice skating rink and related property improvements, and increasing funds would continue to be invested at the site.

City Manager Gill stated that taking ownership of the property provided the City control to determine future uses on how to program use of the property. If acquired, staff would return a discussion on how to develop and utilize the property.

PUBLIC COMMENT

Paula Maita believed the property was an asset that would benefit the community. She questioned how private investors would utilize the property if it went for sale on the open market, and believed a public amenity was the best use. She believed the cost of the property was reasonable, the site was ideal for public events, and as a central gathering area little investment would be needed to create an inviting plaza atmosphere.

Mayor Cooper voiced support for the land acquisition, but held reservations regarding additional future costs and investments at the site.
Motion: M/S Hume/Davis to adopt Resolution No. 2012-183 approving an Inter-Fund Loan Agreement from the Drainage Fund to the General Fund of $1,000,000 for a ten year term for the purchase of 4.4 acres of land along Elk Grove Boulevard (identified by Assessor Parcel Numbers 134-0010-028,134-0010-064, and 125-0243-023) from Union Pacific Railroad, amending the Fiscal Year 2012-13 Budget and 2012-17 Capital Improvement Program, and authorizing the closing of escrow on the purchase of the property. The motion passed by the following vote: Ayes: 3; Noes: 1 (Detrick); Absent: 1 (Scherman).

Motion: M/S Davis/Hume noting removal of Item 8.12 as it was previously considered, and to approve the remainder of the Consent Calendar as presented. The motion passed by the following vote: Ayes: 4; Noes: 0; Absent: 1 (Scherman).

Agenda Item No. 8.1: Received August 2012 Treasurer’s Report

Agenda Item No. 8.2: Received Automatic Clearing House Nos. 5908 through 6020 dated September 1, 2012 through September 28, 2012, General Warrant Nos. 67306 through 67831, and Electronic Fund Transfer Nos. 2013051 through 2013065

Agenda Item No. 8.3: Approved City Council Meeting Minutes of July 25, 2012 special meeting

Agenda Item No. 8.4: Received report on City Manager approved purchases and contracts authorized by Elk Grove Municipal Code Chapter 3.42 Contracts and Purchasing, filed through October 17, 2012

Agenda Item No. 8.5: Received report on Requests for Proposals, Qualifications, and Bids

Agenda Item No. 8.6: Resolution No. 2012-184 adopted authorizing the City Manager to accept grant funding from the Sacramento Urban Area Security Initiative for the purchase of satellite and mobile radios and amend Fleet Services’ Fiscal Year 2012-13 budget in the amount of $10,909

Agenda Item No. 8.7: Resolution No. 2012-185 adopted authorizing the City Manager to execute a Joint Use Easement Agreement with the Cosumnes Community Services District for the Elk Grove Creek Trail Crossing at State Route 99 Project

Agenda Item No. 8.8: Resolution No. 2012-186 adopted finding the Library Stair and Exterior Waterproofing Refurbishment Project (WFM001) exempt from the California Environmental Quality Act and directing the filing of a Notice of Exemption, authorizing the City Manager to execute a construction contract with Triumph Construction Group in an amount not-to-exceed $34,460; and authorizing the City Engineer to approve change orders in an amount not-to-exceed $11,000

Agenda Item No. 8.9: Resolution No. 2012-187 adopted finding the Rooftop Water Heater Replacement Project (WFAC01) exempt from the California Environmental Quality Act and directing the filing of a Notice of Exemption, authorizing the City Manager to determine the responsible bidder submitting the lowest responsive bid and execute a construction contract with an appropriate contingency in a total amount not-to-exceed $50,000
**Agenda Item No. 8.10:** Resolution No. 2012-188 adopted waiving the requirements of Section 3.42.180 of the Elk Grove Municipal Code and authorizing the City Manager to execute an agreement with Wildlands, Inc. for the purchase of Giant Garter Snake habitat conservation credits for the Elk Grove Creek Trail Crossing at State Route 99 Project in the amount of $147,350

**Agenda Item No. 8.11:** Authorized recruitment to fill one vacancy for a member position on the Sacramento Human Rights / Fair Housing Commission Advisory Board

*Note: Item 8.12 was considered separately from the consent calendar as noted above.*

**Agenda Item No. 8.12:** Adopt resolution approving an Inter-Fund Loan Agreement from the Drainage Fund to the General Fund of $1,000,000 for a ten year term for the purchase of 4.4 acres of land along Elk Grove Boulevard (identified by Assessor Parcel Numbers 134-0010-028,134-0010-064, and 125-0243-023) from Union Pacific Railroad, amending the Fiscal Year 2012-13 Budget and 2012-17 Capital Improvement Program, and authorizing the closing of escrow on the purchase of the property

**Agenda Item No. 8.13:** Resolution No. 2012-189 adopted authorizing the City Manager to execute a VALIC Governmental Volume Submitter Plan for retirement contributions for part-time and temporary employees

**Agenda Item No. 8.14:** Resolution No. 2012-190 adopted authorizing the Mayor to execute Amendment No. 2 to the Employment Agreement with Jason Lindgren for the position of City Clerk

**Agenda Item No. 8.15:** Resolution No. 2012-191 adopted authorizing the City Manager to execute the Third Amendment to City of Elk Grove Commuter, Fixed Route, ADA Complementary Paratransit and Dial-A-Ride Operations and Maintenance Agreement with MV Transportation, Inc

**PUBLIC HEARINGS**

None.

**REGULAR AGENDA ACTION ITEMS / RECOMMENDATIONS**

**Agenda Item No. 10.1:** Consider resolution officially naming Shed A Channel as Ehrhardt Channel and Shed B Channel as Franklin Creek

**RECOMMENDATION**

Adopt resolution officially naming Shed A Channel as Ehrhardt Channel and Shed B Channel as Franklin Creek.

With the aid of an overhead presentation (filed), Darren Wilson, Engineering Services Manager, provided an overview of the staff report and recommendation. Earlier in the year the City Council requested staff to explore the naming of the Shed B Channel, and the Shed A Channel was included under the process. The Elk Grove Facility Naming Policy was used as a guide, and a naming committee was formed including one member from the Historic Preservation Committee, one member from the Trails Committee, and one staff member each from the Planning and Public Works
Departments. The naming committee met twice and suggested names bearing historical significance, recommending Ehrhardt Channel for the Shed A Channel, named after the Ehrhardt Family who were large landowners along Elk Grove Boulevard, mostly the south half between Bruceville Road and Franklin Road, and Franklin Creek for the Shed B Channel as the creek meandered through what was known in the 1800s as the Franklin Township. Mr. Wilson noted there was no definitional difference in naming one a creek and one a channel, and the naming committee selected different terms to further differentiate the previously unnamed drainage channels.

PUBLIC COMMENT:
None.

Motion: M/S Detrick/Davis to adopt Resolution No. 2012-192 officially naming Shed A Channel as Ehrhardt Channel and Shed B Channel as Franklin Creek. The motion passed by the following vote: Ayes: 4; Noes: 0; Absent: 1 (Scherman).

Agenda Item No. 10.2: Consider resolution dispensing with the formal request for proposal procedures to execute a contract with Ice Unlimited, LLC to operate a temporary outdoor ice skating rink in Old Town Elk Grove, and amending the Fiscal Year 2012-13 Budget

RECOMMENDATION
Adopt resolution dispensing with the formal request for proposal procedures to execute a contract with Ice Unlimited, LLC to operate a temporary outdoor ice skating rink in Old Town Elk Grove, and amending the Fiscal Year 2012-13 Budget

With the aid of an overhead presentation (filed), Heather Ross, Economic Development Coordinator, provided an overview of the staff report and recommendation. A seasonal ice skating rink was proposed to be located in the Old Town area on the land authorized for purchase under the prior Item 8.12. The ice skating rink would complement the upcoming Dickens’ Faire and holiday season, and serve as a destination amenity to bring increased patronage to the Old Town area. Staff had identified an operator, estimated work needed to prepare the site, and researched advertising and promotional opportunities. The item was contingent upon closing escrow on the property and executing a contract with the operator. Ms. Ross provided an overview of the location, layout, parking, and hours of operation for the ice skating rink. She noted it would be open from November 17 through January 21. Staff requested the standard Request for Proposals process be waived due to time constraints to get an ice rink operable prior to the holidays. Budgetary considerations included initial outlay to prepare the site, and funding for water and utilities. A revenue sharing structure was included in the contract, but staff did not anticipate the project to be a revenue generating option for the City and would likely incur some loss, dependent on the number of visitors to the ice rink. A supplemental staff memo (filed) was presented for consideration that detailed revisions requested to the contract.

Mayor Cooper supported a seasonal ice skating rink, but believed it should be located in an existing shopping center providing better vehicular access, traffic control, parking,
and existing amenities (both for reduced site preparation and proximity to shopping). He believed the currently proposed location in Old Town had numerous unknown factors in trying to close escrow and provide site improvements, and traffic and circulation would become an issue at the proposed site. Mr. Cooper believed the amenity would draw crowds impacting parking, traffic, and security issues.

Economic Development Director Randy Starbuck noted an issue faced by outdoor ice skating rinks was leaf debris from trees, and ideal sites included large open spaces with adequate clearance from neighboring trees. He noted options were being considered to provide additional bus routes servicing the site to help offset parking and traffic demand.

Vice Mayor Hume observed that the Old Town location would be controlled by the City minimizing liability issues and providing expediency to get the amenity operational by the upcoming holiday season. He believed the atmosphere of Old Town would complement a seasonal ice skating rink, and within the environs of the site and Old Town there was ample parking space to address traffic and parking concerns. He believed the proposed site would serve well as a trial run for offering the amenity this year, but believed the current contract was too generous in favor of the operator.

PUBLIC COMMENT:

Kristi Peck, speaking as a business owner in Old Town, supported an ice skating rink in Old Town, believing it would be a draw of customers to the area and a positive recreational amenity for the community.

Assistant City Manager Craig replied to inquiries of the City Council regarding the proposed contract as follows:

➢ The operator required an initial outlay to provide the cash flow to bring his equipment, materials, and employees to establish the site;
➢ Staff had renegotiated the contract to provide an incentive through the revenue sharing structure for the operator to continue to stay interested for the length of operations of the facility;
➢ Though some cities had relied on business associations, business improvement districts, or redevelopment areas to fund similar seasonal amenities, there were several cities that did not have access to such financing alternatives, and cited Rancho Cordova as a city that provided a seasonal ice skating rink via a contracted operator;
➢ The current contract required the operator to have security on-site.

Police Chief Robert Lehner stated the projected need for police to patrol the site would ultimately be based on what kind of crowd was drawn to the amenity. He anticipated that private security could likely handle covering regular operations of the site, with the exception of the proposed extended hours of operation on New Year’s Eve which would likely require some coverage from the Police Department.

Rob Porter, owner of Ice Unlimited, LLC, stated the cost was approximately $80,000 to set up and take down the site. He anticipated the site would draw 22,000 skaters. He noted in his history of operating seasonal ice skating rinks he had never encountered security issues, nor ever had to call the police or have to address crowd control.
stated he had some employees he would bring with him, but the majority of workers at any given site often were local high school students. Mr. Porter liked the location in Old Town and believed the amenity would be a benefit to draw customers to the area.

Mayor Cooper believed that the contract terms should be more equitable between the City and the contractor. He supported the Old Town site for this year, but noted if excess costs and traffic became problematic an alternative site should be considered in future years.

Vice Mayor Hume noted in discussions with other city officials whose agencies hosted seasonal ice skating rinks that consistency in the location promoted return of annual customers who became familiar with when and where the amenity was offered.

The City Council discussed options to make the revenue sharing structure more equitable, and Mayor Cooper recommended taking a brief recess to provide time for staff to discuss with the operator modified contract terms.

NOTE: The City Council recessed at 7:51 p.m. The regular City Council meeting reconvened at 8:01 p.m. with Council Member Scherman absent.

Mr. Starbuck summarized discussion with Ice Unlimited, LLC detailing $80,000 would be advanced by the City for set up of the site, the first $50,000 of ticket sales would go to the operator, and after the initial $50,000 threshold revenues would be split at a rate of 65% going to the operator, and 35% going to the City, with no cap as to the amount of gross revenue for each party. An amount of $5,000 would be retained by the City to be paid to the operator once the site was clean after the rink closed. Mr. Starbuck noted sales advertising and exploration of sponsorships could bring additional revenue to the City.

Council Member Detrick supported the idea of a seasonal ice skating rink, but did not support the contract proposal, believing the City's exposure and investment were too high and the risk not shared equitably with the operator.

Mayor Cooper supported providing the amenity, but believed that beyond projected expenses there would be additional costs in providing additional transit service, traffic control, and police services. He requested that if the project moved forward that a full cost report return for City Council review.

**Motion:** M/S Hume/Davis to adopt Resolution No. 2012-193 dispensing with the formal request for proposal procedures to execute a contract with Ice Unlimited, LLC to operate a temporary outdoor ice skating rink in Old Town Elk Grove, amending the Fiscal Year 2012-13 Budget, and amending the contract to include those changes as proposed under the supplemental staff memo, clarifying the City would advance $80,000 for the operator to set up the site, the first $50,000 of gross revenues would go to the operator, thereafter gross revenues would be split at a rate of 65% going to the operator, and 35% going to the City (with no cap as to the amount of gross revenue for each party), and an amount of $5,000 would be retained by the City to be paid to the operator once the site was clean after the rink closed. **The motion passed by the following vote:** Ayes: 3; Noes: 1 (Detrick); Absent: 1 (Scherman).

**Agenda Item No. 10.3:** Economic Development Program Quarterly Report
RECOMMENDATION
Receive report on economic development activities for the Third Quarter of 2012, covering staff activities at trade shows and marketing events, new business openings, assistance program activities and potential economic development issues and future opportunities from July through September 2012.

With the aid of an overhead presentation (filed), Randy Starbuck, Economic Development Director, provided an overview of the staff report and recommendation. He commenced with the opening of the Dignity Medical Office Building, noting a larger medical facility project would follow in the surrounding area of the facility. Construction activity included finalization of the California Correctional Health Care Services facility building and continuing construction of the Cosumnes River College Elk Grove satellite campus. He detailed efforts in outreach to priority tiers of target industries, including eight Tier 1 firms, three Tier 2 firms, and four Tier 3 firms, along with contact to two developers and eight potential partnerships. Regarding retention and expansion staff had met with four businesses providing direction about operating in Elk Grove, provided development assistance to the California Northstate University College of Pharmacy (looking to open a medical school, pharmacy school, and potential research lab as part of that facility), and met with representatives regarding the vacant center that had resulted from the closure of the Bel Air market on Elk Grove Boulevard. The City and the Elk Grove Economic Development Corporation (EGEDC) had formed workforce, capital formation, and real estate working groups. The City participated in the Elk Grove Chamber of Commerce’s Small Business Expo, launched the California Property Assessed Clean Energy (PACE) Program and publicized and conducted outreach to the small business community of recent City Council actions relative to business license fee reductions and increased flexibility on impact fees. Regional marketing included participation in UC Davis Agriculture and Food Research Program, the “Critical Conversation” event comprising a discussion at community colleges regarding workforce training and preparedness, and the Sacramento Regional Technology Alliance (SARTA) MedStart initiative activities to foster a medical device and medical technology industry in the Sacramento region. He noted efforts continued to generate anchor tenant interest in the regional mall, and noted a meeting with the Minister for Enterprise, Trade and Investment for the government of Northern Ireland. He provided economic data on vacancy rates, noting a sizable drop in office vacancy rates in Elk Grove. Mr. Starbuck concluded with a review of current initiatives: starting a new “e-marketing” program, continuing the site selector program and proposals for the “mock site visit”, continued coordination with the EGEDC regarding the site inventory and site compatibility for targeted types of industries, additional tools to assist small businesses, and assistance with the Southeast Planning Area to provide for improved economic development in the plan area, including factors to support a research park.

In reply to City Council inquiries Mr. Starbuck noted the following:

- The City maintained a positive relationship with the Sacramento Area Commerce and Trade Organization (SACTO), receiving monthly updates on economic development opportunities arising in the region, and SACTO was responsive to requests of the City. He noted the City was actively involved in SACTO’s Next Economy discussions;
Feedback from the small business community focused on what assistance the City could provide, and Mr. Starbuck stated the City's capacity to provide direct assistance was limited by law. He detailed that staff often served as facilitators, using their knowledge base to direct small businesses to other available resources;

- The City was not eligible for status as an Enterprise Zone as it did not meet unemployment or poverty level requirements.

City Manager Gill addressed that the City was compiling stock video clips and promotional videos highlighting quality of life elements of Elk Grove. She noted that a possibility through the Next Economy initiative was the ability for the Sacramento region to become eligible for grant funding through the United States Department of Commerce, and through efforts to work collaboratively with the region, the City could benefit from such funding.

PUBLIC COMMENT:

Greg Higley thanked staff efforts in promoting economic development, but believed elected City officials needed to be more proactive in interacting with the business community. He believed City processes in addressing business owners' issues were time consuming and cumbersome. Mr. Higley believed numerous other communities had expedient processes that aided local business owners, and offered his assistance to discuss policies to expedite customer service to the business community.

The City Council received and filed the report.

The City Council convened to the special meeting at 8:30 p.m. The regular City Council meeting reconvened at 8:31 p.m. with Council Member Scherman absent.

ADJOURNMENT

With no additional business to conduct, the October 24, 2012 regular City Council meeting was adjourned in memory of Dr. Arnold Raymond Lewis at 8:31 p.m.

JASON LINDGREN, CITY CLERK

ATTEST:

JAMES COOPER, MAYOR
The National Citizen Survey™

Elk Grove, CA

Community Livability Report

2013
Special Topics

The City of Elk Grove included three questions of special interest on The NCS. The topics focused on residents’ use of and preferences for Old Town Elk Grove.

About 22% of respondents reported visiting Old Town Elk Grove two to four times a month or more frequently. A similar percentage reported not at all visiting Old Town Elk Grove. Most respondents visited Old Town once a month or less.

Figure 4: Question 13
How often do you visit Old Town Elk Grove?

A few times a week or more
2-4 times a month
Once a month or less
Not at all

8%
14%
58%
20%
The National Citizen Survey™

When asked how often respondents visited Old Town Elk Grove for a variety of services, more than one-third of respondents went for special events, dining/nightlife/entertainment or general shopping at least sometimes. Respondents were least likely to visit Old Town for education, lessons or for places of worship.

**Figure 5: Question 14**

*How often, if at all, do you visit Old Town Elk Grove for each of the following?*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never/not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining/nightlife/entertainment</td>
<td>8%</td>
<td>26%</td>
<td>29%</td>
<td>37%</td>
</tr>
<tr>
<td>Special events</td>
<td>10%</td>
<td>25%</td>
<td>26%</td>
<td>39%</td>
</tr>
<tr>
<td>General shopping</td>
<td>14%</td>
<td>20%</td>
<td>20%</td>
<td>46%</td>
</tr>
<tr>
<td>Boutique shopping</td>
<td>8%</td>
<td>15%</td>
<td>24%</td>
<td>54%</td>
</tr>
<tr>
<td>Nails/hair/spa services</td>
<td>10%</td>
<td>16%</td>
<td>16%</td>
<td>58%</td>
</tr>
<tr>
<td>Auto/home improvement services</td>
<td>8%</td>
<td>13%</td>
<td>17%</td>
<td>62%</td>
</tr>
<tr>
<td>Business services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Art gallery/art purchase</td>
<td>5%</td>
<td>10%</td>
<td>17%</td>
<td>68%</td>
</tr>
<tr>
<td>Real estate/accounting/banking/tax/legal services</td>
<td>9%</td>
<td>10%</td>
<td>11%</td>
<td>70%</td>
</tr>
<tr>
<td>Places of worship</td>
<td>8%</td>
<td>6%</td>
<td>8%</td>
<td>77%</td>
</tr>
<tr>
<td>Education or lessons (dancing, martial arts, etc.)</td>
<td>11%</td>
<td></td>
<td></td>
<td>81%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>13%</td>
<td>15%</td>
<td>67%</td>
</tr>
</tbody>
</table>
The National Citizen Survey™

Respondents were given a list of potential new development options for Old Town Elk Grove. About two in five respondents would like to see an outdoor concert/special event venue, activities or destinations for children or families, casual and fine dining and a seasonal ice rink. About one-quarter of respondents would like to see a museum, a community park and history center/display. Few respondents would like to see office space.

Figure 6: Question
What type of new development, if any, would you like to see in Old Town Elk Grove?

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor concert/special event venue</td>
<td>42%</td>
</tr>
<tr>
<td>Activities or destinations for children and families</td>
<td>41%</td>
</tr>
<tr>
<td>Casual dining</td>
<td>39%</td>
</tr>
<tr>
<td>Fine dining</td>
<td>39%</td>
</tr>
<tr>
<td>Seasonal ice rink</td>
<td>39%</td>
</tr>
<tr>
<td>Plaza setting (benches, landscapes and promenade)</td>
<td>36%</td>
</tr>
<tr>
<td>Performing arts theater</td>
<td>31%</td>
</tr>
<tr>
<td>General shopping</td>
<td>30%</td>
</tr>
<tr>
<td>Movie theater</td>
<td>30%</td>
</tr>
<tr>
<td>Museum</td>
<td>27%</td>
</tr>
<tr>
<td>Community park</td>
<td>25%</td>
</tr>
<tr>
<td>History center/displays</td>
<td>24%</td>
</tr>
<tr>
<td>Boutique shopping</td>
<td>22%</td>
</tr>
<tr>
<td>Other had to be other</td>
<td>7%</td>
</tr>
<tr>
<td>Office space</td>
<td>6%</td>
</tr>
</tbody>
</table>

Total may exceed 100% as respondents could select more than one option.
The National Citizen Survey™

Respondents were asked to record in their own words what types of activities, amenities, shops or services would encourage them to visit Old Town Elk Grove more often. Of the 132 respondents who wrote in a response, most respondents were interested in having more dining, restaurant and bar options or having more parking available to make visiting Old Town Elk Grove easier. Others showed interest in having more theater, art and family-friendly options as well as more places to shop. The complete set of write-in responses can be found in the Open Ended Responses report, provided under separate cover.

Figure 7: Question 16
What types of activities, amenities, shops or services would encourage you to visit Old Town Elk Grove more often?

- Dining, restaurants, bars: 22%
- More parking/less traffic: 14%
- Theater, arts: 12%
- Family-friendly options: 9%
- Boutique shopping: 8%
- Shopping mall: 6%
- General shopping: 6%
- Recreation: 4%
- Other: 16%
- None/Don't know: 2%
Conclusions

Elk Grove residents enjoy a positive quality of life.

Most residents rated their quality of life as “excellent” or “good;” Elk Grove as a place to live was rated very favorably by residents as well. Overall, many of the facets that make a community livable were rated positively by a majority of respondents and were similar to other communities across the nation. These positive ratings were reflected again in residents’ willingness to recommend Elk Grove to others and to live there for the next five years.

Safety helps make Elk Grove a livable community.

Safety was identified as one of the facets most important to residents’ quality of life, and, overall, Elk Grove residents gave positive ratings to most items that this facet comprised. Many ratings in Elk Grove were at least similar to other communities across the nation. At least four in five respondents felt safe in the different areas of Elk Grove and safety services, including police, crime prevention and emergency preparedness were rated positively by about three in five respondents. The majority of respondents had neither been the victim of a crime nor needed to report a crime.

Residents view Old Town Elk Grove as a destination for special events.

Most residents visited Old Town once a month or less while a minority visited more than twice a month. Most often, residents made these trips to Old Town for special events, dining/nightlife or general shopping. Residents would like to see new development that supports these preferences including spaces for outdoor concerts and special events, activities or events for families and dining options. Engaging residents with these kind of options would help the important community facet of Citizen Engagement.
The National Citizen Survey™

Elk Grove, CA

Open Ended Responses

2013
Contents

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Verbatim Responses ..........................................................................................2
Summary

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ communities. This report includes the verbatim responses to an open ended question included on The NCS 2013 survey for Elk Grove. Additional reports and the technical appendices are available under separate cover.

Respondents were asked to record their opinions on what types of activities, amenities, shops or services would encourage residents to visit Old Town Elk Grove in the following question:

- What types of activities, amenities, shops or services would encourage you to visit Old Town Elk Grove more often?

The verbatim responses were categorized by topic area and those topics are reported in the following table with the percent of responses given in each category. Because some comments from residents covered more than a single topic, each topic mentioned by a resident was categorized and counted for the table below. Those verbatim responses are grouped by the first topic listed in each comment whenever a respondent mentioned more than a single topic. Verbatim comments that contain more than one topic nevertheless appear only once (in the category of the first topic listed), however the analysis in the table below counts each of the topic areas given by all respondents regardless where those topics appeared in the comment.

Results from the open-ended question is best understood by reviewing the frequencies that summarize responses as well as the actual verbatim responses themselves. Two hundred sixty-nine surveys were completed by Elk Grove residents; of these 132 wrote in responses for the open-ended question. Most respondents were interested in having more dining, restaurant and bar options or having more parking available to make visiting Old Town Elk Grove easier. Others showed interest in having more theater, art and family-friendly options as well as more places to shop.

Figure 1: Question 16
What types of activities, amenities, shops or services would encourage you to visit Old Town Elk Grove more often?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining, restaurants, bars</td>
<td>22%</td>
</tr>
<tr>
<td>More parking/less traffic</td>
<td>14%</td>
</tr>
<tr>
<td>Theater, arts</td>
<td>12%</td>
</tr>
<tr>
<td>Family-friendly options</td>
<td>9%</td>
</tr>
<tr>
<td>Boutique shopping</td>
<td>8%</td>
</tr>
<tr>
<td>Shopping mall</td>
<td>6%</td>
</tr>
<tr>
<td>General shopping</td>
<td>6%</td>
</tr>
<tr>
<td>Recreation</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
</tr>
<tr>
<td>None/Don't know</td>
<td>2%</td>
</tr>
</tbody>
</table>
Verbatim Responses

The following pages contain the respondents’ verbatim responses as written on the survey and have not been edited for spelling or grammar. Responses have been organized by coded topic areas.

What types of activities, amenities, shops or services would encourage you to visit Old Town Elk Grove more often?

Dining, restaurants, bars
- More dining opportunities more shops (unique) more events—although we do have some I know. I have lived for 30+ years & loved Elk Grove when I came. I see it continuing to have issue & not much being done to stop it too much growth, less safe etc.
- Cafe dining wine tasting room/wine bar restaurant for casual dining for breakfast / coffee ice cream / gelato store meat/cheese deli / market antique faire farmers market.
- Food trucks
- A casual dining, possibly lunch eatery. We have only the Brickhouse and need more variety we do not need any more salons!!!
- More family oriented events restaurants.
- Farmers market (where the ice rink is driving the spring & summer) winter it goes back to a rink.
- Fine dining Bar/restaurant Bob’s is all there is Shops.
- Fallow parlor, dining
- Fine drawings such Chinese food.
- We need more restaurants (not corporate) & fine dining and a high and department store in Macy Nordstroms.
- Sports bar, farmers market.
- Dining, shops.
- More than I (one) restaurant & "something" that would involve all ages & nationalities; more gas stations btmw hwy 99 & I-5 that stay open past 11 PM.
- Dining, nightlife
- Better restaurants, shops, better parking.
- More bars.
- Better/more dinning / night life options.
- Patio dining, quality restaurants, special events.
- Fine dining so we will enjoy going there.
- Club, (like "mix" down town SAC).
- Family friendly restaurant with easy parking. Generally, I avoid downtown because it is crowded and difficult to drive through & park.
- Better food establishments.
- Quality food, most is in Laguna sports Arena.
- Restaurant options events such as concerts more shopping.
- Something for families to do. More fine dining needed and less chain restaurants, nail salons an sun tanning places. We have too many of them.
- More independent restaurants-breweries, wine tasting.
- We used to go to the brewery all the time before it closed.
More parking/less traffic

- Parking! Old town EG is a disaster. The renovation narrowed streets, shortened parking spots and drove away businesses. Seriously, its a joke in circles of our friends. Create healthy businesses; restaurants, shopping, open space etc. Currently a "palm reader" or crap sold downtown has as zero draw for me or my kids.
- Nothing too hard to find good parking traffic in a mess going through the streets of old town.
- No parking & the traffic is really bad, I just stay a way from old town.
- More parking!
- A place to park that is not dark & Isolated.
- It is too crowed now traffic jams improve traffic flow.
- Add more parking, less hair & nail, make it so people want to sit, eat, people watch, meet & greet sp.
- Better parking
  - Driving thru the traffic calming structures is difficult and not conducive to stopping and parking. I know a lot of money was spent on it, but I don’t think the structures made driving round old town EG better.
  - Parking needs to improve and then add a theatre for plays and concerts and good dinning at reasonable prices.
  - Traffic in to heavy must of the lane to go into old town.
  - Better parking and street access when events are held.
  - Old town is no longer the center of EG! Quit jamming it down our throats - it’s impossible to get to, has no parking has shabby, ill conceived shops and, again, it is impossible to get to. The traffic east of 99 is awful- fix that and clean up the look of the 1980's strip malls and you may have a shot.
- More & better parking access.
- Easier free parking.
- What deters us is heavy traffic and parking problems.
- Parking sucks for what is there.
- Don't parking. I don't go to old town locations its parking to as bad.
- The traffic is always slow there & run the train comes through. It is the only place in Elk Grove. Not I have cotton stuck in traffic, nothing would get me to go there.
- I Don't really have an opinion other than it already seems congested w / traffic and like it would need traffic improvement if further development was implemented.
- Better parking/traffic.
- Better parking, more outdoor eateries unique shops. Farmers market. Activities to get you down there. Make it a fun place to go to right now its pretty boring!
- Better access, better parking please, please get rid of frontier phone this monopoly is very expensive , unreliable! allow other phone services to come to E.G. 95758 zip code.
- I will never visit "Old Town" because there is not enough parking and it's difficult to drive thru. You also chased out my favorite venue. The Elk Grove brewing co. I went there to listen to the blues and eat good food. Whoever decided to change "Old Town" to a narrow street with very limited parking was an idiot!!

Theater, arts

- Special events, plaza setting - museum anything that make Elk Grove a very nice place to live.
- Movie theater, community park, fine dining, casual dining, outdoor contacts.
- Maybe a movie house, Maybe not, I do go there for a restaurant meal, but thats about it.
- Acts, theater, shows, exhibits, history museums aquarium, clubs, multi-story dance hall with headline DJ's.
- Movie theater I have already faiired my children. I am at senior Legan.
- Good quality restaurants performing arts theater.
- Location for adults or children can learn to dance and have dances ie sac Y.W.C.A friday night swing lessons w/dance following ect. - Location where artist of all types can create, work bbsom i.e. Art studies exhibits, open mic for spoken word, poetry, music, singing. All ages andlorage approp. Nights ect. I currently travel several time a week to midtown/dow town Sacramento to fulfill these activities a would love to help make this happen in Elk Grove. Please contact me for ideas, brain storming, committee opportunities. - I am a multimedia artist: writer, spoken word, painter, revision/recycle art, crafter, performing arts-singing, dancing, stage acting. Kimberlie -916-296-9941.
We have come to the Skating rink and the Christman parade and Boulevard Bistro is the best restaraunt in Elk Grove. I think what would be wonderful in a performing arts theater- right now have to go to sac or SF to see play / performances.

All that circled above, fun & entertaining. Most of all safe! museum history center, outdoor concert, nightlife exhibits etc.

Have music venues especially for all ages - art/music annual festival or monthly "nite" similar to 2nd saturday in Sacramento-

Performing arts theater (not rock, country, R & B or things of that ilk, the metro area has far too many of these trouble cashing clubs already. The Strauss festival is great but it's only one event and it's outside, musical theater, symphony type concerts, chamber, concerts, recitals, a place to present drama, comedy (not experimental theater or musical events. We have enough of those types of venues. How about an outdoor concert area and a Elk Grove concerts band. A historical society and/or museum concentrating of the environs of Elk Grove and the surrounding area. Also develop programs to let citizens of Elk Grove participate meaningly in all the departments of our city if they show intelligent and drive. This may help out beautiful city. Thanks

A long road of poet singing, dancing, magic, music, the events that will help marriages keep the romance. Create a love shore event that plays music, when they first meet.

Cultural events

Quality arts/crafts shows, better access to old towne - its a traffic nightmare, more unique shops/galleries. Comment on Elk Grove overall (or per peeve): why does EG persist on keeping businesses sk small scale. Example; The Michaels store is much smaller than its counterparts in other parts of the county even though there is a demand for craft products. At least hobby lobby is adequate size. The other side of the picture: Great job on creating a park system and state of art facilities.

Festivals, special events. Would be great if they were advertised more! never know about them!!

Family-friendly options

- Farmer market, x-mas lighting for children-concerts family and friend barque softball family tearms, meet and greeting in your neighborhoods.
- Fun activities & fun places for kids at affordable rate & timing. Awareness programs for adolescence regarding crime, rapes, abuse, ethics, humanity, drugs etc. Which help/improve quality youth life.
- Library, children's park / community parks, medical clinics, shopping mall, museum.
- Love the ice rink in winter the plaza with "farmers markets" & other gatherings.
- Anything that is fun for my kids.
- Activities for children (family time).
- Free family friendly functions.
- Any community sponsored event brings us out. The 3rd Saturday type of things.
- More things to do, especially for the youth!
- Family, Kids activities.
Boutique shopping
- One of kind gift shops - old Vintage toy store was unique.
- More boutique shopping, better traffic flow and parking. Used to shop, bank and eat in old EG often avoid the area now.
- More shops (higher end).
- Quality home decorating shop. Safety walking & crossing over railroad tracks (Overpass highly recommended). Bring in a "Red Lobster "Restaurant w / green area & sitting leisure.
- Bicycle shops, second hand stores, computer training, Art supplies, book stores ethnic food restaurants, ice cream shop electric vehicle charging outlets, bike tire pumps.
- Already like going to the antique shops and various boutiques that are there. Want to keep that feel & vibe going.
- Consignment home shopping.
- Boutique shopping (los gatos type) more variety-upsacle a fun place to visit-take out of town guests.
- Antique shops.
- Better high-end clothing boutiques.
- Craft fairs, flea market!, farmers market festival.

Shopping mall
- As sole above has grown, it seems to have the small town feel and sense of community. Still need that shopping mall, performing arts & plays, musical top name performances.
- A shopping mall more jobs.
- Finish the shopping mall.
- Indoor and outdoor mall, such as Nordstrom, Nordstrom rack etc. Laser tag, outlet.
- I’d really like to see or shopping mall, enclosed, in Elk Grove. This city is large enough for its own shopping mall. Not on open plaza but a real mall with anchor stores like J C Penney /Sears, Mary's
- Upscale shopping center/mall better town Roseville history center or Folcom, CA in Elk Grove upscale bar/night club for 25+ yrs old & fine dining.
- Would welcome a Macy’s or Dillards. Thanks for bringing steinmont. I remember forever back in 2000. Maybe a Marshalls, and another Ross. Miniature golf or skating pink so happy to hear that you are putting in outlets I have been on Elk grove resident for 25 years and although i voted against the growth I’m glad it’s done allway just would like to see more stores & cateries. Instead of walgreens, cvs & kitchen & Nail salons.
- The old town area it too crowded now a indoor mall where seniors can go and shop and meet. Thank you
- Shopping centers and casual restaurants to attract people to visit old town Elk Grove.

General shopping
- Need more shops of interest, and ample parking spaces.
- Discounts provided by shops.
- Old town shops are overpriced, with the exception of unique items. I do not care to support stores that farl to adopt to the time and only ride on the creativity and entreprenshhip of the old town committe & the city council.
- Ranger variety of shops, restaurants Need: More activities events. Arts/performers .High level concerts / special events. Fri/sat night actualy.
- General shopping & casual dining.
- Shopping eating entertainment a place to park!!
- General shopping, auto services, hair/mall salon.
Recreation
- Any business (ES) that promote fishing & hunting/shooting sports. I’m an avid fisherman and would love to have a full-service fishing tackle/bait/rod/reel sales/repair.
- Recreation centers for youth & families without a cost associated therewith.
- A public or private swimming pool for seniors which is warm water like the eastern seal pool in Sacramento.
- Water park, Children’s & youth activities nice shopping mall like Galleria in Roseville.
- Miniature golfing; John’s incredible pizza, drive-in movie theater; mall; black bear diner; outlets.

Other
- More bike friendly. Comment the bike trail to old town & saw much more participation in first saturday/friday when the street was closed and vendors were all up and Down the street. Going to a concrete slab is just not appealing.
- More attention to old Elk Grove area. Lot of employ buildings. Do something with Elk Grove Brewery space increase recycling pick-up to weekly.
- Gas stations near white lock way. We do not have a station within 2.5 miles of our home.
- More commercial development and /or services.
- Make the streets and businesses more accessible to the disabled.
- Medical cannibas dispensary.
- Honestly have not lived here long enough to have wanted to drive out to old town.
- Sweep at work - no time - Secret garden was the only place i went to It moved rarely go now. I liked the quaintness in older Elk grove.
- I'm 83 so my activities have should down but I'm aware of what Elk Grove is attempting in order to make our town. More attractive to tourists and other visitors. I'm looking for to the development of the site near hwy 99 past Elk Grove blvd. Almost to Elk Grove from Santa Monica at three years ago to be with my daughter and granddaughter. Although Santa Monica is a highly-end community, Elk Grove has many opportunities to expand and increase position development. I like it here.
- Get gangs / gang activity / gang violence under control & eliminated. Get rid of red light cameras. They are not for safety, they are a money grab by city government - I'm not alone in thinking this! I've witnessed two bad accidents @ intersections with red light cameras by people who panic stop @ yellow lights and get rear ended hard.
- There is no atmosphere downtown compared to other cities the streets/sidewalk are not clean attractive it would be to here walk downtown & feel safe, something to look at and just get that "downtown feeling" lights, flowers, window displays and the buildings are important have cafes-with tables outside.
- Map of Elk Grove (one I can pick up) bus schedule & map (E- trans). I live at Renwick square savior apartment would love to go to old town Elk Grove but do not have a car. Would like a bus schedule & city may so I can find my way around. I have been looking for them for last year do not love computer help!
- Used 2 love 2 go 2 plantation coffee restaurants a new high-quality hair salon or manage place would work- but the owns their are mediocre or less places to walk or ride bikes in natural surrounding - trees or water - always attract people.
- Old town is to small for big events.
- Actually more at this time, area is over - congested much to small.
- I live in Laguna - too far to drive. (out of the way.) A bike trail - safe - would encourage me to ride to old town to visit antique stores, have lunch.
- Would like bus transit E W down EG blvd to old town from Franklin instead of going the way to consumers and would. (more direct route).
- Out door concepts such as the ones held in sunrise mall restaurants such as red lobster, Dave n Busters, Cheesecake factory and etc.
- A wedding center.
- Events for college age population.
None/don't know
- I'm 90 years old "happy in Elk Grove thank you"
- There is nothing wrong w/ what is already in old town, I just don't make enough money to reed in old town.
- I don't know. I'm new here, and haven't been to old town EG.
The National Citizen Survey™

Elk Grove, CA

Supplemental Online Survey Results

2014
The National Citizen Survey™

<table>
<thead>
<tr>
<th>Please rate the quality of each of the following services in Elk Grove:</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don't know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elk Grove open space</td>
<td>10% N=34</td>
<td>31%</td>
<td>26%</td>
<td>20%</td>
<td>13% N=42</td>
<td>100%</td>
</tr>
<tr>
<td>City-sponsored special events</td>
<td>13% N=43</td>
<td>36%</td>
<td>21%</td>
<td>9%</td>
<td>21% N=69</td>
<td>100%</td>
</tr>
<tr>
<td>Overall customer service by Elk Grove employees (police, receptionists, planners, etc.)</td>
<td>17% N=56</td>
<td>40%</td>
<td>23%</td>
<td>7%</td>
<td>13% N=43</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 43: Question 11

<table>
<thead>
<tr>
<th>Overall, how would you rate the quality of the services provided by each of the following?</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don't know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The City of Elk Grove</td>
<td>16% N=54</td>
<td>48%</td>
<td>25%</td>
<td>7%</td>
<td>4% N=12</td>
<td>100%</td>
</tr>
<tr>
<td>The Federal Government</td>
<td>1% N=3</td>
<td>26%</td>
<td>33%</td>
<td>28%</td>
<td>12% N=35</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 44: Question 12

<table>
<thead>
<tr>
<th>Please rate the following categories of Elk Grove government performance:</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don't know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The value of services for the taxes paid to Elk Grove</td>
<td>8% N=25</td>
<td>36%</td>
<td>32%</td>
<td>18%</td>
<td>7% N=23</td>
<td>100%</td>
</tr>
<tr>
<td>The overall direction that Elk Grove is taking</td>
<td>8% N=25</td>
<td>28%</td>
<td>26%</td>
<td>35%</td>
<td>4% N=14</td>
<td>100%</td>
</tr>
<tr>
<td>The job Elk Grove government does at welcoming citizen involvement</td>
<td>9% N=28</td>
<td>31%</td>
<td>20%</td>
<td>18%</td>
<td>22% N=72</td>
<td>100%</td>
</tr>
<tr>
<td>Overall confidence in Elk Grove government</td>
<td>7% N=23</td>
<td>34%</td>
<td>25%</td>
<td>30%</td>
<td>5% N=15</td>
<td>100%</td>
</tr>
<tr>
<td>Generally acting in the best interest of the community</td>
<td>8% N=25</td>
<td>33%</td>
<td>25%</td>
<td>29%</td>
<td>6% N=21</td>
<td>100%</td>
</tr>
<tr>
<td>Being honest</td>
<td>9% N=28</td>
<td>29%</td>
<td>22%</td>
<td>22%</td>
<td>18% N=55</td>
<td>100%</td>
</tr>
<tr>
<td>Treating all residents fairly</td>
<td>9% N=28</td>
<td>31%</td>
<td>20%</td>
<td>17%</td>
<td>23% N=74</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 45: Question 13

<table>
<thead>
<tr>
<th>How often do you visit Old Town Elk Grove?</th>
<th>Percent</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>A few times a week or more</td>
<td>9%</td>
<td>N=28</td>
</tr>
<tr>
<td>2-4 times a month</td>
<td>23%</td>
<td>N=73</td>
</tr>
<tr>
<td>Once a month or less</td>
<td>54%</td>
<td>N=169</td>
</tr>
<tr>
<td>Not at all</td>
<td>14%</td>
<td>N=44</td>
</tr>
<tr>
<td>Don't know</td>
<td>0%</td>
<td>N=1</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>N=315</td>
</tr>
</tbody>
</table>

Table 46: Question 14

<table>
<thead>
<tr>
<th>How often, if at all, do you visit Old Town Elk Grove for each of the following?</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Frequently</th>
<th>Not applicable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining/nightlife/entertainment</td>
<td>23%</td>
<td>33%</td>
<td>34%</td>
<td>7%</td>
<td>4%</td>
<td>100%</td>
</tr>
<tr>
<td>Nails/hair/spa services</td>
<td>54%</td>
<td>14%</td>
<td>14%</td>
<td>8%</td>
<td>10%</td>
<td>100%</td>
</tr>
<tr>
<td>Boutique shopping</td>
<td>45%</td>
<td>25%</td>
<td>18%</td>
<td>3%</td>
<td>9%</td>
<td>100%</td>
</tr>
<tr>
<td>General shopping</td>
<td>45%</td>
<td>28%</td>
<td>15%</td>
<td>6%</td>
<td>6%</td>
<td>100%</td>
</tr>
<tr>
<td>Special events</td>
<td>20%</td>
<td>31%</td>
<td>34%</td>
<td>10%</td>
<td>5%</td>
<td>100%</td>
</tr>
</tbody>
</table>

15
### The National Citizen Survey™

<table>
<thead>
<tr>
<th>How often, if at all, do you visit Old Town Elk Grove for each of the following?</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Frequently</th>
<th>Not applicable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art gallery/art purchase</td>
<td>64% N=203</td>
<td>19% N=59</td>
<td>8% N=26</td>
<td>1% N=4</td>
<td>8% N=26</td>
<td>100% N=318</td>
</tr>
<tr>
<td>Real estate/accounting/banking/tax/legal services</td>
<td>70% N=223</td>
<td>11% N=35</td>
<td>6% N=19</td>
<td>5% N=17</td>
<td>8% N=25</td>
<td>100% N=319</td>
</tr>
<tr>
<td>Auto/home improvement services</td>
<td>63% N=201</td>
<td>16% N=52</td>
<td>10% N=33</td>
<td>4% N=14</td>
<td>6% N=19</td>
<td>100% N=319</td>
</tr>
<tr>
<td>Places of worship</td>
<td>77% N=246</td>
<td>6% N=18</td>
<td>3% N=8</td>
<td>5% N=16</td>
<td>10% N=31</td>
<td>100% N=319</td>
</tr>
<tr>
<td>Education or lessons (dancing, martial arts, etc.)</td>
<td>77% N=244</td>
<td>8% N=24</td>
<td>4% N=13</td>
<td>3% N=8</td>
<td>9% N=28</td>
<td>100% N=317</td>
</tr>
<tr>
<td>Business services</td>
<td>56% N=178</td>
<td>20% N=63</td>
<td>13% N=40</td>
<td>4% N=12</td>
<td>8% N=27</td>
<td>100% N=320</td>
</tr>
<tr>
<td>Other</td>
<td>41% N=118</td>
<td>14% N=41</td>
<td>12% N=35</td>
<td>1% N=3</td>
<td>31% N=88</td>
<td>100% N=285</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 47: Question 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of new development, if any, would you like to see in Old Town Elk Grove? (Please check all that apply.)</td>
</tr>
<tr>
<td>Performing arts theater</td>
</tr>
<tr>
<td>Outdoor concert/special event venue</td>
</tr>
<tr>
<td>Activities or destinations for children and families</td>
</tr>
<tr>
<td>Movie theater</td>
</tr>
<tr>
<td>Seasonal ice rink</td>
</tr>
<tr>
<td>Plaza setting (benches, landscapes and promenade)</td>
</tr>
<tr>
<td>Community park</td>
</tr>
<tr>
<td>History center/displays</td>
</tr>
<tr>
<td>Museum</td>
</tr>
<tr>
<td>Boutique shopping</td>
</tr>
<tr>
<td>General shopping</td>
</tr>
<tr>
<td>Fine dining</td>
</tr>
<tr>
<td>Casual dining</td>
</tr>
<tr>
<td>Office space</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>Don't know</td>
</tr>
</tbody>
</table>

Total may exceed 100% as respondents could select more than one option.

### Table 48: Question D1

<table>
<thead>
<tr>
<th>How often, if at all, do you each of the following, considering all of the times you could?</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Usually</th>
<th>Always</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycle at home</td>
<td>1% N=3</td>
<td>1% N=2</td>
<td>3% N=9</td>
<td>13% N=58</td>
<td>77% N=245</td>
<td>100% N=317</td>
</tr>
<tr>
<td>Purchase goods or services from a business located in Elk Grove</td>
<td>0% N=0</td>
<td>1% N=4</td>
<td>18% N=56</td>
<td>59% N=187</td>
<td>22% N=70</td>
<td>100% N=317</td>
</tr>
<tr>
<td>Eat at least 5 portions of fruits and vegetables a day</td>
<td>1% N=4</td>
<td>12% N=38</td>
<td>34% N=107</td>
<td>33% N=121</td>
<td>15% N=47</td>
<td>100% N=317</td>
</tr>
<tr>
<td>Participate in moderate or vigorous physical activity</td>
<td>2% N=5</td>
<td>13% N=42</td>
<td>29% N=93</td>
<td>35% N=112</td>
<td>21% N=66</td>
<td>100% N=318</td>
</tr>
<tr>
<td>Read or watch local news (via television, paper, computer, etc.)</td>
<td>1% N=2</td>
<td>6% N=20</td>
<td>16% N=52</td>
<td>25% N=84</td>
<td>51% N=162</td>
<td>100% N=320</td>
</tr>
<tr>
<td>Vote in local elections</td>
<td>4% N=12</td>
<td>2% N=5</td>
<td>4% N=14</td>
<td>13% N=42</td>
<td>77% N=247</td>
<td>100% N=320</td>
</tr>
</tbody>
</table>
Verbatim Responses

The following pages contain the respondents’ verbatim responses as entered in the web survey and have not been edited for spelling or grammar. Responses have been sorted in alphabetic order.

What types of activities, amenities, shops or services would encourage you to visit Old Town Elk Grove more often?

- Awnings to permit shade and protection from rain on sidewalks when shopping.
- A vibrant synergy of shops, restaurants, culture, film, places to hang out - modeled after a European village. No more fake stucco.
- A brewery or at least a pub with micro beers. Elk Grove brewery is missed and EG is one of the only areas in Sac Co that does not have a brewery.
- A coffee shop like Starbucks, a wine bar, a park with benches, music events.
- A good restaurant, better walkability to window shop. Irish pub/Bar/dance club, coffee shop, breakfast place
- A high end mall or out door shopping center. Something that resembles the fountains or Galleria in Roseville. We also need local chains and higher end places to eat. Need high end cosmetic service.
- A place for community plays. Right now we have to go into Sacramento for all plays unless one of the local high school's have one!
- A real shopping mall and not a discount outlet mall
- A train station, aka public transportation in the form of rail with busses going to and from, and all around that new transportation hub could be opportunities for shopping, dining, and cultural event
- Activities and jobs for retirees
- Affordable shopping, parking, more minority/multicultural events, venues and shops, community events for seniors, informational services...
- Although City hall is not located there. Old Elk Grove = A plaza with out door music for east and west Elk Grove to meet. Covered for summer heat and warm inviting place for winter.
- Amenities: widen EG Blvd thru Old Town, better and safer parking.
- An interesting focal point for a destination. Improved walking & parking.
- Another restaurant similar to The Brick House. Sometimes it's so packed, but we want the live music and great food. Nowhere else like there in Old Town.
- Any restraint that is not a chain. It would be nice to see the brew pub replaced.
- Art Center and museum, parks and area for parking that is senior friendly. This area of Elk Grove should have a Senior Center as well as the Laguna area.
- Art galleries, wine tasting, better shopping and ease of parking in the area.
- Because of the confined nature of old EG, it's hard to say. If you get too many people there at once, it's not pleasant for anyone.
- Better & convenient parking
- Better parking and more places to sit as one walks along the street.
- Better parking, more park like setting, wider sidewalks, make it a safer neighborhood.
- Better parking, overpass over the trains,
- Better parking.
- Better Public Parking
- Better traffic flow & parking. I would like to see more dining that offer outdoor seating. Whenever I have attended an event, as with many others we bring our dogs & there is no outside dining option
- Blues or jazz club, good restaurant with reasonable prices.
Book, music and movie store, great breakfast cafe, musical theater and/or playhouse, See's candy or Rocky Mountain chocolate factory, bakery and/or lunch cafe, nice history museum, outdoor concerts.

Bookstore

Boutique shops, more dining, better parking. It's very hard to park in old town.

Boutiques and specialty shops with easier & more visible parking. Too many spots for parking seem restrictive. Traffic can be troublesome at times

Breakfast

Casual but good restaurants for breakfast and lunch; quality dining restaurants and brewpub; a performing arts center; a community volunteer center; various services (see Old Town in Lodi)

Casual dining, ice cream, coffee

Casual dining, outdoor activity

Casual restaurants, local food vendors, a Bakery, farmers market, clean/quality thrift store, community events/ice rink/plaza, HARDWARE STORE!!

Casual restaurants, business that are open in the evening

City puts too Much $ into Old Town. It is over rated and really is not that historical. The main street is too busy, and crossing the street can be dangerous. Ice skate ring is a total waste of $

Clothing stores, neighborhood nursery, shoe stores for men and women, ethnic casual restaurants.

Community events including community outreach by local police to help enhance our personal neighborhoods. More community watch outreach. I would like to establish one in my neighborhood however I ha

Concerts, general dining, nightlife (anything past 9pm)

Concerts...

Convert the winery building into a destination shopping experience and loft office space to bring workers and their spending money into the area.

Decent walking mall with non-chain shops, brewery, park/outdoor area, running paths that actually connect and go somewhere

Dine-in casual Restaurants for breakfast and lunch (not fast foods).

Dining options

Downtown needs revamp and Improvement to bring people in. Good examples: Pleasanton, Livermore, Saratoga.

Eateries, hardware store, nightlife, garden shops, home decor shops, new Italian Deli is good, need more parking and more of everything but we have limited buildings to work with.

Extension of existing environment and a nice coffee house

Family oriented activities

Farmers Market would be fantastic.

FINE DINING ESTABLISHMENT

Fine dining, butcher shop/deli, Kovars martial arts academy from Laguna

Fine restaurants, Shopping, Movie Theater, Plaza Setting

Finish the mall.

Finish the mall. Although by now the overall design will need to be revisited to achieve higher sustainability characteristics. Id enjoy to hear those talks and chime in.

Flea Markets

FREE PARKING CLOSER TO THEIR BUSINESS ESTABLISHMENTS.

Give a face lift to outdated buildings so they all look nicer and newer

Give it up. Any other city would have leveled the place. 'Old Town' is just a thing to be interested in have something to do. All it does is create congestion. It's an embarrassment.

Go carting, miniature golf, rock climbing wall, arcade.

Good restaurants, major brand gasoline service stations, high end grocery stores like Bel Air, Raley's, or Safeway, and barber shops.
History centers museums that emphasize the important part this area was to the discovery of gold and in settling the West.
I don't think focusing on Old Town Elk Grove is necessary... you'll need to create something on the west side of hwy 99 to include those residents in the Stonelake area and anyone west of Bruceville.
I miss the Elk Grove Brewery, we need something like that instead of just Bob's bar.
I still consider myself new to Elk Grove so I don't have any additional recommendations at this time.
I think a performing arts theater open to all ages and community members to participate and build a community theater group would fill a void.
I would like street signs visible in both directions at Elk Way & Elk Grove Florin and lighting on the West side of the intersection.
I would like to see a greater variety of gift type stores. Currently, it just seems like it is nothing but salons.
I would like to see a venue for small scale concerts/shows such as at the Sutter Creek Theater. If doable, a good site could be the old Brewery. A community park/plaza. Traffic is an issue.
I would like to see the city do something nice with the Old Town Plaza (ex-sand & gravel pit), like maybe a park like setting. And maybe an old fashioned train station in the lot on the other side of.
I would visit old town Elk Grove more if traffic wasn't so bad. Elk Grove Blvd. is horribly congested, I avoid even grocery shopping there at certain times of the day. (I live in old Elk Grove).
If it promoted the history of Elk Grove more instead of being just shops that no one really visits.
If it was easier to navigate and get around in Old town I might go more often. I would recommend an annual wine walk like Willow Glen, San Jose CA does. It is charity event, people spend $.
Improve or reroute central traffic flow/parking, improve bike/walk/shuttle access, remove nearby blighted strip malls, history/railroad features, build public venue for social events/city hall THERE.
International food store.
It feels crowded and everytime I pass by there. Roads are too narrow.
It's hard to feel comfortable there because even though the speed limit is 25, people zip through. And I live on the west end of town, so it's hard to get across town, esp. at Walmart and 99!!
Just more to do in general. Sometimes I go down there and feel like all there is are a bunch of trashy bars.
Lack of parking and the narrow street is what keeps me from visiting Old Town Elk Grove. I only visit Old Town to go to the Brick House Restaurant. Also, there are mostly salons in Old Town.
Less traffic and more parking.
Less traffic congestion.
Let Old Town Elk Grove go - too much energy is spent on a nothing location. There are so many nicer places in Elk Grove than Old Town. It has turned into a big beauty parlor and nothing more.
Locally owned and operated shops and restaurants. too many national chain restaurants and stores in town.
Locally-owned restruants, breweries, and/or pubs.
Look @ Folsom Palladio Lots of things in one area/ Sunriver Oregon4fun. Outdoor dining for summer evenings/ coffee shop/bakery/restaurant for mornings/bookstore/plaza with benches/fountains to linger.
Lose Byblos art and garden.
Making parking easier and more ample. The library especially. I stopped going when you changed the parking. The building is lovely!

McManamins-type pub/micro-brewery (Oregon), med level steakhouse/seafood restaurant and/or Harris Center For The Arts-type performing arts center (Folsom Lake College) w/ decent entertainment, IMAX

Microbrew House, Blueshouse Pub, Teen Center

More and better shops. More and better restaurants. A community park with some planned activities or events, i.e., art show, craft or fine arts show, summer play or music events.

More casual eating spots and a movie theater would be awesome. Allow the food trucks to do more Food Truck Round-ups.

More craft, wine, antique, musical events

More farmers markets, parades, other shopping other than salons.

More for children and a movie theater.

More general activity to populate the streets and buildings. Adult education activities. Good independent coffee shop (like Plantation Roast used to be). Grocery selling fine foods. Delicatessen.

More high end restaurants. No franchises. Bring back the Elk Grove brewery.

More parking, it's a pain to park in OLD TOWN.

More parking; more dining options; more activities such as movie theater or performing arts

More places for activities with pets (dogs) without leash - more dog parks.

More places to go. Not relevant to me currently.

More public parking and less nail/beauty salons (20 plus within 1 mile is ridiculous).

More special events, more shopping, I would like to see more festivities at all the major holidays. It would be nice to have something at Christmas that is a little more than a 1 day event.

More street fairs similar to the Dicken's Fair held after Thanksgiving. Improved parking and more parking. Parades and other community events.

More walking-running trails, connect existing trails and build the aquatics center.

Mostly restaurants, casual breakfast/coffee shop (not Starbucks)

Musical entertainment like a jazz club and more upscale dining options.

Museum, anything of interest/educational for kids/, plaza

Need more dining opportunities and "one of a kind" boutique shopping to make it attractive. Need to do away with more "common" store fronts that can be more easily accessed in other parts of town.

Nice Fun restaurants, definitely a movie theater, children entertainment

Night entertainment

Nightlife, bars and taverns that are separate from a restaurant-chain; shopping centers need more curb appeal in Old Town; bakeries; an easier place to park so you can walk to various shops.

None. The traffic and parking are a mess, so I do not visit Old Town Elk Grove at all.

None. Old Town is simply a bottle-neck on Elk Grove Boulevard

NONE...until you get some NEW BLOOD running Old Town it just isn't going to happen. That same o, same o stuff just doesn't work anymore. Food Trucks take our money and run.........JMHO

Nothing. Old Town is just that "OLD". Nothing would entice me to visit unless I absolutely had to.

Old Town E. G. parking and street space are still too confining and jammed. Widening the streets is the ONLY thing that would encourage more consumers & keep businesses from closing down.

Old Town EG is a treasure and should be enhanced.. Encourage a railway stop and remodeling historic buildings to showcase what a special place EG is and that it's not just "a place of strip malls."
Old Town Elk Grove needs to relocate. Take look at Livermore or Pleasanton each of them have rebuilt their old towns. Elk Grove's Old Town is disrupted by the rail road. There is not enough parking.

Old Town Elk Grove Sucks for parking !!!!

Old town has no real character, it is boring and there is nothing of real interest. It is a waste of city money and effort to support the property owners in old town. It is just an old part of town.

Old Town is not a good shopping destination because of limited parking. I would like to see Old Town and the Elk Grove Regional Park developed as a living museum with stores, businesses, schools, etc.

Old town needs more dining to draw day and evening. Music is always a good way to get community out and meeting.

Old town should be used for special community events as always. Not enough space for anything permanent mentioned above.

Open the road up from single lane to 2 lanes in each direction more off street parking. Congestion now as things stand.

Other areas of Elk Grove should be the focus of development.

Outlet shopping like Vacaville, Jcoenney!!! Sears. So we never have to take our business out of EG!!

Parking is inadequate for large gatherings of people. Large events cause street closures and inconvenience residents who use Elk Grove Boulevard.

Parking is terrible. Design of street makes for bad traffic and dangerous conditions

Parking is too difficult

Performing Arts center

PERFORMING ARTS!! A theater attractive enough to bring symphonies, ballets and plays to Elk Grove.

Pick a theme. City of Benica was successful in revitalizing their downtown when they concentrated on "antiques" (different from 2nd hand stores). Find a theme---a local need and then fill it.

Pistol Firing Range; Golf (i.e. Driving Range; Nice Restaurants; Open air concerts; parades; something like the downtown Thursday nights were with street vendor boths, etc.

Places to eat in old town, Family places would be great. We need a place like Wacky Tacky or Incredible Johns. More places for families. the new part of EG gets everything Old Town gets nothing.

Planters in the street causes congestion

Public Market and Central Gathering Space

Public tennis courts, recreational bike lanes away from vehicle traffic, fish and dock pond.

Rather than more chain restaurants & businesses I'd like to see more mom & pop type businesses . We have far too many of the same thing (McDonalds, Taco Bell, ect. More of the small town feel places

Recently moved here from Rdg. & I must say Redding has a Mall, most everything is within 10 min. driving. Here there's no mall, stores are all over the place, nothing but stopping at lights & U-turns

Seasonal ice rink and THAT IS IT! LEAVE OLD TOWN THE WAY IT IS!! It's called OLD TOWN FOR A REASON.

Shopping

Shopping, fine dining, entertainment

Small coffee and dining establishments that would draw locals in ... also LESS nail/hair salons!

Something for kids and families.

Special events, better parking/easier accessibility...festive environment, music, hands on activities for children, rides (such as train or carousel or horse and buggy), special foods, food festival

Steak house, arts facility for concerts, etc
Tear 90% of it down and start over.

The amount of traffic that flows through Old Town on Elk Grove Blvd. is a detriment to development of Old Town. To bring an effective change would require a remake of the entire area. Good Luck.

The ice rink was very entertaining and fun, many of our families went out several times to have family fun night.

The narrow road makes it impossible to ride a bicycle correctly (off the sidewalk) in Old Town. I think the space is too limited to put in a large scale venue.

The old Elk Grove Brewery was very good and I wish it would return. Any improvement in restaurants and entertainment would be appreciated.

The only thing that would get me to Old Town would perhaps be doing something with the RR property.....what? Not sure...perhaps a Farmers Mkt. would be one. A Basque Restaurant would be great.

The poor traffic flow caused by narrow streets and train tracks combined with lack of parking in Old Town makes it a nightmare to visit there. I avoid that area at ALL COSTS.

Theatre, up scale cocktail bar

They need to be open weekends. All businesses should have similar work hours & days open.

Bakery, coffee,

Traffic planning very poor parking for shopping poor train traffic causes congestion for prolonged periods.

Traffic, railroad, and lack of parking make Old Town a hard sale. Need a destination like a theatre. There's a need for something other than youth sports. EG is a cultural wasteland.


Two things. Old Town Elk Grove needs additional critical mass (i.e. shops) to attract a significant number of people. Further, an Amtrak station is needed both for tourists and commuters.

Unfortunately, EG Blvd through old town is a bottleneck. Add a train and it's impossible.

Until you fix the traffic problems, stop doing stuff downtown. A second RR crossing to allow for detours would help. INFRASTRUCTURE FIRST THEN DEVELOP SEEMS COMMON SENSE. DO LEADERS EVER DRIVE?

Upscale dining

Upscale shopping

Urban planning 101, people attract people... Old Town potential. A more active nightlife (movie theater, restaurants, bars), would bring me in more. Traffic improvements would be needed.

Variety of specialty shops -- not just nail salons

Want to see a mall in Elk Grove

We like the monthly food truck event. We go every month.

We need a nice seafood / steakhouse, like Cattleman's or Claim Jumpers as well as an outdoor venue for concerts and plays.

We need more arts and theatre in Elk Grove, We have to revive the Open Air Mall on Grant Line, It has become an Eye Sore and either use it or lose it, Or give it some religious facility for free.

Widen the road, currently no parking for most of the businesses, stop the commercial trucks from stopping in the middle of the street to make deliveries and that includes UPS

Widen the street and more parking

With all the new housing developments home owners are in need of mid level pricing antique, thrift stores and house hold furnishings and decor stores.

Would love to see more shopping in ElkGrove, mall or outlet. Would also like to see more music /concert events come to town. Need a place for artist to come and perform.
Would need street improvement to enhance use. Drive Elk Grove weekly to church and it is nasty at times. Avoiding it completely during current construction if possible. Love the town.

Year round ice-skating rink, book stores, children museum.
Elk Grove Railroad Avenue Property
STAKEHOLDER INTERVIEWS
Summary Report

MEMO
April 14, 2015
From: Nora De Cuir, PMC
CC: Pam Johns, Andrea Nelson, Cristelle Blackford, PMC
To: Laura Gill, City Manager
Subject: Stakeholder Summary Report – Elk Grove Railroad Avenue Property

SUMMARY

Between March 6 and April 8, 2015, the consultant team for the City of Elk Grove’s Railroad Avenue Property project interviewed 15 stakeholders, representing members of community organizations, adjacent property and business owners, and developers. Community stakeholders have a high level of familiarity with the project site and represent a range of perspectives, either having lived, had a business, or been involved with a local community organization for between 3 and 25 years. Developer stakeholders have experience with similar projects in Elk Grove or in the greater Sacramento region. Only a few of the developers had direct knowledge of the site.

Interviews are ongoing, and conversations with a number of developers and Historic Preservation Committee members are still outstanding. A full list of stakeholders, with notes on those who have not yet been interviewed, is available in Appendix A.

The interview questions were aimed at understanding the community’s and developers’ vision for the site, including desired and undesired uses, opportunities, and challenges. The interviews also included questions about the approach to the next phase of community outreach. A full list of stakeholder questions is available in Appendix B.

Key Considerations

The stakeholder interviews raised a number of key considerations for the City to discuss before moving forward with the project, including:

- **What concessions is the City willing to make in order to make the property more attractive to developers?** Some developers indicated that the lack of a Phase I Environmental Assessment makes the property risky and would likely deter developers, unless the land were very affordable or the City provided other incentives. Some developers thought that by providing a Phase I Environmental Assessment, the City could potentially ask a higher price for the land.

- **Would the City like to negotiate with a single developer or put the project out to bid?** Of the four developers who agreed to an interview, only one suggested serious interest in the property and indicated that he would prefer to negotiate directly with the City instead of entering a bid. If the City does not choose to conduct a Phase I Environmental Assessment, there may be less interest, and negotiating with a single developer may be beneficial. However, if the City desires to make the process more competitive, an Environmental Assessment may be required.
- **Does the City want to proceed with a developer lunch and learn, despite limited interest from developers?** Of the four developers interviewed, two were uninterested in participating in a developer panel and one said he might be interested. The fourth did not respond to the question. One developer suggested that those who participate in the panel should be the developers who plan to submit a bid. Another suggested that the developer who wins the RFP should participate in a community outreach process, but a panel might not be the appropriate format.

- **Does the City want to proceed with community outreach or wait until a later phase in the project?** Some developers were concerned that further community outreach should be put on hold until the City decides how it will proceed with the questions outlined above. Some expressed concern that holding a community workshop to discuss the community vision for the site (such as a public plaza) may lead to disappointment if desired uses are not feasible. The City may want to wait until a developer is chosen before holding a community event, in which case the developer could be present to present feasible concepts and hear community input. However, two of the four developers thought that community input was vital to the development of the RFP.

**Community Perspective**

Based on stakeholder interviews, it is clear that the community vision for the property varies somewhat significantly from the projects that developers perceive as feasible. Community members are primarily interested in maintaining public open space on the site, whereas developers would like to maximize use of the site for residential and/or retail use.

The word cloud below represents the community vision for the property from the perspective of community organization members and adjacent property owners interviewed.

![Community Vision Word Cloud](image)

**Developer Perspective**

The developer outlook can be summarized as follows:

- It is difficult to assess the site without the following information: cost of the land, appraisal, and results of a Phase I Environmental Assessment.
• The land fronting on Elk Grove Boulevard is ideal for retail.
• The location in Old Town is likely a bonus, although the adjacency to the railroad is a concern.
• Maintaining a public plaza would be difficult without subsidies or incentives.
• Mixed-use and/or for-sale condos could work well in this location.

The remainder of the report provides additional details on input collected through stakeholder interviews.

**DETAILS**

**Community Organization Vision for the Property**

The community organizations represented by interviewees include the Old Town Foundation, Trails Committee, and Chamber of Commerce. The community members interviewed have been members of one or more community organizations for an average of 14 years.

NOTE: Of the 11 community organization members contacted, 7 responded and participated in interviews. The project team will continue to reach out to members of the Historic Preservation Committee, for which an interview has not yet been conducted.

**Desired Uses** – There was consensus among the community organization members that some kind of public plaza should be maintained on the northern part of the site to accommodate community uses, such as Food Truck Mania and the Chili Festival. Others imagined that the space could be used for a farmers market, community festivals, and fairs with temporary vendors. Many suggested that a stage would be well suited for the plaza, which could support events and help attract more visitors to Old Town. Several community organization representatives mentioned a desire to improve the landscaping of the northern section of the property, add benches, and make it more friendly for pedestrians and cyclists.

**Undesired Uses** – Most community stakeholders agreed that although the area needs more parking, the northern part of the site should not be used for parking. Many thought that parking could be put in place south of Grove Street in addition to office buildings or other non-retail businesses. Some thought the southern part of the site could also accommodate some mixed-use buildings with retail on the lower levels and housing on the top floors.

**Contribution to Old Town** – Many community stakeholders thought that although some retail could likely be supported if it were placed along the main street, the southern part of the property would likely not support retail businesses, although one community organization member thought that a restaurant might flourish there if adequate parking were provided. One participant suggested that a hardware store was needed in the area and might do well on the southern part of the site. A few thought that the site might have potential as a tech hub that could help draw younger professionals to the area.

**Historic Character** – Almost all community stakeholders agreed that any new development should fit in with the historic Old Town character, although one community organization member did not have a strong opinion on this subject. Two stakeholders agreed that new development should match the old brick buildings of Old Town. One interviewee thought that the plaza could be developed in a way that would memorialize the historic uses of the site as a rail yard. Another thought that the site could be developed with a grape theme to recognize the area as a historic grape-growing region.

**Concerns** – The biggest concerns were the potential noise from the railroad, attracting foot traffic to the southern part of the property, and providing adequate parking.
Adjacent Property Owner Perspectives
When asked about what originally drew them to Old Town, adjacent property/business owners indicated that their interest in owning property there was driven by cost, location, and the quaint historic character. The views of the adjacent property/business owners are mostly aligned with the perspectives of the community organization members.

Desired Uses – When asked what they would like to see built on the site, all of the property/business owners mentioned the desire to maintain some kind of plaza or outdoor amphitheater. A few mentioned that this could be used for a continuation of the existing food truck event, farmers markets, and other events. However, one property owner pointed out that the existing food truck event does not drive traffic to the existing businesses, suggesting that it would be better to spread the food trucks out along the street to encourage walking. Half of the interviewed property/business owners mentioned the need for more retail, restaurants, and cafés to help drive foot traffic. Another mentioned that the area needed something to enliven Old Town nightlife, such as a brewery. Almost all property owners (three out of four) mentioned the need for more parking but did not want to see the whole space taken up by a parking lot.

Undesired Uses – Most (three out of four) property owners agreed that the space should not be used for a large commercial building or offices, citing an interest in maintaining the small (two-story) aesthetic of the area and raising caution about the need for additional parking to accommodate such a large use. One property owner thought that the space should not be used for retail because more retail could not be supported in the area. Another thought that the site would be a bad fit for housing.

Contribution to Old Town – Two of the four adjacent property owners agreed that the site should be used in a way that would help encourage foot traffic around Old Town. Some ideas included adding trees and additional lighting, hosting events that create a fun and inviting atmosphere, and adding an Old Town banner to the area.

Developer Considerations
When asked about their development experience, two of the four interviewed developers indicated that they had experience building in Elk Grove. The others all have experience in the greater Sacramento region. Those interviewed represent an array of development types, ranging from affordable housing and infill to historic rehabilitation and mixed use.

NOTE: Of the seven developers contacted, four responded and participated in interviews. The project team will continue to reach out to additional developers.

Potential Uses – Several developers mentioned that the frontage along Elk Grove Boulevard would be a natural fit for retail. Some also suggested that small condos or mixed-use housing would be a good fit for the land south of Grove Street, but there was strong concern about the adjacency to the railroad. There was also concern that the market might not support smaller for-sale condos, considering the competition with the existing larger-scale housing stock. Two of the four developers were concerned that it would be difficult to maintain any part of the land for community use (such as a public plaza), unless the City were able to provide considerable subsidies/incentives.

Positive Characteristics – Most developers agreed that the large parcel size, location in Old Town, and frontage along Elk Grove Boulevard are positive traits. One developer viewed the existing brick building on the site as an asset because of the potential for rehabilitation.

Concerns – Most developers had a difficult time assessing the property without an understanding of the environmental condition and the price. Many are concerned about the potential need for environmental remediation on the site. The adjacency to the railroad is also perceived as a drawback because it would potentially limit the
development of housing on-site and may lead to the need for environmental remediation. A few developers specifically mentioned that any housing development on the site would be very difficult without some incentives. One developer cited a concern about traffic in the area. Several developers also suggested that parking would be necessary for any new housing and additional retail but might pose a challenge to profitability. Finally, although the developers recognized the positive traits of Old Town (historic, charming character, walkability), several expressed concerns about attracting people to the area. Because Old Town is not currently as bustling or built-out as other historic downtowns, such as Midtown Sacramento and the Folsom Historic District, several developers were concerned that the benefits of living in and visiting a dense, pedestrian-friendly downtown full of retail and restaurants have not yet been realized in Old Town Elk Grove.

**Compliance** – Two developers (those with developments in Elk Grove) specifically mentioned positive experiences working with the City and therefore were not concerned about the entitlement process. Two developers suggested that the City should take care of as much of the pre-development work (environmental, zoning, entitlements, etc.) as possible in order to attract developers and ensure a smooth process. Most (three out of four) developers agreed that compliance with the Conceptual Master Plan for Old Town Elk Grove was not a concern and was an appropriate requirement. One developer, however, cautioned that this stipulation may not be appropriate for the portion of the property south of Grove Street.

**Need for Additional Information** – The developers agreed that they would like to at least see a Phase I Environmental Assessment and would also appreciate any information about previous uses of the property, especially those that might suggest a need for remediation. Three of the four developers indicated that they would likely not consider the property unless the City provided an environmental report. Other information of interest included an appraisal, a map of existing infrastructure, soil and water contamination studies, and structural reports and floor plans for any buildings on the property. Most (three out of four) developers also mentioned that they would like to understand what the City wants to be build there and what types of incentives/assistance the City can offer to make such a development possible.

**Interest in the Property** – All of the developers indicated that it was difficult for them to make an assessment without knowing the cost of the property, although one of the four interviewed developers expressed considerable interest in the site and another expressed potential interest. There was general agreement that the City could demand a higher price for the land if some of the environmental studies (and potential remediation) were taken care of in advance. One of the developers mentioned a desire for flexibility and a chance to negotiate details directly with the City, instead of bidding against other developers.

**Suggestions for Community Engagement**

Community organization members suggested the following tactics for community outreach:

- Reach out to members of the Historical Society.
- Engage the community at events in the plaza, such as the Chili Festival, Food Truck Mania, Dickens Fair, or Antique Trailer Show and Concert.
- Promote events and keep the community updated via posters in the Old Town kiosks, e-mail, the City website, newsletters (City newsletter, Chamber of Commerce newsletter), and the Elk Grove Citizen.

Developer feedback on outreach can be summarized as follows:

- Two of the developers thought it would be best to wait until after the environmental reports are completed before conducting additional community outreach. They warned that engaging the community in the discussion before key environmental studies were conducted would be misleading and could lead to disappointment.
• The other two developers thought it was important to continue with community outreach now in order to understand what residents would like to see on the site and to incorporate this valuable information in the RFP.
• One developer provided the names of other Sacramento area developers who might be interested in the site.
APPENDIX A – Stakeholders

Interviews were conducted with 15 stakeholders representing committee members, adjacent property or business owners, and developers. The names and affiliations of all stakeholders are listed below. Note: Those in gray text have not yet been interviewed.

Community Organization Members
- Tal Crump, Old Town Foundation
- Jay Hyde, Old Town Foundation
- Mark Mendenhall, Trails Committee
- Mark Doty, Trails Committee
- Howard Sihner, Historic Preservation Committee
- Angela Perry, Chamber of Commerce
- Paula Maita, Chamber of Commerce

Adjacent Property/Business Owners
- David Cava, Cava/Faulkner Attorneys at Law
- Ann Nottnagel, Old Town Elk Grove Investments
- Kelley McClain, Pomegranate
- Sharon Groesbeck, Durham Stabilization, Inc.
- Frank Leal, owner of Durham Stabilization, Inc. property

Developers
- Randy Sater, Stonebridge Properties LLC
- John Hodgson, Hodgson Company
- Ali Youssefi, CEY Development
- Bay Miry, D&S Development
- Meea Kang, Domas
- Kipp Blewett, Rubicon Partners
- Jeremy Bernau, Bernau Development Corporation
APPENDIX B – Stakeholder Interview Questions

Stakeholder Questionnaire – Community Organizations

Introductory Questions
1. How long have you been involved in [Old Town Foundation/Disability Advisory Committee/Chamber/Historic Preservation Committee/Trails Committee]?

Property Development Questions
1. Have you thought about what could be built on the site (e.g., restaurants, offices, retail, housing, employment opportunities)? Can you briefly describe what this would look like/how it would work?
2. What do you think shouldn’t be developed on the site?
3. What could be a challenge to developing the site?
4. How could a new development contribute to Old Town?
5. What is missing from the local economy? Do you think a new development could help meet this need?
6. How do you think a new development could contribute to Old Town’s historic character?

Community Engagement
The following questions will help us to engage the community in the process:
1. Are there any upcoming community events in Old Town that are well attended?
2. Are you aware of other groups that are interested in a specific land use on the property?
3. What methods are best for sharing project updates and promoting events to community members?
4. How would you like to receive project updates?

Additional Information
1. Is there anything else you would like to share?

Stakeholder Questionnaire – Developers

Introductory Questions
1. Please tell me briefly about your experience working in Elk Grove.

Property Development Questions
1. Given your review of the project information sheet, did anything catch your eye that is either positive or negative?
2. What type of development, in your opinion, would be appropriate for Old Town Elk Grove and specifically the Railroad property?
   • What is economically feasible?
   • What land uses would the property include?
3. What challenges are common to Old Town Elk Grove?
4. What are the property’s most valuable characteristics? What concerns do you have about the property’s characteristics?
5. Are there specific code issues that present challenges for development? What about for the entitlement process?
6. The development will need to comply with the Conceptual Master Plan for Old Town Elk Grove Boulevard, which states: Preserve “small town main street” character (CMP, p. 10) through “definition of the public open space through the placement of buildings” and “streetscape improvements.” Do you
anticipate issues related to this requirement? (Please note that there are streetscape improvements in place now.)

7. Are there environmental tests that you would like to have done on the property?

8. What do you look for when purchasing a property to develop?

9. Would you be interested in developing the site? Why or why not?

Community Engagement Questions
1. We are conducting community outreach as a part of this process. Are there any questions you would like us to ask the community so that you can develop the best plan for the property?

2. In addition to the property sheet, what else would you want to know before deciding to purchase the property?

3. We are planning a panel discussion about infill development in small, old town areas in the Sacramento region with community members. We see this as an opportunity for you to hear more firsthand from community members. It will be a purely educational experience and will not focus on the property. Would you be interested in participating? What dates work best for you?

Additional Information
1. Is there anything else you would like to share?

Stakeholder Questionnaire – Adjacent Property Owners

Introductory Questions
1. How long have you owned this property?

2. What attracted you to owning a property in this area?

3. What brought you to Old Town?

Property Development Questions
1. Have you thought about what could be built on the site (e.g., restaurants, offices, retail, housing, employment opportunities)? Can you briefly describe what this would look like/how it would work?

2. What do you think shouldn’t be developed on the site?

3. What could be a challenge to developing the site?

4. How could a new development contribute to Old Town?

5. What is missing from the local economy? Do you think a new development could help meet this need?

Community Engagement Questions
The following questions will help us to discuss and refine the public outreach strategy.

1. Are there any upcoming community events in Old Town that are well attended?

2. Are you aware of other groups that are interested in a specific land use on the property?

3. What methods are best for sharing project updates and promoting events to community members?

4. How would you like to receive project updates?

Additional Information
1. Is there anything else you would like to share?
Elk Grove Catalyst Site
for
Sacramento Area Council of Governments
OVERVIEW

Civilis Consultants and the Urban Sustainability Accelerator at Portland State University (PSU USA) have been given preliminary site plans and visioning documents for vacant land in Elk Grove for review and comment (the study area).

The site is located directly adjacent to the rail tracks, and is literally in the heart of Old Town, with desirable frontage on Elk Grove Blvd.

The purpose of this memo is to review the plan below, and provide feedback as it relates to maximizing economic opportunity, interconnecting Elk Grove Blvd on either side of the railroad tracks, encouraging activity and foot traffic, as well as contributing positively to the experience of being in Old Town. Civilis Consultants’ comments are contained in the body of this memo, and the PSU USA comments are contained in Appendix A.

![Railroad Avenue Site - Conceptual Plan](image-url)
SITE CHARACTERISTICS/FINDINGS

General Study Area Findings

1. The railroad, coupled with the empty lot along Elk Grove Blvd, creates a pedestrian black hole that is discouraging people on either side of the tracks to frequent the half of Old Town on the other side of the rail line. This type of physical division has a tremendous impact on Main Street economies because money is made through the cross pollination between businesses by pedestrians. Essentially, anything that impedes pedestrian circulation is bad for business.

2. The most valuable parts of the study area, from a development perspective, are the northern portion, along Elk Grove Blvd, and then the eastern half of the lots, farthest from the tracks, in that order. The least valuable are the southern portion and the western portion of the lots.

3. The existing road through the site is not optimally configured to take advantage of the more valuable lots, namely those to the north and the east part of the study area.

4. Rail can be loud and can preclude certain types of uses, or make them less desirable. Also, there may be agreements in place with the railroad that would make residential development not permissible.

5. There is an historic warehouse building directly adjacent to the south of the study area that could be rehabilitated and contribute to this hub.
Public Space

There is a misnomer that public space is as simple as “build it and they will come.” The United States is littered with public spaces that exceed a place’s ability to activate them. A city should never engage the public in discussions about the desire for public spaces without education about what makes them successful.

Common public space mistakes include:

- A plaza that is too large. (A Pattern Language estimates about 1 person/300 SF of public space. In other words, if you do not regularly have one person per 300 square feet in a plaza, it will appear inactive and sort of creepy. Following this logic, a public plaza space that is roughly 10,000 SF would require roughly 33 people to congregate there all day/every day for it to feel like an active and engaged addition to Old Town. How often do 33 people routinely congregate and hang out in locations on the streets of Old Town for no reason? If the answer is not frequently, you want to be careful about creating a single-use public space.)

- A public space that requires too much event planning. It is very common for cities to create public space that exceeds its budget ability to activate it.

- Lack of grade change on the site. We want to see, and be seen in a public plaza space, so having a dead flat, hardscaped plaza does not support the idea that you should be creating stages and viewing areas.

- Lack of a day-to-day draw. A fountain. Food service. Performances. In Elk Grove Public outreach, people mentioned wanting a space for specific events, but those would account for a small fraction of the days and hours that the public space would be available. In the meantime, does it sit fallow except for a few events? If so, it is not a net asset for the district economically, or in terms of building long-term brand.

- Lack of active edge uses. Public space next to a rail line and roads/parking will not be successful without creating opportunities for a lot of activation on the public space’s edges. A particular focus should be recruiting food uses. In maker space, that might be food manufacturers that have a restaurant/store showroom.
### Plaza Image Successes/Challenges

<table>
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<th>Plaza Image</th>
<th>Successes/Challenges</th>
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| Located in historic downtown Oakdale, CA  
Adjacent to new civic center.  
Has not been rented/used as frequently as the city anticipated and has not been a revenue generator.  
Has become a gathering place for homeless citizens.  
Classic case of locating a plaza near a place that has no outward facing uses directly adjacent.  
Does not contain any day-to-day draw. |
| Located in historic downtown Gresham, OR.  
Very large plaza that is largely inactive outside of a few big events.  
Managing this was supposed to be the responsibility of a non-profit, but it was not able to function and support itself, so management of the plaza has defaulted back to the city.  
Not located next to anything immediately active on its edges.  
Does not contain any day-to-day draw. The city is exploring installing a water fountain. |
| Located in downtown Portland, OR. This plaza sports a water feature/fountain, a large outdoor chess set, an intriguing light show in the evenings built into a pavilion, an on-site restaurant, grade changes/zones in the plaza, and daily events.  
Plaza is adjacent to very active uses and a high density population.  
Even in the densest area of the entire State, and even with all of the built-in draws, this plaza requires the constant management and presence of a Parks employee to activate and discourage undesirable uses. This is usually beyond the budget capacity of a smaller city. |

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**Successful Public Spaces Need Frequent Crowds of People**
Study Area Plan Findings

I will echo some of the same themes contained in Robert Liberty’s write up of the proposed development found in Appendix A, attached. (Numbers below correspond to the graphic on this page.)

1. This development plan follows the existing path of the road, which breaks up the frontage on Elk Grove Blvd, and eats into the valuable eastern portion of the study area as well. The curved nature of the road is pleasant though, and could be a feature. Is there a requirement to keep the road where it is, or is this malleable?

2. The scale that makes Old Town special is smaller lot development, primarily with approximately 5,000 SF buildings. It is curious that public outreach addressed height, but not lot size. The reality is that the intensity of change that occurs between small structures is what makes the experience of Old Town unique, and that changes about every 50 feet! Creating a three-quarter acre development site will not add to that brand and experience. In fact, small lot buildings are often more effective at maintaining the character, than restricting height. This is a district that could support 3 or 4 story development without any reduction in character.

3. A parking lot is located along some of the most valuable frontage on the east portion of the study area.

4. This plan requires larger developers, possibly people who live outside the area, to complete projects. Main Street environments with local ownership typically have better outcomes/commerce because decisions are made by locals who are heavily invested in the community, versus an accountant sitting in an office in the next county or the next state. This is particularly true with owner users.
RECOMMENDATIONS/STUDY CONSIDERATIONS

The study area presents a unique opportunity to accomplish the following goals:

➤ Create more activity in Old Town.
➤ Offer development opportunities to a wide variety of local business owners.
➤ Provide space for public, outdoor uses.

Recommendations below will be organized into two sections: 1) Retaining the road in its present location; and 2) Moving/changing the road.

Use the Existing Road
Local Economic Development/Lot Sizes

As you can see on the previous page’s illustration, I have divided the sites up into smaller lot development opportunities, closer to the 5,000 to the 10,000 SF range.

Cities that control catalyst sites have a tremendous amount of influence over who will benefit from the development of those sites based on how these sites are divided, and by the code and policy that will be applied to them. The study area in Elk Grove is no exception. The city should explore dividing the site into smaller lots for local owner-user development. The city could work with preferred lenders to put together SBA loans and TI loans, and collaborate with small local business owners who will occupy 50% of these small buildings to develop a hub of activity south of Elk Grove Blvd.

These hubs typically attract people who are more likely to live nearby and bike/walk to work, versus drive and park. These users are engaged and involved in the community, which would make the Old Town area more successful through active ownership. These users create more vitality by concentrating many interesting small businesses in one place, as opposed to placing just a few larger uses.

In short, a small-lot hub would marry with the type of development that makes Old Town special, and would become an incubator for innovation and entrepreneurship.

Height

I wouldn’t worry about height as much as lot size in preserving character. This is a district that could easily absorb 45 foot high buildings. Building height could be stepped down—45 feet to the north, west, and south, and then stepped down where it is closer to single family homes to the east.
Zoning/Use

In general, I would be flexible with uses and focus more on form. From north to south, the uses in the study area, as shown on page 7, should generally segue from Retail to Industrial as follows:

- Retail
- Creative Office/Live-Work
- Maker Space/Light Industrial

These kinds of spaces will often change dramatically over time. Live-Work space becomes retail. Maker space becomes creative office, etc. This is the sort of energy and cross pollination you want to encourage. Examples of new infill construction andadaptive reuse with the scale and finish of space you want to accomplish are shown below. So allow for this flexibility through your zoning code.

![New Retail](image1.png)

![New Creative Office/Live-Work](image2.png)

![Adaptive Reuse Maker Space/Light Industrial](image3.png)

 Courtesy of the Bindery Annex
Parking/Event Space

First, a note about parking requirements. I would waive all the normal parking minimums in this catalyst zone, and have each project contribute a little to the development of the dual purpose event/parking space in return for being able to have more lot coverage with individual buildings. The parking should be shared between the catalyst project buildings.

As you will see in the PSU USA memo in the attached Appendix, it makes a lot of sense to create a space that serves two purposes: parking and event space. Above right see an example of this type of space from Lancaster Boulevard in Lancaster, California. Also, opportunities for adding angle parking along the road near the rail track should be explored as well.

Change the Road

So as not to repeat the PSU USA work in Appendix A, I will only add a few notes:

- I would follow the same advice in the previous section as to lot size, height, zoning/use, and combined parking/event space.

- I concur that the best place for the new road would be along the railroad tracks because the western area of the catalyst site is the least valuable portion of the land.

CONCLUSION

Old Town Elk Grove is a wonderful treasure that the catalyst site can improve if it mirrors the type of form, scale, and business currently found there, and which make it a special and successful place.

If done correctly, this could be a catalytic hub that would generate activity, innovation, and cross pollinate the makers in Elk Grove, and in the process, attract new ones to the city!
Elk Grove’s draft site plan focuses on and is defined by Railroad Avenue, which is retained in its current alignment and, judging from the site design image, improved by repaving, construction of a sidewalk and planting of trees and possibly other landscaping.

Although parking and two parcels for resale are shown, the draft site plan does not show the location of potential buildings.

The site design wastes much of the key frontage on Elk Grove Boulevard on an access road. It cuts the property into small and not very usable parcels. Most of the road is in very poor repair, so the difference in cost between repair and replacement is probably very small.

I have prepared four alternate site plans in PowerPoint, based on the following principles:

• Provide for a small plaza on Elk Grove Boulevard along with permanent structures for small retail outlets that can activate the space.

• Assume a progression of uses moving south from Elk Grove Boulevard that reflect both diminishing pedestrian access and the shift in nearby uses. That progress would be to focus retail on the northern segment near Elk Grove Boulevard, professional services in the middle section, and light-industrial or “maker spaces” in the southern end.

• Create larger, more usable parcels.

• Buffer the rest of the site from the trains either with buildings or parking and the access road. (Sound-proofing has made great strides judging from new housing now being built close to freight tracks.)

• If parking is provided toward the north of the site, design it to be adaptable to public uses on weekends or for special events in the evening. This can be done by using a combination of nice landscaping (including rain gardens), pavers and lighting.

The variations in the site plans reflect different treatments of access and parking.
Access lane & angle-in parking
Market Square & Plaza
Parcel 2
Office or Maker Space
Parcel 3
Warehouse/light industry
Parking & Temp Event Space

Building footprint
Access lane & angle-in parking
Parcel 2
Office or Maker Space
Parcel 3
Warehouse / light industry

Access, parking, temp event space

Building footprint
Illustration of parking lot that can be used as an attractive event space.
Illustration of parking lot that can be used as an attractive event space.
Illustration of parking lot that can be used as an attractive event space.
Illustration of parking lot that can be used as an attractive event space.

Illustration of landscaping next to a rail line, Ardenwood Park & Ride on BART in Fremont California
ATTACHMENT 6

OPTION 1: ALL PUBLIC

OPTION 2: ALL PRIVATE

OPTION 3: PUBLIC & PRIVATE