



CHAPTER

2 COMMUNITY DEVELOPMENT

INTRODUCTION

The character of the community is strongly influenced by how it develops and transitions over time. This element of the General Plan focuses on the City's neighborhoods, commercial areas, corridors, Sunrise MarketPlace, gateways, public spaces, housing, economic development and mobility. It strives for an attractive and orderly physical form and appearance of Citrus Heights. The element establishes a clear course for directing future decisions regarding land use in the City.

LAND USE

The Citrus Heights General Plan Area includes all land designated for or to be considered for future development as part of Citrus Heights, including all land within the existing City limits and areas the City may wish to consider for annexation in the future. Currently, Citrus Heights is about 98% built out, meaning not much vacant land remains to be developed. As shown in *Table 3: Vacant Land Inventory*, about three-quarters of the City's remaining vacant land is residential in nature.

Table 3
Vacant Land Inventory

Current Land Use/Zoning	Vacant Acres
Residential*	149
Commercial**	46
Total Land Area	195
Notes: * Based on Vacant Land and Pending Development Inventory (2007), City of Citrus Heights ** Based on Sacramento County Assessor Data	

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Map 1: Land Use Diagram designates land uses for the Citrus Heights General Plan Area. The Land Use Diagram employs a series of residential and non-residential land use designations. The Land Use Diagram identifies locations of the land use designations to indicate where certain types of land uses may occur.

State law mandates that general plans include standards of population density and building intensity for all of the territory covered by the plan. To satisfy this requirement, *Table 4: Land Use Designations* includes such standards for each of the land use designations on Map 1. These standards are stated differently for residential and non-residential development. The following paragraphs explain how these standards operate.

Residential Uses

Standards of building intensity for residential uses are stated as the allowable range of dwelling units per *net* acre. Net acreage includes all land (excluding streets and rights-of-way) designated for a particular residential use, while *gross* acreage would reflect land before streets and rights-of-way are dedicated. Net acreage is the standard typically used in zoning and is more applicable for areas that are largely developed.

Standards of population density for residential uses can be derived by multiplying the maximum allowable number of dwelling units per net acre by the average number of persons per dwelling unit assumed for all residential designations. The assumed average number of persons per household in Citrus Heights is 2.55, based on 2010 figures from California Department of Finance. This is an overall household average, typically household sizes are larger for single family homes and smaller in multi-family complexes. It is important to note that the average person per dwelling unit figures cited do not represent City policy; they simply provide the basis for correlating the permitted number of dwelling units per acre with the potential residents of those units.

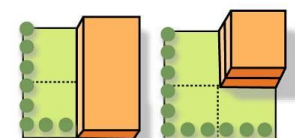


Non-Residential Uses

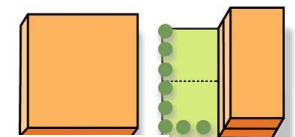
Standards of building intensity for nonresidential designations in the General Plan are stated as maximum floor area ratios (FARs). A floor area ratio is the ratio of the gross building square footage on a lot to the net square footage of the lot.

To illustrate, on a lot with 10,000 net square feet of land area, a FAR of 1.0 will allow 10,000 square feet of gross building floor area to be built, regardless of the number of stories in the building (e.g., 5,000 square feet per floor on two floors or 10,000 square feet on one floor). On the same lot, a FAR of 0.5 would allow 5,000 square feet of floor area, and an FAR of 0.25 would allow 2,500 square feet.

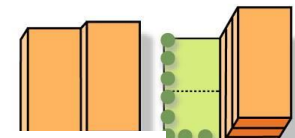
Standards of population density for nonresidential uses can be derived by multiplying one acre (43,560 square feet) by the applicable FAR and then dividing by the assumed average square footage of building area per employee. The assumed average square footage of nonresidential building floor area per employee also is shown in Table 4. It is important to note that the average employee density figures cited do not represent City policy; they simply provide the basis for correlating the permitted building coverage with the potential number of employees in nonresidential development.



0.5 FAR

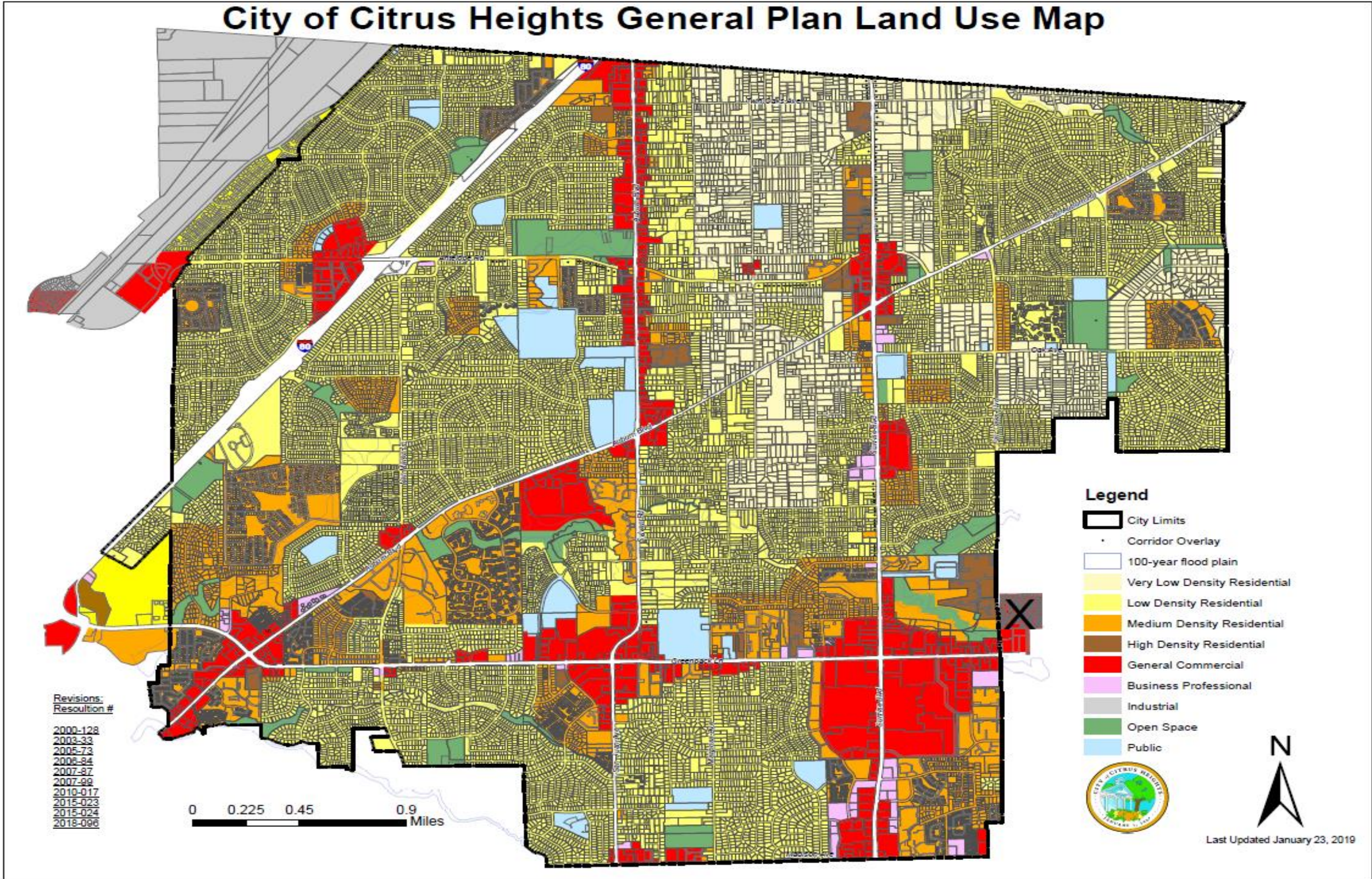


1.0 FAR



1.5 FAR

$$\text{Floor Area Ratio (FAR): } \frac{\text{Gross Building Area}}{\text{Lot Area}}$$



Map 1- Land Use Map

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LAND USE DESIGNATIONS

The General Plan includes nine residential, commercial, industrial, and other land use designations to depict the types of land uses that will be allowed in the General Plan Area. Each land use designation is defined in terms of the allowable uses and density and intensity standards. *Table 4: Land Use Designations* summarizes the standards for each land use designation.

Table 4
Land Use Designations

General Plan Land Use Designation	Zoning Districts*	Residential Density (units/acre)	Assumed Avg. Population/Household	Maximum FAR****	Assumed Avg. Employees Per Acre***
Very Low Density Residential	RD-1, RD-2, RD-3, RD-4, SPA	0-4	2.55	0.4	
Low Density Residential	RD-1, RD-2, RD-3, RD-4, RD-5, RD-7, SPA	1-8	2.55	0.4	
Medium Density Residential	RD-10, RD-15, RD-20, MH (Mobile Home), SPA	9-20	2.55	0.5	
High Density Residential	RD-30, SPA	21-30	2.55	0.5	
General Commercial	AC (Auto Commercial) GC (General Commercial) LC (Limited Commercial) SC (Shopping Center) SPA (Special Planning Area)	0-40		0.6	48
Business Professional	BP (Business Professional) SPA (Special Planning Area)	0-20	2.55	0.5	87
Industrial	MP (Industrial/Office Park) SPA (Special Planning Area)			0.5	27
Open Space	CR (Commercial Recreation) O (Recreation/Open Space) SPA (Special Planning Area)			0.1	
Public	RD-2, RD-5, RD-30, SPA O (Recreation/Open Space) SC (Shopping Center)			0.5	
Corridor Transition Overlay	All Residential Districts SPA (Special Planning Area)	0-30**	2.55	0.5	
Notes: * Special Planning Areas (SPAs) are consistent with all General Plan designations ** Not to exceed density of underlying designations *** Source: SACOG **** Maximum Floor Area Ratio for non-residential uses					

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The General Plan is implemented largely through zoning. Table 4, which also shows correspondence between the General Plan land use designations and zoning districts, is a guide to assist in implementing the General Plan, but does not constitute a formal statement of General Plan policy. The table identifies the zoning districts that will normally be considered consistent with the various land use designations of the General Plan.

Very Low Density Residential

This designation provides for single family detached homes, secondary residential units, hobby farming and keeping of animals, public and quasi-public uses, and similar and compatible uses. Residential densities should not exceed four units per net acre. The FAR for nonresidential uses shall not exceed 0.4.

Low Density Residential

This designation provides for single family detached homes, secondary residential units, public and quasi-public uses, and similar and compatible uses. Residential densities shall be in the range of 1-8 units per net acre. The FAR for nonresidential uses shall not exceed 0.4.

Medium Density Residential

This designation provides for single family detached and attached homes, duplexes, triplexes, fourplexes, multi-family residential units, group quarters, public and quasi-public uses, and similar and compatible uses. Residential densities shall be in the range of 9-20 units per net acre. The FAR for nonresidential uses shall not exceed 0.5.

High Density Residential

This designation provides for single family attached homes, multi-family residential units, group quarters, public and quasi-public uses, and similar and compatible uses. Residential densities shall be in the range of 21-30 units per net acre. The FAR for nonresidential uses shall not exceed 0.5.

General Commercial

This designation provides for retail uses, services, restaurants, professional and administrative offices, hotels and motels, mixed-use projects, multi-family residences, public and quasi-public uses, and similar and compatible uses. The FAR for nonresidential uses shall not exceed 0.6. Residential densities shall not exceed 40 units per net acre.

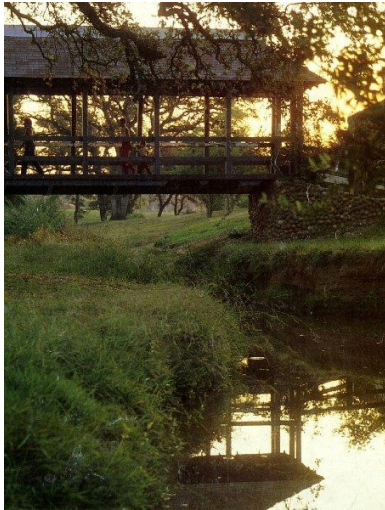
Business Professional

This designation provides for office uses, including uses supportive of offices, public and quasi-public uses, mixed-use projects, multi-family and similar and compatible uses. The FAR for nonresidential uses shall not exceed 0.5. Residential densities shall not exceed 20 units per net acre.



Industrial

This designation provides for industrial parks, warehouses, manufacturing, research and development, public and quasi-public uses, and similar and compatible uses. The FAR shall not exceed 0.5.



Open Space

This designation provides for outdoor recreational uses, habitat protection, agriculture, drainage features, public and quasi-public uses, and other areas typically limited for human occupation due to public health and safety features such as floodways or unstable soils or environmentally-sensitive features. The FAR shall not exceed 0.1.

Public

This designation applies to public and quasi-public facilities such as schools, hospitals, libraries, government offices, religious places of worship, meeting halls, and similar and compatible uses. The FAR shall not exceed 0.5.

Corridor Transition Overlay

The Corridor Transition Overlay designation is a combining designation that is applied in conjunction with a residential land use designation to modify the uses and standards of that designation. The purpose of the Corridor Transition Overlay designation is to provide for a mix of business service uses and other nonresidential uses that are compatible with residential uses in transitional areas between residential and commercial areas. Allowable nonresidential uses are those that meet the following criteria: generate low to moderate traffic volumes; have daytime or evening hours, as long as it can be clearly demonstrated that any evening operations support and will not negatively affect nearby residential uses; and are otherwise compatible with the residential character and uses of the area. The building intensity and density standards of this designation shall be those of the underlying designation. The corresponding Zoning Code section is designed to encourage the use of the Corridor Transition Overlay designation.

Goal 1: Ensure quality development by establishing and maintaining an orderly land use pattern

Policy 1.1: Development in the City shall occur as shown on *Map 1: Land Use Diagram* and *Table 4: Land Use Designations*.

Action A. Rezone property as needed to ensure consistency with the adopted Land Use Diagram.

Policy 1.2: Encourage merger of parcels to create larger parcels and more usable properties.

COMMUNITY CHARACTER AND IDENTITY

The General Plan seeks to maintain and enhance Citrus Heights' community character and to provide the City with a distinctive identity as it grows. Citrus Heights is an older community with a rich heritage. Many of its citizens are second or third generation residents who are extremely proud of their community's history.

Until 1997, Citrus Heights' development was guided by the policies of Sacramento County, as were neighboring communities. As a result, the City lacked a discernable physical image other than perhaps the present day Sunrise MarketPlace, and it was hard to distinguish where Citrus Heights began and ended. The past decade has brought physical improvements that are shaping the appearance of the City and forging our distinct identity.

The policies in this section preserve the City's positive values and enhance its image. These policies are also intended to emphasize the City's high-quality environment for families and focus on the importance of civic and community organizations and their role in fostering a strong, healthy civic image.

Goal 2: Preserve the unique character of Citrus Heights, and create a distinctive community identity

Policy 2.1: Distinguish Citrus Heights from other communities through quality development that typifies the City's desired image.

Action A. Encourage local community organizations and businesses to include "Citrus Heights" in their names.

Policy 2.2: Preserve the City's small-town attributes and sense of community.

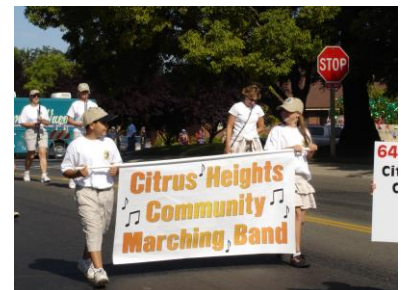
Actions A. Seek partnerships with local civic organizations to provide programs and services that will foster community pride and cohesiveness.

B. Sponsor and promote positive activities and events in the City that further the image of a family-friendly community.

C. Continue to encourage the establishment of a daily local newspaper.

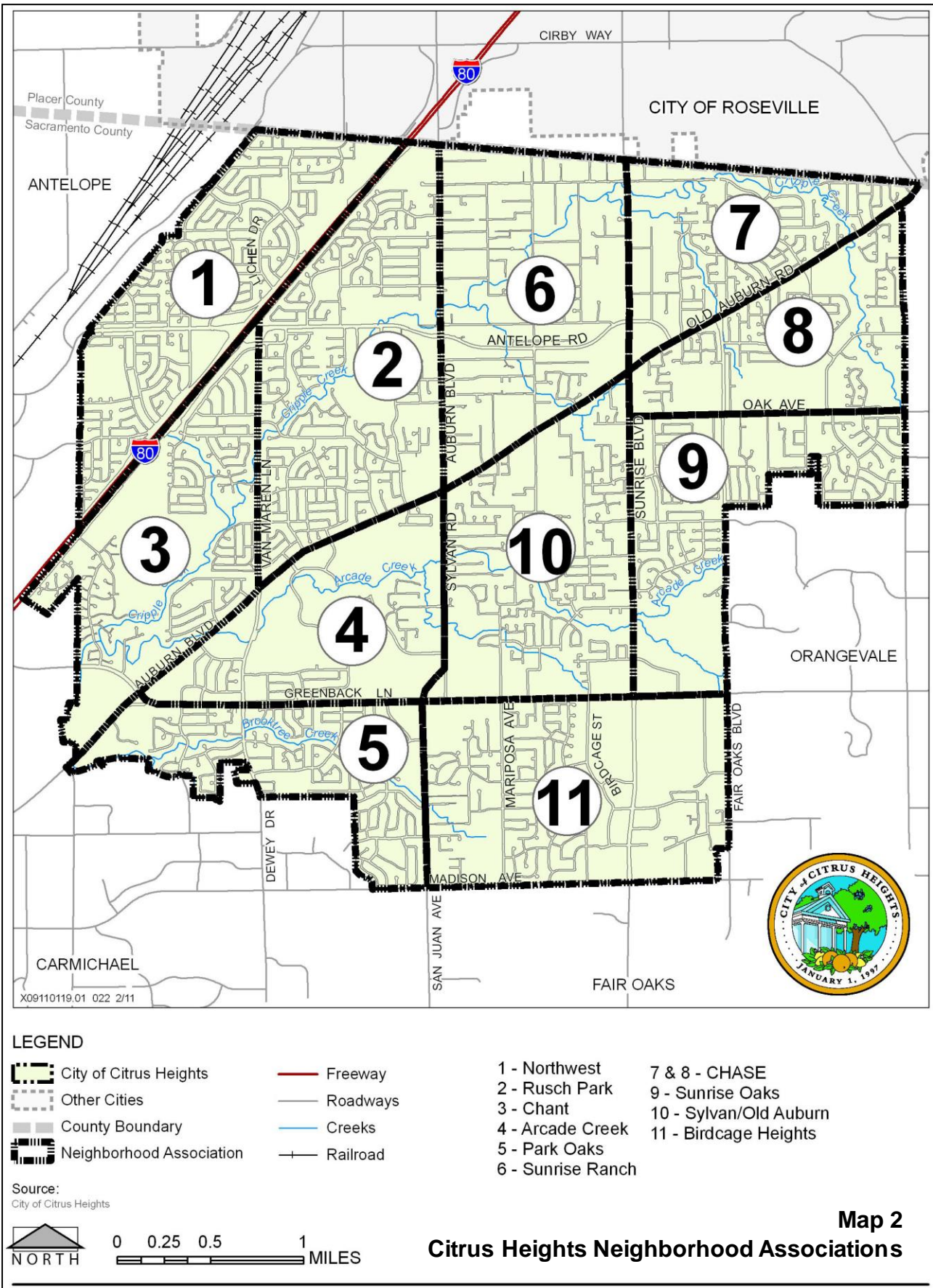
Policy 2.3: Maintain a high level of services for all citizens, including high standards of public safety.

Policy 2.4: Preserve individual neighborhoods and promote a prosperous business community.



NEIGHBORHOODS

Citrus Heights' character is in large part reflected in the character of its neighborhoods. Healthy neighborhoods provide the basic foundation for a



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successful community. The quality of life within individual neighborhoods directly correlates to quality of life for the entire community.

Soon after incorporation, the City helped create 11 neighborhood associations to communicate with local officials, and to assist residents in making positive changes. The boundaries of the neighborhood associations are shown on *Map 2: Neighborhood Associations*. These associations have worked on crime prevention, traffic calming projects, code enforcement, and reviewed proposed development projects for compatibility with existing neighborhoods.

Residents desire to maintain and enhance the best qualities of their neighborhoods, working together to assist their neighbors and to improve their neighborhoods. Reflecting the importance of neighborhoods to the City's overall health and character, the policies in this section are aimed at preserving neighborhoods as safe and high quality places to live and ensuring that new development is compatible with its neighborhood.

Goal 3: Maintain safe and high-quality neighborhoods

Policy 3.1: Recognize and reinforce the City's individual neighborhoods.

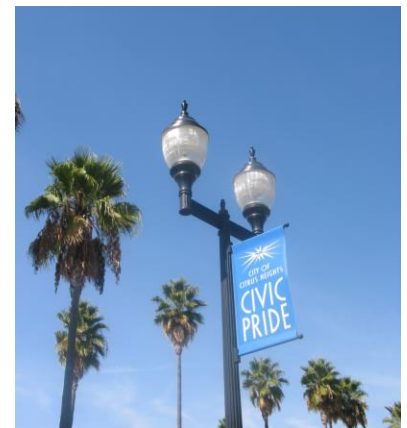
- Actions*
- A. *Address neighborhood issues within the Resident Empowerment Associations of Citrus Heights (REACH) forum.*
 - B. *Work with neighborhood associations to identify priorities, enhancement strategies and solutions for neighborhood issues.*
 - C. *Explore the potential role of local lending institutions in preserving neighborhoods, including through Community Reinvestment Act opportunities.*

Policy 3.2: Facilitate effective communication between the City and neighborhood associations.

- Actions*
- A. *Involve neighborhood associations in implementing appropriate General Plan policies.*
 - B. *Participate in neighborhood-oriented education efforts, including crime prevention and environmental programs*

Policy 3.3: Preserve and enhance the best qualities of Citrus Heights' neighborhoods, including well-maintained buildings and landscaping, well-maintained public infrastructure, and high levels of personal safety and security.

- Actions*
- A. *Establish proactive code enforcement programs, including efforts that involve neighborhood volunteers.*
 - B. *Continue public safety programs with neighborhood associations, including Neighborhood Watch and Problem-Oriented Policing Programs, and Police Department Team Meetings.*



- C. *Develop a Building Security Ordinance that provides for adequate addressing, street lighting and other appropriate crime prevention strategies.*
- D. *Improve street lighting where needed and desired by local residents.*

Policy 3.4: Enhance the visual quality of City neighborhoods.

- Actions
- A. *Continue regular, scheduled street sweeping.*
 - B. *Continue and expand graffiti removal programs.*
 - C. *Work with the Sacramento Municipal Utility District to promote street tree planting and undergrounding of utility lines.*
 - D. *Adopt a Street Tree Ordinance.*
 - E. *Continue to budget for infrastructure improvements in neighborhood areas.*

Policy 3.5: Plan, design, and construct neighborhood streets to encourage walking and bicycling while discouraging high vehicle speeds and volumes consistent with Policy 29.1.

- Actions
- A. *Regulate development to limit traffic on new local residential streets to 3,000 vehicles per day.*
 - B. *Pursue Neighborhood Traffic Management strategies to reduce and calm traffic on existing residential streets that have significant speeding or other safety problems.*

Policy 3.6: Facilitate the use of schools, park facilities, and fire stations for neighborhood meetings and activities.

Policy 3.7: Work with the Sunrise Recreation and Park District to provide park and recreation facilities and programs within neighborhoods.

Goal 4: Ensure that new development is compatible within its neighborhood

Policy 4.1: Require new residential development to maintain or enhance the positive characteristics of the surrounding neighborhood.

Policy 4.2: Ensure that decisions concerning land use and development are not detrimental to the positive character and identity of existing residential neighborhoods in Citrus Heights.

Policy 4.3: Discourage features in residential development that tend to isolate residents from the sense of an integrated community, such as walls and gated single-family neighborhoods.

Policy 4.4: Provide opportunities for interested and affected parties to have input in proposed planning activities as early as possible.

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Action A. Utilize the City's web site and other mechanisms to notify interested parties of proposed development projects as soon as applications are filed.

Policy 4.5: Ensure that requests for rezonings to increase the allowable residential density in all neighborhoods shall only be approved for projects providing superior design and enhanced community benefit. It shall be the responsibility of the applicant to demonstrate how the rezoning will allow for the development of a project that exceeds the City's minimum requirements by proving superior design and enhanced community benefit. In addition, rezonings shall only be approved if the following findings can be made:

- The proposed rezoning shall result in a project that contributes to and enhances the best characteristics of the surrounding neighborhood.
- The applicant has demonstrated that the increased density will not negatively impact storm drainage within the local area. Proponents shall be required to provide adequate topographic and flow characteristics information to demonstrate their project will not contribute to or worsen any flooding problems in the locale.
- The applicant has demonstrated that adequate public infrastructure, including streets, water, and sewer, is available to serve the project.
- The proposed rezoning will assist the City in meeting the goals of the General Plan.

RURAL RESIDENTIAL AREAS

Some of Citrus Heights' older neighborhoods have a rural character. Characteristics of these neighborhoods include mature trees, large lots with large front yards, narrow streets without curbs and sidewalks, natural features such as creeks, and varied housing types. Despite being surrounded by more urban style development, these neighborhoods have retained and value their rural feel.

With their large areas, vacant parcels within these rural residential neighborhoods present an opportunity to provide move-up housing within the City. Residents of these neighborhoods express concern that development on vacant parcels could alter the historic character, increase flooding potential from the creeks, and create unacceptable traffic levels. Residents are also interested in addressing existing infrastructure issues, such as storm drainage capacity and traffic volumes, in a manner that respects the rural setting.

Rural residential neighborhoods have developed with a variety of lot sizes. The General Plan provides for a Very Low Density designation to maintain large lots and setbacks, although existing lots that may not meet new standards will be allowed to develop with single family homes. Areas adjacent to commercial or higher density residential areas are designated as Low Density Residential as a transition.

The policies in this section are intended to preserve and enhance the best qualities of the rural neighborhoods, and ensure that new development does not negatively affect the quality of life in these areas.

Goal 5: Preserve and protect the features that contribute to the rural character of certain neighborhoods

- Policy 5.1: Conserve and enhance the best qualities of the City's rural areas.
- Policy 5.2: Require new lots in rural residential areas to meet density, size, and setback standards that promote rural quality of development.

Goal 6: Preserve and enhance the character, distinct identity, and livability of the City's rural neighborhoods

- Policy 6.1: Provide public improvements that are appropriate and compatible with the unique qualities of the City's rural neighborhoods.
- Action A. Review City standards for public improvements such as street design, sidewalks and street lighting, to determine their applicability in the Very Low Density neighborhoods and amend them as necessary.*
- Policy 6.2: Support "hobby farming" agricultural uses and the keeping of animals that are in harmony with rural neighborhoods.
- Action A. Review City ordinances for keeping of animals and agricultural operations in residential areas, and amend them as appropriate to allow for keeping of animals and agricultural uses consistent with rural residential areas while maintaining a healthy environment for surrounding residents.*
- Policy 6.3: Enhance and improve the City's tree cover as a valuable community resource.
- Actions A. Adopt a Street Tree Ordinance.*
- B. Work with the Sacramento Tree Foundation and the Sacramento Municipal Utilities District in tree planting programs.*
- Policy 6.4: Work closely with neighborhood associations to develop and fund solutions to local infrastructure problems (such as flooding) that do not conflict with the rural character of the area.
- Policy 6.5: Consider the neighborhood context when developing traffic calming devices for established rural neighborhoods.
- Policy 6.6: Support development of "safe routes" to school for children residing in rural neighborhoods.

Action A. Investigate installation of sidewalks on collector streets that are used as primary routes to schools.

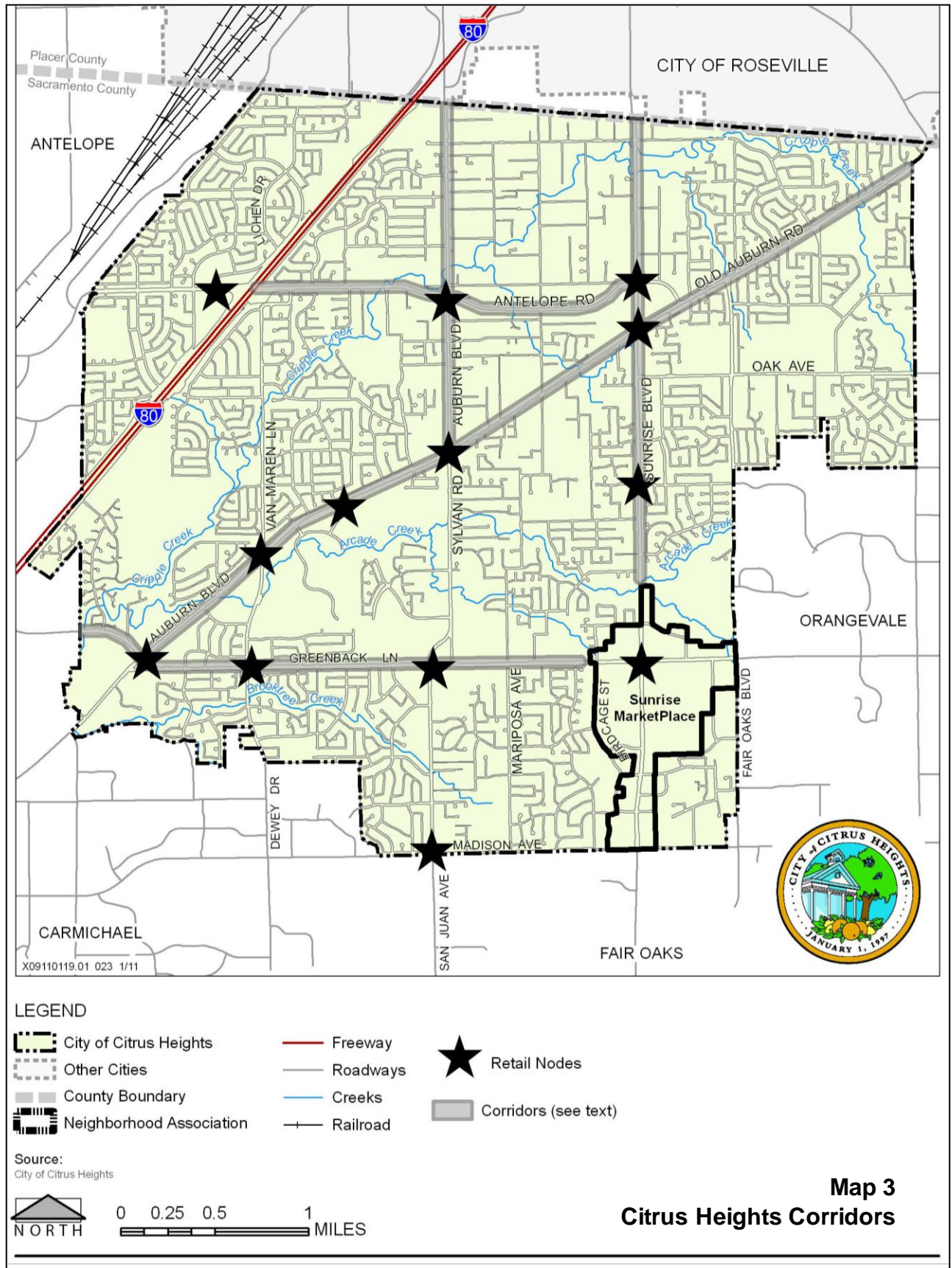
Goal 7: Ensure that new development in rural areas is compatible with the surrounding neighborhood

- Policy 7.1: Ensure that new development in Citrus Heights' rural residential neighborhoods contributes to the rural feel through appropriate location, size and design.
- Policy 7.2: Promote new development that is designed to encourage neighborliness, a sense of belonging to the community and community pride.
- Policy 7.3: Require new development to preserve and enhance significant natural features (such as creeks, wetlands and trees) and retain the existing topography. In some cases, consideration of these factors will reduce the density of a project to a level below the densities permitted by the General Plan and Zoning Code.
- Policy 7.4: Discourage the creation of any new parcel that does not meet all minimum standards contained in the Zoning Code, including lot width and depth. Attempting to achieve maximum permitted densities shall not be considered a valid reason to support the creation of odd-shaped parcels.
- Policy 7.5: Require evaluation of potential flood hazards prior to approval of development projects. The City shall require proponents of new development to submit accurate topographic and flow characteristic information. This will include depiction of the 100-year floodplain boundaries under fully developed pre-and post-run-off conditions.
- Policy 7.6: Plan, design, and construct rural residential streets to encourage walking and bicycling and discourage high vehicle speeds and volumes consistent with Policy 29.1.
- Policy 7.7: Preserve the character of the rural areas by providing for compatible residential design and landscaping.

CORRIDORS

Citrus Heights' major transportation corridors have shaped and influenced its physical development. The appearance and function of these corridors strongly affects the City's overall image, both to residents and visitors. These corridors serve important transportation and economic functions. They carry high traffic volumes, much of it through-traffic serving adjacent communities, and they serve the city's major commercial areas.

Each of the major corridors has its own identity, with unique opportunities and issues. The General Plan seeks to protect and enhance those portions of the



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corridors that support viable and attractive commercial development and high quality residential areas. In sections of some corridors, adjacent development is showing signs of deterioration, including a decline in viability and appearance of some older commercial areas and single family residential areas that have been negatively affected by the adjacent high traffic levels.

To ensure the long-term viability and attractive appearance of the major corridors, the General Plan focuses retail activity at the intersections of the City's heavily traveled arterials. *Map 3: Citrus Heights Corridors* identifies the retail nodes of the City. In the stretches of corridor between the retail nodes, non-retail uses such as offices, service businesses, mixed use and residential development are encouraged. Creation of Design Guidelines is envisioned to improve the corridors' appearance and guide the transition to these mixed uses without negatively affecting surrounding residential areas.

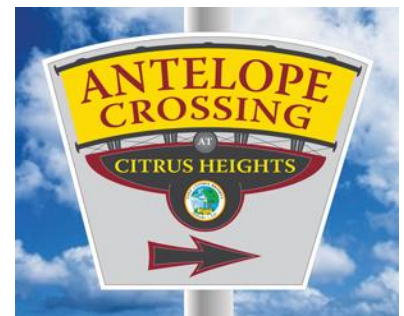
Portions of some corridors where residential development fronts directly onto the street are identified as transitional – while they may no longer provide a suitable environment for residential uses, they are not appropriate for a wide range of commercial development. These corridors also are shown on Map 3. For these areas, the General Plan provides a Corridor Transition Overlay designation, which allows for low intensity commercial and mixed use developments that are compatible with surrounding land uses. The underlying residential designation will remain along these corridors.

The following paragraphs describe the vision for each of the corridors:

Greenback Lane: Areas of commercial and residential development are located along Greenback Lane. Along those sections of Greenback Lane designated for commercial uses, retail uses should be located at the major intersections, and non-retail commercial uses, such as offices and service businesses, should dominate the stretches between intersections. Mixed use and higher density residential developments could also locate in the areas between the retail nodes. Some residentially designated areas, where residential uses back onto Greenback Lane, have a frontage road separating them from Greenback Lane, or are part of a multi-family complex, are designated to remain residential.

Sunrise Boulevard: The southern portion of Sunrise Boulevard within the City is dominated by Sunrise MarketPlace, which is designated for commercial and office uses. Two other commercial areas exist at Woodmore Oaks Drive and between Old Auburn Road and Antelope Road. The General Plan seeks to retain existing medium and high density residential developments along Sunrise Boulevard, and other residential uses that back or side onto Sunrise Boulevard. Some areas with single family residences, some of which front on Sunrise Boulevard, are designated with the Corridor Transition Overlay designation.

Antelope Road: Antelope Road has three commercial nodes: west of the I-80 Interchange (Antelope Crossing), at the intersection with Auburn Boulevard, and at the intersection of Sunrise Boulevard. The remainder of Antelope Road is residential, with a mixture of low, medium, and high density residential. The low density residential lots that back onto and side on Antelope Road shall remain residential. Those that front on Antelope Road are designated as Corridor Transition Overlay to provide for alternative nonresidential, low intensity land uses at the appropriate time.



Auburn Boulevard from Greenback Lane to Sylvan Corners: Two General Commercial areas are currently located at Greenback Lane and Sylvan Road. A smaller General Commercial center is located at the northwest and northeast corners of Van Maren Lane. The largest commercial area along Auburn Boulevard is the Stock Ranch property north of Arcade Creek. This property is partially developed. "A Guide for Development" for Stock Ranch provides direction for the design, type and intensity of development for the remainder of the property. With the exception of Stock Ranch, the General Plan does not envision any other changes along this portion of the Auburn Boulevard corridor.

Auburn Boulevard from Sylvan Corners to Northern City Limits: A Specific Plan has been adopted to guide the revitalization of this stretch of the Auburn Boulevard corridor, which includes a mixture of commercial, residential and public uses. This is an important corridor for the City because of its direct connection to Interstate 80. The Specific Plan will provide an overall approach to the rehabilitation of the Auburn Boulevard corridor.

Old Auburn Road: This corridor is developed with primarily residential and institutional uses except where it intersects with Auburn Boulevard, Sylvan Road, and Sunrise Boulevard. At these intersections, General Commercial nodes of activity can be found. One area, west of McDonald Field Park, with single family residences that front onto Old Auburn Road, is designated with the Corridor Transition Overlay.

Madison Avenue, Fair Oaks Boulevard, and San Juan Avenue/Sylvan Road: These transportation corridors contain smaller commercial nodes and various residential densities land uses.

The policies within this section of the General Plan are intended to ensure the City's corridors remain attractive, economically viable, and high quality places for appropriate residential and commercial activities.

Goal 8: Maintain the economic strength of retail centers by focusing retail activities at major intersections

Policy 8.1: Locate retail businesses at or near major intersections.

Action A. Improve streetscapes and access, and allow creative signage as incentives for retention and expansion of retail businesses at major intersections.

Policy 8.2: Discourage spot retail commercial developments and the creation of new strip commercial areas. Focus new retail uses within the retail nodes identified on Map 3.

Policy 8.3: Support the creation of transit centers near Greenback Lane/Sunrise Boulevard and Greenback Lane/Auburn Boulevard.

Goal 9: Revitalize and maintain corridors as economically viable and physically attractive

- Policy 9.1: Where appropriate, provide opportunities for a mix of low-intensity nonresidential land uses in residential sections of major corridors that will support attractive and healthy work and living environments.
- Policy 9.2: Provide opportunities for mixed-use projects within commercial corridors.
- Policy 9.3: Include all major corridors in a redevelopment district.
- Policy 9.4: Implement the *Boulevard Plan, Reinventing the Auburn Boulevard Corridor*, which promotes improvements that will enrich existing businesses, stimulate private investment, and encourage new business opportunities.
- Policy 9.5: Discourage the creation of any new parcels within existing commercial centers, if such creation might hinder the viability and/or future redevelopment of the center.

Goal 10: Achieve attractive, inviting, and functional corridors

- Policy 10.1: Require superior architectural and functional site design features for new development projects along major corridors.
- Policy 10.2: Design buildings to revitalize streets and public spaces and to enhance a sense of community and personal safety.
- Policy 10.3: Discourage trademark or generic architecture in order to provide unique visual interest in Citrus Heights.
- Policy 10.4: Encourage high quality signage that is attractive, appropriate to the location and balances visibility needs with aesthetic needs.
- Policy 10.5: Improve the appearance of the City by creating livelier, friendlier, safer spaces through the artful illumination of buildings, streetscapes, walkways, plazas, public art and other highlights.

Actions A. Develop lighting standards that require, at a minimum:

- *Lighting fixtures to be of durable and vandalism-resistant materials and construction*
- *Lighting sources to be thoughtfully located and have cutoff lenses to avoid light spillage and glare on adjacent properties*
- *Lighting to be directed at a surface rather than toward the sky or off-site*

- B. Review existing City requirements for lighting, update as needed, and consider establishing both minimum and maximum lighting levels.*

- Policy 10.6: Encourage innovative and creative design for cellular and wireless communication facilities.
- Policy 10.7: Require removal of abandoned, unsafe, or unsightly buildings where such action is preferable to rehabilitation.
- Policy 10.8: Discourage concentration of auto intensive facilities (such as drive through and gas station uses) and ensure that drive-through businesses are allowed only where compatible with the surrounding areas.

Action A. Review Engineering Standards to ensure adequate distance between driveways in commercial areas.

- Policy 10.9: Require upgraded architectural and landscape features on projects involving auto intensive facilities.

- Policy 10.10: Require undergrounding of utility lines and removal of utility poles where feasible.

Actions A. Enact an ordinance requiring undergrounding of all new utility connections.

- B. Work with the Sacramento Municipal Utility District to provide financing mechanisms for undergrounding.*

SUNRISE MARKETPLACE

Sunrise MarketPlace – the ten-block area along Greenback Lane between Birdcage Street and Fair Oaks Boulevard and along Sunrise Boulevard between Madison Avenue and just north of Arcadia Drive – is the heart of commercial activity in Citrus Heights. Sunrise MarketPlace provides local jobs, a myriad of shopping opportunities, personal and business services, office space, and generates a significant share of City sales tax revenue. Sunrise MarketPlace is also an ideal location for recreational and entertainment venues, as well as civic and community events and activities.

With competition from the development of large commercial centers in surrounding communities, Sunrise MarketPlace will need a vibrant, distinct identity to remain a major regional draw and top revenue source for the City. Aggressive marketing and business promotion efforts and beautification will be required to ensure the continued success of Sunrise MarketPlace as a commercial center and community resource.

Protecting and enhancing Sunrise MarketPlace is a critical part of the City's economic development strategy. The policies in this section are intended to support the efforts of the Sunrise MarketPlace Property-based Business Improvement District (PBID), establish proactive City strategies for promoting and attracting businesses to Sunrise MarketPlace, and assist in implementing the programs of the City's 1999 Sunrise MarketPlace Revitalization Blueprint.



Goal 11: Maintain and strengthen Sunrise MarketPlace as the heart of commercial activity in Citrus Heights

Policy 11.1: Actively seek to attract, retain and expand commercial activities at Sunrise MarketPlace.

- Actions*
- A. *Support the activities and programs of the Sunrise MarketPlace Property-based Business Improvement District.*
 - B. *Establish an ongoing business attraction, retention and expansion program that includes partnerships with key property owners, real estate brokers and retailers.*
 - C. *Identify opportunities to expand entertainment, restaurant, lodging and leisure activities that complement and support the retail uses in Sunrise MarketPlace.*
 - D. *Identify opportunities to expand civic and community activities that complement and promote the retail uses in Sunrise MarketPlace.*

Policy 11.2: Locate office buildings in Sunrise MarketPlace to increase the vitality of the area.

Policy 11.3: Promote new regional and community-oriented commercial development within Sunrise MarketPlace that is compatible and supportive of existing uses.

Goal 12: Create an inviting and distinctive identity for Sunrise MarketPlace to promote its image as the City's premier destination to shop, work, live, and play.

Policy 12.1: Implement the Sunrise MarketPlace Revitalization Blueprint to enhance the physical appearance of the district, create a recognizable destination, establish a sense of place, and promote private investment in the area.

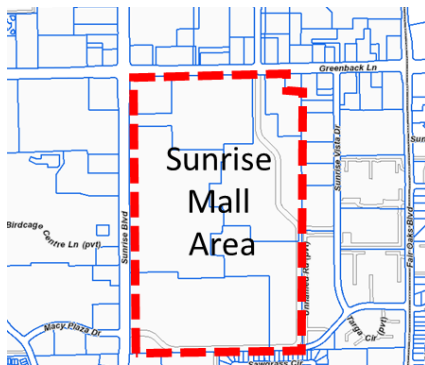
- Actions*
- A. *Install street benches, sidewalk improvements, trees, public art, and entry features at strategic locations in Sunrise MarketPlace.*
 - B. *Coordinate and improve signage within the Sunrise MarketPlace district.*
 - C. *Emphasize vertical elements such as trees and streetlights within Sunrise MarketPlace, particularly in locations where they can serve to reduce the perception of street width.*

- D. Use coordinated design themes and colors to link what are now perceived as separate shopping areas.
- E. Explore options for creating a public space at the center of Sunrise MarketPlace.
- F. Identify funding mechanisms to implement the recommendations of the Sunrise MarketPlace Revitalization Blueprint.

Policy 12.2: Market and promote Sunrise MarketPlace as a unique destination and community gathering place.

- Actions
- A. Support the Sunrise MarketPlace Property-based Business Improvement District's efforts to market and advertise Sunrise MarketPlace as the City's premier business district.
 - B. Support the Sunrise MarketPlace Property-based Business Improvement District's efforts to host special events throughout the district.

Policy 12.3: Transform the Sunrise Mall area into a premier regional destination and a flourishing center of community life where residents and visitors shop, work, live, and play.



Action A. Prior to issuing any discretionary approval in the Sunrise Mall area (see inset map), develop a comprehensive specific plan that includes:

- An effective concentration and complementary mix of land uses;
- Streetscape and community gathering features that are engaging and support an active street life and a stronger sense of place;
- Architectural and design details to transition this area from an auto-orientated suburban center to an amenity-rich, pedestrian friendly and experience-orientated regional destination;
- Phasing, infrastructure and financing approaches.

The specific plan shall reflect changing market conditions and provide sustained economic benefit to the City.

Goal 13: Increase activity in the Sunrise MarketPlace through transportation investments that enhance the convenience and safety of driving, riding transit, bicycling, and walking to, from, and within the district

Policy 13.1: Improve mobility in the Sunrise MarketPlace area to provide adequate access for vehicles, transit, bicycles and pedestrians.

- Actions*
- A. *Support the mobility, pedestrian enhancement, and way-finding signage concepts identified in the Sunrise MarketPlace Revitalization Blueprint.*
 - B. *Support free shopping shuttle service at Sunrise MarketPlace.*
 - C. *Establish a well connected grid-pattern street network, which provides connectivity among district land uses and linkages to surrounding residential neighborhoods.*

Policy 13.2: Create convenient connections across Sunrise Boulevard for vehicles, bicycles, pedestrians and transit.

- Actions*
- A. *Install separated sidewalks along major arterials and plant and maintain trees to reinforce a pedestrian-friendly atmosphere.*
 - B. *Explore options for creating pedestrian crossings on Greenback Lane and Sunrise Boulevard between the major shopping centers, including a bridge connector.*
 - C. *Provide bike lanes and bicycle parking facilities in the Sunrise MarketPlace.*

Policy 13.3: Promote installation of additional, distinctive transit stops at key activity areas and encourage covered shelters at existing and new stops.

Policy 13.4: Facilitate the development of new buildings in areas currently devoted to parking to shorten distances between buildings and foster better pedestrian connections between shopping centers.

- Actions*
- A. *Consider establishment of a maximum parking ratio for the MarketPlace area that recognizes the value of land for additional development that can increase shopping and employment opportunities while also improving the convenience of walking, bicycling, and using transit.*
 - B. *Help broker private efforts to develop new commercial space that enhances connections between shopping centers.*

Policy 13.5: Promote transit-oriented development through reuse and redevelopment of opportunity sites near the Greenback

Lane/Sunrise Boulevard intersection, including potential mixed-use projects with a residential component. Coordinate potential development plans with transit near this intersection.

ECONOMIC DEVELOPMENT

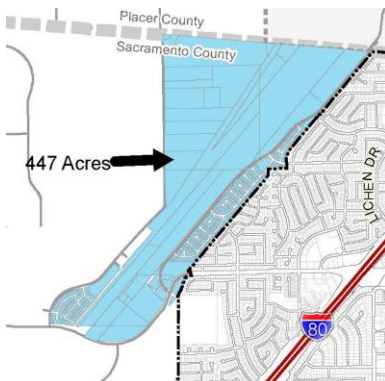


The City of Citrus Heights, through General Plan policies, redevelopment, and partnerships with the private sector, seeks to maintain and enhance the quality of life of its residents by retaining and encouraging expansion of existing businesses and employment. Business activity is an important part of the City's fabric, providing a source of jobs, shopping and services to City residents, and in providing revenues for the financially healthy city. About 2,300 businesses currently exist in the City, employing more than 20,000 people. Retail establishments account for about 42% of jobs in the City (see *Table 5: Major Private Employers*)

Table 5
Major Private Employers

Employer	Employees	Business Type
WalMart	370	Retail
Lowe's	300	Home Improvement
JC Penney	250	Retail
Manor Health	250	Healthcare
Costco	220	Retail
Macys	175	Retail
Sears	150	Retail
Safeway	130	Grocery

Source: http://en-us.nielsen.com/tab/product_families/nielsen_claritas



Strengths of the Citrus Heights economy include its central regional location between the Interstate 80 and State Highway 50 corridors, a large established retail base, a range of residential opportunities and good quality of life. Weaknesses include a lack of identity in the regional office market, limited freeway visibility, and a minimal amount of vacant land available for new commercial or industrial development within the existing city limits.

Recognizing the importance of economic development, the City has adopted two key programs aimed at improving the local economy. In 1998, the City adopted the *Citrus Heights Redevelopment Plan*. The 558-acre Redevelopment Project Area is located along Auburn Boulevard, Sylvan Road and Greenback Lane. The *Redevelopment Plan* is intended to help the City preserve and enhance activities along the major commercial corridors that are losing their competitive edge and showing signs of decline. In 1999, the City adopted an *Economic Development Strategy and Action Plan* that outlines the City's approach to fulfilling its economic goals. Some opportunities that this Strategy identifies are the growing sectors of information services and home-based businesses. An update to the Economic Development Strategy and Action Plan is scheduled for 2011.

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The City does not currently have industrial land, and is interested in pursuing annexation of land suitable for industrial development, identified on land northwest of the City. The City also intends to pursue annexation of a portion of the area around the Greenback Lane interchange at Interstate 80. Annexation of this area would allow the City to have control over safety and traffic issues associated with the interchange and would offer visibility from the Interstate 80 corridor as a prominent gateway and commercial attraction.

The policies in this section of the General Plan are intended to strengthen and diversify the economy as a way of securing the City's financial future, ensure that adequate land is available for economic development, and make certain that new commercial uses are consistent with the City's development objectives.

Goal 14: Strengthen the retail base to ensure the City's fiscal stability, provide needed goods and services, and promote the vitality of City commercial districts and nodes

Policy 14.1: Retain and expand the City's base of retail jobs and sales tax revenue.

- Actions*
- A. *Enhance business attraction, retention and expansion activities that includes partnerships with key property owners, real estate brokers and retailers.*
 - B. *Continue to foster public/private partnerships with the Chamber of Commerce, the Sunrise MarketPlace Property-based Business Improvement District, and other business groups.*
 - C. *Support the Sunrise MarketPlace as a core location for retail business attraction, retention and expansion activities.*
 - D. *Use Redevelopment and other available City resources to leverage, reinforce and assist property owner efforts to retain and attract retail clients.*

Policy 14.2: Provide incentives to the private sector for catalyst projects that stimulate private investment in the City's commercial districts.

- Actions*
- A. *Take the lead in the design, construction and funding of public improvements, including streetscape enhancements, to improve the appearance of commercial districts and stimulate private investment.*
 - B. *Implement a commercial rehabilitation program to provide financial assistance to business and property owners to improve the exterior of their buildings, including façade improvements, signage, landscaping, parking lot improvements, and marketing.*



Goal 15: Diversify the local economy to meet the present and future employment, shopping, and service needs of Citrus Heights residents and sustain long-term fiscal health

Policy 15.1: Pursue non-retail development and reuse (including home occupations, information services, lodging and conference uses) to provide additional job opportunities, reduce the City's long-term dependence on retail sales for jobs and revenue, and provide viable alternatives for currently underutilized retail centers.

- Actions
- A. *Monitor the call center market in conjunction with the Sacramento Area Commerce and Trade Organization, and develop information programs and materials for potential call center and home-based business uses. Work with service providers to ensure cost-effective business access to high-speed telecommunications infrastructure. Facilitate conversion of obsolete retail uses to other viable commercial uses.*
 - B. *Pursue sites for lodging and conference/meeting centers.*

Policy 15.2: Ensure that the City's regulations and processes support economic development opportunities.

- Action
- A. *Review and amend the Zoning Code to address any regulatory impediments to attracting target businesses, and to facilitate desired business expansions and reuse.*

Goal 16: Make adequate land available for economic development opportunities

Policy 16.1: Expand the boundaries of the City to provide for future non-residential development, as shown on *Map 1: Land Use Diagram*.

- Actions
- A. *Request Sacramento County Local Agency Formation Commission (LAFCO) to amend the City's Sphere of Influence to allow for future expansion of the City to accommodate new businesses and industry to diversify the City's economic base.*
 - B. *Pursue possible annexations of all or parts of areas around the Greenback Lane and Auburn Boulevard/Riverside Avenue interchanges to gain better control of routes into the City and to establish a distinctive City presence along Interstate 80.*
 - C. *Pursue annexation of land northwest of the current city limits to provide for existing and future industrial development.*

D. Conduct a fiscal analysis of potential annexations.

Policy 16.2: Focus economic revitalization and redevelopment efforts on key opportunity sites within the City to be catalysts for economic revitalization and/or redevelopment.

- Actions
- A. *Underground the utility lines and construct the streetscape improvements identified in The Boulevard Plan – Reinventing the Auburn Boulevard Corridor.*
 - B. *Develop and offer incentives for economic revitalization and/or redevelopment.*
 - C. *Pursue improvements to the Antelope Road interchange to enhance the entrance to the City.*

Goal 17: Develop the Stock Ranch property with a mix of uses that enhance the City's economic base, are compatible with surrounding land uses, and are sensitive to natural resources



Policy 17.1: Use a flexible planning approach for Stock Ranch to allow for a variety of uses and to respond to evolving market conditions and community needs.

Policy 17.2: Promote uses in Stock Ranch that can be economically supported, are financially feasible and self-sustaining, and maximize fiscal benefits to the City.

Policy 17.3: Promote development in Stock Ranch in a manner that creates an attractive, distinct, cohesive, high quality place. Features shall include: recognition of site and City history; good automobile and pedestrian connection; compatibility with surrounding land uses; avoids cut-through traffic; and maintains open space.

Policy 17.4: Incorporate trail, park, open space and public access along Arcade Creek.

Policy 17.5: Provide adequate infrastructure concurrent with development of Stock Ranch.

Goal 18: Be responsive to changing economic conditions and opportunities

Policy 18.1: Keep the Economic Development Strategy and Action Plan current to reflect evolving economic conditions, local needs, and priorities.

Action A. Establish a process to monitor progress in implementing the Economic Development Strategy and Action Plan and to recommend revisions as needed.

Policy 18.2: Evaluate potential implications for economic development when considering major City policy issues (e.g., land use, public services and facilities, finances, infrastructure, and transportation).

Action A. Conduct appropriate fiscal analyses for major City policy decisions.

Policy 18.3: Participate in regional economic development and planning efforts to promote the attractiveness of the overall region for business.

STREETSCAPES AND GATEWAYS

As described earlier, Citrus Heights' major corridors are important components of the City's image and identity. The City lacks clear physical distinctions at its boundaries largely because it developed as an unincorporated community. A driving force behind incorporation was a perception among residents that Citrus Heights is different from surrounding areas. To reinforce this, the General Plan strives to create distinctive gateways to the city that identify and promote its character and values. In addition, the City's major arterial streets are to be beautified through new plantings and maintenance of existing landscaping.

The City's 1999 *Economic Development Strategy and Action Plan* recommends coordinating gateway treatments with overall design planning for commercial corridors. Creating interesting and attractive entrances to the City can help direct shoppers to the City's commercial centers. The policies in this section are intended to establish recognizable streetscapes and gateways that create an attractive and distinct image for Citrus Heights.

Goal 19: Establish and maintain attractive streetscapes along the City's major roadways

Policy 19.1: Promote improvements to major corridors to make them more distinctive and inviting. Encourage installation and maintenance of landscaping in median and street frontages along arterial roadways.

Actions A. Seek a funding mechanism to support installation and maintenance of landscaping.

B. Utilize water conserving landscaping where appropriate.

Policy 19.2: Establish a street tree planting program for major corridors.

Policy 19.3: Require landscaping on commercial, residential, and institutional uses adjacent to all public street frontages.

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Policy 19.4: Monitor and enforce the maintenance of landscaping on private property along major corridors.

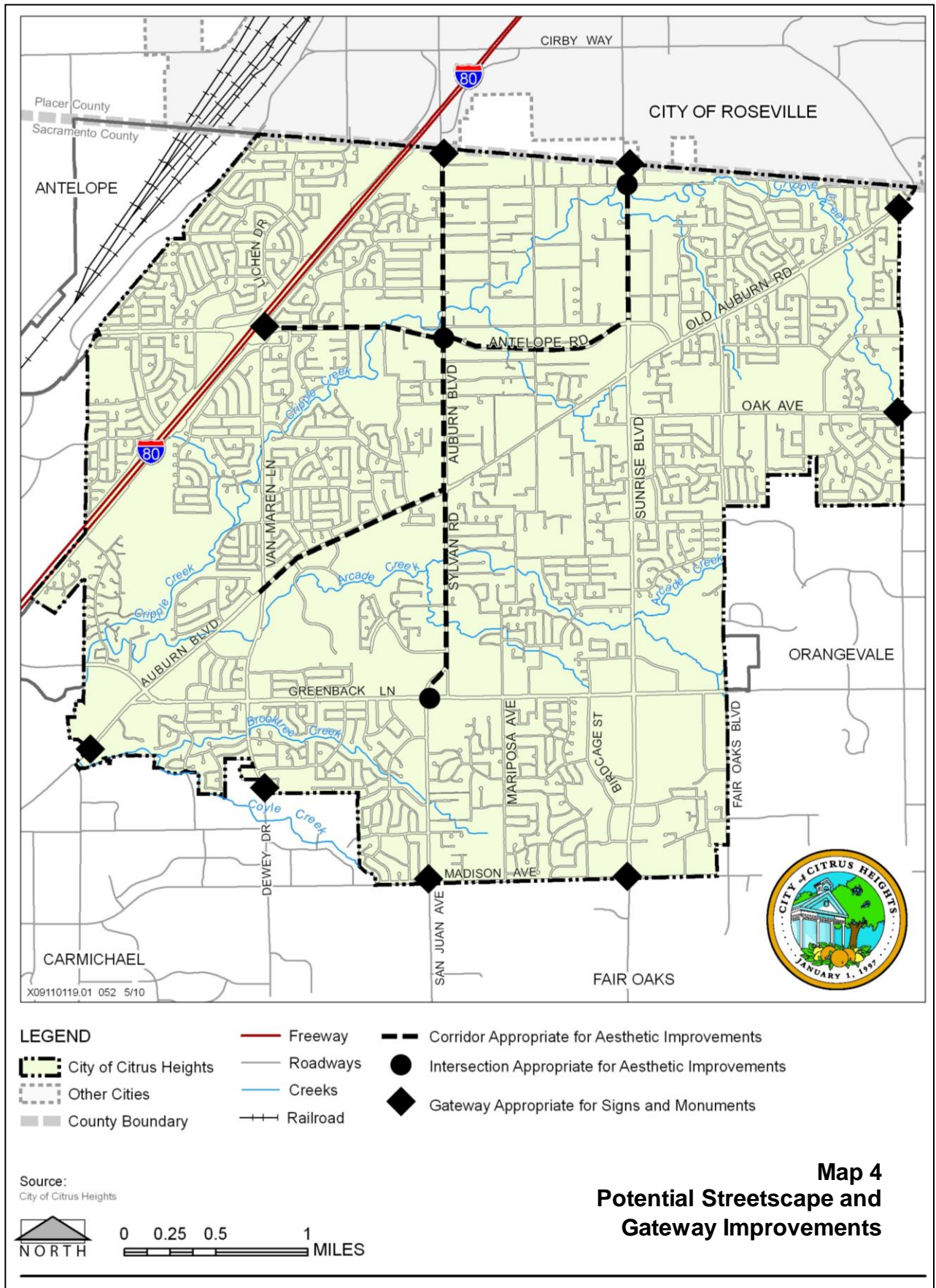
Policy 19.5: Work with the California Department of Transportation to encourage beautification and maintenance of highway corridors through Citrus Heights.

Goal 20: Create distinctive entryways to clearly demarcate and establish a positive image of the City

Policy 20.1: Develop gateway treatments at the locations shown on *Map 4: Potential Streetscape and Gateway Improvements*.

Policy 20.2: Establish gateway treatments that may include public art, public purpose signage and landscape and streetscape improvements.

- Actions*
- A. Coordinate gateway treatments with the overall design guidelines prepared for commercial corridors.*
 - B. Develop an art competition to design specific entrance elements.*
 - C. Develop a preferred design and funding mechanism to install signs and/or monuments at selected gateways.*
 - D. Explore use of non-General Fund revenues for construction of gateway elements.*



PUBLIC SPACES

Public spaces bring citizens together in a variety of ways that promote a sense of community. With additional identifiable gathering places, Citrus Heights can become a more vibrant and active place. Schools, parks, plazas, and other civic, institutional, and recreational uses provide needed services and help unify a community.

The City's civic center complex includes a concentration of civic uses such as city hall, the police station, post office, and a new community center. The civic center provides efficient access to government services and gathering places for the community.

The General Plan also seeks new community center facilities to accommodate recreational and cultural events, for all segments of the population including teenagers and senior citizens. This kind of facility can be incorporated into and complement an existing or future commercial center.

The policies in this section are aimed at the development of public spaces that provide opportunities for informal social gathering and interaction. Places such as parks, schools, and neighborhood shopping centers should also be designed to foster spontaneous interaction and enhance the sense of community in Citrus Heights.



Goal 21: Concentrate government uses at a civic center complex that provides residents and businesses easy and efficient access to a range of government services

Policy 21.1: Locate public and quasi-public facilities at or near the civic center.

Action A. Develop and implement a Public Facilities Master plan for expanding the civic center.

Policy 21.2: Coordinate facility planning with other governmental agencies to determine feasibility of joint-use and/or adjacent facility locations.



Goal 22: Establish adequate facilities to accommodate public events and cultural activities

Policy 22.1: Promote development of community places for public events and cultural activities.

- Actions*
- A. *As part of the Public Facilities Master Plan, develop a site location and use study for community centers.*
 - B. *Support development of outdoor public spaces at Sunrise MarketPlace.*
 - C. *Host community-wide events at Sunrise MarketPlace.*
- Policy 22.2: Provide for youth and senior citizen programs and activities.
- Action*
- A. *Investigate various successful models of youth and senior programs and their facility implications.*
- Policy 22.3: Support the expansion of art and cultural activities within the community.

Goal 23: Support adequate locations and facilities for local and neighborhood gatherings

- Policy 23.1: Support the use of available facilities for community gatherings.
- Action*
- A. *Pursue the use of fire stations and schools for neighborhood and community activities and events, to maximize facility utilization and to strengthen bonds between residents and service providers.*
- Policy 23.2: Incorporate plazas or other public outdoor activity spaces into public and private development projects.
- Action*
- A. *Incorporate requirements for public gathering and interaction areas in Design Guidelines for new development as appropriate.*
- Policy 23.3: Promote development of attractive public and quasi-public spaces in non-residential development as amenities for workers and customers.
- Action*
- A. *Develop a plan for providing future community work hubs with high-speed video-conferencing and internet access to reduce the need for vehicle travel and increase the time available for Citrus Heights residents to engage in other activities.*
- Policy 23.4: Promote the development of interesting small places for social interaction, such as plazas, mini-parks, and outdoor cafes.

HOUSING

Citrus Heights' residents value and seek to preserve the range and variety of housing available in the City. The community's mix of housing types and accessibility is one of the key elements of its character. The mix of housing found in the City ranges from rural style single-family homes on large lots to standard single-family subdivisions, from townhouses to apartments. The community's affordable home prices and rents make it particularly appealing to young families and its affordable senior housing developments make it attractive to retirees.

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Preserving and enhancing the range and affordability of housing is an important goal of the General Plan. A goal of this Plan is to continue to address the housing needs of all, including move-up homeowners, first time homebuyers, low - income renters, seniors, disabled persons, and others with special needs.

Two of the most pressing issues that the General Plan seeks to address include the balance between owner-occupied and renter-occupied housing and the preservation and maintenance of the City's aging housing stock. In 2020, 56% of the City's housing stock was owner-occupied and 44% was renter-occupied. The rental proportion has increased by 2% from 2010 - 2020. Since 2010, 172 (92%) new single family units have been constructed, whereas 15 (8%) multifamily units have been constructed in the same period. While the City seeks to provide opportunities for both ownership and rental, a good proportion of owner-occupied housing is desired to maintain stability and investment in the community. The General Plan strives to encourage home ownership for all income groups by participating in programs that help families to achieve this goal and working with developers to ensure that new housing offers a reasonable level of ownership opportunities. It is the City's long range goal to restore the home ownership rate to 65% of the housing stock. The goals and policies of this section are intended to achieve this rate. Homeownership is a viable component in maintaining community and neighborhood stability and continuity in our schools.

As a mature suburb with an aging housing stock, both single-family homes and apartment complexes in Citrus Heights face increasing needs for upgrading and maintenance. In the 15 years since incorporation, the City has encountered many rental properties with major deferred maintenance. The City pursues safe and well-maintained neighborhoods through its Neighborhood Enhancement Program, housing programs, and coordination with the community's 10 neighborhood organizations.

The City's Code Enforcement Program has found successful ways of dealing with blight. The City's enforcement tools include:

- Fines for non-compliance, which can be cumulative
- Resolving most issues with an educational approach
- Assessments for cost-recovery of City expenses
- The recordation of a Certificate of Nuisance – this “clouds” the title and acts as lien to collect fines and costs
- Administrative Hearing Board – this body enables the City to abate blighting conditions when a property owner fails to abate a nuisance.

The City also has used its Housing Rehabilitation Programs, including Federal Community Development Block Grant Funds and Redevelopment Agency Housing Funds to eliminate blighting conditions in housing. In the period between 2015 and 2019 the City assisted 25 homeowners in rehabilitating their homes.



REGIONAL HOUSING NEEDS



State law requires all local governments to prepare a Housing section that indicates how it will meet its allocated “fair share” of regional housing needs for all income groups over a specified period. The Sacramento Area Council of Governments (SACOG) prepared a Regional Housing Needs Plan (RHNP) in 2019 that establishes housing needs for each jurisdiction in the region.

The “fair share” housing goals for the City are derived from projected household growth and correction factors including vacancy and normal market removals. The City’s total housing goal for 2021 to 2029 is 697 new housing units, divided into income groups as shown in *Table 6: Fair Share Housing Needs*. The table shows the needs for the 2021 – 2029 planning period by income category and converts this into an annual need. By reviewing the City’s records (building permits), current development plans under review, historical affordable housing preservation/conversion, annual production estimates have been made. These estimates show that the City is expected to produce more units in all income categories than the City’s projected “fair share” requirement. It is believed that the goals, policies, and actions of the General Plan, and their continued implementation and monitoring, will ensure that the City produces housing for all sectors of the community.

Table 6
Fair Share Housing Needs

Income Category	8-year Need Units	Annual Need Units	Percent	Projected Annual Units	Production Percent
Very Low	132	17	19%	18	18%
Low	79	10	11%	35	34%
Moderate	144	18	21%	25	24%
Above Moderate	342	43	49%	26	25%
Total	697	87	100%	112	100%
Notes: Numbers may not appear to total correctly due to rounding. Income categories are based on percentage of median income adjusted by household size: Very Low (less than 50% of median income) Low (51% to 80% of median income) Moderate (81% to 120% median income) Above Moderate (More than 120% of median income) Sources: SACOG RHNP 2021-2029, City of Citrus Heights Planning, Building, and Redevelopment records and plans					

GOALS, POLICIES AND ACTIONS

The housing goals, policies and actions of the General Plan are primarily directed toward the following objectives:

- Increase the level of home ownership in the community
- Preserve the existing housing supply and assure its continuing quality

Chapter 2 - Community Development

- Optimize remaining development opportunities
- Ensure that adequate housing is available to all residents including those with special needs such as seniors and homeless persons.

Programs that are intended to affirmatively further fair housing in the City of Citrus Heights for the 2021-2029 Housing Element planning period are marked with a *.

Goal 24: Increase homeownership opportunities to ensure a balance of housing and household types

Policy 24.1: Support the use of public and private funds to assist first-time homebuyers.

- Actions*
- A. *Use City Housing funds to leverage private funds to create homeownership opportunities.*
 - B. *Continue to participate in programs that encourage people to own homes close to their workplaces.*
 - C. *Conduct outreach and provide information at City Hall and on the City's web site about resources available to potential homebuyers.*
 - D. *Use available state and federal funds for a citywide First-Time Homebuyer Assistance Program.*
 - E. *Create and participate in partnerships that encourage home ownership.*
 - F. *Explore innovative ways of creating opportunities for increased home ownership.*
 - G. *The City will monitor foreclosures and provide programs and technical assistance as necessary.*

Policy 24.2: Assist in the conversion of rental developments to owner occupancy where appropriate.

- Actions*
- A. *Develop a program to allow and encourage conversion of small rental properties to owner occupancy.*
 - B. *Investigate ways and provide resources to promote ownership of mobile home parks by their residents.*

Goal 25: Provide adequate sites for a variety of housing opportunities to serve all residents

Policy 25.1: Promote development of a variety of housing types in terms of location, cost, design, style, type, and tenure, while ensuring compatibility with adjacent uses of land.

- Action A. Continue to support development of secondary dwelling units, cluster housing, work/live units, co-op housing, transitional housing, supportive housing, and other innovative housing types as allowed by the Zoning Code, with the goal of permitting 100 total ADUs over the 2021-29 planning period. Continue to meet with developers, including nonprofits, to discuss the City's zoning and other resources as part of Action 28.7C.**
- B. Update the Zoning Code to bring Agricultural Worker Housing into compliance with all current State requirements pursuant to Health and Safety code 17021.5.*
- C. Implement the City's Pre-Approved Accessory Dwelling Unit program, with the goal of permitting 100 total ADUs over the 2021-29 planning period.**
- Policy 25.2: Strive to meet the City's fair share housing allocation based on the Regional Housing Needs Assessment.
- Action A. Maintain and update an inventory of land suitable within the City for the development of housing for all segments of the community.*
- B. Prepare an annual General Plan Progress Report to analyze the City's progress to meet the fair share allocation based on the RHNP.*
- C. Continue to implement the housing monitoring program including annual review of the following:*
- Inventory of land suitable within the City for the development of housing for all segments of the community*
 - Proposed and approved residential projects and building permits issued*
 - Home and apartment vacancies*
 - Rental and home sales survey and Multiple Listing Service summary*
 - Infrastructure and public services capacity*
- Policy 25.3: Facilitate mixed-use development and redevelopment in appropriate areas.
- Action A. Continue to encourage mixed use development along the City's major corridors, with the goal of creating at least 349 housing units within mixed-use zones. Continue to meet with developers, including nonprofits and community stakeholders to discuss opportunities under the City's zoning and other resources as part of Program 28.7C.**
- B. The City will adopt a Specific Plan for the Sunrise Mall site by January 2022 including policies that promote and require residential uses for the overall plan development. Residential development in the Specific Plan shall be encouraged to be at densities of at least 20 units per acre and shall include design standards such as reduced parking and setbacks and increased building heights as compared to existing zoning. Site planning should include logical phases or developable areas of 50-150 units of varying housing typologies. The City will routinely*

*coordinate with property owners and implement CEQA streamlining afforded by the Specific Plan.**

- C. *Pursue funding to incentivize and promote housing within the City's three identified "Green Zones" for the SACOG Green Means Go Pilot Project, with the goal of achieving 25-35% of the city's overall RHNA requirement within these zones.**

Policy 25.4: Support a variety of housing opportunities on vacant or under-utilized lands.

Policy 25.5: Promote fair distribution of special needs facilities throughout the city to avoid over concentration in any particular neighborhood, including assisted housing, below-market-rate projects, and senior housing, with the goal of entitling 50% more of these facilities over the 2021-29 housing period than were entitled during the 2013-2021 period.*

Goal 26: Develop, conserve, and improve the housing stock to ensure decent accommodations for all segments of the community

Policy 26.1: Encourage the conservation and improvement of existing housing.

- Actions*
- A. *Promote the use of administrative remedies to remediate substandard rental units.*
 - B. *Remove unsafe or dilapidated housing through the Code Enforcement Program. Secure vacant residential structures that are unsafe to occupy and require resolution.*
 - C. *Offer incentives and financing assistance for affordable housing and housing rehabilitation.*
 - D. *The City will work with financial institutions, nonprofit organizations and government agencies to promote housing rehabilitation. The City will identify funding to create affordable housing opportunities for multi-family properties undergoing foreclosure. The City will partner with organizations such as the local housing authority (Sacramento Housing and Redevelopment Agency) to modernize public housing as needed.*
 - E. *Support the efforts of all local service organizations, schools, and other community groups to provide housing repair assistance.*
 - F. *Continue and expand the City's Owner-Occupied Rehabilitation Program where feasible.*
 - G. *Continue to provide interest free housing repair loans to senior residents through the City's Owner-Occupied Rehabilitation Program.*

- H. Use available housing funds to assist in rehabilitating housing.*
- I. Pursue a variety of funding sources such as the Housing Stock Fee and the Abandoned Vehicle Abatement Program to fund and strengthen code enforcement activities.*
- J. Use a system of cumulative and substantial fines and other innovative approaches to gain compliance from the owner of nuisance properties.*
- K. Work with community based organizations to create self-help housing in the City.**
- L. Seek new ownership opportunities to redevelop existing problematic housing developments.*
- M. Encourage the use of Green Building practices for the revitalization or redevelopment of the existing housing stock.*
- N. Seek grants and other funding mechanisms to assist in redevelopment of existing housing stock.*

Policy 26.2: Promote construction of housing types with a variety of prices, styles, and designs.

- Actions
- A. Promote the development of mixed-use housing including clustered, live/work and above-retail uses in appropriate zones.*
 - B. Continue streamlining the review process to minimize any constraints on or disincentives to housing development.*
 - C. Promote quality design by offering flexible housing development standards.*
 - D. Use available funding to assist in developing a variety of housing types for all income levels, including extremely low income, with the goal of entitling at least 50% more affordable housing projects within the 2021-29 planning period than the 2013-21 period.**
 - E. Encourage and offer incentives to developments that include Green practices including LEED Certification and/or Photovoltaic Systems.*
 - F. Encourage and offer incentives to developments that promote Universal Housing.**
 - G. Analyze the parking requirements for studio and one-bedroom apartments in the Zoning Code to ensure they are not a constraint or disincentive to housing development.*
 - H. Create an application streamlining process in compliance with SB35.*

Policy 26.3: Promote improvements and rehabilitation to enhance the quality of multi-family developments.

- Actions
- A. Continue to implement the Rental Housing Inspection Program, which issues over 4,000 corrections for housing violations per year, leading to better housing conditions within the community.*

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- B. Work with the local housing authority (Sacramento) to enhance the quality and appearance of public housing in the City.*

Policy 26.4: Promote high-quality multi-family developments that include appropriate design, scale, and amenities.

Action A. Implement the Design Guidelines within the Zoning Code.

Policy 26.5: Conserve the City's stock of sound and viable mobile home and manufactured homes as an important part of the City's affordable housing stock.

- Actions*
- A. Pursue the use of local, state, and federal funds to make physical improvements to existing mobile home parks.*
 - B. Continue to offer Community Development Block Grant (CDBG) funds to rehabilitate mobile home and manufactured homes.*
 - C. Continue to fund the Critical Repair Program for lower income homeowners, including mobile home and manufactured homes.*
 - D. Support parties interested in converting mobile home parks to resident owned or similar ownership. Provide resources and technical assistance to mobile home park owners and residents to evaluate the potential for partnerships to achieve resident ownership in mobile home parks.*
 - E. Redevelop/Rehabilitate existing deteriorated mobile home parks or manufactured homes.**

Goal 27: Conserve currently assisted units to ensure availability of housing for lower income households

Policy 27.1: Pursue all available strategies and procedures to preserve government - assisted units that are at risk of conversion to market rate.

- Actions*
- A. Annually review the status of housing projects whose government restrictions are expiring or near expiration to determine the need for intervention.*
 - B. Work with the federal Housing and Urban Development Department (HUD), Sacramento Housing and Redevelopment Agency (SHRA), and other agencies to determine the City's options in preserving at-risk units.*
 - C. Work with nonprofit housing organizations, SHRA, and other agencies to help purchase complexes where the owner wishes convert to market-rate.*
 - D. If preservation of an "at-risk" development cannot be accomplished, work with the owners to ensure proper federal, state, and local notification and moving assistance is provided.*

- E. *Use CDBG and other available resources to subsidize identified “at-risk” units, rehabilitate sub standard units, and/or fund self-help projects, to retain their availability as low-income housing.*
- F. *Continue to implement strategies to redevelop Sayonara Avenue (Sunrise to Lialana), with the goal of replacing the 35 units outlined within the replacement plan. This includes the implementation of the Sayonara Housing Replacement Plan and the continued support of the Sayonara Center, which provides the community with opportunities for education, recreation, and meal support.**

Goal 28: Ensure housing opportunities for all segments of the community

Policy 28.1: Pursue necessary resources for the development, maintenance and preservation of emergency housing, transitional housing, and housing to accommodate other special needs.

- Actions
- A. *Enforce Code requirements to ensure that housing is accessible to the disabled.*
 - B. *Consider development of Universal/Adaptable Design Guidelines for disabled and aging populations.*
 - C. *Update Reasonable Accommodation section of Zoning Code to comply with Government Code Section 65583(c)(3).*
 - D. *Update Zoning Code to modify required design features and parking requirements for Emergency Shelters in compliance Government Code Section 65583(a)(5).*

Policy 28.2: Endeavor to meet the housing needs of homeless persons.

- Actions
- A. *Work with other jurisdictions to assess need for transitional housing and develop plans to address this problem.*
 - B. *Continue to work with the Sacramento Steps Forward to provide emergency shelters and other support services.*
 - C. *Provide CDBG funds and other resources as available to help finance the City’s fair share of homeless services.*
 - D. *Update the Zoning Code to allow Transitional and Supportive Housing by right in all zones that allow residential development, including commercial, in compliance with AB 101 and 2162.*

Policy 28.3: Support and cooperate with regional and community-based organizations in the delivery of special needs housing resources.

- Actions
- A. *Support efforts to provide housing assistance within the community, including supporting efforts to reduce the potential for displacement as outlined in Policy 25.9C.**
 - B. *Enforce Federal and State anti-discrimination laws.**

Chapter 2 - Community Development

- C. *Continue to educate, and be a conduit of information for residents and landlords regarding the fair housing and landlord-tenant dispute services available to them in the community. Use CDBG and other grants to fund programs to support telephone counseling and mediation services, including the Renter's Help Line, which provides multi-lingual counseling for both tenants and landlords.**

Policy 28.4: Assess the City's housing needs and the progress toward meeting its housing goals.

- Actions*
- A. *Conduct annual review as part of the submittal of the Annual Report to HCD as required by law.*
 - B. *Seek Grant Funding to implement housing programs.*
 - C. *Ensure existing affordable housing developments are meeting their rent and income restrictions.*
 - D. *Monitor market conditions to determine the effect of density and land costs on development of affordable housing bi-annually.*

Policy 28.5: Encourage development of a variety of sizes, design, and styles of housing so that residents will be encouraged to stay in Citrus Heights as their housing needs change.

- Action*
- A. *Review the City's available land inventory annually to ensure that sufficient land is designated for an appropriate range of housing types.*

Policy 28.6: Enforce Local, State and Federal laws prohibiting discrimination in housing.

- Action*
- A. *Continue to educate residents on the fair housing resources available to them in the community, and provide public funding to these organizations where appropriate.*

Policy 28.7: Minimize government constraints on the production of housing to the extent feasible, while meeting public facility and service needs.

- Actions*
- A. *Continue to staff the Interdepartmental Development Review Committee to ensure timely processing of development applications.*
 - B. *Continue to make development decisions at the lowest level possible (e.g. staff approvals) in order to expedite development decision making.*
 - C. *Continue to use density bonuses, federal funds and other available resources to promote housing opportunities, especially for low-income persons (including Extremely Low Income) and those with special needs, including developmental disabilities. Meet with developers, including nonprofits and service providers and community stakeholders every two years to promote the City's resources, including available sites, zoning, various incentives and opportunities and financial and other available resources to develop action plans for developing affordable units in the planning period.*

- D. *Examine all City development fees to ensure they are fair, necessary and not an undue impediment to housing production. Consult with outside agencies such as housing advocates, building trade organizations, Chamber of Commerce, and other private interests, in making this assessment.*
- E. *Consider fee waivers and deferrals on a case by case basis.*
- F. *Partner with outside agencies including the Sacramento Metropolitan Fire District, San Juan Unified School District, Sunrise Recreation and Park District, and Sacramento Regional Sanitation District to provide input in evaluating how these agencies' fees impact housing production.*
- G. *Research the access to services, facilities, and transportation for special needs populations, including the adequacy of major streets and sidewalks.*
- H. *Conduct an analysis of locally adopted ordinances and revise if necessary that potentially impact the cost and supply of housing..*

Policy 28.8: Create housing to help meet the needs of the community.

- Actions A. *Leverage available funding to obtain Federal, State, or other funds for low and moderate housing projects, with the goal of entitling the required 211 low- and very-low income units within the 2021-29 planning period..**

Policy 28.9: Implement policy actions to help Affirmatively Further Fair Housing for all segments of the community.

- Actions A. *The city will pursue place-based strategies to accomplish Fair Housing goals, including targeting funding for housing projects and rehabilitation efforts within low resource areas like Sayonara Drive and SACOG-identified "Green Zones" to achieve 25-35% of the City's Very-Low and Low-Income RHNA requirement. This is supported by Policy Actions 25.3C, 25.5, 26.2D, and 27.1F.*
- B. *The city will foster and encourage housing mobility by providing a variety of housing types (including mixed-use developments, ADUs, special needs facilities, etc.) at all income levels in order to achieve the city's very-low and low-income RHNA requirement of 211 units within the Planning Period. This is supported by Policy Actions 25.1A and B, 25.3A and B, 26.2D, and 28.8A.*
- C. *The city will continue its efforts to reduce displacement risk by providing grant funding for resources such as the Renter's Help Line, which provides multi-lingual counseling and mediation services to tenants and landlords. The city will continue to ensure all Federal and State anti-discrimination laws are being enforced, and identify hazardous living conditions through the city's Rental Housing Inspection Program which issues corrections for upwards of 4,000 violations per year. The city will continue to support its current purchasing policy which gives preference to local businesses, and continue to fund programs such as Activate Auburn which*

provides grants to small businesses for needed improvements as well as matching grant funding and technical assistance. The city will continue to grant first right of return to existing residents in any units that are marked for rehabilitation or replacement. Additionally, the city will continue to educate residents on all fair housing resources that are available. This is supported by Policy Actions 26.3A and 28.3A, B, and C.

- D. The city will work to create more housing opportunities within higher resource areas by enhancing low resource areas and creating potential for greater economic outcomes. One example of the city's efforts includes the proposed Sunrise Mall Specific Plan, which has the potential to eliminate its surrounding neighborhood's low resource status by creating greater economic opportunities via increased housing, retail, commercial, office, and recreational facilities. The city's goal is to achieve at least 349 units of housing within the 100-acre site, 50 units of which would be considered low- or very-low income. This is primarily supported by Policy Action 25.3A and B.*

TRANSPORTATION AND MOBILITY

Roadways are the primary transportation facilities in Citrus Heights. In the past, roadways were viewed as primarily for automobile travel. This view has evolved over time to recognize the important role roadways also play for travel by walking, bicycling, and using transit. The new view recognizes roadways within a complete streets context where the needs of all mobility types, users and ability levels are considered and accommodated.

While roadways still serve two basic functions from a design standpoint for vehicles – to provide mobility and property access—they are an important public space, which should be considered in their design and operation. Traditionally, high speeds were desirable for mobility, while low speeds were more desirable for access. Today, speeds should consider multiple operational objectives such as stability of flow, fuel consumption, air pollution and greenhouse gas emissions, and collision severity. Further, the City's roadway system should attempt to provide a high level of connectivity which increases the opportunity to connect places using multiple travel choices.

Today, the Citrus Heights roadway network hierarchy consists of arterial, collector, and local streets. This general plan updates this traditional classification of roadways to recognize that some arterials will have transit enhancements and that all streets are intended to be complete streets (refer to goals and policies). *Map 5: Circulation System* presents the functional classification of Citrus Heights' roadways.

The operation of the City's roadways will be managed in the future to balance a variety of objectives that consider all roadway users, recognizes constraints such as funding limitations, and addresses the tradeoffs of roadway operations with other community values such as safety, environmental protection, quality of life, and economic development. As such, the general plan transportation goals and policies below introduce new performance measures and thresholds that will guide decision making about how to modify and enhance the existing transportation network in response to future population and employment growth. A key focus on the policies is to manage the transportation network, which will

require more emphasis on intelligent transportation systems (ITS). This approach is reflected in *Map 6: Potential Mobility Improvements*.

The traditional performance measure known as level of service (LOS) is still used to measure traffic operations from a driver's perspective. LOS ranges from A to F similar to a report card assuming the driver is the grader. LOS A describes conditions where drivers are not delayed by other traffic while LOS F recognizes that the presence of other drivers results in a deterioration in speeds and travel time resulting in delays. The City has chosen LOS E as its threshold, which represents the highest level of roadway capacity utilization, but has included some exceptions where LOS F would be allowed due to conflicts of expanding roadways to provide a better LOS for drivers with other community values (see policy 29.2 for details). Daily roadway segment LOS forecasts for 2035 conditions under this general plan are contained in *Map 7: 2035 Daily Roadway Segment LOS*.

Walking and bicycling are expected to grow in importance as efforts are made in the City to create a development form that will support multiple travel choices. The City has already completed a bikeway master plan (BMP) and the policies below identify the need to develop a pedestrian master plan, an Americans with Disability Act (ADA) Transition Plan, and a Safe Route to School Plan. *Map 8: Planned Bikeway System* shows the location of existing and proposed bicycle facilities while *Map 9: Potential Pedestrian System Needs* identifies gaps in the existing sidewalk network.



Public transit is also a vital part of the circulation system to serve people unable or desiring not to use automobiles. Public transit can also serve as a means of reducing congestion if the service is well utilized. *Map 10: Transit Emphasis Areas* shows current (2010) bus routes in the City and the areas within $\frac{1}{4}$ miles of these routes that will be targeted for enhancements to improve transit access, transit facilities, and transit service.

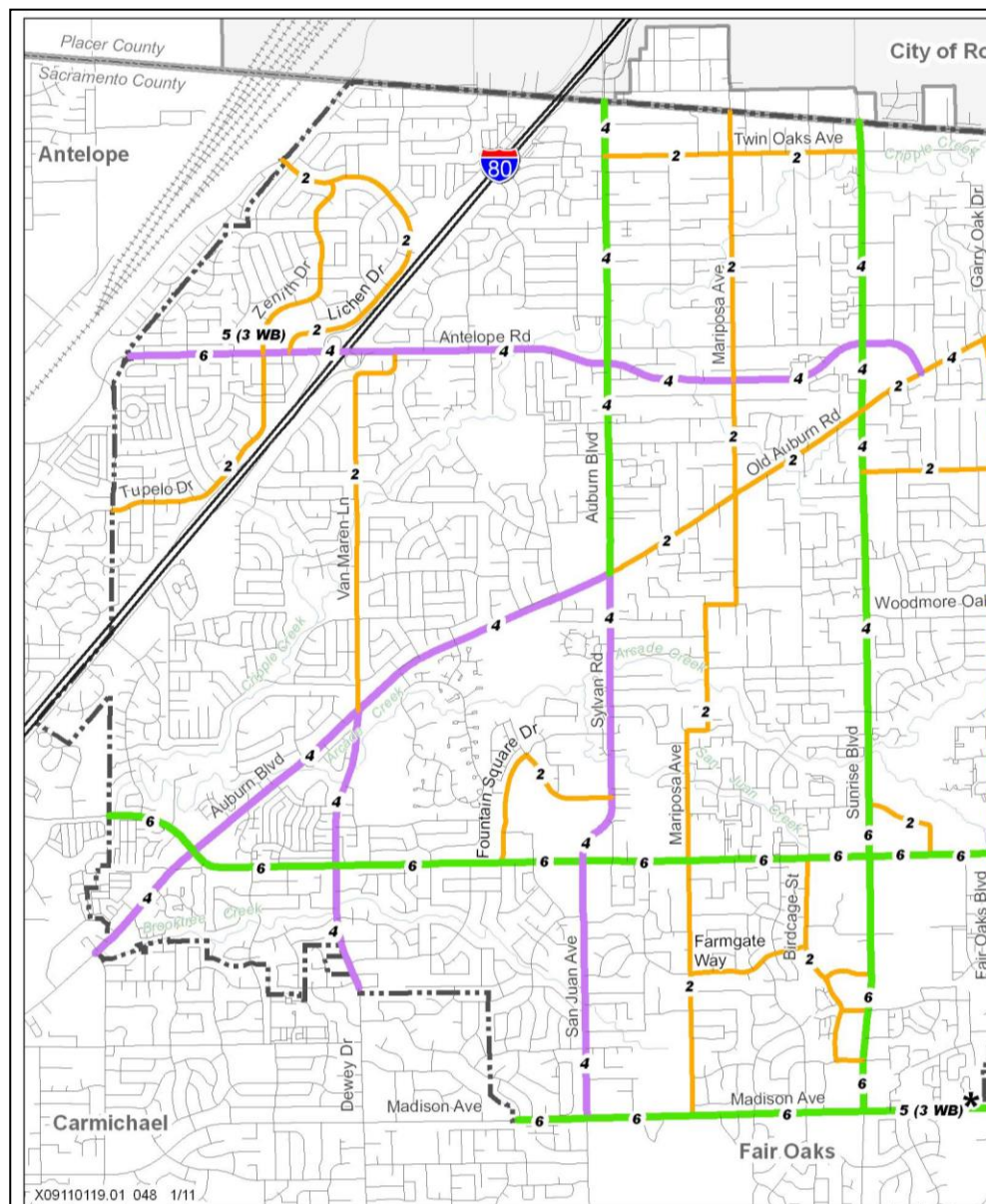
The policies in this section seek to provide a complete transportation system to meet the needs of all residents and to serve businesses within the City.

Goal 29: Plan, design, construct, and manage a Complete Streets transportation network that accommodates the needs of all mobility types, users and ability levels

Policy 29.1: When constructing or modifying transportation facilities, strive to provide for the movement of vehicles, commercial trucks, alternative and low energy vehicles, transit, bicyclists and pedestrians appropriate for the road classification and adjacent land use.

Chapter 2 - Community Development

- Actions*
- A. Update the Capital Improvement Program annually to incorporate necessary circulation system improvements.*
 - B. Evaluate projects to ensure that the safety, comfort, and convenience of pedestrians and bicyclists are given equal level of consideration to drivers.*
 - C. Consider ways to increase and improve travel choices when reviewing development or transportation infrastructure projects.*
 - D. Require sidewalks on all arterial and collector streets. Where feasible, separate sidewalks from streets on arterials and collectors with landscaping including a tree canopy to create shade.*
 - E. Improve the existing street network to minimize travel times and improve mobility for transit, bicycle, and walking trips between new projects and surrounding land uses to reduce vehicle trips.*



LEGEND

- 2** Number of Through Lanes
- Arterial with Transit Enhancements¹
- Arterial
- Major Collector
- Local
- City of Citrus Heights
- County Boundary
- Creeks
- Railroad
- Other Cities

* This segment of the Sacramento River may be modified.

¹ Note: Some arterials will be specifically designed to include transit enhancements, but all streets are intended to be complete streets (refer to Goal 29).

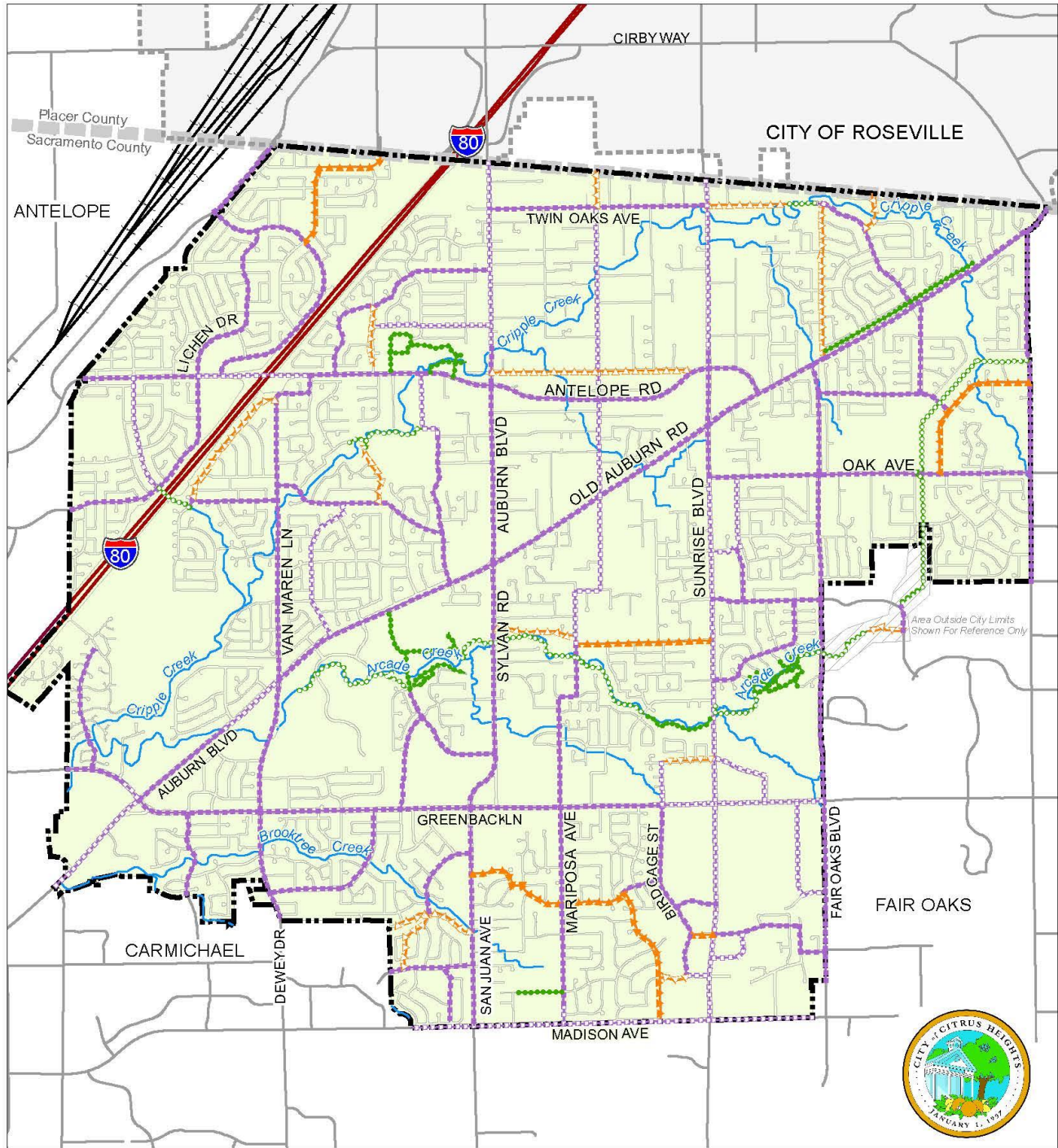


0 0.25 0.5 1 MILES





2035 Daily Ro



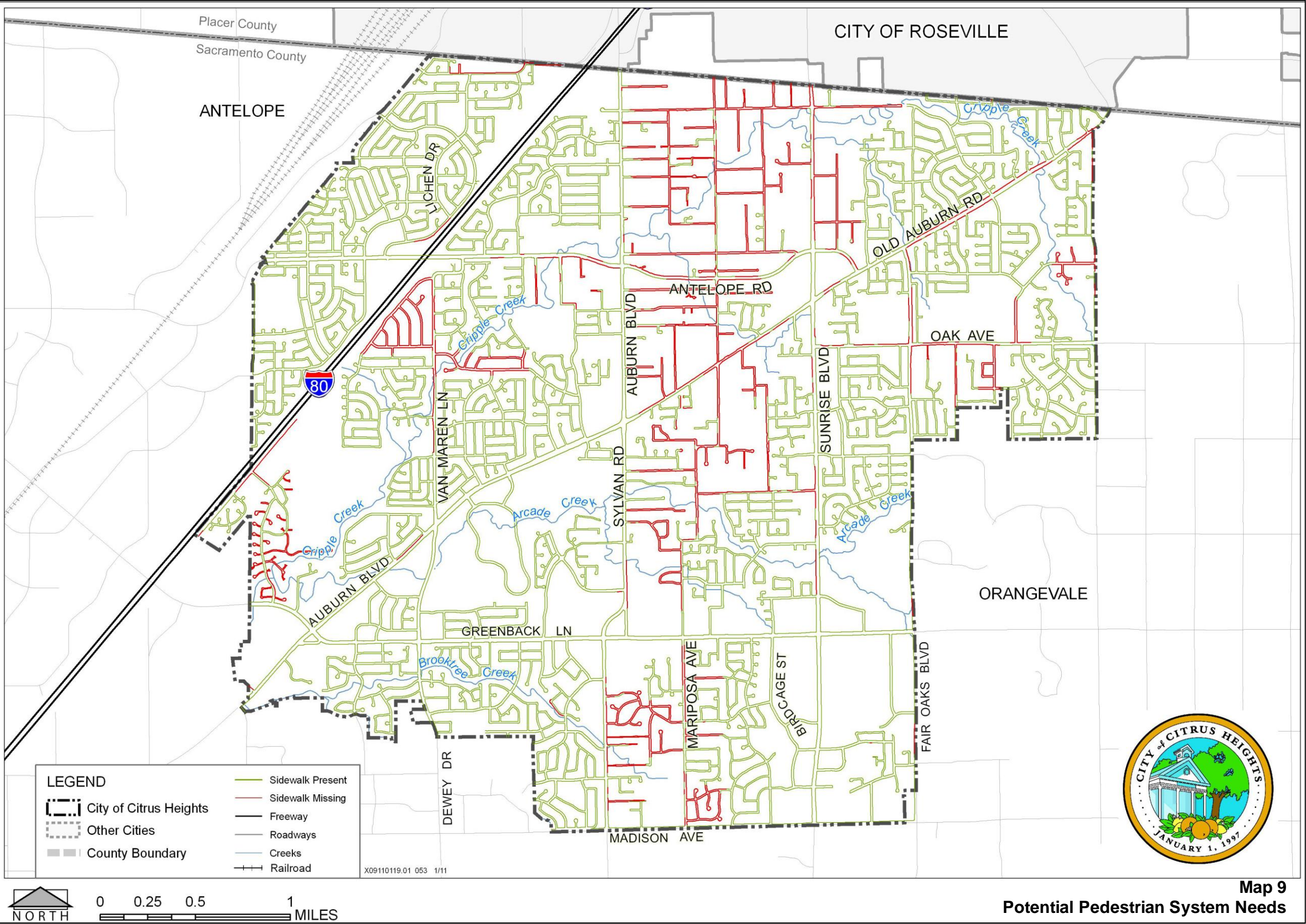
LEGEND

- City of Citrus Heights
- Other Cities
- County Boundary
- Railroad
- Creeks
- Class I Bike Lane (Existing)
- Class I Bike Lane (Proposed)
- Class II Bike Lane (Existing)
- Class II Bike Lane (Proposed)
- Class III Bike Route (Existing)
- Class III Bike Route (Proposed)

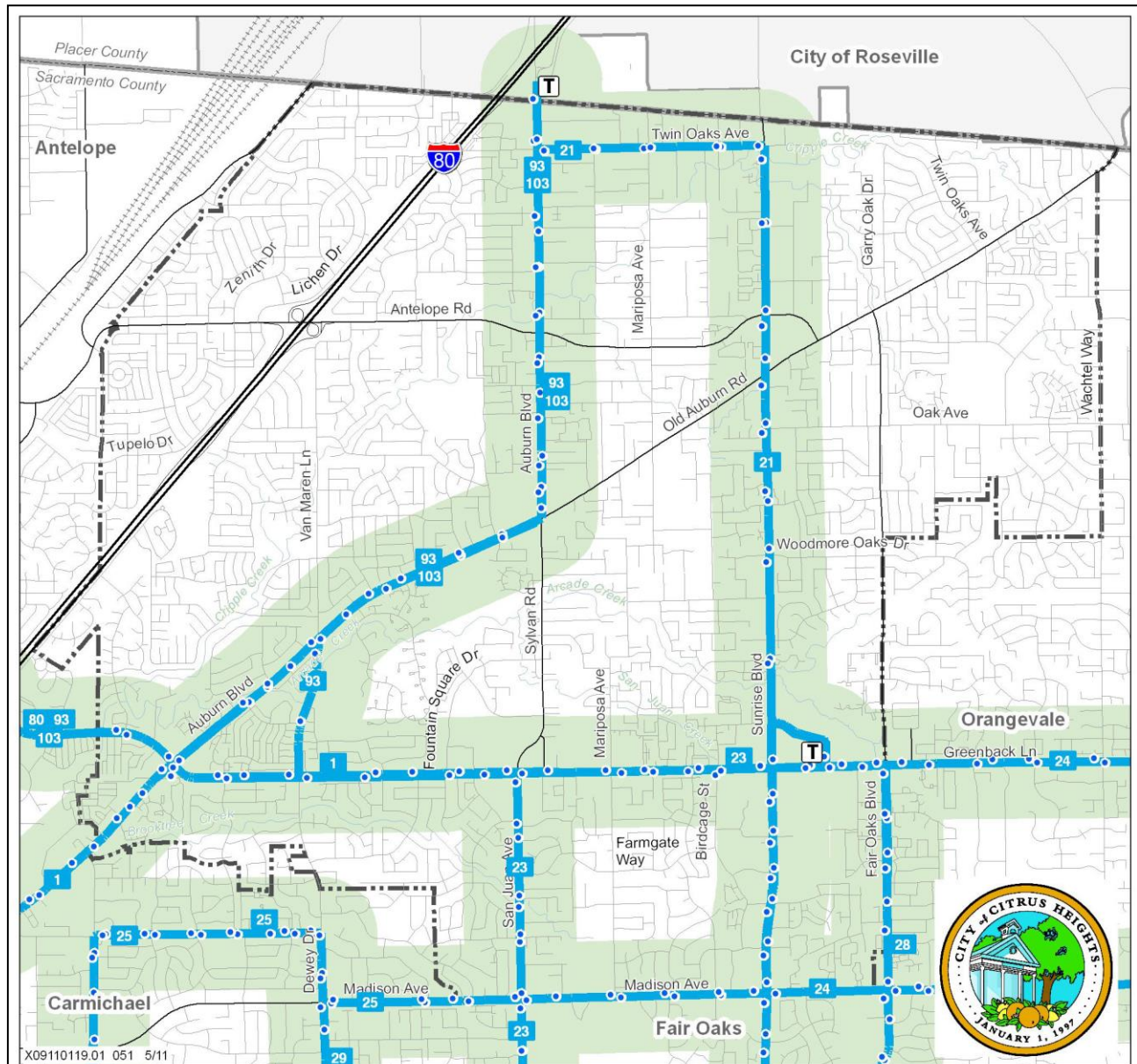
0 0.25 0.5 1 MILES

Existing and Proposed Bikeway Classification (Miles)			
Bikeway Classification	Existing	Proposed	Total
Class I	4.5	4.9	9.4
Class II	40.9	14.5	55.4
Class III	3.5	4.4	7.9
Total	48.9	23.8	72.7

Map 8
Planned Bikeway System



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LEGEND

- Transit Emphasis Area (1/4 Mile from Transit Lines) will be targeted for enhancements to improve transit access, transit facilities (e.g. shelters) and transit services
- Sacramento Regional Transit Bus Stops
- T Transit Center
- Sacramento Regional Transit Bus Routes (May 2011)
- City of Citrus Heights
- County Boundary
- Creeks
- Railroad
- Other Cities



0 0.25 0.5 1 MILES

Map 10
Transit Emphasis Areas

Chapter 2 - Community Development

Policy 29.2: Measure customer satisfaction related to vehicle travel using level of service (LOS) according to procedures in the latest version of the Highway Capacity Manual published by the Transportation Research Board. The City will strive to achieve LOS E or better conditions for City roadways and intersections during peak hours (these may include weekday AM, Mid-Day, and PM hours as well as Saturday Mid-Day or PM peak hours). The intent of the policy is to effectively utilize the roadway network capacity while balancing the desire to minimize potential adverse effects of vehicle travel on the environment and other modes.

Exceptions to LOS E are allowed for both roadway segments and intersections along the following streets:

- Sunrise Boulevard – south City limits to north City limits
- Greenback Lane – west City limits to east City limits
- Old Auburn Road – Sylvan Road to Fair Oaks Boulevard
- Antelope Road – I-80 to Auburn Boulevard
- Auburn Boulevard – Old Auburn Road to northern City limits

No road widening to provide additional vehicle capacity of the above listed streets will be permitted. Development projects that impact these locations according to the City's transportation impact study guidelines would require mitigation, including, but not limited to, the following items:

- actions that reduce vehicle trips or provide non-auto improvements to the transportation network or services
- lengthening of turn pockets
- signal timing modifications

Additional exceptions may be allowed by the City Council at both exempt and non-exempt locations where mitigation is infeasible or would conflict with other community values such as those listed below:

- Impacts on general safety, particularly pedestrian, bicycle, and transit safety
- The right-of-way needs and the physical impacts on surrounding private or public properties
- The visual aesthetics of the required improvement and its impact on community identity and character
- Environmental impacts including air quality and noise impacts
- Impacts on quality of life as perceived by residents

Actions A. Modify the existing traffic impact fee program to include a mitigation fee designed to reduce vehicle trips and vehicle miles of travel per capita within the City to avoid

or minimize the need to expand existing roadway capacity. This program should include a multi-modal (Complete Streets) capital improvement program (CIP) and, in conjunction with public funding, provide full funding for the City's circulation element improvements.

- B. The City shall develop and adopt transportation impact study guidelines within one year of General Plan adoption.*

Policy 29.3: Require development proposals to analyze future transportation impacts and mitigate significant impacts consistent with Policies 29.1 and 29.2.

Policy 29.4: Support safe, complete and well-connected neighborhood street, bicycle, and pedestrian access and connections that balance circulation needs with the neighborhood context.

- Actions
- A. Modify the existing street network to enable direct physical connections within neighborhoods and between neighborhoods, neighborhood-commercial areas, and commercial-commercial areas, including connections accessible only by pedestrians and bicycles on existing cul-de-sac streets.*
 - B. Provide direct connection from residential areas to neighborhood parks and open space.*
 - C. Where feasible, provide pedestrian crosswalks on all intersection approaches.*
 - D. Develop and implement an ADA Transition Plan that focuses on compliant sidewalk improvements that provide continuous pedestrian access where compatible with the surrounding area.*
 - E. Develop and implement a Pedestrian Master Plan (PMP) that indicates which streets in addition to arterials and collectors will install sidewalks and what other pedestrian facilities and amenities (such as 'resting spots') are needed to complete the pedestrian network shown in Map 9. Sidewalk widths and shade coverage should also be addressed in the context of the adjacent land use, vehicle volumes, and vehicle speeds.*
 - F. Update the Bikeway Master Plan (BMP) and complete the proposed bikeway network shown in Map 8 within 10 years and prioritize projects that close existing gaps in the network.*
 - G. Develop and implement a Safe Routes to School Plan. This effort should complement the ADA Transition Plan, the PMP, and the BMP.*

Policy 29.5: Encourage movement of goods by truck on freeways and other appropriate designated routes.

- Actions
- A. Designate official truck routes to minimize the impacts of truck traffic on residential neighborhoods and other sensitive land uses.*
 - B. Establish a protocol to minimize noise and other impacts of truck traffic, deliveries and staging in residential areas.*

Chapter 2 - Community Development

- C. *Consider restricting truck traffic on City streets during peak periods in collaboration with Caltrans, California Highway Patrol, and the California Trucking Association. Consider other methods to reduce regional through trucks on City streets to the extent feasible.*
- D. *Actively enforce compliance with truck route designations and any time period restrictions.*

Policy 29.6: Collaborate with neighboring jurisdictions when updating the General Plan and preparing the Capital Improvement Program to work toward providing a regional Complete Streets transportation network for all modes.

Policy 29.7: Develop a transportation financing program that will fully fund the planned expansion of the existing transportation network and comply with Policies 29.1 and 29.2. This program will combine federal and state transportation funds with local funding sources that provide the means by which new development consistent with the general plan will fully mitigate its cumulative transportation impacts. This approach to transportation finance is intended to streamline development review for those projects consistent with the general plan.

Policy 29.8: Minimize the number of access points along arterial roadways, including by consolidating or relocating driveways to provide for more efficient traffic movement.

Goal 30: Promote attractive and well-maintained roadways and sidewalks

Policy 30.1: Improve aesthetic features along the City's roadways and maintain landscaping in an efficient and timely manner especially when it enhances the walking and biking environment.

- Actions*
- A. *Install improvements along roadway segments as identified on Map 4.*
 - B. *Update the Capital Improvement Program annually to incorporate aesthetic improvements on roadways. Seek additional funding for roadway maintenance to provide safe, functional and attractive streets and roads.*

Policy 30.2: Require public street right-of-way dedications and improvements as development occurs. Ultimate right-of-way and improvements should be installed at the time of development, except when a lesser right-of-way will avoid significant social, neighborhood or environmental impacts and perform the same traffic movement function.

- Action*
- A. *The City shall develop and adopt ultimate right-of-way dimensions for public roadways through a plan line study or equivalent. This study/plan should also address key complete street issues such as intersection and access spacing, lane widths, land use context, landscaping, transit, and non-motorized vehicles.*



Policy 30.3: Discourage the construction of private streets to ensure full public access to the City circulation system.

Policy 30.4: Maintain street and sidewalks in rural residential areas that balance circulation needs and compatibility within the surrounding neighborhoods.

Goal 31: Provide access to public transit service to all Citrus Heights residents and high quality, frequent public transit service to those residents living along designated transit routes

Policy 31.1: Strive to increase fixed-route and demand responsive (i.e., paratransit) transit service coverage and frequency to Citrus Heights residents and employees.

Action A. Develop and implement a long-range transit plan. The plan should identify desired service expansion, transit operating enhancements, and transit terminals especially within the transit enhancement areas shown in Map 10. The service expansion should address coverage area, types of vehicles, routes, operating times, and frequency. The operating enhancements should address how to improve transit travel times through actions such as transit signal priority, peak hour bus-only lanes, queue jump lanes, etc. The transit terminals should include facilities to accommodate transit transfers and use while also supporting transit oriented development.

Policy 31.2: Strive to provide public transit that is an attractive, convenient, dependable and safe alternative to the automobile.

Action A. As funding allows, construct attractive bus shelters at appropriate locations throughout the City.

Policy 31.3: Consider express commuter bus service between Citrus Heights and major employment and transit centers.

Policy 31.4: Require new development to provide transit enhancements, (including, but not limited to bus pull-outs and bus shelters) where appropriate, that decrease transit travel times, improve access to transit stops, or improve the amenities, security, or travel information at transit stops.

Goal 32: Use advanced technologies to enhance and improve safety and mobility

Policy 32.1: Evaluate and utilize technologies that can improve the performance, reliability, and safety of the transportation system (such as signal coordination, centralized traffic control, red-light cameras, and real-time travel information).

Action A. Prepare and implement an Intelligent Transportation System master plan that strives to achieve the following objectives:

- *Regulate operating speeds on City streets that balance the City's desire to minimize air pollution and greenhouse gas emissions, reduce the severity of collisions (especially for bicyclists and pedestrians), and provide stable traffic flows (e.g., 40 miles-per-hour or lower on arterial streets, 30 miles-per-hour or lower on collector streets).*
- *Connect all City traffic signals to the traffic control center to coordinate signal operations and improve incident response.*
- *Reduce transit travel or wait times.*
- *Improve traveler information about travel choices and travel times.*

REGIONAL COORDINATION

While much of the General Plan focuses on shaping a unique character for Citrus Heights, the City remains inextricably connected to the larger region. In addition to the need to coordinate with the many public service providers in Citrus Heights, regional planning issues such as transportation and air quality require cooperation with other agencies (see *Table 7: Regional Coordination Agencies*). It is clearly in the City's interest to participate in regional planning efforts, both to ensure that City interests are represented and to help shape effective regional planning policies.

Regional transportation planning is especially critical. The Sacramento Area Council of Governments and Sacramento Regional Transit provide regional transportation and transit improvement planning. Citrus Heights should consider future transportation improvements in connection with planned regional light rail, public transit and highway improvements.

The policies in this section are intended to ensure that Citrus Heights participates effectively in regional planning efforts and provides timely input regarding land use decisions that will affect City residents.

Table 7
Regional Coordination Agencies

Agency	Responsibilities
Sacramento Area Council of Governments (SACOG)	Advisory agency on issue of inter-jurisdictional concern; serves as the Metropolitan Planning Organization; primarily addresses issues relating to land use, circulation and air quality; prepares the Metropolitan Transportation Plan (MTP).
Sacramento County Local Agency Formation Commission (LAFCO)	Review and evaluates all proposals for formation of special districts, incorporation of cities, consolidation of districts, mergers of districts and cities, certain annexations to cities, and urban growth boundaries and urban service areas.
Sacramento Regional Transit	Responsible for planning of a comprehensive, multi-modal transportation system; prepares the Regional Transportation Plan (RTP)
Sacramento Groundwater Authority	Oversees provision of water supply from groundwater wells via distribution systems by the Citrus Heights and Sacramento Suburban Water Districts and the Citizens Utilities Company of California.
Sacramento Area Sewer District (SASD)	Responsible for sewer collection services; prepares the SPMUD Sewer Mater Plan, and participation in the preparation of the Regional Wastewater Treatment Service Area Master Plan.
Sacramento Metropolitan Fire District	Responsible for fire protection and emergency medical services.
Sacramento Municipal Utility District	Responsible for providing electric power.
Sacramento Metropolitan Air Quality Management District	Responsible for reducing and maintaining regional air pollution levels to within federal and state standards; prepares the Air Quality Management Plan (AQMP-federal) and Air Quality Attainment Plan (AQAP-state).
Sunrise Recreation and Park District	Administers parks within the City.
San Juan Unified School District	Responsible for pre-school/K-12 education facilities and programs.
Sacramento Area Commerce and Trade Organization (SACTO)	Responsible for promoting business and job creation.
Sacramento County Solid Waste Authority (SWA)	Develops a waste reduction, recycling, composting, and transformation programs.
Sacramento Public Library Authority	Regional effort to finance, provide, and maintain facilities and public library service in the Sacramento Metropolitan Area.
Sacramento Metropolitan Cable Television Commission	Administers terms and conditions of Cable Television Franchise Agreement.
Sacramento Transportation Authority (STA)	Responsible for administering Measure A monies (0.5% sales tax from 1989 to 2009) for transportation improvements.
Sacramento Area Flood Control Agency	Established by California Legislature to coordinate flood control on a regional basis.
Sacramento County Water Agency (SCWA)	Established to review permits for work within flood and drainage area.

Goal 33: Ensure City involvement in all regional issues that have the potential to impact City residents

Policy 33.1: Maintain open communication and cooperation with all public agencies that serve residents and businesses in Citrus Heights.

- Actions*
- A. *Coordinate with the Sacramento Area Council of Governments, Sacramento Transportation Authority, Sacramento Regional Transit, the California Department of Transportation and other appropriate agencies on regional transportation improvements and City transportation goals and plans.*
 - B. *Continue working with other agencies to develop an integrated bikeway system that connects regional bikeway facilities with local facilities.*
 - C. *Work with the providers of services such as water supply, sewage disposal, and parks and recreation facilities to ensure adequate service levels.*

Policy 33.2: Establish formal and informal processes with regional agencies, the City of Roseville, Sacramento County, and Placer County to review and provide input on proposed development within one-half mile of the City limits.

- Actions*
- A. *Continue meeting with regional agencies on a regular basis to discuss development issues.*
 - B. *Actively seek and maintain City representation on appropriate regional boards and commissions.*