



CHAPTER 10: IMPLEMENTATION STRATEGY



INTRODUCTION

The General Plan is a living document that serves as the City’s blueprint for creating the future desired by the community. It is intended to guide decision-making in Elk Grove across a wide range of policy areas. The City’s ability to achieve the vision expressed in the General Plan depends on its success in creating and carrying out an effective implementation strategy.



This General Plan implementation strategy provides a framework to coordinate Citywide efforts to execute the policies identified throughout the General Plan, and a structure for monitoring, maintaining, and updating the document throughout the planning horizon. The strategy identifies a pathway from the broad, long-term goals and vision that underlie the General Plan, to the more specific policies in each chapter, to the day-to-day activities that guide change on the ground.

The City will use a variety of administrative procedures and regulatory mechanisms to implement the General Plan. Implementation will involve close coordination between City offices and departments, including the City Council, City boards and commissions, the City Manager’s Office, Development Services Department, Economic Development Department, Public Works Department, and Police Department. It will also require coordination between the City and outside agencies, such as the Cosumnes Community Services District, the Elk Grove Unified School District, the County of Sacramento, the Sacramento Area Council of Governments, the Sacramento Air Quality Management District, the Sacramento Regional Transit District, and various other regional and state agencies.

GENERAL PLAN MAINTENANCE AND MONITORING

ANNUAL GENERAL PLAN IMPLEMENTATION REPORT

State law requires that every city and county in California (with the exception of charter cities) submit an annual report on the status of its general plan and progress in its implementation to the jurisdiction’s legislative body, the Governor’s Office of Planning and Research (OPR), and the California Department of Housing and Community Development. In Elk Grove, City staff usually prepares the Annual General Plan Implementation Report during the first quarter of each year and presents it to the City Council at a public hearing, which allows an opportunity for public review and comment. The annual report is then submitted to the State by April 1 of each year. The annual report informs City staff in multiple departments, elected officials, and community members about the status of the General Plan and progress toward achieving the vision, and helps prioritize work plan activities and budget needs for the upcoming year.



COORDINATION WITH BIENNIAL CITYWIDE SURVEY

Since 2009, every two years, the City of Elk Grove has conducted a citywide survey to solicit input from residents that helps inform program planning, goal setting, budgeting, and performance measurement. The survey is a useful tool for evaluating public opinion about a wide range of community characteristics and indicators. Reports summarizing the results of the biennial survey are available on the City's website.

The information collected through the citywide survey is closely related to and aligned with General Plan goals and policies. For example, the survey typically includes questions about community characteristics such as the overall quality of life, safety, mobility, economy, recreation and wellness, and the natural and built environments. City staff will coordinate the annual General Plan progress reviews with the process of collecting resident input via the biennial survey. The City will also develop an online tracking tool for General Plan implementation that links with the online biennial citizen survey and progress reports.

GENERAL PLAN UPDATES AND AMENDMENTS

The General Plan guides growth, change, and conservation efforts in Elk Grove over a long-term planning horizon. As such, the plan must be reviewed and monitored on a regular basis as well as updated periodically to remain current and keep pace with changing times. In addition, the need arises from time to time for specific, targeted amendments to the General Plan—for example, in response to a current, pressing local issue; new requirements imposed by State legislation; or circumstances that necessitate a substantial change in the City's policy direction on a particular topic.

As deemed necessary, the City will conduct a comprehensive review of the General Plan and update it as needed. This periodic review and update will examine the General Plan in its entirety, including goals, policies, and implementation actions.¹ The update process will take into consideration successes and challenges in implementing the General Plan, as well as other factors such as changing demographics and economic conditions.

The City will also consider proposed focused amendments to the General Plan on an as-needed basis. Proposed amendments may include changes to the land use designations, maps contained in the plan, or the goals and policies. The need for the proposed amendment and its potential benefits and impacts will be evaluated, as well as consistency with the overall vision of the General Plan implementing documents.

A broad range of documents will be used to further the goals and policies set forth in the General Plan. The various categories of documents, specific examples of each, and the relationship of these documents to the General Plan are illustrated in **Figure 10.1**. Each source provides additional guidance, either for a specific topic or for subareas of the City, with varying levels of regulatory authority. These documents must remain consistent with the General Plan, as amended over time.

¹ The Housing Element will be updated through a special, focused effort and on a separate timeline due to State housing law requirements.



FIGURE 10-1:
GENERAL PLAN IMPLEMENTING DOCUMENTS



PLANNING AND POLICY DOCUMENTS

Community Plans

Elk Grove’s community plans are presented in detail in Chapter 9. As detailed there, community plans are part of the General Plan and are adopted through the City Council’s approval of the General Plan. Consequently, in order to amend a community plan, the City Council must adopt a General Plan amendment. The procedures for amending a community plan are the same as those for amending the General Plan.

Specific Plans

As described in Chapter 4, a specific plan is an instrument that serves to implement the goals and policies of the General Plan for a certain geographic area of the City. A specific plan is adopted and amended separately from the General Plan, by resolution or ordinance by the City Council.

A specific plan typically addresses land use and development intensity at a more



granular level than the General Plan. The legally required elements for a specific plan are listed in California Government Code Section 65451, and generally include:

- A statement of the relationship of the specific plan to the general plan.
- Distribution and location of land uses.
- Distribution and location of major components of public and private transportation, as well as utilities and other infrastructure (e.g., sewer, water, energy, solid waste disposal).
- Standards and criteria for development and natural resource conservation.
- Implementation measures to carry out the specific plan, such as regulations, public works projects, and financing mechanisms.

Climate Action Plan

The Climate Action Plan (CAP) is a strategic planning document that identifies greenhouse gas emissions and their sources, and forecasts how those emissions may grow within the City with ongoing development and economic activity. The CAP then identifies energy use, transportation, land use, water use, and solid waste strategies to reduce these emissions. The CAP is updated regularly to reflect new development, conditions, and technology.

DEVELOPMENT REGULATIONS AND STANDARDS

Elk Grove Municipal Code

The Elk Grove Municipal Code implements General Plan policies by establishing specific regulations and obligations for new development and property maintenance. Examples of these regulations include:

[Title 22, Land Development](#)

When a piece of land is divided into two or more lots, the land is considered to have been subdivided. This type of land division is regulated by Title 22, which specifies certain minimum requirements and standards for all land divisions. Compliance with these regulations ensures that when land is subdivided, each resulting lot is provided with minimum services such as public streets, sewer and water systems, and storm drains, and is adequately sized to accommodate the type of development planned for the property.

[Title 23, Zoning](#)

This title outlines the development review process for the City and establishes a number of zoning districts to regulate land uses. The General Plan includes a Land Use Plan identifying land use designations and a Land Use Diagram showing where



each designation applies within the City (see Chapter 3: *Planning Framework*). These designations are implemented by zoning districts. The Zoning Code lists the uses that are allowed in a given district and the development standards that apply to each district and/or use. The Zoning Code also specifies special purpose zone districts, which allow the City to enact customized planning standards and regulations for designated areas that warrant special treatment.

Special Planning Areas



Chapter 23.40 of the Municipal Code defines the special planning area (SPA) district as one of the City's special purpose zoning districts. Chapter 23.16 of the Municipal Code defines SPAs as "areas throughout the city that have unique environmental, historic, architectural, or other features which require special conditions not provided through the application of standard zone regulations." There are several SPAs designated on the City's zoning map.

SPAs provide a mechanism for carrying out the intent of the General Plan for those areas of the City that have special character, and therefore warrant the adoption of customized standards and regulations to protect and enhance the scale, visual quality, and other defining aspects of the district.

The Municipal Code lays out processes for establishing and amending SPAs and allowed land uses. Designation of an SPA as well as future amendments are accomplished through the City Council's adoption of an ordinance. An SPA ordinance is required to include the reasons for establishing the SPA district in that specific location, as well as a list of permitted and conditionally permitted uses, performance and development standards (e.g., yards, lot area, development intensity, parking, landscaping) and other design standards as appropriate. Title 23 also includes requirements for legal nonconforming uses and facilities, the timing and phasing of development projects, infrastructure and circulation plans, and other topics related to land use and development.

Design Guidelines

The City has established Citywide Design Guidelines, which apply to most areas. Supplemental guidelines have been established for the Laguna Ridge area to address landscaping and single-family residential architecture. Additionally, the Southeast Policy Area has its own design protocol, which is independent from the Citywide Design Guidelines. These guidelines and the design review process through which they are administered promote preservation of the historic, cultural, and architectural resources that reflect the history and character of Elk Grove.



PUBLIC FACILITY AND CAPITAL IMPROVEMENT PLANS AND DOCUMENTS

Master Plans

The City maintains a number of master plans that guide the provision, expansion, and maintenance of infrastructure, public services, and civic facilities. Infrastructure master plans define the necessary backbone infrastructure and improvement projects, such as water, sewer, and storm drain system, which are required to support existing and planned development. The City has a Bicycle, Pedestrian, and Trails Master Plan that outlines policies, programs, and standards for infrastructure and facilities to support biking and walking. Master plans are also often prepared for the construction or improvement of major City development projects, such as the Civic Center and Aquatics Center.

In addition, a number of master plans created and adopted by external agencies address planning and operation of certain public facilities and services in Elk Grove. The Parks and Recreation Master Plan for Elk Grove is prepared and administered jointly by the Cosumnes Community Services District and the City. The Sacramento Regional County Sanitation District, provider of local wastewater service, maintains a master plan for the Sacramento Regional Wastewater Treatment Plant. The Elk Grove Unified School District has a Facilities Master Plan that addresses all K-12 public schools and related facilities in the area.

All master plans are maintained and updated as necessary by the applicable service agency. Amendments to these plans are prepared and adopted separately from the General Plan though they are required to be consistent with the General Plan.

Public Road Standards

The City has two sets of standards for the design and construction of public roads. The Citywide Improvement Standards identify design standards and details for new roadways in urban portions of the City, and the Rural Road Improvement Standards apply to roadways in the Rural Area defined in this General Plan. Both documents describe how future planned roadways will be built in a manner consistent with the roadway classifications defined in the Transportation Plan. These standards contain information such as road and lane widths, parking requirements, sidewalk details, and signals for various roadway types in a manner consistent with the surrounding land use context.

Precise Plans

The City's Public Works Department prepares precise plans as a tool for planning and phasing major infrastructure projects. Some degree of engineering is typically completed as part of the precise plan to inform implementation of infrastructure projects. Precise plans are adopted by City Council and must be consistent with the General Plan.



Capital Improvement Program

The City's Capital Improvement Program (CIP) lists all active capital projects (improvements to public buildings, roads, traffic signals, bicycle and pedestrian facilities, storm drain system, and other infrastructure) as well as those that are planned to be undertaken during the next five fiscal years. It is used both for planning the timing and implementation of these projects and for budgeting purposes. The CIP is updated on an annual basis. All projects included in the CIP must be consistent with the General Plan.

GENERAL PLAN IMPLEMENTATION WORK PROGRAM

Implementation of the General Plan will be accomplished through a series of specific actions, which are presented in **Table 10-1**. These actions include ongoing City programs and activities as well as new initiatives that will require a one-time dedication of time and resources to complete. These implementation actions represent an extension of the policies and standards identified in General Plan Chapters 4 through 9. In general, each action provides a means to achieve the intent of multiple policies.

The implementation actions are organized into the following categories corresponding to various areas and levels of City responsibility.

- Development Regulations and Review
- Housing Programs
- Economic Development Programs
- Transportation Plans and Programs
- Arts, Culture, And Historic Preservation
- Agriculture
- Environment, Conservation, And Sustainability
- Parks, Recreation, And Open Space
- Hazard Mitigation and Emergency Management

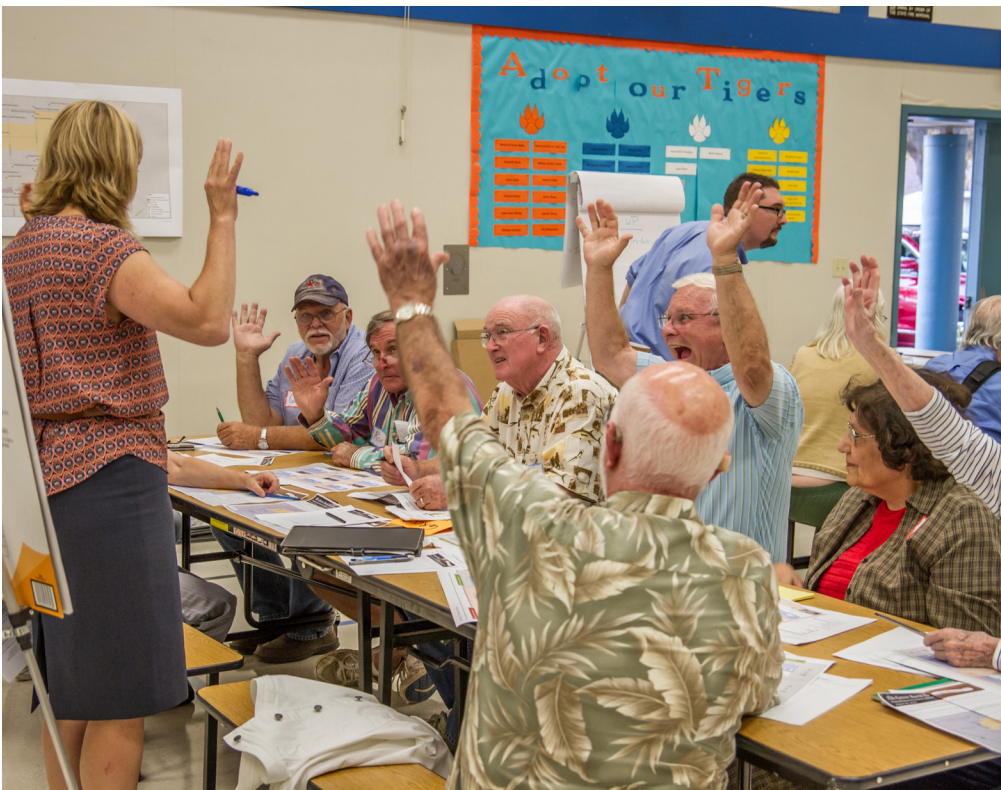
Table 10-1 presents the full range of implementation actions by category, along with the corresponding General Plan policies and standards. The City department leading or overseeing each action is indicated. In some cases, one department may have a lead role in carrying out an action, with other departments having a supporting or advisory role.



The desired time frame for completing each action is noted. The time frames are as follows:

- Ongoing
- Annually
- FY 18/19–FY 19/20 (1–2 years from adoption)
- FY 20/21–FY 22/23 (3–5 years from adoption)
- FY 23/24–FY 27/28 (6–10 years from adoption)
- Other (custom time frames as appropriate to specific actions)

The stated time frames are targets intended to help the City to prioritize, manage, and track the implementation work program. Time frames may be adjusted as needed to reflect changing priorities of the City, changes in conditions, or other factors.





ACTION

1. DEVELOPMENT REGULATION AND REVIEW

1.1 Zoning Code Update. Prepare a comprehensive update to the Elk Grove Municipal Code, Title 23 - Zoning, to bring the City's zoning regulations into conformance with the guiding principles, goals, and policies of the General Plan. The following items shall either be drafted for consideration or reviewed and considered for amendment:

- Zoning districts shall correspond to General Plan land use designations (e.g., densities, permitted uses, development standards).
- Regulations and process for master planned projects / planned developments.
- Performance standards and development standards for heavy industrial uses.
- Objective development standards that promote compatibility with existing context (e.g., setbacks, height limits).
- Zoning districts and permitted uses for land uses corresponding to the City's top employment industries.
- Permitted use tables to allow a wide range of sizes and types of commercial and industrial uses.
- Standards to require mixed-use and high-density development near existing and planned transit stops.
- Development processes for Study Area Activity Centers – uses along street frontages, public spaces, bike/pedestrian access, transit connections, public art.
- Open space requirements for new development.
- Development standards for public realm improvements.
- Zoning regulations for all Special Planning Areas and update as needed for consistency with General Plan policies.
- Zoning regulations to allow urban farms, animal keeping in residential areas, community gardens, farmers markets, and farm stands.
- Zoning regulations for home occupations and ensure they are not overly restrictive.
- Development standards / parking requirements to ensure they are not inhibiting the establishment of new uses in existing buildings.
- Parking standards (on private property) to align with parking demand and to support multimodal transportation goals, particularly in mixed-use and transit-oriented development areas.
- Standards and criteria for approval for shared access and shared parking between adjacent developments.



RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
LU-1-1, LU-1-2, LU-1-3, LU-1-5, LU-1-6, LU-1-7, LU-1-8, LU-1-9, LU-2-1, LU-2-4, LU-4-1, LU-5-6, LU-5-7, LU-5-8, LU-6-1, LU-6-2, LU-6-3, LU-6-4, LU-6-5, LU-6-6, LU-6-7, LU-6-8, LU-6-9, LU-6-10, AG-1-1, AG-1-2, AG-1-4, AG-1-6, AG-2-1, AG-2-2, ED-1-1, ED-1-2, ED-1-3, ED-1-5, ED-2-1, ED-2-2, ED-2-4, ED-3-1, ED-3-2, RC-1-1, MOB-3-2, MOB-3-2.a, MOB-3-14, MOB-3-15, MOB-3-16, MOB-3-17, MOB-5-1, MOB-5-4, MOB-7-9, GOV-1-5, ART-2-3, HR-1-1, HR-1-2, HR-1-3, HR-2-4, HR-3-2, PT-1-5, NR-1-1, NR-1-3, NR-1-8, NR-4-3, NR-4-4, NR-4-6, NR-4-10, NR-5-1, NR-5-2, HTH-1-1, HTH-1-5, EEG-1-2	FY 18/19–FY 19/20	Strategic Planning	Development Services - Planning



ACTION

1. DEVELOPMENT REGULATION AND REVIEW

- Requirements for bicycle parking, pedestrian amenities, and transit access (as applicable) for new commercial and multifamily residential development.
- Requirement for new commercial and multifamily residential developments to provide electric vehicle (EV) charging stations (appropriate number based on commercial square footage or number of residential units).
- Development incentives for EV charging infrastructure for alterations to existing residential and commercial facilities.
- Zoning regulations related to art spaces (studio space, gallery space, performance venues) – ensure these uses are permitted by right in appropriate areas. Consider creating regulations for live/work spaces.
- Old Town Special Planning Area (SPA) Ordinance to ensure that it provides adequate protection for historic structures and sites and sufficient measures to ensure that new construction is compatible with the area's historic character and context.
- SPA zoning districts to implement clustering policy.
- Administrative procedures for clustering permits for new developments smaller than 40 acres in size.
- Overlay zoning district for East Elk Grove.

1.2 Design Guidelines Update. Review and update the Citywide Design Guidelines to ensure they address a higher standard of architectural and site design. The following items should be reviewed through the Design Guidelines update process:

- Architectural character and quality.
- Commercial design guidelines for neighborhood commercial areas to maintain and preserve neighborhood character.
- Compatibility of infill development with character of surrounding areas and neighborhoods.
- Sign design guidelines.
- Pedestrian environment and amenities.
- Public realm design guidelines.

1.3 Annexation Submittal Requirements and Review Criteria. Review and update the application requirements and materials and the review procedures and criteria for proposed annexations to be consistent with the General Plan policies related to urban expansion, Study Areas, and annexation.



RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
LU-1-8, LU-2-1, LU-2-4, LU-5-1, LU-5-2, LU-5-4, LU-5-9, LU-5-11, LU-6-1, LU-6-7, ART-1-1, HR-1-1, HR-1-2, HR-1-3, HR-3-2, NR-2-4	FY 18/19–FY 19/20	Development Services – Planning	Strategic Planning
LU-3-1, LU-3-2, LU-3-3, LU-3-4, LU-3-5, LU-3-6, LU-3-7, LU-3-8, LU-3-9, LU-3-10, LU-3-11, LU-3-12, LU-3-13, LU-3-14, LU-3-15, LU-3-16, LU-3-17, LU-3-18, LU-3-19, LU-3-20, LU-3-21, LU-3-22, LU-3-23, LU-3-24, LU-3-25, LU-3-26, LU-3-27, LU-3-28, LU-3-29, LU-3-30, LU-3-31, LU-3-32	FY 18/19–FY 19/20	Development Services – Planning	Strategic Planning



ACTION

1. DEVELOPMENT REGULATION AND REVIEW

1.4 Development Review Requirements and Process Refinements. Update the submittal requirements and review processes for land use applications for consistency with General Plan policies, as follows:

- Require development applications, as appropriate, to include plans for necessary infrastructure improvements (e.g., roads, stormwater drainage and treatment facilities, utilities). (LU-3-29, LU-3-32, MOB-7-1)
- Prepare and regularly update guidelines for the preparation of transportation impact analyses for consistency with vehicle miles traveled (VMT) policies. As part of the guidelines, the City shall:
 - Identify appropriate methodologies for calculating VMT for both land use and transportation projects.
 - Monitor citywide VMT and identify areas of the City that may be exempt from subsequent analysis.
 - Monitor the effectiveness of VMT reduction strategies and update a list of appropriate strategies on an ongoing basis. (MOB-1-1)
- Update City guidelines for the preparation of transportation impact analyses for consistency with Roadway Performance Target policies. (MOB-1-3, MOB-1-4, MOB-1-5, MOB-1-6)
- Update requirements for acoustical analysis to be submitted with applications for development of noise-sensitive land uses for:
 - noise-sensitive land uses proposed in areas exposed to existing or projected exterior noise levels exceeding the levels specified in Table 8-3 or the performance standards of Table 8-4 (N-1-5), and proposed nonresidential land uses likely to produce noise levels exceeding the performance standards of Table 8-4 at existing or planned noise-sensitive uses (N-1-6).
- When applications are received to establish sensitive land uses in proximity to air pollution sources, refer the application to the Sacramento Metropolitan Air Quality Management District for comment. (NR-4-9)

1.5 Development Review Process Streamlining. The City will regularly review and evaluate the process for development projects and identify specific ways to decrease review time, increase efficiency for staff, and increase certainty for applicants.



RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
LU-3-29, LU-3-32, MOB-1-1, MOB-1-3, MOB-1-4, MOB-1-5, MOB-1-6, MOB-2-2, MOB-7-1, N-1-5, N-1-6, NR-4-9	FY 18/19–FY 19/20	Development Services – Planning	Development Services – Engineering Public Works Strategic Planning
RC-2-4	Ongoing	Development Services	Economic Development



ACTION

1. DEVELOPMENT REGULATION AND REVIEW

1.6 Update Standard Conditions of Approval. Update the City's Standard Conditions of Approval (COA) list/template for development projects for consistency with General Plan policies. The COA list/template should include standard conditions that apply to all projects, and thresholds/criteria for conditions that apply in specific circumstances and/or for specific types of projects. New or updated conditions may include the following:

- Undergrounding utilities. (LU-5-3)
- Mitigation of loss of qualified agricultural lands at 1:1 ratio. (AG-1-5)
- A requirement for development projects to comply with the Sacramento Metropolitan Air Quality Management District's (SMAQMD) rules and thresholds for preparing AQ-15 plans. (NR-4-1)
- A requirement for utilities and infrastructure improvements to be financed and constructed prior to occupancy of new development. (INF-1-1, INF-2-1, IFP-1-8)

1.7 Building Code Update. Review and update Elk Grove Municipal Code Title 16 - Buildings and Construction as needed to incorporate the goals and policies of the General Plan into the City's building code. This should also include any updates that are required by the 2019-2020 update to the California Green Building Standards Code (CALGreen). The following items shall be reviewed and amended:

- Update the building code to incorporate higher standards for green building as required by the City's Climate Action Plan (CAP)
- A requirement for new single-family residential development to pre-wire for plug-in electric vehicles.

1.8 Sustainable Stormwater Management Ordinance. Prepare and adopt a Sustainable Storm water Management Ordinance that sets design standards for on-site storm water management for new construction of public and private projects. The ordinance shall be developed in accordance with the Central Valley Regional Water Quality Control Board's region-wide storm water discharge permit under the National Pollutant Discharge Elimination System (NPDES). The ordinance should incorporate low-impact development (LID) approaches and use of ecological landscape-based systems such as vegetated bioswales, living roofs, and rain gardens to increase retention, detention, infiltration, groundwater recharge, and treatment of storm water on-site.

1.9 Right-of-way Dedication Requirements for Future Transit Lines. When reviewing applications for development projects located along planned future bus rapid transit and/or light rail lines to serve planned employment centers, require property owners to dedicate right-of-way for these future transit lines. The City's Capital Facilities Fee (CFF) provides credit or reimbursement to property owners for such dedication.

1.10 Drought-Tolerant Plant List. Work with the City's landscape architect to develop a handout for project applicants listing recommended drought-tolerant and native tree and plant species to be used in site and landscape design for development projects. Review landscape plans for development projects to ensure the selected plants are appropriate and meet the requirements of the City's Water Efficient Landscape Ordinance.



RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
LU-5-3, AG-1-5, MOB-7-7, PT-1-4, NR-4-1, NR-4-8, IFP-1-8	FY 18/19–FY 19/20	Development Services – Planning	Development Services – Engineering Public Works Strategic Planning
MOB-3-2.a, HR-1-1, HR-1-2, NR-3-8, NR-3-11, NR-4-1, NR-4-8, NR-5-1, NR-5-3, NR-6-1, NR-6-2, NR-6-6, SD-2-1, SD-2-2	FY 18/19–FY 19/20	Development Services – Building	
LU-5-11, NR-3-1, NR-3-2, NR-3-3, ER-2-2	FY 18/19–FY 19/20	Public Works – Drainage	
MOB-5-2, MOB-5-9	Ongoing	Development Services – Planning	Development Services – Engineering Public Works
NR-3-8, NR-3-12, SD-2-1, SD-2-2	FY 18/19–FY 19/20	Development Services – Planning	Public Works



ACTION

2. HOUSING PROGRAMS

2.1 Housing Inventory. To the extent that there are high-density residential sites identified as accommodating the City's Regional Housing Needs Allocation (RHNA) that ultimately develop with a use other than high-density residential development, the City will ensure that it maintains adequate inventory to accommodate the RHNA, including by rezoning as necessary.

Potential Funding Source: City Development Services Fund

2.2 Rezone Housing Sites. The City has a lower-income regional housing need of 4,265 units. To meet the lower-income regional housing need, the City will, concurrently with adoption, identify and rezone some or all of the sites identified in Table 34 of Chapter 12.4 (Technical Appendix). These sites will require a minimum of 20.1 units per acre and will allow up to 30 units per acre. The rezone will result in a minimum of 4,265 units to accommodate the lower income RHNA. The City will encourage integration of low-income units throughout the sites identified.

If the City does not complete the rezone prior to the start of the planning period (May 15, 2021), sites will be rezoned consistent with Government Code Section 65583, subdivision (c)(1) and 65583.2 subdivisions (h) and (i). The rezone will accommodate 100 percent of the shortfall during the planning period and will include the following components.

- Permit owner-occupied and rental multifamily uses by right and do not require a conditional use permit or other discretionary review or approval for developments in which 20 percent or more of the units are affordable to lower income households.
- Permit the development of at least 16 units per site and a minimum of 20 dwelling units per acre for suburban and metropolitan jurisdictions;
- Ensure at least 50 percent of the shortfall of low- and very low-income regional housing need can be accommodated on sites designated for exclusively residential uses;
- Ensure sites will be available for development during the planning period where water and sewer can be provided.

The City has, since 2003, required Design Review for all multifamily development. Design Review would be required for multifamily projects on these sites. Projects under 151 units are reviewed at the "staff-level" through consideration by the Zoning Administrator, while larger projects are reviewed by the Planning Commission.

Potential Funding Source: City Development Services Fund, SB2/LEAP or REAP Funding



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-1-1	Review the sites inventory annually and as sites are developed to ensure sufficient capacity	Strategic Planning and Innovation	Development Services (Housing and Public Services Division)
	H-1-1	Concurrent with adoption of the Housing Element, or within the first 3 years of the planning period. Encourage integration as projects are processed through the Planning Division.	Strategic Planning and Innovation	Development Services (Housing and Public Services Division)



ACTION

2. HOUSING PROGRAMS

2.3 Unit Replacement. Pursuant to California Government Code, Section 65583.2, replacement units are required for all sites identified in the site inventory when any new development (residential, mixed-use, or non-residential) occurs on a site that has been occupied by or restricted for the use of lower-income households at any time during the previous five years. Replacement requirements are set forth in Government Code Section 65915(c)(3).

This requirement applies to:

- Non-vacant sites
- Vacant sites with previous residential uses that have been vacated or demolished

Objectives: Require new housing developments to replace all affordable housing units lost due to new development.

Quantified Objective: 2 households

Potential Funding Source: City Development Services Fund

2.4 Lot Configuration and Large Lot Development. To facilitate the development of affordable housing and provide for development phases of 50 to 150 units, the City will routinely coordinate with property owners and give high priority to processing subdivision maps that include affordable housing units.

Additionally, the City will adopt incentives for development of high-density residential sites such as reducing minimum front and side yard setbacks to enhance design flexibility and create a more pedestrian-oriented environment and modifying parking standards.

Potential Funding Source: City Development Services Fund



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-1-1	The replacement requirement will be implemented immediately and applied as applications on identified sites are received and processed	Development Services (Planning Division)	
	H-1-1	As projects are processed through the Development Services Department throughout the planning period and incentives will be adopted as part of Title 23 within one year of adoption of the Housing Element.	Development Services (Planning Division)	



ACTION

2. HOUSING PROGRAMS

2.5 Lot Consolidation. To ensure that there is a sufficient supply of multifamily zoned land to meet the City's RHNA, the City will help facilitate lot consolidations to combine small residential lots into larger developable lots by providing information on development opportunities and incentives for lot consolidation to accommodate affordable housing units available on the City's website and discussing with interested developers. As developers/owners approach the City interested in lot consolidation for the development of affordable housing, the City will offer the following incentives on a project-by-project basis:

- Allow affordable projects to exceed the maximum height limits,
- Lessen set-backs, and/or
- Reduce parking requirements.

The City will also consider offsetting fees (when financially feasible) and concurrent/fast tracking of project application reviews to developers who provide affordable housing.

Potential Funding Source: City Development Services Fund

2.6 Zoning for Missing Middle Housing Types. The City shall review and amend the Zoning Code and applicable design guidelines to encourage and promote a mix of dwelling types and sizes, specifically missing middle-density housing types (e.g. duplexes, triplexes, fourplexes, courtyard buildings) to create housing for middle- and moderate-income households and increase the availability of affordable housing in a range of sizes to reduce displacement risk for residents living in overcrowded units or overpaying for housing.

Potential Funding Source: City Development Services Fund, SB2/LEAP or REAP Funding



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-1-1	Ongoing, as projects are processed through the Development Services Department. Annually meet with local developers to discuss development opportunities and incentives for lot consolidation.	Development Services (Planning Division)	
	H-1-1	Within three years from adoption of the Housing Element	Strategic Planning and Innovation	



ACTION

2. HOUSING PROGRAMS

2.7 Development Streamlining. The City will establish a written policy or procedure and other guidance, as appropriate, to specify the Senate Bill (SB) 35 streamlining approval process and standards for eligible projects, as set forth under California Government Code, Section 65913.4.

Potential Funding Source: City Development Services Fund

2.8 Financial Assistance. Support affordable housing development through provision of direct assistance from the Affordable Housing Fund and/or other City-controlled housing funding sources and, as needed, facilitate developers' applications for State and Federal affordable housing funding. City assistance could be provided in the form of land, in line with the City's strategic land acquisition program, or in the form of loans or grants for specific projects.

Quantified Objective: Provide funding assistance for the development of 125 affordable housing units.

Potential Funding Source: Affordable Housing Fund, CalHome, Community Development Block Grant (CDBG), HOME, or other U.S. Department of Housing and Urban Development (HUD) or California Department of Housing and Community Development (HCD) funding

2.9 Fee Waivers. When feasible, continue to provide deferrals or exemptions from select fees to all affordable housing projects and participate in the Sacramento Regional County Sanitation District's fee waiver and deferral program to reduce impact fees for affordable housing development.

Potential Funding Source: City Development Services Fund, Sacramento Regional County Sanitation District

2.10 Parking Study. Conduct a parking study to determine parking needs for senior housing and affordable housing projects. Based on results, continue to allow flexibility in development standards, such as parking reductions for senior projects, and by allowing development incorporating universal design measures.

The City will also review parking requirements for emergency shelters to ensure that parking standards are sufficient to accommodate all staff, provided standards do not require more parking for emergency shelters than other residential or commercial uses within the same zone.

Potential Funding Source: City Development Services Fund, SB2/LEAP or REAP Funding



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-2	Establish a policy or procedure by June 2021. Ongoing, as projects are processed through the Development Services Department	Development Services (Planning and Building Divisions)	
	H-2-1	Ongoing, as funding allows. Consider updating the Affordable Housing Fee by December 2022.	Development Services (Housing and Public Services Division)	
	H-2-1	Ongoing, as projects are processed through the Development Services Department	Development Services (Planning and Building Divisions)	
	H-2-4, H-3-1	Complete parking study by December 2021, allow flexibility as projects are processed through the Development Services Department. Review parking standards for emergency shelters and amend, if necessary, by December 2021.	Strategic Planning and Innovation	Development Services (Planning and Building Divisions)



ACTION

2. HOUSING PROGRAMS

2.11 Homeless Needs Assessment. Continue to contribute funding to Elk Grove Homeless Assistance Resource Team (HART), Sacramento Self Help Housing, and other local and regional entities and work closely with these groups to assess the needs of people experiencing homelessness and develop plans to address homelessness at a regional level. The City will annually meet with local service providers and regional agencies (as applicable) to assess the needs regarding homelessness in the City and region.

To City will also review and amend provisions and standards for emergency shelters to ensure they are objective and in compliance with Government Code Section 65583(a)(4).

Potential Funding Source: CDBG funds (when available), City Community Service Grant funds (as determined by the City Council)

2.12 Developmental Disability Services. Work with the Alta California Regional Center to implement an outreach program that informs families within the City about housing and services available for persons with developmental disabilities. The program could include the development of an informational brochure, including information on services on the City's website, and/or providing housing-related training for individuals/families through workshops.

Potential Funding Source: City Development Services Fund

2.13 Low-Barrier Navigation Centers. Amend the City's zoning regulations to add low-barrier entry practices to the City's Navigation Housing use and permit them by right in areas zoned for mixed use and nonresidential zones permitting multifamily uses, if the center meets certain statutory requirements. See Government Code section 65662. Low-barrier practices may include, but are not limited to:

- Permitting the presence of partners if it is not a population-specific site;
- Allowing pets;
- Providing space for the storage of possessions; and
- Providing privacy such as partitions around beds or private rooms.

Potential Funding Source: City Development Services Fund

2.14 Transitional and Supportive Housing. Amend the Zoning Code to comply with Government Code Section 65583(c)(3), which deals with transitional and supportive housing. The City will amend the Zoning Ordinance to allow transitional and supportive housing in the mobile home subdivision (RM-1) and Mobile Home Park Combining District (MHP) zones as a residential use subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. The City will also amend the Zoning Ordinance to allow supportive housing in the Light Industrial (LI) zone, as a residential use subject only to those restrictions that apply to other residential dwellings of the same type in the same zone.

Potential Funding Source: City Development Services Fund



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-2-4	Ongoing, review and amend standards for emergency shelters by December 2021.	Development Services (Housing and Public Services Division)	
	H-2-4	Development of an outreach program within one year of adopting the Housing Element, and annually coordinate with regional offices and developers to pursue opportunities.	Development Services (Housing and Public Services Division)	
	H-2-4	Within one year from adoption of the Housing Element	Strategic Planning and Innovation	Development Services – Building
	H-3-1	Within one year from adoption of the Housing Element	Development Services (Planning Division)	



ACTION

2. HOUSING PROGRAMS

2.15 Affordable Housing Database. Continue to update the affordable housing unit database and to provide information regarding affordable housing opportunities, both through direct response to inquiries and making information available on the City's website. The City will make multi-lingual information available as requested.

Potential Funding Source: Affordable Housing Fund

2.16 Development Incentives for Low Income Households and Special-Needs Groups. Continue to provide regulatory incentives for the development of units affordable to extremely low-, very low-, and low-income households, including second dwelling units, senior housing, infill projects, mixed-use and multifamily units, and housing for special-needs groups, including agricultural employees, persons with disabilities (including developmental disabilities), and individuals and families in need of emergency/transitional housing. The City will take subsequent action, as appropriate, to make the development of such units more financially feasible including providing financial incentives, such as reducing, waiving, and/or deferring fees, where feasible, offering fast track/priority processing, density bonuses, and flexibility in development standards.

Additionally, the City will amend the Zoning Code to comply with State Density Bonus Law.

Quantified Objective: 350 units over the planning period

Potential Funding Source: City Development Services Fund, CDBG, Affordable Housing Fund

Potential Funding Source: City Development Services Fund, CDBG funds as available), City Community Service Grant funds (as awarded by City Council)

2.17 Rehabilitation Programs. Continue to operate housing repair and/or rehabilitation programs that assist lower-income households occupying housing in need of repair, including the Minor Home Repair Program, which offers forgivable loans to low-income homeowners whose homes have one or more health and safety hazards. Identify areas of concentrated rehabilitation need, beginning with areas with a higher concentration of lower-income households as identified in the Assessment of Fair Housing, to assist in repairs and potential mitigation of costs, displacement, and relocation impacts on residents. Provide information on available housing repair programs to homeowners by posting information on the City's website and in the City newsletter.

Quantified Objective: 40 households

Potential Funding Source: CDBG funds (when available)



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-2-5	Ongoing	Development Services (Housing and Public Services Division)	
	H-2-4. H-2-5	<p>Ongoing, as projects are processed through the Development Services Department, amend the Zoning Code to comply with State Density Bonus Law within one year from adoption of the Housing Element. Following this, review the Zoning Code and revise as needed annually. Annually outreach to developers, review and prioritize local funding at least twice in the planning period, and support expediting applications on an ongoing basis.</p>	Development Services (Planning Division)	
	H-4-1	Ongoing, as homeowners approach the City. Identify neighborhoods every two years.	Development Services (Housing and Public Services Division)	



ACTION

2.HOUSING PROGRAMS

2.18 Utility Assistance. Continue to refer individuals interested in utility assistance to the appropriate local energy provider, including the Sacramento Municipal Utility District (SMUD) and Pacific Gas and Electric (PG&E), both of which offer programs to assist with utility costs, and to nonprofit organizations that may offer utility assistance.

The City will also provide assistance with paying past-due utility bills (electric, gas, and water) to low-income households that are at risk of experiencing utility shutoff due to non-payment. Temporarily increase the level of funding available to serve households experiencing a COVID-related loss of income.

Quantified Objective: 520 households

Potential Funding Source: City Development Services Fund, CDBG funds as available), City Community Service Grant funds (as awarded by City Council)



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-4-1	Ongoing	Development Services (Housing and Public Services Division)	In partnership with nonprofit entities



ACTION

2. HOUSING PROGRAMS

- **2.19 Affirmatively Further Fair Housing.** Implement the regional Analysis of Impediments to Fair Housing Choice (AI), prepared in 2019, to address disparities in housing needs and in access to opportunity for all persons regardless race, color, religion, sex, national origin, familial status, disability gender, gender identify, gender expression, sexual orientation, marital status, ancestry, veteran or military status, source of income, and genetic information as protected categories by the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3 of Title 2), Section 65008, and any other state and federal fair housing and planning law.

The City identified barriers to fair housing through the Fair Housing Assessment (see Chapter 12.4, Section 4, Housing Needs Assessment). Actions the City may take to address the identified barriers, and foster an inclusive community, include:

- Implement Actions 7, 17, 22, and 23 to affirmatively further fair housing, including targeting community revitalization through place-based programs, enhancing mobility between neighborhoods, and developing strategies to reduce displacement risk in areas with a higher concentration of lower-income households and overpayment (e.g., Actions 3, 15, 18, and 21) and facilitating affordable housing in high opportunity areas (e.g., Actions 2, 5, 6, 8, and 9).
- By December 2022, develop a targeted program to connect lower-income residents with affordable homeownership and rental opportunities.
- Promote the availability of multi-lingual resources by ensuring that City provided services and materials are available in languages other than English or that they make clear the availability of interpretation or translation services. Translate materials and make materials available by December 2021.
- Work with fair housing providers such as Renters Helpline on an annual basis to track fair housing complaints and identify areas of fair housing law in need of increased enforcement.
- Meet biannually, with the first meeting occurring by June 2022, with local and regional transit agencies to assess whether the current routes and frequency meet demand and determine additional needs, if necessary.
- Where possible, improve bus stops to allow the safe deployment of wheelchair lifts and, where not possible, determine if a new stop can be added near the original that does allow low life deployment. Assess where bus stops need improvements by August 2022.
- Encourage development of multifamily housing in areas with high performing schools to improve access to these schools for lower-income households by annually providing developers with information on incentives for affordable multifamily development and maintaining a list of available sites near high performing schools.
- Provide information about fair housing choices to residents by distributing fair housing materials upon request and contracting with a fair housing rights nonprofit to provide fair housing services on an ongoing basis, including fair housing complaint intake, investigation, resolution, general housing (landlord/tenant) counseling, mediations, assistance, referrals, and resolution.



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-5-1	Ongoing. Refer to each strategy in the AFFH program for specific timeframes	Development Services (Housing and Public Services Division)	



ACTION

2. HOUSING PROGRAMS

- Proactively monitoring rental housing providers for discriminatory practices by contacting fair housing service providers biannually for information on housing providers with complaints filed against them and using CDBG funds for fair housing enforcement and technical assistance activities.
- Meet with other jurisdictions in the region by June 2023 to identify fair housing strategies and discuss whether a regional fair housing strategy would be beneficial from a cost and/or efficiency perspective.
- Use local permitting and approval processes to ensure all new multifamily construction meets the accessibility requirements of the federal and state fair housing acts.
- Increase residential infill opportunities through changes in zoning and long-range plans. Process zone changes as requested by developers. Implement zoning and development incentives, such as inclusionary zoning, in-lieu fees, and density bonuses.
- Support development or resale of affordable homeownership opportunities through both developers' operations and obtaining resources to support low-income homebuyers, including affirmatively marketing to under-represented homeowners and developing and funding a first-time homebuyers' program.
- Provide financial support annually, as available, to organizations that provide counseling, information, education, support, and/or legal advice to lower-income households, including extremely low-income households, and persons experiencing homelessness.
- Affirmatively recruiting a diverse and multilingual staff as positions become available.
- Analyze and abate environmental hazards before developing affordable housing.
- As the City grows, use data to identify areas of high need and areas of high opportunity; rezoning higher-density sites in identified areas of high opportunity.
- Provide education to the community on the importance of completing Census questionnaires when the Census is distributed.
- To affirmatively promote more inclusive communities, the City will review and revise the City's requirements for residential care facilities with 7 or more persons by December 2021 and permit them as a residential use subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. These types of facilities are still subject to state licensing requirements.

Potential Funding Source: Affordable Housing Fund, CDBG



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT



ACTION

2. HOUSING PROGRAMS

2.20 Monitor At-Risk Units. Maintain and update the City's affordable housing database as a mechanism to monitor and identify units at risk of losing their affordability subsidies or requirements. For complexes at risk of converting to market rate, the City may:

- Contact property owners of units at risk of converting to market-rate housing within one year of affordability expiration to discuss the City's desire to preserve complexes as affordable housing.
- Reach out to owners to see their intent on renewing affordability restrictions. In addition, the City will coordinate with owners of expiring subsidies to ensure the required notices to tenants are sent out at 3 years, 12 months, and 6 months.
- Reach out to agencies interested in purchasing and/or managing at-risk units.
- Work with tenants to provide education regarding tenant rights and conversion procedures pursuant to California law.

Potential Funding Source: City Development Services Fund

2.21 Innovative Housing Options. Explore innovative and alternative housing options that provide greater flexibility and affordability in the housing stock. This may include consideration for further reduction in regulatory barriers for ADUs and junior ADUs, tiny houses, inclusionary housing, microhomes and other alternative housing types as well as explore a variety of densities and housing types in all zoning districts.

To promote and incentivize the development of ADUs, the City will provide pre-approved building plans by December 2021 and consider eliminating impact fees for ADUs (e.g., roadway, facilities).

Potential Funding Source: City Development Services Fund, Affordable Housing Fund, SB2/LEAP or REAP funding

2.22 Housing Choice Voucher Acceptance. Evaluate the rate of usage of tenant-based Housing Choice Vouchers (Section 8) in affordable housing properties in which the City has a financial investment, in order to ensure that voucher holders are fairly represented. Provide education to property owners and managers at properties where voucher usage is lower than expected.

Potential Funding Source: Affordable Housing Fund



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-4-1	Annually monitor and apply for funding as Notices of Funding Availability are released	Development Services (Housing and Public Services Division)	
	H-1, H-2, H-3	<p>Explore innovative and alternative housing options to help further housing production by 2022, amend the zoning ordinance as needed.</p> <p>Amend the Zoning Ordinance to comply with Government Code Section 65852.2 pertaining to ADUs by July 2021 and provide preapproved plans and consider eliminating impact fees by December 2021.</p>	Development Services (Planning Division)	
	H-2-5	Biennially (every two years)	Development Services (Housing Division)	



ACTION

2.HOUSING PROGRAMS

2.23 Housing Choice Voucher Education. Implement a Housing Choice Voucher (Section 8) education program to share information about the program and available incentives with rental property owners and managers as well as training on avoiding discriminatory practices based on income or other protected classes. Distribute this information to property owners and managers across the City, increasing marketing as needed in areas with a lower proportional number of voucher holders, to improve access to affordable housing in all areas of the City. When the waitlist for tenant-based vouchers is open, publicize the opportunity through the City's social media and/or other public information channels.

Quantified Objective: 250 households

Potential Funding Source: Affordable Housing Fund



	RELATED POLICIES AND STANDARDS	TIME FRAME	ACTION LEAD	ACTION SUPPORT
	H-2-5	Annually for rental property owners/managers; when waitlist is open for general public	Development Services (Housing Division)	



ACTION

3. ECONOMIC DEVELOPMENT PROGRAMS

3.1 Streamline Approval Processes for New and Expanding Businesses. Review the approval processes for establishing new businesses and expanding existing businesses, including development standards, building codes, zoning and building permit requirements, and business licensing procedures. Improve and streamline these requirements and processes where possible.

3.2 Update Zoning Regulations. Evaluate and make changes to the zoning code to facilitate more commercial development, including retail, office and industrial.

3.3 Major Employment Center(s). Coordinate with the Sacramento Area Council of Governments (SACOG) to define existing, emerging and future Major Employment Centers in Elk Grove for inclusion in a future update of the regional Metropolitan Transportation Plan/Sustainable Communities Strategy. Study the feasibility of defining additional Major Employment Centers in Elk Grove in terms of land area, zoning and development standards, market demand, and future transit service that would be required to meet SACOG's definition for a Major Employment Center.

3.4 Facilitate Development of SEPA. Work with property owners, businesses, City departments, and other stakeholders to facilitate development of the employment centers in the Southeast Policy Area (SEPA).

3.5 Facilitate development of key infill commercial sites. Work with business and property owners, City departments, outside agencies and service providers to facilitate the development of vacant and underutilized sites around the city for commercial development (including retail, office and industrial), consistent with the needs of businesses.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	ED-1-1, ED-1-3, ED-1-5, ED-1-7	FY 18/19–FY 19/20	Economic Development	Development Services - Planning
	ED-1-1, ED-1-3, ED-2-1, ED-2-2, ED-2-4, ED-3-1, RC-1-1	FY 18/19–FY 19/20	Development Services	Strategic Planning Economic Development
	ED-1-2, ED-1-5, ED-2-1, ED-2-2, RC-1-1, RC-1-2, RC-1-5	FY 18/19–FY 19/20	Strategic Planning	Economic Development
	ED-1-1, ED-1-3, ED-2-1, ED-2-2, ED-1-1	Ongoing	Economic Development	Strategic Planning Development Services
	ED-1-1, ED-1-5, ED-2-1, ED-2-2, ED-3-1	Ongoing	Economic Development	Development Services Public Works



ACTION

3. ECONOMIC DEVELOPMENT PROGRAMS

3.1 Streamline Approval Processes for New and Expanding Businesses. Review the approval processes for establishing new businesses and expanding existing businesses, including development standards, building codes, zoning and building permit requirements, and business licensing procedures. Improve and streamline these requirements and processes where possible.

3.2 Update Zoning Regulations. Evaluate and make changes to the zoning code to facilitate more commercial development, including retail, office and industrial.

3.3 Major Employment Center(s). Coordinate with the Sacramento Area Council of Governments (SACOG) to define existing, emerging and future Major Employment Centers in Elk Grove for inclusion in a future update of the regional Metropolitan Transportation Plan/Sustainable Communities Strategy. Study the feasibility of defining additional Major Employment Centers in Elk Grove in terms of land area, zoning and development standards, market demand, and future transit service that would be required to meet SACOG's definition for a Major Employment Center.

3.4 Facilitate Development of SEPA. Work with property owners, businesses, City departments, and other stakeholders to facilitate development of the employment centers in the Southeast Policy Area (SEPA).

3.5 Facilitate development of key infill commercial sites. Work with business and property owners, City departments, outside agencies and service providers to facilitate the development of vacant and underutilized sites around the city for commercial development (including retail, office and industrial), consistent with the needs of businesses.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	ED-1-1, ED-1-3, ED-1-5, ED-1-7	FY 18/19–FY 19/20	Economic Development	Development Services - Planning
	ED-1-1, ED-1-3, ED-2-1, ED-2-2, ED-2-4, ED-3-1, RC-1-1	FY 18/19–FY 19/20	Development Services	Strategic Planning Economic Development
	ED-1-2, ED-1-5, ED-2-1, ED-2-2, RC-1-1, RC-1-2, RC-1-5	FY 18/19–FY 19/20	Strategic Planning	Economic Development
	ED-1-1, ED-1-3, ED-2-1, ED-2-2, ED-1-1	Ongoing	Economic Development	Strategic Planning Development Services
	ED-1-1, ED-1-5, ED-2-1, ED-2-2, ED-3-1	Ongoing	Economic Development	Development Services Public Works



ACTION

4. TRANSPORTATION PLANS AND PROGRAMS

4.11 Transit Planning for Future Major Employment Centers. Coordinate planning efforts related to future Major Employment Center(s) in Elk Grove with local and regional transit providers, including e-Tran, Sacramento Regional Transit District, and Amtrak.

4.12 Coordination for Implementation of TDM Programs. Work with agencies such as Sacramento Region 511, Elk Grove/South Sacramento Commuter Club, and the Sacramento Transportation Management Association to advance initiatives to increase average vehicle occupancy, such as carpools, shuttles, transit pass subsidies, and road and parking pricing.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	RC-1-1, RC-1-3, RC-1-5, RC-3-4, MOB-5-9, MOB-5-10, GOV-1-4	Ongoing	Public Works – Transit	Economic Development Strategic Planning
	MOB-3-2, MOB-4-5, MOB-7-10, GOV-1-4	Ongoing	Public Works – Transit	



ACTION

5. ARTS, CULTURE, AND HISTORIC PRESERVATION

5.1 Public Art in Public Spaces and Civic Facilities. Include public artwork as focal points in public spaces and at civic facilities to be commissioned and funded through the Percent for Art program.

5.2 Award Programs for Excellence in Architecture and Development Practices. Nominate outstanding development projects or practices for relevant award programs, such as the American Planning Association California Awards Program and the American Institute of Architects Honors & Awards Program.

5.3 Arts and Cultural Programs and Events. Support local arts in Elk Grove and awareness of local history and culture through City-sponsored events, sponsorship grants, and use of City facilities for community-led events. Examples of events include art walks, film night, live music, crafts for children, cultural events, and food festivals. Include special efforts to promote the arts to minority and disadvantaged communities, and to support art- and history-related events and programs that represent and reflect Elk Grove's diverse cultural communities, through dedicated funds and targeted outreach efforts.

5.4 Historic Preservation Online Resource Center. Create a web page with information about Elk Grove's history, local historic districts and historic sites, and Native American cultural resources. The web page should also include resources and incentives for property owners to encourage historic preservation.

5.5 Archaeological Resources Inventory. Maintain an inventory of known archaeological resources and evaluate the potential sensitivity of future development sites related to known resources within the Planning Area using the City's Prehistoric Archaeological Sensitivity Map, in consultation with local Native American tribes.

5.6 Partnerships for Historical Events and Information. Partner with local organizations such as the Historic Preservation Committee, the Elk Grove Historical Society, Old Town Elk Grove Foundation, the Farm Bureau, local historic societies, local cultural organizations, and Native American tribes to showcase the City's history and culture through events, informational signs, monuments in community gathering spaces, historic tours, virtual tour apps, educational materials, and other methods.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	LU-4-1, LU-5-9, ART-1-1	Ongoing	City Manager	Public Works – CIP Program
	LU-5-10	Ongoing	Development Services	
	ART-1-1, ART-1-2, ART-2-1, ART-2-2, HR-3-1, HTH-1-2	Ongoing	Public Affairs	
	HR-1-1, HR-1-2, HR-1-3, HR-2-1, HR-2-4, HR-3-1	FY 20/21–FY 22/23	Development Services – Planning	Public Affairs
	HR-2-1, HR-2-2, HR-2-3, HR-2-4	Ongoing	Development Services – Planning	
	HR-3-1	Ongoing	Public Affairs	Development Services – Planning, Public Works



ACTION

6. AGRICULTURE

6.1 Promotion of Community Agricultural Events. Help to promote and publicize community events and activities related to agriculture. When possible, provide sponsorship, low-cost or free use of City-owned facilities, or other forms of financial support to these events.

6.2 Support Community Agricultural Education Programs. Provide promotional support for community educational programs on agricultural processes and products.

6.3 Agricultural Land Conservation Partnerships. Partner with community land trusts and conservation organizations to implement conservation easements for agricultural areas of value at risk of development.

6.4 Urban Farms or Community Gardens on City Land. Consider establishing urban farms or community gardens on City land when part of the long-term strategy for the site.

6.5 Urban Farming Standards. Develop locational, site planning and performance standards to guide appropriate development of urban farming uses of various types and sizes and to minimize potential adverse impacts on adjacent and surrounding properties.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	AG-1-1	Ongoing	Public Affairs	
	AG-1-1	Ongoing	Public Affairs	
	AG-1-2	Ongoing	Development Services – Planning	
	AG-2-3, HTH-1-7	Ongoing	City Manager	
	AG-2-2	FY 19/20	Development Services	Strategic Planning



ACTION

7. ENVIRONMENT, CONSERVATION, AND SUSTAINABILITY

7.1 Integrate Sustainability Into Projects. Incorporate sustainability principles into development projects, special projects, and City plans and programs through the implementation of the Building Code, the Climate Action Plan, and best practices for sustainable development.

7.2 Public Information on Water Conservation Requirements. Work with Elk Grove Water District, Sacramento County Water Agency, and other water providers to inform the public of mandatory water use restrictions and to encourage voluntary water conservation measures.

7.3 Water Conservation Programs and Incentives Outreach. Conduct public education and outreach on water conservation and efficiency strategies, programs, and incentives offered by water purveyors and other organizations through a variety of communication methods, including the City's website, mailings or flyers, and tabling at special events.

7.4 Participation in Regional Air Quality Programs. Designate elected officials and City staff to participate in regional air quality improvement efforts led by the Sacramento Metropolitan Air Quality Management District and the California Air Resources Board, and to address cross-jurisdictional air quality issues.

7.5 GHG Reduction Monitoring. Monitor the City's progress toward achieving the GHG reduction targets in the Climate Action Plan on an annual basis.

7.6 GHG Emissions Inventory Update. Conduct an update of the community-wide GHG emissions inventory every five years at a minimum.

7.7 Energy Conservation and Renewable Energy Programs and Incentives Outreach. Conduct public education and outreach on energy conservation, energy efficiency, and renewable energy strategies, programs, incentives, and financing options offered by SMUD and other organizations through a variety of communication methods, including the City's website, mailings or flyers, and tabling at special events.

7.8 Municipal Code Impediments to Renewable Energy Facilities. Conduct a review and analysis of the Municipal Code to identify provisions and regulations that may be hindering the installation of small-scale renewable energy facilities, and identify potential code amendments to remove these impediments.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	GOV-1-5	Ongoing	Development Services	
	NR-3-4, NR-3-5, NR-3-6, NR-3-7, ER-6-6, ER-6-7	Ongoing	Public Affairs	
	NR-3-6, NR-3-7, NR-3-11, NR-3-12, ER-6-6	Ongoing	Public Affairs	
	NR-4-3, NR-4-7, NR-4-11	Ongoing	City Manager	
	NR-5-1, NR-5-2, NR-5-3, NR-5-4	Ongoing	Strategic Initiatives	Public Works Finance Development Services
	NR-5-1, NR-5-2, NR-5-3	FY 23/24–FY 27/28	Strategic Initiatives	Public Works Finance Development Services
	NR-6-1, NR-6-2, NR-6-3, NR-6-4, NR-6-6, NR-6-7	Ongoing	Public Affairs	
	NR-6-6, NR-6-7	FY 18/19–FY 19/20	Development Services – Building	Strategic Initiatives



ACTION

7. ENVIRONMENT, CONSERVATION, AND SUSTAINABILITY

7.9 Sustainability Monitoring and Reporting. Monitor progress on sustainability through the following tasks:

- Identify sustainability indicators.
- Develop measurable targets.
- Research current best management practices (BMPs) and provide links to public agency BMPs on the City's website as a resource for the community.
- Participate in conferences and meetings that promote sustainability.

Annually assess and report on these targets and indicators to monitor the City's progress toward sustainability and make recommendations based on current best practices and innovation.

7.10 Sustainability and Climate Change Web Page. Establish a Sustainability & Climate Change web page on the City website with content such as:

- The efforts the City is undertaking toward sustainability and climate change adaptation.
- Information on opportunities as to how community members can get involved in sustainability efforts.
- Links to useful resources, including BMPs posted by other public agencies.

7.11 Develop a Resiliency Plan. Identify the three most substantial threats to the community, be they environmental (e.g., flooding, drought, earthquakes), economic (e.g., changes in employment conditions or tax base), social (e.g., housing affordability, social equality), or other aspects and develop strategies to plan, prepare, adapt, and recover for/to/from these changes



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	SD-1-1, SD-1-2	Ongoing	Strategic Initiatives	Public Works Finance Development Services
	SD-1-1, ER-6-11	Ongoing	Public Affairs	Strategic Initiatives
		FY 20/21–FY 22/23	Strategic Initiatives	Public Works Economic Development Development Services



ACTION

8. PARKS, RECREATION, AND OPEN SPACE

8.1 Parks, Recreation, and Facilities Master Plan updates. Work with the Cosumnes Community Services District (CCSD) on updates to the Parks, Recreation, and Facilities Master Plan periodically, as needed.

8.2 Coordination with CCSD for Parks and Recreation Programs. Work with the CCSD, as established in the City's Memorandum of Understanding with CCSD, to support maintenance of existing parks; current recreation programs; and planning, design, and construction of new parks. Ensure that park facilities and recreational programming takes into consideration the diverse recreational needs of all segments of Elk Grove's population.

8.3 Open Space Conservation and Management Plan. Work in consultation with the County of Sacramento and state and regional resource agencies to develop and adopt an Open Space Conservation and Management Plan that provides for multiple uses of open space. The plan shall, to the extent feasible:

- Identify important open space, habitat, and natural resource lands to be conserved and/or protected, and strategies to achieve conservation goals.
- Identify sources of funding for the purchase of open space land or easements by public agencies, and for the maintenance of these areas.
- For open space areas under public ownership or control, clearly delineate areas appropriate for public access areas and areas where access should be restricted.
- For public access areas, establish guidelines for compatible recreational use of these lands and provide facilities and amenities for activities such as hiking and picnicking.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	GOV-1-4, PT-1-1, PT-1-3, PT-1-5, PT-1-6, PT-1-7, PT-1-8, PT-2-1, HTH-1-4	FY 18/19–FY 19/20	Strategic Initiatives	
	GOV-1-4, PT-1-1, PT-1-3, PT-1-5, PT-1-6, PT-1-7, PT-1-8, HTH-1-2, HTH-1-4	Ongoing	Public Works Development Services	
	NR-1-1, NR-1-2, NR-1-3, NR-1-4, NR-1-6, NR-2-1, NR-2-2, NR-2-3, HTH-1-4	FY 20/21–FY 22/23	Strategic Initiatives	Development Services



ACTION`

9. HAZARD MITIGATION AND EMERGENCY MANAGEMENT

9.1 Local Hazard Mitigation Plan Updates. Work with Sacramento County and other participating jurisdictions to update the County's Local Hazard Mitigation Plan every five years, as required by the Federal Emergency Management Agency (FEMA).

9.2 Resiliency Plan. Prepare a Resiliency Plan that addresses the primary anticipated impacts of climate change on Elk Grove, including flooding, extreme heat, and fiscal impacts; and identifies ways for the City and its residents and businesses to improve their ability to withstand and adapt to these impacts.

9.3 Post-Disaster Recovery Ordinance. Consider developing and adopting an ordinance for post-disaster recovery and reconstruction that includes provisions for debris clearance, damage assessment, demolitions, reoccupancy and building moratorium criteria, fee waivers and deferrals, and expedited permitting procedures for repair and reconstruction.

9.4 Hazardous and Toxic Materials Standards Update. Review the Municipal Code periodically as needed to ensure that City regulations reflect the most up-to-date standards for the storage, handling, and use of hazardous and toxic materials.

9.5 Floodplain Data Update. Review the 200-year floodplain on an annual basis and prepare updates as necessary using available data sources. Updated information shall be made available and referenced during the development review process for areas within the 200-year floodplain.

9.6 Infrastructure to Reduce Flood Hazards. Work with the City of Sacramento, the Army Corps of Engineers, and other federal, State, and local governments and agencies to develop policies to finance, construct, and plan infrastructure improvements to reduce potential flood hazards in Elk Grove.

9.7 Fire Prevention Programs. Work with the CCSD to develop high visibility fire prevention programs, including those which provide voluntary home inspections and awareness of home fire prevention measures.

9.8 CCSD Emergency Response Plan testing. Work with CCSD to periodically test the effectiveness of its Emergency Response Plan, and to update the plan accordingly as needed.

9.9 Rail Crossing Safety Improvements. Work with the Union Pacific Railroad to improve safety at rail crossings by testing gates and warning devices and making improvements as needed.

9.10 Response Procedures for Extreme Heat and Severe Weather Conditions. Develop a guide of City procedures to be followed in the event of severe weather conditions, such as excessive heat, extreme cold and heavy rain; including emergency services deployment, opening of local cooling shelters and warming shelters, and community notifications.

9.11 Public Information on Preparedness and Services for Extreme Weather Events. Work with SacOES and the Sacramento County Department of Public Health to prepare information for the public, with an emphasis on vulnerable populations, on actions to take in preparation for extreme weather events, and resources and public services available during such events. Disseminate this information both online and in print formats.

9.12 Climate-related Infrastructure Repair Reserve. Establish funding reserves for future repairs to damaged infrastructure that may be required due to increased stress from extreme heat, extreme storms, and other climate impacts.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	EM-1-1, EM-1-2	FY 26/27- FY 27/28	Public Works – Drainage	Development Services Strategic Initiatives
	ER-6-11		Strategic Planning	Public Works Economic Development
	EM-1-3	FY 23/24–FY 27/28	Development Services	Public Works Strategic Initiatives
	ER-1-4, ER-1-5	Ongoing	Development Services	
	ER-2-3, ER-2-4	Annual	Strategic Initiatives	Public Works – Drainage
	ER-2-15	Ongoing	Public Works	
	ER-4-1	Ongoing	Development Services Police	
	ER-4-1	Ongoing	Police	
	ER-5-1, ER-5-2	Ongoing	Public Works	
	ER-6-1	FY 18/19–FY 19/20	Police	Public Affairs
	ER-6-2	FY 18/19–FY 19/20	Public Affairs	
	ER-6-5	Ongoing	Finance	Public Works



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9. HAZARD MITIGATION AND EMERGENCY MANAGEMENT

9.13 Crime Prevention Through Environmental Design Program. Implement a Crime Prevention Through Environmental Design (CPTED) program to apply CPTED principles to the design of proposed development projects. Train key Police Department and Development Services Department staff in CPTED principles and approaches. Planning staff shall consult with Police Department representatives with CPTED expertise when reviewing development projects to ensure that safety is incorporated into project design.

9.14 Public Agency Cooperation Guidelines for Emergency and Disaster Response. Develop guidelines for working cooperatively with local, regional, State, and federal agencies in the provision of emergency response services, including fire protection, emergency medical response, and disaster response.



	RELATED POLICIES AND STANDARDS	TIMEFRAME	ACTION LEAD	ACTION SUPPORT
	SAF-1-2	FY 20/21–FY 22/23	Police Development Services	
	SAF-1-3, SAF-1-4	FY 18/19–FY 19/20	Police	

