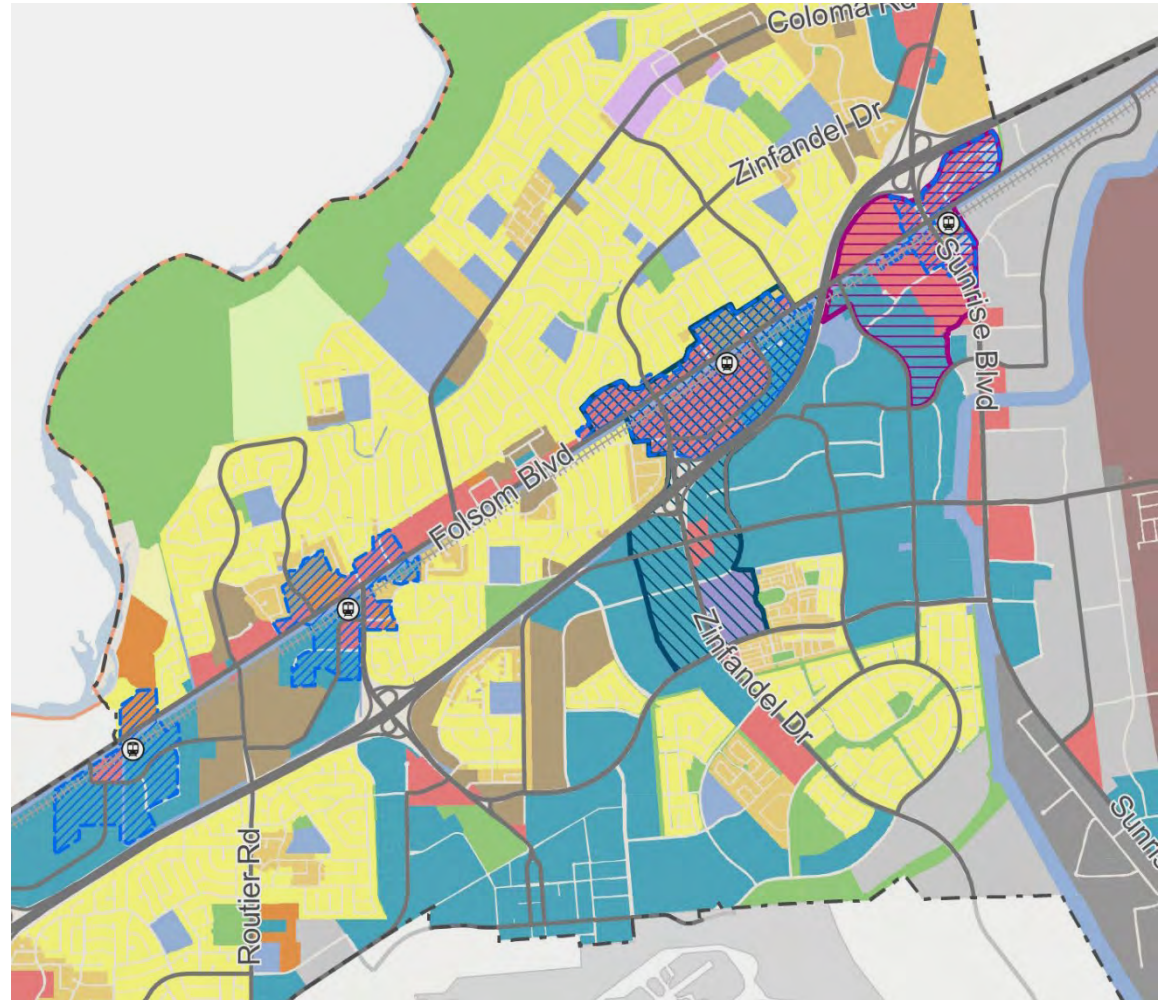




LAND USE ALTERNATIVES REPORT

February 2026



RANCHO CORDOVA
GENERAL PLAN 2050

Table of Contents

1. INTRODUCTION.....	0
Purpose of the Land Use Alternatives	1
Overview of the General Plan Update.....	2
Community Engagement.....	3
Vision and Guiding Principles	4
2. BACKGROUND AND CONTEXT	6
Existing 2006 General Plan	7
Specific Plan Development Capacity	9
Growth Projections.....	11
Environmental Constraints.....	13
3. LAND USE ALTERNATIVES	15
Overview.....	16
Land Use Designations	17
4. PLANNING STRATEGIES	28
Planning Strategy #1: Reimagining Office Parks.....	29
Planning Strategy #2: Removing Barriers to Redeveloping Folsom Boulevard.....	32
Planning Strategy #3: Reenvisioning the Downtown	35
Planning Strategy #4: Activating Commercial Centers.....	38
Planning Strategy #5: Increasing Housing Choices in Infill Areas.....	41
5. COMPARISON	46
Development Capacity	47
Transportation Impacts	51
Fiscal Impacts.....	53
GHG Greenhouse Gas Emissions	56
APPENDIX	57

1. INTRODUCTION

This section describes the purpose of the Land Use Alternatives Report and provides an overview of the broader General Plan Update process. It summarizes community input gathered since the process began in May 2024 and presents the vision and guiding principles that guide each phase of the General Plan Update.

Purpose of the Land Use Alternatives

The General Plan Update process provides an opportunity for the Rancho Cordova community to shape future growth within the city. During this land use alternatives phase, community members are being asked to help determine the location, type, and intensity of future development. These alternatives are based on input provided by community members and elected and appointed officials over the past year, as well as city staff and consultant team expertise.

The purpose of this Land Use Alternatives Report is to provide the city with a framework for making decisions about how to accommodate future development, support a range of housing options, encourage economic growth, and maintain fiscal sustainability. The community is being asked to review three different land use alternatives and consider the best path to achieve Rancho Cordova's vision for the future.

Community feedback on these alternatives will help create the Preferred Land Use Alternative, which will become the city's new General Plan Land Use Diagram that establishes rules for how properties can develop. Community feedback will be presented to decision-makers as they consider making changes to the Land Use Diagram. Ultimately it is the City Council who will provide direction on the Preferred Alternative. The Preferred Alternative does not have to be just one of these alternatives. Instead, it will likely combine the best features from each alternative along with new ideas from public discussions.



FIGURE 1: LAND USE ALTERNATIVES PROCESS

Overview of the General Plan Update

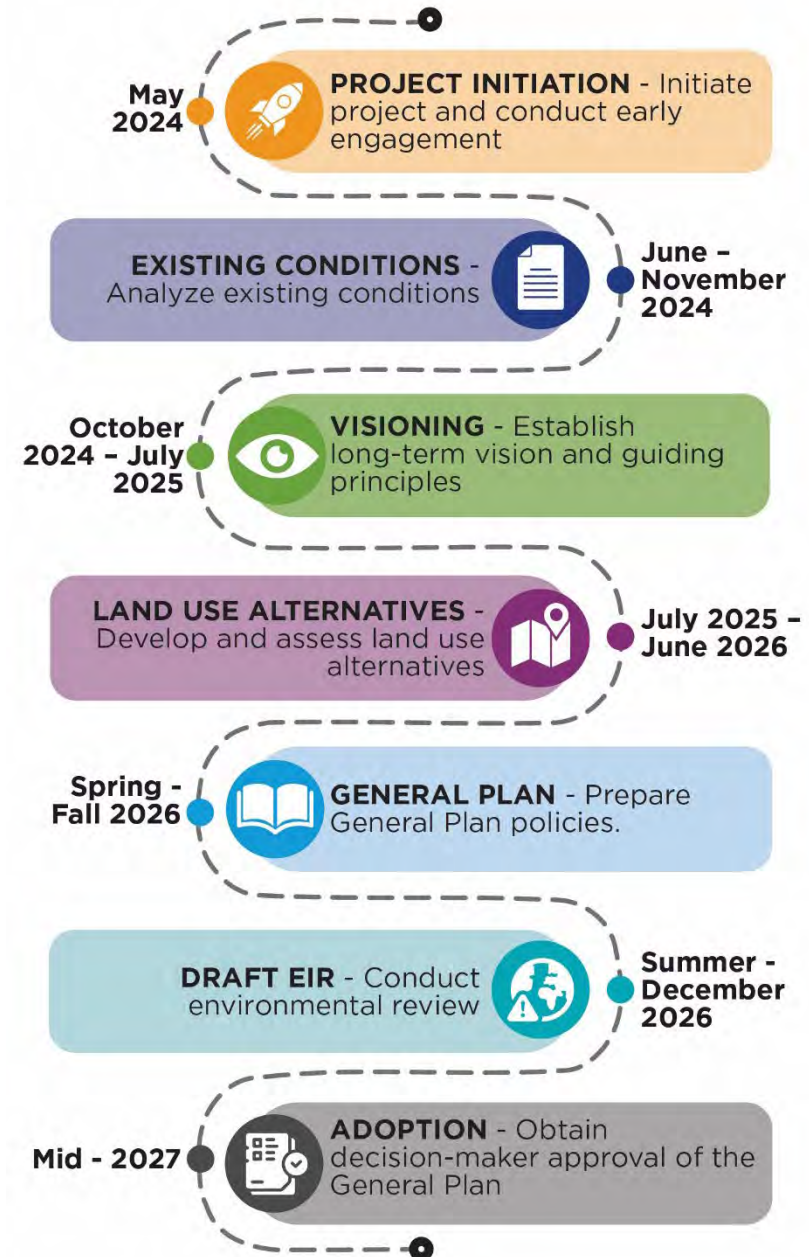
What is a General Plan?

Every city and county in California must have a general plan, which provides a long-term framework for future development. The general plan represents the community's vision of the future and contains goals and policies upon which elected officials, appointed commissioners, and staff base their decisions.

The Rancho Cordova General Plan will contain topical chapters called "elements." Each element will contain goals, policies, and programs designed to implement the community vision and address the issues and opportunities facing the city through 2050. The Preferred Land Use Alternative will become the General Plan Land Use Diagram included in the Land Use Element and will be accompanied by policies to guide development in the city.

General Plan Update Process

The City of Rancho Cordova initiated the General Plan update in May 2024. The General Plan Update consists of several phases shown in Figure 2 to the right. The city has completed the project initiation, existing conditions, and visioning phases and is currently (Spring 2026) working on the land use alternatives. Following the land use alternatives phase, the city will be preparing the 2050 General Plan and analyzing the impacts in an environmental impact report. The city anticipates adoption of the Rancho Cordova 2050 General Plan in mid-2027.



Community Engagement

Workshop #1: Issues, Opportunities, Assets, and Big Ideas

The city kicked off community engagement on the General Plan Update in October 2024 with a focus on issues, opportunities, assets, and big ideas. Across all the outreach activities, which included a community workshop, pop-up events, and online survey, the following key themes emerged:

- **Education and youth opportunities:** Participants noted that there aren't enough quality schools in Rancho Cordova to serve the youth, and wanted to see more programming, social spaces, and educational opportunities for future generations.
- **Vibrant, accessible, local community:** Participants expressed a desire for denser, more walkable/bikeable neighborhoods, with amenities, attractions, and public spaces/events that bring community together.
- **Protect and enjoy Rancho Cordova's natural spaces:** Participants highly value the parks, river, and other open spaces in Rancho Cordova, and are enthusiastic about creating more opportunities for outdoor recreation.
- **Affordable housing, thriving local economy:** Participants were supportive of affordable housing options and local employment opportunities, so all Rancho Cordovans can thrive in their city.

The top priority among participants was to **create a new, energetic downtown in Rancho Cordova**. Protecting the environment, improving public safety, and investing in entertainment, arts, and culture were also among top priorities.



Workshop #2: Vision & Guiding Principles and Land Use Changes

The second phase of engagement, which took place from February through April 2025, was focused on refining the vision statement and guiding principles that were drafted based on community feedback from the first phase of engagement and gathering ideas about potential land use changes. Community members shared their ideas at a community workshop, at pop-up events, and through an online survey.

Across all the outreach activities during the second phase of engagement, the following key themes emerged:

- Create a vibrant downtown and gathering places
- Protect and enjoy Rancho Cordova's natural spaces
- Add multifamily housing where it makes sense
- Provide additional middle and high schools
- Improve connectivity throughout Rancho Cordova
- Provide a medical Center for Rancho Cordova residents

Vision and Guiding Principles

The main outcome of community engagement efforts to date is the 2050 General Plan vision and guiding principles shown below.

2050 VISION STATEMENT

*The City of Rancho Cordova is an **inclusive and welcoming** city that cultivates a deep sense of belonging for all. This vibrant community of **strong, established neighborhoods** connected to one another with **well-planned roadways, trails, parks and open space networks** is known in the region as a **dynamic destination** for good jobs, rich culture, diverse shopping and dining, and abundant outdoor recreation. Rancho Cordova celebrates the beauty of the **natural environment** through preservation and enhancement of its connection to the **American River and wide-open spaces**.*

Guiding Principles



GATHERING PLACES

Create vibrant activity centers that serve as local gathering places and regional destinations for socializing, shopping, dining, and entertainment. Cultivate a unique identity and sense of place in these centers through attractive streetscapes, active public spaces, and dedicated spaces for local small businesses.



SUSTAINABILITY

Prioritize sustainability through smart and fiscally-responsible land use patterns that create a balanced and integrated mix of uses, preserve natural resources, improve air quality, support active transportation, and promote a healthy community.



ENTERTAINMENT, ARTS, AND CULTURE

Establish Rancho Cordova as a premier regional destination for entertainment, arts, music, and culture by creating vibrant civic spaces and entertainment venues that foster a variety of events and programs that celebrate the city's unique cultures, honor its history, attract visitors, and enhance community pride and connection.



NEIGHBORHOODS

Ensure all residential areas throughout the city are walkable neighborhoods that promote diverse housing options and foster strong community identity and social interactions. Strengthen connections from residential neighborhoods to parks, schools, shopping, jobs, and amenities and revitalize older areas to foster unity and a sense of one cohesive city.



ECONOMIC PROSPERITY

Strengthen Rancho Cordova's position as a dynamic regional economic center by encouraging the creative evolution of commercial and employment areas, adopting emerging technologies, positioning the City as a hub for innovation and future-ready industries - all while supporting long-term fiscal sustainability.



ACCESS TO OPEN SPACE AND RECREATION

Ensure access to safe, well-maintained parks, open spaces, and recreational opportunities that foster community well-being and promote healthy connections to the natural environment for all residents. Enhance access to the American River Parkway as a vital regional asset.



MOBILITY

Create a comprehensive, interconnected transportation network that ensures a range of safe, attractive, and convenient transportation options for people of all ages and abilities to walk, bike, roll, drive, and take public transit throughout all areas of the city. Invest in improved infrastructure and explore emerging mobility solutions to ensure Rancho Cordova remains adaptable, forward-thinking, and accessible for all.



UPLIFT OUR YOUTH

Support Rancho Cordova's identity as a family-friendly community by empowering and uplifting the youth of our community. Foster access to high-quality education, enriching extracurricular activities, and safe and inclusive spaces that ensure the next generation is equipped to thrive and contribute to a bright future.



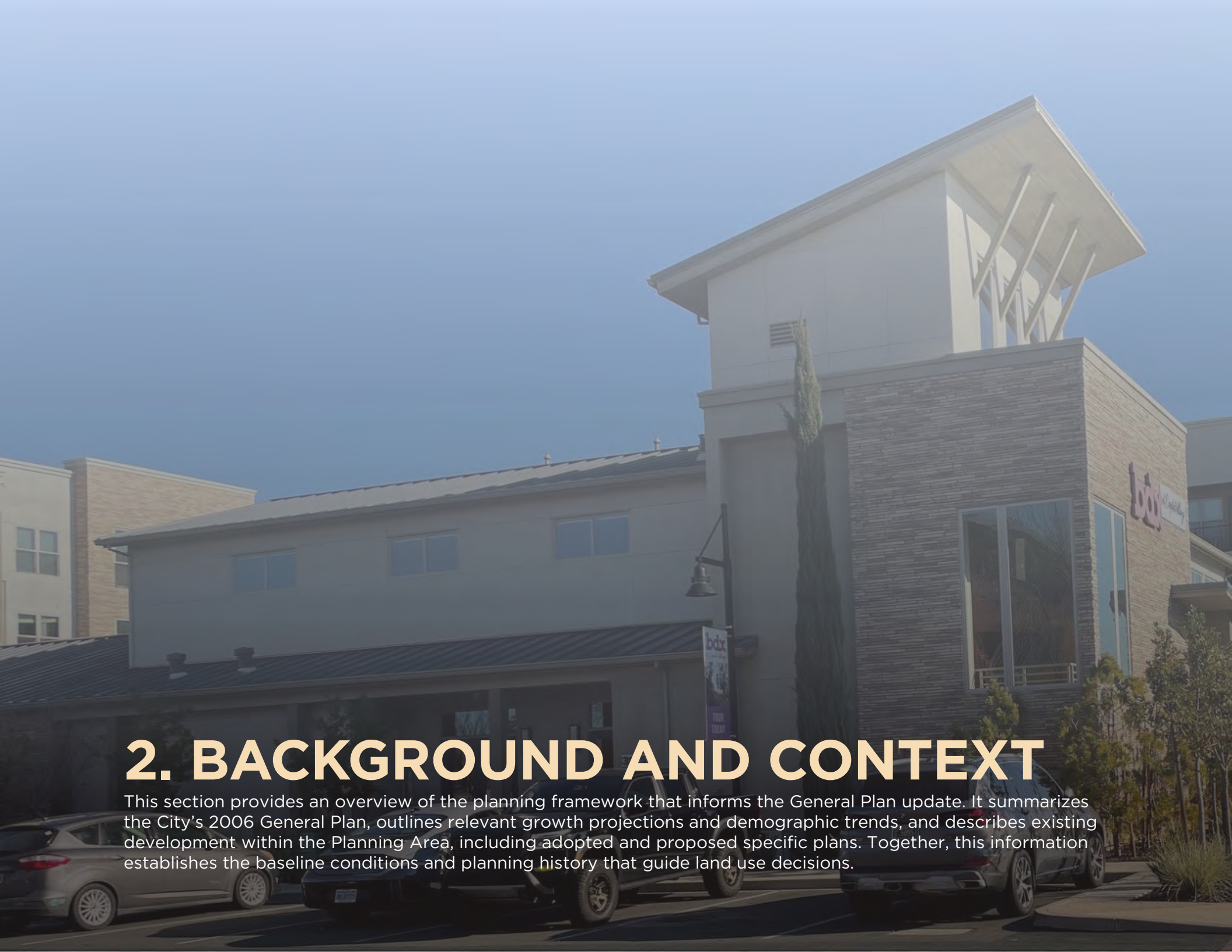
HEALTHY COMMUNITY FOR ALL

Ensure Rancho Cordova is a thriving and healthy city where all people have access to clean air, water, nutritious food, recreation, and opportunities to participate in civic life.



SAFETY

Enhance community safety and livability by providing effective and responsive police, fire, and emergency response services, and proactively planning for long-term resilience to climate-related risks.



2. BACKGROUND AND CONTEXT

This section provides an overview of the planning framework that informs the General Plan update. It summarizes the City's 2006 General Plan, outlines relevant growth projections and demographic trends, and describes existing development within the Planning Area, including adopted and proposed specific plans. Together, this information establishes the baseline conditions and planning history that guide land use decisions.

Existing 2006 General Plan

2006 General Plan Boundaries

The existing Rancho Cordova General Plan was adopted in 2006 and establishes land use designations for areas within the 2006 General Plan Planning Area, which includes both city limits and over 40,000 acres of surrounding unincorporated lands in Sacramento County. These unincorporated areas were identified as locations where the city had an interest in guiding development decisions and were envisioned as potential areas for future city expansion.

Planning Areas vs. Land Use Designations

The 2006 General Plan includes 16 individual Planning Areas covering areas both within and outside city limits, as shown on Figure 4. The Land Use Element contains conceptual land use plans for each of these Planning Areas rather than specific land use designations for each parcel. The parcels within the remaining areas are each assigned a specific land use designation, with low-density residential, medium-density residential, parks and open space, and office mixed-use being the predominant designations.

With recent changes in State law, it is important that every parcel of land within city limits has an assigned land use designation. This is one of the goals of this land use alternatives process, which is discussed more in the next section of this report.

Smart Growth Principles

The 2006 General Plan prioritizes Smart Growth principles to enhance quality of life. It proposes developing neighborhoods, villages, districts, and centers with mixed land uses, walkability, transportation options, and preserved open space. These "building blocks", illustrated below in Figure 3, are aimed at creating compact, sustainable, and livable communities through interconnected residential, commercial, and natural spaces. The building blocks concept has guided the land use patterns of the new growth areas within the city, as the specific plans adopted for these areas have incorporated smart growth principles.

The city is proposing to retain these smart growth principles in the 2050 General Plan, and one of the goals of this land use alternatives process is to find ways to retrofit the older commercial corridors, employment centers, and neighborhoods to better reflect smart growth principles.

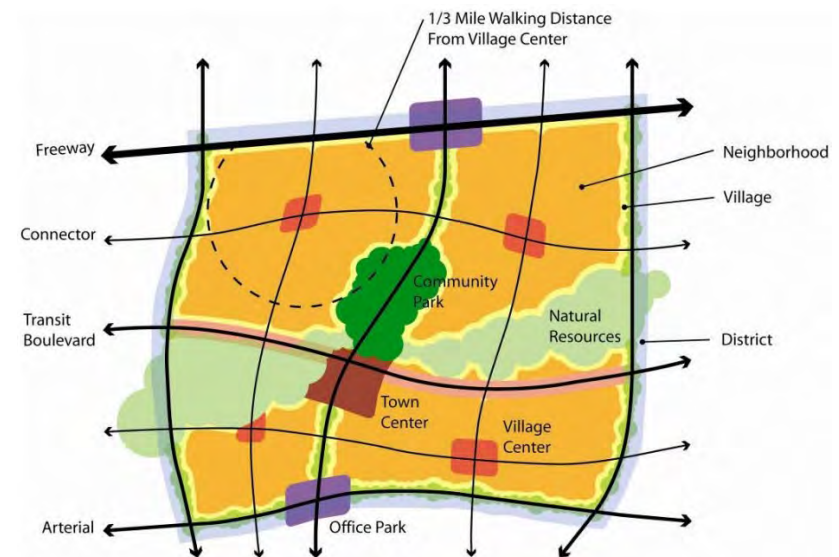
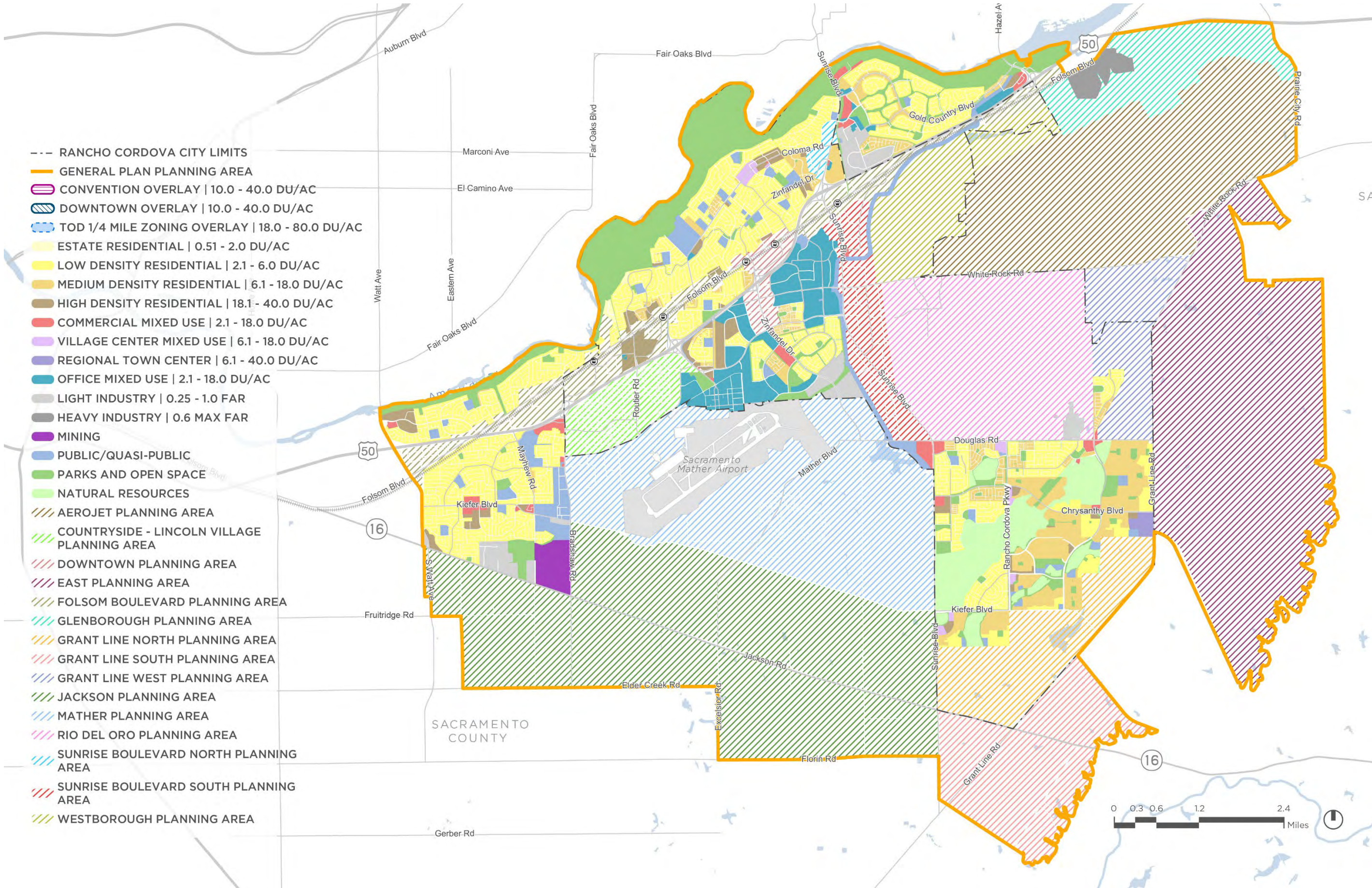


FIGURE 3: BUILDING BLOCKS OF THE CITY

FIGURE 4: 2006 GENERAL PLAN LAND USE DIAGRAM



Specific Plan Development Capacity

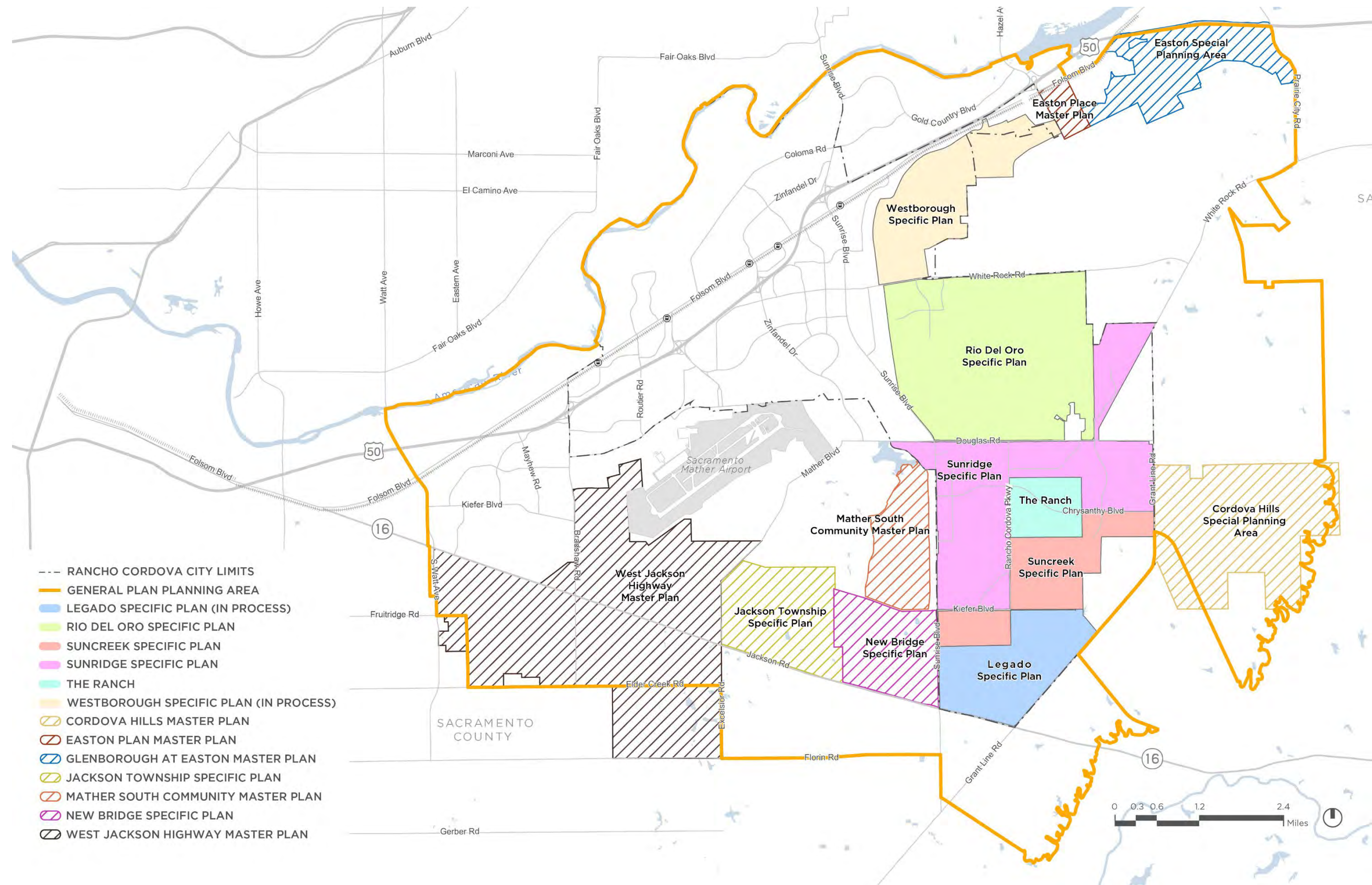
Significant growth is anticipated within specific plan areas both inside and outside city limits. Within the city limits, there are six specific plans or master plans, shown in Figure 5, that are either adopted or in process. While specific plans are required to be consistent with the General Plan, the specific plans contain the more detailed land use designations and development standards that apply to these areas. Land use alternatives in this report focus on changes to “infill areas” within the city limits. As shown in Table 1, the specific plans within city limits have remaining capacity for over 38,000 housing units and over 7.4 million square feet of non-residential development. Additionally, as shown in Figure 5, there are seven specific plans or master plans controlled by the County within the broader General Plan Planning Area that have capacity for over 41,000 housing units.

TABLE 1. REMAINING DEVELOPMENT CAPACITY WITHIN CITY SPECIFIC PLAN AREAS

Specific Plan	Residential Units Remaining		Non-Residential Square Footage Remaining		
	Single Family	Multifamily	Commercial	Office	Industrial
Westborough at Easton Specific Plan (in process)	4,100	3,000	-	-	-
Legado (in process)	4,200	800	-	-	-
Rio Del Oro Specific Plan	9,000	3,000	2,398,000	1,181,000	2,430,000
Sunridge Specific Plan	8,200	1,200	245,000	-	-
Suncreek Specific Plan	2,600	1,400	1,189,000	-	-
The Ranch	800	200	32,000	-	-
Total	28,900	9,600	3,864,000	1,181,000	2,430,000

Notes: The capacity numbers are estimates as of 2025. Some of these estimates are subject to change as plans that are in process are still being finalized or updated. Non-residential square footage is estimated based on non-residential acreages.

FIGURE 5: CITY AND COUNTY SPECIFIC PLANS WITHIN THE PLANNING AREA



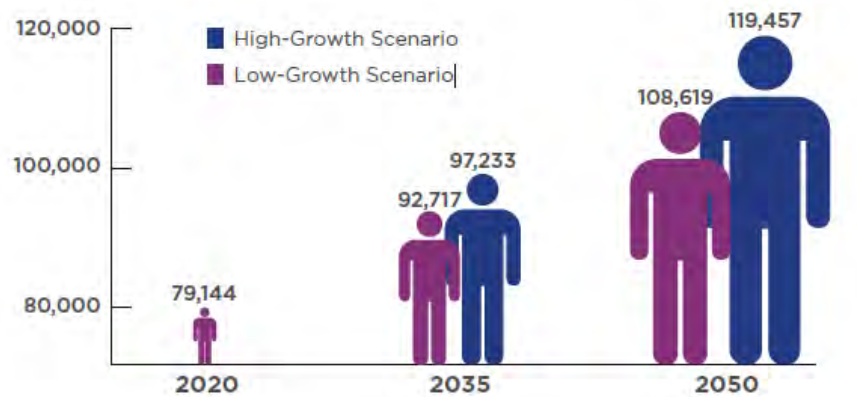
Growth Projections

When updating the land use plan, cities typically start by estimating future population and job growth. They need to ensure there's enough land to accommodate that growth. However, the City of Rancho Cordova is in a different situation. Because the city has large amounts of vacant land within city limits, the usual question – "Do we have enough land?" – isn't the main concern. As demonstrated below, Rancho Cordova already has sufficient land designated for new housing and jobs by 2050 – the horizon year of the General Plan. This means the city can focus on a different question: "What mix of housing, jobs, and amenities will create the vibrant, connected city we want?"

Population Projections

To account for the uncertainty of various factors influencing future population growth in the city, a low-growth scenario and a high-growth scenario were developed for the period of 2020 to 2050. The projections show that the city may add between **30,000 to 40,000 residents by 2050**, resulting in a 2050 population of about 109,000 to 119,000 residents.

FIGURE 6: POPULATION PROJECTIONS, 2020-2050

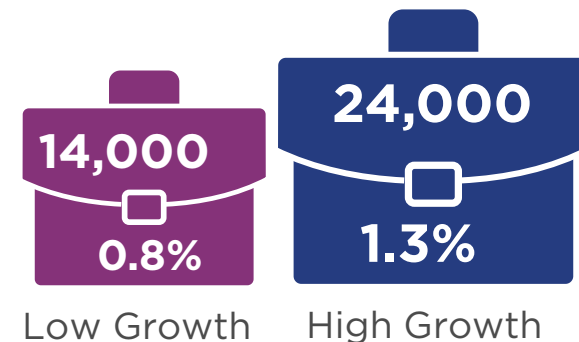


Source: Economic & Planning Systems, Inc. (EPS), 2025.

Job Projections

Sacramento County employment is projected to grow at approximately 0.6 percent annually from 2025 to 2050, adding roughly 131,000 jobs countywide—a slower pace than historical growth. Based on SACOG projections, the city's share of county growth, and historical trends, Rancho Cordova is estimated to add between **14,000 to 24,000 jobs by 2050**, reaching a total employment base of 78,000 to 88,000 jobs. While the city's job growth averaged over 2 percent annually from 2010 to 2020, future growth is expected to be below 1 percent per year. The low-growth scenario projects 0.8 percent annual growth (about 600 jobs per year), while the high-growth scenario assumes 1.3 percent annual growth (nearly 1,000 jobs per year).

FIGURE 7: EMPLOYMENT PROJECTIONS, 2025-2050

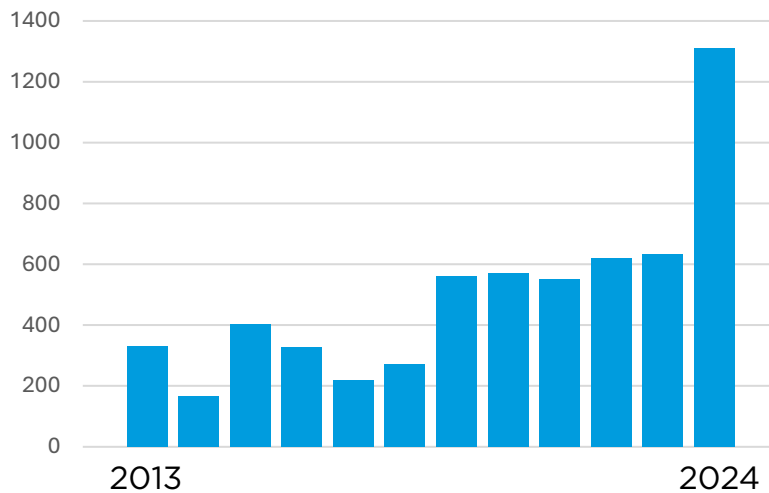


Source: Economic & Planning Systems, Inc. (EPS), 2025.

Housing Unit Projections

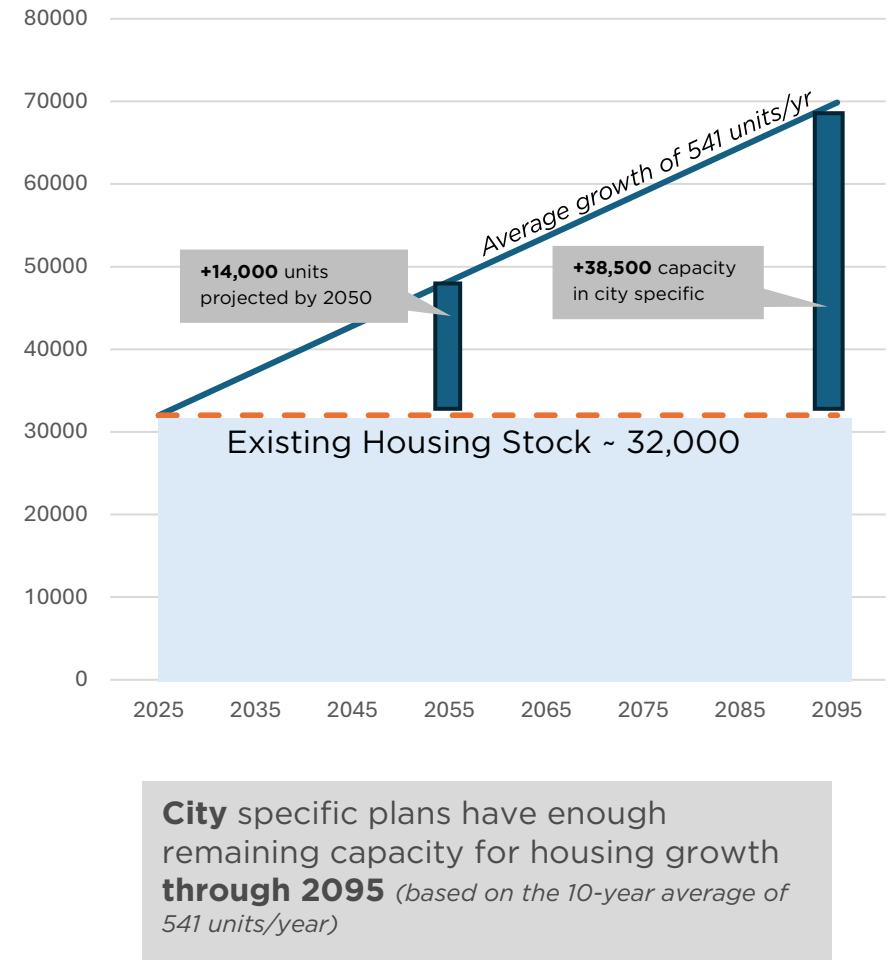
Between 2013 and 2024, the city issued a total of 6,496 building permits for new housing units. This equates to an annual **average of 541 new housing units per year**. This included a record year in 2024 when the city issued 1,309 permits. During this period, multifamily units in buildings with five or more units comprised 11 percent of the total permitted units, while single-family units accounted for the remaining 89 percent.

FIGURE 8: HOUSING UNITS PERMITTED BY YEAR, RANCHO CORDOVA 2013-2024



If housing continues to be built at this same rate, it is anticipated that the city might add **14,000 new housing units by 2050**, the horizon year of the General Plan. At this same average rate, the city's specific plan areas alone would have capacity to accommodate new housing growth through about 2080.

FIGURE 9: HOUSING UNIT PROJECTIONS VS. CAPACITY IN SPECIFIC PLANS



Environmental Constraints

Environmental constraints are an important consideration in land use planning to ensure that new development occurs in safe locations and protects natural resources. Rancho Cordova must carefully consider hazards such as flooding, wildfire risk, airport safety zones, protected habitat areas, and other environmental issues when determining where and how growth should occur. Most of the infill areas that are the focus of the land use alternatives—including commercial centers, office parks, and corridors like Folsom Boulevard—are already developed and are not as impacted by environmental hazards. Environmental constraints have a greater impact on undeveloped areas at the city’s edges. These areas are addressed through specific plans that include mitigation measures and development standards to ensure safe and sustainable growth.

Flooding

While most of the city is outside of floodplains, flooding is a threat to some areas of Rancho Cordova, particularly along the northern boundary near the American River. Around 5 percent of the city is within the 1 percent annual chance floodplains (aka 100-year flood zones), with additional localized flooding due to undersized drainage systems.

Wildfire Severity Zones

Rancho Cordova faces relatively low direct wildfire risk in most developed areas, with the primary concerns being wildland-urban interface areas near the American River Parkway and in some developments with large wetland preserves containing natural vegetation. Cal Fire’s fire hazard severity maps place portions of Rancho Cordova in the moderate and high hazard zones, but there are no areas in the city in the very high fire hazard severity zones.

FIGURE 10: FLOOD HAZARDS

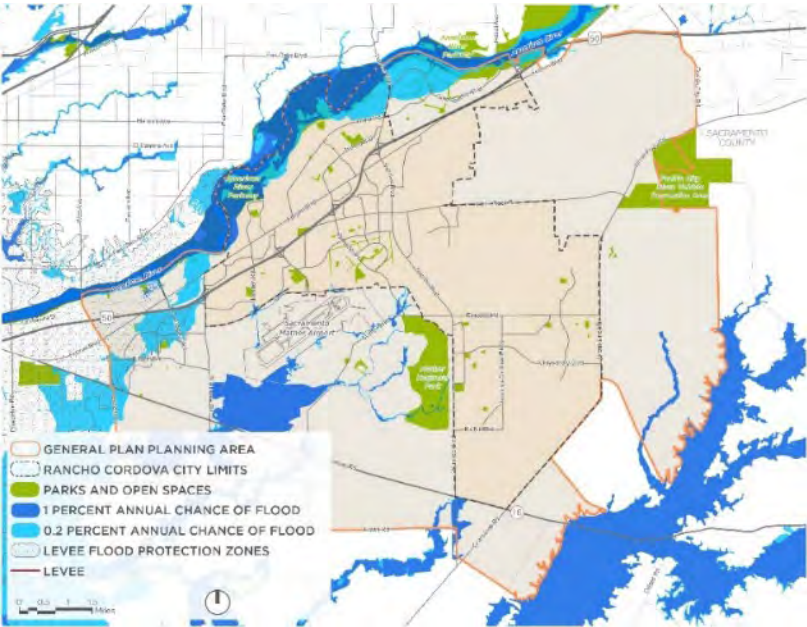
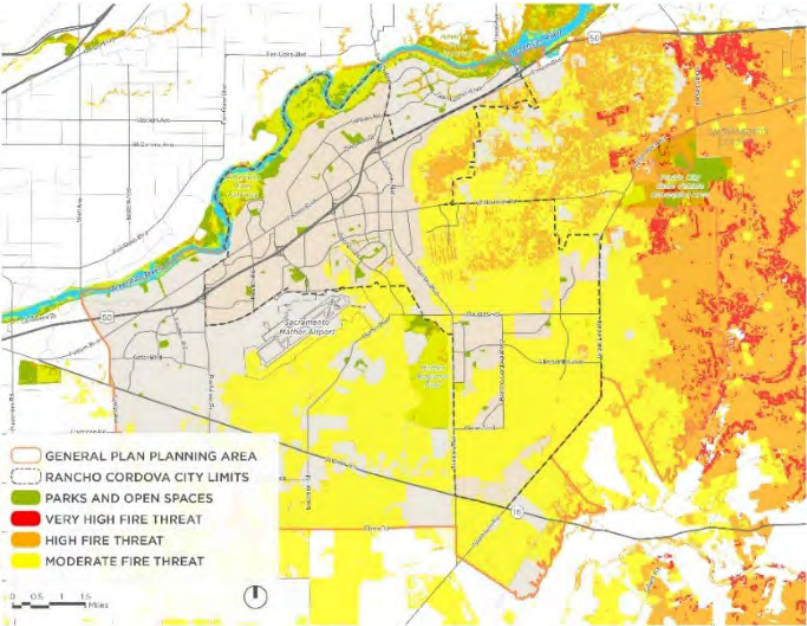


FIGURE 11: WILDFIRE THREAT



Airport Hazards

Mather Airport is located just outside city limits. The Mather Airport Land Use Compatibility Plan (ALUCP) places restrictions on development to maintain compatibility between Mather Airport and surrounding land uses, protecting the airport from incompatible developments and minimizing noise and safety risks for nearby populations. The ALUCP establishes six safety zones that set limits on allowed uses, densities, intensities, and lot coverage. However, Zone 6 is the zone that covers the largest area within city limits. This zone places the fewest restrictions on land uses, with no limits on density; however, it does place a few conditions on uses such as assembly facilities, care facilities, schools, and certain industrial uses.

FIGURE 12: AIRPORT LAND USE COMPATIBILITY ZONES

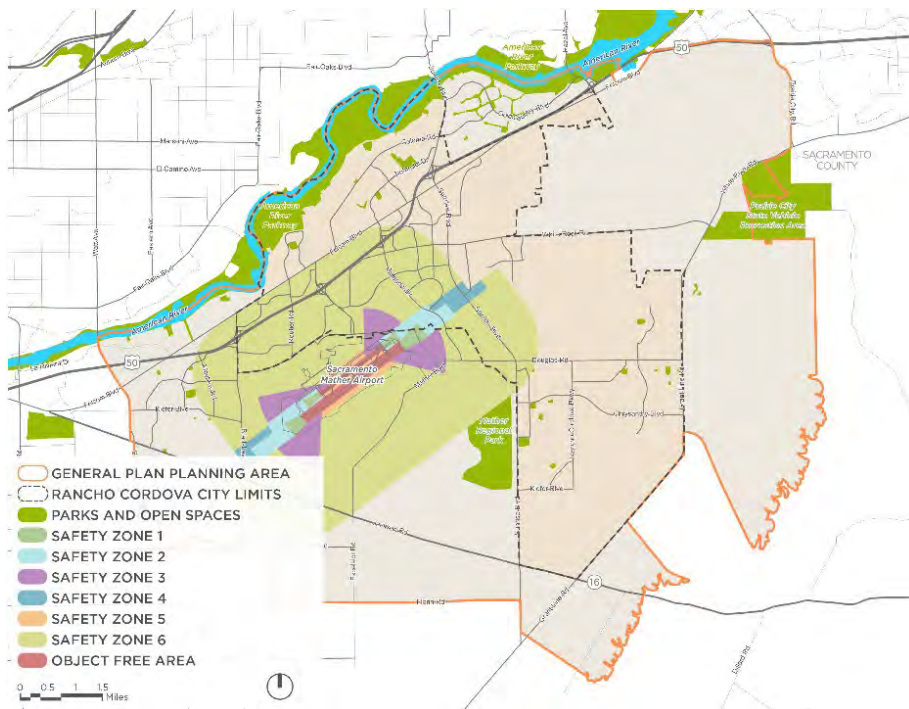


FIGURE 13: VERNAL POOLS



Habitat Preservation

The South Sacramento Habitat Conservation Plan (SSHCP), approved by Sacramento County in 2018, takes a regional approach to protect federal and state endangered and threatened species while streamlining the development permitting process in areas planned for growth (i.e., Urban Development Area). The SSHCP covers 317,000 acres in south Sacramento County, Rancho Cordova, and Galt. The SSHCP is a consolidated effort to protect and enhance wetlands (primarily vernal pools), aquatic habitats, and upland habitats for 28 special-status plant and animal species, including 10 state and federally listed species. Development projects within the Urban Development Area must either preserve habitat or pay mitigation fees to offset any habitat impacted by development.



3. LAND USE ALTERNATIVES

This section of the report describes the three land use alternatives developed for community feedback. It starts with a discussion of the land use designations used in the alternatives and then identifies the defining features of each alternative.

Overview

Each alternative presents various concepts that represent different options for the future in Rancho Cordova, addressing goals for housing, jobs, entertainment options, and gatherings places within bikeable/walkable neighborhoods and districts. While the alternatives vary in the extent and distribution of land uses, they all focus on the following objectives, which are reflected in the Planning Strategies later in this section:

- Removing barriers to infill development to encourage new development and reinvestment in older parts of Rancho Cordova;
- Allowing flexibility for new uses in office parks to encourage them to adapt to changing trends;
- Promoting a wider variety of housing types along commercial corridors, in office parks, and in transit-rich areas to meet housing needs and invigorate these areas with new residents;
- Creating more neighborhood and community gathering places and dynamic entertainment options for residents and visitors from the region.

Key Terms Used in this Section

- **Infill Development.** New development on vacant or underused sites within already-built areas, such as redeveloping old shopping centers.
- **Specific Plan.** A detailed planning document for a specific area that provides more precise land use rules than the General Plan.
- **Mixed-Use.** Development that combines different uses—such as housing, retail, and offices—in one building or area, allowing people to live, work, and shop nearby.
- **Density.** The number of housing units allowed per acre of land.



The **Preferred Alternative** can mix and match pieces of the three alternatives and/or add new ideas from the community or decision-makers.

THE THREE ALTERNATIVES ARE GENERALLY DESCRIBED AS FOLLOWS:

BASE ALTERNATIVE

Slightly modified version of the land use plan from the City’s existing 2006 General Plan. This alternative assigns land use designations to all parcels within Planning Areas inside city limits, based on the conceptual land use plans in the 2006 General Plan.

ALTERNATIVE A

Focuses on creating a new dynamic City Center as the heart of Rancho Cordova and is the most flexible in removing barriers to development in other infill areas of the city.

ALTERNATIVE B

Focuses on multiple centers of activity throughout the city rather than one City Center, with more flexibility for infill development compared to the Base Alternative but slightly more restrictions than Alternative A.

Land Use Designations

General Plan land use designations specify the type of future development allowed on each parcel of land in the city (e.g., residential, commercial, industrial) and how dense or intense that development can be, meaning the number of housing units per acre (units/acre) or the size of buildings. These designations are not the same as zoning. Zoning sets more detailed development rules, such as allowed uses, setbacks, and building heights. However, zoning must be consistent with the General Plan land use designations.

Table 2 includes descriptions of the land use designations used in the three land use alternatives. Most of these designations come from the existing 2006 General Plan and continue in all three alternatives. However, some of the existing designations have been modified and others have been replaced with new designations, as described below.

How is Density and Intensity Measured?

Residential Density measures how many homes are allowed on a piece of land. It's expressed as units per acre (units/acre). For example, a density of 10 units/acre means you could build 10 homes on one acre of land. This could be 10 single-family homes on small lots or 10 apartment units on a one-acre lot.

Higher density numbers allow more homes on the same amount of land, which typically means smaller lots or multi-family housing like apartments or condos.

The diagram below shows various building configurations representing different density ranges. Standards of population density can be determined based on an assumption of persons per household.



FIGURE 14: CONCEPTUAL DIAGRAM OF RESIDENTIAL DENSITY

Floor Area Ratio (FAR) is used to regulate the intensity of nonresidential and mixed-use development. It's a measure of building size compared to the size of the lot, calculated by dividing the total building floor area by the lot area.

For example, a FAR of 1.0 means a building could be one story covering the entire lot, or two stories covering half the lot. A FAR of 2.0 allows twice as much building space—like a two-story building covering the entire lot, or a four-story building covering half the lot.

Higher FAR numbers allow taller or larger buildings on the same size lot.

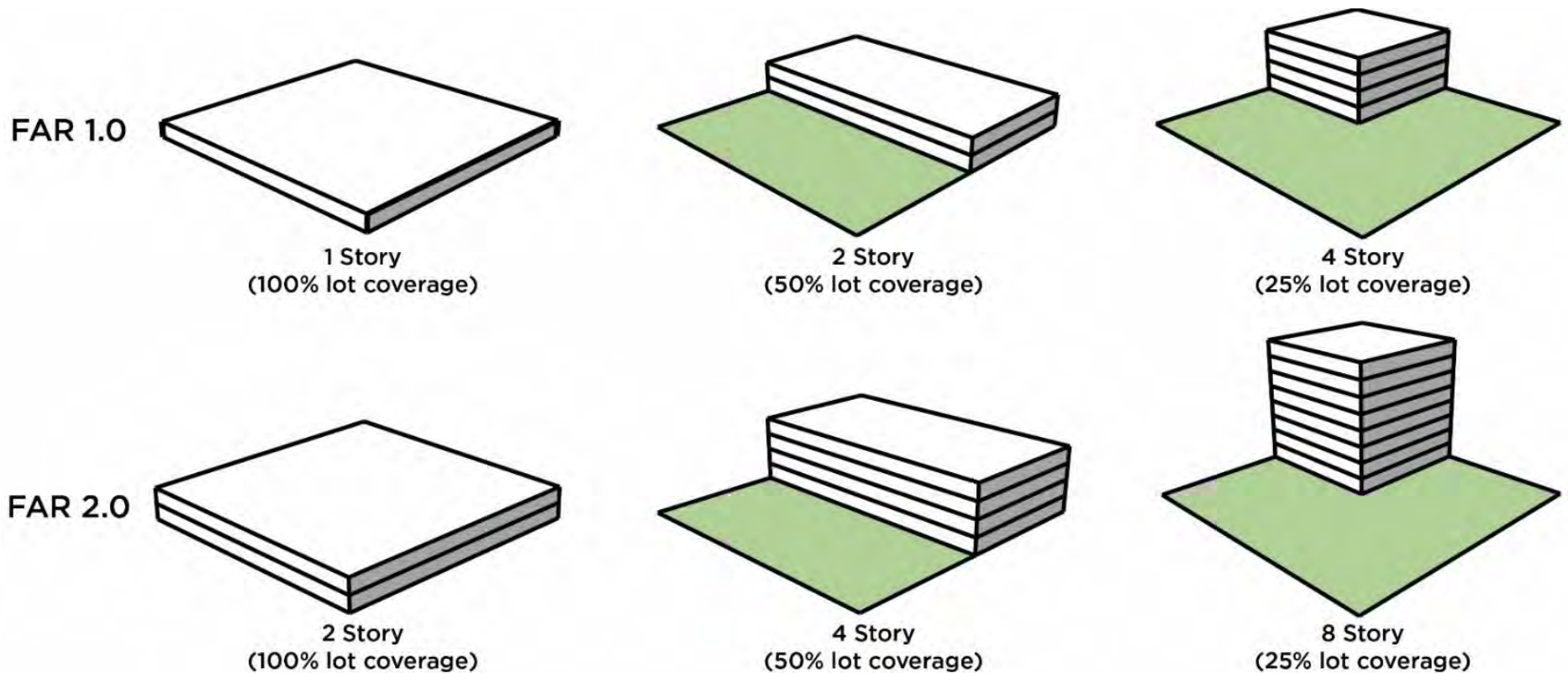


FIGURE 15: CONCEPTUAL DIAGRAM OF FLOOR AREA RATIO (FAR)

Figure 15: Conceptual Diagram of Floor Area Ratio (FAR)

TABLE 2: LAND USE DESIGNATION DESCRIPTIONS		DENSITY/INTENSITY
General Agriculture (GA)		
Lands within the General Agriculture category are set aside for commercial-level agricultural production. Sites for General Agriculture are considered economically viable for farming operations.		N/A
Urban Agriculture (UA) - NEW		
The Urban Agriculture designation allows for small-scale agricultural operations that include crop production, animal raising, beekeeping, market gardens, community gardens, and produce stands in a form and at a scale appropriate for the urban context of Rancho Cordova.		N/A
Estate Residential (ER)		
The Estate Residential category is characterized by larger, "executive"-style homes on generous lots. It allows a smooth transition between the rural areas of the city and the more intensively developed neighborhoods.		0.51-2 units/acre
Low Density Residential (LDR)		
The Low Density Residential designation represents the traditional single-family neighborhood with a majority of single-family detached homes. This is the predominant land use designation of the city's neighborhoods.		2.1-6 units/acre
Medium Density Residential (MDR)		
The Medium Density Residential designation allows for small lot single-family detached, single-family attached (e.g., town homes, condominiums, brownstones), and small apartment complexes.		6.1-20 units/acre
High Density Residential (HDR)		
The High Density Residential designation allows for development of larger multi-family housing complexes, including apartments and condominiums.		20-40 units/acre
Residential Mixed-Use (RMU)		
The Residential Mixed-Use designation allows for commercial or office uses to be co-located on the same property, either vertically or horizontally, with residential development at medium to high densities. It does not preclude residential development within the designation but rather encourages a mixing of uses.		6.1-40 units/acre FAR: 1.5 Max

What's Changing in the Alternatives?

General Agriculture is removed from the land use designations in Alternatives A and B because there are no lands within the city for large-scale, commercial agriculture.

Urban Agriculture is a new designation in Alternatives A and B to allow for community gardens and other urban-scale agriculture appropriate within city limits.

The maximum density for **Medium Density Residential** is increased from 18 to 20 units/acre across all alternatives to better align with density limits in State Housing Element law.

The minimum density for **High Density Residential** is changed from 18.1 to 20 units/acre across all alternatives to better align with density limits in State Housing Element law.

TABLE 2: LAND USE DESIGNATION DESCRIPTIONS		DENSITY/INTENSITY
Commercial Mixed-Use (CMU)		
The Commercial Mixed-Use designation encourages the integration of retail and service commercial uses with office and/or residential uses. In mixed-use projects, commercial use is the predominant use on the ground floor; however, standalone residential is allowed with active ground floor uses.	Base Alternative 2.1-18 units/acre FAR: 0.25-1.5	
	Alternative A + B 10-30 units/acre FAR: 0.25-1.5	
General Commercial (GC) - NEW		
The General Commercial designation allows for a broad range of commercial uses, including retail, personal services, restaurants, and entertainment uses.	Alternative B FAR: 0.25 - 1.0	
Transit Corridor Mixed-Use (TCMU) - NEW		
The Transit Corridor Mixed-Use designation is intended to activate the Folsom Boulevard corridor with transit-oriented development. This designation provides for high density residential and a broad range of commercial uses, including retail, services, restaurants, hotels, and offices. Uses may be either freestanding or co-located on the same property, either vertically or horizontally integrated.	Alternative A 10-40 units/acre FAR: 0.25-2.0	
	Alternative B 20-60 units/acre FAR: 0.5-2.5	
Village Center (VC)		
The Village Center designation meets daily shopping needs for residents in a village as described in the building blocks concept. Typical uses include small- to medium-sized grocery stores, drug stores, dry cleaners, and coffee shops. This designation also allows housing as part of a mixed-use commercial center. Development is pedestrian friendly with neighborhood gathering places.	Base Alternative + A 6.1-18 units/acre FAR: 0.25-1.0	
	Alternative B 18-30 units/acre FAR: 0.25-1.0	
Local Town Center (LTC) / Community Activity Center (CAC)		
The Local Town Center designation provides retail, restaurant, and entertainment uses within a district as described in the building block concept. Typical uses include a combination of retail, restaurant, office, and residential. This designation may also include large retail stores, lodging, entertainment, public/quasi-public, and indoor and outdoor recreational facilities. Development is pedestrian friendly with gathering places for both daytime and nighttime activities.	Base Alternative + A 6.1-18 units/acre FAR: 0.3-1.5	
	Alternative B 18-40 units/acre FAR: 0.3-1.5	
Regional Town Center (RTC)		
The Regional Town Center designation is generally characterized by a horizontal or vertical mix of integrated retail, office, and residential uses that serve both the entire City and the region. Large retail stores, restaurants, public/quasi-public uses, and entertainment venues are common. Regional activity centers are vibrant destination places for the entire region and foster an active nightlife.	6.1-40 units/acre FAR: 0.35-4.0	

The density range for **Commercial Mixed-Use** is increased to 10-30 units/acre and standalone residential is allowed in Alternatives A and B to facilitate infill housing.

General Commercial is a new designation used in Alternative B on parcels where the city might want to consider allowing only commercial uses.

The density range for **Village Center** is increased to 18-30 units/acre in Alternative B to allow for a greater variety of housing types.

Local Town Center is renamed "**Community Activity Center**" in Alternatives A and B and the density range is increased to 18-40 units/acre in Alternative B to allow for a greater variety of housing types.

Regional Town Center is renamed "**Regional Activity Center**" and is only used in one of the city's specific plan areas. It does not appear in the land use alternatives.

TABLE 2: LAND USE DESIGNATION DESCRIPTIONS	DENSITY/INTENSITY
City Center (CC) - NEW	
The City Center is envisioned to become the vibrant core of Rancho Cordova, where commerce, culture, entertainment, and government converge. This designation allows for the densest concentration of retail, restaurants, entertainment, personal services, hotels, civic uses, multifamily housing, and employment in a pedestrian-oriented environment. Uses may be either freestanding or co-located on the same property, either vertically or horizontally integrated.	Alternative A 30-100 units/acre FAR: 0.5-5.0
Entertainment Mixed-Use District (EMUD) - NEW	
The Entertainment Mixed-Use District designation is intended to establish an area in the city specifically for the development of a large-scale entertainment center with related and supporting uses including retail, restaurants, hotels, and multifamily housing. The district is intended to be a special place in the city that is entertaining, vibrant, and inviting to tourists, visitors, and residents alike.	Alternative B 20-80 units/acre FAR: 0.35-4.0
Office Mixed-Use (OMU)	
The Office Mixed-Use designation encourages the integration of commercial and/or residential use in conjunction with office use of a site. Office uses are the predominant use, but others may be included in a vertical or horizontal configuration.	Base Alternative 2.1 – 18 units/acre FAR: 0.25-1.5
Innovation Mixed-Use (IMU) - NEW	
The Innovation Mixed-Use designation provides for professional offices and innovative businesses in an amenity-rich environment that integrates employment with commercial and residential. This designation allows for a variety of businesses and professional offices with supporting services, retail, and multifamily housing. Uses may be either freestanding or co-located on the same property, either vertically or horizontally integrated. Existing industrial uses may remain and expansions with clean industrial uses are allowed; however, new industrial uses shall be limited to those with a low environmental impact to ensure compatibility with adjacent residential.	Alternative A 20-40 units/acre FAR: 0.25 - 3.0
	Alternative B 20-80 units/acre FAR: 0.25 - 3.0
Advanced Industrial (AI) - NEW	
The Advanced Industrial designation encourages the growth of creative and innovative industries and businesses. The designation allows for professional office, research and development, incubator spaces, light industrial uses with low environmental impacts, and supportive retail and commercial development.	Alternative B FAR: 0.25 - 3.0

City Center is a new designation in Alternative A that replaces the Convention Overlay with a larger City Center at the intersection of Sunrise and Folsom Boulevards.

Entertainment Mixed-Use District is a new designation in Alternative B that replaces the Convention Overlay with an entertainment district.

Innovation Mixed-Use replaces Office Mixed-use in Alternatives A and B. This designation allows for increased density and FAR to encourage innovative new residential, commercial, and employment uses within the city's office parks.

In Alternative B, **Advanced Industrial** replaces some areas designated Office Mixed-Use to reserve areas within the city's office parks for employment uses only, ensuring land use reserved for new and expanding industries.

TABLE 2: LAND USE DESIGNATION DESCRIPTIONS		DENSITY/INTENSITY
Light Industrial (LI)		
The Light Industrial designation allows industrial or manufacturing activities that occur entirely within an enclosed building. This designation also includes warehousing activities or distribution centers but excludes corporation yards. Employee intensive operations (e.g., research and development) that would otherwise not occur within the Office Mixed-Use designation are permitted. The designation also allows hospitals and other public/quasi-public uses.		FAR: 1.0 Max
Heavy Industrial (HI)		
The Heavy Industrial designation allows for industrial or manufacturing activities that may occur inside or outside of a building or structure. This designation includes corporation yards and surface mining and related operations.		FAR: 0.6 Max
Public/Quasi-Public (QP)		
The Public/Quasi-Public designation allows for uses including civic buildings; schools, colleges, and universities; religious institutions; hospitals; museums; cemeteries; and others. Most buildings in this designation are high profile and prominent within the community. To meet future community needs, new development projects should include public/quasi-public sites for future, undetermined uses.		FAR: 0.1-1.0
Parks and Open Space (OS)		
The Parks and Open Space designation allows for both active and passive recreational activities, such as parks, lakes, golf courses, and trails.		N/A
Natural Resources (NR)		
The Natural Resources designation sets aside land as natural habitat that typically has no urban development on it. Often, open space trails will be sited adjacent to Natural Resource areas.		N/A

What is an Overlay?

An overlay designation is a special set of rules placed over existing land use designations to add extra requirements or standards. It modifies or adds to the existing land use rules, allowing specific uses or development that may not be permitted in the base designation. For example, the Transit-Oriented Development (TOD) Overlay is placed over various land use designations on parcels within one-quarter mile of transit stops, including Commercial Mixed-Use, Office Mixed-Use, and other designations, and allows for increased density, intensity, and height beyond what would otherwise be allowed in those designations.

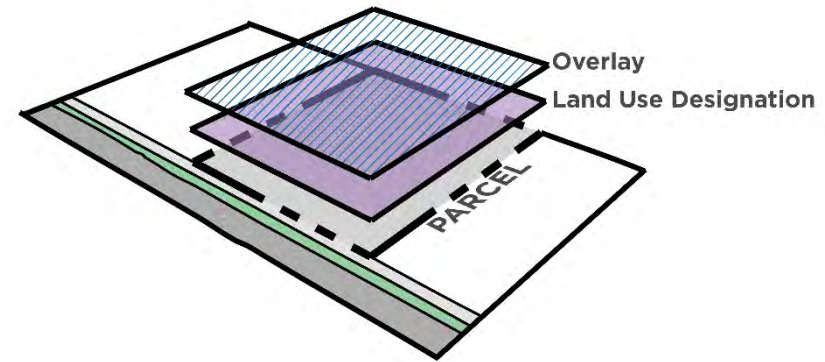


FIGURE 16: OVERLAY

TABLE 2: LAND USE DESIGNATION DESCRIPTIONS (CONT.)

Transit-Oriented Development (TOD) Overlay

The Transit-Oriented Development (TOD) Overlay applies within one-quarter mile of light rail stations. The purpose of the TOD Overlay is to promote and provide for higher density and intensity uses as part of or in proximity to transit stations. The objective of locating more intensive uses near transit stations is to promote transit services along major transit corridors of the city.

Base Alternative
18-80 units/acre
FAR: 0.5-2.5

Alternative A
20-80 units/acre
FAR: 0.5-3.0

Alternative B
20-100 units/acre
FAR: 0.5-3.0

Convention Overlay (CO)

The Convention Overlay applies to an area around Sunrise Boulevard and Folsom Boulevard. It allows higher densities and intensities and modifies the uses allowed by the underlying land use designations to support a convention center district, including hotels, restaurants, and meeting spaces. Retail, office, and higher-density residential uses are permitted if they support the convention center. The Convention Overlay area is also a prime location for a performing arts or entertainment complex.

Base Alternative
10-40 units/acre
FAR: 0.25-3.0

Downtown Planning Area (DPA)

The Downtown Planning Area (DPA) is envisioned in the 2006 General Plan as the heart of Rancho Cordova - a vibrant place to live, work, play, and shop. The DPA acts as an overlay, allowing higher intensities (i.e., FAR) and height than what is allowed in the underlying designations.

Base Alternative
No change to
underlying density
FAR: 0.25-3.0

The Land Use Alternatives propose modified densities for the **TOD Overlay**, increasing to 20-80 units/acre in Alternative A and 20-100 units/acre in Alternative B, with a maximum FAR of 3.0 in both alternatives. The boundaries of the TOD Overlay have been modified in all three alternatives to snap to parcel lines and exclude single-family parcels.

The **Convention Overlay** is replaced by the **City Center** designation in Alternative A and **Entertainment Mixed-Use District** in Alternative B.

The **Downtown Planning Area** is only reflected in the Base Alternative. Alternative A shifts the focus to the City Center at Sunrise and Folsom, and Alternative B focuses on multiple centers of activity rather than a downtown.

Senate Bill 79 and Transit-Oriented Development

Senate Bill (SB) 79 is a State law that allows for higher-density housing development within one-half mile of transit stops. Beginning July 1, 2026, land zoned for residential, commercial, or mixed-use near transit stops may be eligible for increased development standards. These standards vary based on transit type and proximity, with greater densities allowed closer to higher-capacity, more frequent transit.

In Rancho Cordova, parcels surrounding Mather Field/Mills, Zinfandel, Cordova Town Center, Sunrise, Hazel, and the planned Horn Road light rail stations are eligible for SB 79. Parcels of land within one-quarter mile of a light rail station may develop up to 65 feet in height, 100 units/acre, and a 3.0 FAR, while parcels located within one-half mile may develop up to 55 feet, 80 units/acre, and a 2.5 FAR.

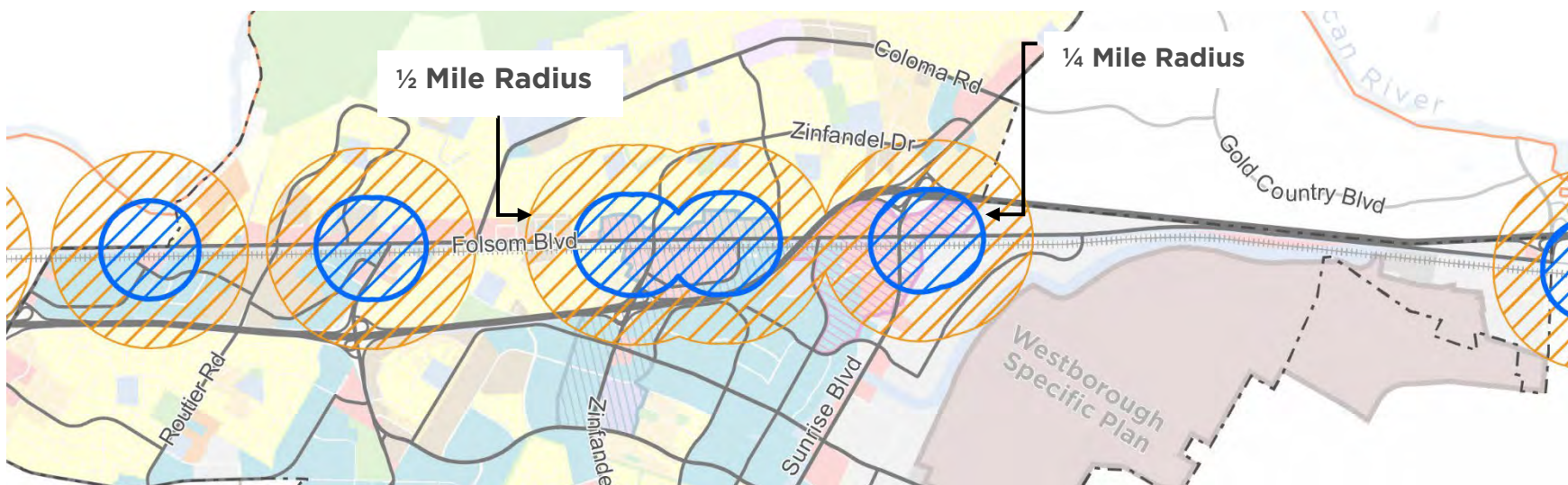
The city's Transit-Oriented Development (TOD) Overlay, as proposed in the land use alternatives, is a locally-tailored zoning tool that directs higher-density development to select areas within one-quarter mile of light rail stations, while generally excluding existing single-family neighborhoods. In contrast, SB 79 establishes a statewide, one-size-fits-all framework intended to broadly increase housing capacity

near transit within a larger half-mile area. Under SB 79, development projects must provide a minimum percentage of affordable housing, comply with anti-displacement measures, and meet other eligibility criteria that do not apply to projects utilizing the city's TOD Overlay.

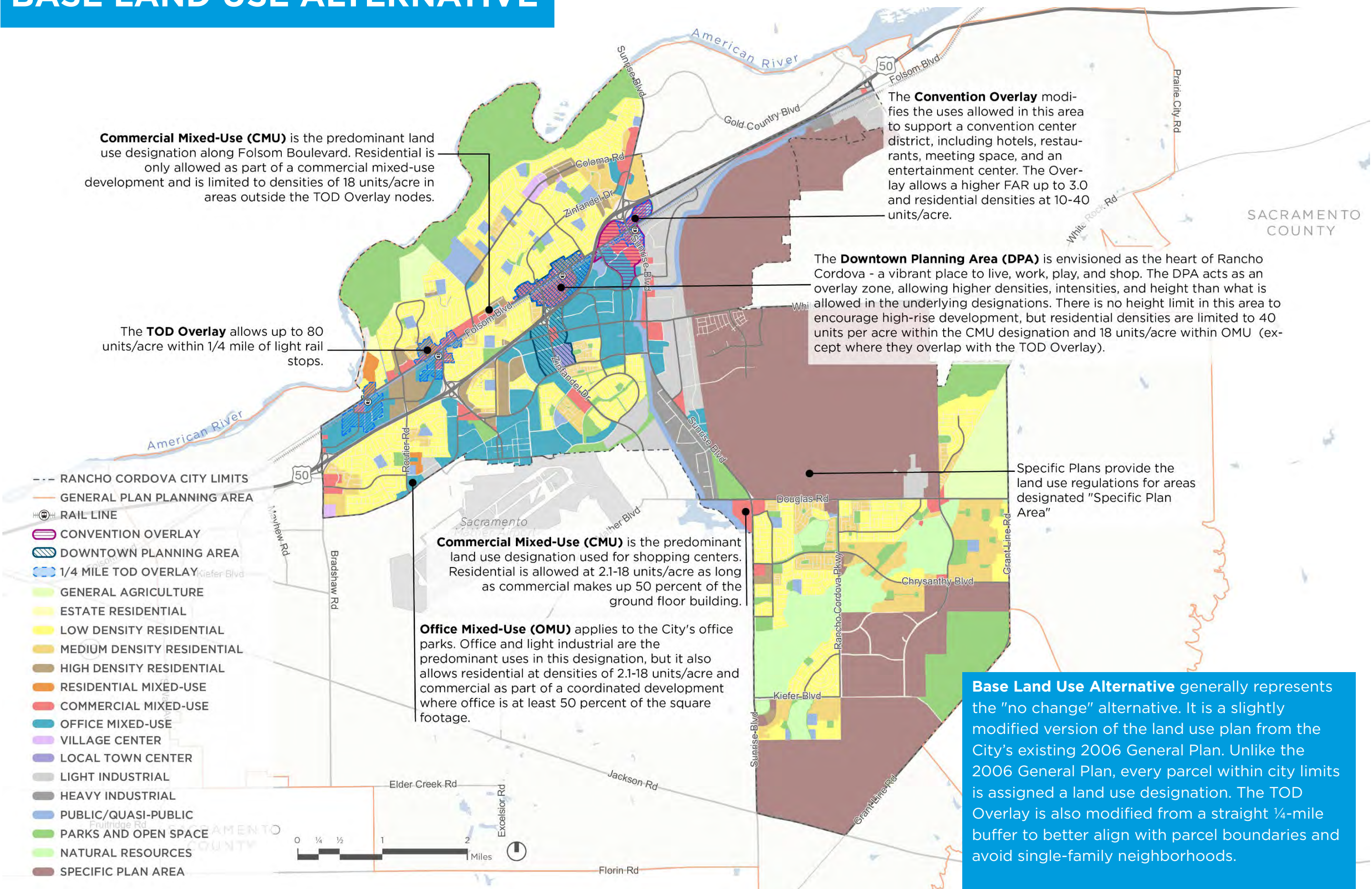
While the TOD Overlay and SB 79 allow comparable densities within one-quarter mile of light rail stations, the State law is more expansive in the area that is eligible for increased density. In practice, however, development under either framework remains concentrated along the Folsom Boulevard corridor. Both the TOD Overlay and SB 79 support the vision for transit-oriented development around light rail stations, with the state law potentially enabling additional housing capacity across a wider area.

SB 79 allows jurisdictions to exempt certain sites or adopt TOD alternative plans. However, the alternative plans must allow the same total net zoned capacity and must comply with other rules that are fairly restrictive. The State has not yet provided guidance on SB 79 implementation.

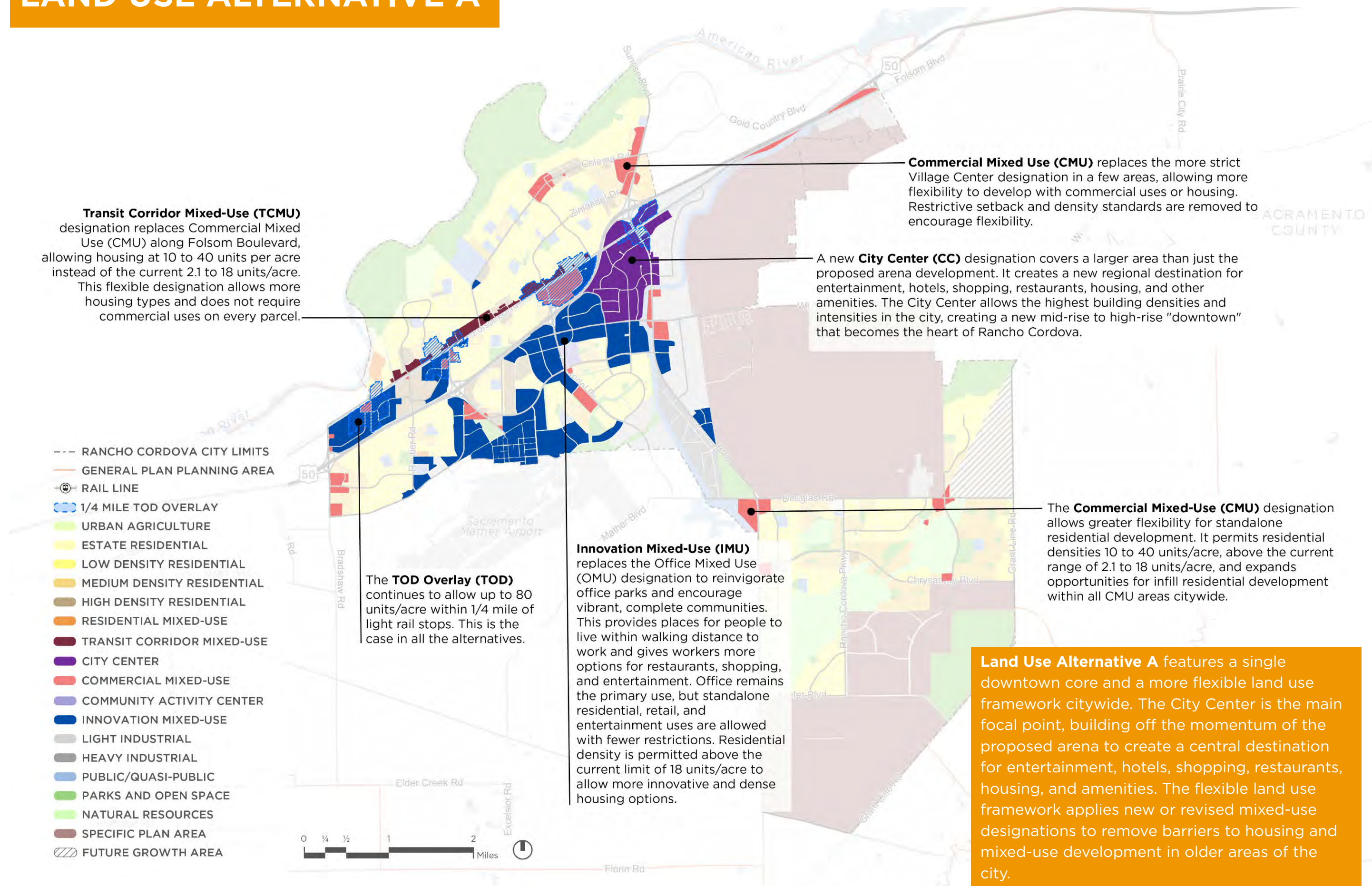
FIGURE 17: SB 79 ELIGIBLE AREAS



BASE LAND USE ALTERNATIVE



LAND USE ALTERNATIVE A



LAND USE ALTERNATIVE B

The Local Town Center becomes **Community Activity Center (CAC)** and applies to the commercial node at Sunrise and Coloma, reflecting its role as a community gathering place. This designation encourages this shopping center to transform over time into a more vibrant mixed-use destination for shopping, services, and housing.

Transit Corridor Mixed-Use (TCMU) designation expands to include additional parcels south of Folsom Boulevard. The maximum density for TCMU is higher in Alternative B at 60 units/acre (compared to 40 units/acre in Alternative A) to increase capacity for new infill housing.

A new **General Commercial (GM)** designation permits a range of commercial uses but excludes residential development preserving lands for solely commercial purposes.

Village Center Mixed-Use (VCMU) applies to sites on Coloma and Bradshaw that are envisioned as mixed-use neighborhood gathering places for shopping, restaurants, services, and housing.

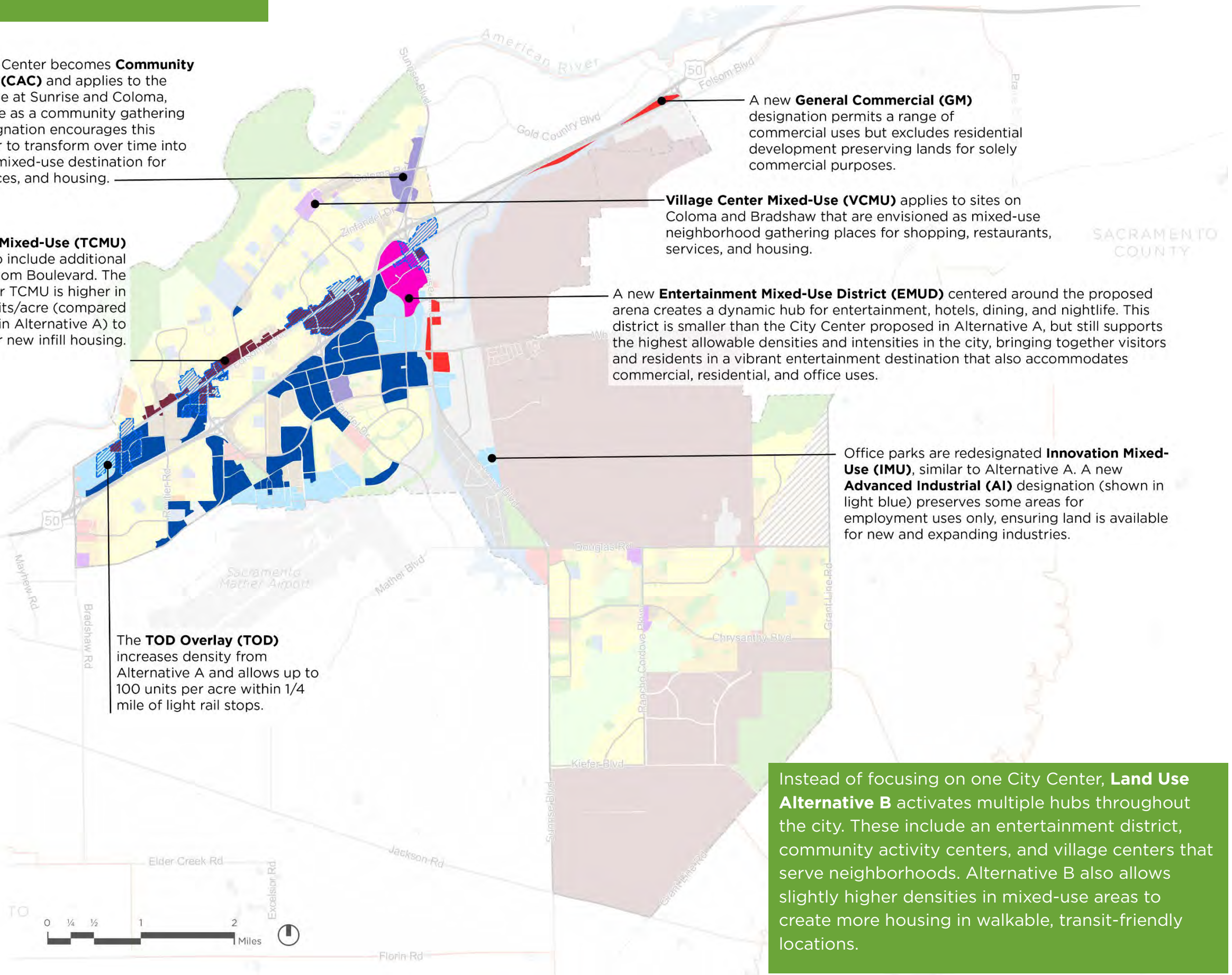
A new **Entertainment Mixed-Use District (EMUD)** centered around the proposed arena creates a dynamic hub for entertainment, hotels, dining, and nightlife. This district is smaller than the City Center proposed in Alternative A, but still supports the highest allowable densities and intensities in the city, bringing together visitors and residents in a vibrant entertainment destination that also accommodates commercial, residential, and office uses.

Office parks are redesignated **Innovation Mixed-Use (IMU)**, similar to Alternative A. A new **Advanced Industrial (AI)** designation (shown in light blue) preserves some areas for employment uses only, ensuring land is available for new and expanding industries.

The **TOD Overlay (TOD)** increases density from Alternative A and allows up to 100 units per acre within 1/4 mile of light rail stops.

Instead of focusing on one City Center, **Land Use Alternative B** activates multiple hubs throughout the city. These include an entertainment district, community activity centers, and village centers that serve neighborhoods. Alternative B also allows slightly higher densities in mixed-use areas to create more housing in walkable, transit-friendly locations.

- RANCHO CORDOVA CITY LIMITS
- GENERAL PLAN PLANNING AREA
- ⚙️ RAIL LINE
- 1/4 MILE TOD OVERLAY
- URBAN AGRICULTURE
- ESTATE RESIDENTIAL
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- RESIDENTIAL MIXED-USE
- COMMERCIAL MIXED-USE
- TRANSIT CORRIDOR MIXED-USE
- ENTERTAINMENT MIXED-USE DISTRICT
- GENERAL COMMERCIAL
- VILLAGE CENTER
- COMMUNITY ACTIVITY CENTER
- INNOVATION MIXED-USE
- ADVANCED INDUSTRIAL
- LIGHT INDUSTRIAL
- HEAVY INDUSTRIAL
- NATURAL RESOURCES
- PARKS AND OPEN SPACE
- PUBLIC/QUASI-PUBLIC
- SPECIFIC PLAN AREA
- FUTURE GROWTH AREA



A photograph of a large, single-story commercial building with a light-colored facade and a gabled roof. The building features a large sign that reads "KP International MARKET" in a stylized font. Below the main sign, there is a smaller sign that says "FRESH PRODUCE" and another in Korean script. The building has large glass windows and doors. In the foreground, there is a parking lot with several cars parked. The sky is overcast.

4. PLANNING STRATEGIES

This section describes five key Planning Strategies and how the three Land Use Alternatives respond to each. These strategies address the city's challenges and opportunities based on current conditions, market trends, community input, and policy goals, and provide direction for Rancho Cordova's long-term growth. Together, they form the foundation of the Land Use Alternatives, guiding where and how development should occur to support economic vitality, housing diversity, and quality of life.

Planning Strategy #1: Reimagining Office Parks

Planning Strategy #2: Removing Barriers to Redeveloping Folsom Boulevard

Planning Strategy #3: Reenvisioning the Downtown

Planning Strategy #4: Activating Commercial Centers

Planning Strategy #5: Increasing Housing Choices in Infill Areas

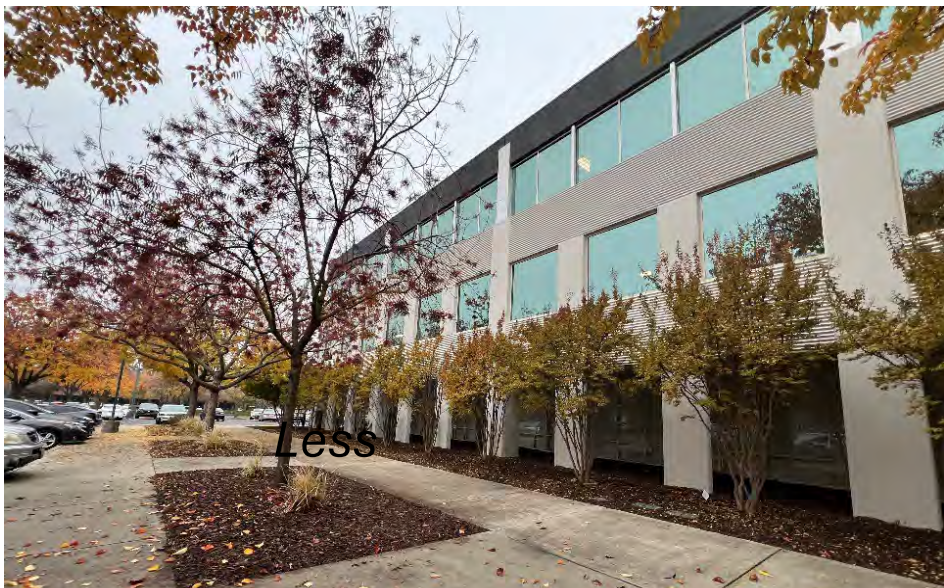
Planning Strategy #1: Reimagining Office Parks

Across the region and the nation, office vacancy rates have climbed with the reduced demand for traditional office space, leaving many office parks underutilized and challenging communities to consider new approaches to these large employment areas.

As of 2024, the office vacancy rate in Rancho Cordova reached approximately 23 percent—nearly twice the regional average. More than 1,500 acres within the city are designated as **Office Mixed-Use**, much of which is characterized by conventional office buildings surrounded by extensive surface parking. In many cases, parking areas occupy more land than the buildings themselves.

Recognizing these dynamics, both the Planning Commission and City Council identified the reimagining of office parks as a key priority for the General Plan Update. This direction aligns with the City’s Economic Development Strategic Plan, which emphasizes transforming underutilized office park areas into vibrant, revenue-generating districts. Community input has reinforced this vision, with strong support for integrating mixed-use housing, destination retail, and public gathering spaces.

At the same time, the city remains committed to supporting existing employers and positioning Rancho Cordova as an attractive location for new businesses. Repositioning office parks is therefore both a challenge and an opportunity: to adapt to a changing economic landscape while advancing broader goals for economic vitality, housing diversity, and community livability.

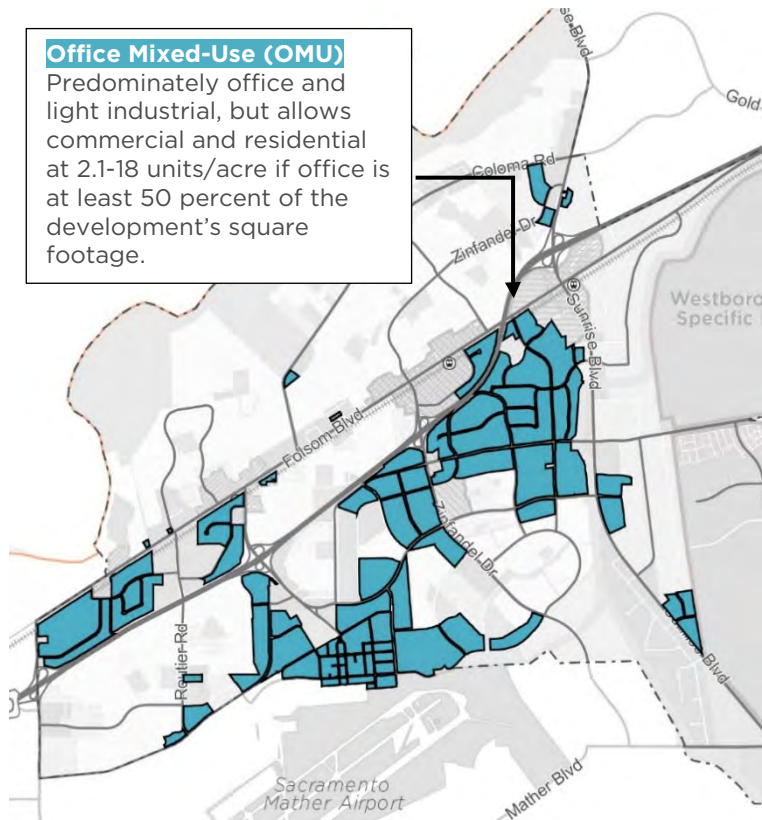


Office parks that were once active now face high vacancy rates. These vacant spaces present opportunities to reimagine these areas, attract new forms of business, and integrate housing and commercial services in innovative mixed-use developments.

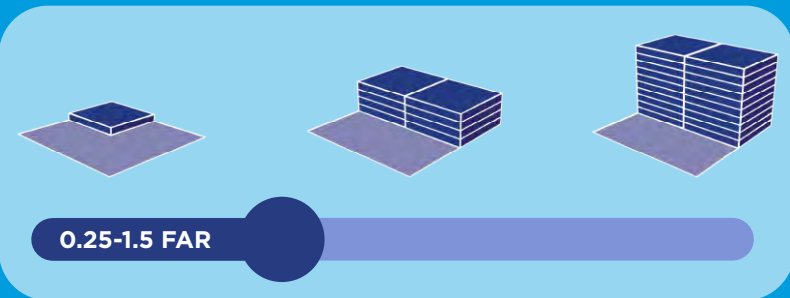
Why do we need to reimagine office parks?

- **Changing Work Patterns:** Traditional office demand has declined across the region and nation, requiring new approaches to these large employment areas.
- **High Vacancy Rates:** Rancho Cordova’s office vacancy rate is 23%—nearly double the regional average—leaving major employment areas underutilized.
- **Inefficient Land Use:** Over 1,500 acres are designated for office use, with parking lots often taking up more space than the buildings themselves.
- **Economic Opportunity:** Transforming underutilized office parks can create vibrant, revenue-generating districts that strengthen the city’s fiscal health.
- **Community Vision:** Residents support adding mixed-use housing, destination retail, and public gathering spaces to office park areas.
- **Supporting Business Growth:** More flexible regulations help the city attract new employers while supporting existing businesses in a changing economy.

BASE ALTERNATIVE



The current **Office Mixed-Use (OMU)** designation allows office and light industrial, along with residential (2.1-18 units/acre) and commercial uses. The current **Office Mixed-Use (OMU)** designation allows office and light industrial, along with residential (2.1-18 units/acre) and commercial uses. However, any project must include at least 50 percent office space, making it difficult to build housing, retail, entertainment uses, or other amenities in these areas. The density range of 2.1-18 units/acre allows single-family homes or townhomes, but limits multifamily housing in these areas.



Innovation Mixed-Use FAR



Planning Strategy #1: Reimagining Office Parks

A new **Innovation Mixed-Use (IMU)** designation replaces the Office Mixed-Use designation, with a vision of transforming office parks into thriving districts where people can live near their jobs and workers can walk to shops, restaurants, and services. This more flexible designation allows mixed-use developments or standalone uses, including office, industrial, residential, retail, or entertainment uses. Densities of 20-40 units/acre allow for multifamily housing, and an FAR of 0.25-3.0 provides more flexibility for higher-intensity mixed-use developments. New development would be expected to provide amenities, such as public plazas, gathering spaces, and large sidewalks and pedestrian paths connecting adjacent buildings to create a more cohesive district.

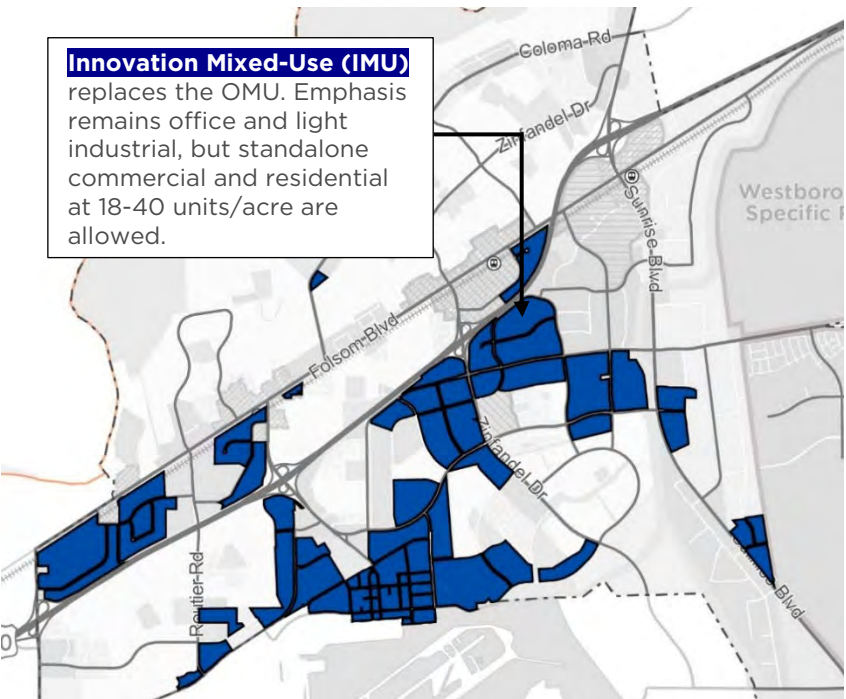


Innovation Mixed-Use FAR



Innovation Mixed-Use Density

ALTERNATIVE A



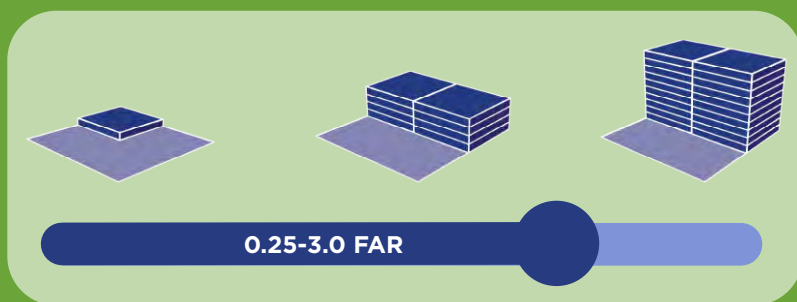
Innovation Mixed-Use continues to encourage office, light industrial, and new innovative employment uses.



Innovation Mixed-Use allows for standalone residential development or mixed-use developments at densities of up to 40 units/acre (e.g., 2-3 story apartments).

Planning Strategy #1: Reimagining Office Parks

A higher density version of **Innovation Mixed-Use (IMU)** applies to large parts of the office parks, allowing a greater range of multifamily housing types at 20-80 units/acre. This allows for vibrant districts with housing close to employment and shops within walking distance of jobs. Another new designation, **Advanced Industrial (AI)**, applies to portions of the office parks to preserve these areas for employment uses only, ensuring space remains available for businesses that need dedicated industrial areas.

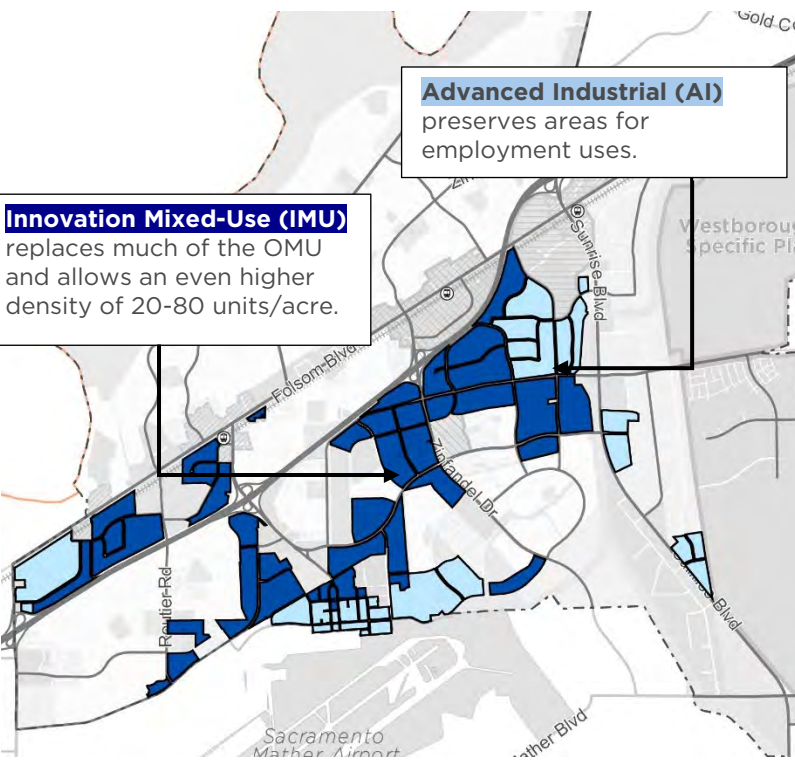


Innovation Mixed-Use FAR



Innovation Mixed-Use Density

ALTERNATIVE B



*Employment uses are allowed anywhere in the IMU designation, but Alternative B preserves 450 acres for employment uses only by designating them **Advanced Industrial**.*



*In Alternative B, **Innovation Mixed-Use** allows for housing and mixed-use development*

Planning Strategy #2: Removing Barriers to Redeveloping Folsom Boulevard

Folsom Boulevard is Rancho Cordova’s most prominent corridor – a major east-west roadway that parallels the light rail line and connects key destinations throughout the city. This major transportation corridor is a key redevelopment opportunity, with the potential to evolve into a more vibrant and active urban corridor.

Community feedback included a strong desire to transform Folsom Boulevard into a more active area, with gathering spaces, entertainment venues, cultural destinations, retail amenities, and mixed-use housing.

Currently, the existing mixed-use land use designations and the Folsom Boulevard Specific Plan allow for a range of commercial and residential uses although certain regulatory requirements present barriers for housing. Permitted residential densities are relatively low, and standalone housing development is generally not permitted, requiring instead that housing be integrated into commercial mixed-use projects.

While the corridor’s proximity to the light rail presents opportunities for transit-oriented development (TOD), the alignment of the tracks parallel to the roadway limits development on one side of the corridor difficult to create a cohesive urban environment. In addition, community feedback has identified safety concerns and lingering negative perceptions of the corridor, which pose challenges to attracting new investment.

Addressing these barriers will be essential to realizing the full potential of Folsom Boulevard as a safe, connected, and livable urban corridor that combines housing, services, and amenities in ways that enhance Rancho Cordova’s identity and economic vitality.

Why remove barriers on Folsom Boulevard?

- **Major Redevelopment Opportunity:** Folsom Boulevard is the city’s most prominent corridor with strong potential to become a vibrant urban center.
- **Community Vision:** Residents want an active destination with gathering spaces, entertainment, retail, and mixed-use housing.
- **Current Barriers Limit Housing:** Low densities and requirements to pair housing with commercial projects restrict residential development.
- **Transit Access Underutilized:** Proximity to light rail creates transit-oriented development opportunities that current regulations do not fully support.
- **Safety and Perception Challenges:** Community safety concerns and negative perceptions deter investment and need addressing.
- **Economic Vitality:** Removing barriers will attract investment and create a safe, livable corridor that enhances the city’s identity.



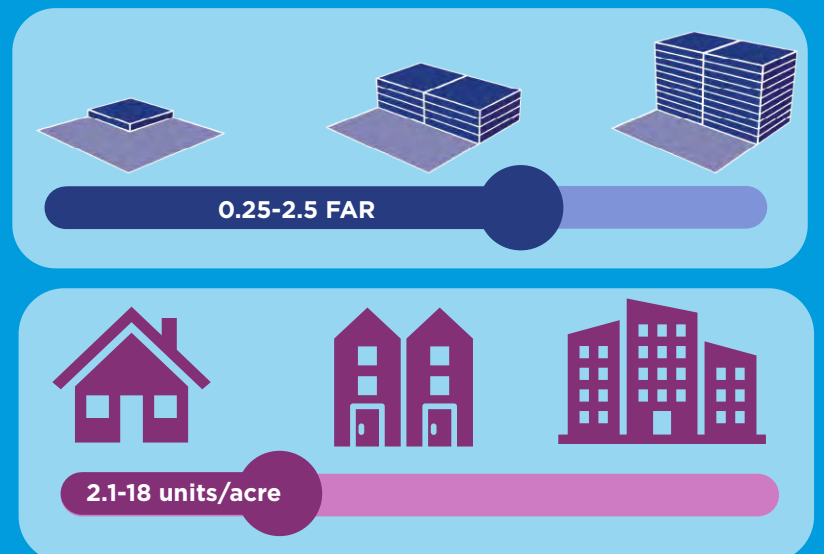
Folsom Boulevard is a major transportation corridor supporting bus and light rail access within the community.



BASE ALTERNATIVE



The Base Alternative maintains the existing **Commercial Mixed-Use (CMU)** designation along Folsom Boulevard as established in the 2006 General Plan. Under this designation, residential development is only allowed when integrated with commercial uses, with commercial space required to occupy at least 50 percent of the ground floor. Standalone residential buildings are not permitted. Residential densities are capped at 18 units/acre in most areas, with higher densities of up to 80 units/acre allowed only within the **Transit-Oriented Development (TOD)** overlay near transit stations. These restrictions prioritize maintaining Folsom Boulevard as a commercial corridor but limit flexibility for new housing development and may constrain the corridor’s ability to attract investment in both residential and commercial amenities.



How the Alternatives Address Planning Strategy #2

In Alternative A, a new **Transit Corridor Mixed-Use (TCMU)** land use designation replaces much of the area currently designated as **Commercial Mixed-Use (CMU)**. This new designation provides greater flexibility by allowing standalone residential or commercial uses, as well as integrated mixed-use development along the corridor. It also increases residential densities to 10-40 units/acre and maintains the current high density allowed within the TOD overlay areas (80 units/acre). While the TCMU designation allows for more housing, the intent is to maintain Folsom Boulevard's role as a vital commercial corridor, not to replace commercial uses entirely with residential development.

The emphasis on facilitating housing along Folsom Boulevard is based on the idea that building a variety of housing options can transform older parts of the city into thriving destinations. More residents mean more customers for local businesses, and more foot traffic creates safer, livelier streets. By allowing residential development alongside commercial uses rather than requiring them to be integrated, the city can attract investment in both housing and commercial amenities. The goal is a balanced corridor where housing supports and strengthens commercial activity, leading to better restaurants, shops, and services that benefit both residents and the broader community.

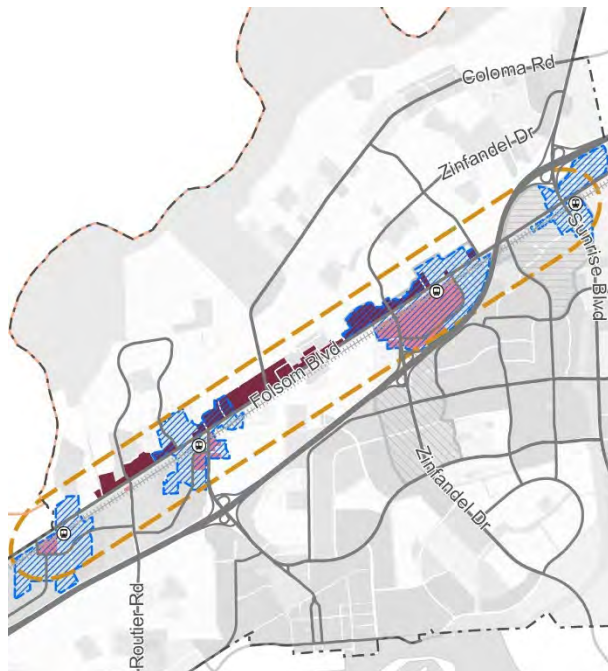


Transit Corridor Mixed-Use FAR



Transit Corridor Mixed-Use Density

ALTERNATIVE A



In Alternative A, **Transit Corridor Mixed-Use** allows for housing and mixed use up to 40 units/acre.



In Alternative A, the **TOD Overlay** allows for housing and mixed use up to 80 units/acre.

How the Alternatives Address Planning Strategy #2

Alternatives B expands the **TCMU designation** to include additional parcels south of Folsom Boulevard. Like Alternative A, it provides greater flexibility by allowing standalone residential or commercial uses alongside integrated mixed-use development, while maintaining Folsom Boulevard's role as a vital commercial corridor. However, Alternative B takes a more intensive approach by **increasing the density range of the TCMU designation to 20-60 units/acre** (compared to 10-40 units/acre in Alternative A) and raising the TOD overlay density to 100 units/acre (compared to 80 units/acre in Alternative A). These higher densities increase capacity for new infill housing on Folsom Boulevard while still supporting the balance between residential and commercial uses. The underlying goal remains the same—creating a thriving corridor where more residents support local businesses and attract quality restaurants, shops, and amenities—but Alternative B is flexible in accommodating even more urban types of housing.

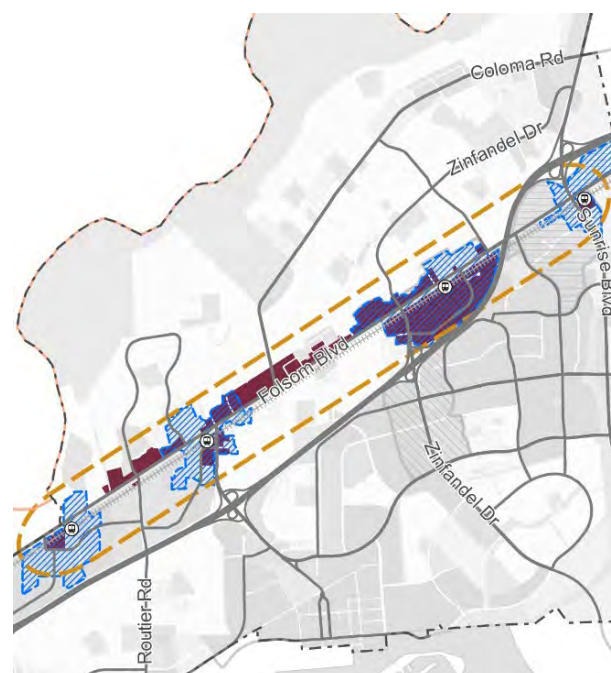


Transit Corridor Mixed-Use FAR



Transit Corridor Mixed-Use Density

ALTERNATIVE B



*In Alternative B, **Transit Corridor Mixed-Use** allows for housing and mixed use up to 60 units/acre.*



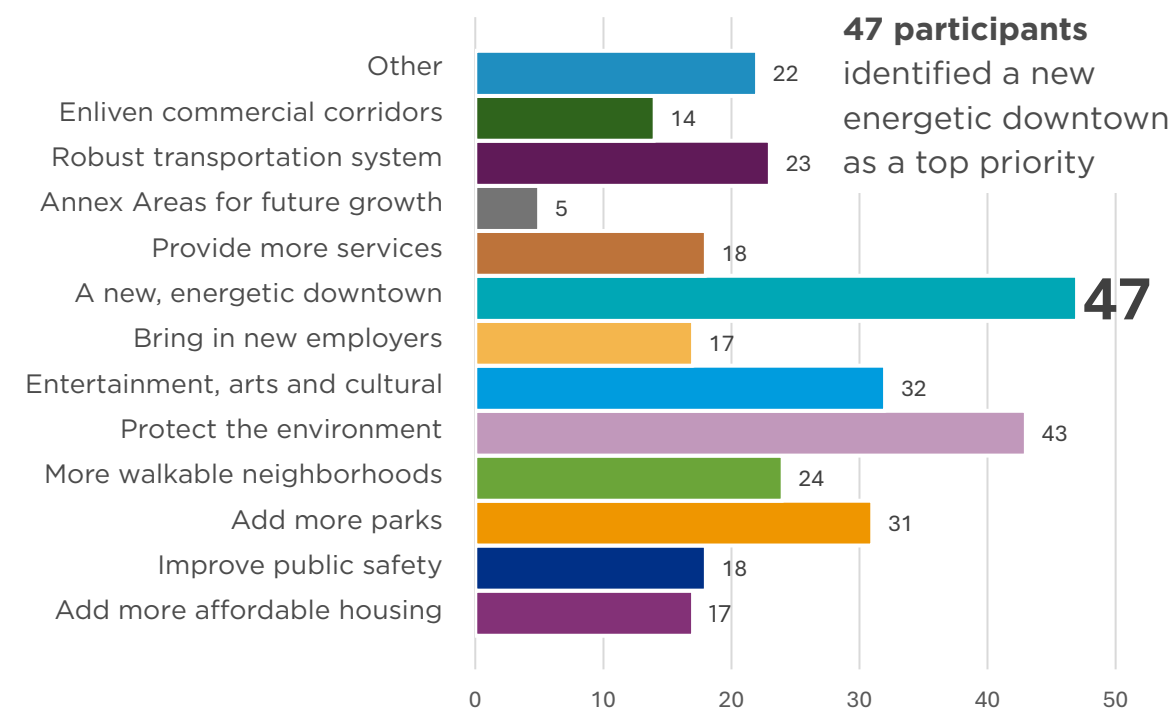
*In Alternative B, the **TOD Overlay** allows for housing and mixed use up to 100 units/acre.*

Planning Strategy #3: Reenvisioning the Downtown

Rancho Cordova has lacked a true downtown since its incorporation 22 years ago. The existing 2006 General Plan envisions a vibrant Downtown along Zinfandel Drive from Folsom Boulevard to International Drive that is a destination for residents, workers, and visitors, anchored by retail, civic, office, and residential uses. It is envisioned as a walkable area with wide urban sidewalks that connect to plazas and other pedestrian-friendly gathering areas. The General Plan allows for the tallest buildings in the city to be located in the Downtown, with no height limit for buildings to encourage a high-density urban core with a recognizable skyline visible from the surrounding areas. While the General Plan set the stage of a new downtown, the vision for downtown in this area has never been realized.

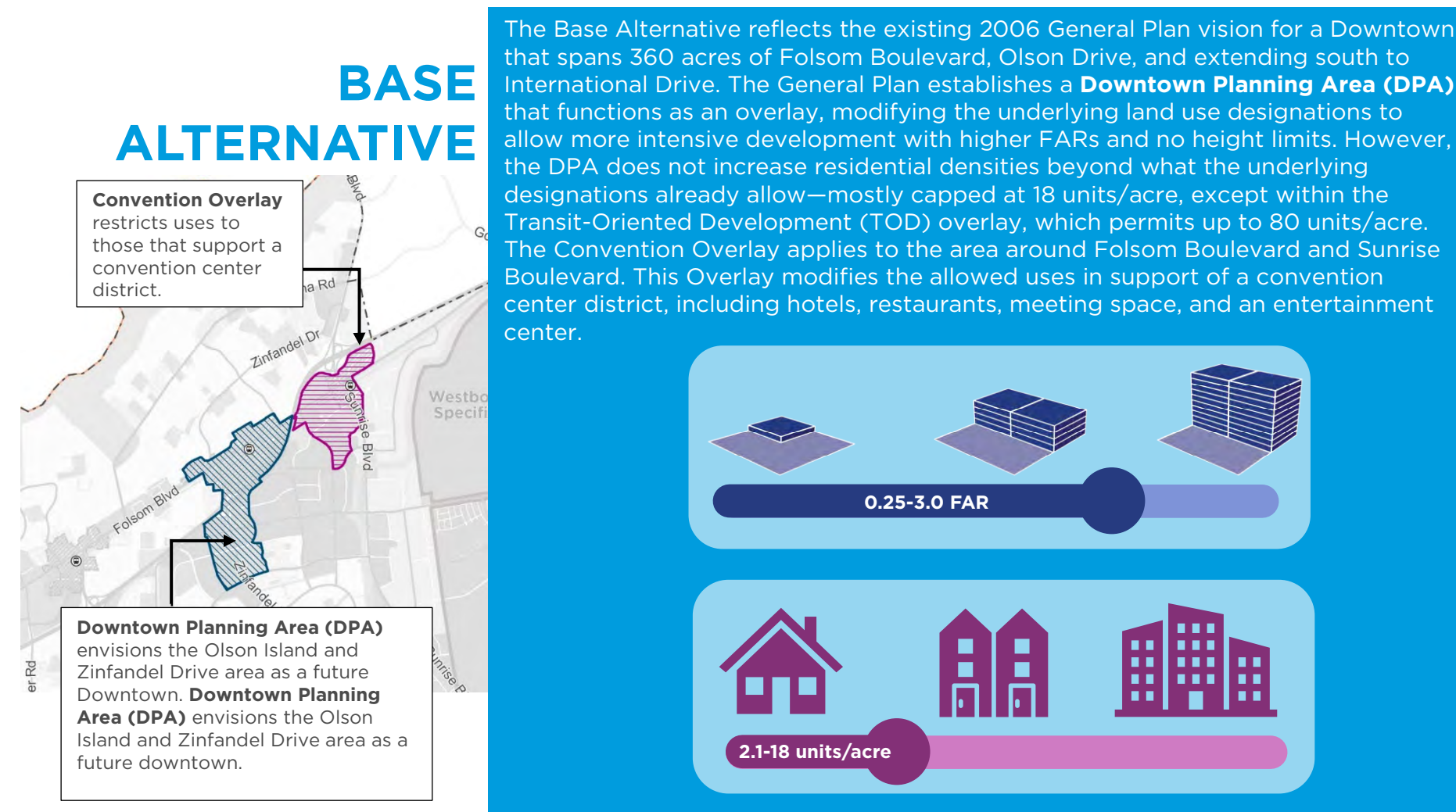
In 2025, a new vision called Downtown Dova (also known as Cordova City Center) has emerged, centered around a proposed 7,500-seat arena at Kilgore Road and Trade Center Drive. Beyond the arena, the project includes up to 1,000 residential units, two hotels totaling 800 rooms, and approximately 150,000 square feet of retail and dining space. The goal is to transform this area into a mixed-use entertainment district—a regional destination where people can live, work, shop, and play.

Community feedback shows strong support for creating an energetic and distinctive downtown for Rancho Cordova, with many residents ranking it as a top priority. However, residents also expressed interest in having multiple vibrant centers throughout the city rather than concentrating all civic and cultural activity in a single downtown area. This suggests a need to balance the downtown vision with broader citywide placemaking goals (see Strategy #4).



What is Rancho Cordova's Vision for a Downtown?

- Downtown Planning Area:** The 2006 General Plan identified a downtown area along Folsom Boulevard, but this vision has never been built.
- New Opportunity:** A proposed 7,500-seat arena at Kilgore Road and Trade Center Drive anchors the proposed Downtown Dova, creating an opportunity to build a new city center.
- Strong Community Support:** Residents strongly support creating an energetic downtown and rank it as a top priority.
- Balancing Priorities:** Some residents prefer multiple vibrant centers throughout the city rather than one downtown, suggesting the need to balance a strong downtown with neighborhood-scale destinations citywide.



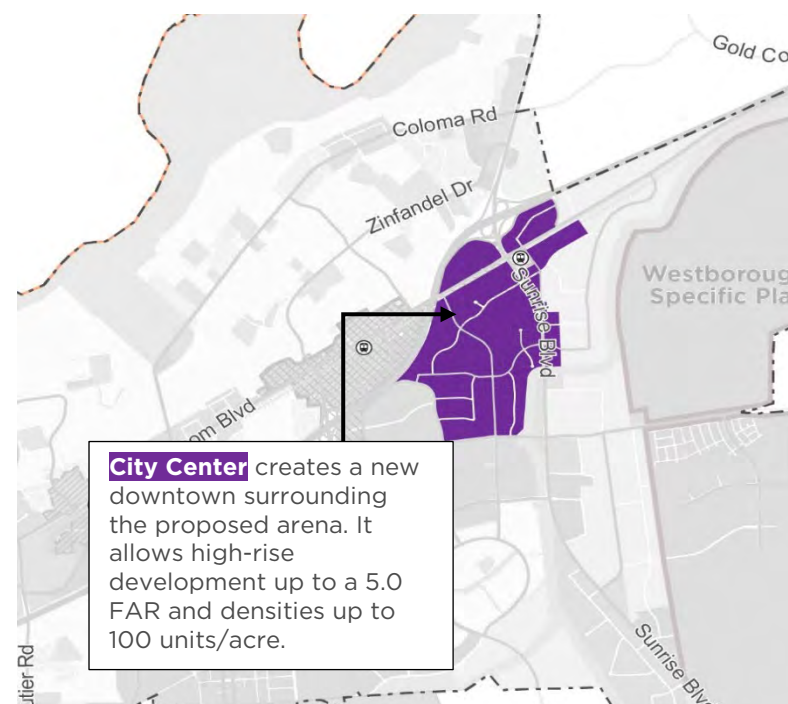
How the Alternatives Address Planning Strategy #3

Alternative A shifts the focus from Zinfandel to a new Downtown/City Center at Folsom Boulevard and Sunrise Boulevard. This Alternative envisions a mixed-use destination centered around the Downtown Dova (aka Cordova City Center) concept and the proposed arena at Kilgore Road and Trade Center Drive but extends beyond the current project proposal.

This Alternative replaces the Convention Overlay and Downtown Planning Area with a new **City Center (CC)** designation covering over 420 acres, generally bounded by Highway 50 to the north, White Rock Road to the south, Sunrise Boulevard to the east, and Prospect Park Drive to the west. The City Center designation allows a wide range of uses, including entertainment venues, hotels, shops, restaurants, offices, housing, and other amenities at the highest density and intensity. While not unlimited in height, buildings will be tall enough to shape Rancho Cordova's skyline and urban identity.

The Rancho Cordova City Center aims to become the Sacramento region's second most urbanized downtown after Sacramento itself, transforming Rancho Cordova into a true urban destination with a vibrant downtown core.

ALTERNATIVE A



Alternative A builds off the momentum of the proposed arena to create a larger downtown district that provides entertainment, hotels, shops, dining, and housing in a walkable, transit friendly setting.



City Center FAR



City Center Density



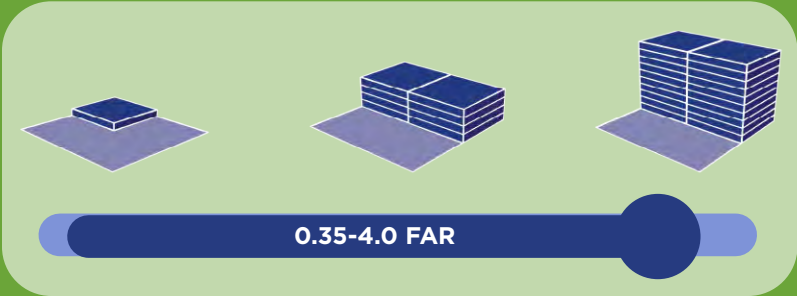
Source - Turton Commercial Real Estate.

The proposed arena and surrounding development can move forward under any of the alternatives.

How the Alternatives Address Planning Strategy #3

Alternative B also shifts away from building a single Downtown and instead focuses on creating multiple mixed-use activity centers dispersed throughout the city. This Alternative removes the Downtown Planning Area from Zinfandel and replaces the Convention Overlay with a new **Entertainment Mixed-Use District (EMUD)** centered around the proposed arena. The EMUD still supports the proposed arena at Kilgore Road and Trade Center Drive, along with surrounding hotels, shops, restaurants, and housing, but covers a much smaller area than the City Center envisioned in Alternative A.

Alternative B applies various mixed-use designations to strengthen activity centers throughout the city, including **Village Center and Commercial Mixed-Use (CMU)** for commercial areas serving nearby neighborhoods and Community Activity Center for larger commercial centers serving the broader community. This aspect of Alternative B is discussed further in Planning Strategy #4.



0.35-4.0 FAR

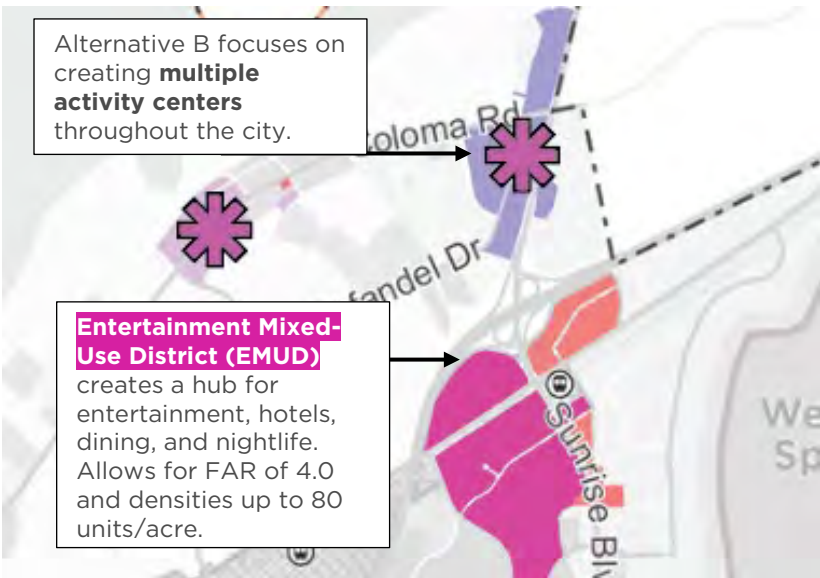
Entertainment Mixed-Use District FAR



20-80 units/acre

Entertainment Mixed-Use District Density

ALTERNATIVE B



Rather than a new downtown, Alternative B focuses on creating new **activity centers** in neighborhoods throughout the city.



The proposed arena and surrounding development can move forward under any of the alternatives.

Planning Strategy #4: Activating Commercial Centers

The fourth Planning Strategy focuses on activating the city's commercial centers to create vibrant gathering places that support entertainment, cultural activities, amenities, and mixed-use housing. This was one of the top priorities identified by the community during General Plan engagement events.

One of the core concepts of the 2006 General Plan is the "building blocks" – a system designed to ensure walkable, livable, and sustainable development in both existing and new areas of the community. The building blocks consist of neighborhoods, villages, and districts. Each village, or cluster of neighborhoods, is supported by a pedestrian-friendly "village center" that serves residents' daily shopping needs. Larger districts, made up of three to four villages, are centered around a "town center." Town centers – either local or regional – are vibrant activity hubs that provide major retail and entertainment options for the district. These centers are designed to include a concentration of higher-density housing near activity centers. These Village Center and Town Center designations are implemented through form-based zoning codes with prescriptive urban design standards intended to create pedestrian-friendly places. However, feedback from city staff and developers indicates that some of these form-based standards create barriers to development on certain sites.

The building blocks concept has guided development in newer growth areas of Rancho Cordova, such as Rio del Oro, Suncreek, and Sunridge. However, retrofitting existing neighborhoods and retail centers in older parts of the city built before incorporation has proven more challenging. While Village Center and Local Town Center designations apply to shopping centers along Coloma, Bradshaw, and other major corridors, these centers are not redeveloping into the walkable, mixed-use gathering places envisioned in the General Plan.

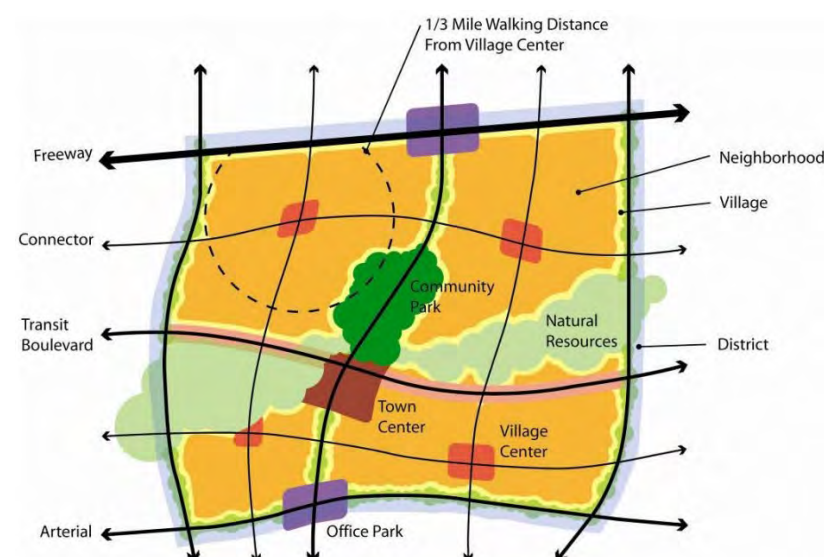
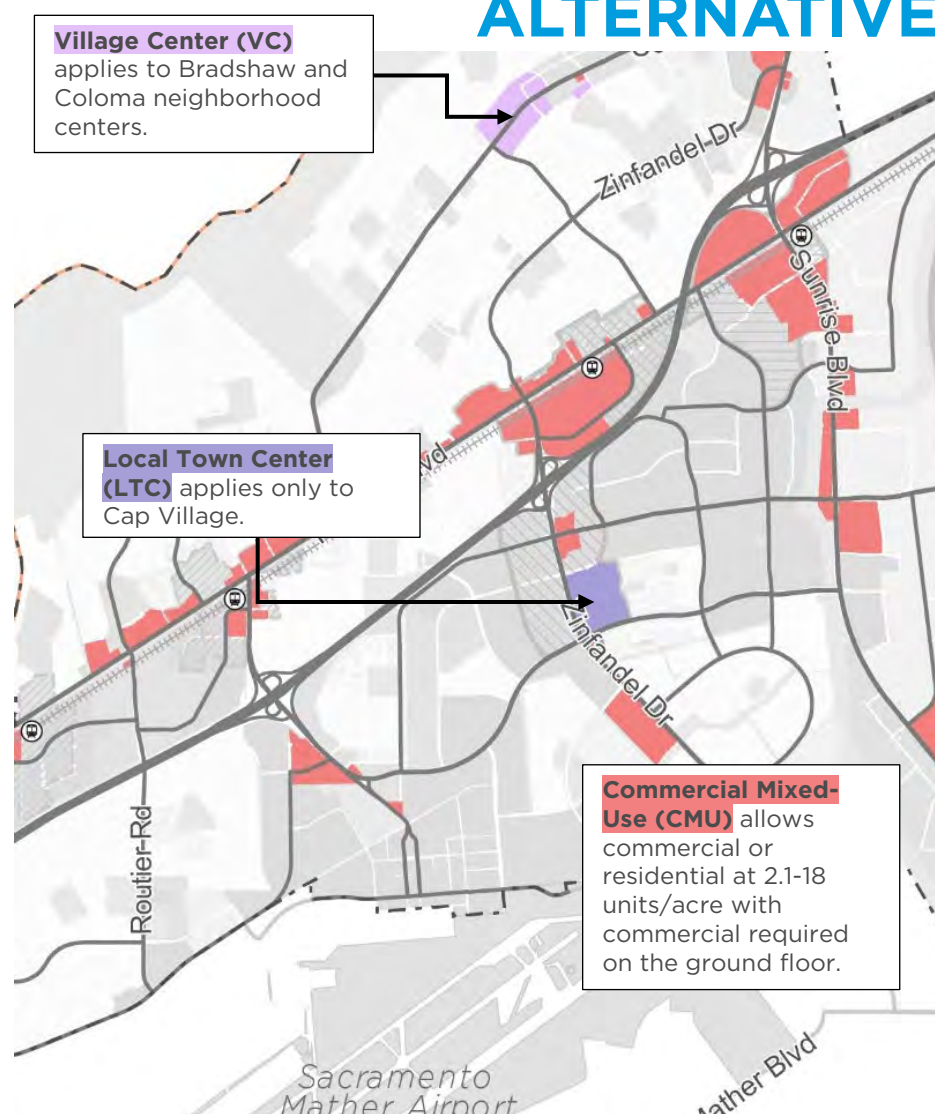


FIGURE 20: BUILDING BLOCKS OF THE CITY

How can the city encourage vibrant, gathering places for Rancho Cordova residents?

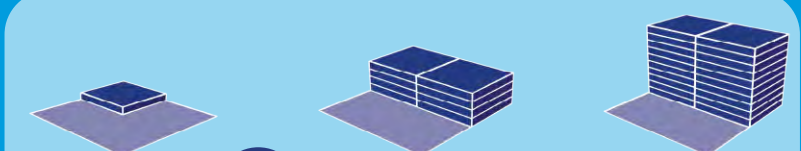
- **Community Priority for Vibrant Centers:** Activating commercial centers to create gathering places with entertainment, cultural uses, amenities, and mixed-use housing emerged as a top community priority during General Plan engagement.
- **Building Blocks Concept:** The 2006 General Plan established a "building blocks" system of neighborhoods, villages, and districts, with village centers serving daily needs and town centers providing major retail and entertainment.
- **Success in New Growth Areas:** The building blocks concept has successfully guided development in newer specific plan areas.
- **Challenge in Established Areas:** Retrofitting existing shopping centers built before incorporation has proven difficult. Centers along Coloma, Bradshaw, and other corridors are not redeveloping into the walkable, mixed-use gathering places envisioned.
- **Regulatory Barriers Identified:** City staff and developers report that regulatory constraints, particularly around infill development and housing, prevent shopping centers from reaching their full potential as dynamic mixed-use environments.

BASE ALTERNATIVE



The Base Alternative designates most existing shopping centers as **Commercial Mixed-Use (CMU)**, except for two **Village Center (VC)** designated sites at Bradshaw and Old Placerville Road and Coloma Road at Benita Drive; and a **Local Town Center (LTC)** at Cap Village. All three of these mixed-use designations are predominately commercial, encourage horizontal or vertical mixed-use development (i.e., mixing of housing and commercial), and have similar intensity/density standards: CMU: FAR 0.25-1.5; 2.1-18 units/acre; VC: FAR 0.25-1.0; 6.1-18 units/acre; and LTC: FAR 0.3-1.5; 6.1-18 units/acre.

The main difference is that the VC and LTC designations are implemented through prescriptive form-based zoning standards that require buildings to be configured in specific ways to create pedestrian-friendly (rather than auto-friendly) places. The zoning that implements CMU is more flexible in how commercial uses are laid out.



0.25-1.5 FAR



2.1-18 units/acre

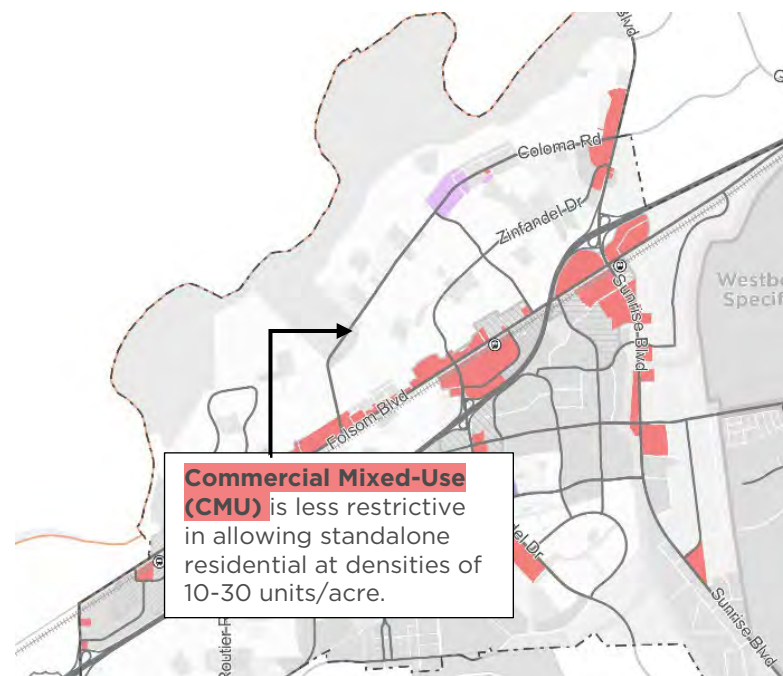
How the Alternatives Address Planning Strategy #4

Alternative A is the most flexible of the alternatives in its rules for shopping centers. It designates all shopping centers in established parts of the city as **Commercial Mixed-Use (CMU)**. It loosens the restrictions on standalone residential in the CMU designation – removing the current requirement that commercial occupy at least 50 percent of ground-floor space. It also increases densities to 10-30 units/acre (compared to the current range of 2-18 units/acre).

These changes provide property owners and developers with greater flexibility to respond to market conditions and site constraints. By allowing standalone residential buildings alongside commercial uses, shopping centers can attract investment in phases—such as adding apartment buildings on underutilized parking areas while maintaining existing commercial tenants. The increased densities enable a wider range of housing types, from townhomes to small apartment buildings, bringing more residents to support local businesses and create demand for better amenities. This flexible approach can help transform aging shopping centers into more dynamic, mixed-use destinations without prescriptive design standards that may create development barriers.



ALTERNATIVE A



Increased density allows for housing at up to 30 units/acre in the **Commercial Mixed-Use** designation.

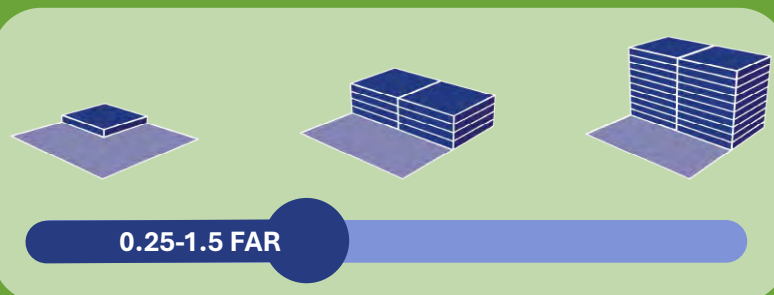


Alternative A applies a more flexible **Commercial Mixed-Use** designation to most shopping centers in the city, allowing for standalone residential to be built next to commercial uses in shopping centers, similar to the current Stone Creek development.

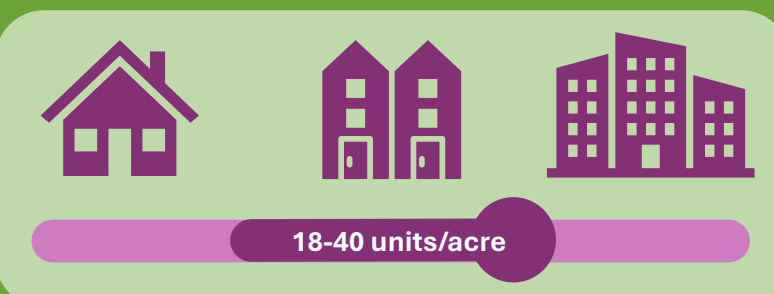
How the Alternatives Address Planning Strategy #4

Alternative B takes a more prescriptive, tailored approach to designations based on each center's location and vision. It introduces a new **General Commercial (GC)** designation that does not allow residential, applied to areas that are less appropriate for housing. Alternative B refines existing mixed-use designations to reflect the community's desire for active gathering spaces. **Village Center (VC)** is retained for sites at Bradshaw and Old Placerville Road and Coloma Road at Benita Drive. The **Community Activity Center (CAC)** designation applies to a shopping center that serve the broader community on Sunrise Boulevard at Coloma Road. This Alternative increases the density of VC and CAC designations to 18-30 and 18-40 units/acre, respectively, (compared to 6.1-18 units/acre in the Base Alternative), enabling more housing while supporting commercial activity. Alternative B also recommends revising form-based zoning standards to facilitate development while still ensuring they encourage walkable, mixed-use centers.

By strategically applying different designations, increasing housing capacity, and removing regulatory barriers, Alternative B aims to activate commercial centers throughout the city as vibrant mixed-use hubs and neighborhood-scale destinations.

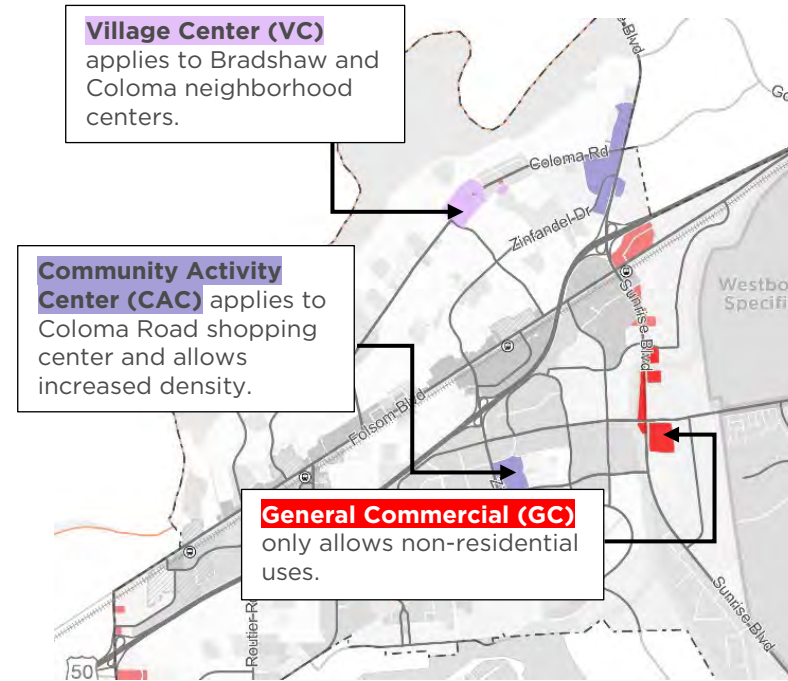


Village Center / Community Activity Center FAR



Village Center / Community Activity Center Density

ALTERNATIVE B



*In Alternative B, higher density housing up to 40 units/acre with commercial on the ground floor is permitted in the **Village Center and Community Activity Center** designations to encourage new community gathering places.*



*In Alternative B, **General Commercial** is applied to areas where commercial is preferred and residential is not a compatible use.*



*In Alternative B, **Village Centers and Community Activity Centers** are designed around active gathering spaces.*

Planning Strategy #5: Increasing Housing Choices in Infill Areas

Detached single-family units have consistently made up the largest portion of the city's housing supply, increasing from 57 percent to 62 percent of the total housing units over the past 10 years. Multi-unit structures with 5 or more units saw more moderate growth, comprising 20 percent of the total inventory in Rancho Cordova in 2023.

The city's Specific Plan Areas, shown earlier in Table 1, will perpetuate this trend. Over 75 percent of the remaining capacity in these new growth areas is for single-family homes.

Different people need different types of housing at different stages of life. Young professionals, seniors looking to downsize, families needing affordability, and people who want to live near work or transit all have different housing needs. Single-family homes do not work for everyone—they require higher incomes, car ownership, and a lifestyle centered around driving. Without townhomes, apartments, and other housing types, many residents are priced out.

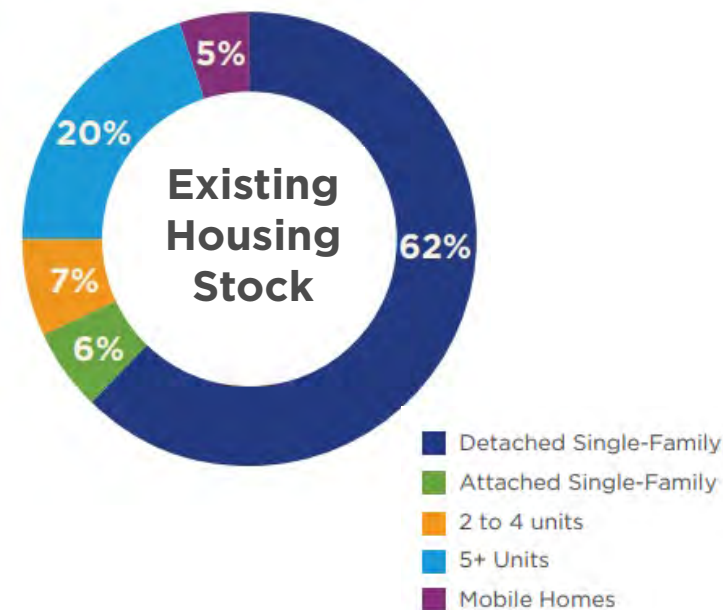
The lack of housing variety also impacts the city's economic health and fiscal sustainability. When the only option is single-family homes on large lots, land is used inefficiently and the city must extend services and infrastructure over greater distances. Diverse housing types, especially near transit and services, create more efficient use of land and generate more tax revenue per acre.

The city's infill areas – near transit stops, in office parks, and along aging commercial corridors like Folsom Boulevard – provide opportunities to ensure a greater variety of housing types are available for Rancho Cordova residents.

Diverse housing options can also transform older areas of the city into thriving destinations where people want to be. More neighbors mean more customers for local businesses. More foot traffic means safer, livelier streets. More residents mean better restaurants, shops, and amenities worth walking to.



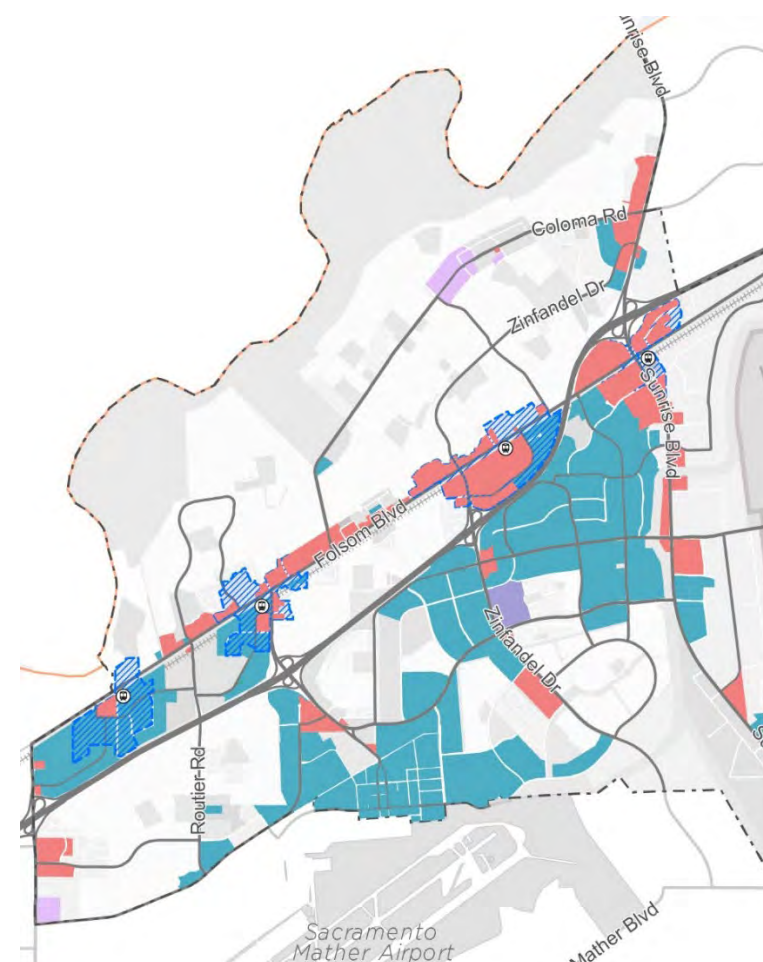
FIGURE 18: EXISTING HOUSING STOCK



Why Housing Choice Matters?

- **Limited Options.** Single-family homes currently make up 62 percent of the housing stock, and over 75 percent of future capacity in Specific Plan Areas is single-family.
- **Diverse Needs.** Young professionals, downsizing seniors, and families seeking affordability all need different housing types beyond single-family homes.
- **Affordability.** Single-family homes require higher incomes and car ownership, pricing out residents who need apartments or other housing options.
- **Fiscal Efficiency.** Diverse housing near transit and services uses land efficiently and generate more tax revenue per acre than single-family development.
- **Better Amenities for Everyone:** More housing in infill areas supports new restaurants, shops, and gathering spaces that benefit all residents.

BASE ALTERNATIVE



As described in the growth projections, the General Plan has sufficient capacity to accommodate future housing needs, and the Plan is built on several smart growth principles that strive to improve housing choices. However, the Base Alternative has limitations on housing choice. While the **TOD Overlay** allows dense housing near transit (up to 80 units/acre), the **CMU designation** permits housing on Folsom Boulevard, and the **OMU designation** allows housing in the office parks, constraints on multifamily housing remain.

The maximum density of 18 units/acre in most mixed-use areas allows townhomes but not multifamily housing, while minimum densities of 2.1 or 6.1 units/acre allow single-family homes. Furthermore, most mixed-use areas do not allow standalone housing; in the OMU designation, housing is only permitted as part of a coordinated development where office is at least 50 percent of the square footage, and in the CMU designation, residential is only allowed if it provides 50 percent commercial on the ground floor. These regulatory barriers ultimately limit the ability to build housing but serve to protect the areas for office and commercial development.

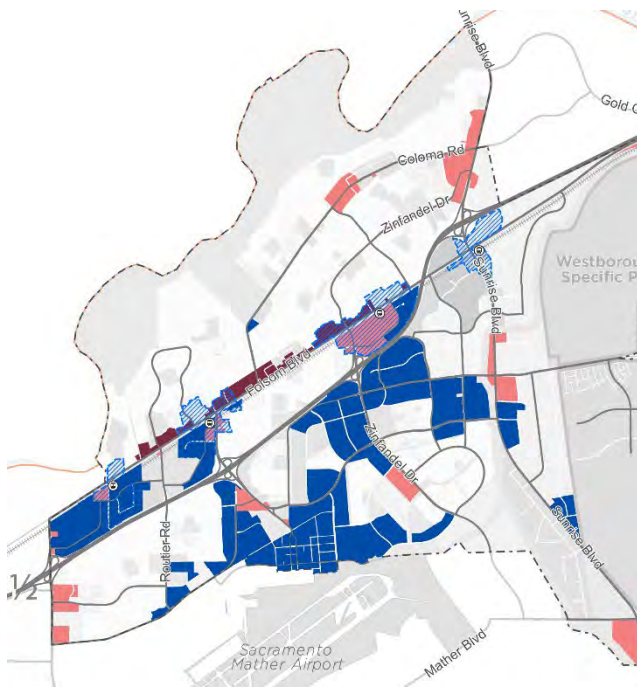


2.1-18 units/acre

How the Alternatives Address Planning Strategy #5

Alternative A expands housing options in infill areas by removing restrictions on standalone residential development and increasing allowable densities. The new Transit Corridor Mixed-Use (TCMU) designation on Folsom Boulevard permits housing at 10-40 units per /acre, with up to 80 units per /acre allowed near transit stations under the TOD Overlay. The new Innovation Mixed-Use (IMU) designation allows standalone housing in office parks at 20-40 units per/acre. Housing is permitted in the City Center at up to 100 units/acre. These density ranges enable more multifamily housing types alongside commercial and office development in mixed-use areas, while limiting single-family homes in recognition of ample capacity elsewhere in the city. One consideration is whether protections are needed to prevent the loss of commercial space and job opportunities when allowing standalone residential in these areas.

ALTERNATIVE A



In Alternative A, densities of up to 40 units/acre in the **Transit Corridor Mixed-Use** and **Innovation Mixed-Use** allow a broader range of multifamily housing types.



Transit Corridor Mixed-Use Density



In Alternative A, the **TOD Overlay** allows for housing and mixed use up to 80 units/acre.

How the Alternatives Address Planning Strategy #5

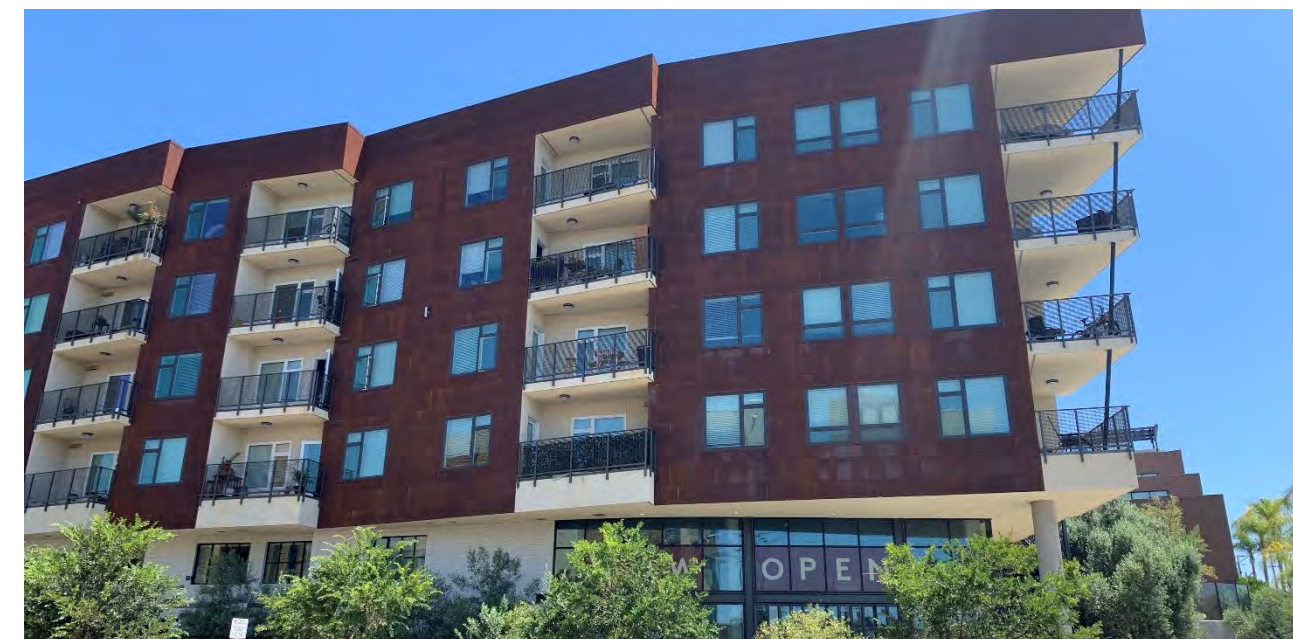
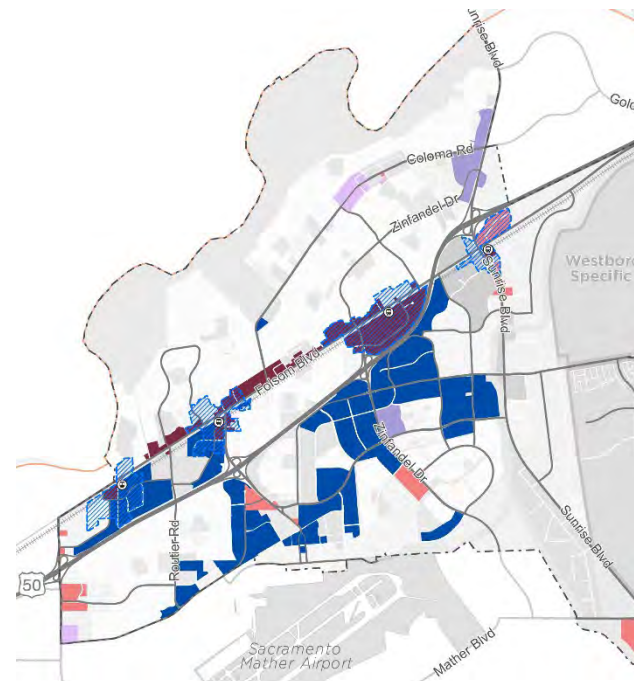
Alternative B is like Alternative A in removing restrictions and allows slightly greater maximum densities for housing in infill areas. This includes densities of 20-60 units/acre in **TCMU-designated** parcels along Folsom Boulevard and 20-80 units/acre in the **IMU-designated office parks**. With an enhanced focus on multiple community activity centers, Alternative B also introduces higher densities in the **Village Center** (18-30 units/acre) and **Community Activity Center** (18-40 units/acre) designations.



20-60 units/acre

Transit Corridor Mixed-Use Density

ALTERNATIVE B



In Alternative B, densities of up to 60 and 80 units/acre in the **Transit Corridor Mixed-Use** and **Innovation Mixed-Use** allow the broadest range of multifamily housing types.



In Alternative B, the **TOD Overlay** allows for housing and mixed use up to 100 units/acre.

How the Alternatives Address Planning Strategy #5

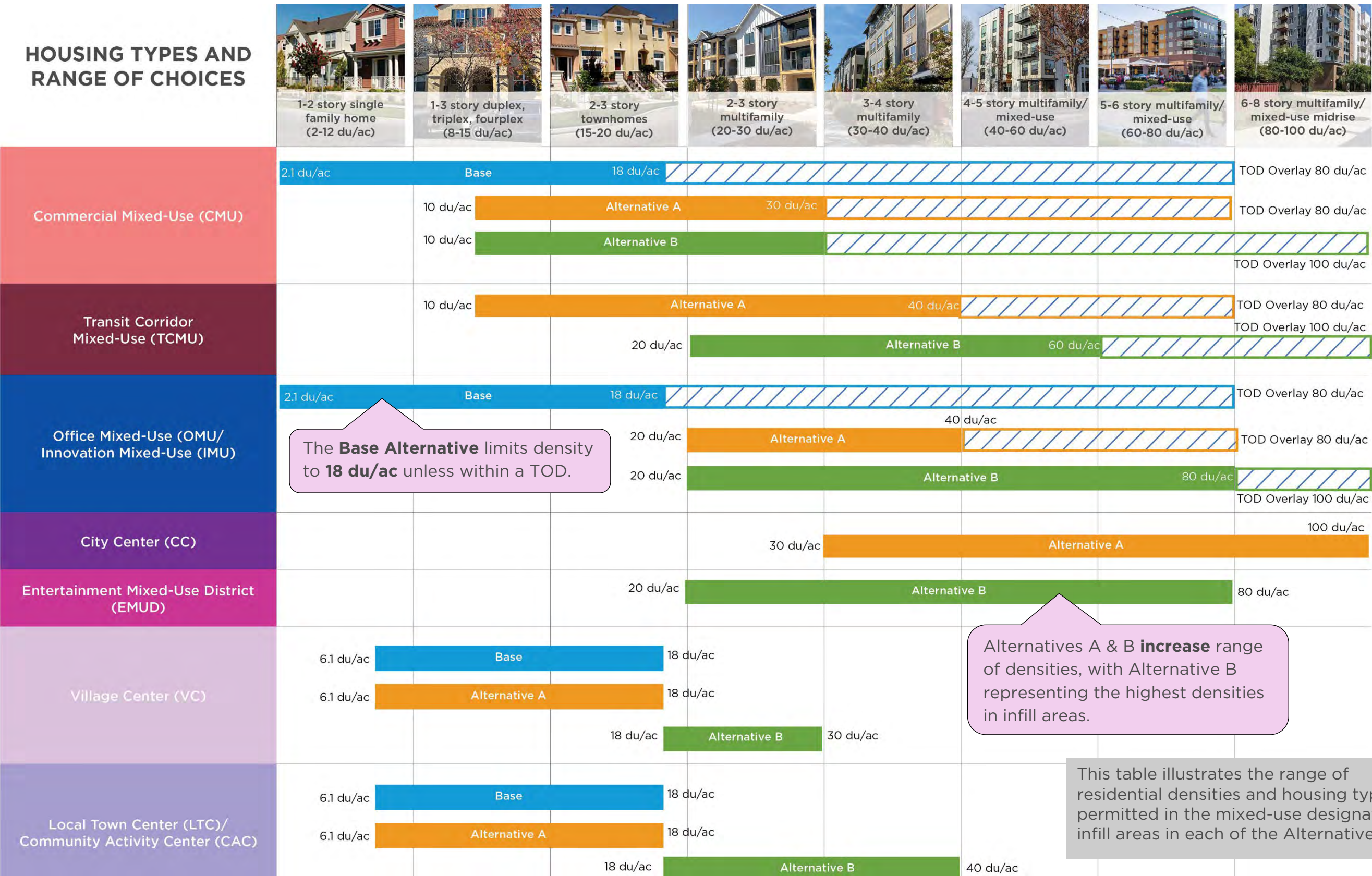


TABLE 4: COMPARISON OF HOW THE LAND USE ALTERNATIVES ADDRESS THE FIVE PLANNING STRATEGIES

	Base Alternative	Alternative A	Alternative B
#1: Reimagining Office Parks	• Restrictive Office Requirements: Maintains current restrictions requiring 50 percent of office space in any development, which limits the ability to add housing or retail to office parks. • Low Density Limits: Low density limits (2.1-18 units/acre) prevent multifamily housing in underutilized office areas.	• Removes Office Mandate: Removes the 50 percent office requirement, allowing office parks to transform into mixed-use neighborhoods with housing, retail, and jobs. • Moderate Density Increase: Increases density to 20-40 units/acre, enabling multifamily housing near employment centers.	• Preserves Employment-Only Areas: Balances mixed-use transformation with job preservation through the new Advanced Industrial designation. • Most Flexible Densities: Provides the most flexibility with densities up to 80 units/acre in some areas, maximizing housing opportunities near jobs.
#2: Removing Barriers to Redeveloping Folsom Boulevard	• Maintains CMU Designation: Keeps the 2006 General Plan's Commercial Mixed-Use designation, requiring residential development to be integrated with commercial uses (50% ground-floor commercial required). • Limited Housing Flexibility: Prohibits standalone residential buildings and caps densities at 18 units/acre in many areas (80 units/acre near transit stations in TOD overlay). • Prioritizes Commercial Corridor: Protects Folsom Boulevard's commercial character but may limit investment opportunities in both housing and commercial amenities.	• New TCMU Designation with Greater Flexibility: Replaces CMU with Transit Corridor Mixed-Use, allowing standalone residential or commercial buildings alongside integrated mixed-use development. • Increased Housing Capacity: Permits residential densities of 10-40 units/acre (80 units/acre in TOD overlay). • Balanced Growth Strategy: Aims to create a thriving corridor where more residents support local businesses, generating safer streets and attracting better restaurants, shops, and amenities.	• Expanded and Denser TCMU: Extends TCMU designation to additional parcels south of Folsom Boulevard with higher densities (20-60 units/acre). • Maximum Housing Capacity: Increases TOD overlay density to 100 units/acre (compared to 80 in Alternative A), accommodating more urban housing types. • Intensified Mixed-Use Vision: Maintains the same balanced corridor goals as Alternative A but with slightly greater capacity for infill housing development.
#3: Reenvisioning the Downtown	• Maintains 2006 Downtown Vision: Preserves the existing Downtown Planning Area (DPA) spanning Folsom Boulevard, Olson Drive, and south to International Drive as an overlay zone. • Allows Taller Buildings, Not Denser Housing: Permits higher floor area ratios and no height limits but does not increase residential densities beyond 18 units/acre (80 units/acre in TOD overlay).	• New City Center at Folsom and Sunrise: Shifts focus from Zinfandel to a 420-acre City Center centered on Downtown Dova/Cordova City Center and the proposed arena, replacing the Convention Overlay and Downtown Planning Area. • Highest Density Mixed-Use Development: Allows a wide range of uses—entertainment, hotels, shops, restaurants, offices, and housing—at the highest densities and intensities with buildings tall enough to shape the city's skyline. • Regional Urban Destination: Aims to create an urbanized downtown, transforming Rancho Cordova into a true urban destination with a vibrant downtown core.	• Dispersed Activity Centers: Shifts away from a single downtown to create multiple mixed-use activity centers throughout the city, spreading civic and cultural activity across multiple locations (discussed further in Planning Strategy #4). • Smaller Entertainment District: Replaces Convention Overlay with a focused Entertainment Mixed-Use District (EMUD) around the proposed arena that is still a regional destination, but much smaller than Alternative A's City Center footprint.
#4: Activating Commercial Centers	• CMU Designation with Limited Flexibility: Designates most shopping centers as Commercial Mixed-Use (CMU) with densities of 2.1-18 units/acre, requiring residential to be integrated with commercial uses. • Form-Based Standards for Select Centers: Applies Village Center and Local Town Center designations to three sites (Bradshaw/Old Placerville, Coloma/Benita, and Cap Village) with prescriptive form-based zoning to create pedestrian-friendly places.	• Maximum Flexibility: Designates all older shopping centers as CMU and removes the requirement that residential be integrated with commercial, allowing standalone residential buildings. • Increased Housing Capacity: Raises residential densities to 10-30 units/acre, enabling townhomes and small apartment buildings. • Allows Flexible Approach: Allows shopping centers to add housing to underutilized areas while maintaining existing commercial tenants, transforming centers without prescriptive design barriers.	• Tailored Designations: Applies a range of designations (CMU, VC, CAC, GC) based on location and character. • Higher Densities with Design Standards: Increases VC and CAC densities to 18-40 units/acre (from 6.1-18) while using form-based codes for pedestrian-friendly design. • Modified Zoning Standards: Recommends revisiting form-based zoning standards that may create development barriers while maintaining the walkable, mixed-use vision.
#5: Increasing Housing Choices in Infill Areas	• Limited Multifamily Options: The maximum density of 18 units/acre in most mixed-use areas allows townhomes but excludes multifamily housing, while low minimum densities (2.1 or 6.1 units/acre) permit single-family homes. • Restrictive Mixed-Use Requirements: Most mixed-use areas prohibit standalone housing—OMU zones require office to comprise at least 50 percent of development, while CMU zones mandate 50 percent ground-floor commercial. • Prioritizes Employment and Commercial: These regulatory barriers limit housing development but intentionally protect areas for office and commercial uses.	• Removes Restrictions on Housing: Alternative A eliminates barriers to standalone residential development in infill areas and increases allowable densities to expand housing options. • New Designations Enable Multifamily Housing: The TCMU designation on Folsom Boulevard allows 10-40 units/acre (up to 80 near transit), while the IMU designation permits 20-40 units/acre in office parks, and City Center allows up to 100 units/acre. • Prioritizes Multifamily Over Single-Family: These density ranges facilitate diverse multifamily housing types in mixed-use areas while limiting single-family homes, which have ample capacity elsewhere in the city.	• Removes Restrictions with Higher Densities: Alternative B is like Alternative A but allows slightly greater maximum densities for housing in infill areas. • Increased Density in TCMU and IMU: Permits 20-60 units/acre along Folsom Boulevard (TCMU) and 20-80 units/acre in office parks (IMU), enabling denser multifamily development than Alternative A. • Focuses on Community Activity Centers: Introduces higher densities in Village Center and Community Activity Center designations at 18-30 and 18-40 units/acre, supporting multiple neighborhood hubs throughout the city.



5. COMPARISON

This section provides a comparative analysis of the three land use alternatives to help the community and decision-makers better understand the trade-offs and opportunities associated with each alternative. Each alternative represents a different approach to accommodating growth, balancing housing and employment, and shaping the city's character over the next 20 years. The following analysis examines key metrics across all three alternatives, including development capacity for residential and non-residential uses, estimated traffic generation and trip patterns, relative fiscal impacts on the city's budget, and per capita greenhouse gas emissions.

Development Capacity

Each land use alternative includes a different pattern of land uses in infill areas, which results in different capacity for new development. Development capacity represents the full buildout potential of all remaining developable land within city limits at a roughly average density/intensity. This includes capacity within specific plans (shown earlier in Table 1), anticipated development from approved projects, and capacity on vacant and underutilized sites. The capacity in the first two categories stays the same across all alternatives. Only the capacity for vacant and underutilized sites changes between alternatives, since the alternatives do not change assumptions for specific plan areas.

Residential Capacity

Figure 8 shows the total residential capacity of the three alternatives for single-family and multifamily housing units. All three alternatives have capacity for just over 29,000 single-family homes, with minor differences. The three alternatives vary in multifamily capacity, ranging from 13,640 units in the Base Alternative to 16,800 units in Alternative B and 18,190 units in Alternative A.

As described earlier, the city's specific plan areas contain significant development capacity. This is why the total capacity between alternatives is not very different. Figure 9 compares housing capacity outside of Specific Plan areas across the three alternatives. This shows very little remaining capacity for single-family homes in built-out areas of the city, while the alternatives differ in their multifamily housing capacity.

Although Alternative B introduces the highest housing densities, it also preserves more land exclusively for employment or commercial uses. This means Alternative B is anticipated to produce slightly less housing capacity compared to Alternative A, which provides more flexibility citywide for multifamily housing to develop.

FIGURE 19: HOUSING UNIT CAPACITY (CITYWIDE)

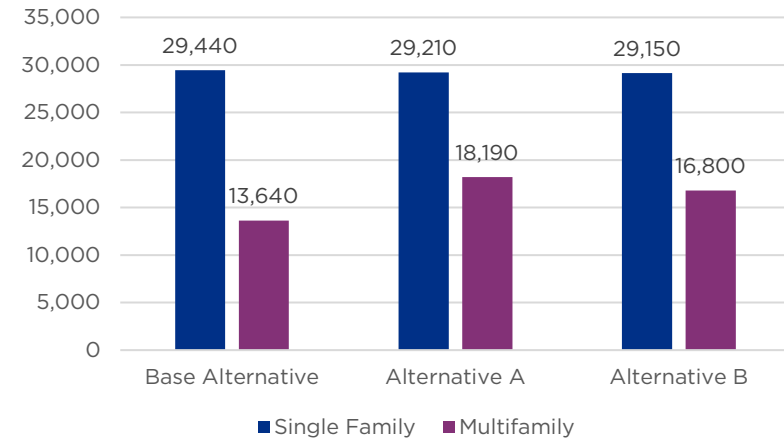
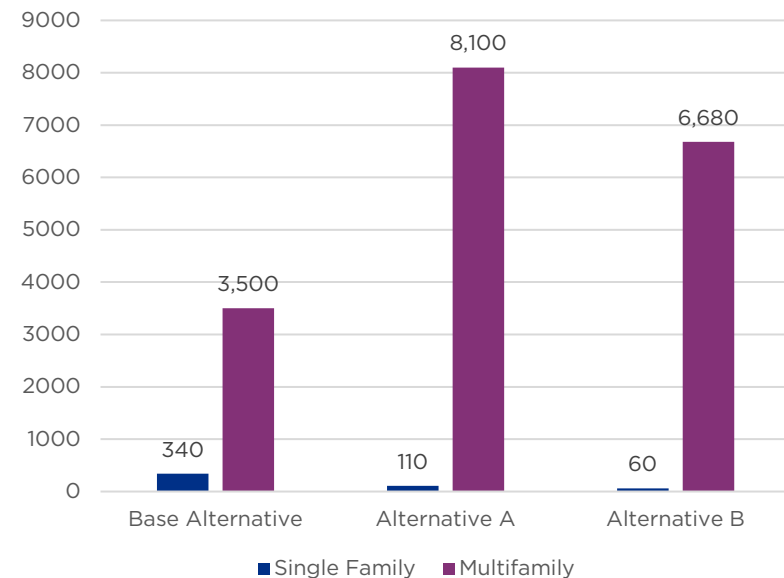


FIGURE 20: HOUSING UNIT CAPACITY (OUTSIDE SPECIFIC PLAN AREAS)



Future Regional Housing Needs Allocations

The Regional Housing Needs Allocation (RHNA) is a state-mandated process in California that determines how many new homes each city and county must plan for during an eight-year cycle. The California Department of Housing and Community Development (HCD) first calculates regional housing needs, then regional councils of governments (such as SACOG in the Sacramento region) allocate specific housing targets to each local jurisdiction. Each jurisdiction's allocation is divided into four income categories: very low, low, moderate, and above moderate income. Cities must adopt a housing element that demonstrates they have sufficient land zoned at appropriate densities to accommodate their assigned housing numbers. If a city fails to adequately plan for its RHNA allocation, it risks losing local land use control and facing state intervention, making RHNA compliance a critical planning requirement.

Rancho Cordova's current 6th Cycle RHNA (2021-2029) is 9,067 housing units. The lower-income categories (very low and low) are typically the hardest to meet because they require land zoned for multifamily housing at higher densities, while most cities have ample single-family capacity for above moderate-income housing. While future allocations are difficult to predict, the land use alternatives aim to ensure the city has enough capacity for anticipated 7th and 8th Cycle RHNAs. Without adequate residential sites designated in the General Plan Update, the next Housing Element (due in 2030) would require revising the land use map to accommodate more housing.

The Base Alternative's density cap of 18 units/acre in most areas limits multifamily development capacity, making it challenging to accommodate future lower-income RHNA allocations. Alternative A significantly improves capacity by allowing 10-40 units/acre in transit corridors and commercial centers, enabling apartment buildings and townhomes that can support affordable housing development. Alternative B provides the greatest flexibility with densities up to 80-100

Land Use Alternatives Report | February 2026

units/acre in key areas, maximizing the city's ability to meet lower-income housing requirements in future RHNA cycles while distributing housing opportunities throughout the community.



All of the alternatives provide capacity for over 29,000 new single-family homes within city limits.

Table 5: City of Rancho Cordova Regional Needs Allocation for 2021 - 2029

Income Group	2021-2029 RHNA
Extremely Low	1,057 units
Very Low	1,058 units
Low	1,274 units
Moderate	1,684 units
Above Moderate	3,994 units
Total	9,067 units

Source: City of Rancho Cordova 2021-2029 Housing Element, Adopted June 21, 2021

Non-Residential Capacity

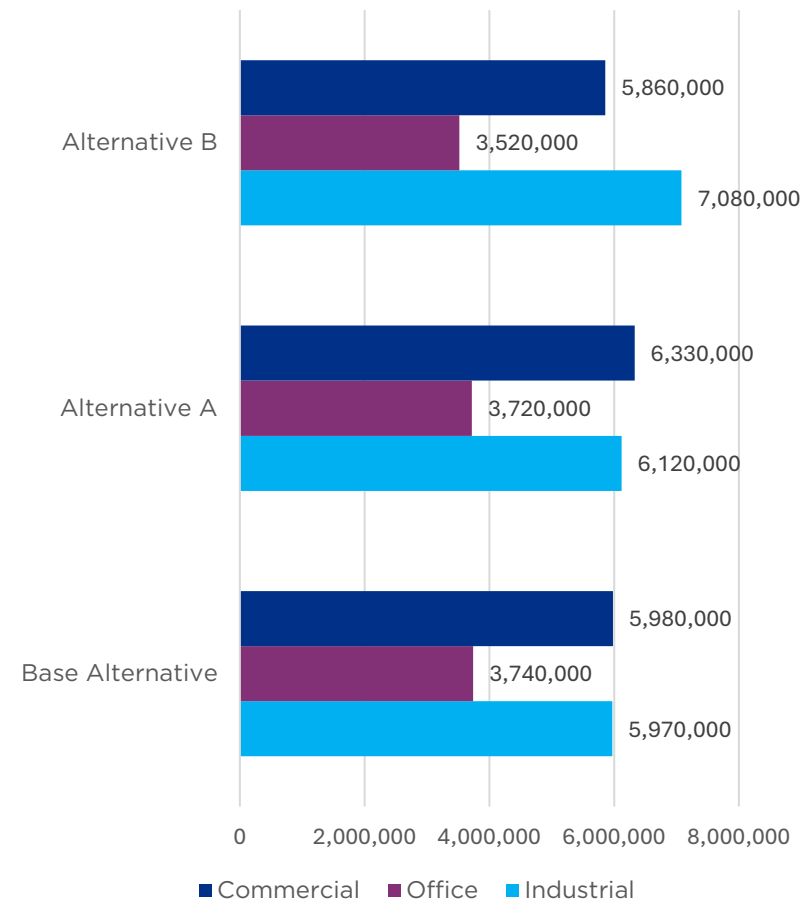
Figure 10 compares non-residential capacity across the three alternatives, including commercial, office, and industrial square footage. Like the residential development capacity, this represents the full buildout of all remaining developable land within city limits at a target FAR (not the maximum allowed FAR). All alternatives provide more than enough capacity to accommodate the projected demand for non-residential development through 2050.

Base Alternative provides capacity for approximately 5.97 million square feet (sf) of industrial, 3.74 million sf of office, and 5.98 million sf of commercial development—totaling about 15.69 million square feet of non-residential space.

Alternative A shows slightly higher overall non-residential capacity at approximately 16.17 million sf, with 6.12 million sf of industrial, 3.72 million sf of office, and 6.33 million sf of commercial space. The slight increase in commercial and office capacity reflects Alternative A's emphasis on relaxing regulations in some commercial and office areas, particularly in office parks and along Folsom Boulevard, to allow more housing and mixed-use development, reducing pure non-residential capacity. However, slight increases in the maximum FAR balance the reduction of land designated for purely commercial and office use.

Alternative B provides the highest non-residential capacity at approximately 16.46 million sf, with 7.08 million sf of industrial, 3.52 million sf of office, and 5.86 million sf of commercial development. The significant increase in industrial capacity reflects the Advanced Industrial designation, which protects areas for employment-generating uses while still allowing mixed-use transformation in other areas. Despite slightly lower office capacity (as some office parks can more easily convert to mixed-use), Alternative B maintains strong commercial capacity through its increased FAR and use of Village Center, Community Activity Center, and General Commercial to shopping centers throughout the city.

FIGURE 21: CAPACITY FOR NON-RESIDENTIAL BUILDING SQUARE FOOTAGE (CITYWIDE)



See Appendix for More Details

The methodology used to calculate development capacity is described in further detail in the Appendix.

Summary of Development Capacity

Table 6 breaks down the development capacity for each land use alternative by source: vacant/underutilized sites outside specific plan areas, approved specific plans, and pipeline projects already in the approval process. The table shows that while specific plans and pipeline projects remain constant across all alternatives (as these are already entitled), the only differences between alternatives occur in how vacant and underutilized sites can be developed—with Alternative A showing the greatest potential increase in capacity for multifamily housing (8,000 units compared to 3,500 in the Base Alternative), and Alternative B providing the highest industrial capacity (4.54 million square feet) while still supporting significant multifamily development (6,680 units).

TABLE 6: LAND USE ALTERNATIVE CAPACITY

	Single Family (units)	Multifamily (units)	Commercial (sq. ft.)	Office (sq. ft.)	Industrial (sq. ft.)
Base Alternative					
Vacant/ Underutilized Sites (Outside Specific Plan Areas)	340	3,500	2,009,800	2,500,900	3,425,300
Specific Plans	28,900	9,600	3,864,000	1,181,000	2,430,000
Pipeline Projects	190	540	109,400	59,700	114,700
Total Capacity	29,430	13,640	5,983,200	3,741,600	5,970,000
Alternative A					
Vacant/ Underutilized Sites (Outside Specific Plan Areas)	110	8,000	2,360,600	2,482,300	3,580,000
Specific Plans	28,900	9,600	3,864,000	1,181,000	2,430,000
Pipeline Projects	190	540	109,400	59,700	114,700
Total Capacity	29,200	18,140	6,334,000	3,723,000	6,124,700
Alternative B					
Vacant/ Underutilized Sites (Outside Specific Plan Areas)	60	6,680	1,887,700	2,279,100	4,539,300
Specific Plans	28,900	9,600	3,864,000	1,181,000	2,430,000
Pipeline Projects	190	540	109,400	59,700	114,700
Total Capacity	29,150	16,820	5,861,100	3,519,800	7,084,000

Note: development capacity numbers may differ from those used in the transportation and economic analysis due to rounding.

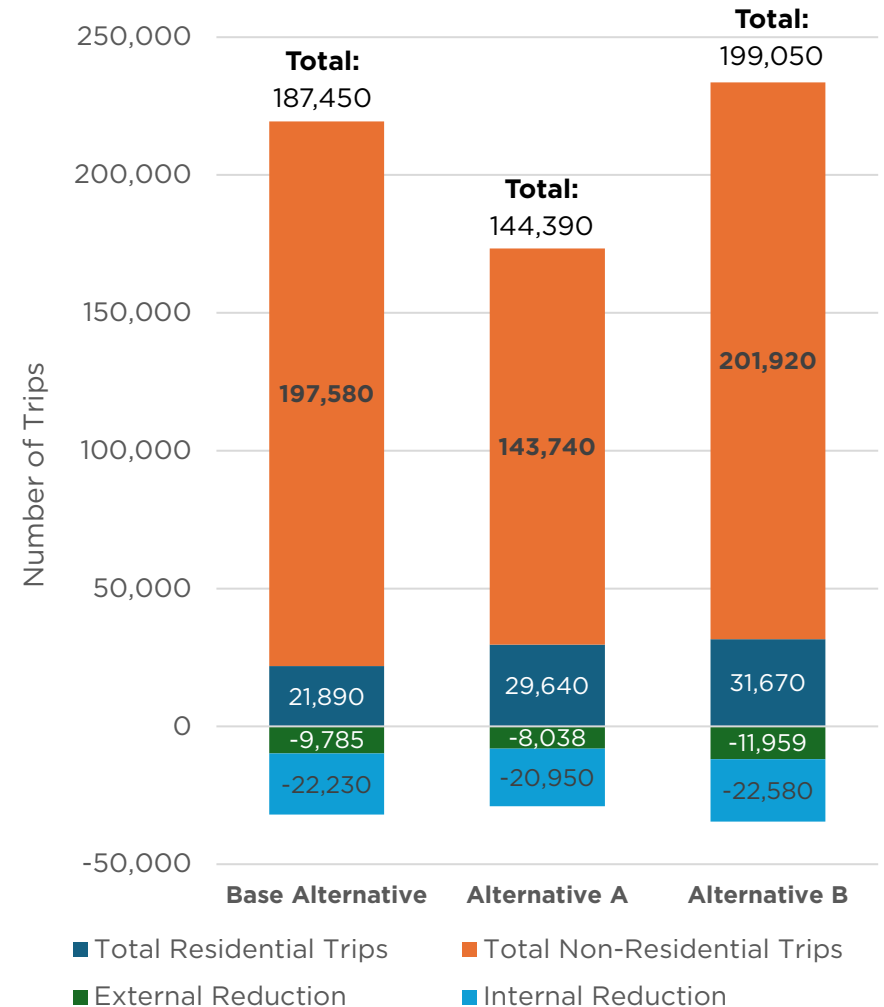
Transportation Impacts

The relative transportation impacts of the three land use alternatives were analyzed using the Mixed-Use Development Plus (MXD+) tool, a trip generation forecasting model designed to evaluate travel demand associated with different development patterns. The modeling assumes full buildout of all residential and nonresidential land under each land use alternative, which greatly exceeds expected buildout by 2050. The following summarizes the results of this analysis.

Base Alternative focuses more on business and commercial growth and less on housing. This would likely continue the current imbalance between where jobs and housing are located in Rancho Cordova. This option also has moderate mixed-use development (where homes and businesses are near each other) and smaller reductions on car trips outside the city. Total trip generation is 187,450 (see Figure 25). The trip generation rate for the Base Alternative is highest at 7.0 net new trips per service population because of the distance between where jobs and housing are located (see Table 7).

Alternative A creates the fewest new trips per day citywide (144,390). This happens mainly because it has less overall growth—similar housing to Alternative B but much less business development than the other two options. Alternative A also has the highest rate of internal trips (12.1 percent)—meaning people can walk, bike, or drive short distances within their neighborhood. It also shows strong reductions in car trips outside the city, with more people walking, biking, or using transit (4.6 percent). The trip generation rate for Alternative A is lowest at 5.1 net new trips per service population. This happens because homes and businesses are better mixed together, making local destinations easier to reach.

FIGURE 22: TOTAL TRIP GENERATION & REDUCTION BY ALTERNATIVE



Alternative B has the most growth overall for both housing and businesses, but growth is spread out differently than the other options. This creates a better balance between jobs and housing than what exists today. Alternative B has slightly lower internal trip rates than the other alternatives. However, it has the best potential for reducing car trips outside the city because growth is in areas with better sidewalks, bike lanes, and public transit. Overall total trip generation is highest at 199,050 because this alternative has the greatest capacity. The trip generation rate for Alternative B is 6.1 net new trips per service population.

Table 7: Trip Generation Rates

Total Residential Trips / Population	2.2	2.0	2.0
Total Non-Residential Trips / Employment	11.7	10.8	12.1
Net New Trips/ Service Population	7.0	5.1	6.1

See Appendix for More Details

The Appendix contains the full trip generation analysis prepared, including a description of the MXD+ tool, the methodology, and detailed results at both a neighborhood level and citywide.



Developing new jobs and housing close together and near transit can result in reduction of vehicle trips, and subsequently a reduction in greenhouse gas emissions from cars.

Fiscal Impacts

A General Plan Update can shape a city’s long-term finances by determining what gets built where, which affects how much revenue the city collects and how much it costs to provide services and infrastructure. In Rancho Cordova, changes in land use from the General Plan Update will impact General Fund revenues, operating costs, and capital improvement needs. However, fiscal impacts are just one consideration among many when making land use decisions—cities also weigh infrastructure costs, jobs-housing balance, housing affordability, environmental impacts, public health, walkability, and community priorities identified during the planning process. Additionally, fiscal outcomes of individual land uses should not be viewed in isolation, since cities need a balanced mix of residential, commercial, industrial, and public uses to support long-term economic health and meet community needs.

General Fund Revenue

The City of Rancho Cordova’s fiscal operations are anchored by the General Fund, which serves as the city’s primary operating fund. The General Fund supports public services and daily operations, such as police, public works, and general government functions. It is funded primarily by property tax and sales tax (which together account for about 60 percent of total revenues), along with other taxes, fees, and charges that support core city services. Property taxes are the largest single source of General Fund Revenue for the city, accounting for approximately half (48 percent) of tax revenue and 35 percent of overall General Fund revenues. Sales tax represents approximately 25 percent of all General Fund revenue, utility user tax, transient occupancy tax (TOT), and other taxes collectively account for the remaining portion of tax-related revenues.

FIGURE 23. CITY OF RANCHO CORDOVA GENERAL FUND REVENUES, FY 25/26

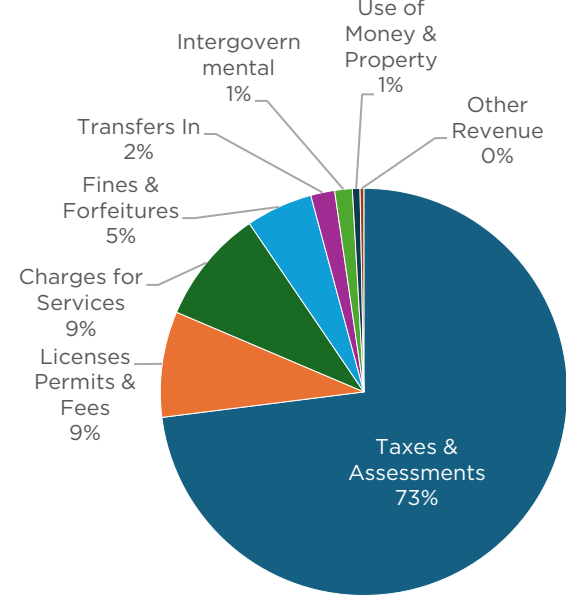
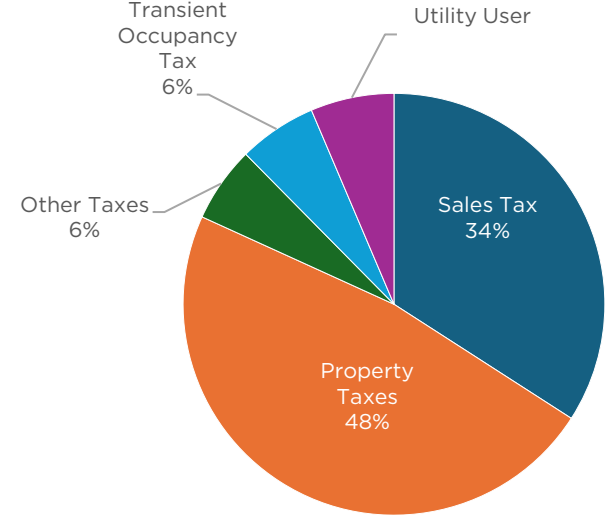


FIGURE 24. CITY OF RANCHO CORDOVA, BREAKDOWN OF TAXES AND ASSESSMENTS, FY 25/26



The following is an analysis of key General Fund revenues and associated land use alternative considerations.

Property Tax - Each land use alternative increases overall development capacity compared to the Base Alternative, meaning Alternatives A and B would be expected to generate higher total assessed value—and therefore higher property tax revenues—at full buildout. Differences between Alternatives A and B, however, are more nuanced and depend on the mix of residential and nonresidential uses that ultimately materialize and the relative assessed values of those uses.

Traditional fiscal analyses assume retail and office uses generate higher assessed values per square foot than industrial uses, suggesting Alternative A (with more retail and office capacity) might yield higher property tax revenues at full buildout. However, recent market trends in Rancho Cordova show stronger performance for residential and industrial development, while office and retail face higher vacancy rates and ongoing structural shifts related to remote work and e-commerce. If these trends persist, differences in long-term assessed value between Alternatives A and B may be modest, particularly if weak market demand limits office and retail development in either alternative.

Sales Tax - Differences in projected sales tax revenues among the land use alternatives are primarily associated with the amount of retail development permitted under each scenario. Alternative A allows the greatest amount of retail development and would therefore be expected, under full buildout assumptions, to generate higher sales tax revenues than the Base Alternative or Alternative B. Alternative A also allows for additional residential development, which may further support taxable sales by increasing local demand.

However, as with property tax, long-term sales tax outcomes depend not only on planned development capacity but also on market demand and the extent to which permitted retail development is ultimately realized.

Transient Occupancy Tax - The city's hotel market is driven largely by business travel, special events, and employment activity rather than destination tourism. As a result, the General Plan's influence on TOT revenues is indirect and occurs primarily through land use and economic development policies that support job-generating uses, commercial activity, and event venues, in addition to opportunities for new hotel development where market conditions support it. Land use alternatives that increase occupied commercial space, particularly professional office and other employment uses, may support incremental growth in hotel demand and associated TOT revenues over time. However, given current market conditions and the modest size of the city's hotel sector, differences in TOT revenues among the alternatives are expected to be small in the near term and will depend more on broader economic and hospitality trends than on land use decisions alone.

License Permits and Fees - Revenues from licenses, permits, and fees are generally designed to cover the city's costs of providing related services, such as plan review, inspections, tax administration, and code enforcement. When these revenues increase due to more development activity, the City's costs also increase to hire staff and deliver those services. While these revenue sources support city operations, they do not typically result in net increases to General Fund resources because the additional revenue is offset by additional costs. These revenue sources should be evaluated in the context of service capacity and staffing implications associated with each land use alternative.

Summary of Fiscal Analysis

The city's General Fund relies heavily on property tax and sales tax, which together account for approximately 60 percent of total revenues, with additional contributions from hotel taxes, utility taxes, and fees. This revenue structure provides a stable core funding base but also means that the city's fiscal performance is closely tied to stable and growing assessed valuation, taxable sales, and broader economic conditions to meet growing municipal service costs.

Implementation of the General Plan Update has the potential to support revenue growth over time, particularly through increases in assessed value from new development and reinvestment, continued sales tax generation associated with residential and job growth, and incremental gains in hospitality-related revenues as the local hotel market strengthens. Differences in long-term revenue outcomes among the land use alternatives are expected to be influenced as much by market conditions and development timing as by estimated development capacity.

At the same time, the city's fiscal outlook is shaped by factors largely independent of the land use alternatives. Most notably, the expiration of the property tax revenue neutrality agreement with Sacramento County in Fiscal Year 2028/29 will have a more immediate and significant positive impact on General Fund resources than differences among the land use alternatives.

Future growth will increase demand for city services, particularly Police and Public Works, which are already the largest General Fund expenditure categories. While development-related fees will help offset costs for planning, building, and inspection services, these revenues are designed for cost recovery rather than generating net new resources.

The General Plan Update provides a framework for balancing fiscal considerations with broader community objectives, including housing supply, economic development, environmental sustainability, and quality of life. Fiscal impacts represent an important input to long-range planning decisions but should be considered alongside other policy goals and implementation considerations. Ongoing monitoring of revenue performance, service demands, and infrastructure needs as development occurs will be important to maintaining the city's long-term fiscal sustainability as the General Plan is implemented.

See Appendix for More Details

The Appendix contains the full analysis of fiscal trends and conditions prepared by Economic & Planning Systems, Inc. (EPS).

GHG Greenhouse Gas Emissions

In 2023 the city adopted a Climate Action & Adaptation Plan (CAAP) that outlines strategies to reduce greenhouse gas (GHG) emissions and improve resilience to climate change. The following is a qualitative comparison of the relative difference in per capita GHG emissions of the three land use alternatives based on their different approaches to development density, mixed-use integration, and housing location.

Base Alternative would have the highest per capita GHG emissions due to lower residential densities (capped at 18 units/acre in many infill areas), more limited mixed-use integration in office parks and commercial corridors requiring separate trips for housing and commercial needs, and restrictions that reduce capacity for housing near jobs and transit.

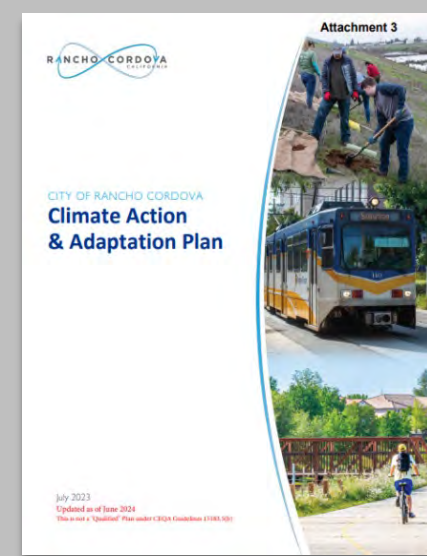
Alternative A would reduce per capita emissions the most because it has the lowest trip generation rate. Alternative A increases residential densities (increasing the maximum from 18 to 40 units/acre in various designations), allows standalone housing along transit corridors like Folsom Boulevard, and enables more mixed-use development in office parks. The concentrated City Center and flexibility to build housing near jobs, transit, and amenities can shorten trip distances and support walking, biking, and transit use.

Alternative B would reduce per capita emissions compared to the Base Alternative. It allows the highest residential densities (up to 80-100 units/acre in some areas), dispersed mixed-use activity centers throughout the city that reduce travel distances, and strong emphasis on housing near transit and employment centers. By creating multiple vibrant neighborhood destinations and maximizing housing capacity near jobs and transit, Alternative B would reduce emissions from transportation and support more sustainable, lower-carbon lifestyles.

FIGURE 25. RELATIVE GHG PER CAPITA



Alternative A is expected to result in the lowest per capita greenhouse gas emissions because it has the lowest trip generation rate, as described earlier.



Climate Action & Adaptation Plan

Visit the city's website for more information about the city's adopted Climate Action & Adaptation Plan:

<https://www.cityofranchocordova.org/residents/community-topics/climate-action-plan>



APPENDIX

- Development Capacity Methodology
- Trip Generation Analysis Memo
- Fiscal Analysis Memo

Development Capacity Methodology

This section describes the methodology used to estimate the total housing and non-residential capacity for each alternative. As used in this report, development capacity is an estimate of the total housing units and non-residential building square footage derived from a set of development assumptions and calculations – it does not represent the maximum density or intensity. It reflects a theoretical buildout of all vacant and underutilized parcels within city limits. Full realization of this capacity by the General Plan horizon year of 2050 is unlikely; rather it represents the theoretical buildout of the entire city at target densities and intensities.

Step 1: Identify Vacant Parcels

Parcel data from the Sacramento County Assessor was used to identify vacant parcels outside Specific Plan areas. Parcels assigned a tax use code of "Vacant" were identified using GIS data from the Assessor and then visually verified against aerial photography to confirm actual vacancy. Once verified, the attributes of the vacant land GIS data were exported to an Excel spreadsheet for use in the capacity analysis.

Step 2: Identify Underutilized Parcels

In addition to vacant parcels, the analysis examined the redevelopment potential of underutilized parcels — those with existing development that could support more intensive uses based on what is permitted under the General Plan.

Step 3: Apply Development Assumptions

Tables A-1 through A-3 present the assumptions used to calculate development capacity for each alternative, including target residential densities, target floor area ratios (FARs) for non-residential uses, and the percentage distribution of uses within each land use designation. These assumptions were applied to the acreage of vacant and underutilized parcels within the city, excluding Specific Plan areas.

Step 4: Apply Redevelopment Factors to Underutilized Sites

Development capacity for both vacant and nonvacant parcels is calculated on an acreage basis. Vacant parcels were assigned a development potential of 100 percent, meaning the entire parcel was assumed to develop. For underutilized parcels, development potential was determined based on market trends and site conditions, and ranged from 10 to 100 percent. Where 100 percent development potential was assumed, existing structures were presumed to be demolished and replaced, and the square footage of existing buildings was subtracted from total capacity to determine net new capacity. Where a lower redevelopment factor was applied (e.g., 50 percent), existing uses were assumed to remain, with new development occurring on undeveloped portions of the parcel or in place of surface parking.

Step 5: Estimate Remaining Capacity in Specific Plan Areas

Remaining capacity within Specific Plan areas was calculated by comparing approved development with the amount that has received building permits. For residential uses, this involved subtracting permitted units from approved units. For non-residential development, not all Specific Plans quantified square footage — some identified only acreage by land use designation. In those cases, non-residential square footage was estimated by analyzing the FAR of developed commercial or industrial parcels and applying that FAR to remaining undeveloped lands. The capacity in specific plans is the same for all alternatives.

Step 6: Add Capacity in Pipeline Projects

Some parcels have development projects that have already been entitled by the city. The capacity on these parcels was added to the development capacity for each alternative.

TABLE A-1: LAND USE DEVELOPMENT ASSUMPTIONS - BASE ALTERNATIVE

General Plan Designation		Allowed Density/Intensity Range				Target Development Assumptions				Target Distribution of Uses					
		Minimum Density (Units/Acre)	Maximum Density (Units/Acre)	Minimum FAR	Maximum FAR	Assumed Percent FAR	Assumed Percent Density	Assumed FAR	Assumed Density	Percent Single Family	Percent Multifamily	Percent Commercial	Percent Office	Percent Industrial	Percent Other/Public
ER	Estate Residential	0.5	2	N/A	N/A	-	75%	-	1.5	100%	0%	0%	0%	0%	0%
LDR	Low Density Residential	2.1	6	N/A	N/A	-	80%	-	4.8	100%	0%	0%	0%	0%	0%
MDR	Medium Density Residential	6.1	18	N/A	N/A	-	50%	-	9.0	80%	20%	0%	0%	0%	0%
HDR	High Density Residential	18.1	40	N/A	N/A	-	80%	-	32.0	0%	100%	0%	0%	0%	0%
RMU	Residential Mixed Use	6.1	40	0.0	1.5	67%	50%	1.00	20.0	15%	80%	5%	0%	0%	0%
CMU	Commercial Mixed Use	2.1	18	0.25	1.5	25%	90%	0.38	16.2	10%	25%	60%	5%	0%	0%
OMU	Office Mixed Use	2.1	18	0.25	1.5	35%	80%	0.53	14.4	5%	20%	5%	45%	25%	0%
VC	Village Center Mixed Use	6.1	18	0.25	1.0	40%	70%	0.40	12.6	0%	25%	60%	15%	0%	0%
LTC	Local Town Center	6.1	18	0.3	1.5	30%	90%	0.45	16.2	0%	25%	60%	15%	0%	0%
LI	Light Industrial	-	-	-	1.0	40%	-	0.40	-	0%	0%	0%	10%	90%	0%
HI	Heavy Industry	-	-	-	0.6	50%	-	0.30	-	0%	0%	0%	0%	100%	0%
TOD Overlay	Office Mixed Use - TOD	18	80	0.5	2.5	35%	70%	0.88	56.0	0%	40%	5%	35%	25%	0%
	Commercial Mixed Use - TOD	18	80	0.5	2.5	25%	70%	0.63	56.0	0%	35%	60%	5%	0%	0%
	High Density Residential - TOD	18	80	-	-	-	70%	-	56.0	0%	100%	0%	0%	0%	0%
Convention Overlay	High Density Residential - Conv.	18	80	0.5	2.5	67%	70%	1.67	56.0	0%	100%	0%	0%	0%	0%
	Commercial Mixed Use - Conv.	10	40	0.25	3.0	30%	80%	0.90	32.0	0%	28%	50%	4%	0%	18%
	Light Industrial - Conv.	10	40	0.25	3.0	30%	80%	0.90	32.0	0%	28%	50%	2%	0%	20%
	Office Mixed Use - Conv.	10	40	0.25	3.0	40%	80%	1.20	32.0	5%	40%	40%	2%	0%	18%
Downtown Planning Area	Commercial Mixed Use - DPA	10	40	0.4	3.0	25%	80%	0.75	32.0	0%	48%	50%	2%	0%	0%
	Office Mixed Use - DPA	10	18	0.3	2.5	25%	80%	0.63	14.4	5%	50%	10%	40%	0%	0%

TABLE A-2: LAND USE DEVELOPMENT ASSUMPTIONS – ALTERNATIVE A

General Plan Designation		Allowed Density/Intensity Range				Target Development Assumptions				Target Distribution of Uses					
		Minimum Density (Units/Acre)	Maximum Density (Units/Acre)	Minimum FAR	Maximum FAR	Assumed Percent FAR	Assumed Percent Density	Assumed FAR	Assumed Density	Percent Single Family	Percent Multifamily	Percent Commercial	Percent Office	Percent Industrial	Percent Other/Public
ER	Estate Residential	0.5	2.0	N/A	N/A		75%		1.5	100%	0%	0%	0%	0%	0%
LDR	Low Density Residential	2.1	6.0	N/A	N/A		80%		4.8	100%	0%	0%	0%	0%	0%
MDR	Medium Density Residential	6.1	20	N/A	N/A		50%		10	80%	20%	0%	0%	0%	0%
HDR	High Density Residential	20	40	N/A	N/A		80%		32	0%	100%	0%	0%	0%	0%
RMU	Residential Mixed-Use	6.1	40	0.0	1.5	67%	50%	1.00	20	15%	80%	5%	0%	0%	0%
TCMU	Transit Corridor Mixed-Use	10	40	.25	2.5	40%	80%	1	32	10%	70%	18%	2%	0%	0%
CMU	Commercial Mixed-Use	10	30	0.25	1.5	25%	80%	0.375	24	5%	35%	55%	5%	0%	0%
IMU	Innovation Mixed-Use	20	40	0.25	3.0	20%	80%	0.6	32	0%	35%	5%	35%	25%	0%
CC	City Center	30	100	0.5	5.0	30%	70%	1.2	70	0%	50%	40%	10%	0%	0%
CAC	Community Activity Center	6.1	18	0.3	1.5	30%	75%	0.45	22.5	0%	25%	60%	15%	0%	0%
LI	Light Industrial	N/A	N/A	N/A	1.0	40%		0.4		0%	0%	0%	10%	90%	0%
HI	Heavy Industry	N/A	N/A	N/A	0.6	50%		0.3		0%	0%	0%	0%	100%	0%
TOD Overlay	High Density Residential - TOD	20	80	0.5	3.0		70%	0	56	0%	100%	0%	0%	0%	0%
	Innovation Mixed-Use - TOD	20	80	0.5	3.0	25%	70%	0.75	56	0%	40%	5%	30%	25%	0%
	Commercial Mixed-Use - TOD	20	80	0.5	3.0	25%	70%	0.75	56	0%	35%	60%	5%	0%	0%
	Transit Corridor Mixed-Use - TOD	20	80	0.5	3.0	40%	70%	1.2	56	0%	80%	18%	2%	0%	0%

TABLE A-2: LAND USE DEVELOPMENT ASSUMPTIONS – ALTERNATIVE B

General Plan Designation		Allowed Density/Intensity Range				Target Development Assumptions				Target Distribution of Uses					
		Minimum Density (Units/Acre)	Maximum Density (Units/Acre)	Minimum FAR	Maximum FAR	Assumed Percent FAR	Assumed Percent Density	Assumed FAR	Assumed Density	Percent Single Family	Percent Multifamily	Percent Commercial	Percent Office	Percent Industrial	Percent Other/Public
ER	Estate Residential	0.5	2.0	N/A	N/A		75%		1.5	100%	0%	0%	0%	0%	0%
LDR	Low Density Residential	2.1	6.0	N/A	N/A		80%		4.8	100%	0%	0%	0%	0%	0%
MDR	Medium Density Residential	6.1	20	N/A	N/A		50%		10	80%	20%	0%	0%	0%	0%
HDR	High Density Residential	20	40.0	N/A	N/A		80%		32	0%	100%	0%	0%	0%	0%
RMU	Residential Mixed-Use	6.1	40.0	0.0	1.5	67%	50%	1.00	20.00	15%	80%	5%	0%	0%	0%
TCMU	Transit Corridor Mixed-Use	20	60	0.5	2.5	40%	80%	1	48	0%	80%	18%	2%	0%	0%
CMU	Commercial Mixed-Use	10	30	0.25	1.5	25%	80%	0.375	24	5%	35%	55%	5%	0%	0%
GC	General Commercial	N/A	N/A	0.25	1.0	40%		0.4		0%	0%	90%	10%	0%	0%
IMU	Innovation Mixed-Use	20	80	0.25	3.0	20%	80%	0.6	32	0%	40%	5%	40%	15%	0%
AI	Advanced Industrial	N/A	N/A	0.25	3.0	20%		0.6		0%	0%	0%	30%	70%	0%
VC	Village Center	18	30	0.3	1.0	40%	70%	0.4	12.6	0%	25%	60%	15%	0%	0%
CAC	Community Activity Center	18	40	0.3	1.5	30%	75%	0.45	22.5	0%	70%	25%	5%	0%	0%
EMUD	Entertainment Mixed-Use District	20	80	0.35	4.0	30%	70%	1.5	56	0%	40%	40%	0%	0%	20%
LI	Light Industrial	N/A	N/A	N/A	1.0	40%		0.4		0%	0%	0%	10%	90%	0%
HI	Heavy Industry	N/A	N/A	N/A	0.6	50%		0.3		0%	0%	0%	0%	100%	0%
TOD Overlay	Commercial Mixed-Use - TOD	20	100	0.5	3	25%	70%	0.75	56	0%	35%	60%	5%	0%	0%
	Advanced Industrial - TOD	20	100	0.5	3	20%	70%	0.6	56	0%	0%	0%	30%	70%	0%
	Innovation Mixed-Use - TOD	20	100	0.5	3	25%	70%	0.75	56	0%	40%	5%	30%	25%	0%
	High Density Residential - TOD	20	100	0.5	3		70%	0	56	0%	100%	0%	0%	0%	0%
	Transit Corridor Mixed-Use - TOD	20	100	0.5	3	40%	70%	1.2	56	0%	80%	18%	2%	0%	0%

Memo

Date: February 20, 2026

To: City of Rancho Cordova

From: Yoyo Zeng, Yihao Zhang, and Ron Milam, Fehr & Peers

Subject: Rancho Cordova General Plan Update Land Use Alternative Evaluation – Mobility

Introduction

This memorandum documents the comparison of trip generation characteristics among three land use alternatives developed for the updated Rancho Cordova General Plan. Trip generation forecasts were prepared for each neighborhood using the MXD+ tool, based on the proposed growth by land use type for each alternative.

The memorandum is organized into the following sections:

Methodology: This section provides a brief overview of the MXD+ tool, including the key inputs and variables used to estimate trip generation.

Citywide Comparison: This section compares total land use growth and associated trip generation at a citywide scale to evaluate how variations in the magnitude and distribution of growth influence overall trips.

Trip Generation by Neighborhoods: This section compares trip generation and trip rates across neighborhoods for the three land use alternatives. It also discusses how the balance of land use growth within each neighborhood affects internal trip reductions as well as reductions in external walk, bike, and transit trips.

Methodology

MXD+ (Mixed-Use Development Plus), a trip generation forecasting tool developed by Fehr & Peers, is used to forecast and compare the trip generation of the three alternatives proposed for the Rancho Cordova General Plan update. These alternatives include the Base Alternative, which reflects growth consistent with the current General Plan, and two proposed alternatives, Alternative A and Alternative B, that differ in their focus and spatial distribution of future land use growth.

The tool is applied to selected neighborhoods within the City of Rancho Cordova to forecast the trips produced and attracted by the proposed land use growth in each alternative. City-wide trip generation is calculated by summing the neighborhood level results of each alternative. It is important to note that the citywide totals represent only land use growth that varies among the three alternatives and does not include certain Specific Plan land uses that remain consistent across all

alternatives. Additionally, the trip generation analysis reflects the full development capacity of vacant and underutilized sites under each land use alternative and does not represent a forecast of development expected to occur by 2050. A more detailed introduction of the MXD+ tool and the inputs used is provided in the following subsections.

About MXD+

The MXD+ model is an advanced tool developed by Fehr & Peers for forecasting trip generation for mixed-use developments. MXD+ improves upon traditional methods by integrating research from the U.S. Environmental Protection Agency (EPA) and the Institute of Transportation Engineers (ITE).

Unlike standard models that often overstate vehicle trips by ignoring the effects of land use context, MXD+ adjusts vehicle trip forecasts to account for internal capture of trips due to the seven D's: density, diversity, design, distance to transit, destination accessibility, development scale, and demographics. MXD+ enables analysts to forecast vehicle trips¹ and the proportion of trips expected to be made by walking, biking, and transit, resulting in a more accurate reflection of travel behavior in mixed-use environments.

MXD+ Input and Model Structure

In general, the MXD+ model uses two types of input data to forecast trip generation: land use amounts and types and site characteristics.

Land use input relies on *ITE Trip Generation Manual* land use categories of the project, which is used to forecast 'raw' vehicle trip generation without considering the effect of the built-environment and mixed-use development.

Site characteristics describe the context of the analysis area, including inputs for the project site and inputs for the surrounding area as listed below.

- Project Characteristics Considered
 - o Density of Development
 - o Diversity of Uses: Jobs/Housing
 - o Diversity of Uses: Housing/Retail
 - o Diversity of Uses: Jobs/Services
 - o Diversity of Uses: Entertainment, Hotel
 - o Design: Connectivity, Walkability
 - o Design: Separation Among Uses
 - o Destination Accessibility by Transit
 - o Destination Accessibility by Walk/Bike
 - o Distance from Transit Stop
 - o Development Scale
 - o Distance from Transit Stop
 - o Development Scale
 - o Demographic Profile
- Surrounding Area Characteristics
 - o Average Residents per Dwelling Unit

¹ The current MXD model estimates trip generation based on *ITE Trip Generation Manual*, 11th Edition.

- o Average Autos Owned per Dwelling Unit
- o Nearby (1/4 mi) Bus Stops and Rail Stations
- o Jobs Within 1 Mile of Site
- o Jobs Within 30-Minute Transit Trip
- o Regional Employment
- o Located in Central Business District (CBD) or Transit-Oriented Development (TOD)
- o Site Development by Classification
- o Vehicle Occupancy Estimate
- o Mode Split Estimate

The inputs above were obtained from the alternatives data provided by Ascent, the U.S. Census, and the Sacramento Area Council of Governments (SACOG) regional travel demand model (SACSIM).

The MXD+ model consists of the following four steps to adjust the ITE raw daily vehicle trips.

1. Compute daily vehicle trips using the equations from the ITE Trip Generation Manual (these are referred to as “Raw ITE Trips”). These forecasts do not assume any internalization, and only minimal trips made by walking and/or transit modes.
2. Compute the probability of a trip staying internal to the MXD.
3. Compute the probability an external trip will be made by walking.
4. Compute the probability an external trip will be made by transit.

Mathematically, if we call the probabilities generated in steps 2–4 above P_{internal} , P_{walk} , and P_{transit} , respectively, the desired result of number of external vehicle trips is given by:

$$\text{Raw ITE Trips} * (1 - P_{\text{internal}}) * (1 - P_{\text{walk}} - P_{\text{transit}}).$$

For more information about the MXD+ model and its development, refer to *Getting Trip Generation Right, Eliminating the Bias Against Mixed Use Development*, American Planning Association, May 2013².

Implementation

The analysis begins with a suitability check to determine whether each neighborhood within the City is appropriate for evaluation using the MXD+ model. This involves comparing the proposed land use growth information of each neighborhood against a reference database of more than 250 mixed-use sites to assess statistical similarity and ensure reasonable results. Also, since this analysis aims to compare land use growth between different alternatives, neighborhoods with no change between alternatives, such as Rio Del Oro and Westborough, are excluded from this assessment.

ITE Land Use Conversion

Because MXD+ relies on land use categories consistent with those defined in the ITE Trip Generation Manual, the General Plan Land Use (GPLU) designations for each alternative are first translated into corresponding ITE land use categories to develop the land use inputs for the MXD+ analysis. This conversion is based on the detailed descriptions and presumed mix of uses associated with each GPLU designation. Depending on the composition of uses within a given GPLU category, one or more ITE land use categories are assigned to represent the land use mix under each alternative.

² <https://planning-org-uploaded-media.s3.amazonaws.com/document/PAS-MEMO-2013-05-06.pdf>

Once the GPLU designations are converted to the appropriate ITE land use categories, the quantities of each ITE land use type are aggregated at the neighborhood level for each of the three alternatives. This process results in a consistent set of land use inputs by neighborhood and by alternative that can be directly used in the MXD+ analysis.

For example, a proposed GPLU designation of Medium Density Residential is converted into a distribution between Single-Family Attached (ITE Code 215) and Multifamily Housing Low-Rise (ITE Code 220) based on the detailed GPLU designation within each alternative. For GPLU designations that include commercial uses, Shopping Plaza (40–150 KSF) (ITE Code 821) and Strip Retail Plaza (<40 KSF) (ITE Code 822) were used under the Retail land use group to provide a broadly representative proxy for general retail and service uses. Similar conversion and aggregation procedures are performed for all GPLU designations to translate them into the corresponding ITE land use categories³. The detailed crosswalk between GPLU designations and ITE land use categories is provided in Appendix A.

Site Characteristic Calibration

Site characteristics are derived from the MXD+ model's built-in database, with input values selected to best represent existing conditions within each neighborhood and relative differences among them. The database contains existing estimates of the MXD+ input variables listed above from available sources including the U.S. Census and the SACOG SACSIM model. For some inputs like "intersection density", an exact intersection density for proposed land use development in each neighborhood is unknown at this time due to the lack of detailed street and intersection design information. Therefore, this input is calibrated through relative comparisons among neighborhoods based on their existing conditions and anticipated growth patterns (e.g., higher density neighborhoods have greater intersection densities). This approach ensures internal consistency and reasonable alignment of site characteristic input variables across the analysis.

Trip Generation and Population/Employment Estimation

The resulting ITE land use allocations are input into the MXD+ model to calculate vehicle trip generation forecasts on average weekdays based on ITE rates. Site characteristic inputs further inform the calculation of internal capture and external trips by alternative modes such as walking, biking, and transit.

In addition to trip generation outputs from MXD+, population and employment are estimated for each neighborhood under all three alternatives to provide context for the magnitude of projected trip growth relative to land use growth. Residential population increases are estimated using the average household size of the census tracts corresponding to each subarea with a variation between single-family and multi-family households⁴. Employment is estimated by applying uniform rates across the applicable land use categories as described below:

- Office: **3 employees** per 1,000 square feet (KSF)
- Retail: **2 employees** per KSF

³ Negative land use growth is observed in some neighborhoods where existing development in certain land use categories is assumed to be demolished and redeveloped into different land use types. These negative values are set to zero in the analysis, as the removed land uses would no longer generate or attract trips, and the analysis focuses solely on net new land use growth.

⁴ Data obtained from American Census Survey (ACS), 2023 Five-Year Estimates of Table B25024 and B25033.

- Industrial: **1 employee** per KSF

Citywide Comparison

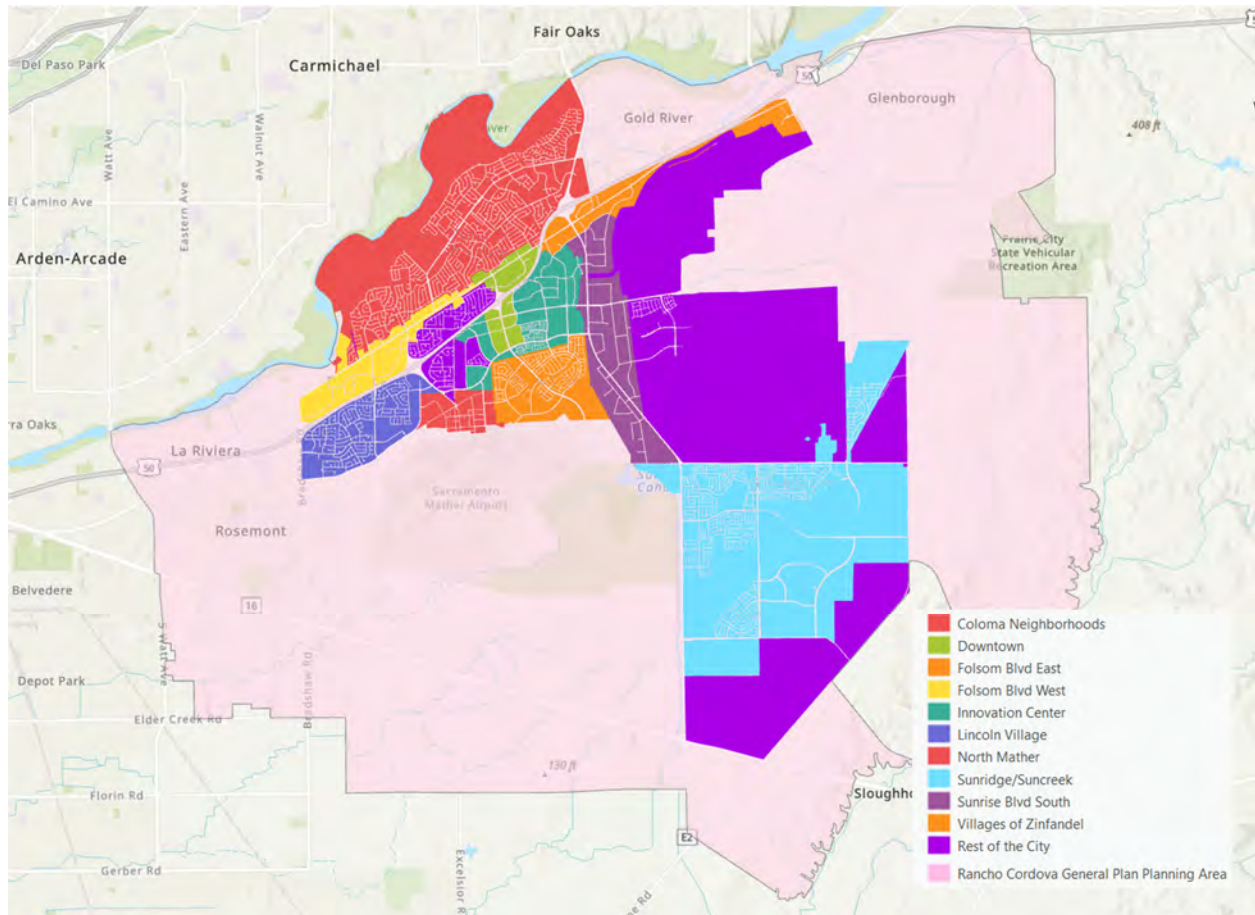
This section compares the three alternatives of the proposed development in citywide level as listed below:

1. Base Alternative
2. Alternative A
3. Alternative B

Study Area – Neighborhoods

As discussed in the previous sections, MXD+ is applied to each neighborhood where growth is expected to differ under the three land use alternatives. This resulted in a total of ten neighborhoods included for this analysis, which are shown in **Figure 1** below. The neighborhood-level results are then aggregated to develop citywide trip generation estimates for comparative purposes. These neighborhoods were identified in the early stages of the General Plan Update process through analysis of vacant and underutilized sites, as they reflect the most significant differences among the alternatives. Other areas were excluded because they are either largely built out (e.g., White Rock) or governed by entitled Specific Plans (e.g., Rio Del Oro, Westborough).

Figure 1. Study Area – Neighborhoods



Land Use Comparison

The three alternatives proposed different land use growth in the City, each with a different growth focus and distribution. In mixed-use development, production land uses, such as single-family and multifamily residential, primarily contribute to housing supply and influence population distribution, which contributes to generating trip origins. On the other hand, attraction land uses such as retail, industrial, and office serve as employment centers and economic drivers.

The combination and spatial distribution of these uses strongly affect travel patterns: a higher concentration of residential near employment centers can reduce commute distances and encourage walking and bicycling or transit trips, whereas dispersed housing paired with centralized employment centers require more driving and tend to generate higher vehicle trips. Similarly, integrating retail and office uses within residential areas promotes internal capture of trips and reduces external travel demand, while segregated land uses lead to longer distance trips that required the use of private automobiles. These dynamics are critical for evaluating transportation system performance and sustainability under each growth scenario.

The land use comparison of the three alternatives is shown below in **Table 1**, together with the corresponding population and employment estimation derived from the proposed land use.

Table 1. Comparison of Land Use and Population/Employment Estimation for Affected Neighborhoods Under Each Alternative

Land Use	Unit	Base Alternative	Alternative A	Alternative B
Single Family	DU	539	308	252
Multi Family	DU	3,856	6,382	7,036
Retail	KSF	2,110	1,378	2,000
Office	KSF	3,046	2,307	2,708
Industrial	KSF	3,527	3,681	4,627
<i>Population and Employment Estimation</i>				
Population	Person	9,900	15,080	16,020
Employment	Person	16,880	13,360	16,750

Note: The highest value among the three alternatives is shown in **bold**.

Source: MXD+, Fehr and Peers, 12/2025; ACS 2023 5-year Estimates

Based on Table 1, the Base Alternative is projected to deliver the highest number of single-family dwelling units (539 DUs), compared to Alternative A (308 DUs) and Alternative B (252 DUs). In contrast, Alternative B is expected to provide the greatest number of multi-family dwelling units (7,036 DUs), followed by Alternative A (6,382 DUs) and the Base Alternative (3,856 DUs).

For non-residential development, the Base Alternative leads in retail (2,110 KSF) and office space (3,046 KSF), followed Alternative B (2,000 KSF retail and 2,708 KSF office). Alternative A provides the least retail (1,378 KSF) and office space (2,307 KSF). Industrial development shows a different pattern: Alternative B ranks first (4,627 KSF), followed by Alternative A (3,681 KSF) and the Base Alternative (3,527 KSF). Note that the amount of retail in all of the alternatives exceeds the amount expected to solely serve the new residential units. Each new residential unit historically generates retail activity that equates to about 75–100 square feet of new retail land use. This ratio has been declining over time especially since the great recession in 2008–09. Using the historic ratio, this means that for the retail space to be realized, it would require importing shoppers and visitors from outside the affected neighborhoods and the city itself. Inclusion of higher retail growth allocations in a general plan is common as it does create more choices for where to locate retail space as future market preferences on location are difficult to predict.

Overall, Alternatives A and B feature greater multifamily residential growth relative to single-family development and a more balanced increase in total population and employment, with Alternative B accommodating the highest overall growth. In contrast, the Base Alternative emphasizes higher single-family residential growth and comparatively lower multifamily development, alongside a stronger focus on non-residential land uses, reinforcing Rancho Cordova’s role as a regional employment center.

Trip Generation Comparison

The MXD+ trip generation forecasts of the proposed land use development summarized in Table 1 are presented in **Table 2** below. Table 2 reports the results in terms of average weekday daily vehicle trip generation, trip reduction, and trip rates.

Table 2. MXD+ Vehicle Trip Generation Comparison by Alternatives

Trips ¹	Base Alternative	Alternative A	Alternative B
<i>Trip Generation</i>			
Total Residential Trips ²	21,890	29,640	31,670
Total Non-Residential Trips ³	197,580	143,740	201,920
Total Trips	219,460	173,380	233,590
<i>Trip Reduction</i>			
Internal Capture ⁴	-22,230 (10.1%)	-20,950 (12.1%)	-22,580 (9.7%)

Trips ¹	Base Alternative	Alternative A	Alternative B
External Walk, Bike, and Transit ⁵	-9,790 (4.5%)	-8,040 (4.6%)	-11,960 (5.1%)
<i>Net New Trips⁶</i>	<i>187,450</i>	<i>144,390</i>	<i>199,050</i>
<i>Trip Rate</i>			
Total Residential Trips / Population	2.2	2.0	2.0
Total Non-Residential Trips / Employment	11.7	10.8	12.1
Net New Trips/ Service Population	7.0	5.1	6.1

Note:

1. All trips are rounded to the nearest 10.
2. Total residential trips include trips generated from Single-Family Detached (ITE Code 210) and Single-Family Attached (ITE Code 215); Multi-Family Low-Rise (ITE Code 220), Multi-Family Mid-Rise (ITE Code 221), and Multi-Family High-Rise (ITE Code 222).
3. Total non-residential trips include trips generated from Shopping Plaza (40-150ksf) (ITE Code 821) and Strip Retail Plaza (<40 ksf) (ITE Code 822); General Office Building (ITE Code 710) and Government Office Building (ITE Code 730); General Light Industrial (ITE Code 110) and Manufacturing (ITE Code 140).
4. Internal capture represents the total number of trips made internally within each neighborhood as a result of mixed-use development.
5. External walk, bike, and transit trips represent the estimated number of trips made by non-auto modes due to the surrounding land use and transportation context, such as proximity to transit, intersection density, and overall walkability and bikeability. Values shown in parentheses indicate the percentage of these trips relative to the total trips generated by the proposed land use.
6. Net new trips represent the total number of new vehicle trips generated by the proposed land use after applying the MXD+ adjustments.

Source: MXD+, Fehr and Peers, 12/2025

Table 2 shows that Alternative B results in the highest trip generation at 233,590, and Alternative A produces the lowest total trips at 173,380.

Internal capture is most effective in Alternative A, reducing 12.1% of trips, compared with 10.1% for the Base Alternative and 9.7% for Alternative B. External modes such as walking, biking, and transit provide additional trip reductions, with Alternative B achieving the highest external mode share at 5.1%. The higher internal capture rate under Alternative A indicates a more balanced distribution of residential and non-residential growth, whereas the higher external mode share under Alternative B suggests that growth is concentrated in areas with greater access to non-auto travel options. Alternative A also has the best balance of retail to residential.

Trip rates further illustrate these patterns. The residential trip rate is higher under the Base Alternative (2.2 trips), compared with 2.0 trips under both Alternative A and Alternative B. This difference aligns with the land use inputs shown in Table 1, where higher-density, multi-family development in Alternatives A and B typically generates fewer trips per person than lower density, single-family development. For non-residential uses, trip rates are highest in Alternative B (12.1), followed by the Base Alternative (11.7) and Alternative A (10.8). The higher non-residential trip rate in Alternative B suggests a concentration of land uses with strong trip-attraction characteristics, such as retail or employment centers. In contrast, Alternative A demonstrates lower trip rates for both residential and non-residential uses, indicating a more balanced land use mix that supports internal capture and reduces external travel demand.

Lastly, Table 2 indicates that Alternative A results in the lowest trips per service population (approximately 5 trips per service population), as compared with approximately 6 trips in Alternative B and 7 trips in Base Alternative. This outcome reflects that Alternative A is a well-balanced, mixed-use development pattern that minimizes trip generation relative to both population and employment, supporting reduced external travel demand within each neighborhood in the city.

Trip Generation by Neighborhoods

The following section provides a detailed comparison of trip generation across Rancho Cordova's neighborhoods, focusing on the number of trips generated by residential, retail, office, and industrial land uses under each land use alternative. While the total trips for each neighborhood offer an initial understanding of how growth is distributed among the three alternatives, a more comprehensive assessment of neighborhood mobility also considers trip rates, population and employment forecasts, and the balance between internal and external trips.

The analysis below focuses on a comparative evaluation of overall trip generation patterns across neighborhoods under each alternative.

Residential

The proposed residential development across Rancho Cordova's neighborhoods is expected to generate a substantial number of average weekday daily trips, as summarized in **Table 3**. While residential trips may not represent the largest share of total trip generation relative to other land uses, they play a critical role in shaping local travel patterns and establishing the foundation for neighborhood mobility.

Table 3. MXD+ Residential Vehicle Trip Generation Comparison by Neighborhoods by Alternatives

Neighborhood	Residential Trips			Residential Trips / Person		
	Base	Alt A	Alt B	Base	Alt A	Alt B
Coloma Neighborhood	710	1,190	1,160	2.0	1.8	1.7

Neighborhood	Residential Trips			Residential Trips / Person		
	Base	Alt A	Alt B	Base	Alt A	Alt B
Downtown	4,600	5,250	7,380	1.9	1.7	1.7
Folsom Boulevard East	3,550	3,370	4,490	3.6	3.2	3.3
Folsom Boulevard West	5,120	6,260	7,450	1.9	1.7	1.7
Innovation Center	3,820	4,770	6,770	2.3	2.0	2.0
Lincoln Village	1,120	1,860	1,970	2.6	2.3	2.3
North Mather	950	1,830	1,030	2.7	2.6	2.5
Sunridge / Suncreek	160	240	240	1.3	1.0	1.0
Sunrise Boulevard South	700	1,880	230	1.4	1.1	1.1
Villages of Zinfandel	1,170	3,010	970	3.2	3.2	3.2

Source: MXD+, Fehr and Peers, 12/2025

A comparison of the three land use alternatives shows that Alternative B consistently results in the highest level of residential trip generation, while the Base Alternative produces the lowest. Neighborhoods such as Downtown, Folsom Boulevard East, and Folsom Boulevard West exhibit particularly high residential trip generation, reflecting concentrated multifamily residential growth across all alternatives. Despite differences in total residential trip generation, residential trip rates (defined as residential trips per resident) remain relatively consistent across neighborhoods under the three alternatives. Citywide average residential trip rates are approximately 2.2 trips per person under the Base Alternative and approximately 2.0 trips per person under Alternatives A and B. This consistency indicates that differences in single-family and multifamily housing distributions result in comparable residential trip generation rates overall.

Overall, the average residential trip rate is lower than what is typically observed for predominantly single-family residential development. This is because all three alternatives assume greater growth in multifamily housing relative to single-family housing, with much of the residential growth located in

TOD or mixed-use areas. These contexts provide greater access to nearby destinations and a wider range of active transportation and transit options, which contributes to reduced vehicle trip generation.

Non-Residential

Total non-residential trip generation includes trips generated by retail, office, and industrial land uses. The distribution of these land use types varies substantially across neighborhoods and among the three alternatives as shown in Table 4. Non-Residential Land Use (KSF) by Neighborhoods by Alternatives, resulting in notable differences in both total non-residential trip generation and non-residential trip ratio (defined as total non-residential trips per total employment). Retail land uses generally generate more trips per employee or per thousand square feet than office or industrial uses; therefore, neighborhoods with a higher share of retail growth tend to exhibit higher non-residential trip generation ratio compared with those dominated by office or industrial development.

Table 4. Non-Residential Land Use (KSF) by Neighborhoods by Alternatives

Neighborhood	Retail			Office			Industrial		
	Base	Alt A	Alt B	Base	Alt A	Alt B	Base	Alt A	Alt B
Coloma Neighborhood	54	48	18	55	20	38	13	3	2
Downtown	225	171	0	7	22	37	0	137	82
Folsom Boulevard East	587	254	789	377	240	497	688	688	688
Folsom Boulevard West	210	201	117	237	193	195	93	83	77
Innovation Center	672	322	807	800	317	481	473	431	567
Lincoln Village	69	71	75	190	263	304	201	185	111
North Mather	32	36	16	287	255	250	274	297	451
Sunridge / Suncreek	50	46	46	4	4	4	0	0	0

Neighborhood	Retail			Office			Industrial		
	Base	Alt A	Alt B	Base	Alt A	Alt B	Base	Alt A	Alt B
Sunrise Boulevard South	82	90	49	347	319	259	411	435	778
Villages of Zinfandel	129	138	84	743	676	643	1,374	1,422	1,872

Source: Fehr and Peers, 12/2025

Table 5 below summarizes non-residential total average weekday daily trip generation and trip ratio by land use types. This trip ratio is intended to help understand the overall efficiency of trip generation, calculated as total retail, office, and industrial trips (including work trips, visitor trips, and other trips) divided by total employment. It does not represent an employee trip generation rate.

Table 5. MXD+ Non-Residential Vehicle Trip Generation Comparison by Neighborhoods by Alternatives

Neighborhood	Retail			Office			Industrial			Non-Residential Trips/Employee		
	Base	Alt A	Alt B	Base	Alt A	Alt B	Base	Alt A	Alt B	Base	Alt A	Alt B
Coloma Neighborhood	4,400	4,220	1,460	590	220	410	70	10	10	17.7	28.0	12.4
Downtown	18,210	14,990	0	80	240	400	0	670	400	38.7	29.2	4.1
Folsom Boulevard East	37,020	16,620	65,200	6,930	3,990	10,080	3,350	3,350	3,350	15.8	12.5	20.9
Folsom Boulevard West	13,260	13,110	7,450	2,560	2,090	2,120	450	410	370	13.3	14.7	11.1
Innovation Center	42,410	21,040	51,390	11,710	3,430	5,220	2,310	2,100	2,760	13.4	13.1	16.4

Neighborhood	Retail			Office			Industrial			Non-Residential Trips/Employee		
	Base	Alt A	Alt B	Base	Alt A	Alt B	Base	Alt A	Alt B	Base	Alt A	Alt B
Lincoln Village	4,350	4,660	4,780	2,060	2,850	3,300	980	900	540	8.1	7.5	7.3
North Mather	2,010	2,380	1,000	3,110	2,760	2,710	1,330	1,450	2,200	5.4	5.8	4.8
Sunridge / Suncreek	4,020	4,040	4,040	40	40	40	0	0	0	36.9	39.7	39.7
Sunrise Boulevard South	5,200	5,910	3,120	3,970	3,760	2,800	2,000	2,120	3,790	6.9	7.5	5.9
Villages of Zinfandel	10,420	12,140	6,900	8,050	7,330	6,970	6,690	6,930	9,120	6.5	7.1	5.8

Source: MXD+, Fehr and Peers, 12/2025

As shown in Table 5, non-residential vehicle trip generation ratio vary across alternatives for selected neighborhoods, with the largest differences observed in Downtown, Folsom Boulevard East, and the Innovation Center. Under Alternative B, retail growth is more heavily concentrated in Folsom Boulevard East and the Innovation Center, while no retail growth is assumed in Downtown. Alternative B also includes greater office development in Folsom Boulevard East and the Innovation Center, which further contributes to higher non-residential trip generation due to the relatively high trip-attraction characteristics of office uses.

Industrial land use growth is more evenly distributed across the three alternatives within each neighborhood. One notable exception is Downtown, where no industrial growth is assumed under the Base Alternative, compared with a moderate level of industrial development under Alternatives A and B.

Total Trip Generation Comparison

For each neighborhood, after the forecast of total vehicle trip generation, an internal capture and external walk, bike, and transit trip reduction is applied to predict the net new trips generated by the mixed land uses.

Overall, as shown below in **Table 6**, the internal capture reduction rate is higher than the external walk, bike, and transit reduction rate. This indicates that most neighborhoods in Rancho Cordova are

generally more self-contained, with a greater proportion of trips remaining within the neighborhood rather than connecting to other areas by active transportation or transit modes.

The exception is Folsom Boulevard East, which stands out for its higher external walk, bike, and transit reduction rate—averaging 6.4% across the three alternatives—compared to an average internal capture reduction rate of 4.8%. This suggests that Folsom Boulevard East functions more as a trip origin or destination for people traveling to and from other neighborhoods, benefiting from strong connectivity by active modes. However, this pattern also highlights an opportunity to further improve the land use mix in Folsom Boulevard East to enhance internalization and support more local trips.

Table 6. Comparison of Internal and External Vehicle Trip Reduction Rate

Neighborhood	Internal Capture Reduction Rate			External Walk, Bike, and Transit Reduction Rate		
	Base	Alt A	Alt B	Base	Alt A	Alt B
Coloma Neighborhood	-26.0%	-33.7%	-32.4%	-2.0%	-2.0%	-2.0%
Downtown	-10.7%	-10.8%	-8.1%	-5.9%	-6.3%	-6.1%
Folsom Boulevard East	-4.6%	-5.0%	-4.8%	-6.3%	-6.4%	-6.6%
Folsom Boulevard West	-14.6%	-15.4%	-15.8%	-2.2%	-4.5%	-4.7%
Innovation Center	-10.6%	-11.8%	-12.1%	-4.4%	-4.5%	-4.8%
Lincoln Village	-15.2%	-16.3%	-16.5%	-3.2%	-3.4%	-3.4%
North Mather	-3.8%	-4.6%	-4.0%	-4.4%	-4.8%	-4.5%
Sunridge / Suncreek	-9.4%	-11.4%	-11.4%	-2.1%	-2.2%	-2.2%
Sunrise Boulevard South	-8.4%	-9.9%	-6.8%	-3.1%	-3.5%	-2.9%

Neighborhood	Internal Capture Reduction Rate			External Walk, Bike, and Transit Reduction Rate		
	Base	Alt A	Alt B	Base	Alt A	Alt B
Villages of Zinfandel	-13.2%	-15.0%	-12.4%	-3.5%	-3.8%	-3.6%
Citywide Total	-10.1%	-12.1%	-9.7%	-4.5%	-4.6%	-5.1%

Source: MXD+, Fehr and Peers, 12/2025

Production / Attraction Ratio

A key consideration in evaluating the land use alternatives for Rancho Cordova is the city's longstanding job–housing imbalance, where only about 9% of the workforce both live and work within the city, while 91% of workers commute into the city and 85% of residents are employed elsewhere.

One way to evaluate the alternatives on this basis is to compare the ratio of trip productions (trips generated by residential uses) to trip attractions (trips generated by non-residential uses). The production/attraction (PA) ratio provides a valuable insight for assessing how well each alternative addresses this imbalance, as shown in **Table 7**.

Table 7. Comparison of PA Ratio

Citywide Total	Base Alternative	Alternative A	Alternative B
<i>Citywide Total</i>	<i>0.11</i>	<i>0.21</i>	<i>0.16</i>

Source: MXD, Fehr and Peers, 12/2025

As shown in Table 7, Alternative A achieves the highest citywide PA ratio at 0.21, compared with 0.11 under the Base Alternative and 0.16 under Alternative B. A higher PA ratio reflects a more balanced relationship between residential production and non-residential trip attraction, supporting the goal of reducing outbound commuting and fostering a more self-sufficient community

Conclusions

Based on the discussions above, the three alternative exhibit distinct land use and travel characteristics. However, the overall internal capture rate ranges from approximately 10–12%, and external walk, bike, and transit reductions are approximately 5% across all alternatives. These modest reductions indicate that a substantial number of new vehicle trips would still be generated under each alternative, resulting in overall growth in vehicle travel in the area.

Base Alternative places greater emphasis on non-residential growth with comparatively less residential development. As a result, it is likely to perpetuate a job–housing imbalance similar to existing conditions in Rancho Cordova. This alternative also exhibits a more moderate level of mixed-use development within neighborhoods and generally lower reductions in external non-auto trips.

Alternative A results in the lowest net new trips citywide (144,390), compared with the Base Alternative (187,450) and Alternative B (199,050). This lower trip generation is primarily attributable to the overall scale of land use growth—characterized by residential growth comparable to Alternative B but substantially lower non-residential growth than the other two alternatives. In addition, Alternative A demonstrates the highest rates of internalization (12.1%) and relatively strong reductions in external trip making by walking, biking, and transit (4.6%), as shown in Table 2. These outcomes reflect a more balanced mixed-use development pattern and improved access to local destinations.

Alternative B accommodates the greatest overall growth among the three alternatives for both residential and non-residential land uses, with a different spatial distribution of growth relative to the other scenarios. This pattern results in a moderated job–housing balance that represents an improvement over existing conditions. While mixed-use development is incorporated across neighborhoods, Alternative B exhibits slightly lower internal capture rates than the other alternatives; however, it achieves the highest potential for external non-auto trip reductions due to the placement of growth in areas with better access to walking, bicycling, and transit facilities.

It is important to note that this analysis focuses on trip generation comparisons among the three alternatives. While MXD+ accounts for mixed-use development and site context in estimating internal capture and non-auto trip reductions, the analysis does not include a full evaluation of trip distribution patterns or the resulting operational effects on the city’s roadway network.

Appendix A: ITE Land Use Conversion by Neighborhoods by Alternatives

Table A-1: Base Alternative ITE Land Use Conversion

General Plan Designation		General Plan Land Use						ITE Land Use types & Code										
		Total SF (DU)	Total MF (DU)	Total Comm (SF)	Total Office (SF)	Total Ind (SF)	Total Other / Public (SF)	Single Family (DU)		Multi Family (DU)			Retail (SF)		Office (SF)	Industrial (SF)		Government Office (SF)
								210	215	220	221	222	821	822	710	110	140	730
ER	Estate Residential	1	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-
LDR	Low Density Residential	20	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-
MDR	Medium Density Residential	31	8	-	-	-	-	-	31	8	-	-	-	-	-	-	-	-
HDR	High Density Residential	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RMU	Residential Mixed Use	21	109	14,883	-	-	-	-	21	-	109	-	-	14,883	-	-	-	-
CMU	Commercial Mixed Use	38	96	232,637	19,386	-	-	-	38	96	-	-	232,637	-	19,386	-	-	-
OMU	Office Mixed Use	163	653	259,338	2,334,046	1,296,692	-	-	163	653	-	-	-	259,338	2,334,046	1,296,692	-	-
VC	Village Center Mixed Use	-	36	119,882	29,970	-	-	-	-	36	-	-	-	119,882	29,970	-	-	-
LTC	Local Town Center	-	4	11,692	2,923	-	-	-	-	4	-	-	11,692	-	2,923	-	-	-
LI	Light Industrial	-	-	-	243,555	2,191,993	-	-	-	-	-	-	-	-	243,555	2,191,993	-	-
HI	Heavy Industry	-	-	-	-	12,317	-	-	-	-	-	-	-	-	-	-	12,317	-
P/QP	Public/Quasi-Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P/OS	Parks and Open Space	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NR	Natural Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOD	Office Mixed Use - TOD	-	250	21,275	148,928	106,377	-	-	-	-	-	250	-	21,275	148,928	106,377	-	-
	Commercial Mixed Use - TOD	-	366	304,953	25,413	-	-	-	-	-	-	366	304,953	-	25,413	-	-	-
	High Density Residential - TOD	-	463	-	-	-	-	-	-	-	-	463	-	-	-	-	-	-
CON V	High Density Residential - Conv.	-	318	-	-	-	-	-	-	-	-	318	-	-	-	-	-	-
	Commercial Mixed Use - Conv.	-	138	301,541	24,123	-	108,555	-	-	-	138	-	301,541	-	24,123	-	-	108,555
	Light Industrial - Conv.	-	27	59,033	2,361	-	23,613	-	-	-	27	-	59,033	-	2,361	-	-	23,613
	Office Mixed Use - Conv.	66	531	867,599	43,380	-	390,420	-	-	-	598	-	867,599	-	43,380	-	-	390,420
DPA	Commercial Mixed Use - DPA	-	422	448,394	17,936	-	-	-	-	-	422	-	-	448,394	17,936	-	-	-
	Office Mixed Use - DPA	12	125	47,221	188,883	-	-	-	-	137	-	-	-	47,221	188,883	-	-	-
Total		353	3,545	2,688,449	3,080,905	3,607,380	522,588	21	253	935	1,293	1,396	1,777,455	910,993	3,080,905	3,595,063	12,317	522,588
ITE Land Use Distribution in Base Alternative								7.8%	92.2%	25.8%	35.7%	38.5%	66.1%	33.9%	100.0%	99.7%	0.3%	100.0%

Table A-2: Base Alternative ITE Land Use Conversion by Neighborhood

Base Alternative General Plan Land Use							ITE Land Use – MXD+ Inputs										
							SF (DU)		MF (DU)			Retail (KSF)		Office (KSF)	Industrial (KSF)		Government Office (KSF)**
							210	215	220	221	222	821	822	710	110	140	730
Focus Area	Single Family (units)	Multifamily (units)	Commercial (sq. ft.)	Office (sq. ft.)	Industrial (sq. ft.)	Other/Public (sq. ft.)	210	215	220	221	222	821	822	710	110	140	730
Base Alternative ITE Land Use Distribution							7.8%	92.2%	25.8%	35.7%	38.5%	66.1%	33.9%	100.0%	99.7%	0.3%	100.0%
Coloma Neighborhoods	49	79	54,409	54,710	13,394	0	4	45	20	28	31	35.97	18.44	54.71	13.35	0.05	0.00
Downtown	12	1,013	224,998	7,436	0	0	1	12	261	362	390	148.76	76.24	7.44	0.00	0.00	0.00
Folsom Blvd East	22	763	586,727	134,222	687,551	242,351	2	20	197	272	294	387.91	198.82	134.22	685.20	2.35	242.35
Folsom Blvd West	209	806	210,213	236,507	92,535	0	16	193	208	288	311	138.98	71.23	236.51	92.22	0.32	0.00
Innovation Center	105	597	672,170	541,063	473,438	258,652	8	97	154	213	230	444.40	227.77	541.06	471.82	1.62	258.65
Lincoln Village	49	148	68,984	190,102	200,700	-5,008	4	45	38	53	57	45.61	23.38	190.10	200.02	0.69	0*
North Mather	21	154	31,845	286,606	273,923	0	2	19	40	55	60	21.05	10.79	286.61	272.99	0.94	0.00
Sunridge/Suncreek	8	20	49,628	3,577	0	0	1	7	5	7	8	32.81	16.82	3.58	0.00	0.00	0.00
Sunrise Blvd South	21	106	82,348	329,807	411,259	17,642	2	19	27	38	41	54.44	27.90	329.81	409.86	1.40	17.64
Villages of Zinfandel	42	168	128,758	742,927	1,374,203	0	3	39	43	60	65	85.13	43.63	742.93	1369.51	4.69	0.00
Total	539	3,855	2,110,081	2,526,957	3,527,003	513,638	43	496	993	1376	1487	1395.07	715.01	2526.96	3514.96	12.04	513.64
Total							539		3,856			2,110.08		2,526.96	3,527.00		513.64

* The negative land use is zero out as MXD is unable to include negative land use

** Government office uses are combined with general office uses in the memo to calculate total office employment for discussion purposes.

Table A-3: Alternative A ITE Land Use Conversion

General Plan Land Use								ITE Land Use types & Code											
								Single Family (DU)		Multi Family (DU)			Retail (SF)		Office (SF)	Industrial (SF)		Government Office (SF)	
													210	215	220	221	222	821	822
General Plan Designation		Total SF (DU)	Total MF (DU)	Total Comm (SF)	Total Office (SF)	Total Ind (SF)	Total Other / Public (SF)	210	215	220	221	222	821	822	710	110	140	730	
ER	Estate Residential	1	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-		
LDR	Low Density Residential	20	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-		
MDR	Medium Density Residential	34	9	-	-	-	-	-	34	9	-	-	-	-	-	-	-		
HDR	High Density Residential	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RMU	Residential Mixed Use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
TCMU	Transit Corridor Mixed Use	30	213	74,704	8,300	-	-	-	30	-	213	-	-	74,704	8,300	-	-		
CMU	Commercial Mixed Use	35	244	260,993	23,727	-	-	-	35	244	-	-	260,993	-	23,727	-	-		
IMU	Innovation Mixed Use	-	2,689	313,774	2,196,417	1,568,870	-	-	-	-	-	2,689	-	313,774	2,196,417	1,568,870	-		
CC	City Center	-	2,424	1,448,193	362,048	-	-	-	-	-	-	2,424	1,448,193	-	362,048	-	-		
CAC	Community Activity Center	-	6	11,692	2,923	-	-	-	-	-	6	-	11,692	-	2,923	-	-		
LI	Light Industrial	-	-	-	231,850	2,086,654	-	-	-	-	-	-	-	-	231,850	2,086,654	-		
HI	Heavy Industry	-	-	-	-	12,317	-	-	-	-	-	-	-	-	-	-	12,317		
P/QP	Public/Quasi-Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
P/OS	Parks and Open Space	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
NR	Natural Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
UA	Urban Agriculture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
TOD	High Density Residential - TOD	-	780	-	-	-	-	-	-	-	-	780	-	-	-	-	-		
	City Center - TOD	-	493	294,595	73,649	-	-	-	-	-	-	493	294,595	-	73,649	-	-		
	Innovation Mixed Use - TOD	-	250	18,236	109,417	91,181	-	-	-	-	-	250	-	18,236	109,417	91,181	-		
	Commercial Mixed Use - TOD	-	512	511,587	42,632	-	-	-	-	-	-	512	511,587	-	42,632	-	-		
	Transit Corridor Mixed Use - TOD	-	483	101,363	11,263	-	-	-	-	-	-	483	-	101,363	11,263	-	-		
Total		121	8,103	3,035,136	3,062,226	3,759,021	-	21	99	253	219	7,631	2,527,059	508,077	3,062,226	3,746,704	12,317		
ITE Land Use Distribution in Alternative A								17.7%	82.3%	3.1%	2.7%	94.2%	83.3%	16.7%	100.0%	99.7%	0.3%		

Table A-4: Alternative A ITE Land Use Conversion by Neighborhood

Base Alternative General Plan Land Use							ITE Land Use – MXD+ Inputs											
							SF (DU)		MF (DU)			Retail (KSF)		Office (KSF)	Industrial (KSF)		Government Office (KSF)**	
							210	215	220	221	222	821	822	710	110	140	730	
Focus Area	Single Family (units)	Multifamily (units)	Commercial (sq. ft.)	Office (sq. ft.)	Industrial (sq. ft.)	Other/Public (sq. ft.)	210	215	220	221	222	821	822	710	110	140	730	
Alternative A ITE Land Use Distribution							17.7%	82.3%	3.1%	2.7%	94.2%	83.3%	16.7%	100.0%	99.7%	0.3%	100.0%	
Coloma Neighborhoods	58	186	48,058	20,095	2,638	142.13	10	48	6	5	175	40.01	8.05	20.10	2.63	0.01	-	
Downtown	3	1,306	170,705	22,046	136,665	211.78	1	2	41	35	1,230	142.13	28.58	22.05	136.22	0.45	-	
Folsom Blvd East	0	842	254,353	120,906	687,551	167.03	-	-	26	23	793	211.78	42.58	120.91	685.30	2.25	118.65	
Folsom Blvd West	213	1,158	200,613	193,058	83,387	268.19	38	176	36	31	1,090	167.03	33.58	193.06	83.11	0.27	-	
Innovation Center	0	1,034	322,113	316,626	431,138	59.44	-	-	32	28	974	268.19	53.92	316.63	429.73	1.41	-	
Lincoln Village	26	358	71,385	262,577	185,327	30.30	5	22	11	10	337	59.44	11.95	262.58	184.72	0.61	0*	
North Mather	0	398	36,394	254,761	296,670	38.34	-	-	12	11	375	30.30	6.09	254.76	295.70	0.97	-	
Sunridge/Suncreek	6	42	46,051	3,577	0	75.25	1	5	1	1	40	38.34	7.71	3.58	-	-	-	
Sunrise Blvd South	0	407	90,378	292,544	435,075	115.18	-	-	13	11	383	75.25	15.13	292.54	433.65	1.43	26.14	
Villages of Zinfandel	0	652	138,343	675,836	1,422,126	1,147.65	-	-	20	18	614	115.18	23.16	675.84	1,417.47	4.66	-	
Total	307	6,383	1,378,394	2,162,027	3,680,578	1378.39	55	253	198	173	6,011	1,147.65	230.74	2,162.03	3,668.52	12.06	144.79	
Total							308		6,382			1,378.39		2162.03	3,680.58		144.79	

* The negative land use is zero out as MXD is unable to include negative land use

** Government office uses are combined with general office uses in the memo to calculate total office employment for discussion purposes.

Table A-5: Alternative B ITE Land Use Conversion

General Plan Designation		General Plan Land Use						ITE Land Use types & Code											
		Total SF (DU)	Total MF (DU)	Total Comm (SF)	Total Office (SF)	Total Ind (SF)	Total Other / Public (SF)	Single Family (DU)			Multi Family (DU)			Retail (SF)		Office (SF)	Industrial (SF)		Government Office (SF)
								210	215	220	221	222	821	822	710	110	140	730	
ER	Estate Residential	1	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-
LDR	Low Density Residential	20	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-	-
MDR	Medium Density Residential	34	9	-	-	-	-	-	34	9	-	-	-	-	-	-	-	-	-
HDR	High Density Residential	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RMU	Residential Mixed Use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TCMU	Transit Corridor Mixed Use	-	329	67,275	7,475	-	-	-	-	-	329	-	-	67,275	7,475	-	-	-	-
CMU	Commercial Mixed Use	8	59	62,744	5,704	-	-	-	8	59	-	-	62,744	-	5,704	-	-	-	-
GC	General Commercial	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IMU	Innovation Mixed Use	-	1,949	198,932	1,591,455	596,795	-	-	-	-	-	1,949	-	198,932	1,591,455	596,795	-	-	-
AI	Advanced Industrial	-	-	-	822,301	1,918,702	-	-	-	-	-	-	-	-	822,301	1,918,702	-	-	-
VC	Village Center Mixed Use	-	36	119,882	29,970	-	-	-	-	36	-	-	-	119,882	29,970	-	-	-	-
CAC	Community Activity Center	-	183	56,813	11,363	-	-	-	-	-	183	-	56,813	-	11,363	-	-	-	-
EMUD	Entertainment Mixed-Use District	-	1,316	1,535,139	-	-	767,570	-	-	-	-	1,316	1,535,139	-	-	-	-	-	767,570
LI	Light Industrial	-	-	-	231,850	2,086,654	-	-	-	-	-	-	-	-	231,850	2,086,654	-	-	-
HI	Heavy Industry	-	-	-	-	12,317	-	-	-	-	-	-	-	-	-	-	-	12,317	-
P/QP	Public/Quasi-Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P/OS	Parks and Open Space	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NR	Natural Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
UA	Urban Agriculture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOD	Commercial Mixed Use - TOD	-	149	149,388	12,449	-	-	-	-	-	-	149	149,388	-	12,449	-	-	-	-
	Advanced Industrial - TOD	-	-	-	9,802	22,872	-	-	-	-	-	-	-	-	9,802	22,872	-	-	-
	Innovation Mixed Use - TOD	-	222	16,194	97,164	80,970	-	-	-	-	-	222	-	16,194	97,164	80,970	-	-	-
	High Density Residential - TOD	-	780	-	-	-	-	-	-	-	-	780	-	-	-	-	-	-	-
	Transit Corridor Mixed Use - TOD	-	1,694	355,840	39,538	-	-	-	-	-	-	1,694	-	355,840	39,538	-	-	-	-
Total		63	6,726	2,562,207	2,859,071	4,718,310	767,591	21	42	103	512	6,110	1,804,085	758,122	2,859,071	4,705,993	12,317	-	767,570
ITE Land Use Distribution in Alternative B								33.5%	66.5%	1.5%	7.6%	90.9%	70.4%	29.6%	100.0%	99.7%	0.3%	-	100.0%

Table A-6: Alternative B ITE Land Use Conversion by Neighborhood

Base Alternative General Plan Land Use							ITE Land Use – MXD+ Inputs											
							SF (DU)		MF (DU)			Retail (KSF)		Office (KSF)	Industrial (KSF)		Government Office (KSF)**	
							210	215	220	221	222	821	822	710	110	140	730	
Focus Area	Single Family (units)	Multifamily (units)	Commercial (sq. ft.)	Office (sq. ft.)	Industrial (sq. ft.)	Other/Public (sq. ft.)												
Alternative B ITE Land Use Distribution							33.5%	66.5%	1.5%	7.6%	90.9%	70.4%	29.6%	100.0%	99.7%	0.3%	100.0%	
Coloma Neighborhoods	35	217	17,668	38,077	1,583	0	12	23	3	17	197	12.44	5.23	38.08	1.58	0.00	-	
Downtown	0	1,830	-19,539	36,918	81,999	0	-	-	28	139	1,663	0*	0*	36.92	81.79	0.21	-	
Folsom Blvd East	0	1,113	788,937	97,441	687,551	399,602	-	-	17	85	1,011	555.50	233.44	97.44	685.76	1.80	399.60	
Folsom Blvd West	186	1,475	116,966	195,169	76,870	0	62	124	23	112	1,340	82.36	34.61	195.17	76.67	0.20	-	
Innovation Center	0	1,480	807,406	481,492	566,497	359,239	-	-	23	113	1,345	568.51	238.90	481.49	565.02	1.48	359.24	
Lincoln Village	23	391	75,060	304,135	111,196	-5,008	8	15	6	30	355	52.85	22.21	304.14	110.91	0.29	0*	
North Mather	0	226	15,734	249,834	451,147	0	-	-	3	17	205	11.08	4.66	249.83	449.97	1.18	-	
Sunridge/Suncreek	6	42	46,051	3,577	0	0	2	4	1	3	38	32.43	13.63	3.58	-	-	-	
Sunrise Blvd South	0	50	49,005	258,521	778,032	0	-	-	1	4	45	34.51	14.50	258.52	776.00	2.03	-	
Villages of Zinfandel	0	212	83,509	642,845	1,871,941	0	-	-	3	16	193	58.80	24.71	642.85	1,867.05	4.89	-	
Total	250	7,036	1,980,797	2,308,009	4,626,815	753,833	84	166	108	536	6,392	1,408.46	591.87	2,308.01	4,614.74	12.08	758.84	
Total							250		7,036			2000.34		2308.01	4626.82		758.84	

* The negative land use is zero out as MXD is unable to include negative land use

** Government office uses are combined with general office uses in the memo to calculate total office employment for discussion purposes.



Memorandum

To: City of Rancho Cordova

From: Amy Lapin and Emilio Balingit

Subject: Fiscal Trends and Conditions Review - Rancho Cordova General Plan Update
EPS #232103

Date: February 20, 2026

Introduction

A General Plan Update can significantly influence a city's long-term fiscal condition by shaping land use patterns that affect public service demands, service standards, facility requirements, and capital investment needs. In the City of Rancho Cordova (City), anticipated changes in land use and development associated with the General Plan Update will have direct implications for General Fund revenues and operating expenditures, as well as for the scale, timing, and funding of capital improvements, some of which may require General Fund support.

In the context of long-range planning, the net fiscal impacts associated with individual land use designations are typically considered as one of several inputs to decision-making, rather than as a singular, determinative factor. Fiscal considerations are evaluated alongside other planning objectives and technical factors, which may include infrastructure needs and associated capital, operations, and maintenance costs; jobs-housing balance; housing affordability; vehicle miles traveled and greenhouse gas emissions; impacts to habitat and agricultural lands; public health and walkability; and other community priorities identified through the General Plan process. In addition, fiscal outcomes associated with individual land uses are not evaluated in isolation, as cities require a mix of residential, commercial, industrial, and public uses to support long-term economic sustainability and community needs.

Accordingly, this memorandum summarizes Economic & Planning Systems' (EPS) high-level review of the City's fiscal context in support of the General Plan Update. The purpose of this review is to identify key fiscal trends and highlight considerations associated with proposed General Plan land use alternatives, and to inform policy discussions rather than to provide a project-specific fiscal impact analysis. This review was informed by the Demographic and Market Analysis Background Report prepared by EPS in February 2025 and the land use alternatives and development capacity assumptions prepared by Ascent in October 2025.

Land Use Alternatives Summary

The City is currently considering three land use alternatives for adoption: 1) the **Base Case Scenario**; 2) **Alternative A**; and 3) **Alternative B**. These scenarios are described in further detail below.

Because much of the area north of US Highway 50 is already built out, and the southeastern portion of the City is governed by adopted Specific Plans that will remain unchanged under the General Plan Update, variations among the three scenarios are limited to a defined set of vacant and underutilized areas. Differences in land use designations are concentrated primarily along Folsom Boulevard and within the office park areas located between Mather Field Boulevard and Sunrise Boulevard, immediately south of Highway 50.

All three scenarios include the same underlying development assumptions for the City's Specific Plan areas. These Specific Plan areas provide capacity for:

- 28,900 single family units
- 9,600 units of multifamily housing
- 3.86 million square feet of commercial uses
- 1.18 million square feet of office uses
- 2.43 million square feet of industrial uses

In addition, all three scenarios incorporate projects currently in the development pipeline, totaling 188 single-family units, 546 multifamily units, and approximately 283,000 square feet of nonresidential uses.

The differences among the three land use alternatives reflect changes in land use designations and development intensity within the remaining vacant and underutilized areas outside of the Specific Plan areas and pipeline projects. **Table 1** summarizes the net development capacity associated with each alternative in these areas.

Table 1. Land Use Alternatives Net Development Capacity

Item	Alternative		
	Base Case Alternative	Alternative A	Alternative B
Residential Uses (dwelling units)			
Single Family	351	119	62
Multifamily	3,545	8,103	6,726
Total	3,897	8,222	6,788
Nonresidential Uses (bldg. sq. ft.)			
Commercial/ Retail	2,058,783	2,405,470	1,932,541
Office	2,505,007	2,486,328	2,283,173
Industrial	3,428,352	3,579,993	4,539,282
Other/ Public	517,580	(5,008)	762,583
Total	8,509,722	8,466,784	9,517,579

Source: Ascent, Inc. Land Use Alternatives dated 10/21/25.

Base Case Scenario

The **Base Case Scenario** represents development capacity under the existing General Plan. Of the three alternatives, it has the lowest residential capacity, with approximately 40 percent of the multifamily capacity of Alternative A and about 50 percent of the multifamily capacity of Alternative B. Nonresidential capacity in this alternative is comparable to Alternative A, although the Base Case Scenario includes less retail capacity and greater capacity in Other/Public uses.

Land Use Alternative A

Alternative A would allow significantly more multifamily development compared to the current General Plan, along with approximately 25 percent more retail square footage. While the total office and industrial capacity would remain largely comparable to the current General Plan, there would be no capacity for Other/Public development under Alternative A.

Land Use Alternative B

Alternative B also increases multifamily development capacity compared to the current General Plan, although to a lesser extent than Alternative A. Additionally, Alternative B would have lower capacity for retail and office development than both the General Plan and Alternative A. However, there would be at least 1 million building square feet more of industrial development capacity under Alternative B compared to both the Base Case Alternative and Alternative A.

City Fiscal Context

The City of Rancho Cordova's fiscal operations are anchored by the General Fund, which serves as the City's primary operating fund. The Fiscal Year (FY) 2025/2027 Budget reflects a stable General Fund supported primarily by property tax and sales tax revenues, which combined account for more than 60 percent of total General Fund resources. Additional revenues are generated through transient occupancy tax, utility user tax, franchise fees, building and business license fees, and other revenues.¹ General Fund revenues are budgeted at approximately \$81.7 million in FY 2025/26 and \$83.9 million in FY 2026/27.

General Fund expenditures are budgeted at approximately \$81.7 million in FY 2025/26 and \$83.9 million in FY 2026/27 and include personnel costs, professional and contract services, operations, debt service and revenue neutrality payments to Sacramento County (County), and transfers out. Police services and public works represent the City's largest General Fund service areas, together comprising approximately half of total General Fund spending.

¹ The FY 2025/27 budget refers to the budget adopted on June 2, 2025 that covers both FY 2025/26 and FY 2026/27.

Recent budget materials indicate that the City entered the current budget cycle following a period of strong revenue performance supported by growth in assessed valuation, taxable sales, building activity, and interest income. While revenues are expected to continue growing, the FY 2025–27 budget guidance anticipates a moderation in the pace of revenue increases relative to prior years. Within this context, the City’s fiscal condition is characterized as stable, with ongoing operations supported by core General Fund revenues.

In addition to the General Fund, the City’s fiscal framework includes special revenue funds, capital funds, enterprise funds, internal service funds, and debt service funds. The City maintains a multi-year Capital Improvement Program (CIP) that identifies substantial planned investments in transportation, public facilities, and community infrastructure. While major capital improvements are generally funded through dedicated revenues, grants, developer fees, and debt financing, the General Fund contributes to certain capital-related costs, implementation activities, and long-term obligations.

Consistent with the City’s long-term vision, current budget priorities emphasize maintaining strong neighborhoods, investing in infrastructure, advancing the General Plan Update and an economic development strategy, and supporting vibrant community and cultural spaces through partnerships with local organizations.

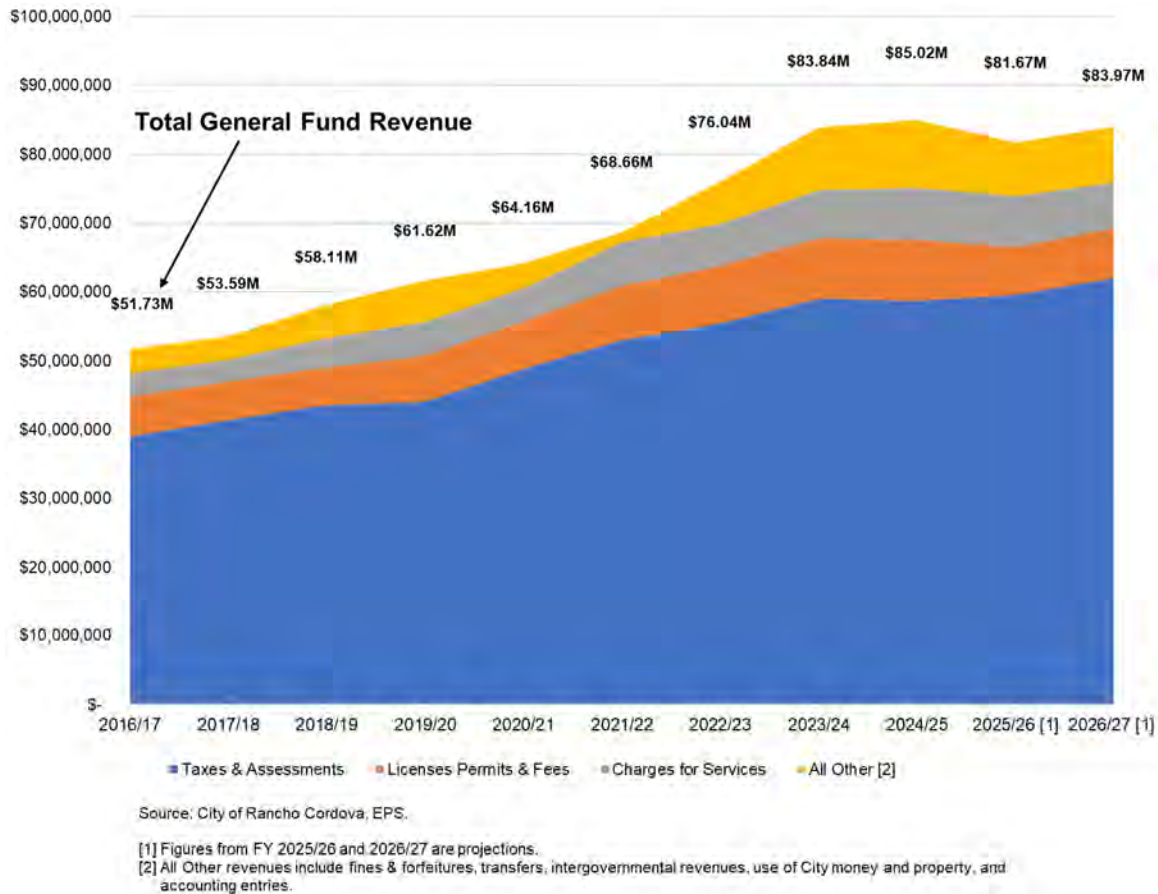
This following section describes General Fund trends and the distribution of revenues and expenditures in the City’s FY 2025/26 projected budget (as reported in the City’s FY 2025–27 adopted budget), focusing on categories that will be most directly impacted by the land use decisions made through the General Plan process.²

General Fund Trends

The General Fund serves as the City’s primary operating fund and reflects steady growth over the last decade, between FY 2016/17 and FY 2026/27. As shown in **Figure 1**, total General Fund revenues increased by 62 percent from approximately \$51.7 million in FY 2016/17 to over \$80 million by FY 2023/24, driven primarily by tax revenues and charges for services. Budgeted revenues are projected at approximately \$81.7 million in FY 2025/26 and \$83.9 in FY 2026/27. Note, revenues and expenditures presented in this section represent nominal values that have not been adjusted for inflation.

² The analysis utilized FY 2023/25 & FY 2025/27 budget data, as this was the most current available reflecting actual revenues and expenditures.

Figure 1. City of Rancho Cordova General Fund Revenue Trends



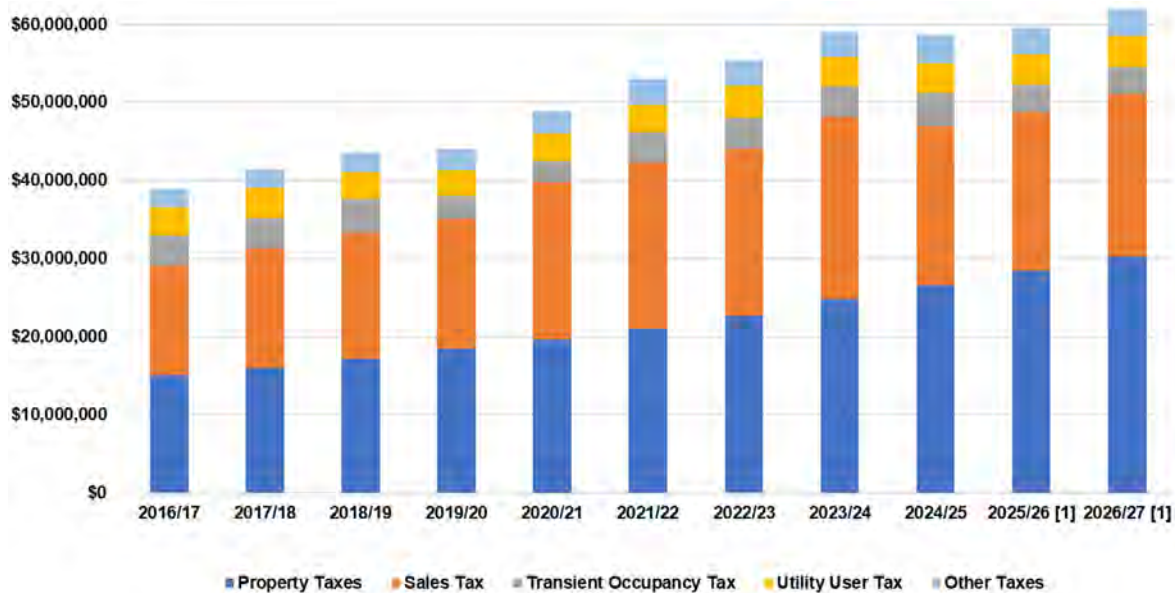
General Fund Tax Revenue Trends

As mentioned previously, tax revenues constitute the largest and most stable component of the General Fund. Property tax revenues have increased consistently over the past decade, reflecting growth in assessed valuation and new development activity, as shown in **Figure 2**. In FY 2025/26 and FY 2026/27, property tax revenues are projected to account for approximately 60 percent of total General Fund revenues. Sales tax revenues also show strong growth from FY 2016/17 to FY 2022/23, followed by a leveling trend in more recent years. Other tax revenues have grown more gradually and continue to represent a smaller share of the total tax revenues.

As shown in **Table 2**, growth in taxes and assessments accounts for more than two-thirds of the change in overall General Fund revenues between FY 2016/17 and the current FY 2025/26. The increase in revenues from taxes and assessments is largely due to increases in property tax and sales tax revenues, with those two categories increasing by 88 percent and 46 percent respectively over the last 10 fiscal years. Notably, transient occupancy tax (TOT) revenues in FY 2025/26 are projected to be approximately 7 percent lower in the current fiscal year compared to FY 2016/17. The decrease in TOT is likely due to reductions in

business travel and associated hotel stays caused by the COVID-19 pandemic. As shown in the February 2025 Existing Conditions Report, the 66 percent occupancy rate (in 2024) for hotels in Rancho Cordova is still lower than the 76 percent rate in 2019, the last full year prior to the COVID-19 pandemic.

Figure 2. City of Rancho Cordova Tax Revenues Trends – FY 2016/17 to FY 2026/27



Source: City of Rancho Cordova, EPS.

[1] FY 2025/26 and 2026/27 revenues are projections.

Table 2. General Fund Tax and Assessment Trend (FY 2016/17 and FY 2025/26)

Revenue Type	General Fund Revenue by Fiscal Year		Change (2016/17 to 2025/26)	
	2016/17	2025/26	Absolute	Percent
Taxes and Assessments				
Property Taxes	\$15,072,523	\$28,404,155	\$13,331,632	88.4%
Sales Tax	\$13,955,727	\$20,320,375	\$6,364,648	45.6%
Transient Occupancy Tax	\$3,866,249	\$3,585,799	(\$280,450)	(7.3%)
Utility User Tax	\$3,678,209	\$3,814,827	\$136,618	3.7%
Other Taxes	\$2,395,003	\$3,483,400	\$1,088,397	45.4%
Total Taxes and Assessments	\$38,967,711	\$59,608,556	\$20,640,845	53.0%
Other Revenues	\$12,763,468	\$22,062,131	\$9,298,663	72.9%
Total Revenues	\$51,731,179	\$81,670,687	\$29,939,508	57.9%

Source: City of Rancho Cordova; EPS.

Among Other Revenues, the largest absolute increase in revenues during this time was in the Licenses, Permits, and Fees category, which includes fees for building permits, franchise fees for privately-operated public services such as waste management and cable. Building permit revenue increased from \$2.5 million in 2016/17 to a peak of \$5.3 million in 2023/24. However, the City projects that building permit fee revenue in 2025/26 will decrease to \$3.4 million. The City also captured more cost recovery charges in recent years compared to 2016/17, with cost recovery revenues growing from \$1.7 million in 2016/17 to a projected \$4.9 million in 2025/26. However, because License, Permit, and Fee revenue and other cost recovery revenues are intended to cover the costs of specific City-provided services, such as building plan review, the growth of these revenues does not result in a net increase to General Fund revenues available for budget allocation.

General Fund Expenditure Trends by Department

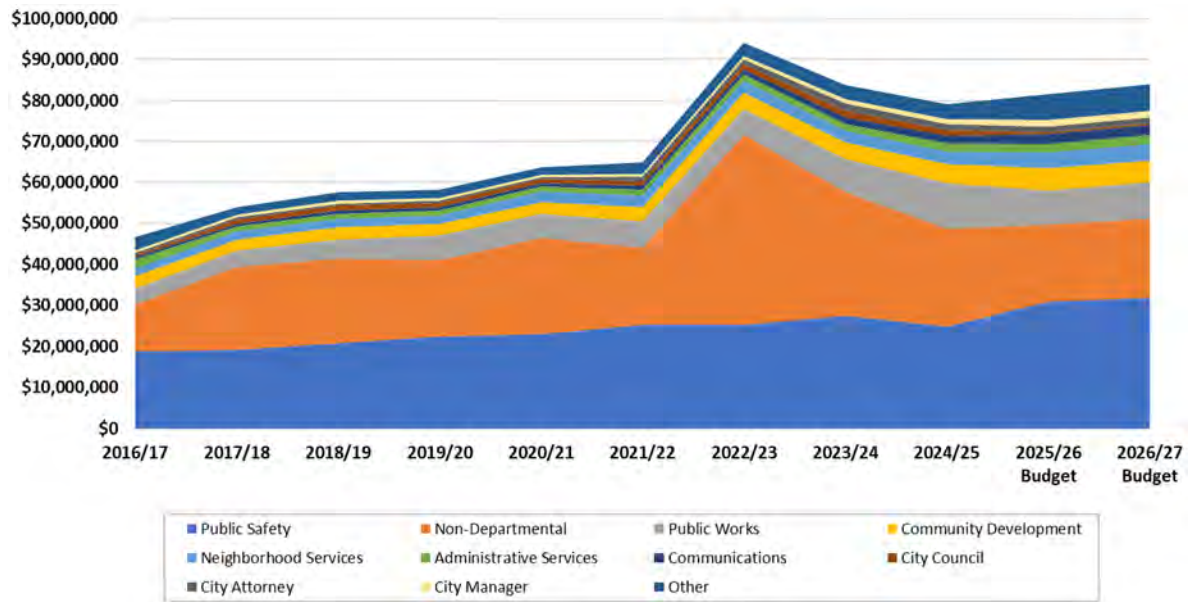
General Fund expenditures by department have increased steadily over the last decade, reflecting the City's expanding service responsibilities, inflationary pressures, and growth in staffing and contractual costs. As shown in **Figure 4**, total General Fund expenditures rose from approximately \$46.6 million in FY 2016/17 to a peak of over \$94 million in FY 2022/23, followed by a decrease and stabilization in subsequent budget years. This spike in FY 2022/23 is largely attributable to a temporary increase in non-departmental expenditures, rather than sustained growth in operating departments.

Public Safety expenditures increased steadily throughout the period, rising from approximately \$18.9 million in FY 2016/17 to approximately \$31.8 million by FY 2026/27, and remain the City's largest General Fund cost center. Public Works expenditures also increased over time, reflecting expanded infrastructure maintenance and support functions. Together, Public Safety and Public Works consistently account for roughly half of total General Fund expenditures.

Non-Departmental expenditures, such as revenue neutrality payments, accounting entries, and other citywide obligations, show that such expenditures increased slightly over the past 10 fiscal years. The increase in non-departmental spending in FY 2022/23 was due to a one-time purchase of land by the city³. Expenditures for Community Development, Neighborhood Services, Administrative Services, and other general government departments increased gradually over the analysis period and represent a relatively small share of total General Fund expenditures.

³ Communication with Erin Naderi, City of Rancho Cordova Department of Finance. January 2026.

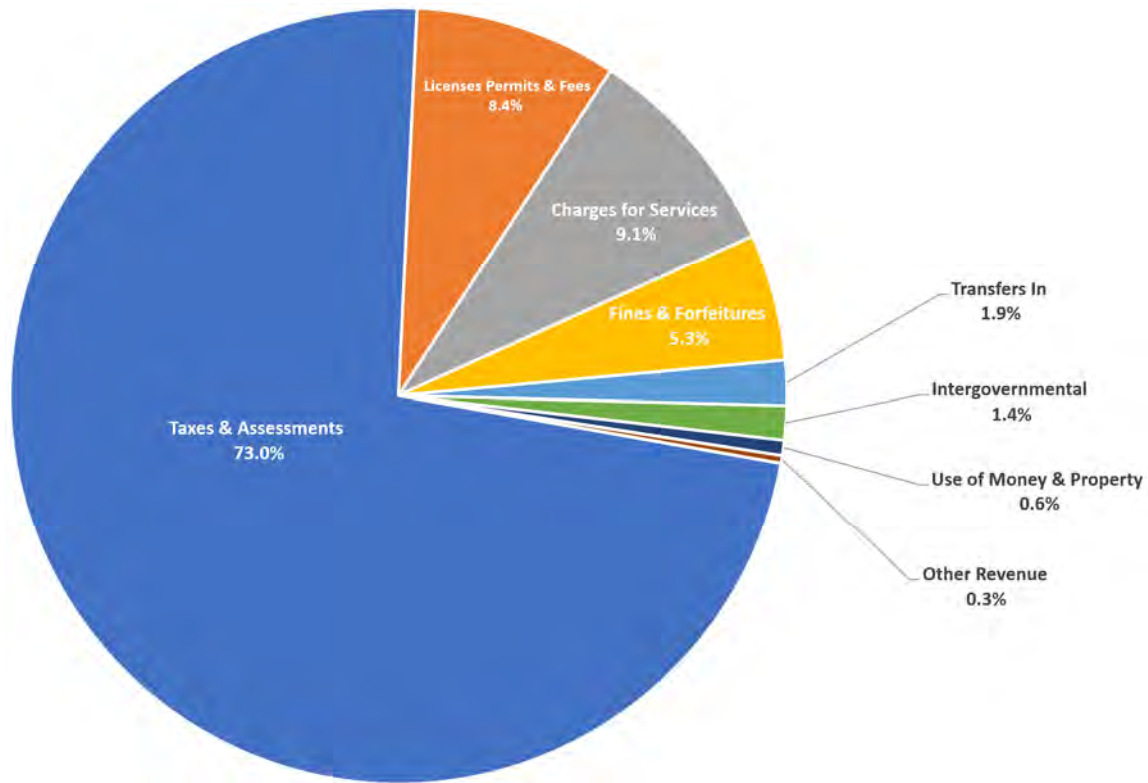
Figure 3. City of Rancho Cordova General Fund Expenditure Trends by Department (FYs 2016/17 – 2026/27)



General Fund Revenue Current Conditions

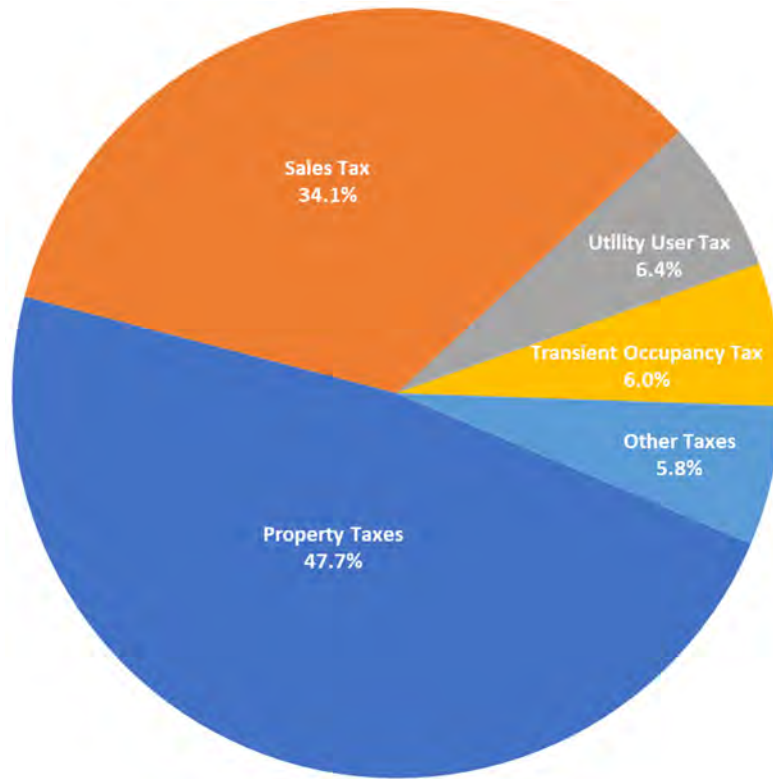
In Rancho Cordova, taxes and assessments, including property, sales, transient occupancy, utility user, and other taxes and assessments, represent nearly 73 percent of overall General Fund revenues, as shown in **Figure 4**. Licenses permits and fees and charges for service collectively comprise approximately 17 percent of General Fund revenues. The remaining 10 percent of revenues are split among transfers, fines and forfeitures, and investment and city-owned property income.

Figure 4. City of Rancho Cordova FY 25/26 General Fund Revenues



As shown in **Figure 4**, nearly three-quarters of General Fund revenues in the current fiscal year are expected to come from taxes and assessments. Among taxes and assessments, property taxes are the largest single source of General Fund Revenue for the City of Rancho Cordova, accounting for approximately half (48 percent) of tax revenue and 35 percent of overall General Fund revenues, as shown in **Figure 5**. Property tax revenues significantly exceed other major tax sources, including sales tax, which represent approximately 25 percent of all General Fund revenue, while utility user tax, transient occupancy tax, and other taxes collectively account for the remaining portion of tax-related revenues.

Figure 5. City of Rancho Cordova FY 25/26 Taxes and Assessment Revenues



An analysis of key General Fund revenues and associated land use alternative considerations are provided below.

Property Tax

Property tax is a major component of the City of Rancho Cordova's General Fund revenues; however, the City's ability to influence property tax generation is constrained by State law. Within the City limits, Rancho Cordova and Sacramento County each receive approximately 12 percent of the 1 percent property tax levy, compared to an average allocation of approximately 38 percent to local K-12 school districts. The City does not have authority to adjust the property tax rate or its allocation factor, which are governed by State statute.

In addition, growth in assessed value for existing properties is generally limited to 2 percent annually under Proposition 13, absent a market transaction or significant physical alteration. As a result, growth in property tax revenues above this baseline is primarily driven by new development, reinvestment in existing properties, and ownership turnover. While the General Plan Update cannot directly influence market turnover, it can affect long-term assessed value growth by shaping development capacity, land use intensity, and the feasibility of redevelopment through zoning policy, infrastructure investment, and stated implementation priorities.

Notably, the City is approaching a significant structural change in its property tax revenues associated with the expiration of its Revenue Neutrality agreement with Sacramento County. This agreement, executed at the time of incorporation in 2003, requires the City to transfer a portion of its property tax revenues to the County through Fiscal Year 2027/28. In recent years, these payments have represented approximately 14 percent of the General Fund budget. Upon expiration of the agreement, beginning in Fiscal Year 2028/29, the City will retain a substantially larger share of its property tax revenues, representing a material shift in General Fund resources independent of the General Plan land use alternatives. In the current fiscal year, the payment to the County is estimated at \$10.7 million, while the final payment in Fiscal Year 2027/28 is estimated at \$11.7 million.⁴

The City also has a second tax sharing agreement with the County stemming from the annexation of approximately 748 acres along Highway 50 composed almost entirely of commercial properties. The tax sharing agreement covering that annexation area stipulates that the County retains 100 percent of property tax revenues. Additionally, the City must send to the County 75 percent of the net sales, utility users, and transient occupancy tax revenues from this area, after deducting the City's cost to provide services to the area. . Since FY 2022/23, the City has retained approximately 40% of the gross sales tax revenue from this annexation area, which totals around \$7 million per year.

In considering future annexation areas, the City should evaluate both the potential for incremental property tax revenues and the associated costs of extending municipal services. Annexation proposals may also be subject to new revenue-sharing or service agreements with the County and/or other affected special districts. Annexation of already developed areas, in particular, may generate limited net fiscal benefit if service obligations and interagency commitments exceed ongoing revenue gains; however, such annexations may still be worthwhile in advancing City policy objectives.

Overall, while the General Plan Update can influence long-term property tax growth by shaping development capacity and redevelopment opportunities, near- and mid-term General Fund revenues will be more significantly affected by broader market conditions and the expiration of the County revenue neutrality agreement than by differences among the land use alternatives alone.

Land Use Alternative Considerations

Each of the land use alternatives evaluated under the General Plan Update increases overall development capacity relative to the Base Case Scenario. Accordingly, under long-term buildout conditions, Alternatives A and B would be expected to generate higher total assessed value—and therefore higher property tax revenues—than the Base Case.

⁴ City of Rancho Cordova Fiscal Year 2025/27 City Manager's Budget Message. Available at: <https://stories.opengov.com/ranchocordovaca/ef5e330d-4bf4-4259-bac8-4f82f5cf02ad/published/7auVAla8i?currentPageId=66ac031ee30dfea96267fe79>

Differences between Alternatives A and B, however, are more nuanced and depend on the mix of residential and nonresidential uses that ultimately materialize and the relative assessed values of those uses over time.

Traditional fiscal analyses in the Sacramento region often assume higher assessed values per square foot for retail and office development relative to industrial uses. Under those assumptions, an alternative with greater office and retail capacity could yield higher assessed value at full buildout. However, recent market trends in Rancho Cordova indicate stronger performance for residential and industrial development compared to office and retail uses, which have experienced higher vacancy rates and face ongoing structural shifts related to remote work and e-commerce. If these trends persist, differences in long-term assessed value between Alternatives A and B may be modest, particularly if market demand limits the realization of office and retail capacity in either scenario.

Sales Tax

Sales tax represents a significant component of the City's General Fund revenues, accounting for approximately 25 percent of total General Fund revenues.

The City receives a 1 percent Bradley-Burns local sales tax that supports General Fund operations. In addition, City voters have approved two half-cent local sales tax measures, Measure H in 2014 and Measure R in 2020, both of which are general-purpose taxes. With the adoption of these measures, the City's current sales tax rate is 8.75 percent, which is comparable to the rates in Elk Grove and the City of Sacramento, and slightly higher than the sales tax rate in neighboring City of Folsom and unincorporated Sacramento County (7.75 percent).

Unlike property tax, sales tax revenues are driven primarily by taxable retail activity rather than assessed value. As a result, the General Plan's influence on sales tax revenues is indirect and occurs through land use decisions that affect the amount, location, and performance of retail development, as well as the size and characteristics of the City's residential and employment base.

Residential and employment growth can support sales tax generation by increasing the number of consumers who live and work in Rancho Cordova and are therefore more likely to make taxable purchases within the City. Land use policies that concentrate retail uses along major transportation corridors and within accessible commercial areas can also affect the City's ability to capture retail spending from both residents and visitors.

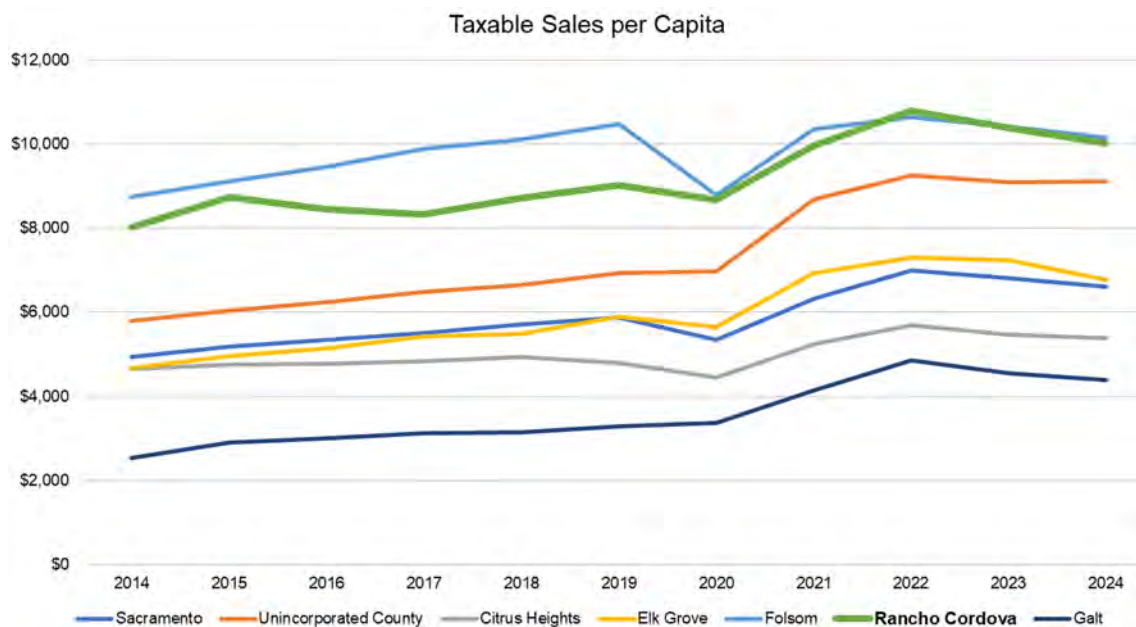
As documented in the February 2025 Existing Conditions Report, retail market conditions in Rancho Cordova are weaker than in the Sacramento region overall. As of September 2024, the City's retail vacancy rate was approximately 9.3 percent, compared to 5.9 percent regionwide, and average retail rents were lower than the regional average. In addition, broader structural shifts in consumer behavior—including the continued growth of e-

commerce—suggest that future growth may require less retail space per capita than in prior decades.

These market conditions indicate that new retail development, and therefore incremental sales tax revenues, may be limited regardless of the amount of retail capacity allowed under a given General Plan alternative. As a result, differences in sales tax generation among the land use alternatives may be more modest than implied by differences in retail capacity alone.

Despite these challenges, Rancho Cordova's taxable sales per capita are among the highest in Sacramento County, exceeded only by the City of Folsom, which contains several regionally significant retail destinations (see **Figure 6**). This suggests that Rancho Cordova successfully captures a substantial share of retail spending from both residents and visitors. The strong sales tax per capita figures compared to other jurisdictions also indicate that the city captures a significant amount of taxable business-to-business sales as well. Continued residential and employment growth, combined with strategic positioning of retail uses along key corridors, can help the City maintain and potentially grow its sales tax base over time, even as retail formats and consumer behavior continue to evolve.

Figure 6. Taxable Sales per Capita



Land Use Alternative Considerations

Differences in projected sales tax revenues among the General Plan land use alternatives are primarily associated with the amount of retail development permitted under each scenario. Alternative A allows the greatest amount of retail development and would therefore be expected, under full buildout assumptions, to generate higher sales tax revenues than the Base Case Scenario or Alternative B. Alternative A also allows for

additional residential development, which may further support taxable sales by increasing local demand.

However, as with property tax, long-term sales tax outcomes depend not only on planned development capacity but also on market demand and the extent to which permitted retail development is ultimately realized.

Transient Occupancy Tax

Transient Occupancy Tax (TOT) revenue represents a small share of overall General Fund revenues, accounting for approximately 4 percent of total revenues. While the hospitality sector has rebounded from the severe impacts of the COVID-19 pandemic, recovery remains ongoing. As documented in the Existing Conditions Report, hotel occupancy rates in the City remain below the average levels observed over the past decade, indicating that the local lodging market has not yet fully stabilized. Additionally, both the average daily rate and revenue per available room in Rancho Cordova are lower than in the Sacramento MSA as a whole.

That said, within Sacramento County, Rancho Cordova is among the higher-performing jurisdictions in terms of total TOT revenues, ranking behind only the City of Sacramento and Sacramento County. Jurisdictions in the County generating more than \$1 million annually in TOT revenue generally apply a 12 percent TOT rate, including the City. As with other local taxes, the City's TOT revenues are influenced by the scale and performance of the local hotel market.⁵

Land Use Alternative Considerations

The City's hotel market is driven largely by business travel, special events, and employment activity rather than by destination tourism. The city also attracts visitors for large amateur sporting events at facilities within and adjacent to the city, including the Sacramento State Aquatic Center, Mather Sports Complex, Hangtown MX, and Omni Volleyball. As a result, the General Plan's influence on TOT revenues is indirect and occurs primarily through land use and economic development policies that support employment-generating uses, commercial activity, and special event venues, in addition to opportunities for new hotel development, pending market support. Land use alternatives that increase occupied commercial space, particularly professional office and other employment uses, may support incremental growth in hotel demand and associated TOT revenues over time. However, given current market conditions and the modest size of the City's lodging sector, differences in TOT revenues among the General Plan alternatives are expected to be limited in the near term and more closely tied to broader economic and hospitality trends than to land use alone.

⁵ California Cities Transient Occupancy Taxes Revenue, Tax Rate, and Effective Date. California Secretary of State. Available at: https://www.sco.ca.gov/ard_local_rep_freq_requested.html

License Permits and Fees

License permits and fees include building permit fees for residential and nonresidential development, franchise fees, business license fees, and other fees associated with City services. Revenues from these sources are driven primarily by the level of development activity and ongoing business operations within the City.

The General Plan can influence license, permit, and fee revenues indirectly by shaping the scale and pace of new development and business activity. Land use alternatives that accommodate higher levels of growth would be expected to generate higher gross revenues from these sources over time. However, these revenues are generally structured to recover the City's costs of providing related services, such as plan review, inspections, tax administration, and code enforcement.

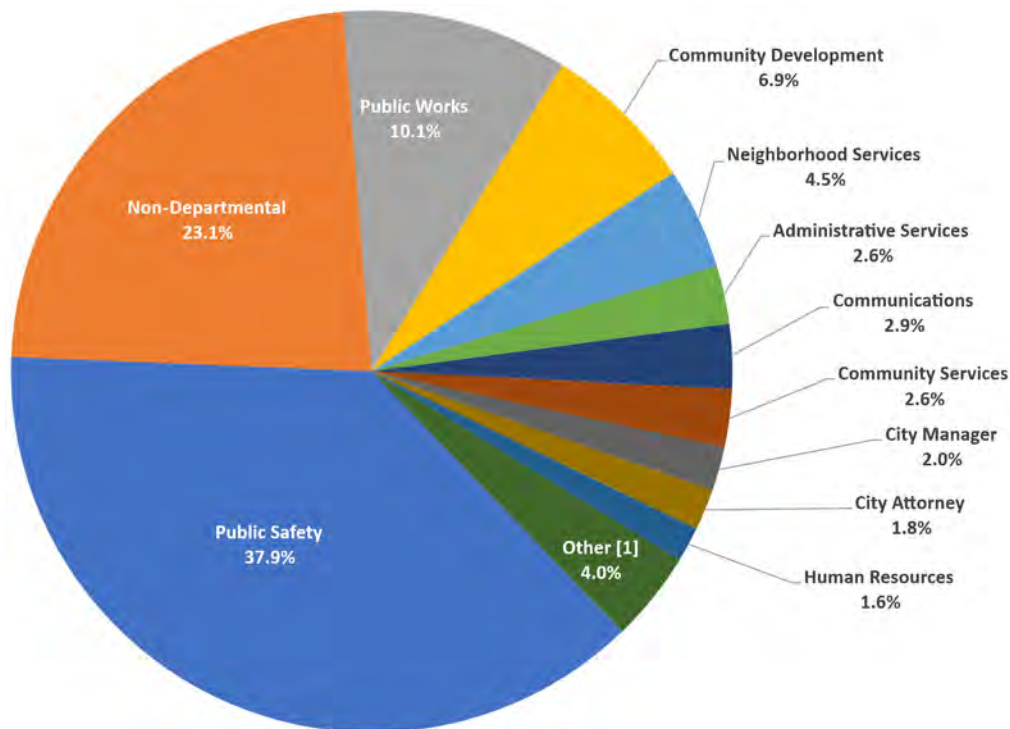
Land Use Alternative Considerations

Revenues from licenses, permits, and fees are generally structured to recover the City's costs of providing related services, such as plan review, inspections, tax administration, and code enforcement. As a result, increases in these revenues are typically accompanied by corresponding increases in personnel, contract services, and operating costs necessary to deliver those services. Accordingly, while these revenue sources play an important role in supporting City operations, they are not generally expected to result in net increases to General Fund resources and should be evaluated in the context of service capacity and staffing implications associated with each land use alternative.

General Fund Expenditure Current Conditions

The City's General Fund is the primary source of funding for public services and daily operations. In FY 2025/26, General Fund expenditures total approximately \$81.7 million, with allocations for different city services depicted in **Figure 7**. Police services represent the single largest General Fund expenditure, at approximately \$30.9 million, or about 38 percent of total General Fund expenditures. Public Works accounts for an additional \$8.3 million, or roughly 10 percent of General Fund expenditures. Together, police services and Public Works comprise about half of total General Fund expenditures. Non-departmental costs, which include revenue neutrality payments, debt service, and other citywide obligations, account for approximately \$18.8 million, or about 23 percent of total expenditures. The remaining General Fund expenditures are distributed across planning and building functions, code enforcement, community services, administrative services, and other general government departments.

Figure 7. City of Rancho Cordova FY 25/26 General Fund Expenditures.



Notably, the City does not operate public park facilities or provide fire protection services—two functions that typically represent significant expenditure categories for many cities. These services are provided by the Cordova Recreation and Park District and the Sacramento Metropolitan Fire District, respectively, and are funded through dedicated property tax allocations rather than the City’s General Fund.

Of the City’s General Fund service areas, police services and Public Works are most directly affected by changes in land use patterns and development intensity. New development and population growth can increase demand for law enforcement services, traffic enforcement, and infrastructure maintenance, particularly where growth expands the geographic service area or increases activity levels. Planning, building, housing, and code enforcement functions are also sensitive to changes in development activity, though impacts tend to be more closely tied to the pace of construction rather than long-term population levels. In contrast, policy, management, and administrative functions generally experience more limited direct impacts from land use change, as these areas tend to have more fixed staffing levels and operational costs.

As described previously, beginning in Fiscal Year 2028/29, the City will no longer be required to make revenue neutrality payments to Sacramento County under the agreement executed at the time of incorporation. In recent years, these payments have represented a substantial non-departmental General Fund obligation. The expiration of this requirement will reduce ongoing General Fund expenditures and improve the City’s fiscal capacity independent of land use changes associated with the General Plan Update.

Conclusions

The City's General Fund revenues are concentrated in a small number of major tax sources. In FY 2025/26, property tax and sales tax together account for approximately 60 percent of total General Fund revenues, with additional contributions from transient occupancy tax, utility user tax, other local taxes, and fees. This revenue structure provides a stable core funding base but also means that the City's fiscal performance is closely tied to stable and growing assessed valuation, taxable sales, and broader economic conditions to meet growing municipal service costs.

Implementation of the General Plan Update has the potential to support growth in the City's major revenue sources over time, particularly through increases in assessed value from new development and reinvestment, continued sales tax generation associated with residential and employment growth, and incremental gains in hospitality-related revenues as the local hotel market continues to strengthen. Differences in long-term revenue outcomes among the land use alternatives are expected to be influenced as much by market conditions and development timing as by estimated development capacity.

At the same time, the City's fiscal outlook is shaped by factors largely independent of the land use alternatives. Most notably, the expiration of the property tax revenue neutrality agreement with Sacramento County beginning in Fiscal Year 2028/29 will reduce a substantial non-departmental General Fund obligation and improve the City's long-term fiscal capacity. This structural change is expected to have a more immediate and material effect on General Fund resources than differences among the land use alternatives.

Future growth associated with implementation of the General Plan will also increase demand for City services and infrastructure. Police services and Public Works—already the largest General Fund expenditure categories—are likely to experience the greatest sensitivity to changes in development intensity and population growth, while planning, building, housing, and code enforcement functions will be affected primarily by the pace of development activity. Although license, permit, and fee revenues will help offset the cost of providing development-related services, these revenues are generally structured for cost recovery and are not expected to generate net discretionary resources.

Overall, the General Plan Update provides a framework for balancing fiscal considerations with broader community objectives, including housing supply, economic development, environmental sustainability, and quality of life. Fiscal impacts represent an important input to long-range planning decisions but should be considered alongside other policy goals and implementation considerations. Ongoing monitoring of revenue performance, service demands, and infrastructure needs as development occurs will be important to maintaining the City's long-term fiscal sustainability as the General Plan is implemented.