



Planning & Transportation Commission Regular Meeting Agenda: February 24, 2021

Virtual Meeting
6:00 PM

<https://zoom.us/join>

Meeting ID: 918 5236 4288

Phone number: 1 669 900 6833

*****BY VIRTUAL TELECONFERENCE ONLY*****

Pursuant to the provisions of California Governor's Executive Order N-29-20, issued on March 17, 2020, to prevent the spread of COVID-19, this meeting will be held by virtual teleconference only, with no physical location. The meeting will be broadcast live on Cable TV and through Channel 26 of the Midpen Media Center at <https://midpenmedia.org/local-tv/watch-now/>.

Members of the public may comment by sending an email to planning.commission@cityofpaloalto.org or by attending the Zoom virtual meeting to give live comments. Instructions for the Zoom meeting can be found on the last page of this agenda.

Call to Order / Roll Call

Oral Communications

The public may speak to any item not on the agenda. Three (3) minutes per speaker.^{1,2}

Agenda Changes, Additions, and Deletions

The Chair or Commission majority may modify the agenda order to improve meeting management.

City Official Reports

1. Directors Report, Meeting Schedule and Assignments

Action Items

Public Comment is Permitted. Applicants/Appellant Teams: Fifteen (15) minutes, plus three (3) minutes rebuttal. All others: Up to five (5) minutes per speaker.^{1,3}

2. PUBLIC HEARING / QUASI-JUDICIAL. 640 Fairmede Ave [20PLN-00203]:
Recommendation on Applicant's Request for a Preliminary Parcel Map with

1. Spokespersons that are representing a group of five or more people who are identified as present at the meeting at the time of the spokesperson's presentation will be allowed up to ten (10) minutes at the discretion of the Chair, provided that the non-speaking members agree not to speak individually.
2. The Chair may limit Oral Communications to 30 minutes for all combined speakers.
3. The Chair may reduce the allowed time to speak to three minutes to accommodate a larger number of speakers.

Exceptions to Divide an Existing 23,000 Square Foot Parcel Into two Approximately 11,500 Square Foot lots, larger than the maximum allowed by the Zoning Code, to Facilitate Construction of two new Single-Family Residences. Environmental Assessment: Exempt per CEQA 15303 and 15061(b)(3). Zoning District: R-1 Single Family Residential. For More Information Contact the Project Planner Emily Foley at emily.foley@cityofpaloalto.org.

3. Review of the 2020 Comprehensive Plan Annual Progress Report and the 2020 Housing Element Annual Progress Report. Environmental Assessment: Exempt pursuant to CEQA Guidelines Section 15061(b)(3).
4. PUBLIC HEARING/LEGISLATIVE: Review and Discuss Potential Ordinance Changes to Palo Alto Municipal Code Chapter 18.09, Accessory and Junior Accessory Dwelling Units. Environmental Assessment: Exempt from the provisions of the California Environmental Quality Act (CEQA) pursuant to Public Resources Code Section 21080.17 and CEQA Guidelines sections 15061(b)(3), 15301, 15302 and 15305.

Approval of Minutes

Public Comment is Permitted. Three (3) minutes per speaker.^{1,3}

5. January 27, 2021 Draft PTC Meeting Minutes

Committee Items

Commissioner Questions, Comments, Announcements or Future Agenda Items

Adjournment

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Palo Alto Planning & Transportation Commission

Commissioner Biographies, Present and Archived Agendas and Reports are available online: <http://www.cityofpaloalto.org/gov/boards/ptc/default.asp>. The PTC Commission members are:

Chair Bart Hechtman
Vice Chair Giselle Roohparvar
Commissioner Michael Alcheck
Commissioner Ed Lauing
Commissioner Doria Summa
Commissioner Carolyn Templeton

Get Informed and Be Engaged!

View online: <http://midpenmedia.org/category/government/city-of-palo-alto/> or on Channel 26.

Public comment is encouraged. Email the PTC at: Planning.Commission@CityofPaloAlto.org.

Material related to an item on this agenda submitted to the PTC after distribution of the agenda packet is available for public inspection at the address above.

Americans with Disability Act (ADA)

It is the policy of the City of Palo Alto to offer its public programs, services and meetings in a manner that is readily accessible to all. Persons with disabilities who require materials in an appropriate alternative format or who require auxiliary aids to access City meetings, programs, or services may contact the City's ADA Coordinator at (650) 329-2550 (voice) or by emailing ada@cityofpaloalto.org. Requests for assistance or accommodations must be submitted at least 24 hours in advance of the meeting, program, or service.

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Public Comment Instructions

Members of the Public may provide public comments to teleconference meetings via email, teleconference, or by phone.

1. **Written public comments** may be submitted by email to planning.commission@CityofPaloAlto.org
2. **Spoken public comments using a computer** will be accepted through the teleconference meeting. To address the Board, click on the link below for the appropriate meeting to access a Zoom-based meeting. Please read the following instructions carefully.
 - A. You may download the Zoom client or connect to the meeting in-browser. If using your browser, make sure you are using a current, up-to-date browser: Chrome 30+, Firefox 27+, Microsoft Edge 12+, Safari 7+. Certain functionality may be disabled in older browsers including Internet Explorer.
 - B. You will be asked to enter an email address and name. We request that you identify yourself by name as this will be visible online and will be used to notify you that it is your turn to speak.
 - C. When you wish to speak on an agenda item, click on “raise hand”. The moderator will activate and unmute attendees in turn. Speakers will be notified shortly before they are called to speak. The Zoom application will prompt you to unmute your microphone when it is your turn to speak.
 - D. When called, please limit your remarks to the time limit allotted.
 - E. A timer will be shown on the computer to help keep track of your comments.
3. **Spoken public comments using a smart phone** will be accepted through the teleconference meeting. To address the Council, download the Zoom application onto your phone from the Apple App Store or Google Play Store and enter the Meeting ID below. Please follow instructions B-E above.
4. **Spoken public comments using a phone** use the telephone number listed below. When you wish to speak on an agenda item hit *9 on your phone so we know that you wish to speak. You will be asked to provide your first and last name before addressing the Board. You will be advised how long you have to speak. When called please limit your remarks to the agenda item and time limit allotted.

<https://zoom.us/join>

Meeting ID: 918 5236 4288 Phone number: 1 669 900 6833 (you may need to exclude the initial “1” depending on your phone service)

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Planning & Transportation Commission

Staff Report (ID # 12037)

Report Type: City Official Reports **Meeting Date:** 2/24/2021

Summary Title: City Official Report

Title: Directors Report, Meeting Schedule and Assignments

From: Jonathan Lait

Recommendation

Staff recommends that the Planning and Transportation Commission (PTC) review and comment as appropriate.

Background

This document includes the following items:

- PTC Meeting Schedule
- PTC Representative to City Council (Rotational Assignments)
- Tentative Future Agenda

Commissioners are encouraged to contact Vinh Nguyen (Vinhloc.Nguyen@CityofPaloAlto.org) of any planned absences one month in advance, if possible, to ensure availability of a PTC quorum.

PTC Representative to City Council is a rotational assignment where the designated commissioner represents the PTC's affirmative and dissenting perspectives to Council for quasi-judicial and legislative matters. Representatives are encouraged to review the City Council agendas (<http://www.cityofpaloalto.org/gov/agendas/council.asp>) for the months of their respective assignments to verify if attendance is needed or contact staff. Prior PTC meetings are available online at <http://midpenmedia.org/category/government/city-of-palo-alto/boards-and-commissions/planning-and-transportation-commission>.

The Tentative Future Agenda provides a summary of upcoming projects or discussion items.

Attachments:

- Attachment A: February 24, 2021 PTC Meeting Schedule and Assignments(DOCX)

City of Palo Alto
 Planning & Development Services
 250 Hamilton Avenue
 Palo Alto, CA 94301
 (650) 329-2442



Planning & Transportation Commission 2021 Meeting Schedule & Assignments

2021 Schedule

| Meeting Dates | Time | Location | Status | Planned Absences/Notes |
|---------------|---------|-----------------|-----------|-------------------------|
| 1/13/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 1/27/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 2/10/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 2/24/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 3/10/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 3/31/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 4/14/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 4/28/2021 | 6:00 PM | Virtual Meeting | Regular | |
| 5/12/2021 | 6:00 PM | TBD | Regular | |
| 5/26/2021 | 6:00 PM | TBD | Regular | |
| 6/9/2021 | 6:00 PM | TBD | Regular | |
| 6/30/2021 | 6:00 PM | TBD | Regular | |
| 7/14/2021 | 6:00 PM | TBD | Regular | |
| 7/28/2021 | 6:00 PM | TBD | Regular | |
| 8/11/2021 | 6:00 PM | TBD | Regular | PAUSD Start Week |
| 8/25/2021 | 6:00 PM | TBD | Regular | |
| 9/8/2021 | 6:00 PM | TBD | Regular | |
| 9/29/2021 | 6:00 PM | TBD | Regular | |
| 10/13/2021 | 6:00 PM | TBD | Regular | |
| 10/27/2021 | 6:00 PM | TBD | Regular | |
| 11/10/2021 | 6:00 PM | TBD | Regular | |
| 11/24/2021 | 6:00 PM | Cancelled | Cancelled | Day Before Thanksgiving |
| 12/8/2021 | 6:00 PM | TBD | Regular | |
| 12/29/2021 | 6:00 PM | Cancelled | Cancelled | 2 Days Before NYE |

2021 Assignments - Council Representation (primary/backup)

| | | | | | |
|--------------------------------|--------------------------------------|----------------------------------|----------------|-----------------|-----------------|
| January | February | March | April | May | June |
| Doria Summa Michael Alcheck | Giselle Roohparvar Cari Templeton | Michael Alcheck Bart Hechtman | | | |
| July | August | September | October | November | December |
| | | | | | |



Planning & Transportation Commission 2021 Tentative Future Agenda

The Following Items are Tentative and Subject to Change:

| Meeting Dates | Topics |
|----------------|---|
| March 10, 2021 | <ul style="list-style-type: none"> • Recommendation on the Preferred Plan Alternative for the North Ventura Coordinated Area Plan • PTC Review of Objective Standards |

Upcoming items:

| Topics |
|---|
| <ul style="list-style-type: none"> • Review of Boards and Commissions Handbook • Ordinance to Update Density Bonus Code PAMC 18.15 • 181 Addison Ave: Preliminary Parcel Map w/ Exceptions & Variance • Study Session: Parking Program Enhancements |



Planning & Transportation Commission

Staff Report (ID # 11921)

Report Type: Action Items **Meeting Date:** 2/24/2021

Summary Title: 640 Fairmede: Preliminary Parcel Map with Exceptions

Title: PUBLIC HEARING / QUASI-JUDICIAL. 640 Fairmede Ave [20PLN-00203]: Recommendation on Applicant's Request for a Preliminary Parcel Map with Exceptions to Divide an Existing 23,000 Square Foot Parcel Into two Approximately 11,500 Square Foot lots, larger than the maximum allowed by the Zoning Code, to Facilitate Construction of two new Single-Family Residences. Environmental Assessment: Exempt per CEQA 15303 and 15061(b)(3). Zoning District: R-1 Single Family Residential. For More Information Contact the Project Planner Emily Foley at emily.foley@cityofpaloalto.org.

From: Jonathan Lait

Recommendation

Staff recommends the Planning and Transportation Commission (PTC) take the following action(s):

1. Conduct a public hearing, receive testimony, and recommend approval of the application to City Council.

Report Summary

The proposed project is to subdivide an existing 23,070 sf lot into two lots, one 11,855 sf and the other 11,215 sf. This project is before the PTC because the proposed parcels are greater than the allowed maximum lot size in the R-1 Zoning District. The existing home would subsequently be demolished and replaced with one single-family house on each of the new parcels, which would provide at least one new housing unit. The project is consistent with the General Plan, Subdivision Map Act, and Parcel Map Findings. The new housing units would be required to be consistent with the Zoning Code and all other applicable regulations.

Background

Project Information

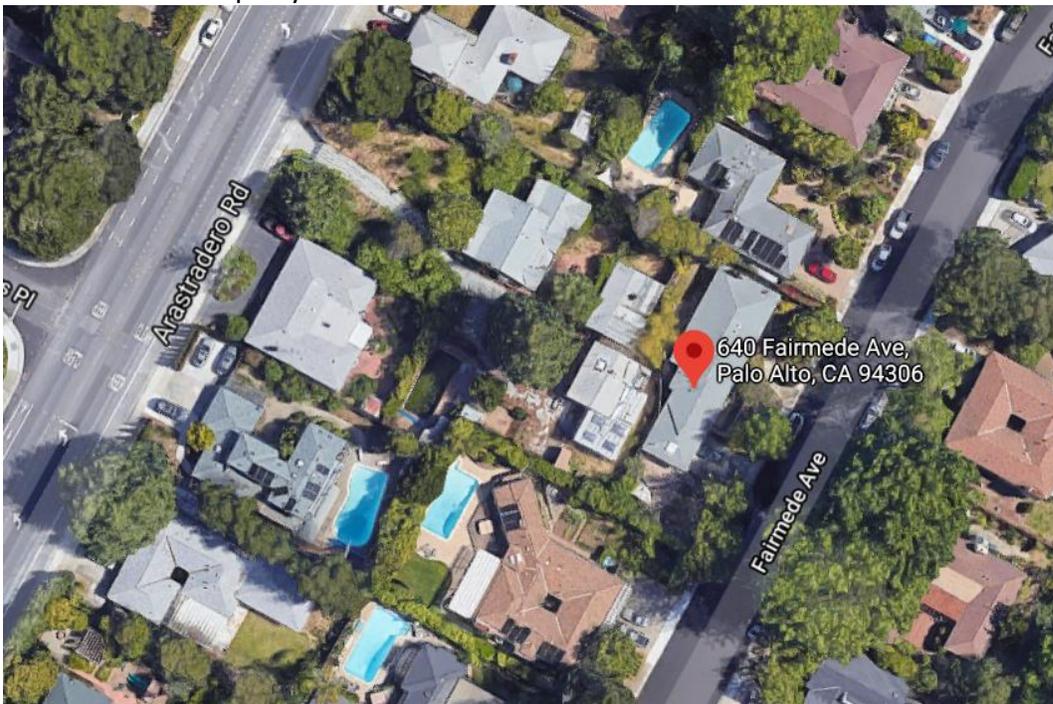
City of Palo Alto
 Planning & Development Services
 250 Hamilton Avenue
 Palo Alto, CA 94301
 (650) 329-2442

| | |
|-----------------|----------------|
| Owner: | Catherine Shen |
| Architect: | Mike Ma |
| Representative: | N/A |
| Legal Counsel: | N/A |

Property Information

| | |
|------------------------------|--|
| Address: | 640 Fairmede Avenue |
| Neighborhood: | Palo Alto Orchards |
| Lot Dimensions & Area: | 23,070.3 square feet, (irregular shape, 134.04 to 154.28 feet wide, 167.04 feet deep) |
| Housing Inventory Site: | Not Applicable |
| Protected/Heritage Trees: | Three street trees, plus one non-street tree in the right-of-way |
| Historic Resource(s): | Not Applicable |
| Existing Improvement(s): | 2,454 sf; 1 story; built in 1957 |
| Existing Land Use(s): | Single-family residence |
| Adjacent Land Uses & Zoning: | North: Single-Family Residence (R-1) West: Single-Family Residence (R-1) East: Single-Family Residence (R-1) South: Single-Family Residence (R-1) |

Aerial View of Property:



Source: Google Maps, note that some structures in the photo may have been recently demolished

Land Use Designation & Applicable Plans/Guidelines

| | |
|---------------------|-----|
| Zoning Designation: | R-1 |
|---------------------|-----|

| | |
|--|---------------------------|
| Comp. Plan Designation: | Single-Family Residential |
| Context-Based Design Criteria: | Not Applicable |
| Downtown Urban Design Guide: | Not Applicable |
| South of Forest Avenue Coordinated Area Plan: | Not Applicable |
| Baylands Master Plan: | Not Applicable |
| El Camino Real Design Guidelines (1976 / 2002): | Not Applicable |
| Proximity to Residential Uses or Districts (150'): | Yes |
| Located w/in the Airport Influence Area: | Not Applicable |

Prior City Reviews & Action

| | |
|---------------|------|
| City Council: | None |
| PTC: | None |
| HRB: | None |
| ARB: | None |

Project Description

The proposed project is to subdivide an existing 23,070 sf lot into two lots, one 11,855 sf and the other 11,215 sf. The resulting parcels would be greater than the allowed maximum lot size in the R-1 Zoning District of 9,999 sf. The existing home would subsequently be demolished and replaced with one single-family house on each of the new parcels.

Requested Entitlements, Findings and Purview:

The following discretionary applications are being requested and subject to PTC purview:

- **Preliminary Parcel Map:** The process for evaluating this type of application is set forth in Title 21 of the Palo Alto Municipal Code (PAMC) and Government Code Section 66474. PAMC Section 21.12.090 requires the Director to review whether the proposed subdivision complies and is consistent with certain documents. These include the Subdivision Map Act (in particular Government Code 66474), PAMC Title 21, the Palo Alto Comprehensive Plan, and other applicable provisions of the Palo Alto Municipal Code and State Law. If the Director believes there are issues of major significance associated with the proposed parcel map, he or she may refer the map to the Planning and Transportation Commission (PTC) for recommendation to City Council. All findings must be made in the affirmative to approve the project. The findings to approve a site and design application are provided in Attachment C.

Analysis¹

Neighborhood Setting and Character

This property is located in the R-1 zoning district in the Palo Alto Orchards neighborhood. The parcels on the same block as the subject property range in size from 6,732 sf to 23,070 sf. Excluding the subject property, the average lot size is approximately 10,154 sf. The neighborhood contains one- and two-story, single-family houses.

Zoning Compliance²

Staff performed a detailed review of the proposed project's consistency with applicable zoning standards. A summary table is provided as Attachment B. The proposed lots are larger than what is allowed by the Zoning Code, but in keeping with the average lot size in the area. If approved, the existing house would be demolished and two new houses would be built on the new lots, in a manner that conforms with the Zoning Code.

Although the proposed parcels are larger than the allowed maximum lot size, the property is too narrow to create three conforming lots. The total street frontage is 134.04 feet, and the proposal is for two 67.02 foot wide lots. Divided into three, each lot would only be 44.68 feet wide, whereas 60 feet are required. The narrowest lot on the street currently is 70.4 feet wide.

It is important to note, if the property were to be divided into three lots, the resulting lots would be over 7,000 sf and therefore not substandard. However, the three smaller lots would be less consistent with the rest of the neighborhood. Additionally, creating a new flag lot is not permitted.

Consistency with the Comprehensive Plan, Area Plans and Guidelines³

It is consistent with the Comprehensive Plan and the City's goals to provide more housing units, and encourage a consistent neighborhood and streetscape.

Consistency with Application Findings

The project meets the findings for a Preliminary Parcel Map with Exceptions, demonstrated in Attachment C. Notably, the proposed project and density is physically suitable for the site, and will bring the property into better conformance with the Zoning Code, in a manner consistent with the rest of the neighborhood. The project will provide at least one new housing unit.

Environmental Review

¹ The information provided in this section is based on analysis prepared by the report author prior to the public hearing. Planning and Transportation Commission in its review of the administrative record and based on public testimony may reach a different conclusion from that presented in this report and may choose to take an alternative action from the recommended action.

² The Palo Alto Zoning Code is available online: http://www.amlegal.com/codes/client/palo-alto_ca

³ The Palo Alto Comprehensive Plan is available online: <http://www.cityofpaloalto.org/gov/topics/projects/landuse/compplan.asp>

The subject project has been assessed in accordance with the authority and criteria contained in the California Environmental Quality Act (CEQA), the State CEQA Guidelines, and the environmental regulations of the City. Specifically, the project is exempt per CEQA Guideline 15303 and 15061(b)(3) because it involves the demolition and construction of a limited number of single-family homes in a residential neighborhood.

Public Notification, Outreach & Comments

The Palo Alto Municipal Code requires notice of this public hearing be published in a local paper and mailed to owners and occupants of property within 600 feet of the subject property at least ten days in advance. Notice of a public hearing for this project was published in the *Daily Post* on February 12, 2021, which is 12 days in advance of the meeting. Postcard mailing occurred on February 11, 2021, which is 11 days in advance of the meeting.

Public Comments

As of the writing of this report, no project-related, public comments were received.

Alternative Actions

In addition to the recommended action, the Planning and Transportation Commission may:

1. Continue the project to a date (un)certain; or
2. Recommend project denial based on revised findings.

Report Author & Contact Information

Emily Foley, AICP, Associate Planner
 (650) 617-3125
emily.foley@cityofpaloalto.org

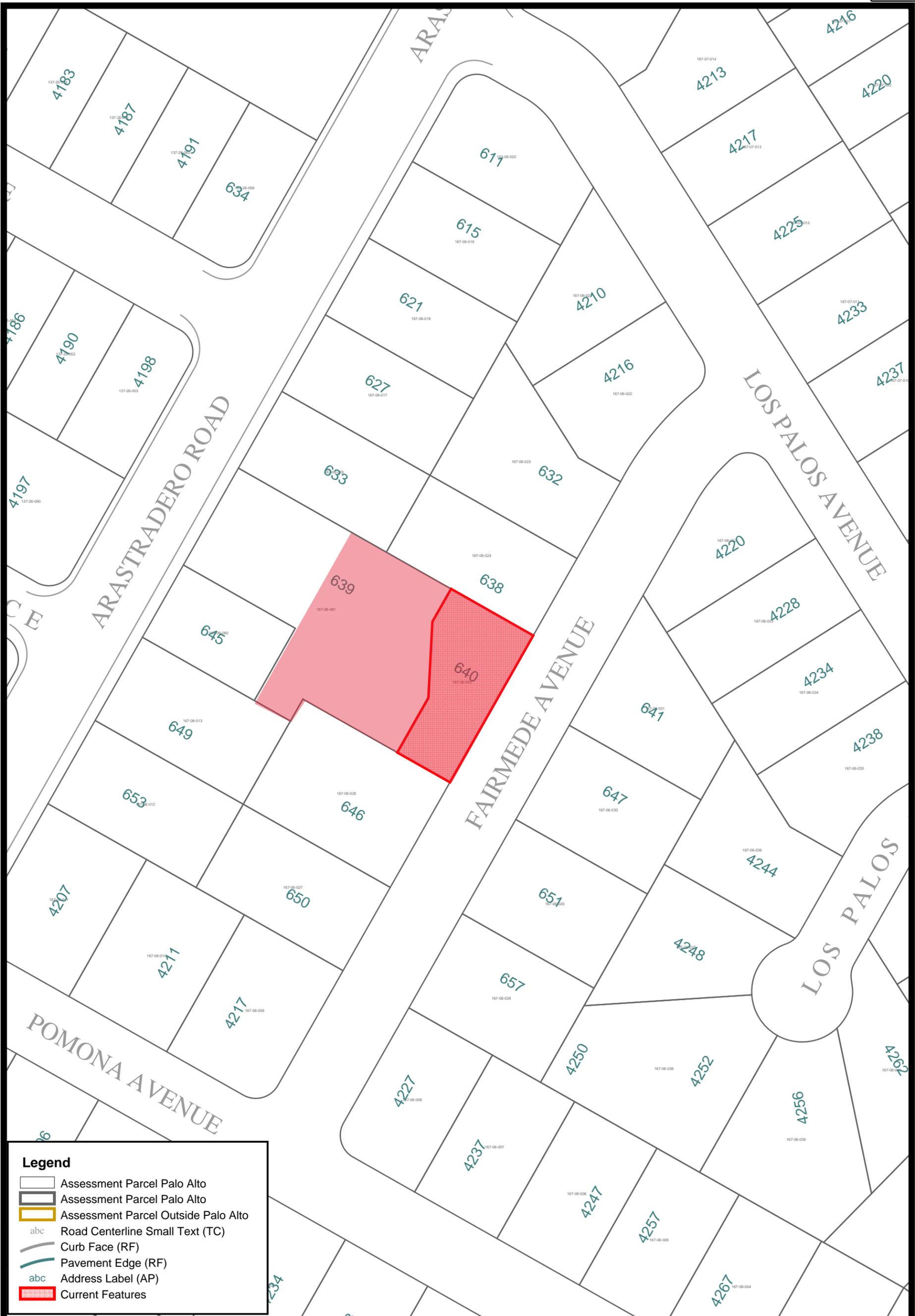
PTC⁴ Liaison & Contact Information

Rachael Tanner, Assistant Director
 (650) 329-2167
rachael.tanner@cityofpaloalto.org

Attachments:

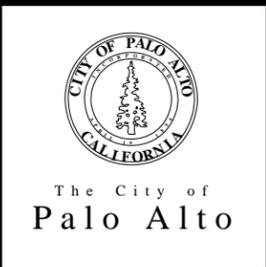
- Attachment A: Location Map (PDF)
- Attachment B: Zoning Comparison Table (DOCX)
- Attachment C: Prelim Parcel Map Findings (DOCX)
- Attachment D: Draft Conditions of Approval (DOCX)
- Attachment E: Project Plans (DOCX)

⁴ Emails may be sent directly to the PTC using the following address: planning.commission@cityofpaloalto.org



Legend

-  Assessment Parcel Palo Alto
-  Assessment Parcel Palo Alto
-  Assessment Parcel Outside Palo Alto
-  abc Road Centerline Small Text (TC)
-  Curb Face (RF)
-  Pavement Edge (RF)
-  abc Address Label (AP)
-  Current Features



Attachment A:
640 Fairmede Ave
20PLN-00203

This map is a product of the City of Palo Alto GIS




ATTACHMENT B
ZONING COMPARISON TABLE
 922 College Avenue, 20PLN-00104

Table 1: COMPARISON WITH CHAPTER 18.12 (R-1 DISTRICT)

| Regulation | Required | Existing | Proposed Parcel 1 | Proposed Parcel 2 |
|---------------------------|---|---|--|--|
| Minimum/Maximum Site Area | 6,000-9,999 sf area | 23,070.3 sf | Non-conforming: 11,855 sf | Non-conforming: 11,215.3 sf |
| Minimum Site Width | 60 feet | 134.04 feet wide at front, 154.28 feet wide at rear | 67.02 feet wide, additional portion 20 feet wide, 33 feet deep | 67.02 feet wide |
| Minimum Site Depth | 100 feet | 167.04 feet | 167.04 feet deep | 167.04 feet deep |
| Residential Density | One unit, except as provided in 18.12.070 | One unit | One unit | One unit |

(3) R-1 Floodzone Heights: Provided, in a special flood hazard area as defined in [Chapter 16.52](#), the maximum heights are increased by one-half of the increase in elevation required to reach base flood elevation, up to a maximum building height of 33 feet.

(6) R-1 Floodzone Daylight Plane: Provided, if the site is in a special flood hazard area and is entitled to an increase in the maximum height, the heights for the daylight planes shall be adjusted by the same amount.

Table 2: CONFORMANCE WITH SECTION 18.12.060 and CHAPTER 18.52 (Off-Street Parking)

for Single Family Residential Uses

| Type | Required | Existing | Proposed 922 College | Proposed 2160 Cornell |
|-----------------|---|-------------------------------------|-------------------------------------|-------------------------------------|
| Vehicle Parking | 2 parking spaces per unit, of which one must be covered | 2 spaces, one covered for each unit | 2 spaces, one covered for each unit | 2 spaces, one covered for each unit |

**ATTACHMENT C
PRELIMINARY PARCEL MAP FINDINGS**

640 Fairmede Avenue, File No. 20PLN-00203
Preliminary Parcel Map

A legislative body of a city shall deny approval of a Preliminary Parcel Map with Exceptions, if it makes any of the following findings (CGC Section 66474):

1. *That the proposed map is not consistent with applicable general and specific plans as specified in Section 65451:*

The site does not lie within a specific plan area and is consistent with the provisions of the Comprehensive Plan as noted below.

2. *That the design or improvement of the proposed subdivision is not consistent with applicable general and specific plans:*

The map is consistent with the following Comprehensive Plan policies:

- a. Policy L-1.3: Infill development in the urban service area should be compatible with its surroundings and the overall scale and character of the city to ensure a compact, efficient development pattern.
- b. Policy L-3.1: Ensure that new or remodeled structures are compatible with the neighborhood and adjacent structures.

3. *That the site is not physically suitable for the type of development:*

The site currently contains one single-family house on a lot more than twice the allowed maximum. The site is physically suitable for two single-family residences and is located within an established single-family neighborhood.

4. *That the site is not physically suitable for the proposed density of development:*

The proposal for the site will create a residential density closer to the density in the Zoning Code (one house per 6,000 sf) and closer to the density in the neighborhood (one house per approximately 10,000 sf).

5. *That the design of the subdivision or the proposed improvements are likely to cause substantial environmental damage or substantially and avoidably injure fish or wildlife or their habitat:*

The minor subdivision will not cause environmental damage or injure fish, wildlife, or their habitat. The project site has been fully urbanized and developed and is centrally located

within the Palo Alto Orchards neighborhood. There is no recognized sensitive wildlife or habitat in the project vicinity.

6. *That the design of the subdivision or type of improvements is likely to cause serious public health problems:*

The creation of two individual parcels will not cause serious public health problems, as it does not substantially affect the existing conditions and overall function of the property as a site for single-family residences.

7. *That the design of the subdivision or the type of improvements will conflict with easements, acquired by the public at large, for access through or use of, property within the proposed subdivision. In this connection, the governing body may approve a map if it finds that alternate easements, for access or for use, will be provided, and that these will be substantially equivalent to ones previously acquired by the public. This subsection shall apply only to easements of record or to easements established by judgment of a court of competent jurisdiction and no authority is hereby granted to a legislative body to determine that the public at large has acquired easements for access through or use of property within the proposed subdivision.*

The parcel map does not propose nor require any easements. The existing site has no easements.

The Preliminary Parcel Map with Exceptions also meets the following Findings for the Exceptions (PAMC 21.32.020):

1. *There are special circumstances or conditions affecting the property.*

The existing property is larger than the 10,000 sf maximum allowed by the Zoning Code. The subdivision will bring the property into better conformance with the Zoning Code, although the resulting parcels will continue to exceed 10,000 sf.

2. *The exception is necessary for the preservation and enjoyment of a substantial property right of the petitioner.*

A property of this size is better equipped to provide more than one residential unit. The maximum FAR for a property of the original size is 7,671 sf, however, the maximum house size allowed in Palo Alto is 6,000 sf.

3. *The granting of the exception will not be detrimental to the public welfare or injurious to other property in the territory in which the property is situated.*

The use of the property will not be detrimental to the public welfare or injurious to other

properties in the area, as the proposed use and density is more in conformance with the Code, and similar to other R-1 neighborhoods.

4. *The granting of the exception will not violate the requirements, goals, policies, or spirit of the law.*

Granting this exception is found to be consistent with the Subdivision Map Act, Zoning Code, Comprehensive Plan. It will also provide at least one new housing unit for the City of Palo Alto.

ATTACHMENT D
DRAFT CONDITIONS OF APPROVAL

Planning Division

1. **PROJECT PLANS.** The Parcel Map submitted for review and approval by the Director shall be in substantial conformance with the Preliminary Parcel Map prepared by WEC "Preliminary Parcel Map", consisting of 5 pages, dated November 10, 2020, except as modified to incorporate the conditions of this approval. A copy of this plan is on file in the Department of Planning and Community Environment, Current Planning Division.
2. **PARCEL MAP COVER PAGE.** At such time as the Parcel Map is filed, the cover page shall include the name and title of the Director of Planning and Development Services.
3. **PARCEL MAP EXPIRATION.** A Parcel Map, in conformance with the approved Preliminary Parcel Map, all requirements of the Subdivision Ordinance (PAMC Section 21.16), and to the satisfaction of the City Engineer, shall be filed with the Planning Division and the Public Works Engineering Division within two (2) years of the Preliminary Parcel Map approval date. The time period for a project may be extended once for an additional year by the Director of Planning if submitted prior to the expiration date. The resultant parcel map must be recorded prior to any building permit issuance.
4. **INDEMNITY.** To the extent permitted by law, the Applicant shall indemnify and hold harmless the City, its City Council, its officers, employees and agents (the "indemnified parties") from and against any claim, action, or proceeding brought by a third party against the indemnified parties and the applicant to attack, set aside or void, any permit or approval authorized hereby for the Project, including (without limitation) reimbursing the City for its actual attorneys' fees and costs incurred in defense of the litigation. The City may, in its sole discretion, elect to defend any such action with attorneys of its own choice.
5. **ESTIMATED IMPACT FEE:** Development Impact Fees, currently estimated in the amount of \$73,751.82 plus the applicable public art fee, per PAMC 16.61.040, shall be paid prior to the issuance of the second related building permit.
6. **IMPACT FEE 90-DAY PROTEST PERIOD.** California Government Code Section 66020 provides that a project applicant who desires to protest the fees, dedications, reservations, or other exactions imposed on a development project must initiate the protest at the time the development project is approved or conditionally approved or within ninety (90) days after the date that fees, dedications, reservations or exactions are imposed on the Project. Additionally, procedural requirements for protesting these development fees, dedications, reservations and exactions are set forth in Government Code Section 66020. IF YOU FAIL TO INITIATE A PROTEST WITHIN THE 90-DAY PERIOD OR FOLLOW THE PROTEST PROCEDURES DESCRIBED IN GOVERNMENT CODE SECTION 66020, YOU WILL BE BARRED FROM CHALLENGING THE VALIDITY OR REASONABLENESS OF THE FEES, DEDICATIONS, RESERVATIONS, AND EXACTIONS. If these requirements constitute fees, taxes, assessments, dedications, reservations, or other exactions as specified in Government Code Sections 66020(a) or 66021, this is to provide notification that, as of the date of this notice, the 90-day period has begun in which you may protest

these requirements. This matter is subject to the California Code of Civil Procedures (CCP) Section 1094.5; the time by which judicial review must be sought is governed by CCP Section 1094.6.

Public Works Engineering

7. The City Engineer Statement shall read as follows:

I HEREBY STATE THAT I HAVE EXAMINED THE WITHIN MAP; THAT ALL THE PROVISIONS OF THE SUBDIVISION MAP ACT AND ANY LOCAL ORDINANCE APPLICABLE AT THE TIME OF THE APPROVAL OF THE PRELIMINARY PARCEL MAP HAVE BEEN COMPLETED. THE SUBDIVISION AS SHOWN IS SUBSTANTIALLY THE SAME AS IT APPEARED ON THE PRELIMINARY PARCEL MAP AND ANY APPROVED ALTERATIONS THEREOF.

8. Provide the Closure Calculations for review.
9. Please provide electronic copies of the referenced documents, parcel map and preliminary title report.
10. The City of Palo Alto does not currently have a City Surveyor; we have retained the services of Siegfried Engineering to review and provide approval on behalf of the City. Siegfried will be reviewing, signing and stamping the Parcel Map associated with your project.

In an effort to employ the services of Siegfried Engineering, and as part of the City's cost recovery measures, the applicant is required to provide payment to cover the cost of Siegfried Engineering's review.

Our intent is to forward your Parcel Map to Siegfried for an initial preliminary review of the documents. Siegfried will then provide a review cost amount based on the complexity of the project and the information shown on the document. We will share this information with you once we receive it and ask that you return a copy acknowledging the amount. You may then provide a check for this amount as payment for the review cost. The City must receive payment prior to beginning the final review process. Scope and Fee Letter from Siegfried will be provided separately.

Utilities

PRIOR TO ISSUANCE OF DEMOLITION PERMIT

11. The applicant shall submit a request to disconnect utility services and remove meters. The utilities demo to be processed within 10 working days after receipt of request. The demolition permit will be issued by the building inspection division after all utility services and/or meters have been disconnected and removed.

FOR BUILDING PERMIT

12. The applicant shall submit a completed water-gas-wastewater service connection application - load sheet for City of Palo Alto Utilities. The applicant must provide all the information requested for utility service demands (water in fixture units/g.p.m., gas in b.t.u.p.h, and sewer in fixture units/g.p.d.). The applicant shall provide the existing (prior) loads, the new loads, and the combined/total loads (the new loads plus any existing loads to remain).

13. The applicant shall submit improvement plans for utility construction. The plans must show the size and location of all underground utilities within the development and the public right of way including meters, backflow preventers, fire service requirements, sewer mains, sewer cleanouts, sewer lift stations and any other required utilities. Plans for new wastewater laterals and mains need to include new wastewater pipe profiles showing existing potentially conflicting utilities especially storm drain pipes, electric and communication duct banks. Existing duct banks need to be daylighted by potholing to the bottom of the ductbank to verify cross section prior to plan approval and starting lateral installation. Plans for new storm drain mains and laterals need to include profiles showing existing potential conflicts with sewer, water and gas.
14. The applicant must show on the site plan the existence of any auxiliary water supply, (i.e. water well, gray water, recycled water, rain catchment, water storage tank, etc).
15. The applicant shall be responsible for installing and upgrading the existing utility mains and/or services as necessary to handle anticipated peak loads. This responsibility includes all costs associated with the design and construction for the installation/upgrade of the utility mains and/or services.
16. An approved reduced pressure principle assembly (RPPA backflow preventer device) is required for all existing and new water connections from Palo Alto Utilities to comply with requirements of California administrative code, title 17, sections 7583 through 7605 inclusive. The RPPA shall be installed on the owner's property and directly behind the water meter within 5 feet of the property line. RPPA's for domestic service shall be lead free. Show the location of the RPPA on the plans.
17. All backflow preventer devices shall be approved by the WGW engineering division. Inspection by the city inspector is required for the supply pipe between the meter and the assembly.
18. The applicant shall pay the capacity fees and connection fees associated with new utility service/s or added demand on existing services. The approved relocation of services, meters, hydrants, or other facilities will be performed at the cost of the person/entity requesting the relocation.
19. If a new water service line installation for fire system usage is required. Show the location of the new water service on the plans. The applicant shall provide to the engineering department a copy of the plans for fire system including all fire department's requirements.
20. Each unit or place of business shall have its own water and gas meter shown on the plans. Each parcel shall have its own water service, gas service and sewer lateral connection shown on the plans.
21. A new gas service line installation is required. Show the new gas meter location on the plans.

The gas meter location must conform to utilities standard details.
22. A sewer lateral per lot is required. Show the location of the new sewer lateral on the plans. A profile of the sewer lateral is required showing any possible conflicts with storm, electric/communications ductbanks or other utilities.
23. All existing water and wastewater services that will not be reused shall be abandoned at the main per WGW utilities procedures.

24. Utility vaults, transformers, utility cabinets, concrete bases, or other structures cannot be placed over existing water, gas or wastewater mains/services. Maintain 1' horizontal clear separation from the vault/cabinet/concrete base to existing utilities as found in the field. If there is a conflict with existing utilities, Cabinets/vaults/bases shall be relocated from the plan location as needed to meet field conditions. Trees may not be planted within 10 feet of existing water, gas or wastewater mains/services or meters. New water, gas or wastewater services/meters may not be installed within 10' of existing trees. Maintain 10' between new trees and new water, gas and wastewater services/mains/meters.
25. To install new gas service by directional boring, the applicant is required to have a sewer cleanout at the front of the building. This cleanout is required so the sewer lateral can be videoed for verification of no damage after the gas service is installed by directional boring.
26. The applicant shall secure a public utilities easement for facilities installed in private property. The applicant's engineer shall obtain, prepare, record with the county of Santa Clara, and provide the utilities engineering section with copies of the public utilities easement across the adjacent parcels as is necessary to serve the development.
27. All utility installations shall be in accordance with the City of Palo Alto utility standards for water, gas & wastewater.

Attachment E

Project Plans

During Shelter-in-Place, project plans are only available online.

Directions to review Project plans online:

1. Go to: bit.ly/PApendingprojects
2. Scroll down to find “640 Fairmede” and click the address link
3. On this project specific webpage you will find a link to the project plans and other important information

Direct Link to Project Webpage:

<https://www.cityofpaloalto.org/news/displaynews.asp?NewsID=5097&TargetID=319>



Planning & Transportation Commission

Staff Report (ID # 11837)

| | | |
|-----------------------|---|--------------------------------|
| Report Type: | Action Items | Meeting Date: 2/24/2021 |
| Summary Title: | 2020 Annual Comprehensive Plan and Housing Element Implementation Progress | |
| Title: | Review of the 2020 Comprehensive Plan Annual Progress Report and the 2020 Housing Element Annual Progress Report. Environmental Assessment: Exempt pursuant to CEQA Guidelines Section 15061(b)(3). | |
| From: | Jonathan Lait | |

Recommendation

Staff recommends the Planning and Transportation Commission (PTC) take the following action:

1. Review the 2020 Comprehensive Plan Annual Progress Report (Attachment A) and 2020 Housing Element Annual Progress Report (Attachments B and C); and
2. Recommend City Council authorize transmittal of the reports to the Office of Planning and Research and Department of Housing and Community Development, respectively, by April 1, 2021.

Report Summary

In accordance with Government Code Section 65400¹ and Palo Alto's 2030 Comprehensive Plan (Comp Plan), the City is required to submit Annual Progress Reports (APRs) to the State by April 1, 2021 for the Comprehensive Plan and the Housing Element implementation. This staff report summarizes progress towards the programs and goals set forth in Comprehensive Plan Implementation Plan Table and the 2015-2023 Housing Element².

- The Palo Alto Comprehensive Plan APR is submitted to the State Office of Planning and Research (OPR). The APR summarizes the City's progress implementing the 410

¹ Government Code Section 65400:

http://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV§ionNum=65400

²2015-2023 Housing Element: <https://www.cityofpaloalto.org/civicax/filebank/documents/63480>

programs identified in the Palo Alto Comprehensive Plan, including the 72 items in the Housing Element.

- The Housing Element APR is submitted to the State Department of Housing and Community Development (HCD). This APR describes the progress the City made in 2020 implementing the Housing Element programs and provides updated figures on the City's compliance with its Regional Housing Needs Allocation (RHNA).

Background

In addition to the State mandated reporting requirements identified above, the Palo Alto Municipal Code (Section 19.04.030) specifies that the PTC shall annually review the Comprehensive Plan *“and recommend to the city council such extensions, changes or additions to the plan as the commission may consider necessary in the view of any change in conditions.”* To date, this staff report reflects the third annual report presented to the PTC since the 2017 adoption of the current Comprehensive Plan; City Council reviewed the last update for 2019 on March 16, 2020.³

Staff is aware that the PTC is interested in having more time to review the Comprehensive Plan programs to provide specific feedback within the PTC's purview (noted above). To facilitate this, staff will start the 2021 Comprehensive Plan implementation review process earlier and will bring the discussion to the PTC in the Fall 2021.

Discussion

This section provides information on the preparation of the Comprehensive Plan APR and how the information is organized for the specific details, please review Attachment A. This section also provides an overview of the Housing Element APR and provides high-level summaries of the related data. See Attachments B and C for details.

Comprehensive Plan Implementation Annual Progress Report 2020

The Comprehensive Plan is Palo Alto's long-range planning policy document to be implemented over the next ten years. The Implementation Plan Chapter⁴ of the Comprehensive Plan contains 410 programs attributed to approximately 15 different lead agencies or departments. Since the Comprehensive Plan was adopted in late 2017, the implementation of most programs remains ongoing. Table 1 shows the status of the programs completed, partially complete, ongoing, and pending.

| Table 1: 2020 Implementation Status of the Comprehensive Plan Programs | | |
|--|--------------------|------------------------------|
| 2020 Status | Number of Programs | Percentage of Total Programs |
| | | |

³ Council Staff Report, 03/16/20:

<https://www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=64737.14&BlobID=75670>

⁴ Comp Plan - Implementation Chapter: <https://www.cityofpaloalto.org/civicax/filebank/documents/63476>

| | | |
|---|------------|-------------|
| Complete | 16 | 4% |
| Partially Complete | 32 | 8% |
| Ongoing | 267 | 65% |
| Pending | 95 | 23% |
| Total | 410 | 100% |
| Source: Planning and Development Services Department compiled this table based on information provided by various City Departments, January 2021. | | |

Guide to the Comp Plan Annual Progress Report

The Planning and Development Services Department staff works with different City departments in assessing the programs of the different Elements of the Comprehensive Plan and report out on the following three aspects.

- Priority of the program: Routine, In progress, Short-term, Medium-term, Long-term.
- Level of effort required to implement programs: approximate magnitude of the project; whether a project will be of “small, medium or large” effort in terms of department/s involvement, project extent etc.
- Status of program: Complete, Partially Complete, Ongoing, Pending

Attachment A, *2020 Comprehensive Plan Annual Progress Report*, is a table listing the Comp Plan implementation programs and their status in 2020 for the following four required Plan Elements: (1) Land Use and Community Design Element, (2) Transportation Element, (3) Natural Environment Element, and (4) Safety Element. The table also includes the two optional Elements: Business and Economics, and Community Services and Facilities, along with the Governance chapter.

Priority of Program/Timing

The City Council prioritized the timing of program implementation at the time of Comprehensive Plan adoption in 2017. The prioritization guided the allocation of resources to implement the plan. The following five categories, which appear in Attachment A, reflect the level of priority for program accomplishment:

S: “Short-term” – programs planned for implementation within the first five years after Comprehensive Plan adoption

M: “Medium-term” – typically means programs that would be implemented or completed roughly within five to ten years after Comprehensive Plan adoption

L: “Long-term” – programs that would be implemented or completed more than ten years after Comprehensive Plan adoption

IP: “In progress” – programs that were already underway to complete a specific, defined work effort at the time of the Comprehensive Plan’s adoption, and

R: “Routine” activities that are part of the normal course of business for staff.

Most of the Implementation Plan's routine ("R") programs have been successfully initiated, along with many short-term ("S") programs. Many other short-term and even some medium-term ("M") programs were partially completed. As expected, very few long-term ("L") programs were partially or fully completed. It is not uncommon for priorities to shift over time depending on resource availability.

Level of Effort

The level of effort indicated in Attachment A reflects the magnitude and complexity of the program in terms of project size (e.g., small, medium, or large) and required staff and department involvement; the "\$" symbol is not intended to reflect the associated financial cost for the project/program. Attachment A reflects the following measures for level of effort: "\$" low level; "\$\$" moderate level; and "\$\$\$" significant level of commitment to complete the program. As discussed, when the Comprehensive Plan was adopted in late 2017, it is difficult to accurately project program costs with the given minimal details and the changing economy.

Progress Status

The progress towards each of the 410 programs is identified in the "2020 Status" column in Attachment A. The key for the different statuses is as follows: **C** = Complete, **PC** = Partially Complete, **O** = Ongoing, and **P** = Pending.

2015-2023 Housing Element and the Annual Progress Report 2020

The HCD Department requires an annual report addressing the City's progress implementing the Housing Element. The report includes data on housing production and accomplishments toward the City's RHNA goals. The City adopted its current Housing Element⁵ for the period of 2015-2023.

The Housing Element covers five key areas:

1. Analysis of existing needs, including the number of people living in substandard or overcrowded housing, people paying more for their homes than they can sustainably afford, people with special housing needs, and affordable units at risk of converting to market rate.
2. Analysis of projected needs, including the allocation of income-specific housing needs developed by the Association of Bay Area Governments (ABAG).
3. A site inventory where housing development is allowed, as well as supported by infrastructure and the environment.
4. Analysis of government controls on housing development.
5. Programs, policies, and objectives that the City will adopt to assist the development of housing for different income and special needs groups, ensure equal housing opportunity, and preserve and improve the existing housing stock.

⁵ 2015-2023 Housing Element: <https://www.cityofpaloalto.org/civicax/filebank/documents/37935>

The HCD mandates that the APR for the Housing Element focus on three topics:

1. Total number of net housing units produced or “permitted” by the City in a calendar year;
2. Status on jurisdiction’s progress in addressing its Regional Housing Needs Allocation (RHNA);
3. Status of the implementation of the 2015-2023 Housing Element’s programs and goals.

Previous Annual Progress Reports for this current Housing Element cycle can be found on the City’s 2015-23 Housing Element website: <http://bit.ly/CPAHousingElement>.

Annual Progress Report and Regional Housing Needs Allocation

The State requires the APR to describe the City’s progress in meeting its share of RHNA and efforts to preserve, rehabilitate, or produce housing. As part of the RHNA process overseen by the Association of Bay Area Governments (ABAG), the City of Palo Alto was assigned a quantified goal of 1,988 units. This number represents the City’s “fair share” of projected housing need over the 2015-2023 planning period. The projected need is distributed among the following income groups: extremely low and very low (691 units), low (432 units), moderate (278 units), and above moderate (587 units) income.

In 2020 Palo Alto made progress toward its RHNA requirement and added 58 very low income and 120 above moderate (market rate) units; see Attachment C for the 2020 APR details. Table 2 shows the RHNA breakdown by income group.

| Table 2: City of Palo Alto Regional Housing Needs Allocation 2015-2023 | | | |
|---|------------------------|---------------------------------------|-------------------|
| Income Group | % of County AMI | Palo Alto RHNA (2014-2022) | % of Units |
| Very Low | 0-50% | 691 | 35% |
| Low | 51-81% | 432 | 22% |
| Moderate | 81-120% | 278 | 14% |
| Above Moderate | 120%+ | 587 | 29% |
| Total | | 1,988 | 100% |

Table 3 below provides a summary of the City’s progress in meeting its RHNA through 2020. The numbers are based on Building Permits Issued as required by HCD. Since the City is 75% completed of its current housing planning cycle, it should be noted that it has produced 92% of its Above Moderate Income RHNA goal.

Table 3: City of Palo Alto RHNA Progress 2014-2020 Cumulative

| Income Group | Palo Alto RHNA | Number of Units Permitted | % of RHNA Accomplished |
|-----------------------|-----------------------|----------------------------------|-------------------------------|
| Very Low | 691 | 101 | 15% |
| Low | 432 | 65 | 15% |
| Moderate | 278 | 26 | 9% |
| Above Moderate | 587 | 540 | 92% |
| Total | 1,988 | 732 | 37% |

Housing Goals, Policies, and Programs Implementation

The Housing Element contains 72 adopted programs that the City will need to implement during the Housing Element period ending in 2023. Table 4 below includes a summary of the status of those programs. Of the 72 programs listed in the Housing Element:

- 35 are ongoing programs (effectively completed);
- 21 have been completed;
- 11 are underway; and
- five programs have not yet been completed.

Of these 72 adopted programs, 56 (79%) are considered complete (for example, established ongoing programs and completed programs). A summary table of each housing program is included as Attachment B. The City is 75% of the way through the current Housing Element cycle, therefore is keeping pace with completing the Housing program by 2023. Most of the remaining programs not completed (i.e., partially completed or not completed) are addressed in the Housing Work Program that was reviewed by the City Council in February 2020.

Table 4. Status of Near-Term Housing Element Programs (December 2014 to December 2020) and Ongoing Programs

| | | |
|------------------|--|-----------|
| Ongoing | <p>Promote/Incentivize Rehabilitation and Neighborhood Revitalization: H1.1.1; H3.2.2; H1.3.1</p> <p>Implementation of BMR Ordinance H3.1.2; H3.1.3; H3.1.5</p> <p>Enforcement of Condominium Conversion H3.1.9; H3.1.10</p> <p>Support of 100% Affordable Housing Projects H3.1.11; H3.3.1; H3.3.2; H3.4.2; H2.3.1</p> <p>Assisting Lower Income Households H3.4.4; H3.2.1</p> <p>Regional Efforts to Support Housing H3.3.6; H3.4.1; H3.5.1; H4.1.1; H5.1.3; H3.1.13</p> <p>Fair Housing and CDBG Implementation H4.1.2; H4.1.3; H4.1.4; H4.1.5; H4.1.6</p> <p>Promote Green Building H5.1.1; H5.1.2; H5.1.4; H5.1.5; H5.1.6</p> | 35 |
| Completed | <p>Modifying Zoning Code for Promotion of ADU H1.1.2; H3.3.5</p> <p>Amending Zoning Code and BMR Ordinance to Create Incentives for Affordable Housing and Workforce Housing H2.1.4; H2.1.9; H3.6.1; H2.2.1; H3.1.1; H2.1.1; H2.1.2; H2.2.8; H2.1.3; H2.1.6; H3.1.12; H2.2.7; H3.3.3;</p> <p>Promotion of Housing Sites and Developed Plans H2.1.8; H5.1.7; H2.2.6; H2.1.12;</p> <p>Housing Preservation via Financial Incentives H2.2.4; H3.1.8</p> <p>Creation of Affordable Housing Fund via Impact and In-lieu payments H3.4.3; H3.1.6</p> <p>Support of Transitional Housing H3.5.2; H3.5.3;</p> | 21 |

| Table 4. Status of Near-Term Housing Element Programs (December 2014 to December 2018) and Ongoing Programs | | |
|--|---|-----------|
| Partially Completed | Reduction of Fees and Flexible Development Standards for Preservation of Cottages H1.1.3; H2.1.4 BMR Requirements in Condominium Conversions and Preservation of At-Risk Units H1.2.1; H3.1.4; Increase Connectivity and Walkability and Study of Parking H2.1.7 Development of Coordinated Plans H2.2.3; H2.1.10; H2.1.5 Outreach to Identify Housing Sites and Regional Collaboration H2.2.2; H4.2.2; 3.1.14; | 11 |
| Not Completed | Pedestrian and Transit Oriented Overlay H2.1.11 Identify Transit Rich Housing Sites H2.2.5 Innovative Housing H3.1.7; Group homes and Flexible Standards for Special Needs H3.3.4; H4.2.1 | 5 |
| Total | | 72 |

Environmental Review

This report regarding the City's progress on the existing Comprehensive Plan and Housing Element is not a project requiring review under the California Environmental Quality Act (CEQA).

Public Notification, Outreach & Comments

The Palo Alto Municipal Code requires publication of a notice of this public hearing in a local paper at least ten days in advance of the meeting. Notice of the PTC public hearing was published in the Daily Post on February 12, 2021, which is 12 days in advance of the meeting.

Different City department staff assisted in the preparation of this progress report. Staff did not reach out to community members to prepare this progress report. Members of the public will have the opportunity to comment on these APR reports during the PTC hearing.

Next Steps

The PTC's recommendation will be forwarded to the City Council for action and is tentatively scheduled for March 15, 2021. The City Council will be asked to direct staff to transmit the ARP reports to the State by the April 1, 2021 deadline.

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Attachments:

- Attachment A: 2020 Comprehensive Plan Annual Progress Report (PDF)
- Attachment B: 2020 Housing Element Annual Progress Report - Program ImplementationTable D (PDF)
- Attachment C: 2020 Housing Element Annual Progress Report - Data Tables (XLSX)

⁶ Emails may be sent directly to the PTC using the following address: planning.commission@cityofpaloalto.org

| | Program Text | Lead Department | Priority ¹ | Level of Effort ² | 2020 Status ³ | 2021 Staff Comments |
|--|--|-----------------------------------|-----------------------|------------------------------|--------------------------|--|
| Land Use Element | | | | | | |
| Goal L-1: A compact and resilient city providing residents and visitors with attractive neighborhoods, work places, shopping districts, public facilities, and open spaces. | | | | | | |
| L1.6.1 | Review regulatory tools available to the City and identify actions to enhance and preserve the livability of residential neighborhoods and the vitality of commercial and employment districts, including improved code enforcement practices. | Planning and Development Services | S | \$\$ | C | The Accela/311 integration work is complete and implemented on Sept 2020. |
| L1.8.1 | Maintain and update as appropriate the 1985 Land Use Policies Agreement that sets forth the land use policies of the City, Santa Clara County, and Stanford University with regard to Stanford unincorporated lands. | Planning and Development Services | IP | \$ | O | The City meets regularly with Stanford University regarding land use on an ongoing basis. In 2020 and continuing into 2021, the County initiated a process to update the Stanford Community Plan. The County is also preparing an updated Municipal Services Study. Both of these will be reviewed by the City as a stakeholder in unincorporated area land use policies areas within the City's Sphere of Influence and Urban Service Area. |
| Goal L-2: An enhanced sense of "community" with development designed to foster public life, meet citywide needs and embrace the principles of sustainability. | | | | | | |
| L2.2.1 | Explore whether there are appropriate locations to allow small-scale neighborhood-serving retail facilities such as coffee shops and corner stores in residential areas. | Planning and Development Services | M | \$ | O | To assist and retain existing retail businesses the focus was shifted to programs like Summer Streets and Uplift Local, during COVID-19 pandemic. |
| L2.4.1 | Amend the Housing Element to eliminate housing sites along San Antonio Road and increase residential densities in Downtown and the California Avenue area to replace potential units from the sites eliminated. | Planning and Development Services | S | \$ | P | This will be considered as a part of the 2023-2031 Housing Element cycle update. The City Council approved 788 San Antonio mixed use project in 2020 including legislative action and programmatic CEQA analysis regarding future housing along San Antonio Road. |

1. S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine

2. \$=Small, \$\$=Medium \$\$\$=Large size projects

3. C= Complete, PC= Partially Complete, O= Ongoing, P= Pending.

| | Program Text | Lead Department | Priority ¹ | Level of Effort ² | 2020 Status ³ | 2021 Staff Comments |
|--------|---|-----------------------------------|-----------------------|------------------------------|--------------------------|---|
| L2.4.2 | Allow housing at Stanford Shopping Center, provided that adequate parking and vibrant retail is maintained and no reduction of retail square footage results from the new housing. | Planning and Development Services | S | \$ | P | Mixed Use development is allowed in the Community Commercial (CC) zoning district since 2018. Future housing development requires conversation with tenants and Stanford University. The Housing Element process in 2021-22 will include consideration of this program. |
| L2.4.3 | Allow housing on the El Camino Real frontage of the Stanford Research Park. Explore multi-family housing elsewhere in Stanford Research Park and near the SUMC. | Planning and Development Services | S | \$ | O | The City meets regularly with Stanford University regarding land use on an ongoing basis. The Housing Element process in 2021-22 will include consideration of this program. |
| L2.4.4 | Assess non-residential development potential in the Community Commercial, Service Commercial and Downtown Commercial Districts (CC, CS and CD) and the Neighborhood Commercial District (CN), and convert non-retail commercial FAR to residential FAR, where appropriate. Conversion to residential capacity should not be considered in Town and Country Village. | Planning and Development Services | S | \$ | O | Conversion of commercial properties to residential and mixed use (residential and commercial) is occurring with pre-screening development applications filed in FY 20-21. |
| L2.4.5 | Update the municipal code to include zoning changes that allow a mix of retail and residential uses but no office uses. The intent of these changes would be to encourage a mix of land uses that contributes to the vitality and walkability of commercial centers and transit corridors. | Planning and Development Services | S | \$ | P | Due to the COVID-19 pandemic, commercial vacancy rates increased, particularly among retail. Town and Country Village shopping center submitted an application for a zoning text amendment to allow ground floor medical office in the center. |
| L2.4.6 | Explore changing the Transfer of Development Rights (TDR) ordinances for both buildings of historic significance and for seismic retrofits so that transferred development rights may only be used for residential capacity. | Planning and Development Services | M | \$ | P | This program has not been explored yet. The project commencement is pending the availability of resources. |

1. S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine

2. \$=Small, \$\$=Medium \$\$\$=Large size projects

3. C= Complete, PC= Partially Complete, O= Ongoing, P= Pending.

| | Program Text | Lead Department | Priority ¹ | Level of Effort ² | 2020 Status ³ | 2021 Staff Comments |
|--|---|-----------------------------------|-----------------------|------------------------------|--------------------------|---|
| L2.4.7 | Explore mechanisms for increasing multi-family housing density near multimodal transit centers. | Planning and Development Services | S | \$\$ | PC | Priority Development Area (PDA) in Downtown was established in 2019-20. City is filing grant application in 2021 for PDA area studies. |
| L2.4.8 | Identify development opportunities for BMR and more affordable market rate housing on publicly owned properties in a way that is integrated with and enhances existing neighborhoods. | Planning and Development Services | S | \$\$ | PC | As of January 2021 Courthouse project is in early stage of planning process. The City Council study session was held on February 8, 2021 along with CEQA scoping. |
| L2.5.1 | Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees. | Planning and Development Services | IP | \$ | O | A new Lease between the City and Palo Alto Unified School District (PAUSD) for Cubberley was negotiated, which reduces the amount of space the City leases. (see L2.10.1). |
| L2.7.1 | Review development standards to discourage the net loss of housing units. | Planning and Development Services | S | \$ | P | Modifications to zoning code will be proposed to ensure compliance with state law. It will be placed on the work plan for 2021. |
| L2.8.1 | Conduct a study to evaluate various possible tools for preventing displacement of existing residents. | Planning and Development Services | M | \$\$ | O | In 2018, the City passed a relocation ordinance which has provisions for assistance. The Challenge Grant program has placed a mid-career fellow with the City to research tenant protection policies and propose appropriate policies for Palo Alto. This is an ongoing effort. |
| L2.8.2 | Develop and implement a system to inventory the characteristics of existing housing units and track changes in those characteristics on a regular basis. Make the information publicly available. | Planning and Development Services | M | \$\$ | P | Work has not commenced yet. |
| L2.10.1 | Collaborate with PAUSD to plan for space to accommodate future school expansions or new school sites, and evaluate zoning space to accommodate new schools. | Planning and Development Services | IP | \$\$ | O | The lease on existing Cubberley facilities were extended from July 1, 2020 to December 31, 2024 to accommodate school district's need. |
| <p>Goal L-3: Safe, attractive residential neighborhoods, each with its own distinct character and within walking distance of shopping, services, schools, and/or other public gathering places.</p> | | | | | | |

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|--|--|--|-----------------------|------------------------------|--------------------------|--|
| L3.2.1 | Evaluate and implement strategies to prevent conversion of residential and neighborhood-serving retail space to office or short-term vacation rentals. | Planning and Development Services | IP | \$ | PC | PAMC Section 18.40.180 ensures no net loss of retail space in designated areas. City's COVID-19 pandemic response included developing strategies and assistance to commercial businesses. |
| L3.5.1 | Develop a program to assess and manage both the positive and negative impacts of basement construction in single family homes on the community and the environment, including: § Impacts to the natural environment, such as potential impacts to the tree canopy, groundwater supply or quality, and soil compaction. § Safety issues such as increased surface flooding increased groundwater intrusion with sea level rise, emergency access and egress, or sewage backflows. | Planning and Development Services & Department of Public Works | S | \$\$ | O | The Planning Department and Public Works staff monitors secant walls and groundwater levels for all projects. |
| Goal L-4: Inviting pedestrian scale centers that offer a variety of retail and commercial services and provide focal points and community gathering places for the city's residential neighborhoods and employment districts. | | | | | | |
| L4.2.1 | Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective. | Planning and Development Services | M | \$\$ | P | The City's response to COVID-19 pandemic included developing strategies and assistance to commercial businesses. |
| L4.2.2 | Evaluate the effectiveness of formula retail limits adopted for California Avenue. Develop incentives for local small businesses where warranted. | Planning and Development Services | M | \$\$ | P | The California Av. garage construction project is completed first quarter of FY 2020-2021. The Office of Transportation is conducting parking assessment in California Avenue area. |
| L4.2.3 | Explore and potentially support new, creative and innovative retail in Palo Alto. | Planning and Development Services | S | \$\$ | PC | University Av. and California Av. street closures and parklets enabled via Council adoption of ordinance and resolution, to accommodate outdoor dining during the COVID-19 pandemic and to support local retail. Citywide programs included provision of a pre-approved parklet designs. |

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| L4.4.1 | Study the feasibility of using public and private funds to provide and maintain landscaping and public spaces such as parks, plazas, sidewalks and public art within commercial areas. | Planning and Development Services | M | \$ | PC | City's ArtLift program was launched to fund art projects and experiences in commercial corridors and neighborhoods to help people remain engaged in the arts, reconnect with each other, and recover together as a cohesive community. This is an initiative of the Public Art Program. |
| L4.4.2 | Through public/private cooperation, provide well-signed, clean, and accessible restrooms. | Planning and Development Services | R | \$ | O | This is an ongoing effort. |
| L4.4.3 | Collaborate with merchants to enhance the appearance of streets and sidewalks within all Centers. Encourage the formation of business improvement districts and undertake a proactive program of maintenance, repair, landscaping and enhancement. | Department of Public Works / Urban Forestry Department | R | \$\$ | P | There are no substantial actions to report at this time. |
| L4.4.4 | Identify priority street improvements that could make a substantial contribution to the character of Centers, such as widening sidewalks, narrowing travel lanes, creating medians, restriping to allow diagonal parking, and planting trees. | Office of Transportation | S | \$\$\$ | P | The California Av. street improvements is complete, but the Downtown street improvements has not commenced, it might be included as a part of Downtown study in future. |
| L4.5.1 | Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services. | Planning and Development Services | M | \$\$ | P | The project has not commenced yet. Due to the COVID-19 pandemic, the focus is now on temporary outdoor business operations. |
| L4.5.2 | Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals. | Planning and Development Services | M | \$ | P | Work has not commenced yet. |
| L4.6.1 | Explore increasing hotel FAR from 2.0 to 3.0 in the University Avenue/Downtown area and 2.5 in areas outside of Downtown. | Planning and Development Services | M | \$\$ | P | Work has not commenced yet. |

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| L4.8.1 | Prepare a Coordinated Area Plan for Downtown. | Planning and Development Services | IP | \$\$\$ | P | Staff submitted a proposal for a grant in February 2021. The project commencement is pending the availability of resources. |
| L4.8.2 | Study the feasibility of converting parts of University Avenue to a pedestrian zone. | Planning and Development Services & Office of Transportation | M | \$\$ | P | As a response to the COVID-19 pandemic, the City closed portions of University and California Av.s to vehicular traffic. In addition, the Council authorized staff to further explore options to close and open the street to traffic in a more dynamic manner. |
| L4.9.1 | While preserving adequate parking to meet demand, identify strategies to reuse surface parking lots. | Planning and Development Services & Office of Transportation | IP | \$ | O | Work is in progress. There are no substantial actions to report at this time. |
| L4.9.2 | Explore adding additional Floor Area Ratio (FAR) for retail at Stanford Shopping Center. | Planning and Development Services | M | \$ | P | Work will be started in approximately four years, no change in status to report for 2020. |
| L4.10.1 | Prepare a coordinated area plan for the North Ventura area and surrounding California Avenue area. The plan should describe a vision for the future of the North Ventura area as a walkable neighborhood with multi- family housing, ground floor retail, a public park, creek improvements, and an interconnected street grid. It should guide the development of the California Avenue area as a well-designed mixed use district with diverse land uses and a network of pedestrian-oriented streets. | Planning and Development Services | IP | \$\$\$ | O | The coordinated area plan work is in progress. The City Council is scheduled to review the first draft plan in summer 2021. |
| L4.10.2 | Create regulations for the California Avenue area that encourage the retention or rehabilitation of smaller buildings to provide spaces for existing retail, particularly local, small businesses. | Planning and Development Services | M | \$\$ | P | Project commencement is pending the availability of resources. |

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| L4.16.1 | Maintain distinct neighborhood shopping areas that are attractive, accessible and convenient to nearby residents. | Planning and Development Services | R | \$ | O | The PAMC commercial zoning regulations and Retail Preservation Ordinance ensure these shopping areas are maintained. |
| Goal L-5: High quality employment districts, each with their own distinctive character and each contributing to the character of the city as a whole. | | | | | | |
| L5.1.1 | Explore with Stanford University various development options for adding to the Stanford Research Park a diverse mix of uses, including residential, commercial hotel, conference center, commercial space for small businesses and start-ups, retail, transit hub, and other community-supporting services that are compatible with the existing uses, to create a vibrant innovation-oriented community. | Planning and Development Services | M | \$\$ | O | The City meets regularly with Stanford University regarding land use on an ongoing basis. The Housing Element process in 2021-22 will include consideration of this program. |
| Goal L-6: Well-designed buildings that create coherent development patterns and enhance city streets and public spaces. | | | | | | |
| L6.1.1 | Promote awards programs and other forms of public recognition for projects of architectural merit that contribute positively to the community. | Planning and Development Services | R | \$ | O | The Architectural Review Board and Historic Resources Board typically present annual awards. Due to the COVID-19 pandemic, the 2020 awards have been postponed to 2021. The Historic Resources Board met four times in 2020, but no progress was made in determining the historic preservation awards. |
| L6.3.1 | Develop guidelines for bird-friendly building design that minimizes hazards for birds and reduces the potential for collisions. | Planning and Development Services | M | \$\$ | P | Work will be started in approximately four years, no change in status to report for 2020. |

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| L6.6.1 | Modify design standards for mixed use projects to promote a pedestrian-friendly relationship to the street, including elements such as screened parking or underground parking, street-facing windows and entries, and porches, windows, bays and balconies along public ways, and landscaping, and trees along the street. Avoid blank or solid walls at street level. | Planning and Development Services | IP | \$ | O | Work is ongoing on Objective Standards in FY 20-21; public hearings before Architectural Review Board, Planning and Transportation Commission and City Council is being scheduled. |
| L6.7.1 | Implement architectural standards to assure they effectively address land use transitions. | Planning and Development Services | R | \$ | O | This is an ongoing effort. |
| Goal L-7: Conservation and preservation of Palo Alto's historic buildings, sites, and districts. | | | | | | |
| Program for Policy L7.2 | If a proposed project would substantially affect the exterior of a potential historic resource that has not been evaluated for inclusion into the City's Historic Resources Inventory, City staff shall consider whether it is eligible for inclusion in State or federal registers prior to the issuance of a demolition or alterations permit. Minor exterior improvements that do not affect the architectural integrity of potentially historic buildings shall be exempt from consideration. Examples of minor improvements may include repair or replacement of features in kind, or other changes that do not alter character-defining features of the building." | Planning and Development Services | R | | O | Implementation of Policy 7.2 commenced in January 2018. A report to the Historic Resources Board presented a summary of properties for which historic resource evaluations had been prepared since January 2018. to consider potentially historic buildings, particularly, homes constructed prior to 1948 identified as potentially eligible for California Register of Historic Resources, when owners are considering or have submitted proposals for major alterations or demolition. Staff also considers non-residential and other properties for eligibility, when Architectural Review or other discretionary applications are submitted. |
| L7.1.1 | Update and maintain the City's Historic Resource Inventory to include historic resources that are eligible for local, State, or federal listing. Historic resources may consist of a single building or structure or a district. | Planning and Development Services | R | \$ | O | This is an ongoing effort. |

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| L7.1.2 | Reassess the Historic Preservation Ordinance to ensure its effectiveness in the maintenance and preservation of historic resources, particularly in the University Avenue/Downtown area. | Planning and Development Services | M | \$ | P | Work has not commenced yet. |
| L7.8.1 | Promote and expand available incentives for the retention and rehabilitation of buildings with historic merit in all zones and revise existing zoning and permit regulations to minimize constraints to adaptive reuse. | Planning and Development Services | S | \$ | PC | Projects in 2020 included two historic hotels and one retail building in the Downtown. Rehabilitation and use of bonus floor area is underway. |
| L7.8.2 | Create incentives to encourage salvage and reuse of discarded historic building materials. | Planning and Development Services & Department of Public Works | S | \$ | PC | The Public Works Department is monitoring the deconstruction ordinance for approved demolitions. |
| L7.8.3 | Seek additional innovative ways to apply current codes and ordinances to older buildings. Use the State Historical Building Code for designated historic buildings. | Building Services | R | \$ | O | Staff routinely apply the California Historical Building Code to projects. This effort is completed with the exception of properly applying the Historical Building Code. |
| L7.12.1 | Review parking exceptions for historic buildings in the Zoning Code to determine if there is an effective balance between historic preservation and meeting parking needs. | Planning and Development Services | L | \$ | P | Work has not commenced yet. |
| Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the city. | | | | | | |
| L9.1.1 | Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes. | Planning and Development Services | L | \$ | P | To be started in approximately four years, no change in status in 2020. |
| L9.3.1 | Review standards for streets and signage and update as needed to foster natural, tree-lined streets with a minimum of signage. | Planning and Development Services, Office of Transportation & Department of Public Works | M | \$ | O | This program is ongoing. There are no updates to report at this time. |

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| L9.6.1 | Analyze existing neighborhoods and determine where publicly accessible shared, outdoor gathering spaces are below the citywide standard. Create new public spaces, including public squares, parks and informal gathering spaces in these neighborhoods. | Planning and Development Services | M | \$\$\$ | P | Work has not commenced yet. |
| L9.7.1 | Develop a strategy to enhance gateway sites with special landscaping, art, public spaces and/or public buildings. Emphasize the creek bridges and riparian settings at the entrances to the City over Adobe Creek and San Francisquito Creek. | Planning and Development Services | R | \$ | P | Work has not commenced yet. |
| L9.8.1 | Establish incentives to encourage native trees and low water use plantings in new development throughout the city. | Planning and Development Services, Office of Transportation & Department of Public Works | M | \$ | O | Staff has successfully encouraged native trees and low water use plantings through the use of the ARB findings modified in the 2016 code update (including a focus on regional, indigenous, drought tolerant species). The Model Water Efficient Landscape Ordinance (MWELO) is implemented by staff review of landscape permits. |
| L9.10.1 | Continue the citywide undergrounding of utility wires. Minimize the impacts of undergrounding on street tree root systems and planting areas. | City of Palo Alto Utilities | R | \$\$\$ | O | The Utilities Department in collaboration with the Urban Forestry division has an ongoing program to underground utility wires, and complies with all City ordinances regarding minimizing impacts of construction on trees. |
| L9.10.2 | Encourage the use of compact and well-designed utility elements, such as transformers, switching devices, backflow preventers and telecommunications infrastructure. Place these elements in locations that will minimize their visual intrusion. | City of Palo Alto Utilities | R | \$ | O | In addition to safety, reliability and cost-effectiveness, the Utilities Department considers the visual impacts of utility equipment before installation. |
| L9.11.1 | Implement the findings of the City's Infrastructure Blue Ribbon Committee and its emphasis for rebuilding our civic spaces. | Department of Public Works | IP | \$\$\$ | O | The Infrastructure Blue Ribbon Committee's findings resulted in City Council's adoption of the 2014 Council Infrastructure Plan, including nine priority projects. Implementation of the plan is underway, with two of the projects completed, two projects in construction and others in the design process. |

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| L9.11.2 | Identify City-owned properties where combinations of wireless facilities can be co-located, assuming appropriate lease agreements are in place. | City of Palo Alto Utilities | M | \$ | O | Utilities and Planning Departments are in the process of identifying potential City-owned properties and facilities for future wireless communication facilities and advanced metering infrastructure equipment. |
| L9.12.1 | Coordinate with regional utility providers on activities that would impact their infrastructure and right-of-way. | City of Palo Alto Utilities | R | \$ | O | Utilities, Planning and Public Works Departments coordinate with regional utility providers on activities that impact the City's infrastructure and right of way to ensure they are in compliance with local ordinances and policies. |
| Goal L-10: Maintain an economically viable local airport with minimal environmental impacts. | | | | | | |
| L10.1.1 | Relocate the terminal building away from the Runway 31 clear zone and closer to the hangars, allowing for construction of a replacement terminal. | Department of Public Works | L | \$\$\$ | O | The Airport is requesting FAA funding for an Airport Layout Plan (ALP) update. The relocation of the Airport Terminal building will be studied during the update. |
| L10.1.2 | Update the Airport Layout Plan in accordance with Federal Aviation Administration requirements, as needed, while ensuring conformance with the Baylands Master Plan to the maximum extent feasible. | Department of Public Works | M | \$\$\$ | O | The Airport is requesting FAA funding for an Airport Layout Plan (ALP) update. The relocation of the Airport Terminal building will be studied during the update. |
| L10.1.3 | Identify and pursue funding to address maintenance, safety and security improvements needed at PAO. | Department of Public Works | R | \$ | O | This program is ongoing. There are no updates to report at this time. |
| L10.3.1 | Establish and implement a system for processing, tracking and reporting noise complaints regarding local airport operations on an annual basis, | Department of Public Works | S | \$\$ | O | Since the City began tracking complaints in 2014, the Annual Aircraft Noise Complaints Report is completed each January and submitted to City Council. |

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| L10.3.2 | <p>Work with the airport to pursue opportunities to enhance the open space and habitat value of the airport. These include:</p> <ul style="list-style-type: none"> ☐ Maintaining native grasses; ☐ Reconstructing levees to protect the airport from sea level rise while enhancing public access and habitat conservation; and ☐ Evaluating the introduction of burrowing owl habitat. <p>This program is subject to federal wildlife hazard requirements and guidelines for airports.</p> | Community Services Department | R | \$\$ | P | <p>A horizontal levee pilot project in the Baylands is in the design phase (30%). The horizontal levee provides added flood protection, and if the pilot is successful it could be expanded.</p> <p>Public Works has secured grant funding to continue this project to 60% design and will start this next phase in 2021.</p> |
| L10.4.1 | <p>Continue to provide a bicycle/pedestrian path adjacent to Embarcadero Road, consistent with the Baylands Master Plan and open space character of the baylands subject to federal and State airport regulations.</p> | Planning and Development Services & Office of Transportation | R | \$ | O | <p>The Public Works Department has secured grant funding to continue this project to 60% design and will start this next phase in 2021.</p> |
| Transportation Element | | | | | | |
| Goal T-1: Create a sustainable transportation system, complemented by a mix of land uses, that emphasizes walking, bicycling, use of public transportation, and other methods to reduce greenhouse gas emissions and the use of single occupancy motor vehicles. | | | | | | |
| T1.2.1 | <p>Create a long-term education program to change the travel habits of residents, visitors, shoppers, and workers by informing them about transportation alternatives, incentives, and impacts. Work with the PAUSD and with other public and private interests, such as the Chamber of Commerce and Commuter Wallet partners, to develop and implement this program.</p> | Office of Transportation | R | \$ | P | <p>Will likely be part of Sustainability and Climate Action Plan (S/CAP) implementation if approved by Council.</p> |
| T1.2.2 | <p>Advocate for improved connectivity to transit to serve workers who live in the South Bay and work in Palo Alto.</p> | Office of Transportation | R | \$ | PC | <p>This is an ongoing effort by city staff and council members appointed to various boards and commissions.</p> |

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| T1.2.3 | <p>Formalize TDM requirements by ordinance and require new developments above a certain size threshold to prepare and implement a TDM plan to meet specific performance standards. Require regular monitoring/reporting and provide for enforcement with meaningful penalties for non-compliance. The ordinance should also:</p> <ul style="list-style-type: none"> ☐ Establish a list of effective TDM measures that include transit promotion, prepaid transit passes, commuter checks, car sharing, carpooling, parking cash-out, bicycle lockers and showers, shuttles to Caltrain, requiring TMA membership and education and outreach to support the use of these modes. ☐ Allow property owners to achieve reductions by contributing to citywide or employment district shuttles or other proven transportation programs that are not directly under the property owner’s control. ☐ Provide a system for incorporating alternative measures as new ideas for TDM are developed. ☐ Establish a mechanism to monitor the success of TDM measures and track the cumulative reduction of peak hour motor vehicle trips. TDM measures should at a minimum achieve the following: reduction in peak hour motor vehicle trips, with a focus on single-occupant vehicle trips. Reductions should be based on the rates included in the Institute of Transportation Engineers’ Trip Generation Manual for the appropriate land use category and size: <ul style="list-style-type: none"> • 5 percent reduction in the Downtown district • 5 percent reduction in the California Avenue area • 30 percent reduction in the Stanford Research Park • 30 percent reduction in the El Camino Real Corridor • 20 percent reduction in other areas of the city ☐ Require new development projects to pay a Transportation Impact Fee for all those peak-hour motor vehicle trips that cannot be reduced via TDM measures. Fees collected would be used for capital improvements aimed at reducing vehicle trips and traffic congestion. ☐ Ensure a stable, sustained funding source to support | Office of Transportation | S | \$ | PC | Partially implemented due to SB743 (Level of Service -to-Vehicle Miles Travel) implementation. Completion of this task is expected in FY22. |
| T1.2.4 | Evaluate the performance of pilot programs implemented by the Palo Alto Transportation Management Association and pursue expansion from Downtown to California Avenue and other areas of the city when appropriate. | Office of Transportation | IP | \$ | O | Quarterly reports and annual survey evaluate the Transportation Management Association (TMA) with Office of Transportation oversight. Council expanded use of City funds to include Cal Ave business district in 2020 following successful 2019 pilot program. |

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| T1.2.5 | Site City facilities near high-capacity transit and revise existing regulations, policies, and programs to encourage telecommuting, satellite office concepts, and work-at-home options. | Planning and Development Services, Office of Transportation & Human Resources Department | R | \$ | O | Given the 2020 COVID-19 pandemic, polices regarding eligibility of remote work based on classification have given way to evaluation of eligibility based on federal, state, and county guidance on how to best prevent the spread of COVID-19 and the imposition or remote work where possible. in 2021, staff will explore the future of telecommuting and other strategies for the City's work force. |
| T1.2.6 | Pursue full participation of Palo Alto employers in the TMA. | Planning and Development Services & Office of Transportation | R | \$\$ | O | Where appropriate, Planning and Development Services includes Transportation Management Association (TMA) membership in development conditions. The TMA conducts ongoing outreach to employers, and the TMA's mode shift survey now doubles as an outreach tool. |
| T1.3.1 | Develop an electric vehicle promotion program that identifies policy and technical issues, barriers and opportunities to the expansion of electric vehicles. | Office of Sustainability | M | \$\$ | O | This program is ongoing in conjunction with City of Palo Alto Utilities Department and Office of Transportation. |
| T1.3.2 | Use low-emission vehicles for the Palo Alto Free Shuttle and work with transit providers, including SamTrans and VTA, to encourage the adoption of electric, fuel cell or other zero emission vehicles. Also work with private bus and shuttle providers, delivery companies, and ride services. | Office of Transportation | M | \$\$\$ | P | The 2020 Crosstown Shuttle vendor used CNG vehicles. COVID-19 pandemic budget constraints led to the suspension of the Palo Alto Shuttle in mid-2020. Staff will consider cleaner vehicle types when shuttle service resumes. |
| T1.4.1 | Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements. | Planning and Development Services | IP | \$ | O | During FY 20-21, Planning and Transportation Commission recommended and Council approved zoning code amendments to adjust parking regulations including supporting electric vehicles |
| T1.4.2 | Periodically review requirements for electric and plug- in vehicle infrastructure in new construction. Consider and periodically review requirements for electric and plug-in infrastructure for remodels. Consider costs to the City, including identifying payment options. | Office of Sustainability | R | \$ | O | This program is ongoing in conjunction with City of Palo Alto Utilities Department. |

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| T1.6.1 | Collaborate with transit providers, including Caltrain, bus operators and rideshare companies, to develop first/last mile connection strategies that boost the use of transit and shuttle service for local errands and commuting. | Office of Transportation | S | \$ | P | Micromobility pilot delayed due to public health orders preventing community engagement events required to launch new services. |
| T1.6.2 | Continue to work with Caltrain, Amtrak, and public bus operators to expand bicycle storage on public transit vehicles and at transit hubs during both peak and off-peak hours. | Office of Transportation | IP | \$ | O | This program is ongoing. There are no updates to report at this time. |
| T1.11.1 | Collaborate with Stanford University, VTA, Caltrain and other agencies to pursue improvements to the Palo Alto Transit Center area aimed at enhancing pedestrian experience and improving circulation and access for all modes, including direct access to El Camino Real for transit vehicles. | Office of Transportation | IP | \$\$\$ | O | A signage and striping project for the University Ave Circle is on hold due to the COVID-19 pandemic. In the long term, a Downtown Coordinated Area Plan is needed to address this program. |
| T1.11.2 | In collaboration with Caltrain and Stanford Research Park, pursue expansion of service to the California Avenue Caltrain Station and creation of an enhanced transit center at the Station, including connections to VTA bus service, the Palo Alto Free Shuttle, the Marguerite, and other private shuttles serving the Research Park. | Office of Transportation | M | \$\$\$ | O | This program is ongoing. There are no updates to report at this time. |
| T1.12.1 | Strongly recommend that VTA maintain existing service and coverage levels in Palo Alto. | Office of Transportation | IP | \$ | O | Ongoing effort by Council members on VTA Committees and City staff. VTA's 2021 Transit Service Plan is paused due to public health orders limiting bus capacity to accommodate physical distancing. |
| T1.12.2 | Work with VTA to expand VTA express bus service routes to serve the Stanford Research Park, California Avenue, Stanford University, and Downtown. | Office of Transportation | S | \$\$ | O | VTA's 2020 New Service Plan asked companies to subsidize express bus service. SRP and VMWare support four of five routes that terminate in Palo Alto. |

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| T1.12.3 | Work with VTA to study the feasibility of, and if warranted provide, traffic signal prioritization for buses at Palo Alto intersections, focusing first on regional transit routes. Also, advocate for bus service improvements on El Camino Real such as queue jump lanes and curbside platforms. | Office of Transportation | S | \$\$ | O | Ongoing coordination with the regional Dumbarton Forward project to incorporate transit signal priority throughout the Dumbarton corridor to the Palo Alto Transit Center. The MOU and cooperative agreement for this project were reviewed by City Council (staff report #11709). |
| T1.13.1 | Investigate a pilot program to subsidize a taxi, rideshare, or transit program for Palo Altans to get to/from downtown, including offering education and incentives to encourage users. | Office of Transportation | M | \$ | O | A trial program for downtown workers began in April 2016 via the Transportation Management Association (TMA). The TMA continues to subsidize ridesharing and transit for downtown service workers. |
| T1.14.1 | Evaluate the shuttle system in collaboration with community members, people with special needs, and PAUSD to: § Evaluate current routes and ridership; ¶ Identify potential service improvements, including new or modified routes; expanded schedules that accommodate daytime, evening, and weekend demand; facilitating transit connections, and improvements to the safety and appearance of shuttle stops; ¶ Explore partnerships with other services that could complement and supplement the Palo Alto Shuttle; ¶ Develop clear and engaging materials to explain and promote shuttle use with the purpose of reducing barriers to use; and ¶ Establish a schedule for regular evaluation and reporting to optimize shuttle system use and effectiveness. | Office of Transportation | IP | \$\$\$ | O | The most recent analysis was performed in 2016. A new vendor for Crosstown shuttle began in January 2020, but service was cancelled due to health order-induced low ridership and budget cuts to the program. If the City receives a grant, a flex shuttle option will be brought to Council. In addition, OOT hired a shuttle/parking manager in March 2020; this person will lead these efforts. |
| T1.16.1 | Continue regular surveys of bicycle use across the city, by collecting bicycle counts on important and potential bicycle corridors. | Office of Transportation | IP | \$\$ | O | Ongoing as part of City of Palo Alto's Bicycle + Pedestrian Transportation Plan (BPTP) implementation. |

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| T1.16.2 | Consider marketing strategies such as a recurring Palo Alto Open Streets program of events, potentially in coordination with local business groups, which would include street closures and programming. | Office of Transportation | M | \$ | P | During 2020, due to the COVID-19 pandemic, the Summer Streets/Uplift Local program used parklets, parking lots, and street closures to support local business. |
| T1.16.3 | Encourage private schools to develop Walk and Roll Maps as part of Transportation Demand Management strategies to reduce vehicle trips. | Office of Transportation | IP | \$ | O | This is an ongoing effort, Gideon Hausner Jewish Day School developed their own map in 2014. |
| T1.16.4 | Participate in local and regional encouragement events such as Palo Alto Walks and Rolls, Bike to Work Day, and Bike Palo Alto! that encourages a culture of bicycling and walking as alternatives to single occupant vehicle trips. | Office of Transportation | M | \$ | O | Coordination with City staff and various event sponsors are ongoing. |
| T1.19.1 | Adjust the street evaluation criteria of the City's Pavement Management Program to ensure that areas of the road used by bicyclists are maintained at the same standards as, or at standards higher than, areas used by motor vehicles. Include bicycle and e-bike detection in intersection upgrades. | Department of Public Works | M | \$ | O | City-wide street surveys are completed biennially and include pavement inspections of bike lanes and bike boulevards. Installation of video detection equipment is included with street maintenance projects when appropriate. |
| T1.19.2 | Prioritize investments for enhanced pedestrian access and bicycle use within Palo Alto and to/from surrounding communities, including by incorporating improvements from related City plans, for example the 2012 <i>Bicycle + Pedestrian Transportation Plan</i> and the Parks, Trails & Open Space Master Plan, as amended, into the Capital Improvements Program. | Department of Public Works | IP | \$\$\$ | O | This program is ongoing. There are no substantial actions to report at this time. |

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| T1.19.3 | Increase the number of east-west pedestrian and bicycle crossings across Alma Street and the Caltrain corridor, particularly south of Oregon Expressway. | Department of Public Works | L | \$\$\$ | O | This program is ongoing. There are no substantial actions to report at this time. |
| T1.19.4 | Encourage the use of bike sharing, and the provision of required infrastructure throughout Palo Alto, especially at transit stations and stops, job centers, community centers, and other destinations. | Office of Transportation | IP | \$ | P | Micromobility pilot delayed due to public health orders preventing community engagement events required to launch new services. |
| T1.19.5 | Improve amenities such as seating, lighting, bicycle parking, street trees, public art, and interpretive stations along bicycle and pedestrian paths and in City parks to encourage walking and cycling and enhance the feeling of safety. | Office of Transportation & Department of Public Works | IP | \$\$\$ | O | There are no substantial actions to report at this time. Ongoing as opportunities arise. |
| T1.22.1 | Collect, analyze and report transportation data through surveys and other methods on a regular basis. Track progress on build-out of the 2012 <i>Bicycle + Pedestrian</i> Transportation Plan network. | Office of Transportation | R | \$\$ | O | This program is ongoing. There are no updates to report at this time. |
| T1.25.1 | As part of the effort to reduce traffic congestion, regularly evaluate the City's current Transportation Impact Fee and modify as needed to implement transportation infrastructure improvements. Modifications to the impact fee program should be structured in keeping with the City's desire to require new development to reduce peak hour motor vehicle contributions to the provision of transit services, shuttles, carpool/ rideshare incentives, and similar programs. | Office of Transportation | IP | \$ | C | Transportation Impact Fee (TIF) update was approved by City Council in 2019. |

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| T1.26.1 | In collaboration with regional agencies and neighboring jurisdictions, identify and pursue funding for rail corridor improvements and grade separation. | Office of Transportation | S | \$ | O | Connecting Palo Alto process is in progress for grade separation for at-grade crossings along Caltrans corridor. City will pursue Measure B funds, Federal and State funding available for such projects. Also City staff is collaborating with Caltrain, Caltrans and have successfully secured Section 130 Federal Rail-Highway funding for safety improvements on Churchill Av. at-grade crossing. |
| Goal T-2: Decrease delay, congestion, and vehicle miles travelled with a priority on our worst intersections and our peak commute times, including school traffic. | | | | | | |
| T2.1.1 | Implement computerized traffic management systems to improve traffic flow when feasible. | Office of Transportation | IP | \$\$ | O | This program is ongoing. There are no updates to report at this time. |
| T2.1.2 | Implement a program to monitor, coordinate, and optimize traffic signal timing a minimum of every two years along arterial and residential arterial streets. | Office of Transportation | IP | \$\$ | O | This program is ongoing. There are no updates to report at this time. |
| T2.2.1 | Work in partnership with the Palo Alto TMA and Stanford University to aggregate data and realize measurable reductions in single-occupant vehicle commuting to and from Downtown and in the Stanford Research Park. | Office of Transportation | IP | \$ | O | This program is ongoing. There are no updates to report at this time. |
| T2.3.1 | When adopting new CEQA significance thresholds for VMT for compliance with SB 743 (2013), adopt standards for vehicular LOS analysis for use in evaluating the consistency of a proposed project with the Comprehensive Plan, and also explore desired standards for MMLOS, which includes motor vehicle LOS, at signalized intersections. | Office of Transportation | S | \$\$ | P | The Vehicle Miles Travel (VMT) compliance study is completed. The Level of Service (LOS) standards will be revisited. |

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| T2.4.1 | Revise protocols for reviewing office, commercial, and multi-family residential development proposals to evaluate multimodal level of service and identify gaps in the low stress bicycle and pedestrian network. | Office of Transportation | S | \$ | P | Methodologies for Multimodal Level of Service (MMLoS) are neither standardized nor widely used. Level of stress analysis of the bicycle and pedestrian network is anticipated in the FY22 update of the Bicycle and Pedestrian Transportation Plan. This analysis will inform development review by staff. |
| Goal T-3: Maintain an efficient roadway network for all users. | | | | | | |
| T3.5.1 | Continue to use best practices in roadway design that are consistent with complete streets principles and the Urban Forest Master Plan, focusing on bicycle and pedestrian safety and multi-modal uses. Consider opportunities to incorporate best practices from the National Association of City Transportation Officials guidelines for urban streets and bikeways, tailored to the Palo Alto context. | Office of Transportation & Department of Public Works | S | \$\$ | O | Practices and details are being developed or piloted during design of Capital Improvement Projects. |
| T3.5.2 | Establish procedures for considering the effects of street design on emergency vehicle response time. | Department of Public Works & Palo Alto Police Department & Palo Alto Fire Department | R | \$ | O | Input given when requested from the City. There are no substantial actions to report at this time. |
| T3.10.1 | Support increased public transit, traffic management and parking solutions to ensure safe, convenient access to and from the Stanford Shopping Center/ Medical Center area. | Office of Transportation | R | \$ | O | This program is ongoing. The Quarry Road Extension is a potential project with regional transit benefits. |
| T3.10.2 | Implement and monitor Development Agreement traffic mitigations at Stanford Medical Center. | Office of Transportation | IP | \$ | O | This program is ongoing lead by Planning Department with Office of Transportation support as needed. |

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| T3.10.3 | Provide safe, convenient pedestrian, bicycle, and transit connections between the Stanford Shopping Center/Medical Center areas and housing along the Sand Hill Road/Quarry Road corridors to Palo Alto Transit Center, Downtown Palo Alto, and other primary destinations. | Office of Transportation | R | \$\$\$ | P | The Quarry Rd re-striping and path to Transit Center are recent projects. The Quarry Road Extension is a future project that will reduce transit travel time. |
| T3.10.4 | Pursue extension of Quarry Road for transit, pedestrians and bicyclists to access the Palo Alto Transit Center from El Camino Real. Also study the feasibility of another pedestrian and bicycle underpass of Caltrain at Everett Street. | Office of Transportation | M | \$\$ | P | The Legal department reviewing land entitlements for right of way determination prior to beginning of any design work for transit access. Bike and Ped improvements to El Camino Real have been implemented. |
| T3.15.1 | Undertake studies and outreach necessary to advance grade separation of Caltrain to become a “shovel ready” project and strongly advocate for adequate State, regional, and federal funding for design and construction of railroad grade separations. | Office of Transportation | S | \$\$\$ | O | The Connecting Palo Alto project is ongoing. The initial step for the selection of alternative for each crossing location is in process through Expanded Community Advisory Panel that is planned to wrap up in early 2021. |
| T3.15.2 | Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation. | Office of Transportation | S | \$\$ | O | Ongoing as part of T3.15.2 |
| T3.17.1 | Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements. | Office of Transportation | S | \$\$ | P | This might be included as a part of the Downtown CAP study. |
| T3.17.2 | Work with Caltrain to ensure that the rail tracks are safe and secure with adequate fencing and barriers. | Office of Transportation | S | \$\$ | O | The project for safety improvements on Churchill Av. at-grade crossings is currently in progress. |
| Goal T-4: Protect local streets that contribute to neighborhood character and provide a range of local transportation options. | | | | | | |
| T4.2.1 | Periodically evaluate residential areas for traffic impacts and use the results of that evaluation to prioritize traffic calming measures. | Office of Transportation | IP | \$\$ | O | This is an ongoing effort. The current project in Crescent Park. |

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| T4.4.1 | Use landscaping and other improvements to establish clear “gateways” at the points where the Oregon Expressway, University Avenue and Embarcadero Road transition from freeways to neighborhoods. | Department of Public Works | L | \$\$\$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| Goal T-5: Encourage attractive, convenient, efficient and innovative parking solutions for all users. | | | | | | |
| T5.1.1 | Evaluate the need to update parking standards in the municipal code, based on local conditions, different users’ needs and baseline parking need. Allow the use of parking lifts for Office/R&D and multifamily housing as appropriate. | Planning and Development Services | S | \$ | PC | The parking standards were updated along with the Electric Vehicle ordinance. |
| T5.1.2 | Consider reducing parking requirements for retail and restaurant uses as a way to encourage new businesses and the use of alternative modes. | Planning and Development Services | M | \$ | P | Work on this has not commenced yet, though the City has allowed use of parking spaces temporarily to enable parklets in the Right Of Ways and outdoor business on private parking lots. |
| T5.1.3 | Work with stakeholders in each commercial center and employment district to monitor conditions and determine the appropriate timing for revisions to parking requirements. | Planning and Development Services | M | \$ | P | Work has not commenced yet. |
| T5.1.4 | Study the feasibility of unbundled parking for office, commercial, and multi-family residential developments (including senior housing developments) that are well- served by transit and demonstrated walking and biking connections. | Planning and Development Services | S | \$ | P | Work has not commenced yet. |
| T5.1.5 | Consider reducing parking requirements for multi-family uses as a way to encourage new multi-family housing and the use of alternative modes, where reduction in parking would not impact the neighborhood. | Planning and Development Services | S | \$ | C | Code updates including parking requirement reductions for multi family housing projects was completed in April 2020. City allowed temporary use of parking space for parklets in ROW and dining on private lots. |

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| T5.2.1 | Use technology to help identify parking availability and make it easy to pay any parking fees. | Office of Transportation | S | \$\$\$ | O | This is an ongoing program, no updates to report at this time. |
| T5.2.2 | Study and implement pricing strategies for public parking in commercial districts, taking into consideration both employee parking demand and the needs of retailers and customers. Use pricing to encourage short term parking on street, long term parking in parking garages, and the use of alternative modes of transportation | Office of Transportation | IP | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| T5.2.3 | Implement Council-adopted recommendations from the parking management study for the Downtown area, which address the feasibility of removing color-coded parking zones, and dynamic pricing and management policies to prioritize short-term parking spaces closest to the commercial core for customers, garage parking for employees, and neighborhood parking for residents. | Office of Transportation | S | \$\$\$ | O | This is an ongoing program, no updates to report at this time. |
| T5.4.1 | Explore incentives to encourage privately initiated shared parking among individual property owners when developments have excess parking that can be available for other businesses to use. | Office of Transportation | S | \$ | P | There are no substantial actions to report at this time. |
| T5.8.1 | Study the feasibility of retrofitting City-owned surface parking lots to implement best management practices for stormwater management and urban heat island mitigation, including green infrastructure, permeable pavement and reflective surfaces. | Department of Public Works | S | \$\$ | O | Staff submitted a grant application in 2020 to retrofit an existing parking lot, and anticipates that the grant will be approved in 2021. |

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| T5.8.2 | Identify incentives to encourage the retrofit of privately owned surface parking areas to incorporate best management practices for stormwater management and urban heat island mitigation as well as incentives for the provision of publicly accessible pavement and reflective surfaces. | Department of Public Works | S | \$ | O | This is an ongoing program, no updates to report at this time. |
| T5.8.3 | Update City requirements regarding trees and other landscaping that capture and filter stormwater within surface parking lots to take advantage of new technology. | Department of Public Works | R | \$ | O | This is an ongoing program. There are no substantial actions to report at this time. |
| T5.11.1 | Coordinate with neighborhood groups and local businesses and other stakeholders to evaluate the need for a residential parking permit program in areas without existing programs. | Office of Transportation | S | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| T5.12.1 | Work with employers, merchants, schools, and community service providers, to identify ways to provide more bicycle parking, including e-bike parking with charging stations, near existing shops, services and places of employment. | Office of Transportation | R | \$ | O | This is an ongoing program via 311 requests for parking in the public Right-of-Ways and through coordination with the Safe Routes to School program. |
| T5.12.2 | Install secure electronic bike lockers such as the BikeLink system, at high theft locations, including transit stations and parking garages. | Office of Transportation | M | \$\$ | P | Work has not commenced yet. |
| T5.12.3 | Assess the need to provide additional bicycle parking in City-owned parking lots and rights-of-way. | Office of Transportation | M | \$\$ | O | This is an ongoing program via 311 requests for parking in the public Right-of-Ways. |
| Goal T-6: Provide a safe environment for motorists, pedestrians, and bicyclists on Palo Alto streets. | | | | | | |

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| T6.1.1 | Follow the principles of the safe routes to schools program to implement traffic safety measures that focus on Safe Routes to work, shopping, downtown, community services, parks, and schools, including all designated school commute corridors. | Office of Transportation | R | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| T6.1.2 | Develop, distribute and aggressively promote maps and apps showing safe routes to work, shopping, community services, parks and schools within Palo Alto in collaboration with stakeholders, including PAUSD, major employers, TMAs, local businesses and community organizations. | Office of Transportation | IP | \$\$ | O | This is an ongoing program. School Walk and Roll Maps are updated as needed. Walk and Roll to Libraries maps has been updated in 2018. |
| T6.1.3 | Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street. | Office of Transportation | S | \$\$ | P | Work has not commenced yet. |
| T6.1.4 | Address pedestrian safety on shared-use paths through the use of signs, pavement markings, and outreach to users, encouraging them to be safe and courteous. | Office of Transportation | R | \$ | O | This is an ongoing program, no updates to report at this time. |
| T6.2.1 | Regularly collect severity and location data on roadway collisions for all modes of travel, including fatalities and severe injuries, and use this data to make roadway design decisions. In collaboration with Santa Clara County, develop an up-to-date, public database for this information. | Office of Transportation | R | \$\$ | O | The Santa Clara County is working on updating its database and training users. |
| T6.4.1 | Consider the Adopted School Commute Corridors Network and adopted "Walk and Roll" maps when reviewing development applications and making land use and transportation planning decisions. Incorporate these requirements into City code when feasible. | Office of Transportation | R | \$ | O | This is an ongoing program, no updates to report at this time. |

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| T6.4.2 | Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects. | Office of Transportation | IP | \$ | C | The Traffic Control Plan Guidelines was updated in 2016 and regularly reviewed. |
| T6.4.3 | In collaboration with PAUSD, provide adult crossing guards at school crossings that meet established warrants. | Office of Transportation | S | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| T6.6.1 | Periodically evaluate safety on roadways and at intersections and enhance conditions through the use of signal technology and physical changes. Consider the construction of traffic circles for improved intersection safety. | Office of Transportation | R | \$\$\$ | O | This is an ongoing program, no updates to report at this time. |
| T6.6.2 | Continue to provide educational programs for children and adults, in partnership with community-based educational organizations, to promote the safe walking and safe use of bicycles, including the City-sponsored bicycle education programs in the public schools and the bicycle traffic school program for juveniles. | Office of Transportation | R | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| T6.6.3 | Work with PAUSD and employers to promote roadway safety for all users, including motorized alternatives to cars and bikes such as mopeds and e-bikes, through educational programs for children and adults. | Office of Transportation | R | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| T6.6.4 | Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes. | Office of Transportation | M | \$\$ | P | Work has not commenced yet. |
| T6.6.5 | Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road. | Office of Transportation | L | \$\$\$ | P | Work has not commenced yet. |

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| T6.6.6 | Improve pedestrian crossings by creating protected areas and better pedestrian and traffic visibility. Use a toolbox including bulb outs, small curb radii, high visibility crosswalks, and landscaping. | Office of Transportation | R | \$\$\$ | O | This is an ongoing program, no updates to report at this time. |
| T6.6.7 | Establish a program to educate residents to keep sidewalks clear of parked cars, especially on narrow local streets in neighborhoods with rolled curbs. Survey for compliance annually. | Office of Transportation | M | \$\$ | P | Work has not commenced yet. A rolled curb parking flyer is available on the City website. |
| T6.7.1 | Evaluate the performance of safety improvements and identify methods to encourage alternative transportation modes. | Office of Transportation | R | \$ | O | This is an ongoing program, no updates to report at this time. |
| Goal T-7: Provide mobility options that allow people who are transit dependent to reach their destinations. | | | | | | |
| T7.1.1 | Expand transportation opportunities for transit-dependent riders by supporting discounts for taxi fares, rideshare services, and transit, by coordinating transit systems to be shared by multiple senior housing developments, and by maintaining a database of volunteer drivers, and other transit options. | Office of Transportation | M | \$\$ | P | Work has not commenced yet. |
| T7.1.2 | Coordinate with social service agencies and transit agencies to fill gaps in existing transportation routes and services accessible to transit-dependent riders no matter their means and design new bus routes that enable them to access those services. | Office of Transportation | R | \$\$\$ | O | Due to the COVID-19 pandemic, free shuttle service was cancelled. If awarded grant funds, staff will introduce an on-demand transit service in FY22. Fare discounts will be available. |
| T7.1.3 | Pursue expanded evening and night time bus service to enhance mobility for all users during off-peak times. | Office of Transportation | R | \$ | P | This program is unlikely to be pursued with VTA's 2021 New Service Plan. |

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| Goal T-8: Influence the shape and implementation of regional transportation policies and technologies to reduce traffic congestion and greenhouse gas emissions. | | | | | | |
| T8.1.1 | Continue to participate in regional efforts to develop technological solutions that make alternatives to the automobile more convenient. | Office of Transportation | R | \$ | O | Projects like Dumbarton Forward a MTC/AC Transit Travel Time improvement Project, PASS Project, and Manager’s Mobility Partnership address this. |
| T8.3.1 | Advocate for provision of a new southbound entrance ramp to Highway 101 from San Antonio Road, in conjunction with the closure of the southbound Charleston Road on-ramp at the Rengstorff Avenue interchange in Mountain View. | Office of Transportation | S | \$ | O | At present VTA is leading work effort to identify project alternatives and define scope of upcoming analysis. |
| T8.7.1 | Work with regional transportation providers to improve connections between Palo Alto and the San Francisco International Airport and Norman Y. Mineta San Jose International Airport. | Office of Transportation | R | \$ | P | Work has not commenced yet. |
| T8.8.1 | Identify and improve bicycle connections to/from neighboring communities in Santa Clara and San Mateo counties to support local trips that cross city boundaries. Also advocate for reducing barriers to bicycling and walking at freeway interchanges, expressway intersections, and railroad grad crossings. | Office of Transportation | IP | \$\$\$ | O | This is an ongoing project. Peninsula Bikeway signage was installed in 2018. Adobe Creek Bridge will be completed in Summer of 2021. Newell Bridge project has expected completion date in 2023. Class 1 or Class 4 bicycle facilities will be included in the reconstruction of the 101/San Antonio interchange. City staff has provided a support letter for East Palo Alto's grant application to build a bicycle/pedestrian overcrossing of 101 at University Av.. |
| Natural Environment Element | | | | | | |
| Goal N-1: Protect, conserve and enhance Palo Alto’s citywide system of open space, including connected and accessible natural and urban habitats, ecosystems, and natural resources, providing a source of public health, natural beauty and enjoyment for Palo Alto residents. | | | | | | |

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| N1.1.1 | Develop Comprehensive Resource Conservation Plans for the Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park to steward the protection of local ecosystems. | Community Services Department | S-M | \$\$\$ | P | The conservation plan for the Baylands Nature Preserve is currently under CEQA review. Once the Baylands conservation plan is complete, staff will begin work on the plan for Foothills Park, Pearson Arastradero and Esther Clark Park. |
| N1.1.2 | Promote and support ecosystem protection and environmental education programs in Palo Alto and neighboring school districts. | Community Services Department | S | \$ | O | Palo Alto Open Space partners with Grassroots Ecology and Save the Bay (volunteer-based habitat restoration organizations) to provide over 50 habitat restoration programs in our open space preserves each year. Last year we had 3,981 volunteer hours for a total of 11,841 volunteer hours. |
| N1.3.1 | Work to maintain Williamson Act agricultural preserve contracts within the City. | Planning and Development Services | S | \$ | O | The parcels under Williamson Act contract are reviewed by the City Council every year and extended for an additional one year term if the property owners choses to continue it. |
| N1.3.2 | Provide information and support programs that encourage residents to enhance their private yards with native plant species and low impact landscaping. | Department of Public Works / Urban Forestry Department | R | \$\$ | O | The South Palo Alto Tree Planting Initiative is ongoing. Funding is provided to the non-profit organization Canopy to plant native and/or climate adapted trees on private properties. Each tree is inventoried on the open source platform so that it can be monitored. |
| N1.4.1 | Periodically review California Environmental Quality Act (CEQA) thresholds of significance regarding special status species to identify changes in listed species recommended by professionally recognized scientific experts. | Planning and Development Services | R | \$ | O | This is an ongoing program, no updates to report at this time. |
| N1.4.2 | Explore the feasibility of expanding the use of overlay tools such as the Site and Design (D) Review Combining District or similar development review and restriction tools to protect special-status species and theirhabitats from development. | Planning and Development Services | M | \$\$ | P | Work has not commenced yet. |

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| N1.4.3 | Assess opportunities to expand habitats of special – status species within publicly-owned open spaces. | Community Services Department | R | \$\$ | P | Work has not commenced yet, but The Baylands Conservation Plan, which is currently under CEQA review, provides some analysis on habitat improvement in the Baylands Nature Preserve. |
| N1.5.1 | Maintain the value of local wetlands as habitats by ensuring adequate flow from the Bay and minimizing effluent. | Community Services Department | R | \$ | P | Work has not commenced yet. The Baylands Conservation Plan includes a recommendation to improve tidal flow to the Renzel Marsh. |
| N1.6.1 | Continue to coordinate City review, particularly by Planning, Public Works and Community Services Departments, of projects that might impact the City’s foothills and hillside areas. | Planning and Development Services | R | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| N1.7.1 | Examine and improve existing management practices, including the provision of access to open space for City vehicles and equipment, to ensure that natural resources are protected. | Community Services Department | R | \$\$ | O | Open Space staff are careful to only utilize vehicles and equipment where necessary and with an intent to protect the natural resources. |
| N1.7.2 | Protect wildlife in public open space areas by improving litter collection, restricting the use of non- recyclable plastics, prohibiting the feeding of wild, feral and stray animals in open space, and enforcing dog leash laws. | Community Services Department | R | \$ | O | Feeding wild, feral, and stray animals in Open Space was prohibited on June 9, 2014. Litter collection is accomplished through staff and volunteers. Rangers enforce the dog leash laws. Additional measures are put in place at Foothills Park in advance of its opening in December. |
| N1.7.3 | Provide information about responsible behavior in environmentally-sensitive areas through signage, pamphlets and documents on the City’s website. | Community Services Department | R | \$ | O | The Rangers educate park visitors through signage, interpretive programs, and information on the City webpage. Additional signage and educational materials being used at Foothills Park starting in December. |
| N1.7.4 | Review and map existing easements and maintenance roads for potential trails and trail connections. | Community Services Department | S | \$\$ | P | Work has not commenced yet. |

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| N1.10.1 | Use City funds and seek additional sources of funding, including State and federal programs, to finance open space acquisition, maintenance or conservation. | Community Services Department | R | \$ | O | This is an ongoing effort, no updates to report at this time. |
| N1.10.2 | Create mechanisms to monitor, assess and respond quickly to land acquisition opportunities that would expand or connect the City's system of parks and open spaces, and establish a long-term funding strategy for acquisition that would enable the City to move quickly when opportunities arise. | Community Services Department | S | \$\$\$ | O | The City purchased a 0.64 acre property (3350 Birch St., which is adjacent to Boulware Park) in 2019. It was dedicated as parkland on February 10, 2020. The Parks and Recreation Commission has created an Ad Hoc committee focused on identifying funding opportunities for parks, recreation and open space projects, including land acquisitions. |
| Goal N-2: A thriving urban forest that provides public health, ecological, economic, and aesthetic benefits for Palo Alto. | | | | | | |
| N2.1.1 | Explore ways to prevent and ameliorate damage to trees and tree roots by above and below ground infrastructure and buildings. | Department of Public Works | R | \$ | O | This is an ongoing program, no updates to report at this time. |
| N2.2.1 | Periodically update the UFMP and Tree Protection Ordinance to ensure policies and regulations remain relevant set leading standards for tree health practices. | Department of Public Works | R | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| N2.4.1 | Promote landscape design that optimizes soil volume, porosity, structure and health, as well the location, shape and configuration of soil beds. | Planning and Development Services | M | \$ | O | This is an ongoing task. Collaborative review with Urban Forestry staff of major projects is conducted through Architectural Review Board. |
| N2.7.1 | Maintain and irrigate healthy trees in parks, open space, parking lots, and City rights-of-way, while identifying and replacing unhealthy trees in those areas. | Department of Public Works | S | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| N2.7.2 | Continue to invest in the care, irrigation and monitoring of street trees during drought conditions. | Department of Public Works | R | \$\$ | O | This is an ongoing program, no updates to report at this time. |

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| N2.7.3 | Actively pursue funding for tree planting to increase canopy cover significantly across the city, avoid a net loss of canopy at the neighborhood level, and attain canopy size targets in parks, open space, parking lots, and City rights-of-way. | Department of Public Works | R | \$ | O | This is an ongoing program, no updates to report at this time. |
| N2.9.1 | Increase awareness, severity and enforcement of penalties for tree damage. | Department of Public Works | M | \$ | O | This is an ongoing program, no updates to report at this time. |
| N2.9.2 | Develop a program for using the City's Urban Forestry Fund to replace trees lost to public improvement and infrastructure projects, with replanting occurring onsite or as close to the original site as is ecologically appropriate. | Department of Public Works | M | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| N2.10.1 | Continue to require replacement of trees, including street trees lost to new development. | Planning and Development Services & Urban Forestry Department | R | \$ | O | This is an ongoing requirement as part of the architectural review and other development review processes. Rreplacement trees are required to ensure 'no net loss of canopy'. |
| N2.10.2 | As part of the update of the Tree and Landscape Technical Manual, consider expanding tree protections to include additional mature trees and provide criteria for making site-specific determinations of trees that should be protected. | Planning and Development Services & Urban Forestry Department | S | \$ | PC | The Tree and Landscape Technical Manual has been updated. Concurrently changes have been drafted to Title 8 of Palo Alto Municipal Code. |
| N2.10.3 | Consider revisions to the appeals process to increase transparency regarding tree removals and expanded opportunities for community members to appeal the removal of trees. | Planning and Development Services & Urban Forestry Department | L | \$\$ | PC | Changes to Palo Alto Municipal Code will initiate revisions to the appeals process for tree removals. |
| N2.11.1 | Develop a transparent and publicly accessible street tree removal and replacement schedule. | Department of Public Works | M | \$ | P | There are no substantial actions to report at this time. |

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| N2.11.2 | Develop a program to replace unhealthy public trees over time. | Department of Public Works | M | \$\$ | O | This is an ongoing program, no updates to report at this time. |
| N2.12.1 | Explore ways to leverage the fact that Palo Alto's urban forest alleviates climate change by capturing and storing carbon dioxide. | Department of Public Works | M | \$ | P | There are no substantial actions to report at this time. |
| N2.13.1 | Work with local nonprofits to establish one or more tree planting programs that are consistent with the UFMP, and rely on locally native, resilient species. Review existing tree planting guidelines to ensure they achieve these objectives. | Department of Public Works | S | \$\$ | PC | There are no substantial actions to report at this time. |
| N2.13.2 | Provide on-going education for City staff, residents, and developers regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species. | Department of Public Works | R | \$ | P | There are no substantial actions to report at this time. |
| N2.13.3 | Involve tree owners in tree maintenance programs. | Planning and Development Services | R | \$ | O | This is ongoing effort, no updates to report at this time. |
| N2.13.4 | Cooperate with the Palo Alto Unified School District, Stanford University, Caltrain, Caltrans, Pacific Gas & Electric, and other public and private entities to ensure that their tree planting, tree removal, and maintenance practices are consistent with City guidelines. | Department of Public Works | R | \$ | P | There are no substantial actions to report at this time. |
| Goal N-3: Conservation of both natural and channelized creeks and riparian areas as open space amenities, natural habitat areas, and elements of community design. | | | | | | |

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| N3.3.1 | <p>Update the Stream Corridor Protection Ordinance to explore 150 feet as the desired stream setback along natural creeks in open space and rural areas west of Foothill Expressway. This 150-foot setback would prohibit the siting of buildings and other structures, impervious surfaces, outdoor activity areas and ornamental landscaped areas within 150 feet of the top of a creek bank. Allow passive or intermittent outdoor activities and pedestrian, equestrian and bicycle pathways along natural creeks where there are adequate setbacks to protect the natural riparian environment. Within the setback area, provide a border of native riparian vegetation at least 30 feet along the creek bank.</p> <p>The update to the Stream Protection Ordinance should establish:</p> <ul style="list-style-type: none"> ☐ Design recommendations for development or redevelopment of sites within the setback, consistent with basic creek habitat objectives and significant net improvements in the condition of the creek. ☐ Conditions under which single-family property and existing development are exempt from the 150-foot setback ☐ Appropriate setbacks and creek conservation measures for undeveloped parcels. | Planning and Development Services | S | \$\$ | P | This program would be started in the next 3-5 years. |

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| N3.3.2 | Examine the development regulations of the Stream Corridor Protection Ordinance, with stakeholder involvement to establish appropriate setback requirements that reflect the varying natural and channelized conditions along creeks east of Foothill Expressway. Ensure that opportunities to provide an enhanced riparian setback along urban creeks as properties are redeveloped or improved are included in this evaluation. | Planning and Development Services | S | \$\$ | P | This program would be started in the next 3-5 years. |
| N3.3.3 | For all creeks, update the Stream Corridor Protection Ordinance to minimize impacts on wildlife by: <input checked="" type="checkbox"/> Limiting the development of recreational trails to one side of natural riparian corridors. <input checked="" type="checkbox"/> Requiring careful design of lighting surrounding natural riparian corridors to maximize the distance between nighttime lighting and riparian corridors and direct lighting away from the riparian corridor. | Planning and Development Services | S | \$\$ | PC | The development of trails is outside the Department's purview. Lighting near riparian areas is reviewed as a part of the CEQA process. |
| N3.4.1 | Develop a community creek stewardship program to promote existing creek clean-up days, organize new events, and increase appreciation of riparian corridors. | Department of Public Works | M | \$\$ | O | A creek stewardship and education program was initiated with Grassroots Ecology and creek clean-ups continue. |
| N3.6.1 | Review and update the Grading Ordinance to ensure that it adequately protects creeks from the erosion and sedimentation impacts of grading. | Department of Public Works | M | \$\$ | PC | Stormwater ordinance will be updated in 2022. |

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| N3.8.1 | Work with the SCVWD to develop a maintenance, restoration and enhancement improvement program that preserves flood protection while preserving riparian habitat, and identifies specific stretches of corridor to be restored or daylighted, standards to be achieved, and sources of funding. Include provisions for tree and vegetation planting to enhance natural habitat and shade cover. | Department of Public Works | M | \$\$ | PC | Limited progress except for the work on the North Ventura Coordinated Area Plan. |
| N3.8.2 | Participate cooperatively in the JPA to achieve increased flood protection, habitat preservation, enhancement and improved recreational opportunities along San Francisquito Creek. | Department of Public Works | IP | \$ | O | This is an ongoing program, no updates to report at this time. |
| Goal N-4: Water resources and infrastructure that are managed to sustain plant and animal life, support urban activities, and protect public health and safety. | | | | | | |
| N4.2.1 | Educate customers on efficient water use (indoor and outdoor), tree care, and landscaping options. | City of Palo Alto Utilities & Department of Public Works | R | \$ | O | The City in partnership with Valley Water offers a suite of water efficiency programs including landscape conversion rebates, indoor and outdoor survey kits, graywater laundry to landscape rebates and irrigation system rebates. The City offers a variety of workshops on water efficiency and plant care throughout the year. |
| N4.5.1 | Study the supply and quality of local groundwater aquifers to better understand their utility as natural water storage. | City of Palo Alto Utilities | S | \$ | C | The Northwest County Recycled Water Strategic Plan, completed in partnership with Valley Water, included a characterization of hydrogeologic conditions in the region. |
| N4.5.2 | Work with local public agencies to educate residents regarding the public health, fire, and overall quality of life risks associated with long-term drought. | City of Palo Alto Utilities | R | \$ | O | The City engages in public outreach and provides information on the City website about the importance of making water conservation a way of life. |

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| N4.6.1 | Encourage residents to use rain barrels or other rainwater reuse systems. | Department of Public Works | S | \$ | O | Outreach, workshops and program updates were made in FY 20. |
| N4.7.1 | Support and participate in the work of the SCVWD to prepare a high-quality groundwater management plan that will address groundwater supply and quality, including, as appropriate: ☐ An understanding of subsurface hydrology. ☐ Strategies to reduce depletion. ☐ Opportunities to recharge groundwater, including through use of recycled water and extracted groundwater. ☐ Methods to ensure that uncontaminated, toxin-free groundwater is used in a manner that benefits the community, for example in irrigation of parks, street cleaning, and dust suppression. ☐ An approach to metering extracted groundwater. | Department of Public Works | S | \$ | PC | Parts of the goals are included in the Northwest County Recycled Water Strategic Plan Groundwater Chapter accepted by Council in February 2020. More work on abilities to reuse groundwater will be analyzed in the Urban Water Infrastructure Plan. |
| N4.7.2 | Support the SCVWD and the Regional Water Quality Control Board (RWQCB) to implement their mandate to protect groundwater from the adverse impacts of urban uses. | Department of Public Works | S | \$ | O | This is an ongoing program, no updates to report at this time. |
| N4.7.3 | Work with the SCVWD and RWQCB to identify and map key groundwater recharge and stormwater management areas for use in land use planning and permitting and the protection of groundwater resources. | Department of Public Works | IP | \$ | PC | Groundwater basin replenishment areas were determined in the Northwest County Recycled Water Strategic Plan Groundwater Chapter that was accepted by Council in February 2020. Stormwater management areas are identified in the Green Stormwater Infrastructure Plan. |
| N4.8.1 | Research and promote new construction techniques and recharge strategies developed to reduce subsurface and surface water impacts and comply with City dewatering policies. | Department of Public Works | IP | \$ | PC | Monitoring the new construction techniques. |

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| N4.8.2 | Explore appropriate ways to monitor all excavations and other projects to ensure that dewatering does not result in recharge into the aquifer where needed. | Department of Public Works | S | \$ | PC | Monitoring the new construction techniques. |
| N4.10.1 | Monitor and implement practices for reducing water pollution. Examples include state-of-the-art best management practices (BMPs), land use planning approaches, and construction of modern stormwater management facilities. | Department of Public Works | R | \$\$\$ | O | Stormwater ordinance will be updated in 2022. |
| N4.10.2 | Continue public education programs on water quality issues, including BMPs for residents, businesses, contractors, and City employees. | Department of Public Works | R | \$ | O | This work continues via flyers, tabling, bill inserts, targeted messages and the website. |
| N4.10.3 | Implement swift and rigorous spill response, cleanup, and follow-up investigation procedures to reduce the impacts of toxic spills on the city's creeks and San Francisco Bay. | Department of Public Works | R | \$\$ | PC | Stormwater ordinance will be updated in 2022. |
| N4.10.4 | Increase monitoring and enforcement of existing prohibitions on materials and practices known to impact local water quality, such as use of copper, in the design and construction industries. | Department of Public Works | R | \$ | PC | Stormwater ordinance will be updated in 2022. |
| N4.11.1 | Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed. | Department of Public Works | M | \$ | PC | There are no substantial actions to report at this time. |
| N4.12.1 | Implement the City's Integrated Pest Management Policy with periodic assessments of pesticide use and use of BMPs to reduce pesticide applications and toxicity, and maximize non-chemical control. | Department of Public Works | R | \$ | O | Updated Integrated Pest Management Policy. |

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| N4.12.2 | Revise the City's Tree and Landscape Technical Manual to include stronger requirements for least-toxic practices in the landscape permitting process. | Department of Public Works | S | \$ | PC | There are no substantial actions to report at this time. |
| N4.12.3 | Promote the value of toxin-free landscape management, and educate residents about the impacts of common fertilizers, herbicides, insecticides and pesticides on local water quality. | Department of Public Works | R | \$ | O | This is an ongoing effort. Staff continues to educate residents and businesses regarding proper pest control. |
| N4.13.1 | Promote the use of permeable paving materials or other design solutions that allow for natural percolation and site drainage through a Storm Water Rebate Program and other incentives. | Department of Public Works | S | \$ | PC | The stormwater rebate program was revamped in partnership with Valley Water. |
| N4.13.2 | Develop and implement a green stormwater infrastructure plan with the goal to treat and infiltrate stormwater. | Department of Public Works | S | \$\$\$ | C | The Green Stormwater Infrastructure Plan was completed in FY20 and is now being implemented. |
| N4.13.3 | Mitigate flooding through improved surface permeability or paved areas, and stormwater capture and storage. | Department of Public Works | S | \$\$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| N4.14.1 | Establish a standardized process for evaluating the impacts of development on the storm drainage system, including point source discharge, base flow and peak flow. | Department of Public Works | S | \$ | O | Projects that require a building permit are reviewed by Public Works staff to verify that the proposed runoff from project sites is equal to or less than the existing runoff. Any excess flow must be detained or retained on-site. |
| N4.14.2 | Complete improvements to the storm drainage system consistent with the priorities outlined in the City's Storm Drainage Master Plan, as amended. | Department of Public Works | IP | \$\$\$ | O | Storm Drainage Master Plan projects are being implemented through the Capital Improvement Program using funding from the Stormwater Management Fee. |

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| N4.15.1 | Work with commercial and industrial dischargers to identify and implement pollution prevention measures and BMPs to eliminate or reduce the discharge of metals and other pollutants of concern. | Department of Public Works | R | \$\$ | O | This is ongoing task. There are no substantial actions to report at this time. |
| N4.15.2 | Encourage commercial dischargers to consistently go beyond minimum requirements of the Clean Bay Business Program. | Department of Public Works | R | \$ | PC | Stormwater ordinance will be updated in 2022. |
| N4.16.1 | Implement approved recommendations based on the Long-Term Facilities Plan prepared for the RWQCP. | Department of Public Works | IP | \$\$\$ | O | Design complete for the Outfall Project, Primary Sedimentation Tank Rehabilitation and implementing design on upgrade to Secondary Treatment process. |
| N4.16.2 | Develop a plan to address ongoing operations of the RWQCP taking potential sea level rise and growth in surrounding communities into account. | Department of Public Works | M | \$\$\$ | O | A Sea Level Rise vulnerability assessment is being completed and RWQCP raises all electrical equipment due to Sea Level Rise Policy. |
| N4.17.1 | Evaluate the expansion of existing recycled water infrastructure to serve a larger area. Develop a plan to install “purple pipe” when streets are opened for other infrastructure work. | City of Palo Alto Utilities | M | \$\$ | P | The City in partnership with Valley Water completed the Northwest County Recycled Water Strategic Plan which identified a list of potential potable and non-potable water projects which will be considered as part of an overall water supply plan (i.e. “One Water”). The City has not developed a plan to include recycled water pipeline installation in conjunction with other infrastructure projects. |
| N4.17.2 | Evaluate the possibility of using recycled water as an emergency water supply. | City of Palo Alto Utilities | L | \$ | O | The City has not investigated using recycled water as an emergency supply. The City is currently evaluating the projects identified in the Northwest County Recycled Water Strategic Plan which may provide drought-proof, sustainable water to the City’s water supply portfolio. Groundwater is an available emergency water supply. |

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| N4.17.3 | Investigate ways to reuse non-traditional water sources including recycled, gray, black and storm water. | City of Palo Alto Utilities | R | \$ | C | See N4.17.1 regarding recycled water. The City offers rebates for graywater systems. Blackwater systems have not been considered in detail. Public Works completed the Green Stormwater Infrastructure (GSI) Plan in 2019. Public Works is now moving forward with implementation of the GSI Plan to increase rainwater capture (thus decreasing reliance on potable water) and improving water quality of receiving waters. |
| Goal N-5: Clean, healthful air for Palo Alto and the San Francisco Bay Area. | | | | | | |
| N5.1.1 | Provide City input on significant proposals for air quality legislation and state implementation plans. | Planning and Development Services | R | \$ | O | Planning Department works with the City lobbyist to identify issues and provides ideas. |
| N5.1.2 | Implement BAAQMD recommended standards for the design of buildings near heavily traveled roads, in order to minimize exposure to auto-related emissions. | Planning and Development Services | S | \$ | O | Bay Area Air Quality Management District (BAAQMD) standards are implemented through the CEQA process. |
| N5.1.3 | Explore adopting new standards that target the reduction of very fine particulate matter (PM2.5), which is associated with increased impacts on health. | Planning and Development Services | S | \$ | O | PM2.5 standards are implemented through the CEQA process. |
| N5.2.1 | Promote understanding of the impacts of extended idling on air quality, for residents, auto-dependent businesses, and schools. | Planning and Development Services | M | \$ | P | Project not commenced yet. |
| N5.2.2 | Consider adopting and enforcing penalties for drivers that idle for longer than 3-5 minutes. | Planning and Development Services | M | \$ | P | Project not commenced yet. |
| N5.3.1 | Cooperatively work with Santa Clara County and the BAAQMD to ensure that mining and industrial operations mitigate environmental and health impacts. | Planning and Development Services | R | \$ | O | Industrial operations are mitigated through the CEQA process. There are no mining resources within the City limits. |

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| N5.3.2 | Monitor particulate emissions at local California Air Resources Board monitoring stations and make the information easily available to citizens. | Planning and Development Services | R | \$ | O | Bay Area Air Quality Management District (BAAQMD) provides monitoring information on their webpage - http://www.baaqmd.gov/about-air-quality/current-air-quality . |
| N5.3.3 | Promote understanding of the health impacts of particulate emissions and provide information to residents and businesses about steps they can take to reduce particulate emissions, such as reducing or eliminating wood burning or using low emission alternatives to wood-burning stoves and fireplaces. | Planning and Development Services | R | \$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| N5.3.4 | Explore feasible and cost-effective opportunities to reduce concrete and asphalt use by the City, in parks and other public projects. | Department of Public Works | R | \$ | O | There are no substantial actions to report at this time. |
| Goal N-6: An environment that minimizes the adverse impacts of noise. | | | | | | |
| N6.3.1 | Continue working to reduce noise impacts created by events and activities taking place in communities adjoining Palo Alto. | Planning and Development Services | R | \$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| N6.3.2 | Evaluate the feasibility of adopting noise criteria in the purchase of new City vehicles and equipment. | Department of Public Works | M | \$ | P | There are no substantial actions to report at this time. |
| N6.3.3 | Update the Noise Ordinance, as needed, to provide for clear interpretation of the regulations, to review the effectiveness of existing standards, and to ensure that regulations address contemporary issues. | Planning and Development Services | S | \$ | P | This program would be started in the next 3-5 years. |

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|----------------|---|-----------------------------------|-----------------------|------------------------------|--------------------------|---|
| N6.7.1 | Update noise impact review procedures in the Noise Ordinance and the Zoning Code to address appropriate requirements for analysis and thresholds for impacts on residential land uses and publicly-owned conservation land. | Planning and Development Services | S | \$ | P | This program would be started in the next 3-5 years. |
| N6.10.1 | Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment. | Planning and Development Services | M | \$ | P | This program would be started in the next 3-5 years. |
| N6.11.1 | For larger development projects that demand intensive construction periods and/or use equipment that could create vibration impacts, such as the Stanford University Medical Center or major grade separation projects, require a vibration impact analysis, as well as formal, ongoing monitoring and reporting of noise levels throughout the entire construction process pertinent to industry standards. The monitoring plan should identify hours of operation and could include information on the monitoring locations, durations and regularity, the instrumentation to be used and appropriate noise control measures to ensure compliance with the noise ordinance. | Planning and Development Services | R | \$ | O | Construction noise and vibration are reviewed as part of the CEQA process. Mitigation measures, including limited hours of operation, are used to reduce noise and vibration impacts. |
| N6.12.1 | Continue working to reduce noise associated with operations of the Palo Alto Airport. Also, ensure compliance with the land use compatibility standards for community noise environments, shown in Table N- 1, by prohibiting incompatible land use development within the 60 dBA CNEL noise contours of the airport. | Department of Public Works | R | \$\$ | O | A member of the Palo Alto City Council and a member of the Palo Alto Pilot Association each serve on the Santa Clara County Airport Land Use Commission. |

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| N6.12.2 | Participate in appropriate public forums and engage with other governmental agencies and representatives to ensure that activities at airports in the region do not negatively affect noise levels in Palo Alto. | Department of Public Works | IP | \$ | O | Staff monitors current procedures into and out of the Palo Alto Airport. If other procedural changes are identified unrelated to the Palo Alto Airport, staff notifies City Manager's Office. |
| N6.13.1 | Encourage the Peninsula Corridors Joint Powers Board to pursue technologies and grade separations that would reduce or eliminate the need for train horns/whistles in communities served by rail service. | Office of Transportation | IP | \$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| N6.13.2 | Evaluate changing at-grade rail crossings so that they qualify as Quiet Zones based on Federal Railroad Administration (FRA) rules and guidelines in order to mitigate the effects of train horn noise without adversely affecting safety at railroad crossings. | Office of Transportation | S | \$\$\$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| N6.13.3 | Participate in future environmental review of the California High-Speed Rail (HSR) Project, planned to utilize existing Caltrain track through Palo Alto, to ensure that it adheres to noise and vibration mitigation measures. | Office of Transportation | S | \$\$ | O | The City provided comprehensive comments on the California High-Speed Rail (HSR) Environmental Impact Report in 2020. This is an ongoing effort. |
| Goal N-7: A clean, efficient energy supply that makes use of cost-effective renewable resources. | | | | | | |
| N7.1.1 | Meet customer electricity needs with least total cost resources after careful assessment of environmental cost and benefits. | City of Palo Alto Utilities | R | \$ | O | The Utilities Department continue to evaluate both generation and energy efficiency / demand reduction on a least cost basis when determining how to fulfill community electricity demands. |
| N7.2.1 | Promote the adoption of cost-effective, renewable energy technologies from diverse renewable fuel sources by all customers. | City of Palo Alto Utilities | S | \$ | O | The Utilities Department continues to purchase renewable resources for the community's electricity portfolio and facilitates customer adoption of renewable resources like rooftop solar |

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| N7.2.2 | Assess the feasibility of using life cycle analysis and total cost of ownership analysis for public and private projects, funded by the project proponent, in order to minimize the consumption of energy, the production of greenhouse gases, including GHG emissions of construction materials and demolition and costs over the life of the project. | City of Palo Alto Utilities | M | \$\$ | O | The Utilities Department has been overseeing a pilot project with funding from the Bay Area Air Quality Management District to replace gas furnaces at a low-income multifamily building with efficient heat pump alternatives. This pilot has been delayed due to COVID restrictions. The Utilities Department is also providing technical support to a privately funded project to replace the gas packs on a building rooftop with heat pump units; this project is expected to be completed by Q3 of 2021. |
| N7.4.1 | Continue timely incorporation of State and federal energy efficiency standards and policies in relevant City codes, regulations and procedures, and higher local efficiency standards that are cost-effective. | Building Services | R | \$ | O | Awaiting final draft of State-wide Cost Effectiveness Study for Accessory Dwelling Units and large commercial buildings. Expect to receive draft in February of 2021. At that point, staff will determine if we need to proceed with additional energy efficiency measures. |
| N7.4.2 | Implement cost effective energy efficiency programs for all customers, including low income customers. | City of Palo Alto Utilities | R | \$ | O | The Utilities Department continues to provide programs around energy conservation and efficiency to all customers, including low-income customers. |
| N7.4.3 | Incorporate cost-effective energy conservation measures into construction, maintenance, and City operation and procurement practices. | City of Palo Alto Utilities | R | \$\$ | O | The Utilities Department and the Public Works Department collaborate to implement cost-effective energy efficiency measures in City buildings. In 2021, Public Works Department will undertake a city-wide Facility Condition Assessment. This assessment will include an electrification assessment to determine the feasibility, timeline, and costs to achieve an 80% reduction in natural gas use at City facilities by 2030. Utilities will collaborate with Public Works on the electrification assessment effort. |
| N7.4.4 | Implement gas and electric rate structures that encourage efficient use of resources while meeting State law requirements that rates be based on the cost of service. | City of Palo Alto Utilities | M | \$ | O | The Utilities Department continues to implement gas and electric rate structures that meet this program goal. |

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| N7.4.5 | Continue to provide public education programs addressing energy conservation and efficiency. | City of Palo Alto Utilities | R | \$ | O | The Utilities Department continues to provide public education programs around energy conservation and efficiency. Utilities Department has also started to promote electrification to raise public awareness on the benefits of building electrification and Electric Vehicles. |
| N7.5.1 | Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs). | City of Palo Alto Utilities | M | \$ | P | The Utilities Department promotes voluntary conversion to LED lighting in buildings, while the Building Division requires its use in new development. The Utilities Department also maintains LED street lights for the City. The Utilities Department promotes the use of warm white rather than cool white LEDs to avoid blue light phototoxicity concerns. The Department uses LED street light luminaires that minimize light pollution. |
| N7.6.1 | Explore changes to building and zoning codes to incorporate solar energy, energy storage and other energy efficiency measures into major development projects, including City-owned projects. | Building Services | S | \$ | O | No further advancement expected until new state codes are adopted in 2022. |
| N7.6.2 | Promote use of the top floors of new and existing structured automobile garages for installation of photovoltaic panels and green roofs. | Planning and Development Services | S | \$ | O | This effort is ongoing. |
| N7.6.3 | Promote solar energy in individual private projects. | Building Services | R | \$ | O | Streamlining of residential and commercial building applications is ongoing. |
| N7.7.1 | Evaluate the potential for a cost-effective plan for transitioning to a completely carbon-neutral natural gas supply. | City of Palo Alto Utilities | S | \$ | C | The City implemented a Carbon Neutral Gas Program using high quality carbon offsets. Council approved the plan with minor adjustments in 2020. |

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| N7.7.2 | Explore the transition of existing buildings from gas to electric or solar water and space heating. | City of Palo Alto Utilities | S | \$\$ | O | <p>Utilities Department conducted a study to estimate the cost and staffing impact of electrification to the electric and gas distribution systems.</p> <p>Utilities Department currently offers a rebate to encourage homeowners to replace gas water heater with heat pump water heater. Utilities Department will expand electrification incentives to homeowners in 2021.</p> <p>For non-residential customers, Utilities Department plans to offer technical advisory services on electrification projects in 2021. In parallel, Utilities will also launch electrification incentives to commercial customers.</p> |
| N7.8.1 | Evaluate energy efficient approaches for the treatment and reuse of organic waste that maximize resource recovery and reduce greenhouse gas generation at the RWQCP located in Palo Alto and the Palo Alto Landfill. | Department of Public Works | M | \$ | C | Reduced GHG emissions by about 80% by retiring the sludge incinerators. |
| Goal N-8: Actively support regional efforts to reduce our contribution to climate change while adapting to the effects of climate change on land uses and city services. | | | | | | |
| N8.1.1 | Participate in cooperative planning with regional and local public agencies, including on the Sustainable Communities Strategy, on issues related to climate change, such as greenhouse gas reduction, water supply reliability, sea level rise, fire protection services, emergency medical services, and emergency response planning. | Office of Sustainability | R | \$ | O | Office of Sustainability in conjunction with Office of Emergency Services, reviewed the Local Hazard Mitigation Plan update and participated in regional working groups. |

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| N8.1.2 | Pursue or exceed State goals of achieving zero net carbon for residential buildings by 2020 and commercial buildings by 2030, without compromising the urban forest. | Office of Sustainability | S | \$ | O | N8.1.2 was updated in 2019 in conjunction with City of Palo Alto's Utilities and Planning Department. This is a part of the 2020 Sustainability and Climate Action Plan (S/CAP) update. |
| N8.2.1 | Periodically update the S/CAP consistent with the update schedule in the approved S/CAP; this update shall include an updated greenhouse gas inventory and updated short, medium, and long-term emissions reduction goals. | Office of Sustainability | M | \$\$ | O | Currently working on the 2020 Sustainability and Climate Action Plan (S/CAP) update. |
| N8.3.1 | Protect the Municipal Services Center, Utility Control Center, and RWQCP from the impacts of sea level rise. | Department of Public Works | M | \$\$\$ | O | A sea level rise vulnerability assessment is underway and a main focus of 2021. |
| N8.4.1 | Prepare response strategies that address sea level rise, increased flooding, landslides, soil erosion, storm events and other events related to climate change. Include strategies to respond to the impacts of sea level rise on Palo Alto's levee system. | Office of Sustainability | S | \$\$\$ | O | Currently working on the Sea Level Rise Vulnerability Assessment and the Sea Level Rise Adaptation Plan. |
| Safety Element | | | | | | |
| Goal S-1: A safe community that is aware of risks and prepared for emergencies. | | | | | | |
| S1.1.1 | Expand public education programs that help and encourage each household in the City to be prepared to be self-sufficient, with enough stored water and food to support the entire household for at least one week after a major earthquake, flood, terrorism event, COVID-19 pandemic or other major disaster. | Office of Emergency Services | S | \$ | O | Office of Emergency Services (OES) has expanded its outreach to the community, per FEMA's whole community guidelines, and provides public safety education lectures, presentations, and trainings throughout the community. OES has conducted 149 public safety education events, disaster drills, etc. in FY 2018. The OES Preparedness webpage also provides this information. See S1.1.3 for adaptations made during the COVID-19 pandemic. |

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| S1.1.2 | Continue to implement and fund the Emergency Services Volunteer program. | Office of Emergency Services | S | \$ | O | Office of Emergency Services (OES) continues to manage the ESV program, there are currently over 700 registered volunteers. OES apportions funds annually to support this program including an annual community event, monthly training sessions, quarterly leader meetings, and two exercises per year. From March - June 2020, OES activated our ESV members to provide neighborhood support for the COVID-19 emergency. Additionally, we continued to host online meetings and training sessions for our ESV members. |
| S1.1.3 | Conduct emergency hazard drills with key stakeholder organizations across the community to improve preparedness for known threats and hazards. | Office of Emergency Services | R | \$\$ | O | Throughout the year, Office of Emergency Services (OES) conducts emergency drills with key stakeholders that include seminars, communications tests, table-top exercises, functional, and full scale exercises. This past year as a result of the COVID-19 emergency, we were unable to conduct as many drills as we routinely do. We did conduct two large scale emergency communications drills with our Emergency Services Volunteers in March and November. We also host monthly radio drills with the City Department Operations Centers, and participated in monthly County radio drills. |
| S1.1.4 | Support an annual community public safety fair to educate and engage the public on preparedness and offer the opportunity to buy emergency disaster supplies for home and vehicle. | Office of Emergency Services | R | \$\$ | O | Office of Emergency Services (OES) completed a large public safety fair in 2019 in conjunction with the Stanford Shopping Center with the participation of more than 20 Allied agencies. Due to COVID-19, we were unable to execute a similar event in 2020. |
| S1.1.5 | Encourage local businesses and other organizations to have disaster preparedness, communication, mitigation and recovery plans in place. | Office of Emergency Services | R | \$ | O | The private sector is a major focus of Office of Emergency Services (OES)'s public safety outreach and education activities. This includes the Stanford Shopping Center, the Stanford Research Park, the Chamber of Commerce, etc. For the past three years OES has supported the establishment of a business radio system in Stanford Research Park to improve communications among the 100+ businesses in that area. |

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| S1.2.1 | Develop accessible, attractive marketing materials to promote involvement in community crime safety programs. | Office of Emergency Services | R | \$ | C | Office of Emergency Services (OES) has developed various marketing materials to promote preparedness and public safety. Annually, OES provides two utility flyers for earthquake awareness in April and floods/severe storms in October (in partnership with Public Works). In 2019, OES created multilingual preparedness products (available on our website). In 2020, OES participated in rollout of the new City Website. |
| S1.3.1 | Explore the use of urban design principles to increase safety and prevent crime in Palo Alto. | Planning and Development Services & Office of Emergency Services | R | \$ | O | Office of Emergency Services (OES) maintains expertise and serves as a resource for Crime Prevention through Environmental Design (CPTED) https://www.ncpc.org/resources/home-neighborhood-safety/crime-prevention-through-environmental-design-training-program/ and other safety and security best practices, in particular, for Critical Infrastructure and Key Resources (CIKR). OES is assisting City of Palo Alto Utilities (CPAU) with site protection and resilience matters. OES is assisting Department of Public Works and Police Department with the Public Safety Building. |
| S1.3.2 | Support programs such as the Department of Housing and Urban Development's Good Neighbor Next Door, which incentivizes home purchase for first responders with discounts. | Planning and Development Services | R | \$ | P | Work has not commenced yet. |
| S1.4.1 | Make data available to maintain an accurate, up to date, and complete real-time local crime mapping function to promote neighborhood safety. | Police Department | M | \$\$ | O | Police Department's webpage contains regularly updated links to crime statistics. |

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| S1.5.1 | Promote neighborhood security by providing crime prevention information and training to residents, and continuing to fund resident involvement in neighborhood safety programs such as “Know Your Neighbor” grants and Block Preparedness Coordinators. | Police Department | R | \$ | O | Office of Emergency Services (OES) coordinates the neighborhood block preparedness program. Police Department (PD) staffing at this time does not allow for a formal PD program. |
| S1.5.2 | Collaborate with the Palo Alto Unified School District (PAUSD), other school districts in the city, private schools, businesses, non-profits, and local faith-based organizations provide community safety education. | Police Department | R | \$ | P | The School Resource Officer program is discontinued in July 2020 due to budget cuts from Palo Alto Unified School District (PAUSD) and City. As-needed requests will be handled as staffing permits. |
| S1.5.3 | Encourage the PAUSD to develop secure school facilities and collaborate with Emergency Services Volunteers on disaster preparedness activities; emergency disaster planning, exercises and drills; and disaster recovery. | Office of Emergency Services | R | \$ | O | Office of Emergency Services meets routinely with the Palo Alto Unified School District (PAUSD) Safety and Security Manager and other key staff. In 2020 the City activated the Emergency Services Council / Citizen’s Corps Council to improve collaboration for the COVID-19 emergency, of which PAUSD was a routine member. |
| S1.5.4 | Continue to support and encourage participation in Police Department programs to introduce youth to the importance and benefits of local law enforcement. | Police Department | R | \$ | P | The School Resource Officer program is discontinued in July 2020 due to budget cuts from Palo Alto Unified School District (PAUSD) and City. As-needed requests will be handled as staffing permits. The Police Explorer Program of youth cadets assisting with certain police assignments is still in effect. |
| S1.6.1 | Enhance public safety department training for evolving challenges, such as small- to large-scale human threats, interacting with individuals with mental illness, and non-lethal alternatives. | Police Department | R | \$ | O | Police Department is complying with state mandated training in multiple topics annually. The Department will collaborate with County Mental Health on various initiatives to partner with clinicians or community groups in meeting the community’s mental health needs. |

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| S1.6.2 | Support the PAPD in implementing and maintaining approved technologies for data gathering, surveillance, and recording interactions with the public. Incorporate best practices in use policies with special consideration in ensuring the programs protect the public's privacy rights and civil liberties, in accordance with current legislation. Ensure transparency by communicating new equipment implementation, usage, privacy considerations, and retention of data. | Police Department | S | \$\$ | O | Refer to Council Surveillance Policy. |
| S1.6.3 | Communicate transparently with the community regarding adoption of new PAPD equipment and/or tactics while balancing the need for operational security. | Police Department | S | \$ | O | The Police Department will adhere to Council Surveillance policy when applicable and will consult with City staff and Council as directed with significant policy changes. |
| S1.7.1 | Regularly monitor and review the level of public safety staffing and satellite police station locations required for efficient local service delivery. | Police Department | R | \$ | O | The police substation at Stanford Shopping Center works in partnership with Simon Properties. |
| S1.7.2 | Design the new Public Safety building to meet essential service standards, the needs of the public safety departments and be resilient against known threats and hazards. | Department of Public Works | S | \$\$\$ | C | Design of the Public Safety Building is complete and the construction contract will be going to Council for approval in February 2021. |
| S1.7.3 | Provide community notifications in the event of emergency using the best available methods and explore new technologies for emergency public information and warnings. | Office of Emergency Services | R | \$\$ | O | The Office of Emergency Services (OES) is the local administrator for the County's mass notification system, AlertSCC, which is hosted by the software company Everbridge. In 2020, the County and the City of Palo Alto used AlertSCC for COVID-19 related notifications, as well as power outage, and wildfire notifications. |
| S1.8.1 | Update Palo Alto's 2001 Terrorism Response Plan. | Office of Emergency Services | S | \$\$ | C | The plan was completed in 2019. |

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| S1.9.1 | Develop an Infrastructure Master Plan that projects the future needs of streets, underground utilities, and all City assets and plans for the incorporation of new technology that improves efficiency and effectiveness. | Department of Public Works | S | \$\$\$ | O | An Infrastructure Management System has been implemented to track operating and capital improvement costs and to maintain updates on deferred “catch-up” maintenance and planned “keep-up” maintenance for future improvements. |
| S1.10.1 | Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP). | Office of Emergency Services | R | \$\$\$ | O | The Emergency Operations Plan is available on the City’s website; Office of Emergency Services is currently staffing an update to the EOP which will be available later in 2021. |
| S1.10.2 | Participate in local and regional planning efforts to mitigate, prepare for, respond to, and recover from emergencies. | Office of Emergency Services | R | \$ | O | The Office of Emergency Services (OES) participates in numerous regional public safety planning initiatives such as Urban Areas Security Initiative (UASI), Northern California Regional Intelligence Center (NCRIC). OES leads certain regional groups including the San Francisquito Creek Multi-Agency Coordination (SFC MAC) group, and the Silicon Valley Homeland Security Coordination Group (SVHSCG). OES also participates in Regional all hazards exercises to broaden the City’s exposure, experience, and knowledge of regional threats and allied agency plans, procedures, and capabilities. |
| S1.10.3 | Implement the mitigation strategies and guidelines provided by the LHMP, including those that address evolving hazards resulting from climate change. | Office of Emergency Services | R | \$\$ | O | Annually, Office of Emergency Services updates the status of Local Hazard Mitigation Plan (LHMP) projects. Currently, 38 projects are listed in the LHMP: 5 are complete, 17 are in progress, 12 are ongoing activities, 4 reported no action taken this year. |
| S1.12.1 | Encourage multiagency coordination in case of incidents that cross disciplinary or jurisdictional boundaries or coordination that involves complex incident management scenarios. | Office of Emergency Services | R | \$ | O | See S1.10.2. Office of Emergency Services has led the City’s integration in the County’s COVID-19 response; activating the Emergency Operations Center (EOC) for three months and participating as a member of the County Operational Area coordination activity. |

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| S1.12.2 | Explore the establishment of mutually-beneficial cooperative agreements between Palo Alto’s police and fire departments and those of neighboring cities. | Police Department & Fire Department | M | \$ | O | Currently the departments share Communication System contracts with Mountain View and Los Altos Police Departments. Joint Records Management Systems will be implemented in 2021 to serve all three cities. |
| S1.13.1 | Identify solutions to add an additional power line to Palo Alto to ensure redundancy. | City of Palo Alto Utilities | S | \$\$ | P | The Utility's Department is currently pursuing a PG&E solution through the California Independent System Operator (CAISO) transmission planning process. |
| S1.13.2 | Explore incentives to adopt emerging, residential off- grid capabilities and technologies, including back-up power sources vital in the event of natural disasters or other threats. | City of Palo Alto Utilities | M | \$ | O | The City of Palo Alto Utilities Department is facilitating customer adoption of technologies such as energy storage systems and will continue to evaluate the cost-effectiveness of monetary incentives. |
| S1.13.3 | Continue citywide efforts to underground utility wires to limit injury, loss of life, and damage to property in the event of human-made or natural disasters. | City of Palo Alto Utilities | R | \$\$\$ | O | <p>To date, about 55% of City’s electric distribution lines are underground, either through the underground conversion program or having been placed underground when originally installed.</p> <p>Further eight districts are identified for conversion, with a cost range of \$20 to \$24 million, which would bring the underground distribution line percentage up to about 60%.</p> <p>Undergrounding is also planned in the Foothills rebuild for fire risk mitigation.</p> <p>The City is evaluating a cost-share bundle package of services to residential neighborhoods which includes undergrounding, electrification and fiber-to-the-home.</p> |

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| S1.13.4 | Enhance the safety of City-owned natural gas pipeline operations. Work with customers, public safety officials, and industry leaders to ensure the safe delivery of natural gas throughout the service area. Provide safety information to all residents on City-owned natural gas distribution pipelines. | City of Palo Alto Utilities | R | \$\$ | O | The City of Palo Alto Utilities Department maintains a robust gas safety program and annually provides gas safety information to residents. |
| S1.13.5 | Provide off-grid and/or backup power sources for critical City facilities to ensure uninterrupted power during emergencies and disasters. | City of Palo Alto Utilities, Public Works & Office of Emergency Services | R | \$\$ | O | City of Palo Alto entities continue to explore the use of alternative forms of energy to offset vulnerabilities of carbon based fuels. City of Palo Alto's Office of Emergency Services was awarded a grant to purchase a solar powered trailer capable of storing 100 kWh of energy to be used at critical facilities. In addition, the City has included a Proposed Key Action "Increase energy resilience by assessing opportunities for local distributed energy resources, energy storage, microgrid installations, and home-to-grid" in the draft 2020 Sustainability and Climate Action Plan, which will go to Council for approval in mid - 2021. |
| Goal S-2: Protection of life, ecosystems and property from natural hazards and disasters, including earthquake, landslide, flooding, and fire. | | | | | | |
| S2.5.1 | Periodically review and update the City's Seismic Hazard Ordinance. | Building Services | IP | \$ | P | Project commencement is pending the availability of resources. |
| S2.5.2 | Continue to provide incentives for seismic retrofits of structures throughout the city, particularly those building types that would affect the most people in the event of an earthquake. | Planning and Development Services | S | \$ | O | This is an ongoing effort. |
| S2.6.1 | Encourage efforts by individual neighborhood or block- level groups to pool resources for seismic retrofits. | Planning and Development Services | M | \$ | P | Work has not commenced yet. |

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| S2.6.2 | Continue to use a seismic bonus and a TDR Ordinance for seismic retrofits for eligible structures in the Commercial Downtown (CD) zone. | Planning and Development Services | R | \$ | O | This is an ongoing program. There are no substantial actions to report at this time. |
| S2.6.3 | Evaluate the TDR Ordinance so that transferred development rights may be used for residential development on the receiver sites. | Planning and Development Services | R | \$ | P | Work has not commenced yet. |
| S2.6.4 | Study the possibility of revising the transfer of development rights program to encourage seismic retrofits. | Planning and Development Services | M | \$ | P | Work has not commenced yet. |
| S2.6.5 | Explore the use of Community Development Block Grants, Palo Alto Housing Funds and other sources of funding to support owners of lower income and senior housing to retrofit seismically-unsafe construction. | Planning and Development Services | S | \$ | O | This is an ongoing effort. |
| S2.7.1 | As part of the construction permitting process for proposed new and redeveloped buildings in areas of identified hazard shown on MapS-2, structures that would affect the most people in a seismic event require submittal to the City of a geotechnical/seismic report that identifies specific risks and appropriate mitigation measures. | Building Services | S | \$ | O | The program is being implemented on applicable projects. |
| S2.7.2 | Review and update, as appropriate, City code requirements for excavation, grading, filling and construction to ensure that they conform to currently accepted and adopted State standards. | Department of Public Works | M | \$ | O | The code requirements are currently up-to-date. Staff will continue to monitor accepted and adopted standards and update code as needed. |

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| S2.7.3 | Utilize the results of Palo Alto’s Seismic Hazards Identification Program and inventory of potentially seismically vulnerable building types to establish priorities and consider incentives to encourage structural retrofits. | Planning and Development Services & Office of Emergency Services | S | \$ | P | No work was done on this project this year. There are no substantial actions to report at this time. |
| S2.8.1 | Implement flood mitigation requirements of FEMA in Special Flood Hazard Areas as illustrated on the Flood Insurance Rate Maps. | Department of Public Works | R | \$\$\$ | O | All private and public development projects within the Special Flood Hazard Areas are reviewed for compliance with FEMA regulations. |
| S2.8.2 | Continue participating in FEMA’s Community Rating System to reduce flood insurance for local residents and businesses and strive to improve Palo Alto’s rating in order to lower the cost of flood insurance. | Department of Public Works | R | \$ | O | City of Palo Alto continues to participate in the Community Rating System and to evaluate opportunities to improve the rating. |
| S2.8.3 | Collaborate with the San Francisquito Creek Joint Powers Authority and the Santa Clara Valley Water District on environmentally-sensitive efforts to stabilize, restore, maintain and provide one percent (100-year) flood protection adjacent to San Francisquito Creek. | Department of Public Works | IP | \$\$\$ | O | The Highway 101 to Bay project was completed in 2018. The Upstream of Highway 101 project is currently in the Design Development and Entitlements process. |
| S2.8.4 | Work with East Palo Alto, Santa Clara Valley Water District and San Francisquito Creek Joint Powers Authority on efforts to increase the flows within the San Francisquito Creek possible solutions include replacing the City-owned Newell Road Bridge and Francisquito Creek. District-owned Pope Chaucer Street Bridge. | Department of Public Works | S | \$\$\$ | O | Environmental Impact Report for the Newell Road Bridge project and the Upstream of Highway 101 project, which includes Pope Chaucer Street Bridge, were certified in June 2020 and September 2019 respectively. |
| S2.10.1 | Keep basement restrictions up to date with changing flood hazard zones. | Planning and Development Services | S | \$ | O | This is an ongoing effort. |

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| S2.11.1 | Review development standards applicable in areas susceptible to flooding from sea level rise, including east of Highway 101, West Bayshore and East Meadow Circle, the area east of San Antonio Road and north of East Charleston, and implement shoreline development regulations to ensure that new development is protected from potential impacts of flooding resulting from sea level rise and significant storm events. Regulations should be consistent with the Baylands Master Plan, as amended, and may include new shoreline setback requirements, limits on lot line adjustments to avoid the creation of vulnerable shoreline lots, and/or triggers for relocation or removal of existing structures based on changing site conditions and other factors. | Planning and Development Services | S | \$\$ | P | Work has not commenced yet. |
| S2.11.2 | Study appropriate restrictions on underground construction in areas outside of flood zones, as shown on Map S-5, to accommodate expected higher groundwater levels due to sea level rise and minimize consequent flooding of underground construction. | Planning and Development Services | S | \$ | P | Work has not commenced yet. |
| S2.12.1 | Work cooperatively with the Santa Clara Valley Water District and the San Francisquito Creek Joint Powers Authority to provide flood protection from high tide events on San Francisco Bay, taking into account the impacts of future sea level rise, to provide one percent (100-year) flood protection from tidal flooding, while being sensitive to preserving and protecting the natural environment. | Department of Public Works | R | \$\$\$ | O | The City of Palo Alto continues to work with the project team to plan for projects such as tide gate replacement and Shoreline Study Phase 2 to improve Bay levees in anticipation of future sea level rise. |

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| S2.12.2 | Work with regional, State, and federal agencies to develop additional strategies to adapt to flood hazards to existing or new development and infrastructure, including support for environmentally sensitive levees. | Department of Public Works | R | \$ | O | A horizontal levee enhancement Feasibility Study is complete. The results will be combined with a Sea Level Rise Plan to determine courses of action. |
| S2.13.1 | Regularly review and update the Fire Department’s operations, training facilities and programs to ensure consistency with current standards and Best Management Practices. | Fire Department | R | \$ | O | This is an ongoing effort. |
| S2.13.2 | Explore technological tools, such as cameras or remote sensors, to identify smoke or fires and initiate response as quickly as possible. | Fire Department | S | \$\$ | O | This is an ongoing effort. |
| S2.14.1 | Regularly review and fund updates to the Palo Alto Foothills Fire Management Plan to ensure consistency with current standards and Best Management Practices. | Fire Department | M | \$\$ | O | Regular review and update is an ongoing effort. |
| S2.14.2 | Implement the Foothills Fire Management Plan to balance conservation of natural resources with reduction of fire hazards especially in open space areas. | Fire Department | R | \$\$\$ | O | The Foothills Fire Management Plan is implemented as required. |
| S2.14.3 | Minimize fire hazards by maintaining low density zoning in wildland fire hazard areas. | Planning and Development Services | R | \$ | O | This is an ongoing effort. |
| S2.14.4 | Work collaboratively with other jurisdictions and agencies to reduce wildfire hazards in and around Palo Alto, with an emphasis on effective vegetation management and mutual aid agreements. | Fire Department | R | \$ | O | This is an ongoing effort. |

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| S2.14.5 | Consider implementation of CAL FIRE recommended programs in educating and involving the local community to diminish potential loss caused by wildfire and identify prevention measures to reduce those risks. | Fire Department | S | \$\$ | O | This is an ongoing effort. |
| S2.15.1 | Evaluate measures for optimal service delivery to improve efficiency; develop automatic or mutual aid agreements with other jurisdictions, including Stanford, to improve efficiencies. | Fire Department | M | \$\$ | O | This is an ongoing effort. |
| S2.15.2 | Upgrade fire stations so that all remain fully functional following earthquakes. | Fire Department | IP | \$\$\$ | O | This is an ongoing effort. |
| S2.15.3 | Periodically update the Fire Department Standards of Cover document. | Fire Department | S | \$ | O | This is an ongoing effort. |
| S2.16.1 | Provide public education on fire safety, including wildland and structural fire prevention, evacuation routes and guidelines for clearance of landscaping and other hazards around structures. | Fire Department | R | \$ | O | This is an ongoing effort. |
| Goal S-3: An environment free of the damaging effects of human-caused threats and hazardous materials. | | | | | | |
| S3.1.1 | Continue City permitting procedures for commercial and industrial storage, use, and handling of hazardous materials and regulate the commercial use of hazardous materials that may present a risk of off-site health or safety effects. | Fire Department | IP | \$ | O | This is an ongoing effort. |
| S3.1.2 | Minimize the risks of biohazards in Palo Alto, including Level 4 biohazards, by continuing to review and update, as necessary, local regulations regarding use, handling and disposal. | Fire Department | S | \$ | O | This is an ongoing effort. |

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| S3.1.3 | Strengthen development review requirements and construction standards for projects on sites with groundwater contamination. | Planning and Development Services | S | \$ | O | This requirement is ongoing as a part of CEQA review. |
| S3.1.4 | Establish protocols to monitor the movement of hazardous materials on Palo Alto roadways and respond effectively to spills via established truck and construction routes. | Fire Department | M | \$ | C | Program is complete. |
| S3.1.5 | Work with non-profit organizations to provide information to the public regarding pesticides and other commonly used hazardous materials, environmentally preferable alternatives, and safe recycling and disposal practices to all user groups. | Fire Department | R | \$ | O | This is an ongoing effort. |
| S3.1.6 | Continue providing regular household hazardous waste collection events at the Palo Alto Regional Water Quality Control Plant and strive to make these programs more convenient and accessible to residents. | Department of Public Works | R | \$ | O | Enhanced the program in FY 19 by adding Reuse Cabinets to attract more visitors with free, like-new products. |
| S3.1.7 | Continue to allow small quantity generators to dispose of hazardous waste at cost. | Department of Public Works | R | \$ | O | Program continues to be available to small businesses. |
| S3.1.8 | Continue to educate residents on the proper disposal of pharmaceutical and household hazardous waste. Encourage proper disposal of medications through pharmacies or drug take-back programs rather than flushing. | Department of Public Works | R | \$ | O | Advertising pharmaceutical disposal options and providing locations to residents is a continuous effort. |
| S3.6.1 | Work with the freight industry to monitor the contents of freight trains intersecting Palo Alto for potentially hazardous materials, and to establish accountability for accidents and spills. | Office of Emergency Services | R | \$ | P | Not yet commenced, pending task. |

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| S3.6.2 | Work with Caltrain and the PAUSD, to educate students and the public on the dangers of rail trespass and the benefits of suicide support services available in Palo Alto. | Community Services Department | R | \$ | O | Project Safety Net, now a 501(c)(3) and its partners continue to collaborate and educate the community. The City remains committed to participating and supporting Project Safety Net. |
| S3.8.1 | Encourage residential and commercial food waste reduction through incentives, educational outreach and programs. | Department of Public Works | R | \$ | O | This work continues and is increasing as it is a key activity, to approach Zero Waste. |
| S3.8.2 | To the extent allowed by law, use refuse rate structures that incentivize waste reduction. | Department of Public Works | R | \$ | O | The program charges substantially less for small garbage cans (mini-cans). |
| S3.8.3 | Continue to work with CalRecycle and the Department of Toxic Substances Control to develop and promote long-term solid waste management, such as environmentally responsible recycling programs, composting of food waste and other organics, and citywide electronics and digital hardware recycling efforts. | Department of Public Works | IP | \$ | O | This work continues and new campaigns are cycled through. |
| S3.9.1 | Periodically review and update the adopted Construction and Debris program. | Department of Public Works | R | \$ | O | Monitoring the new requirement in this area that was adopted in July 2020. |
| S3.9.2 | Educate Palo Alto residents and developers about available incentives to use environmentally friendly deconstruction activities to minimize our carbon footprint, and to save natural resources, as well as space in our landfills. | Department of Public Works | R | \$ | O | This is an ongoing task. |
| S3.10.1 | Support efforts to enforce extended producer responsibility for solid waste to reduce waste produced from manufacturing, shipping, packaging and the entire life-cycle of the product. | Office of Sustainability | R | \$ | O | This is an ongoing task. |

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| S3.12.1 | Complete an inventory of the City’s digital infrastructure to locate vulnerabilities and gaps in system redundancies and develop recommendations for improved cybersecurity. | City of Palo Alto Utilities | S | \$\$ | C | Completed for Supervisory Control and Data Acquisition (SCADA) System. The Utilities Department has an active program in place to identify vulnerabilities and continuously improve cybersecurity. |
| S3.12.2 | Establish criteria for the installation of high security telecommunications technology in new local government projects. | City of Palo Alto Utilities | M | \$ | P | Information Technology, Utilities Department and Office of Emergency Services are evaluating new fiber connections in the foothills and other high density areas to enhance public safety and emergency response services. |
| S3.12.3 | Establish a wi-fi network that will be available to public safety responders and Emergency Service Volunteers in the event of power interruption during an emergency or disaster. | City of Palo Alto Utilities | S | \$\$ | P | Information Technology, Utilities Department and Office of Emergency Services are hiring a consultant to design a fiber expansion plan to support a public safety wireless communication network, advanced metering infrastructure and SCADA. The high-level design of the fiber expansion network and preliminary findings will be available in Q2 2021. |
| Community Services & Facilities Element | | | | | | |
| Goal C-1: Deliver community services effectively and efficiently. | | | | | | |
| C1.1.1 | Based on identified needs, continue to provide and expand the provision of multilingual literature, program information and educational displays at public community facilities and parks. | Community Services Department | R | \$ | O | New open space educational material is being translated into multiple languages. |

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| C1.1.2 | Establish a cross-cultural outreach program to engage residents of all ages, cultural, social and linguistic backgrounds in educational, recreational and cultural activities offered throughout the City of Palo Alto. | Community Services Department | M | \$ | O | With funding from First 5 Santa Clara, the Junior Museum recently launched pre-school science programming to multicultural underserved neighborhoods in San Jose. In FY20, the Department delivered 68 in-person and virtual science lessons serving a total 896 children and 674 adults from 11 First 5 Family Resource Centers. These families represented 8 different ethnicities and spoke 10 different languages. The Art Center engaged 88,000 people of diverse ages and backgrounds in its programs in FY20. |
| C1.2.1 | Periodically review public information, outreach and community relations activities to evaluate effectiveness. | Community Services Department | R | \$ | O | Working with the City Manager’s Office, the Community Services Department conducts ongoing evaluation of outreach efforts to ensure maximum reach to the community. |
| C1.2.2 | Explore a City solution to help residents and others to resolve questions and concerns and navigate the City’s community services and facilities. | Community Services Department | M | \$ | O | New registration system CivicRec has been established making online experience much smoother for customers. A Call Center was started early on in the COVID-19 pandemic to provide a place for residents to ask questions about facility closures and other topics. |
| C1.2.3 | Identify barriers to participation in City programming and facilities across gender, age, socioeconomic and ethnic groups and sexual identity and orientation, as well as mental and physical abilities, and adopt strategies to remove barriers to participation. | Community Services Department | S | \$ | O | The Art Center and Junior Museum, with funding from Institute of Museum and Library Services (IMLS) recently launched “Working Together”, a three-year project to remove barriers to participation and employment. The evaluation report from Year 1 concluded that the number of non-white staff members at the Junior Museum & Zoo and Art Center increased and that the program was successful in introducing underserved populations to museum careers. The Art Center organized a training with the Santa Cruz Diversity Center on LGBTQ+ awareness, inviting all of Community Services Department to attend. Children’s Theatre offers sensory-friendly programs and performances. |

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| C1.2.4 | Based on identified needs, expand program offerings to underserved groups. | Community Services Department | R | \$\$\$ | O | With funding from First 5 Santa Clara, the Junior Museum recently launched Pre-school science programming to multicultural underserved neighborhoods in San Jose. In FY20, we delivered 68 in-person and virtual science lessons serving a total 896 children and 674 adults from 11 First 5 Family Resource Centers. These families represented 8 different ethnicities and spoke 10 different languages. The Art Center continues its outreach program in East Palo Alto, funded by the Palo Alto Art Center Foundation, through Project Look school tours to Ravenswood City School District and our Cultural Kaleidoscope artists-in-the-schools program. |
| C1.3.1 | Develop and implement a plan to collect and analyze data on demographics, use of community service facilities and needs of the community as related to parks, open spaces, recreation, arts and culture. | Community Services Department | M | \$ | O | Community Services Department’s program areas regularly collect and review demographic information from program participants. The Parks, Trails, Open Space and Recreation Master Plan contains information on community needs. |
| C1.6.1 | Establish a program to facilitate continuing corporate support for community services through contributions of funds, time, materials and expertise. | Community Services Department | M | \$ | P | A formal program to facilitate corporate support has not been established. Corporate sponsorships for special events have been received. |
| C1.12.1 | In cooperation with public and private businesses, non- profit organizations, and PAUSD, develop a service program that will coordinate the efforts of agencies providing services to families and youth in Palo Alto. | Community Services Department | R | \$ | PC | In response to COVID-19, Community Services Department convened a group of local nonprofits providing human service needs to identify needs and coordinate resources. |
| C1.13.1 | Determine the potential for City shared use of PAUSD facilities for weekend, summer and evening use for community uses such as child care, libraries, recreational facilities, community meeting space, education, language education, health care, culture and computer resources. | Community Services Department | M | \$ | O | There are no substantial actions to report at this time. |

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| C1.15.1 | Support and promote the provision of comprehensive child care services in Palo Alto by public and private providers, including employers. | Community Services Department | S | \$ | O | Early Care & Education Committee under the direction of City staff continue to work to address the needs of parents in Palo Alto. Community Services Department staff and the Committee have been meeting regularly with child care providers to understand their needs and challenges due to COVID-19. |
| C1.15.2 | Utilize the Early Care and Education Committee to develop and update the Child Care Master Plan, and to connect providers and professionals working with families with young children, explore challenges and opportunities to programs and services for young children, and support early education programs in the community in their efforts to enhance quality. | Community Services Department | S | \$ | PC | Assessment is complete. Early Care & Education Committee is currently drafting a work plan to address the findings along with needs of providers and parents that have become amplified during the COVID-19 pandemic. |
| C1.15.3 | Collaborate with Palo Alto Community Child Care (PACCC) to identify, develop, and promote high quality early learning environments to serve all families in our community. | Community Services Department | M | \$ | O | City staff continues to work collaboratively with Palo Alto Community Child Care (PACCC) by managing our service contracts with them in order to provide the best care possible. |
| C1.15.4 | Explore opportunities to provide access to childcare for families of City employees. | Community Services Department | L | \$ | PC | Human Resources Department conducted an employee survey to identify child care needs during the COVID-19 pandemic. |
| C1.16.1 | Identify funding sources for expanded outreach and increased involvement to support youth and teen leadership programs and events. | Community Services Department | M | \$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| C1.16.2 | Leverage available funding to pursue support of teen mental, physical, social and emotional health programs. | Community Services Department | R | \$ | O | The City continues to be involved with Project Safety Net, now a 501(c)(3), to support teen mental health. |
| C1.17.1 | Optimize participation in such programs by increasing the number of locations where the programs are provided and by supporting transportation options to these locations. | Community Services Department | S | \$ | P | Initial conversations have occurred to provide transportation to Community Services Department programs and facilities to ensure equity in participation. These conversations were stalled due to the COVID-19 pandemic. |

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| C.1.17.2 | Develop programs and activities for teens that strengthen leadership skills, encourage a culture of community service, inclusiveness, tolerance and acceptance of others. | Community Services Department | R | \$ | PC | The City supports and the Community Services Department staffs Teen Leadership Groups, including the Art Center Teen Leadership Group (ACTL), Palo Alto Youth Council (PAYC), Teen Advisory Board (TAB), and Teen Arts Council (TAC), as well as overseeing Think Fund, a supportive grant program for teens, and the makerspace, MakeX. The teen leadership groups give Palo Alto high school students the opportunity to serve the teen community by acting as a voice toward action and change. |
| C1.17.3 | Promote a diverse range of interests and vocations among programs offered to children, youth and teens. | Community Services Department | M | \$ | O | Community Services Department strives to offer programs that appeal to all interests. These range from visual and performing arts, sports, science, academics, and leadership programs. Community Services Department has continued many of these program offerings in a virtual format during the COVID-19 pandemic. |
| C1.18.1 | Develop a program to engage the talents and skills that seniors possess that would provide volunteer opportunities throughout the City. | Community Services Department | R | \$ | P | Work has not commenced yet. |
| C.1.18.2 | Support, promote, and publicize the provision of comprehensive senior services in coordination with senior service providers. Comprehensive services include addressing senior nutrition, mental health and transportation. | Community Services Department | R | \$ | O | City continues to support Avenidas for senior programming/services and La Comida for Senior Nutrition Needs. |
| C.1.18.3 | Establish a support program for caregivers of seniors and people with disabilities by partnering with private, nonprofit, faith-based and public community service organizations. | Community Services Department | M | \$ | P | Work has not commenced yet. |

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| C1.20.1 | Partner with agencies for support and improved access so that all can participate as appropriate in Palo Alto recreational programs. | Community Services Department | R | \$ | O | City has existing partnerships with PAUSD, Youth Community Services, Friends Groups and Foundations. Palo Alto Swim and Sport provides scholarships through the Beyond Barriers program to ensure all youth have access to the pool facilities. |
| C1.22.1 | Increase awareness about caring and compassion for the unhoused and those who suffer from mental and/or physical conditions through educational programming in partnership with community and business organizations throughout the region. | Community Services Department | R | \$ | O | This is an ongoing task. City receives continued support of major Human Services providers that work with the unhoused. |
| C1.22.2 | Work with Santa Clara and San Mateo Counties, the State of California, the federal government, non-profit agencies, business and other organizations to define roles and responsibilities in the comprehensive provision of permanent supportive housing and temporary shelter, food, clothing and transportation for those in need. | Planning and Development Services | R | \$ | O | The City continues to be involved with the County for opportunities and support in identifying funds and provide emergency shelter. The City is involved with the Emergency Housing Consortium within the County. The City is working on encouraging developers to use Measure A funding and other State funding that would leverage these funding for permanent, supportive housing. |
| Goal C-2: Demonstrate a commitment to excellence and high quality service to the public among City of Palo Alto officials and employees. | | | | | | |
| C2.2.1 | Establish performance review criteria for City employees that consider the quality of service provided. | Human Resources Department | M | \$ | O | The Human Resources Department is in the contracting process of establishing an on-line performance evaluation process that will allow different rating criterion. The goal will be revisited and incorporated during the implementation process. |
| C2.2.2 | Periodically perform evaluations of City service delivery and develop strategies for continuous improvement. Use metrics and make information publicly available. | Community Services Department | R | \$\$ | O | This is an ongoing effort. |

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| C3.2.1 | Develop a proactive Asset Management Program for infrastructure requirements and costs. | Administrative Services Department/ OMB | M | \$\$ | O | The City of Palo Alto is proactively tracking capital, preventative, and ongoing maintenance costs at all city facilities through the infrastructure management system (IMS) known as Maintenance Connection. In 2021 all city facilities will be assessed to determine the capital planning needed to maintain facilities for the next 30 years. |
| Goal C-3: Recognize the intrinsic value and everyday importance of our parks and community centers, libraries, civic buildings and cultural assets by investing in their maintenance and improvement. | | | | | | |
| C3.3.1 | Periodically evaluate how parks and recreational facilities are being used and develop strategies for improving their use overall. | Community Services Department | IP | \$ | O | Staff regularly analyze programs and solicit feedback from program participants and use that information to improve programs and provide desired amenities. |
| C3.3.2 | Study and recommend methods of private and public financing for improved park maintenance, rehabilitation, and construction of facilities, including those used for arts and culture. | Community Services Department | S | \$ | O | The Junior Museum and Zoo (JMZ) is an example of public private partnership for constructing the new JMZ. The "Friendship Trail" project is an example of State and private funding improvements to interpretive signage in the Baylands. |
| C3.3.3 | Estimate the costs of retrofitting all park facilities with water efficient appliances, fixtures and irrigation systems and develop an implementation schedule to phase-in use of non-potable water conservations measures where and when feasible. | City of Palo Alto Utilities & Community Services | L | \$\$ | O | Parks staff is still working on this analysis. Parks and Watershed Protection staff have discussed opportunities for cisterns (rain barrels), which can be used for irrigation. Staff utilized non-potable water from the basement de-watering program to irrigate select City medians. Upcoming park improvements will include non-potable irrigation systems if required by the green building code. A high-level technical memo was completed on the feasibility of using groundwater to irrigate some parks and adjacent public properties. |
| C3.3.4 | Periodically assess the need to adjust parkland dedication or fees in lieu thereof to ensure they remain proportional to real estate values in Palo Alto. | Planning and Development Services | R | \$ | P | Work has not commenced yet. |

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2. \$=Small, \$\$=Medium \$\$\$=Large size projects

3. C= Complete, PC= Partially Complete, O= Ongoing, P= Pending.

| | Program Text | Lead Department | Priority ¹ | Level of Effort ² | 2020 Status ³ | 2021 Staff Comments |
|--|---|-------------------------------|-----------------------|------------------------------|--------------------------|---|
| Goal C-4: Plan for a future in which our parks, open spaces, libraries, public art, and community facilities thrive and adapt to the growth and change of Palo Alto. | | | | | | |
| C4.1.1 | Explore opportunities to dedicate City-owned land as parkland to protect and preserve its community-serving purpose into the future. | Community Services Department | S | \$\$\$ | P | The Parks and Recreation Commission and staff have explored some opportunities to dedicate City-owned land as parkland and will continue to look for opportunities. The City purchased a.64 acre property (3350 Birch St., which is adjacent to Boulware Park) in 2019. It was dedicated as parkland on Feb. 10, 2020. |
| C4.1.2 | Encourage dedication of new land for parks through regulations and incentives for new development and programs to solicit bequests of land within the city. | Community Services Department | M | \$\$ | P | Work has not commenced yet. |
| C4.1.3 | Pursue opportunities to create linear parks over the Caltrain tracks in the event the tracks are moved below grade. | Community Services Department | L | \$\$\$ | P | Work has not commenced yet. |
| C4.1.4 | Explore ways to dedicate a portion of in-lieu fees towards acquisition of parkland, not just improvements. | Community Services Department | M | \$ | P | Work has not commenced yet. |
| C4.5.1 | Use Cubberley Community Center as a critical and vital part of the City’s service delivery system while also planning for its future. | Community Services Department | IP | \$\$ | O | A new Lease between the City and Palo Alto Unified School District (PAUSD) for Cubberley was negotiated, which reduces the amount of space the City leases. The Cubberley Concept Plan provides a vision for the future of this vital community asset. The CEQA analysis was expected to be completed in 2020, but was delayed due to new guidelines for assessing impacts related to traffic and transportation, which will require an amendment to the consultant’s contract. |
| Goal C-5: Sustain the health, well-being, recreation, and safety of residents and visitors, and improve the quality, quantity, and affordability of social services for all community members, including children, youth, teens, seniors, the unhoused, and people with disabilities. | | | | | | |

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|---|--|-------------------------------|-----------------------|------------------------------|--------------------------|---|
| C5.1.1 | Allocate resources to create and support initiatives to increase the health and well-being of the public. | Community Services Department | R | \$ | O | Community Services Department has been working with the City Manager's Office and Library Department on community welfare and wellbeing as a part of the City's COVID recovery plan. |
| C5.1.2 | Establish a community-sourced online clearinghouse of information and activities related to health promotion in the community. | Community Services Department | IP | \$ | O | Community resources related to health and wellness have been provided through the City Manager's Office as part of COVID response and communication. |
| C5.6.1 | Incorporate health and well-being topics, including arts and culture, into existing events and programs at City- owned park and recreation facilities. | Community Services Department | R | \$ | O | Most events were canceled in 2020 due to the COVID-19 pandemic. |
| C5.6.2 | Work with schools and community organizations to provide programs that educate residents, workers and visitors on health and well-being topics. | Community Services Department | R | \$\$ | O | Community resources related to health and wellness have been provided through the City Manager's Office as part of COVID response. Community Services Department staff have been coordinating with local nonprofits who serve vulnerable residents. |
| C5.9.1 | Identify existing and potential indoor and outdoor locations for community gardens and farmers markets at City-owned or leased facilities and spaces. | Community Services Department | M | \$ | O | Community Services Department continues to manage the City's community garden program. In 2019, City entered into a 5-year agreement with Palo Alto Christian Reformed Church to use some of their property for a community garden (at no cost). The new community garden is called the Arastradero Garden. |
| Business & Economics Element | | | | | | |
| Goal B-1: Businesses in Palo Alto that contribute to economic vitality, enhance the city's physical environment, promote municipal revenues and provide needed local services. | | | | | | |

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|--|---|------------------------------------|-----------------------|------------------------------|--------------------------|--|
| B.1.1 | Implement and periodically amend an Economic Development Policy to guide business development in the City in a manner consistent with Policy L-1.10. | City Manager's Office | R | \$ | O | COVID-19 requires rethinking of plan; City Council direction is pending for 2020/21. |
| Goal B-3: Careful management of City revenues and expenditures so that the fiscal health of the City is ensured and services are delivered efficiently and equitably. | | | | | | |
| B3.2.1 | Continue to refine tools, such as the Business Registry, as data sources on existing businesses, including the type of business, number of employees, size, location, and other metrics to track the diversity of Palo Alto businesses. | Administrative Services Department | IP | \$\$ | O | An outside firm is on contract to update and maintain the online business registry process and related data. In addition, during FY2020 staff did extensive work on researching and structuring a potential business tax ballot measure, which included acquisition of business data from Employment Development Department (EDD). |
| Goal B-4: The stimulation of diverse commercial, retail and professional service business opportunities through supportive business policies and a culture of innovation. | | | | | | |
| B4.2.1 | Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services. | Planning and Development Services | M | \$\$ | P | Work has not commenced yet. |
| B4.2.2 | Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non- profit organizations, and independent professionals. | Planning and Development Services | M | \$ | P | Work has not commenced yet. |

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|--|--|-----------------------------------|-----------------------|------------------------------|--------------------------|---|
| B4.6.1 | Work with local merchants to encourage Palo Alto residents, workers, and visitors to buy in Palo Alto. | City Manager's Office | R | \$\$ | O | COVID-19 requires new focus on this aspect of work, including policy changes for flexibility during 2020/21. The long-term impact is unknown at this time. The City continues to attend and participate in meetings and initiatives put forward by the Palo Alto Chamber of Commerce, the Palo Alto Downtown Business and Professional Association, and the California Av. Merchants Association. The City is also a member of the Silicon Valley Economic Development Alliance; SVEDA is a regional partnership of economic development professionals who bring together public and private resources to ensure the success of businesses in Silicon Valley. |
| B4.6.2 | Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective. | City Manager's Office | M | \$\$ | P | COVID-19 requires adjustments as determined by the City. As the Economic Development Policy is updated, resources may be assigned to this medium-term project. |
| B4.6.3 | Maintain distinct neighborhood shopping areas that are attractive, accessible, and convenient to nearby residents. | Planning and Development Services | R | \$ | O | This is an ongoing effort. There are no substantial actions to report at this time. |
| Goal B-5: City regulations and operating procedures that provide certainty, predictability and flexibility and help businesses adapt to changing market conditions. | | | | | | |
| B5.1.1 | Regularly evaluate ways to improve coordination of the City's environmental review, permitting, and inspection processes. | Planning and Development Services | R | \$ | O | This is an ongoing effort. |
| B5.1.2 | Improve design guidelines to reduce ambiguity and more clearly articulate compatibility principles to the business community and to the public. | Planning and Development Services | M | \$\$ | P | Work will be starting in approximately four years, no change in status to report for 2020. |

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|---|--|-----------------------------------|-----------------------|------------------------------|--------------------------|---|
| B5.1.3 | Simplify the design review process for small-scale changes to previously approved site plans and buildings. | Planning and Development Services | M | \$\$ | O | This is an ongoing effort. |
| B5.1.4 | Revise zoning and other regulations as needed to encourage the revitalization of aging retail structures and areas. Encourage the preservation of space to accommodate small, independent retail businesses and professional services. | Planning and Development Services | R | \$\$ | P | No zoning regulation changes are proposed at this time. |
| Goal B-6: Attractive, vibrant retail centers, each with a mix of uses and a distinctive character. | | | | | | |
| B6.1.1 | Actively work with Downtown businesses, professional associations and the Palo Alto Chamber of Commerce to retain successful retail businesses that contribute to the City's goals for Downtown. | City Manager's Office | R | \$\$ | C | The City continues to attend and participate in meetings and initiatives put forward by the Palo Alto Chamber of Commerce, the Palo Alto Downtown Business and Professional Association, and the California Av. Merchants Association. The City is also a member of the Silicon Valley Economic Development Alliance; SVEDA is a regional partnership of economic development professionals who bring together public and private resources to ensure the success of businesses in Silicon Valley. COVID-19 has influenced temporary changes to meetings and activities. |
| Goal B-7: Thriving business employment districts at Stanford Research Park, Stanford Medical Center, East Bayshore/San Antonio Road Area and Bayshore Corridor that complement the City's business and neighborhood centers. | | | | | | |
| B7.2.1 | Review policies and regulations guiding development at Stanford Research Park and revise them as needed to allow improved responsiveness to changing market conditions in a manner consistent with Policy L-1.10. | Planning and Development Services | M | \$\$ | P | The City meets regularly with Stanford University regarding land use on an ongoing basis. The Housing Element process in 2021-22 will include consideration of this program. |

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| B7.2.2 | Study the feasibility of a “transfer of development rights” (TDR) program and other measures that would provide greater development flexibility within Stanford Research Park without creating significant adverse traffic impacts or increasing the allowable floor area. | Planning and Development Services | M | \$\$ | P | Work has not commenced yet. |
| Governance Chapter | | | | | | |
| Goal G-1: Effective opportunities for public participation in local government. | | | | | | |
| G1.1.1 | Consider making data available at a transactional level on the Open Data Portal. | Planning and Development Services | R | \$\$ | C | This task is completed. All Building Permit Applications are available for viewing on our Open Data Portal. See link: https://data.cityofpaloalto.org/dashboards/7712/development-center-permits/ |
| G1.2.1 | Continue to hold regular, Town Hall-style meetings in neighborhoods. | City Council | R | \$\$ | O | This is an ongoing task. |
| G1.2.2 | Periodically review the suite of engagement options used to solicit citizen input and expertise on policy issues. | City Manager’s Office | R | \$ - \$\$\$ | PC | The City Manager has directed staff to review and update the community engagement strategy in 2020/21. As part of that process, staff will review the suite of engagement options employed by the City. This is ongoing as technology and participation strategies evolve. |
| G1.2.3 | Continue to rely on neighborhood organizations, the City website, local media, online technologies and other communication platforms to keep residents informed of current issues and to encourage citizen engagement. | City Manager’s Office | R | \$ | O | This is an ongoing task. |

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|---|---|-----------------------|-----------------------|------------------------------|--------------------------|---|
| G1.2.4 | Provide access to communications technologies at City facilities, including public libraries and City Hall, and explore innovative locations for communication. | City Manager's Office | R | \$\$ | O | This is an ongoing policy though COVID-19 impacts access to the inside of the facilities. |
| G1.2.5 | Continue to release City Council staff reports to the public up to 10 days prior to Council hearings to increase public awareness of City decision-making. | City Clerk's Office | R | \$ | O | This is an ongoing task. |
| Goal G-2: Informed and involved civic, cultural, environmental, social service and neighborhood organizations and residents. | | | | | | |
| G2.2.1 | Continue to offer the use of City facilities to non-profit civic, environmental, cultural, neighborhood and social service organizations for meetings and events at discounted or complimentary rates and via sponsorship programs. | City Manager's Office | R | \$ | O | Ongoing though COVID-19 impacts access to the inside of the facilities. |
| Goal G-4: Active involvement of local citizens as volunteers. | | | | | | |
| G4.1.1 | Continue and expand volunteer opportunities and the community's awareness of public and nonprofit organizations serving the City. | All Departments | R | \$ | O | City continues to work with established Advisory Groups. |
| G4.1.2 | Publicly recognize the efforts of individuals, groups, and businesses that provide volunteer services within the City. | City Manager's Office | R | \$ | O | This is an ongoing task. |
| G4.1.3 | Coordinate with the Palo Alto Unified School District to develop classroom-based leadership, governance and civic participation programs. | City Manager's Office | M | \$\$ | O | This is an ongoing task. |
| G4.1.4 | Support the transition from school-based volunteering to civic participation via outreach to parent volunteers and student leaders. | City Manager's Office | M | \$ | O | This is an ongoing task. |

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|---|---|-----------------------------------|-----------------------|------------------------------|--------------------------|--|
| G4.1.5 | Coordinate with the real estate community to develop a welcome package for new residents, containing City resources, information and ways to contribute to livability. | City Manager's Office | M | \$\$ | PC | The City Manager's Office works with the Utilities Department to send an electronic welcome message to new residents and customers, including businesses. In 2021 this will be reviewed and updated. |
| Goal G-6: More clearly defined procedures, standards, and expectations for development review. | | | | | | |
| G6.2.1 | Provide clear information across multiple communications platforms to guide citizens and businesses through the City review and approval process. | Planning and Development Services | R | \$ | O | This is an ongoing effort. |
| G6.2.2 | Continue and expand customer-oriented process improvement efforts. | All Departments | R | \$\$ | O | Ongoing effort continues. Launched Online Permitting Service for all Development Services and Planning applications in May of 2020. Working on customer service enhancements. |
| G6.2.3 | Use the pre-screening process to obtain early feedback from the City Council and the community regarding ordinance changes intended to facilitate specific development proposals. | Planning and Development Services | R | \$ | O | This is an ongoing practice. |

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**TABLE D
Program Implementation Status**

**Status of Housing Element Programs 2015-2023
December 2020**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|---|--------------------|--|--|---|
| H1 Goal | ENSURE THE PRESERVATION OF THE UNIQUE CHARACTER OF RESIDENTIAL NEIGHBORHOODS | | | | | |
| H1.1 Policy | <i>Promote the rehabilitation of deteriorating or substandard residential properties using sustainable and energy conserving approaches.</i> | | | | | |
| H1.1.1 Program | Continue the citywide property maintenance, inspection, and enforcement program. | Continue to provide services which promote rehabilitation of substandard housing. | City Funds | Planning and Development Services Department; Code Enforcement | Ongoing | Ongoing program |
| H1.1.2 Program | Consider modifying development standards for second units, where consistent with maintaining the character of existing neighborhoods. The modifications should encourage the production of second units affordable to very low-, low-, or moderate-income households. | Consider modifying the Zoning Code to provide for additional second units. | General Fund | Planning and Development Services Department | Conduct a study within three years of adoption of Housing Element to assess the potential for additional second units with modifications to the development standards. | Completed. New Ordinance adopted November 2020. Staff to return to PTC regarding establishing rules for Affordable units. |
| H1.1.3 Program | Provide incentives to developers such as reduced fees and flexible development standards | Preserve 10 rental cottages and duplexes. | City Housing funds | Planning and Development Services | Explore incentives within three years of | Partially Complete: ADU regulations approved in |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|--|--------------------|--|--------------------------|---|
| | to encourage the preservation of existing rental cottages and duplexes currently located in the R-1 and R-2 residential areas. | | | Department | Housing Element adoption | November 2020. |
| H1.2 Policy | <i>Support efforts to preserve multifamily housing units in existing neighborhoods.</i> | | | | | |
| H1.2.1 Program | When a loss of rental housing occurs due to subdivision or condominium conversion approvals, the project shall require 25 percent BMR units. | Provide 10 additional affordable housing units on sites where rental housing will be lost. | NA | Planning and Development Services Department | Ongoing | Partially Complete: there have not been any projects subject to this program to date. |
| H1.3 Policy | <i>Encourage community involvement in the maintenance and enhancement of public and private properties and adjacent rights-of-way in residential neighborhoods.</i> | | | | | |
| H1.3.1 Program | Create community volunteer days and park cleanups, plantings, or similar events that promote neighborhood enhancement and conduct City- sponsored cleanup campaigns for public and private properties. | Coordin. with the City’s waste and disposal hauler to conduct a cleanup campaign once a year to promote neighborhood clean-up. | City Housing Funds | Public Works Department | Ongoing | Ongoing program |
| H1.4 Policy | <i>Ensure that new developments provide appropriate transitions from higher density</i> | | | | | |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|--|----------------|--|--|---|
| | <i>development to single-family and low-density residential districts to preserve neighborhood character.</i> | | | | | |
| H2 Goal | SUPPORT THE CONSTRUCTION OF HOUSING NEAR SCHOOLS, TRANSIT, PARKS, SHOPPING, EMPLOYMENT, AND CULTURAL INSTITUTIONS | | | | | |
| H2.1 Policy | <i>Identify and implement strategies to increase housing density and diversity, including mixed-use development and a range of unit styles, near community services. Emphasize and encourage the development of affordable and mixed-income housing to support the City's fair share of the regional housing needs and to ensure that the City's population remains economically diverse.</i> | | | | | |
| H2.1.1 Program | To allow for higher density residential development, consider amending the Zoning Code to permit high-density residential in mixed use or single use projects in commercial areas within one-half a mile of fixed rail stations and to allow limited exceptions to the 50-foot height limit for Housing Element Sites within one-quarter mile of fixed rail stations. | Provide opportunities for a diverse range of housing types near fixed rail stations. | City Funds | Planning and Development Services Department | Consider Zoning Code amendments within three years of Housing Element adoption | Complete. Part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019 |
| H2.1.2 Program | Allow increased residential densities and mixed-use development only where adequate urban services and amenities, including roadway | Make sure that adequate services are available when considering | City Funds | Planning and Development Services Department | Ongoing | Completed. Council did expand additional area of the Housing Improvement Program Area in |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|---|--------------------|--|--|---|
| | capacity, are available. | increased residential densities. | | | | 2020. |
| H2.1.3 Program | Amend the zoning code to specify the minimum density of eight dwelling units per acre in all RM-15 districts. Consider amending the zoning code to specify minimum density for other multifamily zoning districts, consistent with the multi-family land use designation in the Comprehensive Plan. | To provide opportunities for up to 10 additional dwelling units on properties zoned RM-15 | City Funds | Planning and Development Services Department | Within three years of Housing Element adoption | Completed; Adopted Housing Incentive Ordinance in 2019. |
| H2.1.4 Program | Amend the Zoning Code to create zoning incentives that encourage the development of smaller, more affordable housing units, including units for seniors, such as reduced parking requirements for units less than 900 square feet and other flexible development standards. | Provide opportunities for 75 smaller, more affordable housing units. | City Funds | Planning and Development Services Department | Within three years of Housing Element adoption | Partially Completed. New ADU Ordinance adopted November 2020. Staff to return to PTC regarding establishing rules for Affordable units. |
| H2.1.5 Program | Use sustainable neighborhood development criteria to enhance connectivity, walkability, and access to amenities, and to support housing diversity. | Increase connectivity and walkability in new development. | VTA and City Funds | Planning and Development Services Department | Ongoing | Partially Complete: North Ventura Community Action Plan underway. |
| H2.1.6 Program | Consider density bonuses and/or concessions including allowing greater concessions for 100% affordable housing developments. | Provide opportunities for 100% affordable housing | City Funds | Planning and Development Services Department | Ongoing | Completed. |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|--|----------------|--|---|--|
| | | developments. | | | | |
| H2.1.7 Program | Explore developing a Transfer of Development Rights (TDR) program to encourage higher-density housing in appropriate locations. | Create opportunities for higher-density housing. | City Funds | Planning and Development Services Department | Consider program within two years of Housing Element adoption | Not Yet Complete. Completed part of the Phase 1 Housing Element implementation plan for 2018, standards to be developed. |
| H2.1.8 Program | Promote redevelopment of underutilized sites by providing information about potential housing sites on the City's website, including the Housing Sites identified to meet the RHNA and information about financial resources available through City housing programs. | Provide information to developers about potential housing sites. | City funds | Planning and Development Services Department | Post information on website upon adoption of Housing Element | Completed. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|------------------------|--|---|----------------|--|--|--|
| H2.1.9 Program | Amend the Zoning Code to create zoning incentives that encourage the consolidation of smaller lots identified as Housing Inventory Sites and developed with 100% affordable housing projects. Incentives may include development review streamlining, reduction in required parking for smaller units, or graduated density when consolidated lots are over one-half acre. Adopt amendments as appropriate. Provide information regarding zoning incentives to developers. | Amend the Zoning Code to provide development incentives to meet the RHNA. | City funds | Planning and Development Services Department | Adopt amendments within two years of Housing Element adoption | Completed. |
| H2.1.10 Program | As a part of planning for the future of El Camino Real, explore the identification of pedestrian nodes (i.e. “pearls on a string”) consistent with the South El Camino Design Guidelines, with greater densities in these nodes than in other areas. | Explore the identification of pedestrian nodes. | City Funds | Planning and Development Services Department | Ongoing in conjunction with the Comprehensive Plan update | Partially Complete; part of the Phase 1 Housing Element implementation plan in 2018. Comp. Plan adopted. |
| H2.1.11 Program | Consider implementing the Pedestrian and Transit Oriented Development (PTOD) Overlay for the University Avenue downtown district to promote | Consider PTOD for University Avenue. | City Funds | Planning and Development Services Department | Within four years of Housing Element adoption, in conjunction with | Not Yet Completed. The City is exploring other options to PTOD. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|------------------------|--|--|----------------|--|--|--|
| | higher density multifamily housing development in that area. | | | | the Comprehensive Plan update 2018 | |
| H2.1.12 Program | Evaluate developing specific or precise plans for the downtown, California Avenue, and El Camino Real areas to implement in the updated Comprehensive Plan. Adopt plans for these areas, as appropriate. | Evaluate developing plans for downtown, California Avenue, and El Camino Real. | City Funds | Planning and Development Services Department | Ongoing in conjunction with the Comprehensive Plan update | Completed. Comprehensive Plan adopted the study of Coordinated Plans for Cal Ave and Downtown. |
| H2.2 Policy | <i>Continue to support redevelopment of suitable lands for mixed uses containing housing to encourage compact, infill development. Optimize the use of existing urban services and support transit.</i> | | | | | |
| H2.2.1 Program | Implement an incentive program within three years of Housing Element adoption for small properties identified as a Housing Element Site to encourage housing production on those sites. The incentive eliminates Site and Design Review if the project meets the following criteria: <ul style="list-style-type: none"> • The project has 9 residential units or fewer • A residential density of 20 | Streamline processing for identified Housing Element Sites | City Funds | Planning and Development Services Department | Adopt program within three years of Housing Element adoption | Completed. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|--|--------------------|--|---|---|
| | dwelling units per acre or higher Maximum unit size of 900 square feet | | | | | |
| H2.2.2 Program | Work with Stanford University to identify sites suitable for housing that may be located in the Stanford Research Park and compatible with surrounding uses. | Identify sites suitable for housing to accommodate additional housing units. | City Funds | Planning and Development Services Department | Identify sites within three years of Housing Element adoption | Partially Complete. |
| H2.2.3 Program | Use coordinated area plans and other tools to develop regulations that support the development of housing above and among commercial uses. | Explore additional opportunities to encourage housing in commercial areas. | VTA and City Funds | Planning and Development Services Department | Ongoing | Partially Complete: Underway. Part of the Phase 1 Housing Element implementation plan for 2018; development of the North Ventura Coordinated Area Plan in progress. |
| H2.2.4 Program | As detailed in the Resources chapter of the Housing Element, the City of Palo Alto has committed to providing financial assistance towards the conversion of 23 multi-family units to very low-income (30-50% AMI) units for a period of 55 years, and is seeking to apply credits towards the City’s RHNA (refer to Appendix C - Adequate Sites Program Alternative Checklist). The Palo Alto Housing Corporation (PAHC) approached | By the end of the second year of the housing element planning period, the City will enter into a legally enforceable agreement for \$200,000 in committed assistance to purchase affordability | City Housing funds | Planning and Development Services Department | Ongoing | Completed. January 2016. |

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Program Implementation Status**

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|-----------------------|--|--|----------------|--|--------------|---|
| | the City for assistance in converting a portion of the 60 units at the Colorado Park Apartments, to be reserved for very low-income households. The committed assistance will ensure affordability of the units for at least 55 years, as required by law. | covenants on 23 units at the Colorado Park Apartments. The City will report to HCD on the status of purchasing affordability covenants no later than July 1, 2018, and to the extent an agreement is not in place, will amend the Housing Element as necessary to identify additional sites. | | | | |
| H2.2.5 Program | The City will continue to identify more transit-rich housing sites including in the downtown and the California Avenue area after HCD certification as part of the Comprehensive Plan Update process and consider exchanging sites along San Antonio and sites along South El Camino that are outside of identified “pedestrian nodes” for the more transit-rich identified sites. | Explore additional appropriate housing sites. | City Funds | Planning and Development Services Department | Ongoing | Not Yet complete. Amended to include additional housing in San Antonio corridor in November 2019. |
| H2.2.6 Program | On parcels zoned for mixed use, | Consider transfer | City Funds | Planning and | Within three | Complete. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|--|----------------|--|---|---|
| | consider allowing exclusively residential use on extremely small parcels through the transfer of zoning requirements between adjacent parcels to create horizontal mixed-use arrangements. If determined to be appropriate, adopt an ordinance to implement this program. | of zoning requirements to create horizontal mixed use. | | Development Services Department | years of Housing Element adoption | Part of Housing Program 2.1.9 above. |
| H2.2.7 Program | Explore requiring minimum residential densities to encourage more housing instead of office space when mixed-use sites develop and adopt standards as appropriate. | Explore requiring minimum densities in mixed use districts. | City Funds | Planning and Development Services Department | Ongoing in conjunction with the Comprehensive Plan update | Complete. Adoption new development standards CS18.16.060. |
| H2.2.8 Program | Assess the potential of removing maximum residential densities (i.e. dwelling units per acre) in mixed use zoning districts to encourage the creation of smaller housing units within the allowable Floor Area Ratio (FAR) and adopt standards as appropriate. | Assess removal of maximum densities in mixed use zoning districts. | City Funds | Planning and Development Services Department | Ongoing in conjunction with the Comprehensive Plan update | Complete. Feb. 2019. |
| H2.3 Policy | <i>Heighten community awareness and to receive community input regarding the social, economic and environmental values of maintaining economic diversity in the City by providing affordable and mixed income higher density housing along transit corridors and at other</i> | | | | | |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|--|----------------|--|---|---|
| | <i>appropriate locations.</i> | | | | | |
| H2.3.1 Program | Maintain an ongoing conversation with the community, using a variety of forms of media, regarding the need for affordable housing, the financial realities of acquiring land and building affordable housing, and the reasons that affordable housing projects need higher densities to be feasible developments. | Perform outreach on affordable housing. | City Funds | Planning and Development Services Department | Ongoing | Ongoing program. |
| H3 Goal | MEET UNDERSERVED HOUSING NEEDS, AND PROVIDE COMMUNITY RESOURCES TO SUPPORT OUR NEIGHBORHOODS | | | | | |
| H3.1 Policy | <i>Encourage, foster, and preserve diverse housing opportunities for very low-, low-, and moderate income households.</i> | | | | | |
| H3.1.1 Program | Amend the City’s BMR ordinance to lower the BMR requirement threshold from projects of five or more units to three or more units, and to modify the BMR rental section to be consistent with case law related to inclusionary rental housing. | Provide opportunities for four additional BMR units. | City Funds | Planning and Development Services Department | Amend BMR Ordinance within three years of Housing Element adoption. | Completed. Ordinance adopted on April 17, 2017. |
| H3.1.2 Program | Implement the BMR ordinance to reflect the City’s policy of requiring: a) At least 15 percent of all housing units in projects must | Provide 10 affordable units through implementation of the City’s BMR | Developers | Planning and Development Services Department | Ongoing – implementation of existing program | Ongoing program |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|------------------------------|---|----------------------------|---------------------------|---------------------------------|------------|--|
| | <p>be provided at below market rates to very low-, low-, and moderate-income households. Projects on sites of five acres or larger must set aside 20 percent of all units as BMR units. Projects that cause the loss of existing rental housing may need to provide a 25 percent component as detailed in Program H 1.2.1. BMR units must be comparable in quality, size, and mix to the other units in the development.</p> <p>b) Initial sales price for at least two- thirds of the BMR units must be affordable to a household making 80 to 100 percent of the Santa Clara County median income. The initial sales prices of the remaining BMR units may be set at higher levels affordable to households earning between 100 to 120 percent of the County’s median income. For projects with a 25 percent BMR component, four-fifths of the BMR units must be affordable to households</p> | <p>program.</p> | | | | |
| <p>H3.1.3 Program</p> | <p>Continue implementation of the Below Market Rate Program</p> | <p>Use the BMR Program</p> | <p>BMR Emergency Fund</p> | <p>Planning and Development</p> | <p>On</p> | <p>Ongoing program preserved one BMR</p> |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|---|-------------------|--|--|---|
| | Emergency Fund to prevent the loss of BMR units and to provide emergency loans for BMR unit owners to maintain and rehabilitate their units. Consider expansion of program funds to provide financial assistance for the maintenance and rehabilitation of older BMR units. | Emergency Fund to prevent the loss of at least two affordable units and assist in maintenance and rehabilitation of at least four older BMR units | | Services Department | | unit in 2016; CDBG funding for Safe and Sanitary maintenance of 5 units inFY2018-19. |
| H3.1.4 Program | Preserve affordable housing stock by monitoring compliance, providing tenant education, and seeking other sources of funds for affordable housing developments at risk of market rate conversions. The City will continue to renew existing funding sources supporting rehabilitation and maintenance activities. | Prevent conversion of affordable housing to market rate and renew funding sources for rehabilitation and maintenance of housing stock. | City, CDBG funds | Planning and Development Services Department | Ongoing – implementation of existing program | Partially Complete: Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments. |
| H3.1.5 Program | Encourage the use of flexible development standards, including floor-area ratio limits, creative architectural solutions, and green building practices in the design of projects with a substantial BMR component. | Increase opportunities for BMR development through use of flexible development standards. | City Funds | Planning and Development Services Department | Ongoing – implementation of existing program | Ongoing program The Planned Housing Zone was adopted in Sept. 2020 with more affordable housing options to provide greater flexibility. |
| H3.1.6 Program | Require developers of employment-generating commercial and industrial developments to contribute to | Generate in-lieu fees to contribute toward the creation of low- | City Housing Fund | Planning and Development Services Department | Continue to regularly update the commercial in-lieu fee. | Complete. The commercial in-lieu fee housing development fee-is |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|--|-------------------------------|--|--|---|
| | the supply of low- and moderate-income housing through the payment of commercial in-lieu fees as set forth in a nexus impact fee study and implementing ordinances. | and moderate-income housing. | | | | regularly updated with other city fees based on nexus impact fee studies. |
| H3.1.7 Program | Ensure that the Zoning Code permits innovative housing types such as co- housing and provides flexible development standards that will allow such housing to be built, provided the character of the neighborhoods in which such housing is proposed to be located is maintained. | Review the Zoning Code and determine appropriate amendments to allow innovative housing types with flexible development standards. | City Funds | Planning and Development Services Department | Consider changes to the Zoning Code within four years of Housing Element adoption. | Not Completed; Included in Housing Work Plan as Program 2.8. |
| H3.1.8 Program | Recognize the Buena Vista Mobile Home Park as providing low- and moderate income housing opportunities. Any redevelopment of the site must be consistent with the City's Mobile Home Park Conversion Ordinance adopted to preserve the existing units. To the extent feasible, the City will seek appropriate local, state and federal funding to assist in the preservation and maintenance of the existing units in the Buena Vista Mobile Home Park. | Preserve the 120 mobile home units in the Buena Vista Mobile Home Park as a low and moderate income housing resource. | City, State and Federal Funds | Planning and Development Services Department | Ongoing | Completed. Mobile home park was preserved in September 2017 with interagency cooperation. |
| H3.1.9 Program | Continue enforcing the Condominium Conversion Ordinance. | Maintain the rental housing stock. | City Funds | Planning and Development Services | Ongoing | Ongoing program |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|------------------------|---|---|--------------------------------|--|--|---|
| | | | | Department | | |
| H3.1.10 Program | Annually monitor the progress in the construction or conversion of housing for all income levels, including the effectiveness of housing production in mixed use developments. | Provide information to the City Council on the effectiveness of City programs. | City Funds | Planning and Development Services Department | Provide annual reports | Ongoing program |
| H3.1.11 Program | When using Housing Development funds for residential projects, the City shall give a strong preference to those developments which serve extremely low-income (ELI), very low-income, and low-income households. | Provide funding opportunities for development of housing for Extremely Low Income households. | City Housing Development funds | Planning and Development Services Department | Ongoing | Ongoing program, housing funds provided as needed by housing projects. |
| H3.1.12 Program | Amend the Zoning Code to provide additional incentives to developers who provide extremely low-income (ELI), very low-income, and low-income housing units, above and beyond what is required by the Below Market Rate program, such as reduced parking requirements for smaller units, reduced landscaping requirements, and reduced fees. | Provide incentives for development of housing for Extremely Low Income households. | City Housing funds | Planning and Development Services Department | Within three years of Housing Element adoption | Completed; part of the Phase 1 Housing Element implementation plan for 2018. 2019 new development/parking standards adopted in Housing Incentive Program, CS18.16.060 |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|------------------------|--|--|-----------------------|--|--|---|
| H3.1.13 Program | For any affordable development deemed a high risk to convert to market rate prices within two years of the expiration of the affordability requirements, the City will contact the owner and explore the possibility of extending the affordability of the development. | To protect those affordable developments deemed a high risk to converting to market rate | City Housing funds | Planning and Development Services Department | Ongoing | Partially Complete: Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments. |
| H3.1.14 Program | Encourage and support the regional establishment of a coordinated effort to provide shared housing arrangement facilitation, similar to the HIP Housing Home Sharing Program in San Mateo County. Advocate among regional and nonprofit groups to establish the necessary framework. | Meet with regional groups and work to establish a Santa Clara Home Sharing Program | City Housing funds | Planning and Development Services Department | Within two years of Housing Element adoption | Partially Complete: Underway. On April 2018, the Santa Clara County's Board approved the Santa Clara Home Sharing Program with partnership with Catholic Charities of Santa Clara County. |
| H3.2 Policy | <i>Reduce the cost of housing by continuing to promote energy efficiency, resource management, and conservation for new and existing housing.</i> | | | | | |
| H3.2.1 Program | Continue to assist very low-income households in reducing their utility bills through the Utilities Residential Rate Assistance Program (RAP). | Provide assistance to with utility bills to 800 low-income households. | City Funds | Palo Alto Utilities Department | Ongoing | Ongoing program |
| H3.2.2 Program | Use existing agency programs such as Senior Home Repair to | Provide rehabilitation assistance to 600 | CDBG and General Fund | Planning and Development Services | Ongoing | Ongoing. CDBG funds were allocated for a |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|---|-------------------|--|---|--|
| | provide rehabilitation assistance to very low- and low-income households. | very low and low-income households. | | Department | | pilot home repair program in FY18. |
| H3.3 Policy | <i>Support the reduction of governmental and regulatory constraints, and advocate for the production of affordable housing.</i> | | | | | |
| H3.3.1 Program | When appropriate and feasible, require all City departments to expedite processes and allow waivers of development fees as a means of promoting the development of affordable housing. | Continue to reduce processing time and costs for affordable housing projects. | City Funds | Planning and Development Services Department | Ongoing | Ongoing program, continued work on objective zoning standards. |
| H3.3.2 Program | Continue to exempt permanently affordable housing units from any infrastructure impact fees adopted by the City. | Reduce costs for affordable housing projects. | City Funds | Planning and Development Services Department | Ongoing | Ongoing program |
| H3.3.3 Program | Promote legislative changes and funding for programs that subsidize the acquisition, rehabilitation, and operation of rental housing by housing assistance organizations, nonprofit developers, and for-profit developers. | Continue as an active member of the Non- Profit Housing Association of Northern California to promote legislative changes and funding | City Funds | Planning and Development Services Department; City Manager | Ongoing | Ongoing, active membership in the Non- Profit Housing Association. |
| H3.3.4 Program | Support the development and preservation of group homes and supported living facilities for persons with special housing | Regularly review existing development regulations and | City & CDBG Funds | Planning and Development Services Department | Amend Zoning Code within three years of Housing Element | Ongoing as Housing Plan Work Program 2.4.7. |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|---|-------------------------|--|---|---|
| | needs by assisting local agencies and nonprofit organizations in the construction or rehabilitation of new facilities for this population. | amend the Zoning Code accordingly to reduce regulatory obstacles to this type of housing. | | | adoption. | |
| H3.3.5 Program | Review and consider revising development standards for second units to facilitate the development of this type of housing, including reduced minimum lot size and FAR requirements. Based on this analysis, consider modifications to the Zoning Code to better encourage development of second units. | Complete study on impact of revised standards, and consider Zoning Code Amendments | City Funds | Planning and Development Services Department, City Council | Ongoing | Completed: New Ordinance adopted November 2020. Staff to return to PTC regarding establishing rules for Affordable units. |
| H3.3.6 Program | Continue to participate with and support agencies addressing homelessness. | Continue City staff participation in prioritizing funding for County-wide programs. | City, CDBG & HOME funds | Planning and Development Services Department, City Council | Ongoing | Ongoing program |
| H3.3.7 Program | Prepare a local parking demand database to determine parking standards for different housing uses (i.e. market rate multifamily, multifamily affordable, senior affordable, emergency | Determine parking standards for different residential uses. | City Funds | Planning and Development Services Department | Within four years of Housing Element adoption | Partially Complete: Underway, consultant has been retained to complete a parking study. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|--|--|--|------------|-----------------|
| | shelters etc.) with proximity to services as a consideration. Adopt revisions to standards as appropriate. | | | | | |
| H3.4 Policy | <i>Pursue funding for the acquisition, construction, and rehabilitation of housing that is affordable to very low-, low-and moderate-income households.</i> | | | | | |
| H3.4.1 Program | Maintain a high priority for the acquisition of new housing sites near public transit and services, the acquisition and rehabilitation of existing housing, and the provision for housing-related services for affordable housing. Seek funding from all State and federal programs whenever they are available to support the development or rehabilitation of housing for very low-, low-, and moderate-income households. | Allocate CDBG funding to acquire and rehabilitate housing for very low-, low-, and moderate income households. | CDBG, State Local Housing Trust Fund | Planning and Development Services Department | Ongoing | Ongoing program |
| H3.4.2 Program | Support and expand local funding sources including the City's Housing Development Fund, Housing Trust of Santa Clara County, CDBG Program, County of Santa Clara's Mortgage Credit Certificate Program (MCC), or similar | Increase the supply of affordable housing stock. | City Housing Development Fund, Housing Trust of Santa Clara County, CDBG, Santa Clara County MCC | Planning and Development Services Department | Ongoing | Ongoing program |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|--|----------------|--|--|--|
| | program. Continue to explore other mechanisms to generate revenues to increase the supply of low- and moderate-income housing. | | | | | |
| H3.4.3 Program | Periodically review the housing nexus formula required under Chapter 16.47 of the Municipal Code to fully reflect the impact of new jobs on housing demand and cost. | Continue to evaluate the housing nexus formula and adjust the required impact fees to account for the housing demand from new development. | City Funds | Planning and Development Services Department | Ongoing | Completed. Housing nexus study updated in 2016. Development fees evaluated and updated annually. |
| H3.4.4 Program | The City will work with affordable housing developers to pursue opportunities to acquire, rehabilitate, and convert existing multi-family developments to long-term affordable housing units to contribute to the City's fair share of the region's housing needs. | Identify potential sites for acquisition and conversion and provide this information to developers. | City Funds | Planning and Development Services Department | Within three years of Housing Element adoption | Ongoing program |
| H3.5 Policy | <i>Support the provision of emergency shelter, transitional housing, and ancillary services to address homelessness.</i> | | | | | |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|---|-------------------------|--|--|--|
| H3.5.1 Program | Continue to participate in the Santa Clara County Homeless Collaborative as well as work with adjacent jurisdictions to develop additional shelter opportunities. | Continue City staff participation as members of the Collaborative’s CDBG and Home Program Coordinators Group. | City, CDBG & HOME funds | Planning and Development Services Department, City Council | Ongoing | Ongoing. Continued participation in regional CDBG/housing collaborative efforts. |
| H3.5.2 Program | Amend the Zoning Code to clarify distancing requirements for emergency shelters, stating that “no more than one emergency shelter shall be permitted within a radius of 300 feet.” | Amend the Zoning Code to clarify distancing requirements for emergency shelters. | City Funds | Planning and Development Services Department | Adopt amendments within one year of Housing Element adoption | Completed. |
| H3.5.3 Program | Amend the Zoning Code to revise definitions of transitional and supportive housing to remove reference to multiple-family uses, and instead state that “transitional and supportive housing shall be considered a residential use of property and shall be subject only to those restrictions that apply to other residential dwellings of the same type in the same zone.” | Amend the Zoning Code to revise transitional and supportive housing definitions. | City Funds | Planning and Development Services Department | Adopt amendments within one year | Completed. |
| H3.6 Policy | <i>Support the creation of workforce housing for City and school district employees as feasible.</i> | | | | | |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|---|---|--|---|---|
| H3.6.1 Program | Conduct a nexus study to evaluate the creation of workforce housing for City and school district employees. | Create the opportunity for up to five units of workforce housing. | City of Palo Alto Commercial Housing Fund | Planning and Development Services Department | Conduct a study within four years of adoption of the Housing Element. | Completed. City adopted Workforce Housing Overlay. |
| H4 Goal | PROMOTE AN ENVIRONMENT FREE OF DISCRIMINATION AND THE BARRIERS THAT PREVENT CHOICE IN HOUSING. | | | | | |
| H4.1 Policy | <i>Support programs and agencies that seek to eliminate housing discrimination.</i> | | | | | |
| H4.1.1 Program | Work with appropriate State and federal agencies to ensure that fair housing laws are enforced, and continue to support groups that provide fair housing services, such as the Mid-Peninsula Citizens for Fair Housing | Continue to coordinate with State and federal agencies to support programs to eliminate housing discrimination and provide financial support for fair housing services. | City Funds | Planning and Development Services Department | Ongoing | Ongoing. The City contracts with Project Sentinel to provide fair housing services. |
| H4.1.2 Program | Continue the efforts of the Human Relations Commission to combat discrimination in rental housing, including mediation of problems between landlords and tenants. | Continue to provide mediation services for rental housing discrimination cases. | City Funds | Human Relations Commission, Planning & Community Environment | Ongoing | Ongoing. The City contracts with Project Sentinel to provide mediation services. |
| H4.1.3 Program | Continue implementation of | Implement | City Funds | Planning and | Ongoing | Ongoing program |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|--|--|--|------------|---|
| | City’s ordinances and State law prohibiting discrimination in renting or leasing housing based on age, parenthood, pregnancy, or the potential or actual presence of a minor child. | existing ordinances regarding discrimination | | Development Services Department | | |
| H4.1.4 Program | Continue the City’s role in coordinating the actions of various support groups that seek to eliminate housing discrimination and in providing funding and other support for these groups to disseminate fair housing information in Palo Alto, including information on referrals to pertinent investigative or enforcement agencies in the case of fair housing complaints. | Continue to provide funding and other support for these groups to disseminate fair housing information in Palo Alto. | City Funds, Human Services Resource Allocation Process (HSRAP) | Community Services Department | Ongoing | Ongoing. The City contracts with Project Sentinel to provide fair housing services. |
| H4.1.5 Program | Heighten community awareness regarding and implement the Reasonable Accommodations procedure for the siting, funding, development, and use of housing for people with disabilities. | Continue to provide information to residents on reasonable accommodation procedures via public counters and on the City’s website. | City Funds | Planning and Development Services Department | Ongoing | Ongoing program |
| H4.1.6 Program | Continue to implement the Action Plan of the City of Palo | Provide for increased use and | CDBG funds, General Fund | Planning and Development | Ongoing | Ongoing program. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|--|----------------|--|---|--|
| | Alto’s Community Development Block Grant (CDBG) Consolidated Plan and the Analysis of Impediments to Fair Housing Choice. | support of tenant/landlord educational mediation opportunities as called for in the CDBG Action Plan and the Analysis of Impediments to Fair Housing Choice. | | Services Department | | |
| H4.2 Policy | <i>Support housing that incorporates facilities and services to meet the health care, transit, and social service needs of households with special needs, including seniors and persons with disabilities.</i> | | | | | |
| H4.2.1 Program | Ensure that the Zoning Code facilitates the construction of housing that provides services for special needs households and provides flexible development standards for special service housing that will allow such housing to be built with access to transit and community services while preserving the character of the neighborhoods in which they are proposed to be located. | Evaluate the Zoning Code and develop flexible standards for special service housing. | City Funds | Planning and Development Services Department | Evaluate the Zoning Code within three years of adoption of the Housing Element. | Not yet completed. Implemented pilot Safe Parking Program for homeless. Included as Housing Work Plan Program 2.4.7. |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|---|------------------------------|---|---|-------------------------------|
| H4.2.2 Program | Work with the San Andreas Regional Center to implement an outreach program that informs families in Palo Alto about housing and services available for persons with developmental disabilities. The program could include the development of an informational brochure, including information on services on the City’s website, and providing housing-related training for individuals/families through workshops. | Provide information regarding housing to families of persons with developmental disabilities. | General Fund | Planning and Development Services Department | Develop outreach program within three years of adoption of the Housing Element. | Partially Complete: Underway. |
| H5 Goal | REDUCE THE ENVIRONMENTAL IMPACT OF NEW AND EXISTING HOUSING. | | | | | |
| H5.1 Policy | <i>Reduce long-term energy costs and improve the efficiency and environmental performance of new and existing homes.</i> | | | | | |
| H5.1.1 Program | Periodically report on the status and progress of implementing the City’s Green Building Ordinance and assess the environmental performance and efficiency of homes in the following areas: - Greenhouse gas emissions - Energy use - Water use (indoor and outdoor) - Material efficiency - Storm water runoff | Prepare reports evaluating the progress of implementing the City’s Green Building Ordinance. | City funds, Development fees | Planning and Development Services Department, Building Division | Ongoing | Ongoing program |

TABLE D
Program Implementation Status

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|---|--|------------------------------|---|------------|-----------------|
| | - Alternative transportation | | | | | |
| H5.1.2 Program | Continue providing support to staff and the public (including architects, owners, developers and contractors) through training and technical assistance in the areas listed under Program H5.1.1. | Provide educational information regarding the City's Green Building Ordinance. | City funds, Development fees | Planning and Development Services Department, Building Division | Ongoing | Ongoing program |
| H5.1.3 Program | Participate in regional planning efforts to ensure that the Regional Housing Needs Allocation targets areas that support sustainability by reducing congestion and greenhouse gas emissions. | Provide a regional framework for sustainability in creating new housing opportunities through the City's Regional Housing Mandate Committee. | City Funds | Planning and Development Services Department | Ongoing | Ongoing program |
| H5.1.4 Program | Review federal, State, and regional programs encouraging the improvement of environmental performance and efficiency in construction of buildings, and incorporate appropriate programs into Palo Alto's policies, programs and outreach efforts. | Continue to update regulations for environmental sustainability. | City Funds | Planning and Development Services Department, Building Division; Public Works & Utilities | Ongoing | Ongoing program |
| H5.1.5 Program | Enhance and support a proactive public outreach program to encourage Palo Alto residents to conserve resources and to share ideas about conservation. | Provide up-to-date information for residents regarding conservation through educational brochures | City Funds | Planning and Development Services Department, Public Works & Utilities | Ongoing | Ongoing program |

**TABLE D
Program Implementation Status**

| Goal/Policy/Program | Description | Plan Objective | Funding Source | Responsible Agency | Time Frame | Status |
|-----------------------|--|---|----------------|--|---|-----------------|
| | | available at City Hall and posted on the City's website. | | | | |
| H5.1.6 Program | Provide financial subsidies, recognition, or other incentives to new and existing homeowners and developers to achieve performance or efficiency levels beyond minimum requirements. | Continue to recognize homeowners and developers who incorporate sustainable features beyond what is required by the Green Building Ordinance. | City Funds | Planning and Development Services Department | Ongoing | Ongoing program |
| H5.1.7 Program | In accordance with Government Code Section 65589.7, immediately following City Council adoption, the City will deliver to all public agencies or private entities that provide water or sewer services to properties within Palo Alto a copy of the 2015-2023 Housing Element. | Immediately following adoption, deliver the 2015-2023 Palo Alto Housing Element to all providers of sewer and water services within the City. | City Funds | Planning and Development Services Department | Within one month of adoption of the Housing Element | Completed. |



Planning & Transportation Commission

Staff Report (ID # 12045)

Report Type: Action Items **Meeting Date:** 2/24/2021

Summary Title: Action Item: ADU Code Changes to PAMC Chapter 18.09

Title: PUBLIC HEARING/LEGISLATIVE: Review and Discuss Potential Ordinance Changes to Palo Alto Municipal Code Chapter 18.09, Accessory and Junior Accessory Dwelling Units. Environmental Assessment: Exempt from the provisions of the California Environmental Quality Act (CEQA) pursuant to Public Resources Code Section 21080.17 and CEQA Guidelines sections 15061(b)(3), 15301, 15302 and 15305.

From: Jonathan Lait

Recommendation

Staff recommends the Planning and Transportation Commission (PTC) take the following action(s):

1. Discuss potential modifications to Palo Alto Municipal Code Chapter 18.09;
2. Provide recommendations to staff on items to include in a draft ordinance.

Report Summary

The topics covered in this report are robust and complex. Staff hopes PTC may, through a motion(s), indicate and affirm items that should be further discussed as part of a draft ordinance(s). These items will return for future action when appropriate. The PTC need not decide tonight if each item should be incorporated into an ordinance and the exact parameters of an ordinance; but the PTC is asked to identify areas where modification is supported by many of the Commissioners.

The PTC considered the ADU ordinance on May 27, 2020 and voted to recommend the City Council adopt the ordinance. On October 26, 2020, City Council held a second reading and adopted Palo Alto's Accessory Dwelling Unit and Junior Accessory Dwelling Unit (ADU and JADU) Ordinance (Attachment A). The regulations for ADUs and JADUs are now consolidated into Palo Alto Municipal Code (PAMC) Chapter 18.09.

Between the time of PTC consideration and Council adoption, members of the local design community expressed concerns and desires for further changes to the ordinance. The Council adopted the ordinance as recommended but directed staff to continue working with stakeholders and to present any additional changes to the PTC.

The PTC is requested to consider the advantages and disadvantages of the topics below. Due to the variety and complexity of items, the PTC may choose to identify items for further work and eliminate others, with anticipation of focused discussions in the future to shape policy.

Staff will also bring forth a separate and future action item regarding incentives for affordable second units. Following that, staff will work on updating section 18.09 based on the collected feedback from both meetings.

A. Topics Staff Proposes for Regulatory Change

- i. Basements¹
- ii. Noise Producing Equipment Location Standards²

B. Regulatory Change Topics Proposed by Design Professionals (less staff support)

- i. Parking Provided for an ADU
- ii. Privacy
- iii. Increasing the Exemption for Development Impact Fees
- iv. Refunding Development Impact Fees
- v. Allowing Doorways Between Units

C. Topics Requiring Additional Analysis

- i. Street-side Setback on Corner Lots
 - a. Removing Requirement for Garages/Carports to be “Existing” Structures for Conversion on Corner Lots
 - b. Additional Bonus Floor Area and/or Reduced Setbacks for Unit Development
 - c. Allowing the Main House to Encroach into a 10 Foot Setback to Create an ADU/JADU
- ii. Retracting Prior Deed Restrictions
- iii. Flood Zone Height Exceptions

Background

On October 26, 2020, the Palo Alto City Council adopted Palo Alto Municipal Code Chapter 18.09, the most recent Accessory and Junior Accessory Dwelling Unit Ordinance (Attachment A). The October 5, 2020 first reading staff report³ and minutes⁴ are available online.

¹ A modification to PAMC Chapter 18.04 Section 18.04.030 (15) basement definition specific to detached ADUs and modification to PAMC Chapter 18.09.040 (units not exempt from city’s regulations).

² A modification to PAMC Section 18.09.040 (h) and Section 18.23.060 Noise and Vibration (B) Requirements.

³ Council staff report of October 5, 2020

<https://www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=59061.88&BlobID=78541>

The Council's adoption of the ordinance followed the PTC discussion and recommendation made during the public hearing on May 27, 2020. The May 27th PTC report⁵ and minutes⁶ are available online. A PTC representative speaking to Council noted the PTC did not recommend ADUs include basements outside the buildable area and noted the PTC needed more time to review some topics.

In addition, a group of local design professionals submitted to staff and City Council additional changes they identified. The professionals indicated these changes would further the construction of ADUs in Palo Alto. This group named themselves the "ADU Task Force." While very knowledgeable and passionate, the group is not appointed by the City in a formal capacity.

With adoption of new Chapter 18.09, Council simultaneously directed staff to return to the PTC to review additional potential changes to the ordinance.

Discussion

A. Proposed Areas for Regulatory Change (Supported by Department Staff)

i. Basements

By allowing basements under accessory units—no matter where they are located on the property—units could have greater variety of configurations and accommodate a range of property-specific layouts. Currently, accessory units may only include basements when located within the property's buildable area.

For ADUs that are subject to local standards (Chapter 18.09, Table 2), basement construction is currently prohibited within the rear or side property setbacks.⁷ While the subterranean portion of a unit would not impact neighboring properties' privacy, basements within setbacks can impact mature trees on neighboring properties. The architect group suggested the ordinance allow construction of a portion of an ADU underground to accommodate two full floors without exceeding the height limit. ADUs with two stories above grade within rear and side setbacks could negatively impact neighboring properties and are not recommended. If the PTC supports two stories above grade, staff recommends additional privacy mitigations be placed on those ADUs.

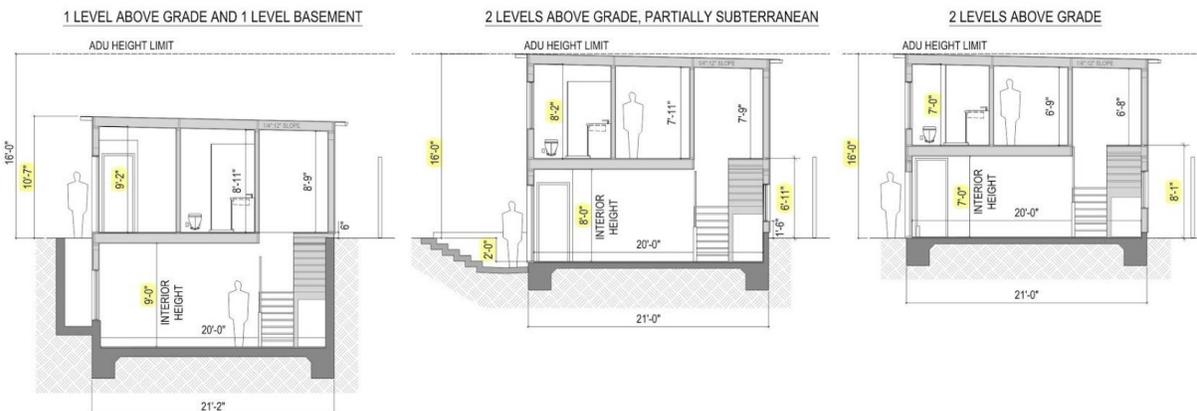
⁴ Council meeting minutes of October 5, 2020

<https://www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?t=42759.83&BlobID=79414>

⁵ PTC staff report of May 27, 2020 <https://www.cityofpaloalto.org/civicax/filebank/documents/76826>

⁶ PTC meeting minutes <https://www.cityofpaloalto.org/civicax/filebank/documents/77368>

⁷ Note: The City is unable to regulate basements for ADUs that comply with the development standards in Chapter 18.09 Table 1 (e.g., new construction, detached ADUs up to 800 square feet – including basement square footage).



Source: ATTACHMENT B

Zoning regulations for designing and constructing basements are clarified within the Single-Family Residential Zones Zoning Technical Manual with graphics. These regulations could be applied to basements under ADU units.

Many residents are concerned about impacts from basement construction, particularly impacts upon existing trees and groundwater (subsidence and dewatering). Public Works' dewatering regulations strive to address some concerns such as wasting removed groundwater. Dewatering can only occur during certain months of the year, and measures are in place to lessen impacts of dewatering. These measures only apply to sites with a high-water table, and not to all properties. Staff believes dewatering regulations appropriately address some impacts. Neighbors, however, will continue to have concerns about subsidence, impacts from basement construction noise and vibration, the health of nearby trees, potential for tree removals to enable ADUs.

If PTC supports allowing basements within rear and side setbacks, the following are proposed as regulations:

- The basement cannot encroach into the four-foot ADU setback.
- ADU Lightwells cannot be located closer than four feet to a property line. All lightwells would need to be screened from view from public rights of way.
- The new basement must not negatively impact tree roots on adjacent lots such that it would require the tree to be removed or fail. Protected trees on the subject property would continue to be subject to the City's tree regulations. Urban Forestry has identified that roughly 25% of the tree could be affected without significantly damaging it.
- Require that ADU basements⁸ be fully, such that the finished first floor is placed at grade underground (the left most option of the above image). A primary single-family home in the 'buildable area' of a lot is allowed finished first floor placement up to three feet above grade such that the basement beneath it does not count toward gross floor area.

⁸ Definition for basement: 18.04.030 (15) "Basement" means that portion of a building between the lowest floor and the ceiling above, which is fully below grade or partly below and partly above grade, but so located that the vertical distance from grade to the floor below is more than the vertical distance from grade to ceiling.

ADUs would not be allowed sunken first floor where a greater portion of the floor volume is located above grade to protect privacy impacts.

- All basements for accessory units shall count towards the unit's gross floor area.

ii. Noise Producing Equipment Location Standards

Instead of regulating the placement of noise-producing equipment on a site, the City could require less noisy equipment. Technological advancements have resulted in quieter equipment. Recent applications have included equipment purported to generate lower decibel (dB) levels than the lowest level that the Noise Ordinance allows (66 dB at the property line).

To provide more flexibility in the design of ADUs, the City could allow noise producing equipment within the minimum property setbacks. The PTC may recall that the ADUs (in most cases) must be set back a minimum of 4 feet from the property line. This would deviate from the current requirements (PAMC 18.09.040(h)), which requires the noise-producing equipment follow the same setback requirements as the ADU.

The PTC could also codify staff's current practice of requesting applicants provide documentation about the equipment to confirm the equipment and location conform to the Noise Ordinance. Currently, staff requests (1) a specification sheet identifying equipment decibel rating, and/or (2) a noise analysis when a louder unit is proposed, to determine appropriate placement. The added flexibility of location within property setbacks may help to alleviate ADU siting constraints, while also codifying requirements for additional documentation.

B. Regulatory Changes Proposed by Design Professionals (Limited or No Support from Department Staff)

i. Parking Provided for an ADU

The architect group raised concerns about PAMC Section 18.09.040(k)(iv). This section states that covered parking that is attached to an ADU will count towards the maximum size of the unit. The architect group asserts this dissuades property owners from providing parking for these units. The group recommends that covered parking attached to the ADU to not count towards the unit's maximum size and only count towards the parcel's total FAR allowance. As presently enacted in the ordinance, the way covered parking is counted for ADUs mirrors how covered parking is counted for single family homes.

The City receives very few applications for providing covered parking along with an ADU—whether that parking is attached or detached from the unit. The only zone where staff has seen owners propose covered parking for accessory units is the Residential Estate (RE) zone. The RE zoned properties are larger and often have excess floor area that cannot be used for the primary dwelling. Since the RE zone is not predominant throughout Palo Alto, unless changes

are made as the group suggest, it is unlikely that more applications for replacement parking would be received at scale.

Overall, staff are concerned that allowing the construction of covered parking attached to an ADU may not yield the outcomes the city is seeking. This could result in garages taking space where the City would prefer to have larger ADUs that provide quality homes for individuals and families. Furthermore, the stated purpose would be to provide on-site parking. If this occurs, it would reduce demand for on-street parking and be an amenity for ADU residents—a benefit for the property owner and neighbors. The City remains skeptical, however, if the garages would be used for this purpose. The garages could be used for storage of personal items and not vehicles. A garage also creates an opportunity for unauthorized expansion of the ADU after construction and occupancy. Finally, not counting the covered parking towards the ADU size could result in overly large structures, with massing that is incompatible with its context and undesirable.

If the goal is to find ways to encourage homeowners to develop covered parking when they construct an accessory unit, where they otherwise would not be required to provide covered parking, carports may be an avenue to consider. Carports are not as easily converted to habitable space outside the permit process. As an alternative, the City could identify a maximum size of garage that is not counted toward an ADU's size; staff recommend attached garages be no more than 220 square feet.

The PTC may suggest staff explore the carport, maximum garage size, or other options.

ii. Privacy

ADUs can impact the privacy of neighboring homes, especially when close to the property line. The ordinance recognizes and, to the extent feasible, mitigates these impacts by establishing objective measures that are easy to implement. The ordinance relies heavily on the words “second story” which some applicants have interpreted as not applicable to a loft space in an ADU. The PTC is requested to discuss the potential benefits and consequences of including “loft space” specifically in these regulations, and associated window regulations. Staff would recommend clarifying when privacy measures apply or adding additional language as an amendment to section 18.09.040.

In accordance with state law, privacy measures are only applied to ADUs that are subject to local standards (Chapter 18.09, Table 2). PAMC Section 18.09.040, subdivision (j) describes these measures and their applicability in greater detail.

The architect group also suggested additional ways to address privacy concerns. The group's suggestions are as follows:

- a) Windows obscured when sills are below five feet above adjacent finish floor on walls parallel to property lines when the structure is within eight feet of a property line.

- b) Set sills at five feet above adjacent finish floor on walls parallel to property lines when the structure is within eight feet of a property line.
- c) Sleeping rooms endeavor to have egress windows located on walls non-adjacent to property lines.
- d) Use of (operable) skylights in bathrooms and other spaces where windows could be considered optional.
- e) No exterior lighting mounted above seven feet on walls adjacent to property lines to keep it at or below maximum fence height.

The City's current privacy regulations require fully obscured windows for any second story/loft area facing adjacent properties. The architect group's proposal would reduce this requirement to only the portion of the window above five feet and only when less than eight feet from a property line. In the Individual Review process for two story homes, staff notes the five feet sill height requirement does sufficiently reduce privacy impacts for a full second story.

In loft areas, however, a person's eye level is much higher; therefore, staff would recommend the PTC support the existing Code which requires the obscure glazing on the full window. This would simplify pre-application discussions with applicants, minimize neighbor conflicts, and reduce post-construction site visits. Establishing a distance requirement that claims privacy is no longer an issue after a certain distance severely restricts staff's ability to best implement these practices and sets a bad precedent for where the City thinks privacy is no longer an issue that residents may not agree with

iii. Increasing the Exemption for Development Impact Fees

The State's 2020 laws exempt payment of impact fees for ADUs having less than 750 sf of floor area. For units equal to and greater than 750 sf, the impact fees charged must be proportional in size to the main house. The architect group suggested increasing exemptions beyond 750 sf. As seen in the City's published Quarterly ADU reports, the average unit size tends to be 446 square feet. Therefore, increasing the floor area exemption will not affect a substantial number of applications that the City receives. With the updated ADU ordinance, staff anticipates that the overall size of units will increase such that the average ADU size will be closer to the 750 square foot exemption.

While increasing the exemption for ADUs to include units of any size is an option, it is worth recognizing impact fees pay for the increased use of and need for parks, community centers, libraries, public safety, and general government services that would come with an increase in population caused by the construction of additional units. Staff does not support increasing the size exemption beyond 750 square feet for impact fees. Such fee reductions would reduce revenue for the City's programs that would serve the new ADU tenants. Replacing that lost revenue would need to come either from the City's General Fund or other revenue source. Given this, staff do not support this recommendation.

For reference, prior to 2018, Development Impact fees were charged for all ADUs; the cost was roughly \$7,000 to \$12,000 for a new ADU, depending on whether the property was within any traffic impact districts. In 2018, Palo Alto updated its ADU ordinance to enable JADUs and garage conversions that did not expand the square footage of the unit to be exempt from impact fees. This captured a fair number of ADU applications.

iv. Refunding Prior Development Impact Fees

The updated 2020 state law eliminated development impact fees for any unit less than 750 square feet. The architect group indicated a desire for Council to refund all development impact fees assessed for the units developed prior to the state law changes.

To refund all development impact fees that were paid for units less than 750 square feet before 2020, City Council would need to fill the gap refunds would create in the General Fund. According to Planning's Accela database, this would be approximately \$1 million. Effectively, this would mean the fees for these units would be paid by Palo Alto taxpayers. Staff do not support this recommendation.

v. Allowing Doorways Between Units

The architect group requested that the City enable attached ADUs to have a doorway or other means of access between the primary and secondary unit. Previous City ordinances and state law define ADUs as independent and self-sustaining units. Staff interpreted this to mean that no doorway connection is allowed between the primary and secondary units. The City's most recent ADU ordinance used more explicit language (PAMC 18.09.030(b)(g) and 18.09.040(e)) codifying staff's understanding that a doorway, or any means of access, is not allowed between the primary dwelling unit and an attached ADU.

Staff and the PTC noted discomfort with connections between the primary and secondary units. The concern expressed previously is that the units will be treated as an addition to the house, rather than as a separate housing unit. Given that the City does not have a program or the staffing capability in place to confirm how these units are used, staff does not recommend modifying this Code Section.

Topics Requiring Additional Analysis

i. Incentives to Maintain Street-side Setback on Corner Lots

Corner lots are unique, having both a front yard and street-side yard that are visible to and impact the streetscape. Palo Alto's local code generally provides restrictions specific to street side yards, including the required minimum setback. The California Housing and Community Development Department (HCD) has indicated that state law does not recognize this unique feature; the state law treats street-side yards as equivalent to other interior rear and side yards. Thus, the maximum setback that can be imposed on an ADU is four-feet from the

property line—even on a street-side yard.

This State law also impacts special setbacks, such as along Alma and Embarcadero. These streets, among others, require special setbacks that anticipate future road widening. On corner lots in these areas, ADUs may be constructed in the special setback as the City is not imposing any restriction on ADU development on street-side yards. In fact, some argue that the City is prohibited from placing further restrictions on street-side yards.

ADUs constructed on corner lots on the street facing side yard just 4 feet from the property line will be disruptive to the city’s development pattern and contrary to its standing urban design policies. Staff recommend developing strategies that incentivize construction of ADUs further back than four feet. Below are three incentive-based ideas to consider.

a. Removing Requirement that Garages be converted from “Existing” Garages/Carports on Corner Lots

Current state and local regulations require that there must be an “existing” garage or carport in order to benefit from reduced parking requirements; specifically not requiring covered parking for an ADU or JADU. In maintaining this requirement, it ensures that a structure must first be built and then later modified in order to benefit from the reduced parking requirements.

From a process standpoint, this means applicants must apply for two different permits. Imagine a property owner creating a home with a detached garage; then later applying for a permit to convert the garage to an ADU. This adds time, cost, and barriers to unit production without adding any value to the public. Instead the City could, as an incentive for properties to construct ADUs set back 16 feet from the lot line on the street-side, allow the construction of a new home along with an ADU at the same time. This incentive would only affect corner lots where a new primary home is constructed; as existing corner lots are allowed to build new ADUs without replacing any lost parking.

b. Providing Additional Bonus FAR and/or Reduced Setbacks for ADUs on Corner Lots

Another incentive to consider would be to provide for additional floor area or more flexible setbacks along the rear and side yards (i.e. less than four feet). Given corner lots’ present design challenges, increasing any bonus square footage may not eliminate the barriers inherent in developing a corner lot property. However, by providing a reduced setback(s) along the rear and interior side yards (e.g. no setbacks for accessory units on a corner lot) residents may feel more compelled to develop units in conformance with Palo Alto’s intended neighborhood context.

c. Allowing the Main House to have a 10 Foot Street-Side Setback if combined with an ADU/JADU

A third incentive for corner lots could be to allow the main house to have a reduced street-side

setback only under the condition that an accessory unit is also developed on the property with a 10-foot street side setback (instead of just 4 feet). Staff believes that providing this incentive will help to simultaneously encourage accessory unit development and provide additional flexibility to develop corner lots, while also supporting the City's streetscape and urban design principles established by the front yard setback requirement. Typically, a home on a corner lot is set back 16 feet from the property line on the street side yard. Having the distance become 10 feet, but aligned for both the ADU and primary home will have lesser impact and more visual continuity than having an ADU at 4-foot setback and the home at 16 feet on the street side.

Any one of these corner lot policies, or combination thereof, could provide an adequate enough incentive for a homeowner to not propose a four foot setback in the street-side yard. However, if PTC suggests staff continue enabling the four foot setback for street sides, as suggested by the Housing and Community Development Department, then these items need not be addressed. It would instead be important to identify that these reduced setbacks are applicable to standard corner lots as well as those with a special setback along the street-side frontage.

ii. Retracting Prior Deed Restrictions

The updated 2020 state law suspends owner occupancy requirements until January 1, 2025 for permits issued after January 1, 2020. Previously, policy stated a home must be owner occupied in order to construct an ADU. This restriction was included in deed-restrictions. The architect group indicated a desire for Council to rescind all prior deed restrictions that require owner occupancy.

Staff could require a homeowner to fill out, and have notarized, a designated form the City remove the deed restriction and owner occupancy requirements for applicants who received permits prior to the new state regulations. This would be an administrative process that the City would create for recordation at the Santa Clara County Recorder's office. The City would charge an hourly fee to process this type of application.

iii. Flood Zone Height Extension

The PTC is asked to consider if detached ADUs in flood zones should have the same height allowances as primary dwelling units. Likewise, the PTC is asked to consider if the height allowance should be conferred to existing structures planned for conversion to an ADU.

Currently, single family residences located in a flood zone can benefit from added height allowances in the Code. Sections 18.10 and 18.12 both allow for the maximum heights of the primary residence to be increased by one half the amount required to meet a property's base flood elevation (BFE). In addition to local law, the California Residential Code (R322.2) requires that "Buildings and structures in flood hazard areas, including flood hazard areas designated as Coastal A Zones, shall have the lowest floors elevated to or above the base flood elevation plus 1 foot (305 mm), or the design flood elevation, whichever is higher." This impacts the base flood elevation, and the additional height conferred to a home in the flood hazard area.

This height allowance, however, is not afforded to accessory buildings which are limited to a maximum height of 12 feet above grade when located within a property's setback. The 12-foot height limit applies to sheds, garages, and other such structures. In accordance with local and state laws ADUs have a 16-foot height limit.

Existing accessory buildings—that are not habitable living space—located in the flood zone that are converted to ADUs must meet the elevation requirements. To meet this standard, an existing structure may need to be raised. Alternatively, under current law, the accessory building could be demolished and reconstructed within the 16-foot height limit.

Staff do not recommend conferring the same height allowances to new, detached ADUs in flood zones as are conferred to single family dwellings. Such allowance is not required to accommodate an ADU. Furthermore, and more specifically, staff are concerned that providing additional height will impact the privacy of neighboring properties.

In the flood hazard area, new, detached ADUs are restricted to a maximum height of 16 feet. In nearly all cases, this height can accommodate the necessary flood elevation while still having a ceiling height for a quality housing unit (sloped properties have other dynamics and applicable codes). Similarly, existing structures can be demolished and reconstructed with the proper base floor elevation without being significantly impacted by the 16-foot height limit. It is true, however, that units located in a flood zone may not be able to accommodate a second story within the 16-foot height limit while also raising the foundation as necessary. Again, not having a second story would minimize privacy concerns.

The PTC may wish to consider recommending Council allow accessory dwelling units increased height above grade. If this is the will of the PTC, staff will return with specific recommendations. For example, for specific types of units such as conversions of existing structures, the PTC could recommend height increases only if the existing structure meets or exceeds the four-foot minimum ADU setback. Staff would also establish parameters or limits such that "X square foot" additions are allowed a height increase to "Y feet above grade" that would supersede maximum allowances established elsewhere in the code.

Environmental Review

This Study Session for the ADU Ordinance is exempt from the provisions of the California Environmental Quality Act (CEQA) pursuant to Public Resources Code Section 21080.17 and CEQA Guidelines sections 15061(b)(3), 15301, 15302 and 15305 because it implements requirements related to accessory dwelling units as established in Government Code Section 65852.2, and these changes are also likely to result in few additional dwelling units dispersed throughout the City. As such, it can be seen with certainty that the proposed action will not have the potential for causing a significant effect on the environment.

Public Notification, Outreach & Comments

The Palo Alto Municipal Code requires notice of this public hearing be published in a local paper and mailed to owners and occupants of property within 600 feet of the subject property at least ten days in advance. Notice of a public hearing for this project was published in the *Daily Post* on January 29, 2021 which is 12 days in advance of the meeting. Postcard mailing occurred on January 27, 2021, which is 14 in advance of the meeting.

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Attachments:

- Attachment A: Ordinance 5507 (PDF)
- Attachment B: Task Force Letter (PDF)

⁹ Emails may be sent directly to the PTC using the following address: planning.commission@cityofpaloalto.org

Ordinance No. 5507

Ordinance of the Council of the City of Palo Alto Amending Title 18 (Zoning) of the Palo Alto Municipal Code to Amend Requirements Relating to Accessory Dwelling Units and Junior Accessory Dwelling Units

The Council of the City of Palo Alto does ORDAIN as follows:

SECTION 1. Findings and Declarations. The City Council finds and declares as follows:

- A. Housing in California is increasingly unaffordable. In 2017, the average California home cost about 2.5 times the national average home price and the monthly rent was 50% higher than the rest of the nation. Rents in San Francisco, San Jose, Oakland, and Los Angeles are among the top 10 most unaffordable in the nation.
- B. Housing in Palo Alto is especially unaffordable. The average Palo Alto home currently costs about 8 times the national average home price and the monthly rent is about 2.5 times the national average.
- C. Palo Alto has a jobs/housing imbalance. When addressing this imbalance, the City must not only provide housing but also ensure affordability.
- D. Assembly Bills (“ABs”) 68, 587, 671, and 881 and Senate Bill (“SB”) 13 (“State ADU Law”) pertain to accessory dwelling units (“ADUs”) and junior accessory dwelling units (“JADUs”) and were approved by the California Legislature on September 13, 2019 and signed by the Governor on October 9, 2019. These bills, codified primarily in California Government Code sections 65952.2 and 65952.22, are intended to spur the creation of lower cost housing by easing regulatory barriers to the creation of ADUs and JADUs.
- E. This ordinance is adopted to comply with the mandates of the State ADU Law.

SECTION 2. Section 18.42.040 (Accessory and Junior Accessory Dwelling Units) of Chapter 18.42 (Standards for Special Uses) of Title 18 (Zoning) of the Palo Alto Municipal Code (“PAMC”) is deleted in its entirety.

SECTION 3. Chapter 18.09 (Accessory Dwelling Units and Junior Accessory Dwelling Units) of Title 18 (Zoning) of the Palo Alto Municipal Code (“PAMC”) is added to read:

18.09.010 Purpose

The intent of this Chapter is to provide regulations to accommodate accessory and junior accessory dwelling units (ADU/JADU), in order to provide for variety to the city's housing stock and additional affordable housing opportunities. These units shall be separate, self-contained living units, with separate entrances from the main residence, whether attached or detached. The standards below are provided to minimize the impacts of units on nearby residents and throughout the city, and to assure that the size and location of such dwellings is compatible with the existing or proposed residence(s) on the site and with other structures in the area.

18.09.020 Applicable Zoning Districts

The establishment of an accessory dwelling unit is permitted in zoning districts when single-family or multi-family residential is a permitted land use.

18.09.030 Units Exempt from Generally Applicable Local Regulations

(a) Government Code section 65852.2, subdivision (e) provides that certain units shall be approved notwithstanding state or local regulations that may otherwise apply. The following types of units shall be governed by the standards in this section. In the event of a conflict between this section and Government Code section 65852.2, subdivision (e), the Government Code shall prevail.

- i. An ADU or JADU within the existing space of a single-family dwelling or an ADU within the existing space of an accessory structure (i.e. conversion without substantial addition).
- ii. An ADU or JADU within the proposed space of a single-family dwelling.
- iii. A detached, new construction ADU on a lot with a proposed or existing single-family dwelling, provided the ADU does not exceed 800 square feet, sixteen feet in height, or four-foot side and rear (i.e. interior) setbacks.
- iv. ADUs created by conversion of portions of existing multi-family dwellings not used as livable space.
- v. Up to two detached ADUs on a lot with an existing multi-family dwelling.

(b) The Development Standards for units governed by this section are summarized in Table 1.

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Table 1: Development Standards for Units Described in Government Code Section 65852.2(e)

| | Single-Family | | | Multi-Family | |
|---------------------------|--|---|--|---|--|
| | Conversion of Space Within an Existing Single-Family Home or Accessory Structure | Construction of Attached ADU Within the Space of a Proposed Single-Family Home | New Construction of Detached ADU | Conversion of Non-Habitable Space Within Existing Multi-family Dwelling Structure | Conversion or Construction of Detached ADU |
| Number of Units Allowed | 1 ADU and 1 JADU | | | 25% of the existing units (at least one) | 2 |
| Minimum size ¹ | 150 sf | | | | |
| Maximum size ¹ | N/A ² | | 800 sf | N/A | |
| Setbacks | N/A, if condition is sufficient for fire and safety | Underlying zone standard for Single Family Home (ADU must be within space of Single-Family Home) | 4 feet from side and rear lot lines; underlying zoning for front setback | N/A | 4 feet from side and rear lot lines; underlying zoning for front setback |
| Daylight Plane | N/A | | N/A | | |
| Maximum Height | N/A | | 16 ³ | N/A | 16 ⁴ |
| Parking | None | | | | |
| State Law Reference | 65852.2(e)(1)(A) | 65852.2(e)(1)(A) | 65852.2(e)(1)(B) | 65852.2(e)(1)(C) | 65852.2(e)(1)(D) |

- (1) Lofts where the height from the floor level to the underside of the rafter or finished roof surface is 5' or greater shall count towards the unit's floor area.
- (2) Up to 150 sf may be added for the purpose of ingress and egress only.
- (3) Units built in a flood zone are not entitled to any height extensions granted to the primary dwelling.

- (c) Development standards stated elsewhere in this Section or Title 18, including standards related to FAR, lot coverage, and privacy, are not applicable to ADUs or JADUs that qualify for approval under this section.
- (d) The establishment of accessory dwelling units and junior accessory dwelling units pursuant to this section shall not be conditioned on the correction of non-conforming zoning conditions; provided, however, that nothing in this section shall limit the authority of the Chief Building Official to require correction of building standards relating to health and safety.
- (e) The installation of fire sprinklers shall not be required in an accessory dwelling unit if sprinklers are not required for the primary residence. Nothing in this section shall preclude the Fire Marshal from accepting fire sprinklers as an alternative means of compliance with generally applicable fire protection requirements.
- (f) Rental of any unit created pursuant to this section shall be for a term of 30 days or more.
- (g) Attached units shall have independent exterior access from a proposed or existing single-family dwelling. Except for JADUs, attached units shall not have an interior access point to the primary dwelling (e.g. hotel door or other similar feature/apprtenance).
- (h) Conversion of an existing accessory structure pursuant to Government Code section 65852.2(e)(1)(A) may include reconstruction in-place of a non-conforming structure, so long

as the renovation of reconstruction does not increase the degree of non-compliance, such as increased height, envelope, or further intrusion into required setbacks.

- (i) Street addresses shall be assigned to all units prior to building permit final to assist in emergency response.
- (j) The unit shall not be sold separately from the primary residence.
- (k) Replacement parking is not required when a garage, carport, or covered parking structure is converted to, or demolished in conjunction with the construction of, an ADU.
- (l) JADUs shall comply with the requirements of Section 18.09.050.

18.09.040 Units Subject to Local Standards

(a) This section shall govern applications for ADUs and JADUs that do not qualify for approval under section 18.09.030 and for which the City may impose local standards pursuant to Government Code section 65852.2, subdivisions (a) through (d).

(b) The Development Standards for units governed by this section are provided in Table 2.

Table 2: All other Units

| | Attached | Detached | JADU |
|--------------------------------------|--|--|-----------------------------|
| Number of Units Allowed ¹ | 1 | | 1 |
| Minimum size | 150 sf | | |
| Maximum size | 900 sf (1,000 sf for two or more bedrooms); no more than 50% of the size of the single-family home | 900 sf (1,000 sf for two or more bedrooms) | 500 sf |
| Setbacks | 4 feet from side and rear lot lines; underlying zone standard for front setback | | |
| Daylight Plane Initial Height | 8 feet at lot line | | |
| Angle | 45 degrees | | |
| Maximum Height ³ | | | |
| Res. Estate (RE) | 30 feet | | |
| Open Space (OS) | 25 feet | | |
| All other eligible zones | 16 feet | | |
| Parking | None | | |
| Square Footage Exemption | Up to 800 sf ⁽⁴⁾ | | Up to 500 sf ⁽⁴⁾ |

- (1) An attached or detached ADU may be built in conjunction with a JADU on a lot with an existing or proposed single family home
- (2) Lofts where the height from the floor level to the underside of the rafter or finished roof surface is 5' or greater shall count towards the unit's floor area.
- (3) Units built in a flood zone are not entitled to any height extensions granted to the primary dwelling.
- (4) Lots with both an ADU and a JADU may exempt a maximum combined total of 800 square feet of the ADU and JADU from FAR, Lot Coverage, and Maximum House Size calculations.

(c) A single-family dwelling shall exist on the lot or shall be constructed on the lot in conjunction with the construction of an ADU/JADU.

- (d) ADU and/or JADU square footage shall not be included in FAR, Lot Coverage, and Maximum House Size calculations for a lot with an existing or proposed single family home, up to the amounts stated in Table 2. ADU and/or JADU square footage in excess of the exemptions provided in Table 2 shall be included in FAR, Lot Coverage, and Maximum House Size calculations for the lot.
- (e) Attached units shall have independent exterior access from a proposed or existing single-family dwelling. Except for JADUs, attached units shall not have an interior access point to the primary dwelling (e.g. hotel door or other similar feature/appurtenance).
- (f) No protected tree shall be removed for the purpose of establishing an accessory dwelling unit unless the tree is dead, dangerous or constitutes a nuisance under Section 8.04.050. Any protected tree removed pursuant to this subsection shall be replaced in accordance with the standards in the Tree Technical Manual.
- (g) For properties listed in the Palo Alto Historic Inventory, the California Register of Historical Resources, the National Register of Historic Places, or considered a historic resource after completion of a historic resource evaluation, compliance with the appropriate Secretary of Interior's Standards for the Treatment of Historic Properties shall be required.
- (h) Noise-producing equipment such as air conditioners, water heaters, and similar service equipment, shall be located outside of the setbacks for the ADU/JADU. All such equipment shall be insulated and housed, except that the planning director may permit installation without housing and insulation, provided that a combination of technical noise specifications, location of equipment, and/or other screening or buffering will assure compliance with the city's Noise Ordinance at the nearest property line. All service equipment must meet the city's Noise Ordinance in Chapter 9.10 of the Municipal Code.
- (i) Setbacks
 - i. Detached units shall maintain a minimum three-foot distance from the primary unit, measured from the exterior walls of structures.
 - ii. No basement or other subterranean portion of an ADU/JADU shall encroach into a setback required for the primary dwelling.
 - iii. Projections, including but not limited to windows, doors, mechanical equipment, venting or exhaust systems, are not permitted to encroach into the required setbacks, with the exception of a roof eave of up to 2 feet.
- (j) Design
 - i. Except on corner lots, the unit shall not have an entranceway facing the same lot line (property line) as the entranceway to the main dwelling unit unless the entranceway to the accessory unit is located in the rear half of the lot. Exterior staircases to second floor units shall be located toward the interior side or rear yard of the property.
 - ii. Privacy
 - A. Second story doors and decks shall not face a neighboring dwelling unit. Second story decks and balconies shall utilize screening barriers to prevent views into adjacent properties. These barriers shall provide a minimum five-foot, six-inch, screen wall from the floor level of the deck or balcony and shall not include perforations that would allow visibility between properties.

- B. Second story windows, excluding those required for egress, shall have a five-foot sill height as measured from the second-floor level, or utilize obscured glazing on the entirety of the window when facing adjacent properties. Second story egress windows shall utilize obscured glazing on the entirety of the windows which face adjacent properties.
- C. Second story windows shall be offset from neighbor's windows to maximize privacy.

(k) Parking

- i. Replacement parking is not required when a garage, carport, or covered parking structure is converted to, or demolished in conjunction with the construction of, an ADU.
- ii. Replacement parking is required when an existing attached garage is converted to a JADU. These replacement spaces may be provided as uncovered spaces in any configuration on the lot including within the front or street side yard setback for the property.
 - A. The Director shall have the authority to modify required replacement parking spaces by up to one foot in width and length upon finding that the reduction is necessary to accommodate parking in a location otherwise allowed under this code and is not detrimental to public health, safety or the general welfare.
 - B. Existing front and street side yard driveways may be enlarged to the minimum extent necessary to comply with the replacement parking requirement above. Existing curb cuts shall not be altered except when necessary to promote public health, safety or the general welfare.
- iii. When parking is provided, the unit shall have street access from a driveway in common with the main residence in order to prevent new curb cuts, excessive paving, and elimination of street trees, unless separate driveway access will result in fewer environmental impacts such as paving, grading or tree removal.
- iv. If covered parking for a unit is provided in any district, the maximum size of the covered parking area for the accessory dwelling unit is 220 square feet. This space shall count towards the total floor area for the site but does not contribute to the maximum size of the unit unless attached to the unit.

(l) Miscellaneous requirements

- i. Street addresses shall be assigned to all units prior to building permit final to assist in emergency response.
- ii. The unit shall not be sold separately from the primary residence.
- iii. Rental of any unit created pursuant to this section shall be for a term of 30 days or more.
- iv. The installation of fire sprinklers shall not be required in an accessory dwelling unit if sprinklers are not required for the primary residence. Nothing in this section shall preclude the Fire Marshal from accepting fire sprinklers as an alternative means of compliance with generally applicable fire protection requirements.

18.09.050 Additional Requirements for JADUs

- (a) A junior accessory dwelling unit shall be created within the walls of an existing or proposed primary dwelling.
- (b) The junior accessory dwelling unit shall include an efficiency kitchen, requiring the following components: A cooking facility with appliances, and; food preparation counter and storage cabinets that are of reasonable size in relation to the size of the junior accessory dwelling unit.
 - i. A cooking facility with appliances shall mean, at minimum a one burner installed range, an oven or convection microwave, a 10 cubic foot refrigerator and freezer combination unit, and a sink that facilitates hot and cold water.
 - ii. A food preparation counter and storage cabinets shall be of reasonable size in relation to a JADU if they provide counter space equal to a minimum 24-inch depth and 36-inch length.
- (c) For the purposes of any fire or life protection ordinance or regulation or for the purposes of providing service for water, sewer, or power, a junior accessory dwelling unit shall not be considered a separate or new unit.
- (d) The owner of a parcel proposed for a junior accessory dwelling unit shall occupy as a primary residence either the primary dwelling or the junior accessory dwelling. Owner-occupancy is not required if the owner is a governmental agency, land trust, or housing organization.
- (e) Prior to the issuance of a building permit for a junior accessory dwelling unit, the owner shall record a deed restriction in a form approved by the city that includes a prohibition on the sale of the junior accessory dwelling unit separate from the sale of the single-family residence, requires owner-occupancy consistent with subsection (d) above, does not permit short-term rentals, and restricts the size and attributes of the junior dwelling unit to those that conform with this section.

SECTION 4. Subsection (g) of Section 16.58.030 of Chapter 16.58 (Development Impact Fees) of Title 16 (Building) of the Palo Alto Municipal Code (“PAMC”) is amended to read:

- (f) Accessory dwelling units (ADU) less than 750 square feet in size. Any impact fees to be charged for an accessory dwelling unit of 750 square feet or more shall be proportional to the square footage of the primary dwelling unit ~~established by the conversion of an existing garage or carport, provided that the existing garage or carport was legally constructed, or received building permits, as of January 1, 2017, and is converted to an ADU with no expansion of the existing building envelope;~~

SECTION 5. Subsections (a)(4) and (a)(75) of Section 18.04.030 (Definitions) of Chapter 18.04 (Definitions) of Title 18 (Zoning) of the Palo Alto Municipal Code (“PAMC”) is amended to read:

[. . .]

- (4) “Accessory dwelling unit” means an attached or a detached residential dwelling unit which provides complete independent living facilities for one or more persons. It shall include permanent provisions for living, sleeping, eating, cooking, and sanitation on the same parcel as the single-

family dwelling is situated. An accessory dwelling unit also includes the following:

(A) An efficiency unit, as defined in Section 17958.1 of the Health and Safety Code.

(B) A manufactured home, as defined in Section 18007 of the Health and Safety Code.

In some instances this Code uses the term second dwelling unit interchangeably with accessory dwelling unit. For the purposes of this definition, in order to provide “complete independent living facilities,” a dwelling unit shall not have an interior access point to another dwelling unit (e.g. hotel door or other similar feature/appurtenance).

[. . .]

(75) “Kitchen” means a room designed, intended or used for cooking and the preparation of food and dishwashing. Kitchen facilities include the presence of major appliances, utility connections, sink, counter, for storing, preparing, cooking, and cleaning.

(A) For ADUs, major appliances shall mean a minimum two burner installed range, and an oven or convection microwave, as well as a minimum 16 cubic foot freezer and refrigerator combination unit. Kitchens shall also include counter space for food preparation equal to a minimum 24-inch depth and 36-inch length, and a sink that facilitates hot and cold water.

[. . .]

SECTION 6. Any provision of the Palo Alto Municipal Code or appendices thereto inconsistent with the provisions of this Ordinance, to the extent of such inconsistencies and no further, is hereby repealed or modified to that extent necessary to effect the provisions of this Ordinance.

SECTION 7. If any section, subsection, sentence, clause, or phrase of this Ordinance is for any reason held to be invalid or unconstitutional by a decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Ordinance. The City Council hereby declares that it would have passed this Ordinance and each and every section, subsection, sentence, clause, or phrase not declared invalid or unconstitutional without regard to whether any portion of the ordinance would be subsequently declared invalid or unconstitutional.

SECTION 8. The Council finds that the adoption of this Ordinance is exempt from the provisions of the California Environmental Quality Act (CEQA) pursuant to Public Resources Code Section 21080.17 and CEQA Guidelines sections 15061(b)(3), 15301, 15302 and 15305 because it constitutes minor adjustments to the City’s zoning ordinance to implement State law requirements related to accessory dwelling units as established in Government Code Section 65852.2, and these changes are also likely to result in few additional dwelling units dispersed throughout the City. As such, it can be seen with certainty that the proposed action will not have the potential for causing a significant effect on the environment.

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SECTION 9. This ordinance shall be effective on the thirty-first date after the date of its adoption.

INTRODUCED: October 5, 2020

PASSED: October 26, 2020

AYES: CORMACK, DUBOIS, FILSETH, FINE, KNISS, KOU, TANAKA

NOES:

ABSENT:

NOT PARTICIPATING:

ATTEST:

DocuSigned by:
Beth Minor
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City Clerk

DocuSigned by:
Adrian Fine
289F2F6A891E448...
Mayor

APPROVED AS TO FORM:

DocuSigned by:
Albert Yang
1586C45220134DC...
Assistant City Attorney

APPROVED:

DocuSigned by:
Ed Shibada
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City Manager

DocuSigned by:
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Director of Planning & Development Services

Certificate Of Completion

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| Certificate Pages: 2 | Initials: 0 |
| AutoNav: Enabled | Envelope Originator: |
| Envelopeld Stamping: Enabled | Kim Lunt |
| Time Zone: (UTC-08:00) Pacific Time (US & Canada) | 250 Hamilton Ave |
| | Palo Alto , CA 94301 |
| | kimberly.lunt@cityofpaloalto.org |
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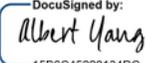
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Signer Events

Albert Yang
 Albert.Yang@CityofPaloAlto.org
 Assistant City Attorney
 City of Palo Alto
 Security Level: Email, Account Authentication
 (None)

Signature

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Jonathan Lait
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 Interim Director Planning and Community
 Environment
 City of Palo Alto
 Security Level: Email, Account Authentication
 (None)

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Electronic Record and Signature Disclosure: Not Offered via DocuSign

Ed Shikada
 ed.shikada@cityofpaloalto.org
 Ed Shikada, City Manager
 City of Palo Alto
 Security Level: Email, Account Authentication
 (None)

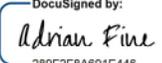
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Adrian Fine
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 Security Level: Email, Account Authentication
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City Of Palo Alto ADU Ordinance, First Reading, Meeting Date 10/5/2020 Agenda Item #8

To the Members of The Palo Alto City Council:

We want to begin by expressing commendation for what has been done to date by Council and PTC but particularly by Staff. This is a complex political and technical topic and we consider the ordinance to be mostly in alignment with the State Statutes. We applaud the effort where choices have been made to exceed limitations in a reasonable way, and understand clearly the boundaries established by State legislation.

What we need to remember is that the State is promoting this legislation to incentivize and streamline the creation of ADUs. We should also remember to view all of this through the local lens of prioritizing residential development as a clearly stated Palo Alto goal. As professionals, we seek a clear and precise set of rules we can rely on in the design process to achieve a predictable result for our clients.

A number of individuals spoke in warning when we came before Council in January, and we have been proven correct in stating Palo Alto's urgency ordinance was seriously flawed. Many elements did not properly conform to State legislation. Since then, Staff has adjusted their interpretations, in some cases after being challenged by the professional community, and partly when influenced by input from HCD. The updated document before you makes good progress toward alignment, but we still fall short in some important areas.

The Palo Alto ADU Task Force (PAADUTF), now approximately 20 individuals and growing, was created out of a grassroots desire for peer communication between professionals who are active in ADU development. Sharing information regarding regulatory interpretations, design methodology, and construction strategy, this group came together to evaluate the August 17 staff report and associated ordinance language. Unfortunately, we were not aware of the May 27 PTC hearing and recognize this was a missed opportunity to interact with staff. Over the course of five meetings conducted during August and September, the group developed a narrative along with an annotated review of the proposed ordinance. As indicated, two additional meetings were conducted with staff included to review and discuss the information. Several significant points from that discussion have been captured in your staff report. There are others that were not, that we nonetheless feel are critical to implement as part of this update.

Through direct and frequent interaction with HCD and supported by other experts active in ADU regulatory action, The PAADUTF has identified several specific areas where the proposed local ordinance departs from the State intent. We recognize Staff feels they have rigorously evaluated the language presented to you tonight, but we do not believe they are entirely correct. The HCD ADU Handbook, released just last week, seems to confirm a few areas where the proposed language is in conflict with HCD's guidance. As you have heard, if inconsistency is not corrected, there is a significant possibility the ordinance will be challenged and potentially deemed invalid.

The most significant issue is the approach taken in the ordinance regarding the Statewide Exemption ADU and how that language relates to all other units, particularly those exceeding 800 square feet.

Gov. Code, § 65852.2, subd. (c)(2)(C) *“Any other minimum or maximum size for an accessory dwelling unit, size based upon a percentage of the proposed or existing primary dwelling, or limits on lot coverage, floor area ratio, open space, and minimum lot size, for either attached or detached dwellings that does not permit at least an 800 square foot accessory dwelling unit that is at least 16 feet in height with four-foot side and rear yard setbacks to be constructed in compliance with all other local development standards.”*

Staff's interpretation of this section includes a vision that the Exemption Unit is an isolated obligation. In fact, the Statute language says clearly "**at least**", so we have been told any attempt at creating limitations for units which are larger (daylight plane restrictions, placement on the lot, a limitation for subterranean construction, or basement construction) is simply inconsistent with the State Statute.

Another significant departure is the approach taken in regard to 2-story construction. Staff is seeking to create limits on the basis of privacy, but the restrictions they have offered are inconsistent with the statutes. It is important to remember that the State put these new rules in place to shake up the norms, and we need to understand and align with that intent. As an example, HCD has described a scenario where if a lot is so small that 800 sf cannot be accommodated on one level, then 2-stories can be the only option. Because of this, HCD has confirmed there can be no restriction against 2-story units, under any condition. Whether in conformance with an Exemption ADU or larger, 2-story construction must be embraced. We would offer that Santa Cruz has done an excellent job in this area and has elected to allow 22' of height with additional restrictions for distance from the property line once beyond 16' of height. (<https://www.cityofsantacruz.com/government/city-departments/planning-and-community-development/accessible-dwelling-units-adus>)

Again, there are a number of specific areas of improvement in the proposed ordinance, and we applaud that. What we ask of you tonight is the consideration of 15 areas of concern we identify below, some of which have already been described by Staff. We believe all of these are important and nuanced topics that are truly necessary to implement. Some are changes only included to simplify the development of ADUs, but others are very technical responses to costly or avoidably complex limitations. We ask that you remember our pace is 1,000 units short of our RHNA requirement and that we need to do better and move faster. This set of considerations provides an easy way to encourage the development of additional units with minimal collateral impact when compared to larger, more dense projects with their significant timelines and approval hurdles.

15 Suggestions for Consideration:

1. Alignment with Gov. Code, § 65852.2, subd. (c)(2)(C)

- a. Remove language that improperly restricts daylight plane, placement on the lot, limitation for subterranean construction, or basement construction.

2. Two-Story

- a. Provide definition for subterranean 1st level construction. (1st level partially recessed in the ground)
 - i. Clarify how deep this can be without being interpreted as a 'basement'
 1. Suggest 36" max below existing natural grade as the threshold
- b. Confirm Staff's recommendations for privacy management
 - i. Windows obscured when sills are below 5' above adjacent finish floor on walls parallel to property lines when the structure is within 8' of a property line
 - ii. Set sills at 5' above adjacent finish floor on walls parallel to property lines when the structure is within 8' of a property line
 - iii. Sleeping rooms endeavor to have egress windows located on walls non-adjacent to property lines
 - iv. Use of (operable) skylights in bathrooms and other spaces where windows could be considered optional
 - v. No exterior lighting mounted above 7' on walls adjacent to property lines to keep it at or below maximum fence height
- c. Consider adopting language similar to that used in Santa Cruz:

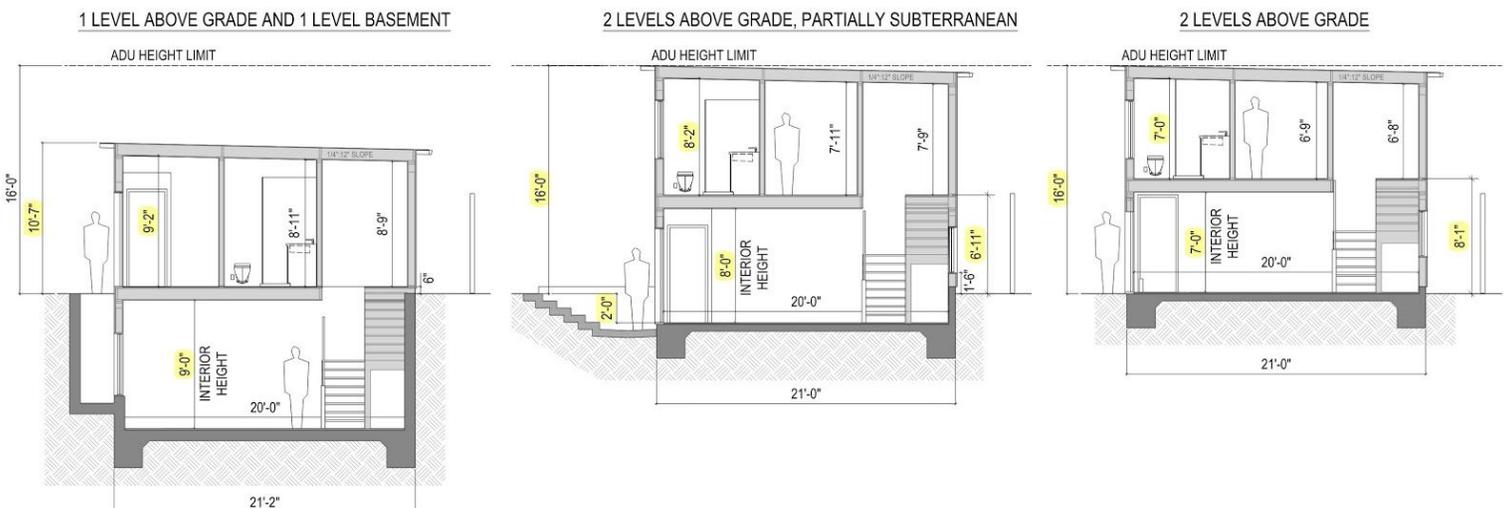
- i. ADUs higher than one story may be up to 22' tall at the peak, measured from average grade, and any portion of the structure that exceeds 16' in height must be set back a minimum of 5' from the side yard property line and 10' from the rear yard property line.
- ii. Exception: An ADU that faces an alley or street can be up to 22' tall and any portion of the structure that exceeds 16' in height must be set back 5' from the side and rear property lines.
- iii. Detached New Construction ADUs higher than one story shall limit the major access stairs, decks, entry doors, and windows to the interior of the lot or an alley if applicable. Windows that impact the privacy of the neighboring side or rear yards should be minimized or otherwise restricted as in (b.) above

3. Fees

- a. Significant cost is incurred relative to fees for Plan Check, Building Permit, Planning Impacts, Specialty Consultants, School Fees, etc. They are not always levied in a relative fashion.
 - i. Why not just charge a flat fee based on ADU floor area?
 - ii. Included in that methodology, remove some of the fees to further incentivize ADU construction.
- b. It is important to note that the proportionate language in regard to Planning Impact Fees for units >750 sf contained in Gov. Code, § 65852.2, subd. (f)(3)(A) creates a significant disincentive for individuals with existing small homes. Please note the following examples:
 - i. Project #1, Demolish an existing detached garage and replace it with a new conforming detached ADU.
 1. **Main house at 3,427 sf and new ADU at 800 sf = 23.3% = \$4,511.47**
 - ii. Project #2, Convert an existing detached garage and construct an addition to create a new detached ADU.
 1. **Main house at 1,209.6 sf and new ADU at 882 sf = 73.0% = \$14,101.46**
- c. *Both are roughly the same scope but because of the more modest house on Project #2, the weighted ratio pushes the fee to be \$10k more.*
- d. Add to this about \$9,000 for: School Impact Fees (\$3,000), Plan Check Fees (\$2,800) and Building Permit Fees (\$3,300) - That puts the fees for Project #2 at around \$23k, or almost 11% of the total anticipated project construction cost!

4. Subterranean/Basement Construction

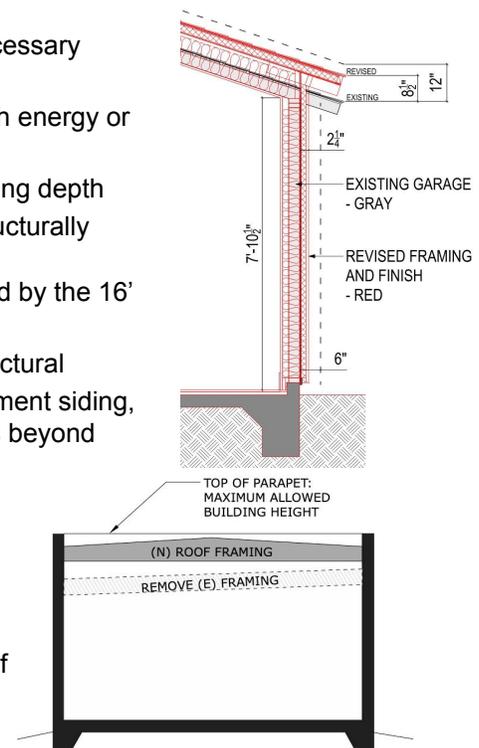
- a. Without some flexibility in this, floor to ceiling heights are substandard (+/- 7'-0"). Codifying this in a thoughtful way can provide tangible improvements in privacy management and enhancement to overall massing.
- b. Partially subterranean 1st floor lowers 2nd floor and allows 8' ceilings with a reasonable roof slope



- c. Adding a basement could reduce an entire floor of height/massing
 - 1. Reduce impact to neighbors
 - 2. Required exclusionary excavation techniques remove any concerns related to dewatering
- ii. Tree root impacts could be conditioned since the 800 sf exemption ADU is not obligated in regard to underground space
- iii. Add clarifying language requiring the interior basement FA to count toward the 800 sf exemption triggering the additional area beyond 800 sf to be deducted from overall site FA
- iv. No further encroachment other than that required for emergency egress.
- v. Consider, as an additional incentive, allowing a 1200 sf max ADU if 50% of FA is below grade?

5. Minimal increase to non-conforming structures

- a. Create an allowance to avoid complete demolition or unnecessary complexity due to energy or structural upgrades
 - i. Clarify that it can only be accessed for compliance with energy or structural obligations
 - 1. Grant an additional 12" of height – increase framing depth above top plate rather than hanging, which is structurally complex and reduces ceiling heights.
 - 2. Note that the structure height will still be restricted by the 16' height limit.
 - 3. Grant an additional 6" in plan on any side for structural seismic sheathing, exterior insulation, or replacement siding, so long as no portion of the structure encroaches beyond the property line.
 - ii. Add a clarification regarding structures with existing parapets. A non-conforming portion of the structure may be modified up to the height of the existing parapet. This can be done without creating an increased impact to neighbors. Previous interpretation of 'shrink-wrap' rules should not apply to recessed roof areas below the top of the parapet. This flexibility will allow the interior to be a reasonable residential height.

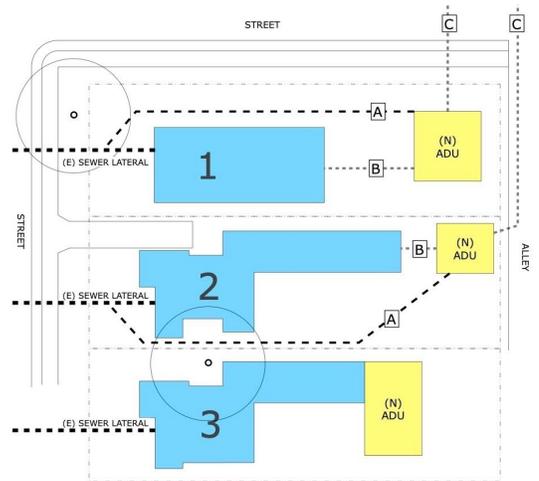


6. Utility Connections

- a. Separate meters placed only at the owner's discretion
- b. The requirement to provide a separate sewer line for detached ADUs has been directed by the Chief Building Official.
 - i. There is an exception in the Plumbing Code recognized in many jurisdictions to avoid the significant cost this causes (often greater than \$9,000) CPC 311.1 *Exception: Where one building stands in the rear of another building on an interior lot, and no private sewer is available or can be constructed to the rear building through an adjoining court, yard, or driveway, the building drain from the front building shall be permitted to be extended to the rear building.*
 - 1. Recognize that the high cost can be viewed as the basis for applying the exception
 - 2. Question - If no separate line is required for an attached ADU, why obligate the cost and complexity for a detached ADU. The outcome is the same so why regulate differently?
 - 3. An alternative to this might be a study performed by experts under CPC 301.3 "Alternate Materials and Methods of Construction Equivalency" with the establishment

of standards for equipment (backflow prevention) and cleaning/inspection schedules. Once established in the City, this could be relied on as an alternate approach.

- c. Routing of utilities at the discretion of property owner (rear alley or another alternate to avoid disruption to landscape or trees)
- i. This graphic compares three lots with an alley behind. Parcel 3 has an attached ADU and the sewer may connect to the main house line. There is no impact to the site. Parcels 1 and 2 have detached ADUs and are currently required to run their sewer line shown as 'A', around the main house, and out to the street at the front yard. This is highly problematic, especially if there are protected trees on site. A reasonable option would be to allow the sewer line placement shown by the 'B' or 'C' routing.



7. Garage replacement associated with Detached ADU

- a. When replacement covered parking is provided, and attached to an ADU, that area should not count against the 800 sf 'bonus'
 - i. Staff has not indicated agreement with this.
 - ii. It represents a significant disincentive toward the creation of covered parking spaces.
 - iii. The space designated as a garage should count against the overall FA and not be allowed if the FAL or Lot Coverage will be exceeded as a result.

8. Retroactive Actions for all ADUs in process after 1/1/2020 (for projects without Building Final)

- a. Retract all enacted Deed Restrictions which are not in compliance with the updated regulations
 - i. Require new Deed Restrictions in conformance with the updated requirements
- b. Refund any overpayment of fees for all projects in process (between approvals and Building Final) since January 1, 2020 for:
 - i. Proportionate Impact Fees, if they remain in place
 - ii. Other fees as adjusted by the revised ordinance
 - iii. Council could elect to refund the full amount or an adjusted amount according to 16.06.110/R108.5 at 80%?

9. Green Building

- a. The current detached ADU regulations require Tier 2 with exceptions
 - i. Tier 2 obligates requirements for third party preparation of documents and site evaluation which comes at significant cost
- b. If a homeowner proposes an addition/alteration to their home under 1,000sf, a third party is not required and the project is only required to meet CALGreen Mandatory measures
- c. To streamline the ADU permitting and construction process, detached ADUs under 1,000 sf should only be required to comply with CALGreen Mandatory for consistency

10. Noise producing equipment

- a. Allow placement at any location on the property as long as documentation is provided which confirms noise level will be below the 66 decibel limit at the property line. What should be codified for these issues are rules that direct the desired result. Don't overcomplicate what can be achieved simply.
 - i. Equipment should be <66 dB without accessories such as blankets (can fail/degrade over time)

- ii. Asking for site-specific studies creates an additional unreasonable cost burden and must be avoided

11. Doorway between ADU and Primary Unit

- a. This really should be allowed as long as it is a hotel style communicating door. Note that it is allowed for a JADU so why not for an ADU?
 - i. Provides indoor access to care for or interact with the occupant but can be closed if privacy or separation is needed
- b. Don't create rules people will routinely circumvent - just remove the unnecessary regulation - Some may take advantage but there is little stopping them anyway

12. 60-day Processing

- a. Sets unrealistic expectations without clear narrative
- b. Explain how this will be interpreted/implemented
- c. Note that HCD has indicated the State says once an application is submitted, the City must approve within 60 days or it is automatically approved.
 - i. It is assumed that the clock is stopped when waiting for applicant response to comments, but there is nowhere this is codified and creates frustration for homeowners

13. Sprinkler requirements

- a. Clarify rules relative to the California State Fire Marshal Information Bulletin 17-001 (1/24/17)
 - i. Current PA implementation is not in alignment with Senate Bill 1069
 - ii. Safety concerns and physical constraints must be balanced against compliance with the State language

14. Flood Zone

- a. Better articulate requirements and permitted exceptions
 - i. Consider an example of the Exemption 800 sf ADU in the flood zone on a small lot – if reconstructing a non-conforming structure, it must be allowed to go higher than the 16 foot limitation by the delta between existing grade and the project site base flood elevation to raise the first floor level.

15. Remove requirement to convert “existing” garage/carport

- a. Only applies to projects where a new home is constructed with the intent of the garage or carport being converted to an ADU as a second ‘step’ after final inspection.
- b. Allow for a one-phase process
 - i. Offer incentive for streamlining
 - 1. Cannot be setbacks, height, etc. as these are enshrined in Gov. Code, § 65852.2, subd. (c)(2)(C)
 - 2. Could offer an additional fee reduction for saved staff time or something similar

While we recognize the Ordinance before you has been in process for the better part of a year, your action tonight will set the tone for what is possible until the next iteration of this language evolves. We are hopeful the commitment you have voiced toward incentivizing residential development, aligned with a stated goal of streamlining the approval of ADUs, will lead you to adopt some version of the 15 points we have presented. As professionals serving as guides to those who wish to construct an ADU, and being tasked with implementing the regulations, we want you to understand how important we believe these items are. If anything, we hope you might consider this as a starting point. We welcome your willingness to perhaps go further and, as many other cities have done, consider the adoption of additional language which will make ADUs more livable, desirable, and affordable.

Respectfully submitted,

Jessica Resmini, Architect

Randy Popp, Architect



Planning & Transportation Commission

Staff Report (ID # 12038)

Report Type: Approval of Minutes **Meeting Date:** 2/24/2021

Summary Title: January 27, 2021 Draft Meeting Minutes

Title: January 27, 2021 Draft PTC Meeting Minutes

From: Jonathan Lait

Recommendation

Staff recommends that the Planning and Transportation Commission (PTC) adopt the meeting minutes.

Background

Draft minutes from the January 27, 2021 Planning and Transportation Commission (PTC) meetings were made available to the Commissioners prior to the February 24, 2021 meeting date. The draft PTC minutes can be viewed on line on the City's website at <http://www.cityofpaloalto.org/gov/boards/ptc/default.asp>.