Stanford University Medical Center Area Plan Update
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ZONING AND LAND USE REGULATIONS – EXISTING AND PROPOSED

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Introduction

The Stanford University Medical Center (SUMC) Area Plan Update, will assist in forming Stanford’s detailed proposals for a set of projects within the SUMC. The current timeline anticipates that Council will take formal action on Stanford’s proposed projects in July, 2008. This draft Area Plan Update will not be finalized until those detailed proposals have been presented to the City for consideration, together with the necessary environmental analysis. Thus, this Area Plan Update is considered a draft document that may be revised as the environmental and economic impacts of the proposed projects are more fully analyzed in connection with the overall entitlement process.

PURPOSE AND OBJECTIVES

This Stanford University Medical Center (SUMC) Area Plan has been prepared pursuant to Program L-46 of the City’s 2010 Comprehensive Plan as a guidance document for the City, Stanford and the public to provide an overview and context for anticipated future development at the SUMC. It is not a regulatory document and does not comprise a coordinated area plan or specific plan under the City’s Municipal Code. The content of the Area Plan is expected to evolve as expansion plans in the SUMC are developed, and the Area Plan may be modified to accommodate changes in those expansion plans, to respond to new information revealed during the environmental review process, or at the City’s discretion. Refer to Exhibits 1-1 and 1-2 for the planning context and the area plan boundary, respectively.

As a guidance document, the Area Plan may identify policies and regulatory requirements from the City’s Comprehensive Plan and Municipal Code that would apply to proposed development at the SUMC, and/or describe proposed amendments to such applicable policies and regulations. All references to existing or proposed policies, regulations, and development standards are for descriptive purposes only. The Area Plan is not intended to establish land use or development policies or standards, and is not intended to supersede the applicable policies, regulations, requirements and standards of the City’s Comprehensive Plan and Municipal Code. If any provisions of the Area Plan vary from or conflict with the Comprehensive Plan or Municipal Code, the applicable provisions of the Comprehensive Plan or Municipal Code shall prevail.

This Plan update is the most recent in a series of planning documents for the SUMC that began in the mid 1950s. The medical center design evolved during master planning in the 1970s and early 1980s, and continued through to the SUMC Land Use Area Analysis 2000 that was completed and submitted by Stanford in conjunction with an application for Palo Alto’s approval for the Center for Cancer Treatment and Prevention/ Ambulatory Care Pavilion and underground parking structure.

Stanford has developed various plans in response to evolving land use issues and changes in the nature of teaching, medical practice, and medical research. The present update to the Land Use Area Plan recognizes that an application will be submitted to the City for approval of a project for the two hospitals and the School of Medicine to address future infrastructure and patient needs. It also identifies Stanford’s campus planning and community design principles for the SUMC.

Additionally, the update identifies and discusses the applicable City of Palo Alto Comprehensive Plan (Comp Plan) policies and zoning regulations that guide development throughout the City and at the SUMC and identifies areas where new policies and zoning regulations may be considered to reflect the proposed project. The Area Plan’s identification of possible Comp Plan and zoning ordinance changes are for descriptive and discussion purposes only, and do not constitute amendments or exceptions to the City’s adopted Comp Plan and zoning ordinance. The City also has identified certain planning objectives to be included in the Area Plan.
Plan Area – Boundary
Plan Update. These planning objectives are not exhaustive of the goals and objectives the City will seek to achieve through the development of the Area Plan and the project, and do not establish new City policy. Rather, they are intended to considered throughout the ongoing project approval and entitlement process. As the planning process for the anticipated projects continues, the City expects that these objectives will be reviewed and revised. In addition, the environmental review process for the proposed project will address impacts of the project including traffic, aesthetics, population and housing. The Area Plan Update is not intended to duplicate or limit the environmental review process.

**Purposes**

The purposes of the SUMC Area Plan Update are:

- The plan responds to the City of Palo Alto Comprehensive Plan Program L-46: *Work with Stanford to prepare an area plan for the Stanford Medical Center.*

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

This plan describes the existing framework for considering planning entitlements for projects proposed within the SUMC area.

- The plan serves as a mechanism for the City of Palo Alto to gather community input on the planning for this important City public facility and employment center.

**Objectives**

This plan is intended to achieve a number of different land use and planning goals and objectives. Many of these are shared by Stanford and the City of Palo Alto and include the following:

- Provide a long-term view of land use for the area
- Establish a context of broader campus and community land use and infrastructure
- Identify adopted Comp Plan policies to maintain and preserve the vitality of centers and employment districts and enhance overall city structure
- Identify connections and linkages between the Medical Center Area and nearby land uses, including the Transit Center and the Stanford Shopping Center
- Clarify the future site-specific planning and implementation process

Stanford’s planning objectives for the area support the basic academic mission of the University and health care mission of the hospitals. Toward that end Stanford has established the following planning objectives:
Optimize delivery of health care and services to patients
Articulate and promote programmatic objectives
Integrate clinical and academic activities
Reinforce Stanford planning and land use principles

The City of Palo Alto has identified the following planning objectives:

- Identify traffic solutions that minimize the use of single-occupant vehicles.
- Identify strategies for accomplishing housing with a focus on below-market residential units.
- Provide new usable open space areas in and/or in the proximity of the SUMC area, in a way that promotes linkages between uses within and near the SUMC.
- Include project features that promote linkages for pedestrians, bicyclists and transit users from and within the SUMC to the Stanford Shopping Center, the Campus, the Palo Alto Transit Center, downtown, and nearby neighborhoods.
- Include specific design features for the efficient movement of vehicles, the Marguerite Shuttle, emergency vehicles, and other transit in and around the SUMC.
- Provide for exemplary sustainable and green building design to achieve the equivalent of the Leadership in Energy and Environmental Design (LEED) Silver certification for the project.
- Provide emergency surge capacity as part of overall disaster preparedness and management of mass population events which impact regionally or locally.
- Provide space proximate to the hospitals which can accommodate community health providers whose patients utilize facilities and programs of the hospital.

HISTORY AND BACKGROUND

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

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

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

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

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

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

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

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

The decade of the 1980s realized a significant increase in SUMC size. Stanford Hospital added the Hospital Modernization Project, including three patient “pods”. In addition, housing was constructed at 1100 Welch Road (apartments managed by the Santa Clara County Assistance League for patient families at reduced rates and apartments for medical residents and other faculty and staff), a child care center was added at the rear of Hoover Pavilion, and a parking structure was constructed to the east of the Medical Center along Campus Drive West.
The 1990s continued with a new facility for Lucile Salter Packard Children’s Hospital, allowing a move from its first location in the old convalescent hospital near Sand Hill Road and Arboretum. Stanford Hospital also constructed the Blake-Wilbur Clinic for the faculty practice program, and a second parking structure. The School of Medicine developed the Psychiatry Academic/Clinic Facility at Quarry and Arboretum; the Medical School Lab Surge/Magnetic Resonance Spectroscopy Building (now Lucas Center); and the Center for Clinical Sciences Research.

Beyond the year 2000, Stanford Hospital constructed the Center for Cancer Treatment and Prevention/Ambulatory Care Pavilion at Blake-Wilbur Drive, with an underground parking structure located in the Pasteur Drive median. In Santa Clara County, a parking structure at the Stockfarm parking lot was constructed. Existing facilities and uses in the Plan area are shown in Exhibit 1-3

Planning History and 2000 Land Use Area Analysis

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

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

From 1993-94, Stanford participated in the early stages of the Palo Alto Comprehensive Plan Update process so that the planning process for the Medical Center would continue to be consistent with Palo Alto planning. During the Palo Alto Comprehensive Plan process, Stanford provided the City of Palo Alto with information on projected growth in hospital facilities. In 1994, Stanford estimated that providing efficient patient care at the Medical Center into the next century would require 400,000 gsf of new space, probably on two sites. This information was included in the environmental analyses of the Palo Alto Comprehensive Plan (1998), the Palo Alto Medical Foundation project (1995), and the Sand Hill Road Projects (1997).
1-3 Plan Area – Existing Facilities and Uses

LEGEND

Plan Area

1 739 Welch Road
2 750 Welch Road
3 770 Welch Road
4 775 Welch Road
5 800 Welch Road
6 900 Welch Road
7 1000 Welch Road
8 1100 Welch Road
9 777 Welch Road
10 801 Welch Road
11 Advanced Medicine Center
12 Blaisdell Clinic
13 Parking Structure III
14 1101 Welch Road
15 Parking Structure IV
16 West Pavilion, East Pavilion, Boswell, Grant, Edwards, Lane, Avery
17 Hospital Modernization Project
18 Falk Cardiovascular Research Center
19 Lucie Packard Children’s Hospital
20 701 Welch Road
21 703 Welch Road
22 Psychiatry Center
23 Hoover Pavilion
In 1998, the City adopted the 2010 Comprehensive Plan. The Comprehensive Plan reflects the City Council’s 1991 direction that Stanford provide its long-term plans for the Medical Center Area in Policy L-46:

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

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

Comprehensive Plan Policy L-45 defines the Medical Center Area as "a major medical treatment, academic and research facility encompassing the Stanford University School of Medicine, Stanford University Hospital and its clinics, and the Lucile Salter Packard Children’s Hospital at Stanford."

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

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

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

Historic Entitlement Mechanisms

Prior entitlement actions are listed in Exhibit 1-4. Historically, City entitlement for hospital expansions has occurred by rezoning Welch Road parcels from OR to PF, and adding them to the single planning parcel. (Note that as part of a city-wide Zoning Ordinance Update in 2005, OR parcels were rezoned to Medical Office Research (MOR)). Currently, three MOR parcels remain “in-board” (toward the hospital) of Welch Road and seven MOR parcels are located “out-board” of Welch Road.
In addition, as discussed more below in the Palo Alto zoning section, the hospital uses are a conditional use on the Public Facilities parcel. Therefore, the City has issued conditional use permits with requirements during each project approval.

**GOVERNANCE AND REGULATION**

This section discusses the regulations that govern land use and development for the SUMC. Applicable Comp Plan goals, policies, and programs are summarized. Zoning regulations are discussed in more detail in a later section. For those parts of the SUMC governed by Santa Clara County, Stanford Community Plan policies standards are discussed.

**Palo Alto Comprehensive Plan**

SUMC lands that are located in the City of Palo Alto are subject to the City's land use regulations, including the Palo Alto Comprehensive Plan.

The Palo Alto Comprehensive Plan designates the SUMC Area as “Major Institutions/Special Facilities”, “Research/Office Park”, and “Multiple Family Residential.” It is also identified as one of four employment districts in the City.

The 1998 Palo Alto Comprehensive Plan includes many policies that apply to the SUMC. Key land use, transportation, and open space policies are identified in Chapter 3 of this Area Plan Update.

**Palo Alto Zoning**

The Area Plan facilities are located on parcels zoned Public Facilities (PF), Medical Office Research (MOR) and High-Density Multiple-Family Residences (RM-40). The zoning ordinance allows hospitals and Outpatient medical facilities with associated medical research as conditional uses on the PF parcel.

In order to allow redevelopment of the SUMC Area as anticipated in the upcoming applications, it will be necessary to enact new zoning specific to Medical Center use. Chapter 4 provides a discussion of existing and possible future zoning.

**Land Use Policy Agreement**

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

**Santa Clara County**

Three portions of the SUMC Area are within the jurisdiction of Santa Clara County: the Quarry “Rectangle” (northeast of Quarry/Arboretum), the Quarry “Trapezoid” (southeast of Quarry/Arboretum), and the Quarry/El Camino site. The Quarry “Rectangle” and the Quarry El/Camino site are referred to in this Area Plan Update as the “Quarry housing sites.”

Development of Stanford’s lands in unincorporated Santa Clara County is subject to the County’s adopted Stanford University Community Plan, the County’s 2000 General Use Permit for Stanford’s lands, and the County’s Architectural and Site Approval (ASA) process.

The Stanford campus is designated as “Major Educational and Institutional Uses” on the County’s General Plan Land Use Map. In December 2000, Santa Clara County approved a Community Plan (which is part of the County’s General Plan) and a General Use Permit for construction of 2,035,000 gsf of additional academic and academic support facilities, and approximately 3,000 additional housing units on Stanford’s lands.

The Stanford Community Plan divides the campus into seven land use categories. The Quarry “Trapezoid” and the Quarry housing sites are designated Academic Campus. Allowable academic campus uses include: instruction and research (including teaching hospital facilities); administrative facilities; housing intended for students, postgraduate fellows, and other designated personnel; high density housing for faculty and staff; athletics, physical education, and recreation facilities; support services; infrastructure, storage, and maintenance facilities; cultural facilities associated with the University; and non-profit research institutions with close academic ties to the University.

The 2000 General Use Permit further sub-divides the campus into ten Development Districts. The Quarry “Trapezoid” and Quarry housing sites are in the Quarry Development District. The General Use Permit anticipates 50,000 gsf of academic development and 350 housing units within this development district.

In addition, the General Use Permit allows a maximum of 2,300 new parking spaces in unincorporated Santa Clara County. The majority of these spaces are intended to support additional student housing units.
Applicable Comp Plan Policies, Goals, and Programs — Governance and Regulation

Land Use
Policy L-2
Maintain active cooperative working relationship with Santa Clara County and Stanford University regarding land use issues.

Policy L-46
Work with Stanford to prepare an area plan for the Stanford Medical Center

Community Services and Facilities
Program C-7:
Require an assessment of school impacts prior to the approval of development projects that require legislative acts, including general plan amendments and zoning changes.
2 Facilities Renewal and Replacement Needs

The first two sections of this chapter identify the key components of the proposal for renewal and replacement of facilities within the SUMC in Palo Alto. As described in Chapter 1, the City of Palo Alto Comprehensive Plan Program L-46 requires that the SUMC Area Plan address building locations, floor area ratios, height limits and parking requirements. Until the City acts on Stanford’s proposals, these sections of the Area Plan Update will not be finalized.

Drivers for Renewal and Replacement

Located in Palo Alto, CA and on the Stanford University campus, the Stanford University Medical Center (SUMC) is one of the country’s leading academic medical centers, developing and providing advanced medical care for its community and region. Within Palo Alto, the two million-plus square foot SUMC is comprised of two internationally renowned hospitals – Stanford Hospital and Clinics (SHC) and Lucile Packard Children’s Hospital (LPCH) – and a portion of Stanford University’s School of Medicine (SoM). Campus lands along Quarry Road in unincorporated Santa Clara County are adjacent to Palo Alto and served partially by City infrastructure. This area is addressed in the Comprehensive Plan and contains SUMC facilities. The Area Plan Update will discuss SUMC needs that can be met through the use of these lands.

SUMC provides an important venue for the delivery of advanced medical technologies and practices and is a Level 1 Trauma Center serving the counties of Santa Clara, San Mateo (southern portion), Monterey, Santa Cruz, and San Benito.

SUMC has stated that to assure the ability to effectively serve the community, the Stanford Hospital and Clinics, Lucile Packard Children’s Hospital and the School of Medicine all require renewal and replacement of current facilities for the following reasons:

California Senate Bill 1953.

SB1953 requires hospitals to retrofit or replace facilities not meeting strict life safety criteria. Hospitals can either retrofit or replace non-compliant facilities to meet a January 1, 2013 deadline. Even more stringent requirements must be met by 2030. If hospitals do not comply with these mandates, the State can revoke the hospitals’ licenses to operate. According to SHC, the Stanford Hospital, comprised of buildings built in 1959, 1973, and 1989, does not comply with criteria in place for the 2013 deadline, and significant portions of its facilities must be replaced. The 1959 hospital building, comprising 188 beds, must be replaced in its entirety. All 66 intensive care beds, the emergency department, and the 21 operating rooms at Stanford Hospital do not meet 2013 non-structural criteria. After exploring renovation, separation, and partial demolition options, SHC states that it is more efficient for SHC to replace these facilities than to retrofit them. In addition, LPCH states that its facility meets the structural performance criteria for the 2030 deadline, but significant non-structural renovations to critical care areas are required by the 2013 deadline. In order to accomplish these renovations, LPCH states that it needs replacement space for patients and families during construction.

Inadequate Ability to Serve Constituents

LPCH states that its existing facilities do not adequately serve the public. According to LPCH, the hospital was forced to turn away 200 critically ill children. SHC states that it turned away 500 adult patients in 2005 and referred them to other medical care providers because of a shortage of rooms and/or beds.
According to the hospitals, approximately 60% of the patient beds at Stanford Hospital and Packard Hospital are semi-private, yet the American Academy of Healthcare Architects recommends 100% single-bed rooms to ensure patient safety, privacy and family centered care. The emergency department shared by SHC and LPCH is undersized by approximately 25,000 square feet. The emergency department has inadequate patient waiting and triage space, and trauma rooms out of compliance with contemporary facility standards. The hospitals state that in 2005, approximately 950 visitors were referred to other emergency departments due to lack of capacity.

**Statutory Code Requirements**

California’s building code for hospitals requires facilities to withstand severe earthquakes and maintain uninterrupted service to the community. To achieve compliance with these criteria, hospital buildings incorporate massive structural systems, including:

- Deeper beams and larger columns than a typical building resulting in taller building heights.
- Oversized mechanical ductwork for sophisticated air handling systems to prevent the spread of infections and maintain sterile environments and other specialty systems such as medical gas, vacuum, and emergency power result in taller floor-to-floor heights.

**Optimal Hospital Planning**

The existing Stanford Hospital, organized horizontally, does not provide a private and secure route from the operating rooms or the emergency department to the patient rooms. According to SHC and LPCH, new buildings for the Stanford and Packard Hospitals should be designed with appropriate vertical relationships utilized in modern hospital systems. Therefore, the new bed towers will be proposed to be eight stories or less, with a maximum height of 130 feet (excluding rooftop mechanical penthouses). In addition, SHC and LPCH intend to provide single-bed rooms, rather than the current mix of single and double-bed rooms.

The planning considerations the hospitals used to form the basis for these proposals include the following:

**Minimize Distances of Travel**

Modern hospital planning seeks to minimize the distance traveled from procedure room to patient room. This can be accomplished by arranging differing uses vertically. Heavier procedural equipment is located on the lowest floors (surgical operating suites, emergency diagnostics, imaging suites such as MRI/CT, etc.) with immediate vertical access to the intensive care units serving the most critically ill patients. Upper floors are used for rooms for the general medical and surgical patients after evaluation and treatment in a critical or intensive care unit are completed.
**Single-Bed Patient Rooms**

The existing hospital buildings employ a combination of single-bed and semi-private patient rooms in accordance with hospital planning standards in 1959, 1973, 1989, and 1991. Published research demonstrates that single-bed patient rooms improve patient care, reduce stress on nursing staff, and allow families to assist patients in recovering from illness or treatment. SHC states that, of the additional 730,000 sf proposed for SHC, approximately 295,000 square feet is needed for SHC to convert and support the current inventory of single-bed and semi-private rooms to all single-bed rooms. LPCH states that about 126,000 sf of the 401,000 sf proposed expansion is for conversion to, and support of, single-bed rooms.

**Inadequate Ability to Support Contemporary Translational Research**

In order to be able to continue to support the creation of new knowledge and its translation to clinical applications that will improve and save the lives of adults and children being treated at SHC and LPCH, the School of Medicine states that it must undertake the systematic replacement of its aging facilities.

**Increasing Outpatient Healthcare Demand**

Both hospitals note that there is a growing need and demand for outpatient care. A major portion of this care either must be delivered, or is best delivered, within immediate proximity to inpatient facilities and equipment. Advanced and rigorous cancer treatments and therapies, as well as transplant procedures, are good examples of this.

**Level 1 Trauma Center, Disaster Preparedness, and Surge Capacity**

The hospitals are a Level 1 Trauma Center serving the counties of Santa Clara, San Mateo (southern portion), Monterey, Santa Cruz, and San Benito populations of approximately 3.3 million people. SHC and LPCH have determined that their modernization plans must include fundamental design provisions relevant to their role as a Regional Trauma Center for daily and extreme-disaster healthcare delivery.

**Community Health Provider Relationships**

Conceived in the 1950s as a joint teaching hospital and Palo Alto community hospital, SHC still maintains a strong relationship with community health providers who send their patients to the hospitals. Currently, many of these health providers lease space adjacent to the SUMC in structures owned and operated by SHC, LPCH, or private building owners. Due to the need for SUMC facilities replacement and renewal, SHC, LPCH, and SoM have determined that they must demolish structures at three of these sites leased in part to community health providers. The hospitals are working with these tenants to identify alternative space. SHC, LPCH and SoM have determined that such space and other additional medical office space needs to be provided in proximity to the hospitals. In particular, the Hoover Pavilion site can provide space for these health providers.
PROPOSAL FOR RENEWAL AND REPLACEMENT

SHC, LPCH and SoM will submit applications for the following SUMC proposal for renewal and replacement to address the foregoing requirements.

Stanford Hospital and Clinics

SHC is currently licensed by the state of California to operate 613 beds, but is currently operating at a 456-bed level. SHC has projected its need, in order to viably meet current and future demand, requires an increase of 144 beds to a total of 600 beds.

Lucile Packard Children's Hospital

LPCH is currently licensed for 257 beds on its Stanford campus and plans to increase its license by 104 beds to 361. The proposed addition will allow conversion of existing beds from semi-private to single-bed rooms in the existing facility and reuse the space for other diagnostic and clinical purposes. LPCH will continue to occupy two floors in the SHC F Pod nursing unit for its Obstetrics program and will convert rooms in both F Pod and other vacated space to create single-bed rooms for its patients. LPCH will also continue to share services with SHC for emergency department services and materials management. Refer to Exhibits 2-5 and 2-6.

Stanford University School of Medicine

SoM states that it requires the replacement of its laboratory and office space within the City of Palo Alto to provide state-of-the-art facilities to meet current industry standards. Among the more significant changes in the biomedical research facilities standards adopted since these buildings were originally designed in the late 1950s are the following:

Occupancy Separations and Exiting

Current codes require stronger and more reliable fire separations between laboratory and office areas, as well as along primary existing corridors.

HVAC and Other Mechanical Systems

Current codes require that a laboratory’s heating, ventilation and air conditioning system move a significantly greater volume of air than was required in 1959. The requirements of other mechanical, electrical and plumbing (MEP) systems have also increased over time, including provisions for emergency power.

ADA, Circulation and Laboratory Support Requirements

Since 1959, a number of changes and trends have resulted in an increase in the standard dimensions of a research laboratory. The incorporation of handicapped accessibility into the interior design of research laboratories has resulted in wider aisles and increased interior circulation areas.

The four buildings occupied by SoM within the City’s boundaries are Edwards, Lane, Alway and Grant. The SoM has determined that these buildings no longer serve the Medical Center’s clinical and translational research needs and must be replaced. Currently, the buildings...
house the primary faculty offices, research laboratories and administrative support for 13 of the School’s 28 academic departments, including the departments of Medicine, Neurology, Neurosurgery, Obstetrics & Gynecology, Orthopedic Surgery, and Pediatrics. These departments are fundamental to the SoM’s academic mission. SoM would replace the existing building in a series of three new modern “Foundations in Medicine” (FIM) buildings, to be constructed in a phased process.

800 Welch Road

The SoM currently owns and occupies all of 800 Welch Road. Within the parcel’s existing zoning limits (and separate from the SUMC development and application), SoM will be pursuing the redevelopment of this site with a 32,670 sf Center for Translational Research that will provide some of the critical infrastructure programs needed to effectively link research and clinical missions within the SUMC. This will add a net of 14,200 sf to the site’s current level of development.

Hoover Pavilion and Quarry Road Sites

Much of the 108,400 square feet of improvements on the SHC-occupied Hoover Pavilion site located at 211 Quarry Road presently serves SUMC clinical and clinical research purposes. SHC has determined that as it develops its outpatient campus in Redwood City, the use of Hoover Pavilion can migrate towards private medical practices and house non-Stanford medical offices displaced by the development of the SUMC campus (e.g., the displacement of 1101 Welch Road tenants).

For the future growth and development of SUMC and Welch Road uses, facilities within the SUMC will include the addition of a new building adjacent to the Hoover Pavilion to support medical office practices and a new SHC medical office and clinic building at a site in Santa Clara County on Quarry Road south of the Psychiatry Facility. Further investigation is needed to identify specifically such office requirements for services and offices to support the SUMC and community health providers. However, SHC anticipates this total future need to be approximately 200,000 sf.

SUMMARY OF PROPOSED IMPROVEMENTS

The following Exhibits 2-1 through 2-10 provide place names of the existing facilities and summarize the details of proposed improvements (demolition and replacement) for the Stanford Hospital, Lucile Parkard Children’s Hospital, the School of Medicine, and the Hoover Pavilion and Quarry Road Sites.
### 2-2 Summary of Net Square Feet Request

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**Total SHC**

- **Beds, existing 456 to private** 145,000
- **Support, 456 Beds** 150,000
- **Emergency/Trauma** 25,000
- **Quarry Road Site** 0

**Total LPCH**

- **Beds, existing 257 to private** 87,500
- **Support, 257 Beds** 38,500

**Total SoM**

- **Grant, Alway, Lane, Edwards** 415,000
- **800 Welch Road** 32,700

**Total Hoover Site**

- **100,000**

### 2-3 Summary of Space Drivers

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<th>Location</th>
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**Total SHC**

- **Beds, existing 456 to private** 145,000
- **Support, 456 Beds** 150,000
- **Emergency/Trauma** 25,000
- **Quarry Road Site** 0

**Total LPCH**

- **Beds, existing 257 to private** 87,500
- **Support, 257 Beds** 38,500

**Total SoM**

- **Grant, Alway, Lane, Edwards** 415,000
- **800 Welch Road** 32,700

**Total Hoover Site**

- **100,000**
2-4  Stanford Hospital and Clinics – Demolition

A  441,200 sf of 1959 hospital facilities (East Building, West Building, Core Building, and Boswell Clinics Building)
B  223,900 sf of the existing 1973 Building.
C  700-car Parking Structure #3
D  1101 Welch Road structures totaling 40,100 square feet of non-Stanford community health providers.

See discussion of Hoover Pavilion and Quarry Road Sites regarding relocation of about 30,100 sf of non-Stanford community health providers.
2.9 Stanford University Medical Center Area Plan Update

DRAFT: 27 June 07

2-5 Stanford Hospital and Clinics – Replacement

New
1. 1,100,000 gross square feet to house the replacement of 456 beds, new surgical operating suites, new diagnostic and treatment suites (MRI, CT, etc.), new emergency department and associated nursing and support space
2. 329,000 gross square feet to house clinics, medical offices, and administrative offices
3. Added parking for 875 cars
4. Parking Structure for 1,000 cars, in part to replace existing Parking Structure #3 (700 cars)

Reuse
5. Renovation of D, E, & F nursing units which currently house 243 hospital beds to house about 144 SHC hospital beds and support space
6. Reuse of the remaining 1989 HMP building to house diagnostic and treatment space and other supporting functions such as materials management, clinical laboratory, and physician and administrative offices

Net Added
- 723,000 gross square feet
- 1,175 parking spaces
A 703 Welch Road structure of 23,500 square feet
See discussion of Hoover Pavilion and Quarry Road Sites regarding relocation of about 15,600 sf of non-Stanford community health providers.

B Demolition of existing 701 Welch Road structures of 56,300 sf.
See discussion of Hoover Pavilion and Quarry Road Sites regarding relocation of about 7,300 sf of non-Stanford community health providers.
2-7  Lucile Packard Children's Hospital – Replacement

New
1 375,000 gross square feet of new addition to house 104 new beds, new surgical operating suites, new diagnostic and treatment suites (MRI, CT, etc.) and associated nursing and support space designed to OSHPD requirements
2 106,300 gross square feet of new clinics and supporting services space
3 Includes adding 1,000-car parking structure for replacement of 425 spaces, resulting in a net add of 575 spaces

Reuse
4 Reuse of two floors in F nursing units to continue housing the Obstetrics program
5 Reuse of main facility to continue housing patient bed, diagnostic and treatment, clinical and support services

Net Added
• 401,500 gross square feet
• 575 parking spaces
415,000 sf in 4 existing buildings
A Edwards (65,800 sf)
B Lane (84,700 sf)
C Alway (112,500 sf)
D Grant (152,000 sf)
2-9 School of Medicine – Replacement

New
1 160,000 sf Foundations in Medicine #1 (FIM1)
2 110,000 sf Foundations in Medicine #2 (FIM2)
3 145,000 sf Foundations in Medicine #3 (FIM3)

Net Added
• 0 gross square feet
• 0 parking spaces
2-10  Hoover Pavilion and Quarry Road Sites – New

New
1  100,000 gross square feet of medical office practices
2  Parking structure - parking space count TBD
3  100,000 gross square feet of clinic space
4  Parking structure - parking space count TBD

Net Added
•  200,000 gross square feet
•  Parking space count TBD
Plan Elements

PLANNING PRINCIPLES

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

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

Palo Alto Comprehensive Plan

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

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

As in previous development proposals at SUMC, and as directed by Comp Plan Policy L-45, the City, the Hospitals and the School of Medicine will need to achieve a balance between creating a compact, pedestrian-oriented development and programmatic objectives to provide a functional and effective Medical Center. Achieving this balance will be a complex exercise given the size of the project and the many interconnected issues.

These and other Comp Plan policies, goals, and programs informing the Planning Principles are listed below. Specific goals and objectives derived from the Comp Plan policies and responsive to current Palo Alto planning issues and SUMC program goals, follow.
Applicable Comp Plan Goals, Policies, and Programs – Planning Principles

Land Use

Goal L-1
A Well-designed, Compact City, Providing Residents and Visitors with Attractive Neighborhoods, Work Places, Shopping Districts, Public Facilities, and Open Spaces.

Goal L-5
High Quality Employment Districts, Each with its Own Distinctive Character and Each Contributing to the Character of the City as a Whole.

Policy L-2
Maintain active cooperative working relationship with Santa Clara County and Stanford University regarding land use issues.

Policy L-5
Maintain the scale and character of the City. Avoid land uses that are overwhelming and unacceptable due to their size and scale.

Policy L-10
Maintain a citywide structure of Residential Neighborhoods, Centers, and Employment Districts. Integrate these areas with the City's and the region's transit and street system.

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

Business and Economic

Goal B-6
Thriving Employment Districts at Stanford Research Park, Stanford Medical Center, East Bayshore/San Antonio Road Area and Bayshore Corridor that Complement the City’s Business and Neighborhood Centers.

Policy B-9
Encourage new businesses that meet the City's business and economic goals to locate in Palo Alto.

Policy B-32
Assist Stanford Medical Center in responding to changes in the delivery of health care services. Work with the Center to plan for changing facility needs, but within the context of City of Palo Alto planning goals and policies, as well as the goals and policies of other relevant jurisdictions.
Goals and Objectives
The City has identified several proposed key planning objectives in response to the hospitals' proposed renewal project. The Area Plan Update does not analyze the impacts of the proposed project (this is accomplished through the environmental review process), but outlines many of the overall issues that are to be considered during the review process. Some of the City's key planning objectives for the area follow, with more detailed descriptions in subsequent sections of this chapter:

The City of Palo Alto has identified the following planning objectives:

- The project shall identify traffic solutions that minimize the use of single-occupant vehicles. Potential locations of housing in or near the Plan area and an expanded Transportation Demand Management (TDM) program will be identified in order to reduce automobile trips. Land use and design should minimize trips within and outside of the SUMC area by locating employee-serving uses, retail uses, eating and drinking services, and usable open space in or near the Plan Area. Measures should be evaluated to feasibly approach a desired goal of producing no net new automobile trips.

- The Area Plan shall identify strategies for accomplishing housing with a focus on below-market residential units which would be available to help accommodate employment generated by the project.

- The project shall include provision of new usable open space areas in and/or in the proximity of the SUMC area. These open space areas shall be developed in a way that promotes linkages between uses within the SUMC area, nearby uses at the Stanford Shopping Center, nearby open space, areas of existing and future housing sites and other nearby university lands. Open space areas shall be accessible and within easy walking distance to the greatest number of users.

- The project shall include designed and built features that promote linkages for pedestrians, bicyclists and transit users from and within the SUMC to the Stanford Shopping Center, the Stanford University Campus, the Palo Alto Transit Center, downtown, and nearby residential neighborhoods. The City, in conjunction with the Stanford Medical Center and the Stanford Shopping Center, shall evaluate the feasibility and design of a grade separated crossing(s) of El Camino Real and the railroad tracks for pedestrians and bicycles.

- The project shall include specific design features for the efficient movement of vehicles, the Marguerite Shuttle, and other transit in and around the SUMC. The efficient movement of emergency vehicles to the appropriate facilities shall be an important focus of the circulation design.

- Provide for exemplary sustainability and green building design to achieve the equivalent of the Leadership in Energy and Environmental Design (LEED) Silver certification for the project.
• Provide emergency surge capacity as part of overall disaster preparedness and management of mass population events which impact regionally or locally.
• Provide space proximate to the hospitals which can accommodate community health providers whose patients utilize facilities and programs of the hospital.

The following planning goals for the hospitals and clinics development within the SUMC region were developed and included in the 2000 SUMC Land Use Area Analysis in response to community desires and SUMC programmatic objectives:

• Maintain quality and character of SUMC to support overall community character.
  - Integrated land use, open space, support services, and transportation network
  - Unified but unique design character
  - Compact, pedestrian-oriented development

• Plan for sustainability
  - Efficient use of land and resources
  - Multi-modal connectivity
  - Health and welfare of users, patients, staff, visitors, etc.

• Create clarity and order
  - Strong sense of orientation
  - Strong internal and contextual connections

• Create a strong Stanford University identity
  - Strong shared framework
  - Clear individual and functional identities

• Meet expected needs and phasing
  - Long-term view
  - Inherent flexibility
  - Create or preserve future building sites

These programmatic objectives are supportive of basic functional requirements for the effective operation of a SUMC Area program that include efficiency in the use of facilities and resources; proximity of related functions; and the ability to move people, goods, and services easily. Ultimately, such planning produces a high-quality, healthy and balanced environment.
LAND USE

This section discusses land use for the SUMC within the context of regional, city, and Stanford campus land use. Many of the planning principles discussed in the previous section can be applied to Land Use issues.

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

Palo Alto Comprehensive Plan

Land use objectives of Comp Plan goals, policies, and programs emphasize sound planning as described in Section 3.1 and focus on maintaining appropriate scale and density. Other objectives include the reuse of old buildings and the appropriate siting and design of parking. Comp Plan Goal L-1 expresses the City's desire for a well-designed, compact city, and recognizes that infill and redevelopment of the City's urban land will provide protection of the baylands and foothills. Specifically for the SUMC, Policy L-45 encourages future development to support compact, pedestrian-oriented development that also meets the functional needs of the facilities within the SUMC.

As part of the Comp Plan, the City's 1989 Citywide Land Use and Transportation Study analyzed a specified amount of development and Policy L-8 maintains that amount of development as a citywide limit on new non-residential development. As part of the project approval process, the City will determine whether the SUMC proposed facilities are within that established citywide limit.

These and other Comp Plan policies, goals, and programs informing Land Use are listed below.
### Applicable Comp Plan Goals, Policies, and Programs – **Land Use**

**Land Use**

**Goal L-1**
A Well-designed, Compact City, Providing Residents and Visitors with Attractive Neighborhoods, Work Places, Shopping Districts, Public Facilities, and Open Spaces.

**Goal L-4**
Inviting, Pedestrian-scale Centers That Offer a Variety of Retail and Commercial Services and Provide Focal Points and Community Gathering Places for the City’s Residential Neighborhoods and Employment Districts.

**Goal L-5**
High Quality Employment Districts, Each with its Own Distinctive Character and Each Contributing to the Character of the City as a Whole.

**Goal L-6**
Well-designed Buildings that Create Coherent Development Patterns and Enhance City Streets and Public Spaces.

**Policy L-3**
Guide development to respect views of the foothills and East Bay hills from public streets in the developed portions of the City.

**Policy L-5**
Maintain the scale and character of the City. Avoid land uses that are overwhelming and unacceptable due to their size and scale.

**Policy L-7**
Evaluate changes in land use in the context of regional needs, overall City welfare and objectives, as well as the desires of surrounding neighborhoods.

**Policy L-8**
Maintain a limit of 3,257,900 square feet of new non-residential development for the combined nine planning areas evaluated in the 1989 Citywide Land Use and Transportation Study, with the understanding that the City Council may make modifications for specific properties that allow modest additional growth. Such additional growth will count towards the 3,257,900 square foot maximum.

**Policy L-10**
Maintain a citywide structure of Residential Neighborhoods, Centers, and Employment Districts. Integrate these areas with the City's and the region's transit and street system.

**Policy L-19**
Encourage a mix of land uses in all Centers, including housing and an appropriate mix of small-scale local businesses.
Policy L-45
Develop Stanford Medical Center in a manner that recognizes the citywide goal of compact, pedestrian-oriented development as well as the functional needs of the Medical Center.

Policy L-58
Promote adaptive reuse of old buildings

Program L-72
Develop a strategy to enhance gateway sites with special landscaping, art, public spaces, and/or public buildings. Emphasize the creek bridges and riparian settings at the entrances to the City over Adobe Creek and San Francisquito Creek

Program L-76
Evaluate parking requirements and actual parking needs for specific uses. Develop design criteria based on a standard somewhere between average and peak conditions.

Transportation

Program T-1
Encourage infill, redevelopment, and re-use of vacant or underutilized parcels employing minimum density requirements that are appropriate to support transit, bicycling, and walking.

Program T-2
Promote mixed use development to provide housing and commercial services near employment centers, thereby reducing the necessity of driving.

Program T-3
Locate higher density development along transit corridors and near intermodal transit stations.

Program T-48
Encourage parking strategies in the Stanford Medical Center area that maximize the efficient use of parking and, in the long term, consider the possible use of remote parking lots with shuttle bus service.
Key Planning Issues and Uses

Key Land Use issues to be addressed in this Plan and in subsequent project reviews include Housing, Urban Design, Open Space, Community Practitioners, and Historic Resources. Discussions of the first three of those issues are included in separate sections devoted to each.

Community Practitioners

The SUMC area comprises 97 acres in the City of Palo Alto and 28 acres in Santa Clara County. It contains both inpatient and outpatient facilities, teaching and clinical research programs, and a variety of specialty offices, clinics, and support facilities along Welch Road. A number of these are on long-term ground leases from Stanford and are privately owned. Some of the community practitioners using these areas will be displaced as a result of the expansion and modernization project. The Project is expected to provide replacement facilities for community health care providers, at a minimum in the Hoover Pavilion building. The following key plan objective relates to assuring continued opportunities for community practitioners to remain in Palo Alto, particularly near the SUMC facilities:

- Provide space proximate to the hospitals to accommodate community health providers whose patients utilize facilities and programs of the hospitals.

Surge Capacity for Emergency

As described in Section 2.1 of this Area Plan Update, the Hospitals’ Proposed Renewal and Replacement Project provides improved facilities for its Level 1 Trauma Center, which will support disaster preparedness and capacity during natural and man-made disasters. The Environmental Impact Report and peer review efforts will further evaluate the capacity of the medical facilities to accommodate health care during catastrophic emergencies (earthquake, fire, pandemic, etc.). The following key plan objective is intended to assure adequate emergency health services:

- Provide emergency surge capacity as part of overall disaster preparedness and management of mass population events with regional or local impacts.

Historic and Cultural Resources

Comp Plan Policy L-46 requires that the Area Plan include a discussion of historic resources. The Hoover Pavilion has been identified as a possible historic resource within the SUMC area. No systematic inventory and analysis of structures within the SUMC area has been performed to determine the extent, significance and integrity of potential historic resources. The environmental analysis for the proposed expansion of the SUMC will include an analysis of impacts to historic and cultural resources.
Functional Uses and Buildings

Functional uses and buildings, both existing and proposed, are depicted in Exhibits 3-1 and 3-2. The functional uses shown on the maps can be described as follows:

Clinical Care
Sites and facilities developed specifically for the provision of medical services to patients by the two hospitals. This use include inpatient facilities, nursing units (hospital rooms), diagnostic and treatment facilities (including operating rooms and the Emergency Department), clinics, and other uses that directly support clinical activities.

Teaching and Research
Sites and facilities that house School of Medicine facilities that support teaching research and other student-based activities. These uses may include offices for faculty and other School of Medicine personnel as well as clinical programs directly related to teaching and research (e.g., the Psychiatry clinic).

Medical Office and Research
This designation typically applies to commercially developed properties that are leased long-term by the University to others who provide office space for uses related to the primary medical activity. SUMC’s space needs are such that the Hospitals and School also lease/rent space in these properties for clinics and other uses at market prices. Stanford University and the City worked cooperatively to create new MOR zoning to allow this variety of use.

Ancillary
This is a catch-all designation for all of the uses that do not fit into the clinical, teaching and research or medical office categories. It applies to those uses that are located in the SUMC to provide local support of the primary uses. Ancillary uses primarily include housing and child care.

Open Space
The major open space elements depicted on the maps do not represent all of the open space and landscape resources available to SUMC users. Gardens, courtyards, plaza, pathways, and streets are woven into the fabric of the SUMC and designed to provide landscape relief to buildings. Treatment of these areas is discussed in more detail in Section 3.4, Urban Design. In addition, regional open space resources outside the SUMC area, such as the Arboretum and the San Francisquito Creek Corridor, are nearby and accessible. They are described is the section “Open Space” found on page 3.46 and depicted in Exhibit 3-13.

Parking
Parking is not called out as separate land use. See Circulation, Vehicular Access, and Parking for a discussion of parking facilities.
Goals and Objectives
Following is a summary of the Hospitals’ and School of Medicine’s land use objectives for the Medical Center:

Identity
Establish and reinforce a distinct physical character that proclaims its preeminence in the field of medicine and biomedical research, while maintaining its inherent relationship to the physical characteristics of the Stanford University campus. The user should readily identify the institutions within the SUMC with the highest level of health care standards and associated research at Stanford University, as well as being able to identify individual facilities or functions within the SUMC.

Unity
The overall composition of buildings, parking, and open space should convey a unity of purpose through clarity of site organization, harmony of architecture, and continuity of landscape elements.

Security
SUMC, which functions on a 24-hour basis, should convey an aura of safety to all users. Likewise, it should be physically organized in such a way that it can be easily policed.

Warmth and Welcome
The SUMC should convey an open and friendly atmosphere in its grounds and facilities. This sense of openness and friendly environment also serves to comfort those coming to the Center with emotional concerns over their health or that of loved ones.

Economy
Economy should be demonstrated by both the efficiency with which the resources of the site are utilized and the expediency with which one can move from one area of the SUMC to another, whether interior to a building or exterior from one facility to the next. Further, it implies economy of design and ease of maintenance, which will allow resources to be used efficiently on a long-term basis.

Flexibility
A contemporary teaching and research-oriented medical center should maintain flexibility in order to meet the changing facility demands of its faculty and staff. Planning and design should, therefore, to the best of ability and budget, anticipate the needs for wholesale adaptation as the science and art of health care evolves.
3-1 Functional Uses and Buildings – Existing

Legend:
- Clinical Care
- Teaching and Research
- Medical Office and Research
- Ancillary (includes residential and child care)
- Open Space

Note: Zones include parking
3.2 Functional Uses and Buildings – Proposed

1 Changes proposed
HOUSING

This section discusses various strategies for provision of housing associated with employment expected to be generated by the proposed renewal project. The section also analyzes the suitability of housing sites within and adjacent to the Area Plan area.

Palo Alto Comprehensive Plan

Comp Plan Goal H-1 is to supply affordable and market rate housing that meets Palo Alto’s share of regional housing needs in order for the City to continue to be a distinctive, diverse and desirable place to live. The Comp Plan explains this goal will be implemented at specific locations identified in the Housing Sites Inventory and identified in the zoning and Comp Plan maps. As a method of furthering this goal, Program H-50 is established to continue to require developers of employment-generating commercial and industrial developments to contribute to the supply of affordable housing, either through new housing units or payment of an in-lieu fee.

These and other Comp Plan policies, goals, and programs informing Housing are listed on the following page.

Key Planning Issues and Uses

Housing Demand and Sites

The Environmental Impact Report for the proposed hospital renewal projects will include an analysis of regional housing demand, by housing affordability level, expected to be induced by long-term employment associated with the proposed hospitals and Medical School project, as well as by the proposed shopping center expansion. The EIR also will evaluate commute trends for people who work in Palo Alto, including hospital employees. The housing demand from the projects will be compared to the Association of Bay Area Government’s projected housing needs and the housing elements of relevant cities and counties in the region to determine whether the region can accommodate anticipated housing demand from the projects. This Area Plan Update will be revised to reflect that analysis after it has been completed, and is not intended to duplicate or limit the environmental review process.

The SUMC Area includes a 6.7 acre site that was included in the Sand Hill Road Projects EIR and is zoned by the City of Palo Alto for high density residential uses (RM-40). The RM-40 site is developed presently with 148 housing units. Approximately 100 additional housing units could be accommodated on this site under the current zoning.

In addition, the SUMC Area includes two significant housing sites that are located in unincorporated Santa Clara County. Stanford's General Use Permit, approved by Santa Clara County in 2000, allows development of 200 housing units for hospital residents and post-doctorate students at the Quarry/Arboretum site, and 150 additional housing units for hospital residents and post-doctorate students at the Quarry/El Camino site. These housing units would be affordable and attainable, and would serve the population associated with the SUMC.
### Housing

**Policy H-2**
Identify and implement a variety of strategies to increase housing density and diversity in appropriate locations. Emphasize and encourage development of affordable and attainable housing.

**Policy H-3**
Support the designation of vacant or underutilized land for housing.

**Policy H-4**
Encourage mixed use projects as a means of increasing the housing supply while promoting diversity and neighborhood vitality.

**Program H-1**
Allow for increased housing density immediately surrounding commercial areas and particularly near transit centers.

**Program H-2**
Encourage development densities at the higher end of allowed density ranges in multiple family zones by using methods such as preferential or priority processing and application fee reductions for projects that propose development at the higher end of a site’s allowed density range and that provide affordable housing in excess of mandatory BMR program requirements. Consider increasing minimum density requirements in multiple family zones as well as in all Comprehensive Plan land use designations that permit housing.

**Policy H-9**
Maintain the number of multi-family housing units, including BMR rental and ownership units, in Palo Alto at no less than the number of multifamily rental and BMR units available as of December 2001 and continue to support efforts to increase the supply of these units.

**Program H-50**
Continue to require developers of employment-generating commercial and industrial developments to contribute to the supply of low- and moderate-income housing.

**Program H-51**
Periodically review the housing nexus formula as required under Chapter 16.47 of the Municipal Code to better reflect the impact of new jobs on housing demand and cost.

**Note:**
The City implements Program H-50 through provision of new housing or through a housing impact fee. Hospitals are exempt from this fee; however, medical offices are not exempt.

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<td><strong>Housing</strong></td>
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<td><strong>Policy H-2</strong></td>
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Identify and implement a variety of strategies to increase housing density and diversity in appropriate locations. Emphasize and encourage development of affordable and attainable housing. |

**Policy H-3**
Support the designation of vacant or underutilized land for housing.

**Policy H-4**
Encourage mixed use projects as a means of increasing the housing supply while promoting diversity and neighborhood vitality.

**Program H-1**
Allow for increased housing density immediately surrounding commercial areas and particularly near transit centers.

**Program H-2**
Encourage development densities at the higher end of allowed density ranges in multiple family zones by using methods such as preferential or priority processing and application fee reductions for projects that propose development at the higher end of a site’s allowed density range and that provide affordable housing in excess of mandatory BMR program requirements. Consider increasing minimum density requirements in multiple family zones as well as in all Comprehensive Plan land use designations that permit housing.

**Policy H-9**
Maintain the number of multi-family housing units, including BMR rental and ownership units, in Palo Alto at no less than the number of multifamily rental and BMR units available as of December 2001 and continue to support efforts to increase the supply of these units.

**Program H-50**
Continue to require developers of employment-generating commercial and industrial developments to contribute to the supply of low- and moderate-income housing.

**Program H-51**
Periodically review the housing nexus formula as required under Chapter 16.47 of the Municipal Code to better reflect the impact of new jobs on housing demand and cost.

**Note:**
The City implements Program H-50 through provision of new housing or through a housing impact fee. Hospitals are exempt from this fee; however, medical offices are not exempt.
Throughout the City there are 16 housing sites that would accommodate up to 818 units (CPA Housing Element, adopted December 2002). Many of the sites are encumbered with other uses or subject to other limits on near-term development.

**Housing Approaches**

The medical office components of the hospitals renewal project, as commercial developments, are required to pay an in-lieu fee to the City to supply affordable housing units. The amount of this fee will be calculated once the project designs have been presented in more detail or the fee may be waived if sufficient accommodation is made for affordable housing elsewhere. The Stanford Hospital and LPCH are not subject to the fee, and housing strategies will be developed to address needs generated by the project. The Area Plan Update anticipates that the City, Stanford and the hospitals will evaluate the potential to develop additional housing on the RM-40 parcel in the City and/or on the Quarry housing sites in the County.

Another site, outside of the Area Plan boundaries, suggested as a possible housing site, is the current VTA terminal and adjacent Stanford lands leased to Palo Alto in the Palo Alto Intermodal Transit Station (PAITS) area. This area is currently designated as “Major Institution/Special Facilities” and “Public Parks” in the Comp Plan. It is currently zoned as Public Facilities for most of the area, with a Planned Community zone over the MacArthur Park and Red Cross facilities. In addition, portions of this land have been dedicated as parkland. It is not currently zoned or designated for housing.

A possibility of housing on this site was first proposed in 1993. In 2002, the City Council rejected one conceptual redevelopment proposal that would have included housing on this site. The site was suggested because a 1993 study for redevelopment of the PAITS (aka “Dream Team”) included an alternate plan for creating redevelopment opportunities, including housing. After consideration, Council directed staff to continue exploration of other options for uses that did not rely on creating development area for residential or other uses near the transit center. To date, no plans or proposals involving housing on the site have been approved by the City Council. Many obstacles have been identified for this site, but its realistic housing potential may be explored further.

Refer to Exhibit 3-3 for potential housing sites.

**Goals and Objectives**

The following proposed key plan objective for housing is intended to implement the Comprehensive Plan policies and programs:

- The Area Plan shall identify strategies for accomplishing housing with a focus on below-market residential units which would be available to help accommodate employment generated by the project.
3-3 Housing Sites – Potential

1. **Pasteur-Welch**
   - Approximately 100 units

2. **Quarry-Aboretum**
   - 200 units on 8.0 acres

3. **Quarry-El Camino**
   - 150 units on 6.2 acres

4. **Transit Oriented Housing**
   - Identified by the City of Palo Alto
   - Not previously identified as a housing site in the Comp Plan
URBAN DESIGN QUALITY/COMMUNITY CHARACTER

The SUMC urban design quality and community character section will help guide future-growth and development to contribute to the overall quality and effectiveness of each institution functioning independently and as a single medical center, and to integrate the SUMC within the larger context of campus, community, and environment. It is in the interest of both the City of Palo Alto and Stanford that the SUMC continues to develop in a manner that assures excellence in urban design and community character. This section identifies the City of Palo Alto’s adopted community design goals, policies, and programs, as well as Stanford’s intent to develop in a manner consistent with an exemplary quality of design. Refer to Exhibit 3-4 for the Area Plan Site Concept.

Palo Alto Comprehensive Plan

Stanford’s involvement in the development of the Comp Plan led directly to goals, policies and programs intended to influence design of the SUMC to enhance the overall City character as well as that of adjacent centers. Well-designed buildings arranged to create a coherent city, with buildings and landscapes located and designed to enhance and enliven streets and public spaces, are all Comp Plan directions that contribute to community health, safety, and well-being.

Comp Plan Goal L-5 recognizes that each of the City’s Employment Districts has its own distinctive character and contributes to the character of the City as a whole. The Comp Plan provides policies and programs to support goals of high-quality employment districts and well-designed buildings. Although Palo Alto contains a variety of styles and periods, City residents value well-designed structures that fit with their surroundings. Policy L-49 looks to new buildings to revitalize streets and public spaces. In addition, surface parking lots are to be minimized (Policy L-77) and contain ample trees and landscaping (Policy L-76). Where possible, parking lots are to be located behind buildings or underground (Policy L-75) in order to provide opportunities for open space and outdoor amenities.

These and other Comp Plan policies, goals, and programs informing the Urban Design Quality/Community Character are listed below.

Key Planning Issues and Uses

Infill and redevelopment of the urbanized campus have been a recent focus of Stanford’s redevelopment. As academic programs become more interrelated, connection to the SUMC from other parts of the campus becomes more important. Buildings and infrastructure are anticipated to continue to take advantage of the benign local climate by incorporating courtyards and arcades.

As in the original architecture of the Stanford Main Quad, new buildings are anticipated to be designed and located to frame and make places, including a variety of plazas, courts, and commons areas. Building heights should be proportioned to provide design interest and minimize view impacts while accommodating functional needs. Buildings and open space
Applicable Comp Plan Goals, Policies, and Programs –
Urban Design Quality/Community Character

**Land Use**

*Goal L-5*
High Quality Employment Districts, Each with its Own Distinctive Character and Each Contributing to the Character of the City as a Whole.

*Goal L-6*
Well-designed Buildings that Create Coherent Development Patterns and Enhance City Streets and Public Spaces.

*Policy L-3*
Guide development to respect views of the foothills and East Bay hills from public streets in the developed portions of the City.

*Policy L-5*
Maintain the scale and character of the City. Avoid land uses that are overwhelming and unacceptable due to their size and scale.

*Policy L-20*
Encourage street frontages that contribute to retail vitality in all Centers. Reinforce street corners with buildings that come up to the sidewalk or that form corner plazas.

*Policy L-22*
Enhance the appearance of streets and sidewalks within all Centers through an aggressive maintenance, repair and cleaning program; street improvements; and the use of a variety of paving materials and landscaping.

*Policy L-42*
Encourage Employment Districts to develop in a way that encourages transit, pedestrian and bicycle travel and reduces the number of auto trips for daily errands.

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

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

*Policy L-71*
Strengthen the identity of important community gateways, including the entrances to the City at Highway 101, El Camino Real and Middlefield Road, the Caltrain stations, entries to commercial districts, and Embarcadero Road at El Camino Real.

*Policy L-73*
Consider public art and cultural facilities as a public benefit in connection with new development projects. Consider incentives for including public art in large development projects.
features should reinforce pedestrian circulation, encourage collaboration, contribute to the healing process, and provide orientation or wayfinding ‘cues’ in the landscape. Major landscape treatments, pedestrian connectors, and service corridors should extend to the shared facilities within the Medical Center and to other parts of the campus and community for interaction, efficiency, and access. Institutional distinctions, vehicular movements, and signage should guide visitors to the most direct point of access for their intended destination.

The proposed infill of parking sites, coupled with the need to expand facilities, will necessitate the transition to more structured parking. Streetscapes, bike paths, pedestrian corridors, and open spaces are anticipated to create a campus-scale and pedestrian-friendly urban environment. Key sight lines of the foothills also should be considered in the development of the Medical Center.

Pedestrian, shuttle, and bicycle routes should be designed to facilitate connections to adjacent and nearby uses including the campus, nearby residential neighborhoods, the Stanford shopping center, downtown Palo Alto, and the Palo Alto Transit Center.

While the SUMC is located on the Stanford campus, and within the City, Stanford Hospital and Clinics (SHC) and Lucile Packard Children’s Hospital (LPCH) are two distinct and independent business institutions, each with a strong community presence. It is important that these entities maintain their identities and distinctiveness within the greater context.

**Policy L-75**
Minimize the negative physical impacts of parking lots. Locate parking behind buildings or underground wherever possible.

**Policy L-76**
Require trees and other landscaping within parking lots.

**Policy L-77**
Encourage alternatives to surface parking lots to minimize the amount of land that must be devoted to parking, provided that economic and traffic safety goals can still be achieved.

**Policy L-79**
Design public infrastructure, including paving, signs, utility structures, parking garages and parking lots to meet high quality urban design standards. Look for opportunities to use art and artists in the design of public infrastructure. Remove or mitigate elements of existing infrastructure that are unsightly or visually disruptive.

**Program L-17**
Through public/private cooperation, provide obvious, clean, and accessible restrooms available for use during normal business hours.

**Program L-49**
In areas of the City having a historic or consistent design character, design new development to maintain and support the existing character.
Goals and Objectives

Specific hospitals and School of Medicine objectives to achieve the desired urban design quality/community character are:

Buildings
- New buildings designed for the SUMC should establish and reinforce a distinct physical character that reflects its prominence in the field of medicine and translational research
- Building placement height and massing should be used to convey identity and hierarchy and to promote orientation and wayfinding.
- Building designs should encourage connections between facilities
- Buildings should be sited to form and define outdoor spaces and courts
- Human-scale spaces where comfort, healing quality, and delight prevail, including small courts, intimate corners, shade, seating, and cafes should be incorporated into and between new and existing facilities.
- Develop guidelines for building forms and materials to a recognizable vocabulary and identity for the SUMC and its institutions.

Circulation and Streets
- Project features should include transit facilities designed to reduce staff parking demands.
- Alternate means of transportation should be encouraged and facilities such as bike lockers and electric cart parking areas should be considered in designing new facilities.
- Parking should be transitioned from dispersed-surface parking lots and consolidated in structures accessed from primary vehicular entries to minimize circulation requirements.
- Shuttle, transit, and bicycle connections should continue to evolve, incorporating city and campus-wide programs for public transit
- Key pedestrian routes should be reinforced with landscape treatment.
- Welch Road should be redesigned to enhance the main entry to LPCH, accommodate pedestrian and bicycle use, and to maintain vehicular access and movement that does not conflict with safe pedestrian use.
- The design of Quarry road should encourage pedestrian and bike use, optimize vehicular capacity and promote a development pattern to enhance those functions.

Landscape
- Distinct landscape, architecture, and signing should be designated at key entry and decision points to assist visitor orientation and way-finding and to add to the visual character of the region.
- Specialty elements for identity and character such as sculpture, play spaces, water, and porticos should be incorporated into the landscape to provide an additional level of pedestrian orientation.
3-4  Area Plan Site Concept
1  Pedestrian/bicycle path access to transit station (PAITS)
2  Pedestrian/bicycle access to Shopping Center
3  SUMC “Mall” integrating the School of Medicine, Stanford replacement hospital, and the L. Packard Children’s Hospital
4  Governor’s Avenue pedestrian/bicycle connection

Maximum Height Designations

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LINKAGES AND CONNECTIONS

Although the SUMC is a distinct area with defined boundaries, it exists within a larger land use context. This section considers nearby land use and development activity by discussing how the SUMC links and connects to other uses. Refer to Exhibits 3-5 and 3-6 for a depiction of existing and proposed linkages.

Palo Alto Comprehensive Plan

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

Key Planning Issues and Uses

Shopping Center Area

The City has identified expansion of the Stanford Shopping Center as a key component of the City’s plan to maintain its economic vitality. Therefore, the operator of the Shopping Center has submitted an application to expand the Shopping Center and construct a hotel on the Shopping Center site. A single environmental impact report will be used for both the SUMC replacement and renewal project and the Shopping Center expansion projects, however, the Area Plan is limited to the SUMC area. Because the Shopping Center shares streets and other infrastructure with SUMC and provides important retail support for SUMC employees, patients, and visitors, this section discusses strategies that take advantage of the shared elements to more effectively plan linkages between the projects.

Other Nearby City Areas

Other areas in the city have geographical or functional relationships to the SUMC and Shopping Center areas. The Commercial activities in downtown clearly have a strong relationship to the retail use in the Shopping Center. The downtown provides retail shopping opportunities and services to employees and other SUMC users, and benefits from the employee and user populations at the SUMC. Residential areas north and south of downtown, in nearby Menlo Park and especially the housing along Sand Hill Road are very close to the SUMC and undoubtedly provide housing for some SUMC employees.

Development along El Camino Real such as Town and Country Village, the Palo Alto Medical Foundation and the hotels just east of University also serve the SUMC and benefit from the proximity of SUMC.
Applicable Comp Plan Goals, Policies, and Programs —
Linkages

Transportation

Policy T-1
Make land use decisions that encourage walking, bicycling and public transit use.

Policy T-14
Improve pedestrian and bicycle access to and between local destinations including public facilities, schools, parks, open space, employment districts, shopping centers and multi-modal stations.

Policy T-15
Encourage the acquisition of easements for bicycle and pedestrian paths through new private developments.

Policy T-23
Encourage pedestrian-friendly design features such as sidewalks, street trees, on-street parking, public spaces, gardens, outdoor furniture, art, and interesting architectural details

Program T-35
Consider increased public transit, a shuttle, and other traffic and parking solutions to ensure safe, convenient access to the Stanford Shopping Center/Medical Center area.

Program T-37
Provide safe, convenient pedestrian, bicycle, and shuttle connections between the Stanford Shopping Center and Medical Center areas and future housing along the Sand Hill Road corridor, the University Avenue Multi-modal Transit Station, Downtown Palo Alto, and other primary destinations.

Land Use

Policy L-42
Encourage Employment Districts to develop in a way that encourages transit, pedestrian and bicycle travel and reduces the number of auto trips for daily errands.

Policy L-43
Provide sidewalks, pedestrian paths, and connections to the citywide bikeway systems within Employment Districts. Pursue opportunities to build sidewalks and paths in renovation and expansion projects.

Program L-44
Design the paths and sidewalks to be attractive and comfortable and consistent with the character of the area where they are located.
Pedestrian Connections
Pedestrian ways provide vital connections within and to an extensive system beyond the SUMC campus.

Open Space
The previously mentioned open space resources of the Arboretum and San Francisquito Creek are significant features that provide landscape amenity to SUMC employees, patients and visitors.

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

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

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

An extensive pathway network exists beyond the street system. The paths provide opportunities for pedestrians and cyclists to connect to the related land uses and transportation systems discussed above. A more thorough description of streets, paths, and transit facilities is provided in Section 3.6 (Circulation, Vehicular Access, and Parking) and Section 3.7 (Transit, Bicycle, and Pedestrian Circulation).

Internal Linkages
Most internal linkage within the SUMC and between it and the Shopping Center will occur on the streets paths and systems referenced above and described further in Section 3.6 (Circulation, Vehicular Access, and Parking) and Section 3.7 (Transit, Bicycle, and Pedestrian Circulation). There are, however, three connections of special significance that bear mentioning here.
The main pedestrian spine of the SUMC aligns with the central mall of the Shopping Center. There will be opportunity in the planned project to connect these facilities to provide a continuous off-street pathway through the core of the two centers.

Quarry Road was widened as part of the Sand Hill Road Projects, creating a new “full-service” intersection at El Camino. This intersection creates a new entry point to the SUMC on Quarry, one of the few roads in the local network with capacity for more movement. The Sand Hill Road Projects also upgraded and extended sidewalks and bike lanes to increase capacity for those modes. The City of Palo Alto is also exploring an enhanced pedestrian and transit connection to the PAITS at the north side of the intersection.

The development parcels on Quarry Road border the designated Campus Open Space of the Arboretum. The University has located a utility corridor along this edge. An opportunity exists to create a pedestrian and bicycle circulation facility along this same alignment. This facility would provide connection to the PAITS and Downtown as well as allowing users to experience the path network, open space and cultural resources of the Arboretum.

**Nodes**

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

**Goals and Objectives**

The following City-proposed key plan objectives implement Comp Plan policies and programs pertaining to linkages:

- The project shall include designed and built features that promote linkages for pedestrians, bicyclists and transit users from and within the SUMC to the Stanford Shopping Center, the Stanford University Campus, the Palo Alto Transit Center, downtown, and nearby residential neighborhoods. The City, in conjunction with the Stanford Medical Center and the Stanford Shopping Center, shall evaluate the feasibility and design of a grade separated crossing(s) of El Camino Real and the railroad tracks for pedestrians and bicycles.
The project shall include specific design features for the efficient movement of vehicles, the Marguerite Shuttle, and other transit in and around the SUMC. The efficient movement of emergency vehicles to the appropriate facilities shall be an important focus of the circulation design.

The efficient movement of employees, residents, visitors within the SUMC and adjacent on- and off-campus areas will be a significant component of the efforts to reduce automobile traffic as a result of the development. The design of these links in the form of open space, landscaped areas, and pathways represent an opportunity to design these links as “green corridors.” The roadways, driveways and parking areas are important components of the vehicular circulation system and should be designed in a manner that promotes the efficient movement of vehicles. Specific attention should be placed on the movement of emergency vehicles to and from the SUMC.

Stanford University and both hospitals provide a full transportation demand management program to achieve trip reductions. A Commute Club program for individuals agreeing not to drive alone to work, the Marguerite Shuttle and Express buses, distribution of Eco Passes, and bicycle programs are provided as part of Stanford’s efforts.
3-6 Linkages – Proposed

1. New pedestrian and bicycle connection
2. New Arboretum pedestrian and bicycle connection
3. New transit and pedestrian connection from Sand Hill to Welch
4. New transit connection from Quarry to PAITS (Palo Alto Intermodal Transit Station)
CIRCULATION, VEHICULAR ACCESS, AND PARKING

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

The layout and past development of the SUMC and the local circulation systems have created infrastructure to support walking and biking. The Area Plan Update examines opportunities to expand these systems through specific project improvements while providing efficient access for vehicles, the primary travel mode for patients and visitors. Refer to Exhibits 3-7 and 3-8 for a depiction of existing and proposed vehicular circulation and parking.

Palo Alto Comprehensive Plan

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

Comp Plan Goal T-1 establishes the City’s goal of less reliance on single-occupant vehicles, yet recognizes it as one of the greatest challenges during the life of the Comp Plan. As a way to support the goal, Policy T-1 supports land use decisions that encourage walking, bicycling and public transit use. Higher density land use patterns, especially near transit centers, can meet this policy direction. Comp Plan Policy T-26 addresses comprehensive solutions to traffic problems near the SUMC and Shopping Center. These solutions began with the Sand Hill Road Projects, and will continue through the concepts in this Area Plan Update. Finally, Comp Plan Policy T-39 addresses the importance of traffic safety for automobiles, pedestrians and bicyclists within the City. This policy is also of great importance in the SUMC.

These and other Comp Plan policies, goals, and programs informing Circulation, Vehicular Access, and Parking are listed below.

Key Planning Issues and Uses

Although specific traffic projections have not yet been prepared, it is expected that the projects would generate a substantial number of additional automobile trips to and from the SUMC area. The EIR will assess the specific impacts of the development on all traffic and transportation systems and will identify potential solutions. The City recommends that the project include, at a minimum, specific initiatives that would minimize automobile traffic within Palo Alto and adjacent neighborhoods in other local jurisdictions. The traffic impact data will be essential in evaluating the potential to approach a desired goal of no net new trips.
Applicable Comp Plan Goals, Policies, and Programs – Circulation, Vehicular Access, and Parking

Land Use

Policy L-7
Evaluate changes in land use in the context of regional needs, overall City welfare and objectives, as well as the desires of surrounding neighborhoods.

Policy L-10
Maintain a citywide structure of Residential Neighborhoods, Centers, and Employment Districts. Integrate these areas with the City’s and the region’s transit and street system.

Policy L-75
Minimize the negative physical impacts of parking lots. Locate parking behind buildings or underground wherever possible.

Policy L-77
Encourage alternatives to surface parking lots to minimize the amount of land that must be devoted to parking, provided that economic and traffic safety goals can still be achieved.

Transportation

Goal T-1
Less Reliance on Single-Occupant Vehicles

Goal T-5
A Transportation System with Minimal Impacts on Residential Neighborhoods.

Policy T-1
Make land use decisions that encourage walking, bicycling and public transit use.

Policy T-2
Consider economic, environmental, and social cost issues in local transportation decisions.

Policy T-14
Improve pedestrian and bicycle access to and between local destinations including public facilities, schools, parks, open space, employment districts, shopping centers and multi-modal stations.

Policy T-26
Participate in the design and implementation of comprehensive solutions to traffic problems near Stanford Shopping Center and Stanford Medical Center.

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

Policy T-48
Encourage parking strategies in the Stanford Medical Center area that maximize the efficient use of parking and, in the long term, consider the possible use of remote parking lots with shuttle bus service.
Road System

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

Primary objectives include safety, clarity, and convenience of routes from entry to parking and, via pedestrian paths, to destinations. Roads should have sufficient capacity for anticipated traffic. Routes for emergency vehicles should be well-signed, direct, and free from obstruction and congestion. The system should provide equally clear access to all principle destinations for every mode of travel. Connections to regional roadways will be limited to existing public arterials and interchanges. Expansion of these facilities is not planned; however, the EIR will analyze existing facilities to confirm capacities or identify improvements necessary to mitigate increased traffic.

The entry and loop roads connect to four major public roads that provide public access to the SUMC. These roads are El Camino Real, Junipero Serra Boulevard, Sand Hill Road, and Quarry Road. These roads connect to highways and expressways that are regional transportation facilities (US 101, I 280, CA 84, etc.). Some local arterials such as Alpine Road in San Mateo County and Embarcadero Road in Palo Alto also provide connection between the Center and regional facilities. The most important external access routes are those serving the Emergency Department, which is currently reached via Quarry Road from Campus Drive, Welch Road, Arboretum Road, and El Camino Real.

Entryways should be designed and articulated to welcome visitors, clearly announce their status as main entries and convey a sense of quality and care representative of the institutions. Each of the major destinations, the Stanford School of Medicine, Stanford Hospital

Program T-1
Encourage infill, redevelopment, and re-use of vacant or underutilized parcels employing minimum density requirements that are appropriate to support transit, bicycling, and walking.

Program T-2
Promote mixed use development to provide housing and commercial services near employment centers, thereby reducing the necessity of driving.

Program T-35
Consider increased public transit, a shuttle, and other traffic and parking solutions to ensure safe, convenient access to the Stanford Shopping Center/Medical Center area.
and Clinics, and Lucile Packard Children’s Hospital, along with three additional entries, will have a distinct identity and arrival statement. Three feeder / entry ways serve as major arrival statements to the SUMC and identify main building entries or other primary destinations. These entries are Pasteur Drive, Quarry Road, and Campus Drive. Through their geometry and urban design elements, these roads clearly announce their status as main entries and provide new visitors with clear messages of arrival destinations. Quarry Road can be clarified and more strongly articulated as a principle entry. A secondary entry to provide access to Welch Road and entry to some outpatient facilities will be proposed by extending Durand Way from Sand Hill Road.

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

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

The facilities shown in the Circulation diagram, augmented by minor improvements to existing infrastructure, will remain as the basic framework for movement in the SUMC.

Parking
Parking in the SUMC serves a variety of functions.

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

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

The existing Palo Alto Use Permits for SUMC facilities allow for Stanford’s regional parking approach that relies on parking in City and Santa Clara County locations, rather than relying upon parking assigned on a building-by-building basis. Performance-based parking requirements, shared facilities and transit oriented development are strategies that may be considered for reducing the overall need for parking and the amount of land dedicated to that use. Staff and long-term parking will continue to be evaluated for remote locations with proximity to freeway access as a part of a larger campus/community-wide program for transportation management and parking.

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

- Maintain supplies of front door parking to serve patients, community physicians and caregivers, visitors, and evening shift workers.
- Locate parking in structures or below grade to maintain space for clinical and academic facilities.
- Provide general purpose staff/commuter parking in perimeter locations not needed for clinical or academic facilities.
Goals and Objectives
The following proposed key plan objective implements Comp Plan policies and programs related to transportation issues:

- The project shall identify traffic solutions that minimize the use of single-occupant vehicles. Potential locations of housing in or near the Plan area and an expanded Transportation Demand Management (TDM) program will be identified in order to reduce automobile trips. Land use and design should minimize trips within and outside of the SUMC area by locating employee-serving uses, retail uses, eating and drinking services, and usable open space in or near the Plan Area. Measures should be evaluated to feasibly approach a desired goal of producing no net new automobile trips.
3.37 Stanford University Medical Center Area Plan Update

**Vehicular Circulation and Parking – Proposed**

1. Additional connection from Sand Hill to Welch
2. New parking
3. Improved access to east side of SUMC
**TRANSIT, BICYCLE, AND PEDESTRIAN CIRCULATION**

Alternative modes of travel are important tools for the movement of people and materials to and from and within the Medical Center and in minimizing the impacts of that travel. The travel need of patients and visitors may not be compatible with pedestrian, bicycle, and transit modes but it is important that the planning for SUMC optimizes opportunities for use of these modes especially for the employees and other regular commuters to the Center. Refer to Exhibits 3-9 through 3-12 for a depiction of existing and proposed systems.

**Palo Alto Comprehensive Plan**

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

Increased transit use is addressed in several Comp Plan policies and programs. Policy L-42 encourages Employment Districts, which includes SUMC, to develop in a manner to reduce vehicle trips through use of transit, and bike and pedestrian facilities. Higher-density development along transit corridors is recognized as a way to reduce trips, and is encouraged by Program T-3.

These and other Comp Plan policies, goals, and programs informing Transit, Bicycle, and Pedestrian Circulation are listed below.

**Key Planning Issues**

**Pedestrian and Bike**

Primary pedestrian and/or bike corridors have been identified within the SUMC. These traverse the region and provide connections both within the SUMC and to other campus destinations.

The Sand Hill Road Projects included substantial improvements to pedestrian and bike facilities on Sand Hill Road, Arboretum Road, and Vineyard Lane that also serve SUMC. Opportunities exist to expand on those improvements with the SUMC and Shopping Center projects.

The central pedestrian mall of the SUMC runs north-south along the west face of the main SUMC and currently terminates at Welch Road. The route splits near the entry of LPCH. A shared pedestrian/bike path is located at the west edge of the LPCH parking structure and connects to the Welch Road sidewalk. A formal pedestrian walk parallels the main entry drive through the parking structure but is not welcoming to pedestrians in the vehicle-oriented setting. The LPCH expansion presents an opportunity to re-do these facilities to make clearer...
Transit

Both public and Stanford transit services extensively serve the SUMC campus and surrounding uses including Downtown Palo Alto.

Applicable Comp Plan Goals, Policies, and Programs – Transit, Bicycle, and Pedestrian Circulation

Transportation

Goal T-1
Less Reliance on Single-Occupant Vehicles

Goal T-3
Facilities, Services, and Programs that Encourage and Promote Walking and Bicycling.

Policy T-1
Make land use decisions that encourage walking, bicycling, and public transit use.

Policy T-10
Encourage amenities such as seating, lighting, and signage at bus stops to increase rider comfort and safety.

Policy T-14
Improve pedestrian and bicycle access to and between local destinations, including public facilities, schools, parks, open space, employment districts, shopping centers, and multi-modal transit stations.

Policy T-15
Encourage the acquisition of easements for bicycle and pedestrian paths through new private developments.

Policy T-19
Improve and add attractive, secure bicycle parking at both public and private facilities, including multi-modal transit stations, on transit vehicles, in City parks, in private developments, and at other community destinations.

Policy T-23
Encourage pedestrian-friendly design features such as sidewalks, street trees, on-street parking, public spaces, gardens, outdoor furniture, art, and interesting architectural details.

Program T-1
Encourage infill, redevelopment, and re-use of vacant or underutilized parcels employing minimum density requirements that are appropriate to support transit, bicycling, and walking.

Program T-3
Locate higher density development along transit corridors and near multi-modal transit stations (See Section 3.2, Land Use)

Program T-32
Improve pedestrian crossings with bulb outs, small curb radii, street trees near corners, bollards, and landscaping to create protected areas.

Program T-35
Consider increased public transit, a shuttle, and other traffic and parking solutions to ensure safe, convenient access to the Stanford Shopping Center/Medical Center area.
Program T-37
Provide safe, convenient pedestrian, bicycle, and shuttle connections between the Stanford Shopping Center and Medical Center areas and future housing along the Sand Hill Road corridor, the University Avenue Multi-modal Transit Station, Downtown Palo Alto, and other primary destinations.

Land Use
Policy L-42
Encourage Employment Districts to develop in a way that encourages transit, pedestrian and bicycle travel and reduces the number of auto trips for daily errands.

Policy L-43
Provide sidewalks, pedestrian paths, and connections to the citywide bikeway systems within Employment Districts. Pursue opportunities to build sidewalks and paths in renovation and expansion projects.

Program L-44
Design the paths and sidewalks to be attractive and comfortable and consistent with the character of the area where they are located.

Program L-76
Evaluate parking requirements and actual parking needs for specific uses. Develop design criteria based on a standard somewhere between average and peak conditions.

Program L-77
Revise parking requirements to encourage creative solutions such as valet parking, landscaped parking reserves, satellite parking, and others that minimize the use of open land for parking.

and more inviting connections for bikes and pedestrians. The central pedestrian mall of the SUMC lines up with the central mall of the Shopping Center but the two are separated by the Stanford Barn which is not a part of either project. See the discussion in the Section 3.5 (Linkages) about connecting the two facilities.

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

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

These primary pedestrian and bike pathways complete and reinforce the north/south and east/west corridors already partially in place. Bike parking will be provided in sufficient quanti-
ties and be located in landscaped areas convenient to both bike access routes and building entries. Covered and secured bike parking will be provided at all new major facilities and incorporated in the parking structure designs.

Designing the proposed paths with appropriate lighting and landscaping will enhance pedestrian safety, wayfinding and better identify the routes, thus encouraging their use.

**Transit**

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

The Stanford University Marguerite shuttle serves the Medical Center with six all-day routes and three special routes. Lines A, B, and C operate Monday-Friday from 6 AM to 8 PM. They serve the main campus, Stanford Shopping Center, the Downtown Palo Alto Caltrain Station, and the California Avenue Caltrain Station (with timed connections with Caltrain to accommodate commuters). Three SUMC specific routes run within the Center and connect to the Stanford Research Park and VA Hospital. The Midnight, Shopping, and Downtown Express Lines connect the SUMC with Downtown Palo Alto and other shopping area at limited times on weekdays and weekends.

**Goals and Objectives**

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

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

Bicycles are a primary means of circulation at Stanford. Bicycle traffic originates largely from the main campus and residences to the east, but a substantial portion also comes in from surrounding communities to the west, south, and north. The intent is to provide convenient bicycle access to the SUMC using the existing improvements and provide suitable parking for long- and short-distance commuters.
3.42  DRAFT: 27 June 07  Stanford University  Medical Center Area Plan Update

3-9  Transit – Existing

LEGEND
- Plan Area
- Public
- Stanford
- PAITS (Palo Alto Intermodal Transit Station)
3-10 Transit –
Proposed

1. Additional access from Sand Hill to Welch
3-12 Pedestrian and Bicycle – Proposed

1. New connection from Sand Hill to Welch
2. New connection to El Camino and PAITS
3. New connection from the SUMC to the Shopping Center
4. Additional connection to the east side of SUMC in concert with improved road access
OPEN SPACE

This section reviews the open space resources available to the SUMC users and identifies strategies for connection from the SUMC to nearby resources such as the Arboretum and San Francisquito Creek, as well as strategies for incorporating landscape elements into the SUMC area itself, like therapeutic gardens or reflective retreats in direct support of clinical or research programs. The traditions of incorporating landscape elements such as courtyards and ceremonial spaces into the campus and urban fabric will be expanded to include objectives for incorporating local contemporary landscape resources. Refer to Exhibits 3-13 and 3-14 for existing and proposed open space.

Palo Alto Comprehensive Plan

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

Palo Alto and Stanford value the backdrop of forested hills to the southwest. Comp Plan Policy L-3 guides development to respect views of these hills from public City streets to provide a sense of enclosure and a reminder of the City's proximity to open space and the natural environment. Additional policies and programs intended to protect and enhance the community forest (i.e., Policy L-76 and Policy N-16) will further guide the planning for site and street tree protection, replacement, and planting.

These and other Comp Plan policies, goals, and programs informing Open Space are listed below.

Key Planning Issues and Uses

Open space is an integral element of all City neighborhoods and districts including employment centers such as the SUMC. Its importance as a land use is discussed in Section 3.2 of this Area Plan Update. Exhibits 3.13 and 3.14 outline existing and proposed open space in or near the SUMC area.

Internal Open Space

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

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

The hospitals lease land from Stanford University that corresponds generally to the footprints
### Courtyards
Internal courtyards and pedestrian ways contribute to the open space character of the SUMC campus.

### Applicable Comp Plan Goals, Policies, and Programs – Open Space

#### Land Use

- **Policy L-3**
  Guide development to respect views of the foothills and East Bay hills from public streets in the developed portions of the City.

- **Policy L-76**
  Require trees and other landscaping within parking lots.

#### Natural Environment

- **Policy N-4**
  Preserve the foothills area as predominantly open space.

- **Policy N-16**
  Continue to require replacement of trees, including street trees lost to new development, and establish a program to have replacement trees planted offsite when it is impractical to locate them onsite.

#### Community Services and Facilities

- **Program C-26**
  In conjunction with new development proposals, pursue creation of park, plaza, or other public gathering spaces that meet neighborhood needs.

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

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

- **Policy C-29**
  Strategically locate public facilities and parks to serve all neighborhoods in the City.

- **Policy C-30**
  Facilitate access to parks and community facilities by a variety of transportation needs.

- **Program C-24**
  Preserve El Camino Park as a recreational resource for the community.

- **Program C-25**
  Consider new park sites when preparing coordinated area plans.

- **Program C-26**
  In conjunction with new development proposals, pursue creation of park, plaza, or other public gathering spaces that meet neighborhood needs.
of their structures; therefore the functional open space controlled by these entities is limited mostly to courtyard areas within the boundaries of the structures themselves.

Within the Area Plan boundaries, functional open space land that is not controlled by the hospitals includes the Pasteur median and the North Garden which provide green, landscaped areas. The current Medical Center Renewal and Replacement Project proposals would not result in any net loss of open space to the Medical Center. The North Garden south of Pasteur Drive is identified as part of the site for the School of Medicine replacement research facilities. That open space and the existing courtyard and gardens in the original Hospital / School structure will be replaced elsewhere on the site during the redevelopment.

The final design of the proposed projects is expected to continue the Stanford tradition of integrating open space and landscape elements into the design of its facilities and thereby further the City’s open space goals and policies.

**Regional Open Space**

The regional open space resources near the SUMC and identified in the Land Use section (Section 3.1) include the Arboretum and San Francisquito Creek. Both are near the SUMC and currently connected by existing streets and pathways. The connections to the natural landscape of the creek corridor were enhanced with the of pathways and designation of preserves as a result of the Sand Hill Road Projects. The anticipated proposed SUMC projects will include an extension of Durand Way to Welch Road, thereby connecting the creek open space corridor to the core of the SUMC.

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

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

The following proposed key plan objective implements Comp Plan policies and programs related to open space issues:

- The project shall include provision of new usable open space areas in and/or in proximity of the SUMC area. These open space areas shall be developed in a way that promotes linkages between uses within the SUMC area, nearby uses at the Stanford Shopping Center, nearby open space, areas of existing and future housing sites and other nearby university lands. Open space areas shall be accessible and within easy walking distance to the greatest number of users.
3-13  Open Space – Existing

1  Pasteur Median
2  North Garden
3  El Camino Park
4  San Francisquito Creek
5  Arboretum
6  Village Green
7  Stanford Athletics
   San Hill Fields
8  Landscaped Gathering Areas
   – Internal courtyards and streetscapes
3.51

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3-14 Open Space – Proposed
1. Pasteur Median
2. Quarry Road - Arboretum Connection
3. El Camino Park
4. San Francisquito Creek
5. Arboretum
6. Village Green
7. Stanford Athletics
   San Hill Fields
8. Landscaped Gathering Areas
   – Internal courtyards and streetscapes
UTILITIES AND PUBLIC INFRASTRUCTURE

This section identifies the infrastructure needed to support the SUMC. The infrastructure must be sized for adequate delivery of services and located to support land use, urban design, and open space objectives. Refer to Exhibits 3-15 and 3-16 for a depiction of the existing and proposed major utility corridors.

Palo Alto Comprehensive Plan

City Comp Plan policies call for compact utility structures located and screened appropriately (Program L-81) and, when needed, the possible use of artists to mitigate detrimental visual effects (Policy L-79).

These and other Comp Plan policies, goals, and programs informing the Utilities and Public Infrastructure are listed below.

<table>
<thead>
<tr>
<th>Applicable Comp Plan Goals, Policies, and Programs – Utilities and Public Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Land Use</strong></td>
</tr>
<tr>
<td><strong>Policy L-79</strong></td>
</tr>
<tr>
<td>Design public infrastructure, including paving, signs, utility structures, parking garages and parking lots to meet high quality urban design standards. Look for opportunities to use art and artists in the design of public infrastructure. Remove or mitigate elements of existing infrastructure that are unsightly or visually disruptive.</td>
</tr>
</tbody>
</table>

**Program L-80**

Continue the citywide under grounding of utility wires. Minimize the impacts of under grounding on street tree root systems and planting areas.

**Program L-81**

Encourage the use of compact and well-designed utility elements, such as transformers, switching devices, and back flow preventers. Place these elements in locations that will minimize their visual intrusion.

| **Natural Resources**                            |
| **Program N-24**                                 |
| Improve storm drainage performance by constructing new system improvements where necessary and replacing undersized or otherwise inadequate lines with larger lines or parallel lines. |
Key Planning Issues and Uses

The infrastructure within the SUMC will be designed to accommodate long-term demands that provide the necessary support for the new development. It is intended that these designs for utilities and public infrastructure provide a pleasant environment for campus and surrounding environment users, and a design sensitivity approach to elements that comprise and support the infrastructure systems.

Utilities

The SUMC receives its thermal utilities (chilled water and steam) from Stanford University’s central plant. This plant is currently being planned to expand its capacity to serve development authorized under Stanford University’s General Use Permit. These plans may incorporate the additional SUMC capacity as required.

Utility infrastructure provided by the City of Palo Alto includes electrical, natural gas, water, storm, and sewer systems. These systems will need to be examined for possible enhancement to the existing systems dependent on building loads. Impacts to existing infrastructure will be identified through the project-specific design and environmental review processes, and subsequent replacement or enhancement, if required, should incorporate current project development standards in keeping with the intent to create a pleasant environment for users of the SUMC and surrounding City of Palo Alto businesses.

The SUMC infrastructure will need to be extended and appropriately sized to serve the new development. It is the intent of the Hospitals and the School of Medicine to design efficient systems that take advantage of progressing sustainable technologies in power, lighting, water use, and other conservation measures that assist in creating a sustainable architecture and medical campus. Please refer to Section 3.10 (Sustainability and Green Design) for more discussion.

In the portion of the SUMC Area Plan area located in unincorporated Santa Clara County lands, Stanford University provides all utilities.

Governing Agency Jurisdiction for Utilities

All of the infrastructure systems required for supporting the inpatient and critical support functions of the SUMC are reviewed and approved by the Office of Statewide Health Planning & Development (OSHPD). For those aspects of the renewal project that house non-critical clinical, medical office, and research functions, the City of Palo Alto has the governing authority. Clinical services that are not considered critical, but provide for clinical care such as SUMC Clinics, will be designed to an OSHPD-3 designation which falls under the governing agency jurisdiction of the City of Palo Alto.

Public Infrastructure

Public infrastructure includes the development of corridors and a framework to support the campus and extended environs of circulation, parking (surface and structured), signage, paving, and other supporting elements.
Goals and Objectives

The extended systems will be designed as under-ground elements in a loop configuration that avoid building pads. The utilities systems would be coordinated to run underground to the intended site. Under-ground utilities will also minimize impacts to public infrastructure design such as street trees. Above-grade elements of the utilities infrastructure (e.g. transformers, emergency generators, switching devices, etc.) will utilize efficient and compact units that are designed to minimize visual impact through the siting of these objects and landscaping.

High quality design standards will be utilized in developing public infrastructure. Materials and graphics used will be consistent with the intent of clearly indicating use, circulation, and boundaries. The SUMC will continue to use its brand elements for Stanford Hospital and Clinics, Lucile Packard Children's Hospital, and the School of Medicine. The network of joining these developments with the City of Palo Alto environs will be consistent and in keeping with the existing context.

The SUMC will advance art in the public setting. This may apply to tree grates, man-hole covers, public infrastructure, building expression, and in soft and hard landscape elements.
3.56

DRAFT: 27 June 07

Stanford University Medical Center Area Plan Update

3-15 Major Utility Corridors – Existing
3.57 Stanford University Medical Center Area Plan Update

3-16 Major Utility Corridors – Proposed

1 Requires study for potential relocation of corridor
SUSTAINABILITY AND GREEN BUILDING

Sustainability is a vital planning issue in this community and these times. The City continues to develop an aggressive sustainability and green building program, involving development review, utility requirements and incentives, and public outreach. Although no sustainability plan element exists in the Comp Plan, there are numerous established planning principles and policies that support sustainability. Also, many land use planning and community design, transportation, natural environment, and community facilities goals and policies strongly support planning for a compact, sustainable community and facilities.

A community is “sustainable” when it meets present-day needs without compromising the ability of future generations to meet their needs. To this end, a sustainable community is defined by its respect for the environment (conservation of natural resources), the economy (contributions to present and future prosperity), and social equity or advancement.

Palo Alto Comprehensive Plan

In 2002 the Palo Alto City Council adopted a City Sustainability Policy that reads as follows:

It is the intent if the City of Palo Alto to be a sustainable community – one which meets its current needs without compromising the ability of future generations to meet their own needs. In adopting this policy, the City of Palo Alto accepts its responsibility, through its programs and services, to:

Economy
Maintain a healthy, thriving and well-balanced economy comprised of a blend of large and small business, which encourages the development of independent businesses and is resilient to the economic changes common to California’s economy.

Social Equity
Continuously improve the quality of life for all Palo Alto community members.

Environment
Reduce resource use and pollution in a cost-effective manner while striving to protect and enhance the quality of the air, water, land and other natural resources; promote and support the conservation of native vegetation, fish, wildlife habitat and other ecosystems; and minimize human impact on local and regional ecosystems.

In working toward these goals, the city will, when appropriate, align and partner with community groups, businesses and non-profits.

Viewed through the lens of sustainability, the City recognizes that the quality of life of all community members is enhanced by the provision of first-rate healthcare, basic and applied research, and education. Chapter 2.0, Facilities Renewal and Replacement Needs provides the rationale and drivers for future expansion within the SUMC.
### Applicable Comp Plan Goals, Policies, and Programs – Sustainability and Green Building

#### Natural Environment

**Policy N-20**
Maximize the conservation and efficient use of water in new and existing residences, businesses and industries.

**Policy N-21**
Reduce non-point source pollution in urban runoff from residential, commercial, industrial, municipal, and transportation land uses and activities.

**Policy N-22**
Limit the amount of impervious surface in new development or public improvement projects to reduce urban runoff into storm drains, creeks, and San Francisco Bay.

**Policy N-24**
Improve storm drainage performance by constructing new system improvements where necessary and replacing undersized or otherwise inadequate lines with larger lines or parallel lines.

**Policy N-34**
Reduce the amount of solid waste disposed in the City’s landfill by reducing the amount of waste generated and promoting the cost-effective reuse of materials that would otherwise be placed in a landfill.

**Policy N-35**
Reduce solid waste generation through salvage and reuse of building materials, including architecturally and historically significant materials.

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

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

**Program N-45**
Recommend revisions to proposed projects as needed to reduce air quality impacts, including improvements that reduce single occupant vehicle use.

#### Transportation

**Program T-5**
Work with private interests such as the Chamber of Commerce and major institutions to develop and coordinate trip reduction strategies.
As noted above, the City’s livability and sustainability is also tied to its air and water quality and connections to nature. These issues and more (mobility, infrastructure, and housing) are addressed in earlier sections of Chapter 3 of the Area Plan Update.

These and other Comp Plan policies, goals, and programs informing Sustainability and Green Building are listed below.

**Key Planning Issues and Uses**

What follows is a discussion of how Stanford’s and Palo Alto’s sustainable building programs and practices have historically guided campus development and may be applied to future development at the Medical Center.

**Early Stanford**

Early site designs and buildings on the Stanford campus had many inherently sustainable qualities. The first buildings were built of local stone and had large overhangs, allowing them to stay cool long into the day and warm at night. The arcades and large overhangs provided shade and, in conjunction with the typically narrow building footprints, helped to create good cross-ventilation. Recessed and transom windows provided ample natural lighting and ventilation while helping to reduce solar heat gain. The energy efficiency of this early building and site design created the types of environmental and economic benefits encouraged in a sustainable community today.

**Stanford Today**

Stanford’s campus design reaffirms the sustainable design principles established by the original plan for the university. Buildings are carefully sited to incorporate sustainable principles of daylight and shading, to maintain a balance of intensive-use areas and natural environments, to continue the use of a predominant palette of native or low-water-using plant materials, and to plan for infill and redevelopment to maintain a compact urban core campus.

**Green Building**

Responsible development begins with optimal use of buildings. Stanford's space utilization studies and Space Planning Guidelines bring rigor to the capital planning process. In addition, Stanford is in the process of implementing a university-wide “space charge” designed to stimulate more efficient use of space by stressing that space is not “free.”

Stanford's Leadership in Energy and Environmental Design (LEED)-accredited Campus Design and Department of Project Management staff will oversee the School of Medicine building construction using the Project Delivery Process manual, along with the university's Guidelines for Sustainable Buildings and Life-Cycle Cost Analysis.

Like many universities, Stanford is facing the challenge of growth in the energy intensive science fields. Stanford's Guidelines for Sustainable Buildings have refined Labs 21 and the LEED rating system for application to a university setting. The Guidelines focuses contractors, consultants and end users on the delivery of high performance buildings that minimize energy and water use and maximize user comfort and productivity.
Specific Guideline goals are consistent with new City of Palo Alto Architecture and Review Board findings under consideration for adoption by the City. These findings are:

- Optimize building orientation for heat gain, shading, daylighting, and natural ventilation;
- Design of landscaping to create comfortable micro-climates and reduce heat island effects;
- Design for easy pedestrian, bicycle and transit access;
- Maximize on-site stormwater management through landscaping and permeable paving;
- Use sustainable building materials;
- Design lighting, plumbing and equipment for efficient energy and water use;
- Create healthy indoor environments; and
- Use creativity and innovation to build more sustainable environments.

The University’s Guidelines for Life Cycle Cost Analysis aligns long-term value with front-end capital costs.

**Energy and Water Conservation**

Since the construction of the Cardinal Cogen power plant in the late 1980’s, the university has created most of its energy on site through the co-generation of electricity and steam from natural gas fuel. This highly efficient process is complemented by aggressive conservation incentives and retrofits.

**Recycling**

Stanford’s Source Reduction and Recycling Program serves the entire university community, including the Stanford hospitals. Stanford recycles paper, cardboard, plastic bottles, plastic bags, aluminum and steel cans, scrap metal, and electronic scrap. The construction and demolition program recycles wood, concrete, dirt, asphalt, metal, and drywall. The organics program includes yard waste, manure, and food waste composting; grinding logs into wood chips; chipping brush into mulch; and grass-cycling.

**Stanford Hospitals**

The promotion of healthy environments within the hospitals is a critical component to SUMC’s design and plans. Access to nature, daylight, and pollutant-free environments are critical to faster healing, productive care-giving, and the general welfare of patients and staff alike.

Currently, many hospitals are testing sustainable materials, materials management (trash reduction, recycling, etc.), and energy reduction systems. Due to complex infection control and patient safety regulations, there is no single source of sustainable design criteria for hospitals.

The hospitals are developing their approach to sustainable design based on the Green Guide for Health Care and the available documentation as translated to healthcare facilities provided by the US Green Building Council (LEED). Robin Guenther, co-author of the Green Guide for Health Care, is a member of the hospitals’ design teams and is bringing her expertise to the projects as the hospitals explore appropriate building(s) siting, use of recycled and sustain-
able materials from local resources, enhancing the materials management recycling program, reuse of existing facilities as appropriate, indigenous landscaping, inclusion of energy-producing and energy-efficient building systems, and strategies to minimize water use. Further exploration of these systems will occur during the building design processes.

Goals and Objectives

The following City-proposed key plan objective addresses issues pertaining to sustainability:

- Provide for exemplary sustainability and green building design to achieve the equivalent of the Leadership in Energy and Environmental Design (LEED) Silver certification for the project.

The City recommends that the project achieve the equivalent of LEED Silver certification at a minimum. Stanford and the hospitals have indicated that the best use of their resources is to use the money otherwise needed to achieve a LEED certification on additional systems and alternative materials that would better meet their adopted sustainability goals and policies. The City recognizes that there are unique issues associated with medical facilities that limit some green building approaches but also provide opportunities for others. Given the size of the project, the projects should explore co-generations and solar energy options for energy savings.
This section identifies the zoning changes that would be needed if the City of Palo Alto ultimately decides to approve Stanford’s and the hospitals’ proposal for renewal and replacement of their facilities within the SUMC. By including the zoning information in this draft Area Plan Update, the City is not endorsing the changes. Rather it is describing what zoning changes would be needed were the project to be approved. Because the hospitals’ and School of Medicine’s proposal is conceptual at this time, this section is likely to be modified as the proposal is developed and reviewed. In addition, other zone changes may be considered.

EXISTING ZONING — CITY OF PALO ALTO

Public Facilities (PF)

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

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

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

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

The future land use currently being proposed for the SUMC would require some modification in the existing Palo Alto zoning, which is discussed in Sections 4.2 and 4.4 below.
Medical Office Research (MOR)
Outside the PF parcels, there are also several leasehold parcels along Welch Road owned by Stanford University which fall within the boundaries zoned Medical Office Research (MOR) (FAR = 0.5).

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

PROPOSED ZONING CHANGES — CITY OF PALO ALTO

Proposed Zoning Ordinance and Designation Changes
The hospitals and School of Medicine propose two zoning changes to accommodate the renewal and replacement project.

First, it is proposed that 701 and 703 Welch Road be brought within the same zoning designation as the other inboard Welch Road properties (i.e., rezoned from MOR to the new zone discussed below).

Second, it is proposed that an amendment to the zoning code create a new general zoning district, and apply the new zoning district to the sites within the SUMC, replacing the PF zoning district on those sites. The proposed zoning district would have its own name, such as “Hospital District” or “Public Facilities/Hospital District.” It is further proposed that this new zoning district include development standards that would apply to the SUMC uses. Finally, it is proposed that the new zoning district eliminate the current requirement for a conditional use permit for the proposed uses.

Proposed Changes to Development Standards for SUMC
The hospital and School of Medicine propose that new zoning for the development sites include the following revised development standards to accommodate the SUMC renewal and replacement project:

- The maximum FAR for the in-board Welch Road “Hospital” zoned sites would be 1.5 to 1. The maximum FAR for the Hoover Pavilion would be .5 to 1.
- The maximum height at the in-board Welch Road sites would be 130 feet. The maximum height at the Hoover Pavilion site would be 60 feet.

Other changes to the existing PF district development standards proposed by the hospital and School of Medicine may include:
- Site coverage requirements may be changed.
- Yard (setback) requirements may be changed.
- Parking ratios may be changed to performance-based parking requirements.
The hospitals and School of Medicine also propose the following use change:

Private educational facilities, private universities, hospitals, and outpatient medical facilities with associated medical research could be made permitted uses rather than conditionally permitted uses. As long as these uses are consistent with the zoning requirements, projects developed on these sites would only be subject to design review by the ARB but would not require a conditional use permit.

**Jurisdictional Boundary Change Request**

The current placement of the jurisdictional boundary between the City of Palo Alto and Santa Clara County along the southern edge of the SUMC region bisects the proposed site for the SoM’s FIM #1 building. Based on the heights and massing of the surrounding buildings, and the footprint dimensions required for an optimal laboratory floorplate, accommodating the space required for this facility may require a minor adjustment to the City-County line.

**Future Legislative Action**

Any change to the zoning code, other than boundaries of districts, must be initiated by the City. As part of that zone change process, a more detailed analysis of the appropriate mix of permitted uses, conditional uses and site development regulations will be conducted. In addition, the City may also consider other zone changes in the immediate area.

**EXISTING COMPREHENSIVE PLAN DESIGNATION AND PROPOSED CHANGES — CITY OF PALO ALTO**

The Comprehensive Plan designates most of the SUMC “Major Institution/ Special Facilities.” This land use designation specifically applies to hospitals. Some of the medical offices on Welch Road are designated “Research/Office Park.” LPCH proposes that 701 and 703 Welch Road be brought within the “Major Institution/ Special Facilities” land use designation.

**LAND USE DESIGNATIONS — SANTA CLARA COUNTY**

The Quarry Road parcels located in unincorporated Santa Clara County are under the jurisdiction of Santa Clara County.

The Stanford campus is designated as “Major Educational and Institutional Uses” on the County's General Plan Land Use Map. In December 2000, Santa Clara County approved a Community Plan (which is part of the County’s General Plan) and a General Use Permit (GUP) for construction of 2,035,000 gsf of additional academic and academic support facilities, and approximately 3,000 additional housing units on Stanford’s lands.

The Stanford Community Plan divides the campus into seven land use categories. The Quarry sites within the SUMC area are designated Academic Campus. Allowable academic campus uses include: instruction and research (including teaching hospital facilities); housing intended for students, postgraduate fellows, and other designated personnel; and high density housing for faculty and staff.
The 2000 GUP further sub-divides the campus into ten Development Districts. The Quarry sites are in the Quarry Development District. The GUP anticipates 50,000 gsf of academic development and 350 housing units within this development district. The GUP allows reallocation of academic and housing development between Development Districts after preparation of an environmental assessment and approval of the Planning Commission. The construction of a 100,000 gsf medical facility at the Quarry site would require this or an alternative approval process.

While Palo Alto has no zoning authority over these lands, this property nevertheless may be utilized to serve SUMC needs.
4-1 Zoning – Existing
4.2 Zoning – Proposed

1. Zoning ordinance and designation changes
2. Jurisdictional boundary change request
3. Approval under SCP/GUP required

Refer to text for discussion