Stanford University Medical Center
Area Plan Update

May 2011
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APPENDIX A
Comparison of SUMC Project to Comprehensive Plan Policies
This Stanford University Medical Center (SUMC) Area Plan has been prepared pursuant to Program L-46 of the City's 2010 Comprehensive Plan as an informational document for the City, the SUMC entities and the public. It is not a regulatory document and does not comprise a coordinated area plan or specific plan under the City's Municipal Code. The Area Plan is not intended to establish land use or development policies or standards, and is not intended to supersede the applicable policies, regulations, requirements and standards of the City's Comprehensive Plan and Municipal Code. If any provisions of the Area Plan vary from or conflict with the Comprehensive Plan or Municipal Code, the applicable provisions of the Comprehensive Plan or Municipal Code shall prevail.

This Plan update is the most recent in a series of planning documents for the SUMC that began in the mid-1950s. The medical center plan evolved during master planning in the 1970s and early 1980s, and continued through to the SUMC Land Use Area Analysis 2000 that was completed and submitted by Stanford in conjunction with an application for Palo Alto's approval for the Center for Cancer Treatment and Prevention/Ambulatory Care Pavilion and underground parking structure. Prior to submission of the SUMC Renewal and Replacement Project application in August 2007, a first draft of this Area Plan Update was submitted to the City in April 2007.

Stanford University, Stanford Hospital and Clinics (SHC), and Lucile Packard Children's Hospital (LPCH) have developed various plans in response to evolving land use issues and changes in the nature of teaching, medical practice, and medical research. This Area Plan identifies current campus planning and community design principles for the SUMC. Refer to Exhibits 1-1 and 1-2 for the planning context and the area plan boundary, respectively.

1.1 PURPOSE

The purpose of the SUMC Area Plan Update is to respond to the City of Palo Alto Comprehensive Plan Program L-46:

Work with Stanford to prepare an area plan for the Stanford Medical Center.

An area plan for the Medical Center should address building locations, floor area ratios, height limits, and parking requirements. It should discuss the preservation of historic and open space resources and the protection of views and view corridors. The plan should describe improvements to the streetscape and circulation pattern that will improve pedestrian, bicycle, transit, and auto connections.

This Area Plan Update meets the requirements of Program L-46 by addressing land use, circulation, open space, visual resources, and historic resources in the Plan Elements (Section 2), and building locations, floor area ratios, height limits, and parking requirements in Zoning and Land Use Regulations – Existing and Future (Section 3) for the SUMC area as a whole.
The SUMC Project application, submitted in August 2007 and subsequently updated, provides information on the project's objectives, description, design, demographics and operations, utilities and services, medical and hazardous waste, construction activities, and trip generation and parking. The application also includes historic and cultural resources evaluations, a tree survey, geotechnical and Phase I evaluations, and site photos.

The City's independent Stanford Preliminary Peer Review Report prepared in November 2007 provides benchmark data and analysis that illustrates the SUMC proposal falls within the norm of current-day hospital planning and construction.

The Housing Needs Analysis prepared by Keyser Marston Associates in September 2009 assesses the potential housing needs resulting from construction of the SUMC Project.


The Draft EIR published in May 2010 provides a description of the Project, SUMC Project sponsors and City objectives for the Project, need/driver for the Project, an overview of the entitlement process, the sustainability aspects of the Project, and Comprehensive Plan policies that are relevant to the SUMC. The Draft EIR also identifies impacts of the Project, mitigation measures, and project alternatives.

The Final EIR published in February 2011 provides responses to all comments received on the Draft EIR and revisions to the Draft EIR.

The proposed Comprehensive Plan amendments change land use designations at 701 and 703 Welch Road, allow for taller buildings in the SUMC, and exempt SUMC buildings from the 1989 Citywide Land Use and Transportation development limits.

The proposed new Hospital District Zoning replaces the existing Public Facilities zoning ordinance in the SUMC area to more closely reflect the development requirements of a modern medical facility.

Architectural and Landscape Design Documents submitted to the Architectural Review Board throughout the SUMC Project process provide detailed information on portions of the SUMC Project that are ready for architectural review.

The Design Guidelines, recommended for approval on March 24, 2011, build on the 2007 first draft of the Area Plan to establish planning principles and architectural and landscape design parameters for the entire SUMC.

The draft Development Agreement specifies mutually negotiated community benefits, vested rights to develop and use the SUMC Sites, and a process for ongoing review and reporting.
In 2011, the City of Palo Alto will consider approval of the SUMC Facilities Renewal and Replacement Project (SUMC Project). Several documents developed during the approval process contain information concerning project-specific information, and are presented in Exhibit 1-3.

In this Area Plan, the term "existing" describes the area prior to the SUMC Project approval, and the term "future" describes the area after implementation of the SUMC Project.

1.2 HISTORY AND BACKGROUND

This section describes the historical context for the SUMC area and looks at City of Palo Alto practices and processes in the recent past that address the SUMC planning and development.

This discussion identifies major periods and events associated with the development of the SUMC, including relocation of the School of Medicine from San Francisco to the Stanford/Palo Alto campus and the development of the Palo Alto Community Hospital on Stanford land.

This section also summarizes how the City of Palo Alto has addressed the SUMC in prior planning efforts, including the Sand Hill Road Projects approval in 1997, in the 1998 Palo Alto Comprehensive Plan (Comp Plan), and in the processes and mechanisms used in permitting the most recent Medical Center projects (e.g., the Center for Cancer Treatment and Prevention, now the Advanced Medicine Center).

1.2.1 Facility Development History

In its earliest days, from 1908 to 1953, the SUMC, consisting of the School of Medicine and its first clinical facilities, was housed in a 19th-century brick building on Clay Street in San Francisco. In 1953, the university administration under Stanford's President Sterling decided to move these facilities to the Main Campus in Palo Alto. According to President Sterling, central to this move was "the concept that the future progress of the medical sciences is inextricably linked with progress in the basic physical and biological sciences and increasingly with progress in the social sciences. It followed that the Medical School should be so located and organized as to promote the closest possible relationship between teachers, investigators, and students in all these fields. It followed also that opportunities for enriching the general education of the medical student would be greater if the Medical School became, physically and philosophically, an integral part of the University" (Medical Care, the University, and Society. Speeches Delivered at the Dedication of the Stanford Medical Center, September 17 and 18, 1959. Published by Stanford University).

With the move to Palo Alto, clinical facilities were provided initially in the old Palo Alto Hospital, now called the Hoover Pavilion, on Quarry Road near El Camino Real, while planning began with the City of Palo Alto to construct a new medical center facility. In the late 1950's...
several clinics were constructed and leased by community physicians along Welch Road, in anticipation of the new medical center facility. Construction at the Medical Center began in 1957 and facilities opened in phases beginning in 1959.

The original Medical Center complex included the Edwards, Lane, Alway, Boswell, and Core buildings, as well as the East and West Pavilions. Patient care programs were located in the Edwards Building and in the north portion of the complex. The teaching and research programs were located in the southern area. Together, these buildings are sometimes called the "E.D. Stone Complex" after the architect who designed them.

In the 1960s, the Grant building was added to the rear of the Medical Center, "filling in" the "H" structure of the original group of buildings. During this same time frame, several more buildings were constructed along Welch Road.

The 1970s saw a small expansion of Medical Center buildings to the north, known as the Core Expansion. In addition, two more office/research buildings were constructed on Welch Road.

The decade of the 1980s realized a significant increase in SUMC size. SHC added the Hospital Modernization Project, including three patient “pods”. In addition, housing was constructed at 1100 Welch Road (apartments managed by the Santa Clara County Assistance League for patient families at reduced rates and apartments for medical residents and other faculty and staff), a child care center was added at the rear of Hoover Pavilion, and a parking structure was constructed to the east of the Medical Center along Campus Drive West.

The 1990s continued with a new facility for LPCH, allowing a move from its first location in the old convalescent hospital near Sand Hill and Arboretum roads. SHC also constructed the Blake-Wilbur Clinic for the faculty practice program, and a second parking structure. The School of Medicine developed the Psychiatry Academic/Clinic Facility at Quarry and Arboretum; the Medical School Lab Surge/Magnetic Resonance Spectroscopy Building (now Lucas Center); and the Center for Clinical Sciences Research.

In the early 2000s, SHC constructed the Center for Cancer Treatment and Prevention/Ambulatory Care Pavilion (CCTP/ACP) at Blake-Wilbur Drive, with an underground parking structure located in the Pasteur Drive median. The CCTP/ACP, now known as the Advance Medicine Center (AMC), was developed as a facility where the services of a decentralized Cancer Treatment Center and other specialized ambulatory clinics could be consolidated in a single, accessible, state-of-the-art facility. In Santa Clara County, a parking structure at the Stockfarm parking lot was constructed.

The SUMC Project, scheduled for approval in 2011, includes replacement of Stanford Hospital, expansion of LPCH, and replacement research facilities for the Stanford University School of Medicine. Existing and future facilities in the Plan area are shown in Exhibits 1-4 and 1-5, respectively.
1.2.2 Planning History and 2000 Land Use Area Analysis

From the initial design of Medical Center facilities in the mid-1950s through the 1980s, planning for the SUMC largely was performed internally by the University and the two hospitals. For example, in 1988, the Medical Center Regional Planning Report was prepared by the Medical Center Long Range Facilities Planning Group, which included representatives of SHC, LPCH, and University School of Medicine, Planning, Transportation and Facilities Departments.

In the early 1990's the City Council expressed its desire to see long-term plans for the Medical Center Area prior to approval of individual projects. In 1991, in connection with its approval of the Faculty Practice Program Clinic (now Blake-Wilbur Clinic), the Palo Alto City Council stipulated that in order for it to consider any future new facilities within its jurisdiction, Stanford would need to complete an overall “master plan” for the Hospital Area. To this end, Stanford prepared a Regional Planning Update Status Report in July 1994 that was provided to the City of Palo Alto while it was in the process of preparing its Comprehensive Plan update. This document provided urban design concepts for the region, as well as suggested Comprehensive Plan policies for the Stanford Hospitals District.

From 1993-94, Stanford participated in the early stages of the Palo Alto Comprehensive Plan Update process so that the planning process for the Medical Center would continue to be consistent with Palo Alto planning. During the Palo Alto Comprehensive Plan process, Stanford provided the City of Palo Alto with information on projected growth in hospital facilities. In 1994, Stanford estimated that providing efficient patient care at the Medical Center into the next century would require 400,000 gsf of new space, probably on two sites. This information was included in the environmental analyses of the Palo Alto Comprehensive Plan (1998), the Palo Alto Medical Foundation project (1995), and the Sand Hill Road Projects (1997).

In 1998, the City adopted the 2010 Comprehensive Plan. The Comprehensive Plan reflects the City Council’s 1991 direction that Stanford provide its long-term plans for the Medical Center Area in Policy L-46:

Work with Stanford to prepare an area plan for the Stanford Medical Center.

An area plan for the Medical Center should address building locations, floor area ratios, height limits, and parking requirements. It should discuss the preservation of historic and open space resources and the protection of views and view corridors. The plan should describe improvements to the streetscape and circulation pattern that will improve pedestrian, bicycle, transit, and auto connections.

Comprehensive Plan Policy L-45 defines the Medical Center Area as “a major medical treatment, academic and research facility encompassing the Stanford University School of Medicine, Stanford University Hospital and its clinics, and the Lucile Salter Packard Children's Hospital at Stanford.”
<table>
<thead>
<tr>
<th>SUMC Action</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rezone 725 and 900 Blake Wilbur</td>
<td>1984</td>
</tr>
<tr>
<td>Construct Hospital Modernization Project</td>
<td>1987</td>
</tr>
<tr>
<td>Construct Lucile Packard Children’s Hospital</td>
<td>1991</td>
</tr>
<tr>
<td>Rezone 851 Welch Road</td>
<td>1990</td>
</tr>
<tr>
<td>Construct Blake Wilbur (Faculty Practice) Clinic</td>
<td>1992</td>
</tr>
<tr>
<td>Rezone 831 and 1101 Welch Road</td>
<td>2000</td>
</tr>
<tr>
<td>Construct Cancer Center/Ambulatory Care Pavilion (AMC)</td>
<td>2003</td>
</tr>
</tbody>
</table>

The Comprehensive Plan also recognizes that “because the health care industry is constantly changing, the Medical Center is likely to need additional development entitlements from the City to respond to future facility needs and space demands.” Comprehensive Plan Policy B-32 states:

Assist Stanford Medical Center in responding to changes in the delivery of health care services. Work with the Center to plan for changing facility needs, but within the context of City of Palo Alto planning goals and policies . . .

In 2000, in connection with the City Council’s consideration of the application for the Center for Cancer Treatment and Prevention/Ambulatory Care Pavilion (CCTP/ACP), Stanford prepared a Land Use Area Analysis to comply with the stipulations created during the Blake-Wilbur Clinic approval in 1991 and Comprehensive Plan Program L-46. Submitted to the City Council in June 2000, this document contains traditional planning elements such as land use; access, circulation, and parking; and urban design/community character, as well as a discussion of existing land use regulations, and changes to such regulations that might be proposed in the future. The City Council accepted the Land Use Area Analysis as the area plan for the Medical Center.

### 1.2.4 Historic Entitlement Mechanisms

Prior entitlement actions are listed in Exhibit 1-6. Historically, City entitlement for hospital expansions has occurred by rezoning Welch Road parcels from OR to PF, and adding them to the single planning parcel. (Note that as part of a city-wide Zoning Ordinance Update in 2005, OR parcels were rezoned to Medical Office Research (MOR).) Currently, three MOR parcels remain “in-board” (toward the hospital) of Welch Road and seven MOR parcels are located “out-board” of Welch Road. After the SUMC Project, one MOR parcel will remain in-board of Welch Road.

The hospital uses are a conditional use on the Public Facilities parcel. Therefore, the City issues conditional use permits with requirements during each project approval.
2.1 PLANNING PRINCIPLES

This section discusses the broad planning principles that have been adopted by the City of Palo Alto in its Comprehensive Plan (Comp Plan) and will guide the planning and development within the Stanford University Medical Center (SUMC).

The SUMC is part of an urban corridor that is a gateway to both Stanford University and Palo Alto. The district is bounded by San Francisquito Creek to the west and the more ceremonial Stanford University Palm Drive and Arboretum to the east. To the north is the Stanford Shopping Center, the multi-modal transit center, and downtown Palo Alto. To the south and west are additional elements of the Medical School and the rest of the Stanford Campus, residential development, Menlo Park office development, access to Highway 280, and the foothills.

In addition, the SUMC entities have the following campus planning principles, goals, and objectives:

- To reinforce the unique character of the SUMC with respect to the City structure and to Stanford University
- To establish a unified center while maintaining the unique identity of each institution
- To promote a sense of security through attentiveness to personal and public safety
- To create a sense of welcome to the broad community of Medical Center users
- To enhance connectivity to all modes of travel and transit
- To design for efficiency in land use and other resources
- To plan for adaptability to new medical, research, and infrastructural technologies

2.1.1 Palo Alto Comprehensive Plan

Comp Plan goals, policies and programs call for a well-designed, compact, healthy, pedestrian-scale community, with thriving employment districts and commercial areas and with attractive gathering spaces and coherent patterns of development. Policies include working with Stanford and Santa Clara County cooperatively on land use matters while meeting the city goals for appropriate development (Policy L-2).

The Comp Plan identifies several Employment Districts in Palo Alto and recognizes them as an essential part of the local economic base. Goal B-6 is established to keep the City's employment districts economically healthy in order to provide jobs, create a customer base for many local businesses, and generate City revenues. The Comp Plan identifies the SUMC as one of these important employment centers and one of the largest concentrations of health care services in the Bay Area. The Comp Plan recognizes that because the health care industry is constantly changing, the SUMC will likely need additional development entitlements to respond to future facility needs. Policy B-32 is established to support these anticipated necessary future facilities in conjunction with the City's efforts to achieve its broader planning goals and policies.

A full listing of Comp Plan goals and policies that apply to the SUMC are provided in Appendix A.
Palo Alto is currently undergoing a Comp Plan Update process, which is expected to be completed in 2012.

2.2 LAND USE

Throughout its history of planning for the SUMC, Stanford University has established the fundamental land use goals of unity, synergy of functional relationships, security, and flexibility. It has striven to accommodate and integrate clinical uses with teaching and research while providing necessary support uses such as housing, childcare, and related non-Stanford University health care and commercial uses.

2.2.1 Palo Alto Comprehensive Plan

Land use objectives of Comp Plan goals, policies, and programs emphasize sound planning and focus on maintaining appropriate scale and density. Other objectives include the reuse of old buildings and the appropriate siting and design of parking. Comp Plan Goal L-1 expresses the City's desire for a well-designed, compact city, and recognizes that infill and redevelopment of the City's urban land will provide protection of the baylands and foothills. Specifically for the SUMC, Policy L-45 encourages future development to support compact, pedestrian-oriented development that also meets the functional needs of the facilities within the SUMC.

As part of the Comp Plan, the City's 1989 Citywide Land Use and Transportation Study analyzed a specified amount of development and Policy L-8 maintains that amount of development as a citywide limit on new non-residential development. As part of any project approval process, the City determines whether the SUMC proposed facilities are within the established citywide limit. While the new development in the SUMC project is within the overall city development cap set forth in L-8, the amount of development anticipated for district 9 (which includes the Medical Center) would be exceeded with the proposed SUMC development. In approving the project, the city will adopt a Comprehensive Plan amendment to clarify that development within the Hospital District is exempt from the policy.

2.3 LINKAGES AND CONNECTIONS

Although the SUMC is a distinct area with defined boundaries, it exists within a larger land use context. Refer to Exhibit 2-1 for a depiction of SUMC linkages with adjacent areas.

Stanford Shopping Center Area

The Stanford Shopping Center shares streets and other infrastructure with SUMC and provides important retail support for SUMC employees, patients, and visitors.

Other Nearby City Areas

Other areas in the city have geographical or functional relationships to the SUMC area. The downtown provides retail shopping opportunities and services to employees and other SUMC users, and benefits from the employee and user populations at the SUMC. Residen-
tial areas north and south of downtown, in nearby Menlo Park and especially the housing along Sand Hill Road are very close to the SUMC and undoubtedly provide housing for some SUMC employees.

Development along El Camino Real such as Town and Country Village, the Palo Alto Medical Foundation and the hotels just east of University also serve the SUMC and benefit from the proximity of SUMC.

Open Space
The regional open space resources of the Arboretum and San Francisquito Creek are significant features that provide landscape amenity to SUMC employees, patients and visitors. Structured open spaces within the Medical Center provide more immediate relief and respite to Center users.

Campus Linkage
It is very important that linkages to the campus be not only maintained but also strengthened. The School of Medicine has affinities with the main academic campus that will only increase as interdisciplinary academic programs grow. Further, many hospital employees take advantage of cultural amenities and other services available on campus.

Transportation
Transportation facilities and routes that enable travel are clearly important to the vitality of the SUMC. The important transportation linkages include the regional roadways that serve the SUMC: I-280 and Foothill Expressway to the south, and El Camino Real, Alma/Central Expressway, and Highway 101 to the north. Local arterial roadways providing connection to the region roadways (and generally running east-west) include Sand Hill Road, Alpine Road, Quarry Road, University Avenue, Embarcadero Road and Page Mill Road/Oregon Expressway.

All available regional and local transit systems connect to the Palo Alto Intermodal Transit Station (PAITS). The systems include the Caltrain Peninsula Rail Service, SamTrans, VTA, Dumbarton Express (east bay service) and the Palo Alto and Marguerite shuttles. Streets linking the Center to the PAITS include Quarry Road, Palm Drive, El Camino Real, and Sand Hill Road.

An extensive pathway network exists beyond the street system. The paths provide opportunities for pedestrians and cyclists to connect to the related land uses and transportation systems discussed above. A more thorough description of streets, paths, and transit facilities is provided in Section 2.4 (Circulation, Vehicular Access, and Parking) and Section 2.5 (Transit, Bicycle, and Pedestrian Circulation).
Internal Linkages

Most internal linkage within the SUMC and between it and the Shopping Center will occur on the streets paths and systems referenced above and described further in Section 2.4 (Circulation, Vehicular Access, and Parking) and Section 2.5 (Transit, Bicycle, and Pedestrian Circulation). There are, however, three connections of special significance that bear mentioning here.

The main pedestrian spine of the SUMC aligns with the central mall of the Shopping Center. The SUMC Project includes a signalized intersection where the Stanford Barn and LPCH driveways intersect with Welch Road. The signal provides an opportunity to create a centralized and protected pedestrian crossing and extend the central Medical Center pedestrian route through to the Shopping Center. The SUMC Project will rearrange the parking at 700 and 730 Welch Road to consolidate access to a single driveway. Two well-defined pedestrian paths will be created; one will be adjacent to the Stanford Barn and the other adjacent to the building at 730 Welch Road.

Quarry Road was widened as part of the Sand Hill Road Project in 2002, creating a new "full-service" intersection at El Camino. This intersection creates a new entry point to the SUMC on Quarry, one of the few roads in the local network with capacity for more movement. The Sand Hill Road Project also upgraded and extended sidewalks and bike lanes to increase capacity for those modes. The SUMC Project includes funding of a future Class 1 multi-use path connecting directly from the Quarry/El Camino intersection to the future Everett Tunnel in order to benefit pedestrians and cyclists traveling between downtown and the SUMC.

The development parcel on Quarry Road borders the designated Campus Open Space of the Arboretum. The University has located a utility corridor along this edge. Stanford University may, in the future, construct a pathway through its campus lands to connect the SUMC to El Camino Real by crossing diagonally along the north side of the Stanford arboretum. Such a pathway would be within the jurisdiction of Santa Clara County. The pathway could serve the University campus, SUMC and future planned housing sites on Quarry Road. If Stanford pursues this pathway on County lands, Stanford and Santa Clara County would need to address pedestrian safety in the location where the pathway crosses Arboretum Road. Safety features could include integration of Palo Road and Arboretum Road crossings with housing site entry drives to create controlled intersections. This facility would provide connection to the PAITS and Downtown as well as allowing users to experience the path network, open space and cultural resources of the Arboretum.

Nodes

Access to the streets, routes and paths described above occurs at key points or nodes generally where facilities intersect. Primary nodes also act as entry points to the City, University or district. These are located at El Camino Real/Sand Hill, Sand Hill/Pasteur and El Camino/Pam/University. Secondary Nodes include El Camino/Quarry, Quarry/Welch, Quarry/Campus, and Quarry/Arboretum. Minor Nodes are generally learned through local knowledge, but
they are important in that they provide even greater opportunity to disperse traffic (all modes) throughout the network and give travelers options. The minor nodes are: Sand Hill/Vineyard, Sand Hill/Durand, Campus/Weich and Campus/Roth.

**Palo Alto Comprehensive Plan**

The Comp Plan includes policies intended to encourage linkages and connections via walking and other non-vehicular modes of travel. The Medical Center’s proximity to related and supporting uses, such as retail and open space, create opportunities to increase and enhance those connections.

### 2.4 CIRCULATION, VEHICULAR ACCESS, AND PARKING

This and the following section analyze transportation opportunities and limitations in the Plan area. Given the recognized constraints on road capacity, a fundamental goal is to minimize auto trip increases. Similarly, another primary goal is to increase access opportunities for bicyclists and pedestrians. Clarity and order in the circulation systems, clear connections to regional transportation resources, and convenient and accessible parking are of prime importance.

The layout and past development of the SUMC and the local circulation systems have created infrastructure to support walking and biking. The Area Plan Update examines opportunities to expand these systems through specific improvements while providing efficient access for vehicles, the primary travel mode for patients and visitors and the means for delivery of goods and support services to the Center. Refer to Exhibits 2-2 and 2-3 for a depiction of existing and future vehicular circulation and parking.

**Road System**

The SUMC utilizes an overall network of circulation, via roads, paths, other pedestrian ways, service areas, and parking lots. This circulation system is a hierarchical network of public roads linking it to regional roadways and surrounding communities: feeder / entry roads; a loop road system encircling the main SUMC, connecting it to the main campus and the perimeter SUMC parcels; and internal distributor roads connecting the loop to final vehicular destinations.

Primary objectives include safety, clarity, and convenience of routes from entry to parking and, via pedestrian paths, to destinations. Roads should have sufficient capacity for anticipated traffic. Routes for emergency vehicles should be well-signed, direct, and free from obstruction and congestion. The system should provide equally clear access to all principle destinations for every mode of travel.

The entry and loop roads connect to four major public roads that provide public access to the SUMC. These roads are El Camino Real, Junipero Serra Boulevard, Sand Hill Road, and Quarry Road. These roads connect to highways and expressways that are regional transportation facilities (US 101, I 280, CA 84, etc.). Some local arterials such as Alpine Road in
2.3 Vehicular Circulation and Parking — Future

1. Additional connection on Durand Way from Sand Hill to Welch
2. New parking
3. Improved access to east side of SUMC
4. Additional service connection
San Mateo County and Embarcadero Road in Palo Alto also provide connection between the Center and regional facilities. The most important external access routes are those serving the Emergency Department (ED), which is currently reached via Quarry Road from Campus Drive, Welch Road, Arboretum Road, and El Camino Real. Construction of the SHC replacement hospital will relocate the ED to the west side of the hospital complex and shift the primary access to Welch Road. The above streets will continue to provide ED access but Sand Hill Road will become the primary route connecting to Welch via Pasteur Drive and the Durand Way extension.

Entryways should be designed and articulated to welcome visitors, clearly announce their status as main entries and convey a sense of quality and care representative of the institutions. Under the SUMC Project, each of the major destinations, the Stanford School of Medicine, Stanford Hospital and Clinics, and Lucile Packard Children’s Hospital, along with three additional entries, will have a distinct identity and arrival statement. Three entry roads serve as major arrival statements to the SUMC and orient visitors to main building entries or other primary destinations. These entries are Pasteur Drive, Quarry Road, and Campus Drive. Through their geometry and urban design elements, these roads announce their status as main entries and provide new visitors with clear messages of arrival destinations. Quarry Road will be clarified and enhanced to identify it as a principle entry. A secondary entry to provide access to Welch Road and entry to some outpatient facilities will be constructed by extending Durand Way from Sand Hill Road.

Loop roads consist of Campus Drive West, Welch Road, Vineyard Lane, and Quarry Road. These roads support the basic University circulation at the perimeter, connecting to penetrations that allow convenient access to all possible campus destinations. These roads are generally engineered to serve as collectors and are designed to identify them as such.

The internal distribution roads are the final roadway links in the system. They consist of connections that provide necessary vehicular access to each facility. These routes include minor streets, driveways and parking lot aisles. To clarify and reinforce these as access routes, their design and engineering will emphasize transition from vehicular to pedestrian movement and clearly communicate available destinations. Under the SUMC Project, service areas for the delivery of materials and building access by vendor and service personnel will generally be centralized and located to facilitate convenient vehicular access from internal distributor roads reached via loop and entry roads. The primary service access for central materials receiving will remain via the service drive off of the Quarry Road extension. The SUMC has a major network of service corridors located at the basement level to distribute goods from central service points. Some perimeter facilities not connected to the service corridors will need dedicated service entries. Where service and pedestrian access coincide, service areas would be screened or enhanced and integrated through design and landscape.
Parking

Parking in the SUMC serves a variety of functions. Close-in parking, convenient to the front door entries of clinical facilities, is used primarily for patients, their visitors, and families. Community physicians, vendors, and other business visitors to the Center also use this parking.

The next tier of parking is commuter parking in the University parking system. Hospital and University faculty, staff, and students who desire or need parking close to their work or research place may purchase premium-priced permits for close-in parking, which is managed to assure adequate vacancies, with some spaces reserved for the safety and security of evening shift workers. General commuter parking is also available, first-come-first-served, on the perimeter of the SUMC. It is generally a longer walk from most employment and academic areas and is often served by the campus shuttle system.

The existing Palo Alto Use Permits for SUMC facilities allow for Stanford's regional parking approach that relies on parking in City and Santa Clara County locations, rather than relying upon parking assigned on a building-by-building basis. In the future, performance-based parking requirements will be established to recognize the unique demands of this medical center, located near a multi-modal transit center and supported by an extensive Transportation Demand Management program. Staff and long-term parking will continue to be evaluated for remote locations with proximity to freeway access as a part of a larger campus/community-wide program for transportation management and parking.

As uses intensify and density increases in the core of the SUMC, three principles guide the planning of parking facilities:

- Maintain supplies of front door parking to serve patients, community physicians and caregivers, visitors, and evening shift workers.
- Locate parking in structures or below grade when feasible to maintain space for clinical and academic facilities.
- Provide general purpose staff/commuter parking in perimeter locations not needed for clinical or academic facilities.

2.4.1 Palo Alto Comprehensive Plan

Applicable Comp Plan policies include the consideration of economic, environmental, and social costs of transportation decisions and the possibility of higher density or concentrated land uses to support transportation efficiencies. Program and policies also support the planning, design, and creation of complete streets and other facilities to support all transportation modes as well as vehicles.
2.5 TRANSIT, BICYCLE, AND PEDESTRIAN CIRCULATION

Alternative modes of travel are important tools for the movement of people and materials to and from and within the Medical Center and in minimizing the impacts of that travel. The travel need of patients and visitors may not be compatible with pedestrian, bicycle, and transit modes but it is important that the planning for SUMC optimizes opportunities for use of these modes especially for the employees and other regular commuters to the Center. Refer to Exhibits 2-4 through 2-7 for a depiction of existing and future alternative mode systems.

The future development of the SUMC will be compact infill with attention given to proximity of uses, physical connections, and the ease of movement for patients and hospital services. Comfortable walking distances and memorable reference points within the SUMC, along with coordinated signage identifying travel routes, buildings and functions facilitate this movement. As parking is moved to the periphery, it becomes more important that connections and wayfinding be made clear.

The current pedestrian circulation system at the SUMC can be confusing, especially for the first-time visitor. Walkways, courtyards and doorways are not always continuous, clearly marked or identifiable. Visitor destinations from parking areas are often obscure or invisible. Under the SUMC Project, future development will conform to a hierarchy of routes, with clearly delineated pedestrian connections to the University and adjacent community. The routes will incorporate the existing major destinations in the Medical Center, including the food service, information centers, major front doors, and significant outdoor spaces.

Bicycles are a primary means of circulation at Stanford. Bicycle traffic originates largely from the main campus and residences to the east, but a substantial portion also comes in from surrounding communities to the west, south, and north. The intent is to provide convenient bicycle access to the SUMC using the existing improvements and provide suitable parking for long- and short-distance commuters.

Transit

The location of SUMC at the northern boundary of Palo Alto and Santa Clara County provides nearby connection to all of the major transit systems serving the mid-peninsula. The Palo Alto Intermodal Transit Station (PAITS) is just north of SUMC near the intersection of Quarry Road and El Camino Real. VTA, SamTrans, Caltrain serve the PAITS, as well as specialized services such as the Dumbarton Express (an East Bay commuter service), the Palo Alto City Shuttle and Stanford's own Marguerite Shuttle.

The Stanford University Marguerite shuttle serves the SUMC with all-day routes and special routes. The all-day routes operate Monday-Friday from 6 AM to 9 PM (shown in Exhibits 2-4 and 2-5). They serve the main campus, Stanford Shopping Center, the Downtown Palo Alto Caltrain Station, and the California Avenue Caltrain Station (with timed connections with Caltrain to accommodate commuters). The SUMC-specific routes run within the Center and connect to the Stanford Research Park, VA Hospital, SLAC, Stanford West, the Menlo Park
Bicycles serve a significant transportation function.

Caltrain station, and Stanford’s facilities in Menlo Park. The Midnight, Shopping, and Downtown Express Lines connect the SUMC with Downtown Palo Alto and other shopping area at limited times on weekdays and weekends.

**Pedestrian and Bike**

Primary pedestrian and/or bike linkages have been identified within the SUMC (Exhibits 2-6 and 2-7). These traverse the region and provide connections both within the SUMC and to other campus destinations.

The Sand Hill Road Project included substantial improvements to pedestrian and bike facilities on Sand Hill Road, Arboretum Road, and Vineyard Lane that also serve SUMC. Opportunities exist to expand on those improvements.

The central pedestrian mall, or Promenade, of the SUMC runs north-south along the west face of the main SUMC and currently terminates at Welch Road. The route splits near the entry of LPCH. A shared pedestrian/bike path is located at the west edge of the LPCH parking structure and connects to the Welch Road sidewalk. A formal pedestrian walk parallels the main entry drive through the parking structure but is not welcoming to pedestrians in the vehicle-oriented setting. The SUMC Project includes improvements to this linkage, as described in Section 2.3 and the SUMC Design Guidelines.

East Medical Center Mall, also running north/south, is located along the SUMC east edge parallel to the Quarry Road extension. This corridor extends from Via Ortega and Campus Drive to the Emergency Department entrance at Quarry Road. A strengthened physical connection at the south (campus) end of this axis will foster a growing affinity between the SUMC and Science and Engineering departments. The connection to Quarry Road provides a continuous pedestrian route between central campus and PAITS/downtown.

Bike routes are typically provided for as follows: marked and dedicated lanes on major or public roads, shared vehicular lanes on minor campus roads, separated off-road paths either adjacent to roads, or within separate alignments. These routes should conform to applicable design standards. In-road lanes will be provided on Pasteur and Campus Drives, and Welch and Quarry Roads. Vehicular lanes are shared on internal connectors and campus streets such as Roth Way.

These primary pedestrian and bike pathways complete and reinforce the north/south and east/west corridors already partially in place. Under the SUMC Project, bike parking will be provided in sufficient quantities and be located in landscaped areas convenient to both bike access routes and building entries. Covered and secured bike parking will be provided at all new major facilities and incorporated in and around the new parking structures.

Designing the proposed paths with appropriate lighting and landscaping will enhance pedestrian safety, wayfinding and better identity the routes, thus encouraging their use.
2-5  Transit –
  Future
1  Additional access on Durand Way from Sand Hill to Welch
2  Additional Marguerite/service connection
2-7  Pedestrian and Bicycle — Future

1. New connection on Durand Way from Sand Hill to Welch
2. Future campus connection to El Camino and PAITS
3. New connection from the SUMC to the Shopping Center
4. New connection from SUMC to PAITS
5. Additional bicycle/pedestrian connection
2.5.1 Palo Alto Comprehensive Plan

Comp Plan Goal T-3 encourages and promotes biking and walking. Several policies and programs have been developed to implement this goal. Policy T-14 addresses the importance of good access between uses so that the public is encouraged to choose walking or biking instead of driving to destinations. Program T-37 specifically supports safe and convenient pedestrian, bicycle, and shuttle connections between the SUMC and nearby uses. Policy L-43 addresses the pathway and bikeway connections between Employment Districts and the city-wide bikeway system. In addition, Policy T-19 and Policy T-23 support the development of good bicycle parking facilities and pedestrian-friendly design features to enhance the biking and walking experience.

Increased transit use is addressed in several Comp Plan policies and programs. Policy L-43 encourages Employment Districts, which includes the SUMC, to develop in a manner to reduce vehicle trips through use of transit, and bike and pedestrian facilities. Higher-density development along transit corridors is recognized as a strategy to reduce trips, and is encouraged by Program T-3.

2.6 OPEN SPACE, HISTORIC RESOURCES, AND VISUAL RESOURCES

Open space, historic resources, and visual resources are integral components of the SUMC. Exhibits 2-8 and 2-9 provide information on existing and future open space.

Internal Open Space

Open space areas can provide important benefits within and proximate to the dense commercial and hospital development. These areas act as common gathering places for employees and visitors. They provide areas for employee breaks and lunches away from the office environment. If designed properly, open space areas can become important extensions of the hospital facilities rather than unused and isolated open areas.

Effective and usable open space design can include smaller spaces in addition to medium and large park-like squares. Private open spaces can exist between and around buildings and along pathways connecting various uses.

The hospitals lease land from Stanford University that allows them to develop open space elements fully integrated with the medical facilities. The functional open space controlled by these entities includes courtyard areas within the boundaries of the structures themselves and more public spaces at the periphery of the facilities.

Within the Area Plan boundaries, functional open space land controlled and managed by the hospitals and School of Medicine includes the Pasteur median and the North Garden which provide green, landscaped areas. The SUMC Project will not result in any net loss of open space to the Medical Center. The North Garden south of Pasteur Drive is identified as part of the site for the School of Medicine replacement research facilities. That open space and the existing courtyard and gardens in the original Hospital / School structure will be replaced.
elsewhere on the site during the SUMC Project. The Design Guidelines identify and describe a variety of new and enhanced landscapes that will result from the SUMC Project. The design of the SUMC Project continues the Stanford tradition of integrating open space and landscape elements into the design of its facilities.

Regional Open Space

The regional open space resources near the SUMC include the Arboretum and San Francisquito Creek. Both are near the SUMC and currently connected by existing streets and pathways. The connections to the natural landscape of the creek corridor were enhanced with the pathways and designation of preserves as a result of the Sand Hill Road Projects. The SUMC Project will include an extension of Durand Way to Welch Road, thereby connecting the creek open space corridor and Stanford West to the core of the SUMC.

Section 2.3 describes a possible future campus pedestrian bike path along the edge of the Arboretum where it borders the Quarry Road parcels. This path would link the campus and SUMC street/path systems near the intersection of Quarry Road and Campus Drive, providing users of the Stanford campus and SUMC with enhanced access to the Arboretum and the landscape resources it contains. This route would extend south through the campus and link other important campus open spaces. The northern terminus of the path is the El Camino Real/Palm intersection where path users could connect to the Palo Alto Intermodal Transit Station, related commercial and clinical uses along El Camino, and Downtown Palo Alto.

The open space features discussed above are generally not developed playfields for organized, active recreation. There are a number of such facilities in the area. These include the El Camino Park in Palo Alto, the Intramural Playfields on campus and the Village Green at the Stanford West apartments. These nearby facilities are also included on the Open Space Diagram.

Opportunities to view natural landscape features such as the foothills and riparian corridor are preserved and enhanced under the SUMC Project. Landscape features such as the Arboretum, Governor's Avenue and the rural features along Sand Hill Road are also important to creating a sense of place. The SUMC Project will be carefully sited and designed to fit into this landscape context and to provide visual connection to these resources.

Historic Resources

Two historic structures have been identified within the Area Plan boundaries: the Hoover Pavilion and the Stone Building Complex and are shown in Exhibit 2-10. Neither structure is formally listed as a local, state or national landmark; however, both were found eligible for listing during the environmental assessment process for the SUMC Project. Under the SUMC Project, the Hoover Pavilion, a zigzag Moderne building sited on the edge of the Arboretum, will be preserved and restored following the Secretary of the Interior's Standards for the Treatment of Historic Structures. The restored building will house medical offices and
2-8  Open Space – Existing

1. Pasteur Median
2. North Garden
3. El Camino Park
4. San Francisquito Creek
5. Arboretum
6. Village Green
7. Stanford Athletics
   Sand Hill Fields
8. Landscaped Gathering Areas
   - Internal courtyards and streetscapes
2-9 Open Space – Future

1. Pasteur Median
2. El Camino Park
3. San Francisquito Creek
4. Arboretum
5. Village Green
6. Stanford Athletics Sand Hill Fields
7. Landscaped Gathering Areas – Internal courtyards and streetscapes
2-10 Historic Resources – Existing
1 Palo Alto Southern Pacific Railroad Depot
2 Hostess House
3 Palm Drive University Entry Cates
4 Hoover Pavilion
5 Stanford Winery Barn
6 Stone Building Complex
7 Stanford Museum/Cantor Center
8 Main Quadrangle
a health library, and will be open to the public. The SUMC Project was designed to preserve the view of the Hoover Pavilion’s historic main entry from the Quarry Road/Palo Road intersection. This view will be enhanced by removal of overgrown vegetation and the restoration of the exterior façade of the building. The Stone Building Complex cannot be retrofitted for hospital use and must be removed in order to create space for construction of the new medical facilities.

**Regional Historic Resources**

There are a number of nearby historic resources including the Stanford Museum of Art/Cantor Center for Visual Arts at Stanford, the university’s Main Quadrangle, Palm Drive and the university’s entrance gates, the Palo Alto Southern Pacific Railroad Depot, Hostess House (currently the MacArthur Park restaurant), and the Stanford Winery Barn. These resources (shown on Exhibit 2.10) are reached by the circulation network presented in the Area Plan and provide both visual interest and programs of interest to SUMC staff and visitors.

**2.6.1 Palo Alto Comprehensive Plan**

Comp Plan policies for the protection of distant open space views are incorporated into building siting decisions. Policies and programs intended to protect and enhance the community forest will guide the planning for site and street tree protection, replacement, and planting.

Palo Alto and the SUMC entities value the backdrop of forested hills to the southwest. Comp Plan Policy L-3 guides development to respect views of these hills from public City streets to provide a sense of enclosure and a reminder of the City’s proximity to open space and the natural environment. Additional policies and programs intended to protect and enhance the community forest (i.e., Policy L-76 and Policy N-16) will further guide the planning for site and street tree protection, replacement, and planting. Comp Plan Policy L-51 encourages public and private upkeep and preservation of resources that have historical merit and Policy L-58 promotes adaptive reuse of old buildings.
3.1 EXISTING ZONING – CITY OF PALO ALTO

3.1.1 Public Facilities (PF)

The majority of the Stanford University Medical Center (SUMC) in Palo Alto is presently zoned Public Facilities (PF) (Exhibit 3-1). The PF public facilities district is "designed to accommodate governmental, public utility, educational, and community service or recreational facilities."

The PF parcels in the SUMC are treated as a single planning parcel to which the zoning regulations apply. Current PF development standards include:

- Private educational facilities, hospitals, and outpatient medical facilities with associated medical research are conditionally permitted uses. A new or amended conditional use permit is necessary for expansion of a building site or area.
- The maximum Floor Area Ratio (FAR) is 1 to 1 (i.e., 1 sf of development per 1 sf of land area). On the Hoover Pavilion site, the FAR is .25 to 1.
- The maximum site coverage is 30% of the site area; however, for parking facilities the maximum site coverage is equal to the site coverage allowed by the most restrictive adjacent zoning district.
- The maximum height is 50 feet. Sites abutting or having any portion located within 150 feet of any residential district are subject to special requirements.
- Parking requirements are established in Zoning Code section 18.83. For a hospital, the requirement is 1 space for every 1.5 beds; for medical offices, the requirement is 1 space for every 250 square feet of gross floor area. It is possible to defer up to 20% of the required parking based upon a showing that alternative transportation programs will reduce demand.
- At least a 20 foot street setback (yard) is required. Minimum setbacks are equal to the setbacks in the most restrictive abutting district. Sites abutting a residential district must have a solid wall or fence, and a 10 foot interior yard planted or maintained as a landscape screen. Sites opposite from a residential district and separated by a street, drainage facility or other open area, require a minimum yard of 10 feet, planted and maintained as a landscape screen.

Generally, use permits require that parking be maintained at quantities necessary to meet zoning requirements. However, in recognition that there is no formal distinction between hospital and campus parking and that the Medical Center spans two jurisdictions, use permits in the SUMC have allowed for a regional parking approach that relies on parking in both City and County locations, not assigned on a building-by-building basis.

3.1.2 Medical Office Research (MOR)

Outside the PF parcels, there are also several leasehold parcels along Welch Road owned by Stanford University which fall within the boundaries zoned Medical Office Research (MOR) (FAR = 0.5).
3-1 Zoning -- Existing

LEGEND

City of Palo Alto

Public Facilities - PF

Medical Office Research - MOR

High Density Residential - RM 40

County of Santa Clara

General Use - A1

Palo Alto Boundary

Area Plan Boundary
3-2 Zoning –
Future

1 Zoning designation change
2 Creation of new Hospital District Zone
3 Jurisdictional boundary change
4 Approval under SCP/GUP required

LEGEND

City of Palo Alto

- Hospital District - HD
- Hospital District - Hoover - HD
- Medical Office Research - MOR
- High Density Residential - RM 40

County of Santa Clara

- General Use - A1
3.1.3 High Density Multiple Family (RM-40)

The area located northeast of the Sand Hill Road/Pasteur Drive intersection is zoned RM-40 (high density multiple-family residential), which has a maximum density of 40 dwelling units per acre.

3.2 FUTURE ZONING CHANGES — CITY OF PALO ALTO

3.2.1 Future Zoning Ordinance and Designation Changes

The SUMC Project will result in two zoning changes (Exhibit 3-2).

First, a new general zoning district known as the “Hospital District” will be created and applied, replacing the PF zoning district on those sites.

Second, 701 and 703 Welch Road will be brought within the same zoning designation as the other inboard Welch Road properties (i.e., rezoned from MOR to the new Hospital District zone discussed above).

3.2.2 Changes to Development Standards for SUMC

The Hospital District zoning for the development sites includes the following revised development standards to accommodate the SUMC Project:

- The maximum FAR for the in-board Welch Road “Hospital District” zoned sites will be 1.5 to 1. The maximum FAR for the Hoover Pavilion site would be 0.5 to 1.
- The maximum height at the in-board Welch Road sites will be 130 feet. The maximum height at the Hoover Pavilion site will be 60 feet.

Other changes to the existing PF district development standards include:

- Site coverage requirements.
- Yard (setback) requirements.
- Performance-based parking requirements instead of traditional parking ratios.
- Regulation of Protected Trees
- Landscape requirements in parking areas

3.3 EXISTING AND FUTURE COMPREHENSIVE PLAN DESIGNATION — CITY OF PALO ALTO

SUMC lands that are located in the City of Palo Alto are subject to the Palo Alto Comprehensive Plan. The Comp Plan identifies the SUMC as one of four employment districts in the City. Most of the SUMC is designated as “Major Institution/ Special Facilities” (Exhibit 3-3), which specifically applies to hospitals. The Comp Plan designates other portions of the SUMC Area as “Research/Office Park” and “Multiple Family Residential.” As a result of the SUMC Project, the Comp Plan designation for 701 and 703 Welch Road will be changed from “Research/Office Park” to “Major Institution/ Special Facilities” (Exhibit 3-4).
The Palo Alto Comp Plan includes many policies that apply to the SUMC. Appendix A provides Table 3.2-2 from the SUMC Project Environmental Impact Report, which presents the Comp Plan policies that apply to the SUMC.

3.4 LAND USE DESIGNATIONS — SANTA CLARA COUNTY

Three portions of the SUMC Area are within the jurisdiction of Santa Clara County: the Quarry "Rectangle" (northeast of Quarry/Arboretum), the Quarry "Trapezoid" (southeast of Quarry/Arboretum), and the Quarry/EI Camino site. The Quarry Rectangle and the Quarry EI Camino site are referred to in this Area Plan Update as the "Quarry housing sites." Development of Stanford's lands in unincorporated Santa Clara County is subject to the County's land use regulations.

The Stanford campus is designated as "Major Educational and Institutional Uses" in the County's General Plan. In December 2000, Santa Clara County approved the Stanford Community Plan, which was adopted as an amendment to the County's General Plan and contains Stanford-specific land use designations and policies. The Stanford Community Plan divides the campus into seven land use categories and designates the Quarry Trapezoid and the Quarry housing sites as "Academic Campus." Allowable Academic Campus uses include: instruction and research (including teaching hospital facilities); administrative facilities; housing intended for students, postgraduate fellows, and other designated personnel; high density housing for faculty and staff; athletics, physical education, and recreation facilities; support services; infrastructure, storage, and maintenance facilities; cultural facilities associated with the University; and non-profit research institutions with close academic ties to the University.

Also in December 2000, the County approved Stanford's General Use Permit (GUP) for construction of 2,035,000 gsf of additional academic and academic support facilities, and approximately 3,000 additional housing units on Stanford's lands. The 2000 General Use Permit sub-divides the campus into ten Development Districts. The Quarry Trapezoid and Quarry housing sites are in the Quarry Development District. The General Use Permit anticipates 50,000 gsf of academic development and 350 housing units within this development district. The GUP allows reallocation of academic and housing development between Development Districts after preparation of an environmental assessment and approval of the County Planning Commission.

3.5 JURISDICTIONAL BOUNDARY CHANGE

The current placement of the jurisdictional boundary between the City of Palo Alto and Santa Clara County along the southern edge of the SUMC region bisects the future site for the School of Medicine's FIM1 building, requiring a minor adjustment to the City-County line in the future.
LEGEND

Palo Alto Comprehensive Plan

- Major Institution/Special Facilities
- Research/Office Park
- Multiple Family Residential
- Stanford Community Plan (Santa Clara County)
- Academic Campus

- Area Plan Boundary
- Palo Alto Boundary
3.6 LAND USE POLICY AGREEMENT

The 1985 Land Use Policy Agreement (also known as the three-party agreement) between the Stanford University Board of Trustees, the City of Palo Alto, and the County of Santa Clara, describes the policies regarding land use, annexation, planning and development of Stanford University lands in unincorporated Santa Clara County. Stanford provides its own municipal services to the academic facilities on these lands (including by contract with neighboring municipalities). The agreement specifies that academic land uses do not require annexation. Palo Alto and Santa Clara County recognize in the agreement that each has a legitimate interest in planning decisions made by the other and agree to timely notification of projects or proposals that could affect the other. The Land Use Policy Agreement states that the County, the City and Stanford agree that Stanford lands "... are held in perpetual trust for educational purposes ..." (Policy 1a). The Land Use Policy Agreement also refers to an informational document, known as the Protocol, which is maintained by the three parties to the agreement and outlines all adopted land use designations, regulations, restrictions, and review and referral procedures governing Stanford lands in Santa Clara County. This protocol outlines the mechanism by which Palo Alto reviews Stanford University proposals in Santa Clara County.
Appendix A

Table 3.2-2 Comparison of SUMC Project to Comprehensive Plan Policies
(19 pages)

From Stanford University Medical Center Facilities Renewal and Replacement Draft EIR
(May 2010), updated by Final EIR (February 2011)
<table>
<thead>
<tr>
<th>Goal L-1: A well-designed, compact city, providing residents and visitors with attractive neighborhoods, work places, shopping districts, public facilities, and open spaces.</th>
<th>Comprehensive Plan Policy</th>
<th>SUMC Project Consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy L-1:</strong> Continue current City policy limiting future urban development to currently developed lands within the urban service area. The boundary of the urban service area is otherwise known as the urban growth boundary.</td>
<td>The City would annex an approximately 0.75-acre parcel from unincorporated Santa Clara County under the SUMC Project to accommodate the proposed FIM I building. As part of the main Stanford University campus, this site contains landscaping and is surrounded by urban uses. This parcel is outside the existing service and political jurisdiction of the City of Palo Alto; however, annexation of the parcel would not conflict with Policy L-1 because the annexation area is small, and environmental consequences from this annexation would be minimal. The SUMC Project would not impact the undeveloped lands that this policy seeks to protect.</td>
<td></td>
</tr>
<tr>
<td><strong>Policy L-2:</strong> Maintain an active, cooperative working relationship with Santa Clara County and Stanford University regarding land use issues.</td>
<td>The SUMC Project is an urban infill project that would redevelop existing sites within the City with similar, but expanded uses. While the SUMC Sites border Santa Clara County, the adjacent uses are within Stanford University, which is one of the SUMC Project sponsors. No land use conflicts are thus anticipated between the SUMC Sites and adjacent County land.</td>
<td></td>
</tr>
<tr>
<td><strong>Policy L-3:</strong> Guide development to respect views of the foothills and East Bay hills from public streets in the developed portions of the City.</td>
<td>As explained further in Section 3.3, Visual Quality, and as required in Mitigation Measure VQ-2.1, the SUMC Project would be subject to the City’s Architectural Review process. The Architectural Review of the SUMC Project by the City’s Architectural Review Board (ARB) would consider, among other factors, whether the SUMC Project has a coherent composition, and whether its bulk and mass are harmonious with surrounding development. The ARB’s recommendations regarding these factors will be forwarded to the City Council for consideration. The City Council cannot approve the Architectural Review unless it finds that, among other things, natural features are appropriately preserved and integrated with the SUMC Project; the design promotes harmonious transitions in scale and character in areas between different designated land uses; and the planning and siting of the various functions and buildings on the site create an internal sense of order and provide a desirable environment for occupants, visitors, and the general community. Implementation of Mitigation Measure VQ-2.1 would require that the City and SUMC Project sponsors comply with Policy L-3 requirements for respecting views of the hillsides.</td>
<td></td>
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</tbody>
</table>
### Table 3.2-2

**Comparison of SUMC Project to Comprehensive Plan Policies**

<table>
<thead>
<tr>
<th>Policy L-5: Maintain the scale and character of the City. Avoid land uses that are overwhelming and unacceptable due to their size and scale.</th>
<th>As discussed in Section 3.3, and as required in Mitigation Measure VQ-2.1, Architectural Review would consider, among other factors, whether the SUMC Project has a coherent composition and whether its bulk and mass are harmonious with surrounding development. The City Council cannot approve the Architectural Review unless it finds that, among other things, the design promotes harmonious transitions in scale and character in areas between different designated land uses; the planning and siting of the various functions and buildings on the site create an internal sense of order and provide a desirable environment for occupants, visitors, and the general community; and the amount and arrangement of open space are appropriate to the design and the function of the structures.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy L-6: Where possible, avoid abrupt changes in scale and density between residential and non-residential areas and between residential areas of different densities.</td>
<td>As discussed in Section 3.3, and as required in Mitigation Measure VQ-2.1, the Architectural Review would consider, among other factors, whether the SUMC Project has a coherent composition and whether its bulk and mass are harmonious with surrounding development. The City Council cannot approve the Architectural Review unless it finds that, among other things, the design promotes harmonious transitions in scale and character in areas between different designated land uses; the planning and siting of the various functions and buildings on the site create an internal sense of order and provide a desirable environment for occupants, visitors, and the general community; and the amount and arrangement of open space are appropriate to the design and the function of the structures.</td>
</tr>
<tr>
<td>Policy L-7: Evaluate changes in land use in the context of regional needs, overall City welfare and objectives, as well as the desires of the surrounding neighborhoods.</td>
<td>This EIR provides an evaluation of local as well as regional environmental effects of the SUMC Project. It should be noted that the SUMC Project would maintain but expand existing on-site land uses. Consideration of the merits of the SUMC Project in context of regional needs, City welfare, and the desires of surrounding neighborhoods will be considered by the City during the subsequent project approval process.</td>
</tr>
<tr>
<td>Policy L-8: Maintain a limit of 3,257,900 square feet of new non-residential development for the nine planning areas evaluated in the 1989 Citywide Land Use and Transportation Study, with the understanding that the City Council may make modifications for specific properties that allow modest additional growth. Such additional growth will count towards the 3,257,900 maximum.</td>
<td>The City has determined that the medical center uses associated with the SUMC Sites should not be included in the non-residential development cap established by Policy L-8. The City is proposing a Comprehensive Plan Amendment (CPA), revising the language of Policy L-8 to clarify the exemption of hospital, clinic, and research buildings from square footage caps.</td>
</tr>
</tbody>
</table>
### Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

<table>
<thead>
<tr>
<th>Goal L-2: An enhanced sense of “community” with development designed to foster public life and meet citywide needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy L-10:</strong> Maintain a citywide structure of Residential Neighborhoods, Centers, and Employment Districts. Integrate these areas with the City’s and the region’s transit and street system.</td>
</tr>
<tr>
<td>The SUMC is a designated Employment District, accessible via the existing street network. The SUMC Project would enhance integration of this Employment District into the citywide land use and circulation network by adding pedestrian and bicycle improvements and providing better connections between the SUMC Sites, the Stanford Shopping Center, PAITS, and the downtown area.</td>
</tr>
<tr>
<td><strong>Policy L-11:</strong> Promote increased compatibility, interdependence, and support between commercial and mixed use centers and the surrounding residential neighborhoods.</td>
</tr>
<tr>
<td>The SUMC Project would meet the growing demand for medical facilities in Palo Alto and the region as indicated in the SUMC Project application. The medical services that the SUMC Project would provide to residents of the City of Palo Alto would increase interdependence and support between uses on the SUMC Sites and residential uses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal L-5: High quality employment districts, each with their own distinctive character and each contributing to the character of the City as a whole.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy L-42:</strong> Encourage Employment Districts to develop in a way that encourages transit, pedestrian and bicycle travel and reduces the number of auto trips for daily errands.</td>
</tr>
<tr>
<td>Bicycle and pedestrian improvements are included in the SUMC Project. A shuttle service would run between the SUMC Site, nearby commercial areas, and nearby transit hubs. The SUMC Project would also include the existing Transportation Demand Management (TDM) program, which includes efforts to increase use of transit and alternative modes of transportation, and decrease trips in single occupant vehicles.</td>
</tr>
<tr>
<td><strong>Policy L-43:</strong> Provide sidewalks, pedestrian paths, and connections to the citywide bikeway system within Employment Districts. Pursue opportunities to build sidewalks and paths in renovation and expansion projects.</td>
</tr>
<tr>
<td>Several bicycle and pedestrian improvements, which would connect to the existing trail network, are included in the SUMC Project. The SUMC Project would also include bicycle and pedestrian improvements which would provide better connections between the SUMC Sites, the Stanford Shopping Center, PAITS, and the downtown area.</td>
</tr>
</tbody>
</table>

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1. City of Palo Alto, Comprehensive Plan, Land Use Element, 1998. Definition of “Employment Districts” is provided on page L-14. Employment Districts are geographic areas within the City with distinctive physical and economic characteristics. The Stanford Medical Center is one of four designated Employment Districts. Comprehensive Plan page L-33.
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

**Policy L-45:** Develop Stanford Medical Center in a manner that recognizes the citywide goal of compact, pedestrian-oriented development as well as the functional needs of the Medical Center.

The Main SUMC Site is a medical campus and by function is pedestrian-oriented, providing walkways, manicured lawns, benches, fountains, art sculptures, and pathway lighting. The proposed site plan is expected to maintain its pedestrian orientation. Functional adjacencies are critical to efficient medical services and, as such, the proposed site plan would provide optimal functional adjacencies. (A SUMC Project objective is to optimize department adjacencies to ensure the healthcare facilities are clinically safe environments, promote safe and efficient patient flow, and provide access to state-of-the-art technology.)

**Policy L-48:** Promote high quality, creative design and site planning that is compatible with surrounding development and public spaces.

As discussed in Section 3.3, and as required in Mitigation Measure VQ-2.1, the Architectural Review of the SUMC Project by the ARB would consider, among other factors, whether the SUMC Project incorporates quality materials, harmonious colors, appropriate ancillary features, and a cohesive design with a coherent composition. The City Council cannot approve the Architectural Review unless it finds that, among other factors, the design is compatible with the immediate environment of the SUMC Sites, is appropriate to the function of the SUMC Project, promotes harmonious transitions in character in areas between different designated land uses, and is compatible with approved improvements both on and off the site. Implementation of Mitigation Measure VQ-2.1 would ensure that the proposed structures would be compatible with surrounding development.

**Policy L-49:** Design buildings to revitalize streets and public spaces and to enhance a sense of community and personal safety. Provide an ordered variety of entries, porches, windows, bays and balconies along public ways where it is consistent with neighborhood character; avoid blank or solid walls at street level; and include human-scale details and massing.

As discussed in Section 3.3, the SUMC draft Design Guidelines outline three basic factors to be applied to the SUMC Project: site design, building design, and connective elements. The site design concept for the SUMC Project builds upon existing patterns of pedestrian and vehicular circulation, and parking. In addition, open spaces would serve to physically connect the SUMC to the public perimeter, as well as to connect the SUMC visually to the current Stanford landscape. The proposed building designs would serve to redefine the architectural image and spatial character of the medical campus, while blending with the existing buildings and landscape. The intent of the Design Guidelines is to allow a variety of architectural expressions for each institution, while promoting a cohesive campus image. In addition, connective elements include consistent use of specific paving materials; the placement of new planting schemes; lighting; signage; shared amenities (for example, bus shelters, benches, and public art); and utilities and infrastructure.
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

**Policy L-50:** Encourage high quality signage that is attractive, appropriate for the location and balances visibility needs with aesthetic needs.

As discussed in Section 3.3, and as required in Mitigation Measure VQ-2.1, the Architectural Review of the SUMC Project by the ARB would consider, among other factors, whether the SUMC Project incorporates quality materials, harmonious colors, appropriate ancillary features, and a cohesive design with a coherent composition. The City Council cannot approve the Architectural Review unless it finds that, among other factors, the design is compatible with the immediate environment of the SUMC Sites, is appropriate to the function of the SUMC Project, promotes harmonious transitions in character in areas between different designated land uses, and is compatible with approved improvements both on and off the site. Implementation of Mitigation Measure VQ-2.1 would ensure that the proposed structures would be compatible with surrounding development. In addition, the SUMC draft Design Guidelines state that the SUMC Project would establish a unifying signage theme and follow existing campus signage guidelines for directional and pedestrian signs.

**Goal L-7:** Conservation and preservation of Palo Alto's historic buildings, sites, and districts.

**Policy L-51:** Encourage public and private upkeep and preservation of resources that have historic merit, including residences listed in the Historic Inventory.

Policy L-51 encourages the preservation of historic structures. The City has identified Mitigation Measures CR-1.1, CR-1.2, CR-1.3, and CR-1.4 to help minimize the loss resulting from the demolition of the historic Edward Durell Stone Building complex (see Section 3.8, Cultural Resources). Therefore, the SUMC Project would not conflict with this policy since it encourages protection of historic resources. The SUMC Project also includes the renovation of Hoover Pavilion, which is a historic resource (see Section 3.8 Cultural Resources). Structures proposed at the Hoover Pavilion Site would be sited so as to preserve the visual prominence of the Hoover Pavilion as a historic structure. In addition, Mitigation Measure CR-1.5 would protect the Hoover Pavilion from vibration impacts during construction. The preservation and enhancement of this historic resource furthers the objectives of Policy L-51.
### Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

| Policy L-54: Support the goals and objectives of the Statewide Comprehensive Historic Preservation Plan for California. | The Statewide Comprehensive Historic Preservation Plan identifies current and emerging historic preservation issues throughout the State and establishes the vision, mission, and priorities for the Office of Historic Preservation (OHP). The OHP is required to review and revise the State Plan every five years as a condition for receiving a grant from the federal Historic Preservation Fund. The SUMC Project would not conflict with the OHP's preparation or review of the State Plan, including the identification of statewide preservation issues or the establishment of the OHP's vision, mission, and priorities. |
| Policy L-58: Promote adaptive reuse of old buildings. | The SUMC Project would renovate the Hoover Pavilion and would improve seismic operating conditions of clinic uses within. Such renovation would constitute adaptive reuse. |

**Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the City.**

| Policy L-70: Enhance the appearance of streets and other public spaces by expanding and maintaining Palo Alto's street tree system. | Street trees would be incorporated into the SUMC Sites under the SUMC Project. |
| Policy L-75: Minimize the negative physical impacts of parking lots. Locate parking behind buildings or underground wherever possible. | The SUMC Project would add new underground parking structures and an above-ground parking structure at the Hoover Pavilion Site. The parking structure at the Hoover Pavilion Site would be located south of Hoover Pavilion to preserve views of this landmark from public vantage points. |
| Policy L-76: Require trees and other landscaping within parking lots. | The SUMC Project would add above- and underground parking structures to minimize the area devoted to surface parking lots; therefore, landscaping would be minimal. However, as discussed in Section 3.3, and as required under Mitigation Measure VQ-2.1, the Architectural Review of the SUMC Project by the ARB would consider, among other factors, whether the SUMC Project adequately incorporates landscaping. Upon receipt of the ARB's recommendations, the City Council cannot approve the Architectural Review unless it finds that, among other factors, the amount and arrangement of open space are appropriate to the design and the function of the structures, and the planning and siting of the various functions and buildings provide a desirable environment for occupants, visitors, and the general community. |
### Table 3.2-2
**Comparison of SUMC Project to Comprehensive Plan Policies**

<table>
<thead>
<tr>
<th>Policy L-77: Encourage alternatives...</th>
<th>...to minimize the area devoted to surface parking. In addition, the proposed number of spaces would be sufficient to accommodate the resulting demand (see Section 3.4, Transportation). Lastly, a TDM Program would be continued to decrease car trips and parking demand (see description in Chapter 2, Project Description).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy L-78: Encourage development...</td>
<td>Parking on the SUMC Site would be shared by the various on-site uses. Sharing parking facilities with off-site uses would be infeasible due to the distance to off-site facilities.</td>
</tr>
<tr>
<td><strong>Goal T-1: Less reliance on single-occupant vehicles.</strong></td>
<td>The SUMC Project would involve infill within an area that is currently accessible by transit, walking, and bicycling. By reducing the size of surface parking lots and increasing development density, the SUMC Project would be expected to increase demand for alternative means of transport. The Hospitals and SoM both implement TDM Programs that encourage walking, bicycling, and public transit use. These programs would continue to decrease car trips and parking demand (see description in Chapter 2, Project Description), On-site and off-site bicycle and pedestrian improvements included in the SUMC Project would provide better connections between the SUMC Sites, the Stanford Shopping Center, PAITS, and the downtown area.</td>
</tr>
<tr>
<td>Policy T-1: Make land use decisions...</td>
<td>The SUMC Project sponsors implement (and would continue to implement) a TDM Program to decrease car trips and parking demand. See also Policy T-1.</td>
</tr>
<tr>
<td><strong>Goal T-2: A convenient, efficient, public transit system that provides a viable alternative to driving.</strong></td>
<td>The SUMC Project would continue to implement the Marguerite Shuttle, which serves the SUMC Sites and the University Avenue Transit Station. In addition, the SUMC Project would involve bicycle and pedestrian circulation improvements (to be refined during Architectural Review) that would provide access to the transit station.</td>
</tr>
</tbody>
</table>

Stanford University Medical Center Facilities Renewal and Replacement Draft EIR — Land Use
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

<table>
<thead>
<tr>
<th>Policy T-6: Improve public transit access to regional destinations, including those within Palo Alto.</th>
<th>The SUMC Project would not impede the City’s plans to develop regional public transit. Moreover, the SUMC Project sponsors would continue to implement a TDM Program to decrease car trips and parking demand. These programs include provision of the free Marguerite Shuttle service, which connects the SUMC Sites to other destinations, local transit and Caltrain, and free use of the East Bay express bus that connects BART and ACE train to Stanford.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy T-8: Encourage employers to develop shuttle services connecting employment areas with the multi-modal transit stations and business districts.</td>
<td>The SUMC Project would continue the use of the Marguerite Shuttle, a free local shuttle serving the SUMC Sites, PAITS, the Shopping Center Site, and other nearby locations.</td>
</tr>
</tbody>
</table>

Goal T-3: Facilities, services, and programs that encourage and promote walking and bicycling

<table>
<thead>
<tr>
<th>Policy T-14: Improve pedestrian and bicycle access to and between local destinations, including public facilities, schools, parks, open space, employment districts, shopping centers, and multi-modal transit stations.</th>
<th>See discussion for Policy L-42.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy T-15: Encourage the acquisition of easements for bicycle and pedestrian paths through new private developments.</td>
<td>Several bike and pedestrian trails, which would connect to the existing trail network, are included in the SUMC Project.</td>
</tr>
<tr>
<td>Policy T-19: Improve and add attractive, secure bicycle parking at both public and private facilities, including multi-modal transit stations, on transit vehicles, in City parks, in private developments, and at other community destinations.</td>
<td>Bicycle parking would be provided at the SUMC Sites under the SUMC Project.</td>
</tr>
<tr>
<td>Policy T-22: Improve amenities such as seating, lighting, bicycle, parking, street trees, and interpretive stations along bicycle and pedestrian paths and in City parks to encourage walking and cycling and enhance the feeling of safety.</td>
<td>The SUMC Project would install new benches, lighting, bicycle, parking, landscaping along its pedestrian paths on site.</td>
</tr>
<tr>
<td>Policy T-23: Encourage pedestrian-friendly design features such as sidewalks, street trees, on-street parking, public spaces, gardens, outdoor furniture, art, and interesting architectural details.</td>
<td>See discussion for Policy T-22.</td>
</tr>
</tbody>
</table>

Goal T-4: An efficient roadway network for all users

| Policy T-25: When constructing or modifying roadways, plan for usage of the roadway space by all users, including motor vehicles, transit vehicles, bicyclists, and pedestrians. | The proposed widening of Welch Road and expansion of Durand Way would accommodate bicycles, pedestrians, and transit. |
Policy T-26: Participate in the design and implementation of comprehensive solutions to traffic problems near Stanford Shopping Center and Stanford Medical Center.

Policy T-27: Avoid major increases in street capacity unless necessary to remedy severe traffic congestion or critical neighborhood traffic problems. Where capacity is increased, balance the needs of motor vehicles with those of pedestrians and bicyclists.

Policy T-28: Make effective use of the traffic-carrying ability of Palo Alto's major street network without compromising the needs of pedestrians and bicyclists also using this network.

Policy T-30: Reduce the impacts of through-traffic on residential areas by designating certain streets as residential arterials.

Policy T-34: Implement traffic calming measures to slow traffic on local and collector residential streets and prioritize these measures over congestion management. Include traffic circles and other traffic calming devices among these measures.

Policy T-39: To the extent allowed by law, continue to make safety the first priority of citywide transportation planning. Prioritize pedestrian, bicycle, and automobile safety over vehicle level-of-service at intersections.

Section 2, Project Description, identifies that the SUMC Project would implement traffic management solutions, such as a continued TDM Program, bicycle and pedestrian improvements, and public transit access.

Generally, existing roadway capacity is improved by adding left and right turn lanes to the intersections. The SUMC Project would add a connection (Durand Way) between Sand Hill Road and Welch Road; however, this connection would extend through one block and would provide new access to the Main SUMC Site. The Durand Way extension would increase roadway capacity, but only to the extent that it would provide traffic relief to Pasteur Road and Sand Hill Road. This would enable traffic from El Camino Real to rely on Durand Way and traffic from I-280 to rely on Pasteur Drive. Although roadway capacity would increase, bicycle and pedestrian facilities would be included as part of the Durand Way extension, which would connect to the Class I bicycle path along San Francisquito Creek. This connection would help satisfy compliance with Policy T-27.

In addition, Welch Road would be widened to three lanes in order to improve safety and to accommodate on-street bicycle lanes.

Mitigation Measure TR-6.1 in Section 3.4, Transportation, requires the SUMC Project sponsors to implement improvements for bicycle and pedestrian safety and access at intersections affected by SUMC Project traffic.

As discussed under Impact TR-3 in Section 3.4, Transportation, the SUMC Project would not result in adverse impacts to Palo Alto residential roadway segments. It should be noted that the SUMC Project would have significant impacts on residential roadways outside Palo Alto in Menlo Park. Identified mitigation would reduce the impact to less than significant (see Section 3.4, Transportation).

The SUMC Project would not significantly impact adversely affect traffic on residential streets within Palo Alto, and therefore does not include traffic calming measures. See Policy T-30.

See discussion for Policy T-28. In its consideration of the SUMC Project, the City will continue to adhere to this Policy and will prioritize safety over vehicle level-of-service improvements at intersections.
### Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

<table>
<thead>
<tr>
<th>Goal</th>
<th>Policy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal T-7:</strong> Mobility for people with special needs.</td>
<td><strong>Policy T-42:</strong> Address the needs of people with disabilities and comply with the requirements of the Americans with Disabilities Act (ADA) during the planning and implementation of transportation and parking improvement projects.</td>
<td>The SUMC Project would be required to conform to ADA standards specified in the Palo Alto Municipal Code.</td>
</tr>
<tr>
<td><strong>Goal T-8:</strong> Attractive, convenient public and private parking facilities.</td>
<td><strong>Policy T-48:</strong> Encourage parking strategies in the Stanford Medical Center area that maximize the efficient use of parking and, in the long term, consider the possible use of remote parking lots with shuttle bus service.</td>
<td>Parking would be provided under the SUMC Project for the calculated increased demand, which takes into account minimization of parking needs through implementation of a comprehensive TDM program. Existing TDM programs, such as operation of the Marguerite Shuttle, would be continued in order to minimize the need for additional parking. This program also includes provision of free use of the Line U Stanford Express, which connects Stanford to BART and the ACE train. The Line U express bus enables employees to park remotely, and travel to the SUMC via this service. In addition, the proposed parking structure at the Hoover Pavilion Site would be used by SUMC staff, who would take a shuttle to the Main SUMC site.</td>
</tr>
<tr>
<td><strong>Goal N-1:</strong> A citywide open space system that protects and conserves Palo Alto's natural resources and provides a source of beauty and enjoyment for Palo Alto residents.</td>
<td><strong>Policy N-3:</strong> Protect sensitive plant species resources from the impacts of development.</td>
<td>Per Section 3.9, Biological Resources, there is no habitat capable of supporting sensitive plant species at the SUMC Sites, and there would be no impacts on sensitive plant species.</td>
</tr>
<tr>
<td></td>
<td><strong>Policy N-6:</strong> Through implementation of the Site and Design process and the Open Space zone district regulations, minimize impacts of any new development on views of the hillsides, on the open space character, and the natural ecology of the hillsides.</td>
<td>As explained further in Section 3.3, and as required under Mitigation Measure VQ-2.1, the SUMC Project is subject to the City’s Architectural Review process. The Architectural Review of the SUMC Project by the City’s ARB would consider, among other factors, whether the SUMC Project has a coherent composition, and whether its bulk and mass are harmonious with surrounding development. The ARB’s recommendations regarding these factors will be forwarded to the City Council for consideration. The City Council cannot approve the Architectural Review unless it finds that, among other things, natural features are appropriately preserved and integrated with the SUMC Project; the design promotes harmonious transitions in scale and character in areas between different designated land uses; and the planning and siting of the various functions and buildings on the site create an internal sense of order and provide a desirable environment for occupants, visitors and the general community.</td>
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Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

**Goal N-2:** Conservation of creeks and riparian areas as open space amenities, natural habitat areas, and elements of community design.

*Policy N-11:* Preserve the integrity of riparian corridors.

Construction associated with the SUMC Project could contribute to bed and bank erosion along the San Francisquito Creek riparian corridor. However, as discussed in Section 3.11, Hydrology, the SUMC Project would be required to comply with existing regulatory requirements (Municipal Regional Permit, Construction General Permit, as well as local municipal codes), which include both construction phase and permanent erosion and sediment controls that prevent substantial erosion and sediment transport from development within the San Francisquito Creek watershed. Construction site inspection by the City, as required by the UWMP, would also ensure that appropriate erosion and sediment control BMPs are implemented and functioning.

*Policy N-13:* Discourage creek bank instability, erosion, downstream sedimentation, and flooding by minimizing site disturbance and vegetation removal on or near creeks and carefully reviewing grading and drainage plans for development near creeks and elsewhere in the watersheds of creeks.

See discussion for Policy N-11.

**Goal N-3:** A thriving “urban forest” that provides ecological, economic, and aesthetic benefits for Palo Alto.

*Policy N-14:* Protect, revitalize, and expand Palo Alto’s urban forest through public education, sensitive regulation, and a long-term financial commitment that is adequate to protect this resource.

The SUMC Project would replace trees removed during construction and would supply new street trees. However, the SUMC Project would remove up to 74 Protected Trees, which are considered an important resource to the City. Mitigation Measures BR-4.1 through BR-4.5, provided in Section 3.9, Biological Resources, require the preparation of a Tree Preservation Report, a solar access study, a Tree Relocation Feasibility Plan, a Tree Preservation Memorandum of Understanding, and minor site modifications to the current site plans. While complete preservation or relocation of Protected Trees would not occur, this mitigation would fulfill the City’s responsibility to protect, revitalize, and expand Palo Alto’s urban forest.

Also, as required under Mitigation Measure VQ-2.1, the Architectural Review of the SUMC Project by the ARB would consider, among other factors, whether the SUMC Project adequately incorporates landscaping. Upon receipt of the ARB’s recommendations, the City Council cannot approve the Architectural Review unless it finds that, among other factors, the amount and arrangement of open space are appropriate to the design and the function of the structures, and the planning and siting of the various functions and buildings provide a desirable environment.
### Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

<table>
<thead>
<tr>
<th>Goal N-4: Water resources that are prudently managed to sustain plant and animal life, support urban activities, and protect public health and safety.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy N-18:</strong> Protect Palo Alto’s groundwater from the adverse impacts of urban uses.</td>
</tr>
<tr>
<td>During construction, impervious surfaces (e.g., parking lots and buildings) would be removed and pervious surfaces exposed to rainfall and runoff waters. Without controls, infiltrating rainfall could pick up existing pollutants in the underlying soils or pollutants associated with construction activities (e.g., spills and leaks) and carry these materials to the local groundwater table. Mitigation Measure HW-3.1, provided in Section 3.11, Hydrology, requires the SUMC Project sponsors to develop a work plan for any unknown contaminated sites. This measure would address environmental impacts associated with groundwater quality impacts.</td>
</tr>
<tr>
<td><strong>Policy N-19:</strong> Secure a reliable, long-term supply of water for Palo Alto.</td>
</tr>
<tr>
<td>A Water Supply Assessment (WSA) was prepared for the SUMC Project to determine whether or not the City would have sufficient supply to meet projected demand. The WSA found that in years of average and above-average water supply, the City has adequate supplies to serve 100 percent of normal-year demands, inclusive of the SUMC Project, and that in dry-year and multiple-dry-year events, when SFPUC imposes reductions in its normal supply to the City, the City has in place a Water Shortage Contingency Plan sufficient to maintain a balance of supplies and demands. See Section 3.15, Utilities.</td>
</tr>
<tr>
<td><strong>Policy N-20:</strong> Maximize the conservation and efficient use of water in new and existing residences, businesses and industries.</td>
</tr>
<tr>
<td>The SUMC Project would be required to conform to landscaping water conservation practices specified in the Municipal Code (see policy summary in Section 3.15, Utilities). Moreover, the SHC and LPCH have committed to several water conservation measures including daily and seasonal adjustment of irrigation, drought tolerant landscaping, and water and moisture-retaining mulches.² The</td>
</tr>
</tbody>
</table>

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² William T. Phillips, Stanford University, Memorandum to Steven Turner, City of Palo Alto: Response to City Palo Alto’s Draft Water Supply Assessment for the Stanford University Medical Center Facilities Renewal and Replacement Project, August 2008.
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

| Policy N-21: Reduce non-point source pollution in urban runoff from residential, commercial, industrial, municipal, and transportation land uses and activities. | SUMC Project also proposes to apply water efficient fixtures, sterilizers, and kitchen equipment, and would continue its current use of microfiber mops for cleaning.3 As discussed in Section 3.11, Hydrology, operation and construction of the SUMC Project could cause or contribute to stormwater runoff if disturbed surfaces are not stabilized and if changes in drainage patterns result in more runoff. However, compliance with existing mandatory regulations and implementation of these requirements would prevent substantial runoff by requiring erosion and sediment controls. In addition, Mitigation Measure HW-3.1, provided in Section 3.10, Hydrology, requires the SUMC Project sponsors develop a work plan for any unknown contaminated sites. This measure, along with the existing regulations, would address environmental impacts associated with groundwater and surface water quality impacts. |
| Policy N-22: Limit the amount of impervious surface in new development or public improvement projects to reduce urban runoff into storm drains, creeks, and San Francisco Bay. | As discussed in Section 3.11, Hydrology, the SUMC Project, at full buildout, would decrease stormwater runoff by increasing the pervious area on the site, including roof area that contains plant material.4 |
| Policy N-23: Reduce the discharge of toxic materials into the City’s sanitary sewer collection system by promoting the use of Best Management Practices. | Demolition of the existing structures on the SUMC Sites would disturb hazardous building materials such as asbestos, PCBs, lead, and mercury. In addition, hazardous materials, such as paints, solvents, cements, glues and fuels, would also be used in varying amounts during construction. Operation of the SUMC Project would also increase the use and amount of hazardous materials on the SUMC Sites. Examples of hazardous materials include chemical waste, medical waste, and radioactive waste. The SUMC Project sponsors would be required to comply with existing federal, State, and local laws and regulations to protect the community and the environment from exposure to hazardous materials, including the discharge of toxic materials into the City’s sanitary sewer collection system. |
| Policy N-24: Improve storm drainage performance by constructing new system improvements where necessary and replacing undersized or otherwise inadequate lines with larger lines or parallel lines. | As discussed in Section 3.14, Utilities, the SUMC Project would not require expansion of existing stormwater infrastructure. |

3 Catherine Paller, memorandum to EIR Team (City of Palo Alto and PBS&J), November 12, 2008.
4 Stanford University Medical Center, Stanford University Medical Center Facilities Renewal and Replacement Project Application, August 2007, as amended; Tab 4, Figures 4-8a and 4-8b.
Table 3.2-2  
Comparison of SUMC Project to Comprehensive Plan Policies

<table>
<thead>
<tr>
<th>Goal N-5: Clean, healthful air for Palo Alto and the San Francisco Bay Area.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy N-26:</strong> Support regional, State, and federal programs that improve air quality in the Bay Area.</td>
</tr>
<tr>
<td>As discussed in Section 3.5, Air Quality, construction and operation of the SUMC Project would exceed BAAQMD standards for criteria pollutants. Policy N-26 does not prohibit such an exceedance. The SUMC Project includes continued implementation of the SUMC Project sponsors’ TDM program. Mitigation Measures AQ-1.1 and AQ-1.2, provided in Section 3.5, Air Quality, would address environmental impacts associated with particulate emissions by controlling construction dust and reducing diesel emissions. By requiring these mitigations, the City would support applicable air quality programs.</td>
</tr>
<tr>
<td><strong>Policy N-27:</strong> Reduce emission of particulates from wood burning stoves, construction activity, automobiles, and other sources.</td>
</tr>
<tr>
<td>As discussed in Section 3.5, Air Quality, heavy construction activity on dry soil exposed during construction phases would cause emissions of dust (usually monitored as PM₁₀), which could be annoying to persons near the construction area or otherwise unhealthy. The SUMC Project would implement existing TDM programs, which would minimize mobile source emissions during operation of the SUMC Project. Nevertheless, those emissions would exceed the Bay Area Air Quality Management District’s (BAAQMD) significance threshold of 80 pounds per day or 15 tons per year of PM₁₀. Emissions would result in a substantial contribution to an existing regional particulate air quality problem. Mitigation Measures AQ-1.1 and AQ-1.2, provided in Section 3.5, Air Quality, would address environmental impacts associated with particulate emissions by controlling construction dust and controlling diesel emissions. These mitigation measures would reduce emissions of particulates from construction and continued implementation of the ongoing TDM programs would minimize emissions from operation of the SUMC Project.</td>
</tr>
<tr>
<td><strong>Policy N-28:</strong> Encourage developers of new projects in Palo Alto, including City projects, to provide improvements that reduce the necessity of driving alone.</td>
</tr>
</tbody>
</table>
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

| Policy N-29: All potential sources of odor and/or toxic air contaminants should be adequately buffered, or mechanically or otherwise mitigated to avoid odor and toxic impacts that violate relevant human health standards. |
| As discussed in Section 3.5, Air Quality, the SUMC Project would include on-site stationary source emissions related to the periodic testing of emergency diesel generators. These emissions are not expected to have the potential for substantial odor impacts on local sensitive receptors, resulting in less-than-significant impacts. In addition, the health risk assessment prepared for the SUMC Project indicates that the estimated excess lifetime cancer risks associated with potential simultaneous exposures to construction diesel particulate matter (DPM) and operational sources of toxic air contaminants (TACs) would be below the BAAQMD significance threshold of 10 in one million, and the estimated health indexes (HIs) would be below 1. |

| Goal N-6: An environment free of the damaging effects of biological and chemical hazardous materials. |
| Policy N-30: Minimize the use of toxic and hazardous materials. Encourage the use of alternative materials and practices that are environmentally benign. |
| As discussed in Section 3.11, Hazardous Materials, the SUMC Project would be required to conform to all Municipal Code, State and federal policies regarding the use of hazardous materials. Development proposed under the SUMC Project would comply with existing hazardous materials management plans. |

| Goal N-7: Reduced volumes of solid waste; solid waste disposed in an environmentally safe, efficient, manner. |
| Policy N-34: Reduce the amount of solid waste disposed in the City’s landfill by reducing the amount of waste generated and promoting the cost-effective reuse of materials that would otherwise be placed in a landfill. |
| As discussed in Section 3.14, Utilities, the SUMC Project would be subject to Palo Alto Municipal Code 5.24 Requirement to Divert Construction and Demolition Waste from Landfill Ordinance. In addition to complying with Stanford University’s general waste reduction initiatives, which cover paper, cardboard, cans, glass, and plastics, compostable goods, batteries, and other items, the hospitals would implement a number of specialized recycling programs for items such as electronic wastes, fluorescent lamps, toner and inkjet cartridges, surplus chemicals, batteries, and waste anesthetics. Instrumentation and automation upgrades would also help to reduce the production of wastes. The SUMC Project would not generate wastes that would exceed the capacity of the solid waste facilities that serve the City, and would take measures to reduce, reuse, and recycle wastes. |
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

<p>| Policy N-35: Reduce solid waste generation through salvage and reuse of building materials, including architecturally and historically significant materials. | As discussed in Section 3.14, Utilities, construction of the SUMC Project would be subject to the Requirement to Divert Construction and Demolition Waste from Landfill Ordinance (Palo Alto Municipal Code 5.24). This ordinance requires that a minimum of 90 percent of inert solids (e.g., concrete, asphalt, and rock) and a minimum of 50 percent of the remaining debris, generated from construction and demolition projects, be diverted from landfills through reuse and/or recycling. |
| Policy N-37: Ensure the environmentally sound disposal of solid waste. | See Policies N-34 and N-35. |
| Goal N-8: An environment that minimizes the adverse impacts of noise. | The SUMC Project would not introduce a new land use but would expand and reconfigure the established medical office and hospital land uses at the SUMC Sites. This analysis looks at the relationship of the SUMC Sites with surrounding uses. As discussed in Section 3.7, Noise, the mechanical noise generated by the SHC emergency generators off Welch Road could have a significant impact on nearby residential uses. However, Mitigation Measure NO-4.1 requires shielding or enclosure of equipment, which would reduce noise to less-than-significant levels. The SUMC Project would emit significant and unavoidable ambulance noise on residential uses off a portion of Sand Hill Road. However, ambulance noise is not considered to be incompatible in residential or other developed areas. It also should be noted that the SUMC Project would not create a new land use on the Main SUMC Site. Also, ambulance noise is already generated by the SHC Hospital, and the impact in this case would be along a portion of Sand Hill Road where there would be a new ambulance route. Policy N-39 does not prohibit location of land uses with incompatible noise sources; rather it calls for encouraging location of land uses in areas with compatible noise environments. The ambulance noise would be sporadic within the existing environment. |
| Policy N-39: Encourage the location of land uses in areas with compatible noise environments. Use the guidelines in the table “Land Use Compatibility for Community Noise Environment” to determine compatibility. | Consistent with Policy N-41, this EIR identifies where significant noise impacts will occur. Section 3.7, Noise, provides an evaluation of the SUMC Project on residential uses. Among the significance criteria applied are the standards set forth in the Comprehensive Plan. Based on the City’s Ldn criteria in the Comprehensive Plan, the SUMC Project would emit significant and unavoidable ambulance noise on residential uses off a portion of Sand Hill Road, on the basis that the ambulance noise would increase Ldn by more than 5.0 dB, as stated in Policy N-41. Existing |</p>
<table>
<thead>
<tr>
<th>Policy N-43: Protect the community and especially sensitive noise receptors, including schools, hospitals, and senior care facilities, from excessive noise.</th>
<th>Ldn along Sand Hill Road ranges from 53.5 to 55.2 dBA, which is below the 75 dB maximum noise guideline for conditionally acceptable uses, per the Comprehensive Plan’s Land Use Compatibility chart. The ambulance noise would increase Ldn by about 8 dBA. At most, the resulting dBA would be about 63.2 dBA, which is still within the maximum noise guideline for conditionally acceptable uses per the Comprehensive Plan’s Land Use Compatibility chart. As such, the City may approve the SUMC Project under Policy N-41.</th>
</tr>
</thead>
<tbody>
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<td>The project would cause the average 24-hour noise level (Ldn) to increase by 5.0 dB or more in an existing residential area, even if the Ldn would remain below 60 dB; The project would cause the Ldn to increase by 3.0 dB or more in an existing residential area, thereby causing the Ldn in the area to exceed 60 dB; The project would cause an increase of 3.0 dB or more in an existing residential area where the Ldn currently exceeds 60 dB.</td>
<td>As discussed in Section 3.6, Climate Change, the SUMC Project includes a number of energy conservation strategies. The SHC and LPCH components of the SUMC Project would be designed to achieve EnergyStar scores of 90-95, which means they would perform better than 90-95 percent of similar hospitals. The buildings would use 35 percent less energy than typical hospitals (based on a comparison to DOE’s Commercial Buildings Energy Consumption Survey) and 20 percent less energy than a hospital designed to meet ASHRAE 90.1 standards. The new SoM buildings would meet Stanford University’s 2008 Building Performance Guidelines, which set a target energy efficiency in new buildings of 30 percent below California Title 24/ASHRAE 90.1 (2004).</td>
</tr>
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</table>

**Goal N-9:** A clean, efficient, competitively-priced energy supply that makes use of cost-effective renewable resources.

*Policy N-47:* Optimize energy conservation and efficiency in new and existing residences, businesses, and industries in Palo Alto.

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Table 3.2-2

Comparison of SUMC Project to Comprehensive Plan Policies

<table>
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<tr>
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Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

**Policy N-48:** Encourage the appropriate use of alternative energy technologies.

The City provides electricity and natural gas to the SUMC Site and is currently replacing a significant portion of its energy supply with renewable energy resources. Although no on-site renewable energy technologies are planned, the SUMC Project would support alternative energy technologies through purchase of energy through the City.

**Goal N-10:** Protection of life and property from natural hazards, including earthquake, landslide, flooding, and fire.

**Policy N-51:** Minimize exposure to geologic hazards, including slope stability, subsidence, and expansive soils, and to seismic hazards including ground shaking, fault rupture, liquefaction, and landsliding.

As discussed in Section 3.10, Geology, non-hospital structures would be required to comply with the California Building Code, while hospital structures would be required to comply with heightened OSHPD requirements, both of which would reduce exposures to geologic hazards to a less-than-significant level. The SUMC Project was initially triggered by SB 1953, which requires the all hospital facilities meet current seismic standards to prevent disruption of hospital operations during an earthquake.

**Policy N-52:** Minimize exposure to flood hazards by adequately reviewing proposed development in flood prone areas.

This EIR reviews potential flooding impacts at the SUMC Site in Section 3.11, Hydrology. Flooding impacts were determined to be less than significant.

**Policy N-54:** Provide emergency fire and medical services consistent with the response time standards set forth in the Fire Department’s annual budget.

As discussed in Section 3.14, Public Services, the SUMC Project must construct its proposed structures to current OSHPD and City Code standards for fire safety and would install the latest fire control measures. As a part of the City’s development review process, the State Fire Marshal would review the plans for the SUMC Project (including construction, fire service water main, and Automatic Fire Alarm System plans) to determine conformance with the Fire Code prior to issuance of a building permit.

**Goal C-4:** Attractive, well-maintained community facilities that serve Palo Alto residents.

**Policy C-26:** Maintain and enhance existing park facilities.

There are no City park facilities on the SUMC Sites. Per Section 3.14, Public Services, the SUMC Project would have a less-than-significant impact on City parks.

**Policy C-27:** Seek opportunities to develop new parks and recreation facilities to meet the growing needs of residents and employees of Palo Alto.

As discussed in Section 3.14, Public Service, as required by Palo Alto Municipal Code 16.58, the SUMC Project would be required to pay a “Community Facility Fee,” which has a line item for parks that would fund acquisition of land and improvements for neighborhood and district parks.
Table 3.2-2
Comparison of SUMC Project to Comprehensive Plan Policies

<table>
<thead>
<tr>
<th>Goal C-5: Equal access to educational, recreational, and cultural services for all residents.</th>
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<tbody>
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<td><strong>Policy C-30</strong>: Facilitate access to parks and community facilities by a variety of transportation needs.</td>
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<td>See Policies L-42, L-43, and L-45. The Marguerite Shuttle, one of the TDM measures discussed above, would provide access between the SUMC Sites and other community facilities.</td>
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<th>Goal B-6: Thriving employment districts at Stanford Research Park, Stanford Medical Center, East Bayshore/San Antonio Road Area and Bayshore Corridor that complement the City’s business and neighborhood centers.</th>
</tr>
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<tbody>
<tr>
<td><strong>Policy B-32</strong>: Assist Stanford Medical Center in responding to changes in the delivery of health care services. Work with the Center to plan for changing facility needs, but within the context of City of Palo Alto planning goals and policies, as well as the goals and policies of other relevant jurisdictions.</td>
</tr>
<tr>
<td>The SUMC Project addresses changing demand for health care services and facilities. The City is working with the SUMC Project sponsors to determine the most appropriate plan for future development as part of the review of the SUMC Project application. This EIR has been prepared to inform the City’s decisions with respect to applicable planning goals and policies.</td>
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