



*City of Millbrae*

# 2040 GENERAL PLAN POLICY DOCUMENT

DECEMBER 2022



Adopted December 2022

CITY OF MILLBRAE

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# 1 Introduction

The Millbrae 2040 General Plan is a long-range plan that guides decision-making and establishes rules and standards for new development and city improvements. It reflects the community vision for the future and is intended to provide direction through the year 2040.

California State Law requires that every city adopt a general plan “for the physical development of the ... city, and of any land outside its boundaries which in the planning agency’s judgment bears relation to its planning” (California Government Code Section 65300). A general plan serves as the jurisdiction’s “constitution” or “blueprint” for future decisions concerning a variety of issues including land use, health and safety, and resource conservation. All specific plans, subdivisions, public works projects, and zoning decisions must be consistent with the local jurisdiction’s general plan.



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## 1.1 General Plan Organization

The Millbrae 2040 General Plan Policy Document is organized into eight elements:

- 1. Introduction
- 2. Land Use and Built Environment Element
- 3. Mobility and Circulation Element
- 4. Economic Development Element
- 5. Recreation, Arts, and Culture Element
- 6. Natural Resource Conservation Element
- 7. Health, Safety, and Quality of Life Element
- 8. Housing Element

A general plan is made up of a collection of “elements,” or chapters, of which seven are mandatory. The seven State-mandated elements are: land use, circulation, housing, conservation, open space, noise, and safety (California Government Code Section 65302). Communities may include other elements that address issues of particular local concern, such as economic development or public health (California Government Code Section 65303). An eighth element, Environmental Justice, is required for cities and counties that include disadvantaged communities as defined by Government Code Section 65302(h)(4)(A). Millbrae does not include any identified disadvantaged communities; however, the City has elected to voluntarily include an Environmental Justice Element. Under State law, if optional elements are included in the general plan, they carry the same weight of law as those that are legally mandated. Communities can also organize their general plan any way they choose, as long as the required topics are addressed. Table 1-1 shows how the elements of the Millbrae 2040 General Plan are organized to meet the mandatory requirements of State law.

**Table 1-1: Elements of the Millbrae 2040 General Plan**

Millbrae 2040 General Plan Elements	General Plan Elements Required by State Law								Optional Elements
	Land Use	Circulation	Housing	Conservation	Noise	Open Space	Safety	Environmental Justice	
Land Use and Built Environment	●							●	
Mobility and Circulation		●							
Economic Development									●
Recreation, Arts, and Culture									●
Natural Resource Conservation				●		●			
Health, Safety, and Hazardous Materials					●		●		
Housing			●						

## Land Use and Built Environment

The Land Use and Built Environment Element establishes the pattern and intensity of land use in the city and sets forth policies and standards to guide future development. This Element serves as the primary vehicle for ensuring that new land uses are logically organized and developed in a way that is sustainable and enhances Millbrae's unique identity.

## Mobility and Circulation

The Mobility and Circulation Element focuses on optimizing connectivity - the ability to move people and goods to destinations within and through the city and to the surrounding region. For this optimization to occur, this Element addresses all modes of transportation, including: walking, biking, automobiles, bus service, passenger rail, and commercial trucks, and other micromobility transportation options, providing ample connections to create links to destinations locally and regionally.

## Economic Development

The Economic Development Element is designed to fulfill Millbrae's untapped economic potential. Millbrae has an opportunity to better harness its assets, including its central location in the Bay Area and Silicon Valley, intermodal transit connectivity, excellent public schools, and quality of life, to better position itself to thrive in the regional economy.

## Recreation, Arts, and Culture

The Recreation, Arts, and Culture Element addresses the many aspects that contribute to an excellent quality of life in Millbrae, including parks and recreation facilities, historic districts and structures, the urban canopy, cultural resources, arts, music, and culture.

## Natural Resource Conservation

The Natural Resource Conservation Element focuses on conserving and enhancing the remaining natural environment for present and future residents. This Element addresses a variety of topics, including open space, habitat conservation, water resources, air quality, energy, waste reduction and recycling, and greenhouse gas (GHG) emissions reduction.

## Health, Safety, and Hazardous Materials

The Health, Safety, and Hazardous Materials Element focuses on ensuring public safety and resiliency against the potential effects of natural and man-made disasters to reduce the loss of property and life. This Element also focuses on promoting an active and healthy community with opportunities for physical activity, access to healthy foods, and overall healthy lifestyle choices.

## Housing

The Housing Element ensures that there is adequate zoning capacity in place to accommodate Millbrae's fair share of new residents of all income levels. The Housing Element cycle 2023 – 2031 will address housing needs in the city in compliance with State housing law.

## 1.2 Vision and Guiding Principles

The vision and guiding principles provide a foundation for the entire General Plan. They describe the future envisioned by the community. All the goals, policies, and implementation programs are consistent with the vision and guiding principles. The Vision and Guiding Principles are based on input from the community from March 2016 to June 2021. The City received public input at the Joint City Council/Planning Commission Study Session, through stakeholder interviews, at the first Community Workshop, and on the Online Forum.

## Vision for the Future

In 2040, Millbrae is the gem of the Peninsula, distinguished locally for its strong sense of community and regionally as the Bay Area's premier transit hub. Residents and businesses continue to be proud to call Millbrae "home" because of its pristine views of the Bay, attractive residential neighborhoods, distinguished schools, charming and lively downtown, and active civic life. Millbrae is a regional destination because of its premier transit hub, cultural diversity, vibrancy of El Camino Real, range of retail and restaurants, and lively atmosphere. Millbrae exemplifies a vibrant, sustainable and prosperous community.

## Guiding Principles

The Guiding Principles establish broad benchmarks for the General Plan. They set forth guidance on how the City will achieve the vision.

### El Camino Real

**Promote the revitalization of El Camino Real into a "grand boulevard" that creates a welcoming gateway into Millbrae.**

Improve pedestrian and bicycle mobility and safety and enhance the streetscape along the corridor to create an inviting environment for all. Encourage transit-oriented, residential, and mixed-use developments along El Camino Real that create an exciting place for people to live, work, shop, and play. Improve signage and public safety throughout the corridor, enhance rapid transit for buses, enhance bus stop to provide shelter and real time information.

### Downtown

**Cultivate a vibrant downtown.** Create a physical space and the infrastructure to captivate a mix of businesses that serve the range of resident needs and attract visitors. Enhance parking availability, ensure pedestrian walkability and safety, and encourage meeting places, shopping and dining. Foster investments in public spaces that elevate downtown as an urban village thriving with community activity.

### Station Area

**Transform the Station Area into a walkable, mixed-use district reinforcing its role as the most significant transit hub in the Bay Area providing connections between Caltrain, BART, future High speed Rail, and San Francisco International Airport within one station that serves all transit entities.** Encourage development of amenities; improvement of signage and real time information; connectivity to downtown and neighborhoods; and diversity of retail, restaurants, offices, hotels, and the provision of diverse housing types for all income groups.

## Neighborhoods

**Preserve and enhance neighborhoods.** Support the preservation and broadening of the existing housing stock, while encouraging innovative housing types, preserving bay views, and promoting safety from wildfires, flooding, sea level rise and other climate change impacts.

## Mobility

**Provide a safe and complete transportation network that meets the needs of all users.** Focus on smart, safe, and seamless transportation improvements that reduce traffic, encourage walkability, bikeability, and other forms of micromobility to increase accessibility between neighborhoods, downtown, and the intermodal station and SFO.

## Community Recognition

**Enhance Millbrae's character and reputation by creating vibrant places that bring community members together and draw visitors from the region.** Encourage Millbrae to remain an inclusive urban community with strong civic pride by improving and creating new public gathering spaces through public art, local landmarks, safety measures, clean streets, and park or plaza improvements.

## Sustainability

**Nurture a sustainable and resilient urban environment.** Encourage walking, biking, micromobility, and public transportation and reduce automobile dependence, noise, and harmful air pollutants. Prevent hardscaping, promote drought tolerant landscaping, and reduce heat islands. Strive to achieve Zero Waste and expanded electrical infrastructure, tertiary wastewater treatment, and urban forest. Promote the efficient use of natural resources including water, energy, and land, to reduce impacts on regional watersheds.

## City Services

**Provide all residents with excellent, equitable, and efficient City services.** Protect the health and safety of residents and support a high-quality living environment by maintaining infrastructure, services, and programs that meet the needs of the community. Support increased use of technology to improve the equitable, transparent, and timely delivery of City services. Provide access to information regarding City services such as message boards, and social media notifications

## Economic Development

**Promote a robust local economy.** Foster economic growth by cultivating a diversity of businesses based on innovation, technology, and local entrepreneurship that provide high-paying jobs and increase the tax base. Emphasize the highest and best use of land for economic development, business retention, entrepreneurship, and growth in life sciences, hospitality services, retail, local services, other technology sectors.

## Healthy Community

**Promote a healthy community.** Encourage healthy lifestyles for all residents and visitors by increasing opportunities for physical activity, availability of nutritious foods, quality education, realistic living wages, access to affordable healthcare and childcare, age-friendly communities, options for affordable housing, clean air and water, and a safe environment that promotes walking and biking.

## Recreation

**Increase and expand recreation opportunities.** Encourage active living by elevating recreation programming for persons of all ages and abilities, enhance parks and recreation facilities, and improve bike and pedestrian connections throughout the City and into neighboring cities.

# 1.3 Public Participation

The 2040 General Plan was shaped by an extensive public outreach process that engaged the community and decision-makers.

## Community Involvement

Community Workshop #1. On April 11, 2016, over 65 people attended the first community workshop for the General Plan Update. During the workshop, participants learned about the General Plan Update and discussed their views on the community's major assets, current issues and opportunities, and explored potential community features and shared their vision for the future.

## Community Workshop Series to Shape the Future of Downtown and El Camino Real

From November 1 to 7, 2016, the City of Millbrae hosted a series of community workshops to plan and design the future of Downtown and El Camino Real. The workshops brought residents, business owners, and City staff together to explore options, and provide “real time” input as the work unfolded. The primary focus of the workshops was the Priority Development Area, which includes the Station Area, Downtown, and the El Camino Real corridor. During the community workshop series, the City also met with the Peninsula Chinese Business Association, Millbrae's Senior Advisory Committee, Millbrae's Economic Vitality Advisory Committee, and Millbrae's Community Enhancement Advisory Committee. The major outcome from the workshops was development of two land use scenarios that identified areas for housing, employment centers, cultural anchors, retail, and public facilities.

## Online Forum

The General Plan Online Forum was an ongoing online discussion forum to inform the General Plan Update from February 2016. During pivotal points throughout the General Plan Update process, the Online Forum was open to

provide community members with more opportunities to share their ideas with the City. The principle use of the Online Forum was to mirror questions from community workshops to gather additional public input.

### **Stakeholder Interviews**

In late March and early April 2016, the General Plan Consultants conducted interviews with key stakeholders. The stakeholders included members of the Millbrae Historical Society, Millbrae Chamber of Commerce, and San Mateo County Health System, as well as long-time residents, an architect, a developer, a business owner, and the Millbrae Youth Advisory Committee. During the interviews participants provided their thoughts on issues and opportunities in Millbrae.

### **City Council and Planning Commission Study Sessions**

The City Council and Planning Commission held joint study sessions throughout the process to review milestone documents and provide guidance to staff and the consultants. The study sessions were open to the public and everyone was encouraged to participate in the discussions.

### **Public Hearings and Adoption.**

The Planning Commission held a public hearing on October 6, 2022, to consider adoption of the General Plan. Following the receipt of public comments and extensive discussion, the Planning Commission unanimously recommended the City Council adopt the General Plan. Subsequently, the City Council held a public hearing on December 1, 2022. Following public comments and Council discussion, the Council closed the Public Hearing and expressed an intent to adopt the General Plan with revisions. On December 13, 2022, the City Council unanimously adopted the General Plan.

## **1.4 Milestone Documents**

### **Existing Conditions Report**

The Existing Conditions Report was the first major product of the 2040 General Plan program. Published in August 2016, the Existing Conditions Report provides a “snapshot” of Millbrae’s current conditions across a wide array of topics.

### **Phase I Public Input Summary: Issues, Opportunities, and Vision Report**

The Phase I Public Input Summary: Issues, Opportunities, and Vision report discusses key assets, issues, and opportunities in Millbrae, and includes the draft vision and set of guiding principles. The report includes all public input from the first phase of the General Plan Update process (i.e., Community Workshop #1, the stakeholder interviews, the online forum, and the City Council and Planning Commission). The report also focuses on key topics

that have major policy implications on how the City will grow and change over the next 25 years. The report includes information and data from the Existing Conditions Report.

## ***Revised Vision and Guiding Principles***

Based on input from the first community workshop and feedback from the Joint City Council and Planning Commission Study Session on September 6, 2016, the City prepared the Revised Vision and Guiding Principles. The vision and guiding principles capture the City's key values and ambitions for the future of Millbrae. The vision statement paints a picture of what Millbrae aspires to be 25 years from now. The guiding principles establish how the City will achieve the vision. On June 28, 2021, the Planning Commission and City Council refined and reaffirmed the vision and guiding principles. The vision and guiding principles guided the preparation of this General Plan.

## **Community Workshop Series: Summary of Public Input**

The Community Workshop Series: Summary of Public Input report provides an overview of the Community Workshop Series to Shape the Future of Downtown and El Camino Real, which was held from November 1 to 7, 2016. The report includes an overview of publicity efforts, workshop events, community input from the workshop exercises, and possible land use scenarios that were created during the workshop series.

## **Draft General Plan Policy Document**

Based on the vision and guiding principles, the General Plan Policy Document is a compilation of goals, policies, and implementation programs. The City released the Draft General Plan Policy Document for public review on June 14, 2022.

## **Environmental Impact Report**

The City prepared the Environmental Impact Report (EIR) in compliance with the requirements of the California Environmental Quality Act (CEQA). The Report analyzes the potential significant impacts of the Plan policies and identifies measures to mitigate those impacts. The City published the Draft Environmental Impact Report in July 15, 2022 and the 45-day review and comment period occurred between July 15, 2022 and August 29, 2022. The Final EIR was certified by the City Council on November 15, 2022.

## **Final General Plan Policy Document**

The City revised the Public Review Draft General Plan on the EIR analysis, public hearings, and ultimately the direction from the City Council. The Final General Plan was adopted by the City Council on December 1, 2022.

## 1.5 Who Will Use the General Plan?

The City intends for the Millbrae 2040 General Plan to be used by a variety of individuals and organizations, including residents, businesses, property owners, the real estate community, City staff, the Planning Commission, the City Council, and appointed boards and commissions. Below is a brief summary of how various individuals and groups can use the General Plan.

### Residents, Businesses, and Property Owners

The City expects that residents, businesses, and property owners will be major users of the Plan. Members of these groups will use the Plan for a particular geographic area or for a particular subject of interest to them. The Plan identifies the priorities for public investment in roads, parks, and schools; development standards for new public and private investment; locations of environmental resources and hazards where closer scrutiny of development proposals may be warranted; and locations of land use and development intensity for all property in Millbrae. The General Plan also outlines the actions that the City will take to help support local business and expand and diversify the local economy.

### The Real Estate Community

The real estate development community will use the Plan to understand the City's desires and expectations regarding the quality and type of development that will be acceptable to Millbrae. The Plan sets forth the guidelines, standards, and processes that the City will ask developers to follow. The real estate community should review all elements of the General Plan to gain an understanding of opportunities related to land use and economic development within the Millbrae community. Other applicable documents and ordinances, such as specific plans, area plans, the Zoning Ordinance, and design guidelines should also be reviewed to get a complete perspective on the City's regulatory documents and processes.

### City Staff

The General Plan is a tool to help City staff make decisions related to programs and services, capital improvement projects, and land use and development applications. It also provides the goal and policy framework for City staff to make land use recommendations to the City Council, Planning Commission, and other boards and commissions. In addition, the General Plan provides a detailed implementation program that identifies actions to be completed by City staff. The implementation programs can be used as a guide to establish annual work programs and budgets.

### City Council, Boards, and Commissions

For the City Council, Planning Commission, and other City boards and commissions, the General Plan is a tool to guide City decisions and capital improvement projects. Future land use and development decisions and infrastructure

improvements must be consistent with the General Plan. As a result, the General Plan provides the policy framework to be considered by the City Council, Planning Commission, and other appointed boards and commissions.

## Partnering and Supporting Agencies

The City of Millbrae will rely on partnerships and collaboration with other supporting agencies to implement the General Plan. These agencies include, but are not limited to, the County of San Mateo, the Association of Bay Area Governments (ABAG), the Metropolitan Transportation Commission (MTC), the Millbrae Elementary School District, and the San Mateo Union High School District. The General Plan is intended to help these agencies as they contemplate actions that affect the Millbrae community and help the City form partnerships to achieve the community's vision for Millbrae.

## 1.6 Structure of the Plan

The General Plan is made up of two documents: the Existing Conditions Report and the Policy Document.

### General Plan Existing Conditions Report

The Background Report is a profile of Millbrae as it exists today. The Background Report, which provides the formal supporting documentation for general plan policy, addresses nine subject areas: land use and community development, economic development, housing, mobility, public facilities and services, natural resources, hazards and safety, climate change, and health. The Report provides decision-makers, the public, and local agencies with a factual context for making policy decisions.

### General Plan Policy Document

The Policy Document is the heart of the General Plan. It contains the goals and policies that will guide future decisions within the city and identifies implementation programs that will ensure the goals and policies in the General Plan are carried out. The Policy Document also contains a land use diagram, which serves as the distribution of land uses throughout the city.

## Implementation Categories

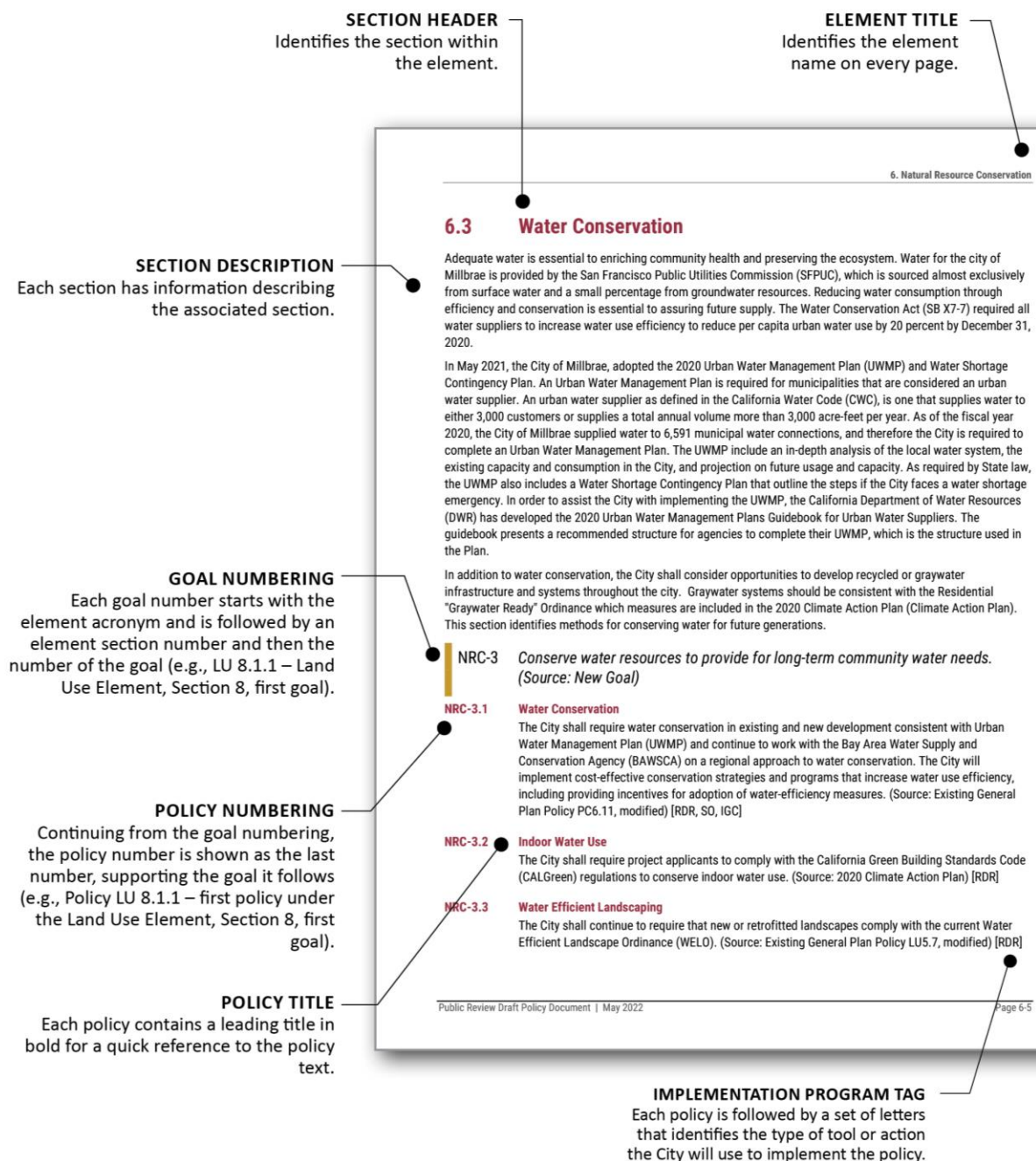
The City of Millbrae will implement the goals and policies of the General Plan through many actions and tools grouped according to the eight categories listed below. The two- to four-letter identifiers are used in the General Plan to indicate how each policy will be implemented, including:

1. Regulation and Development Review (**RDR**)
2. City Master Plans, Strategies, and Programs (**MPSP**)

3. Financing and Budgeting **(FB)**
4. Planning Studies and Reports **(PSR)**
5. City Services and Operations **(SO)**
6. Inter-governmental Coordination **(IGC)**
7. Joint Partnerships with the Private Sector **(JP)**
8. Public Information **(PI)**

## Goals and Policies Readers' Guide

Each element contains the goals and policies that will be used by the City to guide future land use, development, and environmental protection decisions. A goal is a statement that describes in general terms a desired future condition or “end” state. Goals describe ideal future conditions for a particular topic and tend to be very general and broad. A policy is a clear and unambiguous statement that guides a specific course of action for decision-makers to achieve a desired goal.



## Implementation Programs Readers' Guide

To help ensure that appropriate actions are taken to implement the 2040 General Plan, the Plan includes implementation programs. Implementation programs identify the specific steps to be taken by the City to implement the policies. They may include revisions of current codes and ordinances, plans and capital improvements, programs, financing, and other measures that should be assigned to different City departments after the General Plan is adopted. The Implementation Programs are found in each element of the Draft General Plan Policy Document. Once the General plan is adopted, the implementation Programs will be relocated to the Administration Chapter for easier reference.

**IMPLEMENTATION PROGRAM TITLE**  
Each program is identified by a letter (A-ZZ) and a title.

**TIMELINE**  
Identifies an estimated timeframe for when the implementation program will be completed. Implementation programs may not be completed as indicated due to budget or resource constraints.

6.8 Implementation Programs									
Programs	Implements Which Policy(ies)	Responsible Supporting Department(s)	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing	
<p><b>A</b> Creek Daylighting and Restoration Study The City shall prepare a Creek Daylighting and Restoration Study that will identify specific actions to maintain and restore creeks and streams to a more natural state. Based on findings from the Study, the City shall prepare and submit recommendations to the City Council on priority actions to maintain and restore creeks and streams. (Source: New Program) [PSR]</p>	NRC-1.6 NRC-1.11	Public Works			■				
<p><b>B</b> Urban Water Management Plan The City shall review and update the Urban Water Management Plan every five years, as</p>	NRC-2.3 NRC-2.4	Public Works		■	■				

**IMPLEMENTATION PROGRAM TEXT**  
Specific action(s) the City will take to implement the General Plan.

**SUPPORTING POLICY(IES)**  
Identifies which policy(ies) the implementation program supports.

**RESPONSIBLE DEPARTMENT(S)/ SUPPORTING DEPARTMENT(S)**  
Identifies which City department(s) are responsible to see the specific implementation is completed and which City department(s), if necessary, will support the responsible department.



## 2 Land Use and Built Environment Element

Millbrae's current land use pattern is a result of its more than century of change from a large ranch to a fully developed city. Residential neighborhoods in the city primarily contain well-maintained single-family homes on 5,000 square foot lots. Most larger lots and homes are in the hillside areas. The majority of the residential neighborhoods in Millbrae have one- to two-story single-family homes, with the exception of multi-family housing development in and around downtown and along El Camino Real with densities ranging from approximately 25 to 130 units per acre. Commercial development is concentrated along El Camino Real, Broadway, Millbrae Avenue, and near the Millbrae Station. A light industrial area, transitioning to life science and office uses, is located south of Adrian Road.

While Millbrae is primarily built out, the city continues to adapt and change. By facilitating the construction of multi-family dwelling units, the City is supporting infill and higher-density development along El Camino Real, near the Millbrae Station, and in Downtown. Residential neighborhoods are also slowly evolving as residents expand and remodel their homes and add Junior ADUs and ADUs. The scope and magnitude of change in Millbrae through 2040 is also greatly impacted by demand for residential and commercial development in the Bay Area.

The Land Use and Built Environment Element establishes the pattern and intensity of land use in the city and sets forth policies and standards to guide future development. This Element balances land use issues, opportunities, and constraints with other community needs and priorities. It affects, and is affected by, many of the topics addressed in other parts of the General Plan, including open space preservation, natural resource conservation, the flow of people and goods, affordable housing, noise control, viewshed preservation, the protection of life and property from natural and human hazards, and the reduction of greenhouse gas emissions. This Element serves as the primary vehicle for ensuring that new land uses are logically organized and developed in a way that is sustainable and enhances Millbrae's unique identity and neighborhoods.

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## 2.1 Land Use Diagram and Land Use Designations

State planning law requires a general plan to describe the general distribution, location, and extent of planned land uses within the jurisdiction's planning area. The Land Use Diagram (Figure LU-1) uses color-coded land use designations to express the intended use of land within Millbrae city limits. The land use designations on the Land Use Diagram may be subject to change at the initiation of a landowner or the City, depending on City needs, environmental conditions, and changes in surrounding land uses.

The General Plan Land Use Diagram is largely implemented through the City's zoning regulations. Each land use designation is required to have one or more corresponding compatible zoning districts. While land use designations are intentionally broad, zoning designations are more detailed and provide a detailed development standard, including permitted and conditional uses, building heights, setbacks, lot coverage, and parking requirements. While the Land Use Diagram guides zoning, it is not the same as the City's Zoning Map. By design, the Land Use Diagram is intended to be more general than the Zoning Map.

The Land Use Diagram includes a total of 11 land use designations. The descriptions include density and intensity standards to regulate development within each land use designation. These standards are stated differently for residential and non-residential development.

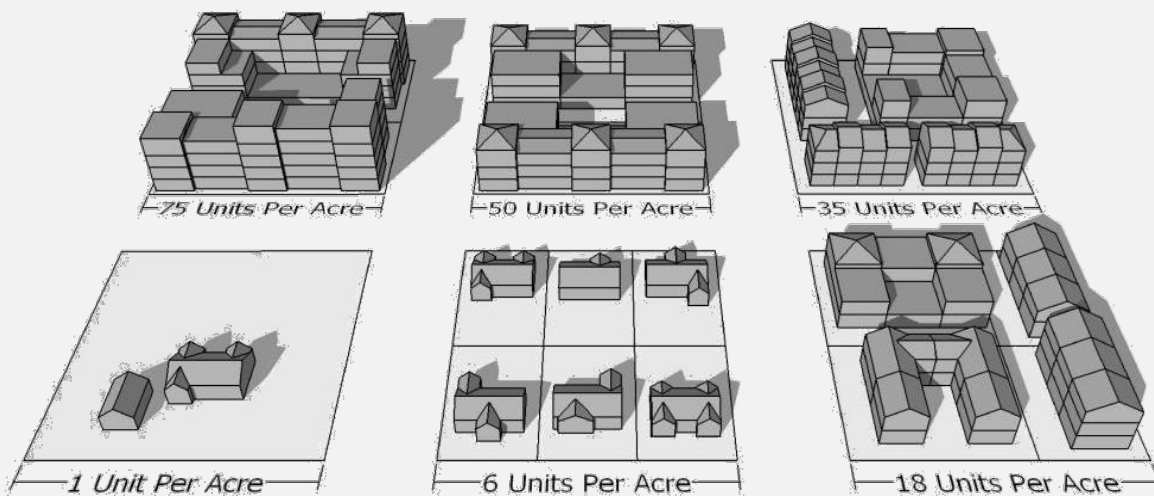
## Density and Intensity

For the purposes of this General Plan, land use density and building intensity are measured differently based on development type. Residential development is measured by dwelling units per acre, while commercial and industrial development are measured by floor area ratio (FAR). Mixed-use development is addressed by both standards. The methods for measuring density and intensity are described below.

### Residential Density

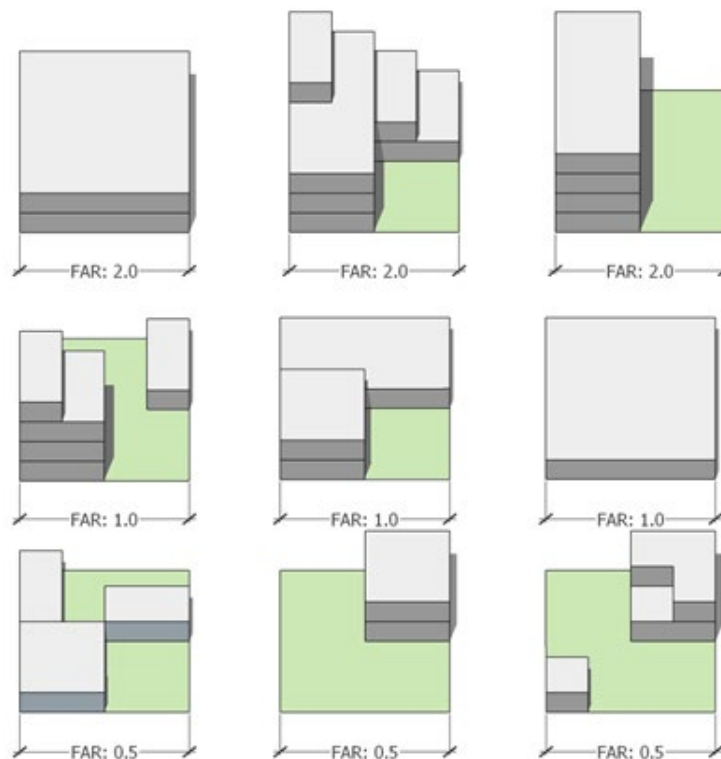
Residential developments are measured and regulated by an allowed density range (minimum and maximum) measured in “dwelling units per acre.” Residential density is calculated by dividing the number of dwelling units on the site (excluding accessory dwelling units on single-family lots) by the acreage of the site. The diagram below shows examples of different residential densities for a one-acre parcel.

State planning law requires general plans to include standards for measuring population density. Population density is determined by multiplying the maximum number of dwelling units allowed within a land use designation by the average number of persons per household, which according to the 2019 American Community Survey (ACS) estimates was 2.8 persons per household citywide.



## Non-Residential Intensity

In the General Plan, commercial, industrial, and mixed-use developments are regulated by a maximum floor area ratio (FAR) standard. FAR is the ratio of the gross floor area of all buildings on a parcel to the area of the parcel. The maximum FAR limits the overall size of development on a parcel. As an example, a maximum FAR of 0.75 would allow 75,000 square feet of building floor area on a 100,000 square foot parcel. The 75,000 square feet could be provided in one building or divided between multiple buildings or stories. When calculating FAR, the building square footage includes finished interior spaces on all floors of the building and excludes parking garages, structured parking levels, and exterior open space, such as courtyards, roof gardens, and balconies. The diagram below illustrates various building configurations representing FARs of 0.5, 1.0, and 2.0. As shown in the diagram, different interpretations of the same FAR standard can result in very different building forms and site characteristics. However, some locations may be precluded from using some of the sample configurations below because of zoning limitations on overall lot coverage.



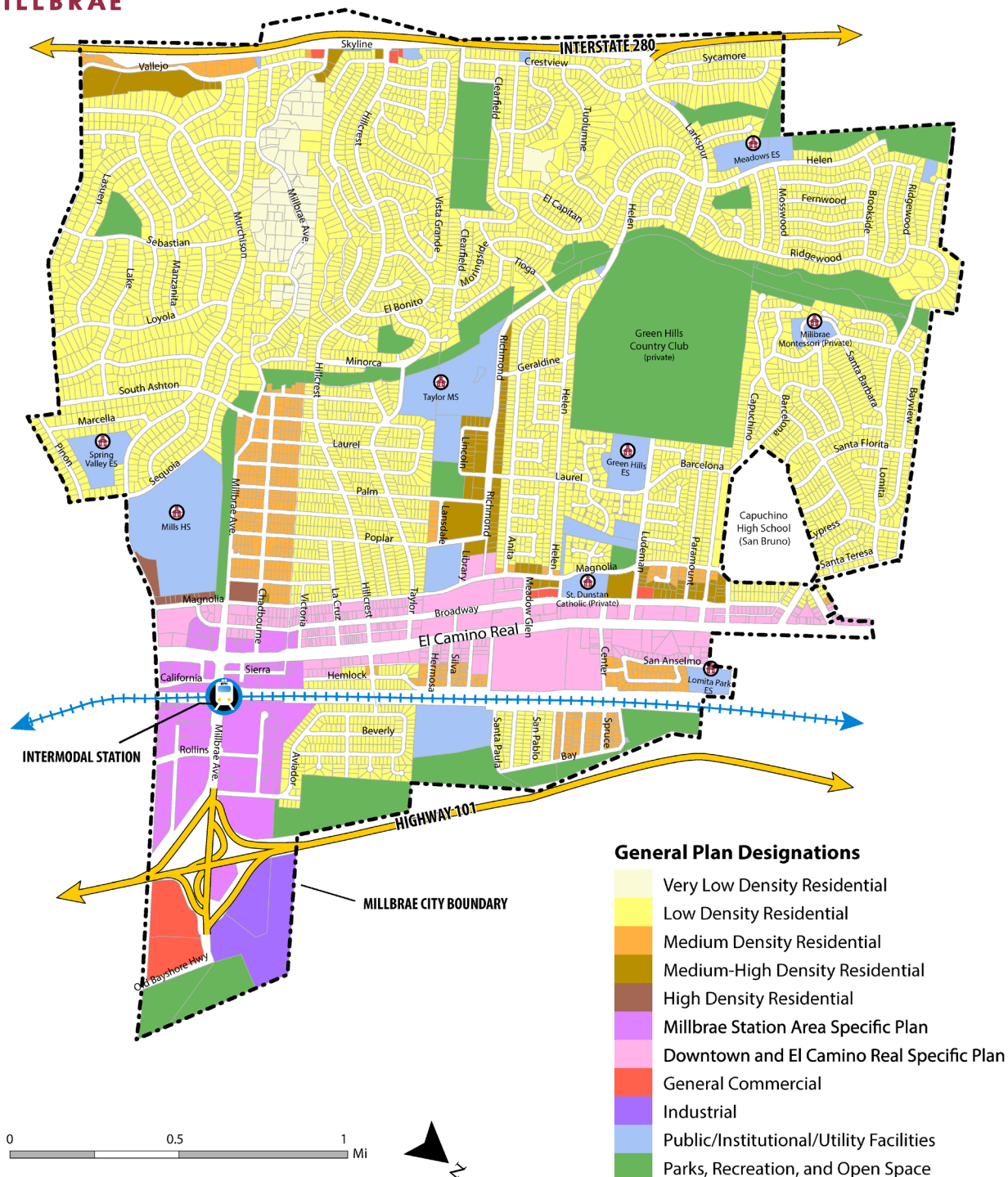
## Vertical Mixed-Use Development

The density and intensity of vertical mixed-use developments that include both commercial and residential uses are regulated by both the residential density (dwelling units per net acre) and the FAR standard for the land use designation. As an example, a parcel measuring 50,000 square feet with a maximum FAR of 2.0 could be developed with 100,000 square feet of total building area. In this example, the 100,000 square feet would be the maximum size of building square footage that could be constructed on the site and would need to accommodate both the commercial and residential uses. The number of dwelling units would be limited by the allowed density.

Figure 2-1 Figure LU-1 Land Use Diagram



**Figure LU-1:  
Land Use Diagram**



Source: City of Millbrae, 2017; Mintier Harnish, 2018. Map Date: November 2022.

Table LU-1: Land Use Designations		Density/Intensity Range
	<b>Very Low Density Residential</b>  This designation provides for detached single-family residential development at a density of up to four units per acre, not including any permitted Accessory Dwelling Units (ADUs) or Junior ADUs. Other uses may include schools, childcare centers, country clubs, and places of worship.	Up to 4 Dwelling Units per Acre  Non-Residential Maximum FAR 0.5
	<b>Low Density Residential</b>  This designation provides for detached single-family residential development at a density of 4.1 to 8 units per acre, not including any permitted ADU's or Junior ADUs. Other uses may include schools, childcare centers, and places of worship.	4.1 to 8 Dwelling Units per Acre  Non-Residential Maximum FAR 0.5
	<b>Medium Density Residential</b>  This designation provides for single family, duplex, and triplex residential development at a density of 8.1 to 17 units per acre. Other uses may include schools, childcare centers, places of worship, and apartment buildings consistent with the density and neighborhood character.	8.1 to 17 Dwelling Units per Acre  Non-Residential Maximum FAR 0.5
	<b>Medium-High Density Residential</b>  This designation provides for multifamily residential development at a density of 17.1 to 43 units per acre. Other uses may include rooming and boarding houses, clubs and lodges, community centers, sanitariums, rest homes, schools, childcare centers, and places of worship.	17.1 to 43 Dwelling Units per Acre  Non-Residential Maximum FAR 0.5
	<b>High Density Residential</b>  This designation provides for multifamily residential development at a density of 43.1 to 80 units per acre. These uses are generally found along Murchison, the Skyline Blvd. area, Vallejo Drive, and the southwest corner of the city. Other uses may include rooming and boarding houses, clubs and lodges, community centers, residential care facilities, schools, childcare centers, places of worship, and hotels.	43.1 to 80 Dwelling Units per Acre  Non-Residential Maximum FAR 0.5
	<b>Millbrae Station Area Specific Plan</b>  The Station Area Specific Plan designation applies to all parcels in the Millbrae Station Area Specific Plan (MSASP) and is intended to guide the creation of a new economic center in and around the Millbrae Station that includes vibrant, diverse, and transit-oriented developments. Details on the precise mix of uses and building intensity and other standards are contained in the MSASP. The Millbrae Station Area Specific Plan designation provides for a wide variety of uses	The Millbrae Station Area Specific Plan (MSASP) contains the building FARs, residential densities and other development standards.

Table LU-1: Land Use Designations	Density/Intensity Range
<p>including residential, retail, hotels, employment center/light industrial, public facilities, and mixed uses.</p>	
<p><b>Downtown and El Camino Real Specific Plan</b></p> <p>The Downtown and El Camino Real Specific Plan designation applies to all parcels in the Downtown and El Camino Real Specific Plan boundary outside of the Station Area and is intended to provide housing and community- and visitor-serving uses. Details on the precise mix of uses and building intensity and other standards are contained in the Downtown and El Camino Real Specific Plan. The Downtown and El Camino Real Specific Plan designation provides for a wide variety of uses including residential, retail, hotels, offices, public facilities, and mixed use.</p>	<p>The Downtown and El Camino Real Specific Plan (DT&amp;ECR SP) contains the building FARs, residential densities and other standards.</p>
<p><b>General Commercial</b></p> <p>This designation provides for a full range of retail commercial uses including apparel and accessory stores, food stores, banks, personal and professional services, hospitals, offices, large format retail stores, and eating and drinking establishments. Other uses may include multi-family residential, hotels and outdoor sales.</p>	<p>Maximum 3.0</p>
<p><b>Industrial</b> This designation provides for a wide range of industrial, manufacturing, research and development, warehousing, and automotive uses.</p>	<p>Maximum FAR 1.5</p>
<p><b>Public / Institutional/Utility Facilities</b></p> <p>This designation provides for uses that are public, quasi-public, or privately-owned but community serving in nature, including government or public agency offices/operations/corporation yards, public and private schools, childcare centers, and community centers. Other uses may include facilities owned and/or operated by public utilities to serve the public with electricity, gas, water, and communications, as well as service-commercial uses.</p>	<p>N/A</p>
<p><b>Parks, Recreation and Open Space</b></p> <p>This designation provides for public and private parks, public and private recreational uses including golf courses, open spaces, and areas that can be programmed for recreational uses.</p>	<p>N/A</p>

## 2.2 Cohesive Community

Millbrae is a small, compact community with a quaint downtown and generally suburban character. The community is renowned for its high quality of life, exceptional schools, pristine views of the San Francisco Bay, and attractive neighborhoods. The city is also home to major transportation facilities, including the Millbrae Station, which serves BART, Caltrain, SamTrans, commuter shuttles and is a planned stop for the California High Speed Rail. In addition to the Millbrae Stations, San Francisco International Airport sits adjacent to the city, abutting San Francisco Bay. El Camino Real provides high-quality transit in the form of SamTrans bus service. The city is ushering in a wave of higher density mixed-use and life sciences development around the Millbrae Station through implementation of the Millbrae Station Area Specific Plan (MSASP), and along El Camino Real with realization of the Grand Boulevard Initiative. This development creates new economic opportunities and provides for a range of housing types in the city. The city supports the integration of new development within the existing city fabric to create a cohesive community that exemplifies vibrancy, sustainability, and prosperity.

This section provides the overarching goals and policies that define the long-term land use plan for Millbrae.

### LU-1 *Integrate new development with the fabric of the surrounding neighborhoods to create a cohesive community.*

#### LU-1.1 **Prioritize New Development in Specific Plan Areas**

The City shall prioritize higher density and intensity development around the Millbrae Station, along El Camino Real, and in Downtown. The City shall use specific plans for these areas to ensure new development is context sensitive, contributes to a positive city image, and preserves the positive qualities of surrounding neighborhoods. [RDR]

#### LU-1.2 **Land Uses that Maximize Transit**

The City shall encourage higher-intensity development around the Millbrae Station and along the El Camino Real corridor that maximizes transit use. [RDR]

#### LU-1.3 **Clear and Predictable Development Standards**

The City shall adopt objective development standards to facilitate an efficient development review process, promote cost-effective development, decrease City staff review time, and ensure new development meets the expectations of the City. [RDR]

#### LU-1.4 **Public-Private Partnerships**

The City shall consider opportunities to use public investment to form partnerships with the private sector to achieve quality infill development, enhance the public realm, and encourage public transit, walking, biking, and micromobility. [RDR]

**LU-1.5 Revitalization and Redevelopment**

The City shall encourage property owners citywide to contribute to the community by revitalizing and redeveloping abandoned, obsolete, or underutilized properties. [RDR]

**LU-1.6 Child Care Facilities**

The city shall encourage efforts to expand the overall capacity of local childcare and early childhood development centers in San Mateo. Identify opportunities for affordable alternatives to pre-school and pre-kindergarten through partnerships with the Millbrae School District, the Recreation Department, private providers, and community organizations. Integrate childcare facility needs into the City's planning processes. Where possible, locate childcare services in or near housing and transportation and employment centers for convenient access. [RDR, IGC, JP]

**2.3 Residential Neighborhoods and Housing**

Through 2040, residential neighborhoods will continue to be the predominant land use in Millbrae. The City anticipates substantially less change in existing neighborhoods compared to change anticipated for the commercial centers that serve them. The City will continue directing compact, higher-intensity development to the Station Area, El Camino Real, and Downtown to preserve the character and sense of community in existing residential neighborhoods. The majority of the changes that the City proposes in residential neighborhoods focus on how to enhance the quality of life by improving characteristics such as connectivity, pedestrian safety, neighborhood character, the tree canopy, and housing quality.

This section focuses on planning for residential land uses and enhancing neighborhoods, whereas the Housing Element contains the majority of the housing policies and implementation programs.

**New Housing Opportunities and Variety**

Many residents choose to live in Millbrae because of the desirable central location between San Francisco and San Jose, excellent schools, community feel, and range of transit options. The variety in housing types in the city, from single family homes on a hillside overlooking the San Francisco Bay to downtown apartments, provide choices in the size, cost, and type of residence. Yet housing demand continues to outpace supply, causing housing costs to increase significantly. The available housing stock for sale in San Mateo County remains very low, which reflects high demand and fast turnaround. In addition to limited available housing stock, there is very little vacant land remaining in Millbrae, which limits new housing development opportunities. Most new housing will need to occur through redevelopment of existing underutilized land and reuse of existing buildings. This section focuses on accommodating housing growth in the Priority Development Area (PDA), which includes the Station Area, Downtown, and the El Camino Real corridor.

## **LU-2**      *Support a variety of housing opportunities and improve access to housing for all community members.*

### **LU-2.1**      **Balanced Neighborhoods**

The City shall strive to provide balanced, diverse neighborhoods with a variety of housing types and density ranges to meet the varied needs of residents by promoting the provision of lower- and moderate-income housing and higher-density residential uses near the Millbrae Station, along El Camino Real, and in Downtown. [RDR, MPSP]

### **LU-2.2**      **Maximize Mixed-Use Residential Density**

The City shall encourage mixed-use projects and maximize the allowable density of the residential portion. [RDR, MPSP]

### **LU-2.3**      **Housing Near Jobs**

The City shall support opportunities that enable people to live close to job locations. [RDR, MPSP]

### **LU-2.4**      **Private Open Space in Multifamily Residential**

In addition to the required dedication of parkland or payment of the City's Development Impact Fee for Park Acquisition and Facilities, the City shall also require all multifamily residential projects, including those that are part of a mixed-use project, to provide a minimum amount of private and common open space for use by residents of the project, such as private balconies or patios, and common ground-level courtyards and upper floor or rooftop patios, as specified in the zoning code or Specific Plans. [RDR]

## **Existing Residential Neighborhoods**

Millbrae's distinct neighborhoods are a cornerstone of the city's identity. Some of the neighborhoods, such as lower Highlands, are highly desirable and visually appealing because of the strong Spanish Mission architectural character of the homes and compact streets lined with mature Sycamores. The northern residential neighborhoods, such as Lomita Hills and Capuchino, saw active development after World War II to fulfill the housing needs of returning veterans. These neighborhoods have gently curving, non-gridded streets that follow the contours of the terrain, which provides a pleasing contrast to the street grid of lower Highlands. The western hillside neighborhoods mark the newer residential development in Millbrae. Most of the houses are single-family homes, with a few multifamily residential complexes. Because of development pressure and growing Bay Area, it is common for houses to be expanded and remodeled, with second story additions, garage conversions, and accessory dwelling units. Develop detailed and objective residential design standards including garage conversions, ADU's, and other residential types. This section focuses on community standards in residential neighborhoods to enhance quality of life.

### LU-3 *Preserve and enhance the identity and qualities of Millbrae's distinct residential neighborhoods to ensure Millbrae remains a desirable place to live.*

#### LU-3.1 **Neighborhood Character**

The City shall strive to ensure that all new construction, additions, or remodeling projects are compatible with the architecture of the building, surrounding neighborhood and of the community as a whole. [RDR, MPSP]

#### LU-3.2 **Residential Design Standards**

The City shall prepare and implement Residential Design Standards to ensure consistency with current local, regional, and State laws, as well as industry standards. [RDR]

#### LU-3.3 **Residential Design Review**

To support and enhance the existing character of Millbrae's distinct neighborhoods, the City shall require design review of new single-family residences and large second story additions to ensure compatibility of new projects with objective residential design standards, including architectural style, scale, mass, bulk, color, materials, FAR, lot coverage, hillside grading, landscaping, and setbacks. [RDR]

#### LU-3.4 **Minimize Privacy and View Impacts**

The City shall require residential additions, and new residences to be designed in a manner that respects the privacy of nearby homes, provides access to sunlight, and minimizes obstruction of primary panoramic or scenic views of the San Francisco Bay from principal rooms of a residence, consistent with objective residential design standards. [RDR]

#### LU-3.5 **Community Engagement in Planning Decisions**

The City shall facilitate community engagement in planning decisions by enhancing outreach efforts and encouraging community meetings to review and comment on plans, programs, activities, and reports covering new development projects. In addition, the City shall ensure that all development applications are appropriately noticed in conformance with State and City public notice requirements. [RDR]

#### LU-3.6 **Neighbor-to-Neighbor Dispute Mediation**

For issues that do not involve violation of City laws, the City shall continue to encourage residents to utilize a professional mediation service to resolve neighbor-to-neighbor disputes in a fair and equitable way. [JP]

#### LU-3.7 **Walkable Neighborhoods**

The City shall promote the pedestrian-scaled environment and walkable neighborhoods by supporting and providing alternative modes of transportation, enhancing bike and pedestrian connectivity to

local commercial districts and the Millbrae Station, and maintaining or requiring owner maintenance of public sidewalks, public plazas, parks, greenways, parkways, street tree canopies, and landscaping throughout residential neighborhoods. [MPSP, PSR, CSO]

#### **LU-3.8 Neighborhood Volunteers**

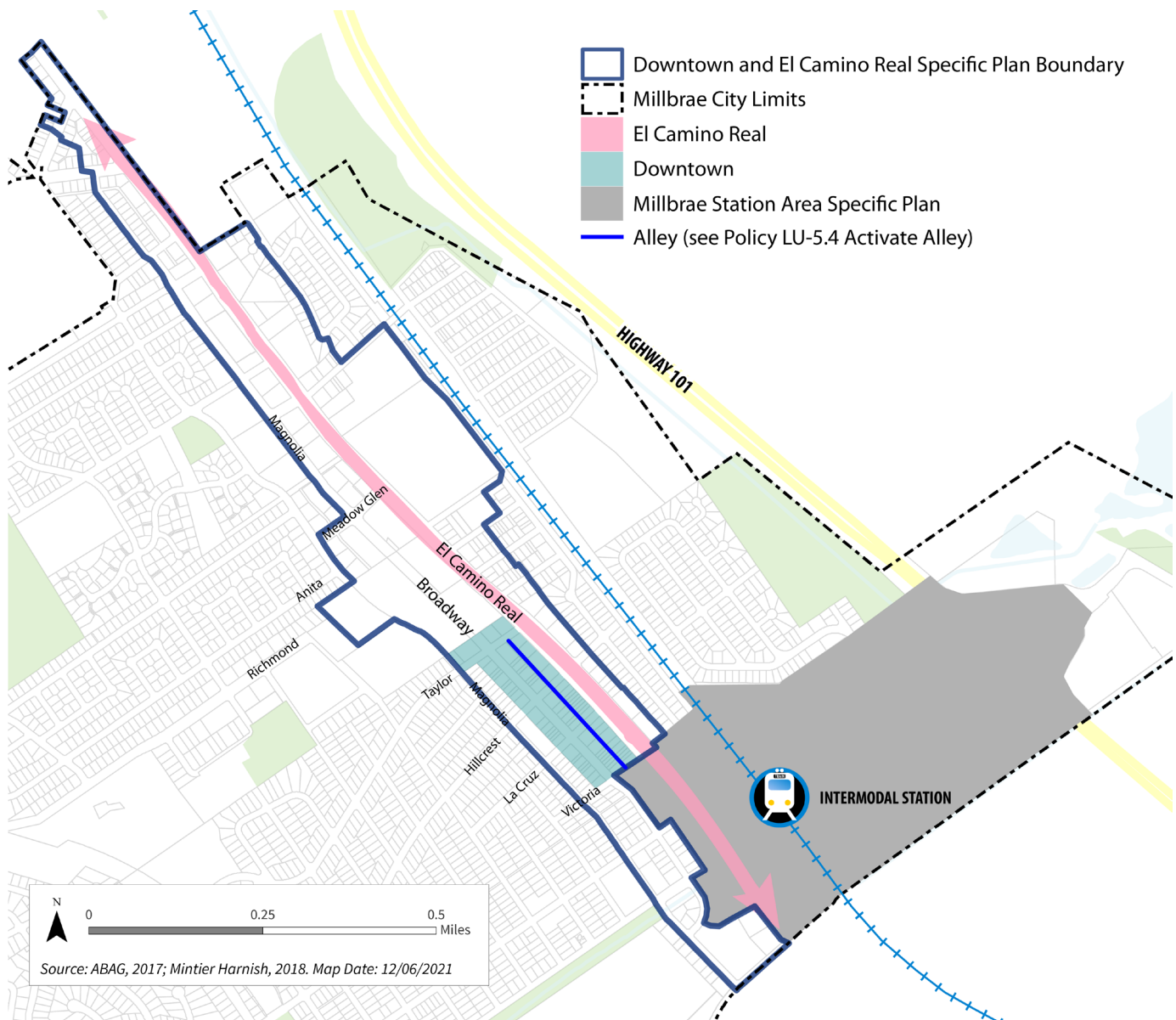
The City shall continue to encourage the maintenance and improvement of residential neighborhoods through volunteer programs and events such as neighborhood watch groups, tree planting, Adopt-a-Spot, community clean-ups, neighborhood disaster preparedness, and others. [CSO]

## **2.4 Mixed-Use Districts**

The majority of change that will occur in Millbrae through 2040 will be in the Downtown, El Camino Real corridor, and Station Area (see Figure LU-2). The City prepared the Downtown and El Camino Real Specific Plan, which covers two of these three areas, concurrently with this General Plan Update. The Downtown and El Camino Real Specific Plan (DT&ECRSP) builds upon the Millbrae Station Area Specific Plan (MSASP), which the City adopted in 1998 and updated in 2016 to establish the land use regulations, development standards, design guidelines, and streetscape standards for the Station Area. The land area encompassed by the boundary for the DT&ECRSP and MSASP together has been identified by City/County Association of Governments (C/CAG) as the Priority Development Area (PDA) for the city of Millbrae.

The goal for the area within the Downtown and El Camino Real Specific Plan boundary is to foster a robust local economy by cultivating a diversity of land uses that enhance the development of jobs and community activity in these employment and mixed-use districts. Because Millbrae is primarily built out, mixed-use development is an important strategy to accommodate future growth that also enables residents to live close to where they work, shop, and recreate. Integration of employment and commercial uses with residential is essential to fostering a sense of place and enhancing quality of life.

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**Figure 2-2 Mixed-Use Districts**


**LU-4**      *Enhance the area within the Downtown and El Camino Real Specific Plan boundary into a vibrant and accessible destination for residents, employees, and visitors.*

**LU-4.1**      **Downtown and El Camino Real Specific Plan Compliance**

The City shall ensure that new development within the Specific Plan boundary complies with the land use regulations and development standards in the Downtown and El Camino Real Specific Plan. [RDR]

**LU-4.2**      **Maintain the Downtown and El Camino Real Specific Plan**

The City shall regularly review and update land use regulations and development standards in the Downtown and El Camino Real Specific Plan to ensure sufficient flexibility to respond to changing market conditions, and to promote the creation of a mixed-use district. [PSR]

**LU-4.3**      **Mix of Commercial Uses**

The City shall promote a mix of commercial uses that support a day and evening environment within the Downtown and El Camino Real Specific Plan boundary, including retail, services, restaurants, entertainment venues, hotels, fitness centers, and offices. [RDR, MPSP]

**LU-4.4**      **Pedestrian Safety and Connectivity**

The City shall improve pedestrian safety and connectivity between the Millbrae Station and Downtown, ensuring appropriate crossings along El Camino Real. [MPSP, JP]

**LU-4.5**      **Community Gathering Places**

The City shall encourage the development of community gathering places within the Downtown and El Camino Real Specific Plan boundary, such as plazas, parklets, and pocket parks. [MPSP, JP]

**LU-4.6**      **Hotel Development**

The City shall support the development of hotels within the Downtown and El Camino Real Specific Plan boundary, including boutique hotels and internationally recognized hotel chains [RDR, JP]

**LU-4.7**      **Regulate Fast Food Restaurants and Drive-Throughs**

The City shall regulate fast food restaurants and chain convenience stores within the Downtown and El Camino Real Specific Plan boundary and require use permits for drive-throughs. [RDR]

## **Downtown Millbrae**

Downtown, the heart of Millbrae, is located between Magnolia Street and El Camino Real, bounded by Victoria Street to the south and Meadow Glen to the north. It has a walkable scale and is home to many family-owned restaurants and retail shops, and some offices, as well as some national restaurants and retailers. Downtown is characterized by small, locally owned commercial uses along Broadway, with occasional residential use above ground floor

commercial uses. The two blocks between Taylor and Meadow Glen have major retail with large surface parking lots, including Safeway, Walgreens, and Trader Joe's.

Through 2040 the City will consider innovative approaches to revitalizing existing commercial areas, particularly Downtown. The vision for Downtown is to elevate the area's prominence by encouraging a mix of active retail, fitness, and personal service and restaurant uses on the ground floor, and offices and residential uses on the upper floors. The City also envisions fostering investments in the public realm, including new outdoor furniture, wider sidewalks, enhanced landscaping, and public art. This section includes policies for accommodating development in Downtown while enhancing its sense of place, through innovative approaches, such as vertical mixed-use development and alley activation.

## **LU-5** *Enhance Downtown as a vibrant, pedestrian-scaled district with a mix of land uses that elevates the prominence of the area and fosters investments in Millbrae.*

### **LU-5.1 Vertical Mixed Use**

The City shall encourage vertical mixed-use in Downtown with active ground floor uses and residential and office uses on the upper floors. [RDR]

### **LU-5.2 Community Anchor**

To create a community gathering place and to attract more pedestrian traffic in Downtown, the City shall encourage the development of a community anchor on the northern end of Downtown, consistent with the goals, policies, and development standards in the Downtown and El Camino Real Specific Plan. [CSO, JP]

### **LU-5.3 Parking Requirements**

The City shall review and update the parking requirements for properties in the Downtown area contained within the Downtown and El Camino Real Specific Plan as needed for parking, including provisions for parking for mixed-use projects, off-site parking, payment of in-lieu parking fees, and other shared parking options. The intent of this policy is to reduce car usage and to limit the effect of high density housing from impacting local neighborhoods. [RDR]

## **El Camino Real**

The El Camino Real corridor is an auto-oriented, six-lane boulevard that is owned and maintained by Caltrans and runs north-south from Daly City to San Jose. The character of development along El Camino Real is different from the rest of the city. Land uses along the corridor reflect its function as a commuter route, with primarily auto-oriented commercial and hotels catering to SFO travelers. Newer multifamily residential and mixed-use development has been built at a much larger scale.

Because the boulevard no longer provides a faster alternative to Highway 101 and there has been a shift in traffic patterns toward multimodal transit and active transportation, the City is working to change land uses along the

corridor. The emphasis of El Camino Real has shifted from accommodating statewide travel to providing local-serving mixed-use centers with high-density residential, restaurants, retail, offices, and other commercial uses.

The 2040 vision for El Camino Real is to transform the corridor into a “grand boulevard” that creates a welcoming gateway into Millbrae. A key component to the City achieving this vision is high density, mixed-use development along the corridor that provides housing and a variety of general commercial uses, as well as hotels and offices. This section considers design standards that are essential to the City achieving this vision. The policies in this section apply to development that fronts El Camino Real.

## **LU-6**      *Revitalize El Camino Real into a “grand boulevard” by encouraging transit-oriented, mixed-use development with an inviting pedestrian environment.*

### **LU-6.1**      **Transition in Scale**

As specified in the Specific Plan, the City shall ensure new development incorporates a transition in scale between high-density development along El Camino Real and adjacent neighborhoods through use of setbacks and step-backs as new development gets closer to property lines. [RDR]

### **LU-6.2**      **General Commercial and Office Development**

The City shall encourage renovation and upgrading of existing general commercial and office space, and the development of new hotel, general commercial, and office space along El Camino Real to allow for development that supports jobs and the tax base. [MPSP, RDR]

### **LU-6.3**      **Public Realm**

The City shall improve and enhance the public realm along El Camino Real through landscaping, streetscape improvements, safety improvements, pedestrian safety amenities, including drop-offs with seating, architectural elements, and similar improvements to create a welcoming gateway into the city. [MPSP, CSO, IGC, JP]

### **LU-6.4**      **Parking Requirements**

The City shall review and update the parking requirements for properties in the El Camino Real area contained within the Downtown and El Camino Real Specific Plan as needed for parking, including provisions for parking for mixed-use projects, off-site parking, payment of in-lieu parking fees, and other shared parking options. The intent of this policy is to reduce car usage and to limit the effect of high density housing from impacting local neighborhoods. [RDR]

### **LU-6.5**      **Street Trees**

The City shall preserve existing street trees, replace dying or diseased trees, and plant new trees along El Camino Real consistent with the Downtown and El Camino Real Specific Plan, including the Streetscape Plan. [MPSP, CSO, IGC, JP]

## Station Area

The Millbrae Station is a major regional transit hub, providing connections between Bay Area Rapid Transit (BART), Caltrain, SamTrans, corporate shuttles, and the proposed High-Speed Rail. The station also provides a connection to the San Francisco International Airport as a single station for seamless transit and all transportation providers. The area surrounding the Millbrae Station presents a pivotal opportunity for the City to cultivate a compact, walkable, transit-oriented district, enhanced micro-mobility, improved signage and infrastructure for real time information, and a secondary access to the Marina Vista neighborhood. The Station Area is comprised of approximately 116 acres of at the southeastern edge of the city along the Millbrae-Burlingame boundary. El Camino Real and Broadway bound the Station Area to the west. Victoria Avenue, the City Public Works storage yard, and the Highline Canal form the northern boundary. The U.S. Highway 101 interchange bounds the area to the east.

In 2016, the City adopted a comprehensive update to the Millbrae Station Area Specific Plan (MSASP) to guide the transformation of the area into a new economic center, with transit-oriented development at and around the station. The 2016 plan is an update of the original Millbrae Station Area Specific Plan, which the City adopted in 1998. It has been amended since then, in 2019 and three times in 2021. This section provides overarching land use policies to guide the future growth and development of the Station Area. For more specific policies, including land use regulations, development standards, design guidelines, streetscape standards, and provision of utilities and public services within the Station Area, refer to the Millbrae Station Area Specific Plan.

### **LU-7**      *Transform the Station Area into a walkable, mixed-use district that supports connectivity between the Millbrae Station and Downtown.*

#### **LU-7.1      Ensure Compliance with the Millbrae Station Area Specific Plan**

The City shall ensure that new development within the Station Area complies with the land use regulations and development standards in the Millbrae Station Area Specific Plan. [RDR]

#### **LU-7.2      Regularly Review the Millbrae Station Area Specific Plan**

The City shall regularly review and update land use regulations and development standards in the MSASP to ensure sufficient flexibility to respond to changing market conditions, and to promote the creation of a mixed-use district. [PSR]

#### **LU-7.3      Vibrant Activity Center**

The City shall encourage the types of uses and the treatment of development within the Station Area to promote a vibrant activity center and gateway to the city. ( [RDR, JP, IGC]

#### **LU-7.4      High Density, Mixed-Use Development**

The City shall encourage high density, mixed-use development in the Station Area with restaurants, retail, entertainment, offices, and residential to promote the creation of a compact, walkable, transit-oriented district. [RDR]

**LU-7.5      Light Industrial Land Use Needs**

The City shall designate land for office and light industrial uses in the Station Area to allow for development that supports jobs and the tax base, particularly in life sciences, research and development, STEM, technology/biotechnology manufacturing, and high-tech services. [RDR]

**LU-7.6      Class A Office Space**

The City shall encourage Class A office development in the Station Area to take advantage of proximity to the Millbrae Station, U.S. Highway 101, and new residential development. The City shall encourage developers to employ state-of-the-art design techniques to maximize space, flexibility, and functionality. [RDR]

**LU-7.7      Cohesive Urban Fabric**

The City shall ensure that new development within the Station Area complements and enhances City image and provides adequate connections to El Camino Real and Downtown to support a cohesive urban fabric. [RDR]

## 2.5 Civic Facilities

A cluster of existing City facilities the west of downtown include City Hall, the Millbrae Library, the Chetcuti Room, the Millbrae Museum, Central County Fire Station #37, Central Park, and the Recreation Center. The City's vision for the future is the creation of a civic center district to enhance the presence of these City facilities (see Figure LU-3). There will be a direct connection between the civic facilities along Magnolia Avenue and Central Park. The Civic Center will have a distinct sense of place that is pronounced by banners, landscaping, signage, and architectural elements. The policies in this section guide the provision of civic facilities.

Figure 2-3 Civic Center District



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## **LU-8**      *Ensure the adequate provision of civic facilities to serve current and future residents.*

### **LU-8.1**      **City Facilities Master Plan**

The City shall prepare a City Facilities Master Plan to maintain and plan for the provision of adequate facilities for police, fire, recreation, public works, administrative, community meeting space needs of the City. The City shall consider expansion of City staff offices to the second floor of City Hall, the creation of a corporation yard, a Public Works/Engineering facility that is separate from City Hall, and additional electric vehicle charging stations. [MPSP]

### **LU-8.2**      **Community-Serving Facilities**

The City shall ensure adequate provision of community-serving facilities to serve current and future residents, including the Millbrae Library, schools, and other educational institutions, as well as child and senior day care facilities. [RDR]

### **LU-8.3**      **Millbrae Library**

The City shall continue to participate in the Joint Powers Agreement with the County to provide library services at the Millbrae Library. [IGC]

## **2.6**      **Community Design**

Community design influences the way people experience a place and remember it. The prominence of a city largely depends on how it is perceived by the residents and by visitors. Community design plays an important role in creating a distinctive identity of the community and influencing the quality of life of the residents. While community design relates predominantly to the aesthetic quality of the urban form, it can also have a significant impact on land use, economic development, community health, safety, vitality, public services, and circulation. The policies in this section focus on community designs standards.

## **LU-9**      *Ensure high-quality site planning, landscaping, and architectural design for all new construction, renovation, or remodeling.*

### **LU-9.1**      **Design Character**

The City shall encourage new development projects and substantial additions and remodels to include design elements that contribute to the area's character and sense of place. [RDR]

### **LU-9.2**      **Transition in Scale and Form**

The City shall ensure higher-density development adjacent to existing residential neighborhoods provide transitions in scale and form through objective design standards. [RDR]

**LU-9.3 Community Preservation Ordinance**

The City shall continue to administer and enforce the Community Preservation Ordinance to maintain quality of life. [RDR]

**LU-9.4 Trees and Landscaping.**

The City shall protect the existing tree canopy and encourage tree planting including drought-tolerant landscaping and green infrastructure. [MPSP, RDR]

## 2.7 Public Infrastructure

The City of Millbrae manages an extensive system of public infrastructure and facilities. This goal and supporting policies are designed to ensure that public infrastructure uses enhance the quality of life for residents and meet the service needs of the community.

### LU-10 *Ensure the adequate provision of safe and reliable public infrastructure and facilities to meet the City's current and future needs.*

**LU-10.1 Maintaining Public Infrastructure**

The City shall maintain public infrastructure to ensure the provision of safe and reliable infrastructure to meet the City's current and future needs, including facilitating upgrades to the utility infrastructure necessary for improved and emerging technologies. [CSO]

**LU-10.2 Adequate Municipal Services and Facilities**

The City shall continue to ensure that new and existing developments can be adequately served by municipal services and facilities in accordance with City standards. [RDR]

**LU-10.3 Development Impact Fees**

The City shall regularly evaluate and update development impact fees, including area fees for specific plan areas, to ensure that new development pays its fair share of costs to offset the costs of public capital facilities and infrastructure that is needed to serve new demand created by development projects. This includes, but is not limited to, fees for public safety, libraries, general government facilities, transportation (including both roadway and alternative mode facility improvements), parks and recreation land and facilities, water, sanitary sewer, stormwater drainage, and other required capital facilities and infrastructure. [RDR]

**LU-10.4 Capital Improvement Program**

The City shall continue to fund maintenance, improvements, and expansion of city infrastructure, including sewer and sanitary sewer utility lines and water infrastructure through a multi-year Capital Improvement Program. [FB]

**LU-10.5      Undergrounding Utilities**

The City shall require new developments to underground utilities, whenever it is feasible to do so. [RDR]

**LU-10.6      Water, Storm Drainage, and Sanitary Sewer System**

The City shall continue efforts to replace and retrofit the City water storage tanks, water distribution system, storm drainage system, and the sanitary sewer collection system. [SO]

## 2.8      Environmental Justice

The State enacted Senate Bill 1000 (SB 1000) in 2016 in response to increasing concerns about vulnerable communities in California that experience disproportionate environmental impacts. SB 1000 requires general plans adopted after January 1, 2018, to incorporate goals, policies, and objectives related to environmental justice. Effective environmental justice policies are those that reduce the unique or compounded health risks in disadvantaged communities by reducing disproportionate exposure to pollutants or other hazards, promote healthy habits, prioritize necessary infrastructure improvements and programs, and promoting civic engagement in the public decision-making process. The City of Millbrae is committed to fostering a healthy environment for all city residents. The following goals and policies are intended to guide the advancement of environmental justice in Millbrae.

**LU-11      *Ensure that all land use decisions benefit Millbrae residents equally and do not create a disproportionate burden to any resident based on location, income, race/ethnicity, educational status, or national origin.***

**LU-11.1      Environmental Justice Consideration**

The City shall consider potential adverse health and safety impacts associated with land use decisions and reduce negative impacts on residents from hazardous materials, industrial activities, facility locations, and design features. [RDR]

**LU-11.2      Environmental Protection**

The City shall apply environmental protection measures equally among all neighborhoods and areas within the community. [RDR, MPSP]

**LU-11.3      Equitable Public Services**

The City shall equitably provide public services and infrastructure, including parks, recreational facilities, community gardens, and public safety facilities, to all Millbrae residents. [SO]

**LU-11.4 New Incompatible Uses**

The City shall limit the introduction of new incompatible land uses and environmental hazards into existing residential areas. [RDR]

**LU-11.5 Safe and Sanitary Housing**

The City shall provide standards for development that promote safe and sanitary housing through implementation of the Housing Element. [MPSP, PSR]

**LU-12 *Ensure all residents have equal access to healthy foods, education, green spaces, and medical services.*****LU-12.1 Access to Community Resources**

The City shall identify and address gaps in access to residential, commercial, recreation facilities, natural open spaces areas, and physical and mental health resources, to help ensure that these resources are equally available to all residents. [PSR, SO, IGC]

**LU-12.2 Equity in Capital Projects**

The City shall promote equitable investment in capital improvements citywide. [FB]

**LU-12.3 Healthy Food Providers**

The City shall encourage farmers' markets and affordable healthier food options, particularly near child-oriented uses. (e.g., schools, day care, parks). [JP]

**LU-12.4 Acceptance of Government-Issues Vouchers**

The City shall coordinate with the Millbrae Farmer's Market vendors and local food retailers to accept payment through Electronic Benefit Transfer (EBT), which allows residents in the Supplemental Nutrition Assistance Program (SNAP) and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) to purchase food with their program benefits. [JP]

**LU-13 *Fully engage the public in City decision-making and facilitate public involvement in civic life.*****LU-13.1 Accessibility to City Events**

The City shall strive to schedule City events using different days, times, and formats (i.e., virtual and digital accessibility, interpretation services, and closed captioning) to encourage and facilitate participation among community members with work, school, and other obligations that conflict with more traditional scheduling. [SO, PI]

**LU-13.2 Innovative Communication**

The City shall promote and implement new and innovative approaches to facilitate communication between members of the community and City elected officials and staff members. [SO]

**LU-13.3 Facilitate a Culture of Inclusion**

The City shall work with non-profit, faith, education, and other community-based partners to facilitate a culture of inclusion, empathy, compassion, acceptance, and unity. (e.g., schools, day care, parks). [JP]

**LU-13.4 Transparent Public Decision-Making**

The City shall ensure transparent public decision-making processes through effective public outreach, engagement, and participation that is inclusive of socially disadvantaged individuals and groups. [SO, PI]

**LU-13.5 Community Budgeting**

The City shall engage the community through multiple participation opportunities in the City's budget process. [FB]

**LU-13.6 Supportive Collaboration**

The City shall continue to collaborate with other organizations and groups to provide services and programs for all Millbrae residents. [SO, JP, PI]

## 2.9 Implementation Programs

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>A Comprehensive Zoning Ordinance Update</b> The City shall review and update the Millbrae Zoning Ordinance to ensure consistency with the 2040 General Plan and the Downtown and El Camino Real Specific Plan, to include objective design standards and review processes.	LU-1.3	Community Development						
	LU-3.3							
	LU-4.1							
	LU-9.2		■					
	LU-9.4							

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>B Objective Residential Design Standards</b> The City shall prepare and implement Objective Residential Design Standards.	LU-3.2	Community Development	■					
<b>C Design Review Process for Residential, Commercial, and Mixed-Use Projects</b> The City shall review and update the design review process for residential, commercial, and mixed-use projects. The City shall revise the process to assist City staff and decision makers in their decision-making process and applicability of objective design standards. This review and update shall consider the adoption of a Director's Administrative Decision process that provides for discretionary staff review as an alternative to requiring Planning Commission review.	LU-3.3	Community Development	■					
<b>D Historic Neighborhood Ordinance.</b> The City shall prepare a historic neighborhood ordinance that establishes objective standards for the identification and preservation of historic neighborhoods.	LU-3.1 LU-3.3	Community Development	■					
<b>E City Facilities Master Plan</b> The City shall prepare a City Facilities Master Plan that describes the City's vision for the future creation of a civic center district, and a timeline of the actions the City needs to take to achieve this vision. The plan shall include planning for the provision of adequate public facilities, and maintenance of these facilities.	LU-8.1 LU-8.2	Public Works Community Development		■				

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>F Street Tree and Landscape Master Plan</b> The City shall complete and adopt a Street Tree and Landscape Master Plan. The plan shall include an inventory of existing street trees, establish locations and a timeline for new tree plantings, and implement the Broadway and El Camino Real Streetscape Plan. The plan should include special plantings at gateways to the city. Themes throughout the plan shall include promoting the use of indigenous species and the concept of interconnected open space linked by dense street plantings along the sides of streets and in median strips.	LU-6.5 LU-9.4	Recreation  Public Works	■					
<b>G Tree Preservation Ordinance</b> The City shall update the Tree Protection and Urban Forestry Program Ordinance to update the types and sizes of trees on private property to be protected, and to establish the standards to make decisions about tree removal permits, the procedures for tree removal or major trimming, and the requirements for replacement trees.	LU-9.4	Public Works	■					
<b>H Development Impact Fee Review</b> The City shall review and update the development impact fees consistent with state law to ensure that new projects pay their fair share of the costs necessary to improve or expand capital facility infrastructure and to serve them. A new Area Development Impact Fee will be adopted for the Downtown and El Camino Real Specific Plan.	LU-10.3	Community Development	■					■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>I Capital Improvement Program (CIP)</b> The City shall review and update the Capital Improvement Program (CIP) as part of the budget process to ensure adequate and timely provision of capital facilities and infrastructure and economic development activities.	LU-10.4	Public Works						■
<b>J Recycled Water Plan</b> The City shall prepare and implement a Recycled Water Plan that provides principles, policies, educational components, and actions that promote the use of recycled water. The City shall pursue grant opportunities as a funding mechanism for the Plan.	LU-10.6	Public Works		■				
<b>K Storm Drain Master Plan</b> The City shall update the Storm Drain Master Plan (August 2018) to ensure sufficient capacity for stormwater runoff from development and to reduce the potential for flooding in low-lying areas.	LU-10.6	Public Works		■				
<b>L Capital Improvement Prioritization</b> The City shall establish a defined set of criteria that measure and prioritize equitable distribution of Capital Improvement Projects (CIP) citywide and use the criteria in all future CIP Program decisions	LU-11.4 LU-12.2	Public Works  Community Development	■					

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>M Rental Multi-Family Housing Inspection Program</b> The City shall evaluate creation of a new program, including inspection fees, to ensure that all multi-family rental housing is inspected on a three to five-year cycle to ensure compliance with all building, housing, and other codes for safe and sanitary housing.	LU-11.5	City Manager Community Development	■					
<b>N Community-Based Budget Process</b> The City shall develop and facilitate a community engagement opportunity in the development of the City budget to provide the public an opportunity to identify funding priorities annually.	LU-12.2 LU-13.5	City Manager		■				
<b>O Environmental Justice Outreach</b> The City shall prepare and use clear and inclusive outreach materials, expand media campaigns, and implement other strategies (i.e., translation services) to increase and advance environmental justice initiatives.	LU-13.1 LU-13.2 LU-13.3 LU-13.4 LU-13.5 LU-13.6	Community Development	■					
<b>P Community Engagement</b> The City shall prepare and implement a program that includes new and innovative mechanisms to communicate and engage members of the community who are not typically active in civic issues to foster stronger relationships with the City and the San Mateo County Sheriff's Office Millbrae Police Bureau	LU-13.2	Community Development	■					

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>Q Vacant Property Remediation</b> The City shall prepare an ordinance as directed by the City Council to remediate vacant properties and the negative fiscal impact of vacant properties in the city.		City Attorney		■				

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## 3 Mobility and Circulation Element

Millbrae is an important transportation hub for the Bay Area. It is home to the Peninsula's premier intermodal transit station, making it a leader in California and the nation for progressive, contemporary mobility and connectivity. Adjacent to the San Francisco International Airport, Millbrae serves as a gateway to the Bay Area, California, and international destinations. The principal transportation facilities serving Millbrae are U.S. Highway 101 (Bayshore Freeway), Interstate 280 (Junipero Serra Freeway), El Camino Real (State Route 82), Bay Area Rapid Transit (BART), Caltrain, and the San Francisco International Airport (SFO). The Millbrae Station, which serves both BART and Caltrain, is also a proposed station for the California High-Speed Rail.

While the city has ample connections regionally and internationally, local travel by car, bicycle, or pedestrian movement can be a challenge. One of the greatest challenges is El Camino Real (State Route 82), which bisects the city, separating downtown and westside residential neighborhoods from the Millbrae Station. El Camino Real is a wide, six-lane state highway under Caltrans jurisdiction with high traffic volumes and high speeds, which pose significant obstacles for pedestrians and bicyclists. Long waiting times at signalized intersections, short duration of pedestrian signals to cross the length of six lanes, and narrow sidewalks along most of the corridor, create



potentially unsafe conditions for pedestrians. Because bicyclists on El Camino Real share the roadway with vehicles, it is not consistently perceived as being a safe facility for many riders. For vehicles, issues include congestion along major routes.

The focus of this Element is to optimize connectivity and safety—the ability to safely move people and goods to destinations within and through the city and to the surrounding region. This connectivity is integral to the community’s economy, environment, and overall quality of life. For this optimization to occur, this Element addresses all modes of transportation, including: walking, biking, driving, bus transit, shuttles, passenger rail, micromobility, transportation network company vehicles, delivery vehicles, and commercial vehicles, providing ample connections to create links to destinations locally and regionally. Beyond these individual components, this Element also employs a multimodal approach to connectivity that creates an integrated transportation network that allows people to move about using multiple modes of travel. Connection and enhancement of the Millbrae Station, one of the busiest multimodal transit stations on the San Francisco Peninsula, will be key to providing this network of choice regarding mobility.

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3.1 Circulation Diagram

In keeping with the City’s focus on enhancing connectivity through multiple transportation options, the City’s Circulation Diagram (Figure 3-1) provides the long-term plan for physical infrastructure associated with rail and roadway systems serving the community.

Millbrae Transit Connections

Millbrae Station

The Millbrae Station provides an intermodal hub with high quality access to BART, Caltrain, San Mateo County Transit District (SamTrans) buses, and planned connectivity to California High Speed Rail. The Station is supported by 2,300 parking spaces.

BART

The Millbrae Station is the terminal (end) station for BART on the Peninsula service line, and provides service to the four other major BART lines that terminate in Richmond, Antioch, Dublin/Pleasanton and San Jose. Service is also provided directly the San Francisco International Airport where the Station is located inside the International

Terminal with an AirTrain connection to the other three domestic terminals. BART has three tracks serving the Millbrae Station.

### **Caltrain**

Caltrain provides commuter rail service between San Francisco and San Jose (with limited runs extending south to Gilroy). Caltrain operates on two tracks at the Millbrae Station. The Caltrain express service, referred to as the “Baby Bullet” service, travels between San Francisco and San Jose in about an hour, stopping at high ridership stations including the Millbrae Station.

### **SamTrans**

SamTrans provides local bus connections to destinations along the Peninsula.

### **Other Transit**

Other transit operations in the city include college busses and corporate shuttles.

### **High Speed Rail**

The California High-Speed Rail Authority (Authority) is planning to construct a section between San Francisco to San José as part of the California high-speed rail system statewide. Working together, Caltrain and the Authority are currently in the process of electrifying the corridor, which will allow for both operators to share tracks in a blended system. The Authority is planning modifications to the existing Millbrae Station to accommodate high-speed rail service.

## **Millbrae Functional Roadway Classifications**

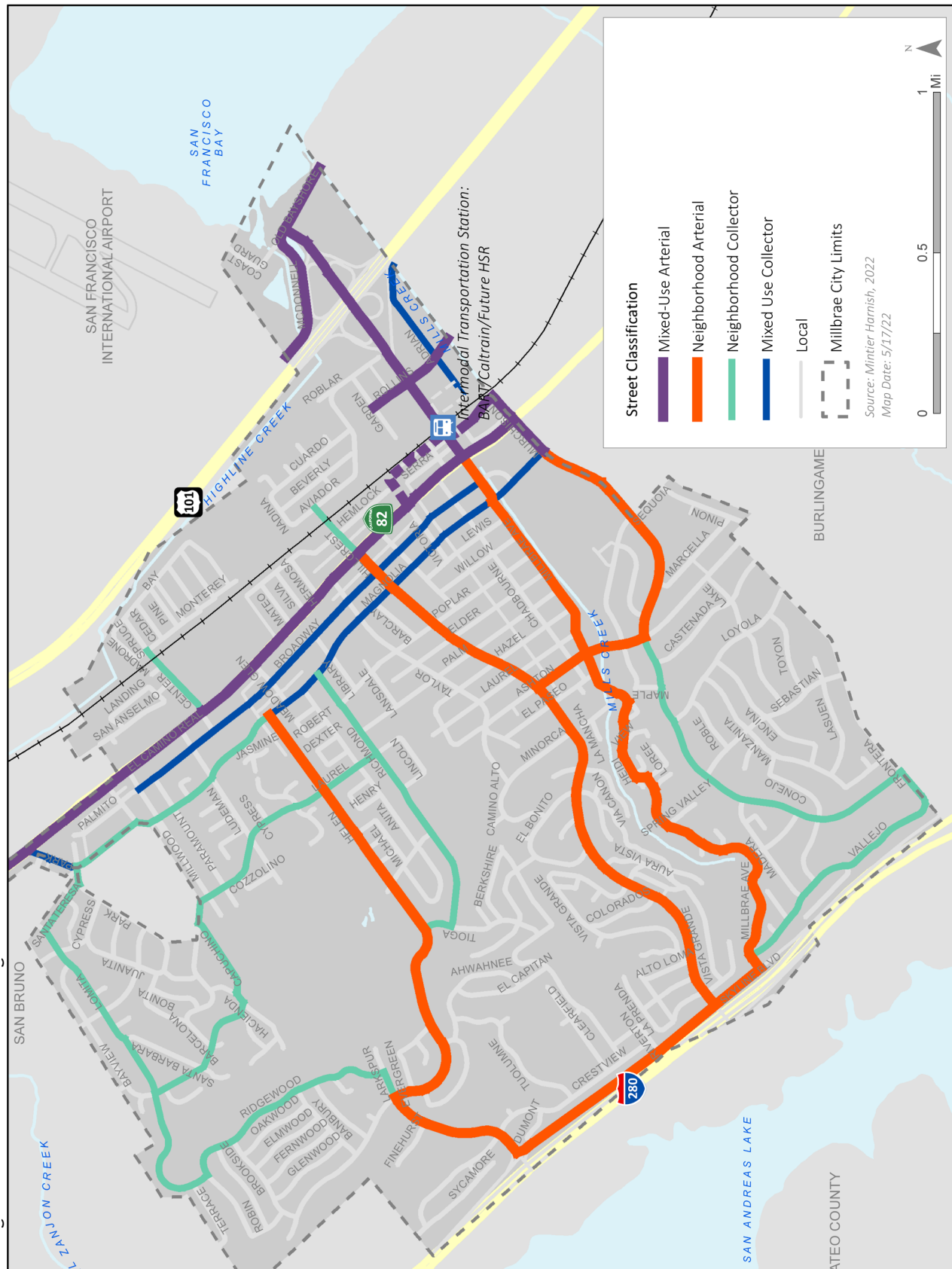
The City’s most important policy tool for ensuring that roadways are properly upgraded and maintained is the roadway classification system and its associated standards. The City’s functional classification groups roadway types into classes based on the type of service they are intended to provide. The roadway classification system considers the type of trip being made and the roadway’s relationship to the land uses it is serving. Pavement width, sight distance, and travel speed generally increase as one moves from local streets to higher classifications. The City’s roadway network is designed to support the land use development that is anticipated by the 2040 General Plan. The hierarchy of the functional classifications in the City consists of mixed-use arterial, neighborhood arterial, mixed-use collector, neighborhood collector, collector street, and local street, as described below in Table 3-1 and illustrated on Figure TM-1: Circulation Diagram.

**Table 3-1 Street Classifications**

Classification	Description	Example	FHWA Category
<b>Mixed Use Arterial</b>	<p><i>Street with mixed use frontages with capacity to serve as a main route for multiple modes.</i></p> <p>Distributes trips for mixed use and connecting residential areas, and provides a balanced level of service for vehicles, transit, bicycles, and pedestrians, wherever possible. Pedestrian improvements are comfortable to walk along and provide safe crossings at designated locations.</p>	El Camino Real	Arterial
<b>Mixed Use Collector</b>	<p><i>Street with mixed use frontages, including some limited portions that are only residential, with capacity to serve as a minor route for multiple modes.</i></p> <p>Prioritizes walking and bicycling and accommodates intra-city trips while also distributing local traffic to other streets and areas.</p>	Broadway	Collector
<b>Neighborhood Arterial</b>	<p><i>Primarily residential streets with capacity to serve as a main route for multiple modes.</i></p> <p>Distributes trips for residential areas and provides a balanced level of service for vehicles, transit, bicycles, and pedestrians, wherever possible. Pedestrian improvements are comfortable to walk along and provide safe crossings at designated locations.</p>	Millbrae Avenue, West of Magnolia	Arterial
<b>Neighborhood Collector</b>	<p><i>Primarily residential streets with capacity to serve as a minor route for multiple modes.</i></p> <p>Prioritizes walking and bicycling and accommodates intra-city trips while also distributing local traffic to other streets and areas. Accommodating vehicle traffic while ensuring a high quality of life for residents is a key design challenge.</p>	Richmond Drive	Collector
<b>Local</b>	<i>Low-volume residential street serving mostly local traffic.</i>		Local

	Provides access primarily to adjacent streets and nearby uses. These streets should offer safe and inviting places to walk and bike.		
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**Figure 3-1: Circulation Diagram**



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## 3.2 Streets and Roadways

Street design is a key determinant in a community's livability. Streets are the public spaces that connect our homes, schools, businesses, civic buildings, recreation areas, and virtually all other destinations. As such, they form the majority of the circulation system. Streets also define a sense of place, individual neighborhoods, and ultimately the community.

This section takes a “complete streets” approach to transportation design. Complete streets support a comprehensive, integrated transportation network with infrastructure and design that allows safe and convenient travel along and across streets for all types of travel and users, including pedestrians, bicyclists, motorists, autonomous vehicles, movers of commercial goods, users and operators of public transportation, emergency responder agencies, persons with disabilities, seniors, children, youth, and families. They are context-sensitive and respond to the needs of users at a particular location. In 2013, the City of Millbrae adopted a Complete Streets Policy (Resolution No. 2013-01), stating a commitment to planning, designing, operating, and maintaining Millbrae's circulation system using the complete streets concept.

Several California laws and official planning documents require that local jurisdictions incorporate complete street concepts into their neighborhoods. Specifically, the California Complete Streets Act of 2008 (AB 1358) requires cities and counties to incorporate complete streets policies when updating the circulation elements of their general plans. Additionally, two laws require reductions in vehicle emissions, which are related to the advantages provided with complete street systems. The California Global Warming Solutions Act of 2006 (AB 32) sets a mandate for the reduction of greenhouse gas emissions in California. The Sustainable Communities and Climate Protection Act of 2008 (SB 375) requires emissions reductions through coordinated regional planning that integrates transportation, housing, and land use policy.

Locally, through guidelines established for the One Bay Area Grant (OBAG) program, the Metropolitan Transportation Commission (MTC) requires jurisdictions to adopt a complete streets policy to be eligible to apply for Federal and State transportation funding administered by MTC. Responding to these requirements will necessitate significant increases in public-sector investments to accommodate travel by public transit, bicycling, and walking, making complete street planning critical for the city's future.

### Goals and Policies

**M-1** *Design, build, maintain, and operate streets to be safe and accessible for all users, regardless of their age, ability, or whether they are walking, bicycling, taking transit, or driving*

#### **M-1.1** **Serving All Users**

The City shall develop, or require new development to incorporate into proposed projects, complete streets infrastructure, where applicable, sufficient to provide safe, comfortable, and convenient travel

along and across streets to serve all types of travel (including pedestrians, bicyclists, motorists, movers of commercial goods, micromobility, and public transportation), and users (including persons with disabilities, seniors, children, and families). [RDR, MPSP, FB]

**M-1.2 Multimodal Choices**

The City shall promote development of an integrated, multimodal transportation system that offers desirable choices among travel modes including micromobility, pedestrian ways, bikeways, public transportation, and roadways. [MPSP, PSR, SO]

**M-1.3 Context Sensitivity**

The City shall consider the land use and urban design context of adjacent properties in both residential and business districts, as well as urban and suburban areas when designing complete streets. [MPSP]

**M-1.4 Accessibility and Connectivity**

The City shall create a more comprehensive multimodal transportation system by identifying and eliminating gaps in roadways, bikeways, and pedestrian networks; increasing transit access in underserved areas; and removing natural and man-made barriers to accessibility and connectivity. [MPSP, PSR, IGC]

**M-1.5 Traffic Diversion**

The City shall strive to protect the character of Millbrae's residential neighborhoods by discouraging non-local and commercial traffic from local streets through land use restrictions and traffic control devices, where appropriate. [RDR, SO]

**M-1.6 Traffic Calming**

The City shall continue to implement traffic calming measures in residential neighborhoods, as appropriate. [SO]

**M-1.7 Neighborhood Access**

The City shall require new development projects in residential neighborhoods provide appropriate ingress and egress to ensure safety and discourage through traffic on residential streets. [RDR]

**M-1.8 Roadway Maintenance and Repair**

The City shall seek innovative solutions, such as assessment districts and expanded impact fees, to fund and implement a robust repair and maintenance program for transportation infrastructure. [MPSP/FB]

**M-1.9 Wayfinding**

The City shall maintain and enhance wayfinding signage designed to serve all travel modes, particularly at major intersections and in the Downtown to enhance connectivity to the transit corridors and Millbrae Station. [SO, PI]

**M-1.10 Streetscape Improvements**

The City shall provide an attractive streetscape along El Camino Real and Broadway to encourage walking by adding and maintaining pedestrian-scale lighting, benches, public art, wayfinding signage, and street furniture consistent with the Downtown and El Camino Specific Plan. [FB, SO]

**M-1.11 ADA Compliance**

The City shall ensure that the circulation system is safe and accessible, consistent with the American with Disabilities Act (ADA), to allow mobility-impaired users, such as disabled persons and seniors, to safely travel within city. [RDR, SO]

**M-1.12 Measuring Vehicle Level of Service (LOS)**

The City shall measure vehicle LOS based on the methodology contained in the latest version of the Highway Capacity Manual (HCM) published by the Transportation Research Board. The City shall strive to achieve acceptable vehicle levels of service, by roadway classification, as follows:

- Metropolitan Transportation System: LOS standards for roads that are designated as part of the Metropolitan Transportation System (MTS) by the San Mateo County Congestion Management Program (CMP) shall be consistent with the LOS standards in the most current CMP. In Millbrae, MTS roads are the U.S. 101 freeway, the I-280 freeway, and El Camino Real (State Route 82).
- Streets and intersections within the Priority Development Area (PDA): LOS “E”
- Other streets and intersections adjacent to non-residential land uses: LOS “D”
- Other streets and intersections adjacent to only residential land uses: LOS “C”

If maintaining the above LOS standards would, in the City’s judgment, be infeasible and/or conflict with the achievement of other goals, LOS “E” or “F” conditions may be accepted provided that the project pays applicable Development Impact Fees for coordinated citywide transportation and mobility improvements, and the project incorporates TDM measures to promote non-vehicular transportation, and/or implement vehicle trip reduction measures. [RDR, FB]

**M-1.13 Maintaining Traffic Level of Service**

The City shall strive to achieve or exceed adopted traffic LOS standards during peak traffic hours through Transportation Systems Management (TSM), Transportation Demand Management (TDM), street maintenance, Capital Improvement Programming, coordination with federal, state, county, private and district funding programs for street and other transportation improvements. The City shall require developer payment of pro rata fair share of traffic improvement costs for new developments [RDR, MPSP, IGC, JP]

**M-1.14 Establish VMT Threshold**

The City, in coordination with the City/County Association of Governments of San Mateo County (C/CAG) as the designated Congestion Management Agency for the County, shall implement and

require compliance with vehicle miles traveled (VMT) thresholds based on VMT per population and/or employment for the purpose of environmental review under the California Environmental Quality Act (CEQA), but continue to implement Policy M-1.12: Measuring Vehicle Level of Service (LOS) for the purpose of planning and designing street improvements. [RDR]

**M-1.15      Transportation Studies for New Development**

The City shall require new development projects to perform site-specific transportation studies based on City implementation standards (including access, circulation, parking, and safety for all transportation modes) to identify and implement transportation-related improvements (and/or a fair share contribution via the payment of the applicable required Development Impact Fees for transportation and mobility) to maintain acceptable level of service standards, VMT thresholds, safe access for all modes, and acceptable traffic operations at project access points consistent with Policy M-1.12. [PSR]

**M-1.16      Fair Share Funding**

During the development review process, the City shall, through a combination of construction, development impact fees, and other funding mechanisms, ensure that new development projects contribute their fair share, based on transportation studies, of providing off-site transportation improvements that will improve multimodal circulation within the City. Such sharing will also cover the incremental improvement costs of the street, bicycle, and pedestrian systems that serve City residents, employees and visitors. [RDR]

**M-1.17      Impact Mitigation for Projects Outside Millbrae**

During the environmental review process for new development projects in adjoining jurisdictions, the City shall prepare and submit comments to the jurisdiction requesting that any potential significant transportation impacts or inconsistency with General Plan policies expected to occur in Millbrae as a result of the project, be mitigated to a less-than-significant level. [RDR, IGC]

**M-1.18      Specific Plan Improvements and Strategies**

The City shall continue to implement the improvements and strategies identified in the Millbrae Station Area and the Downtown and El Camino Real Specific Plans and all future adopted specific plans to ensure consistency with General Plan policies and make improvements to the transportation system, including improvements to bicycle and pedestrian facilities in the city of Millbrae. [RDR, MPSP]

**M-1.19      Off-Peak Commercial Deliveries**

The City shall review, and as appropriate, impose limits on the timing of commercial deliveries that could have negative impacts on the surrounding land uses, through the Conditional Use Permit process. [MPSP]

**M-1.20 Truck Routes**

The City shall maintain a commercial truck routes map as needed to ensure the needs of businesses are met while minimizing potential adverse impacts to the rest of the community. [MPSP]

**M-1.21 Student Transportation Services**

The City shall work with school districts to create school bus or TDM programs such as walking school buses to serve the local needs of the students and reduce single-occupant vehicle trips. [IGC]

**M-1.22 Shuttle Service**

The City shall strive to increase use of available shuttles in Millbrae to support businesses, residents, and schools by pursuing grants and partnerships for funding, improving signage, outreach, and coordination with co-sponsors. [SO, IGC]

**M-1.23 Grade Separations**

The City shall study grade separations to improve access and safety including crossings at Center Street and Hemlock to Monterey. [PSR]

**M-1.24 In-lane Bus Stops**

The City shall prohibit to the extent possible Sam Trans from allowing buses to stop in traffic lanes on El Camino Real and instead, where feasible, use parking areas and spaces outside of traffic lanes to stop. [IGC]

## Transit

The Millbrae Station is the largest intermodal terminal in the U.S. west of the Mississippi. The Millbrae Station serves both BART and Caltrain rail transit services and provides the only direct transfer connection between the two services in the Bay Area. In addition to the two rail transit services, the San Mateo County Transit District (SamTrans) provides local bus service at the station. Caltrain, Commute.org, and private employers also operate shuttle buses that include the Millbrae Station as a pick-up location. The Millbrae Station is a proposed station for the California High-Speed Rail system. Transportation network companies, such as Uber and Lyft, provide additional transportation options to and from the station.

### **M-2 *Provide an efficient, convenient, and accessible public transit system for residents, workers, and visitors in Millbrae***

**M-2.1 Caltrain and BART**

The City shall coordinate with Caltrain and BART to assure the Millbrae Station is well-maintained, has adequate parking, a safe environment, and continues to provide high-quality service. [IGC, CSO]

**M-2.2 California High Speed Rail**

The City shall continue to work with and strongly advocate that the California High-Speed Rail Authority plan a high-quality, well-designed Millbrae-SFO Station that enhances access and services

and fully integrates all transit modes serving the Station into a single station and is also coordinated and interconnected with the surrounding environment including development projects. The City will continue to request that a variety of alternatives are considered, including alternatives that provide the least impact on the community. [IGC]

#### **M-2.3 Bus and Shuttle Service**

The City shall work with SamTrans, other agencies, private companies, and organizations to provide and manage appropriate community-serving transit service and coordination of schedules and services with other transit agencies. Shuttle service should focus on connecting transit, hotels, and employment centers with the City's Downtown. [IGC]

#### **M-2.4 School Busses and Hotel Shuttles**

The City shall encourage school districts to restore student bus service and hotel operators to establish shuttle bus services. [IGC]

#### **M-2.5 Quiet Zones**

The City shall work with the Federal Railroad Administration, Southern Pacific, and CalTrain to establish quiet zones at key railroad crossings near residential neighborhoods. [IGC]

## **Pedestrians, Bicycles, and Trails**

Walking and biking are basic forms of transportation that serve as alternatives to automobile travel and can help reduce pollution and traffic congestion in Millbrae. While Millbrae has excellent intra-city and regional connectivity, many residents minimize walking or bicycling in the city because of safety concerns related to crossing or traveling along major roadways, a lack of designated bikeways, and narrow or non-existent sidewalks adjacent to roadways. The hilly terrain within the city is also an impediment to walking and cycling as a transportation method.

Beyond being an alternative means of travel, walking and biking are also forms of recreation and exercise that are an important part of a healthy and active lifestyle. The city and regional trail system that serves the community is therefore a critical quality of life component for residents. This section includes goals and policies that set the framework for enhancing Millbrae's bicycle and pedestrian networks and provide a framework that complements the more detailed plans contained in the Active Transportation Plan.

**M-3** *Provide a robust and interconnected bicycle and pedestrian circulation system throughout the city that promotes healthy lifestyles and is a viable alternative to automobile use.*

#### **M-3.1 Active Transportation Plan**

The City shall maintain and implement the Active Transportation Plan to enhance the city's bicycle and pedestrian network. [MPSP]

**M-3.2 Trail Access**

The City shall enhance the system of pathways providing access to the Spur Trail, the Bay Trail, the Bay Area Ridge Trail, the Crystal Springs Regional Trail, and closing gaps in the trail system. [MPSP, IGC]

**M-3.3 Bay Trail**

The City shall support the completion of the Bay Trail in coordination with regional agencies, and the selection of the trail route and implementation of the trail system in an appropriate alignment between Millbrae and South San Francisco. [IGC]

**M-3.4 Bikeways System**

The City shall develop and maintain a safe and logical bikeways system that is coordinated with the countywide system (consistent with the San Mateo County Bicycle and Pedestrian Plan) and the neighboring cities of San Bruno and Burlingame. [IGC]

**M-3.5 Bicycle Lanes on El Camino Real**

The City shall explore options for providing separated or buffered bicycle lanes along El Camino Real and developing parallel alternative routes to the El Camino Real route to provide for connectivity for bicyclists of all ages and abilities, consistent with the Active Transportation Plan and Downtown and El Camino Real Specific Plan. [MPSP, IGC]

**M-3.6 Bicycle Safety**

The City shall require bicycle facilities to be upgraded to increase the visibility and protection of bicyclists relative to other roadway users. This includes clearer separation between vehicles and bicyclists, clear delineated markings along principal arterials and at intersections (such as green pavement markings), and bicycle signal detection (using bicycle-oriented loop detectors or push buttons). [PSR, IGC]

**M-3.7 Bicycle and Pedestrian Facilities**

The City shall evaluate new commercial, multifamily residential, and mixed-use development projects to ensure that the project provides bicycle and pedestrian facilities approved by the Community Development Department, adjacent to the project site. Improvements could include secure bicycle parking, streetlights, street furniture, landscaping, trash receptacles, pedestrian-scaled lighting fixtures, shade, and public art. [RDR]

**M-3.8 Pedestrian Safety at Intersections**

The City shall implement the Active Transportation Plan to enhance pedestrian safety with pedestrian countdown displays at signalized intersections, signal timing that minimizes pedestrian wait times and provides adequate crossing times, crosswalks at all approaches, continental and other high-visibility crosswalk striping, corner curb extensions, and perpendicular ADA-standard curb cuts on all corners. [MPSP, CSO]

**M-3.9 Sidewalk Width**

The City shall implement the Downtown and El Camino Real Specific Plan to expand the sidewalk widths along Broadway and El Camino Real to accommodate outdoor dining, sidewalk furniture, and better pedestrian access to create a more inviting atmosphere. [PSR]

**M-3.10 Safe Routes to Schools**

The City shall coordinate with the school district and parent organizations to support facility construction and new programs, including seeking State and Federal funds, to ensure that Millbrae children can walk or bike to school safely. [IGC]

**M-3.11 Shared Electric Bikes and Scooters**

The City shall designate locations for mobility hubs and modify existing city infrastructure to accommodate shared bicycles, electric bikes and scooters that provide last-mile solutions to residents and commuters. Infrastructure enhancements include dedicated off-street parking spaces and on-street corrals to accommodate shared electric bike and scooter parking and prevent conflicts with pedestrians. [RDR]

## Parking

Parking is typically a balancing act between convenience and supply. Residents and those employed or visiting Millbrae look for parking that is close to their destination. For the community, while there is adequate parking overall, demand can exceed supply at certain businesses and locations, creating an inconvenience for customers and employees. Parking is especially a concern downtown, which is the commercial center of the city. Parking regulations in downtown typically allow for two-hour parking, but some areas do not have restrictions. Policies in this section support the provision and management of parking, recognizing that parking should be balanced with other City objectives such as encouraging transit use, bicycling, and walking.

### **M-4** *Ensure an adequate supply of parking that provides safe and efficient circulation.*

**M-4.1 Parking Management Plan**

The City shall prepare and implement a parking management plan for the specific plan areas that considers the use of all available tools, including parking enforcement, to address parking issues within the plan areas. [PSR]

**M-4.2 Reduce Parking Encroachment into Neighborhoods**

The City shall continue to explore new methods to prevent or reduce parking encroachment from commercial areas into existing neighborhoods, including residential parking permit programs. [PSR]

**M-4.3 Downtown Parking Supply Management**

The City shall consider active parking management to expand downtown parking supply, including, parking reservation systems, wayfinding, digital real-time parking availability signs, priced parking,

and potential parking structures and partnerships with new developments to provide parking available to the public. [PSR]

**M-4.4 Parallel Parking on Broadway**

The City shall consider implementing parallel parking on Broadway (consistent with the recommendations of the Downtown and El Camino Real Specific Plan) to allow for increased sidewalk widths, subject to further study of parking provisions for adjacent businesses. [PSR, CSO]

**M-4.5 Shared Use of the Millbrae Station Parking Facilities**

The City shall work with Caltrain and BART to support the shared use of the Millbrae Station parking facilities for use during off-peak periods, such as visitors who are dining and shopping in Millbrae during evening hours and on weekends. [IGC]

**M-4.6 Electric Vehicle Charging Stations**

The City shall work with large employers to expand EV charging in existing buildings and within public parking areas to incentivize EV ownership. [RDR, JP]

**M-4.7 Flexible Parking Structures**

The City shall encourage new parking structures to be designed with the flexibility to evolve into another use that can accommodate infill development and reuse if parking demand decreases or can be fulfilled using other nearby facilities. [RDR]

**M-4.8 Parking Lot and Garage Design**

The City shall require new development to design parking lots and garages to be located away from the street, landscaped, and have directional lighting or other lighting techniques to minimize light and glare impacts on surrounding uses.) [RDR]

**M-4.9 Clean Air Vehicle Parking**

The City shall require all new development to provide parking spaces devoted to clean air vehicles. [RDR]

**M-4.10 Bicycle and Micromobility Parking**

The City shall require short- and long-term bicycle and microbosity parking for new development on all land uses, except for single-family dwellings. [RDR]

**M-4.11 City Parking Authority**

The City Parking Authority shall oversee, manage, operate, and potentially construct, acquire, and finance public parking facilities in the city to increase the availability of parking spaces in the city, support economic development, and improve parking accessibility. The City shall consider expanding the Parking Authority pursuant to State law to include all areas of the city and implement paid parking, parking in-lieu fees, and public parking garages. [MPSP, FB, SO]

## Transportation Demand Management

Transportation Demand Management (TDM) is a term that broadly covers programs designed to reduce traffic congestion and improve air quality by offering a combination of incentives and market-based measures to increase use of alternative modes of transportation among employees and residents. TDM programs include a variety of strategies ranging from financial incentives, promoting carpool and vanpool usage, supporting telecommuting, and providing informational and promotional activities. TDM programs are typically implemented at the local level by the City, major employers, developers, and larger public and private institutions. The City of Millbrae participates in Commute.org, a joint powers authority comprised of 17 cities and towns, as well as the County of San Mateo. Commute.org provides several programs and services that support TDM in Millbrae.

Policies in this section focus on TDM strategies and programs that the City can implement to reduce congestion, vehicle miles traveled, and parking demand. For a primarily urban, built-out city where opportunities to widen intersections and roadways to accommodate future growth are limited, TDM strategies and programs provide another option to address the transportation needs of residents, visitors, and employees.

### **M-5** *Implement transportation demand management strategies and programs to reduce vehicle miles traveled, traffic congestion, and parking demand.*

#### **M-5.1** **Countywide TDM Programs Participation**

The City shall continue to participate in countywide TDM programs to assist employers and employees in reducing the use of single-occupancy vehicles and promoting and incentivizing the use of transit, active transportation (i.e., non-motorized transportation), and carpooling/vanpooling. [IGC]

#### **M-5.2** **San Mateo County Congestion Management Program**

The City, in coordination with the City/County Association of Governments of San Mateo County (C/CAG) as the designated Congestion Management Agency for the County, shall implement the County Congestion Management Program and the Land Use Impact Analysis Program, otherwise known as the Transportation Demand Management (TDM Policy). The TDM Policy establishes project review thresholds, vehicle trip reduction and mode share targets, monitoring and reporting requirements, and TDM measures. [IGC]

#### **M-5.3** **Bay Area Commuter Benefits Program**

The City shall continue to support the Bay Area Commuter Benefits Program, to improve air quality, reduce emissions of greenhouse gases and other air pollutants, and to decrease traffic congestion in the Bay Area by encouraging employees to commute by transit, carpooling, biking, and other alternative modes. [IGC]

#### **M-5.4** **Car Sharing**

The City shall explore opportunities to partner with car sharing companies to establish designated car sharing spaces and vehicles in the City, and the City shall explore opportunities for car sharing

companies to occupy any required parking spaces on private property provided the cars are made available to the general public. [IGC]

#### **M-5.5 Electric Transportation Network Company Vehicles**

The City shall encourage the use of EV Transportation Network Company Vehicles (TNCs) in the community. [IGC]

## **Regional Transportation Planning**

Transportation systems are rarely focused solely within a single community boundary but typically require coordination between surrounding communities to ensure an interconnected and efficient system for travelers. This is especially the case for Millbrae, which is one of the 101 cities in nine counties that comprise the Bay Area. The policies in this section seek to improve regional transportation coordination to ensure an efficient transportation system for the region.

### **M-6 *Develop balanced housing and employment opportunities to reduce vehicle miles traveled.***

#### **M-6.1 Agency Coordination**

The City shall coordinate with San Francisco International Airport, the High-Speed Rail Authority, Caltrans, the Peninsula Corridor Joint Powers Board, Metropolitan Transportation Commission (MTC), the San Francisco Bay Area Rapid Transit District, the San Mateo County Transit District, the City/County Association of Governments of San Mateo County and other transit providers and transportation agencies, to meet the travel needs of Millbrae residents, workers, and visitors. [IGC]

#### **M-6.2 Transportation and Transit Funding**

The City shall encourage regional agencies to provide adequate funding for local roadway and transit improvements through sales tax initiatives, traffic impact fees, and other measures when necessary. [IGC, FB]

#### **M-6.3 Regional Traffic Impacts**

The City shall require projects to comply with the requirements of the Congestion Management Plan (CMP) (as defined by C/CAG). (Source: Existing General Policy C2.7, modified) [RDR, IGC]

#### **M-6.4 Regional Traffic Improvements**

The City shall support all appropriate measures necessary to improve regional traffic on U.S. 101, Interstate 280, and El Camino Real (State Route 82) as related to traffic conditions in Millbrae. [IGC]

#### **M-6.5 Regional Transportation Impact Fee**

The City shall consider working with and other jurisdictions to develop a Strategic Plan to identify and fund major regional projects, including adoption of a regional or sub-regional transportation impact fee. [IGC]

### 3.3 Implementation Programs

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>A Street and Street Signage Maintenance Program</b> The City shall continue to implement the Street Maintenance Program using the computerized model for street maintenance to address local street maintenance, repair, and resurfacing needs. Update street signage, such as for time restrictions and weight limits, where appropriate, for residential neighborhood streets.	M-1.8	Public Works						■
<b>B Traffic Calming Measures Downtown</b> The City shall prepare a study of roundabouts and other potential traffic calming measures at the Meadow Glen and Broadway intersection as well as other significant Broadway intersections and implement appropriate improvements if determined feasible.	M-1.6	Public works		■				
<b>C Rollins/Murchison Drive Connection.</b> The City shall pursue preparation of a study evaluating alternatives for constructing a connection point between Rollins Road and Murchison Drive, including a grade separated project at the CalTrain/High Speed Rail/BART corridor.	M-1.18	Public Works		■				

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>D Active Transportation Plan</b> The City shall update the Active Transportation Plan every five years to accomplish the following: Assess the needs of pedestrians and cyclists in Millbrae; identify improvements to infrastructure and programs; ensure eligibility to certain transportation funding sources; and to coordinate pedestrian and bicycle local actions and regional projects.	M-3.1	Public Works						
		Community Development		■	■			
<b>E Parking Standards</b> Based on monitoring of parking supply and demand for new development, the City shall review and update the parking requirements for properties within the Specific Plan areas as needed.	M-4.1 M-4.2	Public Works						
		Community Development		■				
<b>F Parking Management Plan</b> Based on the findings from appropriate parking studies, the City shall prepare and implement a Parking Management Plan for the Specific Plan Areas, focused on the Downtown and Millbrae Station areas, that considers the use of parking enforcement to address parking issues within the Specific Plan, including installation of parking meters in the downtown, residential parking permit programs, wayfinding, in-lieu fee, and other innovative parking management solutions.	M-4.1 M-4.2 M-4.4 M-4.5	Public Works  Community Development	■					

Programs	Implements Which Policy(ies)	Responsible	2022 – 2025	2026 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>G TDM Monitoring and Reporting</b> The City shall continue to regularly monitor and report on traffic levels and intersection capacity as a part of the County Congestion Management Program and the Land Use Impact Analysis Program.	M-5.2	Public Works  Community Development	■					
<b>H Funding of Regional Transit Projects</b> The City shall continue to implement agreements with BART and San Francisco International Airport for the funding of improvements required to mitigate regional transit projects.	M-6.3	Public Works						■
<b>I Eastside Specific Plan</b> The City shall prepare an Eastside Specific Plan that addresses circulation, access, recreation and open space, housing, sea level rise, environmental opportunities and constraints, and land use. The Plan shall include a study of ingress and egress improvement alternatives for the residential neighborhoods east of El Camino Real. The study shall require Caltrain and High Speed Rail grade separations at Center Street and other intersections serving the Marina Vista and Bayside Manor neighborhoods as well as include extensive outreach to the residents to understand their needs, concerns, and expectations.	M-1.1 M-1.2 M-1.3 M-1.4 M-1.7	Community Development  Public Works	■					



## 4 Economic Development Element

The City of Millbrae is known for its cultural diversity, beautiful neighborhoods, excellent schools, and prime location with unrivaled local, regional, and international accessibility. Now Millbrae needs to develop a robust, diversified, and sustainable fiscal environment while continuing to provide high quality public and private amenities and enhance the quality of life for all residents and visitors. This Economic Development Element serves as the road map by which Millbrae intends to strengthen its long-term fiscal sustainability and adapt to change while preserving the best parts of its history, character, and sense of community.

One of Millbrae's greatest assets is its connectivity and position as the transportation hub for the Bay Area, providing connections to San Francisco International Airport (SFO), U.S. Highway 101, Interstate 280, and State Route 82 (El Camino Real). The Millbrae Station is the transit gateway connecting BART, Caltrain, and SamTrans, and is the only proposed station on the Peninsula for High-Speed Rail. Additionally, Millbrae is a 40-minute drive from the Port of Oakland, which is the fifth busiest container port in the U.S. The many visitors passing through Millbrae to access SFO, the Millbrae Station, and regional transportation corridors provide a great untapped market. As a result, there is considerable opportunity to expand hospitality and entertainment opportunities, develop a new

life sciences hub in the station area, invest in public facilities to support economic growth, and strengthen the city's image to attract visitors and the business community while serving the range of resident needs.

The policies in this Element are designed to help fulfill Millbrae's economic potential and are meant to provide flexibility to accommodate shifts in market trends and conditions. This Element focuses on six major topical areas: job diversification, business retention and expansion, leisure and hospitality development processing, Downtown enhancement, and community character and branding. The City will see new development projects that enhance the Downtown area. The City has also identified key underutilized sites for reuse. Taken together, these opportunities provide a promising foundation to revitalizing and redeveloping the Downtown and El Camino Real area to create a thriving and well-designed central business district and heart of the Millbrae community.

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## 4.1 Economic Diversity- Job Diversification

The majority of jobs in Millbrae are in visitor-serving and institutional uses, such as restaurants and hotels. Most of Millbrae's employed residents work in jobs outside of the city, and conversely most of the jobs in Millbrae are filled by workers commuting in. The City has an opportunity to grow the local base of high-paying jobs, and to cultivate a commercial business mix of uses that better serve resident needs and attract visitors.

**ED-1** *Attract a diversity of businesses to support a robust and stable economy with a range of employment, shopping, and entertainment opportunities.*

### ED-1.1 Build on Millbrae's Assets

The City shall build on its strengths, including its central location, transportation infrastructure, excellent public schools, and quality of life to leverage economic growth and private investment in the city. [JP]

### ED-1.2 Revenue Generation

The City shall encourage new development and establishment of new businesses that generate sales tax, property tax, and other revenues that sustain municipal services. [MPSP, JP]

**ED-1.3 City Real Property Assets**

To the extent feasible, the City shall preserve the long-term value of its real property assets and seek to leverage any available assets through long-term leases, rental, or fees for use of the property rather than outright sale. [FB, SO]

**ED-1.4 Key Amenities**

The City shall support amenities that attract businesses and employees to the city, including a more vibrant downtown; walkable neighborhoods; diverse dining and entertainment options; quality education and public safety; and more diverse housing choices. [MPSP, SO]

**ED-1.5 Job Creation**

The City shall promote and support efforts to create quality jobs at all skill and wage levels for Millbrae residents. [SO, JP]

**ED-1.6 Biotechnology/Life Sciences Market**

The City shall support new development that expands its position as a regional office and biotechnology/life sciences market, particularly projects near the Millbrae Station that leverage the city's accessibility and amenities. [MPSP, JP]

**ED-1.7 Key Sites Strategy**

The City shall identify and actively encourage the development of key commercial, office, and light industrial sites. [RDR]

**ED-1.8 Local Hiring**

The City shall promote local hiring, including youth employment and paid internships to help achieve a more positive jobs-housing balance and reduce regional commuting. [SO, PI]

## 4.2 Business Retention and Expansion

The City has an opportunity to focus on community assets to expand local industries. The City of Millbrae recognizes the value of existing businesses and their potential to expand and grow local employment opportunities. This goal and its supporting policies are designed to retain existing businesses and support their local expansion efforts.

**ED-2** *Grow the local economy by supporting local businesses to stay and expand in Millbrae.*

**ED-2.1 Business-Friendly Climate**

The City shall strive to improve the business climate for existing and future businesses by helping to support and foster strong relationships in the Millbrae business community. [SO]

#### **ED-2.2 Public/Private Partnerships**

The City shall support and encourage public/private partnerships with existing Millbrae businesses that align with the City's economic and community development goals. [JP]

#### **ED-2.3 Buy Local**

The City shall, to the extent possible, purchase goods and services from local businesses in Millbrae and encourage residents, businesses, schools, and community organizations to do the same. [SO, PI]

#### **ED-2.4 Sustainable Businesses**

The City shall implement local strategies to support the diversification of businesses to focus on sustainable industries, as well as help businesses conserve resources such as water and energy, prevent pollution, and minimize waste and unsustainable business practices. [SO, PI]

### **4.3 Leisure and Hospitality**

Millbrae is adjacent to the San Francisco International Airport, the seventh busiest passenger airport in the country in terms of passenger traffic. The City has an opportunity to capture a larger share of economic activity generated by the airport, including providing accommodation and entertainment to passengers who are in the area during a long layover. There are seven hotels and motels in Millbrae, including nationally known chains such as Fairfield Inn and Suites and The Westin. The City collects a transient occupancy tax (TOT) of 12 percent on all hotel room revenues, which in Fiscal Year 2020/2021 accounted for eight percent of the entire General Fund budget. It is important to note that Fiscal Year 2020/2021 was greatly impacted by the Covid-19 Pandemic, which resulted in a 65 percent reduction of TOT revenue. The policies in this section focus on enhancing the leisure and hospitality sector in Millbrae.

#### **ED-3 *Strive to support and expand Millbrae's leisure and hospitality sector.***

##### **ED-3.1 Hospitality Sector**

The City shall encourage and support expansion of the hospitality sector in Millbrae, including hotels, restaurants, visitor services, and amenities such as conference and meeting facilities. [MPSP,]

##### **ED-3.2 High-Quality Hotels**

The City shall support the establishment of high-quality hotels, including boutique hotels, that serve travelers to and from the San Francisco International Airport and business travelers. [RDR]

### **4.4 Business-Friendly City – Improved Development and New Business Permitting**

Partnerships and collaboration between the City, business community, and local and regional organizations is key to economic success. Successful partnerships can lead to a unified community that focuses on fostering a business-

friendly environment collectively advancing the City. This section describes how the City will foster and develop partnerships that expand the City's regional economic influence, leverage the power of collaborative efforts, and support the City's ability to both assist businesses as well as attract regional and international visitors.

**ED-4** *Be recognized as a desirable and business-friendly place to locate and conduct business on the Peninsula.*

**ED-4.1 Collaborative Business Relationships**

The City shall encourage a collaborative and supportive relationship between the City and the business sector that emphasizes the success of doing business in Millbrae. [JP]

**ED-4.2 Streamline Development Approval and Permitting**

The City shall encourage private-sector investment in the community by establishing mechanisms and new technologies to streamline approval of commercial development that is consistent with the General Plan and specific plans and the approval of permits for new businesses. [RDR]

**ED-4.3 High Performing Business Infrastructure**

The City shall encourage the construction and maintenance of the infrastructure necessary to attract and support businesses, including high-speed fiber optic and other high performing infrastructure. [MPSP]

**ED-4.4 Digital Permit Process**

The City shall ensure a timely, fair, and streamlined digital permit process that integrates multiple City departments into a single coordinated organization and improves the delivery of city services. [SO]

**ED-4.5 Excellent Customer Service**

The City shall provide excellent customer service to residents and businesses by creating a culture that listens, gains an understanding of customer concerns and goals, and proactively seeks solutions to address challenges. [SO]

**ED-4.6 Permit Technology**

The City shall optimize its review, case management, and permit procedures by using technology and other tools to improve the delivery of city services. [SO]

**ED-4.7 Increasing Cultural and Language Diversity**

The City shall respond to the increasing cultural and language diversity of Millbrae business owners, by including more inclusive and transparent outreach methods including providing multi-lingual resources and translation services to local businesses. [SO, PI]

## 4.5 Downtown Millbrae

Downtown Millbrae is conveniently located adjacent to El Camino Real and within walking distance of the Millbrae Station. Downtown is quaint, with a pedestrian-friendly scale that makes it walkable. The area is characterized by small storefronts along Broadway, many of which are locally-owned. While many visitors pass through Millbrae to access the Millbrae Station and regional transportation corridors, they generally do not stay to eat and shop. The City seeks to diversify its business types in the downtown core to ensure that residents and visitors are attracted to shop and dine in Millbrae, rather than in neighboring cities. Increased diversity of business types will improve sales tax revenue, which otherwise would be captured by retailers in surrounding communities. There is also a need for investments in downtown public spaces to draw people to shop, dine, and hang out. Investment in public spaces will contribute to enhancing city image, attracting patrons, and creating a more enjoyable environment for residents. The policies in this section are designed to cultivate a vibrant downtown with a strong sense of place that serves as a gathering place for the city.

### ED-5 *Create a high-quality, pedestrian-oriented, mixed-use district along Broadway.*

#### ED-5.1 **Local Business Association Collaboration**

The City shall collaborate with the Millbrae Chamber of Commerce, the Peninsula Chinese Business Association, and other business organizations on opportunities to grow and support Downtown businesses. [JP]

#### ED-5.2 **Community Anchors**

The City shall encourage the development of a community anchors or anchor districts on Broadway between Meadow Glenn Avenue and Civic Center Lane, to actively boost pedestrian traffic from the Millbrae Station to the city's core along the Broadway and El Camino Real corridors. Types of anchors uses may include a single use, or a district of combined, synergistic uses such as a cultural venue, performing arts theater, amphitheater, boutique hotel, specialty retail, a large public plaza, or other public cultural amenity. [MPSP]

#### ED-5.3 **Business Improvement District**

The City shall encourage and support the formation of a business improvement district or other similar method/approach to evaluate, manage, and curate the uses in Downtown Millbrae. The business improvement district should have the responsibility and authority to ensure that the collective businesses and uses provide a variety of offerings and add economic vitality. In addition to overseeing business mix, the business improvement district should also address streetscape improvements, cleanliness of the public space, a coordinated marketing program, and special event programming. [MPSP, JP]

#### ED-5.4 **Business Mix**

The City shall encourage a mix of commercial uses that includes small, locally-owned businesses as well as large national retailers. In particular, the City shall encourage quality locally, independently

and minority-owned retailers, such as clothing stores, home furnishing stores, and diverse quality markets. [MPSP]

#### **ED-5.5 Street Cleanliness**

The City shall encourage efforts to improve and maintain the cleanliness of Downtown, including providing additional trash and recycling receptacles, and increasing trash and recycling pickup. [MPSP]

#### **ED-5.6 Civic Landscaping Beautification**

The City shall encourage the development of a Civic Beautification Program to lead efforts to enhance the planting, maintenance, and preservation, of quality landscaping along Broadway on public and privately-owned spaces, including tree plantings, flower beds, and flower baskets. [MPSP]

## **4.6 Community Character and Recognition**

Business owners and operators consider the image and reputation of a community when deciding where to locate or expand their business. Business owners and operators are generally looking for communities that have a good reputation and are desirable places to live, work, and recreate. This goal and its supporting policies strive to increase economic investment in Millbrae by enhancing the city's image and developing a branding strategy.

**ED-6** *Define and improve Millbrae's image to encourage economic investment, support businesses, and invoke civic pride.*

#### **ED-6.1 Marketing and Branding**

The City shall promote positive media coverage, branding, and marketing campaigns that build civic pride and create a favorable image of Millbrae. [SO, PI]

#### **ED-6.2 Streetscape Improvements**

The City shall undertake, and require as part of all development projects, including tenant improvement projects, streetscape improvements and place-making efforts near the Millbrae Station, and along El Camino Real and Broadway, consistent with the Downtown and El Camino Real Specific Plan, to maximize the potential for increasing business activity. [RDR, MPSP, SO]

#### **ED-6.3 Arts, Entertainment, and Dining**

The City shall promote investment and expansion of arts, entertainment, and dining in Millbrae, including special events, dining and night-life establishments, and arts venues. [JP]

#### **ED-6.4 Culinary Tourism**

The City shall strive to establish its reputation as a center for culinary tourism in the region. [PI]

#### **ED-6.5 Gateway Features**

The City shall enhance existing gateway features at the entrances to the city to boost city identity. Gateway features may include special architectural elements such as signage, enhanced lighting, distinctive public art, corner towers, and/or unique landscaping treatments. [MPSP]

## 4.7 Implementation Programs

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>A Business Attraction, Expansion, and Retention Program</b> The City shall collaborate with the Chamber of Commerce, the Peninsula Chinese Business Association, and other business organizations to support a business attraction, expansion, and retention program that will include the development and dissemination of promotional literature; research and publication of local market and trade information; surveys of local businesses to identify issues and opportunities; incentives for businesses to locate and/or stay in Millbrae; and tools to develop a business improvement district.	ED-1.1 ED-1.3 ED-1.6 ED-2.2	City Manager						■
<b>B Business Incentives for Local Hiring</b> The City shall prepare and promote a package of business incentives (e.g., reduced business license fees) to encourage Millbrae businesses to hire local residents.	ED-1.8	City Manager		■				
<b>C City Staff Training in the Project Approval Process</b> The City shall conduct training with appropriate City staff regarding the process and their role in the project approval process, from submittal of an application to receiving field inspections.	ED-4.4 ED-4.5	City Manager  Community Development	■					■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>D Permit Processing Software</b> The City shall enhance its Development Services and business license permit processing software to streamline planning application reviews and the submission of electronic permit applications, reduce costs, and monitor processing time.	ED-4.4 ED-4.5 ED-4.6	Community Development						■
<b>E Customer Service Survey</b> The City shall prepare and administer a customer service survey to evaluate and identify opportunities to improve permit procedures and the customer service of the Community Development Department and Finance Department (business license permitting). The City will send the survey to applicants after permits for the project are finalized.	ED-4.5	Community Development  City Manager  Finance						■
<b>F Economic Development Coordinator</b> The City shall hire an Economic Development Coordinator, pending available funds, to implement economic development initiatives to transform Downtown Millbrae into a high-quality, pedestrian-oriented, mixed-use district. This position shall focus on cultivating a mix of businesses, promoting collaboration with local business associations, and supporting the formation of a Downtown Business Improvement District.	ED-5.5	City Manager	■					■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>G Marketing and Branding Strategy</b> The City shall develop and maintain a marketing and branding strategy to promote doing business in Millbrae and maximize the effectiveness of the City's communication materials and website.	ED-6.1	City Manager	■					■
<b>H Culinary Tourism</b> The City shall work with the business community to develop and implement a program to generate culinary tourism to attract visitors based on local food choices and destination restaurants.	ED-6.4	City Manager	■					■
<b>I Enhancements to Gateways Signs to the City</b> The City shall identify opportunities to improve and maintain gateways into the City. This may include developer-funded improvements if a project is located at a Millbrae gateway, design, finance, and construct monument signs at the entrances to the city on each end of El Camino Real.	ED-6.5	Community Development		■				



# 5 Recreation, Arts, and Culture Element

Millbrae is dedicated to promoting an active and healthy community that supports an excellent quality of life. The City places a high value on parks and recreation, and is committed to the protection and growth of its urban tree canopy. The City is also home to significant historical and cultural resources that enrich the lives of residents and visitors. This Element addresses the support for and enhancement of recreation, arts, and culture in Millbrae.

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## 5.1 Parks and Recreation

The City provides high-quality parks, open space, and recreation activities that help residents lead healthier, happier lives. Millbrae's public parks provide space for leisure and recreation, including barbeque pits, a fitness court, a skate park, basketball courts, a sand volleyball court, tennis courts, pedestrian trails, and a horseshoe pit, among other amenities. The City also offers a wide variety of recreational programs for children, teens, adults, and seniors that encompass early childhood development, academic enrichment, arts and crafts, summer programming, as well as sports and fitness. Policies in this section provide for the continued enhancement of parks and recreation facilities to meet the needs of existing and future residents, and ensure the City meets its General Plan standard of three acres of developed parkland per 1,000 residents.

The City Council adopted a Parks and Facilities Inventory, Analysis and Recommendations Report in February 2022. The purpose of this report is to provide an inventory, analysis and set of recommendations for current City-owned parkland and open space. This includes park and open space facility size, condition, necessary and suggested repairs or upgrades, and associated costs. The report reviews only City-owned parks and open space facilities and does not include school facilities (which are dealt with under separate agency agreements) or unimproved open spaces (which are considered wildlands). According to the analysis, the city currently has 47.1 acres of developed parkland and open space, 7.3 acres of undeveloped parkland, and 26.4 acres of undeveloped open space. Residents also enjoy the recreational opportunities provided by the 93-acre County-owned Junipero Serra Park, of which 15 acres are located within the City's limits, and by several significant privately-owned recreational facilities in the City, including the 103-acre Green Hills Country Club golf course. The City currently has 2.1 acres of developed parkland per 1,000 residents, which is below the City's General Plan standard of 3.0 acres of developed parkland per 1,000 residents.

**RAC-1** *Provide high-quality, well-maintained, diversified, and accessible parks, open space, and recreational opportunities for all Millbrae residents.*

### **RAC-1.1 Parks, Recreation and Open Space Master Plan**

The City shall develop and implement a parks, recreation, and open space master plan, consistent with the Parks and Facilities Inventory, Analysis and Recommendations Report. This will provide clear guidance and recommendations on how to meet the demands for future recreational, programming, environmental, and maintenance needs, as well as establish priorities for future park, recreation and open space renovations and facility improvements. The plan shall also evaluate demand for dog exercise and aquatic facilities and provide recommendations. [MPSP]

**RAC-1.2 Park Acquisition Plan**

The City shall develop and implement a Park Acquisition Plan to provide a plan to acquire and/or improve existing undeveloped parkland in the City to maintain the General Plan standard of three acres of developed parkland per 1,000 residents. [MPSP]

**RAC-1.3 Diversified Recreational Activities**

The City shall continue to encourage the provision of recreational activities for people, as well as their dogs, of all ability levels, consistent with the changing Millbrae demographics. [SO/JP/PSR]

**RAC-1.4 New and Expanded Recreation Facilities**

The City shall pursue opportunities through public and private means for developing new, modern recreational facilities and/or expanding and enhancing existing recreation facilities. [FB/IGC/JP]

**RAC-1.5 Community Partnerships**

The City shall continue to coordinate with local school districts in the joint use of school recreational facilities, as well as pursue partnerships with other agencies, community groups, and organizations. [IGC/JP]

**RAC-1.6 Impact Fees and Park Dedication Requirements for Residential Development Projects**

The City shall continue to require new residential development to pay the City's Development Impact Fee for Park Acquisition and Facilities and Recreation Services. The purpose of the Park Acquisition and Facilities Fee is to acquire new parkland and to fund park facilities required to serve new development in the City to maintain the General Plan standard of three acres of developed parkland per 1,000 residents. The Recreation Services fee is to fund new development's share of planned new recreation facilities or improvements to existing recreation facilities. The City shall also continue to require all residential subdivisions dedicate land, pay a fee in lieu thereof, or both, at the option of the city, for park or recreational purposes according to the most recent adopted standards and impact fees. [RDR]

**RAC-1.7 Park Facility Inspection and Maintenance**

The City shall continue regular inspection and maintenance of park facilities to prolong the life of equipment, ensure safety and accessibility, and enhance the enjoyment of park users. When problems and deficiencies are identified, the City shall ensure that park and recreation facility maintenance is performed in a timely manner. [SO]

**RAC-1.8 New Park Facility Design**

When designing new or renovations to existing park and recreation facilities or open space facilities, the City shall ensure the designs consider sustainable features, safety, stormwater facilities, lighting, ADA access, water sources, and that the City considers long-term maintenance needs, including needs for future staff and equipment. Open spaces and parks should incorporate sustainability measures, such as including native plant species, drought tolerant plants that require minimal irrigation, permeable paving, solar-powered lighting, and other similar features. [SO/RDR]

**RAC-1.9 Community Involvement**

The City shall continue to encourage community organizations and private citizens to be involved in the planning, programming, maintenance, and enhancement of public parks and open spaces to supplement the City's ongoing park maintenance program. [PI]

**RAC-1.10 Spur Trail Property Improvements**

The City shall complete and enhance the function of the Spur Trail Property as an open space and recreational amenity by improving additional landscaping, trails, benches, ADA access, lighting, stormwater management facilities, water fountains, access for emergency response and maintenance, safety, and related features. [SO]

**RAC-1.11 Recreation User Feedback**

The City shall encourage feedback from recreation program participants, facility users, and the general community through ongoing surveys that the City summarizes annually to improve service, programs, and activities. [SO]

## 5.2 Historic Resources

There are two places in Millbrae that are currently designated as historic. They are the site of the 1769 Portolá Expedition Camp (California Historical Landmark No. 27) and the Southern Pacific Railway Depot at 21 E. Millbrae Avenue (National Register of Historic Places No. 78000770). In addition, the Millbrae Historical Society has identified ten historically significant sites and 11 points of interest in the city and has marked the historically significant sites with plaques. The goal and policies in this section strive to help preserve and protect Millbrae's historic sites and structures.

**RAC-2** *Identify and preserve historic districts and structures to help define Millbrae's identity and character, enhance the built environment, and contribute to economic development.*

**RAC-2.1 Historic Resource Inventory**

The City shall prepare and maintain an inventory of sites and structures of historical significance and evaluate the establishment of Historic Resource Districts. [PSR]

**RAC-2.2 New Development near Historic Structures**

The City shall encourage new development to complement the character of nearby historic structures. [RDR]

**RAC-2.3 Historical and Archaeological Resource Preservation**

The City shall strive to prevent destruction of significant historical and archaeological resources through review as part of the CEQA process. [RDR]

**RAC-2.4 Historic Structure Preservation**

The City shall strive to provision of incentives (such as the State Historical Building Code) for the preservation, restoration, and adaptive reuse of qualifying historic structures that are threatened with demolition or degradation. [RDR]

**RAC-2.5 Adaptive Reuse**

The City shall maintain flexible land use standards to allow the adaptive reuse of historic buildings to preserve their original design and character, consistent with the Secretary of the Interior's Standards for the Treatment of Historic Properties. [RDR]

**RAC-2.6 Historic Resource Protection**

The City shall apply the Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings where required to adequately protect and preserve historic resources. [RDR]

## 5.3 Urban Forest

Millbrae is known as a community that values its urban forest, which includes street trees, trees in parks, trees in open space areas, and trees on private property. Since 1994, the Arbor Day Foundation has recognized Millbrae as a Tree City USA community. Tree-lined streets are an important component of the City's visual character, particularly in the lower portion of the City near downtown. Street trees establish a rhythm and rich visual appeal along the street, which enhance the desirability of the neighborhood. Extensive tree canopies also reduce the urban heat island effect and make sidewalks more pleasant places to walk.

The most recent comprehensive data on the status of Millbrae's urban forest is from the City's Tree Inventory and Management Report, which was prepared in 1992. The goal and policies in this section strive to protect and enhance Millbrae's urban forest.

**RAC-3** *Maintain, restore, and increase the existing trees and enhance the urban tree canopy into the future.*

**RAC-3.1 Grow the Urban Forest**

The City shall update the City's Tree Inventory and Management Report and adopt an associated implementation plan to support opportunities to grow the urban forest by planting new trees, managing and caring for publicly-owned trees, and working to retain healthy trees. [JP/IGC]

**RAC-3.2 Reduce Urban Forest Loss**

The City shall support the identification and removal of aging or diseased trees near the end of their lifespan to prevent potential hazards and should support succession plantings to reduce net loss to the urban forest. [PSR/IGC/PI]

**RAC-3.3 New Funding Sources**

The City shall explore new and innovative funding sources for tree planting and maintenance. [FB]

**RAC-3.4 Tree City USA Designation**

The City shall strive to maintain its status as a Tree City USA community by continuing to meet the program's requirements. [SO]

**RAC-3.5 City Tree Regulations**

The City shall update the Tree Protection and Urban Forestry Program Ordinance to include provisions for the protection of trees on private property. [PSR, SO]

**RAC-3.6 Street Trees**

The City shall require new street trees as part of new development or other discretionary applications. (Source: New Policy) [RDR]

## 5.4 Cultural Resources

Cultural resources are places, features, or objects of importance to Native Americans. Cultural sites, structures, infrastructure, objects, and resources are reminders of the City's unique heritage and its place in the development of the Peninsula and state. This section is designed to cultivate cultural resource management programs that identify and protect these resources, consistent with the State and Federal preservation programs.

**RAC-4** *Identify and preserve sites and structures of cultural significance to strengthen City identity, encourage appreciation for history and culture, and contribute to economic vitality.*

**RAC-4.1 Native American Cultural Resource Protection**

The City shall require the preservation and protection of Native American cultural resources, sacred sites, places, features, and objects, including historic or prehistoric ruins, burial grounds, cemeteries, and ceremonial sites, and shall ensure appropriate treatment of Native American and other human remains discovered during a project. [RDR]

**RAC-4.2 Tribal Consultation**

The City shall continue to comply with applicable regulations and requirements by consulting with local California Native American tribes on potential disturbance, recovery, and preservation of tribal cultural resources. [RDR]

**RAC-4.3 Cultural Sites Inventory**

The City shall comply with State requirements to identify and maintain an inventory of sites and structures of cultural and architectural significance. [PSR]

## 5.5 Arts, Music, and Culture

Arts, music, and culture are central to community character and influence the way people experience a city and remember it. Arts, music, and culture also enhance the quality of life of the residents and can influence economic development and community health and safety. The policies in this section are designed to expand artistic, musical, and cultural programming in Downtown Millbrae to support businesses, draw visitors, and invoke civic pride.

### **RAC-5** *Support and enhance the availability and diversity of arts, music, and cultural amenities.*

#### **RAC-5.1** **Support Festivals and Events**

The City shall continue to support and attract festivals and events that benefit local businesses and strengthen the City image. [SO, JP]

#### **RAC-5.2** **Performing Arts Facility**

The City shall consider opportunities and feasibility of building a performing arts facility as a central location for cultural and social events and activities. [FB, PSR]

#### **RAC-5.3** **Private Recreation and Entertainment**

The City shall support complementary efforts to provide well-rounded and balanced cultural and recreational facilities by attracting private-sector recreation and entertainment to help meet the needs of Millbrae residents and attract visitors. [JP]

#### **RAC-5.4** **Cultural and Ethnic Programs**

The City shall continue to encourage cultural and ethnic programs and activities of local interest, including partnering with other organizations as appropriate. [IGC/JP]

#### **RAC-5.5** **La Serna Park Performances**

The City shall support small performances at the La Serena Park gazebo. [P]

## 5.6 Implementation Programs

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>A Parks, Recreation and Open Space Master Plan</b> The City shall prepare and update every five years a Parks, Recreation and Open Space Master Plan to provide clear guidance and recommendations on how to meet the demands for future recreational, programming, environmental, and maintenance needs, as well as establish priorities for future park, recreation and open space renovations and facility improvements. The plan shall also evaluate demand for dog exercise and aquatic facilities and provide recommendations. The City will use this plan as a basis for establishing park funding sources and preparing the City's Capital Improvement Program.	RAC-1.1 RAC-1.2 RAC-1.3	Recreation Public Works	■	■	■			■
<b>B Recreation Program Responsiveness</b> Based upon a periodic review of recreation user needs, the City shall expand and diversify recreation program offerings to address new, unmet, and inclusive recreation needs to allow for individuals of all ability levels and backgrounds to participate.	RAC-1.1 RAC-1.3	Recreation						■
<b>C City/Schools Joint Use Agreement</b> The City shall continue to implement a joint use agreement with the Millbrae Elementary School District for the shared use of their recreational facilities.	RAC-1.5	Recreation						■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>D Park Development Impact Fees and Dedication Requirements</b> The City shall review and update the park development impact fees and dedication requirements for new development, consistent with state law.	RAC-1.6	Recreation Community Development		■	■			■
<b>E Pedestrian Improvements</b> The City shall install, or require private development projects to install, the following improvements where appropriate to pedestrian walkways: benches, lighting, new landscaping, trash/recycling cans, and other street furnishings.	RAC-1.7 RAC-1.9	Public Works Recreation	■					■
<b>F Park and Playfield Inspections</b> The City shall perform and document monthly inspections of park amenities and infrastructure and inspect playfields during weekly maintenance.	RAC-1.7	Public Works						■
<b>G Park Acquisition Plan</b> The City shall develop and implement a Park Acquisition Plan to provide a plan to acquire and/or improve existing undeveloped parkland in the City to maintain the General Plan standard of three acres of improved parkland per 1,000 residents.	RAC-1.10	Recreation		■				
<b>H Recreation User Surveys</b> The City shall regularly survey recreation program participants, facility users, and the community to get feedback on the City's recreational facilities and programs. The City will summarize the results of the survey and make them publicly available.	RAC-1.11	Recreation						■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>I Historical Property Inventory</b> The City shall prepare an inventory of sites and structures of historical and archaeological significance consistent with the criteria outlined by the California Register of Historical Resources.	RAC-2.1	Community Development	■					
<b>J Protection of Historic Resources</b> The City shall review and amend, as necessary, City regulatory procedures and codes to ensure adequate recognition and protection of historic resources, including but not limited to objective standards for historic structures and adjacent development.	RAC-2.2 RAC-2.4 RAC-2.5 RAC-2.6	Community Development	■					■
<b>K Tree Management Plan</b> The City shall prepare and maintain a Street Tree Management Plan that includes an inventory of existing trees on public property (data on age, location, species, and condition of the City's street trees), outlines a maintenance strategy, plans for the succession and growth of the urban canopy, and identifies funding strategies.	RAC-3.1 RAC-3.2 RAC-3.3	Community Development  Public Works	■					
<b>L City's Tree Inventory and Management Report</b> The City shall update the Tree Inventory and Management Report.	RAC-3.1	Public Works	■					
<b>N Updated Tree Protection and Urban Forestry Ordinance</b>  The City shall update the Tree Protection and Urban Forestry Ordinance to include provisions for the protection of trees on private property.	RAC-3.5	Public Works	■					





Moste Grove Park

# 6 Natural Resource Conservation Element

Millbrae highly values its hillsides, creeks, seasonal emergent wetlands, and open space corridors. While most of Millbrae is developed, the City is committed to conserving and enhancing the remaining natural environment for present and future residents. The goals and policies in this Element address a variety of topics, including open space, habitat conservation, water resources, air quality, energy, waste reduction and recycling, and greenhouse gas (GHG) emissions reduction.

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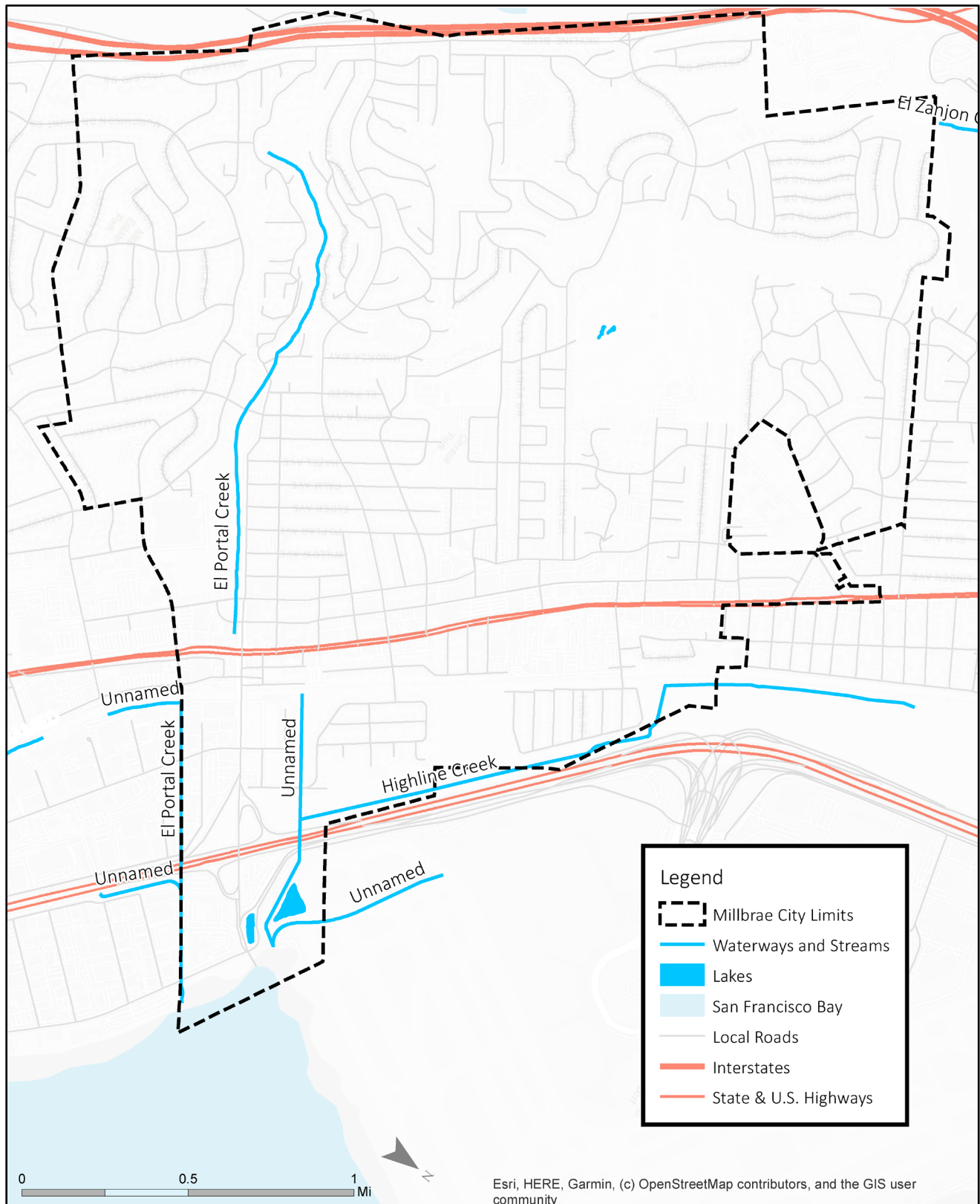
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6.1 Open Space and Habitat Conservation

Although Millbrae is largely developed with urban uses, there are still some remaining open space areas throughout the city that contain natural habitat. The primary open space resource in Millbrae is the approximately 49.2-acre Spur Property, which includes paved and unpaved trails, picnic tables, and benches. Approximately 21.7 acres the Spur Trail Property have been developed. In addition to the Spur Property, Junipero Serra County Park includes about 15 acres of open space with a riparian hiking trail within the northern portion of Millbrae. The County also manages the 15.3-mile Crystal Springs Regional Trail, which is comprised of three contiguous segments; the San Andreas segment is adjacent to the western edge of Millbrae. The San Andreas segment follows the eastern edge of the San Andreas Lake.

Natural habitat areas in the city include Junipero Serra County Park in the northwestern portion of the city, which offers potentially suitable habitat for special status species. Seasonal emergent wetlands located alongside Highway 101 at South Lomita Canal have documented occurrences of species such as the California Red-Legged Frog and San Francisco Garter Snake. Additionally, the estuarine wetlands and marine habitat of San Francisco Bay provide potential habitat for several special status species.

The policies in this section strive to protect, manage, and restore the city’s open space environments as natural resources and as areas for recreational and scenic enjoyment. This section also seeks to conserve habitats for a diverse array of animals and plants.

**Figure 6-1** Creeks and Waterways in Millbrae

**NRC-1** *Protect, enhance, and restore undeveloped open space areas and biological resources so they can be sustained and remain viable.*

**NRC-1.1 Open Space Preservation and Maintenance**

The City shall continue to preserve open space lands in the city, including scenic resources and environmentally-sensitive habitat areas, and maintain them as necessary to protect public health, safety, and welfare. [RDR, SO]

**NRC-1.2 Permanent Open Space Dedication**

The City shall require permanent dedication of open space areas with habitat, visual, recreational, or archaeological value as a condition of new development approval. These areas should be owned and maintained by private parties unless they are appropriate for use as trails or other public-access uses. [RDR]

**NRC-1.3 Open Space Resource Acquisition**

The City shall explore possible resources for public acquisition of parcels with high habitat, visual, archaeological, or recreational values, including State and public trust funds, leases for private open space use, and additional bond measures. [FB, PSR, IGC]

**NRC-1.4 Visual Easements**

The City shall use visual or public-access easements and building setbacks to protect open space resources while allowing new development on private parcels. [PSR]

**NRC-1.5 Collaboration for Open Space Acquisition**

The City shall work with non-profit organizations and other public agencies to acquire and maintain open space areas, perform creek restoration, and support other projects related to open space preservation. [FB, IGC]

**NRC-1.6 Open Space Funding**

The City shall work with local, regional, and State agencies, non-profit and community organizations, foundations, and grant sources to provide funding for open space land acquisition, maintenance, and programming. [FB, IGC]

**NRC-1.7 Open Space Improvement**

The City shall strive to ensure that any improvements to open space areas maintain the open space and do not adversely impact habitats, views, and other open space resources. [RDR]

**NRC-1.8 Open Space Access**

The City shall pursue public access to open space lands through the Tentative Map process to require dedications, easements, and other mechanisms in the Conditions of Approval for a project. [RDR]

**NRC-1.9 Open Space Access Maintenance**

The City shall maintain and improve access to open space areas by clearly delineating areas that are appropriate for public use and access and differentiating them from those areas to be protected from human disturbance. In areas where public use is appropriate, the City shall provide access points and accessible design features (e.g., trails and related facilities). [RDR, PSR, SO]

**NRC-1.10 Habitat Protection**

The City shall protect sensitive biological resources, including habitats of State and Federally designated sensitive, rare, threatened, and endangered plant, fish, and wildlife species from urban development and incompatible land uses through analysis in the CEQA and permitting process. If new development results in impacts to any of these resources, loss of habitat should be fully compensated on-site whenever it is feasible to do so. If off-site mitigation is necessary, it should occur within the city of Millbrae whenever it is feasible to do so. [RDR]

**NRC-1.11 Development Setbacks**

The City shall protect lands adjacent to sensitive habitat areas as public or private permanent open space through dedication or easements. The City shall ensure new development adjacent to such areas provides adequate building setbacks to buffer against potential impacts, with adequate access easements to allow for necessary open space maintenance. [RDR]

**NRC-1.12 Environmental Education**

The City shall promote opportunities for environmental education to encourage habitat conservation for residents, schools, and visitors. [PI]

**NRC-1.13 Highline Canal.**

The City shall support the designation of the Highline canal as a Habitat Conservation Plan area. [IGC]

## 6.2 Stormwater Quality

The quality and availability of the Bay Area's surface and groundwater resources are of vital importance to community health and ecosystem preservation. The most effective way to reduce the level of contamination from surface runoff is through the control of pollutants prior to their discharge to the drainage system. While the City does not divert or treat stormwater for beneficial reuse on a municipal level, the City conveys stormwater through three primary trunk lines before discharging into the San Francisco Bay. In the Station Area, the City is also directing new development to incorporate low impact development (LID) measures to manage stormwater runoff on-site and reduce flows into regional watersheds.

The Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) permit, issued by the San Francisco Bay Regional Water Quality Control Board (RWQCB), covers all of the municipalities in its jurisdiction and aims to reduce pollutant discharge via stormwater runoff. The City of Millbrae is a member of the San Mateo

Countywide Water Pollution Prevention Program (SMCWPPP), the program that monitors and ensures compliance with the Municipal Regional Permit (MRP). Much of the emphasis of stormwater quality management in the MRP is placed on protecting the water quality of San Francisco Bay itself. The goals and policies in this section focus on protecting valuable surface and groundwater resources.

## **NRC-2** *Improve water quality by protecting surface water resources and restoring creeks and rivers to their natural state.*

### **NRC-2.1 San Mateo Countywide Water Pollution Prevention Program**

The City shall continue to participate in the San Mateo Countywide Water Pollution Prevention Program. [IGC]

### **NRC-2.2 Storm Water National Pollutant Discharge Elimination System (NPDES)**

In coordination with the San Mateo City and County Association of Governments, the City shall continue to implement measures consistent with the Municipal Regional Stormwater NPDES Permit. [RDR, MPSP, IGC]

### **NRC-2.3 Best Management Practices to Reduce Water Pollution**

The City shall require implementation of Best Management Practices consistent with the Municipal Regional Stormwater NPDES Permit to reduce non-point source pollutants in the drainage system. [RDR]

### **NRC-2.4 Green Infrastructure**

The City shall ensure all new developments implement green infrastructure, per the City's Green Infrastructure Plan, adopted by City Council in September 2019. Development, including public improvement projects, shall include "green" stormwater collection and treatment and employ Low Impact Development (LID) features that minimize surface water runoff and pollutants. LID features may include bioretention systems, swales, green roofs, infiltration systems, and permeable pavers. [RDR, IGC]

## **6.3 Water Conservation**

Adequate water is essential to enriching community health and preserving the ecosystem. Water for the city of Millbrae is provided by the San Francisco Public Utilities Commission (SFPUC), which is sourced almost exclusively from surface water and a small percentage from groundwater resources. Reducing water consumption through efficiency and conservation is essential to assuring future supply. The Water Conservation Act (SB X7-7) required all water suppliers to increase water use efficiency to reduce per capita urban water use by 20 percent by December 31, 2020.

In May 2021, the City of Millbrae, adopted the 2020 Urban Water Management Plan (UWMP) and Water Shortage Contingency Plan. An Urban Water Management Plan is required for municipalities that are considered an urban water supplier. An urban water supplier as defined in the California Water Code (CWC), is one that supplies water to either 3,000 customers or supplies a total annual volume more than 3,000 acre-feet per year. As of the fiscal year 2020, the City of Millbrae supplied water to 6,591 municipal water connections, and therefore the City is required to complete an Urban Water Management Plan. The UWMP include an in-depth analysis of the local water system, the existing capacity and consumption in the City, and projection on future usage and capacity. As required by State law, the UWMP also includes a Water Shortage Contingency Plan that outline the steps if the City faces a water shortage emergency. In order to assist the City with implementing the UWMP, the California Department of Water Resources (DWR) has developed the 2020 Urban Water Management Plans Guidebook for Urban Water Suppliers. The guidebook presents a recommended structure for agencies to complete their UWMP, which is the structure used in the Plan.

In addition to water conservation, the City shall consider opportunities to develop recycled or graywater infrastructure and systems throughout the city. Graywater systems should be consistent with the Residential "Graywater Ready" Ordinance which measures are included in the 2020 Climate Action Plan (Climate Action Plan). This section identifies methods for conserving water for future generations.

### **NRC-3** *Conserve water resources to provide for long-term community water needs.*

#### **NRC-3.1** **Water Conservation**

The City shall require water conservation in existing and new development consistent with Urban Water Management Plan (UWMP) and continue to work with the Bay Area Water Supply and Conservation Agency (BAWSCA) on a regional approach to water conservation. The City will implement cost-effective conservation strategies and programs that increase water use efficiency, including providing incentives for adoption of water-efficiency measures. [RDR, SO, IGC]

#### **NRC-3.2** **Indoor Water Use**

The City shall require project applicants to comply with the California Green Building Standards Code (CALGreen) regulations to conserve indoor water use. [RDR]

#### **NRC-3.3** **Water Efficient Landscaping**

The City shall continue to require that new or retrofitted landscapes comply with the current Water Efficient Landscape Ordinance (WELO). [RDR]

#### **NRC-3.4** **Recycled Water**

The City shall encourage the use of recycled water for parks and private landscapes when available and encourage greywater ready construction. [RDR, SO]

**NRC-3.5 Recycled Water Feasibility**

The City shall continue to pursue recycled water treatment facilities and implement a recycled water facility and program when financially feasible. The City shall require new development citywide to install “purple pipe” infrastructure both onsite and in the streets fronting the project site for future use of recycled water when available. [MPSP, RDR]

**NRC-3.6 Water Efficiency Education**

The City shall continue to work with BAWSCA, the SFPUC and other regional partners to host community workshops that educate residents and business owners about reducing water consumption through efficiency and conservation, including promoting existing and new rebate programs for water efficient appliances, fixtures and drought tolerant landscape. [JP, PI]

**NRC-3.7 Storm Water National Pollutant Discharge Elimination System (NPDES)**

In coordination with the San Mateo City and County Association of Governments, the City shall continue to implement measures consistent with the Municipal Regional Stormwater NPDES Permit. [RDR, MPSP, IGC]

**NRC-3.8 Water Quality Monitoring**

The City shall regularly measure and monitor water quality in Millbrae’s surface water to ensure maintenance of high-quality water for consumption. [PSR, SO]

## 6.4 Air Quality

Air quality is described in terms of the concentration of various pollutants in the atmosphere for a specific location. Air quality conditions are a function of the type and amount of air pollutants emitted into the atmosphere, the size and topography of the regional air basin, and the prevailing weather conditions. Air quality influences public health, the economy, and quality of life. Air pollutants have the potential to adversely impact public health, the production and quality of agricultural crops, native vegetation, visibility, buildings, and other structures.

Air quality within the city of Millbrae is typically moderate to good. However, the city of Millbrae is located in the San Francisco Bay Area Air Basin (SFBAAB), which is currently designated as a nonattainment area for a number of different types of air pollutants (including ozone and various forms of particulate matter) under California and National ambient air quality standards (CAAQS and NAAQS). As population increases and the city and region grow, the city could become burdened by additional air pollution.

**NRC-4** *Reduce emissions of criteria air pollutants and reduce exposure to toxic air contaminants and fine particulate matter to improve regional air quality and protect the health of Millbrae residents.*

**NRC-4.1 Ambient Air Quality Standards**

The City shall continue to work with the California Air Resources Board and the Bay Area Air Quality Management District (BAAQMD) to meet State and Federal ambient air quality standards. [IGC]

**NRC-4.2 Reduce Construction and Operational Emissions**

The City shall require new development projects to incorporate design or operational features that reduce construction and operational emissions of reactive organic gases (ROG), nitrogen oxides (NOX), and particulate matter (PM10 and PM2.5) to a less than significant level. [RDR]

**NRC-4.3 Minimize Sensitive Receptor Exposure**

The City shall work with BAAQMD to evaluate exposure of sensitive receptors to odors, toxic air contaminants (TAC), and fine particulate matter (PM2.5). The City shall also require new development to implement applicable best management practices that will limit exposure of new sensitive receptors to a less than significant level (e.g., daycare facilities, elderly housing, and convalescent facilities). [RDR, IGC]

**NRC-4.4 Preferences for Reduced-Emission Equipment**

The City shall give preference to contractors using reduced-emission equipment for City construction projects and contracts for services (e.g., garbage collection), as well as businesses that practice sustainable operations. [SO]

**NRC-4.5 Air Pollution Education**

The City shall continue to work with the BAAQMD to educate residents about the health effects of air pollution and continue to support and promote the BAAQMD's Spare the Air Day alerts program to inform residents about actions they can take to help improve air quality and reduce GHG emissions, including replacing wood burning fireplaces and stoves with cleaner alternatives. [IGC/PI]

## 6.5 Energy

Efficient energy use and shifting to renewable energy sources are essential to supporting a sustainable environment. Because a large portion of energy use depends on fossil fuels that contribute to GHG emissions, a decrease in overall energy use and an increased use of renewable energy sources, such as solar on residential and institutional development, will result in GHG emissions reductions and help the City in meeting its GHG emissions reduction goals. Reducing fossil fuel use will also help to improve air quality. Local governments can contribute to a more sustainable energy future by reducing energy usage, increasing the efficiency of energy use in buildings and

infrastructure, shifting to renewable energy sources, and planning land uses to reduce vehicle miles travelled (VMT). This section focuses on sustainable energy to support a healthy environment for existing and future residents. In addition to providing policy and implementation direction for climate related issues, the 2020 Climate Action Plan (Climate Action Plan) also seeks to reduce energy consumption and overall conservation.

## **NRC-5** *Increase renewable energy resource use and encourage energy efficiency practices to reduce community energy use.*

### **NRC-5.1** **Energy Efficient Practices and Operations**

The City shall promote the efficient energy use in the design, construction, maintenance, and operation of public and private facilities, infrastructure, and equipment. [SO, PI]

### **NRC-5.2** **Reduce Heat Island Effect**

The City shall encourage efforts and continually evaluate sustainable measures that reduce the heat island effect, reduce energy consumption, and contribute to carbon mitigation including the planting of trees and other vegetation and installation of cool roofs. [PSR, SO]

### **NRC-5.3** **Zero Net Energy Building**

The City shall support opportunities to achieve zero net energy use for new buildings or the retrofitting of existing buildings in accordance with State laws and encourage existing buildings to achieve energy efficiencies. [RDR, PI]

### **NRC-5.4** **Renewable Energy Sourcing and Storage**

The City shall encourage and support the generation, transmission, use, and storage of renewable energy and continue its participation and support for Peninsula Clean Energy. [ICG, JP]

### **NRC-5.5** **Electric Vehicles**

The City shall encourage and support expanding Electric Vehicle (EV) charging stations and the purchase of electric vehicles. [RDR, SO]

### **NRC-5.6** **Green Building Ordinance**

The City shall adopt and apply the most recent Green Building Standards Code (CALGreen) to new municipal, commercial, and residential structures, remodels, and additions. The City shall also consider updates for additional “reach code” mandatory requirements for new development, such as solar hot water systems or cool roofs. [PSR]

### **NRC-5.7** **Energy Efficient Municipal Buildings**

The City shall consider CALGreen Tier 1 energy performance, along with LEED Silver or Gold equivalent status for new municipal buildings to maximize energy efficiency. [PSR, SO]

**NRC-5.8 Energy Efficiency Education**

The City shall continue to work with energy utilities and regional partners to educate residents and business owners about renewable energy and energy efficiency, including available programs and incentives, and strategies to help residents and business owners reduce their energy demand and energy-related GHG emissions. [IGC, JP]

**NRC-5.9 Energy Retrofit Incentives and Rebates**

The City shall promote participation in residential and commercial energy efficiency programs, including BayREN's programs, San Mateo County Energy Watch and PG&E's or Peninsula Clean Energy's efficient appliance rebates. [PI]

**NRC-5.10 Energy Audits**

The City shall encourage residential and commercial energy audits. [RDR]

**NRC-5.11 Transportation Energy Use Reduction**

The City shall encourage smart development, infill development, transportation demand management, and programs which support alternative modes of transportation, including the City's partnership with Commute.org. [IGC, PI]

## 6.6 Waste Reduction and Recycling

The City of Millbrae provides solid waste and organic materials collection, recycling, composting, and disposal services through an exclusive franchise agreement with the South San Francisco Scavenger Company (SSFSC). The City has had a long-term interest and commitment in reducing waste and providing for increased recycling opportunities because these efforts reduce GHG emissions through energy savings and reduce the need for landfills. The goal and policies in this section support the reduction and diversion of waste from landfills by promoting more waste reduction and recycling in downtown Millbrae, schools, and businesses.

**NRC-6** *Reduce solid waste generation, increase recycling and composting, and provide for the adequate collection and disposal of solid waste.*

**NRC-6.1 Solid Waste Diversion and Recycling**

The City shall encourage increased community participation in recycling and composting programs and weekly collection of recyclables and organic waste to achieve set diversion goals consistent with governing law. [PI]

**NRC-6.2 Construction and Demolition Waste**

The City shall continue to require all developments to comply with the current CALGreen requirements for construction and demolition waste diversion. [RDR]

**NRC-6.3 Integrated Waste Management**

The City shall continue to implement the AB 939 Integrated Waste Management Plan to meet the waste diversion requirements of the California Integrated Waste Management Act (AB 939) and related legislation. [MPSP]

**NRC-6.4 Sustainable Purchasing Policy**

The City shall prioritize purchasing products that are made with postconsumer recycled content; are recyclable, compostable, or reusable; are less toxic than conventional goods; are manufactured locally; and are fairly traded. [SO]

**NRC-6.5 Solid Waste Diversion Ordinances**

The City shall continue to implement the Disposable Food Service Ware Ordinance (Adopted February 23, 2021) and the Single-Use Carryout Bag Ordinance (adopted in 2012) to divert and reduce solid waste and single-use plastics. [SO]

**NRC-6.6 Waste Management Services**

The City shall continue to contract waste management services to provide quality and cost-effective solid waste removal throughout the city and require all residents and businesses to comply with solid waste collection service requirements. [SO]

**NRC-6.7 Bay Area Green Business Program**

The City shall continue to participate in the Bay Area Green Business Program that allows businesses to brand themselves as green by following sustainable practices. [MPSP]

**NRC-6.8 Waste Education**

The City shall continue to provide programs to educate residents about waste reduction, proper waste disposal practices and strategies to help residents and businesses reduce waste. [PI]

**NRC-6.9      Organic Waste and Reduction**

The City shall require all new development to comply with Chapter 6.45 Regulating Mandatory Organic Waste Disposal Reduction and (2) Section 2.20.150 to Chapter 2.20 Purchasing System, regarding procurement of recovered organic waste products to comply with Senate Bill 1383, California's Short-Lived Climate Pollutants Reduction Act (2016). [RDR]

**NRC-6.10      Zero Construction Waste**

The City shall require new construction to have zero waste plans that include landfill, organics, and paper cans/bottles. [RDR]

**6.7            Greenhouse Gas Reduction**

Greenhouse gas emissions contribute to climate change, which can have a local and global effect on weather, air quality, and food production. In 2005, California adopted Executive Order S-3-05 set forth a long-term goal of reducing California's statewide GHG emissions to 80 percent below 1990 levels by 2050. In 2006, Assembly Bill 32 (AB 32) set forth a specific near-term target of reducing statewide emission levels to 1990 levels by 2020. In 2016, Senate Bill 32 (SB 32) set a new statewide target to reduce emissions further to 40 percent below 1990 levels by 2030. Cities and counties are encouraged to adopt GHG emissions reduction targets to do their part in helping to achieve these statewide goals.

The City Council adopted GHG emissions reduction targets consistent with AB 32 and Executive Order S-3-05 in 2009, which include targets that span mid-term and long-term time frames for municipal operations and communitywide for a 15 percent reduction from 2005 levels by 2020 and a 76 percent reduction over the 30 years between 2020 and 2050, to reach an 80 percent target by 2050. The Climate Action Plan sets an interim GHG reduction target of 49 percent below 2005 levels by 2030 in line with SB 32. Because the City is using 2005 as the baseline, the emissions reduction target is 49 percent rather than 40 percent.

The Millbrae Climate Action Plan (Climate Action Plan) is the primary tool that the City will use to meet GHG reduction targets. The Millbrae Climate Action Plan outlines the City's plan to reduce GHG emissions from local sources and climate adaptation strategies. The General Plan supports the Millbrae Climate Action Plan and identifies a wide-range of policies that will guide the Climate Action Plan's strategies and measures to reduce GHG emissions.

The purpose of this section is to set the GHG emissions reductions targets for community and municipal emissions. This section also contains policies to decrease automobile trips to reduce vehicle miles traveled (VMT). Additionally, the Energy section in this element focuses on improving energy efficiency to reduce the use of and reliance on energy sources that produce GHG emissions in the city. Other elements of the General Plan also contain policies that will contribute to GHG reductions. The overall approach of the Land Use Element is to place new development within walking or biking distance of the Millbrae Station or El Camino Real transit corridor, which will reduce VMT.

The Mobility Element contains policies that encourage walking and biking, and measures to reduce traffic congestion and VMT. Finally, the Health, Safety, and Quality of Life Element contains policies to adapt to the impacts of global climate change, including sea level rise.

## **NRC-7** *Strengthen efforts to reduce greenhouse gas emissions from local sources to combat global climate change.*

### **NRC-7.1** **City Trip Reduction**

The City shall promote reduced idling, trip reduction, routing for efficiency, and the use of public transportation, carpooling, telecommuting, alternative scheduling, and alternate modes of transportation for operating City departments and City employees. [SO/PI]

### **NRC-7.2** **City Vehicle Replacement**

When replacing vehicles, the City shall purchase zero-emission vehicles, if a zero-emission vehicle is feasible based on use, for the City's fleet and use renewable fuel sources, such as bio-diesel for trucks and heavy equipment. If a zero-emission or renewable fuel vehicle is not feasible based on use, then the City shall consider a hybrid or fuel-efficient vehicle. [SO]

### **NRC-7.3** **Climate Action Plan Compliance**

The City shall require all new development to comply with relevant Climate Action Plan strategies and measures. [RDR]

## **6.8** **Implementation Programs**

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>A</b> Creek Daylighting and Restoration Study The City shall prepare a Creek Daylighting and Restoration Study that will identify specific actions to maintain and restore creeks and streams to a more natural state. Based on findings from the Study, the City shall prepare and submit recommendations to the City Council on priority actions to maintain and restore creeks and streams.	NRC-1.6 NRC-1.11	Public Works	■					

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>B</b> Urban Water Management Plan The City shall review and update the Urban Water Management Plan every five years, as required by the Urban Water Management Planning Act.	NRC-2.3 NRC-2.4	Public Works		■	■			
<b>C</b> Green Infrastructure Plan The City shall implement and update (as needed) the Green Infrastructure Plan, adopted by City Council in September 2019, in accordance with Provision C.3.J of the Municipal Regional Permit that describes how the City will evaluate and shift toward green infrastructure over time.	NRC-2.4	Public Works	■					
<b>D</b> Energy Conservation Ordinance The City shall prepare an Energy Conservation Ordinance for residential and commercial development. The Ordinance shall include minimum energy efficiency and water efficiency standards at the time of building sale.	NRC-5.1 NRC-5.7 NRC-5.9	Public Works  Community Development	■					
<b>E</b> Streetlight Retrofit The City shall continue to retrofit streetlights with light-emitting diode (LED) fixtures for energy efficiency and reduced maintenance.	NRC-5.1	Public Works						■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>F</b> City Building Audits and Reports The City shall conduct an energy efficiency audit of City-owned buildings every five years to identify opportunities for efficiency improvements from both operations and equipment upgrades. The City shall prepare and submit a report to the City Council that summarizes the results of the audit and makes recommendations for improvements that will improve energy efficiency.	NRC-5.7	Public Works		■	■			
<b>G</b> Energy Information and Outreach The City shall continue its public information campaign to encourage energy conservation through energy conservation and renewable energy programs, including the PG&E Commercial Energy Efficiency Programs, the PACE Program, and the Small Residential Rooftop Solar Energy Systems Readiness Ordinance.	NRC-5.8	Public Works Community Development						■
<b>H</b> Recycling and Composting Information The City shall continue to implement a public information campaign to inform all Millbrae residents and businesses about recycling and composting opportunities.	NRC-6.1 NRC-6.8	Public Works						■
<b>I</b> Integrated Waste Management Plan The City shall continue to implement the state Integrated Waste Management Plan to meet the waste diversion requirements of all applicable laws.	NRC-6.3	Public Works						■

Programs	Implements Which Policy(ies)	Responsible	2022 – 2024	2025 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>J</b> Sustainable Purchasing Procedures The City shall revise and thereafter periodically review Administrative Standard Procedures to strengthen sustainable purchasing procedures.	NRC-6.4	Public Works	■					■
<b>K</b> Maintain GHG Emissions Inventory The City shall review and update the GHG emissions inventory for municipal and communitywide GHG emissions every five years.	NRC-7	Public Works		■	■			■
<b>L</b> Climate Action Plan The City shall review, and update Climate Action Plan that establishes strategies to reduce GHG emissions every five years. Climate Action Plan implementation shall include adopting the following ordinances: <ul style="list-style-type: none"> <li>• Latest CALGreen Code;</li> <li>• Local amendments to implement “Reach Codes.”</li> </ul>	NRC-7.1	Public Works		■	■			



## 7 Health, Safety, and Hazardous Materials Element

Ensuring public safety and resiliency is essential to the future of any city. Millbrae is susceptible to the effects of natural and man-made disasters, which can jeopardize the welfare of the city and compromise the overall public health and safety of its residents. Climate change has increased the magnitude of natural disasters, including increased frequency of wildfire, floods, and earthquakes. Manmade hazards such as crime, aircraft hazards, or hazardous materials also pose a threat to residents, and impacts from excessive noise can affect overall well-being. While it is unrealistic to avoid many of these hazards, there are ways to educate, prepare, and mitigate the potential impacts to reduce the loss of property and life. The Health, Safety and Hazardous Materials Element establishes goals, policies, and programs that address the potential for disasters that will affect Millbrae and provides guidance on how to minimize impacts on the community.

In fall of 2021 the City of Millbrae approved the 2021 San Mateo County Multijurisdictional Local Hazard Mitigation Plan (LHMP), which was an update to the 2016 Plan. The LHMP identifies mitigation measures to reduce the risks posed by potential hazards and to strengthen community resilience. This plan include a City of Millbrae specific annex . The Health, Safety and Hazardous Materials Element is integrated with its Local Hazard Mitigation Plan,

ensuring a coordinated approach to public safety and qualifying the City for additional funding opportunities (consistent with California Government Code Section 65302.6).

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## 7.1 Community Health and Quality of Life

Neighborhood conditions can have a profound impact on one's health and life expectancy. Where people live greatly determines their access to resources that enable them to be healthy—such as safe streets, nutritious foods, quality housing, and access to healthcare. A healthy community promotes a positive physical, social, and economic environment that supports the overall well-being of its residents. Planning decisions about land use, mobility, and urban design can have a strong impact on an individual's transportation choices, housing options, and social interactions. These decisions can improve physical and mental health by providing opportunities for physical activity, providing access to nutritious food, or enabling social interaction with neighbors on a regular basis.

Millbrae is distinguished by residents, business owners, and community members for its high quality of life. Millbrae outperforms countywide and statewide averages on many health and wellness indicators, including health insurance coverage rates, education attainment, and median household income. Millbrae residents also exhibit positive physical health indicators, including a lower obesity rate and a higher physical activity rate. Additionally, most of the schools within Millbrae city limits have school gardens, which promote healthy eating habits.

The City is committed to improving quality of life and increasing opportunities for residents to make healthy lifestyle choices. Policies in this section express the City's overarching commitment to healthy living and enhancing quality of life. Because of the broad and interdisciplinary nature of health issues, other elements of the General Plan contain goals and policies related to health and quality of life, including the Land Use and Community Character Element; Mobility Element; Economic Development Element; Recreation, Arts, and Culture Element; and the Natural Resource Conservation Element.

## **HSHM-1 *Improve the health of and quality of life for all Millbrae residents.***

### **HSHM-1.1 Health in All Policies**

The City shall prioritize the overall health of Millbrae residents in its strategies, programs, daily operations, and practices. [SO]

### **HSHM-1.2 Address Health Inequities**

The City shall address health inequities in Millbrae by striving to remove barriers to healthy living, avoiding disproportionate exposure to unhealthy living environments, and providing a high quality of life for all residents, regardless of income, age, or ethnicity. [MPSP]

### **HSHM-1.3 Physical Activity and the Built Environment**

The City shall support new developments or infrastructure improvements in existing neighborhoods that enable people to drive less and walk, bike, or take public transit more. [RDR]

### **HSHM-1.4 Smoking Ordinance**

The City shall continue to implement the smoking ordinance adopted by City Council July 2019 and effective January 1, 2020, that prohibits smoking in multifamily housing, within a 40-foot radius of any multifamily unit, and within any enclosed or unenclosed multifamily residence common area. Additional considerations to add to the smoking ordinance may include prohibiting smoking in outdoor dining areas, and within 20 feet of entryways to smoke-free buildings. [SO]

### **HSHM-1.5 Farmers' Markets**

The City shall continue to support farmers' markets in Millbrae. [SO]

### **HSHM-1.6 Recreation for Active Adults**

The City shall periodically assess recreational opportunities for active adults and modify programming to ensure that their needs are being met. [SO]

### **HSHM-1.7 Community Gardens**

The City shall encourage and support the creation and operation of a community gardening program. [JP]

### **HSHM-1.8 Blue Light Spectrums**

The City shall pursue installation of lighting systems that minimize the negative effects of blue light spectrums on animals and human beings. [SO]

## **7.2 Disaster Preparedness and Emergency Response**

The City of Millbrae is dedicated to preparing for natural and human-caused disasters. The 2021 Multi-Jurisdictional Local Hazard Mitigation Plan for San Mateo County establishes disaster mitigation priorities for the City to minimize the damage from natural disasters. The plan contains an overview of the planning process and community profile; a risk assessment of people, buildings, and infrastructure; and a mitigation strategy with recommended hazard

mitigation initiatives. The plan also identifies hazard mitigation strategies and goals that prepare the City for future disasters or emergencies, including: a capability assessment, integration with other planning initiatives, an assessment of vulnerabilities in Millbrae, and recommended actions. The policies in this section are designed to enhance disaster preparedness and emergency response for the city's residents and businesses.

## **HSHM-2** *Ensure government agencies, residents, and businesses are prepared for an effective response and recovery in the event of emergencies or disasters.*

### **HSHM-2.1 Emergency Response**

The City shall continue to provide essential emergency public services during natural catastrophes. [SO]

### **HSHM-2.2 Adequate Police and Fire Services**

The City shall continue to support the San Mateo County Sheriff's Department and the Central County Fire Department in maintaining adequate staffing, equipment, facilities, and resources to respond to any fire or other localized emergency within the city. [FB, SO, IGC]

### **HSHM-2.3 Critical Use Facilities**

The City shall ensure that critical use facilities that are important to protecting health and safety are designed or retrofitted to remain operational during an emergency or disaster. [FB, SO, IGC]

### **HSHM-2.4 Mutual Aid Agreements**

The City shall continue to participate in mutual aid agreements to ensure adequate response to major emergencies and disasters. [SO, IGC]

### **HSHM-2.5 Disaster Preparedness Training and Planning**

The City shall support disaster preparedness training and planning in cooperation with other public agencies and appropriate public-interest organizations to maintain peace and security of property following an emergency or disaster. [SO, IGC]

### **HSHM-2.6 Local Hazard Mitigation Plan**

The City shall support, maintain, and implement the San Mateo County and City-specific Hazard Mitigation Plan mitigation initiatives that promote resiliency to seismic hazards, wildfire threats, risks from electrical transmission systems, dam inundation from the SFPUC Watershed, sea level rise, and increased flooding as a result of climate change. [SO, MPSP, IGC]

### **HSHM-2.7 Disaster Awareness**

The City shall publicize disaster plans and promote resident preparedness for self-action in case of a major disaster or emergency. [PI]

**HSBM-2.8 Community Alert System**

The City shall continue to support San Mateo County's efforts to maintain and upgrade mass communications systems to effectively notify people during disasters and emergencies and shall encourage all residents and employees to participate in the SMC Alert program. [IGC]

**HSBM-2.9 High Occupancy Structures Emergency Plans**

The City shall require high occupancy structures to have emergency plans reviewed and approved by Central County Fire Department. [RDR]

**HSBM-2.10 Emergency Access and Evacuation Routes**

The City shall ensure that appropriate access for emergency services is provided to all areas of the City including the Spur Trail. The City shall evaluate evacuation routes to ensure the safe evacuation of neighborhoods, especially those with limited access or that use underpasses. Alleys that provide egress from rear exits must remain clear to provide unobstructed emergency ingress and egress and appropriate access for emergency services. [PSR, SO]

**HSBM-2.11 Evacuation Drills**

The City shall coordinate with the San Mateo County Sheriff's Department and the Central County Fire Department to conduct citywide evacuation drills, starting with canyon areas and narrow streets. [IGC]

## 7.3 Adaptation and Resiliency

The growing effects of climate change have increased the frequency and severity of natural disasters, including increased average annual temperatures, changes to precipitation patterns, increased frequency of extreme heat events, increased risk of wildfires, and decreased water availability. Among the range of potential climate change impacts on Millbrae, the city has the greatest risk to life and property from sea-level rise because of its location in the most vulnerable county in the Bay Area and its proximity to SFO. According to sea level rise projections Point Blue's Our Coast, Our Future (OCO) tool (Point Blue, 2016) in the 2018 San Mateo County Sea Level Rise Vulnerability Assessment (County Assessment), Millbrae has a high probability of sea level rise damage within the next 50 years. The baseline scenario in the County Assessment shows the possible extent of flooding with a 1 percent annual chance storm. The City has existing development standards intended to reduce damage from the 1 percent annual chance storm. Therefore, this Assessment focuses on preparing for the mid-level and high-end scenarios. The mid-level scenario shows the possible extent of flooding during a 1 percent chance annual storm plus 3.3 feet of sea level rise. The high-end scenario shows the possible extent of flooding during a 1 percent chance annual storm plus 6.6 feet of sea level rise. According to a comparison of climate models by OCO, these amounts of sea level rise could be seen between the years 2070 and 2100. As a result, critical infrastructure, such as roads, hospitals, schools, emergency facilities, wastewater treatment plants, power plants, and more in the Bay Area will be at increased risk of inundation, as will vast areas of wetlands and other natural ecosystems.

In July 2020 the Millbrae City Council reviewed the Sea Level Rise Adaptation Assessment (Assessment). The Assessment was a major step in expanding the understanding of sea level rise risks to the City, communicate these risks to the community, and plan for sea level rise by identifying potential mitigations, adaptation and hazard mitigation strategies. Several resources provided foundation for the Assessment including the FEMA Flood Insurance Study for understanding of risk of flooding from Sea Level Rise and San Francisco Estuary Institute's (SFEI) Bay Shoreline Adaptation Atlas (Adaptation Atlas [SFEI, 2019]) which identified a set of Operational Landscape Units to define the regional planning boundary and recommended adaptation measures. The Assessment provided recommendations to plan, fund, design and construct measures and move forward with local and regional stakeholder engagement. The intent of the Assessment is to provide tangible and achievable local and regional solutions to the threat of sea level rise through a series of mitigation strategies. Potential mitigations provided as a result of the Assessment fall into two main categories: shoreline protections that depend on regional collaboration and local protections that can be prioritized and executed by the City. The Assessment is the first step to identify opportunities to integrate recommended actions into existing or future City plans to fund and construct the necessary infrastructure to protect the City.

The City of Millbrae is committed to reducing GHG emissions and continuing the movement towards a more sustainable Millbrae. The City adopted the Climate Action Plan on October 27, 2020 to implement measures to reduce greenhouse gases through environmental leadership and stewardship of our local environment. The Climate Action Plan is designed to be a blueprint of our community's response to the challenges posed by climate change. The programs and policies described give Millbrae a viable path towards reducing emissions that, combined with emissions reductions resulting from countywide programs and State and regional policies, will meet the emissions reduction goals adopted by the City Council and established in Assembly Bill 32 and Senate Bill 32. The Plan offers ways to make homes more energy efficient and increase the amount of locally produced renewable energy. It recommends "smart" development patterns that emphasize vibrant neighborhoods and "complete streets" that allow people to go about their business on foot, by bicycle, or via public transportation. It provides transit solutions and offers ways to reduce waste that would otherwise go to landfills.

Finally, the Plan outlines measures that will continue to make municipal government operations an efficient and environmentally responsible organization. Sustainability is one of the guiding principles of this General Plan Update process. This section focuses on ways to adapt to climate change and make Millbrae more resilient throughout the coming decades.

### **HSHM-3 *Improve the sustainability and resiliency of the City through continued efforts to reduce the causes of and adapt to climate change.***

#### **HSHM-3.1 Reduce Climate Change Impacts**

The City shall support plans, standards, regulations, incentives, and investments to reduce the impacts of climate change as outlined in the 2020 Climate Action Plan. [RDR, MPSP, IGC]

**HSHM-3.2 Monitor Climate Change Risks**

The City shall monitor information from regional, State, and Federal agencies on the effects of climate change, including rising sea levels in the San Francisco Bay, to determine if the City should implement additional adaptation strategies. [PSR]

**HSHM-3.3 Climate Adaptation Collaboration**

The City shall continue to collaborate with local, regional, State, and Federal agencies; business and property owners; and residents to address and adapt to potential effects of climate change, particularly sea level rise. [IGC, JP]

**HSHM-3.4 Sea Level Rise**

The City shall establish standards that require new development projects to address sea level rise and flood risks that include the use of shoreline barriers, waterfront setback requirements, and minimum elevations for residential units. [RDR, PSR]

**HSHM-3.5 Earthquake Resiliency**

The City shall actively engage in planning methods and practices to address potential impacts from earthquakes. [MPSP]

**HSHM-3.6 Sustainable Building and Site Design Practices**

The City shall require new development to employ sustainable building and site design practices, consistent with California Green Building Standards Code (CALGreen) and the City of Millbrae Municipal Code Title 9 Buildings and Fire Regulations, Chapter 9.50 Energy Code and Chapter 9.35 Green Building Code including requirements for sustainable reach standards. [RDR]

**HSHM-3.7 Capital Improvements for Safety**

The City shall continue to give priority to capital improvement projects required to maintain an acceptable level of safety throughout the community and take measures to prevent damage to the City's infrastructure and emergency facilities resulting from natural hazards. [FB, SO].

**HSHM-3.8 Resiliency Through Development and Design**

The City shall require appropriate setback and building elevation requirements for properties located along the Bayshore, lagoons, and in other low-lying areas that are susceptible to the effects of sea level rise to support resiliency through design. [RDR]

## 7.4 Flooding

According to the Federal Emergency Management Agency (FEMA) flood insurance rate maps, approximately 33.77 acres of land in Millbrae is in a 100-year flood zone, which are areas that have a one percent probability of a flood occurring in a given year. This includes areas around Landing Lane and San Anselmo Avenue between Lomita Park Elementary School and Center Street. Immediately east of Landing Lane, a segment of the Bay Area Rapid Transit (BART) line is in the 100-year flood zone. In addition to these areas, the channels and culverts throughout the city

have a 100-year flood potential. Rising sea levels will increase flooding risk in low lying portions of Millbrae throughout the eastern portion of the city. The goal and policies in this section are intended to minimize the potential risks and damages associated with flooding.

#### **HSHM-4 *Protect life and minimize property damage from potential flooding.***

##### **HSHM-4.1 Flood Hazard Mitigation**

The City shall cooperate and coordinate with San Mateo County, SFO, and other jurisdictions and agencies involved in the mitigation of flood hazards from sea level rise and major flood events. [IGC]

##### **HSHM-4.2 FEMA Flood Insurance Rate Maps**

The City shall comply with Federal Emergency Management Agency (FEMA) to ensure that Federal Insurance Rate Maps correctly depict flood hazard areas. [MPSP]

##### **HSHM-4.3 Critical Facility Location**

The City shall strive to site critical public facilities, including hospitals and healthcare facilities, emergency shelters, police and fire stations, recreation center, schools, and emergency communications facilities outside of 100-year flood zones. [RDR]

##### **HSHM-4.4 Storm Drainage System**

The City shall continue to work with the San Mateo County Flood Control District to improve and upgrade the storm drainage system. The City shall consider integrating green infrastructure into the storm drainage system in accordance with the City's adopted Green Infrastructure Plan, particularly in downtown and along the El Camino Real corridor, to reduce stormwater runoff and to reduce the potential for flooding. [SO, IGC]

##### **HSHM-4.5 New Development in Floodplains**

The City shall implement Federal, State, and local requirements for new construction in floodplain areas to ensure that future flood risks to life and property are minimized. [RDR]

##### **HSHM-4.6 Rainwater Storage**

The City shall work with schools, churches, residents to store rainwater on the property and study creation of retention ponds on low and midlands to store rainwater. [JP]

## **7.5 Geologic and Seismic Hazards**

The ability to minimize risks associated with seismic and geologic hazards is essential to preserving life and property. The City of Millbrae is in the seismically active San Francisco Bay region, where earthquakes have historically represented a significant threat. There are four active faults in proximity to Millbrae. The greatest seismic risk is the San Andreas Fault, which is oriented northwest to southeast and lies within one mile of the western edge of the city limits. Further to the west of the San Andreas Fault, the San Gregorio Fault enters San Mateo County from the Pacific Ocean at Half Moon Bay, approximately nine miles southwest of Millbrae.

Approximately 16 miles east of Millbrae, the Hayward Fault transects the eastern portion of the Bay Area just east of Oakland and Hayward. East and south of the Hayward Fault is the Calaveras Fault that runs from approximately the city of Danville to the south toward the city of Hollister as close as 26 miles east of Millbrae.

The geologic and topographic character of an area determines its potential for landslides. Steep slopes, the extent of erosion, and the rock composition of a hillside can aid in predicting the probability of slope failure. Although Millbrae is not in a State designated earthquake induced landslide hazard zone, the ABAG Resilience Program has identified past landslides in the steeper slopes throughout the western portion of the city. Recent landslide events in Millbrae occurred in the steeper slopes of the western portion of the city as a result of heavy rainfall. The policies in this section promote community resiliency against potential seismic and soil erosion hazards.

## **HSBM-5 *Protect life and minimize property damage from potential seismic hazards and landslides.***

### **HSBM-5.1 Seismic Safety**

The City shall continue to maintain and enforce appropriate standards to ensure existing and new development is located, designed, and constructed to minimize the risk of loss of life and property from seismic hazards. [RDR]

### **HSBM-5.2 Residential Seismic Upgrades**

The City shall encourage owners of residential buildings with known structural defects such as unreinforced garage openings, “soft story” construction, unbolted foundations, and inadequate sheer walls to take steps to remedy the problem by retrofitting buildings to meet current life-safety engineering standards. [RDR]

### **HSBM-5.3 Seismic Modifications to Residential Facilities**

The City shall require that any residential use that is being increased by a specific threshold as defined in the Building Code shall conform to current Building Code seismic standards. [RDR]

### **HSBM-5.4 Geotechnical and Structural Analysis for Steep Slopes**

Prior to construction of a new building or addition, the City shall require a geotechnical report for construction on slopes, unless it is demonstrated to Building Official by the licensed professional of the structural design that a geotechnical report is unnecessary. [RDR]

### **HSBM-5.5 Infrastructure and Utilities**

The City shall require infrastructure and utility lines to be designed to withstand significant displacement in the event of a major earthquake in order to maintain and restore service. [RDR]

### **HSBM-5.6 Critical Facility Seismic Upgrade**

The City shall encourage seismic upgrades to critical public facilities, including hospitals and healthcare facilities, emergency shelters, police and fire stations, emergency communications facilities, and other important facilities that do not meet the most recent building code seismic

standards. Where upgrades are not economically feasible, the City shall encourage the relocation and/or reconstruction of facilities. [RDR, IGC]

#### **HSBM-5.7 City Facility Seismic Upgrade**

The City shall upgrade existing City facilities that do not meet the most recent existing building code seismic standards. Where upgrades are not economically feasible, the City shall consider the relocation and/or reconstruction of facilities. [SO]

#### **HSBM-5.8 Geotechnical Studies**

The City shall require special geotechnical studies for new construction or additions in areas where there is a known earthquake fault zone or geotechnical hazard, such as the Serra Fault. [RDR]

#### **HSBM-5.9 Bay Fill**

The City shall require new development on Bay fill to be protected against the effects of liquefaction and/or subsidence through proper building design and construction techniques. [RDR]

#### **HSBM-5.10 Soil Stabilization**

The City shall require projects in hillside areas that include land alteration or vegetation removal to prepare drainage and erosion control plans that show how the project will prevent soil erosion by retaining and replanting vegetation and siting development to minimize grading and landform alteration. [RDR]

#### **HSBM-5.11 Slope Protection**

The City shall require property owners to provide slope protection by retaining and replanting vegetation on their property, and to maintain v-ditches and other private drainage systems. The City shall provide information regarding appropriate native, drought tolerant, and fire-resistant plant species. [RDR/PI]

## **7.6 Aircraft Hazards**

The San Francisco International Airport (SFO) is a large, primary commercial service airport, owned and operated by the City and County of San Francisco. The Board of Directors of the City/County Association of Governments of San Mateo County, in its capacity as the San Mateo County Airport Land Use Commission (ALUC) adopted the Comprehensive Airport Land Use Compatibility Plan for the Environs of San Francisco International Airport (SFO ALUCP) on November 8, 2012. The SFO ALUCP provides land use policies, height limits, and recommendations for development in the areas surrounding San Francisco International Airport to ensure that development in the areas surrounding the airport are compatible with airport operations. The Plan area includes all of the City of Millbrae. Specifically with respect to land uses, the plan provides policies for the orderly development of the area surrounding SFO so as to prevent the creation of new noise and safety problems and ensuring that the land use compatibility policies fall within the level of acceptable risk considered to be a community norm in the environs of the Airport. The plan serves to protect the public health, safety, and welfare by the adoption of land use measures that minimize the public's exposure to excessive noise and safety hazards within areas around public airports to the extent that these

areas are not already devoted to incompatible uses. In accordance with the requirements of California Public Utilities Code Section 21676(b) a local agency General Plan, Zoning Ordinance and/or any affected specific plan must be consistent with the applicable airport/land use criteria in the relevant adopted ALUCP.

In recent years there has been a growing concern over the effects of low-frequency ground-borne noise from inbound and outbound aircraft at SFO. Low-frequency ground-borne noise causes subtle to moderate ground vibrations and noise-induced rattling in structures (i.e., walls, ceilings, and foundations), particularly habitable structures such as single-family and multi-family developments. These frequencies can more commonly cause disruption in daily routine and overall annoyances to occupants but can also lead to health effects such as lack of sleep and increased stress. In some instances, ground-borne frequencies and subsequent vibration can result in structural damage. There are methods to reducing the effects of low-frequency ground-borne noise include modified site planning techniques by creating additional barriers between habitable spaces and the source of the sound, enhanced buffered landscaping, and upgrades to structural materials and placement of fenestration (i.e., doors and windows). The policies in this section support compatibility with the SFO ALUCP and minimize risks associated with the daily operations of the airport.

## **HSBM-6 *Minimize exposure to hazards associated with aircraft using the San Francisco International Airport.***

### **HSBM-6.1 Land Use Safety Compatibility and Airspace Protection Criteria**

The City shall consider all applicable Federal statutes (including 49 U.S.C. 47107), Federal regulations (including 14 Code of Federal Regulations 77 et seq.), the Federal Aviation Administration (FAA) Airport Compliance Manual, FAA Advisory Circulars, other forms of written guidance, and State law with respect to criteria related to land use safety and airspace protection when evaluating development applications within the Airport Influence Area of the San Francisco International Airport and Mills-Peninsula Medical Center helipad. [RDR]

### **HSBM-6.2 Airport Safety**

The City shall regulate land uses and building height within the Airport Influence Area of the San Francisco International Airport, including Millbrae Station Specific Plan area and the Downtown and El Camino Real Specific Plan area, in compliance with FAR Part 77 height restriction standards, in accordance with Airport Land Use Commission guidelines to assure safety of aircraft, persons, and property near the Airport. [RDR]

### **HSBM-6.3 Federal Aviation Administration Requirements for Development**

The City shall require development projects within the Airport Influence Area designated in the Airport Land Use Compatibility Plan of the San Francisco International Airport to comply with all applicable Federal statutes (including 49 U.S.C. 47107), Federal regulations (including 14 Code of Federal Regulations 77 et seq.), the FAA's Airport Compliance Manual, FAA Advisory Circulars, other forms of written guidance, and State law with respect to criteria related to land use safety and airspace

protection. Cranes and other equipment used to construct the building are also required to comply with all FAA federal statutes. [RDR]

**HSHM-6.4 Airport Land Use Compatibility Plan Land Use and Development Consistency**

The City shall ensure that all future land use actions and/or associated development conforms to the relevant height, aircraft noise, and safety policies and compatibility criteria contained in the most recently adopted version of the Airport Land Use Compatibility Plan for the Environs of San Francisco International Airport. [RDR]

**HSHM-6.5 Airport Land Use Commission Review**

The City shall ensure all applicable long-range plans and associated amendments and ordinances are reviewed by the City/County Association of Governments Board of Directors, acting as the San Mateo County's Airport Land Use Commission, for a determination of consistency with the most current Airport Land Use Compatibility Plan for the Environs of San Francisco International Airport, as required by State law. [IGC]

**HSHM-6.6 Airport Flood Pumps**

The City shall continue to coordinate with San Francisco International Airport in assuring adequate and well-maintained flood pumps. [IGC]

**HSHM-6.7 Airport Noise Mitigation**

The City shall continue to work with the relevant agencies, including the Airport Land Use Commission and the SFO Community Roundtable, to ensure ongoing reduction of airport noise, including low-frequency ground-borne noise. [IGC]

**HSHM-6.8 SFO Residential Sound Insulation Program**

The City shall support the continuation of the Residential Sound Insulation Program to reduce the noise impacts for dwellings impacted by aircraft noise 65 dBA or greater. The City shall encourage SFO to fill any gaps that might occur in Federal funding until all eligible homes have been insulated. [IGC]

**HSHM-6.9 Low-Frequency Ground-borne Aircraft Noise Mitigation**

The City shall require new development to include development and site planning mitigation measures to reduce low-frequency ground-borne noise from inbound and outbound aircraft at SFO. [RDR]

## **7.7 Hazardous Materials**

Protection from hazardous materials is essential to providing a safe environment for residents and visitors. Hazardous materials include toxic, flammable, combustible, corrosive, poisonous, and radioactive substances that have the potential to cause harm to the public or the environment. An important subcategory of hazardous materials is hazardous waste. The improper use and disposal of hazardous materials can contaminate soil and groundwater

resources and compromise the health and quality of life of residents. Accidents involving the transportation of hazardous materials can also cause explosions or spills that endanger the lives and property of nearby residents and businesses. The policies in this section establish strategies to minimize exposure to hazardous materials, including the implementation of best practices for the routine use, storage, transport, and disposal of hazardous materials.

### **HSHM-7 *Protect people and the environment from exposure to hazardous materials and minimize risks associated with the use, storage, transport, and disposal of hazardous materials.***

#### **HSHM-7.1 Contaminated Site Assessment**

The City shall require development proposed on a potentially contaminated site to take appropriate steps to assess hazards. If the site is found to be contaminated with hazardous substances, the City shall require the project applicant to take appropriate measures to protect the health and safety of site users and the greater Millbrae community. [RDR]

#### **HSHM-7.2 Hazardous Materials Education Resources**

The City shall continue to provide, and support efforts by San Mateo County to provide, educational resources to residents and businesses that promote best practices for the use, storage, transportation, and disposal of hazardous materials to ensure public safety. [IGC, PI]

#### **HSHM-7.3 Hazardous Materials Management**

The City shall require uses, including biotechnology, life science, and industrial uses that involve the handling and use of hazardous materials to adhere to all applicable Federal, State and local regulations for qualifying hazardous materials, seek consultation with the San Mateo County Environmental Health Department, and apply for applicable permits for any regulated substance that may pose a threat to public health and safety or the environment. ([RDR])

## **7.8 Fire Protection**

Fire protection services in Millbrae are provided by the Central County Fire Department (CCFD), which provides emergency first response needs, fire prevention and investigation services, and construction and development review and inspections. CCFD has six fire stations in the service area which serves the cities of Millbrae, Hillsborough, and Burlingame. Of these six stations, two (Station No. 37 and Station No. 38) are in Millbrae. Additionally, the City of Millbrae participates in a countywide automatic mutual aid response, which was established by the San Mateo County Advanced Life Support Joint Powers Authority (ALS-JPA), that unites the region in the event of a fire or related emergency.

Regarding risk to wildfire hazards, Millbrae is responsible for fire protection within the city limits. The State of California Office of the State Fire Marshal has identified no areas in the city as having risk for wildfire hazards based

on recently adopted State Responsibility Area Fire Hazard Severity Zone Maps. The City borders the San Francisco Water Department watershed area, which is managed by the San Francisco Public Utilities Commission. This watershed is designated as a moderate or high Fire Hazard Severity Zone. Climate change is expected to increase wildfire potential in the surrounding foothills and mountains of the Bay Area, potentially including Millbrae. Warmer, earlier springs that dry out vegetation have lengthened the fire season, while drought and warmer temperatures are expected to intensify fires that occur. The policies in this section are designed to protect life and property by preventing structural fires and wildfire hazards.

## **HSHM-8 *Minimize potential fire hazard risk to lives and properties.***

### **HSHM-8.1 Adequate Staffing and Equipment**

The City shall ensure that growth and development does not outpace the expansion of the Central County Fire Department staffing, facilities, equipment, and resources and shall require the payment of development impact fees to fund new public safety facilities or improvements to existing public safety facilities to maintain the City's existing level of service. [RDR, IGC, FB]

### **HSHM-8.2 Adequate Water Supply for Fire Suppression**

The City shall require new development to have adequate water supplies to meet the fire-suppression needs of the project without compromising existing fire suppression services to existing uses. [RDR]

### **HSHM-8.3 Fire Access and Building Standards**

The City shall continue to include the Central County Fire Department in the review of new development proposals to ensure new projects adequately address fire access and building standards. [RDR, IGC]

### **HSHM-8.4 Fire Prevention Education**

The City shall support efforts by the Central County Fire Department to maintain and implement a fire prevention and safety education program for Millbrae residents and businesses. The Central County Fire Department shall ensure that the needs of high-risk population groups, such as seniors and non-native English speakers, are met with tailored programs. [IGC]

### **HSHM-8.5 Open Space Management**

The City shall ensure open space maintenance and emergency access to reduce fire risk through City operations, enforcement of City regulations, and cooperation with other responsible agencies. [RDR, SO, IGC]

### **HSHM-8.6 Wildfire Risk Reduction**

The City shall recognize any areas identified in the city as at risk of wildfire as designated by the Office of the State Fire Marshal or by approval of a local risk assessment map prepared by the City. The City will consider funding for implementation of wildfire new planning, response, and mitigation programs, equipment, and resources to reduce the risk of wildfire. [RDR, SO, IGC]

## 7.9 Law Enforcement

In 2012 law enforcement services for Millbrae transitioned from the Millbrae Police Department to the San Mateo County Sheriff's Office. The San Mateo County Sheriff's Office provides a Sheriff's captain, four sergeants, and 8 deputy sheriffs to provide law enforcement exclusively to the City of Millbrae. The California Highway Patrol provides traffic safety and enforcement services on highways (e.g., I-280, U.S. Highway 101). The policies in this section are meant to strengthen the partnership between the San Mateo County Sheriff's Office and Millbrae residents, to ensure the safety of Millbrae residents, businesses, and visitors.

### **HSHM-9** *Provide high-quality law enforcement services to ensure a safe community.*

#### **HSHM-9.1 Adequate Staffing and Facilities**

The City shall support the San Mateo County Sheriff's Office in ensuring adequate staffing and facilities for the Millbrae Police Bureau to achieve desired levels of public safety. [FB, IGC]

#### **HSHM-9.2 Community Policing Strategies**

The City shall continue promoting community policing strategies that support community partnerships and problem-solving techniques that build public trust and proactively address public safety issues. [JP, PI]

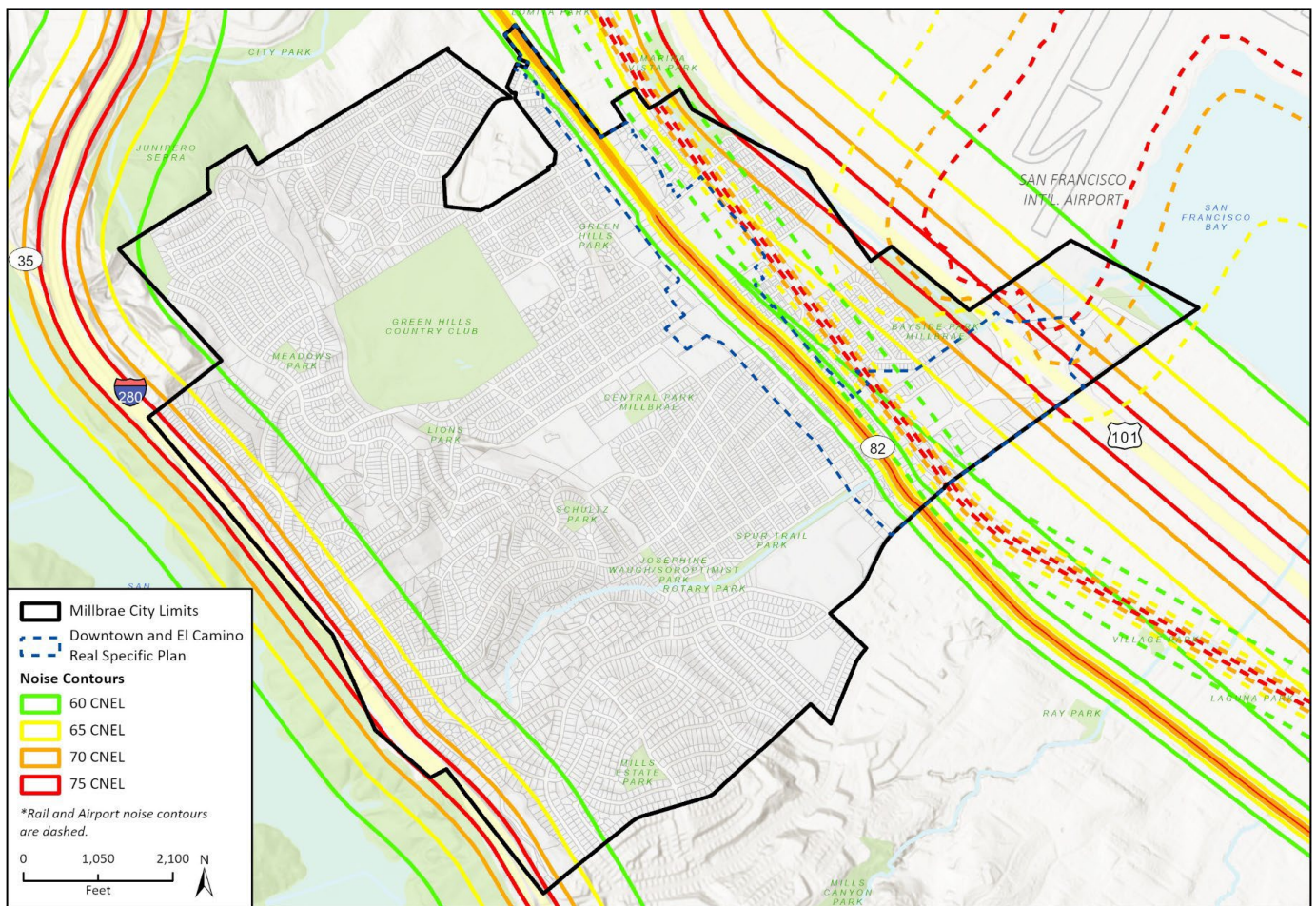
#### **HSHM-9.3 School Security and Safety**

The City shall encourage the San Mateo County Sheriff's Office to collaborate with local school districts to study and implement measures that enhance the security of schools and the safety of students, teachers, and administrators. [IGC]

## 7.10 Noise

Exposure to excessive noise can impact health and quality of life, potentially causing hearing loss, stress, hypertension, sleep disturbance, and fatigue. Noise from mobile sources, including motor vehicles on roadways, freight and passenger trains, and aircraft from San Francisco International Airport (SFO), are the most significant sources of noise affecting residents in Millbrae. The policies in this section are designed to minimize exposure to excessive noise by establishing development standards and implementing practices that reduce the potential for excessive noise exposure.

**Figure 7-1 Noise Contours Map Over Millbrae City Limits**



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Additional data provided by SFO, 2022.

Millbrae Maps\_AB  
Fig X Noise Contours

## **HSHM-10** *Achieve an acceptable noise environment by minimizing noise exposure and ground vibration.*

### **HSHM-10.1 Noise Sensitive Uses**

The City shall discourage noise sensitive uses, (e.g., residences, schools, hospitals, libraries, religious institutions, and convalescent homes) from locating near major sources of noise. [RDR]

### **HSHM-10.2 Noise Standards**

The City shall require new development to comply with the Exterior Noise Compatibility Standards for Various Land Uses (Table HSQL-1) and the Future Noise Contours Map (Figure 10-1). [RDR]

### **HSHM-10.3 Noise Source Control**

The City shall continue to work with property owners to control noise at its source by maintaining community noise levels and ensuring that noise levels do not exceed applicable standards. [RDR]

### **HSHM-10.4 Noise Studies**

The City shall require a project-level noise study for new development proposed near major noise sources (e.g., major roadways, rail lines, aircraft overflight zones, or other major non-transportation noise sources). [RDR]

### **HSHM-10.5 Interior Noise Review for Multiple, Loud Short-Term Events**

For new development in areas that would be subject to frequent, high-noise events (such as aircraft take offs and landings, train or truck traffic), the City shall assess potential noise impacts on sensitive receptors and consider these impacts when reviewing development proposals for approval. [RDR]

### **HSHM-10.6 Operational Noise**

The City shall require commercial, industrial, and mixed-use developments to implement operational noise mitigation measures to reduce potential impacts to adjacent sensitive land uses when operational noise exceeds thresholds. [RDR]

### **HSHM-10.7 Construction Noise**

The City shall require new development to evaluate potential construction noise impacts on nearby sensitive uses as part of the CEQA analysis and to implement any required mitigation measures to minimize impacts on these uses. [RDR]

### **HSHM-10.8 Protection from SFO Noise**

The City shall discourage outdoor activities or uses in areas within the 70 dBA CNEL contour line of the San Francisco International Airport (as mapped in the Airport Land Use Compatibility Plan) where people could be exposed to hazardous noise levels. [RDR]

**HSHM-10.9 Airport Disclosure Notices**

The City shall require that all new development comply with real estate disclosure requirements of State law. Section 11010 of the Business and Professions Code requires people offering subdivided property for sale or lease to disclose the presence of all existing and planned airports within two miles of the property (Cal. Bus. and Prof. Code Section 110010(b)(13). [RDR]

**HSHM-10.10 Partnering with SFO on Noise Minimization**

The City shall continue to partner with SFO to collaborate on potential mitigation to minimize airport noise within the community, including improvements on the land owned by SFO, to serve as a noise buffer through enhanced landscaping and trees. [RDR]

**HSHM-10.11 Compliance with State Noise Insulation Standards**

The City shall continue to enforce relevant Noise Insulation Standards contained in Title 24 of the California Code of Regulations. [RDR]

**HSHM-10.12 Transportation Project Noise**

When evaluating proposals for transportation projects, the City shall require the project applicant to minimize noise impacts through the implementation of mitigation measures, so the resulting noise levels do not exceed the City's "normally acceptable" noise standard. The City shall encourage design strategies and alternative noise reduction methods in lieu of sound walls along transportation corridors to enhance aesthetics while still mitigating noise impacts. [RDR]

**HSHM-10.13 Transportation Agency Coordination**

The City shall work with the City/County Association of Governments of San Mateo County, CalTrans, SFO, BART, Caltrain, California High Speed Rail Authority, and other agencies to mitigate transportation-related noise impacts on sensitive land uses and adjacent properties and neighborhoods. [IGC]

**HSHM-10.14 Vibration Impact Assessment for Construction Projects**

The City shall require that all new development using piling driving construction applications provide a Vibration Impact Assessment prior to commencing construction on the project. The Vibration Impact Assessment shall provide the timeline, anticipated impacts, and mitigation to minimize the effects of vibration caused by onsite construction. [RDR]

**HSHM-10.15 SFO Site 7 Use**

The City shall work with SFO to address noise, vibration, dust, visual, and water resource impacts associated with their use of Site 7 on Aviator Avenue for on-going airport construction activities, including periodic discussions about site operation improvements, notification of citizen complaints, violations of City standards and ordinances, and comments on environmental documents for projects supported by Site 7 activities. This includes working with SFO to relocate activities at Site 7 to other airport lands such that it doesn't impact residential neighborhoods. [IGC]

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**Table 7-1 Exterior Noise Compatibility Standards for Various Land Uses**

<b>Land Use Type</b>	<b>Highest Level of Exterior Noise Exposure that is Regarded as Normally Acceptable<sup>a</sup> (<math>L_{dn}^b</math> or CNEL<sup>c</sup>, dB)</b>	<b>Conditionally Acceptable Levels of Exterior Noise Exposure<sup>d</sup></b>
<b>Residential: Single-Family Homes, Duplexes, Mobile Homes</b>	60	60-70
<b>Residential: Townhomes, Multi-Family Apartments, Condominiums</b>	65	65-70
<b>Urban Residential Infill and Mixed-Use Projects</b>	70	70-75
<b>Lodging: Motels, Hotels</b>	65	65-70
<b>Schools, Libraries, Churches, Hospitals, Residential Care Facility for the Elderly (Nursing Homes)</b>	70	N/A
<b>Auditoriums, Concert Halls, Amphitheaters</b>	Threshold and Mitigation based on site-specific study (see Policy HSHM-10.4)	
<b>Sports Arenas, Outdoor Spectator Sports</b>	Threshold and Mitigation based on site-specific study (see Policy HSHM-10.4)	
<b>Playgrounds, Neighborhood Parks</b>	70	N/A
<b>Golf Courses, Riding Stables, Water Recreation, Cemeteries</b>	75	N/A
<b>Office Buildings: Business, Commercial, and Professional</b>	70	70-75
<b>Industrial: Manufacturing, Utilities, and Agriculture</b>	75	75-80

**Table 7-1 Exterior Noise Compatibility Standards for Various Land Uses**

Source: Governor’s Office of Planning and Research, *State of California 2017 General Plan Guidelines*.

- a. As defined in the *State of California 2017 General Plan Guidelines*, “Normally Acceptable” means that the specified land use is satisfactory, based upon the assumption that any buildings involved are of normal conventional construction, without any special noise reduction requirements.
- b.  $L_{dn}$ , or Day Night Average, is an average 24-hour noise measurement that factors day and night noise levels.
- c. CNEL, or Community Noise Equivalent Level, measurements are a weighted average of sound levels gathered throughout a 24-hour period.
- d. “Conditionally Acceptable” means that for the given land use type, new construction or development should be undertaken only after a detailed study of the noise exposure and reduction requirements for the project has been completed and the applicant has included appropriate noise reduction measures in the project design to the fullest extent feasible.
- e. Urban residential infill includes all types of residential development projects within Priority Development Areas (such as Downtown and the Millbrae Station Area) and along major corridors (i.e., El Camino Real).
- f. Mixed-Use Projects include all mixed-use developments throughout the city of Millbrae.
- g. N/A = Projects are not permitted within these land uses above the “Normally Acceptable” exposure level.

## 7.11 Implementation Programs

Programs	Implements Which Policy(ies)	Responsible	2019 – 2023	2024 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>A Periodic Emergency Exercises</b> The City shall annually conduct emergency exercises in cooperation with San Mateo County.	HSHM-2.5 HSHM-2.7	Emergency Services Coordinator				■		
<b>B Local Hazard Mitigation Plan</b> The City shall participate in the Local Hazard Mitigation Plan update, as led by San Mateo County, by annually reporting activities through the San Mateo County annual reporting tool every September 1st. The City shall also update its LHMP Annex every five years concurrent to the County's update of the LHMP.	HSHM-2.6	Emergency Services Coordinator Public Works Community Development Fire Department San Mateo County Sheriff's Office		■	■	■		
<b>C Public Information</b> The City shall prepare and implement a public information program to keep the community informed about the scope and nature of local safety hazards, disaster plans, and emergency response, which includes use of the City's Quarterly Recreation Activity Guide, MCTV, the City website, use of the SMC Alert System, and social media.	HSHM-2.7 HSHM-2.8	Emergency Manager City Manager City Clerk Fire Department	■					■

Programs	Implements Which Policy(ies)	Responsible	2019 – 2023	2024 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>D Climate Action Plan Update</b> The City shall update the Climate Action Plan to reflect new baseline targets and reduction measures, as well as current best practices for implementing resilient, sustainability, and adaptation.	HSHM-3.1 HSHM-3.2 HSHM-3.3	Community Development		■				
<b>E Flood Damage Prevention Ordinance</b> The City shall update and maintain the Flood Damage Prevention Ordinance to regulate construction within special flood hazard areas.	HSHM-4.3 HSHM-4.5	Public Works Community Development		■				■
<b>F Storm Drainage Maintenance Program</b> The City shall continue its program of regular maintenance to remove silt and debris from the storm drain system.	HSHM-4.4	Public Works						■
<b>G Grading Ordinance Revisions</b> The City shall revise the Grading Ordinance as necessary to ensure development in steep slope terrain reflects current Building Code requirements and standards.	HSHM-5.11	Community Development Public Works	■					■
<b>H Noise Ordinance</b> The City shall prepare, adopt, and continually enforce a Noise Ordinance to ensure a level of noise acceptable to a reasonable person residing in Millbrae's neighborhoods.	HSHM-10.2	Community Development	■					■
<b>I Staff Training</b> The City shall ensure City staff enforcing the Noise Ordinance are trained in the use of noise measurement equipment to enforce noise standards throughout the city.	HSHM-10.3	San Mateo County Sheriff's Office						■

Programs	Implements Which Policy(ies)	Responsible	2019 – 2023	2024 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>J Noise Studies</b> The City shall require noise studies for all new development as part of the CEQA process that determine exterior noise exposure and exterior noise standard compatibility with respect to the noise standards identified in Table HSQL-1 (Exterior Noise Standards for Various Land Uses) and use the Future Noise Contours Map (Figure 10-1) to determine whether potential noise exposure impacts could occur. For projects located in areas that would be at or below the highest level of exterior noise exposure that is regarded as “Normally Acceptable” as shown in Table HSQL-1, no further study should typically be required; however, for those projects that would be in the “Conditionally Acceptable” noise exposure range shown in Table 7-1, the City shall require a detailed noise study and determine a noise compatibility threshold and mitigation measures based on the project-specific noise study. In such cases, the City may require noise attenuating features such as sound barriers, building setbacks, the use of closed windows and the installation of heating and air conditioning ventilation systems, and the installation of noise attenuating windows and wall/ceiling insulation.	HSHM-10.4	Community Development						

Programs	Implements Which Policy(ies)	Responsible	2019 – 2023	2024 – 2030	2031 – 2040	Annual	Biennial	Ongoing
		Supporting Department(s)						
<b>K Sound Barriers Along Interstate 280</b> The City shall continue to work with Caltrans to install sound barriers along Interstate 280. Sound barriers should consist of trees and vegetation rather than concrete barriers wherever feasible.	HSHM-10.5 HSHM-10.12 HSHM-10.13	Public Works		■				■
<b>L State Alert system</b> The City shall, in cooperation with the San Mateo County Sheriff's Department and the Central County Fire Department, establish a community outreach program to encourage residents to sign up for the State alert system.	HSHM-2.5 HSHM-2.10	City Manager		■				

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