RAVENSWOOD / 4 CORNERS TOD SPECIFIC PLAN

CITY OF EAST PALO ALTO





February 22, 2013

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Funded through the
Metropolitan Transportation Commission's Station Area Planning Program

The preparation of this report has been financed in part by grants from the U.S. Department of Transportation.
The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

INTRODUCTION 1

From the time the City of East Palo Alto was incorporated in 1983, its residents and leaders have worked diligently to maintain and enhance the community. In some parts of the city, these efforts have borne fruit. But change has been slow to come to the Ravenswood Business District and 4 Corners.

In recent years, the City Council has focused its attention on the Ravenswood Redevelopment Project Area, which is the last of its Redevelopment Areas that has seen little change since the adoption of the Redevelopment Plan. As a result, the tide has begun to turn. New apartments have been built near 4 Corners, with rents that are affordable to the city's residents. In addition, the City has worked to improve the appearance and function of Bay Road, making it a more pleasant place for people to walk and ride bicycles. But a great deal of work remains. There are still many vacant properties in Ravenswood/4 Corners that could be developed, as well as opportunities to use developed properties in a way that better meets the community's needs. The area's public utilities, including water, stormwater, and wastewater pipes, must also be improved so that significant new development can occur.

To shape the future of Ravenswood and 4 Corners, the City of East Palo Alto has prepared this plan, the Ravenswood/4 Corners Transit Oriented Development Specific Plan. The Specific Plan outlines how Ravenswood and 4 Corners can be transformed into thriving districts that provide places to live; employment opportunities; parks and open spaces; and amenities for all of East Palo Alto, such as expanded library service and a new community center. It creates a framework for transforming the intersection of University Avenue and Bay Road into a new "downtown" for East Palo Alto. In addition, it provides detailed regulations for all new development that occurs in Ravenswood and 4 Corners.

1 INTRODUCTION

The Specific Plan reflects extensive community input. From October 2009 through March 2011, the City led a community process that included 15 public meetings, of which three were highly interactive public workshops. Community members offered a wide variety of ideas for the future of Ravenswood and 4 Corners, and as many of these ideas as possible have been incorporated into this Specific Plan.

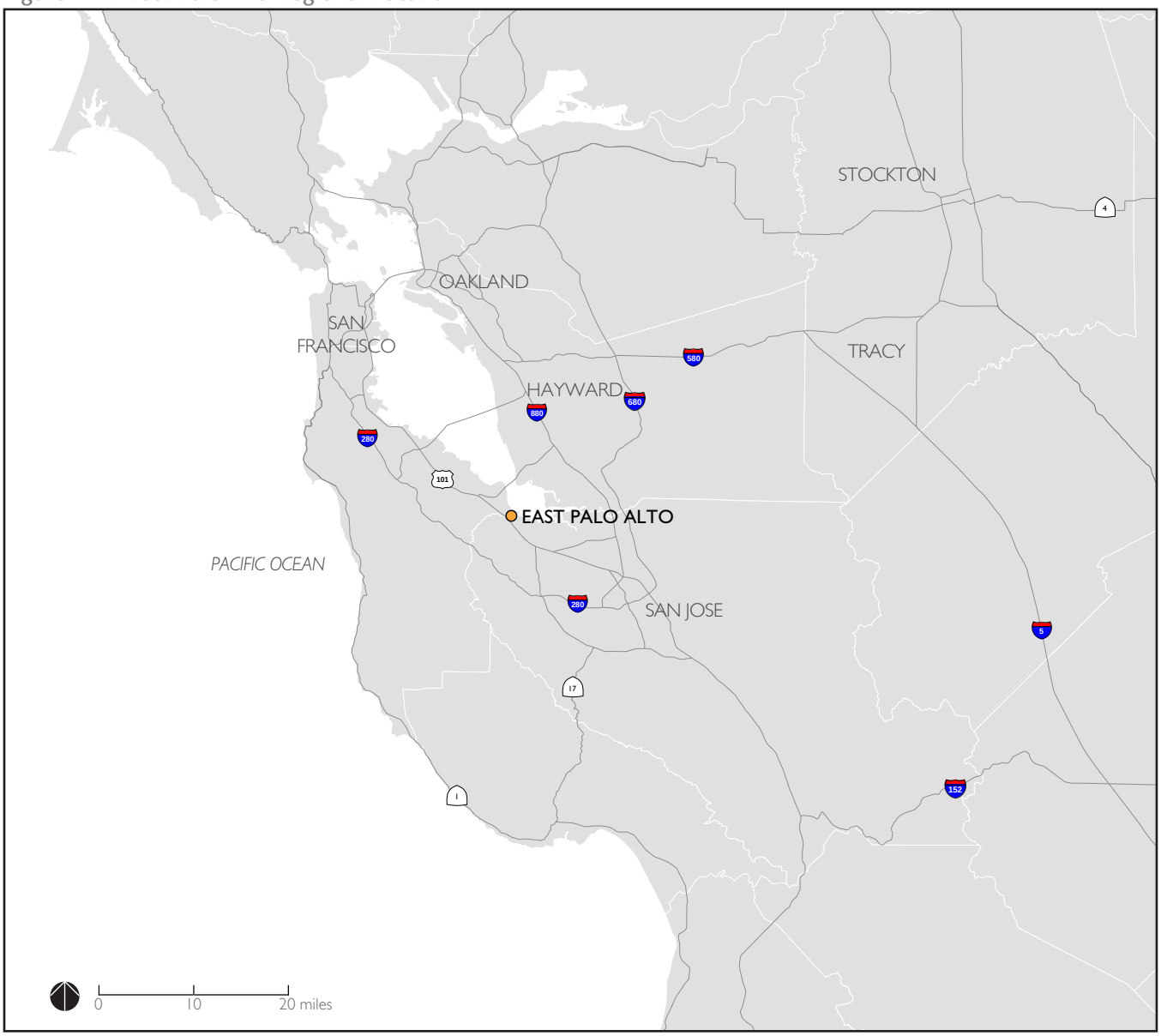
The Specific Plan's title refers to the concept of "transit oriented development" (TOD). Successful TOD results in homes, stores, and workplaces that are located near transit stops and designed to increase ridership potential and proximity to services. As a result, TOD can make it easier for people to use public transit for their daily trips. The Plan takes advantage of opportunities to connect new development in East Palo Alto with improved public transit that may be provided in the future.

The following sections provide an overview of the Specific Plan and describe the chapters that follow this introduction.

Regional and Local Setting

East Palo Alto is located in the southeast portion of the San Francisco Peninsula, approximately 30 miles southeast of San Francisco and 18 miles northwest of San Jose. US 101 crosses through southeast East Palo Alto. The city is bordered at the south by Palo Alto and at the west and north by Menlo Park. The San Francisco Bay forms the city's eastern boundary. Figure 1-1 shows the regional location of East Palo Alto.

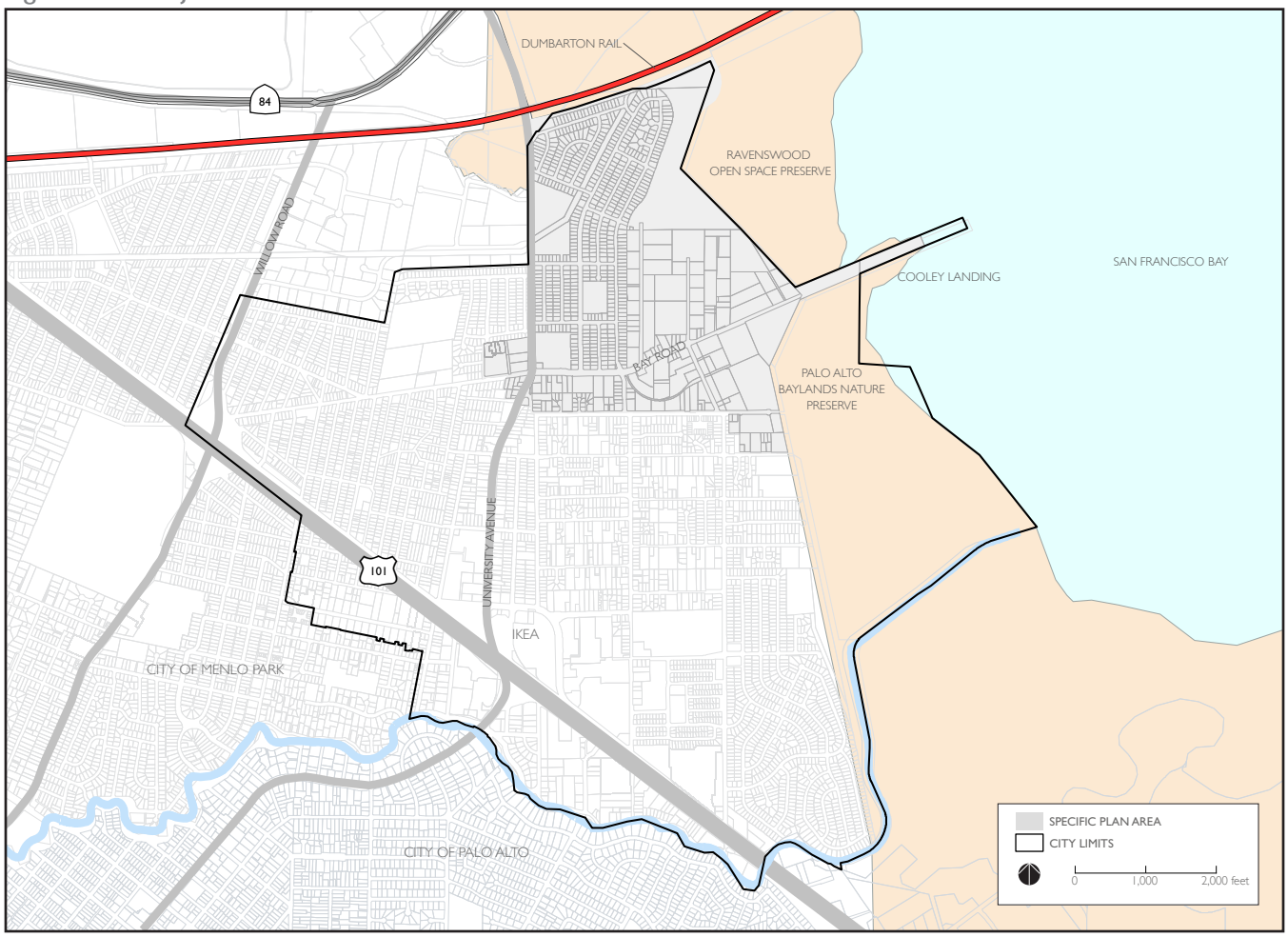
Figure 1-1: East Palo Alto Regional Location



1 INTRODUCTION

The Plan Area that is addressed in the Specific Plan is located in the northeast portion of the city, west of the San Francisco Bay. A portion of the Plan Area shares a boundary with the city limits. Figure 1-2 shows how the Plan Area fits within the city.

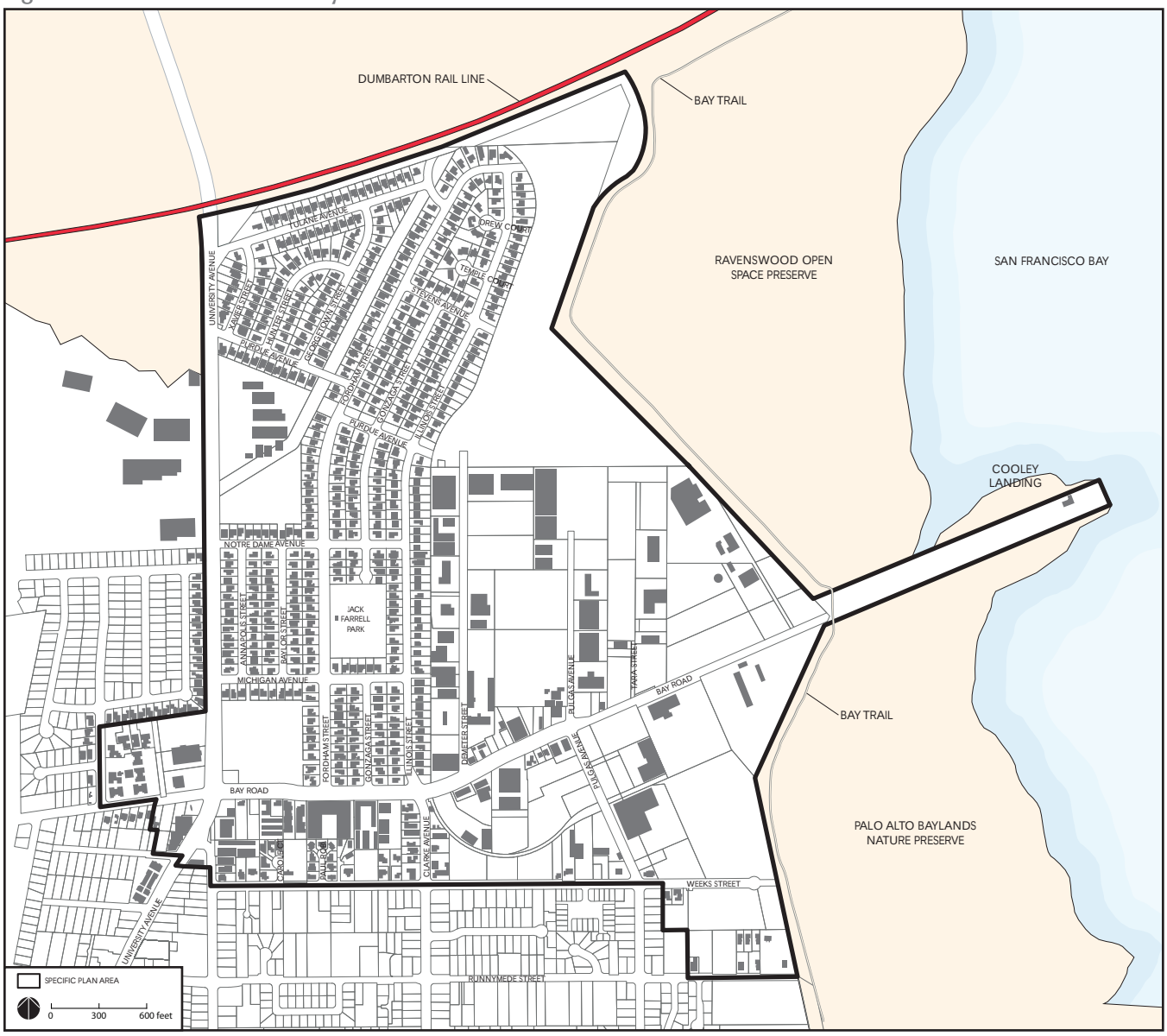
Figure 1-2: Project Plan Area



Specific Plan Area

The Plan Area encompasses approximately 350 acres and is generally bounded at the west by University Avenue; at the north by a rail line, where future Dumbarton Rail passenger service is planned; at the east by the baylands along the San Francisco Bay; and at the south by Weeks Street. The Specific Plan Area also extends south from Weeks Street to Runnymede Street in the southeast along Pulgas Avenue. In addition to University Avenue, which is an important corridor within the city as well as the region, the Plan Area includes Bay Road, a major east-west corridor in East Palo Alto. Figure 1-3 shows the Plan Area boundary.

Figure 1-3: Plan Area Boundary



Some small parts of the Plan Area are located outside of the general boundaries described above. At the southeast boundary, a small area south of Weeks Street is included because it is part of the City's Redevelopment Area. Similarly, the southwest boundary extends to include blocks west of University Avenue in the 4 Corners Area, and to include all parcels within the Ravenswood Redevelopment Area. The Plan Area is bounded at the east by the Ravenswood Open Space Preserve and the Palo Alto Baylands Nature Preserve. Cooley Landing, which is part of the Plan Area, extends into the San Francisco Bay.

The Plan Area also encompasses University Village, a single-family neighborhood immediately east of University Avenue. While the Specific Plan does not call for new development or land use changes in University Village, it includes focused improvements that will help make University Village a better place to live.

Purpose and Intent of the Plan

This Specific Plan is intended to serve as the primary document and reference guide for the future development and redevelopment of Ravenswood and 4 Corners. In addition to providing the community and decision-makers with clear documentation of the vision for the Specific Plan Area, this Specific Plan is intended to provide a clear policy and regulatory framework by which future development projects and public improvements will be reviewed. Finally, this Specific Plan provides guidance on design, potential public investments, and implementation. It should be noted that a Specific Plan is not a detailed site plan or design plan and does not commit to any specific building design on any specific properties.

Key Community-Generated Design Goals

The community engagement process undertaken for this Specific Plan yielded three major design goals, which are reflected throughout the remainder of the document in its vision, policies, land use regulations, development requirements, circulation improvements, infrastructure recommendations, design standards, and implementation strategy. First, the community expressed a desire to preserve and enhance the protection of public views. The Specific Plan has addressed this by custom development standards and a guide for which public views are most critical to preserve in Chapter Six, Land Use. A second design goal emphasized by the community was improving circulation north of Bay Road in the Ravenswood area, including a new east-west street that would link Demeter Street, Pulgas Avenue, and Tara Road. This new road is identified in Chapter Seven, Streetscape Standards, including provisions to ensure

that the roads in the Ravenswood area would be accommodating for businesses and vehicular traffic, as well as pedestrians and bicycles. In addition to the Streetscape Standards, the development standards in Chapter Six and many of the design guidelines in Appendix A address this very issue. Lastly, the community stated repeatedly that Bay Road should be the activity spine and "heart" of East Palo Alto. To that end, the Specific Plan includes throughout all its chapters policies, regulations, recommendations and guidance that are focused on achieving a walkable environment that becomes a destination for residents and visitors alike. Use regulations and development standards are tailored in the Specific Plan to creating such an environment, and enhanced further by design and streetscape guidelines that expand on these features to show flexible approaches to achieving this condition on Bay Road.

Previous Planning Efforts

This section describes previous planning efforts that have been undertaken within the Specific Plan Area.

Weeks Neighborhood Plan

The Weeks Neighborhood Plan is a plan prepared in 1997 that provided a vision for future change in the Weeks Neighborhood. The study area for this project included much of the southeastern portion of the Plan Area, including properties located on the north side of Weeks Street. While the Plan's vision did not become formal City policy, the Weeks Neighborhood Plan later influenced the development of the East Palo Alto Revitalization Plan, which is described below.

East Palo Alto Revitalization Plan

The East Palo Alto Revitalization Plan, prepared in 2000, explored potential development strategies and regulations for Ravenswood, 4 Corners, and other areas of the city. In 2005, preliminary work took place to adopt the Plan's recommendations for Ravenswood, but this work was not completed and the Plan was never officially adopted.

Community Vision for the Bay-Clarke-Weeks-Pulgas Project Area

In 2003, a Community Vision was created for the Bay-Clarke-Weeks-Pulgas Project Area, a large block in Ravenswood bounded by Bay Road, Clarke Avenue, Weeks Street, and Pulgas Avenue. The community's vision included a mix of housing and retail stores, with additional space for nonprofit groups. As a result of the Plan, RFPs were issued, and two projects were entitled with accompanying General Plan and Zoning Ordinance amendments.

Dumbarton Dialogue Project

The Dumbarton Dialogue Project, which took place in 2006 and 2007, invited residents of many cities on the peninsula, including East Palo Alto, to identify possible solutions to traffic impacts created by the Dumbarton Bridge and Highway 101 corridor.

Statutory Requirements of the Specific Plan

This section discusses how this Specific Plan meets the requirements of California State law.

Required Contents

This Specific Plan has been prepared in accordance with the requirements of California Government Code Section 65451. As prescribed by law, the Plan includes text and diagrams that generally describe the following:

- The distribution, location and extent of all land uses, including open space.
- The proposed distribution, location, extent and intensity of major components of public infrastructure, such as transportation and drainage systems.
- The standards and criteria by which development will proceed.
- A program of implementation measures, such as financing measures, policies, regulations and public works projects.
- A statement of the relationship of the Specific Plan to the General Plan.

Findings of Consistency with the General Plan

California law requires a Specific Plan to be consistent with a City's General Plan and that findings regarding consistency be included in the Specific Plan itself. Although amendments to the City's General Plan and Zoning Ordinance (through the addition of an Overlay Zone to the existing zoning) will be necessary as part of the Specific Plan's adoption process, the recommendations and objectives of the Ravenswood/4 Corners TOD Specific Plan are consistent with the overarching goals of the East Palo Alto General Plan.

Plan Contents

The chapters described below follow this introduction.

- **Chapter Two: Community Process and Outreach** provides a detailed discussion of the community process that helped to create this Specific Plan. In particular, this chapter describes the opportunities for public input as the City worked to create a preferred land use alternative
- **Chapter Three: Existing Conditions** provides a brief description of the Specific Plan Area as it was when this Plan was adopted.

- **Chapter Four: Vision and Concepts** includes the Vision Statement that guides the remainder of the Specific Plan. It also discusses the land use, development, and public realm concepts that are proposed for Ravenswood and 4 Corners.
- **Chapter Five: Goals and Policies** describes the "end state" that is desired for the Plan Area, as well as the policies that the City will follow as it works to achieve that end state.
- **Chapter Six: Land Use** provides the land use framework for the Specific Plan Area, including the uses that are allowed in each part of the Plan Area. This chapter also specifies the rules that must be followed when undertaking new development or significant modifications of existing development.
- **Chapter Seven: Streetscape Standards** provides recommendations for specific streets and street types within the Specific Plan Area.
- **Chapter Eight: Circulation** explains how the movement of pedestrians, vehicles, bicycles, and transit can be improved within the Plan Area.
- **Chapter Nine: Utilities and Public Services** provides recommendations for stormwater, wastewater, and water infrastructure improvements. This chapter also discusses potential improvements to police and fire service, schools, libraries, and parks within the Specific Plan Area that may be necessary as the Specific Plan is implemented.
- **Chapter Ten: Implementation** discuss potential funding opportunities and financing strategies for improvements recommended in this Specific Plan. This chapter also provides a fiscal impact analysis for implementation of the Specific Plan.

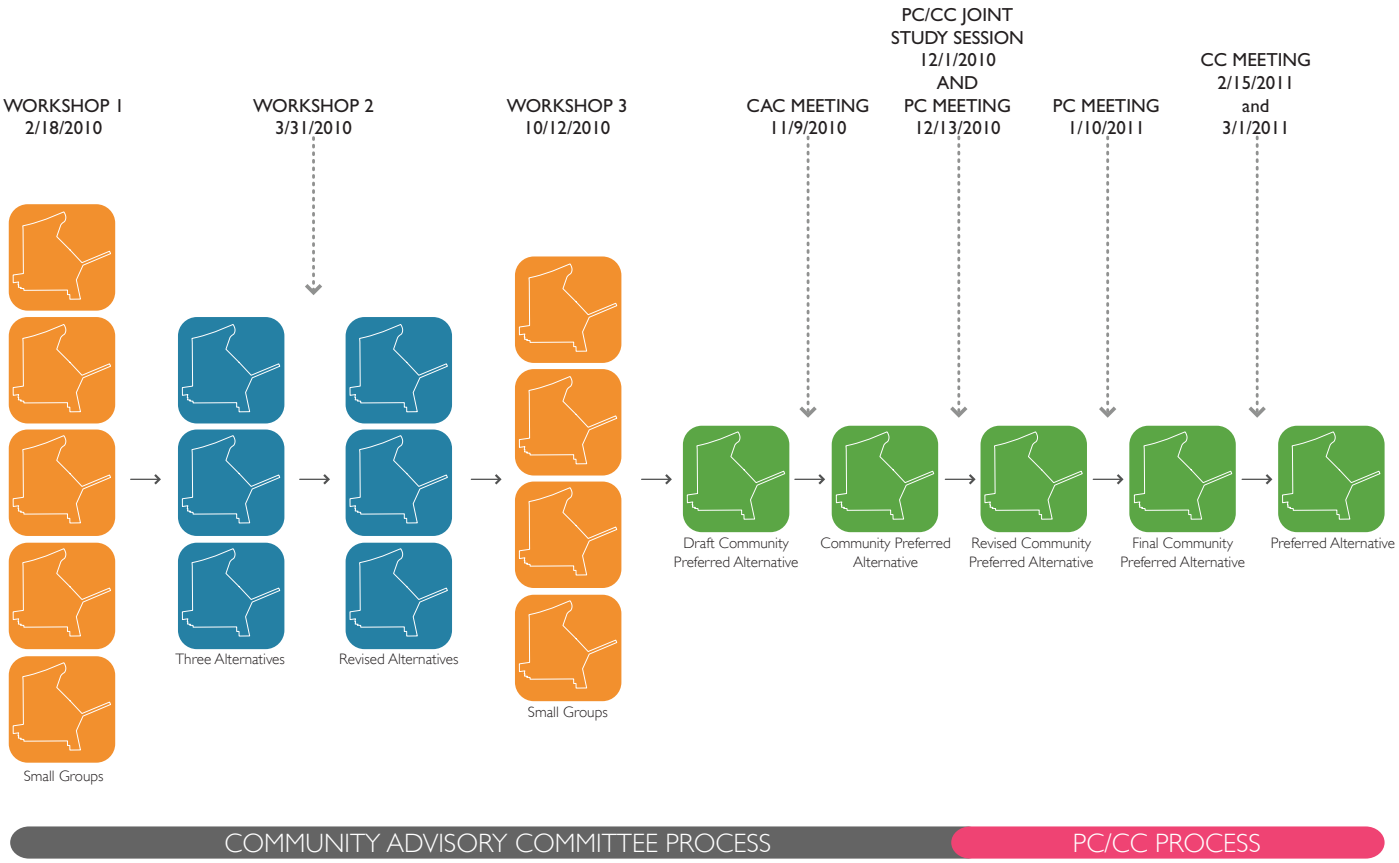
1 INTRODUCTION

COMMUNITY PROCESS AND OUTREACH 2

This chapter describes the public process, led by the City of East Palo Alto, that led to the creation of this Specific Plan. The public outreach process included participation by wide range of the community, including nearby residents, planners from the region, community groups such as Envision-Transform-Build East Palo Alto (ETB-East Palo Alto), business groups such as Ravenswood Shores, LLC, among many others.

The fundamental goal of this public process was to create a Preferred Alternative that could form the basis of the Specific Plan's recommendations for new development, transportation enhancements, and public improvements. Figure 2-1 shows how the public process ultimately led to the creation of the Preferred Alternative, which is described in Chapter 4 of this Plan.

Figure 2-1: Public Process



Outreach Strategy

Before starting the Specific Plan process, the City developed an extensive strategy for public outreach. This outreach strategy included all of the following:

- A series of guiding principles for public outreach, which called for a highly inclusive, open process that incorporated feedback from existing community organizations and reached out to underrepresented groups.
- Recommendations for the topics to be addressed at community workshops, and at the Community Advisory Committee's meetings.
- Proposals for the types of invitations to be distributed for community workshops, including postcards and emails.

Community Meetings

This section describes the community meetings that the City held as part of the planning process.

Public Kick-off Meeting

In early October 2009, the City held a public kick-off meeting to initiate the public process for the Specific Plan. Approximately 70 members of the public attended. In this meeting, the City provided an overview of the project, followed by a "visioning session" in which participants had an opportunity to share their concerns, goals and vision for the future redevelopment of Ravenswood and 4 Corners. The input and ideas shared at this meeting helped to identify key issues to address during subsequent parts of the planning process.

Community Workshop #1: Alternatives Development

In February 2010, the City held an initial community workshop to create a set of alternative visions for the Specific Plan Area. The workshop focused on identifying appropriate land uses for various portions of Ravenswood and 4 Corners. Participants worked in small groups to discuss their vision for future land uses. Upon completion of the small-group exercise, each group presented its ideas to the entire workshop. The ideas from this workshop were integral to the development of three distinct land use and circulation alternatives for the Plan Area.

Community Workshop #2: Alternatives Presentation

Using input from Community Workshop #1, the project team created three land use and circulation alternatives for Ravenswood and 4 Corners. At Community Workshop #2, held in March 2010, the City presented these alternatives to participants and obtained their comments on the alternatives. The primary goal of this workshop was to give the community a final opportunity to provide input on the alternatives before the City began a comprehensive analysis of each alternative. The project team refined the alternatives based on input from this workshop.

Community Workshop #3: Preferred Alternative

Prior to Community Workshop #3, the project team analyzed the alternatives that resulted from Community Workshop #2, in order to identify the relative impacts of each of the three alternatives on traffic, employment, and revenue for the City, among other topics. At Community Workshop #3, held in October 2010, the City presented the results of this alternatives analysis.

Participants then divided into small groups to develop their own "preferred alternatives." Each small group started with one of the three alternatives, then created its preferred alternative by mixing and matching elements from the

other alternatives. Each small group then presented its preferred alternative to the workshop as a whole. After all small groups presented, the project team worked with all participants to identify areas of consensus among the groups, as well as areas where consensus had not yet been reached. This resulted in a single map that formed the basis for the Community Preferred Alternative.

TOD Bus Tour

In the early stages of the Specific Plan process, about 35 members of the public went on a bus tour of transit-oriented development projects on the Peninsula and South Bay. The tour, held in April 2010, gave participants a chance to see examples of development that might also be appropriate within Ravenswood and 4 Corners. The bus tour included urban schools; multi-family apartments and townhomes; various scales of office development, research and development facilities; retail stores; and mixed-use development with retail stores on the building's ground floor and housing on upper floors. During the tour, the project team led group discussions of each site.

CAC Meetings

The City assembled a Community Advisory Committee (CAC) to help guide the Specific Plan process by providing input at key points in the project; reaching out to members of the community to encourage their involvement; and making recommendations to the Planning Commission and City Council. The CAC held five meetings prior to the publication of the Draft Specific Plan:

- **CAC Meeting #1: Process.** November 2009. This initial CAC meeting provided CAC members with an understanding of the Specific Plan process, including the role of the CAC, Planning Commission, and City Council.
- **CAC Meeting #2: Existing Conditions.** December 2009. The project team presented existing conditions information to CAC members and gave them an opportunity to ask questions and provide additional insight.
- **CAC Meeting #3: Market Conditions.** January 2010. The project team presented a summary of market conditions within the Specific Plan Area, particularly for potential new development types.

- **CAC Meeting #4: Informational Meeting.** July 2010. The City provided an update on the status of the planning process and the upcoming milestones for the project. In addition, the Envision-Transform-Build East Palo Alto (ETB-EPA) Coalition and the Ravenswood Shores Business District LLC (RBD LLC) both presented their recommendations for the Specific Plan.
- **CAC Meeting #5: Preferred Alternative.** November 2010. The CAC worked as a group to refine the Community Preferred Alternative that resulted from Community Workshop #3. They recommended a slightly modified version of the Community Preferred Alternative to the Planning Commission.

Planning Commission and City Council Meetings

East Palo Alto's Planning Commission and City Council both took an active role throughout the process of creating a Preferred Alternative for the Specific Plan. They contributed their input at the following meetings.

Planning Commission/City Council Joint Study Session

In December 2010, the Planning Commission and City Council held a joint meeting to discuss the Community Preferred Alternative for Ravenswood/4 Corners, as revised by the CAC. The goal for the study session was to summarize the Community Preferred Alternative for planning commissioners and councilmembers, and to provide an opportunity for them to comment and ask questions.

Planning Commission Hearing #1: Preferred Alternative

Later in December 2010, following its joint meeting with the City Council, the Planning Commission met to review the Community Preferred Alternative and address the small number of areas where the community had not yet reached consensus. The Planning Commission decided to hold a second hearing before recommending a Preferred Alternative to the City Council.

Planning Commission Hearing #2: Preferred Alternative

At its second hearing, held in January 2011, the Planning Commission made slight adjustments to the Community Preferred Alternative and recommended a Preferred Alternative to the City Council for its approval.

City Council Hearings: Preferred Alternative

In February and March of 2011, the City Council held two public meetings at which they reviewed the Planning Commission's recommendations for the Preferred Alternative, made further minor adjustments, and approved a final version of the Preferred Alternative. The Council directed City staff to use the Preferred Alternative as the basis for this Specific Plan and its Environmental Impact Report (EIR). At the March hearing, the City Council adopted Resolution 4501 (Community Preferred Alternative), on which the content of this Specific Plan is based.

EXISTING CONDITIONS 3

This chapter describes the Plan Area as it existed prior to this Specific Plan's adoption. The information in this chapter helps to explain the context within which the Specific Plan was prepared.

Most information in this chapter is based on a variety of fieldwork and research conducted from 2009 to 2011. The information on historic context draws from the *City of East Palo Alto Historic Resources Inventory*, prepared in 2004 by Alan Michelson and Katherine Solomonson.

Historic Context

East Palo Alto was first settled by the Ohlone Indians because of its abundance of natural resources, including numerous varieties of acorns; marshland edible plants and shellfish; and game animals such as mule deer and tule elk. It was later settled by Spanish missionaries in the late 1700s. Following Spanish settlement, much of the land that is now East Palo Alto was acquired by Isaiah Churchill Woods in the early 1850s. Woods saw East Palo Alto's potential to become a port for transporting goods from San Francisco to the Peninsula, particularly because of the potential for a wharf at Cooley Landing. There was also speculation at the time that the western terminus of intercontinental rail service would eventually arrive near East Palo Alto.

Many of these hopes did not ultimately come to fruition, due in large part to the parallel growth and economic success of Redwood City. While East Palo Alto had a viable site for a small port, Redwood City's location along other important transportation routes ultimately resulted in more population and economic growth than East Palo Alto. These trends led to Redwood City becoming the County seat in 1856.

Into the early 20th century, East Palo Alto remained a largely rural community with a heavy emphasis on farming. As time went on, the importance of farming diminished, and suburban development, such as the University Village neighborhood, began to occur. In addition, industrial uses began to emerge within East Palo Alto, particularly in the Plan Area, to take advantage of Ravenswood's rail spur and regional location. The legacy of this shift towards industrial development is still present in the Plan Area today.

Demographics

This section provides a brief overview of demographics in the Plan Area. Several sources of statistics are used in this chapter (and throughout the EIR and Specific Plan): Statistics from the 2005-2009 American Community Survey provide details of community structure and were the most recent full datasets available at the time of preparation of this Specific Plan and Draft EIR; Statistics from the U.S. Department of Finance are used for the most recent overall figures for population and housing units in the City of East Palo Alto; Statistics from the Association of Bay Area Governments (ABAG), 2009 provide the most commonly used projections for regional growth. Furthermore, at the time of the release of this document, 2010 Census data was not fully available.

Population and Housing Growth

The Plan Area and East Palo Alto as a whole share many similar characteristics, such as large average household sizes and a significantly younger population than in neighboring jurisdictions and the Silicon Valley region. In some respects, however, the Plan Area differs from East Palo Alto as a whole regarding demographic trends. Most notably, the Plan Area population has experienced much higher rates of growth than the City as a whole since 1990. This growth occurred in existing and new family households. The Plan Area also has a relatively high homeownership rate. In 2009, 62 percent of Plan Area households owned their own homes, compared to 44 percent of East Palo Alto households overall.

Community Profile

For both the Plan Area and East Palo Alto, educational attainment data point to the need for aggressive education and workforce training efforts in the community. Approximately 54 percent of Plan Area residents and 52 percent of East Palo Alto residents do not graduate from high school. The demographic profile of the Plan Area also suggests that there are market opportunities to develop additional housing units—both ownership and rental units—to provide increased housing choices for lower-income families experiencing overcrowding. Working residents in the Plan Area are mostly employed outside of the community, and current commuting patterns are dominated by automobile travel, in part because of the lack of convenient and affordable transit options. This issue, in combination with high rates of household growth, points to potential pent-up demand for transit facilities and for housing located near transit. Finally, 31 percent of households in the Plan Area and East Palo Alto have annual incomes less than $35,000. This pattern suggests a potential market for retail goods and services targeting lower- and middle-income family households.

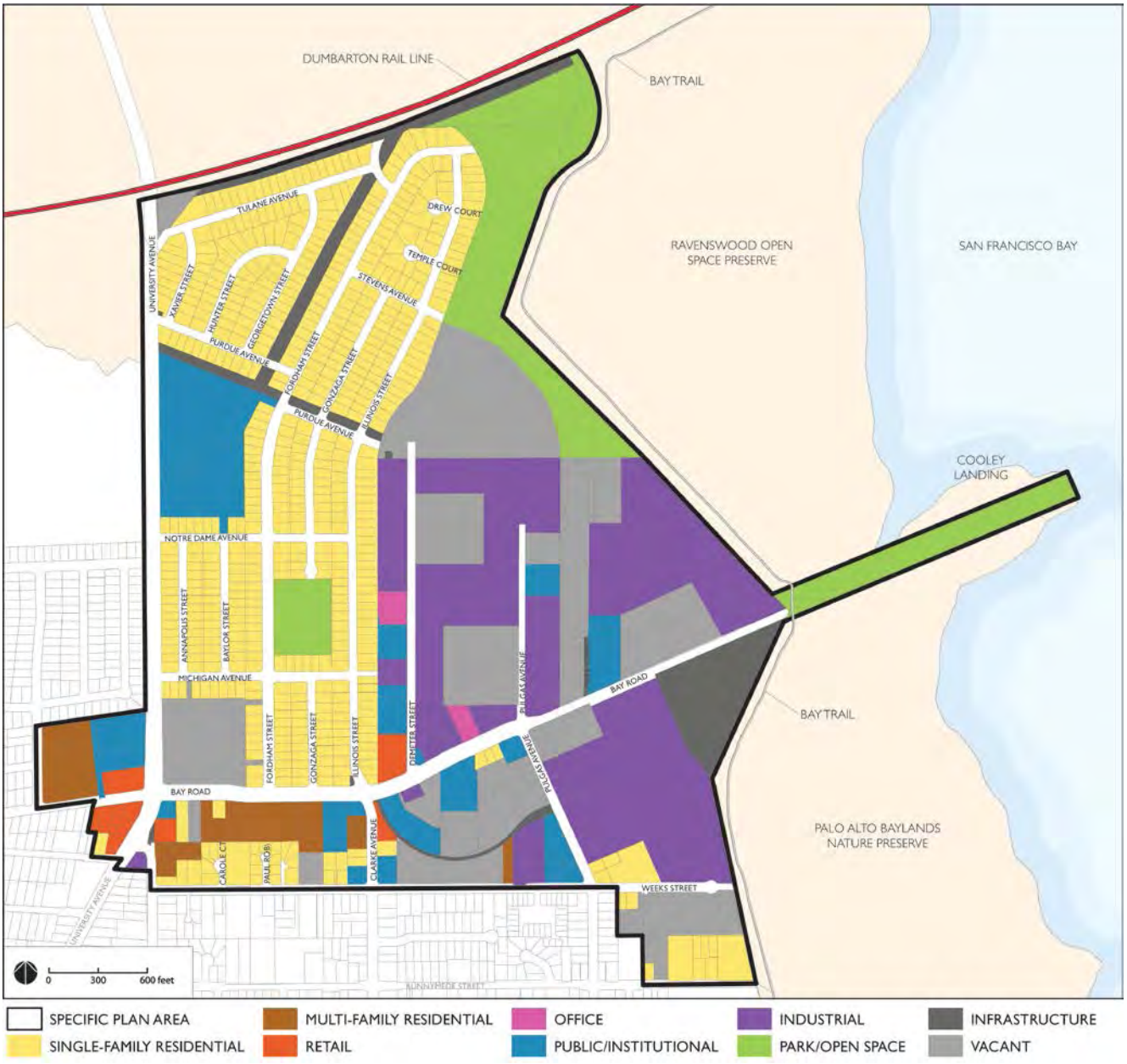
Land Use

The term "land use" refers to the way that a property is developed and the activities that take place on the property. This section summarizes land use issues in the Plan Area.

Existing Uses

The Plan Area has a wide variety of existing land uses. This section describes the existing land uses that were found in the Plan Area during field reconnaissance completed in October 2009. No significant land use changes have occurred through 2011. Figure 3-1 shows a map of the existing land uses.

Figure 3-1: Existing Land Use



- **Single-Family Residential.** Single-family residential uses in the Plan Area are concentrated most heavily in the University Village neighborhood, north of Bay Road and east of University Avenue. A smaller number of single-family homes are located along the south side of Bay Road, along Weeks Street, and in the southeastern corner of the Plan Area.
- **Multi-Family Residential.** Multi-family residential uses, which include duplexes, triplexes, apartment buildings, condominiums, and townhomes, are generally concentrated along Bay Road.
- **Retail.** Retail uses in the Plan Area include corner stores, salons, restaurants, cell phone stores, clothing stores, and other small, neighborhood-serving businesses. Retail is most heavily concentrated in the 4 Corners area, near the Bay Road/University Avenue intersection.
- **Office.** Office uses are rare in the Plan Area, with one small office building located on Demeter Street and another located on the north side of Bay Road.
- **Public/Institutional.** Public and institutional uses include social services, houses of worship, schools, hospitals and other health facilities, and government buildings. Public and institutional uses are widespread throughout the Plan Area and are not concentrated in any particular area. One notable public use in the Plan Area is the San Mateo County East Palo Alto Government Center, located on the west side of University Avenue just north of Bay Road. The building includes East Palo Alto's City Hall, the City Council chambers, a community meeting room, and a public library. A second large public use is the Costaño Elementary School, located in the University Village neighborhood.

- **Industrial.** Industrial uses include manufacturing businesses, repair shops, warehouses that distribute goods, storage facilities, and other similar uses. These uses are generally located in the Ravenswood Business District in the eastern half of the Plan Area.
- **Park/Open Space.** Parks and open spaces include areas that are designated and constructed for passive or active recreation and open to the public, as well as natural, undeveloped open spaces. Jack Farrell Park, located in the University Village neighborhood, is the only existing park located in the Plan Area. Additionally, a park is currently planned for Cooley Landing and will be developed at the this location at the far east end of Bay Road. Open space is found at the bay's edge, where development is prohibited or unlikely to occur.

- **Infrastructure.** Utility infrastructure includes rail corridors, utility corridors, electrical substations and similar equipment. A major electrical substation is located at the east end of Bay Road, near Cooley Landing. Utility

transmission infrastructure is also present in the Plan Area. Most notably, Pacific Gas & Electric (PG&E) towers and transmission lines are highly visible along Purdue Avenue in the University Village neighborhood.

Another major infrastructure feature in the Plan Area is the Hetch Hetchy Aqueduct, owned by the San Francisco Public Utilities Commission (SFPUC), which carries water from Yosemite National Park to San Francisco and other cities on the peninsula, including East Palo Alto. The Aqueduct runs southeast beneath the University Village neighborhood and passes beneath the Costaño Elementary School site. The portion located between Georgetown and Fordham Streets is under a site that is otherwise vacant and is fenced off from its surroundings.

Additionally, active and former rail corridors are located along the northern boundary of the Plan Area and through the interior of the block bounded by Bay Road, Clarke Avenue, Pulgas Avenue, and Weeks Street.

- **Vacant.** Vacant land includes properties that are undeveloped and contain no usable structures. Vacant properties are widespread in the Plan Area, the largest and most concentrated of which are located in the eastern half of the Plan Area. Some are former industrial sites; others appear to have never been developed. The most visible vacant site in the Plan Area, a former shopping center that has been demolished, is located at the northeast corner of the Bay Road/University Avenue intersection.

Redevelopment Area

Most properties in the Ravenswood Business District and 4 Corners are within the East Palo Alto Redevelopment Agency's Ravenswood Industrial Plan Area, which was established in 1990.

The Redevelopment Agency has the authority to collect "tax increment financing," which is created by increases in the assessed value of properties within its Plan Areas. This financing can be used to help pay for improvements to the area's infrastructure and to address conditions that limit new development, such as soil contamination from past industrial activities. A portion of the funding must also be used to pay for the construction of new affordable housing.

It should be noted that this Specific Plan does acknowledge recent legislation has altered the current legal landscape with regard to Redevelopment, but the underlying assumption herein is that Redevelopment Areas will continue to be recognized.

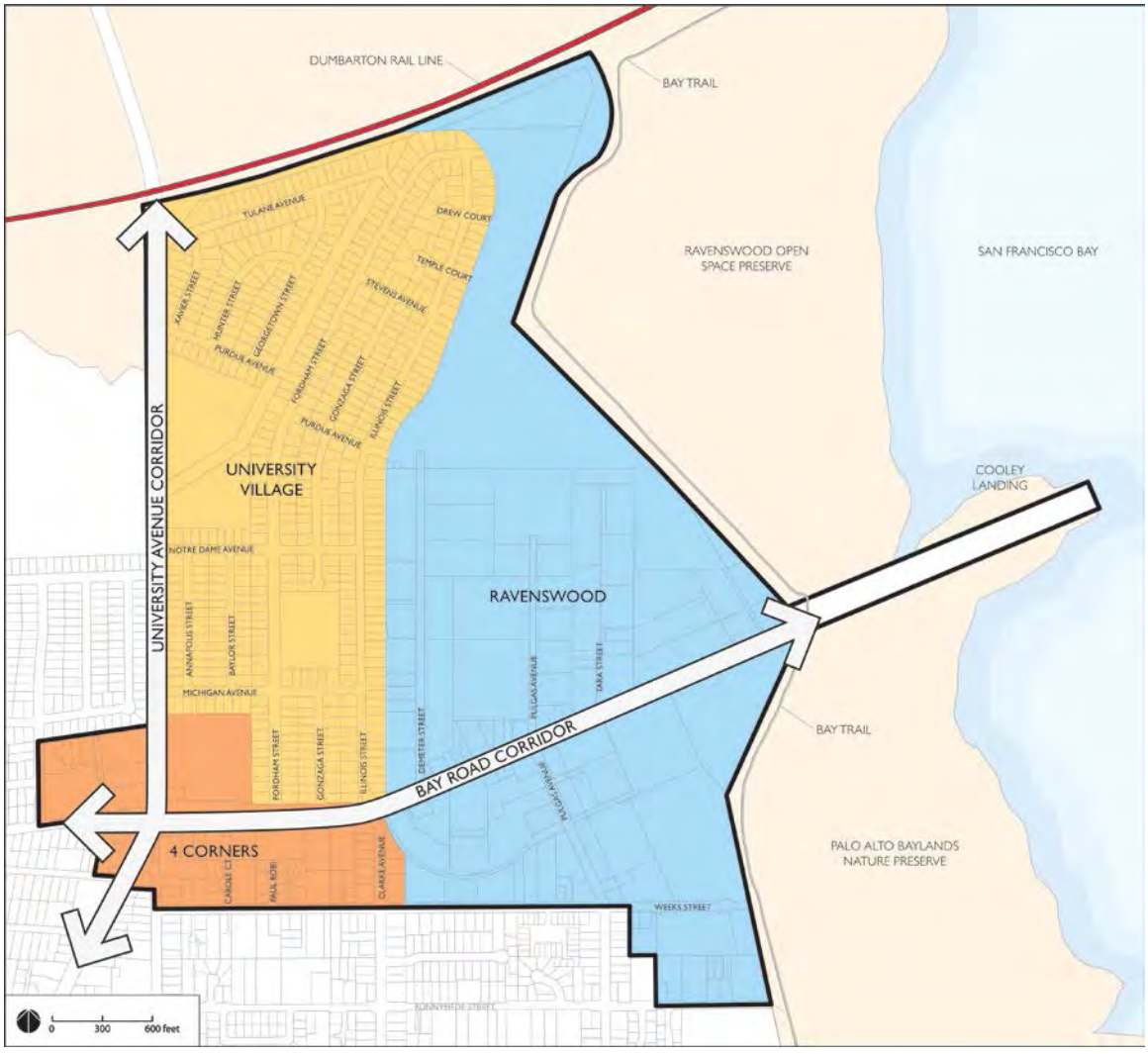
Surrounding Uses

The Specific Plan Area is generally bounded to the east and north by natural preserve areas and former wetlands areas undergoing restoration, all of which are located on the western edge of the San Francisco Bay. Areas to the west and south of the Specific Plan Area are mostly composed of single-family residential developments.

Urban Design Character

This section describes the physical form and appearance of the Plan Area's distinct neighborhoods, districts and corridors. Figure 3-2 shows a map of these subareas.

Figure 3-2:Urban Design Subareas



University Village Subarea

The street pattern of University Village consists of long, narrow blocks arranged in a north-south oriented grid. Each of the streets is named after notable American universities.

Homes in the University Village Subarea are generally single-story, with very few two-story homes. These houses typically have low-pitched roofs and simple façades. The colors of homes in this neighborhood vary widely, and many are painted with vibrant, bright colors. They have consistent setbacks from the street, generally 15 to 20 feet. Garages face the street and are visually prominent. Most homes in this subarea are fenced on all sides, with ornamental fencing at the front. Fencing materials are varied, but often contain some combination of brick, iron and steel.

4 Corners Subarea

The primary physical feature of the 4 Corners Subarea is the intersection at the corner of University Avenue and Bay Road. Three corners are developed with one-story structures behind surface parking lots. The fourth corner is a large vacant lot with a fence, which creates a void in the built landscape at this location.

Moving away from the primary intersection, the physical environment changes in four different ways. Up University Avenue to the north is the San Mateo County East Palo Alto Government Center building, a three-story building from the 1970s with precast concrete and horizontal windows. It is the home of East Palo Alto's City Hall, as well as the East Palo Alto Branch Library. Down University Avenue to the south are single-story commercial buildings that line both sides of University Avenue. The buildings on the west side are brightly painted, engage the street and have no side or front setbacks. On the east side, south of the concrete block Post Office, is a commercial strip that sets back behind parking.

West of the 4 Corners intersection, Bay Road has a number of commercial buildings on its south side, some of them offices in converted houses. Many of these are set back considerably from the street and contain surface parking areas in front. Across Bay Road from these buildings are recently built and well-maintained two-story apartments with landscaped setbacks and prominent trellis features, marking entry to a shared open space. To the east of University Avenue along Bay Road are more apartments, old and new, some well maintained and others not. The apartment buildings generally have pitched roofs, and their façades are composed of brick and concrete materials. These buildings are set back moderately from Bay Road and help to frame the street.

The 4 Corners Subarea also includes areas located on the north side of Weeks Street, from Cooley Avenue to Pulgas Avenue. This area generally includes one-story single-family houses, most with approximately three-foot fences in the front. These homes are set back generously from the street and include substantial front yards.

Ravenswood Subarea

This Subarea contains a variety of structures, the majority of which are utilitarian in character and were designed for industrial use. A typical characteristic of this type of development is that each building has space around it on all sides, and most turn their back to the street. The structures are generally single-story, large floorplate buildings greater than 15 feet in height so as to accommodate trucking, loading and shipping activities. For many of these properties, the prominent feature from the street is the fence around the lot, which is often six feet high or more. This type of development is prominent north and south of Bay Road on Demeter Street, Pulgas Avenue, and Tara Street.

Vacant land and outdoor storage areas are also prominent in this Subarea. These uses make the visual character of the area seem discontinuous, and property lines are often indistinguishable.

The visual character of the southeast corner of the Ravenswood Subarea is somewhat different. It is defined by vacant lots and some limited residential uses. Single-family homes are generally single-story and set back significantly from the street, as on other parts of Weeks Street. A group of single-family homes, most of which are two stories tall, is located on the north side of Runnymede Street, just east of Veronica Court. The orientation of these homes varies, but most of the homes do not engage Runnymede Street directly. Roofs of these homes are tiled and pitched.

University Avenue Corridor

Along the stretch of University Avenue north of 4 Corners, there is little sense of enclosure from buildings. Most buildings on properties along the corridor face away from University Avenue. As a result, the side and rear yards of properties adjacent to the corridor largely define the character of the corridor's built form. Along much of the corridor, six-foot wooden fencing runs on either side of the street. The Costaño Elementary School property north of Notre Dame Avenue and east of University Avenue contains several large institutional buildings, which are visible from the corridor. These brick buildings are two to three stories tall. The school buildings are separated from the corridor by chain-link fencing. A large office complex, located just outside of East Palo Alto in Menlo Park, is on the west side of the street to the north of Notre Dame Avenue. The majority of the structures in this office complex are screened from University Avenue by landscaping.

Utility infrastructure, including power lines and large utility towers, also contributes strongly to University Avenue's visual character. Power lines run along the eastern side of University Avenue, and a major utility tower is located near the University Avenue/Purdue Avenue intersection.

Bay Road Corridor

In the western, residential portion of Bay Road from Fordham Street to Illinois Street, multi-family apartment buildings are the predominant use on the south side of the street. A recently built four-story apartment building rises above the south side of the street in this area. It has a contemporary character, with steel and wood siding. It fronts Bay Road with storefront windows and entries at the ground level. Older multi-family apartments are moderately set back from Bay Road by approximately ten feet.

On the northern side of this portion of Bay Road, the street is lined by the side yard fences of single-family homes, which face the north-south residential streets that intersect Bay Road in this area.

Development along Bay Road east of Illinois Street exhibits an industrial character. Buildings are usually one-story and have few windows, which is a result of their industrial function. Buildings are often composed of brick and metal materials. Two Quonset huts are located in a prominent location on the south side of the street at a bend in Bay Road, near its intersection with Demeter Street. These structures' distinctive arched roofs make them stand out within the Bay Road corridor and represent a unique aspect of this subarea's industrial character.

From Tara Street to Cooley Landing, the Bay Road corridor retains a strong industrial character, with large warehouses, outdoor storage, and high fencing around many properties. The lack of buildings defines the character of the street. The area feels open and somewhat neglected due to the presence of undeveloped land and discontinuity in built structures.

Traffic and Circulation

This section describes the existing pedestrian, bicycle, transit, and vehicle circulation in and around the Plan Area.

Bicycle and Pedestrian Circulation

Bicycle facilities are divided into three classes. Class I bike paths are physically separated from motor vehicles and offer two-way bicycle travel on a separate path. Class II striped bike lanes on roadways are marked by signage and pavement markings. Class III bike routes are designated only with signs to help guide bicyclists along recommended routes. Existing bicycle facilities in and around the Plan Area are described below and shown on Figure 3-3.

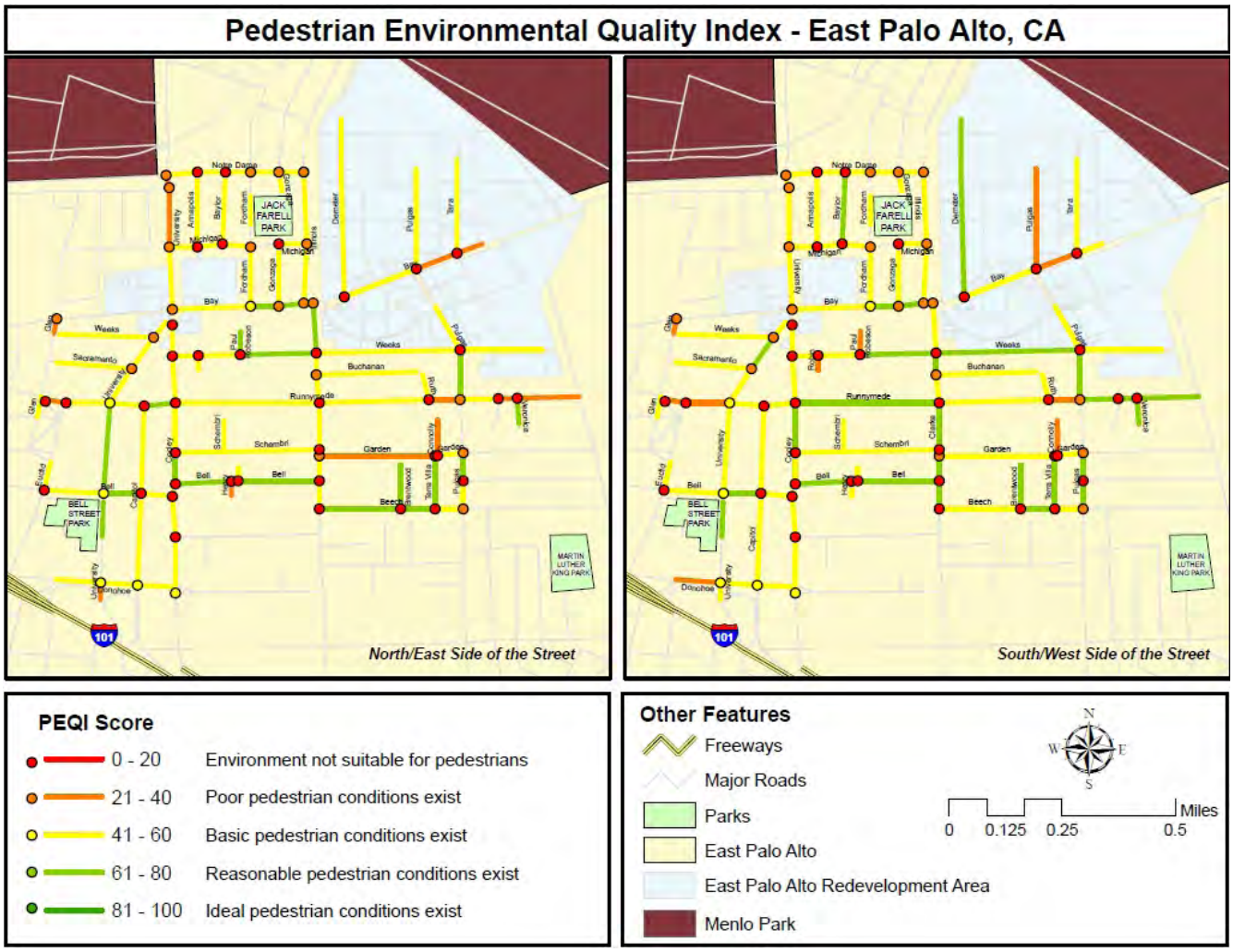
Figure 3-3: Bicycle Facilities

On other roadways in and around the Plan Area, bicyclists must share the road with auto traffic. The bike lanes on Willow Road, Bay Road, University Avenue, and Channing Avenue/Embarcadero Road are discontinuous as they cross Highway 101.

While the bike lanes shown on Figure 3-3 accommodate some bicycle travel in the Plan Area, they do not represent a cohesive bicycle network and offer limited connectivity to the regional bicycle network. The bike path that begins at Weeks Street is the only link to regional bicycle facilities, such as those found just to the south in the Palo Alto Baylands Nature Preserve.

Pedestrian facilities in the Plan Area consist primarily of sidewalks and crosswalks along the streets in the residential neighborhoods and commercial areas in the Plan Area. These sidewalks and crosswalks are found on many roadways. However, Youth United for Community Action (YUCA), a community organization led by East Palo Alto young people of color, has conducted a survey indicating that there are many parts of the Plan Area where sidewalks are missing or in poor repair. The maps in Figure 3-4 below, which were created by YUCA in 2009, show key locations where sidewalk improvements are needed

Figure 3-4: Sidewalk Condition Map



Vehicular Circulation

Existing traffic volumes were obtained from intersection turning movement counts conducted at 24 intersections in 2009 and 2011. They were analyzed in terms of their "levels of service" (LOS), a measure of traffic flow through an intersection, where A represents free-flowing traffic and F represents congestion and very slow-moving traffic. The City of East Palo Alto's minimum standard for intersections is LOS D.

Two intersections currently operate at unacceptable levels of service. These include:

- **University Avenue at Purdue Avenue.** LOS D during AM peak hour, LOS F during PM peak hour.
- **University Avenue at Donohoe Street.** LOS D during AM peak hour, LOS F during PM peak hour.

SamTrans Bus Service

As shown in Figure 3-5, SamTrans operates a variety of bus routes that run through the Plan Area. These routes connect East Palo Alto to the Stanford Shopping Center in Palo Alto, the Onetta Harris Community Center in Menlo Park, and the Redwood City and Palo Alto Caltrain stations, among other destinations. However, only two of these lines provide service through the Plan Area.

AC Transit Bus Service

The Dumbarton Express Shuttle provides service between Palo Alto and the Union City BART Station via three different routes: DB, DB1, and DB3. These routes operate on Willow Avenue, the Bayfront Expressway, Highway 101, and University Avenue. Only Route DB3 has a stop within the Plan Area. The Dumbarton Express operates on 20- to 30-minute headways.

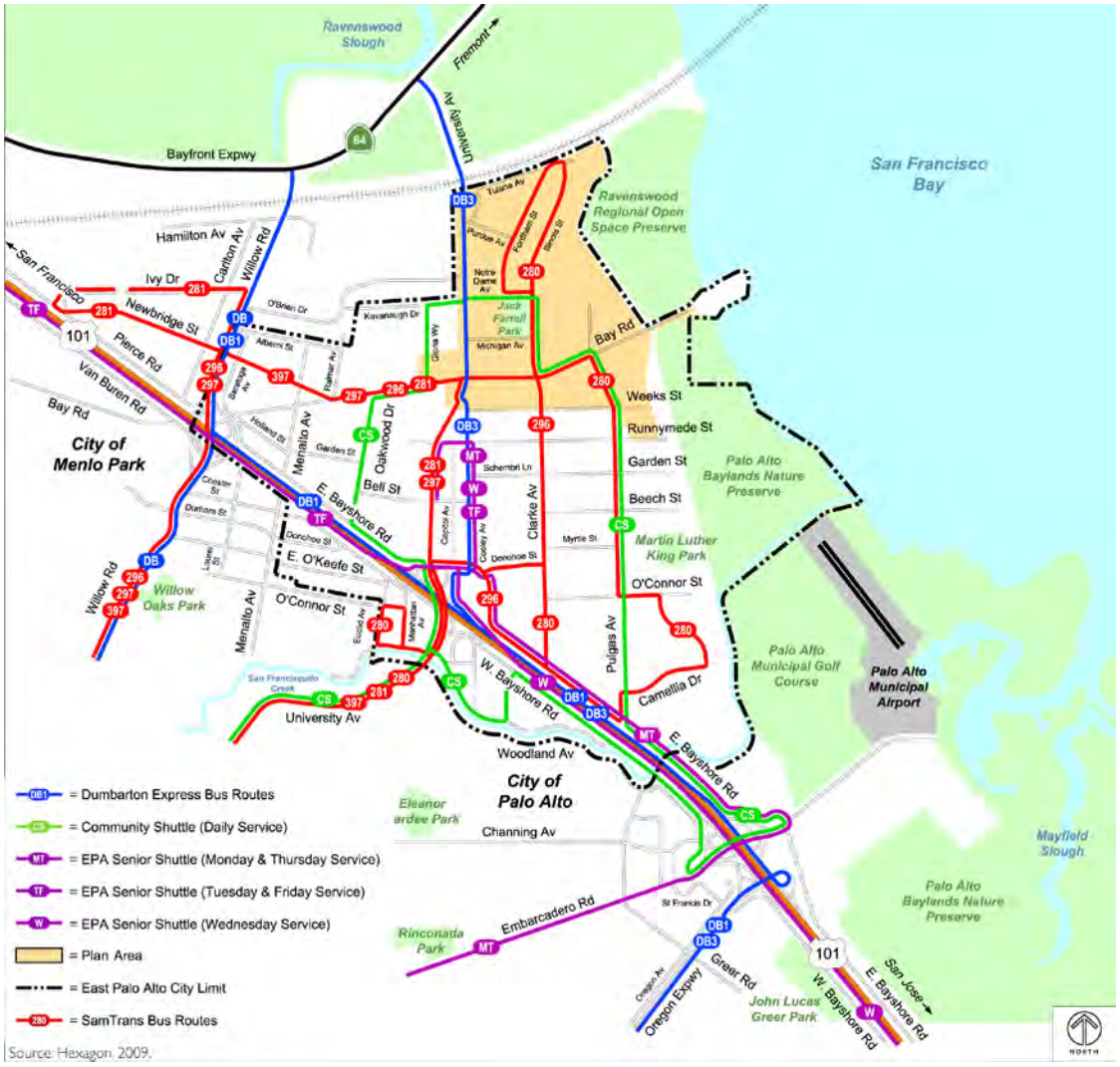
Caltrain Service

Caltrain provides commuter rail service between San Francisco and Gilroy. There is currently no direct access to Caltrain from the Plan Area. The Plan Area is located about 4 miles northeast of the Palo Alto Caltrain station, which is located near the intersection of Alma Street and University Avenue in Downtown Palo Alto. At the Palo Alto station, Caltrain provides service with approximately 20- to 30-minute headways during the weekday commute hours.

Proposed Dumbarton Rail Service

The San Mateo County Transportation Authority is working to plan and construct the Dumbarton Rail Corridor Project, which will provide commuter rail service across the South Bay extending from the Union City BART station in the East Bay to the Caltrain station in Redwood City.

Figure 3-5: Existing Transit Routes



Dumbarton Rail would run along the existing rail line that passes just north of the Plan Area. As of September 2011, the timing of the Dumbarton Rail project has not been identified, and a final location for the Peninsula's westerly station has not been chosen.

Infrastructure

This section briefly describes the Plan Area's existing water, wastewater, and stormwater systems.

Water

East Palo Alto's municipal water system, which serves the Plan Area, is managed by American Water Enterprises under contract with the City. All municipal water supplied to the City of East Palo Alto is provided to American Water Enterprises by the San Francisco Public Utilities Commission (SFPUC), which serves around 90 percent of the City. Two smaller companies, the Palo Alto Park Mutual Water Company and the O'Connor Tract Co-Operative Water Company, supply customers from their own private groundwater sources. The City is considering augmenting its municipal supply by pumping more groundwater.

The main source of the SFPUC's water, approximately 85 percent, is from the Hetch Hetchy Reservoir in the Sierra Nevada. The remaining 15 percent of the SFPUC's water supply comes from Bay Area reservoirs in the Alameda and Peninsula watersheds.

American Water Enterprises serves 4,183 accounts in the City of East Palo Alto, of which 3,923 are residential accounts. Between July 2009 and June 2010, residential, commercial and municipal accounts used 1,906 acre feet per year (AFY) of water. The total water use was 2,033 AFY, which includes the approximately 8 percent of unaccounted water lost in the system due to leaks.

The City has purchased more water from SFPUC than its Interim Supply Guarantee (ISG) allocation of 1.963 million gallons per day (mgd) in several years since 2002. This has been possible only because other users have not purchased their entire allocation.

Wastewater

Wastewater conveyance and treatment services to the northern half of the Plan Area are provided by the West Bay Sanitary District (WBSD). The East Palo Alto Sanitary District (EPASD) serves the southern half of the Plan Area, which has greater development potential.

The EPASD, established in 1939, serves the majority of East Palo Alto and a portion of Menlo Park. There are approximately 3,300 single-family residential connections, 23,500 multi-family connections, and 300 commercial, industrial, and institutional connections within the district. EPASD infrastructure includes approximately 30 miles of sewer pipeline and 560 manholes.

Wastewater collected by the EPASD is treated at the Palo Alto Regional Water Quality Control Plant (PARWQCP). The City of Palo Alto owns, maintains and upgrades the PARWQCP, and the contributing jurisdictions, including East Palo Alto, purchase capacity rights. To accommodate future growth, the

City of East Palo Alto Redevelopment Agency estimates that it will need an additional 1.4 MGD of wastewater capacity within the jurisdiction of the EPASD, which is approximately a 33 percent increase to the District's allotted 2.9 MGD treatment capacity.

The WBSD, established in 1902, serves the City of Menlo Park and parts of Atherton, East Palo Alto, Portola Valley, Woodside and unincorporated areas in San Mateo and Santa Clara Counties. There are approximately 18,380 single-family residential connections and 635 commercial connections within the district. System infrastructure consists of approximately 207 miles of sewer mains and 12 pump stations.
Wastewater collected within the WBSD is treated by the South Bayside System Authority (SBSA), a Joint Powers Authority managed by one elected official each from Belmont, Redwood City, San Carlos, and the WBSD. It is anticipated that the SBSA's Regional Treatment Plant will have sufficient capacity to treat wastewater flows from the WBSD in the future.

Stormwater

Stormwater in East Palo Alto drains into two major drainage systems: the Runnymede Storm Drain System and the O'Connor Storm Drain System. The Plan Area is closest to the Runnymede Storm Drain System. Stormwater infrastructure within the Plan Area is inadequate. Many of the streets do not have storm drains, and those that do are unable to handle stormwater during peak events.

Stormwater for the Runnymede Storm Drain System is carried through a 72-inch reinforced concrete pipe and ultimately flows into the San Francisco Bay. During peak stormwater events and certain high tides, the existing stormwater pipes are unable to handle stormwater flow.

The O'Connor Pump Station receives stormwater from throughout the city and an at-grade canal, which runs along the eastern city limit. The O'Connor Pump Station distributes stormwater outfall into San Francisquito Creek.

Hazardous Materials

Hazardous materials and contamination are present on many sites within the Specific Plan Area, primarily as a result of industrial uses that did not properly control the discharge of waste. The amount and type of contamination varies widely from site to site. Many of the sites are now in various stages of cleanup, and others have deed restrictions in place that prohibit sensitive uses such as residential homes.

The hazardous materials issues in the Plan Area can be generalized based on three subareas, as shown in Figure 3-6:

- **Subarea I.** This subarea is roughly 150 acres. It encompasses the University Village neighborhood and 4 Corners. Subarea I appears to have few issues with hazardous materials.
- **Subarea II.** This subarea is roughly 145 acres and generally encompasses the Ravenswood area. There are many industrial and commercial sites in Subarea II where hazardous materials have been released, making it necessary to impose land use restrictions.
- **Subarea III.** This subarea, which includes the large property at 391 Demeter Street, is roughly 40 acres and is located to the north of Ravenswood. While the subarea is mostly open space and tidal marshland, there is a large pile of fill that may contain hazardous materials, as well as a former rail spur that had contamination but has now been remediated.

These three subareas provide only general indications of whether contamination is likely to exist on a given sites. There are sites in largely contaminated subareas that are free of contamination, and some generally uncontaminated subareas may have a small number of contaminated sites.

Further details regarding contamination and hazardous materials in the Plan Area can be found in the *Ravenswood/4 Corners Transit Oriented Development Specific Plan Existing Conditions Report*.

Parks and Open Space

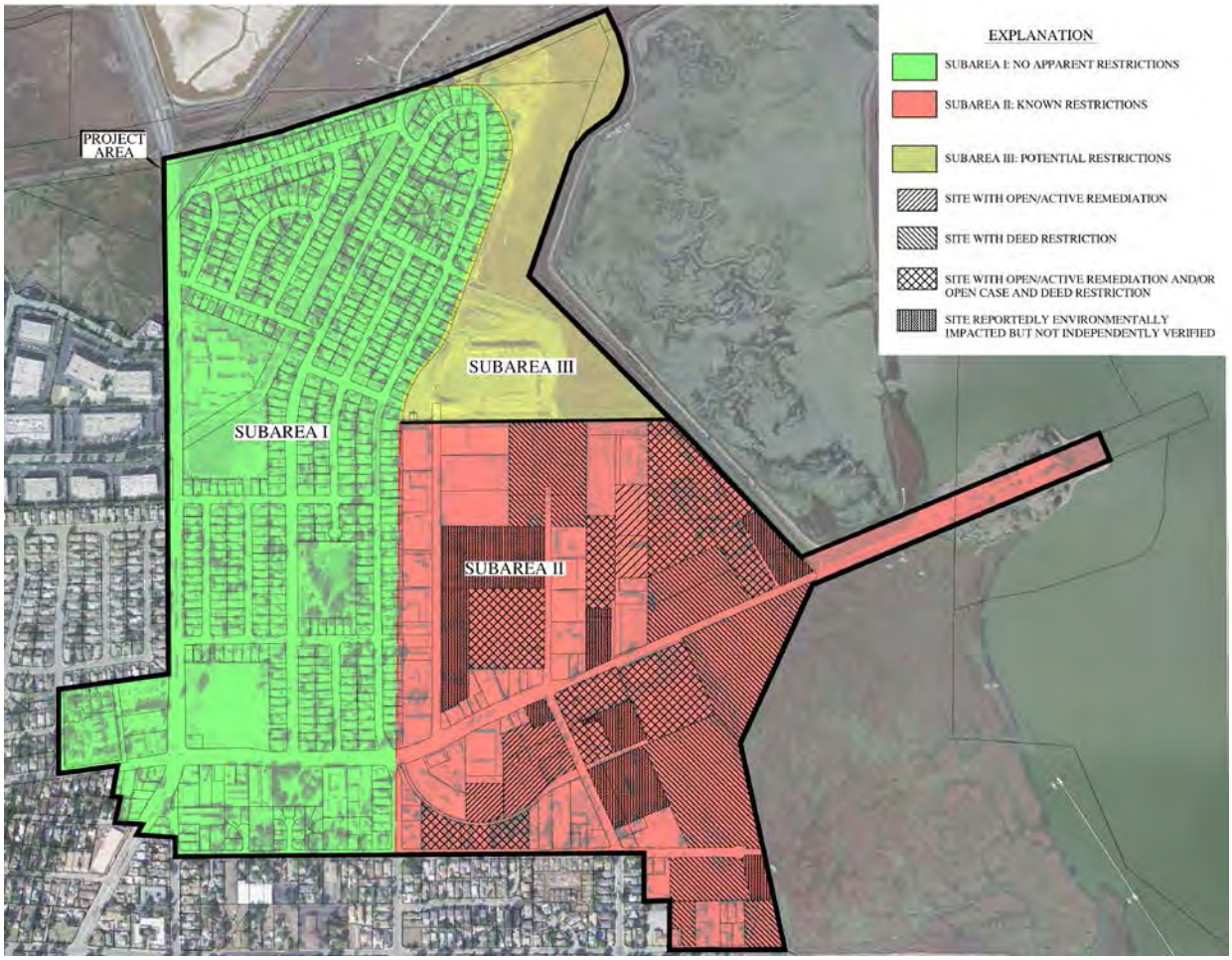
This section describes the public parks and natural open space that currently exist in the Plan Area.

City Parks

Jack Farrell Park, currently the only park within the Plan Area, is located on Fordham Street between Notre Dame Avenue and Michigan Avenue. Amenities at Jack Farrell Park include a baseball field, basketball court, and a playground.

Additionally, a new city park is planned for the Cooley Landing site inside the Specific Plan Area. This site is located at the eastern terminus of Bay Road and is currently in the planning phase.

Figure 3-6: Land Use Restrictions



Open Space, Preservation Areas, and Trails

Protected open space near East Palo Alto includes the Ravenswood Open Space Preserve, owned and managed by the Midpeninsula Regional Open Space District. The 373-acre preserve, which is adjacent to the Plan Area and is largely within the City of Menlo Park, is located north and south of the Dumbarton Bridge. The southern portion of the preserve offers pedestrian and bicycle access along the shore and levees along the marshland.

Other nearby open space includes the Palo Alto Baylands Nature Preserve, which is owned and managed by the City of Palo Alto. The Baylands, located

just south of the East Palo Alto city limits, include approximately 1,940 acres of salt marsh and mud flat habitats.

The San Francisco Bay Trail, the multi-use public recreation corridor along San Francisco and San Pablo Bays, includes two sections of trail within East Palo Alto. The northern section runs along portions of the Ravenswood Open Space Preserve to Bay Road, within the Plan Area.

Community Services

This section describes the existing library, school, police and fire services and facilities that serve the Plan Area.

Libraries

The East Palo Alto Branch Library of the San Mateo Library System is located in the Plan Area at 2415 University Avenue, at the intersection of University Avenue and Bay Road. In addition to book circulation, the library offers child, adult, and family programming, and has computer work stations that are available for public use.

Schools

The Ravenswood City School District (RCSD) chiefly serves students in kindergarten through eighth grade from East Palo Alto. However, the RCSD also operates charter schools that serve ninth through 12th grade. Costaño Elementary School, the only school operated by RCSD within the Plan Area, serves students in kindergarten through eighth grade.

Sequoia Union High School District (SUHSD) also serves East Palo Alto residents. Depending on their addresses, East Palo Alto students attend Carlmont High School, Menlo-Atherton High School, or Woodside High School, all of which are located outside of the Plan Area. Some students also elect to transfer to Sequoia High School, which is also outside of the Plan Area.

Police

The East Palo Alto Police Department (EPAPD) provides service to a 2.6-square-mile area serving a population of approximately 33,520 people. Responsibilities of the EPAPD include street patrol, investigations, traffic patrol, and emergency services. Additionally, the EPAPD runs several programs that aim to reduce and prevent crime, including the Parolee Reentry Program; Parolee-Job Program; Gang Resistance, Education and Training; and Police Activities League.

The EPAPD is made up of the Operations Division, Investigations Division, and Administration Division. There are 34 sworn police officers and 11 non-sworn personnel. Additionally, the EPAPD has six part-time non-sworn personnel.

Fire

The Menlo Park Fire Protection District (MPFPD) has a service area of approximately 30 square miles and serves the cities of Atherton, Menlo Park, and East Palo Alto, as well as portions of unincorporated San Mateo County. The MPFPD's only East Palo Alto station is located within the Plan Area.

MPFPD services include fire suppression, rescue and emergency medical response, and response to hazardous materials incidents, vehicle accidents, severe weather incidents, and other emergency events. The MPFPD also sponsors a cadet training program; runs a Community Emergency Response Training (CERT) program, which trains community members about how to prepare and respond to emergencies and natural disasters; and provides other types of public education.

The MPFPD currently has 108 employees. Emergency personnel include 83 Engineers/Firefighters, three Battalion Chiefs, two Division Chiefs, one Deputy Chief, and one Fire Chief.

Community Organizations

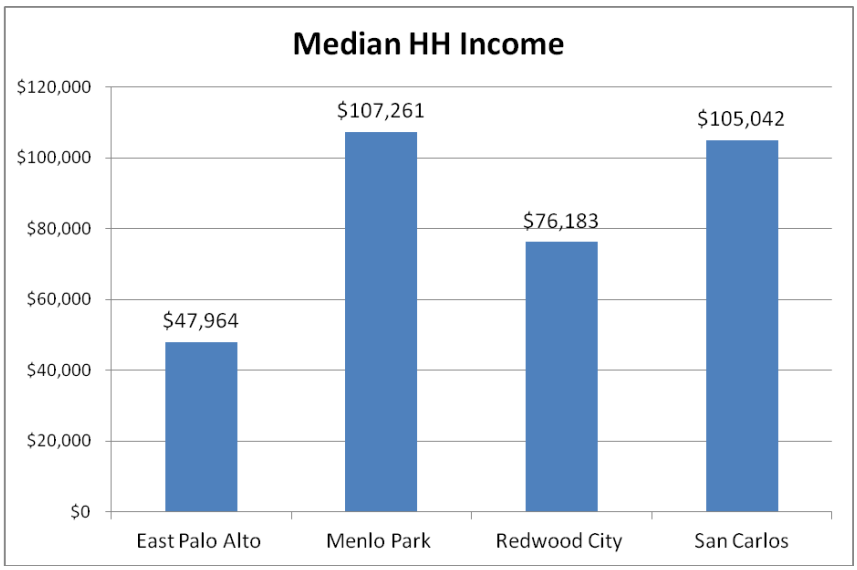
East Palo Alto is home to a wide variety of nonprofit groups and other community organizations that provide important services to the city's residents. Some of these nonprofit groups are located within the Plan Area itself. Among many others, these community organizations include:

- **Collective Roots,** 1785 Woodland Avenue. Collective Roots works to educate and engage young people about issues related to food systems, nutrition, science, and sustainability.
- **College Track**, 1877 Bay Road. College Track is an after-school college preparatory program that works to increase high school graduation rates, as well as college eligibility and enrollment. Their offices are in the Plan Area.
- **East Palo Alto Community Alliance Neighborhood Development Organization (EPA CAN DO)**, 2369 University Avenue. EPA CAN DO works to create and maintain affordable housing in East Palo Alto and to promote community and economic development. Their offices are in the Plan Area.

- **Ecumenical Hunger Program**, 2411 Pulgas Avenue. The Ecumenical Hunger Program provides emergency food, clothing, case management, and household essentials to families in need in East Palo Alto, as well as Menlo Park and Palo Alto. Their offices are in the Plan Area.
- **Ravenswood Family Health Center,** 1798A Bay Road. The Ravenswood Family Health Center provides medical care and prevention services for all ages, including the uninsured and new immigrants, regardless of their ability to pay. Their offices are in the Plan Area.
- **Youth United for Community Action (YUCA),** 2135 Clarke Avenue. YUCA, which is led and run by young people of color, works to empower young people through grassroots community organizing on environmental and social justice issues.

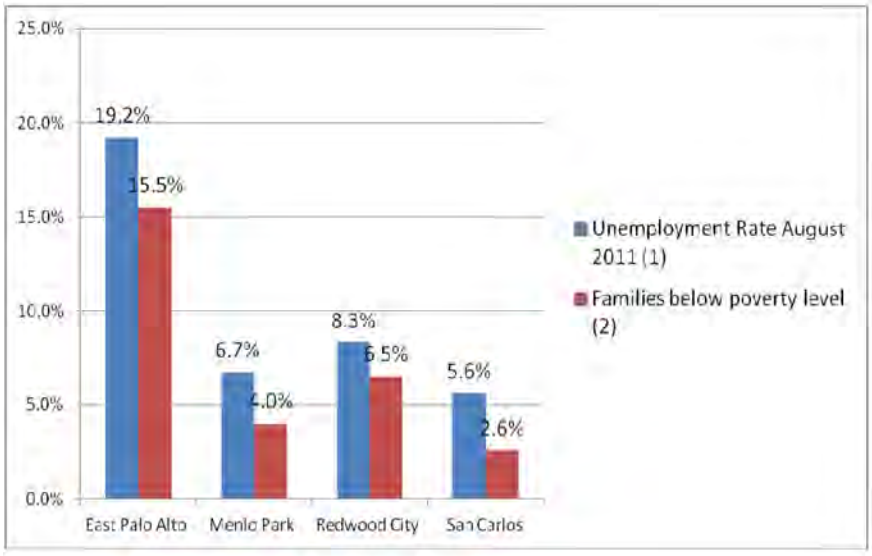
Economic Conditions and Jobs-Housing Ratios

The City of East Palo Alto is a pocket of poverty in the affluent San Mateo County. East Palo Alto has significantly lower median incomes, higher unemployment rates, higher poverty rates, lower public revenue generation, and fewer jobs per employed resident than surrounding jurisdictions.



Source: US Census 2005-2009, Community Survey.

In August 2011, the unemployment was 19.2% in East Palo Alto. In neighboring Menlo Park, the unemployment rate was 6.7%. East Palo Alto also suffers from correspondingly high levels of household poverty.



Source: 1) California Economic Development Department, 2) US Census 2005-2009, Community Survey.

There are three major General Fund revenue sources: property tax, sales tax, and Transient Occupancy Tax (TOT). City revenues also reflect the overall economic condition in the community, with lover revenue than surrounding jurisdictions. On average, East Palo Alto generates about 50% less annual per capita general fund revenue than does surrounding jurisdictions.

	East Palo Alto	Menlo Park	Redwood City	San Carlos
Property Tax (1)	$7,085,000	$13,021,000	$33,951,000	$8,469,900
Sales Tax (1)	$2,670,000	$6,203,000	$15,696,000	$4,922,000
TOT (1)	$1,600,000	$2,580,000	$3,200,000	$675,000
Subtotal	**$11,355,000**	**$21,804,000**	**$52,847,000**	**$14,066,900**
Population (2)	32,780	29,702	73,099	28,856
Revenue Per Capita	**$346**	**$734**	**$723**	**$487**
Average W/O East Palo Alto	**$648**			
East Palo Alto as a % of Average	**53%**			

Source: (1) 2011/2012 Budgets, (2) 2005-2009 Census Factfinder.

Furthermore, East Palo Alto suffers from a jobs/housing imbalance, with far more employed residents than jobs. The surrounding jurisdictions have more jobs than employed residents. East Palo Alto is the opposite, with 0.21 jobs for each employed resident in 2010.

	East Palo Alto		Menlo Park		Redwood City		San Carlos	
	2010	2035	2010	2035	2010	2025	2010	2025
Total Population	32,700	43,300	31,700	38,500	76,100	96,200	28,400	33,300
Households	7,780	10,260	12,850	15,430	28,600	36,260	11,830	13,840
Housing Units (HH + 5% vacancy rate)	8,169	10,773	13,493	16,202	30,030	38,073	12,422	14,532
Total Jobs	2,300	7,080	26,350	35,990	51,930	70,250	15,930	22,770
Employed Residents	11,150	16,940	16,520	22,930	46,470	66,390	14,360	19,150
Jobs/Housing Ratio (Total Jobs/Employed Residents)	**0.21**	**0.42**	**1.60**	**1.57**	**1.12**	**1.06**	**1.11**	**1.19**

Source: ABAG 2009 Projections.

Even with the development envisioned by the Specific Plan, East Palo Alto will have a significantly lower jobs housing ratio. ABAG 2009 Projections indicate that in 2035 East Palo Alto will have less than half a job (0.42) per employed resident, while surrounding other jurisdictions in San Mateo County will have many more jobs than employed residents.

VISION AND CONCEPT 4

The Vision Statement and additional concepts described in this chapter provide the East Palo Alto community's overall vision for Ravenswood and 4 Corners. This overall vision informs the recommendations and requirements in the chapters that follow.

Vision Statement

By the year 2035, Ravenswood and 4 Corners will become the pride of East Palo Alto. At 4 Corners and along Bay Road, new mixed-use development with ground-floor shops will enliven the street and create a "downtown" feeling for pedestrians. Attractive, well-designed buildings and landscaping will also contribute to a sense of pedestrian safety and comfort. Neighborhood parks and plazas along Bay Road will give people a place to relax as they stroll down the road on their way to Cooley Landing.

Ravenswood will be transformed into an employment center that can help to reduce East Palo Alto's chronically high unemployment rate, which was 19.2 percent in August of 2011. Through incremental changes, new buildings will redefine Ravenswood's character and bring the area into the 21st century. This new development will create numerous jobs, many of which will be held by East Palo Altans. Streetscape enhancements that accompany new development will also create walkable streets throughout Ravenswood.

While there will be less change in University Village, this neighborhood will be strengthened and enhanced by public improvements and investment by homeowners. In particular, the Hetch Hetchy pipeline right-of-way will blossom into a linear park, providing outdoor play space, community gardens, and other much-needed amenities.

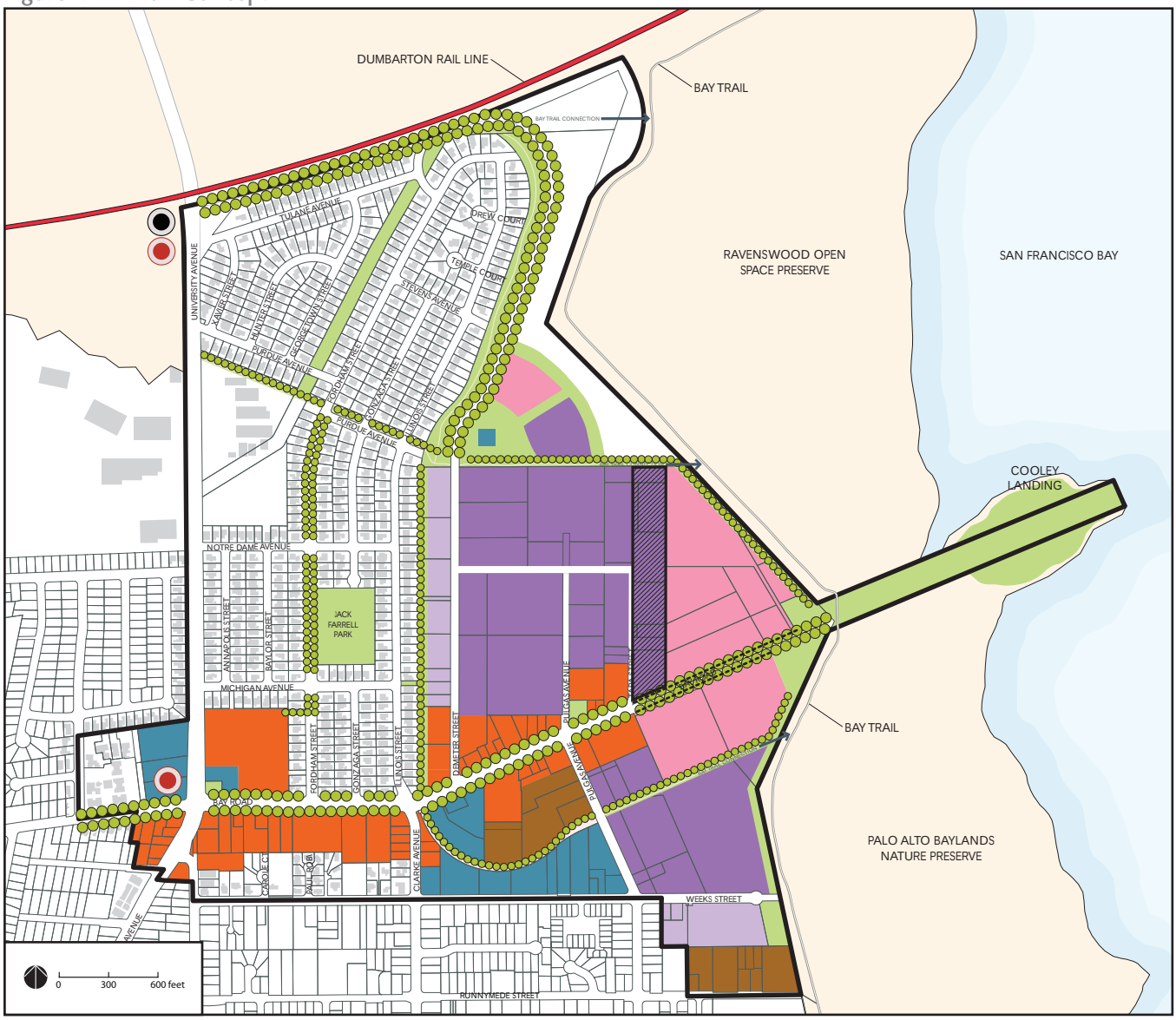
Throughout Ravenswood and 4 Corners, new community facilities will improve the lives of residents and visitors alike. A community center will create a place where people can gather for special events. An expanded health clinic and public library will provide much-needed services to the public. Finally, a recreation center will give the city's youth a safe and welcoming place to gather.

When implemented, this Specific Plan will present the community with opportunities for an improved quality of life for residents, reduced unemployment, improved housing/jobs balance, and new revenue for the provision of municipal services.

Plan Concept

Figure 4-1 shows the Plan Concept developed for Ravenswood and 4 Corners. The Plan Concept was created through a collaborative process with community members, property owners, business groups, and City leadership. A variety of civic/community, residential, industrial and office land uses, along with associated circulation improvements and a comprehensive open space network, are depicted within the Plan Area. Preferred future uses and areas of likely rede-

Figure 4-1: Plan Concept



* This Diagram shows a conceptual vision for future land uses in the Specific Plan area. Figure 4-1 does not represent zoning for the Specific Plan Area.

- MIXED USE (OFFICE OR RESIDENTIAL)
- CIVIC / COMMUNITY
- R&D / INDUSTRIAL
- LIGHT INDUSTRIAL
- OFFICE
- OFFICE/R&D/INDUSTRIAL OVERLAY
- RESIDENTIAL
- PARKS / OPEN SPACE
- RAPID BUS / BRT STATION
- DUMBARTON RAIL STATION
- ACTIVE FRONTAGE
- SPECIFIC PLAN AREA

velopment are shown in color, and areas where minimal change is expected are not colored. Proposed new pedestrian and bicycle routes and improved streets are generally bounded by rows of trees in the Plan Concept. While the drawing shows likely redevelopment, it is unknown which areas will actually develop in the future. The Plan Concept is simply a conceptual illustration of potential projects and future land uses, and new development is not limited to the sites shown in the Plan Concept. The Plan Concept is based on the Community Preferred Alternative, which was adopted by the City Council on March 1, 2011.

This section describes the different land uses that make up the Plan Concept. More detail regarding the permitted type and density of development can be found in Chapter 6, Land Use Regulations and Development Standards. It is important to note that Figure 4-1 only represents the conceptual vision for land uses in the Specific Plan Area and does not in any way dictate zoning or development requirements for specific parcels. Detailed regulations are included in Chapter Six (Land Use), Appendix A (Design Standards and Guidelines), Appendix B (Additional Development Standards). The detailed regulations will be included in a zoning ordinance amendment (through the addition of an Overlay Zone to the existing zoning) that incorporates the land uses and development regulations and guidelines set forth in the Specific Plan.

Bay Road/4 Corners Mixed Use

Bay Road is envisioned as an active and vibrant spine that serves as a focal point for Ravenswood and 4 Corners, as well as for East Palo Alto as a whole. These mixed-use areas, indicated in orange, will become the "living room" of East Palo Alto and provide a cohesive Downtown experience for East Palo Alto. Vibrant storefronts and other active ground-floor uses are envisioned to stretch down most of Bay Road within the Plan Area, bookended by the University Avenue/ Bay Road intersection on the west and Cooley Landing on the east.

Mixed uses will generally consist of ground-floor retail shops and upper-floor dwellings or offices, although some ground-floor office uses will likely also be developed. The primary goal for these areas is to ensure that uses are developed that foster activity, safety, visual interest, and a sense of community. Ground-floor retail spaces do this by providing visual interest, outdoor seating, or other elements that engage pedestrians. Office uses, either on the ground floor or on upper floors, will help to ensure that there is activity in the area during the day and provide increased support for local retail uses. Apartments and other housing in this area will help provide activity into the nighttime hours and create increased safety by ensuring "eyes on the street" along Bay Road, as well as support for local retail uses by providing a strong customer base.

Research and Development/Industrial

As shown in the Plan Concept, research and development (R&D)/industrial uses are envisioned to be located in the central portions of Ravenswood, north of Bay Road and in the southern portion of Ravenswood, south of Bay Road and east of Pulgas Avenue. The Plan Concept assumes that many of the existing industrial uses in this area will remain, but also that newer R&D/industrial uses would develop in these areas. This would result in a rich mix of employment-generating uses, ranging from the heavier manufacturing, storage, and trucking uses that exist in Ravenswood today to new R&D uses such as biotechnical research facilities, light manufacturing, and supporting professional offices.

Light Industrial

At two key locations in the Plan Concept, light industrial uses are proposed: along Demeter Street between the University Village residential neighborhood and the more intensive general industrial uses in Ravenswood; and similarly along Weeks Street to separate multi-family residential from general industrial uses to the north. While the Specific Plan's development standards address potential conflicts with residential homes for all industrial areas, the light industrial designation allows for even tighter restrictions in these especially sensitive areas.

Office

As shown in the Plan Concept, offices are proposed for the easternmost areas of the Plan Area along Bay Road, as well as on a more limited basis on the site near the termini of Purdue Avenue and Demeter Street. It is also anticipated that a limited amount of high-quality research and development uses will be developed in addition to offices. Offices are particularly appropriate at these locations because of the views they offer of the San Francisco Bay and recreational opportunities provided by the Bay Trail. Class A offices in these areas could be occupied by a number of different types of tenants, including software

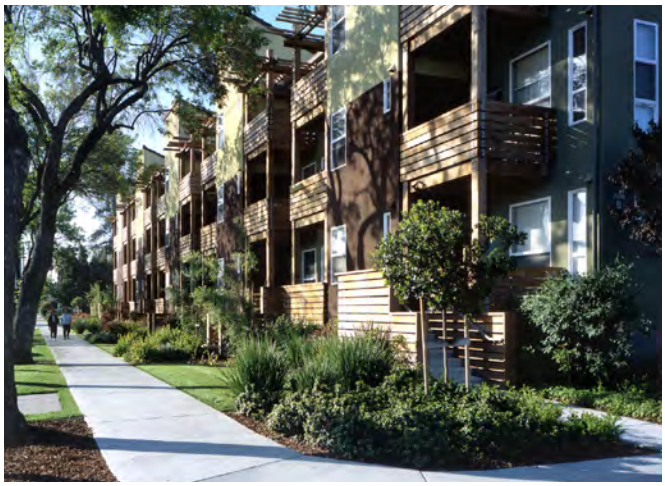
and hardware developers, corporate headquarters for retail companies, and other businesses employing professional workers. It is anticipated that office development would offer a large number of jobs to both local residents and people from around the region, helping to bring new tax dollars and spending into East Palo Alto.

Office/Industrial Overlay

For properties on the east side of Tara Street, and north of the terminus of Demeter Street, the Plan Concept shows an overlay designation that allows either office use or R&D/industrial use. This designation has been applied to allow for flexibility as these two areas are redeveloped in the future. In particular, the overlay along Tara Street allows these parcels to be incorporated within new office development to the east if desired.

Multi-Family Residential

The Plan Concept shows multi-family residential uses in several locations south of Bay Road. These locations relate to and extend the existing residential neighborhoods south of the Plan Area.



Civic/Community Uses

The Plan Concept suggests several potential locations for civic/ community uses within the Plan Area. Civic and community uses are anticipated to include both community space for special events or recreation, as well as space for non-profits, health clinics, and social services, and other uses of this nature. The locations for civic/community uses shown in the Plan Concept are only recommendations, and civic/community uses are not required at these locations. In addition, these or other civic/community uses may be developed in other locations depending on the type of use.

An enhanced Civic Center with an expanded library is envisioned for the northwest corner of the 4 Corners area, which could be an addition to or replacement of the existing County building on that site. It is also envisioned that redevelopment of the large parcel at the northeast corner of the Bay Road/University Avenue intersection would include one important civic/community use such as a community center. Potential civic/community uses are also identified east of Clarke Avenue and south of Bay Road to accommodate an expansion of an existing health clinic. Another civic/community use is shown near the termini of Purdue Avenue and Demeter Street, where a recreation center could potentially be located within a new park.

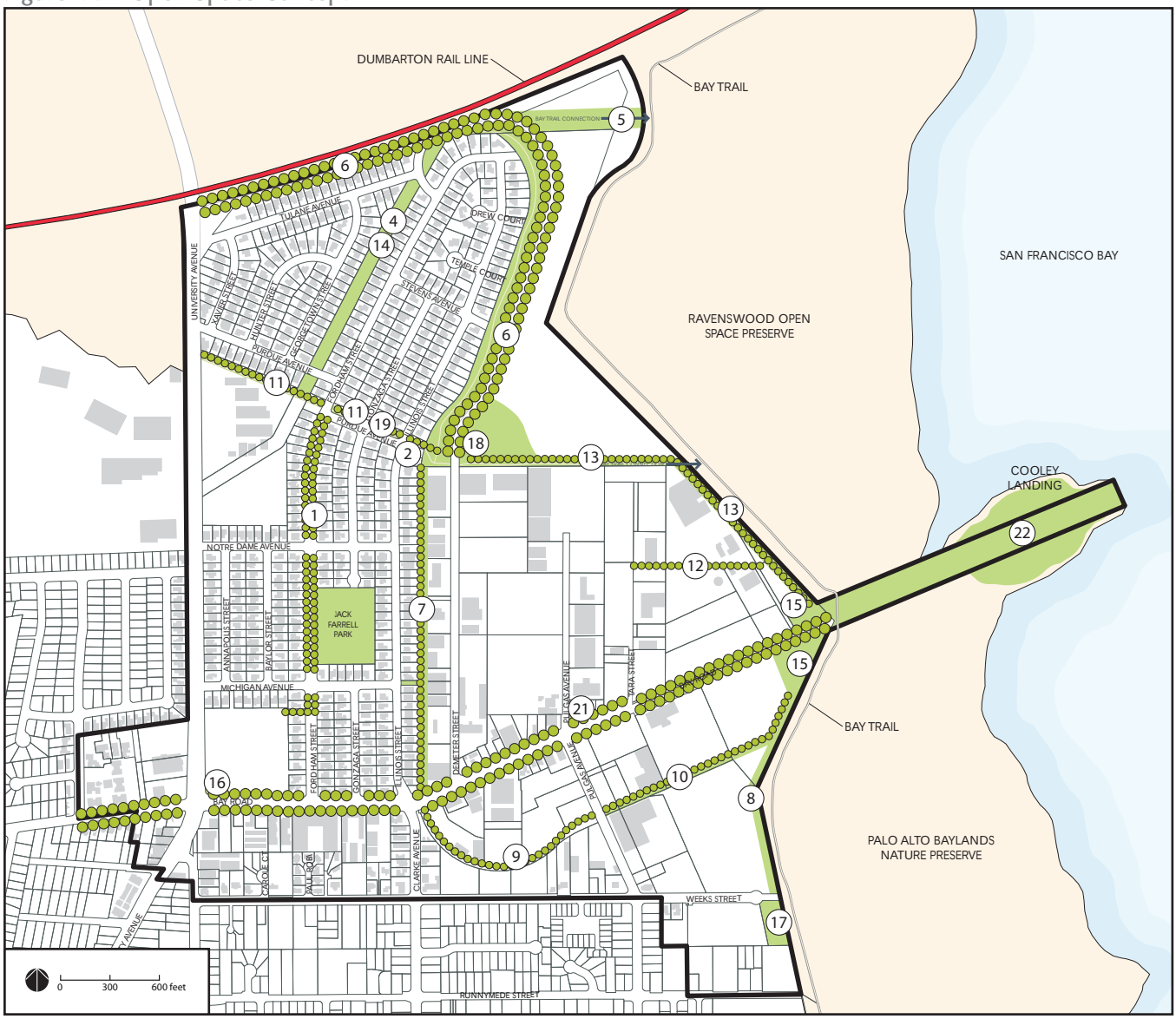
Existing Uses to be Retained

Several areas on the Plan Concept are shown as uncolored, which represents the fact that these areas are expected to remain in the future much as they are today. This is not to say that these areas will not change at all in the future, but that the uses on these properties are likely to be the same as they are now or similar to the uses on surrounding properties. First, no land use changes are proposed in the University Village neighborhood, located east of University Avenue and north of Bay Road. Similarly, existing residential properties west of City Hall, and along Weeks Street between University Avenue and Clarke Avenue, remain as multi-family and single-family neighborhoods. Finally, the northeast corner of the Plan Area is also shown in the Plan Concept as uncolored. This area is designated by East Palo Alto's General Plan as Resource Management land to remain as undeveloped open space. This Specific Plan retains this designation. For all properties in the Plan Area, the City's requirements for nonconforming uses will govern the continued existence of uses that do not match the underlying designation.

Open Space and Public Amenity Concepts

A key part of the Specific Plan vision is a network of public amenities available to residents, workers and visitors. Figure 4-2 illustrates the Open Space Concept that has been created based on the community's vision. While the drawing shows potential locations for parks, plazas, and other open space, the exact locations of these amenities are not yet known. The Open Space Concept is simply a conceptual illustration of where these amenities could potentially be located. The exact location, size, and configuration of new open spaces will be determined as new development occurs, and as the City works to acquire new open space. As outlined in this Specific Plan, the proposed park and trail expansion would add approximately 30 acres of new parks and trails to East Palo Alto. There currently exists approximately 16 acres of parks in East Palo Alto. The proposed park and trail expansion would increase the existing amount of park and trail space in East Palo Alto by nearly 200 percent, which represents the largest open space expansion to be undertaken in East Palo Alto to-date.

Figure 4-2: Open Space Concept



This section describes the plazas, parks, and open space shown in the Open Space Concept. The Open Space Concept also identifies other new amenities such as trails and streetscape improvements, which are described in more detail later in this chapter. Area and length estimates for future parks and trails in the Specific Plan Area are shown in Table 4-1.

The open spaces and civic/community facilities shown in Figures 4-1 and 4-2 represent conceptual goals for the Specific Plan, but the actual location and

Table 4-1 Park and Trail Improvements

	Trails/Sidewalks[a]	Estimated Linear Feet	Estimated Acres
1	Fordham Road – Improvements	1,780	0.41
2	Purdue Avenue – Sidewalk Improvements	580	0.13
3	Sidewalk Gap Closures (various locations)	4,480	1.03
4	Hetch Hetchy ROW Trail	1,630	0.37
5	Bay Trail Con. Boardwalk (Spur Trail to Ravenswood Pres.)	1,000	0.23
6	Bay/Spur Trail Along Loop Road (Univ. to Demeter)	4,000	0.92
7	Up Rail Spur Trail (Demeter to Bay Rd)	2,000	0.46
8	Bay Trail (Weeks to Bay Rd)	1,200	0.28
9	UP Spur Trail (Bay Rd to Pulgas (under const.))	1,300	0.30
10	UP Spur Trail (Pulgas Ave to Bay Trail @ Levee)	1,150	0.26
11	Purdue Avenue Pedestrian Paseo	1,675	0.38
12	View Corridor Trail	800	0.18
13	Trail Along Romic (btwn Pudue and Bay)	2,500	0.57
	Subtotal Trail/Sidewalks	24,095 (4.5 miles)	5.53
	Parks/Plazas	**Total Square Feet**	**Total Acres**
14	Hetch Hetchy ROW Park	91,000	2.09
15	Bay Road Park	156,000	3.58
16	Bay & University NE Corner	7,841	0.18
17	End of Weeks	37,026	0.85
18	Purdue Park	53,000	1.22
	Parks/Plazas	**Total Square Feet**	**Total Acres**
19	Purdue Pedestrian Paseo (Park Portion)	24,829	0.57
20	Small Park (Location TBD)	8,000	0.18
21	Small Plaza	4,000	0.09
22	Cooley Landing	392,040	9.00
23	Additional Parks/Open Space/Trails in Private Development [b]	N/A	7.00
	Subtotal Parks/Plazas	773,736	24.76
	Total (Rounded)	**1,014,686**	**30**

[a] It is assumed that trails and new/improved sidewalks would average 10 feet in width. Actual trail design will vary depending on site-specific opportunities and constraints.

[b] It is anticipated that approximately seven additional acres of open spaces and trails would be provided as part of private development projects, but would be accessible to the public.

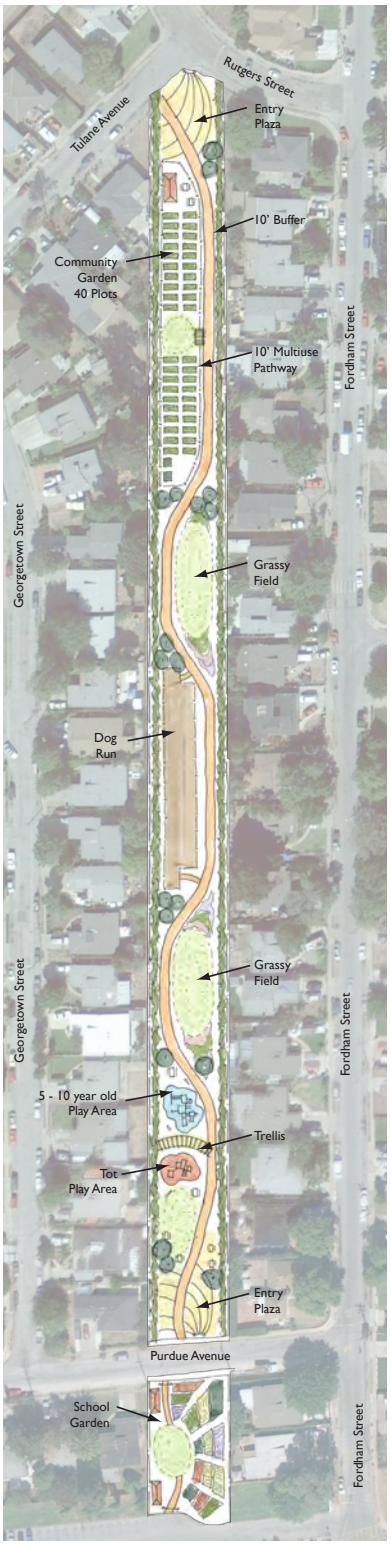
dimensions of these uses may vary depending on the City's ability to acquire land and the specifics of new private development. Open spaces will be developed over time as land and funds are available through new development, impact fees, and other sources of funding. As such, the open spaces shown in Figures 4-1 and 4-2 will not be specifically zoned by the City as parks, open space, and civic/community facilities. Parcel-specific zoning regulations are provided in detail in Chapter Six of this Specific Plan.

Open Space and Trail Benefits

The park and trail concepts discussed below and shown in Figure 4-2 will provide immense benefit to the community in a number of ways. First, new parks and plazas provide space for recreation, public gathering, and event space. Trails, on the other hand, provide for a variety of experiences in circulation, which are in most cases insulated from vehicular traffic. Trails may provide opportunities for biking, chances to take in nature, or simply pedestrian circulation. However, in addition to these benefits, trails and parks should also be improved as a system for their cumulative benefit. That is to say that the proposed park and trail improvements, when designed as an open space system, will benefit East Palo Alto by providing a comprehensive and substantial alternative to driving in the Specific Plan Area, but will also result in a unique, varying and critical open space system that can serve as a model for additional Bay Area jurisdictions.

Plazas

Public plazas will be accommodated in the Plan Area, both in private development and as public improvements. Public plazas will serve an important function as a neighborhood-wide amenity and will help to satisfy open space requirements for the Plan Area. The Open Space Concept shows a plaza as part of new development at the northeast corner of University and Bay Road, and a plaza is also shown at the intersection of Pulgas Avenue and Bay Road. Smaller plazas should also be incorporated into private development wherever feasible, particularly where they can be made accessible to the public. These spaces will provide focal points and gathering places for Ravenswood and 4 Corners.



Neighborhood and Community Parks

Parks can serve as regional destinations as well as amenities for those working and living within the Plan Area. Upon buildout of the Plan Area, three neighborhood parks are proposed primarily for serving those in the community, and two community parks drawing users from the broader area. The neighborhood parks are:

- The existing Jack Farrell Park.
- A new park on San Francisco Public Utilities Commission land in the University Village neighborhood (conceptual plan shown left).
- A new park off of Weeks Street next to the Palo Alto Baylands Nature Preserve.

These neighborhood parks could include a variety of open fields, exercise areas, play fields, educational opportunities, playgrounds, and other similar features. The community parks are:

- A new park as part of new development at the termini of Demeter Street and Purdue Avenue.
- A set of two parks across from each other on Bay Road, marking the entry to (and forming part of) Cooley Landing, a significant community park being planned by the City. This park location may also accommodate overflow parking for Cooley Landing to reduce the number of motorized vehicles at Cooley Landing.

All of these parks will help respond to increased demand created by new residents, provide focal points and gathering places for employees and residents, and contribute to the aesthetic quality of this urban area.



Open Spaces at Bay's Edge

The Open Space Concept envisions open spaces and trails circling the Plan Area at the San Francisco Bay's edge. This type of public amenity will need to be developed with the participation of both City and regional agencies as well as private development. By providing a continuous pedestrian path along this edge, development will be buffered from natural resource preservation areas to the east; educational opportunities can be created; and pedestrian circulation can be optimized within the Plan Area.

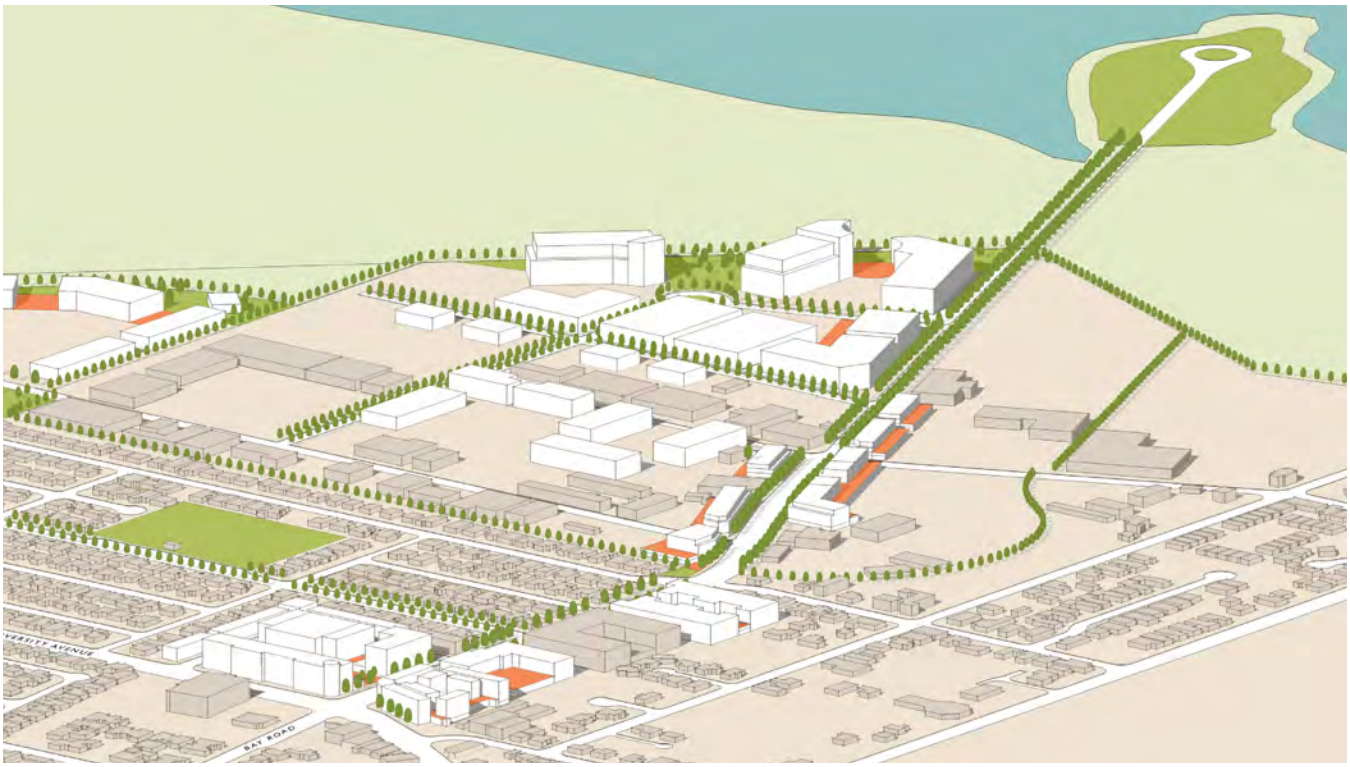


Park and Trail Proposals

As shown in Figure 4-2, several park and trail improvements are recommended for the Specific Plan Area. These are indicated on the Figure and tabulated in Table 4-1.

Building Form

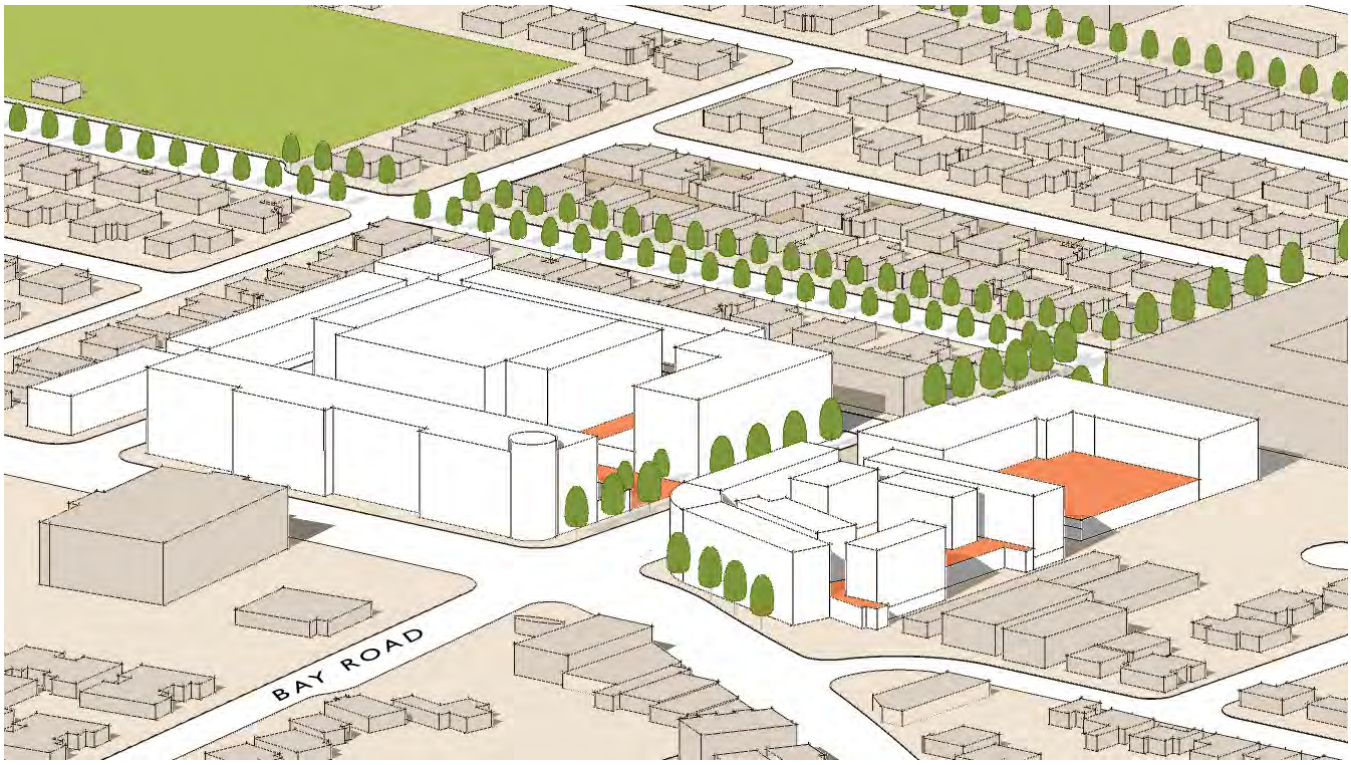
It is critical for the physical form of new development to support the goals and vision of the Specific Plan. This section describes important concepts for built form throughout the Plan Area. Below is a 3D model showing existing and potential new development throughout the Specific Plan Area, which conforms to the Development Standards provided in Chapter Six, Land Use. See Chapter Six for more detailed requirements for new private development in the Specific Plan Area.



The image above illustrates potential new development in the Specific Plan Area (shown in white), as well as existing development (shown in grey) that would potentially be retained upon Specific Plan buildout. As shown, a new mixed-use project is envisioned to be developed at 4 Corners and that similar development would extend along Bay Road toward Cooley Landing. New office development is shown along Bay Road east of Tara Street. Potential industrial and R&D development at a smaller scale is shown in the interior portions of the Ravenswood area and is expected to develop as infill within and surrounding existing industrial uses. Development is designed to allow views to the Bay along Bay Road and from Demeter Street, and to also create a new viewshed along a proposed east-west connector through Ravenswood north of Bay Road. New development shown in this model is strictly conceptual. Actual development may be designed differently and be developed on different sites upon actual buildout.

Mixed Use

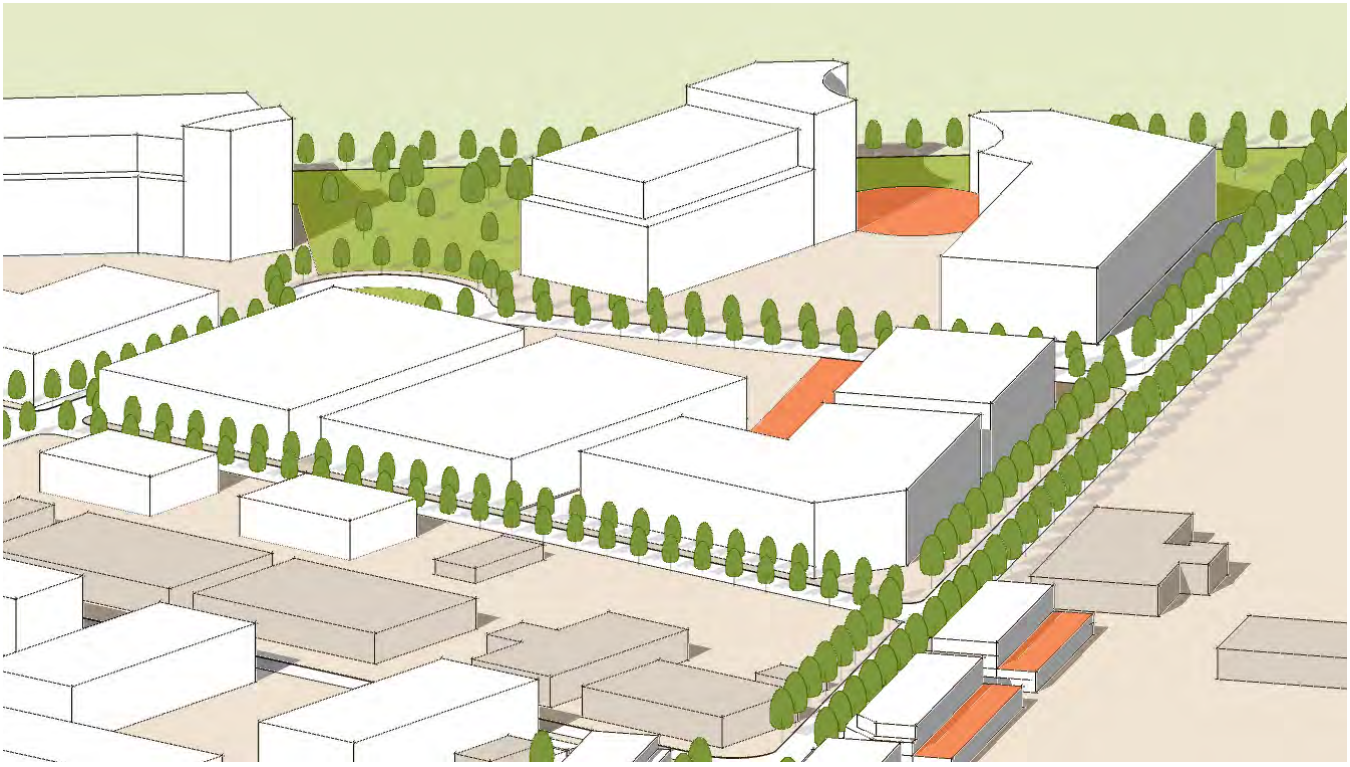
Where mixed-use development is identified by the Specific Plan, buildings will contain ground-floor active uses with residential or office uses above. Ground-floor active uses are defined as retail or office space with a maximum transparency or percentage of the buildings frontage devoted to windows, to create pedestrian interest. Depending on the size and configuration of parcels, a horizontal mix of uses may also be appropriate. Horizontal mixed use is defined by multiple uses being developed next to each other, but not above one another, on a single site.



The image above zooms in on a 3D model of potential development at 4 Corners. The model shows an transit-oriented mixed-use development project at the northeast corner of Bay Road and University Avenue with smaller scale townhome development serving as a buffer and transition to the University Village neighborhood. On the south side of Bay Road, two potential mixed-use development project are shown that provide retail on along Bay Road with housing above. Potential private open space for residents in these projects is shown in orange.

Office

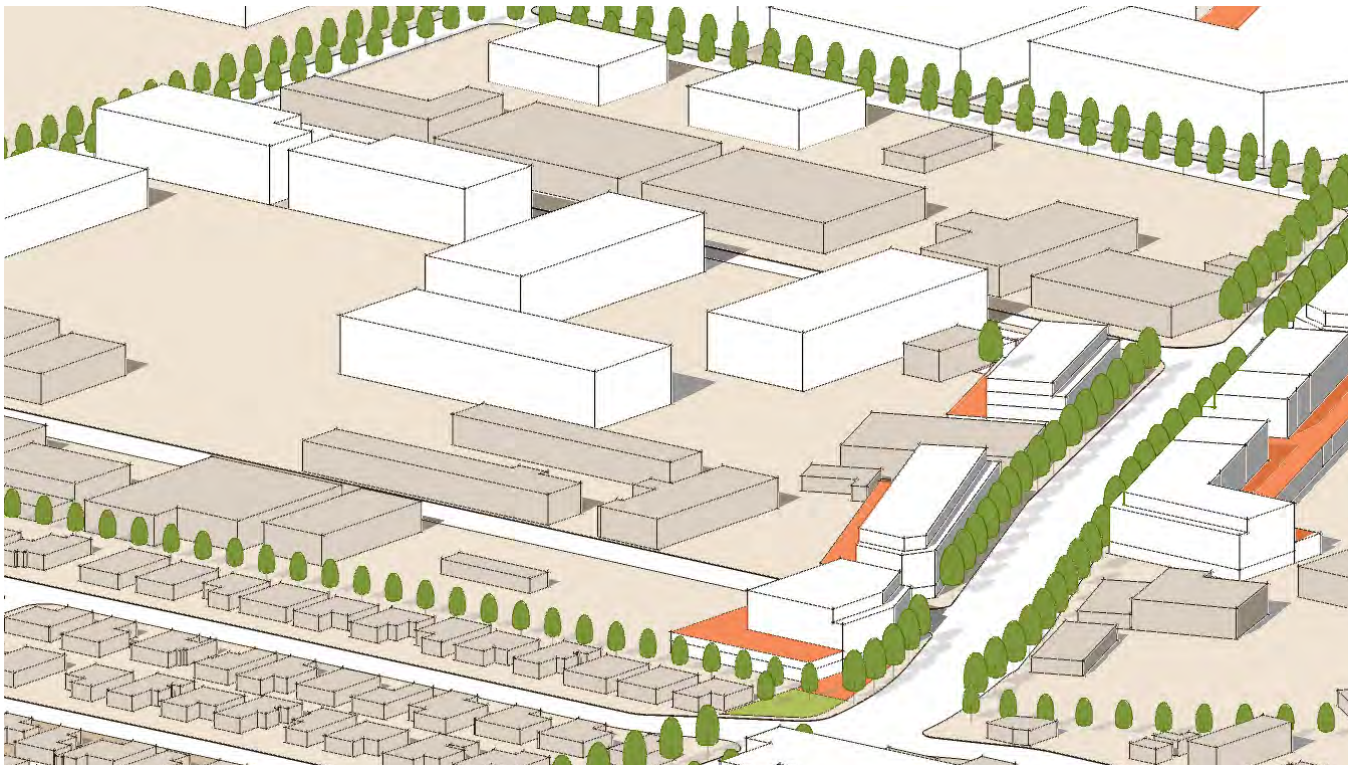
In eastern areas along the Bay that are designated for office uses, new development will generally include large surface parking areas or structured parking and will attract regional or national tenants. View corridors described in Chapter 6 cap heights in certain areas. These view corridors will ensure that views eastward to ridges across the Bay are preserved from key locations.



The image above zooms in on a 3D model of potential office development at the eastern end of Bay Road. The model shows an new office development at a range of scales and heights. As shown, office development is lower in height along Bay Road to preserve Bay views from this important corridor. Furthermore, office buildings are spaced widely apart at the end of a proposed new trail and east-west vehicular connector road through Ravenswood north of Bay Road. In the 3D model above, an open space is provided within the view corridor where the buildings are separated to create this new viewshed. The three large simple rectangular buildings north of Bay Road are envisioned as shared parking structures for the offices. As shown, it is anticipated and envisioned that large scale office development could provide opportunities for publicly-accessible open space at the edge of the Specific Plan Area, as well as several private open spaces within the development (shown in orange).

R&D/Industrial and Light Industrial

R&D and industrial buildings are anticipated to develop in the inner portions of Ravenswood. Where light industrial uses are designated as a buffer, building heights will be reduced. Because of rapid change in needs and technology it is difficult to predict the exact nature of development in these areas. Therefore, the Specific Plan is intended to be flexible regarding the precise type of development that occurs, while still addressing issues such as compatibility with adjacent uses.



The image above zooms in on a 3D model of potential mixed-use development along Bay Road and potential industrial and R&D development north of Bay Road. As shown, new industrial and R&D development could potentially be developed as infill development to coexist with existing industrial development in the area.

Multi-Family Residential

Multi-family development is allowed in several different forms under the Specific Plan. For example, townhouses, duplexes, four-plexes, and a wide range of multi-family apartment buildings are all permitted on residentially designated land in the Plan Area. New single-family residential development is also possible in this designation, but it must consist of small-lot single-family houses.

Civic/Community Facilities

The Plan Concept envisions new public facilities, such as performing arts centers, recreation centers, administration buildings, libraries, and other facilities. Some of these could be incorporated into larger mixed-use buildings while others may be free standing. In both cases, the physical form and architectural style of these types of buildings should be made distinctive to clearly communicate their function. Appendix A of this Specific Plan contains guidelines to ensure the distinctiveness of civic/ community facilities.

Parking Standards

The configuration, location and landscaping of surface parking lots is regulated by the Specific Plan to ensure attractive, pedestrian-friendly streets, open spaces and trails. Parking structures are also regulated to contribute positively to the built fabric of the Plan Area. For example, parking structures located on Bay Road must provide an active ground-floor use along Bay Road. On-street parking on public streets in the Plan Area is encouraged by the Specific Plan, as this helps alleviate short-term parking needs and provides a buffer between pedestrians and vehicle traffic.

Regarding parking standards, the Specific Plan sets minimum standards that are intended to be "right-sized," providing an adequate but not excessive amount of parking. In addition, shared parking is encouraged by the Specific Plan to reduce parking requirements for individual projects. Parking standards provide incentives for multiple uses and multiple developments to share parking. In addition, public parking on streets immediately fronting projects is allowed to count towards office, retail, and residential visitor parking requirements in the Plan Area.

Development Potential

Table 4-2 below shows the net development potential anticipated to be built out during implementation of the Specific Plan. The figures below are conceptual estimates, and were also the development figures that were analyzed in the Environmental Impact Report prepared for this Specific Plan. A more detailed breakdown of potential new net development, employment potential, and other estimates, please refer to Chapter 3 of the Environmental Impact Report.

Table 4-2 Net Development Potential

Single-Family Residential	19 dwelling units
Multi-family Residential	816 dwelling units
Office	1,268,500 square feet
Retail	112,400 square feet
Research & Development/Industrial	351,820 square feet
Civic/Community Uses	61,000 square feet
Parks and Trails (including those provided as part of private developemnt)	30 acres

Circulation Network

The Plan Concept and Open Space Concept shown earlier in this chapter include upgrades to the appearance and function of streets, open spaces, and trail connections in the Plan Area. Vehicle, pedestrian, bicycle and transit connectivity is addressed. These circulation improvements are needed to accommodate new development as well. The Plan Concept and Open Space Concept show the following improvements to the circulation network. Chapter 7 of this Specific Plan describes potential improvements to the circulation network in great detail.

Vehicular Street Circulation Improvements

The Plan Concept and Open Space Concept identify needed improvements to the vehicle circulation network, including new streets in the Plan Area.

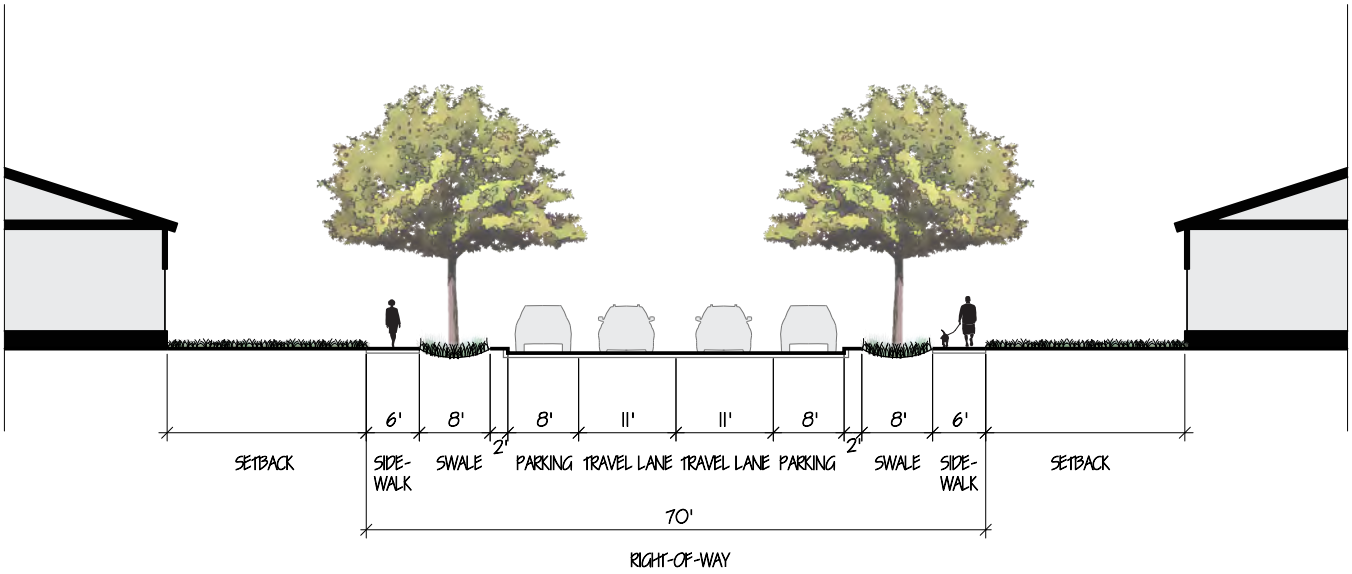
- **Loop Road.** A new loop road around the north and east sides of University Village will connect University Avenue to Ravenswood. Creating this new connection will help to alleviate traffic congestion on Bay Road and at the Bay Road/University Avenue intersection. A new loop road will also increase the viability of the parcels in the eastern portions of Ravenswood for new offices and R&D/industrial uses. It is also anticipated that if a new transit station is to be located at the northwest corner of the Plan Area (as

described below), this new loop road will provide direct access to employment locations from the transit station.

- **Ravenswood Connector.** Currently circulation into the industrial area of Ravenswood north of Bay Road is limited to north-south streets: Demeter Street, Las Pulgas Avenue, and Tara Street. The Plan Concept envisions one new east-west street in this area, in order to create a grid circulation pattern and reduce vehicle trips on Bay Road.
- **Bay Road Phases II and III.** Bay Road east of Pulgas Avenue will need to be improved and may eventually be widened to four lanes to accommodate additional development. The design should be similar to the Phase I improvements already completed on Bay Road. Future improvements to Bay Road will address pedestrian safety and comfort, along with vehicle and bicycle travel, for this important spine through Ravenswood and 4 Corners.

Traffic Calming Improvements

Currently, Fordham Street is the widest street in the University Village neighborhood. There is ample room to accommodate vehicles and parallel parking, with substantial room left over. Under current conditions, it is believed that vehicles sometimes use this road as a cut-through route and drive at higher speeds than on other roads in the neighborhood. The Plan Concept and Open Space Concept envision new traffic-calming measures on Fordham Street. These measures could include traffic circles at intersections, as well as bulbouts that constrict the travel way at certain locations. Any improvements or traffic-calming measures should be coordinated to ensure that school buses and emergency services are not impeded. The cross-section below shows a conceptual streetscape design for Fordham Street that would reduce the current lane widths, thereby creating opportunities for improved landscaping and bioswales to assist in stormwater management. In future design phases undertaken for this street, it is recommended that the design of this street achieve two goals. The first goal is to include bioswales to manage stormwater in a sustainable manner. The second goal is to develop a unique and pedestrian-friendly streetscape design that becomes a critical component to the future open space network, particularly since Fordham connects Bay Road to the proposed park on the Hetch Hetchy Right-of-Way



Pedestrian Network

The Plan Concept and Open Space Concept show a cohesive system of pedestrian connections and trails linking activity nodes, parks, and open spaces together. The circulation system should not only provide connections to the Bay Trail for recreational opportunities, but also become an integral pedestrian system that can provide an alternative to driving. Both new connections and improvements to existing connections are shown.

- **Rail Spur Pedestrian/Bicycle Connection.** A multi-use pedestrian trail connection on an unused railroad right-of-way is recommended to connect between Clarke Avenue and Pulgas Avenue south of Bay Road, and then on to the Bay Trail to the east. This pedestrian connection will need to mesh with new and existing development that surrounds it.
- **Sidewalk Gap Closure.** The Plan Concept envisions that all sidewalk gaps will be closed within the Plan Area. Chapter 7 of this Specific Plan shows these gaps in grater detail. Closing sidewalk gaps will provide for increased pedestrian safety for residents and ensure that the Plan Area is accessible to people at all levels of mobility. In addition, any new or improved vehicle road will include high-quality pedestrian facilities.
- **Loop Road/Bay Trail Connection.** The northern portion of the proposed loop road, located north of and parallel to Tulane Avenue, will also include a multi-use pedestrian/bicycle trail that would connect eastward to the Bay Trail. This would support regional goals for open space access. Conceptual cross-sections of potential trail alignments along the loop road are shown in Chapter Seven, Streetscape Standards and Guidelines.

- **Purdue Avenue Pedestrian Connection.** The Plan Concept and Open Space Concept envision a pedestrian/bicycle trail created alongside Purdue Avenue under the high-voltage electrical lines. It would extend west to University Avenue next to the Costaño Elementary School property and east to the Bay Trail on a new right-of-way along the north edge of Ravenswood.

Bicycle Improvements

The Plan Concept recognizes the opportunity for bicycle facilities to encourage bicycle use and improve transportation in the Plan Area. In particular, it shows new pedestrian routes that would also provide multi-use paths for bicyclists. Chapter 7 of this Specific Plan identifies additional opportunities to improve the Plan Area's bicycle network.

Transit Improvements

The Plan Concept envisions a commuter transit station serving the Plan Area. If commuter rail plans are realized, a future Dumbarton Rail passenger line will pass north of the Plan Area and an East Palo Alto station could be located adjacent to the Plan Area. Attracting a station to the area could positively affect Ravenswood and 4 Corners in several ways, including making office uses more viable and providing better access for current and future East Palo Alto residents. If the commuter rail station is not realized or if its implementation is delayed, a bus rapid transit stop connecting to the East Bay is envisioned in or near the Plan Area.

From the time the City of East Palo Alto was incorporated in 1983, its residents and leaders have worked diligently to maintain and enhance the community. In some parts of the city, these improvement efforts have borne fruit, but change has been slow to come to the Ravenswood Business District and 4 Corners areas.

GOALS AND POLICIES 5

This chapter outlines goals and policies for the Specific Plan. The goals and policies evolved from the Specific Plan process. They reflect input from the community, City staff and the project's consultant team. These goals and policies are an extension of the General Plan goals and policies that focus on Ravenswood/4 Corners or are relevant to Ravenswood/4 Corners. The Specific Plan's policies augment those in the General Plan and provide clear parameters by which City staff and decision-makers can review development projects and public improvements within Ravenswood and 4 Corners.

Goals and policies are divided as follows:

- A **goal** is a description of the general desired result that the City seeks to create through the implementation of the Specific Plan.
- A **policy** is a specific statement that guides decision-making as the City works to achieve a goal.

More specifically, the policies in this chapter are meant to support the vision outlined in Chapter 4, Vision and Concept.

Land Use and Community Character

Goal LU-1	**A balanced land use pattern that meets community needs for residential, commercial, industrial and public uses.**
Policy LU-1.1	Provide a variety of housing types, including mixed-use buildings with apartments or condominiums; standalone multifamily housing; townhomes; small-lot single-family homes; and affordable housing.
Policy LU-1.2	Support the development of new uses that will bring a wide range of high-quality jobs accessible to people with a variety of skill levels to the Plan Area, including office, R&D, and industrial uses.
Policy LU-1.3	Encourage new office uses to take advantage of the Plan Area's strong vehicular and transit access to both sides of the Bay, as well as potential views of the Bay.
Policy LU-1.4	Ensure that community facilities such as open space, parks, trails, an expanded library, space for non profits, and a community center are provided as new development comes to the Plan Area.
Policy LU-1.5	Maintain adequate separation between potentially incompatible land uses.
Policy LU-1.6	Require project proponents to design all new development so that it responds to the scale, grain, and character of existing nearby development.
Policy LU-1.7	Strive to achieve a balance between housing and jobs in the Plan Area, with an emphasis on ensuring that there is a good match between residential and job opportunities.

Policy LU-1.8	Designate adequate sites in the Plan Area to accommodate a portion of the City's Regional Housing Needs Allocation and meet Housing Element goals and objectives including sufficient sites to accommodate the uses previously designated for 2555 Pulgas Ave.

Goal LU-2	**A "town center" for East Palo Alto, centered on University Avenue and Bay Road, that will enhance the city's image and identity.**

Policy LU-2.1	On all parcels with frontage on the intersection of University Avenue and Bay Road, encourage new development that exhibits a high quality and character, and that supports this intersection's identity as the heart of East Palo Alto.
Policy LU-2.2	Ensure that new development at 4 Corners responds to its regional significance as a gateway to Ravenswood/4 Corners and East Palo Alto as a whole.
Policy LU-2.3	Ensure that all development in the Plan Area along University Avenue and Bay Road adheres to the Specific Plan's design standards and guidelines.
Policy LU-2.4	Ensure that development along Bay Road helps reinforce the corridor's importance as the primary "activity spine" within the Plan Area.
Policy LU-2.5	Require active ground-floor uses in mixed-use buildings.
Policy LU-2.6	Assist in and encourage the assembly of sites to enable implementation of a "town center" vision that overcomes existing broken, small, and irregular parcelization patterns and maximizes uses along Bay Road.

Policy LU-2.7	Consider instituting a public art policy/fee for new projects and substantial rehabilitations (greater than 20,000 square feet of floor area) of ½% of project valuation.

Goal LU-3	**Strengthened residential neighborhoods.**
Policy LU-3.1	Preserve and enhance the positive qualities of the University Village neighborhood.
Policy LU-3.2	Ensure that new development throughout the Plan Area maintains or improves the character of any adjacent residential neighborhoods.

Goal LU-4	**Development projects that improve the quality of life in the Plan Area and draw residents and visitors to Ravenswood/4 Corners.**
Policy LU-4.1	On the northeast corner of 4 Corners, work to attract a mixed-use project that includes a community center.
Policy LU-4.2	Pursue the creation of a public green space atop the San Francisco Public Utilities Commission's (SFPUC's) right-of-way in the University Village neighborhood.
Policy LU-4.3	Require development along the Bay to provide publicly accessible open space.
Policy LU-4.4	Ensure that new development respects existing public view corridors within the Plan Area and also allows for the proposed east-west view corridor through Ravenswood north of Bay Road. (More information on this proposed view corridor is provided in Chapters Six and Seven.)
Policy LU-4.5	Require landscaping and ground cover as a component of all projects to prevent soil erosion.

Policy LU-4.6 Verify that Green Building standards are part of every development project application, and that these standards would reduce energy-related GHG emissions beyond 15 percent from those that would occur under the most recent Title 24 Building Code requirements (Tier 1 standards).

Policy LU-4.7 Ensure that all new development adheres to this Specific Plan's development standards, as well as its design standards and guidelines.

Policy LU-4.8 At the existing City Hall site, and in coordination with the County of San Mateo, consider adding on to or redeveloping the existing buildings to improve their appearance, and allow the existing library to expand and create a mixed-use civic center. As part of any library expansion or new community center, consider including historic resource materials highlighting the relevant historical information and materials pertaining to African American history in East Palo Alto.

Policy LU-4.9 At the end of Weeks Street, create a publicly accessible green space.

Policy LU-4.10 Development should provide the minimum number of parking spaces necessary to avoid excessive parking lots, which impair community character. Ensure that building forms face onto streets and sidewalks to enhance the pedestrian environment and that parking areas are concentrated toward the inner core of parcels.

Policy LU-4.11 Create a distinctive design and architectural sense of place by encouraging public projects and public/community buildings to use a design/architecture competition.

Goal LU-5	**A diversified, strengthened, and expanded economic base.**
Policy LU-5.1	Actively outreach to developers, market with the Specific Plan, and seek development proposals to attract employers that will expand East Palo Alto's tax base while also providing other benefits to the community, such as new jobs for East Palo Alto residents.
Policy LU-5.2	Require large (50 employees or more) users and landowners that are exempt from property tax (including, but not limited to universities and hospitals/healthcare non profits) to pay the city an annual payment in lieu of the property taxes equal to the amount the City would receive from a similar non-exempt use. Local-serving non profits and affordable housing entities are exempt from this requirement.
Policy LU-5.3	Provide the Director authority to require a Fiscal Impact Report for any project (excluding housing and mixed use housing), based on his or her discretion. The project sponsor shall provide the city adequate funds for a Fiscal Impact Report. Ensure that all large projects and projects with a Fiscal Impact Report have a net positive impact on the general fund.
Policy LU 5.4:	The City Council shall adopt a Density Bonus Policy that encourages parcel assemblage among the fragmented, smaller parcels.
Policy LU-5.5	Collaborate with developers, brokers, and the landowners to assemble separate parcels into larger parcel assemblages.
Policy LU-5.6	Encourage use of Development Agreements to facilitate the implementation of the Specific Plan and codify expec-

tations about the development, fees and entitlements, and public and community improvements/benefits.

Goal LU-6	**Land uses that are appropriately protected from potential hazards.**
Policy LU-6.1	Reduce the risk of exposure to accidents at adjacent industrial sites by restricting the density of development in sites immediately adjacent to industries that use hazardous chemicals.
Policy LU-6.2	Monitor and control the type and quantity of chemical use by businesses that are located adjacent to mixed-use and residential sites to minimize exposure in the event of accidental chemical releases to the environment.
Policy LU-6.3	Ensure that a Health Risk Assessment is prepared in accordance with BAAQMD permit requirements for facilities producing new potentially hazardous air emissions in the Plan Area. If the health risk assessment concludes that an unacceptable risk would be posed to nearby sensitive receptors, including schools, ensure adequate mitigation is provided to reduce the emissions to the extent possible.
Policy LU-6.4	Follow the regulations pertaining to siting of new schools in California described in Public Resources Code Section 21151.8 and Education Code Section 17123 to identify facilities within a one quarter mile radius of a proposed school site that might emit hazardous air emissions and require a Health Risk Assessment to ensure these emissions do not pose an unacceptable risk to the school, or if there is no suitable alternative site, that these risks are mitigated to the extent possible and publicly acknowledged.

Policy LU-6.5	Prohibit the siting of schools in the Plan Area east of Illinois Street/Clark Avenue and north of Runnymede Street.
Policy LU-6.6	New development with sensitive receptors, such as housing or schools, within a quarter mile of existing industrial uses that may produce potentially hazardous air emissions, shall include a targeted assessment of health risks through the CEQA process.
Policy LU-6.7	For any new park or trail, the City shall coordinate to ensure that land is safe for recreational park and trail facilities and no potential dangers from current or previous contamination exist.

Goal LU-7	**Development that recognizes existing soil and groundwater contamination and promotes remediation**
Policy LU-7.1	For all new development, or substantial renovation or redevelopment (greater than 20 percent of assessed valuation) of sites in Subareas II and III (as defined by Figure 4.8-3 in the Specific Plan EIR), in the 4 Corners area, or on the south side of Bay Road, require a Phase I Environmental Site Assessment (ESA), and, if recommended by the Phase I ESA, a Phase II ESA to include soil and groundwater sampling and analysis. Share the results of the Phase I/II ESA with appropriate regulatory agencies to enable an appropriate remediation plan is to be developed. The remediation plan may include soil and groundwater cleanup, engineering controls such as vapor barriers or venting systems, and institutional controls such as deed restrictions or activity use restrictions.
Policy LU-7.5	For development sites in the Plan Area adjacent to active remediation systems or groundwater monitoring systems,

the lead agency in charge of remediation shall be notified of the development proposal. Provide an opportunity for the lead agency to comment on the development proposal, acknowledge any justifiable concerns expressed by the agency and verify that appropriate changes are made to development plans to address the agency's concerns.

Goal LU-8	**Development that complies with all public safety regulations.**
Policy LU-8.1	Prohibit land uses that encourage a very high concentration of people or negatively affect air navigation as described in the Airport Land Use Control Plan (ALUCP), or are in excess of maximum heights recommended in the ALUCP, from the Traffic Pattern Zone of the Plan Area. Evaluate development applications on properties in this zone for their adherence to these regulations.
Policy LU-8.3	Ensure that the Menlo Park Fire Protection District (MPFPD) reviews construction plans for roadway modifications, internal circulation, and establish, if needed, temporary alternative emergency routes to be used for the duration of the construction project. During design review, ensure that roads and driveways are established that meet all applicable code requirements for emergency access, including potentially including signal preemption mechanisms as discussed in Policy UTIL-1.4. Also, ensure that MPFPD reviews building plans for compliance with the Fire Code and establishes a future inspection schedule for continued compliance. Continue the existing practice of informing the MPFPD of projects and proactively engaging with the MPFPD through the Development Review Committee (DRC) and the plan check process.

Policy LU-8.4	East Palo Alto will consider the adoption of a Fire Impact Fee, which is currently being prepared by the Menlo Fire District, assuming that the City reviews the proposed fee in advance; the fee adheres to AB1600; the proposed fee and accompanying capital program plan are equitable in terms of fee amounts and distribution of proposed improvements; and the proposed fee is adopted by the other jurisdictions within the Fire District.

Goal LU-9	**Development that responds to the Plan Area's hydrological and geological context.**
Policy LU-9.1	Ensure that new development in the Specific Plan area maximizes the amount of area available for groundwater recharge by requiring features such as roof catchment systems, irrigated landscaping, and permeable pavements (where feasible), or other means to enhance on-site infiltration of stormwater runoff or landscape irrigation water. Ensure all applicable projects under the Specific Plan comply with Provision C.3 of the Regional Municipal NPDES Permit and incorporate Low Impact Development measures to ensure that runoff is not increased.
Policy LU-9.2	As per Chapter 15.52 of the Municipal Code, ensure that at the time a project is proposed in the Plan Area that each proposed new structure in the 100-year flood plain as identified in the current Flood Insurance Rate Map (FIRM) is elevated so that the bottom of the lowest floor is one foot above the base flood elevation (1 BFE) for residential structures, flood-proofed to 1 BFE for non-residential structures, or granted a Variance pursuant to the procedures outlines in Section 15.52080 (a) to (k).

Policy LU-9.3 Require preparation of a geotechnical report calculating the building load and placement of fill for each development. Verify that environmental review of this report includes an assessment of flood risks to the building itself and the impacts on neighboring structures from displacement of flood waters. Require the report to consider the cumulative flood risks to other structures from the building in addition to other known, planned, and reasonably foreseeable development.

Policy LU-9.4: For development projects within the BCDC jurisdiction: New projects on fill or near the shoreline should either be set back from the edge of the shore so that the project will not be subject to dynamic wave energy, be built so the bottom floor level of structures will be above a 100-year flood elevation that takes future sea level rise into account for the expected life of the project, be specifically designed to tolerate periodic flooding, or employ other effective means of addressing the impacts of future sea level rise and storm activity. Rights-of-way for levees or other structures protecting inland areas from tidal flooding should be sufficiently wide on the upland side to allow for future levee widening to support additional levee height so that no fill for levee widening is placed in the Bay.

Policy LU-9.5: For development projects within the BCDC jurisdiction, ensure that: (a) the applicant demonstrates that the dredging is needed to serve a water-oriented use or other important public purpose, such as navigational safety; (b) the materials to be dredged meet the water quality requirements of the San Francisco Bay Regional Water Quality Control Board; (c) important fisheries and Bay natural resources would be protected through seasonal restrictions established by the California Department of Fish and Game, the U.S. Fish and Wildlife Service and/or the Na-

tional Marine Fisheries Service, or through other appropriate measures; (d) the siting and design of the project will result in the minimum dredging volume necessary for the project; and (e) the materials would be disposed of in accordance with Specific Plan Policy LU-9.6.

Policy LU-9.6: For development projects within the BCDC jurisdiction, ensure that: dredged materials are, if feasible, reused or disposed outside the Bay and certain waterways. Except when reused in an approved fill project, dredged material should not be disposed in the Bay and certain waterways unless disposal outside these areas is infeasible and the Commission finds: (a) the volume to be disposed is consistent with applicable dredger disposal allocations and disposal site limits adopted by the Commission by regulation; (b) disposal would be at a site designated by the Commission; (c) the quality of the material disposed of is consistent with the advice of the San Francisco Bay Regional Water Quality Control Board and the inter-agency Dredged Material Management Office (DMMO); and (d) the period of disposal is consistent with the advice of the California Department of Fish and Game, the U.S. Fish and Wildlife Service and the National Marine Fisheries Service.

Policy LU-9.7: To ensure adequate capacity for necessary Bay dredging projects and to protect Bay natural resources, acceptable non-tidal disposal sites should be secured and the Deep Ocean Disposal Site should be maintained. Further, dredging projects should maximize use of dredged material as a resource consistent with protecting and enhancing Bay natural resources, such as creating, enhancing, or restoring tidal and managed wetlands, creating and maintaining levees and dikes, providing cover and sealing material for sanitary landfills, and filling at approved construction sites.

Transportation and Traffic

Goal TRA-1	**Enhance pedestrian and bicycle circulation throughout the Plan Area.**
Policy TRA-1.1	Install sidewalks as the parcels adjacent to University Avenue are redeveloped. As a separate planning effort, identify a strategy for building continuous sidewalks on University Avenue. Additionally, rebuild sidewalks and improve crosswalks that do not meet the Specific Plan's streetscape standards.
Policy TRA-1.2	Implement the Specific Plan's proposed network of off-street pedestrian paths, which can help promote walking by providing more direct pedestrian connections between sites and buildings than could be offered by the street system. In addition, encourage developers to follow the Specific Plan's guidelines regarding pedestrian connections between sidewalks and building entrances.
Policy TRA-1.3	Support paving of the Bay Trail north of Weeks Street in order to improve bicycle access.
Policy TRA-1.4	Implement the General Plan's proposed network of on-street bicycle lanes, off-street bicycle paths, and signed on-street bicycle routes.
Policy TRA-1.5	Acquire the remediated Union Pacific easement/right-of-way north of Bay Road for development as a community bicycle and pedestrian path.
Policy TRA-1.6	Support and assist in the assembly and acquisition of land to implement the General Plan's and Specific Plan's proposed pedestrian and bicycle circulation networks.

Goal TRA-2	**A system of local roadways that meets the community's needs.**
Policy TRA-2.1	Ensure that new office, R&D and industrial development north of Bay Road is served by a new east-west road connecting the three existing north-south streets, as shown in Figure 7-1 in Chapter Seven of this Specific Plan.
Policy TRA-2.2	As part of any improvements to Fordham Street, design and construct traffic-calming improvements that will discourage cut-through traffic in University Village.
Policy TRA-2.3	Designate truck routes in the Plan Area that encourage trucks to use the State highway system and main arterial roadways. Prohibit large trucks on residential streets, except for deliveries or access to destinations within those areas.
Policy TRA-2.4	Promote use of "quieter" paving types such as Open-Grade Rubberized Asphaltic Concrete along Bay Road, Pulgas Avenue and Weeks Street in the Plan Area and vicinity.
Policy TRA-2.5	The City shall prepare a traffic "nexus study" that identifies necessary intersection and vehicular transportation improvements as identified in Chapter Eight of this Specific Plan under "Vehicular Improvements" section. The study will identify appropriate financing mechanisms for improvements and a fair share development fee for future development in the Specific Plan Area.
Policy TRA-2.6	As part of the design and implementation of the Loop Road, study the potential for cut-through traffic in the Weeks Neighborhood and the Gardens Neighborhood and the effectiveness of traffic-calming measures. Furthermore, study the effects of cut-through traffic on Pulgas Avenue two years after completion of the Loop Road.

Goal TRA-3	Increase use of public transit and non-vehicular methods of travel.
Policy TRA-3.1	Require large businesses (50 employees or more) to implement a Transportation Demand Management (TDM) program with a goal of 15% TDM. The TDM programs would reduce vehicle trips and vehicle miles traveled from businesses by encouraging employers to provide transit subsidies, bicycle facilities, alternative work schedules, flextime, telecommuting, and other measures to reduce vehicle travel. The programs would also include features that support ride sharing and car sharing.
Policy TRA-3.2	Encourage shared parking where peak parking demands can be met. In retail and commercial areas well served by transit, encourage developers to employ pricing strategies to reduce parking needs and encourage use of transit or other travel modes.
Policy TRA-3.3	Support parking "cash-out" programs for large employers, in which employers offer cash to employees in lieu of providing them parking in order to discourage driving.
Policy TRA-3.4	Encourage new residential development to unbundle parking costs from the costs of renting or purchasing a dwelling unit.
Policy TRA-3.5	Pursue development of a Dumbarton Rail station adjacent to the Plan Area. If the nearest Dumbarton Rail station is located elsewhere, work with transit providers to ensure that shuttle service is available between Ravenswood and the rail station.

Policy TRA-3.6	Work with the San Mateo County Transit District (SamTrans) to study the potential for bus rapid transit (BRT) service on University Avenue, either as an alternative to or in conjunction with Dumbarton Rail service.
Policy TRA-3.7	it is expected that transit use will increase at the Bay Road/University Avenue intersection. As such, future development near this intersection and ROW improvements should strongly consider accommodation of bus ridership and transfers, including on-street bus bays, wider sidewalks, shelters, and transit information kiosks. Electronic bus arrival information could also be considered.

Goal TRA-4	**An additional point of access to the Ravenswood Business District.**

Policy TRA-4.1	Pursue funding to develop a loop road that connects University Avenue to Demeter Street, looping around the north and east parts of the University Village neighborhood.
Policy TRA-4.2	Identify key regulatory challenges to construction of a loop road, and work with regulatory agencies to overcome these challenges.
Policy TRA-4.3	Work with the Midpeninsula Regional Open Space District (MROSD) to develop a memorandum of understanding to design and develop an interim trail consistent with Figure 7-4 in Chapter Seven of this Specific Plan and a permanent trail along the Loop Road consistent with Figure 7-3 in Chapter Seven of this Specific Plan.

Goal TRA-5	**A well-managed public parking system.**

Policy TRA-5.1	Continue to allow on-street parking on streets in University Village.

Policy TRA-5.2	Provide on-street parking based on the Streetscape Standards contained in this Specific Plan.
Policy TRA-5.3	As development occurs, evaluate whether there is a need to institute paid on-street parking in some locations.
Policy TRA-5.4	The City should consider acquiring land for and developing a parking structure in the Ravenswood area as the Specific Plan Area builds out, and as is feasible and appropriate.

Goal TRA-6	**Attractive streetscapes that contribute to a positive image for East Palo Alto.**

Policy TRA-6.1	As development occurs, ensure that developers implement the Streetscape Standards contained in this Specific Plan.
Policy TRA-6.2	Pursue opportunities to implement the Streetscape Standards' proposed improvements independently from new development.

Utilities and Public Services

Goal UTIL-1	**Effective coordination with public facilities and service providers.**

Policy UTIL-1.1	In coordination with the East Palo Alto Sanitary District (EPASD) and West Bay Sanitary District (WBSD), ensure that development of each parcel includes an adequate sanitary and storm sewer infrastructure to prevent discharge of untreated water to surface waters.
Policy UTIL-1.2	Work with EPASD to ensure that additional wastewater treatment capacity is available as development occurs under the Specific Plan.

Policy UTIL-1.3	Work with WBSD to ensure that peak wet weather flows of wastewater do not increase above the present 14.4 million gallons per day (MGD) maximum, despite any increase in development. Encourage WBSD to conduct increased inspection and maintenance of the sanitary sewer system, and repair any points of entry for rainwater. In addition, ensure that new development conforms to C-3 stormwater regulations.
Policy UTIL-1.4	Where feasible and appropriate, the City will add traffic signal preemption to increase the efficiency of emergency services.
Policy UTIL-1.5	If traffic from a development project under the Plan has a material adverse effect on primary response routes used by the MPFPD, especially during peak travel times, the project shall contribute to the cost of installation and maintenance of signal preemption devices or other changes to traffic control devices located on the primary response in order to address these impacts.

Goal UTIL-2	**An adequate water supply to support new development.**

Policy UTIL-2.1	Prior to developing an increased municipal water supply, conduct a project-level environmental analysis of the environmental effects of obtaining the increased supply. For any proposed new groundwater well, or increase in pumping from existing wells, ensure that the analysis considers, at a minimum, a) land subsidence and exacerbation of existing flood risks; b) salt-water infiltration of the aquifer; c) entrainment of contamination; d) cumulative effects from drawdown of the aquifer; e) impacts from construction of a new treatment facility, including storage reservoirs; and f) installation of additional piping. For any proposed recycled water usage, ensure that the analysis contains, at a

minimum, verification that the water quality is adequate and that there would be no adverse health effects from its use.

Policy UTIL-2.2 Before individual development projects are approved in the Plan Area, require the developer to demonstrate verifiable, enforceable proof that either they have secured new water supplies to serve the new development or that the proposed development will create no net increase in total water demand in East Palo Alto. Ensure that environmental review is carried out for augmentations to the supply from additional groundwater pumping in the Specific Plan area and within a quarter mile radius.

Goal UTIL-3	**Water, wastewater, and stormwater infrastructure that is adequate to support new development.**

Policy UTIL-3.1 Ensure that the storm sewer system described in the 2008 *Draft Engineering Plan (DEPLAN) for the Ravenswood Business District (RBD)*, or one that is functionally similar, is built.

Policy UTIL-3.2 Ensure that a storm water system for the northern part of the Plan Area, including 391 Demeter and the University Village neighborhood, are designed in a coordinated manner to provide adequate capacity for peak rain events, and maintain functionality of existing storm water infrastructure.

Policy UTIL-3.3 Where feasible, incorporate trash capture devices into storm drain inlets, and the outlet to the detention basin at the end of Runnymede Street.

Policy UTIL-3.4 Ensure that the engineering systems identified in the 2008 Draft Engineering Plan (DEPLAN) are built, and that each

project contributes its proportionate share to pay for the infrastructure and community benefits.

Policy UTIL-3.5 The City shall prepare a infrastructure, traffic, and community benefits "nexus study" that identifies necessary infrastructure and community benefits needs. The study will identify appropriate financing mechanisms for improvements and a fair share development fee for future development in the Specific Plan Area. Projects that apply prior to the completion of the nexus study shall be required to approve a Development Agreement with the City that specifies that the project shall pay the proportionate impact as identified in the nexus study.

Policy UTIL-3.6 Explore creation of a Landscaping and Maintenance District to support infrastructure and parks in the Specific Plan Area.

Policy UTIL-3.7 In order to streamline new development (or expansion of existing development) consistent with the Specific Plan, the City shall work collaboratively with land owners and developers to address infrastructure issues. Projects and their required infrastructure may be allowed to be phased, pursuant to each project providing adequate infrastructure consistent with DEPLAN and/or paying appropriate impact fees. Credits shall be provided for new infrastructure that is built to the standards of the DEPLAN. The phasing of any infrastructure and credits provided for infrastructure built shall be consistent with the adopted nexus study and DEPLAN and approved by the City Engineer.

Policy UTIL-3.8 Explore the future use of "purple pipe" for recycled water by preparing a Recycled Water Feasibility Study. Subject to the outcome of the Study, consider an ordinance requiring projects to provide a recycled water service line and

meter. Analyze feasibility of adding "purple pipe" to the Bay Road Phase II design.

Goal UTIL-4	**Recreational opportunities for community members.**
Policy UTIL-4.1	Work to implement the open space network, or a functionally similar network, identified in Figure 4-2 in Chapter Four of this Specific Plan.
Policy UTIL-4.2	Require that new development within the Plan Area provide new public open spaces, including the planned Cooley Landing Park.
Policy UTIL-4.3	Pursue creation of a public park atop the San Francisco Public Utilities Commission's (SFPUC's) right-of-way in the University Village neighborhood, including the amenities shown in this Plan's Vision and Concept where possible. Work with the SFPUC to ensure that any park improvement here will not interrupt the SFPUC's ability to deliver safe, reliable and high-quality water to its customers. Additionally, uses on the SFPUC right-of-way shall not hinder the SFPUC's ability to perform replacements and maintenance operations to the system.

Goal UTIL-5	**Preservation and enhancement natural resources.**
Policy UTIL-5.1	Ensure that new development does not adversely affect the Ravenswood Open Space Preserve and Palo Alto Baylands Natural Preserve.
Policy UTIL-5.2	Encourage developers to design projects that capitalize on views of adjacent natural resources.

Goal UTIL-6	**A strong network of community organizations.**

Policy UTIL-6.1 Explore opportunities to partner with community organizations to publicize and carry out City programs.

Policy UTIL-6.2 Continue to include input from community organizations during the implementation of this Specific Plan.

Policy UTIL-6.3 Encourage developers to provide space for community organizations as part of new mixed-use development.

Policy UTIL-6.4 If community organizations are displaced as a result of new development, help them relocate within East Palo Alto. Possibilities include assisting with partnering with other community organizations, finding vacant space, or partnering with public agencies to utilize surplus buildings.

Cultural Resources

Goal CUL-1	**Maintainance and conservation of historic, archeological, and paleontological resources.**

Policy CUL-1.1 Ensure that City, State, and Federal historic preservation laws, regulations, and codes are implemented, including State laws related to archaeological resources, to ensure the adequate protection of historic and prehistoric resources.

Policy CUL-1.2 Require preparation of a project-specific *Historic Architectural Resources Assessment* (HARA) by a professional Architectural Historian for any buildings or structures that are over 45 years in age that could be affected by a project. The HARA will provide background context, identify any architectural resources including standing buildings and structures, and provide an evaluation using the criteria of the California Register of Historic Resources. Follow the HARA recommendations to avoid and minimize damage

to these resources. These may include additional research, measured drawings and photographic recordation with deposition of any research materials with a historical society or repository.

Policy CUL-1.3 Require preparation of a project-specific *Archaeological Resources Assessment* (ARA) by a professional Archaeologist for any construction that will impact native soil in the parts of the Plan Area known to be archaeologically sensitive, that are within the 200-foot buffer of known historic and prehistoric resources, as recorded on the supplemental figure *Archaeological Sensitivity Zones* on file with the City. The ARA will provide background context, identify any archaeological resources, and provide an evaluation using the criteria of the California Register of Historic Resources. ARA recommendations must be followed to avoid and minimize damage to these resources. These may include archeological testing, data recovery, and archaeological monitoring during construction..

Policy CUL-1.4 Recognize that Native American human remains may be encountered at unexpected locations and impose a requirement on all development permits and tentative subdivision maps that upon their discovery during construction, development activity will cease until professional archaeological examination confirms that the burial is human. If the remains are determined to be Native American, applicable State laws shall be implemented. A professional Archaeologist with expertise in human remains must be retained to review, identify, and evaluate the discovery. The County Coroner and Native American Heritage Commission must be notified and the remains treated in accordance with State law.

Policy CUL-1.5 Require a cultural resources study to be prepared by a qualified, professional archaeologist if a development pro-

ject involves construction activities or involves the use of the State right-of-way (ROW). Such study requires approval by the Office of Cultural Resource Studies (OCRS) before an encroachment permit can be issued. The study must include at a minimum the following:

- An effects evaluation of potential project impacts to the archaeological site.
- A mitigation plan per CEQA Guidelines 15126.4(b)(3).
- Evidence of consultation with the territorial Native American group for the area pursuant to Public Resources Code (PRC) 5097.

If a cultural resource evaluation results in the finding of a historically or culturally significant resource, and based on the project impacts to this resource, a Data Recovery Plan may be necessary. The Data Recovery Plan must be approved by the Department's OCRS before an encroachment permit can be issued.

LAND USE 6

This chapter provides land use regulations and standards for future development and significant renovations of existing development in the Specific Plan Area. The standards are meant to ensure that the use and physical character of development achieves the vision outlined in Chapter 4 by creating an active urban environment with appealing architecture, accessible open space, and a safe pedestrian environment. Furthermore, the standards are designed to promote financial feasibility in potential new development.

This Specific Plan will be adopted by resolution. In addition, a Zoning Ordinance Amendment incorporating the land uses and development regulations and guidelines set forth in this Specific Plan is expected to be adopted. Citywide regulations in the East Palo Alto Zoning Ordinance not in conflict with the proposed Zoning Ordinance Amendment will continue to apply to the Plan Area. The Zoning Ordinance amendment will be executed by creating a Specific Plan Overlay Zone within the existing code that refers to the Specific Plan's regulations.

Land Use Districts

The Plan Area has been divided into land use districts that are intended to capture the community's desires for Ravenswood/4 Corners. The standards that follow this section are organized by land use district. To determine the uses and building types that are allowed on a given parcel, see Figure 6-1 to identify the district in which the parcel is located. After doing so, review the sections that follow to identify the allowed uses, performance standards, and development standards.

The Plan Area's land use districts are shown in Figure 6-1 and include the following:

Figure 6-1: Land Use Districts

1. **4 Corners.** Intended to support an enlivened, thriving "downtown" for East Palo Alto, focused around the intersection of University Avenue and Bay Road. Accommodates multi-story mixed-use buildings that have retail stores or community facilities on the ground floor, with apartments or condominiums on upper floors.
2. **Bay Road Central.** Intended to make Bay Road a lively, inviting place that creates a strong connection between 4 Corners and Cooley Landing. Accommodates multi-story mixed-use buildings that have either retail stores or storefront-type offices on the ground floor, with apartments, condominiums, or offices on upper floors.
3. **Ravenswood Employment Center.** Intended to support the development of a variety of job-creating uses, including high-quality research and development (R&D) facilities. Also accommodates businesses that produce goods, distribute merchandise, or repair equipment, provided that they do not negatively affect surrounding uses or properties.
4. **Industrial Transition.** Intended to accommodate light industrial uses in areas that are near large clusters of single-family homes, while ensuring that the light industrial uses do not adversely affect nearby homes. Accommodates low-intensity manufacturing and repair businesses that do not attract large amounts of traffic.
5. **Waterfront Office.** Intended to support the construction of Class A offices within the Plan Area. Accommodates professional offices and limited supporting retail or other uses.
6. **Urban Residential.** Intended to provide opportunities for the development of single-family and multi-family homes at a moderate density. Accommodates small-lot detached single-family homes; attached single-family homes such as townhomes; duplexes, triplexes, and four-plexes; and multi-family apartments or condominiums.
7. **University Village.** Intended to maintain and enhance the University Village neighborhood, which is a well-defined portion of the Plan Area. Accommodates single-family homes along with related public uses, such as schools and parks.
8. **Ravenswood Open Space.** Intended to to be placed on those parcels dedicated to conservation of existing open space and development of tradition-

al parks, linear parks and other "public" spaces within the Specific Plan Area.

9. **Ravenswood Flex Overlay.** Intended to accommodate high-quality office buildings, along with a limited range of manufacturing and repair businesses that do not adversely affect the offices' surroundings. Accommodates professional offices, along with low-intensity manufacturing and repair businesses that do not attract large amounts of traffic. A Fiscal Impact Report is required of all projects in the Ravenswood Flex Overlay district. The project sponsor shall provide the city adequate funds for a Fiscal Impact Report.

Land Use Regulations

This section provides land use regulations within each district identified for the Plan Area. Table 6-1 uses the following symbols to identify permitted and conditionally permitted uses:

- **P** indicates a Principally permitted use.
- **AUP** indicates a use that is subject to an administrative use permit.
- **CUP** indicates a use that is subject to a conditional use permit.
- **H** indicates a Home Occupation permit.
- **X** indicates a prohibited use.

For the districts not shown in Table 6-1, the following land use regulations shall apply:

- In the University Village district, the allowed uses shall be as provided in the East Palo Alto Zoning Ordinance Chapter R-1-5000 districts.
- In the Ravenswood Open Space District, permitted uses shall be limited to public Park, Recreational Facility, and open space conservancy.
- In the Ravenswood Flex Overlay District, uses shall be as provided in Ravenswood Employment Center and Waterfront Office districts. In cases where these two districts have different permit requirements for a use, the less restrictive requirement shall apply. R&D and industrial uses developed in this district shall not adversely affect existing residential neighborhoods.

It is a violation of this chapter to:

(1) Engage in a prohibited use or fail to comply with the conditions of approval;

(2) Construct a new building or modify the exterior of building, parking lot or landscaping without first obtaining an Administrative Design Review Permit;

(3) Engage in a use requiring a permit without first obtaining that permit.

(a) Principally Permitted uses. Principally Permitted uses are allowed subject to compliance with all applicable provisions of the Ravenswood Specific Plan (RSP). Principally Permitted uses conducted entirely within an existing enclosed building may be established in the building provided applicable building permits are obtained for any interior improvements. Principally Permitted uses proposed in conjunction with new construction or changes to the exterior of a building, parking lot or landscaping shall not be established without approval of an Administrative Design Review Permit. An Administrative Design Review Permit shall be approved by the Director or where proposed in conjunction with an application requiring Planning Commission approval, by the Planning Commission.

(b) Use Permits. Uses permitted subject to issuance of an Administrative Use Permit, Home Occupation Permit, or Conditional Use Permit shall not commence without first obtaining the applicable use permit along with any required Administrative Design Review Permit.

(c) Uses are to be conducted entirely within an enclosed building unless otherwise provided in the Ravenswood Specific Plan. Permitted exterior storage is permitted only within rear yard or interior side yard and screened from view from adjacent streets and adjacent property with the combination of suitable landscaping, walls or fencing as determined by the approving authority.

TABLE 6-1 **ALLOWED USES IN LAND USE DISTRICTS**

Land Use	4 Corners Gateway		Bay Road Central		Ravenswood Employment Center[1]	Industrial Transition	Waterfront Office[2]	Urban Residential	Additional Requirements[3]
	Ground	Upper	Ground	Upper					
Residential									
Agriculture, Noncommercial	P	P	P	P	X	P	X	P	
Animal Keeping, Noncommercial	P	P	P	P	X	P	X	P	§ 6310.03
Duplex	X	X	X	X	X	X	X	P	
Emergency Shelters	X	X	X	X	X	P	X	X	
Family Day Care Home, Small	X	P	X	P	X	X	X	P	
Family Day Care Home, Large	X	[4]	X	[4]	X	X	X	[4]	§ 6510 et seq.
Home Occupation	X	H	X	H	X	X	X	H	
Multiple-Family Dwellings	X	P	X	P	X	X	X	P	
Residential Care Facility—Seven or More Occupants	X	CUP	X	CUP	X	X	X	CUP	§ 6515.1 et seq.
Residential Care Facility—Six Occupants or Fewer	X	P	X	P	X	X	X	P	§ 6515.1 et seq.
Single-Family Dwelling, Attached	X	X	X	X	X	X	X	P	
Single-Family Dwelling, Detached—Lot Size No Greater Than 5,000 Square Feet	X	X	X	X	X	X	X	P	

Note: All uses not permitted by right, AUP, H, or CUP are prohibited.
[1] All projects in the Ravenswood Flex Overlay shall be accompanied by a Fiscal Impact Report.
[2] Any R&D projects proposed in the Waterfront Office District or requested zoning changes shall be accompanied by a Fiscal Impact Report.
[3] Section numbers refer to the East Palo Alto Zoning Ordinance. Pursuant to SP Policy LU-5.3, Director can require Fiscal Impact Report of any project.
[4] Permit requirement determined according to the provisions in § 6510 et seq. of the Zoning Ordinance.
[5] Day care as an ancillary use. Bank or Financial Service as an ancillary use.
[6] Schools prohibited east of Illinois St./Clark Ave. and north of Runnymede Street pursuant to Specific Plan Policy LU-6.5.
[7] Parking structures that provide enclosed parking shall be wrapped with another ground-floor use along all street frontages. The ground-floor use shall have a depth of at least 40 feet.
[8] Permit requirement determined according to the provisions in Chapter 24.5 of the Zoning Ordinance.

TABLE 6-1 **ALLOWED USES IN LAND USE DISTRICTS (CONTINUED)**

Land Use	4 Corners Gateway		Bay Road Central		Ravenswood Employment Center[1]	Industrial Transition	Waterfront Office[2]	Urban Residential	Additional Requirements[3]
	Ground	Upper	Ground	Upper					
Public & Quasi-Public									
Child Day Care Center	AUP	X	CUP	X	X	CUP[5]	CUP[5]	X	
Community Use, Assembly	AUP	CUP	AUP	CUP	X	X	X	X	
Community Use, Non-Assembly	AUP	AUP	AUP	AUP	X	X	X	X	
Meeting Facility	AUP	AUP	AUP	AUP	X	X	X	AUP	
Park or Recreational Facility	P	X	P	X	P	P	P	P	
Public Safety Facility	P	P	P	P	P	P	P	P	
School, Private[6]	CUP	CUP	X	X	X	X	X	X	
School, Public[6]	CUP	CUP	X	X	X	X	X	P(6)	
Commercial									
Alcoholic Beverage Sales	CUP	X	CUP	X	CUP	X	CUP	X	§ 6506
Animal Sales and Services—Boarding Allowed	CUP	X	CUP	X	X	X	X	X	
Animal Sales and Services—No Boarding	AUP	X	AUP	X	X	X	X	X	
Automated Teller Machine (ATM)	P	X	P	X	X	CUP	X	X	
Automobile Wrecking/Dismantling	X	X	X	X	X	X	X	X	Sec. 6507.9.1

Note: All uses not permitted by right, AUP, H, or CUP are prohibited.
[1] All projects in the Ravenswood Flex Overlay shall be accompanied by a Fiscal Impact Report.
[2] Any R&D projects proposed in the Waterfront Office District or requested zoning changes shall be accompanied by a Fiscal Impact Report.
[3] Section numbers refer to the East Palo Alto Zoning Ordinance. Pursuant to SP Policy LU-5.3, Director can require Fiscal Impact Report of any project.
[4] Permit requirement determined according to the provisions in § 6510 et seq. of the Zoning Ordinance.
[5] Day care as an ancillary use. Bank or Financial Service as an ancillary use.
[6] Schools prohibited east of Illinois St./Clark Ave. and north of Runnymede Street pursuant to Specific Plan Policy LU-6.5.
[7] Parking structures that provide enclosed parking shall be wrapped with another ground-floor use along all street frontages. The ground-floor use shall have a depth of at least 40 feet.
[8] Permit requirement determined according to the provisions in Chapter 24.5 of the Zoning Ordinance.

TABLE 6-1 **ALLOWED USES IN LAND USE DISTRICTS (CONTINUED)**

Land Use	4 Corners Gateway		Bay Road Central		Ravenswood Employment Center[1]	Industrial Transition	Waterfront Office[2]	Urban Residential	Additional Requirements[3]
	Ground	Upper	Ground	Upper					
Bank or Financial Service	P	X	P	X	AUP[5]	X	AUP[5]	X	
Business Support Service	P	X	P	X	P	P	P	X	
Commercial Recreation, Indoor	CUP	X	CUP	X	X	CUP	X	X	
Drive-Through Establishment	X	X	X	X	X	X	X	X	
General Retail	P	X	P	X	X	X	X	X	
Food and Beverage Sales, Convenience	AUP	X	AUP	X	X	CUP	X	X	
Food and Beverage Sales, Supermarket	P	X	P	X	X	X	X	X	
Health/Fitness Facility	AUP	X	AUP	X	AUP	AUP	X	X	
Instructional or Production Studio	P	X	P	X	P	P	X	X	
Maintenance and Repair	X	X	X	X	P	P	X	X	
Medical Clinic or Lab	CUP	CUP	CUP	CUP	CUP	CUP	X	X	
Medical Office	CUP	X	CUP	CUP	X	X	X	X	
Personal Services, Low-Impact	P	X	P	X	X	X	X	X	

Note: All uses not permitted by right, AUP, H, or CUP are prohibited.
[1] All projects in the Ravenswood Flex Overlay shall be accompanied by a Fiscal Impact Report.
[2] Any R&D projects proposed in the Waterfront Office District or requested zoning changes shall be accompanied by a Fiscal Impact Report.
[3] Section numbers refer to the East Palo Alto Zoning Ordinance. Pursuant to SP Policy LU-5.3, Director can require Fiscal Impact Report of any project.
[4] Permit requirement determined according to the provisions in § 6510 et seq. of the Zoning Ordinance.
[5] Day care as an ancillary use. Bank or Financial Service as an ancillary use.
[6] Schools prohibited east of Illinois St./Clark Ave. and north of Runnymede Street pursuant to Specific Plan Policy LU-6.5.
[7] Parking structures that provide enclosed parking shall be wrapped with another ground-floor use along all street frontages. The ground-floor use shall have a depth of at least 40 feet.
[8] Permit requirement determined according to the provisions in Chapter 24.5 of the Zoning Ordinance.

TABLE 6-1 **ALLOWED USES IN LAND USE DISTRICTS (CONTINUED)**

Land Use	4 Corners Gateway		Bay Road Central		Ravenswood Employment Center[1]	Industrial Transition	Waterfront Office[2]	Urban Residential	Additional Requirements[3]
	Ground	Upper	Ground	Upper					
Personal Services, Moderate-Impact	AUP	X	AUP	X	X	X	X	X	
Professional Office	AUP	CUP	AUP	CUP	AUP	P	P	X	
Research Laboratory	X	X	X	X	P	CUP	CUP	X	
Restaurant or Café, Fast Service	AUP	X	AUP	X	AUP	AUP	AUP	X	
Restaurant or Café, Full Service	P	X	P	X	X	AUP	AUP	X	
Secondhand Store	CUP	X	CUP	X	X	X	X	X	
Shopping Center	CUP	X	CUP	X	CUP	X	X	X	
Vehicle Service and Repair	X	X	X	X	CUP	CUP	X	X	
Manufacturing, Wholesaling, and Storage									
Manufacturing and Processing—General	X	X	X	X	P	X	X	X	
Manufacturing and Processing—Heavy	X	X	X	X	CUP	X	X	X	
Manufacturing and Processing—Light	X	X	X	X	P	P	X	X	
Outdoor Storage	X	X	X	X	AUP	CUP	X	X	
Recycling Facility	X	X	X	X	CUP	X	X	X	

Note: All uses not permitted by right, AUP, H, or CUP are prohibited.
[1] All projects in the Ravenswood Flex Overlay shall be accompanied by a Fiscal Impact Report.
[2] Any R&D projects proposed in the Waterfront Office District or requested zoning changes shall be accompanied by a Fiscal Impact Report.
[3] Section numbers refer to the East Palo Alto Zoning Ordinance. Pursuant to SP Policy LU-5.3, Director can require Fiscal Impact Report of any project.
[4] Permit requirement determined according to the provisions in § 6510 et seq. of the Zoning Ordinance.
[5] Day care as an ancillary use. Bank or Financial Service as an ancillary use.
[6] Schools prohibited east of Illinois St./Clark Ave. and north of Runnymede Street pursuant to Specific Plan Policy LU-6.5.
[7] Parking structures that provide enclosed parking shall be wrapped with another ground-floor use along all street frontages. The ground-floor use shall have a depth of at least 40 feet.
[8] Permit requirement determined according to the provisions in Chapter 24.5 of the Zoning Ordinance.

TABLE 6-1 **ALLOWED USES IN LAND USE DISTRICTS (CONTINUED)**

Land Use	4 Corners Gateway		Bay Road Central		Ravenswood Employment Center[1]	Industrial Transition	Waterfront Office[2]	Urban Residential	Additional Requirements[3]
	Ground	Upper	Ground	Upper					
Warehousing, Wholesaling, and Distribution	X	X	X	X	AUP	CUP	X	X	
Transportation, Communications, and Utilities									
Parking Facility	CUP[7]	CUP	CUP[7]	CUP	CUP	CUP	CUP	X	
Public or Quasi-Public Facility	P	P	P	P	P	P	P	P	
Public Utilities—Major	CUP	X	CUP	X	CUP	CUP	CUP	CUP	
Public Utilities—Minor	P	X	P	X	P	P	P	P	
Public Utility Antenna and Satellite Dishes	[8]	[8]	[8]	[8]	[8]	[8]	[8]	[8]	§ 6518.1 et seq.
Vehicle Depot	X	X	X	X	CUP	X	X	X	

Note: All uses not permitted by right, AUP, H, or CUP are prohibited.
[1] All projects in the Ravenswood Flex Overlay shall be accompanied by a Fiscal Impact Report.
[2] Any R&D projects proposed in the Waterfront Office District or requested zoning changes shall be accompanied by a Fiscal Impact Report.
[3] Section numbers refer to the East Palo Alto Zoning Ordinance. Pursuant to SP Policy LU-5.3, Director can require Fiscal Impact Report of any project.
[4] Permit requirement determined according to the provisions in § 6510 et seq. of the Zoning Ordinance.
[5] Day care as an ancillary use. Bank or Financial Service as an ancillary use.
[6] Schools prohibited east of Illinois St./Clark Ave. and north of Runnymede Street pursuant to Specific Plan Policy LU-6.5.
[7] Parking structures that provide enclosed parking shall be wrapped with another ground-floor use along all street frontages. The ground-floor use shall have a depth of at least 40 feet.
[8] Permit requirement determined according to the provisions in Chapter 24.5 of the Zoning Ordinance.

Development Standards

The development standards in this section specify basic physical requirements for new development, including building placement on single sites, the three-dimensional form of buildings, and access to and through development projects. These standards are meant to refer to an entire development site, which may be composed of multiple lots or parcels.

The design standards and guidelines in Appendix A, as well as the additional development standards in Appendix B, shall also apply to all new development in the Plan Area. These appendices provide more detailed requirements that all new development must follow.

4 Corners Gateway

Maximum Floor Area Ratio: 1.5 for non-residential uses and commercial components in mixed use projects.

Maximum Residential Density: 60 dwelling units per acre for residential uses.

Maximum Height: Six stories above grade, plus an additional fifteen feet for equipment and elevator penthouses.

Minimum Ground Floor Height: 16 feet floor-to-floor.

Minimum Setbacks:

Front: 6 feet, to be dedicated to landscaping or publicly accessible sidewalk.
Side: None required.
Exterior Side: 10 feet.
Rear: 30 feet.

Maximum Setback Along Bay Road and University Avenue:

At least 65% of a building shall be built to within 16 feet of the property line.

Minimum Parking:

Residential: One parking space per dwelling unit for one-bedroom units and studios; 0.5 additional spaces for each additional bedroom.
Professional Office: One parking space per 300 square feet of floor area.
Medical Office: One parking space per 200 square feet of floor area.
All Other Non-Residential Uses: One parking space per 400 square feet of floor area.
Bicycle: 1 Class I per 3 units + 1 Class II per 15 units for residential. 1 Class I per 30 employees + 1 Class II per 6,000 square feet for retail. 1 per 6,000 square feet for office (75% Class I, 25% Class II).
Shared Parking: For mixed use projects where parking is not segregated, parking may be reduced by up to 20-percent.

Parking Location: ***Parking structures or s***urface parking lots provided they are not located within front or exterior side setbacks.

Loading Areas: Designated loading docks, bays, and spaces shall be located in the rear or interior side yard areas.

Access: One pedestrian access point per 300 linear feet of street frontage shall be provided from the street to parking lots located in the rear of buildings. A maximum of two curb cuts per street frontage may be provided.

Bay Road Central

Maximum Floor Area Ratio: 2.0 for non-residential uses and commercial components in mixed use projects

Maximum Residential Density: 50 dwelling units per acre for residential uses.

Maximum Height: Five stories above grade, plus an additional fifteen feet for equipment and elevator penthouses.

Minimum Ground Floor Height: 16 feet floor-to-floor.

Minimum Setbacks.

Front: 6 feet, to be dedicated to landscaping or publicly accessible sidewalk.
Side: None required.
Exterior Side: 10 feet.
Rear: 30 feet.
Rear for residential uses abutting Ravenswood Employment Center District: 50 feet.
Upper floor setback above fourth floor: 10 feet in addition to the setback on lower floors.

Maximum Setback Along Bay Road:

At least 65% of a building shall be built to within 16 feet of the property line.

Minimum Parking:

Residential: One parking space per dwelling unit for one-bedroom units and studios; 0.5 additional spaces for each additional bedroom.
Professional Office: One parking space per 300 square feet of floor area.
Medical Office: One parking space per 200 square feet of floor area.
All Other Non-Residential Uses: One parking space per 400 square feet of floor area.
Bicycle: 1 Class I per 3 units + 1 Class II per 15 units for residential. 1 Class I per 30 employees + 1 Class II per 6,000 square feet for retail. 1 per 6,000 square feet for office (75% Class I, 25% Class II)

Shared Parking: For mixed use projects where parking is not segregated, parking may be reduced by up to 20 percent.
Parking Location: Parking structures or surface parking lots provided they are not located within front or street side setback areas.

Loading Areas: Designated loading docks, bays, and spaces (not within structured parking) shall be located in the rear or interior side yard areas.

Access: One pedestrian access point per 300 linear feet of street frontage shall be provided from the street to parking lots located in the rear of buildings. A maximum of two curb cuts per street frontage shall be provided.

Ravenswood Employment Center

Maximum Floor Area Ratio: 1.0.

Maximum Height: Three stories above grade. ***Minimum Building Setbacks***:
Front: 10 feet minimum, 80 feet maximum.
Side: 10 feet.
Exterior Side: 10 feet.
Rear: 20 feet.
Eastern Parcel Edge: 40 feet from any site boundary that adjoins the eastern edge of the Plan Area.

Minimum Parking:
Manufacturing, Wholesaling, and Storage: One parking space per 2,000 square feet of floor area.
Research Laboratory: One parking space per 400 square feet of floor area.
Professional Office: One parking space per 300 square feet of floor area.
Medical Office: One parking space per 200 square feet of floor area.
All Other Uses: One parking space per 400 square feet of floor area.
Bicycle: 1 per 6,000 square feet for office (75% Class I, 25% Class II). 1 Class I per 30 employees or 1 Class I per 15,000 square feet for industrial or R&D.

Loading Areas: Designated loading docks, bays, and spaces shall be located in the rear or interior side yard areas.

Parking Location: Surface parking between buildings and public streets shall be limited to two parking rows and a drive aisle.

Access: A maximum of two curb cuts per street frontage may be provided.

Landscaping: *A minimum of 5% of* the area of each individual project site *shall be devoted to low water usage landscaping with a minimum 10 feet of landscaping between surface or structured parking areas and public streets.*

Industrial Transition Zone

Maximum Floor Area Ratio: 0.75.

Maximum Height: Three stories above grade; two stories above grade within 30 feet of adjoining residential parcels.

Minimum Building Setbacks:

Front: 10 feet minimum, 80 feet maximum.
Side: 10 feet.
Exterior Side: 10 feet.
Rear: 40 feet.
Eastern Parcel Edge: 40 feet from any site boundary that adjoins the eastern edge of the Plan Area.

Minimum Parking:

Manufacturing, Wholesaling, and Storage: One parking space per 2,000 square feet of floor area.
Research Laboratory: One parking space per 400 square feet of floor area.
Professional Office: One parking space per 300 square feet of floor area.
All Other Non-Residential Uses: One parking space per 400 square feet of floor area.
Bicycle: 1 per 6,000 square feet for office (75% Class I, 25% Class II). 1 Class I per 30 employees or 1 Class I per 15,000 square feet for industrial or R&D.

Loading Areas: Designated loading docks, bays and spaces shall be located in the rear or interior side yard areas.

Parking Location: Surface parking between buildings and public streets shall be limited to two parking rows and a drive aisle.

Access: A maximum of two curb cuts per street frontage may be provided.

Landscaping: A minimum of 5% of the area of each individual project site shall be devoted to low water usage landscaping with a minimum of 10 feet of landscaping between surface or structured parking areas and public streets.

Waterfront Office

Maximum Floor Area Ratio: 3.0.

Maximum Height: Eight stories above grade.

Minimum Ground Floor Height: 16 feet floor-to-floor.

Minimum Building Setbacks:

Bay Road Front Setback: 30 feet.
Front (along other streets): 20 feet

Side: 20 feet.
Exterior Side: 20 feet.
Upper Floor Setback Above Fourth Floor: Within defined viewsheds shown in Figure 6-2 (and as defined below), 20 feet in addition to the setback on lower floors.

Northern Viewshed: Should set back 20 feet from proposed trail and set back an additional 20 feet from trail above the fourth floor.
Central Viewshed (proposed): Should setback 20 feet from alignment5 of proposed new street and set back an additional 20 feet above the fourth floor.
Southern Viewshed: In addition to 30 foot setback from Bay Road, set back an addional 20 feet above the fourth floor.

Eastern Parcel Edge: 20 feet if combined with additional accessible open space. 40 feet if not combined with additional accessible open space. Applies to site boundaries that adjoin the eastern edge of the Plan Area.

Minimum Parking:
Professional Office: One parking space per 300 square feet of floor area.
All Other Uses: One parking space per 450 square feet of floor area.
Bicycle: 1 Class I per 30 employees + 1 Class II per 6,000 square feet for retail. 1 per 6,000 square feet for office (75% Class I, 25% Class II)

Parking Location: Surface parking shall be prohibited in Front, Bay Road, and Eastern Parcel Edge setbacks.

Access: A maximum of one curb cut per 150 feet of street frontage may be provided.

Landscaping: A minimum of 15% of the area of each individual project site shall be devoted to low water usage landscaping with a minimum of 10 feet of landscaping between surface or structured parking areas and public streets.

Urban Residential

Maximum Floor Area Ratio: 1.0 for non-residential uses and commercial components in mixed use projects.

Maximum Residential Density: 40 dwelling units per acre for residential uses.

Maximum Height.
North of Rail Spur: 5 stories.
South of Rail Spur: 3 stories.

Maximum Floor-to-Floor Height: 14 feet ***Residential/16 feet non residential or mixed use.***

Minimum Setbacks:

Front: 5 feet, to be dedicated to landscaping or publicly accessible sidewalk.
Side: 5 feet.
Exterior Side: 5 feet.
Rear: 20 feet.

Minimum Parking:

Residential: One parking space per dwelling unit for one-bedroom units and studios; 0.5 additional spaces for each additional bedroom.
All Other Uses: Determined by Director.
Bicycle: 1 Class I per 3 units + 1 Class II per 15 units for residential.
Shared Parking: For mixed use projects where parking is not segregated, parking may be reduced by up to 20 percent.

Parking Location: Surface parking areas shall be prohibited in Front and Exterior Side setback areas.

Access: One pedestrian access point per 150 linear feet of street frontage shall be provided from the street to parking lots located in the rear of buildings. A maximum of two curb cuts per street frontage shall be provided.

University Village

Reference: Uses, setbacks, and other standards within the University Village District shall conform to Chapter 6 R-1-5000 Single-Family Residential District .

Ravenswood Open Space

Reference: New development within the Ravenswood Open Space District shall be consistent with the RM Resource Management zoning district in the East Palo Alto Zoning Ordinance.

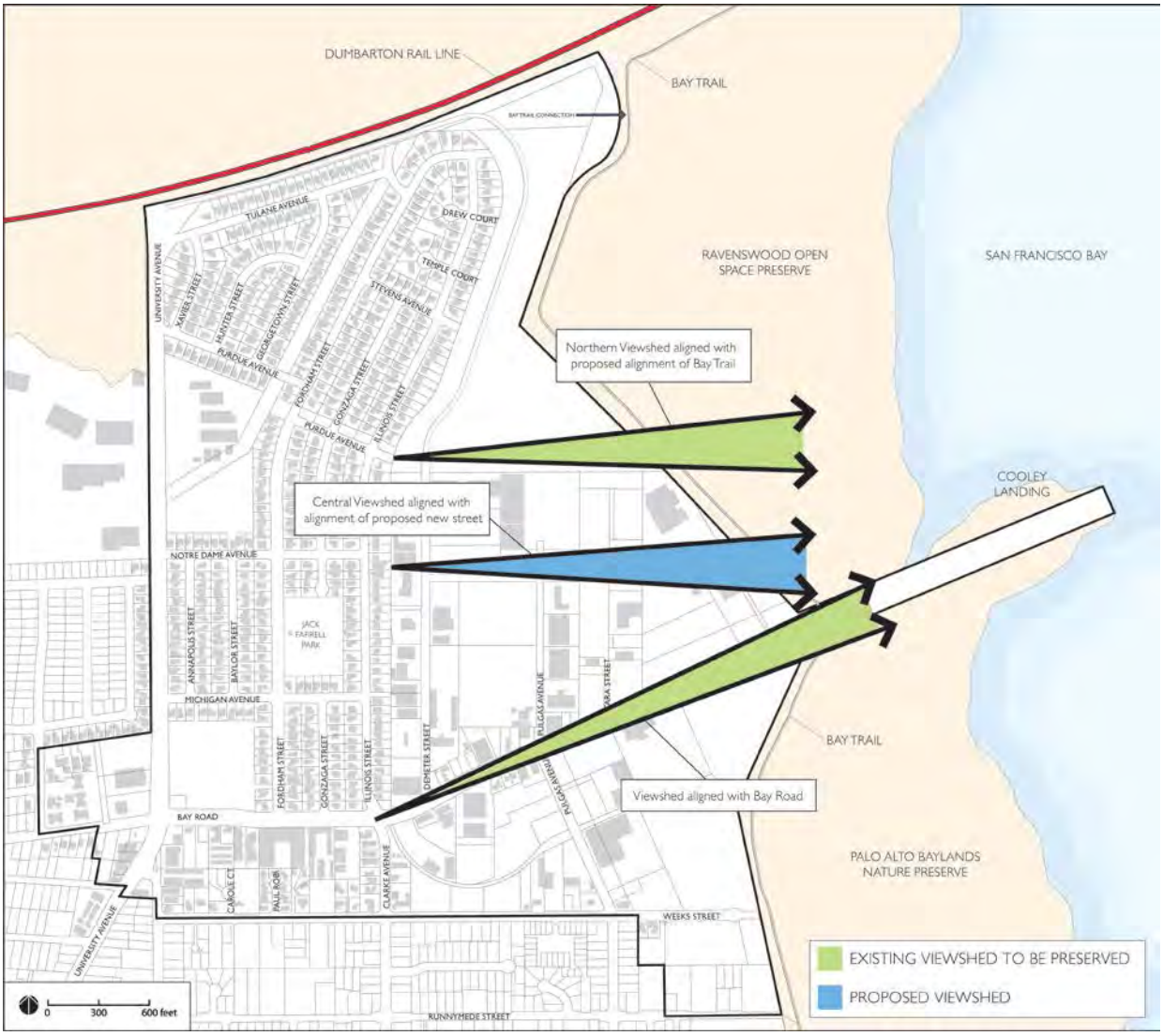
Ravenswood Flex Overlay

The Ravenswood Flex Overlay is applied to two portions of the Plan Area, as shown on Figure 6-1. For properties with this overlay, development shall be consistent with the requirements of either the Ravenswood Employment Center District or the Waterfront Office District, with the exception of the following:

Maximum Height within 200 feet of University Village District: 3 stories above grade.

Minimum Setback from University Village District: 50 feet.

Figure 6-2: Key Viewsheds



Performance Standards

The following performance standards shall apply to all uses and development in the Plan Area.

Air Contaminants

No smoke, soot, flash, dust, cinders, dirt, acids, fumes, vapors, odors, toxic or radioactive substance, waste or particulate, solid, liquid, or gaseous matter shall

be introduced into the outdoor atmosphere, alone or in any combination, in a quantity or at a duration that interferes with safe occupancy of the site or surrounding sites. In addition, all uses shall be subject to any emission limits determined by the Bay Area Air Quality Management District (BAAQMD).

Electrical Emission

There shall be no electrical emission beyond the property line that would adversely affect other uses or adjacent property owners.

Glare and Heat

There shall be no reflection or radiation, directly or indirectly, or glare or heat beyond the property line that would constitute a nuisance or hazard, or that would be recognized by a reasonable person as offensive. This requirement shall not be interpreted as prohibiting nighttime illumination of a property.

Noise

All noise shall be controlled so as not to become objectionable due to intermittence, duration, heat frequency, impulse character, periodic character, or shrillness.

Vibration

There shall be no activity that causes ground vibration that is readily discernable beyond the property line.

STREETSCAPE STANDARDS 7

The previous chapter outlined standards for land uses, focusing on development on private lands. This chapter provides guidance for streetscape design, to ensure that the public and private network of connections for pedestrians, bicycles, transit users and drivers will also contribute to the vision for the Plan Area. Standards for unique street types within the Plan Area are discussed below. At the end of this chapter are street right-of-way design guidelines with general principles that should be followed for all streets within the Plan Area.

Street Types

The street sections and recommendations in this chapter are conceptual and may need to differ slightly to accommodate actual construction-related constraints. Street cross-sections in this chapter are generally shown as "typical," meaning the cross-section is illustrating a straightforward roadway condition. Generally this means a mid-block condition, and not near corners where turning lanes may exist. Figure 7-1 shows the Plan Area with locations of street types.

Figure 7-1: Street Types

Street Type: 4 Corners/Bay Road

This street section, shown in Figure 7-2, is envisioned for the streets that form the key intersection in the Plan Area: University Avenue and Bay Road. For University Avenue, the segment covered by this street type extends from Weeks Street to the south up to Michigan Avenue. For Bay Road, the segment is from Gloria Way on the west to Tara Street on the east. The streetscape in this area is meant to encourage walkability, accommodate transit, create an attractive gateway condition, and ensure pedestrian safety. The following standards should apply:

Figure 7-2: 4 Corners/Bay Road

Roadway Design

Street Lane Width: 10 feet to 12 feet.
Pedestrian Crossing Spacing: Minimum of every 300 feet to 400 feet.
Crosswalks: Pedestrian refuge areas should be incorporated into all pedestrian crossings where possible.
On-Street Parking: Identify on-street parking with clearly marked striping or another method, such as special paving or colored materials.

Pedestrian Design

Minimum Sidewalk Width: 10 feet.

Bicycle Design

Facilities: Class II bicycle lanes should be provided at a minimum width of 5 feet where possible.
Bicycle Parking: Bicycle racks should be provided where possible, and at a minimum at the University Avenue/Bay Road and Pulgas Avenue/Illinois Street intersections.

Transit Design

Shelters: Bus shelters should be provided at transit stops. Where on-street parking exists, consider bus bulbouts.

Pedestrian Street Lighting

Pedestrian Street Lighting Spacing: 20 to 30 feet apart.
Pedestrian Street Lighting Height: 10 to 16 feet.

Street Trees

Tree Size (as defined by canopy diameter upon maturity): Large canopy trees (40+ foot diameter) should be planted.
Trees Spacing: 20 to 30 feet apart.
Planting: Trees should be planted within tree wells with tree grates.

Street Type: Loop Road

This street section shown in Figure 7-3 is envisioned for the new Loop Road proposed to connect University Avenue with Demeter Street around the northern perimeter of University Village. The street design is intended to allow for larger buses, trucks, and employment shuttles, but still allow for a pedestrian and bicycle-friendly environment that respects the adjacent natural areas. This is the long-term solution proposed for this portion of the loop road. Figure 7-4 shows a shorter-term solution for this area prior to construction of the loop road. The section shows the existing SFPUC service road as restriped for a multi-use path with a 4-foot shoulder. Figure 7-5 shows the portion of the

Loop Road proposed for the eastern perimeter of University Village. The following standards should apply:

Figure 7-3: Loop Road (Northern Perimeter of University Village)

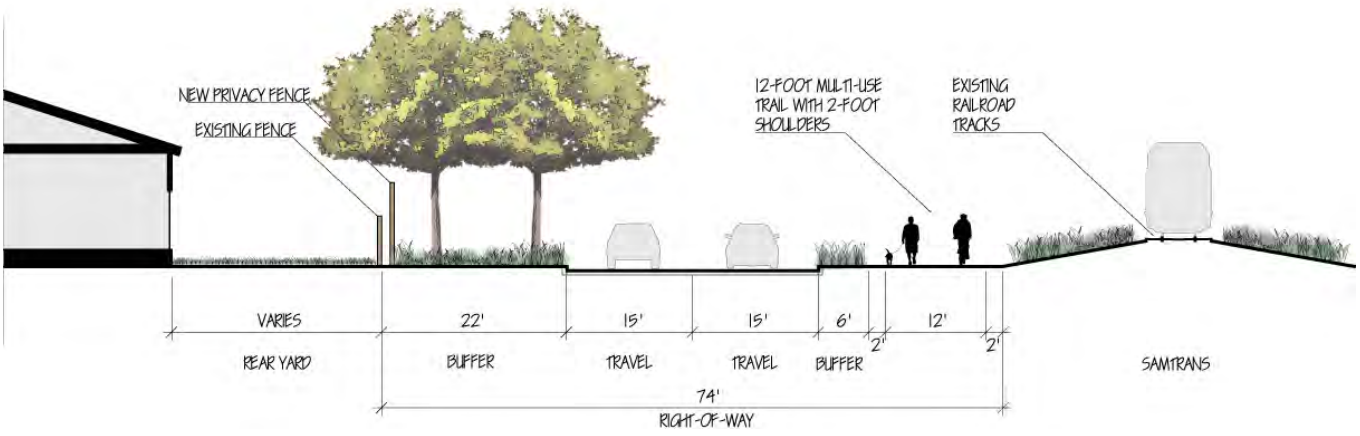
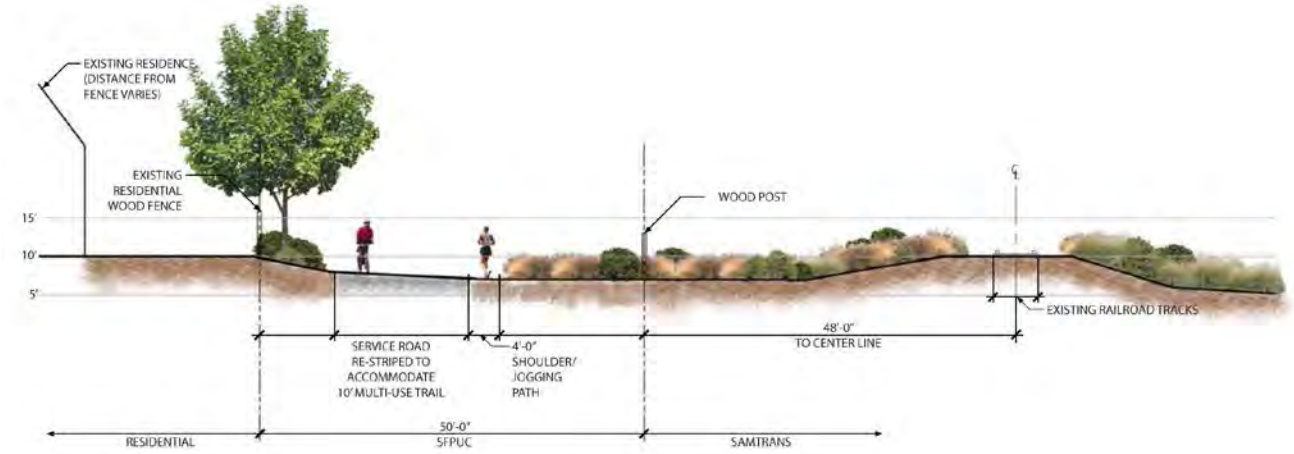
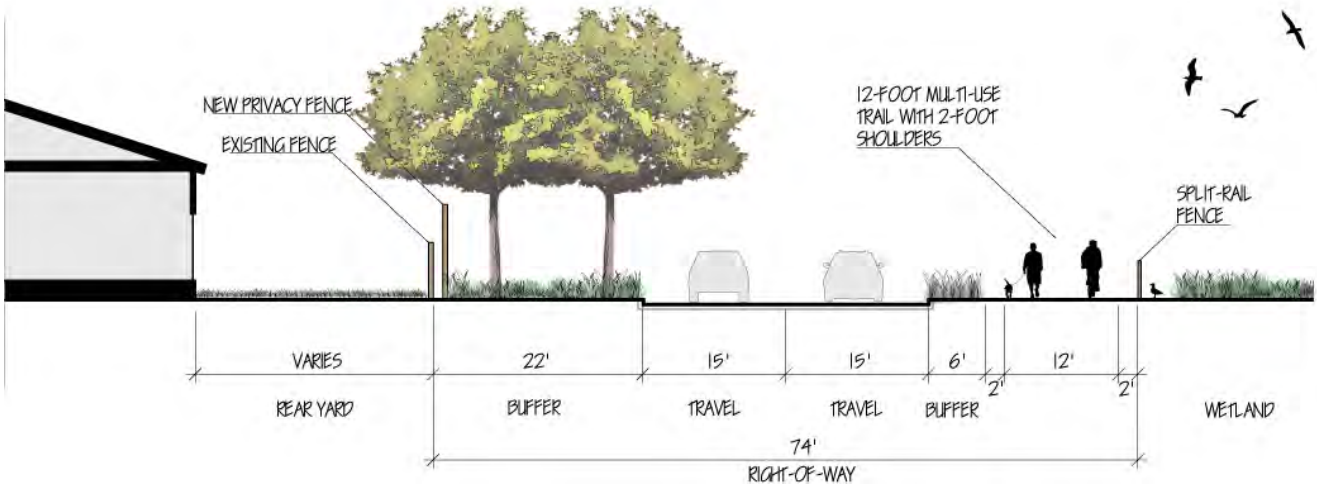


Figure 7-4: Interim Design (Northern Perimeter of University Village)



Source: Courtesy of Callander Associates, David Powers & Associates, Association of Bay Area Governments and Midpeninsula Regional Open Space District.

Figure 7-5: Loop Road (Eastern Perimeter at University Village)



Roadway Design

Street Lane Width: 15 feet.

Pedestrian Crossing Spacing: To be determined prior to construction in coordination with Engineering and Planning Departments.

On-Street Parking: On-street parking is not allowed on the Loop Road unless additional right-of-way is acquired.

Bicycle and Pedestrian Design

Facilities: Multi-use paths that allow pedestrian and bicycle use should be provided on one side only of the Loop Road. A 12-foot-wide paved area with two-foot shoulders should be provided.

Pedestrian Street Lighting

Pedestrian Street Lighting Spacing: Street lighting should be provided at important destinations and at pedestrian crossings. Provide minimal street lighting to satisfy safety concerns for the Loop Road to minimize impact on natural resources.

Street Lighting Height: No greater than 16 to 20 feet.

Street Trees

Location: Trees should be planted on the southern and western sides of the street only. Trees should not be planted between the Loop Road and natural areas to the east.

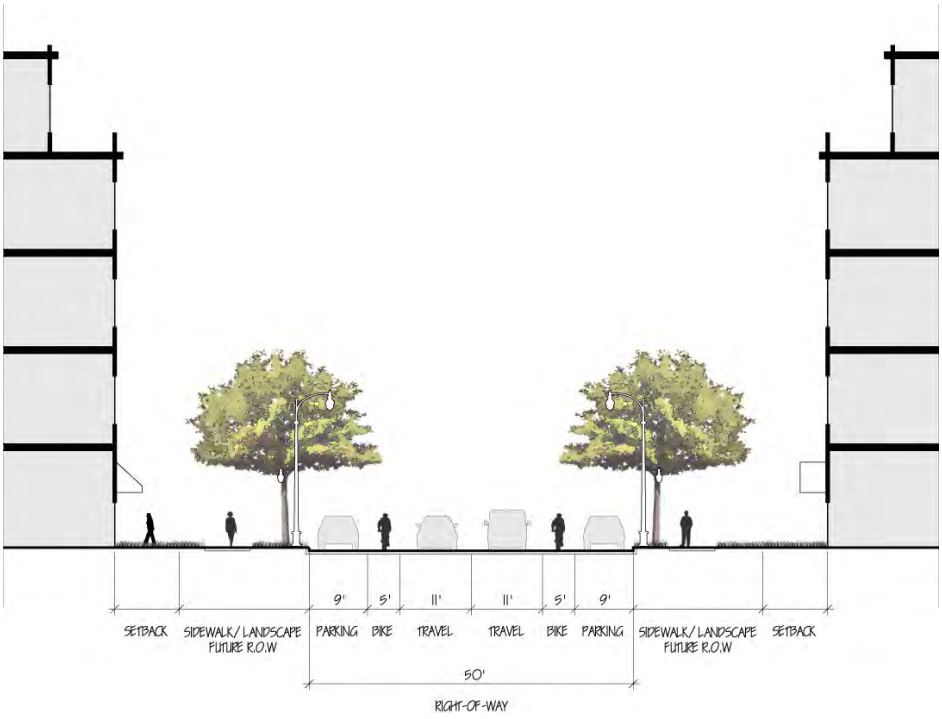
Tree Size (as defined by canopy diameter upon maturity): Medium canopy trees (25- to 40-foot diameter) should be planted along the Loop Road.
Trees Spacing: 15 to 20 feet apart, in clusters or allees.
Planting: Trees should be planted within a permeable landscaped buffer separating the Loop Road from residential properties to the south or west.

Street Tree Type: Trees should be native species that have been proven to thrive in similar environmental conditions, and that can tolerate exposure to salt water.

Street Type: Bay Road East

Bay Road will taper from four lanes at Tara Street to two lanes until reaching the Bay Trail. The street section shown in Figure 7-6 is envisioned for Bay Road with a 50-foot right-of-way. The street design is intended to facilitate safe and pedestrian-friendly connections to the office areas envisioned in the Plan Area, as well as provide connections to Cooley Landing. This segment of Bay Road is intended to facilitate wider building-to-building distances to preserve views to and transition to the natural areas to the east.

Figure 7-6: Bay Road (East of Bay Road/Tara Road Intersection)



It should be noted that the existing 50-foot right-of-way may require expansion depending on the scale and location of future development. Based on this, potential future right-of-way is also shown in Figure 7-5, however the dimensions are not yet known. It is anticipated that the future right-of-way would provide for sidewalks and landscaping. The cross-section above shows a conceptual configuration, but this configuration could vary significantly based on future design processes. The following standards should apply:

Roadway Design

Street Lane Width: 10 to 12 feet.
Pedestrian Crossing Spacing: Minimum of every 300 to 400 feet.
On-Street Parking: Where possible, provide for on-street parallel parking.

Pedestrian Design

Minimum Sidewalk Width: 6 feet.

Bicycle Design

Facilities: Class II bicycle lanes should be provided at a minimum width of 5 feet where possible.

Transit Design

If warranted, provide bus shelters along the roadway for employment shuttles or public transit service.

Pedestrian Street Lighting

Pedestrian Street Lighting Spacing: Street lighting should be provided at key destinations, such as entrances. Street lighting should be provided at crosswalk locations and intersections.

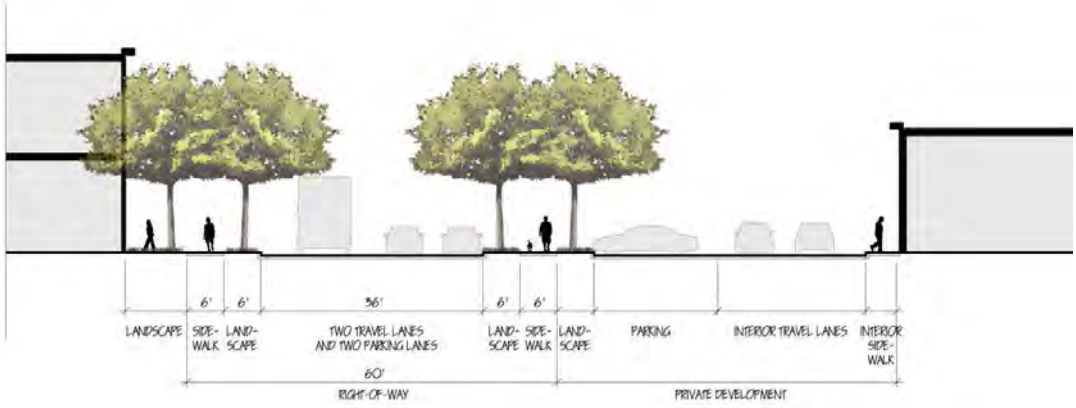
Street Trees

Tree Size (as defined by canopy diameter upon maturity): Large canopy trees (+40-foot diameter) should be planted.
Tree Spacing: 20 to 30 feet apart.
Planting: Trees should be planted within tree wells with tree grates.

Street Type: Ravenswood Connector (typical)

This street section shown in Figure 7-7 is envisioned for segments of the roadway network that are connecting through existing industrial areas and areas envisioned for future R&D and industrial uses. The street design is intended to allow for maximum flexibility in accommodating large service vehicles and delivery trucks, but still allow for a pedestrian- and bicycle-friendly environment. The following standards should apply:

Figure 7-7: Ravenswood Connector (Typical)



Roadway Design

Street Lane Width: 10 to 18 feet.
Pedestrian Crossing Spacing: Minimum of every 500 to 600 feet.
On-Street Parking: Where possible, provide for on-street parallel parking.

Pedestrian Design

Minimum Sidewalk Width: 6 feet.

Bicycle Design

Facilities: Class III bicycle routes should be provided on primary Ravenswood Connector streets as fits with appropriately with new development.

Pedestrian Street Lighting

Pedestrian Street Lighting Spacing: Street lighting should be provided at key destinations, such as entrances. Street lighting should be provided at crosswalk locations and intersections.

Street Trees

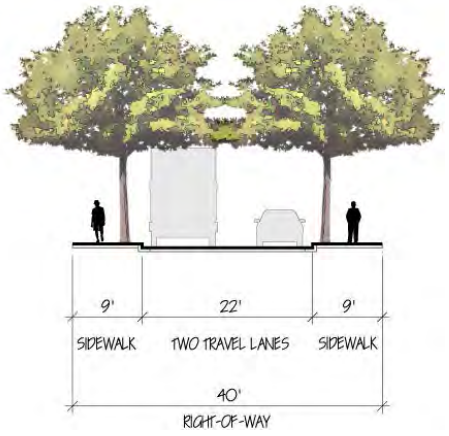
Tree Size (as defined by canopy diameter upon maturity): Medium canopy trees (25- to 40-foot diameter) should be planted.
Tree Spacing: Cluster trees or space 15 to 20 feet apart where possible to avoid driveways and utilities.
Planting: Trees should be planted within planting strips between the sidewalk and roadway. Three-foot-wide planting strip minimum.

Street Type: Ravenswood Connector (Pulgas Avenue)

This street section shown in Figure 7-8 is envisioned for Pulgas Avenue from Bay Road north. These standards are meant to reflect the specific dimensions

and right-of-way of Pulgas Avenue in the area. If future development or public improvements allow for a wider right-of-way, street design should follow the standards for the Ravenswood Connector. The following standards should apply:

Figure 7-8: Ravenswood Connector (Pulgas Avenue)



Roadway Design

Street Lane Width: 10 to 12 feet.

Pedestrian Crossing Spacing: Minimum of every 500 to 600 feet.

On-Street Parking: Under the current right-of-way, on-street parking should be prohibited to provide for sidewalks.

Pedestrian Design

Minimum Sidewalk Width: 6 feet.

Bicycle Design

Facilities: Class III bicycle routes should be provided on Pulgas Avenue.

Pedestrian Street Lighting

Pedestrian Street Lighting Spacing: Street lighting should be provided at key destinations, such as entrances. Street lighting should be provided at crosswalk locations and intersections.

Street Trees

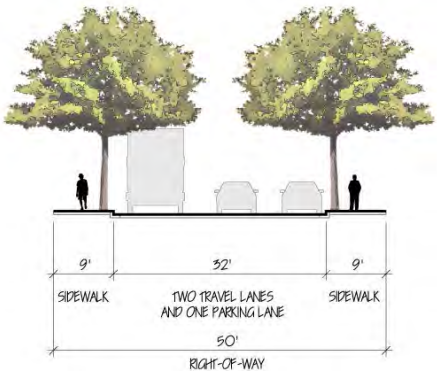
Tree Size (as defined by canopy diameter upon maturity): Medium canopy trees (25- to 40-foot diameter) should be planted.

Tree Spacing: Cluster trees or space 15 to 20 feet apart where possible to avoid driveways and utilities.

Planting: Trees should be planted within planting strips between the sidewalk and roadway. Three-foot-wide planting strip minimum.

Street Type: Ravenswood Connector (Demeter Street)

Figure 7-9: Ravenswood Connector (Demeter Street)



This street section shown in Figure 7-9 is envisioned for Demeter Street as it runs through existing industrial areas and areas envisioned for future R&D and industrial uses. These standards are meant to reflect the specific dimensions and right-of-way of Demeter Street in the area. If future development or public improvements allow for a wider right-of-way, street design should follow the standards for the Ravenswood Connector. The following standards should apply:

Roadway Design

Street Lane Widths: 10 to 12 feet.

Pedestrian Crossing Spacing: Minimum of every 500 to 600 feet.

On-Street Parking: Where possible, provide for on-street parallel parking on one side of the street.

Pedestrian Design
Minimum Sidewalk Width: 6 feet.

Bicycle Design
Facilities: Class III bicycle routes should be provided on Demeter Street.

Pedestrian Street Lighting
Pedestrian Street Lighting Spacing: Street lighting should be provided at key destinations, such as entrances. Street lighting should be provided at crosswalk locations and intersections.

Street Trees
Tree Size (as defined by canopy diameter upon maturity): Medium canopy trees (25- to 40-foot diameter) should be planted.
Tree Spacing: Cluster trees or space 15 to 20 feet apart where possible to avoid driveways and utilities.
Planting: Trees should be planted within planting strips between the sidewalk and roadway. 3 foot wide planting strip minimum.

Street Type: Residential Streets

This street section provides standards for residential streets in the Specific Plan Area. These standards should be referenced for new streets as well as for streetscape improvements on existing residential streets. The following standards should apply:

Roadway Design
Street Lane Width: 10 to 12 feet.
Pedestrian Crossing Spacing: Minimum of every 300 to 600 feet.
On-Street Parking: Where possible, provide for on-street parallel parking.

Pedestrian Design
Minimum Sidewalk Width: 6 feet.

Bicycle Design
Facilities: Class III bicycle routes should be provided as shown on the City's bicycle route map.

Pedestrian Street Lighting
Pedestrian Street Lighting Spacing: Street lighting should be provided at key destinations, such as crosswalk locations and intersections.

Street Trees
Tree Size (as defined by canopy diameter upon maturity): Medium canopy trees (25- to 40-foot diameter) should be planted.

Tree Spacing: Trees should be planted where space allows, with a goal of one tree minimum at each residence or 20- to 30-foot spacing at multi-family residential.
Planting: Trees should be planted within planting strips between the sidewalk and roadway. Three-foot-wide planting strip minimum.

Street Type: Interior Streets Allowing Public Access

The section provides standards for new streets within private development projects that allow public access. The following standards should apply:

Roadway Design
Street Lane Width: 10 to 12 feet.
Pedestrian Crossing Spacing: Minimum of every 300 to 400 feet.
On-Street Parking: On-street parallel parking is encouraged.

Pedestrian Design
Minimum Sidewalk Width: 6 feet.

Bicycle Design
Facilities: Bicycles should share the roadways with vehicles.
Bicycle Parking: Provide adequate and secure bicycle parking at all new development.

Pedestrian Street Lighting
Pedestrian Street Lighting Spacing: Street lighting should be provided at key destinations, such as entrances. Street lighting should be provided at crosswalk locations and intersections.

Street Trees
Tree Size (as defined by canopy diameter upon maturity): Large canopy trees (+40-foot diameter) should be planted.
Tree Spacing: 20 to 30 feet.
Planting: Trees should be planted within planting strips between the sidewalk and roadway. Three-foot-wide planting strip minimum.

Street Right-of-Way Standards and Guidelines

This section provides standards and guidelines for the design of all new public street rights-of-way, as well as improvements to existing rights-of-way within the Specific Plan Area. The words "shall" or "must" refer to a mandatory design standard for new street rights-of-way. The words "should," "may," or "en-

couraged" refer to a guideline that is recommended for all new street rights-of-way and should be followed where appropriate.

Roadway Design

a. Lane widths should be no greater than necessary to support the street's intended speed and accommodate the anticipated through and turning movement of vehicles.

b. Curb extensions, or "bulbouts," at intersections are encouraged as a means of expanding the pedestrian zone where pedestrians are likely to congregate.

c. Pedestrian refuge islands should be incorporated into crosswalk design where a center median is present.

d. In commercial areas, on-street parking should be striped and time enforced.

Pedestrian Design

a. Sidewalks shall be continuous and meet all applicable requirements of the Americans with Disabilities Act (ADA).

b. A minimum 4-foot width along the sidewalk shall be entirely clear of all obstacles.

c. Sidewalk widths should be adequate to support the level of pedestrian activity that is intended and desired.

d. Driveways and curb cuts should be minimized to limit conflicts between vehicles, pedestrians, and bicyclists. Wherever possible, driveways for adjacent uses should be consolidated.

e. Where possible, improvements such as street furniture, street lights, tree wells, and utility vaults should be located adjacent to the curb.

f. Sidewalks should use high-quality materials and installation to ensure long use and avoid frequent replacement. Recycled and/or locally sourced paving materials should be specified wherever feasible. Pervious materials, such as special pavers or pervious concrete, are recommended where feasible.

Street Furnishings and Amenities

a. At an area-wide scale, street furniture should be coordinated in type, color, and material to contribute to a sense of identity in the area.

b. Street furniture, including benches, trash and recycling receptacles, should be placed along the street to encourage pedestrian activity.

c. Trash and recycling receptacles should be placed regularly at major intersections, near major building entrances, near bus stops, and adjacent to outdoor seating areas.

d. Wayfinding signage should be provided to direct pedestrians to nearby destinations and attractions.

e. Public art should be provided within the street right-of-way where possible to encourage pedestrian activity and provide an overall community benefit.

f. Public art should be installed along roadways at visible locations, such as gateways, entryways to projects, and public and semi-public plazas.

g. Trash and recycling receptacles should be provided to prevent littering.

Bicycle Design

a. Class II on-street bicycle lanes should have a minimum width of 5 feet. Where possible, the gutter should not be included as part of the bicycle lane's width. Four-foot-wide Class II bicycle lanes may be appropriate in cases where the adjacent paralell parking space is at least 9 feet wide to achieve a total width of at least 13 feet.

b. Bicycle racks should be located in prominent locations that are clearly visible to cyclists from the street and from adjacent buildings and public spaces.

c. Bicycle racks should be designed so that a bicycle can be securely locked to the rack at two separate points.

d. Placement of bicycle racks should consider ease of entry and exit and should not conflict with the pedestrian path of travel.

e. Class II bicycle lanes should be designed and striped so as to minimize potential conflicts with opening vehicle doors.

Transit Design

a. Where feasible, bus stops should be located at the far side of the intersections they serve.

b. All bus stops should provide at least one bench, along with a bus shelter at high-volume bus stops.

c. All transit stops should be prominently signed, and all pertinent route and schedule information, including major connecting services, should be posted.

d. Maps and wayfinding information should be provided at high-volume bus stops.

e. Bus bulbouts are encouraged at high-volume transit stops where on-street parallel parking exists.

f. Bus shelters should be constructed with concrete pads to the extent feasible in order to reduce maintenance needs and costs.

Lighting

a. Roadway lighting and pedestrian-scaled lighting should be designed in conjunction with one another to create a safe and attractive environment for pedestrians, bicyclists, and drivers.

b. Greater amounts of lighting should be provided in areas where there are safety concerns and where there is potential for conflict between pedestrian and vehicles, such as at intersections.

c. Sidewalks should be illuminated through the use of pedestrian-scaled lighting, typically 10 to 16 feet in height, in high intensity pedestrian areas such as Bay Road.

d. Street lamps shall be oriented toward the ground and shall include cutoffs to minimize illumination of the night sky.

Street Trees

a. Street trees should be provided along roadways to provide shade for pedestrians, assist in stormwater management, buffer pedestrians from traffic, and provide visual interest on the street.

b. A small palette of species should be repeated regularly over the length of a block or throughout the Plan Area to provide visual continuity.

c. Deciduous or semi-deciduous tree species are preferred.

d. Existing mature trees should be maintained and protected wherever possible, including by notching or stepping back buildings where trees are deemed to be of significance.

e. Street trees should be provided with the best possible growing environment, including ample soil planting depth, subsurface preparation, aeration, root protection, irrigation, and drainage.

f. Tree wells should be used in higher-intensity areas with high levels of pedestrian activity, particularly where there is cross-traffic between on-street parking and adjoining buildings.

g. As a general rule, street trees should be spaced on center as follows:
   - Large canopy trees : 20 to 30 feet

- Medium canopy trees: 15 to 20 feet
- Small canopy trees: 12 to 15 feet

h. Strive to provide street trees of varying species to increase visual interest and avoid monotony.

i. Encourage the planting of street trees that thrive in urban conditions, meaning they do not require large amounts of water and do not have root growth patterns that disturb sidewalks.

j. Consider increasing the percentages of female street trees planted to respond to potential allergy impacts.

Landscaping

a. Landscaping should be used to contribute to the quality of the pedestrian experience by adding visual interest, providing scale and shade, and contributing to a sense of comfort.

b. Planting strips should be 3-foot minimum. Throughout the Specific Plan Area, consider use of planting strips to help manage and treat stormwater.

c. Plant materials should be in scale with the adjacent land uses and buildings.

d. In order to provide added variety and visual interest, landscaping in commercial areas may include permanent above-grade planters, movable pots and planters, and hanging planters, in addition to tree wells and planting strips.

e. California native and drought-tolerant species should be used where possible to minimize maintenance and water consumption.

f. A plant palette should be chosen to provide visual continuity throughout the street.

CIRCULATION 8

Ravenswood and 4 Corners will need a variety of improvements to pedestrian, bicycle, and vehicle circulation as new development occurs. In addition, new and enhanced transit service would provide a significant amenity for workers and residents in these areas. This chapter describes the circulation improvements that are envisioned by this Plan.

Pedestrian and Bicycle Circulation

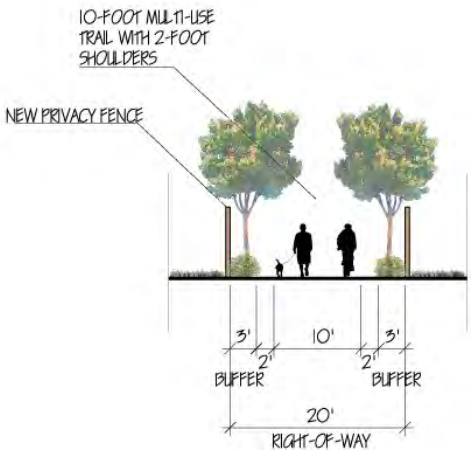
This section describes the circulation improvements that are envisioned for people who walk or bike to their destination.

Sidewalk System

Pedestrian circulation is a major priority for Ravenswood/4 Corners. As identified in Chapter 3, the sidewalk system contains a number of gaps, which result in an incomplete pedestrian network that can create user mobility problems. One key gap is on the east side of University Avenue, north of Bay Road. This and all other sidewalk gaps should be filled as the Specific Plan is implemented. These improvements should be integrated with streetscape projects and private development as is feasible.

Pedestrian Crossings

Pedestrian safety and comfort are prioritized in the Specific Plan. In keeping with this priority, it is recommended that any new traffic signals at intersections be accompanied by clearly defined pedestrian crossings. This could be done in several ways, including by traditional striping, special pavement treatments, or a combination of these. Where possible, pedestrian crossings should also include mid-block refuge areas for pedestrians to rest. Refuge areas should be incorporated into new street design and streetscape improvement efforts. Pedestrian countdown timers and detectors that are sensitive enough to recognize bicyclists are also recommended for all new signals. In the event that a Dumbarton Rail station is located in East Palo Alto, access to the station should be carefully designed to provide safe pedestrian access to the station.



Multi-Purpose Trails

New multi-purpose trails, accessible to pedestrians as well as bicyclists, are proposed throughout the Specific Plan Area. Figure 4-2 in Chapter 4 shows the proposed locations of these trails and the overall circulation network they establish. These trails are meant to be publicly accessible. The details of their design are uncertain at this point, particularly since many of these trails will likely be developed alongside private development. The section to the left shows potential programming for a multi-use trail. Regardless of location, these trails will provide clear pedestrian and bicycle connections throughout the Plan Area. Trails will include lighting for safety and be universally accessible.

Bicycle Facilities

New bicycle facilities are proposed at several key locations and along key corridors in the Specific Plan Area.

- **Class I Bicycle Facilities.** Class I bicycle facilities are dedicated bike facilities that are completely separated from vehicular traffic. This type of bicycle facility is recommended in the Plan Area along the new proposed loop road, described in Chapter 7. A Class I facility at this location will provide excellent connections between Ravenswood and University Avenue. This new facility would be particularly effective if there is a new transit station near the University Avenue/loop road intersection.
- **Class II Bike Lanes.** Class II bike lanes are striped areas within roadways that are dedicated for bicycle travel. Bike lanes already exist on portions of Bay Road and University Avenue within the Plan Area. It is recommended that future Bay Road streetscape improvements also include Class II bike lanes. This will provide for bicycle connectivity in the Plan Area and also provide an enhanced connection to the Bay Trail and the future park at Cooley Landing. In addition, it is recommended that University Avenue be studied in detail to identify opportunities to close gaps in its bike lanes.
- **Class III Bike Routes.** A Class III bicycle route is a street or section of street that is designated as a shared route for bicycles and vehicles. Special signage or bicycle icons painted on the street identify the street as a bicycle route and caution drivers that bicyclists are likely to be sharing the road with them. The City's General Plan shows bike routes on Fordham Street and Illinois Avenue within the University Village neighborhood. To date, these routes have not been designated on the street. This General Plan goal should be implemented within the Specific Plan Area as soon as is feasible.

Bicycle Parking

In order to encourage bicycling, bicycle parking will be required for private development, and it is encouraged for public areas as well. Showers and locker rooms are also encouraged to be included as part of new development.

Vehicular Circulation

In addition to accommodating pedestrians, bicyclists, and transit, this Specific Plan identifies necessary improvements to facilitate safe vehicular circulation upon buildout of the Specific Plan Area.

Buildout of the Specific Plan is expected to add 2,908 additional daily vehicle trips in the AM peak hour and 2,989 in the PM peak hour. Traffic analysis incorporating these additional trips was conducted for 24 intersections in and surrounding the Specific Plan Area. The transportation improvement measures described in this section are recommended to alleviate traffic that is expected as a result of Specific Plan buildout.

Some of these recommendations refer to "split phase" and "standard phase" traffic signal operation. In split phase operation, all of the traffic moving in one direction (for example, eastbound) proceeds, and then all of the traffic traveling in the opposite direction (for example, westbound) proceeds. This accommodates dedicated left-turn lanes, but it creates delays. In standard phase operation, the dedicated left-turn lanes proceed, followed by the eastbound and westbound traffic.

Vehicular Improvements

The following improvements are necessary to alleviate traffic issues within the Plan Area. All vehicular intersection improvements should also take steps to accommodate pedestrians and bicyclists safety, by potentially including features such as pedestrian count-down timers, American Disabilities Act (ADA) curbs, bicycle detection loops, and other similar elements.

- **Willow Road/Bayfront Expressway.** Buildout of this Specific Plan is expected to cause delays to the southbound approach to this intersection. To address this, the shared left through lane on eastbound Willow Road should be converted to a left-turn only lane, and the signal phasing on the east and west approaches should be converted from split phase to protected lefts. Adding a third right-turn lane on northbound Willow Road would further reduce the intersection's average control delay. Implementation of any improvement at this intersection will require coordination with and approval by Caltrans and the City of Menlo Park.
- **University Avenue/Purdue Avenue.** This intersection is expected to operate at an unacceptable level of service (LOS) with or without the Specific Plan. However, development under the Specific Plan will intensify delays. To address this problem, it is recommended that a new traffic signal be installed at this intersection. Along with a new traffic signal, appropriate pedestrian and bicycle accommodation should be provided. This includes pedestrian countdown timers, Americans with Disabilities Act (ADA) compliant curbs, and bicycle detection loops. With this improvement, the intersection will operate at acceptable levels.
- **University Avenue/Bay Road.** Buildout of this Specific Plan is expected to cause unacceptable delays at this intersection. To address these delays, it is recommended that the intersection be reconfigured to include an exclusive northbound right-turn lane and a second westbound left-turn lane. The second westbound left-turn lane would result in two left turn lanes, one through lane, and one right-turn lane in the westbound direction on Bay Road. With these changes, the signal phasing on Bay Road could be modified from split phase operation to a standard phase sequence with protected left turns. This improvement will require the acquisition of additional right-of-way and roadway widening. At least two feet of additional right-

of-way would be required on the east side of University Avenue. About 12 feet of additional right-of-way would be required on the north side of Bay Road. Roadway widening has the potential to make pedestrian and bicycle travel more difficult through the intersection. Therefore, any intersection widening or reconstruction should incorporate pedestrian and bicycle accommodation, as described above.

- **University Avenue/Donohoe Street.** Buildout of this Specific Plan is expected to result in unacceptable delays at this intersection. To address this delay, it is recommended that an exclusive southbound right-turn lane be constructed. Furthermore, the westbound approach should be restriped to include dual left-turn lanes, one through lane and one right-turn lane. The signal phasing on Donohoe Street should be modified from split phase operation to a standard phase sequence with protected left turns. This improvement will require the acquisition of additional right-of-way and roadway widening. About 12 feet of additional right-of-way would be needed on the west side of University Avenue. Roadway widening has the potential to make pedestrian and bicycle travel more difficult through the intersection. Therefore, any intersection widening or reconstruction should incorporate pedestrian and bicycle accommodation, as described above.
- **Clarke Avenue/Bay Road.** Buildout of this Specific Plan is expected to result in unacceptable delays at this intersection. Along with a new traffic signal, appropriate pedestrian and bicycle accommodation should be provided. This includes pedestrian countdown timers, Americans with Disabilities Act (ADA) compliant curbs, and bicycle detection loops. To address this delay, it is recommended that a new traffic signal be installed at the intersection.
- **Demeter Street/Bay Road.** Buildout of this Specific Plan is expected to result in unacceptable delays at this intersection. To address this delay, it is recommended that a new traffic signal be installed at this intersection. Along with a new traffic signal, appropriate pedestrian and bicycle accommodation should be provided. This includes pedestrian countdown timers, Americans with Disabilities Act (ADA) compliant curbs, and bicycle detection loops.
- **Pulgas Avenue/Bay Road.** Buildout of this Specific Plan is expected to result in unacceptable delays at this intersection. To address this delay, it is recommended that a new traffic signal be installed at this intersection. Along with a new traffic signal, appropriate pedestrian and bicycle accommodation should be provided. This includes pedestrian countdown timers, Americans with Disabilities Act (ADA) compliant curbs, and bicycle detection loops.

New Streets

- **Loop Road.** As discussed in Chapter 7, a new loop road is proposed to connect University Avenue at the northern part of the Plan Area to the existing northern terminus of Demeter Street.
- **Ravenswood East-West Connector.** It is recommended that a new street be built to connect Demeter Street to Pulgas Avenue, ultimately connecting to Tara Road when it is reconstructed. This cross street will provide for increased mobility and connectivity in Ravenswood.
- **Tara Street.** Tara Street should be rebuilt and extended northward as the Ravenswood area redevelops. As this occurs, the entirety of Tara Street would become a public right-of-way and would follow the design specifications detailed in Chapter 7.

Parking

This section describes the parking policies that will ensure that new development in the Plan Area provides an adequate, but not excessive, amount of parking.

Shared Parking

Shared parking is a strategy that allows multiple uses to share individual parking lots or structures. This enables a lesser amount of parking to be provided overall while still accommodating the individual needs of each use.

There are two kinds of shared parking that are typically allowed. First, a multi-tenant development, or several development projects in one area, can be developed with one common parking area that satisfies the needs of all users. This type of shared parking accommodates a "park-once" strategy in which people can park their cars and walk between different businesses.

Second, two uses that experience parking demand at different times of day can share parking areas. For example, a school might share a parking area with a house of worship, since schools experience high parking demand on weekdays while houses of worship experience high parking demand on their primary day of worship, typically during the weekend.

The development standards in Appendix B allow for shared parking to occur within the Plan Area.

On-Street Parking

On-street parking is currently provided throughout much of the Plan Area. This is beneficial to the area in two ways. It provides additional parking for uses in the Plan Area, and it provides for a safer pedestrian environment by acting as a buffer between vehicular travel lanes and sidewalks. On-street parking should continue to be allowed and encouraged throughout the Specific Plan Area. Parallel parking approaches for specific street types are shown in Chapter 7.

Unbundled Parking

Where feasible, unbundled parking should be encouraged in residential development projects. Unbundled parking means that instead of providing parking for every apartment in multi-family projects, parking is paid for and "unbundled" from the cost of rent. This allows individual renters to choose whether or not they want to pay for a parking space. Unbundled parking would be a particularly suitable approach once transit is improved in the Plan Area, enabling people to live comfortably with fewer vehicles per household.

Appendix B establishes regulations for allowing unbundled parking in residential development projects.

Tandem Parking

It is recommended that tandem parking be considered in future private development in Ravenswood/4 Corners. This type of parking allows two cars to park one behind the other. It can sometimes provide for a more efficient parking layout.

Appendix B allows for tandem parking to occur within the Plan Area for single-family homes.

Paid Parking

As parking demand increases with buildout of the Specific Plan, it may be appropriate to consider paid on-street parking in certain areas. This could help to address short-term parking needs, particularly for retail and service uses that are expected to develop along Bay Road and at 4 Corners.

Parking Structures

As parking demand increases with buildout of the Specific Plan, the City should consider acquisition of land for and development of a parking structure, particularly as the Ravenswood area redevelops with higher density uses. Investment in a parking structure will require significant additional study and analysis, but may be appropriate in future stages of Specific Plan implementation.

Mechanized Parking

Mechanized parking or parking lifts should be encouraged to save space and make the provision of parking more feasible in certain developments. Mechanized parking systems are engineered structures that allow vehicles to be stacked vertically, through the use of elevators, with minimum amounts of clearance to allow maximum efficiency. This method should be considered on a project-by-project basis, but may be appropriate in some instances.

Transit

This section explores the potential for transit improvements for the Plan Area. At the time at which this Specific Plan is being created, there is still uncertainty regarding the future Dumbarton Rail Corridor. As such, this Specific Plan cannot provide detailed recommendations about station locations or associated roadway configurations. However, this Specific Plan follows transit-oriented development principles of providing mixed-use development, pedestrian-friendly environments, and multimodal transportation options. It also provides a land use framework suitable for responding to future transit improvements, in whichever form they may be implemented.

Transit Alternatives

There are two alternatives for station sites for the Dumbarton Rail, as well as a bus rapid transit (BRT) option. Figure 8-1 shows the potential alternatives for Dumbarton Rail stations, as well as the BRT option.

The first alternative is to locate a Dumbarton Rail Corridor transit stop in East Palo Alto, near where the rail right-of-way crosses University Avenue. However, this alternative has been ranked below the station location in Menlo Park (discussed below) in a feasibility ranking completed for the Dumbarton Rail Corridor. The primary reasons given were environmental constraints and a concern about a potential lack of ridership.

The second alternative is to locate a station near where the rail right-of-way crosses Willow Avenue in Menlo Park. This alternative is ranked particularly high, mostly because there are fewer environmental constraints at this location and because a large employer has committed to locating their expanded offices near this location, in addition to the significant existing office and light industrial uses in the vicinity. These two factors substantially reduce the risk of investment in a new station at this location.

The third alternative is to develop BRT using the existing Dumbarton Bridge. This alternative has cost advantages, but it would not attract the frequency of

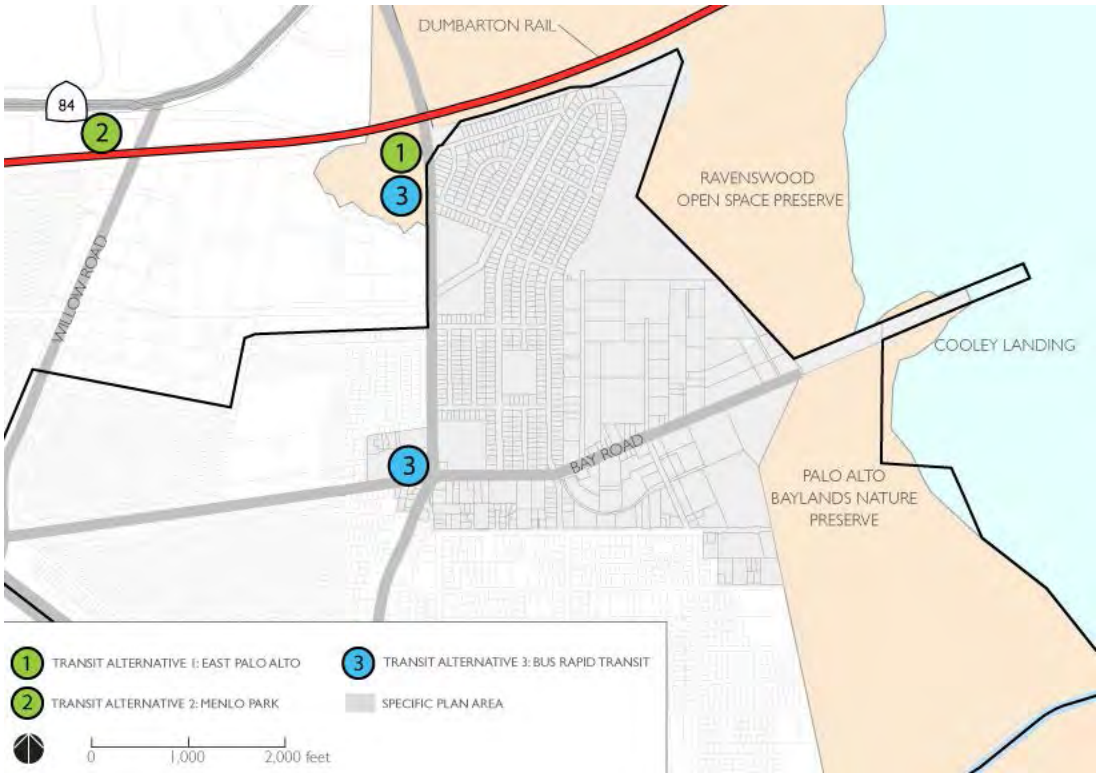
ridership that a fixed train would. However, it could still be a viable option for commuters. A BRT option could be operated along the same lines as the potential Dumbarton Rail, but could also potentially be augmented with a new north-south line that traveled along University Avenue, connected to Palo Alto, and was designed in coordination with an east-west Dumbarton BRT.

Potential Dumbarton Rail Ridership

A 2010 study by SamTrans identified a variety of transportation options for the type of service to be provided by Dumbarton Rail, along with projected ridership in the year 2035 for each alternative. The options vary widely, ranging from less frequent to more frequent rail service along the entire rail line to expanded bus service that would follow a similar route to the rail service. As a result, the ridership projections for each option are substantially different from one another.

For the rail options, approximately 6,000 to 15,500 trips would be expected each day throughout the entire system. Of these trips, approximately 1,300 to 1,800 trips would be internal to the West Bay (including East Palo Alto), and approximately 2,300 to 5,100 trips would cross the Bay in each direction.

Figure 8-1: Transit Alternatives



For the bus options, approximately 4,500 to 6,000 trips would be expected each day throughout the entire system. Of these trips, approximately 1,100 to 1,400 trips would be internal to the West Bay (including East Palo Alto), and approximately 900 to 1,200 trips would cross the Bay in each direction.

The exact nature of Dumbarton Rail service is still being defined. It is anticipated that SamTrans will continue to refine its ridership projections as it works to select a preferred option for future service.

Specific Plan Response to Transit Alternatives

Alternative One, with a station in East Palo Alto, will serve the new development by providing a fixed rail alternative to vehicular traffic, especially for users who may live in the East Bay and commute to jobs envisioned by the Specific Plan.

Alternative Two will require bus transit and private shuttle connections to the Menlo Park rail station, as well as improved bicycle connections. This Specific Plan provides guidelines and recommendations for pedestrian- and bicycle-friendly streets, which should be referenced when designing a safe, pedestrian-friendly connection to a potential Menlo Park station. If this alternative goes forward, it is also recommended that a stand-alone study be conducted to identify safe routes from the Plan Area to the station.

Alternative Three provides the potential for alternative rapid bus routes that could travel down University Avenue. If this alternative is pursued, it will be important to provide transit infrastructure such as bus shelters, bulbouts, and custom signage. This is particularly important at 4 Corners, where a BRT station could potentially be located.

Conventional Transit

It is currently uncertain what transit facilities will be developed near the Plan Area as this Specific Plan is implemented. Furthermore, there is no guarantee that a Dumbarton Rail station will be located in or near East Palo Alto. However, it should be noted that this Specific Plan allows and encourages development at an intensity and residential density that will support transit services of all kinds. Therefore, as development occurs, transit services currently operating in the Plan Area are likely to expand. In addition, if Dumbarton Rail stops in a nearby city, shuttle service and enhanced bicycle access could be provided between Ravenswood/4 Corners and the station.

This Specific Plan allows for substantial increases in residential development and office uses, and therefore should create an attractive location for expanded transit service. If transit is improved in concert with increased private devel-

opment, auto dependence and environmental impacts are both likely to decrease.

8 CIRCULATION

UTILITIES AND PUBLIC SERVICES 9

As development proceeds in the Plan Area, the utility infrastructure will need to be improved, and public services extended. In addition, an augmented water supply will be needed. This chapter summarizes the modifications and additions required to support the Specific Plan development.

Water Supply

The City's entire municipal water supply and approximately 90 percent of the City's water comes from the San Francisco Public Utilities Commission (SFPUC) aqueduct. Two smaller companies serve areas in East Palo Alto outside the plan area from private groundwater sources. Eighty-five percent of the SFPUC water comes from the Hetch Hetchy Reservoir in the Sierra Nevada's, and the remaining 15 percent comes from Bay Area reservoirs in the Alameda and Peninsula watersheds.[1]

The City and Specific Plan's water use in 2011 and at buildout was described in both the 2010 Urban Water Management Plan (UWMP) and a separate 2011 Water Supply Assessment (WSA) for the Specific Plan Area.[2,3] In 2010, the total water demand was 1,906 acre feet per year (AFY), or 1.7 million gallons per day (MGD). The total water use was 2,033 AFY (1.81 MGD), which includes the approximately eight percent of unaccounted water lost in the system due to leaks. The City has purchased more water from SFPUC than its guaranteed allocation in several years since 2002. This has been possible only because other users have not purchased their entire allocation.

As part of the adoption of its Water System Improvement Program in October 2008, SFPUC is limiting its sales of water to each customer until 2018. It has established an Interim Supply Allocation of 2,199 AFY (1.96 MGD) for East Palo Alto. In times of drought, this would be less.

The UWMP and WSA included projections for future water demand until 2035. Buildout under the Specific Plan was included in these figures. Table 9-1 shows water demand per sector for the whole of East Palo Alto at five-year increments and total water use for a normal water year, single dry year, and multiple dry years.

Water demand from the development under the Specific Plan was included in these calculations as per the totals in Table 9-2. For detailed information on the phasing that was assumed, refer to the UWMP.

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[1] San Francisco Public Utilities Commission, 2005, *2005 Urban Water Management Plan for the City and County of San Francisco*, page 11.

[2] Integrated Resource Management, Inc, 2010. *City of East Palo Alto 2010 Urban Water Management Plan*. July 2011.

[3] Integrated Resource Management, Inc, 2011. *Water Supply Assessment. Ravenswood/4 Corners Transit Oriented Development Specific Plan.* For the City of East Palo Alto. Final Draft. August 30, 2011. Note: This used essentially the same estimates for buildout as the Urban Water Management Plan

TABLE 9-1 **WATER SUPPLY AND DEMAND FOR EAST PALO ALTO IN ACRE FEET PER YEAR**

	2015	2020	2025	2030	2035
Normal Water Year					
Supply totals	2,199	2,199	2,199	2,199	2,199
Demand totals	2,658	2,780	2,960	3,161	3,400
Surplus or (Shortfall)	(459)	(581)	(761)	(962)	(1,201)
Single or Multiple Dry Years[a]					
Supply Totals	2,033	2,033	2,033	2,033	2,033
Demand Totals	2,658	2,780	2,960	3,161	3,400
Surplus or (Shortfall)	(625)	(747)	(927)	(1,128)	(1,367)

[a] Figures are the same for a single dry year or for the first, second and third dry year under the multiple dry year scenario.
Source: City of East Palo Alto, 2011. *Urban Water Management Plan.*

TABLE 9-2 **SPECIFIC PLAN WATER DEMANDS**

Land Use	Acres	Acre Feet Per Acre	Water Demand (Acre Feet)
Residential (Single-Family)	0.75	9.33	7.00
Residential (Mixed-use)	20.12	16.02	322.28
Industrial	23.78	10.19	242.35
Commercial	26.78	7.99	214.19
Municipal (Including Parks)	31.2	1.11	34.49
Total	**102.63**	**7.99**	**820.31**

Source: Integrated Resource Management, Inc, 2011. Water Supply Assessment. Ravenswood/4 Corners Transit Oriented Development Specific Plan. For the City of East Palo Alto.

Buildout of the Specific Plan would therefore require 820 acre feet per year of water. Compared to the current water demand, this is an increase of 41 percent. It would be 60 percent of the total demand increase in 2035. The UWMP evaluated various options to increase the supply and proposed augmenting it by pumping and treating from the existing Gloria Bay well, installing new

groundwater wells, and using recycled water. An increase in the supply by these or other methods would have to undergo separate CEQA review at the project level to ensure feasibility and avoid unacceptable environmental consequences.

Utility Infrastructure

The utility infrastructure throughout the Plan Area is inadequate, and much of it does not meet current minimum standards. A plan for the upgrades required to serve development under the Specific Plan has been proposed by Wilsey Ham Engineers in a October 2008 Draft Engineering Plan (DEPLAN) for the Ravenswood Business District.[4] Although the DEPLAN predates the Specific Plan, Wilsey Ham has reviewed the Specific Plan's development projections and verified that the DEPLAN's engineering calculations are still valid.[5]

The following sections describe the service providers and their role in providing utilities to the Plan Area, as well as the new infrastructure described in the DEPLAN. Additional information, including figures showing the pipe layout, is provided in the Specific Plan EIR, Section 4.15, Utilities and Service Systems.

Water

The water system for the Plan Area is managed by American Water Enterprises under contract with the City. A new system of 12-inch water pipes would be required for the Plan Area. This additional system would also provide more security in the event of damage to the existing system. Water would be supplied under pressure from a new connection to the SFPUC aqueduct at Purdue Avenue. Water would be used for fire suppression in addition to consumption. A new 1.8 million gallon water tank would provide much-needed emergency storage for the City's municipal water customers, and provide a fire flow of 3,000 gallons per minute, as recommended by the Menlo Park Fire Protection District (MPFPD).

Planned new water supply infrastructure is described in Table 9-3.

[4] Wilsey Ham, 2008. *Draft Engineering Plan (DEPLAN) for the Ravenswood Business District (RBD)*. October 31, 2008.

[5] Email from Sean Charpentier to DC&E, January 27, 2011.

TABLE 9-3 **RECOMMENDED IMPROVEMENTS TO WATER SUPPLY INFRASTRUCTURE**

Section	Location	Description
SFPUC right-of-way at Purdue Avenue		New connection to SFPUC Hetch Hetchy aqueduct
Purdue Avenue and Demeter Street	From SFPUC r-o-w to Bay Road	12″ main
Pulgas Avenue north of Bay Road	From ~400 feet south of 391 Demeter Street property to Bay Road	12″ main
Tara Street	From the current end of Tara Street to Bay Road	12″ main
Tara Street eastern extension	From the northern Plan edge east to the proposed water tank.	12″ main
Bay Road	From Clarke Avenue east to Plan Area boundary	12″ main
Pulgas Avenue south of Bay Road	From Bay Road to Weeks Street	12″ main
Weeks Street	From Clarke Avenue east to Plan Area boundary	12″ main
Throughout the Plan Area		6″ and 4″ pipes
Tara Street termination		1.8 million gallon storage tank

Wastewater

There is a divide in the drainage system along a line running approximately east-west at the southern margin of the 391 Demeter Street property.[6] South of this divide, gravity-driven flows in the sanitary sewer and storm sewer system are southwards. North of this divide, gravity-driven flows are northwards. Because of this divide, the Specific Plan area is served by two different sanitary districts.

Wastewater conveyance and treatment services to the northern half of the Plan Area are provided by the West Bay Sanitary District (WBSD). Wastewater collected within the WBSD service area is treated at the South Bayside System Authority Regional Treatment Plant (SBSARTP), which is owned and operated by the South Bayside System Authority. The capacity of the SBSARTP is 29 MGD.

[6] The 391 Demeter Street property has a triangular-shaped portion that would be designated as Industrial/Office Flex under the Plan and an area with wetlands that would be designated as Resource Management. The triangular shaped portion has also been referred to as the "Stanford Fill" area.

Of this total, WBSD is allocated a total treatment capacity of 6.6 MGD for dry weather flow and 14.4 MGD of peak wet weather flow at the SBSARTP.[7]

The East Palo Alto Sanitary District (EPASD) serves the southern half of the Plan Area, which is where most development activity would occur. Wastewater collected by EPASD is treated at the Palo Alto Regional Water Quality Control Plant (PARWQCP), which is owned and operated by the City of Palo Alto.

The DEPLAN reviewed the capacity of the existing wastewater system of the Plan Area and described plans for upgrades that are within the jurisdiction of EPASD.[8,9] No upgrades are included for the northern part of the area under the jurisdiction of WBSD. Planned new sanitary sewer infrastructure for the southern part of the Plan Area is described in Table 9-4.

The proposed new Ravenswood Business District sewer system would be gravity-driven and connect with the existing EPASD system at the eastern end of Weeks Street. Sewage would then flow to an existing pipe in the levee to the Palo Alto Regional Water Quality Control Plant, south of the Palo Alto Airport. Replacement of the pipe in the levee may not be necessary for several decades until sufficient development has occurred to warrant it. The timing of this replacement would be determined by the East Palo Alto Sanitary District.

Stormwater

In most of the Plan Area, south of the topographic divide that is approximately at the southern boundary of 391 Demeter Street, stormwater flows southwards into the Runnymede Storm Drain System. Since the 391 Demeter Street property drains northwards and cannot be connected to the gravity-driven system of the rest of the plan area, development of this property would require a separate storm drain system.

Stormwater infrastructure within the Plan Area is currently inadequate and is one of the causes of flooding in the Plan Area. Currently many of the streets in the Plan Area do not have storm drains, and those that do are unable to handle stormwater during peak events.

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[7] San Mateo LAFCO, 2009, *Municipal Service Review and Sphere of Influence Update for the West Bay Sanitary District*, page 5.

[8] During the planning process, EPASD was consulted in detail and supports the current planned improvements to the wastewater system.

[9] City of East Palo Alto, 2009, *City Staff Report on Draft Engineering Plan for the Ravenswood Business District (RBD),* page 5.

TABLE 9-4 **RECOMMENDED IMPROVEMENTS TO SANITARY SEWER INFRASTRUCTURE**

Section	Location	Pipe Diameter
Demeter Street	From Purdue Avenue to Bay Road	8"
Pulgas Avenue north of Bay Road	From the new connector road to Bay Road	8"
Tara Street	From the current end of Tara Street to Bay Road	8"
Bay Road	From Clarke Avenue east to Pulgas Avenue	15" to 18"
Bay Road	From Pulgas Avenue to 200 feet west of Plan Area boundary	8" to 12"
Pulgas Avenue south of Bay Road	From Bay Road to Weeks Street	21"
Weeks Street	From Clarke Avenue east to Pulgas Avenue	8"
Weeks Street	From Pulgas Avenue east to Plan boundary	21"
Levee	Weeks Street to Treatment Plant south of Palo Alto Airport	18" to be upgraded later to 21"

The DEPLAN reviewed the capacity of the existing storm sewer system in the southern portion of the Plan Area and proposed construction of a new, additional, Ravenswood Storm Sewer System to join the Runnymede system at the point of discharge into the existing surface channel at the end of Runnymede Street. The channel runs parallel to the levee to the O'Connor pumping station, where the water is pumped over the levee back to the Bay. Components of the new Ravenswood Storm Drain System are described in Table 9-5.

In addition, the stormwater channel from the end of Runnymede Street to the detention basin on O'Connor Street would be dredged, graded, and culverted next to the levee to take 100-year flows. A berm would be built along the west side of the length of the detention channel to restrict the main channel overflows and allow water to back up from the pumping station and be held in the channel. The detention basin would also be dredged and enlarged to provide additional storage capacity. The City is already moving forward with the offsite improvements associated with the Runnymede Storm Drain Phase II Project, which include the channel and pond improvements.[10]

[10] City of East Palo Alto website. http://www.ci.east-palo-alto.ca.us/planningdiv/runnymede.html, accessed September 1, 2011.

TABLE 9-5 **RECOMMENDED IMPROVEMENTS TO STORM SEWER INFRASTRUCTURE**

Section	Location	Description
Demeter Street	From ~250 feet south of Purdue Avenue to ~200 feet north of Bay Road	Storm drain force main 18″ to 36″
Pulgas Avenue north of Bay Road	From the new connector road to ~200 feet north of Bay Road	Storm drain force main 18″ to 36″
Tara Street	From the just north of the connector road to Bay Road.	Storm drain force main 18″ to 36″
Bay Road	From near Plan boundary for approximately 600 feet	Storm drain force main 18″ to 36″
Bay Road	From ~600 feet east of Tara Street to Pulgas Avenue and from Demeter Street to Pulgas Avenue	Storm drain pipe 42″ to 54″
Pulgas Avenue south of Bay Road	From Bay Road to Weeks Street	Storm drain pipe 66″
Weeks Street	From halfway between Clarke Avenue and Pulgas Avenue to Pulgas Avenue, and from the current termination of Weeks Street to Pulgas Avenue	Storm drain pipe 24″ to 42″
Pulgas Avenue south of Weeks Street	Weeks Street to Runnymede Street	Storm drain pipe 66″
Runnymede Street	Pulgas Avenue to levee	2, 3′ x 5′ box culverts
Channel next to levee	Runnymede Street to detention pond and O'Connor Street Pumping Station	Dredging, grading, culverting. Berm added on western side.

The new system would be designed to protect most of the Plan Area for which redevelopment is proposed from flooding as a consequence of storm drain back-up. The system would be designed to cope with the largest storm that could realistically be expected once every 25 years (the 25-year storm).

Electricity, Phone, Cable, and Internet

The Plan Area would continue to be served with electric, gas, telephone, cable, and internet service from private companies serving the City, as detailed below (see Table 9-6).

The DEPLAN also considered provision of electricity and gas lines, as well as telephone and fiber optic cables. Existing overhead electric lines would be removed and undergrounded on major streets. Several electricity transfer stations would be built along the underground lines. Some of the buried conduits would be placed in joint trenches carrying electrical power, cable TV, phone, fiber optic, and gas lines. Table 9-7 describes the changes and additions to the existing system.

TABLE 9-6 **OTHER UTILITY PROVIDERS**

Electricity	Pacific Gas & Electric Company (PG&E)
Gas	PG&E
Telephone	AT&T + others
Cable TV and Internet	Comcast, AT&T + others

TABLE 9-7 **RECOMMENDED IMPROVEMENTS TO ELECTRICITY, GAS, PHONE, AND FIBER OPTIC LINES**

Section	Location	Description
Demeter Street	From Purdue Avenue to Bay Road	Overhead electric wires to be removed and undergrounded in proposed joint trench
Pulgas Avenue north of Bay Road	From the new connector road to Bay Road	Overhead electric wires to be removed and undergrounded in proposed joint trench
Tara Street	From just north of the connector road to Bay Road	Overhead electric wires to be removed and undergrounded in proposed joint trench
East of Tara Street	From ~300 feet north of Bay Road to Bay Road	Overhead electric wires to be removed and undergrounded
Bay Road	From near Plan Area boundary to Pulgas Avenue	Overhead electric wires to be removed and undergrounded in proposed joint trench

Phasing

The DEPLAN included a preliminary phasing plan to ensure that utilities are in place as the street network is redeveloped. Development of the necessary area-wide utility infrastructure is anticipated to be completed in five phases (Phase I and Phases IIa through IId), as discussed below.

Phase I would include buildout of Bay Road from University Avenue to Tara Street. In order to build out the complete utilities and roadway improvements of Bay Road, the gravity utilities must be constructed in Bay Road and south of Bay Road on Pulgas Avenue, Weeks Street, and Runnymede Street, and the dredging of the new 2,100-foot channel to the detention pond at the O'Conner Pump Station must also be completed. Additionally, all of the utilities down-

stream of Bay Road need to be installed for the Bay Road drainage and wastewater system to maintain positive flow to the existing downstream connections. Since trenching will be taking place for the gravity utilities, the remaining utilities will be required to be installed during this phase so that the roadway can be reconstructed after all of the utilities are in place.

The timing and order of the remaining phases (IIa, IIb, IIc, and IId) have not been determined. Implementation of these phases will depend on the timing of new development.

Public Safety

In the Plan Area, public safety services are primarily provided by the East Palo Alto Police Department (EPAPD) and the Menlo Park Fire Protection District (MPFPD). Chapter Ten, Implementation discusses these issues further by describing the fiscal impacts associated with new development anticipated in the Specific Plan Area.

Police Services

New growth resulting from the Specific Plan could increase the citywide population by approximately ten percent. Assuming that current law enforcement needs were to increase proportionately to the population, there would be an additional need for police personnel, equipment, and/or police facilities.

However, this increase would occur gradually over time. It will be possible to assess the need for additional personnel and equipment on an ongoing basis, and to address these needs at the appropriate time to ensure that the law enforcement needs in the community are addressed.

Fire Protection Services

New growth resulting from the Specific Plan would increase the demand for fire protection and emergency services in East Palo Alto such that new fire protection facilities, personnel, and equipment would be needed and response times could be reduced.

East Palo Alto's MPFPD station would need to be expanded, and additional equipment and approximately 2.7 additional personnel would be needed to accommodate the proposed growth. Although the MPFPD currently has plans to expand this station, the expansion did not take into account the Specific Plan and other recently proposed projects within the jurisdiction of the MPFPD. Since the Specific Plan would contribute to the need for the expansion of East

Palo Alto's fire station, the MPFPD expects that new development would contribute to the expansion costs.

Cultural, Institutional, and Civic Uses

This Specific Plan's Vision and Concept proposes a number of new facilities and buildings for cultural, institutional, and civic uses. These facilities will contribute to creating a desirable living environment in the Plan Area and will help fulfill the community's desire to establish Ravenswood/4 Corners as the cultural hub of the City. Although the Vision and Concept identifies a number of possible locations for these uses, it is likely that they will also be able to locate in other parts of the Plan Area, depending on the exact nature of each use.

As the Specific Plan is implemented, the City will work diligently to encourage developers to provide space in their buildings for cultural, institutional, and civic uses. The City may also choose to undertake some projects on its own, such as the construction of a performing arts center. However, this can occur only if a funding source is identified for the new facilities.

The Vision and Concept also proposes that San Mateo County public library services be expanded in the Plan Area. The City's current library is located inside the San Mateo County East Palo Alto Government Center, also known as City Hall. If feasible, the library could expand within this building, enlarge the existing building to allow for expansion, or relocate to another property near 4 Corners.

Schools

East Palo Alto, including the Plan Area, is served by two school districts: Ravenswood City School District and Sequoia Union High School District.

The Ravenswood City School District would not have adequate capacity for the new students that would be generated by the projected buildout of the Specific Plan. However, the Sequoia Union High School District would have adequate capacity for the new students that would be generated.

Future development under the Specific Plan would be required by existing State law to pay development impact fees to each school district at the time of the building permit issuance. These fees will be used by the school districts to mitigate long-term operation and maintenance impacts on school facilities associated with new development.

In addition to the existing schools within these two school districts, a school could potentially be developed east of Clarke Avenue and south of Bay Road, as stated above in the *Cultural, Institutional, and Civic Uses* discussion.

Parks, Open Space, and Trails

Parks, open space and trails are an important component of East Palo Alto's identity. They provide a variety of recreational opportunities for the enjoyment and well-being of the city's residents.

As shown in Chapter Four, Vision and Concept, several new parks, open space areas and trails are recommended for the Plan Area. The Vision and Concept shows potential park opportunities in several locations, including at the entrance to Cooley Landing; south of Weeks Street in the southeast corner of the Plan Area; at the corner of Pulgas Avenue and Bay Road; and as part of a larger redevelopment project at the 391 Demeter Street site, near the terminus of Demeter Street and Purdue Avenue. Additionally, it is envisioned that a new public open space or plaza would be included as a focal point as the 4 Corners intersection is redeveloped.

The Vision and Concept also includes the development of a cohesive system of pedestrian connections and trails that would link activity nodes, parks, and open spaces together. Potential connections are shown in several locations in the Vision and Concept, including a trail that connects University Avenue to the Bay Trail along Purdue Avenue and eastward into Ravenswood, as well as a pedestrian and bicycle trail alongside the proposed loop road. Additional pedestrian trails are also shown along a former rail spur south of Bay Road between Clarke Avenue and the Bay Trail.

These park and trail locations are conceptual only—the exact locations and programming of each potential new park, open space and trail are unknown at this time. However, the general locations and orientations shown in the Vision and Concept will form the basis for the City's efforts to strengthen the Plan Area's park, open space and trail network.

The following sections discuss the various park, open space and trail opportunities that are a part of the Specific Plan.

Cooley Landing Park

A plan for Cooley Landing Park calls for the existing Cooley Landing open space area to be transformed into one of the primary park spaces in East Palo Alto. The approximately 11.5-acre Cooley Landing site is located at the eastern

terminus of Bay Road in the cities of East Palo Alto and Menlo Park and borders tidal marshlands and mud flats at the edge of the San Francisco Bay.

The proposed park will accommodate low-impact recreational uses such as walking, bicycling, picnicking, bird watching, water access, and nature study. Public access for pedestrians and bicyclists would be allowed on Cooley Landing from sunrise to sunset seven days a week. The park will also provide an airboat launch location for the Menlo Park Fire Protection District.

Because Cooley Landing Park is addressed in a separate plan, this Specific Plan does not address the proposed park in detail. However, the Specific Plan provides for enhanced connections to Cooley Landing. Bay Road is envisioned as the heart of East Palo Alto and will ultimately terminate at the Cooley Landing site. Future development and streetscape improvements near Cooley Landing should connect to the park as well.

Public Plazas

Public plazas should be accommodated in the Plan Area, both in private development and as public improvements. Public plazas can serve as a neighborhood-wide amenity. Smaller plazas should also be incorporated into private development where possible, particularly where they can be made accessible to the public. These spaces will provide focal points and gathering places for Ravenswood and 4 Corners. Furthermore, during special events, these spaces can be used to accommodate market stalls, stages, or other temporary improvements and uses.

Neighborhood and Community Parks

Several neighborhood and community park opportunities are shown on the Vision and Concept as green spaces. Community parks can serve as regional destinations as well as amenities for those working and living within the Plan Area. For example, community parks could include a variety of open fields, exercise areas, play fields, educational opportunities, playgrounds, and other similar features. In contrast, neighborhood parks generally include a smaller selection of amenities that are chosen to meet the needs of the surrounding neighborhood.

In addition to Cooley Landing Park, several neighborhood parks could be provided within the Plan Area. New parks will help to respond to increased demand created by new residents; provide focal points and gathering places for employees and residents; and contribute to the aesthetic quality of the community.

SFPUC Right-Of-Way Park

The San Francisco Public Utilities Commission (SFPUC) right-of-way for the Hetch Hetchy pipeline, located in the University Village neighborhood, presents a prime opportunity to provide a new active park within the Specific Plan Area. Please refer to Chapter 4, Vision and Concepts, for a detailed concept plan for the SFPUC right-of-way. This plan is only conceptual. The exact program and configuration of the park would be determined in a future process.

The SFPUC site is approximately 80 feet wide and 1,400 feet long, with an area of approximately 2.5 acres. It runs between two stretches of single-family homes on Fordham and Georgetown Streets. Because the site runs between the backyards of homes, access is extremely limited. Access is available from the intersection of Rutgers Street and Tulane Avenue to the north, and from Purdue Avenue to the south. A small piece of the easement is located adjacent to Costaño Elementary School just south of Purdue Avenue.

This area is currently vacant above ground, but there is potential for park uses to be developed on the site. A new park at this location could provide a complementary green space to Jack Farrell Park, creating a improved balance of green spaces within the neighborhood.

Uses for the park could include a multi-use path, a 40-plot community garden, a dog run, and play areas for two different age groups. A school garden could be located in the portion of the easement south of Purdue Avenue. Finally, each neighborhood access point could be articulated by a small entry plaza. Because of the easement's location adjacent to single-family homes, a ten foot wide buffer could be located between the site uses and the property lines along both sides of the easement.

Any improvement or park uses created at this location would need to be undertaken in coordination with homeowners and residents in this neighborhood to ensure that their vision is taken into account and their needs are addressed. Opportunities should also be explored to provide additional access to the site in addition to the two endpoints.

Open Spaces at Bay's Edge

Open spaces and trails should be provided at the San Francisco Bay's edge to the extent feasible, as depicted in the Vision and Concepts. This type of public amenity would likely be developed in conjunction with private development. By providing a continuous pedestrian path along this edge, development would be buffered from natural resource preservation areas to the east, educational opportunities could be created, and pedestrian circulation could be optimized within the Plan Area.

IMPLEMENTATION 10

This chapter provides an implementation strategy for the development and public improvements identified in this Specific Plan. The following sections provide a fiscal impact analysis, a conceptual financing strategy, a discussion of development phasing, and an identification of potential State and federal funding sources. Additional tables, attachments, and similar supporting exhibits are provided in Appendices C and D.

Technical Implementation Items

Regulatory Structure

Adoption of this Specific Plan requires a series of amendments to the City's General Plan to adopt land use designations that are consistent with the Specific Plan. The Zoning Ordinance must also be amended by creating a Specific Plan Overlay Zone within the existing zoning ordinance that incorporates and references the standards found in Chapter Six and the guidelines in Appendix A.

California Environmental Quality Act Requirements

The City of East Palo Alto certified the Environmental Impact Report (EIR) for the Ravenswood/4 Corners Transit-Oriented Development (TOD) Specific Plan on September 4, 2012. The City's action to certify the EIR did not constitute approval of the Specific Plan. Rather, it indicates that the EIR has been completed in compliance with California Environmental Quality Act (CEQA), and that the EIR was presented to and reviewed by the City's decision-makers and the public prior to Specific Plan approval.

Mitigation Monitoring Program and CEQA Findings

Public Resources Code Section 21081.6 requires that a "reporting or monitoring program be designed to ensure compliance during project implementation." (The adopted program shall apply to changes made to the project or conditions of project approval in order to mitigate or avoid significant effects on the environment.) The monitoring program provides a brief summary of the required mitigation for impacts attributable to the project, identifies the party responsible for monitoring the project's compliance with the mitigation measure, and identifies at what point or phase of the project the mitigation measure is to be completed. The City has prepared a mitigation monitoring program in conjunction with the preparation of the EIR for the Specific Plan. The EIR identified several environmental impacts that could be reduced to less than significant with the implementation of the mitigation measures.

Fiscal Impact Analysis

This section evaluates the net annual fiscal impact on the City of East Palo Alto's General Fund from buildout of this Specific Plan, as well as the net annual property tax increment revenue that would be generated to the Redevelopment Agency. This section presents the assumptions, methodology, and findings of the analysis.

A summary of the Specific Plan analyzed in this fiscal analysis is as follows:

Net New Development	Specific Plan
Residential	835 units
Commercial	
– Retail	112,400 SF
– Office	1,268,500 SF
– Industrial	351,820 SF
Total	**1,732,720 SF**

Approach and Key Assumptions

This fiscal impact analysis is a projection of the annual recurring tax revenues and service cost expenses that the Specific Plan will generate to the City of East Palo Alto upon buildout. Estimates are expressed in current 2011 dollars and are based on revenue and cost factors derived from the City's adopted FY 2009/10 budget. This analysis excludes one-time revenues and fee for service revenues, such as building permit and impact fee revenues. Key assumptions incorporated into this analysis are as follows:

- General Fund expenses have been estimated based upon the City's average cost to serve existing residents and workplace population.
- The analysis does not incorporate the marginal increases in General Fund operation and maintenance expenses associated with the civic uses that have been identified in the Specific Plan.
- Assessed value estimates are based on hard construction cost estimates for development prepared by Bay Area Economics. Hard construction costs most closely coincide with building permit valuations, which is the basis for valuation used by the County assessor.
- For purposes of projecting new property tax revenues, the estimated value of land supported by the new development program has been excluded from the calculation of incremental assessed value. Land value has been excluded in recognition that: 1) the property within the Specific Plan is currently assessed and generates property tax revenues; 2) the land values of all properties associated with new development may not be reassessed; and 3) the specific location of each new development would have to be known to accurately estimate the increase in assessed land values. While it is likely that the aggregate assessed value of land in the Specific Plan will

increase with the new development, given the considerations noted above, the revenue projection is conservative and does not reflect an upward adjustment in the assessed value of land.

- The revenue estimates contained in this analysis are based on the assumption that the land use components identified in the Specific Plan are feasible and achieve sales volumes and occupancy levels that are consistent with industry standards for new development.
- Given the weakness of the economy, and the need for new infrastructure to support new development, it is not assumed that new development will start to occur until 2016. New development is anticipated to be reflected on the property tax rolls after 2018/19 and full buildout is achieved by FY 2029/30.
- For purposes of calculating incremental property tax revenues to the Redevelopment Agency, it is assumed that the Redevelopment Agency will continue to receive tax increment through July 16, 2046, which is the outside date for the repayment of debt obligations. The following chart illustrates the anticipated schedule for development relative to the lifespan of the redevelopment project area.

	YRS	2011	2015	2016	2018	2019	2030	2031	2046
Planning Infrastructure	5								
First Project	3								
Remainder Projects	12								
Reminder of Time to Collect Property Tax Increment	16								

This schedule could be accelerated based on market conditions and developer demand. See the tables following this chapter for more details on assumptions and detailed findings

Fiscal Impact Analysis Findings

This section summarizes the findings of the Specific Plan fiscal impact analysis. In June 2011, two key pieces of legislation were enacted that impact Redevelopment Agencies. AB 1X26 provides for the dissolution of a Redevelopment Agencies unless Agencies agree to make additional pass-through payments to school districts as provided for under AB 1X27. In December 2011, the California Supreme Court struck down AB 1X27 and upheld AB 1X26. As a result, all Redevelopment Agencies in the State of California were dissolved on February 1, 2012.

The Fiscal Impact Analysis (FIA) was updated to reflect the California Supreme Court's decision.

Annual General Fund Net Revenues Upon Buildout

Upon buildout, each of the Specific Plan is anticipated to annually generate a positive cash flow to the City of East Palo Alto's General Fund. The projected net incremental annual revenues are as follows and presented graphically on Exhibit A.

	Specific Plan
Marginal Annual General Fund Revenue	$3.5 million
(Less) Marginal Annual General Fund Expense	($1.2 million)
Net Marginal Annual General Fund Revenue	$ 2.3 million

Amounts are expressed in terms of marginal impact, or the net change from the existing revenues and expenses. Revenues and expenses are detailed on Table 1 in Appendix C.

Annual Property Tax Increment to the Redevelopment Agency.

As shown on Figure 10-1 in Appendix C, approximately 50 percent of the Specific Plan Area is within the boundaries of the Ravenswood Redevelopment Project Area, with the remaining area lying within either Tax Rate Area (TRA) 021004 or TRA 021014. However, most of the new development that is programmed for each alternative is anticipated to occur within the boundaries of the Project Area.

As a result of the dissolution of the Redevelopment Agency, the City's General Fund will receive the new property tax increment that would have gone to the Redevelopment Agency. However, the delivery of the projects envisioned in the Specific Plan has become much more challenging because of the dissolution of the Redevelopment Agency. Also, the City has lost millions in funds for much-needed affordable housing. The RBD Project Area is characterized by the trifecta of market barriers to development: fragmented parcels, real and perceived contamination, and limited infrastructure. The elimination of the Redevelopment Agency has jeopardized the redevelopment of the RBD and severely diminished the City's ability to develop affordable housing. Without the Redevelopment Agency resources, the private development will have to pay for a larger share of the infrastructure costs, and the community benefits will take significantly longer to develop.

Major Revenue Sources and Expense Categories

The revenue and expense estimates are presented in Table 1 and Table 2 in Appendix C and graphically in Exhibits C (revenues) and D (expenses) in Appendix C. As shown, property tax is the leading sources of revenue, accounting for 38 percent of total revenue, followed by business license tax at 25 percent, and property taxes in-lieu of VLF at 17 percent and sales tax at 11 percent.

Given that fire protection and emergency medical services are provided by the Menlo Fire District rather than the City, the dominant expense category is police protection, which is estimated to account for over 70 percent of annual General Fund expenses. Public Works Department expenses is the next leading expense category at approximately 11 percent of total expenses.

Additional tables and exhibits related to the Fiscal Impact Analysis above can be found in Appendix C of this Specific Plan.

Conceptual Financing Plan

This section provides a conceptual plan for financing the public facilities and infrastructure associated with this Specific Plan. The purpose is to provide a general overview of the types of funding sources that could potentially be available for needed public facilities, the order of magnitude of revenues that could be raised given current market conditions, and the magnitude of the funding "gap" that the Specific Plan may need to address.

Overview

The implementation of the Ravenswood/4 Corners TOD Specific Plan will occur over a 30-year or longer time frame, and will be strongly influenced by economic and market conditions as individual property owners respond to their unique site opportunities, and initiate detailed plans for development. Changes in the Specific Plan Area will include land use shifts on private parcels, a variety of public facility and infrastructure improvements, and intensification of development. Many parcels within the Specific Plan Area are currently under private ownership, with existing uses already developed and operating. Some portions of private lands will go into public use to support the construction of new roadways and public facilities. Some changes will be initiated by the City to stimulate land use changes, some by the private property owners, and some by the City in support of new development. Overall, the implementation and

financing program will need to be flexible to respond to the uncertainties of development timing and to capitalize on special opportunities as they arise.

It is important to note that this conceptual financing plan, including the funding sources and the amount of funds that could be raised by each source, is based on the assumption that the Specific Plan is developed and that current funding sources and underwriting terms continue to be operative in the future. Many of the identified funds cannot be raised prior to the completion of the residential and commercial uses on which they are supported. If the public facilities need to be constructed prior to the private uses, the timing of the funding sources may not coincide with the timing needs of the public facilities. Given that the Specific Plan will be developed over several decades, the ultimate financing plan will differ from that presented here.

Specific Plan Area Public Improvements

The Specific Plan includes a broad range of public improvements, including street improvements, parks and plazas, a recreation center, a community center, library, and improvements to the water, storm water, and sanitary sewer improvements. As shown on Table 10-1, the cost of these improvements is estimated at $137 million. A detailed listing of the improvements is provided as Attachment A in Appendix D.

The Ravenswood Business District (RBD) lacks the infrastructure to support the envisioned development. In April 2009, the City Council adopted a Draft Engineering Plan (DEPLAN) for the RBD. Prior to the development of any significant projects in the RBD or 4 Corners, the project must provide the necessary infrastructure identified in DEPLAN. For purposes of this financing plan, sources and uses of funds have been examined upon the full buildout of the Specific Plan.

Funding Sources for Public Improvements

Potential funding sources for the identified public improvements fall into three broad categories, and are presented in greater detail in Table 10-2:

- Funds provided by Specific Plan private developers and property owners;
- East Palo Alto public funds;
- Regional, State, and federal grants and loans.

Funding from Private Developers

There are several commonly used structures for the private funding of improvements, including: Development Impact Fees, Development Agreement Exactions, Mello Roos Community Facilities Districts (CFD), Landscaping and

TABLE 10-1 **PUBLIC IMPROVEMENTS AND FACILITIES**

	Cost Estimate (2011 Dollars)
Water (DEPLAN)	$14.7 million
Storm Drain (DEPLAN)	$14.4 million
Sanitary Sewer (DEPLAN)	$ 4.6 million
Streets (DEPLAN)	$17.9 million
Joint Trench/Undergrounding (DEPLAN)	$ 6.7 million
Loop Road	$15.4 million
Intersection Mitigations	$ 2.0 million
Parks	$ 29.6 million
Trails	$ 10.6 million
Community Facilities	$ 21.4 million
Total Public Improvement and Facility Costs	**$ 137.2 million**

Lighting Districts (LLD), or other assessment districts. While these are all public financing tools in that they are established by the governing public body, they are funded through exactions on private property owners.

The City of East Palo Alto currently does not have any significant development impact fees. The consultant team has estimated the magnitude of public improvement costs that could potentially be supported by the net new development provided for by the Specific Plan by deducting the estimated cost to develop the Specific Plan land use program (including entrepreneurial profit but excluding public improvements) from the completed real estate value of the Specific Plan. Theoretically, the residual value could be dedicated to public improvement costs rather than to developer profit margins in excess of the 10 percent margins included in pro forma analysis conducted by BAE. The analysis is presented on Table 10-3 in Appendix D. As shown, it is estimated that the net new development provided for in the Specific Plan will be valued in excess of $780 million upon completion. In comparison it is estimated that it will cost approximately $744 million to develop the new private development

TABLE 10-2 **RAVENSWOOD/4 CORNERS TOD SOURCES OF FUNDING FOR PUBLIC FACILITIES AND INFRASTRUCTURE**

Source	Amount ($M)	Targeted Use
Estimated Private Funds Supported by Specific Plan		
Residual Value from New Development	$36.1	Capital Projects
CFD/Assessment District Supported from New Development	$5.0	Capital Projects
Subtotal	*$41.1*	
Estimated Local Public Funds Supported by Specific Plan		
Quimby Act Funding from 835 units	$5.9	Parks
Subtotal	*$5.9*	
Committed Public Funds		
Federal Transportation/Infrastructure	$9.5	Bay Road/Infrastructure
RDA Successor Agency (Bay Road Local Match)	$2.3	Bay Road/Infrastructure
Other Infrastructure	$0.8	Storm Drain Improvements
Other Existing Fees	$0.6	Infrastructure
Subtotal	*$13.2*	
Other Potential Public Funds		
Federal Econ. Dev. Admin Funds	*$2.0*	Infrastructure
Total Current Identified Sources	**$62.2**	

Estimated Uses $137 million
Deficit $74.8 million

within the Specific Plan (inclusive of property acquisition costs). After deducting estimated development costs from value,[1] it is estimated that the private

[1] The model assumes a land value of $30 psf. Actual land values will vary greatly based on location, size, existing uses, planned uses, and economic climate. Estimated current land

development could support approximately $36 million of public improvement and facility costs. This is a high-level planning estimate. **The actual amount of estimated impact fees could be more or less, depending on the nexus study.**

This level of revenues could be raised through a variety of mechanisms, including Development Impact Fees and/or Development Agreement exactions. The establishment of Development Impact Fees would require the preparation of a "nexus study" that demonstrates the Specific Plan generates the need for the improvements to be funded by the impact/assessment district fees.

It is important to note that approximately 90 percent of the residual value available to fund land and public facilities is estimated to be supported by the 1.3 million square feet of new office space that is programmed in the Specific Plan. To the extent that less office space is actually developed, the amount of private funding available for public facilities will be less than projected.

Community Facility Districts (CFD/Mello Roos) and Assessment Districts

Additional funds could potentially be raised through a CFD levy or assessment district levy on future homeowners and commercial property owners. The property tax levy could be leveraged and bond proceeds could be used to fund public improvements. However, the magnitude of the supported additional levy would be a function of the strength of the market at the time that the CFD/assessment district is being considered, the extent that the competitive supply of homes and commercial properties in adjoining communities are also paying CFD and/or assessments and the magnitude of existing tax levies. Given that the establishment of a CFD is subject to voter approval and an assessment district must be supported by a "nexus study," it is not likely that these funding mechanisms could be established against all properties in the Specific Plan Area.

Given these uncertainties, for purposes of this financing plan, it has been assumed that 75 percent of the Specific Plan Area's property value is subject to a combination of CFD and/or assessment district and that the levy is relatively conservative at 0.15 percent to 0.20 percent of new development assessed value (excluding land). As shown on Table 10-4 in Appendix D, under these conservative assumptions it is estimated that the assessment on property owners could support upwards of $5 million of public improvements. When the City is ready to proceed with a bond issue, additional analysis will be undertaken regarding specific properties to be included in the CFD or Assessment district.

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values in the Specific Plan Area, from 4 Corners to the RBD, range from $10 per square foot to $50 per square foot.

These analyses may result in a higher supported tax burden, which would in turn support bond proceeds in excess of the $5 million that has conservatively been estimated for purposes of this conceptual financing plan.

East Palo Alto Public Funds

The elimination of the Redevelopment Agency reduced the potential local funds by approximately $10 million. The actual loss is significantly larger because every $1 in Redevelopment funds leveraged $2-$5 in other public funds. The East Palo Alto Redevelopment Agency Oversight Board agreed to continue the local match of $2.3 million for the Bay Road Phase II project.

As noted above, the City does not currently collect any significant development impact fees but intends to pursue an impact fee for the RBD and 4 Corners for the proportionate share of the DEPLAN costs, EIR traffic mitigation costs, and community benefits in the RBD. Also, given that the parks and community facilities will be used by residents throughout the City, the City will create a citywide impact fee for the citywide portion of benefit created by the parks, trails, and community facilities. It is estimated that Quimby Act fees on the 835 residential units could generate approximately $5.9 million of funds for park facilities.

Regional, State, and Federal Funds

Regional, State, and federal grants will also likely be available to fund certain components of the Specific Plan public improvements. There are currently several programs that could potentially be used but the nature and funding capability of programs will certainly change over the time period that the Specific Plan is implemented. Notwithstanding that caveat, the following are general descriptions of current relevant funding sources:

- **Safe, Accountable, Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).** This is a Federal program providing funding to transportation projects. The goal of SAFETEA-LU is to address challenges in the areas of safety, efficiency, congestion, intermodal connectivity and protecting the environment. The program has been extended through 2015. Over the next three years, this program will provide $554 million of funds to Bay Area Counties. There is a proposal to shift more of the control for the distribution of funds to local jurisdictions for taking on a larger share of the region's housing production. This proposal is the "One Bay Area Grant" program and would specifically designate $17.2 million to San Mateo County. Ravenswood could potentially be successful in obtaining an allocation of the other $343 million of funds to be awarded by the MTC.

- **State Transportation Improvement Program (STIP).** STIP is a capital improvement program for transportation projects on and off the State highway system. The program uses State transportation funds as well as federal funds apportioned to the State for transportation purposes. Local agencies work through their regional transportation agency to nominate projects for inclusion in the STIP. The California Transportation Commission (CTC) approves projects to be funded.
- **New Market Tax Credits.** New Market Tax Credits is a federal program that reduces the federal income tax liability of investors in real estate projects in low-income communities. The tax credit totals 39 percent of the original investment amount and is claimed over a period of seven years. Since the program's inception in 2000, a total of $29.5 billion in tax credit authority has been allocated nationwide. This could be a significant funding source for the Specific Plan.
- **Low Income Investment Fund (LIIF)/Enterprise Partnership for TOD.** Over the past 30 years LIIF and Enterprise Partnership for TOD have separately provided billions of capital for the development of affordable housing, child care, and community facilities. While a specific funding amount has not been announced, this recently announced joint venture program will provide capital for the creation of "compact, walkable communities centered on transit systems." The objective is to link affordable housing with transit.
- **Other.** Other potential sources include HUD 108 loan, State Industrial Develop-ment Bonds, and Federal Economic Development Administration Funds.

Summary

Based on the current landscape of public finance, it is estimated that the private development within the Specific Plan Area could support upwards of $41 million of public facility improvements. As shown in Table 10-2, an additional $14.8 million of public funds have been committed to the Specific Plan and $10.9 million of the public funds are potentially available. The sum total of currently identified sources is $62.2 million. In comparison, it is estimated that the public facilities needed for the Specific Plan will total approximately $137.2 million. The size of the funding "gap" to be met through other public sources and property owner exactions approximates $74.8 million. While this gap is significant, it is very common for only a portion of a Specific Plan's facilities program to be funded at the time that the Specific Plan is adopted. With sufficient engineering, planning, and Agency staff resources, it is reasonable to expect that significant regional, State, federal, and philanthropic funding sources can be leveraged to complete the parks, community facilities, and infrastructure projects identified for the Ravenswood/4 Corners TOD Specific Plan.

Philanthropic funding in particular can play a pivotal role in leveraging other resources for parks and community facilities.

Tables 10-3, 10-4, and 10-5 can be found in Appendix D of this Specific Plan.

Development Phasing

This provides a recommended approach to development phasing in order to achieve the vision described in this Specific Plan. Actual development phasing may differ significantly based on future economic conditions, unforeseen development opportunities, or other factors. The positive changes envisioned in the Specific Plan will require attracting and leveraging private and public capital.

Design and Build Necessary Place-Creating Improvements and Infrastructure

Place making investments create a framework of improvements that define key elements of the Specific Plan vision, provide benefits for existing residents, and attract public and private investment. Strategically focus on designing and building catalytic place making improvements such as the UP Spur Trail east of Illinois and west of Demeter and the SFPUC right of way north of Purdue. These improvements have a high functional as well as symbolic value and will leverage significant public and private investment.

Design and complete the SFPUC Right of Way park and trail (Figure 4-2, #14 & #4) and the UP Spur Trail from the Bay Trail to the SFPUC Right of Way park (Figure 4-2, #s 6,7,9 & 10). Continue implementing the Cooley Landing project. These improvements will create a continuous network of trails, parks, and open space. These open space projects will require the ongoing dedication of City/Agency resources to park/open space acquisition, design, and development. Work with philanthropic community to leverage resources for open space projects.

Design and Complete Bay Road Phase II

This is a catalyst project that is a prerequisite for attracting private development. It is unlikely that private investors will invest millions in an office or R&D project with Bay Road in its current condition. This project will create an attractive pedestrian friendly environment and provide the necessary infrastructure foundation. It will establish the vision of Bay Road as the spine of a mixed use district between University Ave and Tara St.

Catalyst Development Sites

In the near-term, it is recommended that efforts are focused on attracting development to the 4 Corners area of the Specific Plan Area, the former Romic site, and the Bay Clark Weeks Pulgas Block.

1) In the Four Corners area, the Specific Plan calls for mixed-use development with a mix of retail and some limited office in this area. The vacant site at the northeast corner of Bay Road and University Avenue is the greatest single opportunity for developing these uses. A project at this location could serve as a catalyst development throughout the Specific Plan Area. This site is already well served by roads and primed for redevelopment. Redevelopment of this catalyst site would provide new housing and retail opportunities in the Specific Plan Area, and would also provide a new Plan Area retail amenity that would prove helpful in attracting additional new development.

2). The former Romic site has the location and the size to significantly advance the goals and visions of the Specific Plan. The RBD is characterized by small parcels. The former Romic site has approximately 17 acres. The desirability of Bay views and connections to the Bay Trail and Cooley Landing make the former Romic site one of the best options for attracting private development that will generate employment, improve access to the Bay and open space, and create revenue. Furthermore, if the entire quadrant of land east of Tara is developed as a unified development site, it will create a new view shed and trail to the Bay. (See #12, Figure 4-2).

New office development at this location will require the Bay Road Phase II project. A project of this scale could accelerate the private development and public improvements, potentially including the Loop Road, in the Specific Plan Area.

3). Another catalytic project is a mixed use affordable housing/clinic project in the Bay Clark Weeks Pulgas block. This would be a gateway project to the RBD and represent the beginning of a mixed use corridor along Bay Road in the RBD. It would improve the Clinic, which is currently housed in portables; provide affordable housing; and could include a community room or other community facility.

Incremental Ravenswood Infill Development

Incremental infill development can occur in several locations within the Ravenswood area north and south of Bay Road. This includes projects along Demeter Street, Pulgas Avenue, and Tara Street. Incremental infill opportunities for light industrial and R&D development also exist along Pulgas Avenue and

Weeks Street south of Bay Road. These redevelopment opportunities, although likely to occur in the mid-term, could happen at any time during Specific Plan implementation. New flexible office and/or R&D development is anticipated at the termini of Demeter Street and Purdue Avenue. This development opportunity may also occur incrementally depending on the scale of the development. It is however anticipated that the Loop Road would be helpful in recruiting high-end office at this location, in which case, a project at this location may be more appropriate in the long-term.

10 IMPLEMENTATION

APPENDIX A

DESIGN STANDARDS AND GUIDELINES

This appendix provides design standards and guidelines for all new development and redevelopment in the Ravenswood/4 Corners Plan Area. It also includes standards and guidelines for improvements to street rights-of-way, which are a central component of the public realm that people experience on a daily basis.

This appendix includes graphics that illustrate the standards and guidelines. These graphics are not meant to show the only possible design solution for any particular standard or guideline.

The language in this appendix follows these principles:

- **"Shall" or "must"** refers to a mandatory design standard that all projects must follow.
- **"Should," "may," or "encouraged"** refers to a design guideline that the City recommends for all developers. While design guidelines are more flexible than design standards, the City will encourage applicants to follow the guidelines wherever appropriate. In addition, any guideline may, at the review authority's discretion, be imposed as a standard as a condition of design review approval.

The standards and guidelines in this appendix incorporate the principles of crime prevention through environmental design (CPTED). CPTED is a crime prevention approach based on the theory that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, as well as an improvement in people's quality of life. It also incorporates the concept of "defensible space." An "undefended" space for which nobody takes responsibility is left exposed to criminal use. In "defended" space, where at least one guardian feels a sense of responsibility, the guardian is likely to act to defend it from criminal or other unintended use.

I. MIXED-USE STANDARDS AND GUIDELINES

This section provides the standards and guidelines for all mixed-use development in the Plan Area. These standards and guidelines are intended to ensure that new mixed-use development contributes to a vibrant, lively, and safe environment at 4 Corners and along Bay Road.

Mixed-use development refers to a building or development site that accommodates commercial storefronts along with dwelling units, office space, or both. Mixed-use development may be vertical, with one use on top of another in a single building, or horizontal, with two or more uses adjacent to one another.

I.A Site Planning

These guidelines are intended to ensure that new mixed-use development uses an efficient and functional arrangement of buildings and site components. They are also intended to ensure that projects contribute to a cohesive design for the Plan Area as a whole, while still allowing for creative flexibility from project to project.

I.A.1 Building Orientation

I.A.1.a Mixed-use buildings should be oriented toward the street, so that they frame the pedestrian environment.

I.A.1.b Buildings should be located as close as possible to the front setback line or immediately behind a public or semi-private space, such as outdoor seating for a restaurant.

I.A.2 Environmental Influences

I.A.2.a Buildings should be oriented to the sun in a way that provides natural heating and daylighting and maximizes energy efficiency.

I.A.2.b Site planning should take advantage of natural winds by placing buildings so that door and window openings are oriented to the prevailing wind direction.

I.A.2.c New buildings should incorporate on-site renewable energy systems such as solar panels, other photovoltaic systems, and wind turbines where practical.

I.A.3 Pedestrian Access

I.A.3.a All buildings should be connected to the public sidewalk by a clearly delineated path or walkway.

I.A.3.b Primary routes for pedestrian circulation should provide universal access wherever possible by minimizing the number of steps and level changes.

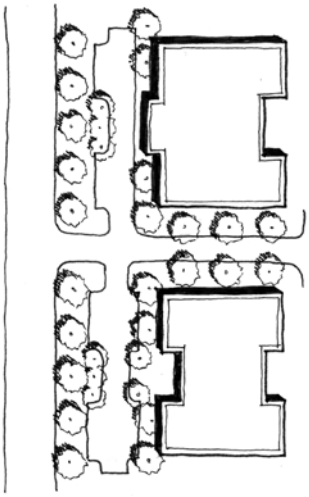
I.A.3.c Design cues should be provided along pedestrian connections to help demarcate the transition between public and private spaces. Design cues include a change in colors, materials, landscaping, or the dimensions of the space.

I.A.4 **Internal Open Space**

I.A.4.a Buildings should be arranged to create well-defined areas for plazas, green spaces, and pedestrian facilities.

I.A.4.b Publicly accessible plazas and open spaces should be landscaped and should incorporate high-quality paving materials such as stone, concrete, pavers, or brick.

I.A.4.c Internal open spaces should be designed to allow for maximum solar access and natural sunlight.



I.A.5 **Vehicle Access**

I.A.5.a Access points should be limited to the minimum number that is necessary to serve the property.

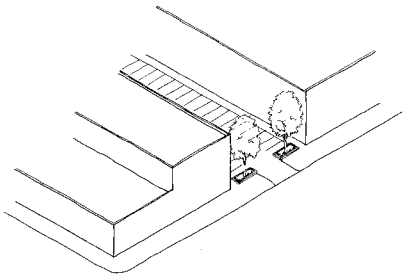
I.A.5.b Buildings and parking should be sited to maximize opportunities for shared parking, shared access entries, and shared driveways, and to minimize the number of curb cuts along the sidewalk.

I.A.5.c Driveway width should be minimized to the extent possible. If a driveway must accommodate large vehicles, such as delivery trucks, it should provide the minimum width that can accommodate the effective turning radius of these vehicles.

I.A.6 **Parking Area Design**

I.A.6.a Pedestrian circulation paths should be fully accessible and should connect parking areas to adjoining streets and buildings.

I.A.6.b Large surface parking areas should be divided into smaller units to minimize visual impacts associated with large expanses of pavements and vehicles.



I.A.6.c Landscaping should be used in parking areas to provide shade and aesthetic enhancement.

I.A.6.d The distance from parking spaces to building entries should be minimized.

I.A.6.e Parking should not be located between the building and the street.

I.A.6.f Where parking lots are adjacent to streets, low walls or fences and appropriately varied landscaping should be used to provide a visual buffer. Visual access into the site should be maintained to deter unwanted activity.

I.A.6.g Where parking lots are adjacent to residential uses, appropriate fences, walls, and landscaping should be provided to create a buffer around the sides of the site that are adjacent to residential uses.

I.A.7 **Service and Delivery Areas**

I.A.6.h Loading and service entrances should not interfere with pedestrian and vehicular movement on the site.

I.A.6.i Where possible, service vehicle access should be provided through a common access point that is shared with other vehicles.

I.A.6.j The impact of service, delivery, and storage areas should be mitigated by locating these areas on the sides or backs of buildings, away from public streets and pedestrian circulation.

I.A.6.k Limited visibility should be provided into service, delivery, and storage areas to avoid creating hiding places.

I.A.8 **Utilities and Backflow Preventers**

I.A.6.l Utility cabinets and meters shall be contained in the building or otherwise fully screened from public view.

I.A.6.m Backflow prevention devices shall be fully screened from public view through the use of landscaping, berms, low walls, or other screening techniques.

I.B Building Design

The guidelines in this section are intended to ensure that the appearance and details of new buildings create an aesthetically pleasing, human-scaled environment. This section also includes guidance to ensure that new development makes efficient use of resources and follows environmentally sensitive design practices.

I.B.1 **Massing**

I.B.1.a Large development projects should be designed as a complex of buildings rather than a single large structure.

I.B.1.b All sides of a building should be treated with variation in massing and articulation.

I.B.1.c Building façades should establish a small, human-scaled rhythm with individual building bay widths of 20 to 50 feet.

I.B.2 **Façades**

I.B.2.a Building façades should be designed to have a distinct base, middle, and top.

I.B.2.b One or more of the following elements should be used to articulate a building façade:

- Design details for the top of a building, including cornice lines, parapets, eaves, brackets, and other detailing.
- Design details for the body, or middle, of the building, including awnings, trellises, canopies, pilasters, columns, slots, decorative lighting, and window boxes.
- Design details for the base of a building, including recessed entry areas, covered outdoor areas, and alcoves.

I.B.2.c Façade details should appear integral to the architectural and structural design of the building rather than tacked onto the surface.

I.B.2.d Where multiple tenant spaces are incorporated into a building, individual tenant spaces should be located within distinct building bays. This can be achieved by any of the following:

- Placing a column, pier, or pilaster between façade elements.
- Applying a vertical slot or recess between façade elements.
- Providing variation in plane along the building wall.
- Varying the building wall by recessing storefront entrances or creating a niche for landscaping or for a pedestrian area.

I.B.3 **Ground-Floor Frontage**

I.B.3.a Ground-floor façades should be designed to give individual identity to each retail establishment.

I.B.3.b Ground-floor façades should be designed to provide visual interest to pedestrians and visitors.

I.B.3.c The ground-floor façades of mixed-use buildings should incorporate a high percentage of windows to increase visual transparency. Wherever possible, long stretches of blank walls should be avoided.

I.B.4 **Entries**

I.B.4.a Main building entrances should be oriented toward the sidewalk and include architectural features that give them prominence.

I.B.4.b Building entries should be accessible directly from the sidewalk.

I.B.4.c Building frontages longer than 100 feet should provide multiple entrances.

I.B.5 **Windows**

I.B.5.a Façade openings and windows should be vertically proportioned, with a greater height than width.

I.B.5.b Ground-floor retail windows should utilize a larger window proportion than upper-floor windows.

I.B.5.c Upper-floor windows should be enhanced with architectural details such as sills, molded surrounds, and lintels.

I.B.5.d Non-reflective coatings, low-emissivity glass, and external shade devices should be used for heat and glare control.

I.B.5.e Clear glass should be used in ground floor windows and doors to promote visibility into the ground floor space

I.B.5.f Operable windows should be used on upper floors where possible.

I.B.6 **Materials**

I.B.6.a Materials should be chosen to respect the climate and traditions of the surrounding area.

I.B.6.b Genuine materials should be used rather than simulated materials. Where one building material is used to simulate another, it should be used in a way that is in keeping with the character and properties of the material being simulated.

I.B.6.c The colors and materials used on the exterior of a building should adhere to an appropriately varied palette.

I.B.6.d Changes in color or materials should be used to differentiate between different components of a building.

I.B.7 **Roofs**

I.B.7.a The shape of a building's roof should reflect the overall architecture of the building.

I.B.7.b If appropriate to the building's architectural style, the roofline should be strengthened with cornice or parapet detailing on flat roofs, or detailing around the eaves on sloped roofs.

I.B.7.c All roof-mounted mechanical, electrical, and external communication equipment, such as satellite dishes and microwave towers, should be screened from public view and architecturally integrated into the building design.

I.B.7.d Green roofs should be encouraged to improve water quality, improve energy efficiency, reduce stormwater runoff.

I.B.7.e Roof materials shall have the fire rating required by the California Building Code or the California Residential Code.

I.B.8 **Corner Sites**

I.B.8.a Where feasible, the main entrance of a corner building should be located at the corner.

I.B.8.b Buildings located on street corners should be placed so that they meet the corner. Alternatively, buildings may use a small setback to provide a public plaza with direct access to the building.

I.B.8.c Special architectural and design features should be used facing the corner, such as taller building elements or prominent architectural detail.

I.B.9 **Signage**

I.B.9.a Wall signs that project from the wall shall be designed as individual letters and icons directly attached to a building façade, rather than as a "box" sign with a single background and frame attached to a building.

I.B.9.b Signs should be designed to be easily legible. Legibility can be optimized by providing high contrast between the sign content and its background.

I.B.9.c Signs attached to a building should be designed as integral components of the building in terms of size, shape, color, texture, and

lighting and should not cover or obscure the architectural features of a building.

I.B.10 **Green Building Components**

I.B.10.a Building materials should be chosen based in part on their durability.

I.B.10.b Materials that incorporate recycled content should be used where appropriate.

I.B.10.c Materials produced within a 500-mile radius of East Palo Alto should be used where possible.

I.B.10.d Wood products that have been harvested and produced according to Forest Stewardship Council (FSC) requirements should be used where possible.

I.B.10.e Cool roofing materials should be used to maximize energy savings. Cool roofing materials have a high reflectivity and emissivity; they reflect the sun's rays from the roof (reflectivity) and radiate away any absorbed heat (emissivity).

I.B.10.f Construction waste should be recycled, salvaged, or reused rather than disposed of in landfills or incinerators. Materials such as excavated soil or concrete should be reused on-site where possible. Any construction-related recycling shall comply with East Palo Alto Municipal Code Section 15.56.

I.B.10.g Recycling should be encouraged by providing appropriate and convenient recycling facilities, including a recycling collection area that serves the entire building and provides space for the collection and separation of recyclable materials. Any construction-related recycling shall comply with East Palo Alto Municipal Code Section 15.56.

I.C Landscape Design

The standards and guidelines in this section are intended to ensure that the overall design of landscaped areas contributes to the enjoyment and comfort of a building's users. This section also outlines ways in which water and energy resources can be conserved in order to create a more sustainable development.

I.C.1 **Landscape Function**

I.C.1.a Landscaping should be used to activate building façades; soften building contours; highlight important architectural features; screen less attractive elements; add color, texture, and visual interest; and provide shade.

I.C.1.b Landscaping should be used at the edges of paths and open space areas to help define the spatial organization of the site.

I.C.1.c Landscaping should be designed to help define the perimeter of the property.

I.C.2 **Tree/Plant Palette**

I.C.2.a Plants should be chosen that are well-adapted to the climate of East Palo Alto. These plants may include native or other drought-resistant plants.

I.C.2.b The amount of turf grass in landscaping should be minimized, and alternatives to turf should be used where practical.

I.C.2.c Trees with leafy canopies should be used to provide shade for sidewalks and buildings.

I.C.3 **Fences and Walls**

I.C.3.a Fences and walls that are tall enough to obscure buildings shall not be used between buildings and public rights-of-way. Exceptions shall be made for fences and walls that are necessary to screen maintenance or service areas.

I.C.3.b Fences and walls should use similar materials, heights, and construction techniques throughout a development. These design elements should reflect the material, colors, and design details of nearby buildings.

I.C.3.c Fences and walls should generally be semi-transparent. They should be opaque only at interior property lines or where shielding maintenance or service areas.

I.C.3.d Fences or walls that are over 60 feet in length and visible from a public right-of-way should incorporate changes in appearance along their length. This can be achieved through a change in material, texture, or wall plane.

I.C.4 **Exterior Lighting**

I.C.4.a In order to avoid lighting of the night sky, lighting sources shall be kept as low to the ground as possible while ensuring safe and functional levels of illumination.

I.C.4.b Parking lots shall be designed with a greater number of shorter, low-wattage, tightly spaced fixtures rather than a lesser number of taller, higher-wattage fixtures.

I.C.4.c Uplighting of buildings shall be designed to light the building rather than the sky.

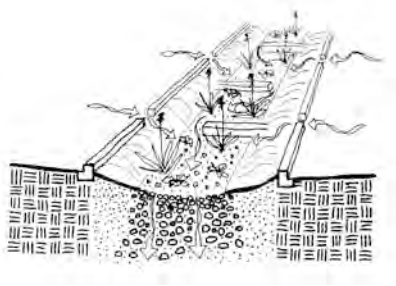
I.C.4.d Exterior lighting should be designed as an integral part of the building and landscape design and should complement and enhance the selected style of the building.

I.C.4.e Exterior lighting should be placed to mitigate security concerns, especially in parking lots, pedestrian paths, outdoor gathering spaces, building entries, and any other pedestrian-accessible areas.

I.C.4.f The placement of light fixtures should not interfere with pedestrian movement.

I.C.5 **Stormwater Management**

I.C.5.a Cisterns and other design features should be used to capture, store, and reuse stormwater.



I.C.5.b The amount of paved area dedicated to parking should be minimized.

I.C.5.c Stormwater detention features should be used to minimize runoff into streets and parking lots. Stormwater detention features include drainage swales and detention basins.

I.C.5.d Stormwater runoff from roofs should be diverted to vegetated swales or detention areas rather than storm drains

I.C.5.e The most restrictive C-3 requirements shall be used for the design of post construction stormwater management systems for projects. This also includes employing Best Management Practices (BMPs) for and during construction.

I.C.5.f Low Impact Development should be encouraged through BMPs, as recommended by resources from the Santa Clara Valley Urban Runoff Pollution Prevention Program (www.scvurppp-w2k.com).

I.C.5.g These guidelines should be consistent with Municipal Regional Permit Requirements per NPDES Permit Number CA5612008.

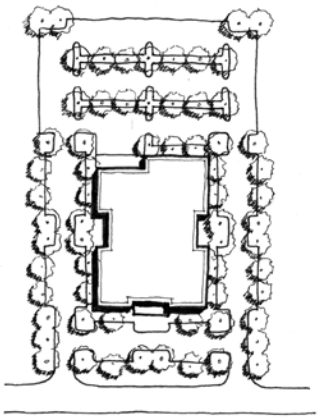
II. R&D/INDUSTRIAL STANDARDS AND GUIDELINES

This section provides the standards and guidelines for all research and development (R&D) and industrial development in the Plan Area. These standards and guidelines are intended to create a functional, attractive environment for new R&D and industrial redevelopment in Ravenswood.

R&D development refers to facilities for scientific or technical research, often including space for small-scale manufacturing of prototypes or finished products. Industrial development refers to facilities for a wide variety of manufacturing, wholesaling, and storage activities.

II.A Site Planning

These standards and guidelines are intended to ensure that new development uses an efficient and functional arrangement of R&D and industrial buildings and site components. They are also intended to ensure that projects contribute to a cohesive urban design for the Plan Area as a whole, while still allowing for creative flexibility from project to project.



II.A.1 **Building Orientation**

II.A.1.a Wherever possible, the main office and visitor entrance should be oriented towards the street.

II.A.2 **Environmental Influences**

II.A.2.a If practical, buildings should be oriented to the sun in a way that provides natural heating and daylighting and maximizes energy efficiency.

II.A.2.b If practical, site planning should take advantage of natural winds by placing buildings so that door and window openings are oriented to the prevailing wind direction.

II.A.2.c New buildings should incorporate on-site renewable energy systems such as solar panels, other photovoltaic systems, and wind turbines where practical.

II.A.3 Pedestrian Access

II.A.3.a All buildings should be connected to the public sidewalk by a clearly delineated path or walkway.

II.A.3.b Primary routes for pedestrian circulation should provide universal access wherever possible by minimizing the number of steps and level changes.

II.A.3.c Design cues should be provided along pedestrian connections to help demarcate the transition between public and private spaces. Design cues include a change in colors, materials, landscaping, or the dimensions of the space.

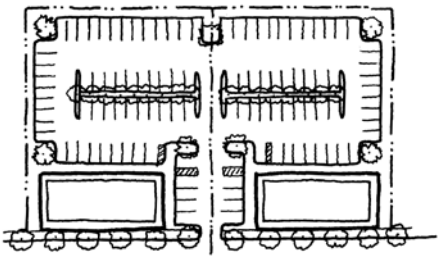
II.A.4 Internal Open Space

II.A.4.a Buildings should be arranged to create well-defined areas for plazas, green spaces, and pedestrian facilities.

II.A.4.b Employees should be provided with break and gathering spaces that are an adequate size and are located in areas buffered from vehicle traffic and circulation.

II.A.5 Vehicle Access

II.A.5.a Access drives shall be designed to provide sufficient vehicle stacking during peak traffic hours without impacting internal circulation or the adjoining street.



II.A.5.b Buildings and parking should be sited to maximize opportunities for shared parking, shared access entries, and shared driveways, and to minimize the number of curb cuts along the sidewalk.

II.A.5.c Access points should be limited to the minimum number that is necessary to serve the property. Wherever possible, access driveways should connect to minor streets rather than arterials or collectors.

II.A.5.d Driveway width should be minimized to the extent possible. If a driveway must accommodate large vehicles, such as delivery trucks, it should provide the minimum width that can accommodate the effective turning radius of these vehicles.

II.A.5.e Multiple-lot R&D/industrial developments should provide vehicular access to individual lots from an internal street system, rather than creating additional driveways along public street frontages.

II.A.6 **Parking Area Design**

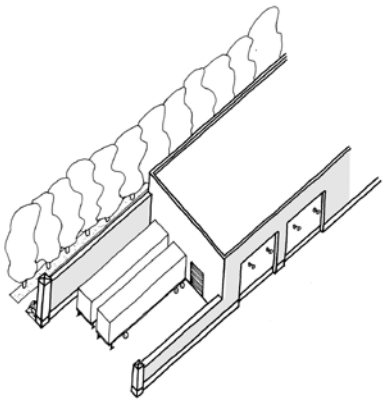
II.A.6.a Pedestrian circulation paths should be fully accessible and should connect parking areas to adjoining streets and buildings.

II.A.6.b Large surface parking areas should be divided into smaller units to minimize visual impacts associated with large expanses of pavements and vehicles.

II.A.6.c Landscaping should be used in parking areas to provide shade and aesthetic enhancement.

II.A.6.d Where parking lots are adjacent to streets, low walls or fences and appropriately varied landscaping should be used to provide a visual buffer. Visual access into the site should be maintained to deter unwanted activity.

II.A.6.e Where parking lots are adjacent to residential uses, appropriate fences, walls, and landscaping should be provided to create a buffer around the sides of the site that are adjacent to residential uses.



II.A.7 **Service and Delivery Areas**

II.A.7.a Street-side loading shall be prohibited unless the loading dock is set back at least 70 feet from the street; is screened with materials that have a similar color, texture, roof style, and architectural detailing to the overall site and building design; and is screened by an opaque screen up to a height of 8 feet.

II.A.7.b On-site queuing space shall be provided for vehicles waiting to be unloaded.

II.A.7.c Outdoor storage, including company-operated vehicles other than passenger vehicles, shall be screened from public view using any combination of walls, berms, and landscaping.

II.A.7.d Refuse areas shall be screened from public view.

II.A.7.e Refuse areas shall be designed to fit the number of trash and recycling bins required to accommodate all waste generated by building users.

II.A.7.f Refuse enclosures shall be constructed of durable materials with a similar color, texture, roof style, and architectural detailing to the overall site and building design.

II.A.7.g Refuse areas shall be designed to accommodate truck access.

II.A.7.h Wherever possible, the impact of service, delivery, and storage areas should be mitigated by locating these areas on the sides or backs of

buildings, away from public streets and pedestrian circulation. An exception to this rule is that where R&D/industrial uses are adjacent to residential uses, these areas should be located away from the residential uses.

II.A.7.i Limited visibility should be provided into service, delivery, and storage areas to avoid creating hiding places.

II.A.8 **Utilities and Backflow Preventers**

II.A.8.a Utility cabinets and meters shall be contained in the building or otherwise fully screened from public view.

II.A.8.b Backflow prevention devices shall be fully screened from public view through the use of landscaping, berms, low walls, or other screening techniques.

II.B Building Design

The standards and guidelines in this section are intended to ensure that the appearance and details of new R&D/industrial buildings create a functional and aesthetically pleasing environment. This section also includes guidance to ensure that new development makes efficient use of resources and follows environmentally sensitive design practices.

II.B.1 **Massing**

II.B.1.a Buildings should be designed with the human scale in mind, incorporating overhangs, changes in wall planes and building height, vertical elements, and other architectural features to break up the bulk of a single building and provide visual interest.

II.B.1.b All street-facing sides of a building should be treated with variations in massing and articulation.

II.B.2 **Façades**

II.B.2.a Building façades should be designed to have a distinct base, middle, and top.

II.B.2.b Façades should incorporate structural or design elements to break large expanses into smaller parts. Windows, doors, and other openings should be designed to help implement this principle.

II.B.2.c Regardless of construction type, development should include decorative façade treatments that minimize the sense of a boxy, "tilt-up" style building.

II.B.3 **Entries**

II.B.3.a Main building entrances should be emphasized by architectural features that give them prominence

II.B.3.b Architectural detailing and materials should be used to distinguish between visitor and employee/service entries.

I.A.9 **Windows**

II.B.3.c On façades that face a public street, windows that provide views into active interiors should be used, and long stretches of blank walls should be avoided wherever possible.

II.B.3.d Recessed windows are strongly encouraged. Other means of accentuating the windows, such as distinctive color treatments, should also be considered in order to create a sense of depth on the façade.

II.B.3.e Non-reflective coatings, low-emissivity glass, and external shade devices should be used for heat and glare control.

II.B.4 **Materials**

II.B.4.a Materials should be chosen to respect the climate and traditions of the surrounding area.

II.B.4.b Genuine materials should be used rather than simulated materials. Where one building material is used to simulate another, it should be used in a way that is in keeping with the character and properties of the material being simulated.

II.B.4.c The colors and materials used on the exterior of a building should adhere to an appropriately varied palette.

II.B.5 **Roofs**

II.B.5.a The shape of a building's roof should reflect the overall architecture of the building.

II.B.5.b All roof-mounted mechanical, electrical, and external communication equipment, such as satellite dishes and microwave towers, should be screened from public view and architecturally integrated into the building design.

II.B.6 **Signage**

II.B.6.a Wall signs that project from the wall shall be designed as individual letters and icons directly attached to a building façade, rather than as a "box" sign with a single background and frame attached to a building.

II.B.6.b Signs should be designed to be easily legible. Legibility can be optimized by providing high contrast between the sign content ant its background.

II.B.6.c Signs attached to a building should be designed as integral components of the building in terms of size, shape, color, texture, and lighting and should not cover or obscure the architectural features of a building.

II.B.7 **Green Building Components**

II.B.7.a Building materials should be chosen based in part on their durability.

II.B.7.b Materials that incorporate recycled content should be used where appropriate.

II.B.7.c Materials produced within a 500-mile radius of East Palo Alto should be used where possible.

II.B.7.d Wood products that have been harvested and produced according to Forest Stewardship Council (FSC) requirements should be used where possible.

II.B.7.e Cool roofing materials should be used to maximize energy savings. Cool roofing materials have a high reflectivity and emissivity; they reflect the sun's rays from the roof (reflectivity) and radiate away any absorbed heat (emissivity).

II.B.7.f Construction waste should be recycled, salvaged, or reused rather than disposed of in landfills or incinerators. Materials such as excavated soil or concrete should be reused on-site where possible.

II.B.7.g Recycling should be encouraged by providing appropriate and convenient recycling facilities, including a recycling collection area

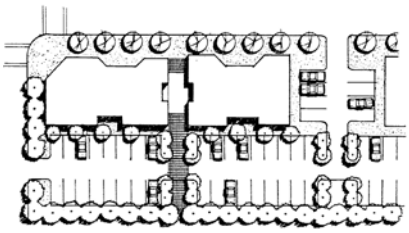
that serves the entire building and provides space for the collection and separation of recyclable materials.

II.C Landscape Design

The standards and guidelines in this section are intended to ensure that the overall design of landscaped areas contributes to the enjoyment and comfort of a building's users. This section also outlines ways in which water and energy resources can be conserved in order to create a more sustainable development.

II.C.1 Landscape Function

II.C.1.a Landscaping should be used to activate building façades; soften building contours; highlight important architectural features; screen less-attractive elements; add color, texture, and visual interest; and provide shade.



II.C.1.b Landscaping should be used at the edges of paths and open space areas to help define the spatial organization of the site.

II.C.1.c Landscaping should be designed to help define the perimeter of the property.

II.C.2 Tree/Plant Palette

II.C.2.a Plants should be chosen that are well-adapted to the climate of East Palo Alto. These plants may include native or other drought-resistant plants.

II.C.2.b The amount of turf in landscaping should be minimized, and alternatives to turf should be used where practical.

II.C.2.c Trees with leafy canopies should be used to provide shade for sidewalks and buildings.

II.C.3 Fences and Walls

II.C.3.a Fences and walls that are tall enough to obscure buildings shall not be used between a building's front façade and public rights-of-way. Exceptions shall be made for fences and walls that are necessary to screen maintenance or service areas.

I.A.9.a Fences and walls that enclose the rear part of a site shall have a return that meets the side of a building, rather than simply surrounding the building.

II.C.3.b Coated chain-link fencing shall not be used except where it is not visible from public rights-of-way. Uncoated chain-link fencing and barbed-wire or razor-wire fencing shall not be used.

II.C.3.c Fences and walls should generally be semi-transparent. They should be opaque only at interior property lines or where shielding maintenance or service areas.

II.C.3.d Fences or walls that are over 60 feet in length and visible from a public right-of-way should incorporate changes in appearance along their length. This can be achieved through a change in material, texture, or wall plane.

II.C.4 **Exterior Lighting**

II.C.4.a In order to avoid lighting of the night sky, lighting sources shall be kept as low to the ground as possible while ensuring safe and functional levels of illumination.

II.C.4.b Parking lots shall be designed with a greater number of shorter, low-wattage, tightly spaced fixtures rather than a lesser number of taller, higher-wattage fixtures.

II.C.4.c Uplighting of buildings shall be designed to light the building rather than the sky.

II.C.4.d Exterior lighting should be placed to mitigate security concerns, especially in parking lots, pedestrian paths, outdoor gathering spaces, building entries, and any other pedestrian accessible area.

II.C.4.e Exterior lighting should be designed as an integral part of the building and landscape design and should complement and enhance the selected style of the building.

II.C.4.f The placement of light fixtures should not interfere with pedestrian movement.

II.C.5 **Stormwater Management**

II.C.5.a Cisterns and other design features should be used to capture, store and reuse stormwater.

II.C.5.b The amount of paved area dedicated to parking should be minimized.

II.C.5.c Stormwater detention features should be used to minimize runoff into streets and parking lots. Stormwater detention features include drainage swales and detention basins.

II.C.5.d Stormwater runoff from roofs should be diverted to vegetated swales or detention areas rather than storm drains.

II.C.5.e The most restrictive C-3 requirements shall be used for the design of post construction stormwater management systems for projects. This also includes employing Best Management Practices (BMPs) for and during construction.

II.C.5.f Low Impact Development should be encouraged through BMPs, as recommended by resources from the Santa Clara Valley Urban Runoff Pollution Prevention Program (www.scvurppp-w2k.com).

II.C.5.g These guidelines should be consistent with Municipal Regional Permit Requirements per NPDES Permit Number CA5612008.

III. OFFICE STANDARDS AND GUIDELINES

This section provides the standards and guidelines for all office development in the Plan Area. These standards and guidelines are intended to ensure that new office development is of a caliber that attracts numerous successful tenants and establishes Ravenswood as a highly desirable employment center.

Office development refers to buildings that primarily support "white collar" workers, including professional and support staff. Office buildings are typically purpose-built to support workers at desks, as opposed to more flexible R&D buildings where some manufacturing may also take place.

III.A Site Planning

These guidelines are intended to ensure that new development uses an efficient and functional arrangement of office buildings and site components. They are also intended to ensure that projects contribute to a cohesive urban design for the Plan Area as a whole, while still allowing for creative flexibility from project to project.

III.A.1 **Building Orientation**

III.A.1.a Buildings that adjoin a street should be oriented toward the street.

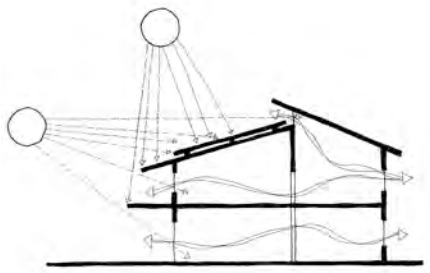
III.A.1.b Buildings should be arranged to be as close to public streets as practical. Large front setbacks are discouraged. Where setbacks do exist, they should be landscaped.

III.A.1.c Visitor entrances to buildings should be clearly visible from a public street.

III.A.1.d Public building frontages should include public art visible to the public that also complements the general building design and character.

III.A.2 Environmental Influences

III.A.2.a Buildings should be oriented to the sun in a way that provides natural Site planning should take advantage of natural winds by placing buildings so that door and window openings are oriented to the prevailing wind direction.



III.A.2.b New buildings should incorporate on-site renewable energy systems such as solar panels, other photovoltaic systems, and wind turbines where practical.

III.A.2.c Buildings should be sited to maximize views from public streets to notable natural features that surround the area, especially the San Francisco Bay and adjoining wetlands.

III.A.3 Pedestrian Access

III.A.3.a All buildings should be connected to the public sidewalk by a clearly delineated path or walkway.

III.A.3.b Primary routes for pedestrian circulation should provide universal access wherever possible by minimizing the number of steps and level changes.

III.A.3.c Design cues should be provided along pedestrian connections to help demarcate the transition between public and private spaces. Design cues include a change in colors, materials, landscaping, or the dimensions of the space.

III.A.4 Internal Open Space

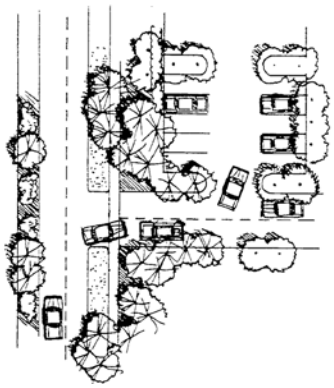
III.A.4.a Buildings should be arranged to create well-defined areas for plazas, green spaces, and pedestrian facilities.

III.A.4.b Publicly accessible plazas and open spaces should be landscaped and should incorporate high-quality paving materials such as stone, concrete, pavers, or brick. These spaces should also incorporate art, furniture, planters, fountains and other similar high-quality amenities.

III.A.4.c Employees should be provided with break and gathering spaces that are an adequate size and are located in areas buffered from vehicle traffic and circulation.

III.A.4.d Encourage the provision of art in internal open space areas.

III.A.4.e Internal open spaces should be designed to allow for maximum solar access and natural sunlight.



III.A.5 **Vehicle Access**

III.A.5.a Access drives shall be designed to provide sufficient vehicle stacking during peak traffic hours without impacting internal circulation or the adjoining street.

III.A.5.b Buildings and parking should be sited to maximize opportunities for shared parking, shared access entries, and shared driveways, and to minimize the number of curb cuts along the sidewalk.

III.A.5.c Access points should be limited to the minimum number that is necessary to serve the property. Wherever possible, access driveways should connect to side streets rather than arterials or collectors.

III.A.5.d Driveway width should be minimized to the extent possible. If a driveway must accommodate large vehicles, such as delivery trucks, it should provide the minimum width that can accommodate the effective turning radius of these vehicles.

III.A.5.e Multiple-lot office developments should provide access to individual lots from an internal street system rather than creating additional driveways along public street frontages.

III.A.6 **Parking Area Design**

III.A.6.a Visitor, short-term, and accessible parking spaces may be provided between building frontages and streets. However, the majority of employee and service parking should be behind buildings.

III.A.6.b Wherever possible, parking lots and structures should be screened with an active use.

III.A.6.c Pedestrian circulation paths should be fully accessible and should connect parking areas to adjoining streets and buildings.

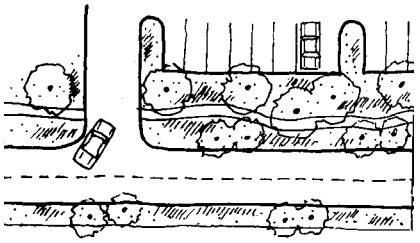
III.A.6.d Large surface parking areas should be divided into smaller units to minimize visual impacts associated with large expanses of pavements and vehicles.

III.A.6.e Buildings and parking should be sited to maximize opportunities for shared parking.

III.A.6.f Landscaping should be used in parking areas to provide shade and aesthetic enhancement.

III.A.6.g The distance from parking spaces to building entries should be minimized.

III.A.6.h Where parking lots are adjacent to streets, low walls or fences and appropriately varied landscaping should be used to provide a visual buffer. Visual access into the site should be maintained to deter unwanted activity.



III.A.6.i Where parking lots are adjacent to residential uses, appropriate fences, walls, and landscaping should be provided to create a buffer around the sides of the site that are adjacent to residential uses.

III.A.7 Parking Structure Design

III.A.7.a The façade of a parking structure should be broken up with vertical elements, such as projecting columns and offset wall planes, as well as variations in color, texture, and materials.

III.A.7.b The structure should have openings on each floor that adequately screen vehicles while creating a sense of transparency.

III.A.7.c The height and bulk of parking structures should be limited so that they are reasonably consistent with adjacent buildings.

III.A.7.d Projecting elements, such as awnings or other architectural details, should be used to highlight pedestrian entrances to the garage.

III.A.7.e Horizontal lines should be used on exterior façades to separate each floor, rather than reproducing the sloping condition of the interior structures.

III.A.7.f Where feasible, parking structures should consider incorporating parking lifts to increase efficiency.

III.A.8 **Service and Delivery Areas**

III.A.8.a On-site queuing space shall be provided for vehicles waiting to be unloaded.

III.A.8.b Outdoor storage, including company-operated vehicles other than passenger vehicles, shall be screened from public view using any combination of walls, berms, and landscaping.

III.A.8.c Refuse areas shall be screened from public view.

III.A.8.d Refuse areas shall be designed to fit the number of trash and recycling bins required to accommodate all waste generated by building users.

III.A.8.e Refuse enclosures shall be constructed of durable materials with a similar color, texture, roof style, and architectural detailing to the overall site and building design.

III.A.8.f Refuse areas shall be designed to accommodate truck access.

III.A.8.g The impact of service, delivery, and storage areas should be mitigated by locating these areas on the sides or backs of buildings away from public streets and pedestrian circulation.

III.A.8.h Loading areas should be located so that trucks being loaded or unloaded do not disrupt circulation within the site.

III.A.8.i Limited visibility should be provided into service, delivery, and storage areas to avoid creating hiding places.

III.A.9 **Utilities and Backflow Preventers**

III.A.9.a Utility cabinets and meters shall be contained in the building or otherwise fully screened from public view.

III.A.9.b Backflow prevention devices shall be fully screened from public view through the use of landscaping, berms, low walls, or other screening techniques.

III.B Building Design

The standards and guidelines in this section are intended to ensure that the appearance and details of new buildings create an aesthetically pleasing, human-scaled environment. This section also includes guidance to ensure new development makes efficient use of resources and follows environmentally sensitive design practices.

III.B.1 **Massing**

III.B.1.a Buildings should be designed with the human scale in mind, incorporating overhangs, changes in wall planes and building height, vertical elements, and other architectural features to break up the bulk of a single building and provide visual interest.

III.B.1.b All sides of a building should be treated with variation in massing and articulation.

III.B.1.c Building massing should be broken up into smaller masses, particularly on upper levels and along street frontages, to avoid large monolithic structures and to allow for eastward view corridors.

III.B.2 **Façades**

III.B.2.a Building façades should be designed to have a distinct base, middle, and top.

III.B.2.b Façades should incorporate structural or design elements to break large expanses into smaller parts. Windows, doors, and other openings should be designed to help implement this principle.

III.B.2.c Regardless of construction type, development should include decorative façade treatments that minimize the sense of a boxy, "tilt-up" style building.

III.B.2.d Any accent materials should be used on all visible façades of the building, not only the front.

III.B.3 **Entries**

III.B.3.a Main building entrances should be emphasized by changes in building mass or height and should include architectural features that give them prominence

III.B.3.b Architectural detailing and materials should be used to distinguish between visitor and employee/service entries.

III.B.4 **Windows**

III.B.4.a On façades that face a public street, windows that provide views into active interiors should be used, and long stretches of blank walls should be avoided wherever possible.

III.B.4.b Recessed windows are strongly encouraged. Other means of accentuating the windows, such as distinctive color treatments, should also be considered in order to create a sense of depth on the façade.

III.B.4.c Non-reflective coatings, low-emissivity glass, and external shade devices should be used for heat and glare control.

III.B.4.d Operable windows, or other means of providing workers with self-controllable access to fresh air, should be used where possible.

III.B.5 **Materials**

III.B.5.a Materials should be chosen to respect the climate and traditions of the surrounding area.

III.B.5.b Genuine materials should be used rather than simulated materials. Where one building material is used to simulate another, it should be used in a way that is in keeping with the character and properties of the material being simulated.

III.B.5.c The colors and materials used on the exterior of a building should adhere to an appropriately varied palette.

III.B.5.d Changes in color as well as materials should be used to differentiate between different components of a building.

III.B.6 **Roofs**

III.B.6.a The shape of a building's roof should reflect the overall architecture of the building.

III.B.6.b If appropriate to the building's architectural style, the roofline should be strengthened with cornice or parapet detailing on flat roofs, or detailing around the eaves on sloped roofs.

III.B.6.c All roof-mounted mechanical, electrical, and external communication equipment, such as satellite dishes and microwave towers, should be screened from public view and architecturally integrated into the building design.

III.B.7 **Signage**

III.B.7.a Wall signs that project from the walls shall be designed as individual letters and icons directly attached to a building façade, rather than as

a "box" sign with a single background and frame attached to a building.

III.B.7.b Signs should be designed to be easily legible. Legibility can be optimized by providing high contrast between the sign content ant its background.

III.B.7.c Signs attached to a building should be designed as integral components of the building in terms of size, shape, color, texture, and lighting and should not cover or obscure the architectural features of a building.

III.B.8 **Green Building Components**

III.B.8.a Building materials should be chosen based in part on their durability.

III.B.8.b Materials that incorporate recycled content should be used where appropriate.

III.B.8.c Materials produced within a 500-mile radius of East Palo Alto should be used where possible.

III.B.8.d Wood products that have been harvested and produced according to Forest Stewardship Council (FSC) requirements should be used where possible.

III.B.8.e Cool roofing materials should be used to maximize energy savings. Cool roofing materials have a high reflectivity and emissivity; they reflect the sun's rays from the roof (reflectivity) and radiate away any absorbed heat (emissivity).

III.B.8.f Construction waste should be recycled, salvaged, or reused rather than disposed of in landfills or incinerators. Materials such as excavated soil or concrete should be reused on-site where possible.

III.B.8.g Recycling should be encouraged by providing appropriate and convenient recycling facilities, including a recycling collection area that serves the entire building and provides space for the collection and separation of recyclable materials.

III.C Landscape Design

The standards and guidelines in this section are intended to ensure that the overall design of landscaped areas contributes to the enjoyment and comfort of a building's users. This section also outlines ways in which water and energy resources can be conserved in order to create a more sustainable development.

III.C.1 **Landscape Function**

III.C.1.a Landscaping should be used to activate building façades; soften building contours; highlight important architectural features; screen less attractive elements; add color, texture, and visual interest; and provide shade.

III.C.1.b Landscaping should be used at the edges of paths and open space areas to help define the spatial organization of the site.

III.C.1.c Landscaping should be designed to help define the perimeter of the property.

III.C.2 **Tree/Plant Palette**

III.C.2.a Plants should be chosen that are well-adapted to the climate of East Palo Alto. These plants may include native or other drought-resistant plants.

III.C.2.b The amount of turf in landscaping should be minimized, and alternatives to turf should be used where practical.

III.C.2.c Trees with leafy canopies should be used to provide shade for sidewalks and buildings.

III.C.3 **Fences and Walls**

III.C.3.a Fences and walls that are tall enough to obscure buildings shall not be used between a building's front façade and public rights-of-way. Exceptions shall be made for fences and walls that are necessary to screen maintenance or service areas.

III.C.3.b Fences and walls that enclose the rear part of a site shall have a return that meets the side of a building, rather than simply surrounding the building.

III.C.3.c Chain-link fencing and barbed-wire or razor-wire fencing shall not be used.

III.C.3.d Fences and walls should generally be semi-transparent. They should be opaque only at interior property lines or where shielding maintenance or service areas.

III.C.3.e Fences or walls that are over 60 feet in length and visible from a public right-of-way should incorporate changes in appearance along

their length. This can be achieved through a change in material, texture, or wall plane.

III.C.4 Exterior Lighting

III.C.4.a In order to avoid lighting of the night sky, lighting sources shall be kept as low to the ground as possible while ensuring safe and functional levels of illumination.

III.C.4.b Parking lots shall be designed with a greater number of shorter, low-wattage, tightly spaced fixtures rather than a lesser number of taller, higher-wattage fixtures.

III.C.4.c Uplighting of buildings shall be designed to light the building rather than the sky.

III.C.4.d Exterior lighting should be designed as an integral part of the building and landscape design and should complement and enhance the selected style of the building.

III.C.4.e Exterior lighting should be placed to mitigate security concerns, especially in parking lots, pedestrian paths, outdoor gathering spaces, building entries, and any other pedestrian-accessible area.

III.C.4.f The placement of light fixtures should not interfere with pedestrian movement.

III.C.5 Stormwater Management

III.C.5.a Cisterns and other design features should be used to capture, store and reuse stormwater.

III.C.5.b The amount of paved area dedicated to parking should be minimized.

III.C.5.c Stormwater detention features should be used to minimize runoff into streets and parking lots. Stormwater detention features include drainage swales and detention basins.

III.C.5.d Stormwater runoff from roofs should be diverted to vegetated swales or detention areas rather than storm drains.

III.C.5.e The most restrictive C-3 requirements shall be used for the design of post construction stormwater management systems for projects. This also includes employing Best Management Practices (BMPs) for and during construction.

III.C.5.f Low Impact Development should be encouraged through BMPs, as recommended by resources from the Santa Clara Valley Urban Runoff Pollution Prevention Program (www.scvurppp-w2k.com).

III.C.5.g These guidelines should be consistent with Municipal Regional Permit Requirements per NPDES Permit Number CA5612008.

IV. COMMUNITY FACILITY DESIGN GUIDELINES

This section provides guidelines for the design of community facilities, such as schools, City and County office buildings, libraries, and community centers. While these guidelines are advisory, not mandatory, the City will strive to ensure that they are implemented as it plans new buildings and works with other government agencies.

IV.A.1 Community facilities should be designed to be memorable buildings that the community can recognize and be proud of.

IV.A.2 The construction of community facilities should exhibit the highest quality of craftsmanship.

IV.A.3 Community facilities should include materials, thematic elements, and other design features that reflect the unique architectural, cultural, historical, and ecological characteristics of East Palo Alto.

IV.A.4 Public art should be incorporated into the design of new community facilities. Where appropriate, this public art should address important issues or themes that are relevant to the neighborhood or community.

IV.A.5 Community facilities should be connected to other community destinations, such as parks and schools, by a clear network of pedestrian and bicycle routes.

IV.A.6 The primary entrance of a community facility should be oriented towards a public street or plaza. If possible, there should be a single point of entry that is accessible for everyone regardless of their level of mobility.

IV.A.7 Where appropriate, public open spaces should be created adjacent to community facilities to promote community gatherings.

IV.A.8 Community members should be involved with the design of new community facilities.

APPENDIX B

ADDITIONAL DEVELOPMENT STANDARDS

This chapter provides additional standards for new development and renovations in Ravenswood/4 Corners, along with procedural requirements for certain development approvals. The standards in this chapter are in addition to those in Chapter 6 of this Specific Plan.

Bird-Safe Building Standards

This section provides development requirements that are intended to reduce the number of bird strikes against buildings.

Applicability

A. The standards in this section apply to development located less than 300 feet from an open space that meet the following criteria:

   i. The open space has an area of at least two acres.

   ii. The open space is open water or wetlands, or it is dominated by vegetation, including vegetated landscaping.

B. The standards in this section shall apply only to the following:

   i. New construction, other than attached or detached single family homes.

   ii. Building additions that create a bird hazard, as described in this section other than attached or detached single family homes. Building additions are required only to mitigate bird hazards on the new building addition.

   iii. The replacement of 50 percent or more of the glazing on an existing bird hazard, as defined in this section.

C. The standards in this section shall not apply to detached or attached single-family homes.

Definitions

For the purposes of this section, the following definitions shall apply:

Bird hazard. Specific aspects of a building that pose a danger to birds in flight, either because of the building's location or because of building features that increase the risk of bird-building collisions.

Façade collision zone. The portion of a building that is most likely to sustain bird strikes from local and migrant birds. This portion includes the building façade, beginning at grade and extending upwards for 60 feet. It also includes glass façades that are adjacent to landscaped roofs with an area of at least two acres, and that extend upwards at least 60 feet from the roof level.

Feature collision zone. Any building feature other than a building façade that has an unbroken glazed segment at least 24 square feet in area. Includes free-standing glass walls, wind barriers, skywalks, balconies, and rooftop greenhouses.

Bird-Safe Glazing Treatments

A. Bird-safe glazing treatments shall be used within the façade collision zone such that no more than 10 percent of a building façade consists of untreated glazing.

B. Bird-safe glazing treatments shall be used on the entirety of a façade collision zone's glazing.

C. Bird-safe glazing treatments may include any of the following:

   i. Fritting.

   ii. Netting.

   iii. Permanent stencils.

   iv. Frosted glass.

   v. Exterior screens.

   vi. Physical grids placed on the exterior of glazing.

   vii. Ultraviolet (UV) patterns visible to birds.

D. Bird-safe glazing treatments shall include vertical elements that are at least one-quarter inch wide, with a minimum spacing of four inches. In addition, treatments shall include horizontal elements that are at least one-eighth inch wide, with a maximum spacing of two inches.

Lighting

All lighting shall be shielded. No uplighting shall be used.

Wind Generation

Any wind-generation device shall be a vertical generator that presents a solid appearance.

Modifications

The requirements of this section may be modified through the design review process, provided that other methods are employed to prevent bird strikes.

Transportation Demand Management

Purpose

The purpose of this section is to address the significant effects that this Specific Plan will have on East Palo Alto's circulation system, and to ensure that

employers in the Plan Area provide employees with incentives to use alternative forms of transportation.

Standards

Development within the Ravenswood Specific Plan Area is subject to the provisions of Chapter 10.32 of the East Palo Alto Municipal Code (Transportation Systems Management Plan) except that the threshold for employer transportation system management as contained in §10.32.040.B.3. apply to any business or business complex of 50 or more employees. This standard is in addition to existing City/County Association of Governments of San Mateo County (C/CAG) policy that requires projects that generate more than 100 net peak hour trips on the Congestion Management Plan (CMP) roadway network to mitigate the effects of the project on the CMP roadway network.

Vehicle Parking Reductions

Nothwithstanding other provisions, this section provides for reductions in the minimum amount of required vehicle parking.

The parking reductions in this section shall not be combined. Instead, the largest of the allowable reductions shall apply.

Shared Parking

A. Two or more uses may share a parking facility, provided:

   i. Their main entrances are within 300 feet of the parking facility.

   i. They record a shared parking agreement guaranteeing maintenance, establishing hours of operation, and specifying the length of the shared parking agreement.

   ii. Receive an Administrative Use Permit allowing the shared parking arrangement. The Administrative Use Permit shall include the terms of the shared parking agreement as conditions of approval.

B. Two or more uses may apply for a shared parking reduction, subject to an Administrative Use Permit, if either of the following conditions apply:

   i. The uses attract vehicle traffic at different hours of the day or on different days of the week.

ii. Visitors are likely to park their car once, then patronize more than one of the uses.

iii. The total reduction in parking does not exceed 20 percent.

C. An Administrative Use Permit application for a shared parking reduction shall include all of the following:

i. A description of each use that is to share the parking spaces, including the expected hours of operation for each use.

i. The proposed number of parking spaces to be provided.

ii. Evidence that the proposed number of parking spaces will be adequate to serve the proposed uses.

D. If a change of use is proposed for an establishment that has received a shared parking reduction, and the proposed new use is not explicitly allowed by the Administrative Use Permit, prior to the change in use, the establishment shall:

i. Obtain a new Administrative Use Permit that includes the proposed use.

ii. Provide evidence that the minimum parking requirements can be met without a shared parking reduction.

Unbundled Parking Costs

A. Any mixed-use or residential development may "unbundle," or separate, the lease rate or purchase price of an off-street residential parking space from the lease rate or purchase price of the associated dwelling unit, provided that a minimum of one space be included or the parking is held and managed by a homeowners or property owners association in perpetuity.

B. For a development that includes 10 or more dwelling units, and that unbundles parking costs for all dwelling units, the minimum parking requirement for those units may be reduced by up to 10 percent. This reduction shall be subject to an Administrative Use Permit.

Credit for On-street Parking

For non-residential uses, and for the commercial component of a mixed-use building, any on-street parking space that is adjacent to a development may be counted towards the minimum off-street parking requirement for that development.

Tandem Parking

For single-family attached or detached dwellings, two required parking spaces may be combined into a tandem parking space, in which one parked car is located behind another and the rear car must exit the parking space before the front car can move.

Split Zoning

For parcels that fall under multiple zoning classifications, development proposals should be reviewed by the Director to determine that the proposal is consistent with the goals and policies set forth in the Specific Plan.

Review procedures, generally

Administrative Design Review

(a) An Administrative Design Review Permit shall be required for any of the following types of development:

(1) New building(s) or additions resulting in more than 10-percent increase in floor area (2) Modification (other than paint color) of the exterior of a building façade visible from a public street or pathway;

(3) Modification of a parking lot layout or circulation pattern;

(4) Modification of landscaping involving the replacement of more than 50-percent of the landscape material or landscape planters.

(b) An Administrative Design Review Permit is intended to provide a streamlined process to determine that the project is complying with the development standards and design criteria contained in the Ravenswood Specific Plan (RSP). Focus of ADR will be on colors, materials, architectural, design and placement of the physical characteristics of a project, as well as compliance with design requirements described in the RSP. Evaluation shall be in accordance with the RSP and the Municipal Code.

(c) ADR submittal shall be as follows:

(1) An application for ADR may be submitted by the property owner or by an agent on the owner's behalf.

(2) The application shall be made to the Community Development Department on a form provided by the City and with all applicable fees and submittal materials.

(3) If the ADR is submitted concurrent with a request for a division of land, an application for a land division permit shall be submitted with the application for Design Review. Approval of the Design Review shall not become effective until final approval of the land division permit; provided, that if the land division is proposed in phases, the approval of the Design Review shall take effect upon final approval of the phase of the land division containing the property on which the Design Review is to be located.

(4) The Director shall be the final decision-maker for ADR. The Director shall render a decision on the ADR application by issuing a Notice of Decision, without a public hearing, based on findings below and subject to conditions necessary to make the use compatible with surrounding uses. The Director shall approve, deny or conditionally approve the Design Review within the time frame established by State law. If the design is not consistent with the findings, the application for Design Review shall be denied. Appeals shall be to the Planning Commission in accordance with Chapter 30 of the Zoning Ordinance. The Director shall first send a written notice of filing of an ADR application to each of the adjacent property owners, as well as property owners across the street from the site's boundaries, as shown by the latest available assessment roll of the County of San Mateo. The notice shall advise these property owners that an application has been filed, describe the proposed project and indicate where the plans and materials can be viewed. The City shall provide a minimum 15 days for the public to review and comment on materials.

(5) The Director in his/her sole discretion may refer the ADR to the Planning Commission instead of making a decision on the application. In such event, the Commission shall consider the Design Review at a public hearing. Appeal shall be to the Council in accordance with Chapter 30 of the Zoning Ordinance. The Planning Commission and Council shall apply the standards set forth in this chapter in acting on the ADR.

Development of the use or project shall not be carried out until the applicant has secured all the permits and approvals required by this title, the Code and County, State, Federal, or other agencies.

(d) Required Findings for ADR. When considering applications for ADR, the Director shall evaluate the impact of the Design Review on and its compatibility with surrounding properties and neighborhoods to ensure the appropriateness of the development and make the following findings:

(1) The proposed development is consistent with the goals and policies embodied in the adopted General Plan and the general purpose and intent of the applicable district regulations;

(2) The proposed development is consistent with the Ravenswood Design Guidelines set forth in the Ravenswood Specific Plan, including the Street Right-of-Way Standards and Guidelines, and the Design Standards set forth in Appendix A.

(3) The proposed development is compatible with the RSP and implements and preserves the land use and design goals of the RSP.

(4) The proposed development will include improvements or modifications consistent with the RSP that are intended to mitigate or address potential adverse effects to adjacent developments or neighborhoods such as traffic, noise, odors, visual nuisances, or other similar adverse effects. These improvements or modifications may include but shall not be limited to the placement or orientation of buildings and entryways, parking areas, buffer yards, and the addition of landscaping, walls, or both.

(5) Consistent with the Ravenswood Specific Plan, the proposed development incorporates roadway improvements, traffic control devices or mechanisms, or access restrictions to control traffic flow or divert traffic as needed to reduce or eliminate development impacts on surrounding neighborhood streets;

(6) The proposed development incorporates features to minimize adverse effects including visual impacts of the proposed development on adjacent properties:

(a) Harmony and proportion of the overall design and the appropriate use of materials;

(b) The suitability of the architectural style for the project; provided, however, it is not the intent of this section to establish any particular architectural style;

(c) The sitting of the structure on the property, as compared to the sitting of other structures in the immediate neighborhood;

(d) The size, location, design, color, number, and lighting.

(7) The proposed development complies with all additional standards imposed on it by the particular provisions of this chapter, design standards contained in the RSP, any City architectural guidelines, development and public improvement standards, and all other requirements of the City of East Palo Alto Municipal Code applicable to the proposed development; and

(8) The proposed development will not be materially detrimental to the public health, safety, convenience and welfare or result in material damage or prejudice to other property in the vicinity.

(9) If a Fiscal Impact Report is required, the project shall demonstrate a net positive impact on the City's General Fund.

Use Permits

Purpose of Conditional Use and Administrative Use Permits.

The purpose of Use Permits are to insure the proper integration of uses which, because of their special nature, may be suitable only in certain locations or zoning districts or only provided that such uses are arranged or designed in a particular manner.

Authority to impose conditions.

The Director or the Planning Commission, as provided in the RSP, may approve, conditionally approve, or deny an application for a conditional, or administrative use and, in granting conditional approval, may impose such requirements and conditions with respect to location, sitting, construction,

maintenance, operation, duration, and overall development as may be deemed reasonable and necessary for the protection of adjacent properties and the public interest. The granting of a Use Permit shall not exempt the applicant from complying with the requirements of other provisions of the RSP, the Municipal Code, including Design Review, the Building Code, or any other applicable requirements of this title or Code, or other local, State, or Federal requirements.

Administrative Use Permits.

The Director is authorized to issue Use Permits for all uses designated in Table 6-1 of the RSP as being subject to the issuance of an Administrative Use Permit subject to the following procedures.

(1) An application for an Administrative Use Permit may be submitted by the property owner or by an agent on the owner's behalf.

(2) The application shall be made to the Community Development Department on a form provided by the City and with all applicable fees and submittal materials.

(3) The application shall be processed as provided below with the exception that generally no public hearing is required.

(4) If the proposed use requires a division of land, an application for a land division permit shall be submitted in conjunction with the application for a Use Permit. Approval of the Administrative Use Permit shall not become effective until final approval of the land division permit; provided, that if the land division is proposed in phases, the approval of the Administrative Use Permit shall take effect upon final approval of the phase of the land division containing the property on which the specially permitted use is to be located.

(5) Review Procedure.

a) The Director shall send a written notice of the application to each of the adjacent property owners as shown by the latest available assessment roll of the County of San Mateo. The notice shall advise these property owners that a written protest or request for an administrative

hearing, or both, may be filed with the Director within ten calendar days from the date of the notice.

b) If any written protests are filed by adjacent property owners within the time prescribed in the notice, but no request for hearing is made, the Director shall consider these protests in determining whether to approve, conditionally approve, or deny the application and shall render a decision without conducting an administrative hearing.

c) If a request for an administrative hearing is received within the time prescribed in the notice, the Director shall fix a time and place for the hearing and shall give written notice of the hearing to the applicant and the person or persons requesting the hearing. The hearing shall be scheduled within 60 days of a receipt of a request for administrative hearing. Upon the conclusion of the hearing, the Director shall approve, conditionally approve, or deny the application and shall furnish a copy of his or her decision to the applicant and the person or persons who requested the hearing.

Review and Decision on an Administrative Use Permit.

The Director shall be the final decision-maker for Administrative Use Permits. If there is not an administrative hearing, the Director shall render its decision within 60-days of formal notice of application completeness, subject to findings identified below and conditions necessary to make the use compatible with surrounding uses. If the appropriateness of the use cannot be assured at the location, the application for Administrative Use Permits shall be denied as being incompatible with existing uses or uses permitted by right in the district. The decision by the Director may be appealed to the Planning Commission within 15 calendar days after rendition of the decision. Any appeal must be made in writing and shall state how the Director erred or abused discretion.

(a) The Director may refer any Administrative Use Permit application to the Commission for the purpose of processing the same as a Conditional Use Permit in accordance with the public hearing procedures.

Administrative Use Permit Limitations.

(a) Approval of an Administrative Use Permit shall authorize only the particular use for which the permit is issued and may include a limit on time the use may continue.

(b) No use authorized by an Administrative Use Permit shall be enlarged, extended, increased in intensity or relocated unless an application is made to modify the Administrative Use Permit in accordance with the procedures set forth in the RSP.

(c) A new permit is required for new business or activity on the site, including resumption of any business or activity within a structure which has been vacant or abandoned for a period in excess of 90 consecutive calendar days.

(d) Development of the use shall not be carried out until the applicant has secured all the permits and approvals required by this Code and by County, State, Federal, or other agencies.

Conditional Use Permits.

The Planning Commission shall be, and hereby is, authorized to issue Conditional Use Permits for all uses designated in the district regulations of this title as being subject to the issuance of a Conditional Use Permit or in those cases where an application for an Administrative Use Permit has been referred by the Director subject to the following procedures.

Application Procedure for a Conditional Use Permit.

(a) An application for a Conditional Use Permit may be submitted by the property owner or by an agent on the owner's behalf.

(b) The application shall be made to the Community Development Department on a form provided by the City and with all applicable fees and submittal materials.

(c) The application shall be processed as provided in the RSP and the City Zoning Ordinance.

(d) If the proposed use requires a division of land, an application for a land division permit shall be submitted in conjunction with the application for a Conditional Use Permit. Approval of the Conditional Use Permit shall not become effective until final approval of the land division permit; provided, that if the land division is proposed in phases, the approval of the Conditional Use

Permit shall take effect upon final approval of the phase of the land division containing the property on which the specially permitted use is to be located.

(e) The Director shall send a written notice of the application to all property owners within 300 feet of the property as shown by the latest available assessment roll of the County of San Mateo. The written notice shall be sent no later than 10 days before the scheduled Planning Commission meeting.

Review and Decision on a Conditional Permit.

The Planning Commission shall be the final decision-maker for Conditional Use Permits. The Commission shall render its decision, pursuant to Chapter 24 of the City Zoning Ordinance, subject to findings contained in the RSP and conditions necessary to make the use compatible with surrounding uses. If the appropriateness of the use cannot be assured at the location, the application for a Conditional Use Permit shall be denied as being incompatible with existing uses or uses permitted by right in the district. Appeal shall be to the City Council in accordance with the City Zoning Ordinance.

Conditional Use Permit Limitations.

(a) Approval of a Conditional Use Permit shall authorize only the particular use for which the permit is issued and may include a limit on time the use may continue.

(b) No use authorized by a Conditional Use Permit shall be enlarged, extended, increased in intensity or relocated unless an application is made to modify the Conditional Use Permit in accordance with the procedures set forth in this Code.

(c) Development of the use shall not be carried out until the applicant has secured all the permits and approvals required by this title, the Code and County, State, Federal, or other agencies.

(d) A new permit is required for new business or activity on the site, including resumption of any business or activity within a structure which has been vacant or abandoned for a period in excess of 90 consecutive calendar days.

Findings.

When considering applications for an Administrative, or Conditional Use Permit, the Director or Planning Commission shall evaluate the impact of the proposed use on and its compatibility with surrounding properties and neighborhoods to ensure the appropriateness of the use at a particular location and make the following findings:

(a) The proposed use at the specified location is consistent with the policies of the RSP, the General Plan and the general purpose and intent of the applicable district regulations;

(b) The proposed use is consistent with the Ravenswood Design Guidelines set forth in the Ravenswood Specific Plan, including the Street Right-of-Way Standards and Guidelines, and the Design Standards set forth in Appendix A.

(c) The proposed development is compatible with the RSP and implements and preserves the land use and design goals of the RSP.

(d) The proposed development will include improvements or modifications consistent with the RSP that are intended to mitigate or address potential adverse effects to adjacent developments or neighborhoods such as traffic, noise, odors, visual nuisances, or other similar adverse effects. These improvements or modifications may include but shall not be limited to the placement or orientation of buildings and entryways, parking areas, buffer yards, and the addition of landscaping, walls, or both;

(e) Consistent with the Ravenswood Specific Plan, the proposed use incorporates roadway improvements, traffic control devices or mechanisms, or access restrictions to control traffic flow or divert traffic as needed to reduce or eliminate development impacts on surrounding neighborhood streets;

(f) The proposed use incorporates features to minimize adverse effects, including visual impacts and noise, of the proposed special use on adjacent properties;

(g) The proposed use complies with all additional standards imposed on it by the particular provisions of this chapter and all other requirements of this title applicable to the proposed special use and uses within the applicable base zoning district; and

(h) The proposed use will not be materially detrimental to the public health, safety, convenience and welfare, and will not result in material damage or prejudice to other property in the vicinity.

(i) If a Fiscal Impact Report is required, the project shall not have a negative impact on the City's General Fund.

Home Occupation Permit

The purpose of this chapter is to provide opportunities for limited commercial and business activities within the City's residential neighborhoods, provided that such activities are compatible with, and do not detract from, the peace, quiet, character, and quality of residential areas in the RSP

Application procedure.

No home occupation shall be permitted without the prior issuance of a Home Occupation Permit. Applications for a Home Occupation Permit shall be made upon forms furnished by the Community Development Department, and shall be subject to review and approval by the Director. A Home Occupation Permit shall not be required for any activity or operation with an annual income of less than Five Hundred and no/100ths ($200.00) Dollars, or one for which a business license is not required.

Review Criteria

Applications for a Home Occupation Permit shall be processed consistent with Chapter 19 of the Zoning Code.

Similar use determination

The Director may authorize a use not specifically listed within a zoning district if it is determined that the use is similar to other uses permitted in the zoning district provided that the use is not specifically listed in another zoning district.

Determination on unlisted uses

The Director, upon a written request, or the Planning Commission upon referral by the Director may determine whether a use not specifically listed as a use that is principally permitted or specially permitted in a particular zoning district of the City based on similarity of the use to uses already listed in accordance with the following:

(a) Where the term "similar uses permitted by the Director determination" is mentioned within any zone district, it shall be deemed to mean other uses which, in the judgment of the Director as evidenced by a written decision, are similar to and not more objectionable to the general welfare than those uses specifically listed in the same district.

(b) The Director may refer a determination on an unlisted use to the Planning Commission.

(c) The Director or the Planning Commission shall not determine that a use is permitted in a zone when the use is specifically first listed as permissible in a zone district allowing more intensive uses.

(d) The procedures of this chapter shall not be substituted for the amendment procedure as a means of adding new uses to the list of permitted or specially permitted uses.

(e) The Planning Commission may, on its own motion or at the request of any affected party, reconsider and change a written decision regarding uses previously determined by the Planning Commission or Director.

(f) The Director's determination regarding conformance of a use to a zone district may be appealed to the Planning Commission. The Planning Commission's determination regarding conformance of a use to a zone district may be appealed to the Council.

Application procedure

Application for a determination on an unlisted use shall be made in writing to the Director a detailed description of the proposed use and any other

information as may be required to facilitate review of the request, along with the required fee as established by resolution.

Investigation and report

The Director shall prepare a report which will address the following and submit copies to the applicant, Planning Commission, and City Council:

(a) Comparison of the proposed use to the type and intensity of other uses principally permitted or conditionally permitted in the same zone district;

(b) Evaluation of the purpose and intent of that zone district;

(c) Review of the General Plan to compare the proposed use characteristics with the applicable goals and objectives.

Findings

The Director, or Planning Commission upon referral by the Director, shall base the decision upon the following findings:

(a) The use in question is of a similar type and intensity to other principally, administratively, or specially permitted uses in the same zone district.

(b) The use in question meets the purpose and intent of the district in which it is proposed.

(c) The use in question meets and conforms to the applicable policies and maps of the General Plan.

Expiration of Permits

(a) Unless otherwise specifically provided in the RSP, development permits shall automatically expire and become null or void, and all activities pursuant to such permit thereafter shall be deemed in violation of this title, if the applicant:

(1) Fails to inaugurate the project within 12 months of approval or as otherwise provided in the conditions of approval;

(2) Fails to pursue the project to completion;

(3) Fails to satisfy any condition that was imposed as part of the original or revised approval of the development application or that was made pursuant to the terms of any development agreement within the time limits established therein for satisfaction of such condition or term;

(4) Fails to present a subsequent development application required by this title within the time required or as may be required by law; or

(5) Fails to obtain an automatic time extension.

(b) If no time limit for satisfaction of conditions is specified in the original or revised approval of the development application, the time shall be deemed to be two (2) years from the date such approval was granted by the final decision-maker.

Extension procedures

An extension of up to one (1) additional year may be granted by the person or hearing body who originally approved the permit, provided the applicant makes application, files the applicable fee and submits written justification showing good cause for the extension at least forty-five (45) days prior to expiration. Good cause shall include showing diligent work toward completion of the project. Good cause does not include poor lot sales on recorded phases, lack of financing for the subdivision, or delay because of engineering or design problems. No further extension may be granted by the Director or by the final hearing body except as provided by an adopted development agreement or by law, or as allowed by the following automatic extension provisions.

(1) Tolling Agreement

(2) Other Statutory extension provided by the State

Definitions

The following definitions shall be used for the purpose of interpreting all requirements of this chapter.

Agriculture, noncommercial. Any agriculture activity resulting in products that are primarily consumed on-site. "Noncommercial agriculture" shall include beekeeping.

Alcoholic beverage sales. The retail sale of any alcoholic beverage for on-premise or off-premise consumption, subject to the requirements of § 6506 of the Zoning Ordinance.

Animal keeping, noncommercial. The keeping of a limited number of animals without offering animals for sale or hire, overnight boarding of animals for a fee, veterinary services for animals, or any other profit-making activity that involves the keeping of animals.

Animal sales and services—boarding allowed. An establishment that performs on-premise medical and non-medical care of animals, including animal grooming and sales, and that provides facilities for animals to receive overnight care or boarding.

Animal sales and services—no boarding. An establishment that performs on-premise medical and non-medical care of animals, including animal grooming and sales, without any overnight care or boarding of animals.

Automobile Wrecking/Dismantling. Automobile dismantling, automobile wrecking, storage of inoperable automobiles, automobile salvage and "Pick and Pull" lots. See also Section 6507.9.1 of Zoning Code.

Automated teller machine (ATM). A computerized, self-service machine that is used for financial transactions such as deposits, withdrawals, and fund transfers.

Bank or financial service. A financial institution such as a bank, credit agency, or lending institution. Does not include check cashing stores, which are considered a "moderate-impact personal service."

Boardinghouse. A building or portion of a building where sleeping facilities and meals for five or more persons are provided for compensation on a regular basis. Does not include temporary lodging facilities such as a bed and breakfast, hotel, or motel. Boardinghouses are not permitted.

Business support service. An establishment within a completely enclosed building that provides services that are necessary to other businesses, such as blueprinting, computer rental and repair, copying, mailing and mailbox services, messenger services, and temporary employment. Does

not include print shops, which are considered to be "manufacturing and processing" uses.

Child day care center. A non-residential facility that provides non-medical care and supervision of children for periods of less than 24 hours. This definition includes nursery schools, day nurseries, child care centers, infant day care centers, cooperative day care centers, and other similar land uses. It does not include large or small family day care homes.

Class I Bicycle Parking. Bicycle parking that protects an entire bicycle and its components from theft.[1]

Class II Bicycle Parking. Bicycle rack tow which the frame and at least one wheel can be secured with a user-provided U-lock or padlock and cable. [1]

Commercial recreation, indoor. Any establishment that provides indoor entertainment activities as a primary use for a fee or admission charge, including archery ranges, billiard halls as a primary use, bowling alleys, electronic game arcades with four or more machines, shooting galleries, and skating rinks. Does not include establishments such as bars, restaurants, or laundromats that offer gaming tables or machines to their customers as an accessory use. Does not include gymnasiums and similar facilities, which are considered "health/fitness facilities." Does not include adult businesses.

Community use, assembly. An auditorium, theater, or similar indoor facility that is open to the public and is used primarily for the group viewing of films, performances, or presentations at specified dates and times. Includes civic theaters, facilities for live theatrical performances, facilities for sporting events, and concert and movie theaters. Does not include adult businesses.

Community use, non-assembly. A facility that is open to the public and presents displays, exhibits, or other material of cultural interest that are typically available throughout the day, such as an art gallery, aquarium, library, museum, or zoo. Does not include arts and graphics arts studios where art is produced, which are considered "instructional or production studios."

Director. The Community Development Director, or his or her designee.

Drive-through establishment. A building where a customer is permitted or encouraged, either by the design of physical facilities or by the service offered, to be served while remaining seated within a vehicle, including drive-through bank teller windows, dry cleaners, pharmacies, and

[1] Santa Clara Valley Transportation Authority. VTA Bicycle Technical Guidelines. Page 10-14. 2007.

restaurants. A drive-through car wash included as an accessory use to a gas station shall not be considered a "drive-through establishment."

Duplex. A residential structure that contains two dwelling units, each with its own entrance.

Dwelling unit. A residential structure that provides complete, independent living facilities for one or more persons, including permanent provisions for living, sleeping, eating, cooking, and sanitation.

Emergency Shelter. Housing with minimal supportive services for homeless persons that is limited to occupancy of six months or less by a homeless person. No individual or household may be denied emergency shelter because of inability to pay.

Family. One or more persons sharing a dwelling unit in a living arrangement that includes the sharing of living expenses, such as rent or mortgage payments, food costs, and utilities; the maintenance of a single lease or rental agreement for all persons sharing the dwelling unit; or other characteristics indicative of a single household.

Family day care home, large. In accordance with Section 1597.465 of the Health and Safety Code, "large family day care home" means a home that regularly provides care, protection, and supervision of nine to 14 children (including children under the age of ten years who reside in the home) in the provider's own home, for periods of less than 24 hours, while the parents or guardians are away.

Family day care home, small. In accordance with Section 1597.465 of the Health and Safety Code, "small family day care home" means a home that regularly provides care, protection, and supervision of eight or fewer children (including children under the age of ten years who reside in the home) in the provider's own home, for periods of less than 24 hours while the parents or guardians are away.

Food and beverage sales—convenience. A retail establishment with an adjusted gross floor area less than 10,000 square feet, in which the majority of the floor area open to the public is occupied by food products or non-alcoholic beverages that are packaged for consumption away from the store. Includes convenience markets that sell a range of merchandise incidental to food and beverage sales, including household items, newspapers, and magazines. Does not include the sale of alcoholic beverages, which is considered "alcoholic beverage sales."

Food and beverage sales—supermarket. A retail establishment with an adjusted gross floor area of 10,000 square feet or more, in which the majority of the floor area open to the public is occupied by food products or non-alcoholic beverages that are packaged for consumption away from the

store. Does not include the sale of alcoholic beverages, which is considered "alcoholic beverage sales."

Gas station. Any building or site used primarily for the retail sale and dispensing of motor fuels, lubricants and motor vehicle accessories, as well as the rendering of services and minor repairs to vehicles, not including painting, body work, or fender work. A gas station may include food and beverage sales, as well as a car wash, as an accessory use.

General retail. A retail establishment that sells varied merchandise and is not otherwise identified in this chapter as a unique retail use, including antique stores, appliance and electronics stores, beauty supply stores, bicycle stores with incidental repair, bookstores, camera shops with incidental developing, drugstores, department stores, dressmaking shops, florists, hardware stores, picture frame shops, upholstery shops, and any use of like kind or character.

Health/fitness facility. A fitness center, gymnasium, or health and athletic club, which may include any of the following: free weights; a swimming area, sauna, spa or hot tub facilities; indoor or outdoor tennis, handball, or racquetball; and other indoor sport activities.

Instructional or production studio. A small-scale establishment for the instruction or production of art, including dance, painting, photography, music, sculpture, and related arts. The term "instructional or production studio" also includes studios for gymnastics, martial arts, yoga, and similar activities, provided that they do not also offer fitness equipment similar to a "health/fitness facility."

Maintenance and repair. An establishment that provides off-site maintenance or repair services at a client's premises, including heating, ventilation and air conditioning (HVAC) repair; heavy equipment and appliance repair; janitorial services; pest control; and plumbing. Includes services for both commercial and domestic purposes. These services are considered an accessory use when they are offered as part of a larger retail establishment that sells the products being maintained or repaired. Does not include on-site equipment storage, which is not permitted, or "vehicle service and repair."

Manufacturing and processing. The conversion of raw materials or assembly of parts into new products that are primarily sold off-site. Also includes storage and distribution of the goods that are manufactured and processed.

Manufacturing and processing—general. A facility for manufacturing and processing activities where the scale of operations is greater than

"manufacturing and processing—light," but where impacts on surrounding land uses can customarily be mitigated to acceptable levels. Includes clay products manufacturing; metal fabrication and machine welding shops; stone product assembly and fabrication; and wood assembly and woodworking.

Manufacturing and processing—heavy. A facility for manufacturing and processing activities that may need to be significantly isolated from surrounding land uses through setbacks, screening, or other methods in order to avoid unacceptable impacts on its surroundings. Includes heavy machinery manufacturing; large-scale metal coating; large-scale metal pressing and extruding; and other uses that have the potential to generate significant amounts of air emissions, noise, odors, vibration, or similar impacts.

Manufacturing and processing—light. A facility for manufacturing and processing activities that are unlikely to cause impacts on surrounding uses. Includes the following:

a. Artisanal and hand-craft manufacturing. Includes establishments that manufacture artisanal goods or other durable consumer goods by hand or on a small scale, including ceramics and pottery, jewelry, small glass and metal art and craft products, sporting and athletic goods, taxidermy, and toys.

b. Clothing and fabric products. Includes establishments that produce clothing, draperies, textiles, and other products related to the fabrication and assembly of cloth.

c. Electronics and appliance manufacturing. Includes establishments that assemble small-scale electrically powered equipment and fabricate small parts for this equipment, including the assembly of computers, medical devices and small appliances.

d. Food and beverage products. Includes establishments that produce or process foods and beverages for human consumption and primarily for wholesale or distribution purposes, including wholesale bakeries, breweries, butcher shops, candy manufacturing, catering services separate from stores or restaurants, coffee roasting, dairy products manufacturing, frozen food locker rental, and ice production.

e. Photo/film processing lab. Includes establishments that use chemical processes to develop photographic negative film or produce transparencies or prints in large volumes for professional and commercial use. Does not include small-scale processing equipment as an accessory use for a retail business.

f. Printing and publishing. Includes establishments that assemble or produce printed copies by use of letterpress, lithography, screen press, or xerographic copying. Does not include engravers, newspaper presses, offset presses, and similar types of presses, which are considered "manufacturing and processing—general." Does not include consumer-oriented copy shops, which are considered "business support services."

Medical clinic or lab. A facility that provides medical, dental, mental health, surgical, and other personal health services for outpatients on a walk-in basis, including urgent care facilities, as well as medical laboratories that perform X-rays and conduct testing of specimens from walk-in patients. Does not include hospitals or other facilities that provide more intensive emergency or inpatient care.

Medical office. A facility that provides medical, dental, mental health, surgical, and other personal health services for outpatients, where appointments are typically scheduled in advance rather than on a walk-in basis. As an accessory use, may include a medical laboratory that performs X-rays and conducts testing of specimens. Does not include hospitals or other facilities that provide more intensive emergency or inpatient care.

Meeting facility. Any facility used primarily for public or private meetings, excluding "commercial recreation" and "cultural use" establishments. Includes banquet halls, community centers, clubs, houses of worship, lodges, and union halls.

Mixed-use development. A building or development site that accommodates commercial storefronts along with dwelling units, office space, or both. Mixed-use development may be vertical, with one use on top of another in a single building, or horizontal, with two or more uses adjacent to one another.

Multiple-family dwellings. A residential structure that contains three or more dwelling units. This definition includes apartment buildings, residential condominiums, and other similar land uses. Does not include boardinghouses, which are not permitted.

Outdoor storage. The keeping of any materials, including parts and finished products, outside of an enclosed building. Does not include small items displayed for sale in front of a building. Does not include "vehicle depots."

Park or recreational facility. A noncommercial, outdoor recreational facility that is open to the general public and provides active or passive recreational opportunities. May include limited indoor facilities such as meeting spaces, restrooms, and visitor centers.

Parking facility. Any off-street lot or structure that is available for public parking or storage of vehicles, whether for free or for compensation. Does not include parking that is designated for a specific business or group of businesses. Auto wrecking and the storage of inoperable autos are prohibited.

Personal services. An establishment other than a "professional office" that provides services to individuals as a primary use, and that may sell products related to these services as an accessory use.

Personal services, low-impact. A personal services establishment that tends to create minimal adverse impacts for its surroundings, including but not limited to barber shops and beauty salons, clothing rental, dry cleaning services with no on-site dry-cleaning equipment, home electronics repair, laundromats, and non-sexual massage salons and spas.

Personal services, moderate-impact. A personal services establishment that may tend to attract criminal activity or reduce property values when clustered in a group of similar establishments, and that may need to be dispersed in order to reduce these potential negative impacts. Includes check-cashing stores, psychics, and tattoo or body piercing parlors.

Professional office. A place of employment occupied by businesses or municipal agencies that perform professional services. Includes accountants, architects, engineers, graphic designers, insurance agents, lawyers, photographers, and real estate agents. Does not include any separately defined use, such as "medical clinics or labs," "medical offices" or any other facility providing medical care; "animal sales or services"; "bank or financial services"; or "personal services."

Public or quasi-public facility. Any facility owned and operated by the City, county, State, or federal government, or by a public agency, regardless of the use. Any use that is listed as an allowed use for a given district may be provided as a public or quasi-public facility, even if the district does not list "public or quasi-public facility" as an allowed use. Does not include "public utilities."

Public safety facility. A facility operated by a public agency for the purpose of protecting public safety, including ambulance dispatch facilities, fire stations and other fire-fighting facilities, and police stations and dispatch services.

Public utilities—major. Any large-scale facility or equipment that is part of a public utility system, including electrical substations and switching stations, natural gas regulating and distribution facilities, public water system wells, and treatment plants.

Public utilities—minor. Any small-scale facility or equipment used for the local distribution of public utilities, including transmission points, junction boxes and vaults, and other small structures.

Recycling facility. An establishment where bulk quantities of recyclable materials, including metal, paper, plastic, and oil, are collected or processed. Does not include storage containers located on the premises of a commercial or manufacturing use and used solely for the recycling of material generated by that business or manufacturer. Does not include "reverse vending machines."

Research laboratory. A facility for scientific research, including pharmaceutical, chemical, and biotechnology research, or the design, development and testing of electrical, electronic, magnetic, optical, computer, or telecommunications components.

Residential care facility. Facilities providing residential, social, and personal care for children, the elderly, or people with limited ability for self-care, but where medical care is not a major element. This definition includes self-help group homes, transitional housing, orphanages, foster homes, children's homes, congregate care facilities, assisting living facilities, rehabilitation centers, and other similar land uses. Convalescent homes, nursing homes, and similar facilities with intensive medical care services are excluded from this definition.

Restaurant or café, fast service. An establishment that prepares and serves food or beverages for immediate consumption, either on or off the premises; where food may be prepared before a customer places an order; where limited or no table service is provided; and where payment is required prior to consumption. Does not include "food and beverage sales" establishments that include a restaurant or café as an accessory use.

Restaurant or café, full service. An establishment that prepares and serves food or beverages on-site for consumption on-site via table service, and where less than 20 percent of the serving area is set aside for dedicated rooms that are available for rental by private parties. Does not include "food and beverage sales" establishments that include a restaurant or café as an accessory use. Does not include banquet halls, which are considered a "meeting facility."

School, private. A privately owned and operated primary or secondary educational institution offering a curriculum that is comparable to that required in the public schools of the State of California.

School, public. Facilities for primary or secondary education, including elementary, junior high, and high schools, that are supported by public funds and provide tuition-free education to local residents.

Secondhand store. An establishment such as a pawn shop that meets the definition of a "secondhand store" in § 21626 et seq. of the California Business and Professions Code.

Shopping center. A primarily retail-oriented commercial site with at least three separate retail, sales, service, or restaurant tenants that share common on-site pedestrian and parking facilities. Does not include mixed-use development that has multiple commercial tenants on the ground floor of an individual building.

Single-family dwelling. A dwelling unit designed for occupancy by one family.

Single-family dwelling, attached. A multi-story single-family dwelling unit, such as a townhouse or rowhouse, that is attached to at least one other unit and is not located above or below another unit.

Single-family dwelling, detached. A single-family dwelling unit that is not attached to any other single-family dwelling, other than an attached second dwelling unit.

Vehicle depot. A facility that is used primarily for the storage of operative vehicles in a fleet, including associated repair facilities for temporarily inoperative vehicles. Auto wrecking and the storage of inoperable autos are prohibited.

Vehicle service or repair. An establishment that provides any repair, alteration, servicing, towing, restoration, or finishing of any vehicle as a primary use, including body repair, collision repair, muffler and radiator shops, oil change and quick-lube shops, painting, cleaning and detailing, tire and battery sales and installation, and towing. Includes permanent car washes, both self-service and full-service. Does not include repair shops that are part of or on the same site as a vehicle sales establishment or gas station. Auto wrecking and the storage of inoperable autos are prohibited.

Warehousing, wholesaling, and distribution. The provision of facilities used primarily for storing, selling, or distributing goods to retailers, contractors, commercial purchasers or other wholesalers, or to the branch or local offices of a company or organization. Includes shipping depots for nationwide shipping services.

APPENDIX C

FISCAL IMPACT ANALYSIS EXHIBITS AND TABLES

The following pages contain a series of exhibits and tables that were referred to in Chapter Ten, Implementation, of this Specific Plan.

APPENDIX C: FISCAL IMPACT ANALYSIS EXHIBITS AND TABLES

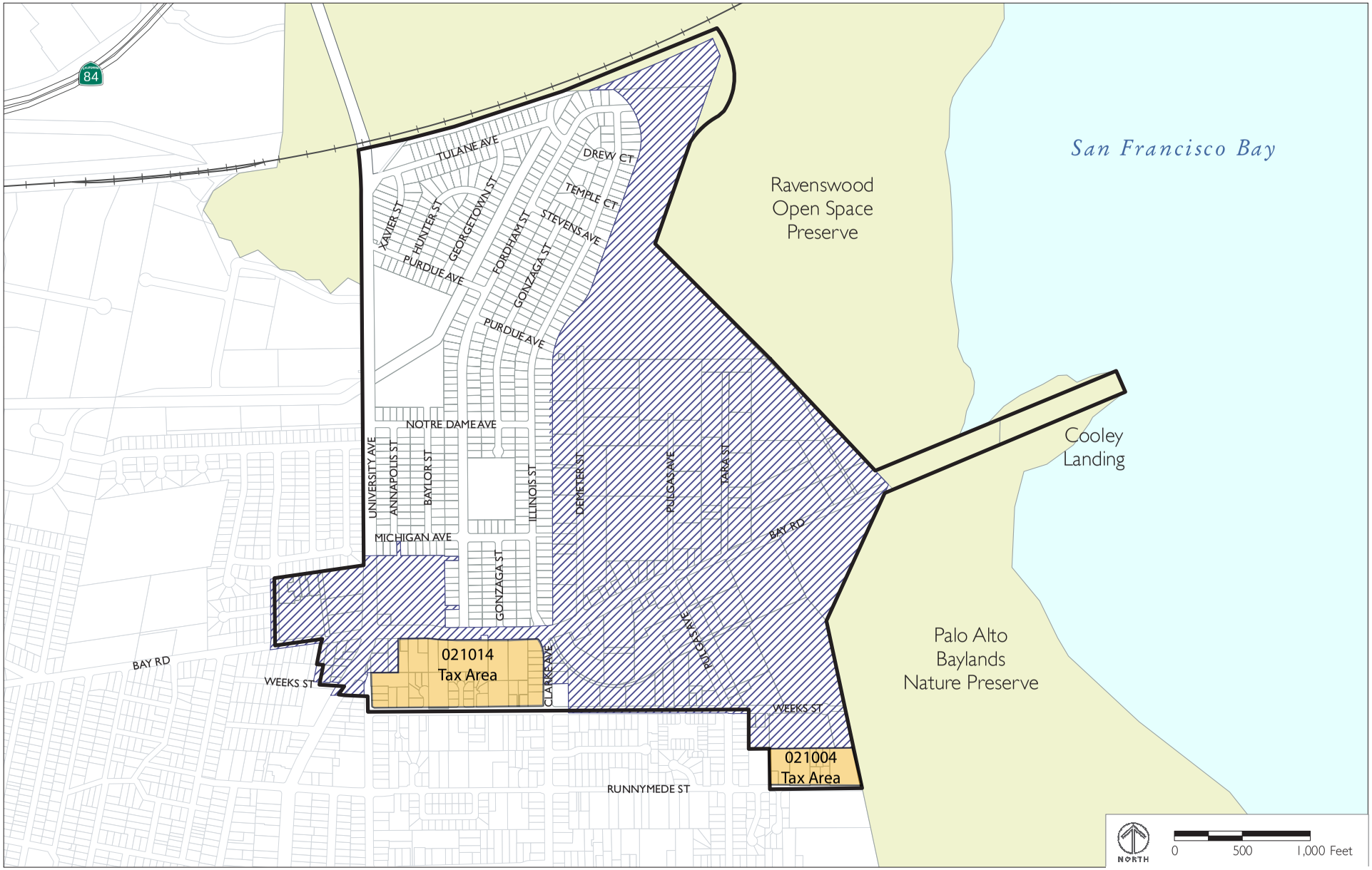
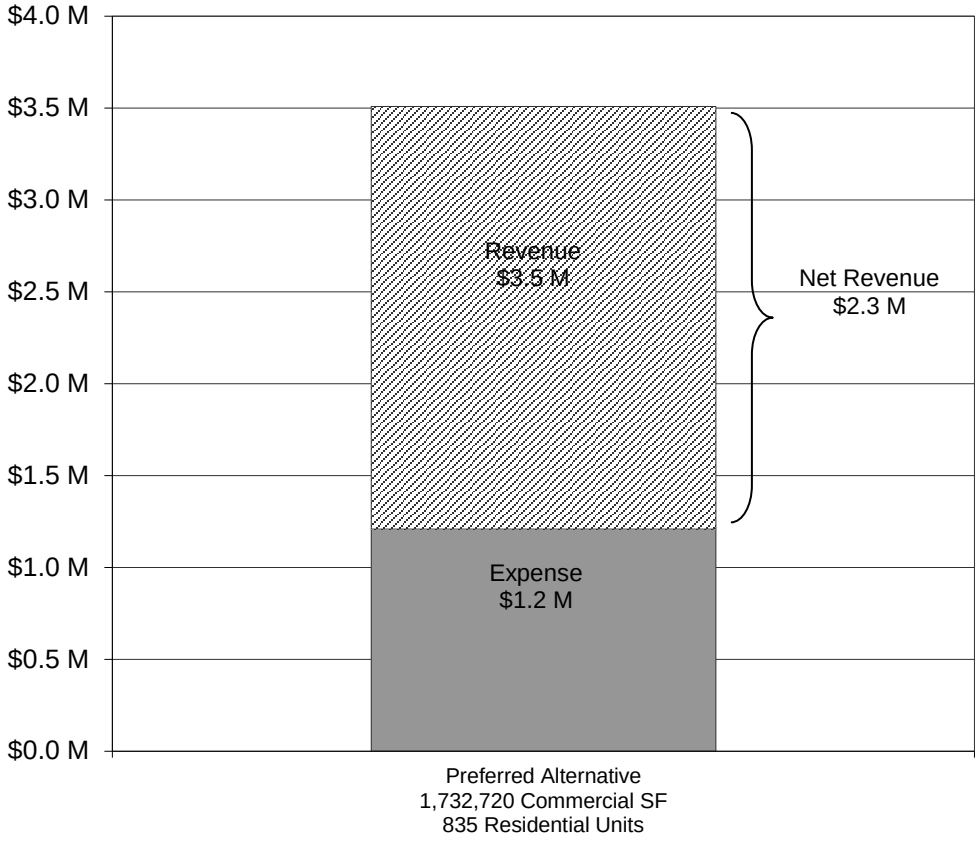


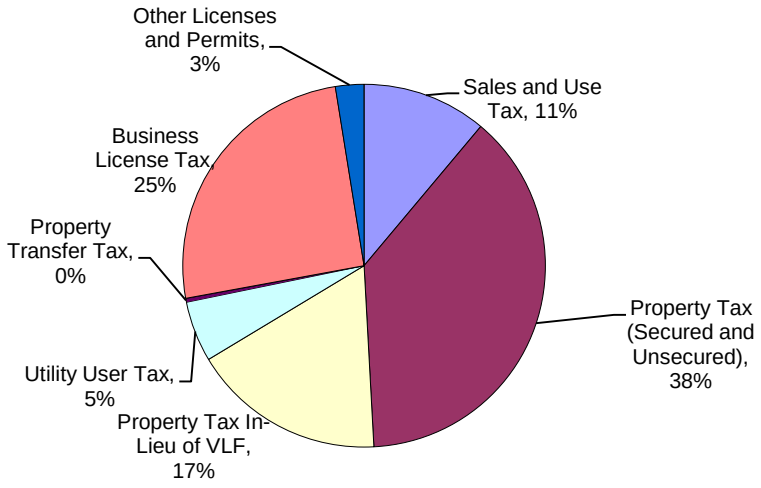
Figure 10-1 Ravenswood Industrial Project Area

Annual Revenue, Expense, and Net Impact on the City of East Palo Alto General Fund[a]



[a] See Table 1.

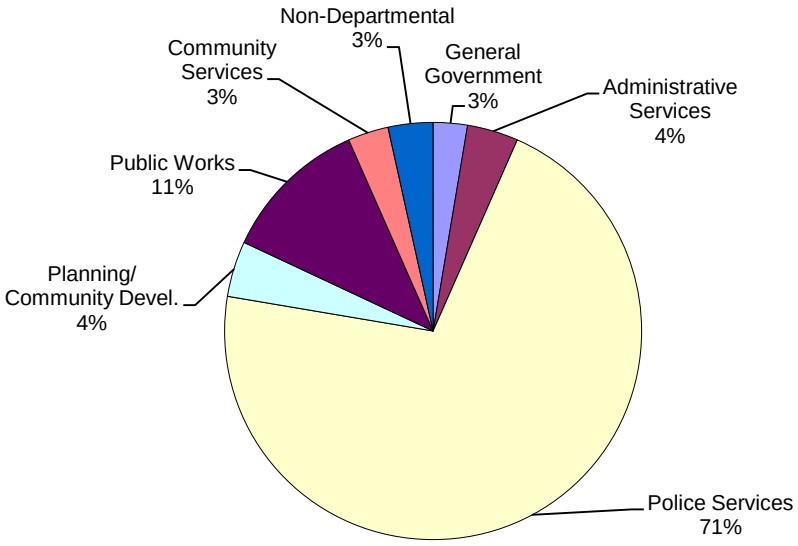
Preferred Alternative



Industrial	351,820 SF
Office	1,268,500 SF
Retail	112,400 SF
Total Commercial	1,732,720 SF
Residential Units	835 units

Estimated Annual GF Revenues
$3,507,000

Preferred Alternative



Industrial	351,820 SF
Office	1,268,500 SF
Retail	112,400 SF
Total Commercial	1,732,720 SF
Residential Units	835 units
Estimated Annual GF Expenses	($1,209,000)

Table 1
Estimated Net Annual Fiscal Impacts, City General Fund
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	Preferred Alternative	
City of East Palo Alto		
Annual General Fund Revenue [1]		
Sales and Use Tax	$390,000	11%
Secured Property Tax	$1,283,000	37%
Unsecured Property Tax	$50,000	1%
Property Tax In-Lieu of VLF	$605,000	17%
Utility User Tax	$189,000	5%
Property Transfer Tax	$12,000	0%
Business License Tax	$889,000	25%
Franchise Fees[2]	Not Available	
Motor Vehicle License Fee[2]	Not Available	
Gas Tax Revenue[3]	Not Available	
Other Licenses and Permits	$89,000	3%
Total General Fund Revenue	**$3,507,000**	**100%**
General Fund Expenses [4]		
General Government	($32,000)	3%
Administrative Services	($48,000)	4%
Police Services	($859,000)	71%
Planning/Community Devel.	($52,000)	4%
Public Works	($138,000)	11%
Community Services	($38,000)	3%
Non-Departmental	($42,000)	3%
Total City GF Expenses	**($1,209,000)**	**100%**
Net Annual City GF Impact	**$2,298,000**	

[1] For detailed calculations see Tables 6A to 6F.
[2] The City's budget does not itemize these revenues. It is possible that they are included under "Other Licenses and Permits", which are included below.
[3] The City's budget does not itemize these revenues. It is possible that they are included under "Other Revenues", which have been excluded from this analysis.
[4] For detailed calculations see Tables 7A and 7B.

Table 2
Preferred Land Use Alternative Development Program
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA **May 4, 2012**

Land Use[2]	FAR / Residential Density	Preferred Alternative Tax Rate Area Ravenswd[1]	21-014	21-004	Total
Residential					
Affordable	20 - 25 du/ac			4	4
Market Rate	20 - 25 du/ac			15	15
Total Residential	20 - 25 du/ac			19	19
Mixed Use Residential					
Affordable	40 - 60 du/ac	127	36		163
Market Rate	40 - 60 du/ac	509	144		653
Total MU Residential	40 - 60 du/ac	636	180		816
Total Residential		**636**	**180**	**19**	**835**
Commercial					
Industrial	0.5	351,820			351,820
Office	1	1,046,910			1,046,910
Mixed Use Office	1	218,710	2,880		221,590
Retail					
Mixed Use Retail	40' deep retail	71,280	21,120		92,400
Retail	Swenson Site	20,000			20,000
Total Retail		91,280	21,120		112,400
Total Commercial		**1,708,720**	**24,000**		**1,732,720**

Source: DC&E, March 2, 2011.

[1] Refers to Ravenswood Redevelopment Area.
[2] Excludes Civic Uses.

Table 3
Existing City of East Palo Alto Population, Employment, and Resident Equivalents
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	Population [1]	Employment [2]	Resident Equivalents
			0.33 per employee
			1.00 per resident
City of East Palo Alto 2009/2010	33,524	2,300	34,291

[1] State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2009 and 2010. Sacramento, California, May 2010.

[2] 2010 East Palo Alto Jobs per ABAG Projections 2009.

Table 4
Estimated Population, Employment, and Resident Equivalents
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

		Preferred Alternative
Employment		
Net New Commercial SF		
Industrial		351,820
Office		1,046,910
Office (Mixed Use)		221,590
Retail (Mixed Use)		92,400
Retail (Swenson)		20,000
Employees	Metric Applied	
Industrial/R&D	850 SF/employee [1]	414
Office	300 SF/employee [2]	3,490
Office (Mixed Use)	350 SF/employee [3]	633
Retail (Mixed Use)	350 SF/employee [3]	264
Retail (Swenson)	400 SF/employee [4]	50
		4,851
Population		
Net New Residential Units		
@ 20 units/ac.		19
@ 40-60 units/ac.		816
Population		
@ 20 units/ac.	3.9 persons/HH [5]	75
@ 40-60 units/ac.	3.3 persons/HH [6]	2,718
		2,793
Resident Equivalents [7]		4,410

[1] "Ravenswood/4Corners TOD Specific Plan Market and Economic Analysis" prepared by Bay Area Economics.
[2] Assumes larger floor plate office buildings with higher density employment than mixed use. KMA Estimate.
[3] Based on Ravenswood/4Corners TOD Specific Plan Market and Economic Analysis, prepared by Bay Area Economics.
[4] Assumes lower employment density than mixed use because of the presence of a grocery store. KMA assumption.
[5] Data Set: 2006-2008 American Community Survey 3-Year Estimates. Avg. household size living in single family units (attached and detached). Includes only owner households.
[6] Data Set: 2006-2008 American Community Survey 3-Year Estimates. Avg. household size living in multifamily units (2+ units). Includes owners and renters.
[7] See Table 3.

Table 5 - A
Estimated Assessed Value (Excluding Value of Land)
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

Secured AV [1]	**Preferred Alternative**
Ravenswood RA	$416,850,000
Tax Rate Area (TRA) 021004	$5,190,000
Tax Rate Area (TRA) 021014	$24,510,000
	$446,550,000
Unsecured AV [1]	
Ravenswood RA	$17,090,000
TRA 021014	$240,000
	$17,330,000
Total Secured and Unsecured AV	
Ravenswood RA	$433,940,000
TRA 021004	$5,190,000
TRA 021014	$24,750,000
	$463,880,000

[1] Sum of commercial and residential assessed values. See Tables 5 - B and 5 - C.
[2] See Table 5 - B.

Table 5 - B
Estimated Assessed Value (Excludes Land Values) - Commercial Uses
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

			Preferred Alternative
Commercial Development Program by Tax Rate Area[1]			
Commercial			
Net New Industrial	*Ravenswood*		*351,820*
Net New Office	*Ravenswood*		*1,046,910*
	TRA 021014		*0*
Net Mixed Use Office	*Ravenswood*		*218,710*
	TRA 021014		*2,880*
Net Mixed Use Retail	*Ravenswood*		*71,280*
	TRA 021014		*21,120*
Net New Retail (Swenson)	*Ravenswood*		*20,000*
Total Commercial	*Ravenswood*		*1,708,720*
	TRA 021014		*24,000*
			1,732,720
Secured Assessed Value[2]			
Commercial			
Net New Industrial/R&D	$138	per SF [3]	
Ravenswood			$48,570,000
Net New Office	$213	per SF [3]	
Ravenswood			$223,440,000
TRA 021014			$0
Net Mixed Used Office	$268	per SF [3]	
Ravenswood			$58,560,000
TRA 021014			$770,000
Net Mixed Use Retail	$183	per SF [3]	
Ravenswood			$13,070,000
TRA 021014			$3,870,000
Net New Retail	$149	per SF [3]	
Ravenswood (Swenson)			$2,970,000
Total Secured Assessed Value			
Ravenswood			$346,610,000
Tax Rate Area 021014			$4,640,000
			$351,250,000
Unsecured Assessed Value			
Ravenswood	$10	per SF [4]	$17,090,000
Tax Rate Area 021014			$240,000
			$17,330,000
Total Secured and Unsecured Assessed Value			
Ravenswood			$363,700,000
Tax Rate Area 021014			$4,880,000
			$368,580,000

[1] See Table 2.

[2] Rounded to the nearest 10,000.

[3] Based on construction costs by Bay Area Economics. See Table 5 - D.

[4] KMA assumption.

Table 5 - C
Estimated Assessed Value (Excludes Land Values) - Residential Uses
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

			Preferred Alternative
Development Program by Tax Rate Area[1]			
Residential Units			
Net New Residential (@20-25 DU/Acre)			
Affordable	*TRA 021004*		*4*
Market Rate	*TRA 021004*		*15*
Net New Mixed Use Residential (@ 40 - 60 DU/Acre)			
Affordable	*Ravenswood*		*127*
	TRA 021014		*36*
Market Rate	*Ravenswood*		*509*
	TRA 021014		*144*
Total Residential	*Ravenswood*		*636*
	TRA 021004		*19*
	TRA 021014		*180*
			835
Secured Assessed Value[2]			
Residential Units			
Net New Residential (@20-25 DU/Acre) - For Sale			
Affordable	$180,000 per unit [3]		
TRA 021004			$720,000
Market Rate	$298,000 per unit [3]		
TRA 021004			$4,470,000
Net New Mixed Use Residential (@ 40-60 DU/Acre) - Rental			
Affordable[4]			
Ravenswood			
TRA 021014			
Market Rate	$138,000 per unit [5]		
Ravenswood			$70,240,000
TRA 021014			$19,870,000
Total Residential Secured Assessed Value			
Ravenswood			$70,240,000
Tax Rate Area 021004			$5,190,000
Tax Rate Area 021014			$19,870,000
			$95,300,000

[1] See Table 2.

[2] Rounded to the nearest 10,000.

[3] Based on sales price minus estimated land value. Bay Area Economics and KMA. See Table 5 -E.

[4] Assumes that rental affordable units will be tax-exempt.

[5] Based on construction costs by Bay Area Economics. See Table 5 - D.

Table 5 - D
Assessed Value Assumptions - Commercial Valuation (Excludes Land Values)
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA *May 4, 2012*

Costs Assumptions[1]	Construction Hard Costs/SF[2]	Parking Costs/SF[3]	Tenant Impr./SF[4]	Site Imrpr./SF[5]	Assessed Value/SF[6]	Assessed Value/DU[7]
Industrial/R&D	$119	$3	$10	$6	$138	
Office	$156	$24	$30	$3	$213	
Mixed Used Office[8]	$156	$80	$30	$2	$268	
Mixed Use Retail	$118	$38	$25	$2	$183	
Retail (Swenson)[9]	$118	$4	$25	$2	$149	
Residential (rental @ 40-60 DU/Ac.)	$143	$17	N/A	$2	$162	$138,000

Parking Assumptions[10]

Construction costs	Per parking space
Podium	$22,500
Surface	$2,000

Land Use	Spaces/1,000 sq. ft.[11]	Type
Industrial/R&D	2	Surface
Office	4	Surface/Podiu (3 to 1 surface to podium ratio)
Mixed Used Office	4	Podium
Mixed Use Retail	2	Podium
Retail (Swenson)	2	Surface
Residential (rental @ 40-60 DU/Ac.)	0.75	Podium

Site Improvement Costs Assumptions[10]

Site improvement costs/SF of land[11] $3

	Industrial	Office	Mixed Use[12]	Retail (Swenson)
Total Land Area (SF)	130,680	130,680	43,560	43,560
FAR	0.50	1		
Total Bldg Area (SF)	65,340	130,680	68,637	68,637
Total Site Improv. Costs	$392,040	$392,040	$130,680	$130,680
Site costs per SF of bldg.	$6.00	$3.00	$1.90	$1.90

[1] All costs in this section are per square foot of building.

[2] Bay Area Economics proformas for prototypes. Excludes parking, tenant improvements, and soft costs.

[3] Parking costs per square foot of office/retail/industrial are calculated based on parking assumptions below per Bay Area Economics proformas for prototypes.

[4] Bay Area Economics. This category does not apply to rental residential.

[5] Bay Area Economics and KMA. See Site improvement Costs Assumptions.

[6] Assessed value is the sum of hard construction, parking, tenant improvements, and site improvements. Soft costs are excluded.

[7] Assume 850 SF per unit per Bay Area Economics proformas for prototypes. Rounded to the nearest thousand.

[8] Based on Bay Area Economics construction estimates for mixed use retail, except for tenant improvements which are based on stand-alone office use.

[9] Based on Bay Area Economics construction estimates for mixed use retail. It is assumed to have surface parking as opposed to podium.

[10] Unless noted information is from Bay Area Economics proformas for prototypes.

[11] KMA assumption.

[12] Estimates of square foot of bldg. applies to both mixed use retail and office. Total building area includes residential area.

Table 5 - E
Assessed Value Assumptions - For Sale Residential Units (Excludes Land Values)
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

Residential Units @ 20-25 DU/Ac.

	Units[1]	Sales Price[1]	Value	Share of Value	Share of Land Value[2]	Land Value per Unit	Assessed Value without Land
	A	*B*	*C = A x B*	*D*	*E = C x Res. Land Val.*	*F = E / A*	*E = A - F*
Affordable	4	$245,000	$980,000	13%	$261,626	$65,407	$180,000
Market	16	$407,000	$6,512,000	87%	$1,738,480	$108,655	$298,000
	20		$7,492,000		$2,000,106		

[1] Bay Area Economics Proforma for prototype. Sales price rounded to the nearest thousand.
[2] Bay Area Economics estimates the residual land value at $2.3 million for a residential prototype. This formula allocates the residual land value between affordable and market rate units according the value created by each affordability type.

General Fund

Sales and Use Tax	0.95%	sales tax rate[1]
I. Retail SF	Mixed Use Retail	
	$375	sales per SF [2]
	90%	percent taxable [3]
	$338	taxable sales per SF
	5%	transfer from existing businesses [3]
	$321	net taxable sales per SF
	Swenson Retail	
	$790	sales per SF [3]
	35%	percent taxable[4]
	$277	taxable sales per SF [3]
	5%	transfer from existing businesses [3]
	$263	net taxable sales per SF
II. Employee Spending	$1,304	annual taxable sales per empl. [5]
	90%	East Palo Alto capture [3]
	$1,174	East Palo Alto taxable sales per empl.
	34%	% reduction to account for EPA workers who reside in EPA[6]
	50%	percent captured by Project Area's new retail[7]
	$389	Emp. Spending captured by other East Palo Alto retailers
III. Resident Spending		
	$9,387	Taxable sales, per capita[8]
	33%	East Palo Alto capture [9]
	50%	percent captured by Project Area's new retail[7]
	$1,550	annual retail spending, per capita

Property Taxes	City share of 1% tax:	
in Ravenswood [10]	28.612%	
in Tax Rate Area (TRA) 021004 [11]	30.778%	
in Tax Rate Area (TRA) 021014 [11]	30.249%	
Property Tax In-Lieu of VLF [12]		
Property Tax Based Revenue 2004-05	$1,785,705	
2004-05 East Palo Alto Gross AV [13]	$1,368,840,028	
Per $1,000 in AV Growth	$1.30	
Utility User Tax	$1,470,030	citywide revenues in FY 2009/10 [14]
	34,291	resident equivalents [15]
	$42.87	per resident equivalent
Property Transfer Tax	$0.55 per $1,000	City transfer tax rate [16]
	10.00%	estimated residential annual turnover [3]
	5.00%	estimated commercial annual turnover [3]

General Fund (continued)

Business License Tax[17]		Application of City code to development program.
Motor Vehicle License Fee	Not Available	citywide revenues in FY 2009/10 [14]
	33,524	population [15]
	Not Available	per capita
Gas Tax Fund	Not Available	citywide revenues in FY 2009/10 [14]
Franchise Fees	Not Available	citywide revenues in FY 2009/10 [14]
Other Licenses and Permits	$692,700	citywide revenues in FY 2009/10 [14]
	34,291	resident equivalents [15]
	$20.20	per resident equivalent

Footnotes

[1] Per City of East Palo Alto Municipal Code, Chapter 3.56.

[2] Based on Median dollars per square foot for neighborhood shopping centers in the West Coast. ULI's Dollars and Cents of Shopping Centers, 2008.

[3] KMA estimate.

[4] KMA estimate. It is assumed that a grocery store will account for most of the sales at this site.

[5] Based on employee weekly lunch expenditures reported in the 2004 ICSC report, "Office Worker Retail Spending Patterns," for suburban workers. Spending is converted to 2010 dollars based on a 3% annual cost of living adjustment. Yearly spending based on 50 work weeks per employee.

[6] According to the U.S Census, approximately 34 % of EPA workers reside in EPA. Census Transportation Planning Package 2000.

[7] It is assumed that a portion of new employees' and residents' purchases will occur at the new retail space within the project area. This factor is introduced to avoid double counting.

[8] Based on population for midpoint between 2008 and 2009 (California Department of Finance) and taxable sales for 2008 (California State Board of Equalization.)

[9] East Palo Alto Tax Base and Expansion Analysis. Applied Development Economics, May 2009.

[10] It is estimated that the county and the state will receive and administrative fee of 3% of property tax in the Ravenswood Project Area. The City of East Palo Alto's tax allocation factor is 32.91%, but must shift approximately 10.38% of its allocation to ERAF. Therefore, The City's General Fund allocation in the Ravenswood Project Area is calculated as follows:

A : Residual property tax after 3% county and state administrative fee = 97%

B : City allocation factor = 32.91%

C: Portion after allocation to ERAF = (100% - 10.38%) = 89.62%

Citys Portion of 1% Property Tax = A x B x C = 28.612%

[11] Share of property taxes per San Mateo County Controller, July 2010. Adjusted for ERAF shift.

[12] Per SB 1096, growth of property tax in lieu of VLF is proportional to growth in AV since 2004/05. Before 2004/05, VLF was distributed in proportion to population.

[13] Per the California State Controller's Office.

[14] See Appendix A-1.

[15] See Table 3.

[16] Per City of East Palo Alto Municipal Code, Chapter 3.52.

[17] See Table 6F.

Table 6B
Estimated Annual General Fund Revenue
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

			Preferred Alternative
		employees [1]	*4,851*
		population [1]	*2,793*
		resident equivalents [1]	*4,410*
General Fund	**Measure** [2]		
Sales and Use Tax [3]			$390,000
Property Tax[4]			
Secured Property Tax			$1,283,000
Unsecured Property Tax			$50,000
			$1,333,000
Property Tax In-Lieu of VLF[5]	$1.30	per $1,000 AV	$605,000
Utility User Tax	$42.87	per resident equivalent	$189,000
Property Transfer Tax[5]	$0.55	per $1,000 AV	$12,000
Business License Tax[6]			$889,000
Franchise Fees			Not Available
Motor Vehicle License Fee			Not Available
Gas Tax			Not Available
Other Licenses and Permits	$20.20	per resident equivalent	$89,000
Total General Fund Revenue			**$3,507,000**

[1] See Table 4.
[2] See Table 6A.
[3] See Tables 6C.
[4] See Table 6D.
[5] See Table 6E.
[6] See Table 6F.

Table 6C
Estimated Annual Sales Tax Revenue
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

Measure [1]			Preferred Alternative
sales tax-generating retail SF [1]			
Mixed Use Retail			*92,400*
Swenson Retail			*20,000*
			112,400
employees [2]			*4,851*
Res. units [1]			
20 DU/Ac.			*19*
40-60 DU/Ac.			*816*
			835
Residents [2]			
@ 20 DU/Ac.	*3.9 per household*		*75*
@ 40-60 DU/Ac.	*3.3 per household*		*2,718*
			2,793
Retail Space Taxable Sales			
Mixed Use Retail	$321	per SF[4]	$29,625,750
Swenson Retail	$263	per SF[4]	$5,253,500
Employee Spending in EPA	$389	per employee[3, 5]	$1,886,288
Resident Spending in EPA	$1,550	per capita per yr[6]	$4,329,048
Total Taxable Spending			$41,094,586
East Palo Alto Sales Tax	0.95%	of sales[3]	$390,000

[1] See Table 2.
[2] See Table 4.
[3] See Table 6A.
[4] As shown in Table 6A, taxable sales have been adjusted to account for transfer from existing businesses.
[5] As shown in Table 6A, employee spending has been adjusted to account for workers who also live in EPA, and for expenditures taking place within the project area's new retail.
[6] As shown in Table 6A, resident spending has been adjusted to account for leakage outside of EPA , and for expenditures taking place within the project area's new retail.

Table 6D
Estimated Annual Property Tax Revenue - General Fund
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	Measure	Preferred Alternative	
	secured AV [1]		
	Ravenswood RA	*$416,850,000*	
	TRA 021004	*$5,190,000*	
	TRA 021014	*$24,510,000*	
	unsecured AV [1]		
	Ravenswood RA	*$17,090,000*	
	TRA 021014	*$240,000*	
	total Secured and Unsecured AV	*$463,880,000*	
General Fund			
Secured Property Tax [2]			
Ravenswood RA	28.61% of 1%	$1,192,671	
TRA 021004	30.78% of 1%	$15,974	
TRA 021014	30.25% of 1%	$74,141	
		$1,282,786	$1,283,000
Unsecured Property Tax [2]			
Ravenswood RA	28.61% of 1%	$48,897	
TRA 021014	30.25% of 1%	$726	
		$49,623	$50,000
Total General Fund Property Tax (rounded)		**$1,332,000**	$1,333,000

[1] See Table 5A.
[2] See Table 6A for share of 1% tax.

Table 6E
Estimated Property Tax In-Lieu of VLF and Property Transfer Tax Revenues
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	Preferred Alternative
Secured Property	
Residential AV [1]	*$5,190,000*
Commercial AV [1]	*$441,360,000*
	$446,550,000
Unsecured Property [2]	*$17,330,000*
Total Secure and Unsecured Property AV	*$463,880,000*

	Measure [3]	
Property Tax In-Lieu of VLF	$1.30 per $1,000 AV	$605,000
Property Transfer Tax		
Annual Transfer Rate		
Residential	10.00% per year	$519,000
Commercial	5.00% per year	$22,068,000
Total Property Transferred	per year	$22,587,000
Total Property Transfer Tax Revenue	$0.55 per $1,000 AV	$12,000

[1] From tables 5B and 5C. Assessed value of rental residential units is included in commercial space.
[2] See Table 5A.
[3] See Table 6A.

Table 6F
Estimated Annual Business License Tax Revenue
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA *May 4, 2012*

Economic Output Assumptions	Avg. Building Area	Economic Output/1,000SF
Land Use		
Industrial[1]		
Printing	64,424	$151,000
Medical manufacturing	275,718	$131,000
Weighted Average (rounded)[2]		$130,000
Office[1]		
High tech firms	9,000	$356,000
Design firms (A&E)	50,105	$675,000
Weighted Average (rounded)		$626,000
Retail		
Retail (Mixed Use)[3]		$375,000
Retail (Swenson)[4]		$790,000

Business Fee Rates[5]

Annual Gross Receipts Between	Annual License Fee
$0 - $1,000	$50
$1,000 - $100,000	$125
$100,001 - $250,000	$250
$250,001 - $500,000	$500
$500,001 - $10,000,000	1 for each $1,000 of gross receipts
$10,000,000 +	$0.50 for each $1,000 of gross receipts over $10,000,001

Business Fee Assumptions

Land Use	Annual License Fee per 1,000 in Gross Receipts
Industrial[6]	$1.00
Office[7]	$1.00
Office (Mixed Use)[7]	$1.00
Retail (Mixed Use)[8]	$1.33
Retail (Swenson) - Tara Rd. Industrial[9]	$0.18
Retail (Swenson) - Tara Rd. Office[10]	$0.18

Square Footage	Preferred Alternative
Industrial	351,820
Office	1,046,910
Office (Mixed Use)	221,590
Retail (Mixed Use)	92,400
Retail (Swenson)	20,000
	1,732,720

Gross Annual Business License Tax	
Industrial	$46,000
Office	$655,000
Office (Mixed Use)	$139,000
Retail (Mixed Use)	$46,000
Retail (Swenson)	$3,000
	$889,000

[1] Based on KMA analysis of Bay Area Companies. Data are from 2008.

[2] Rounded to the nearest 10,000.

[3] Based on median dollars per square foot for neighborhood shopping centers in the West Coast. ULI's Dollars and Cents of Shopping Centers, 2008. See Table 6A.

[4] KMA estimate. It is assumed that a grocery store will account for most of the sales at this site. See Table 6A.

[5] City of East Palo Alto. The City also imposes a fee on businesses that do not take in gross receipts. It is assumed that all the occupants in the area have reported gross receipts.

[6] Assumes that most industrial space will range between 4,000 SF and 75,000 SF.

[7] Assumes that most office space will be range between 1,000 and 16,000 SF.

[8] Assume average retail space size of 1,000 SF and sales of $375/SF.

[9] Assumes 40,000 SF grocery store with sales of $790/SF.

[10] Assumes 20,000 SF grocery store with sales of $790/SF.

Table 7A
Expense Assumptions - General Fund
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

General Fund[1]

General Government	$997,772	net expenses in FY 2009/10[1]
(Inc. City Council, City Manager's Office	25%	percent variable cost [2]
City Attorney, and City Clerk)	34,291	resident equivalents [3]
	$7.27	per resident equivalent
Administrative Services	$746,880	net expenses in FY 2009/10[1]
(Inc. Finance and Human Resources)	50%	percent variable cost [2]
	34,291	resident equivalents [3]
	$10.89	per resident equivalent
Police Services	$8,907,255	net expenses in FY 2009/10[1]
	75%	percent variable cost [2]
	34,291	resident equivalents [3]
	$194.82	per resident equivalent
Planning/Community Development	$808,213	net expenses in FY 2009/10[1]
(Inc. Planning, Bldg. Services, and Housing)	50%	percent variable cost [2]
	34,291	resident equivalents [3]
	$11.78	per resident equivalent
Public Works	New infrastructure maintenance:	
	The cost estimates for maintaining and operating civic uses and new public improvements have not yet been provided.	
	New wear and tear on existing public infrastructure:	
	$1,430,871	net expenses in FY 2009/10[1]
	75%	percent variable cost [2]
	34,291	resident equivalents [3]
	$31.30	per resident equivalent
Community Services	$613,180	net expenses in FY 2009/10[1]
	75%	percent variable cost [2]
	33,524	population [3]
	$13.72	per capita
Non-Departmental	$655,660	net expenses in FY 2009/10[1]
	50%	percent variable cost [2]
	34,291	resident equivalents [3]
	$9.56	per resident equivalent

[1] General Fund Contribution net of Charges for Services. See Table A-2.

[2] A portion of each General Fund expense category is fixed, and does not vary regardless of the amount of development. The estimated percent of variable costs is an estimate based on KMA experience.

[3] See Table 3.

Table 7B
Estimated Annual General Fund Expenses
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	Measure [1]		Preferred Alternative
	population [2]		*2,793*
	resident equivalents [2]		*4,410*
General Fund			
General Government	$7.27	per resident equivalent	$32,000
Administrative Services	$10.89	per resident equivalent	$48,000
Police Services	$194.82	per resident equivalent	$859,000
Planning/Community Development	$11.78	per resident equivalent	$52,000
Public Works	$31.30	per resident equivalent	$138,000
Community Services	$13.72	per capita	$38,000
Non-Departmental	$9.56	per resident equivalent	$42,000
Total General Fund Expenses			**$1,209,000**

[1] See Table 7A.
[2] See Table 4.

Table 8
Estimated Menlo Fire Protection District Annual Property Tax Revenues
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

Property Assessed Values

	Alternative #1
secured and unsecured AV [1]	
Ravenswood RA	*$433,940,000*
TRA 021004	*$5,190,000*
TRA 021014	*$24,750,000*
	$463,880,000

Property Tax Allocation

	District share of 1% tax:
in Ravenswood RA[2]	8.826%
in TRA 021004[3]	9.040%
in TRA 021014[4]	9.025%

Annual Property Tax Revenue Allocation to Fire District

Secured and Unsecured Property Tax	
Ravenswood RA	$383,000
in TRA 021004	$5,000
in TRA 021014	$22,000
Total Property Tax	$410,000

[1] See Table 5A.

[2] The Menlo Fire Protection District (MFPD) has a negotiated pass-through agreement with the Successor Agency to the Redevelopment Agency of the City of East Palo Alto. Under the terms of the pass-through agreement, the MFPD receives 10.32% of property tax increment and the distribution is not subject to an ERAF reduction. According to the "Uniform Guidelines for the Implementation of Assembly Bill No. 26 of the First Extraordinary Session in Connection with the state of California Budget for FY 2011-12" prepared by the Accountings and Standards Committee of the California State Association of County Auditors and published on 3/5/2012, AB 26 limits an affected taxing agency's distribution of property taxes to "no more than the ATE's share of the residual distribution calculated as if no pass-through payment was made. Should an ATE's pass-through payment exceed this calculated amount, it must be reduced." While the MFPD's tax rate allocation factor is 10.32%, under the terms of AB 26, the allocation will be reduced by the ERAF shift and permitted administration expenses. As a result, as shown in the calculation below, it is estimated that the MFPD's share of the growth of property taxes in Ravenswood generated by the Specific Plan will decline to 8.83%.

A : Residual property tax after 3% county and state administrative fee = 97%

B : MFPD allocation factor = 10.32%

C: Portion after allocation to ERAF = (100% - 11.82%) = 88.18%

MFPD's Portion of 1% Property Tax = A x B x C = 8.826%

[3] The MFPD receives 10.26% of property tax from parcels in TRA 021004. However, it must allocate 11.86% of its share to ERAF.

[4] The MFPD receives 10.24% of property tax from parcels in TRA 021014. However, it must allocate 11.86% of its share to ERAF.

Appendix A-1
Summary of General Fund Revenues - East Palo Alto 2009/10 Budget
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	2009-2010 Revenues[1]	Comments
Revenues Included in Analysis		
Sales Tax	$2,379,945	Based on devel. program, City share of 1% taxes
Property Tax	$7,556,450	Based on devel. program, City share of 1% taxes
Property Transfer Tax[2]		Based on devel. program
Gas Tax	Not Available	
Motor Vehicle License Fee[2]	Not Available	
Permits and fees[3]	$692,700	Based on resident equivalents
Utility User Tax	$1,470,030	Based on resident equivalents
Business License Tax[4]	$442,000	Based on retail and office prog., est. per employee
Total Included Items	**$12,541,125**	
Excluded Items		
Transient Occupancy Tax	$500,000	No hotels included in the alternative concepts
Charges for Services	$580,200	
Other Revenues[5]	$1,749,540	
Total Excluded Items	**$2,829,740**	
Total Revenue	**$15,370,865**	

[1] City of East Palo Alto Fiscal Year 2009-2010 Adopted Annual Budget.
[2] Figure not provided in budget.
[3] Excludes charges for services and Business License Tax. See Table A-2.
[4] Provided by Paul Maumalanga at the City of East Palo Alto.
[5] It is assumed that this includes Development Fees, Reimbursements, and Local Grants.

Appendix A-2
Summary of General Fund Expenditures - East Palo Alto 2009/10 Budget
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***May 4, 2012***

	General Fund Contribution	GF Charges for Services	Total General Fund
General Government			
City Council	$92,824		$92,824
City Manager	$458,661		$458,661
City Clerk	$137,431		$137,431
City Attorney	$308,856		$308,856
Subtotal	*$997,772*		*$997,772*
Administrative Services			
Finance	$475,536		$475,536
Human Resources	$271,344		$271,344
Subtotal	*$746,880*		*$746,880*
Police			
Administration	$2,989,642	$87,200	$3,076,842
Operations	$4,971,508	$155,000	$5,126,508
Investigations	$946,105		$946,105
Subtotal	$8,907,255	$242,200	$9,149,455
Planning/Community Dev.			
Planning	$389,136	$68,500	$457,636
Building Services	$278,049	$183,400	$461,449
Housing - Admin	$141,028		$141,028
Housing - Development			
Housing - Rent Stabilization			
Economic Development/RDA-Admin			
Subtotal	$808,213	$251,900	$1,060,113
Public Works			
Administration	$202,414		$202,414
Engineering	$231,843	$71,500	$303,343
Maintenance	$996,614		$996,614
	$1,430,871	$71,500	$1,502,371
Community Services			
Administration	$268,388		$268,388
Senior Services	$242,893	$14,000	$256,893
Recreation	$101,899	$600	$102,499
Subtotal	$613,180	$14,600	$627,780
Non-Departmental	$655,660		$655,660
Capital Projects			
Total	**$14,159,831**	**$580,200**	**$14,740,031**

Source: City of East Palo Alto Fiscal Year 2009-2010 Adopted Budget

APPENDIX D

CONCEPTUAL FINANCING PLAN TABLES AND ATTACHMENTS

The following pages contain a series of additional tables and attachments that were referred to in Chapter Ten, Implementation, of this Specific Plan.

APPENDIX D: CONCEPTUAL FINANCING PLAN TABLES AND ATTACHMENTS

Table ***10-3***
Estimate of Residual Real Estate Value Available for Public Facilities and Infrastructure
Ravenswood/4 Corners TOD Specific Plan
East Palo Alto **November 29, 2011**

	SF/DU[1]	Est. Value and Costs Per GBA/DU[1]	Total Value and Costs
Finished Value of Preferred Plan			
Townhomes (25 du/acre)	19	$355,828	$6,760,723
Mixed Use Residential (40 to 60 du/acre)	816	$252,000	$205,632,000
Industrial	351,820	$146	$51,509,587
Office	1,046,910	$390	$408,451,937
Retail	20,000	$189	$3,780,000
Mixed Use Retail	92,400	$189	$17,463,600
Mixed Use Office	221,590	$390	$86,453,339
Subtotal Residential	835	$254,363	$212,392,723
Subtotal - Office, Industrial, Retail	1,732,720	$328	$567,658,462
Total Net Development			**$780,051,185**
Development Costs, Excluding Land Acquisition and Public Facility/Off-site Improvements			
Townhomes (25 du/acre)	19	$252,631	$4,799,997
Mixed Use Residential (40 to 60 du/acre)	816	$239,672	$195,572,660
Industrial	351,820	$195	$68,472,421
Office	1,046,910	$289	$302,841,405
Retail	20,000	$213	$4,259,978
Mixed Use Retail	92,400	$233	$21,532,361
Mixed Use Office	221,590	$289	$64,099,710
Subtotal Residential	835	$239,967	$200,372,657
Subtotal - Office, Industrial, Retail	1,732,720	$266	$461,205,875
Total Net Development			**$661,578,531**
Residual Value For Land Acquisition and Public Facilities and Infrastructure			
Townhomes (25 du/acre)			$1,960,726
Mixed Use Residential (40 to 60 du/acre)			$10,059,340
Industrial			-$16,962,834
Office			$105,610,531
Retail			-$479,978
Mixed Use Retail			-$4,068,761
Mixed Use Office			$22,353,629
Subtotal Residential			$12,020,066
Subtotal - Office, Industrial, Retail			$106,452,587
Total Net Development			**$118,472,653**
(Less allowance for property acquisition costs and other unspecified costs)	63 acres	$30 per square foot[2]	$82,328,400
Net Value for Public Facilities and Infrastructure			
Total Net Development			**$36,144,253**
Per SF of Land Area			**$13**

[1] Source: Bay Area Economics. Land acquisition and off-site infrastructure costs are not included.

[2] Source: A review of recent land sale comparables and City staff.

Table 10-4
Estimated Assessed Value and Supported Community Facilities District Bond Proceeds
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***November 29, 2011***

Secured AV [1]	**Preferred Alternative**	
Ravenswood RA	$416,850,000	
Tax Rate Area (TRA) 021004	$5,190,000	
Tax Rate Area (TRA) 021014	$24,510,000	
	$446,550,000	
Unsecured AV [1]		
Ravenswood RA	$17,090,000	
TRA 021014	$240,000	
	$17,330,000	
Total Secured and Unsecured AV		
Ravenswood RA	$433,940,000	
TRA 021004	$5,190,000	
TRA 021014	$24,750,000	
	$463,880,000	
CFD Bond Proceeds [2]		
Assumed % of Value Subject to CFD	75%	75%
Assumed CFD Rate as a % of Value	0.15%	0.20%
Estimated Net CFD Bond Proceeds	$4,436,000	$5,915,000

[1] See Fiscal Impact Analysis, October 17, 2011.

[2] Analysis assumes that 75% of the property value is subject to the CFD and that they levy approximates 15% of Value. Estimated yield assumes a 20 year term, 6% interest, a 1.3 debt coverage ratio and 5% issuance costs.

Table *10-5*
Estimated Annual Redevelopment Agency Revenue[1]
Fiscal Impact Analysis
Ravenswood / 4 Corners TOD Specific Plan
East Palo Alto, CA ***November 29, 2011***

		Assessed Value	**With AB 1X27**
		Ravenswood RA	*$433,940,000*
Distribution of 1% Property Tax			
	Measure		
Affordable Housing Fund	30.00% of 1% of AV		$1,302,000
Net Non-Housing Before AB 1X27 Payment			
Net Non-Housing After AB 1X27 Payment			$1,051,000
Total Annual Redevelopment Agency Revenue			**$2,353,000**
Estimated Net Bonding Capacity[2]			
Affordable Housing Fund			$8,617,000
Non-Housing Fund			$6,956,000
Total Bonding Capacity			**$15,573,000**

[1] Source: "Fiscal Impact Analysis of Preferred Plan for Ravenswood/4 Corners TOD Specific Plan prepared by Keyser Marston Associates, Inc. Document is dated October 17, 2011.

[2] Net proceeds reflect the folowing underwriting assumptions: 16 year term; 1.35 debt coverage factor; 6% interest rate; and 13% cost of issuance allowance.

	Trails/Sidewalks	Quantity	Unit	Unit Cost	Construction Cost	Acquistion	Additional Costs*	Construction Contingency (20%)	Soft Cost (15%)	Total Costs
1	Fordham Road - Improvements	1,780	LF	$800	$1,424,000			$284,800	$213,600	**$1,922,400**
2	Purdue Avenue - Sidewalk Improvements	580	LF	$175	$101,500			$20,300	$15,225	**$137,025**
3	Sidewalk Gap Closures	4,480	LF	$175	$784,000			$156,800	$117,600	**$1,058,400**
4	Hetch Hetchy ROW Trail	1,630	LF	$175	$285,250			$57,050	$42,788	**$385,088**
5	Bay Trail Con. Boardwalk (Spur Trail to Ravenswood Pres)	1,000	LF	$800	$800,000		$200,000	$160,000	$150,000	**$1,310,000**
6	Bay/Spur Trail Along Loop Road -(Univ. to Demeter)	4,000	LF	$275	$1,100,000			$220,000	$165,000	**$1,485,000**
7	Up Rail Spur Trail Demeter to Bay Rd.	2,000	LF	$275	$550,000			$110,000	$82,500	**$742,500**
8	Bay Trail (Weeks to Bay Rd.)	1,200	LF	$275	$330,000			$66,000	$49,500	**$445,500**
9	UP Spur Trail- Bay Rd. to Pulgas (under const.)	1,300	LF							**$0**
10	UP Spur Trail- Pulgas Ave. to Bay Trail @ levee	1,150	LF	$275	$316,250	$230,000	$50,000	$63,250	$89,438	**$748,938**
11	Purdue Avenue Pedestrian Paseo	1,675	LF	$275	$460,625			$92,125	$69,094	**$621,844**
12	View Corridor Trail	800	LF	$275	$220,000	$480,000		$44,000	$105,000	**$849,000**
13	Trail Along Romic (between Purdue and Bay)	2,500	LF	$275	$687,500			$137,500	$103,125	**$928,125**
14	**Subtotal Trails/Sidewalks**	24,095			$7,059,125	$710,000	$250,000	$1,411,825	$1,202,869	**$10,633,819**

	Loop Road Project with Bay Trail	Quantity	Unit	Unit Cost	Construction Cost	Acquistion	Additional Costs*	Construction Contingency (20%)	Soft Cost (15%)	Total Costs
15	Loop Road - New	4,000	LF	$2,000	$8,000,000		$4,000,000	$1,600,000	$1,800,000	**$15,400,000**
16	Bay/Spur Trail Along Loop Road -(Univ. to Demeter) See Above	0	LF	$275	$0			$0	$0	**$0**
17	**Subtotal Loop Road with Bay Trail**				**$8,000,000**	**$0**	**$4,000,000**	**$1,600,000**	**$1,800,000**	**$15,400,000**
	* Assumption = $3m for wetland mitigation & $1m for additional EIR/Plan									

	Parks/Plazas	Quantity	Unit	Minus Trail SF	Net Quantity	Unit Cost	Construction Cost	Acquistion	Additional Costs*	Construction Contingency (20%)	Soft Cost (15%)	Total Costs
18	Hetch Hetchy ROW Park	91,000	SF	16,300	74,700	$30	$2,241,000			$448,200	$336,150	**$3,025,350**
19	Bay Road Park	156,000	SF		156,000	$30	$4,680,000	$4,680,000		$936,000	$1,404,000	**$11,700,000**
20	Bay & Univ. NE Corner	7,841	SF		7,841	$30	$235,224	$0		$47,045	$35,284	**$317,552**
21	End of Weeks	37,026	SF		37,026	$30	$1,110,780	$370,260		$222,156	$222,156	**$1,925,352**
22	Purdue Park	53,000	SF		53,000	$30	$1,590,000	$1,590,000		$318,000	$477,000	**$3,975,000**
23	4 Corners Plaza	0	SF		0	$40	$0	$0		$0	$0	**$0**
24	Purdue Pedestrian Paseo	24,829	SF	8,000	16,829	$30	$504,876	$248,292		$100,975	$112,975	**$967,118**
25	TBD small Park	8,000	SF		8,000	$30	$240,000	$240,000		$48,000	$72,000	**$600,000**
26	TBD small Plaza	4,000	SF		4,000	$40	$160,000	$120,000		$32,000	$42,000	**$354,000**
27	Cooley Landing	392,040	SF		392,040		$5,000,000			$1,000,000	$750,000	**$6,750,000**
28	**Subtotal Parks/Plazas**	**773,736**	SF	**24,300**	**749,436**	**290**	**$15,761,880**	**$7,248,552**	**$0**	**$3,152,376**	**$3,451,565**	**$29,614,373**

	Community Facilities	Quantity	Unit	Unit Cost	Construction Cost	Acquistion	Additional Costs*	Construction Contingency (20%)	Soft Cost (15%)	Total Costs
29	Purdue Recreation Center	10,000	SF	$260	$2,600,000	$600,000		$520,000	$480,000	**$4,200,000**
30	4 Corners Community Center	20,000	SF	$260	$5,200,000	$1,200,000		$1,040,000	$960,000	**$8,400,000**
31	Library	10,000	SF	$260	$2,600,000			$520,000	$390,000	**$3,510,000**
32	Clinic Expansion	15,000	SF	$260	$3,900,000			$780,000	$585,000	**$5,265,000**
33	**Subtotal Trails/Sidewalks**				**$14,300,000**	**$1,800,000**	**$0**	**$2,860,000**	**$2,415,000**	**$21,375,000**

	Land Acquisition Costs	Quantity	Unit	Land Unit Cost	Total Acquisition Cost
34	Bay Road (Including Trail)		SF	$30	
35	Purdue Pedestrian Paseo	24,829	SF	$10	**$248,292**
36	Bay Road		SF	$30	**$0**
37	View Corridor Trail	16,000	SF	$30	**$480,000**
38	UP Spur Trail- Pulgas Ave. to Bay Trail	23,000	SF	$10	**$230,000**
39	Hetch Hetchy ROW Park	91,000	SF	$5	**$455,000**
40	Bay Road Park	156,000	SF	$30	**$4,680,000**
41	Purdue Park	53,000	SF	$30	**$1,590,000**
42	4 Corners Plaza		SF	$30	**$0**
43	TBD small Park	8,000	SF	$30	**$240,000**
44	TBD small Plaza	4,000	SF	$30	**$120,000**
45	End of Weeks	37,026	SF	$10	**$370,260**
46	Purdue Recreation Center	20,000	SF	$30	**$600,000**
46	4 Corners Community Center	40,000	SF	$30	**$1,200,000**

	Community Facilities	Parks	Trails
Sqft Land	60,000	773,736	
Sqft Bldng	55,000		
Linnear Feet			24,095
Miles			4.6
Acres	1.4	17.8	

Trails/Sidewalks	$10,633,819
Loop Road Project with Bay Trail	$15,400,000
Parks/Plazas	$29,614,373
Community Facilities	$21,375,000
Intersection Mitigations	$1,962,225
DEPLAN Costs	$58,256,871
TOTAL	$137,242,288

	Intersection Mitigations	Quantity	Unit	Unit Cost	Construction Cost	Acquistion	Additional Costs*	Construction Contingency (20%)	Soft Cost (15%)	Total Costs
47	**University Avenue and Bayfront Expressway**									**$33,750**
48	Signal Phasing	1	LS	$25,000	$25,000			$5,000	$3,750	$33,750
49	**University Avenue and Purdue Avenue**				$0			$0	$0	**$276,750**
50	New Traffic Signal	1	LS	$200,000	$200,000			$40,000	$30,000	$270,000
51	New Striping and Signage	1	LS	$5,000	$5,000			$1,000	$750	$6,750
52	**University Avenue and Bay Road**									**$221,400**
53	*Westbound Left Turn*									**$221,400**
54	ROW Acquisition - Northeast corner	1200	SF	$70	$84,000			$16,800	$12,600	$113,400
55	Lane Addition (Hard edge)	1	LS	$25,000	$25,000			$5,000	$3,750	$33,750
56	Signal Relocation	1	EA	$50,000	$50,000			$10,000	$7,500	$67,500
57	Striping and Signage	1	LS	$5,000	$5,000			$1,000	$750	$6,750
58	*Northbound Right Turn*				$0					**$221,400**
59	ROW Acquisition - Southeast corner	1200	SF	$70	$84,000			$16,800	$12,600	$113,400
60	Lane Addition (Hard edge)	1	LS	$25,000	$25,000			$5,000	$3,750	$33,750
61	Signal Relocation	1	EA	$50,000	$50,000			$10,000	$7,500	$67,500
62	Striping and Signage	1	LS	$5,000	$5,000			$1,000	$750	$6,750
63	**University Avenue and Donohoe Street**									**$255,150**
64	ROW Acquisition - Northwest Corner	1200	SF	$70	$84,000			$16,800	$12,600	$113,400
65	Signal Relocation	1	LS	$50,000	$50,000			$10,000	$7,500	$67,500
66	Lane Addition (Harde edge)	1	LS	$25,000	$25,000			$5,000	$3,750	$33,750
67	Striping and Signage	1	LS	$5,000	$5,000			$1,000	$750	$6,750
68	Signal Phasing	1	LS	$25,000	$25,000			$5,000	$3,750	$33,750
					$0			$0	$0	$0
69	**Clarke Avenue and Bay Road**				$0			$0	$0	**$270,000**
70	New Traffic Signal	1	LS	$200,000	$200,000			$40,000	$30,000	$270,000
71	**Demeter Street and Bay Road**				$0			$0	$0	**$270,000**
72	New Traffic Signal	1	LS	$200,000	$200,000			$40,000	$30,000	$270,000
73	**Pulgas Avenue and Bay Road**				$0			$0	$0	**$270,000**
74	New Traffic Signal	1	LS	$200,000	$200,000			$40,000	$30,000	$270,000
75	**TOTAL EIR TRAFFIC MITIGATIONS**									**$1,818,450**