



IMPLEMENTATION STRATEGY

A. Introduction

This chapter establishes a framework for actions needed to revitalize Folsom Boulevard. It contains a broad strategy with measurable steps to be accomplished over the next 10 years. This involves two primary paths: (1) overall corridor programs and policies, and (2) focused efforts at four critical opportunity sites.

As with any plan or vision, the plans and ideas expressed in this document will take a combined effort by the individual and collective landowners and businesses, the City, and regional agencies, as well as financial institutions. It is understood that this plan merely provides the door and the beginning of a vision to a very different Folsom Boulevard and that all of the actions listed below will take a concerted and focused effort on the part of many people and organizations over time.

B. Actions

The following 16 actions can be broken down into both physical and programmatic efforts, and generally serve the entire plan area. However, this section also includes actions specific to the four designated opportunity sites. In total, if these actions were accomplished within the 10-year time horizon, Folsom Boulevard would be a substantially different place.

Each item below provides a general course of action from which outcomes can be measured. Two-year strategic work plans can then be put in place to accomplish tasks and develop creative solutions. Each of the actions below can be accomplished in many different ways. Actions outlined for opportunity sites would be incorporated as part of two-year strategic work plans. The following list is not in any particular order and does not reflect priority of implementation.

Corridor Actions – Programmatic

1) Re-tenant vacant buildings and lots for temporary, transitional, or event uses.

Description: Promote the use of vacant buildings along the corridor for temporary commercial or public uses, such as temporary retail shops or art installations. The City should consider issuing building occupancy permits at a reduced fee and/or consider waiving code requirements that are not public safety issues to allow temporary use of the buildings. Temporary signs, such as a banner sign, would be allowed for a temporary period.

Desired Outcome: Increase occupancy of, and demand for, vacant buildings in the project area.

Why Is This a Priority? There are a number of vacant buildings in the project area that could be put to better use to revitalize Folsom Boulevard. Temporary use of vacant buildings can quickly bring activity to the corridor and act as a catalyst to encourage new businesses to locate here. Bringing more people to the corridor also creates a safer and more vibrant environment.

2) Create comfortable and safe shopping experiences. Actively support and encourage existing successes and recruit new businesses and entrepreneurs.

Description: Develop or implement specific actions to recruit new businesses and entrepreneurs and increase the perceived safety and comfort of Folsom Boulevard as a destination. Actions include amplifying economic development, Chamber of Commerce and Business Improvement District type activities such as removing real and perceived barriers; setting incentives; establishing desired business/organization recruitment targets; identifying priority business recruitment locations; assembling business recruitment packages; enhancing the Economic Development website; convening networking opportunities; establishing marketing themes; creating positive media stories; and utilizing social media.

Desired Outcome: Thriving businesses and diverse community services throughout the corridor.

Why Is This a Priority? Increasing business activity and pedestrian traffic is one of the most effective strategies for addressing safety concerns of shoppers, visitors and the business community.

3) Capture the workforce market through community events and activities.

Description: Understand what it will take to get the 55,000 workers south of Highway 50 to come and spend time and money on Folsom Boulevard. Consider a survey of employees. Additionally, in recognition of the bordering and surrounding neighborhoods that use Folsom Boulevard daily, this action would serve many purposes in restoring the corridor as a destination. Strategic two-year work plan items may include:

- City- and neighborhood-sponsored food festivals, farmers markets, music nights, movie nights, arts & crafts fairs, etc.
- Neighborhood block parties, yard sales, or socials for holidays

Desired Outcome: In recognition of the bordering and surrounding neighborhoods that use Folsom Boulevard daily, this action would serve many purposes in restoring the corridor as a destination.

Why Is This a Priority? It is critical to reinvestment that the area be perceived as an attractive, fun, functional, and safe destination. What better way to generate interest and a sense of place than to have an event at which people really spend some time.

4) Support and facilitate businesses and adjacent neighborhoods to be part of the transformation.

Description: Encourage businesses to participate in their own success (e.g., Business Association, BID, promotional events, security, maintenance, storefront display contests). Also, engage existing organized community groups and neighborhood associations to contribute to the improvement and transformation of the corridor.

Desired Outcomes: Local stakeholders with a vested interest and investment (of time and money) to improve individual businesses and the corridor as a whole.

Why Is This a Priority? With limited resources for public investment, this is a viable way to get private investment of time and money to cause change. It is also critical that existing businesses and property owners take ownership of the future and ongoing success of the boulevard, realizing that the “whole is greater than the sum of its parts” and that every single success benefits their neighbors.

5) Apply for and receive grant funding for a variety of efforts.

Description: Utilize City staff resources and partner with individuals and groups to pursue grant funding for public and private improvements throughout the corridor. Utilize identified funding sources in the appendix of this Plan and seek other sources of funding for improvements.

Desired Outcome: Public and private investment to improve the corridor.

Why Is This a Priority? With limited resources for local public investment and economic constraints on private investment, grant funding is a viable means to bring about change and transformation of the corridor.

Corridor Actions – Physical

6) Bring diverse housing to the boulevard.

Description: Actively pursue public purchase of property and partnerships to build a wide range of housing types along Folsom Boulevard.

Desired Outcome: New and diverse housing stock at all income levels within the City in general and along Folsom Boulevard in particular.

Why Is This a Priority? New housing along the along Folsom Boulevard will bring new life and additional resources to support local businesses.

7) Resolve infrastructure gaps and increase capacities where needed.

Description: Identify infrastructure gaps and proactively address them (e.g., water capacity, drainage capacity) for all project types. This will require partnering with local service providers and participation in planned improvements and priorities moving forward.

Desired Outcome: Establishment of multiple shovel-ready sites

Why Is This a Priority? This is an opportunity to set this area of the City apart from regional competition to attract new business opportunities.

8) Partner with regional agencies on corridor revitalization for improved safety, access, maintenance, joint development projects, funding, and ridership.

Description: Work with regional partnerships (e.g., SACOG, Sacramento County, Urban Land Institute) for educational outreach, demonstration projects, funding sources, and shared strategies.

Desired Outcome: Strong partnerships to maximize advantages and improvements throughout the corridor.

Why Is This a Priority? Strategic partnerships with regional agencies and organizations with a shared commitment (plans, studies, resources) will leverage City efforts to revitalize Folsom Boulevard.

9) Work with motivated neighboring property owners to transform clusters of development into attractive, thriving, high destination locations.

Description: Identify and reach out to groups of motivated property owners in and around opportunity sites to promote property assemblage, shared access and parking, and integrated development projects that maximize development opportunities.

Desired Outcome: More integrated development with shared resources at key locations.

Why Is This a Priority? Clusters of motivated property owners have the potential to bring forward significant new development projects that can transform Folsom Boulevard.

10) Transform Olson Island internal circulation into a “main street” experience.

Description: Prioritize the expansion of “main street” circulation and development connecting to both Olson Drive and Zinfandel Drive.

Desired Outcome: Improved circulation and enhanced development patterns for a more efficient shopping experience and a more enjoyable pedestrian environment.

Why Is This a Priority? Existing circulation patterns need improvement, and “main street” development has started with the reinvestment in the Target center.

11) Partner with and support private businesses and owners in façade, sign, and other building renovations and site improvements.

Description: Establish and implement programs to inform and inspire private businesses to invest time and resources to improve their properties (e.g., landscaping, cleanup events, façade improvement program).

Desired Outcome: More attractive storefronts and streetscapes throughout the corridor.

Why Is This a Priority? Given the age and condition of many existing buildings and sites throughout the corridor, these minor improvements can have a major impact both visually and functionally.

Opportunity Site Actions

12) Refine goals, outcomes, constraints, and tasks for each opportunity site.

13) Establish a champion and/or steering committee for each opportunity site, composed of business and property owners, neighborhood leaders, and city volunteer groups.

14) Use the basic outlines in Chapter 5 for each opportunity site to fully map out an achievable area plan.

15) Use community charrettes, university student projects, and neighborhood and business leaders to establish character, feasibility, alternatives, and short- and long-term development agreements.

16) Establish realistic market concepts...who is using the site for what and when? Then market!

C. Incentive Toolbox

Incentives can be a very effective means to promote new development in a community. The City maintains a current list of recommended incentives to attract new development to Folsom Boulevard. The Rancho Cordova Economic Development Department and other working groups can utilize these tools in developing their strategic two-year work plans. Providing a range of different techniques allows the City and developers to “use the right tool for the job” as creative solutions and opportunities arise.

D. Potential Funding and Financing Mechanisms

There are a number of potential funding and financing mechanisms available at the federal, regional, and local level that may be pursued by the City and/or adjoining agencies to implement public improvements as well as to support some annual operations and maintenance costs. The City maintains a current list and description of the potential funding sources and in the following categories:

- Federal Funding Sources (comprising grants and programs)
- Regional Funding Sources (comprising grants and programs)
- Local Funding & Financing Sources (comprising funds, fees, and special districts)
- Private (comprising funds and sponsorships)

Chapter 7

Implementation Strategy

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