

Attachment A: Draft Scope of Work for Fall ULI Technical Assistance Panel

In California, the smart-growth plans promoted by cities, regional agencies, and other public institutions in major metropolitan areas are not delivering the residential units needed to address our state's housing crisis. Even in cities that have embraced policies intended to increase housing production, housing affordability remains a critical issue.

More specifically, in the Sacramento region, commercial corridors are generally dominated by former "miracle miles" that are now over-retailed, under-utilized, unfriendly to pedestrians, and lacking in identity and community character. For smart-growth policies to work in the Sacramento region, they need to address, revitalize, and reinvent the existing urban fabric, while furthering the state's climate change, transportation and housing goals. The introduction of higher-density housing can serve as a catalyst for revitalization—if implemented properly. Yet the development economics in the Sacramento region often are not strong enough to spur the private sector to build the 7,000 infill housing units a year the region needs in order to accommodate population growth while meeting shared regional objectives around greenhouse gas reduction.

In response, the Sacramento Area Council of Governments (SACOG) has developed the Green Means Go program to catalyze development in Green Zones- locally designated areas that have capacity for infill development and show a reduction in vehicle miles travelled in the region's Sustainable Communities Strategy. Green Means Go is supported by all 28 local jurisdictions in the six-county region.

The Advisory Services Panel (ASP) will identify challenges and provide a suite of recommendations to facilitate and accelerate equitable residential and mixed-use infill development within the locally-adopted Green Zones of North Watt Avenue (Sacramento County) and Folsom's Central Business District. The ASP will include national and regional experts in housing and planning policy, on behalf of both the public and private sectors, who can provide reputable feedback, development perspectives, and tangible solutions to produce the desired outcome of increasing infill housing production.

The objective of the ASP will be to evaluate and synthesize SACOG's existing *Green Means Go* infill housing-related policies and planning projects already underway in the Sacramento region, identify the barriers to facilitating residential development under that program, and provide recommendations that will assist SACOG in allocating up to \$40 million in state planning and infrastructure funds that have been awarded to SACOG to expedite the production of infill housing.

The Advisory Services Panel will help answer a set of key questions relating to accelerating attainable and affordable infill housing through the Green Means Go program:

- (1) What infill residential and mixed-use development prototypes are achievable for each corridor given current zoning and development standards and current real estate market dynamics?
- (2) What are the market and financial feasibility profiles of identified prototypes and what elements are needed (e.g., subsidies, infrastructure improvements, zoning and development standard changes, adjacent land use changes) to achieve financial and real estate market feasibility?
- (3) What are the most salient development and real estate market-oriented challenges with regard to achieving financial feasibility for “missing middle” housing (e.g., townhomes, condominiums, duplexes, fourplexes, courtyard cottages) in each corridor?
- (4) What policies, strategies, programs, and improvements can each jurisdiction implement to create a sense of place in each corridor, where people want to live, work, visit, and recreate?
- (5) What implementation actions, including public investment, financial incentives, phasing strategies, and other actions, could jurisdictions take to achieve a critical mass of development activity aligned with the community’s vision for each corridor?
- (6) What policies and programs could be adopted that address racial and economic equity and allow for investment while mitigating for gentrification-related residential and commercial displacement?