

December 2015

Project 2021 Briefing Document

Foster City at 50 Years: Identifying a Short-Term Framework to Create a Sustainable Model for the City as a Leading Business Center and Place to Live

Introduction

This Project 2021 Briefing Document (“Briefing Document”) has been prepared at the request of the Foster City Chamber of Commerce (the “Chamber”) to demonstrate the foundation for why the City of Foster City (the “City”) should consider all of the following:

- (1) Consolidate the needs of the City’s stakeholders (i.e., residents, citizen advisory committees, service organizations, houses of worship, Chamber of Commerce, and businesses and partners across industry and type, including but not limited to property management, real estate developers, retail/service providers, homeowners associations, the school district, and regional agencies, etc.) using existing documents and public dialogue that has taken place over the past several years;
- (2) Communicate a concise vision statement that synthesizes the input from the various visioning processes that have already taken place and reflects how the City will maintain its enviable position as a leading municipality in the center of Silicon Valley;
- (3) Develop a proactive operational plan to realize the defined vision; and
- (4) Implement the plan outlining discrete action items, roles and responsibilities and schedule/timelines.

In order for the reader to understand the value of this Briefing Document, it is critical to know and appreciate what the Briefing Document is intended to be and what it is not intended to be. The Chamber and the authors did not predetermine any conclusions or opinions about the current or future state of the City. The authors have taken considerable efforts to maintain an impartiality in their investigation and opinions expressed. The authors do not propose solutions to any particular challenge facing the City, but rather offers a framework or roadmap for the City to cultivate a sustainable model that will carry the City into the future and ensure the effectiveness and availability of City services, promote the City as a leading business center and maintain the highly-valued quality of life for its residents.

This effort is intended to represent the voice of Foster City businesses. Every business license holder in the City was contacted and provided an opportunity to participate in this process, either by way of an online survey or through an interview, focus group, or Business Leadership Council participation. As described in detail below, the stakeholder outreach process was designed and implemented to capture the views of a range of business types and industries, including individuals representing commercial real estate brokerage, residential and retail development, retail and service businesses, and technology and biotechnology sectors. Aside from a sampling of residents currently serving on the City’s citizen advisory committees, the stakeholders engaged in this process do not directly account for Foster City resident interests. Thus, the term “stakeholder” as used throughout this Briefing Document refers to all of the businesses as represented by each of the business types and industries that provided input.

Background

The City has in recent years, identified various goals and priorities to address the critical need for long-term economic prosperity, social equity and ecological health. In furtherance of these goals and priorities, the City has prepared land use, sustainability and economic development plans that seek to maintain the City as a vibrant place to work and live. From its inception, the City has optimized its circulation system, managed to achieve a healthy jobs-housing balance, built solid neighborhoods and used an innovative financing technique to pay its way for growth.

Today, the City is faced with a pressing need to adapt its 20th century planning to a 21st century environment and economy. In part, the need for additional planning stems from the fact that key aspects of the original master plan that has guided the development and growth of the City have been fully implemented and do not provide enough flexibility or the mechanisms to adapt to the continuing changes that are projected to occur in the short and long term. The City is also currently experiencing unprecedented job growth, a shortage of diverse housing opportunities, minimal growth in the retail sector, regional traffic congestion, moderate population growth and continued overcrowding of schools.

Within this context and building upon the work that the City has already completed, this Briefing Document provides the framework and certain recommendations for short term actionable and substantive strategies that will allow the City to rise to the challenges of the 21st century. The strategies recommended herein were formulated by the authors based on the direct inputs provided by business stakeholders. Under new City leadership and with the recent passage of a school district bond measure, the City is well-poised and has a tremendous opportunity to achieve a vision for the future that maintains the highly-valued quality of life for its residents and facilitates a stronger and more vital quality of place for the business community.

Business Stakeholder Outreach and City Diligence

Issues Facing the City: Summary of Stakeholder Process and Feedback

In an effort to capture a real-time, business-focused, community view of the current issues that are facing the City, a stakeholder process was undertaken by the authors with the goal of obtaining feedback from a range of stakeholders including but not limited to small businesses, large employers, residential and commercial developers, resident City Advisory Committee members, and non-profit organizations. The stakeholder process was comprised of two phases.

First, an online survey was sent to over 700 businesses to broadly gauge the business community's level of satisfaction with the quality of place in the City, as well as to identify the primary issues the community would like to see addressed, and elicit further participation in the stakeholder process. This initial group of stakeholders included all City business license holders with commercial (non-residential) addresses in the City. The online survey was developed on SurveyMonkey.com, an online survey development, cloud-based company. The survey was comprised of five multiple choice and ranking choice questions. The survey questions and results from 118 respondents were as follows:

SURVEY RESULTS

1. Live and/or Work:

- Both Live and Work 42.50%
- Work Only 35.00%
- Live Only 11.67%
- Neither 10.83%

2. Satisfaction with the Overall Quality of Life/Experience:

- Very Satisfied 46.15%
- Somewhat Satisfied 35.04%
- Neutral 9.40%
- Somewhat Dissatisfied 9.40%
- Very Dissatisfied 0.00%

3. Top 5 Goals Businesses Believe Should be Prioritized by City Leaders:

- Community Character/Quality of Place
- Smart Growth/Transportation
- Sustainability/Economic Development
- Access to and Diversity of Shopping/Dining Options
- Public Safety/Emergency Preparedness/Resource Availability

4. Top 5 Challenges Businesses Believe are Facing the City:

- Availability and Diversity of Housing
- Smart Growth/Transportation
- Access to Education
- Sustainability/Economic Development
- Access to and Diversity of Shopping/Dining

5. Interest in Receiving More Information/Participating:

- Yes 60.23%
- No 39.77%

Second, between August and October 2015, individual telephone interviews and in-person and telephonic focus group discussions were conducted with over 30 businesses based on the interest expressed in response to the online survey and as part of a targeted outreach effort designed to capture a range of business interests, from independent/sole proprietors on through to the City’s largest employers. Also interviewed were members of Citizen Advisory Committees and for a regional perspective, interested agencies including the San Mateo County Board of Supervisors and the San Mateo Foster City School District. Additionally, four group discussions were facilitated: (1) the Business Leadership Council (comprised of the Top 25 sales tax generators and Top 25 companies by number of employees on August 14, 2015; (2) small business owners on September 2, 2015; (3) members of Foster City Citizen Advisory Committees on September 2, 2015; and (4) the Chamber Board of Directors on September 9, 2015.

Interview Questions Posed¹

- Do you have a positive, neutral or negative opinion about the existing conditions of, and the quality of life in, Foster City? What issues impacting the City are the most important to you: housing, jobs, schools, traffic, infrastructure, environment, sea level rise, etc.?

¹ Note that in some instances, not all of the questions were posed due to time constraints or lack of interest in a particular area.

Project 2021 Briefing Document

- What would you like to see as the future for Foster City? What do you believe are the most critical elements or components of a desirable city and community? Hypothetically, if you had the power to make all of the decisions on behalf of the City for a day, what are a few of the changes or decisions you would make? Are there any examples of current issues that you can think of that demonstrate a need for change?
- How would you rate the functionality of City government today in terms of leadership, decision-making, and providing public services: excellent, good, fair, poor, etc.? Are there certain areas that are of the greatest concern to you? In what ways do you think City government can it be improved?
- The City faces the challenge of how to balance the goals of economic development and sustainable growth with the community's desire to maintain the quality of life. Can you share your thoughts on how this can be accomplished? Do you think these are compatible goals, and does the fact that the City has finite resources affect your opinion?
- The City is almost entirely built out/developed. San Mateo County has added 81,000 new jobs but only 5,000 new housing units. Do you think the City should try to accommodate future growth or limit future development? If you think the City should encourage or accommodate residential growth, where do you think additional (multi-family, affordable, senior, work force) housing opportunities should be sited? Do you think it is important to accommodate growth away from established residential neighborhoods? Closer to employment centers? Vintage Park, Chess, and Lincoln areas? Where should new retail businesses be located?
- People working in Foster City and earning minimum or close to minimum wage cannot afford to live here - do you think that is a problem? - If yes, what should the City do, if anything, to fix that problem?
- Foster City is thinking about imposing an impact fee on the development of new housing and new commercial space - do you think that is a good idea? Why or why not?
- Foster City schools are overcrowded. What do you think is the solution? Do you have any thoughts on how the City should work with the local school district to support innovative programming and address the challenge of a growing student population?
- Are you in support of the \$148 million bond measure proposed by the San Mateo Foster City School Board to address school overcrowding? Why or why not?
- How would you increase or encourage the use of Foster City retail and service oriented businesses by both those who work and live here? Do you think Foster City's retail and services sector adequately meets the needs of the City including both its residents and businesses and if not, what should be done to improve it? Do you think Foster City should be actively soliciting new businesses to come to Foster City? If yes, what types of businesses and what do you think the City should be doing? - If not, why not?
- What would you envision as possible solutions or alternatives for Charter Square Shopping Center and Edgewater Shopping Center, given that the City faces the challenge of balancing the interests of commercial property owners and the interests of the community.

Project 2021 Briefing Document

- What is your impression of the City’s attitude toward businesses? Does the City unduly regulate businesses? If yes, in what way? Do you believe certain types of businesses singled out? Do you think the city should try to attract new businesses and grow existing businesses? How can the relationship between City government and businesses be improved?
- Are you familiar with the Economic Development Plan that was unanimously approved by the City Council in 2014? If yes, do you think the City should proceed with its implementation or how would you change it and why?
- The City is working with FEMA on issues relating to the City’s levees. Do you have any thoughts on how necessary levee improvements should be financed? What do you think should be done today to deal with future levee issues that will likely arise with rising sea level?
- Redwood City has a wastewater treatment plant in Redwood Shores. If Redwood City is open to allowing Foster City to utilize a grey water supply for irrigation purposes, should the City spend City funds to build the necessary infrastructure to facilitate service to the City? Should this be a priority?
- On a regional level, traffic is a very big issue – Do you have any thoughts on how the City should work on a regional level, to address traffic congestion and accommodate the booming regional economy?
- Should the City take the lead on or participate more fully in existing regional programs to encourage a more strategic approach to addressing larger Bay Area issues such as economic development, traffic congestion, affordable housing, water conservation/recycling, workforce development? What should the City do to be proactive in this regard?
- What are Foster City’s strengths and weaknesses and how do surrounding cities impact them? How can the City, which sits at the crossroads of the Peninsula, take a greater leadership role in encouraging and implementing more regional solutions to the difficult issues of economic development, traffic congestion, affordable housing, water conservation/recycling and workforce development?

Summary of Interview and Focus Group Responses²

1. Quality of Life and Quality of Place. An overwhelming majority of residents and business interests participating in the stakeholder outreach process expressed having a positive opinion about the existing conditions of, and the quality of life/quality of place in the City. While a handful of stakeholder respondents indicated a neutral opinion, none of the stakeholders expressed a negative opinion. Nonetheless, most of the respondents qualified their positive opinions with remarks regarding concerns relating to traffic congestions, a lack of retail and service options, a lack of housing availability, and/or inadequate capacity for students at local schools.
2. Future of the City. In terms of the City’s future, many stakeholders indicated a strong desire to improve and clean up or redevelop existing shopping centers and simultaneously address the need for more housing with better mixed use projects that include more retail and service options. Again,

² Direct quotes are provided for specific topic areas.

traffic and housing emerged as primary concerns. Related opinions ranged from a desire to stop further development (either temporarily or permanently) to suggestions to increase permitted residential densities in areas throughout the City. There were also comments that the City should focus on promoting more diverse businesses and destination points within the City in order to alleviate traffic. While potential solutions varied, most stakeholders emphasized repeatedly the need for the City to proactively act now in order to develop a strategy to mitigate traffic, accommodate changing housing needs and trends, and create a vital place for people to live and work. The feedback received indicates a desire to revitalize existing retail and residential sites in the immediate, short term.

3. **Government Functionality.** Stakeholder opinions regarding the functionality of City government and its leadership, decision-making process and provision of public services was somewhat evenly distributed among ratings of good, fair, poor and no answer. Nearly one-half of the stakeholders interviewed expressed some level of dissatisfaction with the governance of the City and generally identified the following areas for improvement: (1) create better channels of communication between the city council and the community as well as community involvement; (2) build city council support for planning staff and educate staff on practical realities of business; (3) improve timing for permit processing; and (4) relay a unified voice of the City Council through the City Manager. The specific comments received on the topic of confidence in City leadership reflect a perception that the City Council suffers from a pattern of reactionary rather than proactive decision-making:

“Not a lot of interaction or proactive engagement from City leaders. The City Manager should be able to vocalize what the City Council wants and needs and he is not able to do that.”

“City Council lacks leadership and has become contentious and too personal. People don’t know who the leaders are and whether they are really educated on the issues involved or pushing their own opinion.”

“There is no harmony on the City Council and this sets a chilling tone rather than a tone for cooperation, communication and collaboration.”

“Staff is hardworking but are not empowered or supported by the City Council. They live in fear of a council that is meddlesome. There is a lack of teamwork.”

“There needs to be a predictable transparent process. Businesses need to know what to expect and that things will be handled fairly.”

“The process is very poor when it comes to permitting procedures for commercial and retail business. The City should determine a permit streamlining process.”

“There is a disconnect between how the planning process is handled and what is needed in the real world. The system is behind.”

Despite this discouraging view of the scope of challenges that the City Council faces, most of the stakeholders believed that the November 2015 election would result in changes necessary for a more cohesive City Council. Furthermore, many stakeholders viewed this potential turnover as an opportunity for new leadership to engage the community in the creation of a deliberate plan that will shape the City’s future.

4. Compatibility of Community Goals. A vast majority of stakeholders believe that the goals of economic development, growth and maintaining the highly-valued quality of life in the City are compatible goals that can be achieved concurrently. Recognizing that achieving all such goals is not an easy task, suggestions from the stakeholders on how to accomplish this task were highly varied. Nonetheless, a common thread emerged in that the solution must begin with strong leadership that listen to and balance the needs of businesses as well as residents; as opposed to simply focusing on residents who vote.

“The leadership of Foster City sit in an ivory tower and has no real understanding of how to manage development. They let the NIMBYs dictate policy which creates conflicting priorities, less well thought out planning and creates an environment where institutional capital and quality firms do not want to do business.”

“The City leaders need to become educated on what needs are out there. Be truthful and honest about the realities, and open lines of communication to develop a broader perspective.”

“It is important to understand the significance of retaining large businesses/employers and give them a reason to stay by providing their employees with what they need—places to go for lunch and after work. Make it a cool place to be first and then develop more housing.”

“Leaders have no choice but to consider balanced growth and think this through. Status quo is no longer an option.”

5. Lack of Housing Opportunities. The problem of inequality between jobs creation and housing is not unique to the City and while many stakeholder respondents believe the City should try to accommodate future growth through the development of additional housing opportunities as job creation continues at a rapid pace, others believe employees seeking affordable housing options should commute from elsewhere, generally attributing the infeasibility of further residential growth on a limited infrastructure system. Employers expressed concerns relating to the effects that the lack of preferred housing types (i.e., multifamily housing) and lack of retail and service businesses have on their ability to attract and retain high quality candidates.

Some specific suggestions for creating more infill housing opportunities include: (1) updating existing strip malls for mixed-use projects, (2) increasing densities to allow the conversion of any existing 2-3 story apartment buildings to 4-6 story buildings, (3) permitting the construction of smaller or accessory dwelling units, (4) exploring campus living options for large employment centers and (5) requiring developers to pay to upgrade existing infrastructure. The issue of housing affordability is largely viewed as a regional, market-dictated issue that the City cannot, in isolation, resolve.

Several stakeholders noted the relationship between traffic and housing and suggested that a possible solution lies in achieving a better east to west travel corridor so that additional affordable housing can be sited in the eastern portion of the City. A few long-term proposals offered by the stakeholders were (1) extending rail service from the Central Valley to the Mid-Peninsula, Antioch and Dublin and (2) creating a new west hub and extending Bay Area Rapid Transit (“BART”) from Hayward across the bay, along Highway 92. Specific thoughts and potential solutions relating to the lack of housing opportunities included the following:

“Create more housing for employees to alleviate traffic issues.”

“Find older buildings and underutilized sites for redevelopment. Be creative and consider smaller units and other solutions.”

“The City is contributing to the housing crisis by bringing in more office and commercial development without building enough new housing. We want more school facilities but have nowhere for teachers to live.”

“Find the sites that could work for housing, e.g., golf course sites, and reconsider the number of parks that could be used for housing sites.”

“Work on rezoning and increasing density along Foster City Boulevard and Chess Drive.”

“Take a closer look at granny units and have a simple process to encourage and allow people to build these.”

6. **Impact Fees.** In terms of whether the City should impose an impact fee on the development of any new housing and/or new commercial space, in general terms, the majority view is that any fees should be imposed with consideration for and input from all the stakeholders and in a manner that fairly and equitably allocates the burden. Specifically with regard to commercial development, stakeholders expressed concern that any new or additional fees should not hinder the ability of the City to attract and retain much-needed retail businesses. In other words, stakeholders seem to view the need for retail businesses as a higher priority than the generation of affordable housing. In addition, stakeholders generally do not believe commercial or retail uses should be made subject to proposed impact fees based on the distinction that these uses generate revenue to the City.

“All things being equal, Foster City is not a first choice for new commercial development and fees will make this worse.”

“The City should solicit input from all stakeholders to determine the big impacts on all aspects of the City and should educate the community on what affordable housing actually means in Foster City.”

“If the fees are seen as penalizing development projects, I am against them. If they can be implemented in conjunction with all of the stakeholders so that the burden is fairly and equitably allocated, I would support them.”

7. **School Overcrowding.** In connection with the challenge of addressing a growing K-12 student population, the general consensus is that the City should (1) proactively engage the local school district (the “**District**”) to collaborate on a regional solution, (2) work on finding a suitable location, taking into consideration existing parks, for a new elementary school and (3) adding expanded facilities (additional stories) to existing schools, such as Bowditch Middle School. At least one stakeholder suggested that non-resident students are a large contributing factor to school overcrowding and that the District should work to investigate and enforce residency requirements.

Measure X, a \$148 million bond measure to build additional classrooms, passed in the November 2015 election, and will result in a tax to homeowners at approximately \$15.00 per

Project 2021
Briefing Document

\$100,000.00 of assessed home value. The bond proceeds are expected to be used for the purpose of purchasing an existing site currently utilized by a local charter school with the intent to build a 600-student school that could house students from both San Mateo and the City. As of July 2015, the District had begun real property acquisition negotiations with the owner of the designated site. If the District acquires land with the bond proceeds, a fourth elementary school could be constructed. If the land cannot be acquired, additional facilities and classrooms would be added on to existing school(s).

“The City should make sure they have studied the demographics but ultimately, more classrooms should be added to existing schools, and a new school should be built.”

“The City and the District need to work together on this issue. There is only one Foster City representative on the District Board. We need more proactive involvement.”

8. **Retail and Small Business Growth.** Stakeholders expressed concern that retail business in the City is shrinking, with leakage to downtown San Mateo, Hillsdale Shopping Center, Burlingame, San Carlos and even Palo Alto. The need for a convenience store, specialty shops and quality eating and drinking establishments were identified. Stakeholders view the lack of a downtown or central corridor designed to attract residents and employees as an overarching issue and challenge for the City. Stakeholders view the Foster Square Project as an opportunity to create such an area. They identified Edgewater Place as a potential site for redevelopment and an opportunity for proactive solicitation of new businesses by the City. Some stakeholders commented on the use of Charter Square for an elementary school site but were otherwise generally reluctant to speculate on the specific alternatives that could be envisioned for Charter Square Shopping Center and Edgewater Shopping Center aside from suggestions of a possible mixed use development.³

Small business stakeholders repeatedly commented on the City’s failure to prioritize small businesses as partners and oftentimes neglect the needs of small businesses entirely. Small businesses were somewhat critical of the City’s planning process and called for streamlining efforts. A general frustration expressed by several stakeholders is that the City should work toward having more mutual respect, dialogue and common ground with businesses.

“[Small businesses] are not viewed as being partners with the City. The City’s attitude should not be, it’s our way or no way.”

“The City needs to have a strategy for attracting businesses. It is located in a great tech corridor. IBM acquisitions are in San Mateo and Redwood City. Why not Foster City?”

“Other surrounding cities that have successfully grown have a downtown and there is nothing equivalent in Foster City.”

“The City hasn’t been deliberate, is not up to date and it shows.”

³ In April 2014, the City Council held a special meeting to preliminarily review a proposed redevelopment project that would have replaced Charter Square Shopping Center with 96 townhomes and 10,000 square feet of retail space. Faced with wide opposition from members of the public, the project applicant was ultimately advised that continued public outreach would be required to develop a plan supported by the community. This project would have required a General Plan amendment to re-designate the site from Neighborhood Commercial to Condominium or Apartment Residential.

“The impetus is on developers and businesses to present an attractive proposal.”

“The Foster Square project is a good start and people are excited to see what retail uses go in.”

“Old centers are not going to attract quality businesses. Edgewater is a jewel of a site; an iconic destination but it looks so old and tired. The City is not the first one to face these issues—it should look to other cities like Palo Alto and Redwood City. What can be done to incentivize owners and developers?”

Of the stakeholders familiar with the Economic Development Plan that was approved by the City Council in 2014 and its implementation later rescinded, a vast majority agreed that the City should proceed with its implementation. Among those who were not familiar with the specific contents of the plan, most agreed that at a minimum, it should be considered as a starting point and considered the plan’s suspension as a bad policy—in terms of having solicited broad stakeholder input, invested time and expense, then tabling the plan for almost two years.

9. **Infrastructure.** With respect to issues relating to infrastructure, stakeholder interview questions focused primarily on the City’s efforts to improve its levee system and the City’s potentially connecting to the City of Redwood City’s wastewater treatment plant in Redwood Shores. While most of the stakeholders agreed that these issues should be considered priorities and generally supported the City’s proposed efforts to improve the levee system, very few provided specific input relating to whether or why either issue should be a high priority for the City. With regard to possibly connecting to Redwood City’s recycled water supply, those that did not believe the development of a grey water supply should be a high priority expressed that the City should look at existing usage and conservation measures currently undertaken. A general comment by several stakeholders was that they did not feel well-informed of the details regarding the status of and need for infrastructure improvements, particularly with regard to recycled water.

“The City is proactively moving forward and consulting with the appropriate agencies and design consultants. The City should also engage in community outreach to make sure people are aware of the consequences of not raising the levees.”

“All parties, residents, businesses, employees, etc., need to contribute in a fair and equitable manner to improvements that benefit all.”

10. **Regional Collaboration.** From a regional perspective, traffic and housing emerged as top concerns and a majority of stakeholders who believe the City should actively engage in efforts to address certain issues on a regional level and ensure that the City has a “seat at the table.” Stakeholders suggested that City Council members and staff should communicate with other cities and agencies and have a voice on the issues of traffic, affordable housing, and economic development and participate in regional planning in an effort to develop innovative solutions.

Stakeholders also offered numerous ideas for potential mitigation and long-term regional solutions that may or may not be viable. These include, among other things, a connection from the City directly to Redwood Shores, connections from the City to El Camino Boulevard, express busses traveling along the City’s east-west corridor, common mass transit opportunities for the large

working groups in and out of the City, mass expansion of BART, and utilization of public-private opportunities. While the consideration and implementation of these ideas are not within the sole control of the City, it is critical for the City to be heavily involved in regional transit planning efforts to ensure that the City’s needs are adequately addressed. Through collaboration and with shared resources, stakeholders are generally optimistic that a regional approach directly integrating the private sector, as opposed to only public transit agencies, is the only alternative for finding meaningful solutions.

11. Strengths and Weaknesses. Finally, returning to a broader view of the City, stakeholders reiterated as weaknesses, a lack of clear vision and deliberate direction and follow through by government leaders, a lack of shopping and entertainment options, and a shifting demographic that has contributed to a diminishing sense of “community.” Notable strengths, some of which are viewed as not being fully leveraged, include the City’s central location (as well as ideal retail locations within the City), fiscal health, quality of public schools, existing large biotech employment centers, low crime rate, and recreational and open space opportunities. The emerging themes based on interview and focus group responses can be summarized as follows:

EMERGING THEMES BASED ON STAKEHOLDER INPUT		
Top Issues	Perceived Strengths	Perceived Weaknesses
<ul style="list-style-type: none"> • Traffic Congestion • Lack of Shopping and Entertainment Options • School Overcrowding • Lack of "Workforce" Housing • Infrastructure at Capacity 	<ul style="list-style-type: none"> • Location- Proximity to San Francisco, airport, freeways • Quality of education • Low to no crime • Availability of open space/recreational opportunities • Fiscal responsibility 	<ul style="list-style-type: none"> • Lack of vision/deliberate direction • Lack of shopping and entertainment options • Lack of "community"- Shifting demographics in combination with lack of adequate spaces for socializing • Lack of transportation options within the City • Lack of communication from and follow through by government leaders

Foster City: Location and Current Conditions

Location⁴

The City is located midway between San Francisco and San Jose, on the western shoreline of the San Francisco Bay, east of U.S. Highway 101 and bisected by State Route 92, which runs from Half Moon Bay to the west, to Hayward and Highway 880 to the east via the San Mateo-Hayward Bridge.⁵ The City encompasses approximately 4 square miles of land, and is comprised of approximately 12,345 acres, of which 9,726 acres are part of the San Francisco Bay and Belmont Slough, and 2,619 acres are reclaimed marshland.⁶ The City is flat and at sea level. The 2014 population estimate for the City was 32,754.⁷

Planned Community

The City is a master planned community that was originally approved by San Mateo County in 1961.⁸ The City was envisioned to be a self-contained community with a variety of housing types, waterfront lots and parks, an internal lagoon for public recreation, marinas, offices, stores, industry and public services.⁹ The City was to be developed as a cluster of nine residential neighborhoods each containing some mixture of single-family homes, two-story townhomes, and two-and three-story condominiums and apartments, a town center focused on an interior lake, and including a combination of community and regional commercial services, offices, entertainment establishments and parks, and an industrial area.¹⁰ The City was incorporated in April 1971, and the City's Master Plan was amended and adopted as the City's General Plan.¹¹ In 1990, minor modifications to neighborhood boundaries divided the "Industrial" and "Town Center" neighborhoods into smaller areas, resulting in fourteen neighborhoods.¹²

The Land Use Element of the City's General Plan, as amended in June 1999, sought to continue the land use pattern envisioned in the original 1961 master plan and maintain the design qualities, appearance and scale of its residential neighborhoods and commercial areas.¹³ The three primary concerns as stated in the Land Use Element were: (1) Maintain the integrity and High Quality Living Environment of the City's Residential Neighborhoods, (2) Achieve a Successful Build-Out that Balances Jobs and Housing, Infrastructure Capacity with Development Needs, and Reinforces Metro Center as the City Center, and (3) Respond to Longer-Term Land Use and Circulation Needs in an Appropriate Manner.¹⁴

⁴ A map of the City is attached hereto as ATTACHMENT A.

⁵ The Community Profile, dated January 2011, contains background information about the City and provides statistical information relating to population, housing, land use, economic, and transportation trends. Community Profile, p. 2.

⁶ Community Profile, p. 2.

⁷ United States Census Bureau, People QuickFacts, available at: <http://quickfacts.census.gov/qfd/states/06/0625338.html> (last accessed Oct. 28, 2015).

⁸ Community Profile, p. 4.

⁹ *Id.*

¹⁰ *Id.*

¹¹ *Id.* at 5.

¹² *Id.* at 6.

¹³ General Plan Land Use Element (June 1999), p. 3-1.

¹⁴ *Id.*

**Project 2021
Briefing Document**

Some of the specific changes in the 1999 General Plan from the 1961 Master Plan included the conversion of commercially-designated land on Port Royal Avenue at Boothbay Avenue to single-family residential use; the reservation of land for a fire department substation on Edgewater Boulevard at Thatcher Lane; a reduction in the number of designated K-5 elementary school sites from 5 to 3 and in middle schools from 2 to 1 and the planned reopening of the old Foster City Elementary School site; plans to study the feasibility of a new high school or reduction in size of the high school site; a reduction in the population; and an increase in the number of housing units projected for full buildout, which was expected to occur by the year 2000.

The differences between the original plan and the development pattern as of 1999 were identified as (1) changing social patterns eliminated the need for a school in each neighborhood, (2) the Town Center having shifted northwesterly and not being the lakefront development envisioned, and (3) the site of the proposed marina, along Belmont Slough at the terminus of Foster City Boulevard with Beach Park Boulevard, having shifted somewhat northward.¹⁵

Current Conditions

- Distribution of Land Uses. Under the City’s current General Plan, the distribution of existing land uses are as follows:¹⁶

Residential	46%	1,214.7 acres
Public, Semi Public, Streets	20%	518.3 acres
Recreation, Open Space, Lagoons	17%	448.8 acres
Commercial and Industrial	16%	404.8 acres
Mixed Commercial & Housing	1%	32.8 acres

- Housing. The City’s housing stock is comprised of approximately 38% single family detached units, 20% single family attached units, 7% structures of two to four units, and 35% structures of five or more units.¹⁷ In 2013, the California Department of Finance estimated that there were 12,458 housing units in the City, of which 60% are owner-occupied. The City’s housing stock is mostly comprised of single-family attached and detached homes—approximately 38% of the units are single family detached homes, 20% are single family attached homes, 7% of units are in structures of 2-4 units, and 35% of units are in structures with 5 or more units.¹⁸

When assessing the jobs to housing balance (the ratio of the number and types of jobs in a community with the availability and affordability of housing), planning experts have determined that an appropriate balance is typically between 1.0 - 1.5 jobs for every housing unit. However, as recognized in the City’s Housing Element, the issue is more complex when a community strives to reduce in-commuting and provide a more suitable mix of jobs to local residents. Other factors include the types of jobs and the salaries paid, number of employed people in the community, affordability of housing relative to the income of people working in local jobs, and household size and income. Affordable housing strategies strive to create opportunities for local workers, especially

¹⁵ A proposal to develop the marina as the Foster City Marina Project with approximately 160 residential units, 20,500 square feet of retail space and a 2,500 square foot publicly accessible building was denied by the City Council in February 2015.

¹⁶ General Plan, Fig. 42; Draft General Plan Update, p. 3-10.

¹⁷ 2015-2023 Housing Element (Feb. 2, 2015), p. 4-6.

¹⁸ *Id.* at 4-6, 4-14.

Project 2021 Briefing Document

those employed in service and retail jobs, to find local housing that fits their household needs in terms of type, affordability, amenities and location. The City has a jobs to housing ratio of approximately 1.5 (18,544 jobs in 2011 per US Census on the Map/12,458 housing units per California Department of Finance).¹⁹

- Schools. There are four public elementary and middle schools in the City: Audubon School, Brewer Island School, Bowditch School and Foster City School. Three of the four existing public schools are located within the northeastern portion of the City bounded by Foster City Boulevard, East Hillsdale Boulevard, and the San Francisco Bay. The last one is located southwest of Edgewater Boulevard. Foster City high school students primarily attend San Mateo or Hillsdale High Schools, both of which are located in San Mateo.²⁰ From 2000 to 2010, total public school enrollment steadily grew from 2,607 to 3,028, and it is projected that the current enrollment of approximately 11,800 students could increase by an additional 600 students in the next four years.²¹
- Parks and Open Space. The City has more than 100 acres of parks and open space that include bike paths, dog exercise areas, a lighted softball field, a number of soccer and youth baseball fields, tennis courts, basketball courts, bocce ball courts, picnic facilities, par courses, and a wildlife refuge.²²
- Retail Shopping Centers. The City has six retail shopping centers: four neighborhood commercial centers (Edgewater Place, Marlin Cove, Charter Square and Beach Park Plaza) and two regional-serving areas (The Marketplace along East Hillsdale Boulevard and the area along Metro Center Boulevard that includes Costco Wholesale and Orchard Supply Hardware). (A small amount of additional retail (17,000 sq. ft.) is provided on the first floor of the Parkside Towers development at the corner of Shell and East Hillsdale Boulevards. An additional 10,000 square feet of retail is included in “Phase A” of the Pilgrim-Triton Project. An additional 30,000 square feet of retail will be included in the Foster Square Project. The former Port O’ Call shopping center was redeveloped into Miramar Apartments and Marlin Cove was redeveloped into a mixed-use project comprised of commercial and residential uses.)

The City suffered a \$1 million annual loss in its sales tax revenues in FY 2012-2013 when the largest sales tax producer, Life Technologies Corporation, shifted its sales operations to its other corporate facilities. Since then, sales tax revenue growth has been moderate, and for purposes of the City’s current budget, a 3.0% growth in sales and use tax in FY 2015-2016 was projected. Due to the sunset of the “Triple Flip” in-lieu payment FY 2016-17, staff is expecting an overall decline of \$60,000 in sales tax revenues for that year and 2.9% expected annual revenue growth thereafter.²³ Additional retail areas are planned for the Pilgrim-Triton or 15-Acre Site projects are currently underway.

- Office Commercial Centers. Regionally-oriented commercial office uses are located on the northwest side of East Hillsdale Boulevard and include the Metro Center, a 100 acre mixed use

¹⁹ *Id.* at 4-9.

²⁰ Community Profile, p. 10.

²¹ Although the original plan designated a high school site, the governance structure allowed the district to balance its enrollment by requiring Foster City students to commute to underutilized schools in other communities. The district ultimately sold the site for development purposes.

²² Community Profile, p. 28.

²³ Foster City Estero Municipal Improvement District FY 2015-2016 Budget, p. 40.

Project 2021 Briefing Document

development and the East Hillsdale Boulevard corridor located along East Hillsdale between Metro Center and Bridgeview Park (formerly called Werder Park).

- Hotels. There are currently two hotels operating in the City. The Crowne Plaza (350 rooms and 300 employees) is located at 1221 Chess Drive, and the Courtyard by Marriott (147 rooms and 50 employees) is located at 1050 Shell Boulevard.²⁴ The current transient occupancy tax, the tax assessed on the rent paid for a hotel room, is 9.5%. Transient occupancy tax revenues to the General Fund are expected to be \$ 2,703,500 for Fiscal Year 2015-2016.²⁵ This amount reflects the anticipated \$330,000 in transient occupancy tax revenues that will be generated by at third hotel currently under construction. The site of an existing 9,700 square feet vacant restaurant building (former Black Angus restaurant) at 1299 Chess Drive is being redeveloped with a 121-room extended stay hotel.²⁶
- Government. The City has a council–manager form of government. The City Council consists of five members, one of whom is elected by other council members in November of each year to serve as Mayor for a one-year term.²⁷ The administrative responsibility of the City rests with the City Manager who is appointed by the City Council.²⁸ In 2015, the City Council appointed Kevin Miller as the City’s new City Manager. He replaced Jim Hardy, who served the City for nearly 34 years, including his last 21 years with the City as its City Manager. Kevin Miller has been with the City for 29 years, and served as the director of the Parks and Recreation Department for 22 years. Following the November 2015 election, the City Council is now comprised of Charlie Bronitsky, Sam Hindi, Catherine Mahanpour, Herb Perez, Gary Pollard.

The City’s Community Development Agency, a redevelopment agency, was formed in 1981 and tax increment allowed the City to establish three redevelopment project areas, including the Marlin Cove Shopping Center and the Port O’Call Shopping Center (now the Miramar Apartments).²⁹ Prior to the formation of the redevelopment agency, which was dissolved in 2011 pursuant to the State Dissolution Law, development in the City was primarily residential.

The Estero Municipal Improvement District was established in 1960 as a special improvement district that could issue bonds to provide for construction and to collect taxes from benefitted users. EMID provides police, fire, planning and building, lagoon and levee maintenance, parks, recreation, street maintenance, water and sewer, engineering, and general administration services. EMID is also a member of the Bay Area Water Supply and Conservation Agency, a group of agencies and cities in the San Francisco Bay Area who share a common interest of purchasing water from SFPUC.

²⁴ Snapshot Workbook, p. 57.

²⁵ Foster City and Estero Municipal Improvement District Fiscal Year 2015-2016 Budget.

²⁶ Foster City Preliminary Budget 2015-2016, p. 41.

²⁷ Community Profile, p. 15.

²⁸ *Id.*

²⁹ *Id.* at 17.

Foster City Now: Planning Documents, a Vision for the Future, and Major Projects Underway

Relevant Planning Documents

1. The General Plan. The current Foster City General Plan was adopted in May of 1993. The General Plan is intended to establish policies through the year 2025 for maintaining the community's existing quality of life through build-out of the City. The primary concerns during this timeframe, as stated in the General Plan Update, are to maintain the existing quality of life, protect the integrity and quality of residential neighborhoods and commercial areas, and plan for potential renovation and longer-term community needs. Such planning requires consideration and balancing of (1) the desire to assure long-term maintenance and preservation of community character, pride and identity, (2) the need for flexibility in responding to potential changing economic conditions that may affect neighborhood shopping centers and other commercial and industrial areas, (3) maintaining the high quality of the City's housing stock and infrastructure, and (4) addressing long-term housing, employment and City fiscal needs. The Land Use and Circulation Element was amended in 1999 and 2013. The Housing Element was adopted on February 2, 2015.
2. Land Use and Circulation Element. The City is currently updating its Land Use and Circulation Element of the City's General Plan because many of the objectives stated in the existing Element have been met. The draft Land Use and Circulation Element update identifies Land Use and Circulation Goals that provide a "vision" of what the community intends to be in the future. Goals relevant to the discussion herein include the following:
 - LUC-H Foster a More Sustainable Community: Strive to be a community that meets the needs of the present without compromising the ability of future generations to meet their own needs by promoting land use strategies that decrease reliance on automobile use, increase the use of alternative modes of transportation, maximize efficiency provision of services and reduce emissions of GHGs.
 - LUC-I Provide for Economic Development: Provide for economic development which: (1) maintains the City's ability to finance City services and construction and maintenance of public improvements; (2) offers local employment opportunities for City residents so that inter-city commuting can be reduced; (3) assures the availability and diversity of resident-serving goods and services; and (4) allows for specialized commercial uses, such as automobile service stations, water-oriented commercial uses and day care facilities.
 - LUC-J Reinforce Metro Center as a City-wide Focal Point: Reinforce Metro Center as a focal point of the City and maintain Metro Center as a competitive business and activity center and specialized mixed use living environment.
 - LUC-K Encourage Redevelopment of Under-utilized Properties: Encourage the aggregation and redevelopment of under-utilized properties and/or outdated buildings under multiple

ownerships in the older commercial/industrial areas of the City, specifically the Chess Drive/Hatch Drive area.³⁰

3. Housing Element. On April 14, 2015, the California Department of Housing and Community Development certified that the Foster City Housing Element, adopted on February 2, 2015, for the 2015-2023 planning period (the “Housing Element”) is in full compliance with State housing element law.
 - The Vision of the City as presented in the Housing Element is to maintain and protect existing housing and community character in order to:
 - Maintain the Existing Quality of Life:
 - Maintain the integrity and high quality living environment of the City’s residential neighborhoods.
 - Protect aesthetics and continue the emphasis that Foster City is a “masterplanned” City.
 - Protect Existing Affordable Housing:
 - Provide Affordable Housing
 - Respond to the need for additional housing by considering housing in potential mixed-use commercial/residential sites or potential re-use of existing commercial sites.
 - Respond to the need for affordable housing by providing incentives and assistance where appropriate to create new affordable units, convert existing market-rate units into affordable units, acquire existing units and rent them at affordable levels, or provide rental subsidies toward rental of existing units.
 - Address Other Housing Issues:
 - Address the housing needs of special populations (e.g., elderly, homeless, disabled, developmentally disabled, single-parent households).³¹
 - Housing trends in San Mateo County indicate a growing demand for multifamily housing due to the following factors:
 - The Millennial generation (ages 20-34) has a preference for dense, mixed-use, walkable and bikeable communities.

³⁰ Draft Land Use and Circulation Element (Nov. 2014), p. 2-6.

³¹ Housing Element, p. 4-3, referencing key findings by 21 Elements, a collaborative project sponsored by the San Mateo County Department of Housing and the City/County Association of Governments of San Mateo County and involving project partners that include the California Department of Housing and Community Development, the San Mateo County Department of Public Health, and all twenty-one jurisdictions in San Mateo County. 21 Elements aims to encourage and assist towns and cities with the production and certification of Housing Elements in San Mateo County.

- Over the next decade and a half, the number of seniors in San Mateo County will increase by 76%. The City currently is home to approximately 2,400 seniors. Advanced planning will be necessary to ensure the opportunity for seniors to age safely in the communities where they reside.
 - San Mateo County is projected to see notable job growth over the next decade, and approximately 40% of these jobs will pay lower income wages. San Mateo County already has a severe workforce housing shortage in general caused by years of rapid economic growth and slow housing growth. By 2025, the Department of Housing projects that San Mateo County’s housing supply will only meet one-third to one-half of the demand. While the City is expected by the Association of Bay Area Governments to lose jobs between a high of 18,480 in 2000 and 16,190 in 2025, the City’s Regional Housing Need Allocation (“RHNA”) still requires accommodating San Mateo County’s low-to-moderate income workers.
 - According to 2010 U.S. Census data, San Mateo County is a “majority-minority” county — that is, no one racial group makes up over 50% of the population. The two racial groups growing the most rapidly in San Mateo County are Asians and Latinos.
 - Aging baby boomers will be unable to care for their children with developmental disabilities. Almost three quarters of people with developmental disabilities live with a parent or caregiver, and many of these caregivers are baby boomers. This trend is also going to be factor in the increased need for community-based independent living options.³²
4. Regional Housing Needs Allocation. California Housing Element law requires each jurisdiction to plan for housing at all income levels by ensuring that local zoning and planning support the production of a diverse range of new housing. The RHNA is the state-mandated process to identify the share of the state’s housing need for which each jurisdiction must plan over an 8-year period. The California Department of Housing and Community Development (HCD) determined that the San Francisco Bay Area’s regional housing need between 2014 and 2022 is 187,990 units.³³

The current RHNA requirement for the City is 430 total additional housing units, including 148 Very Low (0-50% of the region’s area median income), 87 Low (51-80% of the region’s area median income), 76 Moderate (81-120% of the region’s area median income), and 119 Above Moderate (120%+ of the region’s area median income) units.³⁴ A portion of the City’s RHNA will be met by housing developments that are already approved and/or under construction. The remaining three phases of the Pilgrim Triton Master Plan (Triton Pointe (now named One Hundred Grand), Waverly and Phase C) and the Foster Square development will together produce 820 housing units, with 20% of those units being affordable. In addition, 6 second units, which are allowed “by right” are projected in the R-1 District, bringing the total to 826 housing units. Based on development

³² Housing Element pp. 4-13-4-14.

³³ The One Bay Area Grant program criteria takes into consideration past RHNA performance, specifically housing production for low- and very-low income households, as well as a jurisdiction’s current RHNA allocation.

³⁴ Association of Bay Area Governments, Final Regional Housing Needs Allocation 2014-2022 (July 18, 2013).

agreements that obligate the developers of Pilgrim Triton and Foster Square to provide affordable housing, and six second units anticipated, 158 affordable units are projected.³⁵

The City approved the mixed use Pilgrim Triton Master Plan and the Foster Square Master Plan to create two new mixed use developments that will include up to 1,061 new housing units. Both developments will include 20% affordable housing. The City and/or Community Development Agency contributed funds to support the affordable housing components. (Housing Element, p. 4-2.)

5. Draft Climate Action Plan. The City is currently preparing a state-mandated Climate Action Plan (“CAP”) that will guide residents, businesses and local government in reducing greenhouse gas emissions. The Climate Action Plan incorporates implementation measures from existing City efforts, such as the Sustainability Action Plan, General Plan and Sustainable Foster City Plan, as well as new implementation measures to achieve greenhouse gas reductions.³⁶ The draft CAP contains 40 measures to address climate change. The Planning Commission reviewed the draft CAP on October 1, 2015, and recommended City Council approval. The draft Climate Action Plan has been scheduled, with the General Plan Land Use and Circulation Element Update, for Council consideration at its regular meeting on January 4, 2016.³⁷
6. Sustainability Action Plan. The City convened an Environmental Sustainability Task Force (the “ESTF”) in 2008 to develop the City’s first Sustainability Action Plan. In 2012, once the ESTF had completed its mission to implement the original Sustainability Action Plan, the work of overseeing Environmental Sustainability transitioned to the Sustainable Foster City Working Group. The City has Sustainability Best Practices in the following areas: (1) Energy Efficiency and Conservation, (2) Water and Wastewater Systems, (3) Green Building, (4) Waste Reduction and Recycling, (5) Climate-Friendly Purchasing, (6) Renewable Energy and Low-Carbon Fuels, (7) Efficient Transportation, (8) Land Use and Community Design, (9) Open Space and Offsetting Carbon Emissions and (10) Community and Individual Action.³⁸
7. Foster City Economic Development Strategic Plan 2013-2021. The City Council approved an Economic Development Strategic Plan developed in collaboration with the Chamber on November 5, 2012 and adopted the plan in February 2014. The Economic Development Strategic Plan was prepared by an ad hoc committee that was formed in November 2012 and comprised of eight members, including then Mayor Charles Bronitsky, Councilman Herb Perez, then City Manager Jim Hardy, then Director of Parks and Recreation Kevin Miller, Community Development Director Curtis Banks, then Assistant City Manager Steve Toler, ESTF Chair Sally Liu and Chamber CEO Joanne Bohigian.

The plan, intended to promote businesses and spur economic development in the City, was tabled after nearly two years of work. At a September 2014 meeting to approve payment to the Chamber under an existing services agreement for work completed in fiscal year 2013-2014, the City Council engaged in extensive and contentious discussions regarding the City’s internal delegation of administrative responsibilities relating to the plan and ultimately overturned the decision to contract

³⁵ Housing Element, p. 4-22.

³⁶ Draft Climate Action Plan (Sept. 2014).

³⁷ The CAP measures to address climate change are attached hereto as ATTACHMENT 2.

³⁸ The Sustainability Best Practices are attached hereto as ATTACHMENT 3.

for services with the Chamber citing in part, to a lack of adequate documentation for the expenses incurred. At a subsequent meeting on September 15, 2014, the City Council adopted a resolution dissolving the ad-hoc steering committee for the Sustainable Economic Development Strategic Plan and moved funds for the sustainability plan to the general fund.

The value of the Economic Development Strategic Plan itself was not called into question. The Plan sought to achieve a vision statement expressed as follows: “By 2021, the City of Foster City is recognized as the best “suburban urban” experience on the San Francisco Peninsula and the most desirable place in which to locate and conduct business.” The plan identified 77 tasks in 4 focus areas including Foundational Policy Decisions, Marketing and Communications, Business Development and Retention and Commercial and Residential Reinvestment. Although the plan was essentially suspended due to the City Council’s election not to continue the efforts of the ad hoc committee, four of the identified tasks were either underway or completed: (1) the development of a new living! LOCAL City Guide to replace the former Chamber Community Guide, (2) the streamlining of the permitting processes relative to energy efficiency retrofits through the grant-sponsored program with the Solar Foundation, (3) the implementation of “Enhanced Phase I” (Chamber Board) and Phase II (Quality of Life) data elements on the Foster City Economic Dashboard (Quality of Life portion only), and (4) the implementation of residential solar bulk purchase program with assistance from the grant-funded Solar Foundation program (end date August 31, 2015).³⁹

It is anticipated that the new City Manager, Kevin Miller, will initiate a process of developing policies and an economic development plan to address the City’s long-term economic viability.

8. Zoning Ordinance. The City’s zoning ordinance is use-based, with residential, commercial, light manufacturing, public facilities, and open space districts largely segregating primary uses, and three combining districts—planned development, future development, and aquatic development.⁴⁰ Density and height limitations within residential zoning districts are relatively restrictive, and for example, the R-4 high density residential district limits building heights to 5 stories and the minimum lot area per dwelling unit is 1,245 square feet and 20-35 dwelling units per acre.⁴¹ The zoning ordinance does not provide for a mixed-use zoning district. Residential uses are, however, conditionally permitted within the C-2 General Business District and may be permitted within the C-M Commercial Mix District in conjunction with a Planned Development combining district.⁴² Schools are conditionally permitted within the PF Public Facilities District.⁴³

In March 2014, the City adopted a “Gatekeeper” ordinance codified in Chapter 17.72, Development Project Preliminary Review Procedures, intending to provide the City Council and the public with an early opportunity to review any development project that proposes a change in land use or zoning or a significant change in the use or density of an approved land use or zoning prior to the development project proceeding through the formal planning process. A staff report prepared for the February 3,

³⁹ The Workplan based on the individual work tasks identified in the Economic Development Strategic Plan is attached hereto as ATTACHMENT 4.

⁴⁰ Foster City Municipal Code Secs. 17.10.010-17.10.020.

⁴¹ *Id.* at Sec. 17.20.040.

⁴² *Id.* at Secs. 17.26.030.F., 17.28.020.

⁴³ *Id.* at Sec. 17.32.030.

2014 City Council meeting includes an analysis of the Gatekeeper Ordinance and its use in seventeen jurisdictions in California. Since the City's adoption, other jurisdictions, including the City of Cupertino, have adopted similar gatekeeper models.

In general, gatekeeper proceedings can be beneficial to developers, in part, by providing upfront clarity on the city council's wishes before the developer and City staff expend significant time, effort and expense on a processing a project and conducting the appropriate environmental review under CEQA. However, unless the procedures are carefully tailored to the needs of the jurisdiction and staff resources are available to efficiently process land use proposals, a gatekeeper proceeding can potentially create another hurdle for development, result in added uncertainty with respect to a growth path, create additional delays, and depending upon how much detail is required for the preliminary review, require substantial up-front expense.

9. Plan Bay Area. From a regional perspective, the March 2013 Plan Bay Area adopted on July 18, 2013, by the Metropolitan Transportation Commission and Association of Bay Area Governments includes (1) the region's Sustainable Communities Strategy and (2) the 2040 Regional Transportation Plan, which constitutes an integrated transportation and land-use strategy through 2040. The 2040 Regional Transportation Plan marks the nine-county region's first long-range plan to meet the requirements of Senate Bill 375, which calls on each of the state's 18 metropolitan areas to develop a Sustainable Communities Strategy to accommodate future population growth and reduce greenhouse gas emissions from cars and light trucks. Working in collaboration with cities and counties, the 2040 Regional Transportation Plan advances initiatives to expand housing and transportation choices, create healthier communities, and build a stronger regional economy. Plan Bay Area is the successor to Transportation 2035, the long-range plan adopted by Metropolitan Transportation Commission in 2009. Supervisor David Pine represented San Mateo County. It is our understanding that while the City was represented in this process in some capacity, it did not take an active role.

In part, the 2040 Regional Transportation Plan identifies "Priority Development Areas" and "Priority Conservation Areas" that form the implementing framework for Plan Bay Area. PDAs are areas where new development will support the day-to-day needs of residents and workers in a pedestrian-friendly environment served by transit. While PDAs were originally established to address housing needs in infill communities, they have been broadened to advance focused employment growth. Local jurisdictions have defined the character of their PDAs according to existing conditions and future expectation as regional centers, city center, suburban centers or transit town centers, among other place types.

The Metropolitan Transportation Commission and the Association of Bay Area Governments are currently in the process of updating Plan Bay Area. Key milestones for the update generally call for the following by June 2017: (1) policy development and updating goals and performance targets for Plan Bay Area With local governments and public engagement; (2) generating updated Plan May Area 2040 regional forecasts for jobs, housing, population, travel demand and transportation revenue; (3) assessing transportation projects and programs to be included in Plan Bay Area; (4) using final forecasts and transportation project recommendations to create and evaluate alternative scenarios for housing, jobs and transportation investment, and adopting a preferred scenario; and (5) drafting a final plan and an EIR for adoption in 2017. As of May 2015, the Metropolitan Transportation Commission and the Association of Bay Area Governments have conducted open houses throughout the San Francisco Bay Area, providing community members with an opportunity to learn about long-

term goals to reduce greenhouse gas emissions from cars and light-duty trucks, house the region's projected population, improve public health, maintain the region's transportation infrastructure and preserve open space. Information also included information on new housing and employment forecasts, as well as transportation improvements in the works at the county and regional level.

It is clear from a comprehensive review of the numerous planning documents that have been prepared by the City in recent years, that the City has exhaustively considered the concept of developing a vision for the City's future. The broad vision, as expressed in various statements, is for the City to be the most desirable place to live and conduct business, with specific emphasis on sustainability, promoting economic development, maintaining quality of life, and providing diversity of housing options.

VISION STATEMENTS

2014 Foster City Economic Development Strategic Plan

By 2021, the City of Foster City is recognized as the best "suburban urban" experience on the San Francisco Peninsula and the most desirable place in which to locate and conduct business.

2014 Draft Land Use and Circulation Element

Foster a more sustainable community, provide for economic development, reinforce Metro Center as a City-wide focal point and encourage redevelopment of under-utilized properties.

2015 Housing Element

Maintain and protect existing housing and community character in order to: (1) Maintain the existing quality of life; (2) Protect existing affordable housing; and (3) Address the housing needs of special populations.

Major Projects Underway

- **Gilead.** The existing Gilead Campus is bounded by East Third Avenue to the north, Marsh Drive/Vintage Park Drive to the East, Bridgepointe Shopping Center/Home Depot in San Mateo to the South and Mariners Island Blvd. in San Mateo to the West. An amendment to the Gilead Sciences Corporate Campus Master Plan in October 2013 allowed an increase in the permitted allocation of the Gilead campus from 1,200,480 square feet of building space (including 755,048 square feet of office space and 445,432 square feet of lab space) to 2,500,600 square feet of building space (1,524,000 square feet of office space, 953,000 square feet of laboratory space and 23,600 square feet of warehouse space). In addition, Gilead recently acquired a 12-acre office complex spanning 1157 to 1191 Chess Drive along State Route 92.
- **Foster Square Project.** The Foster Square Project is located on Civic Center Drive between Shell and Foster City Boulevards. Various components of the development of the site will be undertaken by developers including The New Home Company, MidPen Housing, Lennar Homes, and Atria Senior Living. The site for ages 55 and older is set to host 155 assisted living units constructed by Atria, 66 affordable units produced by MidPen, 200 for-sale condominiums developed by Lennar, a community plaza and nearly 35,000 square feet of retail and commercial space developed by BHV Center Street.

Project 2021 Briefing Document

- BioMed/illumina at the former Lincoln Centre Life Sciences Research Campus. In October 2015, the City Council unanimously approved a 16-year development agreement for the redevelopment of a portion of the former Lincoln Center, Life Sciences site for a 20-acre biotech campus that will include 555,000 square feet of office and lab space spread between three buildings, a 40,000-square-foot two-story building to house employee amenities and three parking structures with nearly 1,800 spaces. Notably, the project includes a development agreement and economic incentive agreement that obligates BioMed/illumina to pay a \$1.85 million Community Benefits Program payment, which the City indicates will likely be used for a housing purchase assistance program. The economic incentive agreement essentially exempts the developer from city permitting or impact fees for up to seven years by reimbursing an estimated \$4.5 million in fees with the taxes generated by the redevelopment. In total, the city is expected to receive an estimated \$50 million over the term of illumina's lease with property owner BioMed. While the City does not have a formal program establishing economic incentives, it is not uncommon for municipalities to offer a range of incentives to assist in bringing in new businesses that generate significant sales and use tax revenues.
- Pilgrim Triton Phase C. The Pilgrim Triton Phase C site is located between East Hillsdale Boulevard and Triton Drive, between Pilgrim Drive and the Waverly site. On February 4, 2015, Sares Regis Group of Northern California, LLC submitted a preliminary review request for a change in the Pilgrim Triton Master Plan for the 3.574-acre Phase C area to allow 65-70 for-sale townhouses to replace the development allowed by the Pilgrim Triton Master Plan of 172,943 sq. ft. of commercial uses and 17 residential units. The applicant's proposal is to change the allowed land use from the currently allowed 172,943 sq. ft. of commercial uses and 17 housing units to 65-70 for-sale townhouses.
- The Waverly. The Waverly is the third phase of the Pilgrim Triton Master Plan that includes 6.3 acres approved for 220 multi-family residential units for condominium purposes and 5,000 sq. ft. retail on 3.5 acres, 20 townhouse style multi-family residential units for condominium purposes on 1.6 acres, and up to 53,000 sq. ft. office/commercial on 1.2 acres
- One Hundred Grand (formerly known as Triton Pointe). This multi-family portion of the Pilgrim Triton Master Plan is under construction, including 166 multi-family residential units, including 33 below market units, and 5,000 sq. ft. retail.

In addition to the major private projects listed above, the City has a number of public improvement projects underway. One significant infrastructure planning effort is a comprehensive levee improvement project. A Levee Protection Planning Study dated July 2015 provides a framework as to how the City's flood risk is impacted by a newly released coastal study for the San Francisco Bay and a recent levee crest survey.⁴⁴ Approximately 9,000 properties in the City are protected from the potential impacts of the 100-year flood by the 43,000 foot long outboard levee system, representing nearly 8 miles of earthen levee primarily designed for flood protection.⁴⁵ An additional 8,000 properties in the City of San Mateo are also protected by the City levee system.⁴⁶ The levee system provides recreational uses for the community and provides pathways, for walking, running, bicycling

⁴⁴ Schaaf & Wheeler, *City of Foster City Levee Protection Planning Study* (Updated July 2015), p. 1.

⁴⁵ *Id.* at 3.

⁴⁶ *Id.*

and skating that are part of the San Francisco Bay Trail system.⁴⁷ FEMA no longer considers the existing levee system as satisfying the minimum requirements for levee accreditation. Therefore, if no levee improvements are undertaken, the City and parts of the City of San Mateo are subject to placement by FEMA within a high-risk Special Flood Hazard Area, in which case property owners with federally backed loans will be required to buy flood insurance at higher rates.⁴⁸

Foster City’s Future – Goals and Objectives for Land Use Planning Strategies

Confirmation of Goals and Objectives.

As indicated in the City’s various planning documents and confirmed by the stakeholder process (as well as regional studies on housing, transportation and economic development in the Bay Area), the following priorities and goals represent overall statements of community desires and consist of broad statements of purpose or direction.

- Preserve and maintain the existing quality of life and place;
- Realize the City’s identity and vision through implementation of a deliberate plan, and improve communication from, and follow through by, the city council;
- Provide a range of additional housing opportunities including workforce housing for shifting demographic;
- Participate in regional efforts to alleviate traffic congestion and improve transportation options within the City;
- Foster sense of “community” within the context of shifting demographics and need for economic development by providing adequate spaces for socializing, shopping, dining and entertainment and supporting related businesses; and
- Address school overcrowding and other infrastructure at capacity.

Land Use Planning Objectives and Best Practices.

As with the majority of communities in the Bay Area, the City’s land use patterns and transportation system are becoming unsustainable and will require major changes to adapt to current and future needs. With some flexibility, however, the Governor’s office has recommended that historic neighborhoods can be repositioned and combined with new housing opportunities and commercial development. This type of planning approach allows small neighborhood-serving retail shops and restaurants to be located within a designated neighborhood or at its perimeters. Large-scale employment centers would be located close to transit and/or in mature urban areas; while smaller scale businesses and employers could be located throughout the City.

⁴⁷ *Id.* at 1.

⁴⁸ *Id.* at 34.

Project 2021 Briefing Document

Mixed-use building types can be easily adapted to new uses, supporting changing business needs in a dynamic economy without demolishing and land-filling 10-year old buildings each business cycle.⁴⁹

With the goals and objectives identified above in mind, strategies and best practices for managing growth generally seek to: reduce greenhouse gas emissions, conserve natural resources, and create innovative land use and transportation policies. To the extent possible, land use policies should be incorporated in every level of City decision-making relating to planning and reflect broad consideration of housing, transportation and economic development and provide integrated solutions. The best practices in the following categories can provide guidance to decision makers and staff in their review of development proposals and other actions taken:

- Minimize impacts of new development.
 - Provide a greater variety of multifamily housing in places with easy transit access, improved walking conditions, local retail and service businesses and local parks.
 - Develop in existing main street areas and neighborhoods to minimize the need to develop open spaces or in places that would over utilize water supply, energy resources and road capacity.
- Improve long-term viability of retail and service-oriented businesses.
 - Plan for making businesses more competitive and attracting private sector investment.
 - Consider formation of a business improvement district, adoption of a program or process for incentive agreements.
- Maximize return from, and improve efficiency of, investments of City funds in infrastructure improvements and planning efforts.
 - Manage all resources efficiently, building on work that already has been completed.
 - Stretch tax revenues through smart investment.
 - Make the most of existing infrastructure by coordinating the location of future housing and jobs with major transportation investments.
 - Encourage integrated land use and transportation planning.⁵⁰

⁴⁹ State of California, Governor's Office of Planning and Research, *White Paper on Smart Growth Policy in California* (Feb. 10, 2003), p. 1.

⁵⁰ Senate Bill 375 set up a process whereby certain projects consistent with Plan Bay Area may qualify for relief from some CEQA requirements. Agencies that find these "CEQA streamlining provisions" helpful have the opportunity, but are not obligated, to align their local planning decisions with Plan Bay Area. A project may qualify for CEQA relief under SB 375 if it is: (1) consistent with the final approved Plan Bay Area Sustainable Communities Strategy (SCS), including all land use designations, employment distribution densities, building space intensities and applicable policies; or (2) considered a residential/mixed-use residential project or a transit priority project (TPP). SB 375 defines TPP-eligible areas as places within one-half mile of a major transit stop or a high-quality transit corridor. To qualify as a residential/mixed use residential project, at least 75 percent of the

- Participate in regional efforts.
- Improve communication and collaboration within City government and between City leaders and the community and region.
 - Provide strong leadership that can reach all constituencies to resolve somewhat inevitable conflicts between existing businesses and residents and those incoming. Be open to working with the private sector to consider new proposals that may differ from what the City has seen before. Promote collaboration among constituents and the public, private, and nonprofit sectors on growth and development issues to achieve mutually beneficial outcomes.
 - Engage in regional planning efforts to address problems that cross boundaries, including housing, air quality, traffic, jobs, and economic development requires regional solutions.

Implementation of Short Term Strategies for a Long Term Framework

The following short term strategies provide further articulation of how the City may achieve its longer term goals and objectives. These strategies are based on the specific needs and priorities that have been expressed by the business community as represented by those who participated in the stakeholder input process described above.

Adopt procedural streamlining mechanisms, provide flexibility in planning, and adopt possible incentives to encourage economic development. A major impediment to infill development is the often lengthy project entitlement process. This further increases housing prices, and impedes the ability to provide adequate amounts of affordable housing. Strategies for advancing infill development in appropriate areas can include specific plans, neighborhood-appropriate parking requirements, expedited permit processing, and program Environmental Impact Reports that can eliminate the need for individual project EIRs.

- Assess effectiveness of the gatekeeper process to date and make amendments as needed. Need certainty and predictability in the development process.
- Consider implementation of sales tax breaks, zoning or permitting expediting that could be beneficial to commercial development.
- Create flexibility in the zoning ordinances. Provide flexibility in site design standards to require pedestrian-oriented design, setbacks bringing buildings closer to the street wall and streetscape and allow various structures, like in-law units/accessory structures, to be integrated with a neighborhood of traditional single family structures.

total building square footage must be dedicated to residential use. To qualify as a TPP, the project must also: (1) Contain at least 50 percent residential use, based on total building square footage, and if the project contains between 26 percent and 50 percent nonresidential uses, then the floor area ratio (defined as the ratio of building square footage to the parcel square footage - must be 0.75 or more; (2) Provide a minimum net density of at least 20 dwelling units per acre; and (3) Be located within one-half mile of a major transit stop or high-quality transit corridor included in Plan Bay Area.

Project 2021 Briefing Document

- Assess utility of the zoning ordinance overall and consider incorporation of form-based code provisions for designated areas of the City.⁵¹ Identify the areas appropriate for compact infill development. Intensive mixed-use centers must be interconnected in strategic locations and three factors generally determining the “right” location—(1) how infrastructure investments are optimized, (2) the proximity of jobs and services to housing, and (3) the potential for transportation options (short and long term). If the City were to incorporate form-based principles into its existing policy and regulatory framework, the best option would most likely be to adopt a new, form-based code for application to areas intended for urban expansion and to developed areas targeted for revitalization. The existing code can be left in place for other already-developed areas of the community and can be selected by developers of new areas as well.

Redwood City provides one example of effective form-based planning that in recent years has resulted in the revitalization of its shopping, restaurant and entertainment core, additional housing and major office development. Rather than resisting new growth and added housing, Redwood City adopted its Downtown Precise Plan in 2011, which allowed up to 2,500 new residential units, 100,000 square feet of retail space, and 500,000 square feet of office space in a three-block radius surrounding the county courthouse. The plan emphasizes higher density near the downtown core and Caltrain, and the development requirements focus on building design and form as opposed to use. The new plan attracts developers because the regulations are very clear and the approval process is predictable. As of a year ago, more than 1,700 residential units were under construction or in the planning phase and the vacancy rate for downtown retail space, which were at 30%; in 2012, was down to 5%.

In assessing the utility of the zoning ordinance, consider updating or redefining uses to facilitate business development. For example, the definitions for specific uses, such as “retail business,” currently defined in Foster City Municipal Code Section 17.04.070 to mean the retail sale of any article, substance or commodity for profit or livelihood” should be reviewed and possibly redefined in a strategic way. Many jurisdictions are recognizing that successful retail locations such as downtown areas are no longer viewed as places only to shop, particularly with the availability of online shopping and general shrinkage in the need for brick and mortar shops. “Retail” use can and often should encompass dining, entertainment and personal service uses (restaurants, cafes, theaters, entertainment venues, etc.) to create thriving walkable neighborhood destinations.

- Implement relevant work tasks already identified in the Economic Development Plan. The Economic Development Plan establishes a four-pronged approach to economic development within the City, with three goals in each of four Focus Areas: (1) Foundational Policy Decisions; (2) Marketing and Communication; (3) Business Development and Retention; and (4) Commercial and Residential

⁵¹ Government Code Section 65302.4 allows cities to adopt form-based zoning regulations that support mixed-uses and the regulation of relationships between the buildings and the streets. Specifically, Government Code Section 65302.4 states, “The text and diagrams in the land use element that address the location and extent of land uses, and the zoning ordinances that implement these provisions, may also express community intentions regarding urban form and design. These expressions may differentiate neighborhoods, districts, and corridors, provide for a mixture of land uses and housing types within each, and provide specific measures for regulating relationships between buildings, and between buildings and outdoor public areas, including streets.” The statute clarifies that community plans and zoning codes in California can go beyond conventional land use planning and zoning techniques to make it easier to create more walkable, community-based neighborhoods by focusing on urban form along with design and land form.

Reinvestment. It further provides specific work tasks and identifies specific areas within the City where efforts to support retail uses should be concentrated. In terms of land use planning, for example, Goal 3 in Focus Area 4 is to “Ensure timely and predictable permit processes and uniform standards, with a special focus on retrofits and upgrades that are economically and environmentally sustainable.” Work Tasks CRR3.1 and CRR3.2, associated with this goal are to “Streamline permitting processes relative to energy efficiency retrofits through the grant-sponsored program with the Solar Foundation” and to “Streamline permitting processes, especially for biotech, restaurants, business-to-business sales tax generators, and any other target businesses,” respectively. This, and other work tasks should be integrated into a final comprehensive plan for active implementation.

Facilitate communication between the City and community/stakeholders. Regardless of whether the City implements the recommendations included in this Briefing Document, open communication will remain an essential element to implementing a future visioning plan.

Integrate recommendations into the existing City planning documents and implementation. As discussed above, the City has, in recent years, prepared and developed a number of planning-related documents including the Sustainability Plan, the Economic Development Plan, the Land Use and Circulation Element update, the Climate Action Plan and the recently adopted Housing Element. These plans are generally compatible with one another and should be reviewed for consistency. Specific action items, measures and work tasks should thereafter be consolidated to the extent possible. The recommendations listed above should be integrated and coordinated with these plans to create one integrated short term plan to address the identified priorities.

RECOMMENDATIONS FOR SHORT TERM STRATEGIES

- Adopt streamlining provisions to allow for a timely and predictable planning/permitting process based on uniform standards.
 - Assess effectiveness of the gatekeeper provisions
 - Consider incorporation of form-based code provisions for designated areas
 - Update and redefine uses as appropriate to facilitate business development

- Adopt incentives to encourage economic development and attract private sector investment.
 - Support/retain existing businesses and develop and execute a proactive strategy to attract new businesses
 - Consider use of sales tax breaks, permit process expediting provisions, formation of a business improvement district, adoption of a program for incentive agreements.
 - Encourage reinvestment in existing commercial and residential sites

- Integrate and prioritize Project 2021 recommendations with those identified in existing City planning documents (the General Plan Draft Land Use and Circulation Element Update and Housing Element, Sustainability Action Plan, Economic Development Strategic Plan, Draft CAP) to form a comprehensive plan for active implementation.

Conclusion/Future Work

The City has an immediate need and opportunity to build upon (1) the findings of this Briefing Document and (2) the City's own recent and extensive planning efforts, discussed herein. Capitalizing on this opportunity will support and facilitate a more vital business community within the context of future planning to accommodate the inevitable growth that is currently underway. From a broad perspective, despite certain criticisms and concerns relating to regional issues such as traffic and housing costs, the City businesses believe that, with the implementation of a practical and strategic approach, the City is perfectly positioned to become a premier destination point and optimal location for new businesses to locate in Silicon Valley. Nonetheless, the first steps must be the communication of the City's vision statement to the community and the development of a strategic plan that integrates the requisite tools contained in the City's various planning documents with the goals and needs of all of the City's stakeholders.

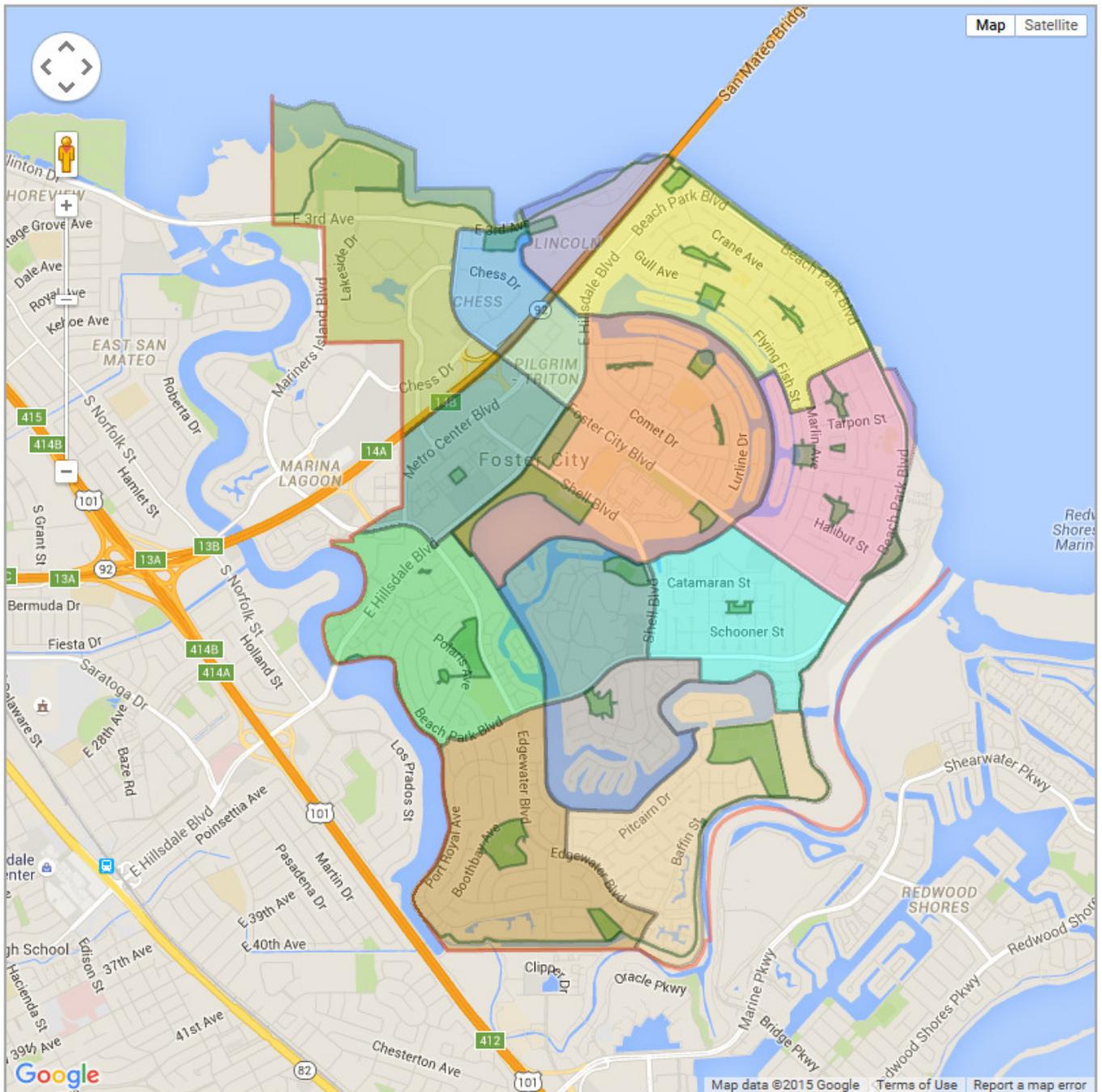
More specifically, the findings of this Briefing Document reinforce that the City's business stakeholders support the redevelopment and revitalization of existing shopping centers and other opportunity sites for mixed use development projects that will create accessible housing and retail opportunities. Such efforts if conducted within the development of a strategic plan by the City will stimulate retail and commercial uses through the siting of central retail areas within an environment where the critical mass is located to fully support the uses. The City should simplify and streamline the planning processes for businesses to the extent feasible, taking into account the practicalities of time and expense. Stakeholders also support the concept of actively soliciting and incentivizing one or more large retailers or restaurants to locate in the City to draw a new and expanded customer base.

If the City chooses to implement the recommendations provided in this Briefing Document, the next steps as anticipated in the Briefing Document would be as follows:

- City leaders engage key stakeholders to identify resources capable and available to advance efforts.
- City leaders and key stakeholders work to consolidate community needs, communicate the City's vision, develop a plan to realize the vision and take action by proactively implementing the plan.
- City and business stakeholders continue engagement and collaboration to make Foster City the ultimate urban/suburban experience on the Peninsula.

ATTACHMENT 1

MAP OF FOSTER CITY



ATTACHMENT 2

CAP MEASURES FROM THE DRAFT CLIMATE ACTION PLAN

Table 4.3
Prioritization and Selection of GHG Emission Reduction Measures

		Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
EC1	Selected Measure: Implement a Residential Green Building Ordinance Emissions Category: Energy (Community) Status: Proposed in SAP and GPU; Already Implemented Measure Description: Implement the 2013 Title 24 energy requirement standards and encourage implementation of Tier 1 and Tier 2 standards for new development projects and significant remodels.	962 MT CO ₂ e	\$0	0 years	3.0	This measure should be considered together with EC2 and EC3 for maximum reductions in residential GHG emissions.
		Excellent	Excellent	Excellent		
		3	3	3		
EC2	Selected Measure: Encourage Personal Energy Audits and Energy Efficient Home Upgrades Emissions Category: Energy (Community) Status: New Measure Measure Description: Encourage residents to reduce their carbon footprint by promoting programs like "Personal Climate Action Plans" promote home renovations and upgrades that increase energy efficiency. The greenhouse gas reductions achieved through this measure will be primarily tied to residential upgrades and renovations.	1,132 MT CO ₂ e	\$20,000	2 years	2.3	
		Excellent	Good	Good		
		3	2	2		
EC3	Selected Measure: Encourage and Facilitate Residential Energy Efficiency Upgrades Emissions Category: Energy (Community) Status: Proposed in SAP; Already Implemented Measure Description: Participate in the Energy Upgrade California program, and other similar rebates and incentives for residential energy audits and energy efficiency retrofits. Provide technical assistance where possible to homeowners.	236 MT CO ₂ e (16 MT CO ₂ e achieved)	\$0	0 years	2.7	
		Good	Excellent	Excellent		
		2	3	3		
EC4	Selected Measure: Adopt a Commercial Green Building Ordinance Emissions Category: Energy (Community) Status: Proposed in SAP and GPU Measure Description: Adopt a Commercial Green Building Ordinance that mandates higher building performance in commercial buildings. The approach could include providing developers with the option to choose from several different rating systems such as CALGreen Tier 1 or 2, LEED, or Build it Green.	703 MT CO ₂ e	\$0	2 years	2.7	This measure should be considered together with EC5 and EC6 for maximum reductions in commercial GHG emissions.
		Excellent	Excellent	Good		
		3	3	2		
EC5	Selected Measure: Encourage and Facilitate Business Energy Efficiency Upgrades Emissions Category: Energy (Community) Status: Proposed in SAP; Initial Implementation has Occurred Measure Description: Use existing rebates from the County, State and utility companies to create incentives and technical assistance for businesses to perform energy efficiency upgrades.	1,018 MT CO ₂ e	\$0	0 years	3.0	
		Excellent	Excellent	Excellent		
		3	3	3		
EC6	Selected Measure: Provide Financing for Commercial Energy Efficiency and Renewable Energy Emissions Category: Energy (Community) Status: Proposed in SAP; Initial Implementation has Occurred Measure Description: Participate in CaliforniaFIRST to finance energy efficiency and renewable energy improvements for commercial properties.	961 MT CO ₂ e (61 MT CO ₂ e achieved)	\$0	0 years	3.0	
		Excellent	Excellent	Excellent		
		3	3	3		
EC7	Selected Measure: Encourage Solar Panel Installation Emissions Category: Energy (Community) Status: Proposed in SAP; Already Implemented Measure Description: Encourage residential homeowners and landlords, as well as commercial property owners, to install solar panels by removing the building permit fee for solar panels and encourage participation in the City's Collective Solar Bulk Purchase Program.	293 MT CO ₂ e (77 MT CO ₂ e achieved)	\$0	0 years	2.7	
		Good	Excellent	Excellent		
		2	3	3		
EC8	Selected Measure: Create a Requirement for Urban Forestation Emissions Category: Energy (Community) Status: Proposed in SAP and GPU Measure Description: Create a requirement for urban forestation at all new residential and commercial developments.	930 MT CO ₂ e	\$0	2 years	2.7	
		Excellent	Excellent	Good		
		3	3	2		

Draft, September 2014

Table 4.3 shows a list of all the measures that Foster City could consider in order to reach its reduction targets of 16,625 and 23,420 Metric Tons of CO₂e of GHG emissions for the years 2020 and 2025, respectively. Any achieved GHG reduction based on existing measures are indicated in parentheses under the Annual GHG Reduction column. These numbers are included in the total, and are not additional reductions. The colors used in this table do not correspond to a color key; they identify the emissions categories as highlighted.

Project 2021 Briefing Document

Table 4.3
Prioritization and Selection of GHG Emission Reduction Measures

EC9	Selected Measure:	Work with Developers and Employers to Develop Robust Sustainability Plans to Minimize GHG Emissions	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Energy (Community)	Included under EC5, EC 6, and TL1	\$0	Ongoing	1.7	
	Status:	New measure	NA	Excellent	Good		
	Measure Description:	Strongly encourage developers of larger projects and major local employers to develop sustainability plans. "Larger" projects include projects that would generate 100 or more peak hour vehicle trips. "Major" employers include businesses that employ 250 or more people in Foster City.	0	3	2		
EM1	Selected Measure:	Implement Energy Efficient Lighting	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Energy (Municipal)	130 MT CO _{2e} (130 MT CO _{2e} achieved)	\$0	0 years	2.3	
	Status:	New Measure; Already Implemented	Fair	Excellent	Excellent		
	Measure Description:	Replace street, signal lights, parks and parking lot lighting with efficient LED lighting, which is significantly more efficient than conventional lamps and can save on maintenance costs due to longer lifetimes.	1	3	3		
EM2	Selected Measure:	Implement an Environmentally Preferred Purchasing Policy	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Energy (Municipal)	52 MT CO _{2e}	\$0	0 years	2.3	
	Status:	New Measure	Fair	Excellent	Excellent		
	Measure Description:	Implement a sustainable purchasing policy in local government departments, which emphasizes recycled materials and energy star equipment.	1	3	3		
EM3	Selected Measure:	Adopt Green Building Standards for Municipal Buildings	Annual GHG Reduction	Total Cost	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Energy (Municipal)	38 MT CO _{2e}	\$0	2 years	2.0	
	Status:	Proposed in SAP	Fair	Excellent	Good		
	Measure Description:	Adopt green building standards for municipal buildings as part of the Commercial Green Building Ordinance, to mandate higher building performance in municipal buildings. Mandate achievement of LEED Silver in any new municipal building construction and significant remodels, as several other municipalities in the Bay Area have done.	1	3	2		
EM4	Selected Measure:	Consider a Municipal Renewable Energy System Installation Program	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Energy (Municipal)	11 MT CO _{2e} (11 MT CO _{2e} achieved)	\$715,761	6 years	1.0	
	Status:	Proposed in SAP; Partially implemented	Fair	Fair	Fair		
	Measure Description:	Continue to review existing City facilities to evaluate the benefits of installing solar panels or another comparable renewable energy system, and install solar or other renewable energy facilities on suitable facilities to the greatest extent feasible. The measure promotes consideration of solar panel group purchases with other cities.	1	1	1		
EM5	Selected Measure:	Audit Municipal Facilities for Energy Efficiency Opportunities and Implement Energy Efficient Retrofits	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Energy (Municipal)	32 MT CO _{2e} (11 MT CO _{2e} achieved)	\$1,393,000	0 years	1.7	
	Status:	Proposed in SAP; Partially implemented	Fair	Fair	Excellent		
	Measure Description:	Participate in San Mateo County Energy Watch programs to audit municipal facilities for energy efficiency opportunities, and implement energy efficient retrofits.	1	1	3		

Draft, September 2014

Project 2021 Briefing Document

Table 4.3
Prioritization and Selection of GHG Emission Reduction Measures

		Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
TL1	Selected Measure:	Implement Smart Growth Development				
	Emissions Category:	Transportation and Land Use				
	Status:	Proposed in existing General Plan and GPU; implementation is ongoing				
	Measure Description:	Achieve SB 375 goals for mixed use, transportation-oriented and infill development, and greater jobs/housing balance. This measure includes several goals and policies implemented together with the 2025 General Plan Update. Work with employers to implement employer-based trip reduction programs and create opportunities to improve transit and access to regional transit.	1,913 MT CO ₂ e (1,713 MT CO ₂ e will be achieved in 2020)	\$0	0 years	
		Excellent	Excellent	Excellent		
		3	3	3	3.0	
TL2	Selected Measure:	Implement Complete Streets and Pedestrian & Bicycle-friendly Design				
	Emissions Category:	Transportation and Land Use				
	Status:	Proposed in existing General Plan and GPU; Partially Implemented				
	Measure Description:	Plan for a balanced, multimodal transportation network and encourage bicycling and walking instead of driving by prioritizing pedestrian and bicycle-friendly improvements. Implement bike lanes on main streets, an urban bike-trail system, bike parking, and pedestrian crossings.	2,931 MT CO ₂ e (2,931 MT CO ₂ e will be achieved in 2020)	\$0	0 years	
		Excellent	Excellent	Excellent		
		3	3	3	3.0	
TL3	Selected Measure:	Incentivize and Explore Car and Bike Sharing				
	Emissions Category:	Transportation and Land Use				
	Status:	New Measure				
	Measure Description:	Incentivize car sharing companies to open pods in town, and explore a bicycle sharing program.	625 MT CO ₂ e	\$50,000	4 years	
		Excellent	Fair	Good		
		3	1	2	2.0	
TL4	Selected Measure:	Encourage a Preferred Parking/Electric Plug-in Policy for Alternative Fuel Vehicles				
	Emissions Category:	Transportation and Land Use				
	Status:	Proposed in SAP or GPU				
	Measure Description:	Encourage and consider making it mandatory for businesses, developers, and property managers to create preferred parking for electric and alternative fuel vehicles and study the installation of electric charging stations for plug-in vehicles.	N/A, depends on implementation	\$0	5 years	
		N/A	Excellent	Fair		
		0	3	1	1.3	
TL5	Selected Measure:	Support Safe Routes to School				
	Emissions Category:	Transportation and Land Use				
	Status:	New Measure; Already Implemented				
	Measure Description:	Coordinate with schools in Safe Routes to School programs to support programs that would encourage walking and biking.	236 MT CO ₂ e	\$0	0 years	
		Good	Excellent	Excellent		
		2	3	3	2.7	
TM1	Selected Measure:	Implement a Fuel-efficient Fleet Policy				
	Emissions Category:	Municipal Operations				
	Status:	New Measure				
	Measure Description:	Prioritize the purchase of fuel-efficient vehicles and alternative fuel vehicles. Maintain existing vehicles for optimum mileage. Encourage staff to drive minimally and efficiently. Establish government operations idling policy.	44 MT CO ₂ e	\$170,000	0 years	
		Fair	Fair	Excellent		
		1	1	3	1.7	
TM2	Selected Measure:	Implement a Low-emissions Fleet Policy				
	Emissions Category:	Municipal Operations				
	Status:	New Measure				
	Measure Description:	Purchase new or convert existing government vehicles to low emissions vehicles.	18 MT CO ₂ e	\$30,000	2 years	
		Fair	Fair	Good		
		1	1	2	1.3	
TM3	Selected Measure:	Allow Flexible Working Schedules for Municipal Employees				
	Emissions Category:	Municipal Operations				
	Status:	New Measure; Already implemented				
	Measure Description:	Promote alternative work schedules and develop telecommuting guidelines to reduce employee commute.	1,837 MT CO ₂ e	\$0	1 year	
		Excellent	Excellent	Excellent		
		3	3	3	3.0	

Draft, September 2014

Project 2021 Briefing Document

Table 4.3
Prioritization and Selection of GHG Emission Reduction Measures

		Annual GHG Reduction	Cost to City	Implementation Time Required	Cost Benefit Indicator	Considerations
TM4	Selected Measure: Establish a Public Employee Commuting Program	12 MT CO ₂ e	\$10,080	1 year	2.0	
	Emissions Category: Municipal Operations	Fair	Good	Excellent		
	Status: New Measure, Already implemented	1	2	3		
	Measure Description: Establish commute alternatives program to promote and incentivize public transportation, carpooling, biking, etc. among City employees.					
WC1	Selected Measure: Achieve a Higher Waste Diversion Rate of 75 Percent	2,267 MT CO ₂ e (1,561 MT CO ₂ e achieved as of 2011)	\$0	2 years (for all programs)	2.7	
	Emissions Category: Waste (Community)	Excellent	Excellent	Good		
	Status: Proposed in SAP or GPU	3	3	2		
	Measure Description: Achieve a higher waste diversion rate of 75% by 2020. The diversion of more trash away from landfill to recycling or composting in Foster City will need to be accomplished by implementing or participating in several programs: a. Adopt an ordinance to prohibit disposable polystyrene food ware (Already implemented). b. Adopt a grading or award program for commercial food waste collection. c. Implement a gradual ban on single use plastic carryout bags and charge for paper and reusable bags (Already implemented). d. Adopt a Construction and Demolition Ordinance (Already implemented). e. Adopt a Yard Waste Ordinance. f. Facilitate recycling of Styrofoam and hard-to-recycle plastics. g. Adopt RecycleBank or pay-as-you-throw program.					
WC2	Selected Measure: Adopt an Ordinance to Prohibit Disposable Polystyrene Food Ware.	Included under WC1	\$0	0 years	2.0	
	Emissions Category: Waste (Community)	NA	Excellent	Excellent		
	Status: New Measure, Already Implemented	0	3	3		
	Measure Description: Effects a ban on single-use polystyrene food containers used by restaurants and food vendors. This ban is enforced by San Mateo County Environmental Health Division personnel.					
WC3	Selected Measure: Continue Participation in a Grading or Award Program for Commercial Food Waste Collection	Included under WC1	\$12,000	0 years	1.7	
	Emissions Category: Waste (Community)	NA	Good	Excellent		
	Status: Proposed in SAP; Already Implemented	0	2	3		
	Measure Description: Set up a grading system to grade each business based on its food waste diversion rate. The grade would be publicized and businesses with the highest grades would be given an award or recognition.					
WC4	Selected Measure: Implement a Ban on Single Use Plastic Carryout Bags and Charge for Paper and Reusable Bags	Included under WC1	\$0	0 years	2.0	
	Emissions Category: Waste (Community)	NA	Excellent	Excellent		
	Status: Proposed in SAP; Already Implemented	0	3	3		
	Measure Description: Implemented through Section 8.09 of the Foster City Municipal Code, which regulates the use of paper and plastic single use carryout bags in Foster City.					
WC5	Selected Measure: Adopt a Construction and Demolition Ordinance	Included under WC1	\$0	0 years	2.0	
	Emissions Category: Waste (Community)	NA	Excellent	Excellent		
	Status: Based on proposed measure in SAP; Already implemented	0	3	3		
	Measure Description: Adopt a Construction and Demolition Ordinance to include incentives for deconstruction, and require mandatory recycling and reuse rates for contractors.					
WC6	Selected Measure: Adopt a Yard Waste Ordinance	Included under WC1	\$0	2 years	1.7	
	Emissions Category: Waste (Community)	NA	Excellent	Good		
	Status: Proposed in SAP	0	3	2		
	Measure Description: Adopt an ordinance that requires all landscapers and landscape maintenance businesses to recycle and divert yard waste.					

Draft, September 2014

Project 2021 Briefing Document

Table 4.3
Prioritization and Selection of GHG Emission Reduction Measures

		Annual GHG Reduction	Cost to City	Implementation Time Required	Cost Benefit Indicator	Considerations
WC7	Selected Measure: Facilitate Recycling of Styrofoam and Hard-to-Recycle Plastics	Included under WC 1	\$0	1 year	2.0	
	Emissions Category: Waste (Community)	NA	Excellent	Excellent		
	Status: Proposed in SAP	0	3	3		
	Measure Description: Facilitate recycling of Styrofoam and hard-to-recycle plastics by holding regular collection events and establishing permanent drop-off points in coordination with neighboring agencies.					
EW1	Selected Measure: Lower Residential and Commercial Water Usage in Foster City	995 MTCO ₂ e @95 MT CO ₂ e will be achieved in 2020	\$0	2 years maximum (includes all programs)	2.7	
	Emissions Category: Water	Excellent	Excellent	Good		
	Status: Based on proposed measures in SAP; Utilize six measures in total, three of which have already been implemented by EMID and therefore contribute to the total reduction of GHG emissions. Three include increasing promotion for water-saving programs, advocating for more informative water bills, and working with BAWSCA to establish a Water Conservation Help Line. Please see measures EW 2 to EW 7 for a detailed discussion.	3	3	2		
	Measure Description: The SAP also recommended an Education Garden program, and this is included under the Education and Outreach section of the CAP.					
EW2	Selected Measure: Adopt a Water-wise Landscaping Ordinance and Outdoor Water Saving Incentives.	Included under EW 1	\$0	0 years	2.0	
	Emissions Category: Water	NA	Excellent	Excellent		
	Status: Proposed in SAP; Already Implemented	0	3	3		
	Measure Description: Adopt a water-wise landscaping ordinance for new commercial and multi-family developments, that is consistent with the AB 1881 model ordinance and BAWSCA standards. Offer incentives to reduce outdoor water usage. Both of these have already been implemented.					
EW3	Selected Measure: Adopt an Ordinance and Implement Incentives for Indoor Water Savings.	Included under EW 1	\$0	0 years	2.0	
	Emissions Category: Water	NA	Excellent	Excellent		
	Status: Proposed in SAP; Already Implemented	0	3	3		
	Measure Description: Implement an Indoor Water Use Efficiency Ordinance to specify various types of water appliances for new construction and applicable remodels. Continue the water appliance rebate program and explore expanding it to include dishwashers. Market the program and explore incentives for property managers and renters in multi-family developments to upgrade to water saving appliances.					
EW4	Selected Measure: Establish Conservation based Water Rates	Included under EW 1	\$0	0 years	2.0	
	Emissions Category: Water	NA	Excellent	Excellent		
	Status: Proposed in SAP; Already Implemented	0	3	3		
	Measure Description: Establish tiered water rates, with lower rates for lower levels of water consumption.					
EW5	Selected Measure: Increase Promotion for Water-saving Programs.	Included under EW 1	\$0	1 year	2.0	
	Emissions Category: Water	NA	Excellent	Excellent		
	Status: New Measure. Partially implemented	0	3	3		
	Measure Description: Work with EMID to put together a marketing program to promote the various incentives that are available to the public. The marketing efforts should focus on groups that have not been previously reached out to, or groups that the City feels could have a larger contribution to water savings in the community.					
EW6	Selected Measure: Create More Informative Water Bills	Included under EW 1	\$0	2 years	1.7	
	Emissions Category: Water	NA	Excellent	Good		
	Status: Proposed in SAP	0	3	2		
	Measure Description: Work with EMID to improve water bills to help users better understand and track their water usage, by using a commonly-understood unit system, showing changes from month to month and year to year, and consumer progress towards reaching a lower tier rate.					

Draft, September 2014

Project 2021 Briefing Document

Table 4.3
Prioritization and Selection of GHG Emission Reduction Measures

EW7	Selected Measure:	Work with BAWSCA and EMID to improve Water Conservation Information	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Water	Included under EW 1	\$0	1 year	2.0	
	Status:	Proposed in SAP	NA	Excellent	Excellent		
	Measure Description:	Work with BAWSCA and EMID to continue to improve available resources that will educate customers and provide incentives to reduce water consumption and use within the community.	0	3	3		
ED1	Selected Measure:	Facilitate an Education Garden	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Education	Not easily quantifiable	\$1,000	3 years	1.7	
	Status:	Proposed in SAP	NA	Excellent	Good		
	Measure Description:	Facilitate an education garden through schools, social clubs, churches, or community groups.	0	3	2		
ED2	Selected Measure:	Conduct Educational Workshops on Sustainability	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Education	Not easily quantifiable	\$7,000	3 years	2.0	
	Status:	Proposed in SAP	NA	Good	Good		
	Measure Description:	Conduct regular educational workshops through the Foster City Recreation Center.	0	2	2		
ED3	Selected Measure:	Create a Dedicated Website Focused on the Climate Action Plan Measures	Annual GHG Reduction	Cost to City	Implementation Time Required	Cost-Benefit Indicator	Considerations
	Emissions Category:	Education	Not easily quantifiable	\$0	0 years	2.0	
	Status:	Proposed in SAP; Already Implemented	NA	Good	Excellent		
	Measure Description:	Utilize existing webpages focused on sustainability and climate action to track the development of Climate Action Plan measures. The webpages would focus on advertising the latest efforts towards reducing GHG emissions, and update the public regarding the latest developments and news.	0	2	3		

TOTAL ANNUAL GHG REDUCTIONS POSSIBLE IN 2020 (SUM OF ALL OPTIONS):	16,838 MT CO2e
TOTAL ANNUAL GHG REDUCTIONS REQUIRED TO REACH TARGETS IN 2020:	16,625 MT CO2e
TOTAL ANNUAL GHG REDUCTIONS ALREADY ACHIEVED AS OF 2012:	7,626 MT CO2e (45% achieved)

(This includes GHG emission reductions achievable in 2020 based on existing measures.)

ATTACHMENT 3

**ENVIRONMENTAL SUSTAINABILITY ACTION PLAN
SUSTAINABILITY BEST PRACTICES**

Foster City's Sustainability Best Practices

1. Energy Efficiency and Conservation
2. Water and Wastewater Systems
3. Green Building
4. Waste Reduction and Recycling
5. Climate-Friendly Purchasing
6. Renewable Energy and Low-Carbon Fuels
7. Efficient Transportation
8. Land Use and Community Design
9. Open Space and Offsetting Carbon Emissions
10. Community and Individual Action

**Project 2021
Briefing Document**

Energy Efficiency & Conservation

Agency

1.1. Audits and Assessments

1.1.1. Conducts inventories of greenhouse gas emissions to guide and monitor the City's efforts to encourage emission reductions in City operations and the community as a whole.

- o 2005 Government Operations Greenhouse Gas Inventory*
- o 2005 Community-Wide Greenhouse Gas Inventory*
- o 2010 Community-Wide Greenhouse Gas Inventory*

1.2. Internal Policies and Procedures

1.2.1. Implemented energy conservation practices in building maintenance supplies, parts and systems in City facilities.

1.2.2. Participates in the San Francisco Community Power Demand Response Program, reducing city-wide electricity use on peak demand days.

- o <http://www.sfpower.org/interior10002.php>

1.3. Retrofits and Upgrades

1.3.1. Converted to energy efficient electronic ballasts in City lighting systems.

1.3.2. Installed energy efficiency upgrades to some City facilities, including \$1,422,738 of heating, ventilation and air conditioning improvements identified in the San Mateo County Energy Watch Energy Efficiency Audit, resulting in a projected annual savings of \$60,623 in energy cost.

- o Resolution 2014-30 Awarding Contract for Energy Efficiency Upgrades, approved 4/7/2014.

1.4. Outside Lighting

1.4.1. Installed Light Emitting Diode (LED) streetlights on all public streets. PG&E projected that 142,000 kWh will be saved annually in energy through this retrofit, resulting in 81,448 pounds of avoided greenhouse gas emissions.

- o Resolution 2012-97 Authorizing Replacement of HPS Streetlights with LED, 11/19/2012
- o Press Release on LED Streetlights, 3/8/2011

1.4.2. Converted all traffic and pedestrian signals to LED's.

- o Resolution 98-01 Authorizing the Replacement of Red Incandescent Traffic Lamps with Red Light Emitting Diode (LED) Signal Faces, 1/5/1998

Project 2021 Briefing Document

- o Resolution 2003-42 Authorizing the Replacement of Signal Faces for Pedestrian and Yellow Signal Head Light Emitting Diode Project, 5/5/2003

1.4.3. Installed solar powered speed safety signs and LED Rectangular Rapid Flashing Beacons (RRFBs) near Bowditch Middle School and Edgewater Shopping Center.

- o Resolution 2014-117 Approving an Agreement for LED Beacons on Beach Park Boulevard at Bowditch Middle School, 11/17/2014

- o Resolution 2014-61 Approving an Agreement for LED Beacons at Port Royal Avenue, 6/16/2014

Community

1.5. Work with Local Businesses

1.5.1. Work with developers of large projects to develop sustainability plans

- o Gilead Sciences Sustainability Plan

1.6. Work with Homeowners and Apartment Owners

1.6.1. Joined Energy Upgrade California program to encourage energy efficiency retrofits by Foster City property owners

- o www.energyupgradeca.com

1.6.2. Joined California FIRST, HERO and Figtree to enable Foster City property owners to access Property-Assessed Clean Energy (PACE) financing.

- o Resolution 2010-23 Authorizing California FIRST Program, 3/1/2010

- o Resolution 2014-90 Authorizing Figtree PACE Program, 8/4/2014

- o Resolution 2014-91 Authorizing HERO PACE Program, 8/4/2014

1.7. Work with Energy Providers

1.7.1. Engaged in a study, with County of San Mateo, regarding feasibility of Community Choice Aggregation for San Mateo County jurisdictions.

- o Resolution 2015-25 Authorizing participation in CCA Feasibility Study and release of community load data, 3/16/2015

Project 2021 Briefing Document

Water & Wastewater Systems

Agency

- 2.1. Ensure Water Efficiency in Agency Buildings and Operation
 - 2.1.1. Installed low-flow toilets and state of the art irrigation systems and controllers.
 - 2.1.2. Installed water fixtures in City buildings that work on a sensor system to conserve water.
- 2.2. Reduce Water Use in Parks and Landscaping
 - 2.2.1. Replaced turf grass in selected parks with synthetic turf which does not require irrigation.
 - o Resolution 2011-11 Appropriating funding for Synthetic Turf Fields at Sea Cloud Park (S-4), and Port Royal Park, 2/7/2011
 - o Resolution 2006-12 Authorizing the Purchase and Installation of a Synthetic Grass Surface for the Boat Park, 2/21/2006
 - o Resolution 2003-113 Authorizing the Award of a Contract for Synthetic Surfacing for Amphitheater Seating and Bulkhead Pathway, 11/3/2003
 - o Resolution 2014-3 Awarding an Agreement for Construction of Edgewater Park Synthetic Surface, 1/21/2014
 - o Resolution 2012-04 Awarding an Agreement for Construction of Sea Cloud Park and Port Royal Park Synthetic Surface and Park Improvement Project, 1/17/2012
 - o Resolution 2009-05 Awarding an Agreement for Construction of Sea Cloud Park and Catamaran Park Synthetic Surface and Park Improvement Project, 1/20/2009
 - o Resolution 2008-113 Authorizing the Award of Contract for the Installation of New Synthetic Turf at the Dog Park, 12/15/2008
 - 2.2.2. Planted drought tolerant landscaping at City facilities and in parks.
- 2.3. Create Safe and Efficient Water and Wastewater Systems
 - 2.3.1. The City annually updates the 5-Year Capital Improvement Plan to ensure the continued, reliable delivery of services to the City/District.
- 2.4. Address Future Water Security
 - 2.4.1. The City prepares an Urban Water Management Plan every five years to ensure that adequate water supplies are available to meet existing and future water demands.

Community

- 2.5. Promote Water Conservation
 - 2.5.1. Implemented conservation-based water rates to encourage water conservation in the community.
 - o Minute Order 1191 Implementation of Conservation-Based Water Rates, March 29, 2010
 - o www.fostercity.org/publicworks/waterdistribution/Conservation-Based-Water-Rates.cfm

Project 2021 Briefing Document

2.5.2. Declared Water Shortage Emergency and Implemented Drought-Related Water Conservation Measures

- o Resolution 3260 Declaring a Water Shortage Emergency Condition and Authorizing the Implementation of Water Conservation Measures, November 3, 2014
- o Resolution 3275 Implementation of Water Conservation Measures and Establishment of Fines for Violations of the Declaration of Water Shortage Emergency, August 24, 2014
- o www.fostercity.org/drought

2.5.3 Established Water Sustainability Fund to fund a variety of water conservation rebates for residential and commercial EMID customers, including, but not limited to those for low-flow toilets, high-efficiency clothes washers and lawn replacement as incentives for water conservation.

- o <http://www.fostercity.org/publicworks/waterdistribution/Water-Conservation-Rebates.cfm>

2.5.4 Provides “home water audit” kits and educational assemblies for local schools.

2.5.5 Provides free Landscape Water Use Audits.

- o <http://www.fostercity.org/publicworks/waterdistribution/Landscape-Water-Use-Audit.cfm>

2.5.6 Offers free “waterwise” informational resources for water customers

- o Water-Wise Gardening in the Bay Area
<http://www.bawsca.watersavingplants.com/bawsca.php>
- o Bay Friendly Gardening Guide
www.fostercity.org/publicworks/waterdistribution/Bay-Friendly-Gardening-Guide.cfm

2.5.7 Requires individual water sub-meters for each dwelling unit in new multi-family developments.

2.5.8 The EMID Board approved a program to encourage multi-family residential units to segregate domestic and irrigation meters. The program includes waiving meter installation fees, in addition to offering a below market-rate three-year loan of up to \$50,000 to assist homeowners associations and apartment owners.

2.5.9 Between 2008 and 2013, EMID conducted a meter-replacement program to replace all touch-read meters (over 8,200) with “FlexNet” automated meters. The new meters are capable of reporting unusual consumption patterns instantaneously. EMID staff identifies and investigates potential water leaks weekly.

2.6. Promote Water Recycling and Greywater Use

2.6.1. Through San Mateo County Water Pollution Prevention Program, offer residential rebates on rain barrels.

- o www.flowstobay.org/rainbarrel

Project 2021
Briefing Document

2.7. Educate about Water Pollution Prevention

2.7.1. With San Mateo County Water Pollution Prevention Program, offer coupons and offer information through Foster City Television, literature distribution and Social Media sites about pollution prevention programs (carwash, nail salons, etc.)

Project 2021 Briefing Document

Green Building

Agency

3.1.1 The City has utilized alternate materials such as decomposed granite walkways instead of asphalt at two new parks to use more natural materials and reduce greenhouse gas emissions.

Community

3.2.1 Created a dedicated page on the City's website to help residents find green building information and resources.

o <http://www.fostercity.org/departmentsanddivisions/citymanager/gogreen-energy.cfm>

3.2.2. Adopted statewide CalGreen Building Standards for new construction.

o Ordinance 585 adopted 12/20/2013

3.2.3 The City has required LEED Silver or equivalent standards for individual projects, including Gilead Sciences, Pilgrim Triton Master Plan and Chess/Hatch Offices.

Waste Reduction and Recycling

Agency

4.1. Reduce

4.1.1. Reduces the amount of paper used by providing copies of agendas, staff reports and other documents on-line.

4.2. Reuse

4.2.1. Resurfaced streets using cold-in-place recycling of asphalt which reuses materials as well as reduces costs and reduces truck trips during construction.

4.3. Recycle

4.3.1. Provides curbside collection service to all customers that includes the option for compost collection and single-stream (no sorting) recycling.

4.3.2. Recycles in all City facilities, including items like used lamps and ballasts from City lighting systems and used printer cartridges.

4.4. Organics

4.4.1. All City facilities participate in compost service.

Community

4.5. Businesses

4.5.1. Adopted ordinance banning single-use carry-out plastic bags.

- o Ordinance 571, Reusable Bags

4.5.2. Adopted ordinance banning polystyrene disposable food containers.

- o Ordinance 567, Prohibition on the Use of Polystyrene-based Disposable Food Service Ware by Food Vendors

4.6. Residential

4.6.1. Administers programs to meet and sustain a minimum 50% diversion rate mandated by the state, promoting residential and commercial recycling efforts.

4.6.2. Purchases “in-unit” recycling containers for residents of multi-family dwellings.

4.7. Electronic Waste and Hazardous Materials

4.7.1. Provides residential curbside collection of batteries and cell phones in addition to providing a collection point at City Hall.

Project 2021
Briefing Document

4.7.2. Sponsors community electronics recycling, paper shredding and compost give-away events

4.8. Construction Materials and Debris

4.8.1. Passed an ordinance requiring a minimum of 50 percent of the debris generated from certain construction and demolition projects be diverted from landfills to recycling facilities.

- o Ordinance 523 Recycling and Salvaging of Construction and Demolition Debris

Climate Friendly Purchasing

Agency

5.1. Policies

5.1.1. Ensures that janitorial supplies used in City facilities are environmentally friendly, low pH diluted cleaning concentrates and renewable resource paper products.

5.1.2. Through Foster City Lagoon Management Plan, directs the use of environmentally-friendly products and processes, rather than chemical treatment, to manage lagoon water quality whenever possible.

5.1.3. Replaced towel dispensers in City facilities with motion activated dispensers to reduce the volume of paper towels used.

5.1.4. Provides City Council and Planning Commission agendas and reports on-line to reduce the amount of paper used to make copies.

**Project 2021
Briefing Document**

Renewable Energy and Low Carbon Fuels

Agency

6.1. Solar Projects

6.1.1. Installed solar voltaic panels at the Library/Community Center, completed in May 2015.

o Resolution 2014-77 Awarding Contract for Rooftop and Carport Solar Project at Library/Community Center, approved 7/21/2014

6.2. Fuel Efficient and Alternative Fuel Vehicles

6.2.1. Increased the percentage of hybrids and electric vehicles in the City fleet and reviews other fuel-efficient alternatives as vehicles are replaced. As of May 2015, nine of the vehicles in the City fleet are hybrid or electric.

6.2.2. Replaced some traditional vehicles with electric options for parks maintenance operations.

6.2.3. Installed electric vehicle charging station for City employees and City vehicles.

6.2.4. Installed bike racks and shower facilities at City Hall to promote bicycle use.

Community

6.3. Solar and Small Wind Projects

6.3.1. Coordinating bulk solar procurement opportunity for residential community in combination with other jurisdictions

o Resolution 2014-89 Entering into Agreement with Vote Solar for Implementation of a Regional Community Residential Solar Bulk Purchase Program, approved 8/24/2014

6.3.2. Eliminated permit fees for installation of solar panels.

6.3.3. Joined California FIRST, HERO and Figtree to enable Foster City property owners to access Property-Assessed Clean Energy (PACE) financing.

o Resolution 2010-23 Authorizing California FIRST Program, 3/1/2010

o Resolution 2014-90 Authorizing Figtree PACE Program, 8/4/2014

o Resolution 2014-91 Authorizing HERO PACE Program, 8/4/2014

6.4. Fuel Efficient and Alternative Fuel Vehicles

6.4.1. Reduced speed limits on most City streets to allow for use of Neighborhood Electric Vehicles (NEV) for intra-City transportation.

Project 2021
Briefing Document

- o Minute Order 1017 Directing staff to take the necessary steps to reduce the speed limit, dated 1/4/2007
- o Resolution 2007-24 Adopting the recommended speed limits, adopted 3/19/2007

Efficient Transportation

Agency

7.1. Planning

7.1.1. Adopted Complete Streets policies

- o Resolution 2012-63 Adopting Complete Streets Policies and Programs, September 10, 2012

7.1.2. Supports Safe Routes to School

- o Resolution 2002-35 Authorizing City Participation in the Safe Routes to School Program, May 20, 2002

7.2. Infrastructure

7.2.1. Provides electric car-charging for City Hall employees

7.3. Agency Fleet

7.3.1. Converted to a system by which water meters can be read remotely, eliminating the need to routinely access on-site meters around the city by automobile.

7.3.2. Maintains vehicle fleet in peak condition in order to maximize performance and minimize carbon emissions.

7.4. Agency Employee Programs

7.4.1. Implemented an alternative schedule for most agency employees, reducing employee commuter trips from a traditional schedule.

7.4.2. Implemented the option for certain employees to telecommute from home, keeping cars off the roadways while maintaining a productive workforce.

7.4.3. Participates in annual Great Race for Clean Air, sponsored by the Spare the Air Team at the Bay Area Air Quality Management District.

Community

7.5. Policies

7.5.1. Works with the Traffic Congestion Relief Alliance and employers to ensure that trip-reducing alternatives are available, introduced to employees, and publicized on a regular basis.

7.5.2. Promotes the AC Transit transbay bus service.

Project 2021
Briefing Document

7.5.3. Promotes employer-operated shuttles to and from the San Mateo Caltrain Station and the Millbrae Intermodal Station from three areas: Lincoln Centre, North Foster City, and Mariners Island.

7.5.4. Operates a Senior Express Shuttle to transport residents age 55 and older to events and activities in the region.

o www.fostercity.org/parksandrecreation/senioractivities/senior-express-bus.cfm

7.5.5. Implementation of Mid-Day Shuttle under discussion for 2015.

7.5.6. The City requires a Transportation Demand Management (TDM) Program with each Use Permit/Specific Development Plan for large projects.

Land Use and Community Design

Agency

8.1. Encourage Compact, Efficient and Contiguous Development

8.1.1. Approved the Pilgrim Triton Master Plan to create a compact, efficient mixed use development to replace an obsolete industrial park.

8.2. Planning for a Variety of Transportation Choices

8.2.1. Requires that bicycle racks be installed at all new commercial/office developments in town. Bicycle racks are also on all shuttles.

8.2.2. Maintains a bicycle/pedestrian path along the bay front—a leg of the Bay Trail that connects with trails maintained in neighboring cities and allows for an easy commute by bicycle between Foster City and a number of Peninsula cities.

Open Space and Offsetting Carbon Emissions

Agency

9.1. Plans and Policies

9.1.1. Adopted regulations prohibiting the installation or replacement of wood burning appliances unless conditions are met to protect air quality.

o Ordinance 486 Regulating the Burning of Certain Fuels within Wood Burning Fireplaces, Heaters, or Appliances and Regulating the Installation of Wood Burning Fireplaces, Heaters or Appliances, February 20, 2001

9.1.2. Maintains storm water system in compliance with National Pollution Discharge Elimination System requirements, reducing pollution of Baywaters.

9.2. Parks

9.2.1. Built environmentally sustainable parks by incorporating reused and recycled materials, water-efficient landscaping and water-efficient technology systems.

9.3. Habitat and Open Space

9.3.1. Created enhanced seasonal wetlands at Sea Cloud Park for bird habitat as part of lagoon dredging project.

Community and Individual Action

Agency

10.1. Inform

10.1.1. Created Green Footprint video series

- o www.fostercity.org/cityservices/FCTV-Green-Footprint.cfm

10.1.2 Maintains a “Go Green” webpage to provide education resources to the community.

10.1.3 Maintains a “Sustainable Foster City” webpage to provide information about the City’s efforts to ensure the long-term viability of the Foster City community.

10.1.4 Maintains an online “Sustainable Foster City Dashboard” to provide data, information and resources on a variety of sustainable indicators.

10.2. Collaborate

10.2.1. Is an active member of the Joint Venture Silicon Valley Network Climate Protection Taskforce, Sustainable Silicon Valley and ICLEI-Local Governments For Sustainability, USA in order to pursue regional climate protection alternatives.

10.3. Empower

10.3.1. Resolution 2006-71, Supported Efforts of All Governments to Develop Policies and Programs to Reduce Global Warming

10.3.2. Resolution 2009-17, Adopted the San Mateo County Energy Strategy (Previously adopted Resolution 2007-57, supporting the development of the strategy.)

10.3.3. Updated the Ad Hoc Environmental Sustainability Task Force Recommended Sustainability Action Plan into the Sustainable Foster City Plan (includes City-wide transportation recommendations from the former Transportation Committee.)

10.3.4. Preparing and expecting to complete a comprehensive Climate Action Plan in 2015.

ATTACHMENT 4

**Foster City Economic Development Strategic Plan
Appendix A Workplan for November 2013-June 2014⁵²**

Appendix A – Workplan for November 2013 to June 2014

The following workplan is developed for the period of November 2013 to June 2014 (FY 14) based on the Work Task List, which is the main body of this Plan. The months in which the work is intended to be performed is indicated for each task.

Workplan for FY 14		Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Primary Leader
Foundational Tasks										
FT1	Measure baselines and set targets for all metrics									ACM
FT2	Create a master flowchart for all tasks and data collection									ACM
FT3	Secure funding and staffing									ACM
Foundation Policy Decisions										
FP1.1	Complete the draft of the Climate Action Plan with City Department Review									CDD
FP1.2	Planning Commission Review and Recommendation of Approval of the Climate Action Plan									CDD
FP1.3	City Council Public Hearing, Review and Approval of the Climate Action Plan									CDD
FP1.4	Complete the draft of the General Plan with City Department Review									CDD
FP1.5	Planning Commission Review and Recommendation of Approval of the General Plan									CDD
FP1.8	Adopt and implement Green Building Codes to require sustainable construction standards at or above State minimum requirements									CDD
FP2.1	Prepare Draft Housing Element for Planning Commission Review and Recommendation of Approval									CDD

⁵² The Primary Leaders were identified as follows: Assistant City Manager (ACM), Community Development Director (CDD), CEO of the Chamber of Commerce (CEO), Sustainable Foster City G8 Taskforce (G8) and Mayor.

**Project 2021
Briefing Document**

Workplan for FY 14		Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Primary Leader
FP3.1	Develop work plan to identify and review Municipal Codes that impact 1) business community, 2) commercial properties, and 3) residential properties									CDD, ACM
FP3.2	Engage commercial property owners, commercial brokers, developers, local business community / retailers in discussions relative to Municipal Codes with a direct impact on business									CDD, ACM, CEO
FP3.3	Engage homeowners association boards in discussions relative to Municipal Codes with a direct impact on common interest developments									CDD, ACM
FP3.4	Engage single family residential property owners in discussions relative to Municipal Codes with a direct impact on SFR units									CDD, ACM
Marketing & Communication										
MC1.1	Implement a promotions campaign for the Foster City Dashboard									ACM, CEO
MC1.2	Implement Enhanced Phase I (Chamber Board) and Phase II (Quality of Life) Data elements on Foster City Dashboard									ACM
MC1.3	Determine need for a public relations consultant to assist in the development and implementation of a comprehensive brand assessment and marketing and communications strategy, identifying options for maximizing effectiveness of outreach materials (web, logos, brochures, signage, etc)									ACM, CEO, CDD
MC1.4	Develop and execute a detailed workplan for the integrated marketing campaign									ACM, CEO
MC2.1	Develop a comprehensive branding strategy based upon the Identity and Vision Statement									ACM, CEO
MC2.2	Review General Plan to ensure vision and identity statements in the Plan are taken into consideration									CDD, ACM, CEO

**Project 2021
Briefing Document**

Workplan for FY 14		Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Primary Leader
MC2.3	Develop and execute an Outreach program to commercial property owners, property managers, and commercial brokers to determine perceptions of Foster City's business climate / identity									ACM, CEO, CDD
MC2.4	Implement the "For the Love of Foster City" engagement and outreach program with Peter Kageyama to determine why stakeholders "love" the community (identity)									ACM
MC2.5	Develop a Foster City Identity and Vision Statement									ACM, CDD, CEO
MC3.1	Continue the implementation of the living!LOCAL campaign in the City's retail centers									CEO, ACM
MC3.2	Implement the "Small Business Supports Parks Makes Life Better" program as a component of the living!LOCAL campaign									CEO, ACM
MC3.3	Develop and execute a new living!LOCAL Guide (to replace the former Chamber Community Guide)									CEO, ACM
MC3.4	Survey of workforce (employees) to measure awareness of Foster City and determine types of retail businesses that cater to their needs before / during / after their work day									ACM, CEO
Business Development & Retention										
BDR1.1	Implement business rewards and recognition programs (e.g., Five-Star Program, impact! Awards) for local merchants									CEO, ACM
BDR1.2	Support the Chamber's efforts to create a small business mentorship / consulting program and training curriculum; including grant opportunities / other state/fed funded programs (e.g., SBA) to assist with the funding of such programs									CEO, ACM
BDR1.3	Continue to support Chamber's involvement in local workforce development programs through schools and other avenues									CEO, ACM

**Project 2021
Briefing Document**

Workplan for FY 14		Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Primary Leader
BDR2.1	Review findings of the Retail / Commercial Assessment Report by BAE and determine actionable next steps of the recommendations made in the report									CDD, ACM, CEO
BDR2.2	Develop and execute an ongoing Outreach Plan to connect with commercial brokers that serve the San Francisco Peninsula and/or Greater Bay Area to determine new business leads									ACM, CDD, CEO
BDR2.3	Implement a "Welcome to Foster City" Outreach campaign for new businesses of all sizes									CEO, ACM
BDR2.4	Establish a comprehensive business attraction program for key business types (e.g., business-to-business sales tax producers, businesses identified in Retail Assessment, etc)									ACM, CEO, CDD
BDR2.5	Consider the implementation of a sales tax rebate program for new businesses that generate significant additional sales tax revenues to the City (e.g., projected to generate > \$100k of annual sales tax, 25% rebate for a 5 year period)									ACM
BDR3.1	Refine existing sales tax monitoring databases that can be reported to economic development related stakeholders									ACM
BDR3.2	Determine feasibility of a City-maintained database of lease terms (timing) of retail and commercial properties based upon discussions with retailers / commercial businesses and property owners									ACM, CEO
BDR3.3	Develop and execute an initial and ongoing Outreach Plan to connect with the Top 10 Sales Tax Producers and Top 10 Employers									Mayor, ACM, CEO
BDR3.4	Develop and execute an Outreach Plan to connect with businesses experiencing significant growth (employees and/or revenues)									Mayor, ACM, CEO
BDR3.5	Participate in the Chamber's Retail Merchants Advisory Committee on an annual basis									CEO, Mayor, ACM

**Project 2021
Briefing Document**

Workplan for FY 14		Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Primary Leader
BDR3.6	Develop and execute an ongoing Outreach Plan to connect with commercial property owners and property managers									ACM, CDD, CEO
BDR3.7	Develop and execute an ongoing Outreach Plan to connect with commercial / retail brokers that serve the San Francisco Peninsula and/or Greater Bay Area									ACM, CDD, CEO
Commercial & Residential Redevelopment										
CRR1.4	Explore concept of a business improvement district for retailers									ACM, CEO
CRR1.6	Develop and execute an ongoing Outreach Plan to connect with homeowners associations									ACM, CDD, CEO
CRR1.7	Support Chamber's "Change the Game" education seminars focused on HOA / CID issues									CEO, ACM
CRR1.8	Implement residential solar bulk purchase program with assistance from the grant-funded Solar Foundation program									ACM
CRR2.1	Ensure the reliability and availability of telecommunications infrastructure in all areas, especially north of SR 92 and along the "Gravity Side" of the retail trade area									ACM
CRR2.2	Review current street maintenance programs in light of existing demands and needs for transportation alternatives									ACM
CRR2.3	Ensure the reliability and availability of water supply to support the business and residential community									ACM
CRR2.4	Ensure the reliability and capacity of wastewater collection and treatment to support growth in the commercial and residential sectors									ACM
CRR3.1	Streamline permitting processes relative to energy efficiency retrofits through the grant-sponsored program with the Solar Foundation									CDD, ACM

315633588.7