Spring 2013

Menlo Park Waterfront Plan

CRP 553 Project Planning Lab

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BAYFRONT NEIGHBORHOOD VISION PLAN

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INTRODUCTION TO THE SITE
Introduction To The Site
The recent rezoning of 15 acres along Haven Avenue to a new R-4-S high density residential zone has spurred the creation of a Vision Plan for the area bounded by Highway 101, Marsh Road, Cargill Salt Ponds, and the end of Haven Avenue. Figure 2 illustrates this area and its boundaries.

Between April and June 2013, community input and comprehensive research was gathered to develop a vision for the Haven Avenue Study Area. The Vision Plan addresses the existing conditions of the site, with Parts I and II highlighting challenges and opportunities for the study area. Part III starts with a proposed land use plan and Vision Plan for the study area and then breaks down broad goals into specific principles. A separate community outreach report is provided in the Appendix, along with additional existing conditions that may be useful for further planning of the area.

Menlo Park
Menlo Park received its official name in 1854 from two Irishmen, Dennis J. Oliver and D. C. McGlynn. The City was incorporated in November 1927 after it acquired 29 acres of land, and built services such as a civic center, churches, and schools. The progressive community in Menlo Park continues to grow while taking pride in their city’s history. According to the 2010 U.S. Census, Menlo Park has a population of 32,026 residents, with a relatively low amount of residents in their 20s (Appendix pg.32). This indicates a lack of opportunity for young adults to live and recreate in the City.

As shown in Figure 1, Menlo Park lies in the south eastern corner of San Mateo County, California, along the San Francisco Bay. It is bordered by the San Francisco Bay on the north and East Palo Alto and Stanford to the east, and borders Atherton, North Fair Oaks, and Redwood City on the south and west.

The majority of the study area lies in Menlo Park while a portion directly adjacent to Highway 101 lies in Redwood City. Input from Redwood City residents and city staff was also considered when creating the Vision Plan.

Project Land Uses
The proposed development site within the project area is currently zoned as M-2, General Industrial (see Figure 3). The City of Menlo Park’s Municipal Code designates uses in this zone as including but not limited to: warehousing, manufacturing, printing, assembling, and offices. M-2 conditional uses are primarily focused on services relating to industrial employment such as childcare and food services.

As of April 4, 2013, Menlo Park’s Planning Department proposed a General Plan Amendment to create a new zoning designation for high density residential use (R-4-S). This R-4-S is limited to four locations. Two of these are currently zoned industrial. One of these new zoning districts is located at the proposed development site north of Haven Avenue. This change from general industrial to high density residential is essential for development to proceed on the vacant site, and will significantly change the character of the primarily industrial neighborhood.
Figure 2: Haven Avenue Study Site Map (City of Menlo Park)
Introduction To The Site

Figure 3: Land Use Map
Surrounding Areas

It is important to look at areas surrounding the project site to promote connectivity throughout Menlo Park. Listed below are neighborhoods in close proximity to the project site. Opportunities for connectivity to and from these areas are considered when creating the Vision Plan.

Downtown Menlo Park
Downtown Menlo Park is concentrated around Santa Cruz Avenue, where there are numerous restaurants and boutiques. Most buildings are one or two stories. A tree lined center median splits the road into narrow, pedestrian friendly streets.

Figure 4: Surrounding Areas Map

Figure 5: Santa Cruz Avenue, Downtown Menlo Park (Source: Google Street View)
Introduction To The Site

Redwood City
Redwood City is a charter city located directly west of Menlo Park. According to the 2010 U.S. Census, the City has a total area of 34.6 square miles, with a population of 76,815 residents. Like Menlo Park, Redwood City is known as an IT community, consisting of several technology companies such as Oracle and Electronic Arts. The portion of the project area across Haven Avenue from the newly proposed residential development is under the jurisdiction of Redwood City. The closest neighborhood services to the project area are located in Redwood City, as is a residential community, known as Friendly Acres, across Highway 101 from Haven Avenue.

Bayfront Park
Bayfront Park was built on the site of a former landfill. The landfill has been turned into natural-looking hills covered with grasses, bushes, and scattered eucalyptus and pine trees. A network of old paved landfill roads, new smooth gravel bike-paths, and narrow rugged footpaths cover the hills. Surrounding the park are salt ponds, salt marshes, and sloughs. Along the park road there is parking as well as a restroom.

Menlo Gateway Development
The Menlo Gateway consists of an office complex east of Highway 101. There are currently many vacant buildings on site. A large development project was recently approved by the City consisting of three office buildings, a Renaissance ClubSport, which includes a hotel and fitness center, as well as three parking structures and outdoor amenities.

Marsh Manor Shopping Center
Marsh Manor is a shopping center owned and managed by the family that developed it in the 1950s. It contains a central court for outdoor dining and a trellis covered walkway between stores. It is a convenient family dining location for surrounding Menlo Park and Redwood City neighborhoods, and an easy lunch location from Bohannon Industrial Park. Services include restaurants, groceries, laundry, gifts, beauty, dentistry, and insurance.

Facebook: East Campus and West Campus
The East Campus site is located at 1 Hacker Way, and consists of nine buildings on approximately 57 acres. The main use of this site is office, and the buildings are recently refurbished and in excellent condition. A West Campus is expected to be developed in the near future, located at the southwest corner of the Bayfront Expressway and Willow Road intersection. Facebook employees have been identified by developers as a target for the proposed new residential units within the project area. With the new Facebook campus underway (comprising of an additional 6,600 employees) the importance of connecting the project areas to both campuses is essential. For more information on Facebook as it relates to Menlo Park, refer to the pages 33 and 36 in the appendix.
EXISTING CONDITIONS
Incorporated Menlo Park encompasses a total of 11,680 acres, or approximately 18 square miles. Nearly 12 square miles of this area lies on the San Francisco Bay and consists of wetlands. The City is focused on maintaining its historic character, made up of low density development. Based on the Land Use and Circulation Element (adopted in 1994), there is limited space for new residential development within city limits.

The Haven Avenue industrial area has been targeted in recent years by the City of Menlo Park as a potential location for infill residential development. The existing land use in the area is a fully developed industrial site built on graded and predominantly paved land with minimal vegetation.

Before development, the area consisted of wetlands and tidal marshes converted through the use of bay fill. The proposed residential development site is largely isolated from nearby residential land uses (which are ½ mile away) by existing light manufacturing areas and Highway 101. The site is approximately ½ mile from Bayfront Park and the existing bikeway. According to Menlo Park’s April 2013 report, there are no neighborhood-serving uses located within ½ mile of the site.

Housing
A new Housing Element of Menlo Park’s General Plan was adopted on May 21, 2013 by the City Council. City staff is in the process of submitting the Housing Element to the State Housing and Community Development Department for certification. As part of the update process, the City Council introduced a series of ordinances to support implementation of the Housing Element, including the following:

• Establishment of R-4-S (High Density Residential) zoning district
• Creation of an Affordable Housing Overlay (AHO) zone
• Rezoning of four housing opportunity sites to R-4-S. Three of the sites also include the Affordable Housing Overlay zone
  • 1200 and 1300 blocks of Willow Road - R-4-S (AHO)
  • 600, 700 and 800 blocks of Hamilton Avenue – R-4-S
  • 3600 block of Haven Avenue – R-4-S (AHO)
The Study Area includes the 3600 block of Haven Avenue rezoned R-4-S with the affordable housing overlay. Our site is directly affected by the updated Housing Element and land use changes. In creating the Vision Plan, it was clear that much of the site would change from light industrial to high density residential. It is also evident that affordable housing is an issue in Menlo Park, and needs to be addressed in the Affordable Housing Overlay zones within our site.

**Economic Development**

Data from the 2010 Census indicates a bulk of Menlo Park residents are employed in the “Professional, scientific and management, and administrative and waste management service” industries (23.4%) and the “Educational services, and health care and social assistance” industries (27.3%). A similar share of residents in Redwood City are employed in related fields. Residents working in blue collar or service oriented jobs are the minority. As the zoning and intensity of development changes within the study area, jobs related to light industry are at risk of being displaced.

According to a 2011 Census On-The-Map analysis, approximately 960 jobs are in the study area. The largest industry sectors by employment were finance and insurance (19.3%), professional, scientific, and technical services (13.8%), transportation and warehousing (12.6%), and manufacturing (12.4%). Most workers in the project area were males (61.5%), white alone (70.9%) or Asian (19.4%). 63% of workers are earning more than $3,333 per month.

Menlo Park has a Business Development Plan authored by the Business Development Division of the City. It provides a framework for future desired economic development within the City and the development area. Overall, the document emphasizes the preservation and enhancement of Menlo Park’s current economic environment. Currently, the City is home to a large quantity of venture capital firms and is nicknamed the “capital of venture capital.” An equally large amount of venture capital is invested in local enterprises. According to the City’s 2012 Comprehensive Financial Report, the largest employers are Facebook, SRI International, and the TE Corporation.

The Business Development Plan includes the Haven Avenue Study Area as a portion of the Industrial/Research and Development Economic Center. It is stated that the area should develop into a revenue producing retail site and destination because it is both visible and accessible. Future desired plans by the Business Development Division include the construction of a large revenue generating project that could be seen from the freeway if found feasible by a land use study. It is also desired that properties within the Haven Avenue subarea not being redeveloped be occupied by revenue generating tenants. The City would like to use tax-increment financing to fund infrastructure improvements, site assembly assistance, business retention/attraction, and upgrades to the street lighting system with LED lights.

**Connectivity**

**Roads**

Menlo Park is located between the Highway 101 (10 lanes) and Interstate 280 (8 lanes) corridors which connect cities along the peninsula from San Francisco and San Jose. The Dumbarton Bridge, on the east side of Menlo Park, is a major link between the East Bay and Peninsula. The bridge traffic is directed to Highway 101 along the Bayfront Expressway and Willow Road. The Bayfront Expressway ends at the edge of the Haven Avenue study area, where there is a major interchange for 101 on Marsh Road. Marsh Road is one of two Highway 101 interchanges in Menlo Park, and is the southeast border of the Haven Avenue Study Area.

Many residents are concerned with additional traffic produced by future uses in the Study Area. An environmental impact report (EIR) for the proposed Bohannon Menlo Gateway on the other side of Marsh Road, states an expected 6,657 additional daily trips will be produced by the new development. This EIR studied the existing traffic delay at the Marsh Road and Bayfront Expressway intersection. During Peak hours the existing delay at the intersection is 70.5 seconds, earning an E grade on an A-F scale (A best, F worst).

The addition of hundreds of new housing units in the area will have an impact on traffic and congestion within the areas and on two-lane Haven
Existing Conditions

In order to accommodate residential uses near Haven Avenue, the Circulation Element of Menlo Park’s General Plan must be updated for consistency.

Rail & Public Transit

The Caltrain Rail line runs alongside El Camino Real with a transit stop at Santa Cruz Avenue, the main street of downtown Menlo Park. In 2012, the average weekday ridership out of the Menlo Park station was 1,471 passengers, representing 3.5% of Caltrain’s total ridership. A city bus shuttle currently runs a route between the Menlo Park Caltrain Station and the Bohannon Industrial Park (Red line in Figure 12). The city shuttle runs four times in the morning commute hours and 5 times in the afternoon. An extension of the shuttle to Haven Avenue may provide a useful link between Haven Avenue and the Menlo Park Caltrain Station. SamTrans services Haven Avenue with Route 270 (Blue line in Figure 12). The bus runs once an hour from 6am to 6pm connecting the Haven Ave stop to the Redwood City Caltrain Station. Currently, the 270 line only runs counter clockwise, making it a poor connection between the Haven Study Area and the closest locally-serving retail, Marsh Manor.

In addition to the Caltrain line, an unused rail line parallels the Dumbarton Bridge, crosses Highway 101 and links with Caltrain. The line previously provided transportation across the Bay but has been inactive since the 1980’s. The Dumbarton Rail Corridor (DRC) project is a proposed trans-bay commuter rail service between the Peninsula and the East Bay. The DRC Project seeks to improve 20.5 miles of the existing rail infrastructure in the corridor (see Figure 13). The rail corridor was initially proposed in the 1990s, and is currently undergoing environmental documentation pursuant to NEPA and CEQA.

Located adjacent to the project area, the DRC will have important implications for the project area, and could vastly improve connectivity and ease of transport in the region. The DRC proposes a new station at Willow Road in Menlo Park, and use of the existing Redwood City Caltrain Station. The project currently awaits a draft EIR that has been postponed multiple times due to unfilled seats on the Policy Committee as well as a lack of funding. These and other feasibility issues make near
term development unlikely. The bicycle community has addressed the existing DRC as a barrier for passage, and would like to see pedestrian crossing points implemented.

**Bike & Pedestrian Trails**

The Bay Trail Plan prepared by Association of Bay Area Governments (ABAG) (pursuant to SB 100) proposes development of a regional hiking and bicycling trail around the perimeter of San Francisco and San Pablo Bays. The aim of the Bay Trail is to connect over 130 parks and open spaces throughout the San Francisco Bay Area. Success in the completion of the Bay Trail is reliant on local agencies and jurisdictions planning for trails and public shoreline access. Once adopted, the surrounding governments’ plans can be incorporated into the Bay Trail. The Bay Trail in Menlo Park runs from Bayfront Park to Highway 84 (See Figure 14). The Bay Trail route wraps around the outer edges of Bayfront Park, and then heads south, running next to salt ponds and channels. It skirts around the periphery of the Facebook East, and soon enters East Palo Alto.

The Bay Trail currently terminates at the Haven Avenue Project Area. A connector trail is proposed to join this section to the Municipal Marina trail in Redwood City. Completion of this section of the trail would provide an increase in non-motorized access to the site area. This would also enhance connectivity from western Menlo Park and Redwood City to Bayfront Park. Haven Avenue is used by cyclists to bypass this broken section of the bay trail, which is not ideal due to lack of bike infrastructure.

The Menlo Park Comprehensive Bicycle Development Plan shows a reinforcement of the bicycle network on Marsh Avenue heading towards Haven Avenue. This would make it easier for the study area to connect into the existing bicycle network as identified by the City of Menlo Park. The map indicates that there would be a continuous network towards the business parks adjacent to the study area and to Downtown Menlo Park where critical transit connections exist.

Figure 14: Bay Trail Map (http://www.baytrail.org/Maps/South_Bay.pdf)

Figure 15: Existing condition of Bay Trail along Facebook Campus.
Figure 16 highlights the schools, public facilities, fire stations, parks, and main transmission systems in the vicinity of the Haven Avenue Study Area. The City has a number of infrastructure systems that run northwest to southeast.

**Electrical Transmission Line**
There is a high voltage transmission line that runs through the Haven Study Area. PG&E owns the line. No structures can be placed under the easement constraining the development in the site area. The land under the lines can be used for roadways and passive open space.

**Natural Gas**
A high pressure gas transmission line runs along the west side of Highway 101. It extends outward along Marsh Road, Ringwood Avenue, and Sevier Avenue. The only other gas transmission line providing service up the peninsula runs parallel to the 280 freeway.

**Wastewater**
The majority of the City’s wastewater is pumped to a facility at the end of Redwood Shores in Redwood City. The main line runs through the project site along Haven Avenue and then alongside Highway 101. There is also an overflow wastewater plant on the north side of Bayfront Park.
Environment & Hazards

Conservation and Open Space
The Conservation and Open Space Element was updated and adopted on May 21, 2013. Although the element does not explicitly state anything about the project area, many of the element’s goals and policies are important guiding the development of the project area. Residential, commercial, and industrial neighborhoods are encouraged to enhance the urban open space and to retain the visual amenities of Menlo Park’s bay lands.

Air Quality
The BAAQMD monitors ambient air pollutant concentrations through a series of monitoring stations located throughout the region, the closest one being in Redwood City, less than one mile from the project site. This facility measures criteria pollutant concentrations, including ozone, CO, NO2, and particulates (both PM10 and PM2.5).

Recent measurements from the Redwood City station indicate that state standards for particulate matter PM10 were violated for three days from 2006-2007, but none in 2008 (See Table 4, Appendix). All other pollutant concentrations were found to meet state standards. Overall, the regional air quality of the project site was found to be satisfactory, complying with state regulations. A site-specific analysis of air quality issues created by Highway 101 may uncover more serious localized issues.

Water Quality
The project area is located within the Atherton Channel drainage basin, a lined channel that carries flow from the upper reaches of Atherton Creek for approximately seven miles before draining into Flood Slough north of the Bayfront Expressway. Flood Slough is one of many sloughs that run through the salt ponds and salt marsh flats north of the Bayfront Expressway and interact with flow from San Francisco Bay.

During storms that coincide with high tides, The Bayfront Canal and Atherton Channel do not have enough detention capacity to prevent flooding in low lying areas. Such storm events cause flooding in neighborhoods and communities around and near the Canal and Channel. For the most part, Redwood City has the most severe flooding with access to Haven Avenue sometimes being blocked. The flooding can be a result of high storm runoff alone, but can be worsened during a high tide when the tide gates next to Bayfront Park are closed. The public works departments of Menlo Park and Redwood City are working on a solution for Atherton Channel flooding.

Soils
Soils throughout the project site consist of unconsolidated clay interbedded with sand and fine gravel. This layer is generally less than 15 feet thick and forms in poorly drained interfluvial basins, usually at margins of tidal marshlands, where it interconnects with bay mud. Overlying this material in the project area is artificial fill, which consists of a combination of gravel, sand, and silt, and rock fragments. The artificial fill is susceptible to liquefaction in earthquakes.

Soil "plasticity" is an indicator of the shrink-swell potential, in which soils shrink and harden when dried, and expand and soften when exposed to moisture. While the exact composition of the artificial fill is unknown, the underlying sediments in the project site are assumed to have moderate to high plasticity because of their clay composition.

Climate Action
Per a 2013 Climate Action Plan Update and Status Report, The Environmental Quality Commission strongly recommends that Menlo Park assume a leadership role by setting a goal of a 27% reduction in community-wide greenhouse gas emissions from the 2005 baseline emissions by 2020. New buildings and infrastructure in the project area should utilize greenhouse gas reduction strategies as outlined in the Climate Action Plan to contribute to this goal.

Natural Hazards
Menlo Park is part of ABAG’s regional hazard mitigation plan, but has its own 77 page annex with local issues covered. In the past 25 years there have only been two large disasters. In 1989 the earthquake caused minor damage in the City of Menlo Park, but caused severe damage in other portions of the Bay Area. In 1998 an El Nino storm caused record
Existing Conditions

floods and landslides which forced 11,000 San Mateo County residents to evacuate.

The entire Haven Avenue Study Area is at risk of storm and tidal flooding, which are likely to be more frequent and increase in severity as sea levels rise. Earthquakes pose another significant risk with the San Andreas Fault 6.5 miles west of the Haven Avenue Study Area and the Hayward Fault 12.5 miles to the east. Severe ground shaking is possible in most of the City. The entire Haven Study Area is in a liquefaction potential zone which can amplify the earthquake shaking and produce unique loadings on foundations, buried infrastructure, and roads. Landslides and fire hazards pose minimal risk to the Haven Study Area.

Noise

The project site is significantly impacted by noise. When walking around the neighborhood, truck traffic on Haven Avenue makes conversation difficult. Highway 101 creates a noticeable consistent drone, even when there is no immediate traffic noise. The Bayfront Expressway is a six lane highway and Marsh Road is a four lane road, but has six lanes at the interchange. Bayfront Park is a fairly quiet park, except in the vicinity of the methane and wastewater treatment facility on the far northeast end of the park, which has been a source of abrasive noise, according to many park users.

Highway 101 noise contours were recently mapped in the 2010 update of the Redwood City General Plan (see Figure 18). Menlo Park and Redwood City acceptable noise by land use charts are also provided. Noise will be an issue requiring future study with the addition of residential uses. A recent EIR for the Bohannon Menlo Gateway project outlined data on four noise sensors placed in areas surrounding the Haven Study Area, registering high decibel levels that will impact future site development. An extended discussion of the EIR sensors and both Menlo Park and Redwood City Noise Elements are included in the Appendix.
This section illustrates the goals and principles relevant to public and privately-owned land in the project area. A goal is a general expression of community values and, therefore, may be abstract in nature. The principles presented suggest specific ways to achieve the goal. Conceptual images are intended to help visualize how these ideas could look in the future.

**Vision for Haven Avenue**

The Bayfront Neighborhood will become known for a high degree of livability and community feel. A diverse range of uses and amenities will be accessible due to its close proximity to the Bay Trail, Bayfront Park and the waterfront. Emphasis will be placed on cohesive connectivity throughout the area, which will be attained through bicycle, public transit, and pedestrian oriented measures. A unique character and lasting identity will be achieved in the neighborhood, while allowing for reasonable accommodation of future development.
1. Bay Trail Node
Provide a place for community members and users of the Bay Trail to gather, interact, and rest. Provide support facilities for passing cyclists.

2. Pedestrian Mall
A mixed-use pedestrian mall connecting new residential development in the area will enhance public space, while increasing economic vitality.

3. Marsh Restoration & Flood Mitigation
Protect future and existing development from future flooding. A multi-use project that restores marshland and provides an engineered levee for protection as well as a foundation for the bay trail.

4. Bayfront Park Signage & Landscape
Enhance connectivity between the Bayfront Neighborhood and Bayfront Park in order to attain consistent identity throughout the area. Improve the entrance of Bayfront Park so that it becomes an attractive destination.

5. Bayfront Neighborhood Gateway
Provide an entrance to the neighborhood that is consistent with the character and history of the area while informing drivers to slow down.

6. Pedestrian Overpass
Create a pedestrian and bicycle overpass to safely link the Bayfront Neighborhood to Redwood City across Highway 101.

7. Haven Avenue Streetscape
Create pedestrian friendly infrastructure along Haven Avenue, including sidewalks and clearly marked bike lanes.

8. Redwood City Market
This area will include a local grocery store and other neighborhood services.

9. Art Wall Node
A wall between Highway 101 and the Bayfront Neighborhood can be aesthetically attractive while providing a noise barrier for the community.

Arte en la Pared
Una pared entre la autopista 101 y el vecindario de Bayfront puede ser estéticamente atractiva y al mismo tiempo proveer una barrera contra el sonido para la comunidad.

Bayfront Neighborhood Vision Plan
Visioning

Goal 1: A neighborhood identity

**Neighborhood identity is essential to creating a sense of place for residents. To achieve this goal, the City should develop a distinct neighborhood identity to make the project area a destination for residents and visitors that is closely linked to the bay and reflecting the area’s industrial past while maintaining the village character of Menlo Park.**

**Principles:**

- Brand the project area as the “Bayfront Neighborhood,” linking this section of Menlo Park to the strengths and identity of the Bay Trail and Bayfront Park. This will reduce confusion within the community (illustrated in outreach efforts) between Haven Avenue and the Belle Haven Neighborhood.

- Create gateways and signage to denote the Bayfront Neighborhood.
  - Place a gateway near the intersection of Highway 84 and Haven Avenue. This will improve neighborhood identity and reduce drivers from using Haven Avenue as a cut through to bypass traffic near Highway 101.

- Keep buildings within a human scale.
  - Building setbacks from street should be consistent along Haven Avenue.
  - Provide pedestrian oriented signage throughout project area.

- Facilitate transitions between uses through aesthetically pleasing buffers.
  - Construct buffers which should include, but are not limited to, landscaped bike ways, arbor walks, edible gardens, or open space to provide drainage in high precipitation events.
  - Wherever possible, buffers should serve as public rights of way and contribute to pedestrian circulation.
o Maintain pockets of existing industrial land uses (see Figure 3 and Chapter 2-Proposed Land Use).

- Retain zoning flexibility for light industrial land uses as commercial establishments in the project area. Industrial uses should be allowed to continue but also be allowed to be converted to commercial.
- Maintain light industrial and commercial zoning in the Redwood City section of Haven Avenue to serve as a buffer between residential areas and Highway 101.

o Provide access to nutritious and fresh food by providing community gardens as well as space for a locally serving market.

- Permitting and encouraging a market in the project area will enhance neighborhood identity, providing new residents a location closer than Marsh Manor to buy groceries. This will also provide a walkable grocery option for adjacent Redwood City neighborhoods, Menlo Gateway patrons, as well as Trailer Villa and Harbor Village Mobile Home Park residents.

o Businesses should serve local residents as well as attract adjacent residents to the Bayfront Neighborhood.

- Place daytime uses on the Menlo Park section of Haven Avenue and nighttime uses on the Redwood City section.
- Focus new development on services lacking in the surrounding area.

o Street furniture should be consistent with the character of the Bayfront Neighborhood.

- Provide benches, light fixtures, facades, and signage consistent with the village aesthetic of Menlo Park.

o Development should include art, placards, and signage linking development to the history of Menlo Park and the natural history of the bay.

- Place in public spaces and plazas within new development as well as along the Bayfront Trail.
- Beautify electrical boxes, fire hydrants, telephone poles, street lights and similar publicly-owned streetscape items with public art work.
Goal 2: A walkable community

A walkable community is not only essential in improving the mental and physical health of residents, but also lowers greenhouse gas emissions and improves the environmental health of the community. This goal promotes an active and healthy lifestyle for visitors and residents through internal and external bicycle and pedestrian accessibility.

Principles:

1. Reconstruct Haven Avenue a Complete Street that is accessible to all users, including pedestrians, bicyclists, motorists, and public transit users of all ages and abilities.
   - Improve bicycle facilities. Include bicycle racks and maps in development improvements. Denote safe linkages for bicycles to adjacent neighborhoods and other existing bicycle routes in Menlo Park.
   - Encourage public transit for regional travel. Improve local transit connections from the Bayfront Neighborhood to Caltrain stations by working with transit agencies to expand service to the Bayfront Neighborhood.
   - Provide transit stop on Haven Avenue in front of the new R-4-S zone. The stop should provide shelter from sun and rain, and include lighting, ample seating, transit schedules, and area maps.

2. Increase connectivity and accessibility for bicyclists and pedestrians between the Bay Trail, Bayfront Park, the Waterfront Community, and Menlo Park by expanding the Bay Trail.
o Emphasize walkability and linkages to Marsh Manor, Menlo Gateway, and Downtown Menlo Park.
   • Construct a pedestrian bridge over Highway 101 to link the Bayfront Neighborhood to the Friendly Acres neighborhood in Redwood City and provide greater access to Bayfront Park and the Bay Trail for Menlo Park and Redwood City residents.

o Promote a walkable mixed-use district.

   • Create a pedestrian mall coming off of Haven Avenue on the eastern side of the project area. This can connect future residential development to one another and the Bay Trail. It can also take advantage of development constraints related to the high voltage power line that traverses the project area. The area underneath the power line can be used as open space and for community gardens.

   • Maintain well landscaped and visually pleasing sidewalks along Haven Avenue and within residential developments of the project area.

   • Create smaller, pedestrian oriented blocks within the residential development area to produce a neighborhood feel. These should be oriented perpendicular to Haven Avenue, and connect to the Bay Trail. Streets located within residential developments should provide access to resident parking, emergency vehicles, while also remaining accessible to pedestrians.
**Visioning**

- Improve street infrastructure along Haven Avenue.
  - Construct a continuous sidewalk running along Haven Avenue.
  - Create new and clearly marked bike lanes along Haven Avenue and Marsh Road.
  - Place a roundabout on the bend of Haven Avenue nearest the Porsche dealership. This will serve as a traffic calming measure while maintaining space for emergency access.
  - Place sidewalk bulb outs at the intersection of Haven Avenue and Marsh Road. This could further provide traffic calming benefits.
  - Remove parking on the Menlo Park portion of Haven Avenue in order to have more room for bike lanes and sidewalk landscaping.

*Figure 25: Roundabout (Source: Connecticut Department of Transportation)*

*Figure 26: Haven Avenue cross section.*
Goal 3: A variety of high density housing types for all income groups and needs

To be consistent with the goals of the California Housing and Community Development Department, the City must contain housing for residents of all socio-economic backgrounds. Because a section of the site falls within the Affordable Housing Overlay Zone, the residential developments must also include affordable housing units.

Principles:

- Encourage developers to provide an adequate supply of affordable housing.
  - Incentivize with programs such as height and density bonuses to encourage ample affordable housing.

- Provide views to the street front from housing developments to foster neighborhood vigilance and camaraderie.
  - Encourage development within neighborhood to lead to 24 hours of activity to keep an adequate level of eyes on the street. Both daytime and evening uses should be promoted.
Visioning

Goal 4: Enhanced social capital through public space

Public spaces are essential in neighborhoods. They provide areas for residents and visitors to meet, interact, and build relationships.

**Principles:**

- Provide public places for residents of the project area and surrounding areas to gather and interact.
  - Assure public space serves a diverse community of all ages, incomes and backgrounds by offering multiple uses.
  - Provide recreational opportunities for residents which include dog friendly facilities - create a dog park possibly named “Menlo Bark.”
  - Provide spaces for community events.

- Design public spaces to encourage an active lifestyle.
  - Encourage outdoor space and facilities.

- Emphasize a public node along the Bay Trail.
  - Construct a public plaza where the Bay Trail meets residential development.
  - Encourage social interaction by placing a business which serves residents and bay trail users adjacent to the public plaza. Services can include a coffee shop, restaurant, or a bicycle shop.
  - Provide restrooms, water fountains, and a bicycle repair station for Bay Trail users.
  - Enhance the community feel of the public node by including public art and signage.

Figure 27: Sample of Bay Trail and potential development.
- Provide views to the bayfront where possible.
  - Design streets and buildings to utilize this natural resource.

- Enhance the entrance of Bayfront Park through signage.
  - Display Bayfront Park prominently. The park is an asset in Menlo Park that should be easily identified, and will enhance the Bayfront Neighborhood due to proximity.

- Maintain well landscaped sidewalks and greenery.
Visioning

Goal 5: A safe community protected from natural hazards

To ensure a safe community, it is important to plan development that is protected from natural hazards to minimize the risk of personal injury and property damage. Because flooding is a major issue in the area, mitigation measures must be included.

Principles:

- Strengthen protection from flooding by restoring natural habitat and enhance the viewshed and public connections to open space.
  - Engage the Bay Conservation and Development Commission (BCDC) in marsh restoration strategies for the salt ponds north of the project area (adjacent to Bayfront Park).
- Utilize drought tolerant or native landscaping when possible in development.
  - Select trees and landscape material that are salt tolerant, drought resistant and hardy in wind conditions.
  - Place street trees approximately every 25ft (depending on variety) along any newly created Haven Avenue sidewalks.

Figure 29: Potential for marsh restoration.
- Construct an engineered levee system and restore wetlands as a means of flood protection and ecological health. This can be incorporated into the design of the Bay Trail extension on the northern border of the project area.

  - Consult with agencies such as BCDC and ABAG (Association of Bay Area Governments) in order to take a regional approach to this issue.

Figure 30: Levee system to protect residents and property along the bayshore. Could be combined with marsh restoration to dissipate wave energy and also be used as a foundation for the bay trail.
Visioning

- Assure public facilities take measures for minimizing runoff and capturing rainwater.
  - Encourage rainwater harvesting barrels or permeable pavement as two potential measures to mitigate runoff.

- Denote evacuation routes and community centers with signage throughout the neighborhood.
  - Ensure easy access to central medical facilities and public services in Menlo Park and Redwood City.
  - Create pedestrian bridge over Highway 101 as an additional evacuation route.

- Construct a landscaped sound-wall located on the south side of the project area along Highway 101 to mitigate noise in the study area. This provides a space for public art, enhancing public awareness and identity for the Bayfront Neighborhood.

- Minimize the area of exposed paved surfaces wherever possible.
  - Encourage green roofs in new developments.
  - Maintain a robust tree canopy on the streetscape.

- Construct residential structures to seismic standards above the current level of life safety, to ensure their use after an earthquake, preventing the need to for large amounts of emergency housing following an earthquake.
  - Address liquefaction and geotechnical properties of the site.
Demographics

According to the 2010 U.S. Census, Menlo Park has a population of 32,026 residents. Figure A-1 illustrates the population breakdown in Menlo Park by age and sex, according to the 2010 U.S. Census.

As shown in Figure A1-1, there is an equal distribution of male and female residents, with a large amount of people between the ages of 30 and 59. This population breakdown indicates the identity of Menlo Park.

Table 1 shows the racial breakdown within the City. As illustrated in the table, almost all residents are one race, with a majority (70.2%) of White residents. The second largest race in the City is Asian (9.9%), followed by other races not indicated (8.7%) and Black or African American (4.8%). Table 2 indicates the Hispanic or Latino breakdown of residents in Menlo Park. According to the 2010 Census, roughly 18% of residents in the City are Hispanic or Latino.

Table 3 displays housing characteristics in Menlo Park according to the 2010 Census. California’s Department of Housing and Community Development (HCD) states a desired vacancy rate of 5%, which is approximately the rate for vacant housing units in Menlo Park. There is a slight majority of home owners rather than renters (56.1%), but this difference is not significant.
Facebook

The Facebook Project includes two sites: East Campus and West Campus. The East Campus entitlements were approved by the City Council in May and June of 2012, and the West Campus is currently in the process of receiving permit approvals. The 56.9 acre East Campus is located at 1 Hacker Way and consists of nine buildings, which take up approximately 1,035,840 square feet. As part of the project approvals in May and June, Facebook has implemented a vehicular trip cap, which allows approximately 6,600 employees to occupy the East Campus.

On March 26, 2013, the City Council approved all requested land use entitlements and agreements for the Facebook West Campus Project. The 22 acre site is located at the intersection of Willow Road and Bayfront Expressway. The site is currently addressed 312 and 313 Constitution Drive, with the anticipation that the address will be updated in the near future to better reflect the location of the project site. This second phase of the Project proposes demolition of the existing two buildings and associated site improvements. Subsequently, the applicant seeks to construct an approximately 433,555 square foot building above surface parking that would include approximately 1,499 parking spaces. The proposed project is consistent with the M-2 (General Industrial District) zone requirements, except for the height of the structure and the proposed lot coverage, which would exceed the maximums applicable to height and lot coverage in the M-2 zone.

Open Space and Conservation Element

The Open Space/Conservation Element of Menlo Park was updated and adopted on May 21, 2013. Open space, as delineated by the element, serves six major functions: 1) public recreation, 2) enjoyment of scenic beauty, 3) conservation or use of natural resources, 4) managed resource production, 5) public safety, and 6) structuring urban growth. An inventory of existing open space is included along with descriptions of the land’s main uses, extent of public access, and extent of control by the City. The element states that most open space will be managed by public entities, but can be provided on private property as it may serve the function of wildlife habitat, water areas, and flood control. Public access may not be compatible with these functions.

Goals and policies for open space and conservation specifically states that biking paths should be developed to be consistent with the recommendations of the proposed bikeway system. Additionally, policy explicitly states public access to the bay for scenic enjoyment of the open water, the sloughs, and the marshes should be provided.
Air Quality

Table 4 identifies the national and state ambient air quality standards for relevant air pollutants along with the ambient pollutant concentrations that have been measured at the Redwood City monitoring station, which is less than 1 mile from the project site, through the period of 2006 to 2008. Measurements over the past three years indicate that State standards for ozone were not exceeded. Particulate air quality is a moderate problem in the South Bay. There were two violations of the State 24-hour standard in 2006, and one in 2007 at Redwood City. Carbon monoxide, a product of incomplete combustion, was formerly a problem for the South Bay, but with improved motor vehicles and fuels, air quality at Redwood City and the project site easily meets State and federal standards.

Table 4: Air Quality Standards

<table>
<thead>
<tr>
<th>Air Pollutants Monitored at San Mateo County Monitoring Stations</th>
<th>Year</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
</tr>
<tr>
<td><strong>Ozone</strong></td>
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</tr>
<tr>
<td>Maximum 1-hour concentration measured</td>
<td>0.085 ppm</td>
<td>0.077 ppm</td>
<td>0.082 ppm</td>
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<tr>
<td>Days exceeding State 0.09 ppm 1-hour standard</td>
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<td></td>
</tr>
<tr>
<td>Maximum 8-hour concentration measured</td>
<td>0.063 ppm</td>
<td>0.070 ppm</td>
<td>0.069 ppm</td>
</tr>
<tr>
<td>Days exceeding national 0.08 ppm 8-hour standard</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Days exceeding State 0.07 ppm 8-hour standard</td>
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<td></td>
</tr>
<tr>
<td><strong>Respirable Particulate Matter (PM2.5)</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Maximum 24-hour concentration measured (national)</td>
<td>66 µg/m³</td>
<td>52 µg/m³</td>
<td>38 µg/m³</td>
</tr>
<tr>
<td>No. of days exceeding national 150 µg/m³ 24-hour standard</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Days exceeding State 50 µg/m³ 24-hour standard</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fine Particulate Matter (PM10)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum 24-hour concentration measured</td>
<td>75 µg/m³</td>
<td>45 µg/m³</td>
<td>28 µg/m³</td>
</tr>
<tr>
<td>No. of days exceeding national 65 µg/m³ 24-hour standard</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Carbon Monoxide (CO)</strong></td>
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<tr>
<td>Maximum 8-hour concentration measured</td>
<td>2.44 ppm</td>
<td>2.33 ppm</td>
<td>2.33 ppm</td>
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<tr>
<td>Number of days exceeding national and State 9.0 ppm 8-hour standard</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Nitrogen Dioxide (NO₂)</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Maximum 1-hour concentration measured</td>
<td>0.069 ppm</td>
<td>0.057 ppm</td>
<td>0.069 ppm</td>
</tr>
<tr>
<td>Days exceeding State 0.25 ppm 1-hour standard</td>
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</tr>
</tbody>
</table>


Notes:
1. ppm = parts by volume per million of air.
2. µg/m³ = micrograms per cubic meter.
Noise

The Menlo Park Noise Element (2013)

The Noise Element recognizes that Highway 101 represents the greatest noise generator of continuous high noise levels for the City. It states that residents along the corridor are exposed to decibel levels up to 80dBA, which is 20dBA higher than the recommended level for residents. The City suggests a noise barrier wall and housing construction/retrofit methods to limit the noise inside the home. The project site likely has a range of conditionally acceptable to clearly unacceptable noise levels for residential use.

The Redwood City Noise Element (2010)

The Redwood City Noise Element is similar to Menlo Park’s Noise Element with greater data and stratification. Redwood City has a very similar acceptable noise levels chart by use (see Figure 18 on pg. 14). The figure also shows Redwood City’s 2010 existing noise contour map (Figure 18) as well as a 2030 expected noise contour map, which was similar and nearly identical in the project site. The contour map does not cover the entire site area, however the contours can be assumed to be continuous along the Highway 101 corridor. It is important to note that Marsh St. was not included in the noise contour map.

EIR: Bohannon Menlo Gateway (2005)

As part of the EIR, four sensors were placed around the Bohannon Menlo Gateway Project. Figure A1-2 shows the location of the sensors and the average and maximum noise levels. Sensor 1 was placed 260 feet from Bayfront Expressway, and Sensor 4 was placed along Marsh Road and Page Street. The document does not indicate how far Sensor 2 was from Highway 101.
COMMUNITY OUTREACH

I. FACEBOOK

The first event in the outreach process was held at the main campus of the largest social media website in the world, Facebook, on April 19, 2013. The Facebook Campus is located in the South San Francisco Bay in the City of Menlo Park adjacent to the Bayfront Highway and minutes away from the West Haven Waterfront project site. The Campus is expected to build additional facilities across the street from its main campus in the near future. The additional space will increase Facebook’s employee base and prompt the need to mitigate traffic congestion and provide housing for additional employees. Because of this expansion, Facebook is one of the main stakeholders in the vision process for the West Haven Waterfront Plan.

For the outreach, a team of Cal Poly City and Regional Planning Masters students visited the Facebook Campus to speak with employees and tour the facility. The students set up a booth in the middle of the Campus with maps of the project area during lunch hours. The students then engaged in conversation with employees, and surveyed them concerning the project area located nearby. After interviewing employees, the students were given a tour of the Campus’ dining facilities and were later briefed on the upcoming campus expansion.

During the surveying and interviews, it was found that the majority of the employees resided in San Francisco (10), and only 1 person from both Menlo Park and Redwood City was able to respond. However, many of the respondents said that they used local recreational facilities, such as Bayfront Park (39%) and the Bay Trail (63%), thus were partially familiar with the surrounding area. However, most of the respondents (73%) were unfamiliar with the project site and didn’t know it existed. 4 out of the 6 respondents who were familiar with the site only used it to “pass through” or “bypass Highway 101.” When asked what they liked about the area, most respondents noted the views and outdoor space, as well as the proximity to their campus to use as an access point. When asked about future uses they would like to see in the area, 12 people responded that they would like to see more parks and recreation facilities. The next most common answer was residential and “other”, with 9 respondents. Specifically, the “other” uses that were mentioned included: coffee and bagel shops, restaurants, grocery stores, food trucks, retail, farmers markets, and other “safe and clean” uses. Respondents also noted that they would mostly like restaurants, bars, coffee shops, and grocery stores within walking distance, if they were to live in the area.

![Facebook East Campus](image)

![Facebook Outreach Station](image)

![Facebook Campus](image)

![Graph](image)
When asked if they would use the bike trail more often if it was extended through the area, 18 out of 22 who responded said that they would. In fact, access seemed to be a major theme throughout the surveys, and many respondents said that they would bike to work if they were to live in the area, as opposed to driving in their private car or taking the Facebook shuttle.

A few of the suggestions that were written on the project area maps included shopping areas, restaurants, improved parking, more nightlife, parks, a health club, and bayfront access. One employee liked the idea of having an area that resembles Santana Row in San Jose. Many of the employees wanted more access to the bayfront, as well as a mix of uses (retail, residential, open space) scattered throughout the project area.
On April 20, 2013 from 11am to 1pm, graduate students from the California Polytechnic State University, San Luis Obispo’s City and Regional Planning Program conducted outreach in Bayfront Park and Burgess Park in the City of Menlo Park. The objective of the outreach was to gather input from residents of both Menlo Park and Redwood City in order to create a community vision for the West Haven Waterfront Plan area. Surveys were conducted to gather resident input and general comments regarding the plan area. In total, 26 surveys were collected at both locations. The following is a selection of key data collected through the survey process:

The general verbal input from survey respondents at both locations was that they were unfamiliar with the project area and/or had never visited the site. Menlo Park residents said that they valued the following about their city: safety, cleanliness, number of amenities such as parks, and proximity to schools. The residents wanted the following changes to occur in the West Haven Waterfront Plan area: safety, walkability, transit stops, and beautification of the bike trail. Some of the other desired uses that were mentioned were mixed-use, businesses, retail, and nightlife. Respondents commented that it would make it easier for them to walk or bike to the plan area if the following occurred: more lighting, increased safety, and the addition of an overpass that was bike/pedestrian friendly.
III. COMMUNITY PICNIC & CINCO DE MAYO CELEBRATION

A community picnic at the Belle Haven Community Center was held to get feedback on preliminary plan ideas for the plan area on May 3rd at noon. The picnic was held adjacent to a concurrent Cinco de Mayo celebration, in an additional structure at the Community Center. Unfortunately, turnout specific for this Community Picnic was not high. Nonetheless, valuable input was received from several residents including a local business owner, a community activist, and a local family.

As the Cinco de Mayo celebration ended, participants at the event were asked to provide feedback on their way out. Some members were generous with their time, while others provided very brief general feedback. A majority of the public participation from the Cinco de Mayo event were Spanish speaking. Spanish speaking students approached participants to administer a brief survey gauging attitudes and familiarity with their home area, the study area, and Bayfront Park. A majority of respondents were senior citizens whom were brought over to the Belle Haven Community Center for this celebration.

A majority of respondents at the Cinco de Mayo celebration were residents of East Palo Alto. Only three of the fifteen respondents lived in Menlo Park. An analysis of the short survey shows that half those questioned were not familiar with the area where the proposed plans are located. Most also do not use Bayfront Park. Those who are familiar with the plan area have been to the area to either check out what is there or have passed through to get to the freeway. Responses were greatly varied when it came to what would like to be seen in the plan area, but overall there was a general consensus there should be some type of change. A couple responses focused on public serving facilities such as a park or a community garden. Some stated there should be facilities catered to specific groups that feel underserved in Menlo Park such as children, seniors, and low-income residents. There also was interest in the construction of an entertainment destination, for example a movie theater.

Each of the three groups received general and specific feedback for the project area and their proposed plans. Refreshments were provided and a number of informal conversations about the site and Menlo Park as a whole were discussed. As a whole the public engaged at the event were likely not future residents of the new housing zone, but may interact with the area through its connection to Bayfront Park, or if the study area brings in amenities not provided elsewhere in Menlo Park.

Some specific feedback included:
- Consideration of displaced jobs due to proposed new housing zone
- Consideration of displacing neighboring jobs adjacent to new housing zone. Higher rents, or targeted for future non industrial uses.
- Desire for a plaza/walkable space.
- Desire for a movie complex. (no theatre in Menlo Park)
- Generally in favor of bay trail, pedestrian bridge, and public space.
IV. KITE DAY

The last community outreach event was held at Bedwell-Bayfront Park during Kite Day on Saturday, May 4th. Kite day is a free, annual community fair held by the City’s Community Services Department. Families bring or buy a kite to fly on the windy central hill in the park. The outreach team set up a booth, providing shade, refreshments, and large display posters that detailed each teams’ conceptual diagram. Visitors to the booth were asked to give opinions on the plan area in its current condition, ideas for what they would like to see in the area, and feedback the students’ preliminary ideas for the vision plan. Participants were given red and green “dot” stickers to indicate ideas that they liked or did not like. Pens were also provided to participants for writing ideas directly on the posters. Feedback ranged from long conversations between students and residents about many aspects of the conceptual diagrams, to short, general notions of the area.
Poster comments:

What would draw you to the area?

• Amusement parks
• Safety for residents
• More parks and open space
• Pedestrian walkways
• Market
• Connectivity
• Playground
• New school, and Preschool
• Activities for kids
• Larger open space corridors
• Children’s facilities
• Pre School
• Not large single story structures break it up with paths and varying heights/fronts
• Kids Park
• Children’s playground
• Preschool
• Pedestrian activity
• Bike path and pedestrian bridge
• Connect to Redwood City community
• Create variety

Green Stickers:

1 Increase economic activity within area
1 Improve walkability, connectivity, and access to Bayfront Park
1 Improving Bayfront Park entrance
1 Mixed-use pedestrian mall
1 Local grocery store and other neighborhood services
2 Develop complementary uses and amenities
2 Bay Trail improvements and public art
3 Pedestrian bridge to connect project area across 101

Red Stickers:
1 Bayfront Expressway experiences congestion towards Willow Road

General Comments:

• Smelly location (salt pond and marsh in summer)
• People travel through the area to get to work
• South of project area is a nice neighborhood but not well connected to project area or DT Menlo Park
• RWC bike trail -not many places to cross R&R
• Also bad beyond FB to Dumbarton bridge
• What impact would it have to local schools?
• Difficult roadway crossings
• Bad traffic towards Willow Road
• Who will it cater to?
• Flooding concerns
• Take advantage of surrounding area features
• Don’t incorporate with East Menlo Park (belle haven neighborhood)

Figure A2-7: Community feedback at Kite Day.
This event was well-attended, and several key findings resulted from the effort. One of the most repeatedly heard comments was that the Bay Trail should be continued throughout the project site, and beyond. Bayfront Park and the project site are isolated from the rest of the City, and could use better signage to denote their presence. Many residents would welcome bike and pedestrian improvements to these roadways, which are currently difficult to cross. Bicyclists also mentioned that a pedestrian bridge across Highway 101 would be extremely useful in terms of connectivity. Overall many felt that the area was congested and did not take enough advantage of its surrounding areas.

Visitors also made it clear that the neighborhood in the project area should provide an array of amenities to both residents of the neighborhood and the public. There were comments regarding a variety of activities and services, including open space, markets, restaurants, walking trails, and facilities for children. Such amenities could increase economic activity as well as pedestrian activity. Citizens also wanted to see safety measures taken throughout the project area. Some brought up the issue of school overcrowding, but given the target market for the residential units this will most likely be a nonissue.

Another key finding from numerous residents had to do with affordable housing in the City and project area. Some expressed concern about themselves and people they know no longer being able to afford housing in Menlo Park, and anticipate this trend to grow with Facebook's presence. They were glad to hear that one of the developers planned on including 15% of the units as lower-income, but were concerned about gentrification throughout the City in general.

Based on this feedback, our teams focused efforts toward connectivity and accessibility for pedestrian and bicycles, and providing a range of amenities for both residents and the public. All teams already had some form of a Bay Trail connection and pedestrian bridge over Highway 101 in mind, so these ideas were reinforced. It was concluded that many felt that the area lacked a neighborhood feel or sense of character, and should better attempt to attract visitors through public spaces. To address the affordable housing issue, we can encourage future development to continue to offer a variety of housing types.

Figure A2-8: Setting up for Kite Day outreach.
VI. TEAM PLANS

Figure A2-9: Plan 1 poster with comments.

Figure A2-10: Plan 2 poster with comments.

Figure A2-11: Plan 3 poster with comments.