

# NORTH FAIR OAKS COMMUNITY PLAN REVIEW



ASSESSMENT OF NORTH FAIR OAKS  
COMMUNITY PLAN IMPLEMENTATION  
2011-2024

NOVEMBER 2024



PREPARED FOR  
SAN MATEO COUNTY BY







San Mateo County Board of Supervisors

Dave Pine  
Noelia Corzo  
Ray Mueller  
Warren Slocum  
David Canepa

San Mateo County Planning Commission

Frederick Hansson  
Carlos Serrano-Quan  
Manuel Ramirez Jr.  
Kumkum Gupta  
Lisa Ketcham

North Fair Oaks Community Council

Brooks Esser  
Blair Whitney  
Juan Carlos Prado  
Everardo Rodriguez  
Niket Sirsi  
Kathleen Daly  
George Saman  
Kelly Parisi

County Executive | Mike Callagy

Building and Planning Director | Steve Monowitz



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# ACKNOWLEDGEMENTS

This North Fair Oaks (NFO) Community Plan Review would not have been possible without input from a wide variety of North Fair Oaks citizens, interest groups, and other stakeholders who participated in the public process. The public engagement opportunities that contributed to the development of the NFO Plan Review are described in detail in Appendix A – NFO Community Plan Review outreach. The County is especially grateful to the following groups that provided direct feedback, assisted with community outreach, or otherwise helped to shape the NFO Plan Review: Sequoia Adult School, Upward Scholars, Fair Oaks Community Center, North Fair Oaks Library, El Concilio of San Mateo County, Redwood City Together, Casa Circulo Cultural, St. Frances Center, Sienna Youth Center, Multilingual Institute, Familias Unidas, Hispanic Foundation of Silicon Valley, North Fair Oaks Community Alliance, Community Alliance to Revitalize Our Neighborhoods (CARON), San Mateo County Sherriff, Fair Oaks Health Clinic, Redwood City Child Development Program, Family Connections, Boys and Girls Club of the Peninsula, North Fair Oaks/Redwood City Community Collaboration for Children’s Success, Climate Ready NFO, Canopy, Nuestra Casa, and Redwood City Police Activities League.

The NFO Community Plan Review was authored by Good City Company with contributions including support with data analysis, research and outreach from the following San Mateo County staff:

Steve Monowitz, Building and Planning Director  
Bharat Singh, Planning Services Manager  
Will Gibson, Planner III

## GOOD CITY COMPANY TEAM

Aaron Aknin, Principal  
Sabina Mora, Project Manager  
Leslie Parks, Economic Development Director  
Carol Johnson, Planning Director  
Noa Kornbluh, Economic Development Associate  
Dara Phung, Photography and Graphics  
Susan Smith, Formatting and Editing

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# EXECUTIVE SUMMARY

Adopted in 2011, the North Fair Oaks Community Plan (referred to as “NFO Community Plan”, “NFO Plan” or “Plan” throughout this document) is a long-range comprehensive plan that sets the vision for the North Fair Oaks community for 25-30 years. Significant community and stakeholder input was originally collected and incorporated into the Plan between 2008-2011. After more than a decade of implementation activities, a wide variety of projects have been completed in all of the NFO Plan’s focus areas including land use, circulation and parking, infrastructure, health and wellness, housing and economic development. Some examples include the comprehensive rezoning of priority development areas along commercial corridors (North Fair Oaks Rezoning and General Plan Amendment Project), the reconfiguration of Middlefield Road to include complete streets design and green infrastructure elements (Middlefield Road Improvement Project), the development of a sewer district master plan, the renovation of Friendship Park with 30 raised beds for community gardening, the expansion and redesign of the Fair Oaks Health Clinic and pharmacy, community art projects such as the utility box art project and murals at key gateways into the neighborhood, and significant streamlining of development regulations to encourage and facilitate construction of affordable housing.

This report provides the status of existing policies in the Plan, identifies priority policies to focus on and makes recommendations that strengthen the ability of San Mateo County and its partners to implement the Plan’s remaining work. The recommendations consider resident and stakeholder input collected in the summer and fall of 2023. This document will cover six of the seven chapters of the NFO Community Plan (Chapter 7, Design Standards & Guidelines, was not included as a part of this assessment).

*The goal of the North Fair Oaks Community Plan Review project is to review progress made towards implementing the plan, and through community and stakeholder feedback, prioritize plan’s remaining work and make recommendations to strengthen plan implementation.*

## OBJECTIVES

- Evaluate the progress made towards implementing the NFO Community Plan. Information about the status of each policy is included in Appendices B-G. This document will help new staff understand what has already been completed and what challenges and roadblocks have affected past plan implementation.
- Prioritize the Plan’s remaining actions and recommend implementation actions that address the highest priorities of North Fair Oaks. This document will help staff and decision makers understand current community priorities and help align short, medium and long term priorities with the NFO Community Plan. A detailed summary of community input and how it was incorporated is included in Appendix A.
- Summarize Plan implementation progress in an online dashboard to monitor the progress of the Plan’s objectives and facilitate informed decision-making. This is a planning tool for division staff and stakeholders involved in Plan implementation and decision makers to allocate resources. The dashboard is located on the project website: [www.nfoplan.com](http://www.nfoplan.com).

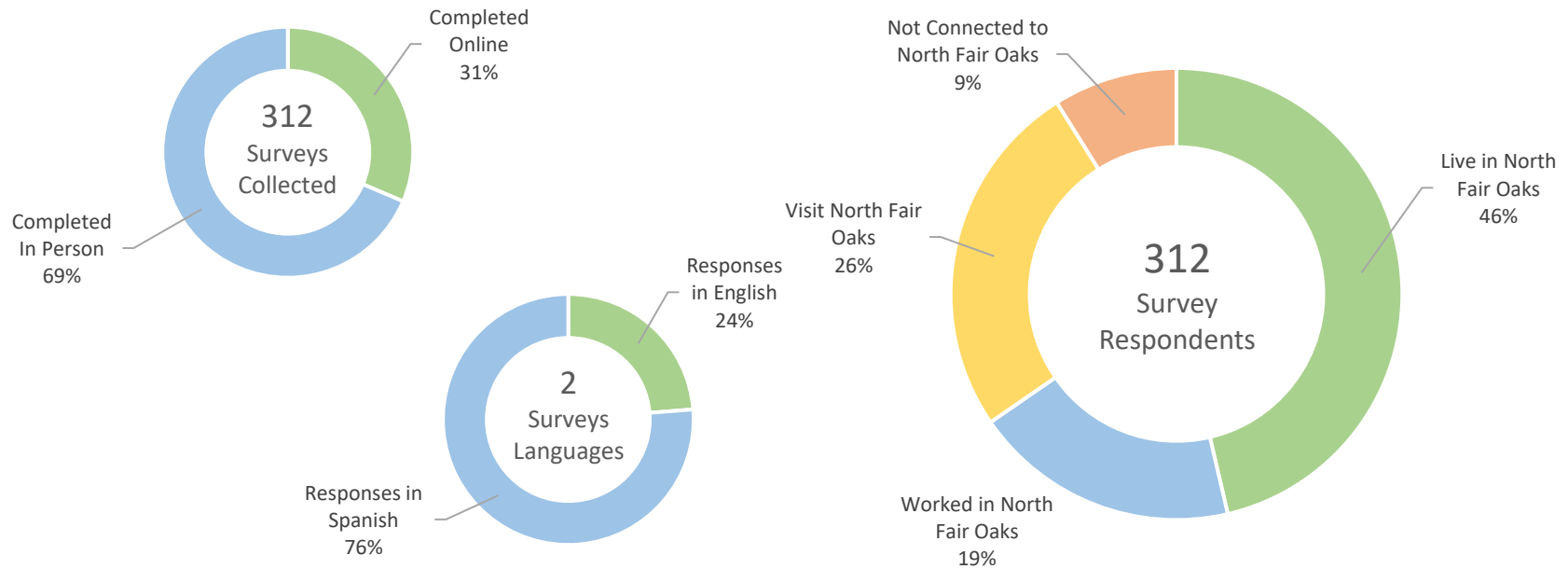
# COMMUNITY OUTREACH

Understanding the current priorities of the North Fair Oaks community is key to incorporating community input into the North Fair Oaks Community Plan Review Project. The feedback collected from North Fair Oaks community helped inform the assessment of the Plan and guided the County in evaluating which priorities to focus on, and how to be more successful when implementing Plan activities in the future. There were two goals of the community outreach conducted for the North Fair Oaks Community Plan Review Project.

**Goal 1: Collect community input to learn about North Fair Oaks priorities today.** This will help San Mateo County staff understand the most important priorities for residents, workers and visitors in North Fair Oaks and how priorities may have changed since the original Plan was adopted more than a decade ago. The input received will help San Mateo County prioritize policies, programs, and projects that are most important to the North Fair Oaks community.

**Goal 2: Create community awareness of the North Fair Oaks Community Plan, its purpose, initiatives and how it is used by San Mateo County.** There are hundreds of initiatives in the Plan that have been completed, are underway or remain to be completed in the future. Creating awareness of the Plan and how the process of long-range planning works will support community members' ability to shape the policies, projects and programs in their community.

The community input collected included surveys and interviews with community members and leaders, as well as initiatives to share information with community members to create more awareness about the North Fair Oaks Community Plan. The North Fair Oaks Community Council, an advisory body to the San Mateo County Board of Supervisors, received information about the NFO Community Plan Review Project during six regular meetings and study sessions from 2022 to 2024 and provided input on the outreach and community engagement process.



The community engagement included approximately 40 interviews with San Mateo County division staff and stakeholders involved in Plan implementation activities, 312 community surveys, 36 Plan implementation stakeholder surveys, 12 pop-up events in North Fair Oaks, mailings to every household in North Fair Oaks, and online engagement through a project website, social media and project videos. All community engagement was conducted in English and Spanish. The community survey results along with the Plan implementation survey responses were used to inform the recommendations including identifying priority policies, challenges, and opportunities. A detailed description of community engagement activities and analysis of survey results is available in Appendix A. The input received during the consultations with the community and stakeholders was taken into consideration when developing the recommendations for priority policies and future areas of focus included in the assessment.

There is a significant number of nonprofit service providers who make up a strong network providing a broad range of services to strengthen the quality of life of residents and businesses in North Fair Oaks. Many participated by sharing information about their work in North Fair Oaks. Examples include, Sequoia Adult School, Upward Scholars, Fair Oaks Community Center, North Fair Oaks Library, El Concilio of San Mateo County, Redwood City Together, Casa Circulo Cultural, St. Frances Center, Sienna Youth Center, Multilingual Institute, Familias Unidas, Hispanic Foundation of Silicon Valley, North Fair Oaks Community Alliance, Community Alliance to Revitalize Our Neighborhoods (CARON), San Mateo County Sherriff, Fair Oaks Health Clinic, Redwood City Child Development Program, Family Connections, Boys and Girls Club of the Peninsula, North Fair Oaks/Redwood City Community Collaboration for Children’s Success, Climate Ready NFO, Canopy, Nuestra Casa, and Redwood City Police Activities League. Appendix A includes a complete list of organizations that participated in stakeholder engagement for the NFO Community Plan Review Project.

## HOW TO USE THIS DOCUMENT

This document provides a comprehensive evaluation of each chapter in the North Fair Oaks Community Plan and suggests priority policies which have been identified based on community and stakeholder input. It is organized in the same manner as the North Fair Oaks Community Plan, with chapters broken into goals and supporting policies which cover Land Use, Circulation and Parking, Infrastructure, Health and Wellness, Housing, and Economic Development. The intention is to both create a high-level overview of the progress that has been made and detailed status updates for each policy.

Each section of this document begins by providing key accomplishments related to the goals and policies of one of six Plan chapters followed by recommendations that highlight key priorities and potential next steps for continued progress. The recommendations were developed by taking into consideration past progress, challenges and limitations, state laws impacting a particular policy, as well as community and stakeholder input received through this and other recent outreach initiatives in North Fair Oaks. The final part of each section is a high-level status update of the chapter’s policies, classifying each policy as complete, initiated and partially complete, ongoing, or not initiated.

Each policy is further expanded in the corresponding appendix that provides an explanation of the status designation. Appendices B-G includes a policy breakdown with a description of the progress made towards accomplishing the objectives of each policy. The status of each policy is based on stakeholder interviews and a review of planning documents and other reports published since the North Fair Oaks Community Plan’s adoption.

## IMPLEMENTATION STATUS



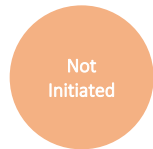
"Complete" refers to policies or implementing policies that have been carried through and have met all requirements or objectives with nothing more that needs to be done.



"Initiated and partially complete" refers to policies or implementing policies that have been started and some progress made, but still require more effort or time to reach completion.



"Ongoing" refers to policies or implementing policies that are in progress and that are expected to continue regularly for a period of time. A project, policy or program that is ongoing is not expected to be completed at a specific time in the future, but an activity or service provided regularly.



"Not initiated" refers to policies or implementing policies that have not yet begun or started. These may be projects, policies or programs that are inactive for different reasons, including lack of funding or because they are no longer applicable or desired due to changes in state law or local priorities.



"Priority Policies" refers to policies where additional tasks, actions, or resources may be needed based on stakeholder and community input as well as local and state law. Priority policies are indicated by a diamond symbol (◆) and summarized in section #.

## PRIORITY POLICIES

Priority policies indicated by a diamond symbol (◆) have been identified as areas of focus based on community and stakeholder input as well as feasibility. The recommendations support San Mateo County and other stakeholders and partners when identifying and allocating resources for future implementation of the North Fair Oaks Community Plan's initiatives. Because the Community Plan has hundreds of policies, identifying priority policies helps focus limited Plan implementation resources on initiatives that are most important to the community as well as most likely to result in positive outcomes. Priority policies typically focus on key areas such as economic development, housing, transportation, environmental sustainability, public health, and social equity. These policies aim to address current community needs, acknowledge limitations such as new state and federal regulations or funding challenges, while anticipating and leveraging existing resources and opportunities to meet the Plan's objectives. These policies are designed to help the community strategically invest in implementation to support the Plan's objectives, enhance quality of life, and adapt to changing conditions over time.

## ADMINISTRATIVE RECOMMENDATIONS

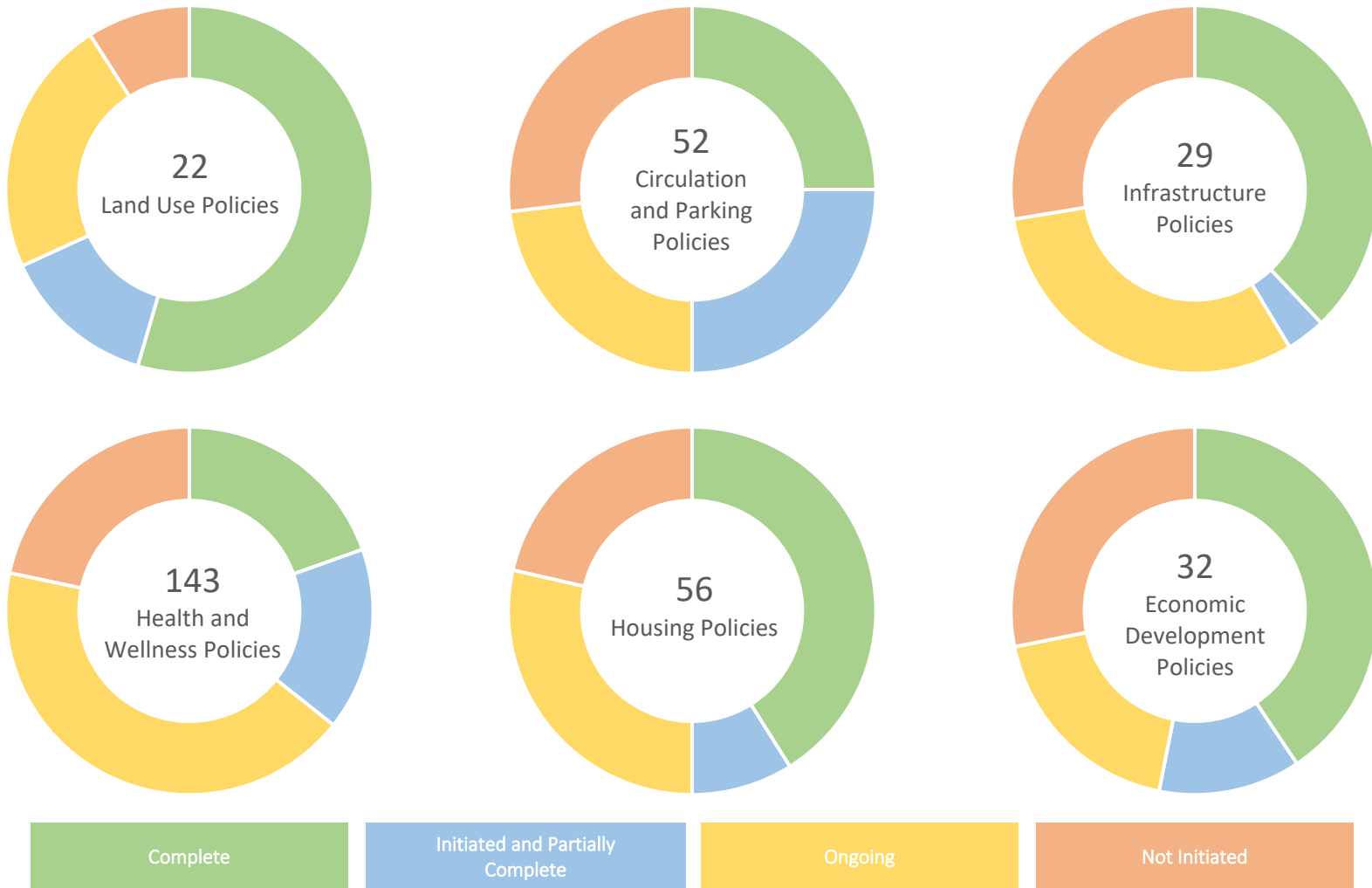
Administrative recommendations are typically related to the day-to-day operations and management of North Fair Oaks Community Plan implementation activities. These recommendations are practical and specific in nature, focusing on improving the efficiency, effectiveness, and compliance of existing processes, procedures, and practices. Administrative recommendations are geared toward optimizing resources and enhancing operational performance. Administrative recommendations may not necessarily require significant changes in laws or policies but rather involve adjustments to internal procedures and practices.

### ESTABLISH AN INTERDEPARTMENTAL TEAM TO TRACK AND MANAGE IMPLEMENTATION OF THE NFO COMMUNITY PLAN

- a. Continue to regularly target existing resources to North Fair Oaks residents. Continue to provide and increase marketing and education of programs, resources, and county services to lower income North Fair Oaks residents in multiple languages.
- b. Track North Fair Oaks utilization of county services and programs. Some examples of tracking of utilization of programs and services might include:
  - Programs that support code compliance for lower income households and lower income rental properties such as building code inspections for multifamily rental properties.
  - Renter assistance provided by nonprofit partners to North Fair Oaks households such as programs to help prevent evictions, including information on fair housing organizations, tenant assistance organizations.
  - Available services and resources to assist with provision of temporary housing, alternative permanent housing, affordable housing resources, financial resources, relocation assistance, and other options for displaced residents.
  - Support for providing accessibility modifications (such as ramps, grab-bars in tubs/showers, and other modifications) for seniors and others needing such modifications in their home.
  - Financial and other assistance to homeless service providers and utilization of services in or near North Fair Oaks.
  - Funds going towards rehab and minor repair programs for lower income households in North Fair Oaks.
- c. Evaluate effectiveness of programs. Require regular evaluation of effectiveness of programs in supporting lower income residents in North Fair Oaks. If programs are not being utilized or are not reaching North Fair Oaks residents, assess adjustments to program delivery to more effectively deliver services to North Fair Oaks residents.

## IMPLEMENTATION DASHBOARD

A North Fair Oaks Community Plan implementation dashboard is available on the North Fair Oaks Community Plan website at [www.nfoplan.com](http://www.nfoplan.com). The dashboard is a tool designed to visualize the progress of policies and strategic initiatives in North Fair Oaks over an extended period. The dashboard helps measure the success of the Plan's objectives by evaluating activities that support Plan implementation since the Plan's adoption. The dashboard's progress bars provide a visual representation of the overall progress made towards implementing the Plan's policies. The dashboard will be updated on a regular basis making it an essential tool for monitoring the progress of the Plan's objectives and facilitating informed decision-making.



# LAND USE

The Land Use chapter of the North Fair Oaks Community Plan has significant goals aimed at revitalizing North Fair Oaks, in particular through increasing commercial and residential density along some of the area’s major thoroughfares. Key achievements include implementing a comprehensive rezoning program (North Fair Oaks Rezoning and General Plan Amendment Project) focused on priority development areas which increased density and allowed for mixed uses along major corridors and transit-rich areas (completed in 2023). These policies encourage housing development as well as other community-serving development such as retail, nonprofit, childcare, and other needed services identified in the NFO Community Plan. Additionally, zoning designations were streamlined to provide clearer guidance, removing redundancies and facilitating housing development in compliance with state housing laws. Since 2017, the State of California has adopted over 100 new laws designed to increase housing production. Most of these laws have been focused on incentivizing local governments to approve more housing and expedite housing approval processes. The County also successfully implemented NFO Community Plan initiatives such as reducing parking requirements in priority development areas, supporting transit-oriented development through implementation of active transportation infrastructure, and progress in designating key locations as primary gateways into North Fair Oaks through signage and public art projects.

Through the NFO Community Plan Review Project, priority policies were identified for future focus. These priority policies were selected based on a number of factors, such as NFO Community Plan goals not fully completed, current input from community members and stakeholders, and considerations such as feasibility, alignment with state law, and potential for impactful outcomes. Ensuring that the Plan reflects the current needs and aspirations of North Fair Oaks residents was critical in the NFO Community Plan review. This approach ensured that priority policies are practical, legally compliant, and resonate with the community's vision for its future development.

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**Land Use Priority Policy Areas.** Further work is needed to support and maintain North Fair Oaks’ vibrant commercial areas, create community-oriented public spaces, enhance streetscape elements and gateways into North Fair Oaks, and promote safe, convenient, and well-integrated walking, bicycling, and public transit uses.

**Local-Serving, Vibrant Commercial Areas.** Support the success of North Fair Oaks’ commercial corridors with a focus on improving the compatibility and appropriateness of local uses and provide accessible local-serving retail throughout North Fair Oaks. Explore opportunities to strengthen neighborhood-scaled and neighborhood-located commercial and retail locations.

**Development that Supports Community-Oriented Facilities.** To the maximum extent possible under state law, ensure that new commercial, institutional, industrial, and mixed-use developments provide space for, or contribute to, the creation of community-oriented facilities, such as pocket parks, community gardens, plazas, and neighborhood gathering spaces. To help facilitate development that achieved the goals of the NFO Community Plan, key parcels with development potential should be identified, barriers to their development should be addressed, and all available incentives or exceptions should be considered to promote the inclusion of community-oriented facilities in development projects.

**Continue to Build Distinctive Gateways.** Apply distinctive design treatments, streetscape elements, and public art, to distinguish gateways as key entry and exit points to and from North Fair Oaks.

**Support Transit-Oriented Development and Infrastructure.** Ensure that the design of public and private realm land uses along residential and commercial streets promote safe, convenient, and well-integrated walking, bicycling, and public transit uses. Continue to pursue implementation of the 2021 Unincorporated San Mateo County Active Transportation Plan which prioritizes North Fair Oaks bicycle and pedestrian improvements.

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## LAND USE POLICY DOCUMENTS

There are several policy documents that relate to and inform the Land Use chapter of the North Fair Oaks Community Plan. Each of the following policy documents serves a specific role and they often influence and inform one another.

- **North Fair Oaks Community Plan:** The Land Use chapter of the Plan outlines the long-term vision for the development and use of land within North Fair Oaks. It includes policies, goals, and guidelines for how land should be used and developed. The Plan considers numerous factors like residential, commercial, industrial, and agricultural uses, as well as parks, schools, and infrastructure. It is typically broad and sets the stage for more specific regulations and ordinances.
- **North Fair Oaks Rezoning and General Plan Amendment Project:** A rezoning ordinance is adopted by the Board of Supervisors to change the zoning classification of a specific parcel of land. Zoning classifications determine what can be built on a parcel and how it can be used (e.g., residential, commercial, industrial). As a part of the NFO Rezoning and General Plan Amendment Project, the San Mateo County adopted a series of zoning amendments that implement the vision of the North Fair Oaks Community Plan as well as State of California laws. Zoning ordinance amendments are more specific and actionable compared to the general guidelines set in the North Fair Oaks Community Plan (Land Use Plan). Rezoning ordinances should align with the goals and objectives of the Land Use Plan, ensuring that individual changes in land use are consistent with the broader vision for the area.
- **San Mateo County Housing Element:** A housing element is part of a jurisdiction's General Plan and mandated by State Law to be completed every eight years. The Housing Element specifically addresses housing needs in unincorporated San Mateo County including in North Fair Oaks. It outlines strategies and policies for providing a range of housing options to meet the needs of current and future residents, focusing on affordability, accessibility, and diversity of housing types. Housing element law has influenced and will continue to influence rezoning ordinances as well as land use plans, especially when zoning regulations are aimed at facilitating or restricting certain types of housing development. Several State of California housing laws may further impact local zoning, especially related to restricting housing development. Future compliance with San Mateo County's 2023-2031 Housing Element may require additional zoning ordinance amendments in North Fair Oaks.

## HIGH PRIORITY POLICIES: LAND USE

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Policy 1D:</b> Ensure that the design of the public and private realm land uses along residential and commercial streets promotes safe, convenient, and well-integrated walking, bicycling, and public transit use.</p> <p><b>STATUS: ONGOING</b></p>	<p>Caltrans and the San Mateo County require future development to contribute to active transportation improvement projects such as the SR-82 Bike Safety Project and bicycle and pedestrian crossing improvements. Adopted zoning also requires new developments to incorporate sidewalks and bike facilities into projects.</p> <p>The North Fair Oaks Bicycle and Pedestrian Railroad Crossing and Community Connections Study currently underway will assess the potential for a pedestrian and bicycle improvements near railroad crossings and included significant community engagement conducted in both English and Spanish.</p>	<p>Assess community needs related to active transportation and transit to ensure improvements meet the community needs.</p> <p>Track development projects and associated expenditures on active transportation and transit improvements to ensure that improvements meet community needs.</p>	<p>This policy is already in implementation (Caltrans and San Mateo County require future development to contribute to active transportation and transit improvements) and through the North Fair Oaks Bicycle and Pedestrian Railroad Crossing and Community Connections Study currently underway. It is a high priority to ensure that improvements resulting from new development meet the needs of residents.</p>
<p>◆ <b>Policy 1E:</b> Ensure that all new commercial, institutional, industrial, and mixed-use development provides space for or contributes to the creation of community-oriented facilities (i.e., pocket parks, community gardens, plazas, community gathering spaces, and other facilities).</p> <p><b>STATUS: NOT INITIATED</b></p>	<p>For nonresidential projects that require discretionary approval, the county has the authority to do this but has not due to the small size of commercial projects in North Fair Oaks which limits the county’s ability to negotiate community benefits. Typically, negotiation of community benefits is limited to large commercial development projects.</p>	<p>Explore how the county can encourage and prioritize community amenities given current state laws that limit discretionary approvals.</p> <p>Develop guidelines for applying remaining discretionary authority to incentivize community amenities under current state law.</p>	<p>In a community survey which asked respondents to prioritize 18 priorities, Community oriented facilities and amenities were a top priority in the community survey where “Quality of life (parks, gardens, libraries, etc.)” was ranked #6 top priority (31% of 312 survey respondents included it as a top priority).</p>
<p>◆ <b>Policy 1F:</b> Identify key parcels with development potential, and potential barriers to such development. Address these barriers through creative solutions (rezoning, parcel consolidation, and others) to attract private developers and encourage</p>	<p>Rezoning to allow higher densities and mixed-use was completed for all parcels with the highest density potential through the North Fair Oaks Rezoning and General Plan Amendment Project. In addition, the 2023-2031 Housing Element identifies</p>	<p>Prioritize implementation of the 2023-2031 Housing Element which promotes higher intensity infill development in North Fair Oaks.</p>	<p>Housing Element implementation is a priority for several reasons, including that it is a legal requirement, there is a severe shortage of affordable homes in the region, housing elements are instrumental in facilitating the development of affordable housing,</p>

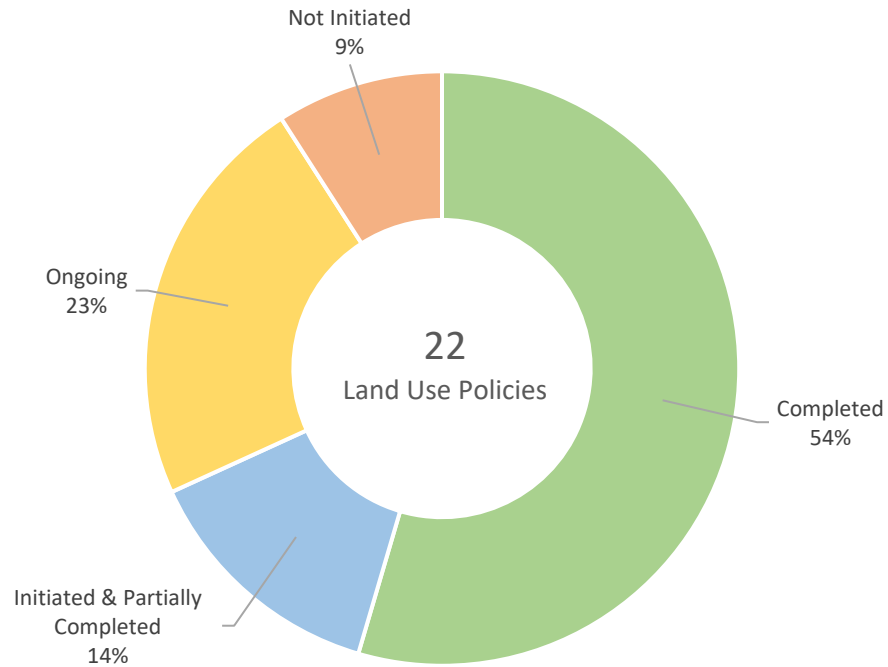
PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>higher intensity infill development. <b>STATUS: ONGOING</b></p>	<p>barriers to development and recommends policies to reduce barriers and streamline development regulations to encourage higher intensity infill development. The county has not directly completed parcel consolidations.</p>		<p>and it is needed to address the needs of North Fair Oaks residents. In a community survey which asked respondents to prioritize 18 priorities, Affordable housing was a top priority in the community survey and was ranked #1 top priority (69% of 312 survey respondents included it as a top priority).</p>
<p>◆ <b>Policy 2F:</b> Explore opportunities to strengthen neighborhood-scaled and neighborhood located commercial and retail locations, such as the existing commercially zoned area at 13<sup>th</sup> Avenue and Fair Oaks, through modifications to zoning designations, expansion of commercial areas, and other modifications to improve compatibility and appropriateness of local uses and provide accessible local serving retail throughout North Fair Oaks. <b>STATUS: NOT INITIATED</b></p>	<p>The 13th avenue commercial area ceased to operate as a local-serving commercial use. Community input received during the NFO Rezoning and General Plan Amendment Project helped determine that the community no longer valued this as a commercial location and prioritized its redesignation for housing. While this specific location is prioritized for housing, community feedback collected during the NFO Community Plan Review Project identified neighborhood-scaled and neighborhood located commercial and retail locations as a priority.</p>	<p>Conduct a study to determine if existing zoning in neighborhoods can be improved to meet the community need for neighborhood-scaled and neighborhood located commercial and retail locations.</p>	<p>With the completion of the NFO Rezoning and General Plan Amendment Project, which included rezoning to support NFO Community Plan and state law implementation with a focus on priority development areas along major corridors, there is a new opportunity to study neighborhood rezoning program that focuses on strengthening neighborhood-scaled and neighborhood located commercial and retail, which has not yet been completed.</p>
<p>◆ <b>Policy 4D:</b> Allow and encourage transit-oriented development and the integration of development with multiple transportation options along major corridors including El Camino Real, 5<sup>th</sup> Avenue, and Middlefield Road, if and as these transportation options emerge. <b>STATUS: ONGOING</b></p>	<p>The North Fair Oaks Rezoning and General Plan Amendment Project adopted zoning that allows for significantly greater residential densities and mixed-use within defined priority development areas in proximity to transit corridors. Adopted zoning has reduced barriers to development (such as reduced parking requirements) while streamlining development regulations to encourage higher intensity development that supports transit-</p>	<p>Work with transportation partners and agencies to determine the long-term feasibility of the multi-modal transit hub in North Fair Oaks.</p>	<p>Encouraging transit-oriented development is a priority because it promotes development that supports the vision of the North Fair Oaks Community Plan, including higher intensity infill development in priority corridors to support the development of more affordable housing as well as access to transportation options. Transit oriented development also reduces car dependency. In a community survey which asked respondents to prioritize 18 priorities,</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
	<p>oriented development. State law has also reduced barriers to development near transit corridors by eliminating parking minimum requirements for new developments close to public transit.</p>		<p>Affordable housing and Parking were top priorities in the community survey and were ranked #1 (69% of 312 survey respondents included it as a top priority) and #5 (32% of 312 survey respondents), respectively.</p>
<p>◆ <b>Policy 5A:</b> Designate the following six locations as primary gateways: El Camino Real and 5<sup>th</sup> Avenue, Middlefield Road at the Southern Pacific Railroad crossing (at the potential site of the multi-modal transit hub), Middlefield Road and 8<sup>th</sup> Avenue, 5<sup>th</sup> Avenue and Bay Road, Spring Street and Charter Street, and Marsh Road at the Southern Pacific Railroad crossing. Apply distinctive design treatments and streetscape elements to distinguish gateways as key entry and exit points to and from North Fair Oaks. The intersection of Middlefield Road and 5<sup>th</sup> Avenue is also designated as a neighborhood activity node where special intersection and corner treatment (such as creation of a plaza or other community space) should be considered.)</p> <p><b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>	<p>No gateway improvements have been made at El Camino Real and 5<sup>th</sup> Avenue, 5<sup>th</sup> Avenue and Bay Road, Spring Street and Charter Street, or Marsh Road at the Southern Pacific Railroad. The Middlefield Road Improvement Project includes the installation of amenities near Middlefield Road at the Southern Pacific Railroad and there are two art installations at Middlefield Road and 8<sup>th</sup> Avenue. There have been several public art projects completed or planned in North Fair Oaks including a public utility box public art, several public murals, and sculptures at several points of entry into the community (see Policy 5A Appendix B).</p>	<p>Revisit the location of the six gateways and continue to support projects that emphasize the prominence of gateway locations.</p>	<p>Supporting placemaking and public art in lower-income neighborhoods is a priority because it can:</p> <ul style="list-style-type: none"> <li>▪ Enhance community identity and pride by telling the history of an area.</li> <li>▪ Improve the overall aesthetics of the area.</li> <li>▪ Encourage community engagement and social interaction by fostering community pride.</li> <li>▪ Provide more access to cultural amenities.</li> <li>▪ Empower local artists and creators.</li> <li>▪ Help bridge socioeconomic gaps by promoting inclusivity.</li> </ul>
<p>◆ <b>Policy 5B:</b> Provide incentives and allow flexibility to encourage creative building forms and design elements that emphasize the prominence of gateway locations.</p> <p><b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>	<p>Design standards or incentives specifically aimed at encouraging the prominence of gateway locations have not been developed. Updates to state law that streamline and encourage housing development limit the availability of local incentives. To comply with state laws requiring objective design standards and</p>	<p>While supporting the prominence of gateway locations is a community priority (also highlighted in policy 5A), state law limits the County’s authority to provide incentives to encourage specific design features. As an alternative, the County should develop quality objective design standards applicable throughout North Fair Oaks</p>	<p>It is important to prioritize objective design standards to comply with state law, provide clear guidelines, and promote predictability in the development process, ensure quality and safety of new development, provide objective and transparent standards to base decisions on clear, fair, and measurable criteria.</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
	<p>ministerial review of development projects, the County is in the process of replacing subjective design standards with objective standards and has limited authority to provide incentives.</p>	<p>and continue to proactively support projects that emphasize the prominent of gateway locations.</p>	
<p>◆ <b>Policy 6A:</b> As part of the Implementation Program for the adopted Community Plan, create a development incentive and exception program which specifies the amount and type of contribution to the creation of community benefits required to be eligible for specified exceptions to normal development standards and restrictions). <b>STATUS: ONGOING</b></p>	<p>Updates to state law that streamline and encourage housing development limit the availability of local incentives. For example, development projects that qualify for concessions through the existing State Density Bonus Law will receive concessions, exceptions, and bonuses that are already available to developers due to state law. The county is in the process of eliminating its community benefits policies because of current state laws that limit discretionary approvals for housing development.</p>	<p>Assess the county’s ability to incentivize community benefits in private development projects and if feasible, develop guidelines for the application of remaining local discretionary authority.</p> <p>Determine what discretionary authority is available, for example in providing fee waivers or streamlined approvals and what types of projects it could apply to.</p>	<p>It is a high priority to identify how the County can encourage private development projects to contribute to community amenities under current state law.</p>

## IMPLEMENTATION BY THE NUMBERS

There are 22 policies in the Land Use chapter of the North Fair Oaks Community Plan. Of these, 12 have been completed, three have been initiated and partially completed, five are ongoing and two have not yet been initiated. Ninety-one percent of the policies in the Plan’s Land Use chapter have been completed, initiated and partially completed or are ongoing and 9% have not been initiated.



## LAND USE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>GOAL 2.1: Encourage mixed-use development along major commercial corridors and within industrial areas to support a vibrant, urban community that integrates a range of amenities in close proximity to surrounding residential neighborhoods.</b></p>			
<p><b>Policy 1A:</b> Allow and promote appropriately scaled mixed-use development along Middlefield Road, El Camino Real, and along segments of Edison Way and 5<sup>th</sup> Avenue, to encourage a range of commercial, residential, institutional, and industrial (by conditional use permit) development and community facilities. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 1B:</b> Promote mixed-use development in existing industrial areas along Edison Way to provide flexible space for a range of industrial, commercial, institutional and live-work residential (by conditional use permit) land uses and community facilities to revitalize underutilized and vacant land. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 1C:</b> Encourage continued and expanded industrial uses in the Spring Street area, with the potential for live-work residential (by conditional use permit) land uses and community facilities. Also allow limited commercial uses in this area, fronting on Bay Street only, to support adjacent industrial and institutional uses. <b>STATUS: COMPLETE</b></p>			
<p>♦ <b>Policy 1D:</b> Ensure that the design of the public and private realm land uses along residential and commercial streets promotes safe, convenient, and well-integrated walking, bicycling, and public transit use. <b>STATUS: ONGOING</b></p>			
<p>♦ <b>Policy 1E:</b> Ensure that all new commercial, institutional, industrial, and mixed-use development provides space for or contributes to the creation of community-oriented facilities (i.e., pocket parks, community gardens, plazas, community gathering spaces, and other facilities). <b>STATUS: NOT INITIATED</b></p>			
<p>♦ <b>Policy 1F:</b> Identify key parcels with development potential, and potential barriers to such development. Address these barriers through creative solutions (rezoning, parcel consolidation, and others) to attract private developers and encourage higher intensity infill development. <b>STATUS: ONGOING</b></p>			
<p><b>GOAL 2.2: Promote revitalization through redevelopment of underutilized and vacant land in North Fair Oaks to create jobs and housing and support community and economic development.</b></p>			
<p><b>Policy 2A:</b> Identify areas that should be preserved for current and future industrial and job generating uses, particularly in existing industrial areas identified as appropriate for additional development. Designate and preserve these areas for activities that are consistent with industrial and job generating uses, such as warehousing, office, research and development, and light manufacturing and assembly. <b>STATUS: COMPLETE</b></p>			

## LAND USE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 2B:</b> Take advantage of potential demand generated by new job rich development, such as the Stanford Redwood City campus, to catalyze redevelopment and job creation in the industrial areas in the northern end of North Fair Oaks in the Spring Street area along Bay Street. Allow a range of uses in this area, including warehouse and other industrial, institutional, live-work (by conditional use permit only), and retail (along Bay Street only). <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2C:</b> Allow residential infill development on vacant and underutilized residential parcels and within areas identified as appropriate for additional mixed use residential, commercial, and other development. Encourage multifamily residential and mixed-use residential development in these areas, and revise subdivision regulations to remove barriers to the development of multifamily attached for-sale housing in all appropriate areas in North Fair Oaks. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2D:</b> Consider the use of centrally located vacant or underutilized parcels in residential neighborhoods for parks, play lots, community gardens and/or residential parking lots. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2E:</b> Address incompatible industrial uses in residential and mixed-use areas, particularly along Middlefield Road, through County assistance to relocate uses to more appropriate industrial areas within North Fair Oaks, through fee waivers, incentives, identification of appropriate sites, and other measures. <b>STATUS: ONGOING</b></p>			
<p>♦ <b>Policy 2F:</b> Explore opportunities to strengthen neighborhood-scaled and neighborhood located commercial and retail locations, such as the existing commercially-zoned area at 13<sup>th</sup> Avenue and Fair Oaks, through modifications to zoning designations, expansion of commercial areas, and other modifications to improve compatibility and appropriateness of local uses and provide accessible local serving retail throughout North Fair Oaks. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Goal 2.3:</b> Amend and streamline land use categories to strengthen neighborhood and community character and to incentivize needed and appropriate development.</p>			
<p><b>Policy 3A:</b> Simplify and combine land use categories for residential uses to reduce redundancies and provide clear guidance on the type and density of development that is desired within residential areas. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 3B:</b> Implement new mixed-use land use categories to promote mixed-use development in appropriate areas. Mixed-use development guidelines should recognize the needs of any retail, so the space meets the requirements of businesses, especially brand tenants. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 3C:</b> Update the County’s General Plan map and zoning ordinance to be consistent with the new Community Plan land use map and land use designations for North Fair Oaks. <b>STATUS: COMPLETE</b></p>			

## LAND USE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
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### GOAL 2.4: Encourage transit-oriented development within North Fair Oaks.

**Policy 4A:** Establish a higher density mixed-use district within a ¼ mile radius of the potential future multi-modal-transit hub at the intersection of the Southern Pacific Railroad tracks and Middlefield Road. Higher densities in this area will support transit, reduce automobile use, and maximize development of vacant and underutilized lots while providing needed housing and other uses. **STATUS: COMPLETE**

**Policy 4B:** As part of Plan implementation, study appropriate timing and interrelation of 1) increased development densities, and 2) transit improvements required to support higher intensity development, in the high density mixed use district, and explore appropriate methods, including specific zoning regulations and development phasing contingent on specific transit improvements, to ensure that higher density development is adequately supported by approved and funded transit, and that development densities are appropriately supportive of approved and funded public transit. **STATUS: INITIATED AND PARTIALLY COMPLETE**

**Policy 4C:** Encourage transit-oriented uses through incentives such as unbundled parking and reduced parking standards, and through measures such as amendments to land use regulations to allow higher densities that will support future multi-modal transit improvements, including a potential multi-modal transit hub. **STATUS: COMPLETE**

♦ **Policy 4D:** Allow and encourage transit-oriented development and the integration of development with multiple transportation options along major corridors including El Camino Real, 5<sup>th</sup> Avenue, and Middlefield Road, if and as these transportation options emerge. **STATUS: ONGOING**

### GOAL 2.5: Create distinct gateways at key locations in North Fair Oaks that reflect the area’s unique identity.

♦ **Policy 5A:** Designate the following six locations as primary gateways: El Camino Real and 5<sup>th</sup> Avenue, Middlefield Road at the Southern Pacific Railroad crossing (at the potential site of the multi-modal transit hub), Middlefield Road and 8<sup>th</sup> Avenue, 5<sup>th</sup> Avenue and Bay Road, Spring Street and Charter Street, and Marsh Road at the Southern Pacific Railroad crossing. Apply distinctive design treatments and streetscape elements to distinguish gateways as key entry and exit points to and from North Fair Oaks. The intersection of Middlefield Road and 5<sup>th</sup> Avenue is also designated as a neighborhood activity node where special intersection and corner treatment (such as creation of a plaza or other community space) should be considered. **STATUS: INITIATED AND PARTIALLY COMPLETE**

♦ **Policy 5B:** Provide incentives and allow flexibility to encourage creative building forms and design elements that emphasize the prominence of gateway locations. **STATUS: INITIATED AND PARTIALLY COMPLETE**

**LAND USE GOALS AND POLICIES IMPLEMENTATION SUMMARY**

*Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)*

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
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**GOAL 2.6:** Adopt a development incentive and exception program to encourage the creation of community benefits as part of private development projects, in exchange for specified exceptions to development standards.

♦ **Policy 6A:** As part of the Implementation Program for the adopted Community Plan, create a development incentive and exception program, as described in more detail in Section 2.5, which specifies the amount and type of contribution to the creation of community benefits required in order to be eligible for specified exceptions to normal development standards and restrictions. **STATUS: ONGOING**

# CIRCULATION AND PARKING

The Circulation and Parking chapter of the North Fair Oaks Community Plan has several significant goals related to addressing the challenges of congestion and limited parking as well as promoting active transportation and complete streets design elements. The Plan’s policies reflect the importance of developing mobility, traffic, and transportation infrastructure in North Fair Oaks’ urban, transit-rich environment.

A major initiative that originated in the NFO Community Plan is the transformation of Middlefield Road, which underwent a comprehensive reconfiguration (substantially completed in 2024). This project implemented many NFO Community Plan priorities related to complete streets design and active transportation improvements, including green infrastructure improvements, installation of bike lanes and bike racks, street furniture, and street lighting, undergrounding of utilities, and installation of 12-foot ADA-accessible sidewalks, mid-block crosswalks, and curb extensions. This initiative created a safer environment for multiple travel modes and a more inviting pedestrian experience.

Additional circulation improvements in North Fair Oaks have focused on pedestrian and bicycle safety and ADA accessibility such as the installation of 10-foot-wide crosswalks at all controlled intersections, ADA-compliant ramps and warning strips, and upgraded traffic signal equipment to ensure sufficient pedestrian crossing times and bicycle detection. The 2021 Unincorporated San Mateo County Active Transportation Plan identifies North Fair Oaks as a high priority area for bike and pedestrian improvements. San Mateo County and partners have already implemented several active transportation projects (see Appendix C). In addition, the County has identified processes that support continued implementation and funding of active transportation improvements, such as requirements for private development projects and public works projects as well as partnerships and grant funds.

The North Fair Oaks Bicycle and Pedestrian Railroad Crossing and Community Connections Study (completed in 2024) provided valuable insights on implementing several NFO Community Plan policies related to pedestrian railroad crossings along Caltrain and connections to the Dumbarton Rail corridor. Although a new pedestrian railroad crossing was not recommended across the Caltrain tracks as a part of this study, the study did yield community priorities related to bike and pedestrian connections which will be implemented over time. As of summer 2024, SamTrans is evaluating alternative options for the Dumbarton Rail corridor, including bus rapid transit as well as bike and pedestrian access.

Despite these achievements, parking supply and enforcement remains a significant challenge in North Fair Oaks, in part due to limited resources to implement solutions. The North Fair Oaks Parking Study and Strategy (completed in 2013), an implementation action of the NFO Community Plan, included a working group that advised the County on parking issues in the community and evaluated parking supply, demand, quantity, location, availability, and design in North Fair Oaks. At the time, the study did not identify a significant shortage of parking supply in North Fair Oaks. The study provided potential solutions for parking supply management and pricing, a parking management plan, shared parking policies, parking permit programs, additional centralized parking facilities, in-lieu fee programs or special assessment tax districts to fund costs of new parking facilities, and options for more robust enforcement of existing parking. Since the NFO Community Plan was adopted, the County has expanded the parking supply in North Fair Oaks by developing and maintaining two surface parking lots, expanding the off-street parking supply, but further efforts are needed.

Feasibility and alignment with state law were critical issues considered in the NFO Community Plan review. Over the last four years, state and federal laws have been adopted pertaining to parking policy (e.g., AB413, AB894, AB1317, AB2097, AB2345, etc.) and federal laws (e.g., Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way) which have changed how local jurisdictions shape parking policies. For example, much of the land in North Fair Oaks is affected by AB2097, which exempts most development projects from having to provide minimum on-site parking when a site is located within one-half mile from a major transit stop. Other regional agencies are adopting new policies that will require the County to analyze its parking regulations for new development. For

example, beginning January 1, 2026, MTC/ABAG will be requiring that parking maximums be adopted in some areas for jurisdictions to be eligible for certain transportation grants (such as the One Bay Area Grant). The North Fair Oaks Rezoning and General Plan Amendment Project implemented parking reductions for new development in North Fair Oaks in compliance with state law as well as alignment with the NFO Community Plan goal to reduce regulatory barriers that make housing development costly such as minimum parking requirements.

Community input collected during the NFO Community Plan Review Project in 2023 highlighted that a lack of parking affects small businesses along major corridors, impacting their customer access. In addition, the 2023-2031 San Mateo County Housing Element identifies overcrowding as an issue in North Fair Oaks households, which may be contributing to parking shortages in certain neighborhoods. Addressing parking issues is a community priority, and the priority policies identified through the NFO Community Plan review aim to provide practical and impactful solutions to enhance the overall circulation and parking environment in North Fair Oaks. These priority policies were selected based on community and stakeholder input, ensuring they reflect the needs and aspirations of North Fair Oaks residents.

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***Circulation and Parking Priority Policy Areas.*** In order to address parking in a comprehensive way, the County will need to undertake strategic planning processes that include feedback and direction from North Fair Oaks residents and stakeholders and take into account state laws related to circulation and parking.

***Parking Management.*** Develop a parking management plan for North Fair Oaks and explore on and off-street parking solutions.

***Parking Reforms.*** Explore shared parking, unbundled parking and TDM strategies to ensure compliance with state laws related to new development. The County should analyze which state regulations are applicable in North Fair Oaks and identify reforms that are appropriate and ensure regulations are developed that meet the specific needs of North Fair Oaks.

***Improvements to the Dumbarton Corridor.*** Support the continued assessment of potential long-term solutions including bus rapid transit options remains essential. Encourage County officials to engage with SamTrans on potential solutions.

***Local Intersection Improvements.*** Support the continued implementation of complete streets, stormwater improvements, high visibility crosswalks, and ADA accessibility enhancements on major corridors.

***Pedestrian and Bicycle Safety.*** Explore the conversion of narrow residential streets to one-way streets to improve bicycle and pedestrian safety in neighborhoods.

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## HIGH PRIORITY POLICIES: CIRCULATION AND PARKING

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Policy 1C:</b> Implement the intersection capacity improvements identified in the Community Plan traffic analysis (see Appendix C) to provide acceptable traffic operations in conjunction with new developments contemplated as part of the Plan. However, avoid improvements that provide additional vehicular capacity while degrading pedestrian, bicycle or transit access and mobility.</p> <p><b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>	<p>While the County has completed many intersection improvements since the Plan was adopted, it is not currently known whether the improvements completed align with the proposed improvements in the 2011 Plan</p>	<p>The County should assess the planned/proposed intersection improvements in the Plan and evaluate any remaining intersection improvements that are needed.</p>	<p>According to the Unincorporated San Mateo County Active Transportation Plan (ATP), North Fair Oaks has both the highest potential demand for walking and biking and the highest concentration of bicycle and pedestrian collisions per square mile of all San Mateo County unincorporated communities.</p>
<p>◆ <b>Policy 2A:</b> Improve and enhance pedestrian facilities along key streets that connect to destinations throughout North Fair Oaks to prioritize “complete streets” design standards that give equal space to pedestrians, bicyclists, public transit, and cars. The design standards and guidelines in Chapter 7, Design Standards and Guidelines, support this objective.</p> <p><b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>	<p>The county has several ways of strengthening pedestrian and bicycle safety and access that are detailed in this report (see Appendix C). Some examples include:</p> <ul style="list-style-type: none"> <li>▪ Incorporation of bicycle and pedestrian improvements as part of existing public works projects, such as coordination of public works projects with the Unincorporated San Mateo County Active Transportation Plan and the North Fair Oaks Sewer Infrastructure Plan, and other plans.</li> <li>▪ Incorporation of bicycle and pedestrian improvements as part of new development.</li> <li>▪ City/County Association of Governments (C/CAG) Transportation Demand Management Policy requirements.</li> <li>▪ Identification of funding for projects such as the Middlefield Road</li> </ul>	<p>Continue to implement this policy by identifying and pursuing funding sources for implementation projects that prioritize pedestrian facilities along key streets and complete streets design standards.</p>	<p>San Mateo County Board of Supervisors adopted a Complete Streets Policy for the county which prioritizes the incorporation of bicycle and pedestrian improvements as part of other public works projects. It is important to maximize economies of scale when making planned road and utility improvements, by coordinating the timing of bicycle and pedestrian infrastructure improvements. Pedestrian improvements were a high priority in the public engagement process.</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
	Improvement Project (funded by San Mateo County via “Measure K” funds).		
<p>◆ <b>Policy 2E:</b> Provide high-visibility 10-foot-wide crosswalks at all controlled intersections and ensure that crosswalks have ramps and warning strips that comply with ADA standards.</p> <p><b>STATUS: NOT INITIATED</b></p>	High-visibility, 10-foot-wide crosswalks compliant with ADA standards have been completed or planned at all controlled intersections in North Fair Oaks.	Conduct an inventory of existing crosswalks and identify additional locations for crosswalk enhancements. This was identified as a high priority during the outreach conducted in North Fair Oaks.	Pedestrian improvements were a high priority in the public engagement process.
<p>◆ <b>Policy 2H:</b> Support the planning efforts and policies of the Grand Boulevard Initiative to transform El Camino Real from an auto oriented commercial corridor into an attractive multi-modal boulevard with design elements that facilitate transit, pedestrian, and bicycle mobility.</p> <p><b>STATUS: NOT INITIATED</b></p>	This policy supports pedestrian improvements and continuous, north-south bicycle facilities on El Camino Real. San Mateo County has included key projects on El Camino Real in the Unincorporated San Mateo County Active Transportation Plan (2021). The County coordinates with Caltrans on the State Route 82 Bike Safety Project and is participating in the Town of Atherton El Camino Real Complete Streets Gap Closure Project.	Continue to participate as a stakeholder in initiatives along El Camino Real and advocate for implementation and funding of improvements in North Fair Oaks.	Since the County does not own the ECR corridor, it is especially important for the County to be included as an active stakeholder representing North Fair Oaks neighborhoods in improvement initiatives led by Caltrain and the Town of Atherton. Safety for pedestrians and bicycles on El Camino Real is a high priority among residents and stakeholders in North Fair Oaks.
<p>◆ <b>Policy 2J:</b> Use low-cost pedestrian and stormwater improvements such as swales and unpaved pedestrian paths for unimproved areas where sidewalks, curbs, and gutters are missing or inadequate. <b>STATUS: NOT INITIATED</b></p>	Road Division maintenance staff will maintain stormwater improvements such as swales that are in the public right of way. Typically, County staff do not maintain unpaved pedestrian paths, only minor maintenance in some cases. The San Mateo County Green Infrastructure (GI) Plan (2019), outlines strategies for implementing green stormwater infrastructure throughout North Fair Oaks. The Plan highlights how GI should be integrated into future transportation and open space improvement projects.	Identify funding to implement North Fair Oaks projects included in the 2019 Green Infrastructure Plan in order to help address the impact of flooding in North Fair Oaks. Greening opportunities at transportation gateways, connectivity points, and other road improvements identified in the Community Plan present numerous opportunities for integration of GI. However, parking, lack of permeable soils, and drainage constraints are some of the limiting factors for GI implementation in North Fair Oaks. By identifying the areas with fewer parking limitations in the neighborhood, and with careful planning during project	North Fair Oaks is a suggested area of focus for GI because it has one of the most comprehensive plans and vision for community development of the unincorporated communities. The North Fair Oaks Community Plan acknowledges GI as part of its policies for addressing stormwater treatment and flooding.

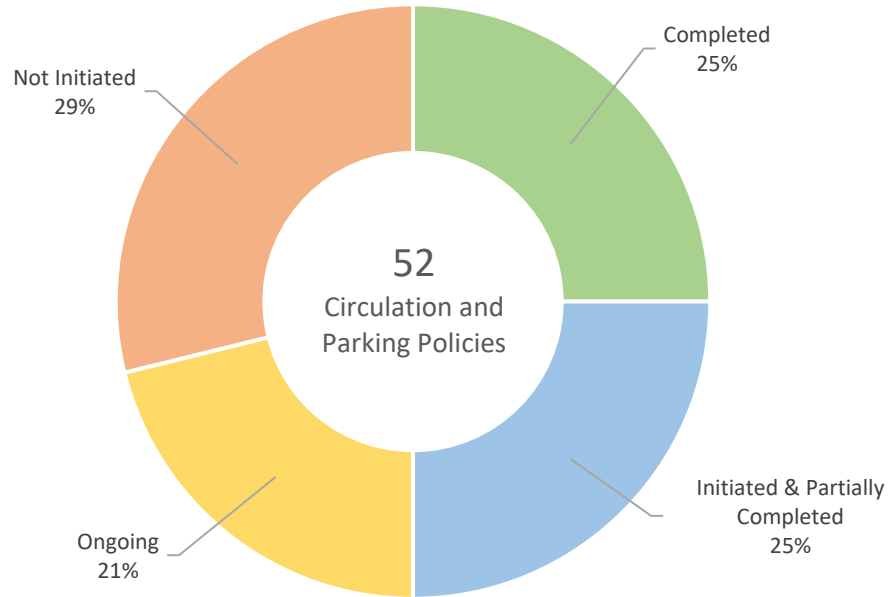
PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
		implementation, impact to parking can be minimized. Additionally, North Fair Oaks has four improvement areas with different specific road standards that will require community support to modify for GI.	
<p>◆ <b>Policy 2K:</b> Allow use of mid-block crossings at locations with high pedestrian activity between intersections. Ensure that all mid-block crossings include high-visibility, 10-foot-wide crosswalks, advanced warning signage, and flashing beacons or in-pavement flashers where possible.</p> <p><b>STATUS: COMPLETE</b></p>	<p>The County has evaluated locations for mid-block crossings on a case-by-case basis. In some cases, a mid-block crossing warranted a crosswalk, signage and signaling with beacons or flashers and the county implemented mid-block crosswalks as part of existing road improvement projects. In some cases, the County has determined that a mid-block crossing was not needed.</p>	<p>The County should identify any remaining potential locations if any are needed.</p>	<p>According to the Unincorporated San Mateo County Active Transportation Plan (ATP), North Fair Oaks has both the highest potential demand for walking and biking and the highest concentration of bicycle and pedestrian collisions per square mile of all San Mateo County unincorporated communities.</p>
<p>◆ <b>Policy 2N:</b> Explore whether any existing narrow residential streets in North Fair Oaks might be beneficially converted to one-way streets, to improve pedestrian and bicycle safety.</p> <p><b>STATUS: NOT INITIATED</b></p>	<p>The county has considered implementing a policy to convert existing narrow residential streets to one-way streets, but challenges such as insufficient funding and limited staff capacity have hindered the evaluation of this policy's feasibility.</p>	<p>It is important to assess whether this change could alleviate issues related to circulation, parking, and congestion, however, it is also crucial to address safety concerns, as one-way streets can pose increased risks for pedestrians. Any implementation of one-way streets should include careful consideration of safety improvements to protect pedestrians.</p>	<p>There are limited ways to improve auto circulation in North Fair Oaks. This priority has not yet been assessed and is a feasible possible solution in the North Fair Oaks area due to the large number of existing narrow residential streets.</p>
<p>◆ <b>Policy 4F:</b> Where appropriate, provide additional user amenities at existing and future bus stops to provide a safe and attractive environment for transit riders. All bus stops should meet ADA standards and provide standard amenities such as benches and/ or shelters. Enhanced bus stops should include amenities such as lighting, trash receptacles, route maps, bicycle racks, real time</p>	<p>SamTrans 2024 Bus Stop Improvement Study includes recommended improvements across the service area to align bus stops with the established design guidelines and regulatory standards and prioritizes every bus stop improvement including in North Fair Oaks.</p>	<p>San Mateo County should coordinate and advocate with SamTrans to implement the improvements identified in the SamTrans Bus Stop Improvement Plan in North Fair Oaks. SamTrans should lead the coordination of funding, design, permitting, and construction for near-term stop improvements.</p>	<p>Lower-income residents in North Fair Oaks disproportionately rely on bus service to get around, access services, job opportunities, schools, training, both locally and in the region. Since there is no train station in North Fair Oaks, it is important to prioritize amenities at existing bus stops.</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
information displays, and wayfinding elements. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<p>◆ <b>Policy 4G:</b> Require that new development projects improve access to and accommodations for public transit. <b>STATUS: NOT INITIATED</b></p>	Caltrans and San Mateo County require future development to contribute to active transportation, sidewalk, bicycle and pedestrian crossing improvements as a part of their projects, however, this requirement does not include access to public transit. There are no current requirements specifically for improvements to public transit facilities such as bus shelters.	Strengthen existing policies to include access and amenities related to public transit.	This should be prioritized because transit is important to lower income residents in North Fair Oaks.
<p>◆ <b>Policy 4H:</b> Support SamTrans’ long-range planning goals for Bus Rapid Transit (BRT) service, including high-low costs, along existing routes. <b>STATUS: NOT INITIATED</b></p>	In 2019, SamTrans began Reimagine SamTrans, a comprehensive operational analysis aimed at redesigning the entire SamTrans bus system. The proposed recommendations and changes to the current bus system began to be implemented in the summer of 2022. The County was a stakeholder in the process and changes in SamTrans bus system prioritize routes serving disadvantaged communities such as in North Fair Oaks. The following BRT SamTrans bus routes serve North Fair Oaks.	County should continue to engage with SamTrans to assess North Fair Oaks service needs and implement improvements.	This should be prioritized because transit is important to lower income residents in North Fair Oaks.
<p>◆ <b>Policy 5M:</b> Implement regular monitoring programs to assess parking conditions, identify areas of excess or underutilized parking supply, and help guide plans for future parking facilities. <b>STATUS: NOT INITIATED</b></p>	The County completed a comprehensive parking study (North Fair Oaks Parking Study and Strategy) in 2013. The study evaluated parking, including quantity, location, availability, and design in North Fair Oaks and included a working group that advised the project on parking issues in the community. Several potential solutions were studied	<ul style="list-style-type: none"> <li>▪ Address housing issue of overcrowding to help address parking.</li> <li>▪ Create a cross-departmental team to work on solutions to help manage parking problems on an ongoing basis (police, planning, PW, County Exec, OCA, etc.).</li> <li>▪ The cross-departmental team should develop an ongoing action</li> </ul>	Parking is a major concern in North Fair Oaks, in particular on major corridors serving North Fair Oaks small businesses as well as neighborhood streets. Solutions to parking issues in North Fair Oaks should be prioritized on an ongoing basis, including the root cause of some of the parking issues such as overcrowded households.

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
	<p>including a parking permit program, additional centralized parking facilities, a parking improvement district, and more robust enforcement of existing parking. However, a regular monitoring program to assess parking conditions and support long term parking planning initiatives in North Fair Oaks was not established. There is a lack of staff and funding to establish a regular monitoring programs for parking.</p>	<p>plan that addresses parking issues on an ongoing basis, for example working towards enhancing parking enforcement and implementing initiatives such as shared parking opportunities.</p>	

## IMPLEMENTATION BY THE NUMBERS

There are 52 policies in the Circulation and Parking chapter of the North Fair Oaks Community Plan. Of these, 13 have been completed, 13 have been initiated and partially completed, 12 are ongoing, and 14 have not yet been initiated. Seventy-one percent of the policies in the Circulation and Parking chapter of the NFO Community Plan have been completed, initiated and partially completed, are ongoing and 29% have not been initiated.



## CIRCULATION AND PARKING GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 3.1: Improve overall neighborhood connectivity throughout North Fair Oaks.</b>			
<p><b>Policy 1A:</b> Strengthen and improve pedestrian and bicycle safety and access across the railroad tracks at the four existing at-grade Southern Pacific Railroad crossings (Pacific Avenue, 2<sup>nd</sup> Avenue, 5<sup>th</sup> Avenue and Marsh Road). <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>			
<p><b>Policy 1B:</b> Identify optimal multi-modal railroad crossings across both railroad corridors that would ensure critical north-south connections within the community, and identify needed improvements, potentially in conjunction with potential Dumbarton Rail and High-Speed Rail project improvements, to support pedestrian and bicycle safety. Potential new crossings include 8<sup>th</sup> Avenue/Fair Oaks Avenue (pedestrian and bicycle-only crossing), Pacific Avenue/Westmoreland Avenue and Berkshire Avenue. Explore, as options for any new rail crossings, pedestrian- and bicycle-only crossings, and at-grade, underground, and overpass crossings. Prior to creating new rail crossings, pursue full feasibility analysis and impact studies, and ensure that assessment of potential crossings includes full participation of local residents in areas that could be impacted by creation of new crossings. <b>STATUS: COMPLETE</b></p>			
<p>♦ <b>Policy 1C:</b> Implement the intersection capacity improvements identified in the Community Plan traffic analysis (see Appendix C) to provide acceptable traffic operations in conjunction with new development contemplated as part of the Plan. However, avoid improvements that provide additional vehicular capacity while degrading pedestrian, bicycle or transit access and mobility. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>			
<p><b>Policy 1D:</b> Re-evaluate auto-oriented Level of Service (LOS) policies for certain roadways and intersections within North Fair Oaks, such as the Middlefield Road commercial corridor, to ensure a balance of mobility for all modes of travel. Develop a new LOS policy that includes an emphasis on pedestrian, bicycle and transit access and circulation and maintenance of emergency vehicle response times and does not rely on auto congestion as the only indicator of a significant traffic impact. <b>STATUS: COMPLETE</b></p>			
<b>GOAL 3.2: Improve existing pedestrian facilities (sidewalks, sidewalk furniture, trees, paths, and other facilities), and provide new facilities throughout North Fair Oaks (see Figure 3.3: Future Bicycle and Pedestrian System).</b>			
<p>♦ <b>Policy 2A:</b> Improve and enhance pedestrian facilities along key streets that connect to destinations throughout North Fair Oaks to prioritize “complete streets” design standards that give equal space to pedestrians, bicyclists, public transit, and cars. The design standards and guidelines in Chapter 7, Design Standards and Guidelines, support this objective. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2B:</b> Modify road standards as presented in Chapter 7, Design Standards and Guidelines, particularly along destination streets such as Middlefield Road and major corridors including El Camino Real and 5<sup>th</sup> Avenue, to achieve a safe and inviting pedestrian environment. Improvements should include the use of elements such as wider sidewalks, mid-block crosswalks, street trees, planting strips, and curb extensions for urban commercial corridors or residential street improvements. <b>STATUS: COMPLETE</b></p>			



## CIRCULATION AND PARKING GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
♦ <b>Policy 2N:</b> Explore, as part of implementation of the Plan, whether any existing narrow residential streets in North Fair Oaks might be beneficially converted to one-way streets, to improve pedestrian and bicycle safety. <b>STATUS: NOT INITIATED</b>			
<b>GOAL 3.3:</b> Improve bicycle connectivity throughout North Fair Oaks by providing additional designated bicycle facilities such as bike lanes and paths and by improving the safety of existing infrastructure (see Figure 3.3: Future Bicycle and Pedestrian System).			
<b>Policy 3A:</b> Complete the bicycle facility improvements identified in this Plan (see Appendix C) as well as in the San Mateo County Bicycle Route Plan (2011) and Redwood City General Plan (2010) to create a network of well-connected primary bicycle facilities along contiguous sections of Middlefield Road and El Camino Real and secondary facilities along 5 <sup>th</sup> Avenue, Fair Oaks Avenue, Douglass Street, Dumbarton Avenue, 2 <sup>nd</sup> Avenue, and 8 <sup>th</sup> Avenue. Ensure that these improvements are identified, supported, and coordinated in future local and regional plan updates. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<b>Policy 3B:</b> Provide safe, secure bicycle parking in commercial areas, along designated bike routes and transit corridors, and at parks and schools. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<b>Policy 3C:</b> Designate “bicycle boulevards” that emphasize shared-use between vehicles and bicyclists on streets that are not main streets, but that provide equivalent connectivity. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<b>Policy 3D:</b> Improve pedestrian and bicycle connectivity within North Fair Oaks by constructing new off-street pedestrian/ bicycle paths along the Hetch-Hetchy right-of way. <b>STATUS: NOT INITIATED</b>			
<b>Policy 3E:</b> Upgrade traffic signal equipment to ensure that adequate bicycle detection is provided. <b>STATUS: COMPLETE</b>			
<b>Policy 3F:</b> Explore the implementation of wayfinding signs to guide bicyclists and pedestrians to recommended travel routes and destinations throughout the community. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<b>Policy 3G:</b> Explore, as part of implementation of the Plan, whether any existing narrow residential streets might beneficially be redesigned to limit parking to one street side, with designated bicycle lanes on the opposite side. <b>STATUS: NOT INITIATED</b>			
<b>GOAL 3.4:</b> Strengthen the local and regional transit connectivity of the North Fair Oaks community (see Figure 3.2: Future Transit System).			
<b>Policy 4A:</b> As described in Chapter 2, Land Use Designations, study the feasibility, potential improvements required, and necessary land use and zoning policies needed to support a future multi-modal transit hub in North Fair Oaks, potentially including bus, bus rapid transit (BRT),			

## CIRCULATION AND PARKING GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			and train service (see Figure C) for proposed transit hub location). Depending on future rail development, the future transit hub could include potential Dumbarton rail service or Redwood City streetcar service, High Speed Rail, Caltrain, or other rail, in addition to various bus transit types. The hub would connect to pedestrian, bicycle, and automobile facilities and would serve as a multi-modal transit center and a catalyst for surrounding transit-oriented development. <b>STATUS: ONGOING</b>
			<b>Policy 4B:</b> Explore the feasibility of various transit service types at the identified multi-modal hub location, including Dumbarton Rail, Redwood City streetcar, High Speed Rail, and Caltrain. <b>STATUS: ONGOING</b>
			<b>Policy 4C:</b> Make required circulation, transportation, and access improvements to ensure that the community has as much multi-modal access to the identified transit hub location as possible. <b>STATUS: ONGOING</b>
			<b>Policy 4D:</b> Prioritize the El Camino Real and Middlefield Road corridors for transit mobility, service and access improvements. <b>STATUS: ONGOING</b>
			<b>Policy 4E:</b> Explore the potential to reroute existing bus service or create a new local circulator route or shuttle service to provide better north-south connectivity within North Fair Oaks. Prioritize 5 <sup>th</sup> Avenue, which serves as one of the few continuous north-south connections through North Fair Oaks, as a preferred route for service improvements. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>
			♦ <b>Policy 4F:</b> Where appropriate, provide additional user amenities at existing and future bus stops to provide a safe and attractive environment for transit riders. All bus stops should meet ADA standards and provide standard amenities such as benches and/ or shelters. Enhanced bus stops should include amenities such as lighting, trash receptacles, route maps, bicycle racks, real time information displays, and wayfinding elements. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>
			♦ <b>Policy 4G:</b> Require that new development projects improve access to and accommodations for public transit. <b>STATUS: NOT INITIATED</b>
			♦ <b>Policy 4H:</b> Support SamTans' long-range planning goals for Bus Rapid Transit (BRT) service, including high-frequency rapid service along El Camino Real (SR-82). Also support potential BRT along Middlefield Road. Encourage provision of BRT as a means of providing additional mass transit service at relatively low costs, along existing routes. <b>STATUS: ONGOING</b>
			<b>Policy 4I:</b> Support Redwood City's vision for future streetcar service along Middlefield Road and explore opportunities to extend streetcar service within North Fair Oaks, potentially along 5 <sup>th</sup> Avenue to connect to the proposed streetcar corridors on Middlefield Road and Broadway. <b>STATUS: ONGOING</b>

## CIRCULATION AND PARKING GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (◆) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 3.5:</b> Improve the efficiency of the existing parking system, provide sufficient parking to support future development without creating significant excess supply, and reduce overall parking demand by leveraging diverse parking management strategies.			
<b>Policy 5A:</b> Support the use of transportation modes other than the automobile to reduce the need for additional parking. <b>STATUS: ONGOING</b>			
<b>Policy 5B:</b> Support the use of parking supply control and pricing as a strategy to encourage use of non-automobile travel modes where feasible. <b>STATUS: NOT INITIATED</b>			
<b>Policy 5C:</b> Develop a parking management plan for North Fair Oaks, which could include permit parking, meters, restrictions, and other programs, and ensure enforcement of programs and policies. Designate appropriate areas in which all parking is fee-for-use or time-limited, particularly in commercial areas. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<b>Policy 5D:</b> Implement the reduced parking standards presented in this Plan (see Appendix C) for development within the proposed mixed-use, transit-oriented development areas concentrated along the Middlefield Road and El Camino Real corridors, as well as within the vicinity of the proposed multi-modal transit hub. <b>STATUS: COMPLETE</b>			
<b>Policy 5E:</b> Modify parking policies to allow affordable housing developments, minor expansions of single-family homes, transit-supportive development projects, and other uses where reduced parking demand can be demonstrated to qualify for further reduced parking requirements or exemptions per approval from the County Planning Department. <b>STATUS: COMPLETE</b>			
<b>Policy 5F:</b> Allow unbundled parking in new multi-family residential developments within the proposed mixed-use districts to allow resident to pay only for the parking spaces they need. <b>STATUS: COMPLETE</b>			
<b>Policy 5G:</b> Implement new parking management techniques such as encouraged shared parking in mixed-use developments, reduced employee parking in conjunction with ridesharing programs, stacked parking, and using on-street parking to meet on-site parking requirements of nearby projects. <b>STATUS: ONGOING</b>			
<b>Policy 5H:</b> Revise parking policies in North Fair Oaks to encourage the efficient use of existing and future parking facilities by allowing new development within the proposed higher-density mixed-use districts and within the vicinity of the potential multimodal transit hub to provide some required parking in off-site public or joint public/private facilities. <b>STATUS: NOT INITIATED</b>			
<b>Policy 5I:</b> Encourage private property owners to share their underutilized parking with the general public and/or other adjacent private developments. <b>STATUS: NOT INITIATED</b>			
<b>Policy 5J:</b> Require on-street parking for any newly constructed streets. <b>STATUS: NOT INITIATED</b>			

## CIRCULATION AND PARKING GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			<p><b>Policy 5K:</b> Identify streets appropriate for conversion from parallel to angled parking spaces, particularly streets where adequate width currently exists, or where future development/redevelopment provides opportunities to widen parking areas. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>
			<p><b>Policy 5L:</b> Explore opportunities to expand off-street parking supply by providing County- or privately-owned public parking lots or structures near areas of concentrated parking demand. This could include new surface parking lots or structured parking in commercial districts, or small neighborhood parking lots in residential areas with high parking demand. <b>STATUS: ONGOING</b></p>
			<p>♦ <b>Policy 5M:</b> Implement regular monitoring programs to assess parking conditions, identify areas of excess or underutilized parking supply, and help guide plans for future parking facilities. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>
			<p><b>Policy 5N:</b> Consider implementation of in-lieu fee programs or special assessment tax districts to fund costs of new parking facilities. In-lieu parking fees are established by municipalities as an alternative to requiring on-site parking. Developers are allowed to avoid constructing parking on-site by paying a fee to the County for the use of off-site parking facilities. Special assessment tax district fees can be implemented by charging each landholder within a defined district a fee based on the value of a site or parcel in order to fund public projects, such as the construction of new municipal parking facilities. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 5O:</b> Encourage the formation of a local Transportation Management Association (TMA) in North Fair Oaks to support, monitor and implement Transportation Demand Management (TDM) programs. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 5P:</b> Require effective and meaningful Transportation Demand Management (TDM) programs for new higher intensity development. Monitor effectiveness of required TDM programs and modify requirements as needed to ensure that demand management is achieving goals, including potential performance standards to help achieve real results. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>
			<p><b>Policy 5Q:</b> Consider the implementation of Residential Parking Permit (RPP) districts or Residential Parking Benefit (RPB) districts to manage parking utilization and limit spillover in residential neighborhoods. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 5R:</b> Provide sufficient parking enforcement to consistently support parking regulations in residential and commercial areas. Explore funding mechanisms, subsidies, or partnerships with adjacent jurisdictions to overcome current challenges with providing sufficient parking enforcement personnel in North Fair Oaks. <b>STATUS: NOT INITIATED</b></p>

# INFRASTRUCTURE

There have been improvements to infrastructure as well as infrastructure-related regulatory reforms in North Fair Oaks since the adoption of the NFO Community Plan. The County has strengthened requirements for new developments to evaluate and mitigate their impact on water usage by incorporating design elements to reduce water use, minimize infiltration and inflow into the sewer system, require stormwater treatment inspections, low-impact development standards, and standards that require certain new developments to install new lines and extend them to downstream connection points. These low-impact development standards and designs using integrated stormwater treatment strategies have also been implemented in public works projects.

The SMC Sewer District is currently undertaking a condition assessment and Master Plan Update that would inform how much additional sewage treatment capacity would be needed to accommodate new development. The County is also in the process of tracking sewage conveyance data that will help facilitate future sewer allocations based on need as well as adjustments to cost sharing or fees.

Cal Water and Redwood City are the water purveyors in North Fair Oaks. Cal Water identifies the risk associated with all mains in its service area and has an extensive program for water line replacement. In the past 8 years, Cal Water has replaced an estimated 20,000 feet of water mains in the North Fair Oaks area. In Redwood City's system, 95% of the system has been upgraded.

The County is also working closely with adjacent jurisdictions to find workable solutions to mitigate regional flooding. OneShoreline is a government agency focused on resilience against sea level rise, flooding, and coastal erosion. Since 2018, OneShoreline has collaborated with San Mateo County and its 20 jurisdictions, providing multi-jurisdictional coordination, long-range planning, data analysis, and developing new development standards that reflect best practices for new development for reduced flooding. OneShoreline also undertakes upgrades to regional storm drainage systems, such as the construction of a divergent structure that diverts overflow from the Bayfront Canal to a controlled pond system (completed in 2022).

The San Mateo County Office of Sustainability was created in 2014 and focuses on sustainability initiatives across various areas, including climate action, waste reduction, green infrastructure and water conservation. For example, the Office of Sustainability tracks green infrastructure in the unincorporated county and collaborates with local and regional partners to investigate how North Fair Oaks and the broader region of the mid and lower peninsula are vulnerable to flooding.

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**Infrastructure Priority Policy Areas.** Infrastructure wasn't identified as the top priority in the 2023 NFO Community Plan review project survey, yet it remains a crucial community requirement. This is especially pertinent due to the adverse effects of recent flooding in North Fair Oaks. Moreover, strategic long-term planning and infrastructure investments will be essential if future development occurs under zoning and state laws promoting new construction, potentially straining existing infrastructure.

**Regional Collaboration.** Collaborating with adjacent jurisdictions to develop workable solutions for regional flooding, including identifying joint upgrades to regional storm drainage systems.

**Stormwater Implementation.** Continuing the implementation of all local and state-mandated stormwater treatment controls in private and public projects, integrating stormwater treatment in developments.

**Development Requirements.** Strengthening requirements for new developments, including the provision of on-site detention facilities when necessary, and adhering to best practices to reduce future flooding.

**Water System Maintenance.** Engaging with water purveyors to ensure the water distribution system is maintained and upgraded as needed, and ensuring that emergency water storage is available in North Fair Oaks.

**Sewer Plan Prioritization.** Prioritizing needed improvements in North Fair Oaks as part of implementing the sewer district master plan.

**Sewer Allocation Collaboration.** Collaborating with sanitary sewer authorities to ensure additional sewer allocations are available and provided to support new development when necessary.

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## HIGH PRIORITY POLICIES: INFRASTRUCTURE

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Policy 1A:</b> Pursue agreements with the City of Redwood City and California Water Service Company to ensure that emergency water storage is available in North Fair Oaks. The agreements should include a discussion of both the timing and funding of any future emergency water storage facilities. Any such new storage or distribution systems should be located such that cost and environmental impact to surrounding areas is minimized. A separate study should be undertaken for any future water tank locations.</p> <p><b>STATUS: NOT INITIATED</b></p>	<p>The water distribution system within most of North Fair Oaks is operated by Cal Water. The northern portion of North Fair Oaks is served by the City of Redwood City. There have been no formal agreements between San Mateo County and Redwood City or Cal Water to provide emergency water storage specifically for North Fair Oaks. The public utilities commission requires water purveyors to maintain emergency water for its entire district including NFO. Cal Water and Redwood City Water do not have specific agreements with different jurisdictions for emergency water storage, rather there are regulatory requirements that provide emergency water to the entire service areas.</p> <p>The Redwood City General Plan as well as the Redwood City Water Master Plan includes plans for future emergency water storage tanks located in Friendly Acres and the Bayfront area. The proposed tanks will provide additional capacity and water pressure for those areas susceptible to low service pressure. North Fair Oaks could derive benefits from these future water tanks because their locations would be relatively close by.</p> <p>Cal Water currently has proposed a new 3-million-gallon water tank on Cal Water property that will be able to</p>	<p>The North Fair Oaks Community Plan identifies a portion of North Fair Oaks within the City of Redwood City’s water system that has insufficient emergency water storage facilities. An emergency water supply would help reduce negative effects from any future regional water system failures. The County should engage with Cal Water and Redwood City Water to receive updates and information about emergency water storage to ensure that vulnerable areas within North Fair Oaks have sufficient emergency water supplies.</p>	<p>Prioritizing emergency water storage is crucial for populations dependent on external sources for water because they are more vulnerable to disruptions caused by natural disasters or infrastructure failures. In addition, water supply interruptions can force already economically challenged communities to spend scarce resources on water, exacerbating poverty. Emergency water storage provides a critical buffer, ensuring access to water when external supplies are compromised. In disaster situations, communities with stored water can immediately respond to their needs, reducing reliance on potentially delayed external aid.</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
	<p>supply emergency supplies to an area that consists of Atherton, Redwood City, and North Fair Oaks. Cal Water also recommends the construction of new wells in North Fair Oaks which can help diversify sources of water - water in the line of the well goes to the immediate surrounding area first.</p>		
<p>◆ <b>Policy 1E:</b> Engage in discussions with the California Water Service Company and the City of Redwood City to develop a suitable, proactive replacement plan for the existing water distribution system. This replacement plan should identify older and/or undersized water lines that need to be repaired or replaced and ensure that such lines within North Fair Oaks are prioritized for replacement.</p> <p><b>STATUS: NOT INITIATED</b></p>	<p>Cal Water and the City of Redwood City are responsible for determining pipe conditions. Based on specific criteria, Cal Water and the City of Redwood City maintain a prioritization schedule for replacing existing waterlines.</p>	<p>The County should coordinate with Cal Water and the City of Redwood City to share regular updates regarding the water line replacement plans for the distribution system to ensure that the existing water demand for domestic and fire flow needs are met.</p>	<p>Maintaining and replacing existing water infrastructure is crucial to ensure a reliable, safe water supply, prevent waterborne diseases, and avoid costly emergency repairs and water service disruptions.</p>
<p>◆ <b>Policy 2A:</b> Negotiate with adjacent sanitary sewer jurisdictions, such as the City of Redwood City and the South Bayside System Authority wastewater treatment plant, to secure additional sewer allocations at the earliest opportunity possible. Obtaining additional sewer allocations will allow larger new developments to be located in North Fair Oaks.</p> <p><b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>	<p>The SMC Sewer District is currently undertaking a condition assessment and Master Plan Update that would inform how much additional sewage treatment capacity would be needed to accommodate new development. The assessment includes future development projected by the 2023-2031 Housing Element, North Fair Oaks Rezoning Program, as well as existing pipeline development projects identified by the Planning &amp; Building Division. This assessment is a critical component to inform future negotiations regarding sewer treatment allocations with Silicon Valley Clean Water (SVCW) and member agencies.</p>	<p>The County Sewer District should identify the target date for completion of this study and develop a timeline for when negotiations with adjacent sanitary sewer jurisdictions to secure additional sewer allocations would begin.</p>	<p>If significant development in North Fair Oaks continues as is anticipated, sewage discharge could exceed the allotted treatment capacity of existing SMC Sewer District facilities and discussion with the member agencies would be required to reach a new agreement.</p>

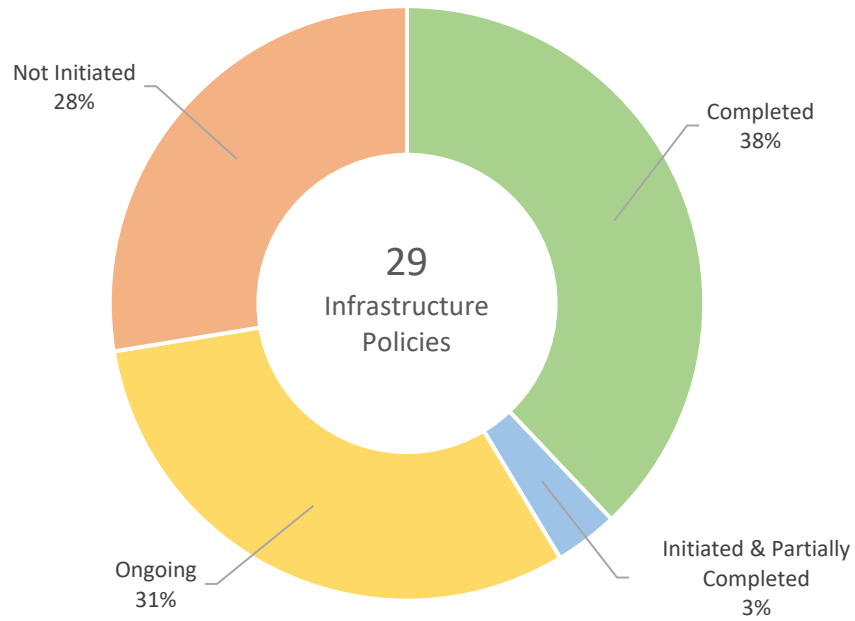
PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Policy 2C:</b> Perform regular inspections of sanitary sewer facilities to identify leaks within the system. Identify priority lines and structures within the sanitary sewer system, on an annual basis, that need repair and/or replacement. High priority should be given to existing facilities that receive high infiltration and inflow, to mitigate unnecessary flows downstream. In addition, continue existing routine and maintenance repairs of the collection system.</p> <p><b>STATUS: COMPLETE</b></p>	<p>In 2022, San Mateo County undertook the Fair Oaks Sewer Maintenance District Sanitary Sewer Lines Cleaning and CCTV Inspection Project. This includes inspection of the pipes and manholes in the Fair Oaks Sewer Maintenance District (FOSMD) system which includes most of North Fair Oaks. The Department of Public Works is in the process of updating the <a href="#">Fair Oaks Sewer Maintenance District's (FOSMD) Sewer Master Plan</a>.</p>	<p>Prioritize implementation of the FOSMD Sewer Master Plan when completed.</p>	<p>Implementing the sewer district Master Plan will ensure that facilities that receive high infiltration and inflow are prioritized for repair and replacement.</p>
<p>◆ <b>Policy 3A:</b> Continue to implement all local and state mandated stormwater treatment controls (C.3 requirements), including requiring that all new developments adhere to the current thresholds for requiring stormwater treatment and that all new developments provide a Stormwater Maintenance Agreement that will be recorded with the property deed to ensure on-going maintenance of these private stormwater treatment areas is being performed. Continue to require all new developments to comply with the Countywide Stormwater Pollution Prevention Program (SWPPP) and to provide erosion and sediment control plans and Best Management Practices (BMPs) for all construction activities.</p> <p><b>STATUS: COMPLETE</b></p>	<p>The County complies and implements all local and state mandated stormwater treatment controls (C.3 requirements) and stormwater pollution prevention practices. The goal of Provision C.3 of the MRP is for the municipalities regulated to include appropriate source control, site design, and stormwater treatment measures in new development and redevelopment projects to address stormwater runoff pollutant discharges and prevent increases in runoff flows from these projects. This goal is mainly accomplished through implementing low impact development (LID) techniques. For most regulated projects, post-construction control measures must include Low Impact Development (LID) site design, source control, and treatment measures, such as bioretention, pervious pavement and infiltration trenches (see Appendix D).</p>	<p>Greening opportunities at transportation gateways, connectivity points, and other road improvements identified in the Community Plan present numerous opportunities for integration of GI. However, parking, lack of permeable soils, and drainage constraints are some of the limiting factors for GI implementation in North Fair Oaks. By identifying the areas with fewer parking limitations in the neighborhood, and with careful planning during project implementation, the impact on parking can be minimized.</p>	<p>North Fair Oaks is a suggested area of focus for GI because it has one of the most comprehensive plans and vision for community development of the unincorporated communities. Incorporating green infrastructure into new development and redevelopment projects in North Fair Oaks, primarily through low impact development (LID) techniques, is critical to reducing stormwater runoff and pollutant discharges, mitigating urban heat, and improving water quality, thereby transforming urban landscapes into resilient and eco-friendly spaces.</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Policy 3C:</b> Create a new program for existing public streets to be redesigned with integrated stormwater treatment areas such as bioretention areas, vegetated swales, rain gardens, and other passive retention and filtration facilities. These stormwater treatment areas will remove pollutants from stormwater runoff that would otherwise have flowed from public street surfaces directly into the storm drain system and then the Bay. The new program should also consider adopting a regional green street program that requires stormwater treatment areas in all new developments.</p> <p><b>STATUS: COMPLETE</b></p>	<p>For public works projects that meet C.3 eligibility criteria, the Department of Public Works incorporates all C.3 requirements and green infrastructure (see Appendix D).</p> <p>The County’s Green Infrastructure Plan was approved by the Board of Supervisors in September 2019 and includes a prioritization of the County’s existing public streets and public parcels for green infrastructure projects.</p>	<p>The County should continue to identify green infrastructure opportunities through ongoing CIP and interagency coordination and through frontage improvement opportunities as part of private redevelopments. Through this process of reviewing plans and programs for potential synergies with green infrastructure objectives, the County has already identified several near-term projects to be evaluated for green infrastructure integration. The County may identify additional opportunities through coordination with C/CAG’s Sustainable Streets Master Plan (SSMP), which is currently in development.</p>	<p>North Fair Oaks is a suggested area of focus for GI because it has one of the most comprehensive plans and vision for community development of the unincorporated communities. Incorporating green infrastructure into new development and redevelopment projects in North Fair Oaks, primarily through low impact development (LID) techniques, is critical to reducing stormwater runoff and pollutant discharges, mitigating urban heat, and improving water quality, thereby transforming urban landscapes into resilient and eco-friendly spaces.</p>
<p>◆ <b>Policy 5A:</b> Work with adjacent jurisdictions to find workable solutions to mitigate regional flooding. Since several factors outside of North Fair Oaks contribute to local and regional flooding, working closely with these adjacent jurisdictions is critical to implementing a solution to the existing flooding issues.</p> <p><b>STATUS: ONGOING</b></p>	<p><b>OneShoreline.</b> The San Mateo County Flood and Sea Level Rise Resiliency District, also known as OneShoreline, is an independent government agency that works across jurisdictional boundaries to secure and leverage public and private resources for the long-term resilience of our region. OneShoreline focuses on building solutions to the climate change impacts of sea level rise, flooding, and coastal erosion in San Mateo County.</p> <p><b>Climate Risk Assessment for North Fair Oaks.</b> El Concilio partnered with the San Mateo County Office of Sustainability, the Stanford University Sustainable Urban Systems Initiative, North Fair Oaks Community Council, and Siena Youth Center to investigate how North Fair Oaks and the broader</p>	<p>Increase multi-jurisdictional collaboration, including OneShoreline and local partners, to reduce flooding and improve storm drain capacity.</p>	<p>Flooding disproportionately impacts lower-income communities such as North Fair Oaks by exacerbating existing social, economic, and health inequities. Limited access to recovery resources, such as insurance and emergency savings, often leaves these populations with home and property damage they cannot afford to repair.</p> <p>Additionally, flooding can cause residential displacement which can lead to job loss, intensifying the level of poverty encountered by these communities.</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Goal 4.6:</b> Establish infrastructure to enable the use of recycled and “gray” water within the North Fair Oaks community.  <b>STATUS: NOT INITIATED</b></p>	<p>region of the mid and lower peninsula are vulnerable to flooding.                      Not initiated in North Fair Oaks.</p>	<p>Evaluate the feasibility of pipe routing to bring recycled water to North Fair Oaks. Assessment of feasibility should include a description of other communities that successfully implemented this project. Consider adopting a local dual plumbing requirement for new development projects like those in the City of Redwood City.</p>	<p>This is a significant capital investment and it is critical to assess the overall feasibility, costs and benefits required to implement this initiative.</p>

## IMPLEMENTATION BY THE NUMBERS

There are 29 policies in the Infrastructure chapter of the North Fair Oaks Community Plan. Of these, 11 have been completed, one has been initiated and partially completed, nine are ongoing and eight have not yet been initiated. Ninety-one percent of the policies in the Infrastructure chapter of the Plan have been completed, initiated and partially completed or are ongoing and 9% have not been initiated.



## INFRASTRUCTURE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 4.1: Improve the potable water system, which currently contains older conveyance pipes and lacks emergency storage facilities.</b>			
<p>♦ <b>Policy 1A:</b> Pursue agreements with the City of Redwood City and California Water Service Company to ensure that emergency water storage is available in North Fair Oaks. The agreements should include a discussion of both the timing and funding of any future emergency water storage facilities. Any such new storage or distribution systems should be located such that cost and environmental impact to surrounding areas is minimized. A separate study should be undertaken for any future water tank locations. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 1B:</b> Pursue a new standard to ensure that any future street improvements within North Fair Oaks include replacing existing water lines with new cast iron (or non-asbestos containing water line materials suitable for the existing soil condition) water lines. Since water service is provided by the City of Redwood City and California Water Service Company, the County should coordinate the new standard with these water purveyors. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 1C:</b> Require that any future developments that will result in an increase of water usage equivalent or greater than the water usage of 500 dwelling units must complete a Water Supply Assessment (WSA), to determine if adequate water supply is available prior to issuance of any development permits. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 1D:</b> Create new landscaping and building design criteria for new developments to reduce water use. The design criteria shall include incentives for all major new developments to provide dual-plumbing for future recycled water use, use the latest water efficient technologies (i.e., low-flow fixtures, infrared detectors, waterless urinals, etc.), and plant drought tolerant and native non-invasive landscaping). <b>STATUS: COMPLETE</b></p>			
<p>♦ <b>Policy 1E:</b> Engage in discussions with the California Water Service Company and the City of Redwood City to develop a suitable, proactive replacement plan for the existing water distribution system. This replacement plan should identify older and/or undersized water lines that need to be repaired or replaced, and ensure that such lines within North Fair Oaks are prioritized for replacement. <b>STATUS: NOT INITIATED</b></p>			
<b>GOAL 4.2: Improve conveyance and treatment capability of sanitary sewer system facilities within North Fair Oaks.</b>			
<p>♦ <b>Policy 2A:</b> Negotiate with adjacent sanitary sewer jurisdictions, such as the City of Redwood City and the South Bayside System Authority wastewater treatment plant, to secure additional sewer allocations at the earliest opportunity possible. Obtaining additional sewer allocations will allow larger new developments to be located in North Fair Oaks. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>			

## INFRASTRUCTURE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
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**Policy 2B:** Revise existing County water demand and sewer generation standards to reflect the latest water efficient technologies. Incentives programs should also be created for new developments that implement more stringent water demand and sewer generation standards. This will promote water reduction measures and reduce the amount of sewage generated. **STATUS: ONGOING**

♦ **Policy 2C:** Perform regular inspections of sanitary sewer facilities to identify leaks within the system. Identify priority lines and structures within the sanitary sewer system, on an annual basis, that need repair and/or replacement. High priority should be given to existing facilities that receive high infiltration and inflow, to mitigate unnecessary flows downstream. In addition, continue existing routine and maintenance repairs of the collection system. **STATUS: ONGOING**

**Policy 2D:** Pursue new standards requiring that each new development minimize infiltration and inflow into the sewer system by contributing to replacement of existing sanitary sewer laterals and/or mains. The extent of the replacements should be based on the new development’s net increase in sewage generation. **STATUS: COMPLETE**

**Policy 2E:** Reassess sanitary sewer maintenance costs annually and update connection and usage fees accordingly, to ensure that both new and existing users of the sanitary sewer system contribute their fair share of sanitary sewer costs. **STATUS: ONGOING**

**Policy 2F:** Create a new program to share and gather sewage conveyance data from Redwood City and the South Bayside System Authority treatment plant on an annual basis. This information can then be used for planning and determining the basis for cost-sharing and/or fee adjustments. **STATUS: COMPLETE**

### GOAL 4.3: Improve stormwater treatment facilities.

♦ **Policy 3A:** Continue to implement all local and state mandated stormwater treatment controls(C.3 requirements), including requiring that all new developments adhere to the current thresholds for requiring stormwater treatment and that all new developments provide a Stormwater Maintenance Agreement that will be recorded with the property deed to ensure on-going maintenance of these private stormwater treatment areas is being performed. Continue to require all new developments to comply with the Countywide Stormwater Pollution Prevention Program (SWPPP) and to provide erosion and sediment control plans and Best Management Practices (BMPs) for all construction activities. **STATUS: ONGOING**

**Policy 3B:** Create a new program to perform regular inspections of stormwater treatment facilities at all new developments. These inspections should be performed by Public Works, and the frequency and extent of such inspections will depend on the size of new developments and potential for pollutants to enter the storm drain system. **STATUS: COMPLETE**

♦ **Policy 3C:** Create a new program for existing public streets to be redesigned with integrated stormwater treatment areas such as bioretention areas, vegetated swales, rain gardens, and other passive retention and filtration facilities. These stormwater treatment areas

## INFRASTRUCTURE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p>will remove pollutants from stormwater runoff that would otherwise have flowed from public street surfaces directly into the storm drain system and then the Bay. The new program should also consider adopting a regional green street program that requires stormwater treatment areas in all new developments. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 3D:</b> Pursue new Low Impact Development (LID) standards that promote both treatment and storage of stormwater runoff. These Low Impact Development standards should require new developments to minimize impervious surfaces, use stormwater as a resource (rain water harvesting for irrigation or other select uses), and preserve/re-create natural landscape features. New developments could adhere to these standards through the use of rain gardens/bioretention areas, green roofs, cisterns, permeable pavement, or other tools. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 3E:</b> Create new incentive programs for the County’s Planning, Building, and Engineering staff to continue stormwater treatment education, as technology and treatment techniques change continuously. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 4.4: Improve the conveyance facilities of the current storm drain system within North Fair Oaks.</b></p>			
<p><b>Policy 4A:</b> Pursue new standards that require new developments in areas where there are no existing storm drain lines to install new lines and extend them to downstream connection points. The size and length of the new storm drain lines will vary based on the new development’s location, size, and potential for future development at adjacent parcels. All new developments should also be required to provide on-site detention facilities (tank or oversized pipes) so that the new development does not cause an increase of flow into the storm drain system and contribute to local and regional flooding. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 4B:</b> Support increasing the capacity of the current Athlone storm drain pump/lift stations to increase conveyance capability. The increased capacity should take into account both existing conditions and potential future improvements to the storm drain system. This will allow future storm drain lines to be connected to the upgraded pump station. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 4C:</b> Discuss joint upgrades of regional storm drainage facilities with the City of Redwood City, the Town of Atherton, and other appropriate jurisdictions. These regional upgrades, such as improvements at the Bayfront Canal located downstream from North Fair Oaks, are a necessary component of any efforts to reduce local flooding in North Fair Oaks. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 4D:</b> Continue to implement all local and state mandated stormwater treatment controls (C.3 requirements), ensuring that new developments implement stormwater treatment measures to reduce peak flows in the storm drain system and maximize on-site retention and reuse of storm water for irrigation purposes. <b>STATUS: ONGOING</b></p>			

## INFRASTRUCTURE GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 4.5: Reduce the impact of flooding in North Fair Oaks.</b>			
♦ <b>Policy 5A:</b> Work with adjacent jurisdictions to find workable solutions to mitigate regional flooding. Since several factors outside of North Fair Oaks contribute to local and regional flooding, working closely with these adjacent jurisdictions is critical to implementing a solution to the existing flooding issues. <b>STATUS: ONGOING</b>			
<b>Policy 5B:</b> Create a new program for existing public streets to be redesigned with integrated stormwater treatment areas such as bioretention areas, vegetated swales, rain gardens, and other features to reduce the peak storm flows. The new stormwater treatment areas should also be designed to provide stormwater retention, which will hold back stormwater runoff for a period of time so that downstream flooding is reduced. <b>STATUS: COMPLETE</b>			
<b>Policy 5C:</b> Continue to require new developments that might result in an increase in stormwater runoff to provide on-site detention facilities to address increased flows. The on-site detention facilities (tank, oversized pipes, or other facilities) shall be sized so that the new development does not cause an increase of flow into the storm drain system. <b>STATUS: ONGOING</b>			
<b>Policy 5D:</b> Pursue new Low Impact Development (LID) standards that require new developments to reduce stormwater runoff. LID strategies include, but are not limited to, the use of permeable pavement, green roofs, rainwater cisterns, and landscaping that is designed appropriately to capture and retain stormwater. <b>STATUS: COMPLETE</b>			
<b>♦ GOAL 4.6: Establish infrastructure to enable the use of recycled and “gray” water within the North Fair Oaks community.</b>			
<b>Policy 6A:</b> Pursue new standards that require new developments to provide dual plumbing in anticipation of available recycled water. <b>STATUS: NOT INITIATED</b>			
<b>Policy 6B:</b> Negotiate with the City of Redwood City and South Bayside System Authority (SBSA) regarding the timing of improvements and proposed pipe routing to address the possibility of bringing recycled water to North Fair Oaks. <b>STATUS: NOT INITIATED</b>			
<b>Policy 6C:</b> Create a new program to provide funding sources to bring recycled water to North Fair Oaks. <b>STATUS: NOT INITIATED</b>			
<b>Policy 6D:</b> Create new incentive programs to encourage new developments to use gray water or harvested rainwater for irrigation purposes. <b>STATUS: ONGOING</b>			
<b>Policy 6E:</b> Create a new program to identify existing users with large water demands who would benefit from the availability of recycled water. These users should be on a high priority list of recycled water users and should be considered when planning future recycled water line expansion. <b>STATUS: NOT INITIATED</b>			

# HEALTH AND WELLNESS

The Health and Wellness Chapter of the NFO Community Plan is divided into seven subsections, which include 12 Parks and Recreation policies, 31 Healthy Food policies, 12 Health Services policies, 24 Transportation policies, 12 Neighborhood Goods and Services policies, 36 Safety in Neighborhoods and Public Spaces policies, and 16 Environmental Quality policies.

To support community goals from the Health and Wellness chapter of the North Fair Oaks Community Plan, it is recommended to prioritize parks, playgrounds, greenways, schools, recreational facilities, health infrastructure and services, walking, bicycling, public transit, and paratransit, and promoting safety, pedestrian-scale street lighting, and reducing personal and property crime throughout North Fair Oaks. These actions are essential to improve the quality of life and ensure the long-term well-being of North Fair Oaks residents.

## PARKS AND RECREATION

The NFO Community Plan highlights parks, playgrounds, greenways, as well as recreational facilities and diverse programs for residents. Quality of life amenities such as parks, community gardens, schools, and libraries remain top priorities, as highlighted in the 2023 NFO Community Plan Review Project survey (see Appendix A). Progress has been made in North Fair Oaks with the development or improvement of three parks or green spaces along the Hetch Hetchy right-of-way and expansion of programs at the Fair Oaks Community Center and Fair Oaks Library. There have been notable collaborations and financial support to afterschool programming, childcare, and youth initiatives such as “Get Healthy San Mateo County.” However, the community continues to face challenges with limited land and funding for parks and recreational facilities. Continuing to focus on these initiatives is crucial since they remain a top community priority.

## HEALTHY FOOD

The NFO Community Plan promotes healthy food access, including grocery stores, farmers’ markets, small food markets, affordable fresh fruits and vegetables, and access to quality staple foods. It also highlights opportunities for residents to grow food in North Fair Oaks. North Fair Oaks has developed several community gardens and is also home to many small markets offering fresh produce. Access to food, especially for those in need was highlighted as a community strength in the 2023 NFO Community Plan Review Project survey.

## HEALTH SERVICES

Significant progress has been made in enhancing public health and health services in North Fair Oaks, a top community priority as indicated by the 2023 NFO Community Plan Review Project survey. This progress includes the opening of the Fair Oaks Health Center which includes a full-service pharmacy and the implementation of services like the mobile health center and improvements in bus, bike, and pedestrian access to health services. A healthy community promotes preventive care and ensures access to neighborhood-level healthcare, affordable health services, and medical supplies for residents.

## TRANSPORTATION: WALKING, BICYCLING, PUBLIC TRANSIT, AND PARATRANSIT

The NFO Community Plan aims to promote walking, bicycling, and public transit, including paratransit, by delineating bicycle and pedestrian routes, installing safety improvements, and reducing vehicular speeds near crossings and residential streets. The County has made notable progress in implementing its 2021 Unincorporated San Mateo County Active Transportation Plan, which designates North Fair Oaks as a high-priority area and identifying successful ways to implement active transportation improvements in North Fair Oaks. For example, San Mateo County cross-departmental teams work together to ensure that every effort is made to incorporate complete streets improvements in public works and private development projects.

## NEIGHBORHOOD GOODS AND SERVICES

The NFO Community Plan also encourages new housing development near neighborhood goods and services, such as grocery stores, clinics, the Fair Oaks Community Center, schools, public amenities, and daily necessities within walking distance. The County has made significant strides in housing and land use policy, driven by the need for more affordable housing and new state laws requiring local jurisdictions to facilitate both market and affordable housing development. Affordable housing emerged as the top priority in the 2023 NFO Community Plan Review Project survey, with access to services, small business support, and job opportunities also being identified as important.

## SAFETY IN NEIGHBORHOODS AND PUBLIC SPACES

The NFO Community Plan promotes public safety, pedestrian-scale street lighting, and reducing personal and property crime. Public safety, crime reduction, and enhancing street lighting were high priorities in the 2023 NFO Community Plan Review Project survey. The County has programs to eliminate graffiti, an illegal dumping ordinance, and a mobile app for residents to report issues. Additionally, since the NFP Plan was adopted, the North Fair Oaks Forward initiative and a new sheriff's office station have increased access to resources and local patrols.

The NFO Community Plan also aims to ensure residents are prepared for emergencies such as earthquakes, floods, fires, or other disasters. The County has made significant progress by establishing a new standalone division, the Department of Emergency Services, which develops emergency preparedness and evacuation plans, coordinates resources during an emergency such as an emergency operations center, communication with mutual aid partners, emergency communications and alert system, management of evacuations, and provides education and outreach to residents on emergency preparedness.

Future efforts should focus on expanding these safety programs and enhancing community engagement to foster a safer environment. In addition, the County should engage with the Menlo Park Lighting District and develop a plan for specific pedestrian-scale lighting improvements in North Fair Oaks. Prioritizing safety improvements will contribute to a stronger, more connected community.

## ENVIRONMENTAL QUALITY

The NFO Community Plan aims to ensure clean air and safe drinking water while mitigating toxic sites and maintaining acceptable noise levels. Environmental concerns such as air quality and noise were less of a priority in the 2023 NFO Community Plan Review Project survey compared to other key concerns such as housing and public safety. In addition, San Mateo County has not identified any toxic sites in North Fair Oaks that require environmental clean-up, however, the County's existing regulations require developers to assess environmental conditions and project impacts and develop and execute mitigation measures. Flooding has had a significant impact on North Fair Oaks households and is addressed in the Infrastructure chapter of the NFO Community Plan (Chapter 4).

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*Future efforts should focus on strengthening the work plan of the San Mateo County Office of Sustainability, which was created in 2014, and targeting resources and programs in North Fair Oaks. The San Mateo County Office of Sustainability focuses on environmental quality issues across various areas, including climate action, waste reduction, and water conservation.*

*Identifying and securing additional land for parks and trails, possibly along the Hetch Hetchy right-of-way or Dumbarton Rail Corridor, is important. Enhancing existing recreational facilities to better serve the community will require advocacy, engagement, and coordination with the San Mateo County Board of Supervisors and agencies like the San Francisco Public Utilities Commission and SamTrans to develop pocket parks or trails.*

*Supporting existing healthy food options and addressing environmental health issues should be prioritized to enhance overall community well-being.*

*Investing in and maintaining the health infrastructure and services in North Fair Oaks will ensure long-term health benefits for residents.*

*Implementing North Fair Oaks projects identified in the 2021 Unincorporated San Mateo County Active Transportation Plan and the 2024 NFO Bicycle and Pedestrian Railroad Crossing and Community Connections Study is essential. This will expand safe and accessible routes for non-vehicular travel, improving mobility and safety for all residents. Lower-income communities, which rely heavily on alternatives to auto-oriented travel, will particularly benefit from a robust network in North Fair Oaks.*

*Increasing affordable housing options and ensuring new developments provide convenient access to essential services (see Appendix F) should be a focus to support community stability and growth.*

*Increasing community outreach and engagement is necessary to enhance emergency readiness and resilience.*

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## HIGH PRIORITY GOALS AND POLICIES: HEALTH AND WELLNESS

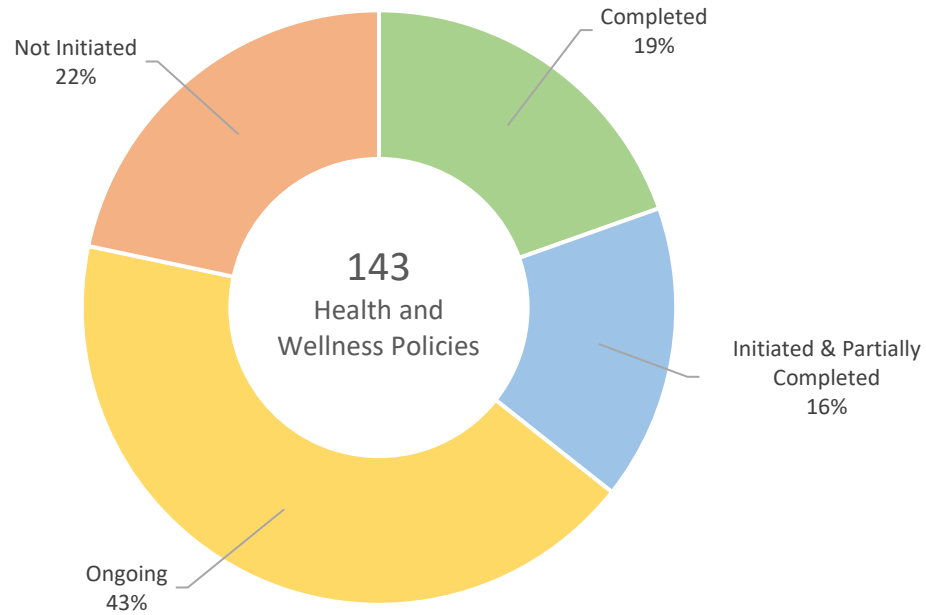
The Health and Wellness chapter review highlights priority goals. Policies associated with each priority goal are detailed in Appendix E, Health and Wellness Implementation Detail.

PRIORITY GOALS AND POLICIES	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ Policies under Goals 5.2.1 focusing on promoting parks, playgrounds or greenways and recreational facilities that offer a diverse range of programs and activities for residents.</p>	<p>See Appendix G. Progress has been made in North Fair Oaks with the development or improvement of three parks or green spaces along the Hetch Hetchy right-of-way and expansion of programs at the Fair Oaks Community Center and Fair Oaks Library. However, the community continues to face challenges with limited land and funding for parks and recreational facilities. There have been notable collaborations and financial support to afterschool programming, childcare, and youth initiatives such as “Get Healthy San Mateo County.”</p>	<p>Future efforts should include identifying and securing additional land for parks and trails and enhancing existing recreational facilities to better serve the community. This includes coordination with the San Francisco Public Utilities Commission to develop pocket parks or trails along vacant land along the Hetch - Hetchy right-of-way.</p>	<p>Prioritizing these actions will improve the overall quality of life for residents. Quality of life amenities such as parks, community gardens, schools, and libraries remain top priorities, as highlighted in recent outreach.</p>
<p>◆ Policies under Goal 5.2.3 focusing on access to neighborhood-level health care, affordable health services, preventive care, and medical supplies for residents of North Fair Oaks by improving health facility options and expanding the capacity of existing clinics.</p>	<p>See Appendix G. Implementation progress includes the opening of the Fair Oaks Health Center and the implementation of services like the mobile health center and improvements in bus, bike, and pedestrian access to health services.</p>	<p>Future areas of focus should include continuing to invest in and maintain the health infrastructure and services in North Fair Oaks, as this will ensure long-term health benefits for residents.</p>	<p>Public health and health services was a top community priority confirmed during the 2024 outreach.</p>
<p>◆ Policies under Goals 5.2.4 focusing on promoting walking, bicycling and public transit, paratransit, delineating bicycle and pedestrian routes and crossings, installing pedestrian and bicycle safety improvements, and decreasing speeds of vehicular traffic near pedestrian crossings and along residential streets</p>	<p>See Appendix G. The county has made notable progress in implementing its 2021 Unincorporated Area Active Transportation Plan, designating North Fair Oaks as a high-priority area and identifying successful ways to implement projects in North Fair Oaks. For example, cross-departmental teams work together to ensure that every effort is made to incorporate complete streets improvements in public works and private development projects.</p>	<p>Future efforts should focus on expanding safe and accessible routes for non-vehicular travel. Outreach conducted as a part of the 2024 North Fair Oaks Railroad Crossing and Community Connections study outlines the major priorities in the community related to bicycle and pedestrian connections.</p>	<p>Enhancing these transportation options will improve mobility and safety for all residents. Lower-income communities rely heavily on alternatives to auto-oriented travel, making a robust network in North Fair Oaks crucial.</p>
<p>◆ Policies under Goal 5.2.6 focusing on promoting safety, pedestrian-scale street lighting, reduce personal and property crime throughout North Fair Oaks.</p>	<p>See Appendix G. The county has implemented programs to eliminate graffiti, an illegal dumping ordinance, and an app for residents to report issues. Additionally, the North Fair Oaks Forward initiative and a new sheriff's office station have increased access to resources and patrols. In addition,</p>	<p>Future efforts should focus on expanding these safety programs and enhancing community engagement to foster a safer environment. In addition, the County should engage with the Menlo Park Lighting District and develop a plan for specific pedestrian-</p>	<p>Public safety, crime reduction, and enhancing street lighting were high priorities in the 2024 outreach. Prioritizing safety improvements will contribute to a stronger, more connected community.</p>

PRIORITY GOALS AND POLICIES	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
	community groups in North Fair Oaks have engaged with the police department of Redwood City and the County Sheriff to improve local policing and offer positive options for engagement of youth in North Fair Oaks.	scale lighting improvements in North Fair Oaks.	

## IMPLEMENTATION BY THE NUMBERS

There are 143 policies in the Health and Wellness chapter of the North Fair Oaks Community Plan. Of these, 28 have been completed, 23 have been initiated and partially completed, 61 are ongoing and 31 have not yet been initiated. Seventy-eight percent of the policies in the Health and Wellness development chapter of the Plan have been completed, initiated, and partially completed or are ongoing and 22% have not been initiated.



## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
♦ <b>GOAL 5.2.1: Parks and Recreation: A healthy community promotes physical activity, social cohesion, and access to open space through the design of its built environment.</b>			
<b>GOAL 5.1: Provide safe neighborhood parks, playgrounds or greenways within a half mile actual walking distance of all homes in North Fair Oaks.</b>			
Policy 1A: Improve pedestrian and bicycle connections from residential areas to existing parks and schools within North Fair Oaks, and to community and regional parks, open space, and trails in nearby cities. Provide bicycle racks and bicycle facilities at all local parks. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
Policy 1B: Increase park acreage per capita in North Fair Oaks. Monitor park acreage over time to ensure that park needs for existing residents, and park needs created by new development and new population, are assessed and addressed. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
Policy 1C: Acquire land for new park space throughout the community to meet current and future needs. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
Policy 1D: Develop additional parks, open space, or greenways along the Hetch-Hetchy right-of-way. <b>STATUS: ONGOING</b>			
Policy 1E: Seek joint-use agreements with the Redwood City School District to expand access to playgrounds in the Fair Oaks and Garfield schools after school hours and on weekends. <b>STATUS: COMPLETE</b>			
Policy 1F: Partner with Redwood City to expand the joint-use agreements with the Redwood City School District and with Redwood City Parks and Recreation to improve access for North Fair Oaks residents to facilities at the nearby Taft and Hoover schools after school hours and on weekends. <b>STATUS: COMPLETE</b>			
Policy 1G: Improve safety at existing parks and open spaces through collaborations between County departments, inter-jurisdictional collaboration, and collaboration with the community and other organizations. Work with community members to establish and expand neighborhood watch programs and ensure that neighborhood watch programs address safety in area parks and open spaces. <b>STATUS: ONGOING</b>			
Policy 1H: During Plan implementation, analyze and identify ideal park locations, based on walking shed maps and analysis of accessibility from various points within the community, and identify and prioritize potential park space near these identified locations. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 5.2: Adequately maintain parks and playgrounds in North Fair Oaks.</b>			
<b>Policy 2A:</b> Improve, update and adequately maintain existing parks and recreation facilities. <b>STATUS: ONGOING</b>			
<b>Policy 2B:</b> Establish new and expand existing partnerships with local resident groups and organizations to help maintain smaller local parks and playgrounds in North Fair Oaks. <b>STATUS: ONGOING</b>			
<b>Policy 2C:</b> Post and adequately maintain signage to indicate park rules and hours in multiple languages. <b>STATUS: COMPLETE</b>			
<b>GOAL 5.3: Provide quality recreational facilities in or near North Fair Oaks to offer a diverse range of programs and activities for residents of all ages.</b>			
<b>Policy 3A:</b> Expand recreation programs at parks and recreation facilities to increase the efficient use of existing facilities and the diversity of recreation and leisure options available for residents of all ages and abilities. <b>STATUS: ONGOING</b>			
<b>GOAL 5.2.2: Healthy Foods: A healthy community promotes healthy food options, including grocery stores, farmers' markets, and small food markets, through the design of its built environment.</b>			
<b>GOAL 5.4: Expand resident access to affordable fresh fruits and vegetables, quality staple foods, and safe drinking water, particularly for families with children.</b>			
<b>Policy 4A:</b> Explore the potential for school-based farmers' markets or other farm-to-school programs in North Fair Oaks. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>			
<b>Policy 4B:</b> Limit the addition of new fast-food restaurants and liquor stores within North Fair Oaks. <b>STATUS: COMPLETE</b>			
<b>Policy 4C:</b> Over time, reduce the density of fast-food restaurants and liquor stores within North Fair Oaks such that the per capita densities within North Fair Oaks do not exceed 120 percent of the per capita density of each of these business types in the County overall. <b>STATUS: NOT INITIATED</b>			
<b>Policy 4D:</b> Limit the concentration of fast food restaurants and liquor stores within a quarter mile of schools. <b>STATUS: COMPLETE</b>			
<b>Policy 4E:</b> Develop incentive programs for convenience stores to carry more healthy food options and to support existing healthy food outlets. <b>STATUS: ONGOING</b>			

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			<b>Policy 4F:</b> Encourage new neighborhood-serving businesses selling healthy foods to locate near underserved residential areas. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4G:</b> Encourage all businesses selling food to place healthier products in prominent, visible, and accessible locations within the business through incentives and other programs. <b>STATUS: ONGOING</b>
			<b>Policy 4H:</b> Provide assistance to support and maintain businesses that have demonstrated a commitment to selling healthy food to remain in the community, and prioritize retention of these businesses in any new development in North Fair Oaks. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4I:</b> Explore the use of taxes, fees, and other policy measures to increase the cost of unhealthy foods and beverages and use revenues for health prevention programs. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4J:</b> Ensure that all residents of North Fair Oaks live within a half mile of actual walking distance of a full-service grocery store or corner store selling fresh fruits and vegetables. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4K:</b> Increase the percentage of eligible residents participating in the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), the CalFresh Program (formerly known as Food Stamps), free and reduced price school lunch programs, and other food assistance programs. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b>
			<b>Policy 4L:</b> Increase the number of stores accepting WIC and CalFresh (food stamps) in North Fair Oaks. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4M:</b> Encourage provision of healthy food options at restaurants and other food vendors in North Fair Oaks through incentive programs. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4N:</b> Enact and implement policies and programs to increase availability of nutrition facts for foods served at restaurants in North Fair Oaks. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4O:</b> Restrict the availability of unhealthy food and beverage options at neighborhood public schools, the Senior Center, the Community Center, and other public facilities. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b>
			<b>Policy 4P:</b> Provide incentives to encourage mobile vendors and food carts to sell fresh fruits and vegetables and other healthy foods, and limit the number of mobile food vendors selling foods other than fresh fruits, vegetables and other healthy foods within a quarter mile of schools. <b>STATUS: NOT INITIATED</b>
			<b>Policy 4Q:</b> Encourage local organizations and schools to provide education programs on nutrition and healthy eating habits. <b>STATUS: ONGOING</b>

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 4R:</b> Encourage public and private agencies and organizations to continue centralized food distribution to North Fair Oaks families in need. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 4S:</b> Support Meals on Wheels and other services that provide food to residents who require in-home support. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 4T:</b> Collaborate with residents and community groups to build new community gardens (community gardens are defined as areas that provide space for individuals or community members to grow plants for household use, education, recreation, and community distribution) on vacant public parcels in neighborhoods, school yards, church yards, and potentially as part of private development projects. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 4U:</b> Work with local farmers in San Mateo County and adjacent agricultural areas to supply fresh fruits and vegetables to North Fair Oaks schools and organizations. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 4V:</b> Create incentives for markets and restaurants to use local and/or organic foods. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 4W:</b> Identify a location for and facilitate creation of a farmers’ market along Middlefield Road, or at another conveniently accessible central location. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>			
<p><b>Policy 4X:</b> Ensure that residents have access to clean drinking water in homes and throughout the community. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 5.5:</b> Expand opportunities for residents to grow food in North Fair Oaks.</p>			
<p><b>Policy 5A:</b> Collaborate with residents and community groups to build new community gardens and urban farms on vacant public parcels in neighborhoods, in schoolyards, in church yards, and potentially as part of private development projects. Explore these opportunities within the existing right-of-way of neighborhood streets as well as the Hetch-Hetchy right-of-way. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 5B:</b> Consider community gardens as an interim and potentially permanent use of vacant/underutilized land. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 5C:</b> Reduce or eliminate barriers in the zoning code to creation of community gardens, and consider allowing community gardens “by right” in parts of North Fair Oaks. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>			
<p><b>Policy 5D:</b> Encourage the Redwood City School District to develop and maintain school gardens on K-8 school campuses in North Fair Oaks. Provide educational programs for children, through Redwood City Schools or other forums, to demonstrate how the produce they grow can be used by their families, in their community, and in their school cafeterias. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 5E:</b> Include community garden components in the development of new parks or play areas in North Fair Oaks. <b>STATUS: COMPLETE</b></p>			



## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 6I:</b> Support in-home provision of supportive services to special needs groups, to help residents remain in independent housing. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 5.7:</b> Provide North Fair Oaks residents with health education, including healthy eating, preventive care, and active living to promote a healthier population.</p>			
<p><b>Policy 7A:</b> Work to reduce the amount of advertisements and messaging in storefronts, promotional areas, and other locations that emphasize or promote unhealthy eating and tobacco and alcohol products. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 7B:</b> Work with community organizations to promote health and nutrition education. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 7C:</b> Translate prevention and educational materials into multiple languages, including Spanish, and ensure that materials are written appropriately for the literacy levels of the target audience. <b>STATUS: COMPLETE</b></p>			
<p>♦ <b>GOAL 5.2.4: Public Transit and Active Transportation: A healthy community promotes walking, bicycling and public transit through the design of its built environment.</b></p>			
<p><b>GOAL 5.8:</b> Enhance access for all North Fair Oaks residents and employees, especially the most vulnerable, to local public transit, regional public transit, and active transportation modes throughout the community.</p>			
<p><b>Policy 8A:</b> Implement measures to enhance local and regional connectivity for all travel modes, ages, and ability levels as outlined in Chapter 3, Circulation and Parking. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 8B:</b> Partner with SamTrans and other transit and nonprofit service providers to expand service and promote public transit as a viable transportation mode in North Fair Oaks. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 8C:</b> Explore the potential for developing a regional, multi-modal transit center in North Fair Oaks to expand access for local residents and employers to regional destinations. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 8D:</b> Partner with the San Francisco Public Utilities Commission (SFPUC) to create trail segments or pocket parks along the Hetch-Hetchy right-of-way. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>			
<p><b>Policy 8E:</b> Create “complete streets” that balance all modes of travel and provide a safe and comfortable pedestrian environment along commercial corridors, major arterials, and appropriate residential streets. <b>STATUS: ONGOING</b></p>			





## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
		opportunities; medians or islands to serve as resting points mid-crossing where needed; accessible pedestrian signals; and narrower auto travel lanes to create a balance between auto, transit, bicycle and pedestrian modes. <b>STATUS: ONGOING</b>	
		<b>GOAL 5.2.5: Neighborhood Goods and Services: A healthy community provides residents with walkable access to needed daily goods and services.</b>	
		<b>GOAL 5.13: Encourage and provide space for public amenities and daily goods and services within walking distance of a majority of residential areas while reducing physical barriers that limit access to these uses.</b>	
		<b>Policy 13A: Allow and encourage small-scale neighborhood-serving retail and amenities such as child care centers in underserved areas. STATUS: ONGOING</b>	
		<b>Policy 13B: Enhance local connectivity for residents by implementing the recommendations in the circulation, parking, pedestrian and bicycle strategies in Chapter 3, Circulation and Parking. STATUS: ONGOING</b>	
		<b>Policy 13C: Improve bicycle and pedestrian access to all neighborhood services, including clinics, to ensure that residents have safe and convenient access to these facilities. STATUS: ONGOING</b>	
		<b>Policy 13D: Partner with SamTrans and other transit and paratransit providers to improve access to neighborhood clinics and regional medical facilities for all residents including seniors, families, and people with disabilities. STATUS: ONGOING</b>	
		<b>Policy 13E: Attract new retail stores and service providers to existing underutilized commercial corridors such as Middlefield Road and El Camino Real. STATUS: NOT INITIATED</b>	
		<b>Policy 13F: Promote creation of new childcare space in and around larger residential, mixed-use, commercial and other larger developments, and as part of transit stations and transit-oriented development projects. STATUS: COMPLETE</b>	
		<b>Policy 13G: Explore policies to streamline and facilitate creation of new childcare facilities, particularly neighborhood based large family childcare facilities, through changes to County code, changes to permitting processes, fee waivers, exemption from permitting requirements, and other incentives. Identify and remove barriers to, and provide incentives and assistance for, large-scale and small-scale childcare provision in all parts of North Fair Oaks. Encourage multiple new developments to pool needed childcare space in centrally accessible locations, and to contribute to creation of shared childcare space on- or off-site. STATUS: COMPLETE</b>	
		<b>Policy 13H: Allow childcare as a use permitted by right in all areas designated Commercial Mixed-Use. STATUS: COMPLETE</b>	

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>GOAL 5.14:</b> Encourage new housing developments in proximity to existing neighborhood goods and services, including grocery stores, clinics, the Fair Oaks Community Center, and schools.</p>			
<p><b>Policy 14A:</b> Promote higher-density mixed-use development along Middlefield Road and El Camino Real through changes to land use regulations and codes, as described in Chapter 2, Land Use Designations. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 14B:</b> Encourage infill development that respects the scale of surrounding homes on residential streets. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 14C:</b> Encourage affordable housing, particularly in areas that have access to public transportation within walking distance. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 5.15:</b> Provide safe and convenient pedestrian and bicycle routes to essential neighborhood destinations.</p>			
<p><b>Policy 15A:</b> Address physical barriers that prevent residents, visitors and workers from walking or bicycling safely and conveniently to public amenities and retail services in and around North Fair Oaks. <b>STATUS: ONGOING</b></p>			
<p>♦ <b>GOAL 5.2.6: Safety in Neighborhoods and Public Spaces:</b> A healthy community promotes safety, social interaction, cohesion and sense of place through the design of its built environment.</p>			
<p><b>GOAL 5.16:</b> Eliminate graffiti and illegal dumping in North Fair Oaks and improve the condition of public and private structures and spaces in North Fair Oaks.</p>			
<p><b>Policy 16A:</b> Increase monitoring and enforcement of illegal dumping. <b>STATUS ONGOING</b></p>			
<p><b>Policy 16B:</b> Continue to work with residents, community organizations and youth organizations to address public vandalism. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 16C:</b> Support programs that create new strategies for deterring and preventing crimes, including vandalism, illegal dumping, and graffiti, that are significant concerns affecting quality of life. Encourage community groups and other service providers to develop anti-crime strategies inclusive of residents who may not be comfortable participating in programs run by public agencies or reporting crimes to authorities. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 16D:</b> Provide monitored spaces for legal graffiti as an outlet for positive artistic expression by neighborhood youth and others. <b>STATUS: NOT INITIATED</b></p>			

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

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COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
		♦	
		♦	
		♦	
			♦
		♦	
<b>GOAL 5.17: Provide pedestrian-scale street lighting along all streets in North Fair Oaks.</b>			
	♦		
			♦
			♦
			♦
			♦
<b>GOAL 5.18: Create safer environments for pedestrians and bicyclists, by clearly delineating bicycle and pedestrian routes and crossings, installing pedestrian and bicycle safety improvements, and decreasing speeds of vehicular traffic near pedestrian crossings and along residential streets.</b>			
	♦		
			♦



## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			<p><b>Policy 19J:</b> Promote active use of public spaces in commercial areas in North Fair Oaks at all times of day to provide “eyes on the street.” <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 19K:</b> Along major retail corridors, encourage business owners to actively use windows that face the street to allow passersby to see in and employees to see out. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 19L:</b> Continue and expand employment programs to support the re-entry, transition and integration of prison inmates into the community, with special attention to youth offenders. <b>STATUS: ONGOING</b></p>
			<p><b>Policy 19M:</b> Expand youth engagement programs. <b>STATUS: ONGOING</b></p>
			<p><b>Policy 19N:</b> Collaborate with the Sheriff’s Office, Redwood City and Menlo Park fire departments, and community and faith-based organizations and leaders to promote crime prevention and public safety. <b>STATUS: ONGOING</b></p>
			<p><b>Policy 19O:</b> Increase the economic security of residents by increasing local employment opportunities and wages for local residents. <b>STATUS: ONGOING</b></p>
			<p><b>Policy 19P:</b> Promote workforce development opportunities throughout North Fair Oaks. <b>STATUS: ONGOING</b></p>
			<p><b>GOAL 5.20:</b> Ensure that North Fair Oaks residents are prepared for emergencies such as earthquakes, floods, fires, or other disasters.</p>
			<p><b>Policy 20A:</b> Coordinate with neighboring jurisdictions, local employers and industries, and residents to ensure that emergency preparedness and disaster response programs are in place, and that evacuation routes are clearly designated and do not conflict with the evacuation plans of nearby cities and counties who may be relying on the same freeways or bridges. <b>STATUS: ONGOING</b></p>
			<p><b>Policy 20B:</b> Ensure that all neighborhood schools and community centers have disaster response plans in place, and that these facilities are prepared to serve as shelters as appropriate. <b>STATUS: COMPLETE</b></p>
			<p><b>GOAL 5.2.7: Environmental Quality:</b> A healthy community promotes environmental protection and conservation through the design of its built environment.</p>
			<p><b>GOAL 5.21:</b> Ensure that North Fair Oaks has clean, healthy air and water.</p>

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 21A:</b> Reduce the impact of direct, indirect and cumulative impacts of stationary and non-stationary sources of pollution such as heavy industry, railroads, diesel trucks and nearby roadways. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 21B:</b> Ensure that sensitive uses such as schools, childcare centers, parks and playgrounds, housing and community gathering places are protected from adverse impacts of emissions wherever and to the greatest extent possible. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21C:</b> Protect residents and employees in the neighborhood from the harmful effects of second-hand smoke in indoor and outdoor areas. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21D:</b> Reduce storm water runoff and seasonal flooding in North Fair Oaks to protect water quality in nearby bodies of water through the use of sustainable and green infrastructure design, construction and maintenance techniques. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21E:</b> Improve the tree canopy coverage through street tree programs. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21F:</b> Support regional, state and national initiatives and programs to reduce greenhouse gas emissions and air quality impacts locally. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21G:</b> Collaborate with Redwood City School District, the Fair Oaks Senior Center, the Fair Oaks Community Center, and other community organizations to promote recycling and composting. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21H:</b> Ensure that any new developments or redevelopments include “green” features such as rainwater collection, green roofs, bicycle storage, alternative energy systems, and others. Specifically encourage features that reduce reliance on non-renewable sources of energy. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 21I:</b> Encourage, as part of new development projects, and as part of public and private right-of-way improvements, installation of electrical vehicle (EV) charging stations, and/or provisions of infrastructure (including appropriate conduit) for future installation of EV charging stations, to provide opportunities for future EV charging without requiring retrofitting of existing facilities. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 5.22:</b> Identify and mitigate toxic or contaminated sites within North Fair Oaks.</p>			
<p><b>Policy 22A:</b> Promote the clean-up and reuse of contaminated and toxic sites to protect both resident health and the local environment. Where the source of the contamination is known, require appropriate mitigation measures and clean-up of sites by the parties responsible. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 22B:</b> Prevent soil and water contamination from industrial operations and other activities that use, produce or dispose of hazardous or toxic substances. <b>STATUS: COMPLETE</b></p>			

## HEALTH AND WELLNESS GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			<p><b>Policy 22C:</b> Require regional and state agencies to provide adequate mitigation and community benefits as part of any railroad and other infrastructure improvements to address current and future impacts. <b>STATUS: NOT INITIATED</b></p>
		<p><b>Policy 22D:</b> Require strict assessment and adequate mitigation that meet state and national standards for site cleanup when redeveloping existing industrial and contaminated sites. <b>STATUS: ONGOING</b></p>	
<p><b>GOAL 5.23:</b> Maintain acceptable noise levels in North Fair Oaks.</p>			
			<p><b>Policy 23A:</b> Reduce or eliminate existing objectionable noise sources and require new noise sources to comply with noise standards. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 23B:</b> Consider both indoor and outdoor noise levels to protect health and safety. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 23C:</b> Mitigate new noise impacts from traffic along Middlefield Road, El Camino Real, 5<sup>th</sup> Avenue, the rail corridor, and industrial uses within the neighborhood by buffering development sites or using other strategies to reduce or absorb sound. Where there are existing impacts, coordinate with nearby jurisdictions and agencies to advocate for design improvements that will reduce noise impacts. <b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>

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# HOUSING

The State of California has passed a series of housing laws that strongly encourage housing production across California jurisdictions. Laws that require jurisdictions to facilitate housing production intend to address the housing affordability crisis by producing more housing for all income levels. These policies are being applied statewide to increase housing development to address regional and statewide demand. San Mateo County housing policies have been driven by significant changes in state housing law as well as the 2023-2031 San Mateo County Housing Element which identifies housing sites for development, proposes policies that remove constraints to housing development, comply with state housing laws, and address fair housing issues. Housing policy in North Fair Oaks is largely driven by state law and housing element implementation. Through these local and state policies and incentives, housing production is expected to increase around the region and in North Fair Oaks in the next decade.

The County has achieved significant progress in identifying sites for affordable housing and removing constraints to housing development through the development of the housing element and implementation of state law, including strengthening the implementation of its inclusionary housing policy, and significant streamlining of housing regulations such as allowing "by right" approvals of certain projects that provide affordable housing, along with allowances in density and reduction of requirements such as parking in certain priority development areas. The development of ADUs has been simplified by removing constraints and facilitating the approval process through streamlined approvals, adopting parking requirements appropriate for second units, and providing pre-approved architectural plans and design guidelines.

San Mateo County Department of Housing provides significant technical assistance and administers several local, state, and federal incentive programs including loans, grants, and tax credits for affordable housing development. The Department of Housing has housing rehab loan programs for multi-facility properties that serve lower-income residents and code compliance and inspections for multi-family rental properties. The Department of Housing also provides several nonprofit service providers funds to implement programs such as foreclosure prevention, homeowner education, renter protections, tenant assistance, and homeless services. These services are provided in multiple languages.

Many of the implementing actions included in the Housing chapter of the North Fair Oaks Community Plan encourage housing production, especially affordable housing and transit-oriented development, and align with state housing laws making it easier to build housing. Some examples of NFO Community Plan policies that have been implemented are increasing density along transit corridors, reducing barriers to producing housing such as minimum parking requirements, reducing discretionary decisions for development proposal approval and permitting, and streamlining regulations to allow for additional density and a variety of housing types.

Given that North Fair Oaks has the highest poverty rate among all the jurisdictions in the county, affordable housing and in particular the need for extremely low-income housing is critical to this community. Fair housing is of particular concern in North Fair Oaks because it is a high-poverty, disadvantaged community and housing element implementation should focus on addressing fair housing issues such as preventing displacement, provision of very low-income housing units, protecting renters, and addressing overcrowding. Affordable housing, protecting renters, and preventing displacement of lower-income residents are important concerns and high priorities for the North Fair Oaks community, as identified through stakeholder engagement and community surveys conducted during the NFO Community Plan Review Project.

The County prioritizes addressing the challenges and barriers to housing opportunities of its most economically vulnerable residents. Through community input, there was an emphasis on ensuring that existing households, especially the most economically vulnerable populations, can benefit from the increase in the housing supply that is anticipated. The County dedicates significant resources to the production of affordable housing units, including direct funds as well as

technical assistance. The following set of programs in the North Fair Oaks Community Plan and the 2023-2031 San Mateo County Housing Element should be prioritized to help address some of the housing challenges in North Fair Oaks.

## HIGH PRIORITY POLICIES: HOUSING

### **ADDRESS THE HOUSING CHALLENGES OF LOWER INCOME RESIDENTS**

- a. *Prioritize the production and preservation of housing units affordable to lower income households (Policies under Housing Element Goal 2 and 4 and NFO Community Plan CP Goal 1).*
- b. *Development of lower income units and units for special needs populations (Housing Element Policy 17, 21, 22 and NFO Community Plan Policy 5A and 6A).*
- c. *Technical and financial support for production and preservation of housing units affordable to lower income households (NFO Community Plan Policy 1B, 3A and 4B and Housing Element Policy 14.2, 14.3, 17, 20, 21).*
- d. *Prioritize housing projects that include units for extremely low-income households and seek new funding sources to fund deeply affordable housing units in North Fair Oaks (NFO Community Plan Policy 6A.1 and Housing Element Program 22 and implementing actions).*
- e. *Measures to ensure that new affordable units are rented by existing North Fair Oaks residents (i.e., conduct proactive marketing of affordable units to existing residents) (Housing Element Program 36.6, 36.7)*
- f. *Track the number of extremely low-income (ELI) and low-income (LI) units - existing and new units in North Fair Oaks (Housing Element Policy 4.1)*
- g. *Track the local, state and federal funds applied to affordable housing projects in North Fair Oaks (Housing Element Policy 4.1).*

### **DEVELOP NORTH FAIR OAKS ACTION PLAN TO IMPLEMENT STATE LAW AND THE HOUSING ELEMENT**

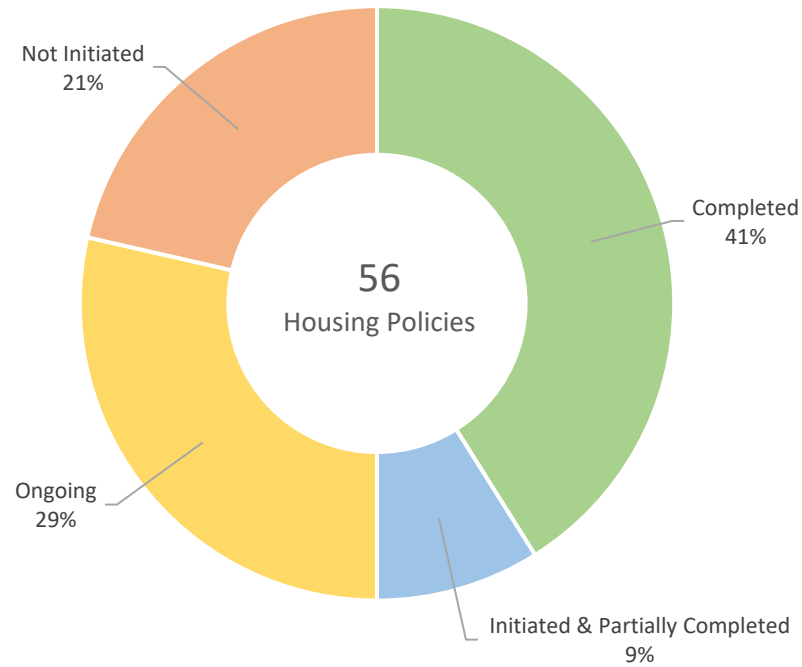
- a. *Develop guidelines on the applicability and implementation of state housing laws in North Fair Oaks.*
- b. *Develop implementation guidelines for AB2097, State Density Bonus Law, inclusionary zoning, and Housing Element implementation and optimize implementation guidelines to reflect conditions and priorities in North Fair Oaks such as developing housing for lower income households and addressing the challenges faced by renters and lower income households.*
- c. *Designate a county staff liaison to work specifically to track and measure progress on housing implementation activities in the North Fair Oaks Community Plan.*

### **ADDITIONAL HOUSING PRIORITIES**

- a. *Adopt formal universal design standards that include community input from North Fair Oaks stakeholders and residents and meet the needs of lower income households and special needs populations (Housing Element Program 22.1C and NFO Community Plan 6.C1).*
  - b. *Track parking demand and supply in high traffic areas in North Fair Oaks (NFO Community Plan Policy 1.D2 and Housing Element Policy 31).*
  - c. *Develop an inventory of apartment buildings in North Fair Oaks that are at seismic risk and create a strategy to assist at-risk structures with seismic upgrades (NFO Community Plan Policy 3.A3 and Housing Element Policy 1.4).*
  - d. *Review and adopt administrative guidelines for the Inclusionary Housing Ordinance as a tool to guide implementation of the ordinance and provide clarity and ensure that options are consistent with the Ordinance’s intent to promote sufficient affordable housing (Housing Element Policy 24 and NFO Community Plan Policy 1.D1).*
  - e. *Monitor the risk of conversion of long-term restricted affordable housing as well as lower-cost housing in North Fair Oaks either through redevelopment or demolition. Develop and implement a plan and funding sources to support the preservation of affordable housing in North Fair Oaks. If units are identified, help preserve the units by providing resources and assistance, including partnership with nonprofit organizations, assistance to existing tenants, financial assistance, and other appropriate strategies (Policies under Housing Element Goal 2 and 4 and NFO Community Plan Goal 1).*
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## IMPLEMENTATION BY THE NUMBERS

There are 56 policies and implementing actions in the Housing chapter of the North Fair Oaks Community Plan. Of these, 23 have been completed, five have been initiated and partially completed, 16 are ongoing and 12 have not yet been initiated. Seventy-nine percent of the policies and implementing actions in the Housing chapter of the Plan have been completed, initiated and partially completed or are ongoing and 21% have not been initiated.



## HOUSING GOALS AND POLICIES IMPLEMENTATION SUMMARY

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 6.1: Increase affordable housing options in North Fair Oaks.</b>			
<b>Policy 1A.1:</b> Work with housing developers to identify sites with the potential to accommodate affordable housing. <b>STATUS: COMPLETE</b>			
<b>Policy 1A.2:</b> Identify and map all sites that are potentially appropriate for housing development and make parcel-specific information publicly available to developers and other members of the public on request. <b>STATUS: COMPLETE</b>			
<b>Policy 1B:</b> Provide technical and financial support to affordable housing developers, including funding, information on available housing sites, information on regulatory requirements, information on other resources available, and other support needed to facilitate successful development of affordable housing. <b>STATUS: ONGOING</b>			
<b>Policy 1C:</b> Require and promote affordable housing as a community benefit provided in exchange for development bonuses and exemptions, such as building height in excess of normally permitted maximum height, development density in excess of maximum density, lot coverage in excess of allowed coverage, or other exceptions or bonuses. <b>STATUS: ONGOING</b>			
<b>Policy 1D.1:</b> Continue to implement the County’s Inclusionary Housing Ordinance and continue to refine its implementation to address changing legal and market conditions. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b>			
<b>Policy 1D.2:</b> Implement parking reductions appropriate for the actual parking needs of new projects and encourage “unbundling” of parking spaces in new rental developments, allowing tenants to pay for parking only if they need it. <b>STATUS: ONGOING</b>			
<b>Policy 1D.3:</b> Modify minimum lot size requirements for multifamily attached ownership housing projects, and/or adopt waivers or exceptions to minimum lot size requirements for these projects separate from the Planned Unit Development (PUD) process. <b>STATUS: COMPLETE</b>			
<b>Policy 1D.4:</b> Establish allowed or required densities of housing in designated areas that ensure that housing is built to sufficient densities to significantly increase overall housing supply, provide for a variety of housing options, and provide inclusionary affordable housing. <b>STATUS: COMPLETE</b>			
<b>Policy 1D.5:</b> Encourage legal accessory dwelling units (“second units” or “in-law units”) by streamlining approvals, adopting appropriate parking requirements, creating and making available pre-approved, neighborhood-specific architectural designs for accessory units, by promoting accessory dwelling units as an encouraged and facilitated form of residential development in North Fair Oaks, and by promoting the fact that the County will assist, facilitate, and streamline approval of accessory units to the maximum possible extent. <b>STATUS: COMPLETE</b>			
<b>Policy 1E.1:</b> Provide funding assistance to housing projects that create long-term affordable homeownership housing. <b>STATUS: NOT INITIATED</b>			

## HOUSING GOALS AND POLICIES IMPLEMENTATION SUMMARY

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 1E.2:</b> Continue to work with appropriate agencies to provide low-cost loans, grants and other resources to low- and moderate-income homebuyers in North Fair Oaks. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 1F:</b> In the case of conflicting or unclear regulations or policies, and in the course of discretionary approvals, interpret zoning, land use, and other policies and regulations in a manner that prioritizes creation of new residential uses, particularly affordable and special needs housing, and that discourages reduction of affordable housing stock, including demolition or conversion of residential uses. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 6.2:</b> Plan to accommodate future housing demand.</p>			
<p><b>Policy 2A.1:</b> Implement the land use and zoning regulations incorporated in Chapter 2, Land Use Designations, increasing permitted residential densities in appropriate areas, encouraging and facilitating mixed-use development, and expanding areas in which residential uses are allowed. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2A.2:</b> Permit “by-right” residential or residential mixed-use development in Multifamily Residential and Neighborhood Mixed-Use zones, as indicated in Chapter 2, Land Use Designations, and establish minimum densities of 30 dwelling units/acre for residential-only developments in the Commercial Mixed-Use zone. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>			
<p><b>Policy 2A.3:</b> In designated areas, as described in the Chapter 2, Land Use Designations, offer development incentives, bonuses and/or exemptions such as building height in excess of maximum baseline permitted height, allowed density in excess of maximum baseline density, and other exemptions in exchange for provision of community benefits such as provision of affordable units in excess of units required by the Inclusionary Ordinance, provision of large family units, public amenities such as recreational and open space, or other community benefits. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 2A.4:</b> Implement parking reductions appropriate for the actual parking needs of new projects and encourage “unbundling” of parking spaces in new rental developments, allowing tenants to pay for parking only if they need it. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 2A.5:</b> Modify minimum lot size requirements for multifamily attached ownership housing projects, and/or adopt waivers or exceptions to minimum lot size requirements for these projects separate from the Planned Unit Development (PUD) process. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2B.1:</b> Encourage legal accessory dwelling units (“second units” or “in-law units”) by streamlining approvals, adopting appropriate parking requirements, creating and making available pre-approved, neighborhood-specific architectural designs for accessory units, by promoting accessory dwelling units as an encouraged and facilitated form of residential development in North Fair Oaks, and by promoting the fact that the County will assist, facilitate, and streamline approval of accessory units to the maximum possible extent. <b>STATUS: COMPLETE</b></p>			

## HOUSING GOALS AND POLICIES IMPLEMENTATION SUMMARY

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 6.3: Improve the quality of housing in North Fair Oaks.</b>			
<p><b>Policy 3A.1:</b> Provide owners of rental property that serves low-income residents with assistance in code compliance, to help preserve the area’s stock of existing unregulated affordable housing. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 3A.2:</b> Publicize the Department of Housing’s rehabilitation loan programs for multifamily units serving low-income tenants and single-family homes occupied by low-income owners and provide targeted publicity and outreach in English and Spanish to North Fair Oaks. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 3A.3:</b> Pursue funding to: conduct a focused inventory of apartment buildings in North Fair Oaks that are at seismic risk and create a strategy to assist at-risk structures with seismic upgrades. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 3B.1:</b> Adopt a program to undertake periodic external and internal residential building code inspections for multifamily rental properties. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 3B.2:</b> Provide the North Fair Oaks community with readily available information on ways to pursue code compliance, code enforcement, and health and safety complaints, and ensure that complaints are investigated and resolved expeditiously. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 3C.1:</b> Expand and target County efforts to encourage North Fair Oaks residential property owners to use various residential energy efficiency retrofitting and weatherization programs provided by the County and other sources. <b>STATUS: ONGOING</b></p>			
<b>GOAL 6.4: Preserve existing housing and prevent and mitigate displacement of low-income homeowners and renters.</b>			
<p><b>Policy 4A.1:</b> Work with government and nonprofit agencies to promote foreclosure prevention measures such as expanded homeowner education and consumer credit counseling for individuals and families. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 4A.2:</b> Expand outreach and information to local residents and community groups about available local, state or federal homeownership assistance programs. These resources should be provided in English, Spanish, and other languages as needed to meet the needs of local residents. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 4A.3:</b> Provide residents with information and resources on ways to obtain assistance in preventing evictions, including information on fair housing organizations, tenant assistance organizations, and other resources. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 4A.4:</b> Provide information to residents who have been displaced from housing or are at immediate risk of displacement on available services and resources to assist with provision of temporary housing, alternative permanent housing, affordable housing resources, financial resources, relocation assistance, and other options for displaced residents. <b>STATUS: ONGOING</b></p>			

## HOUSING GOALS AND POLICIES IMPLEMENTATION SUMMARY

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			<p><b>Policy 4B.1:</b> Inventory all affordable housing stock in North Fair Oaks that is required to remain affordable on a long-term basis due to deed restrictions or other agreements. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 4B.2:</b> Monitor the inventory of long-term restricted affordable housing on an ongoing basis and ensure that all such housing continues to meet the terms of affordability agreements. <b>STATUS: NOT INITIATED</b></p>
		<p><b>Policy 4B.3:</b> Monitor the risk of conversion of long-term restricted affordable housing to market-rate housing, and if units are at risk of conversion, help preserve the units by providing resources and assistance, including partnership with nonprofit organizations, assistance to existing tenants, financial assistance, and other appropriate strategies. <b>STATUS: ONGOING</b></p>	
		<p><b>Policy 4C.1:</b> Work with nonprofit partners to implement a shared housing program in North Fair Oaks targeted to senior homeowners and other homeowners at-risk of losing their homes to help match at-risk homeowners with appropriate lower-income renters in need of affordable housing options. <b>STATUS: ONGOING</b></p>	
			<p><b>Policy 4D.1:</b> Encourage, at minimum, one-for-one replacement of residential uses in cases of demolition or redevelopment of existing uses. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 4D.2:</b> Disallow stand-alone parking lots and structures in high-density and multifamily residential neighborhoods. Prohibit conversion of residential uses to parking and make stand-alone parking a conditional use in higher density and multifamily residential neighborhoods. <b>STATUS: COMPLETE</b></p>
			<p><b>Policy 4D.3:</b> For new uses that result in reduction of overall housing in the community, require mitigation in the form of one-for-one replacement on-site or off-site in other parts of the community. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 4D.4:</b> Prohibit conversion of single-family residential districts to non-residential zoning, except in limited cases where such conversion provides overriding community benefit such as projects to develop parks, recreational uses, community centers, job training centers, childcare, and other entirely nonprofit, wholly community benefiting uses, to be determined and approved only on a discretionary, project-by-project basis. <b>STATUS: COMPLETE</b></p>
			<p><b>Policy 4D.5:</b> Discourage rezoning of residential districts to non-residential uses, except in cases of mixed-use projects or mixed-use zoning that will provide sufficient replacement of existing residential use; projects that will provide one-for-one replacement of residential uses in other appropriate areas of the community; or, in limited cases, projects that exclusively provide public and community benefit, such as community centers, job training centers, health clinics, childcare, and similar nonprofit uses. <b>STATUS: COMPLETE</b></p>
			<p><b>Policy 4D.6:</b> Prohibit and/or discourage residential demolitions, particularly multifamily residential demolitions, except in cases where the applicant/developer has committed to full replacement of residential uses on-site or in other parts of the community or the applicant/developer has committed to provision of another acceptable community benefit, as described above. <b>STATUS: COMPLETE</b></p>

## HOUSING GOALS AND POLICIES IMPLEMENTATION SUMMARY

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 4D.7:</b> Disallow rezoning of residential properties that formerly contained active residential uses that have been demolished or that are unoccupied. In reviewing applications for rezoning, consider these properties as though they contain active residential uses, and only allow rezoning consistent with ongoing residential uses, or in cases of overriding community benefit, as described above. <b>STATUS: COMPLETE</b></p>			
<p><b>GOAL 6.5:</b> Address overcrowding and demand for large family units.</p>			
<p><b>Policy 5A.1:</b> Encourage developers to include large family units in multifamily rental and ownership housing projects. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 5A.2:</b> Promote or, where appropriate, require a minimum percentage of larger units (two or more bedrooms) in new rental and ownership housing created with County assistance or created under the County Density Bonus ordinance, Inclusionary Housing ordinance, or other County regulations that require provision of affordable or special needs housing. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 5A.3:</b> Prioritize County assistance to proposed affordable housing projects that include large units and special needs units. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 5B.1:</b> Encourage construction of new accessory dwelling units by streamlining approvals, adopting parking requirements appropriate for second units, preparing and providing pre-approved architectural designs and design guidelines, and by publicizing accessory dwelling units as a type of housing that is encouraged and facilitated in North Fair Oaks. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 5B.2:</b> Provide rehabilitation assistance for accessory dwelling units in need of repair and upgrade. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 5B.3:</b> Explore a code compliance amnesty program for illegally constructed and non-coded-compliant accessory dwelling units, coupled with provision of rehabilitation assistance, to legalize illegal and non-compliant accessory dwelling units. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 5C:</b> Reduce parking requirements for expansions of existing single-family residential uses, consistent with the parking standards incorporated in Chapter 3, Circulation and Parking, in order to facilitate additional residential capacity in existing residential properties. <b>STATUS: NOT INITIATED</b></p>			
<p><b>GOAL 6.6:</b> Increase availability and accessibility of housing for households of all types.</p>			
<p><b>Policy 6A.1:</b> In provision of funding and other assistance, continue to give high priority to affordable and supportive housing that serves special needs populations. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 6A.2:</b> Explore allowing various kinds of special needs housing, including transitional housing, “by right” on sites with appropriate densities in North Fair Oaks. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>			

## HOUSING GOALS AND POLICIES IMPLEMENTATION SUMMARY

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
			<p><b>Policy 6B:</b> Encourage cooperative or co-housing development (multiunit developments with some shared facilities, such as cooking facilities, common facilities and others), through flexibility in subdivision design, flexibility in lot coverage standards, and other incentives and streamlining. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 6C.1:</b> Promote and/or require universal design (design that is accessible to a wide range of users with different levels of ability) standards in all new construction projects in North Fair Oaks. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 6C.2:</b> Promote programs that provide accessibility modifications (such as ramps, grab-bars in tubs/showers, and other modifications) for seniors and others needing such modifications in their home. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>
			<p><b>GOAL 6.7:</b> Promote transit-accessible housing.</p>
			<p><b>Policy 7A.1:</b> Modify permitted development densities appropriately to facilitate additional housing near transit in designated areas, as described in Chapter 2, Land Use Designations. <b>STATUS: COMPLETE</b></p>
			<p><b>Policy 7A.2:</b> Reduce parking requirements for all types of development that demonstrate sufficient access to public transit. <b>STATUS: COMPLETE</b></p>
			<p><b>GOAL 6.8:</b> Provide housing and services for residents experiencing homelessness.</p>
			<p><b>Policy 8A.1:</b> Explore permitting transitional and/or permanent supportive housing by right on sites identified for multifamily housing in North Fair Oaks. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>
			<p><b>Policy 8A.2:</b> Work with affordable housing developers to identify sites near transit that would be suitable for transitional and/or permanent supportive housing. <b>STATUS: NOT INITIATED</b></p>
			<p><b>Policy 8A.3:</b> Continue to provide financial and other assistance to homeless service providers in North Fair Oaks. <b>STATUS: ONGOING</b></p>

# ECONOMIC DEVELOPMENT

North Fair Oaks has achieved significant accomplishments in workforce development. The North Fair Oaks Economic and Employment Center opened in 2023, where both the Renaissance Center and JobTrain now provide essential services to entrepreneurs, small businesses, and job seekers in the community. Additionally, residents can access employment and job training resources through several nonprofits and educational institutions, including Sequoia Adult School, Sequoia College, Nova Works, and the Fair Oaks Library. Other nonprofits offering support and technical assistance for workforce issues include Upward Scholars, Redwood City Together, El Concilio, and Families Unidas. Collaboration with community-based organizations remains vital for continuing these economic development initiatives.

Addressing economic development challenges in North Fair Oaks, several notable accomplishments have been achieved. One example is the Middlefield Road Improvement Project (substantially completed in 2024), an implementation action identified in the NFO Community Plan. The project will help to revitalize North Fair Oaks' major commercial corridor. Although the project promises long-term benefits, small businesses along the corridor faced difficulties during construction due to blocked entrances and reduced parking. To address these concerns, the Office of Community Affairs was designated as the small business liaison, ensuring ongoing communication with businesses, providing small business grants, and supporting commercial corridor revitalization initiatives.

The County has also made policy changes to support long-term economic development. Land Use and zoning changes recently adopted in North Fair Oaks will help support some of the economic development goals of the NFO Community Plan such as preserving industrial uses, promoting multi-family housing and mixed-use development, particularly along transit corridors, preserving and strengthening existing retail and local services, and allowing flexible uses such as live-work, research and development, recreational and institutional facilities, and other flexible uses in certain areas to promote economic development. One example is the development of the Fair Oaks Health Center which includes a pharmacy. Locating a pharmacy within North Fair Oaks was also a priority policy identified in the NFO Community Plan.

There has been significant progress in facilitating place-based initiatives such as developing community gardens, including 30 raised garden beds at Friendship Park and additional gardens at the St. Frances Center. The County has begun to address concerns around childcare services by offering technical assistance to childcare providers, streamlining regulations for childcare services and centers, and successfully supporting the creation of new childcare locations in North Fair Oaks, for example, as a part of new mixed-use development project at Middlefield Junction.

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**Economic Development Priority Policy Areas.** *The County should continue to engage with and invest in its existing partnerships which have been instrumental in implementing these initiatives, strengthening the community and supporting economic and workforce development in North Fair Oaks. These priority policies reflect the extensive community and stakeholder input conducted as part of this assessment as well as other considerations such as feasibility and state law.*

**Childcare Technical Assistance.** *Provide grants and technical assistance to childcare providers, regularly review childcare regulations and streamline regulations for childcare services and centers, and encourage childcare providers to locate within new developments.*

**Strengthen Small Business Support.** *Support and strengthen local business associations, assist with coordination among businesses to advocate for small business needs in North Fair Oaks, and increase small business outreach and educational opportunities.*

**Workforce Development.** *Continue to support and strengthen existing workforce development programs while focusing on targeting their utilization and tracking their effectiveness in North Fair Oaks.*

**Retain Local Businesses and Employees.** *Provide technical assistance to support the retention of existing businesses in North Fair Oaks and encourage companies to prioritize hiring local residents. Examples range from continuing to support and strengthen day labor programs to collaborating with medium to large companies to fill job openings with local residents, and engaging regularly with educational and workforce institutions to ensure existing job training programs are leading to positive employment outcomes for North Fair Oaks residents and responsive to their needs.*

**Commercial Corridor Revitalization.** *Support initiatives that revitalize North Fair Oaks vibrant commercial corridors and where applicable, apply best practices from the Middlefield Road Improvement Project to future commercial corridor revitalization initiatives to minimize disruption to local small businesses.*

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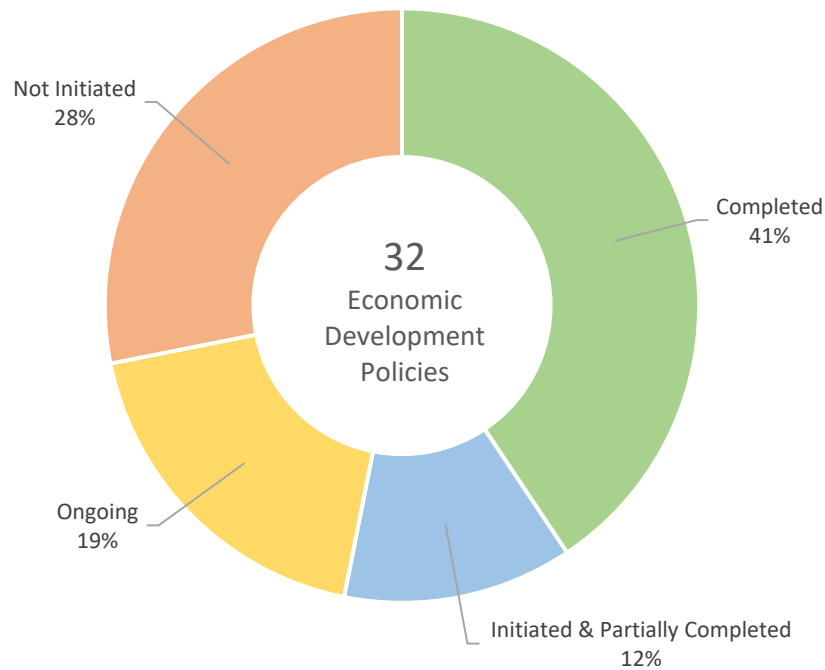
## HIGH PRIORITY POLICIES: ECONOMIC DEVELOPMENT

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p>◆ <b>Policy 1A.1:</b> Collaborate with employment assistance organizations, local employers, and educational institutions to create a coordinated workforce training program targeted to North Fair Oaks residents.</p> <p><b>STATUS: ONGOING</b></p>	<p>See program update and North Fair Oaks Economic and Employment Center; Sequoia Adults School, Cañada Community College and Upward Scholars, NOVAworks and North Fair Oaks Library</p>	<p>Continue to support and build on the resources of the North Fair Oaks Economic and Employment Center.</p> <p>Regularly assess the specific needs of North Fair Oaks residents and ensure workforce services are specifically tailored to North Fair Oaks residents.</p> <p>Regularly monitor outcomes from the services delivered at the Economic Advancement Center and adapt programs and services to better achieve desired outcomes.</p>	<p>The County has made a significant investment in workforce training programs targeted to North Fair Oaks residents and it is important to ensure that the training provided meets the needs of North Fair Oaks residents. In a community survey which asked respondents to prioritize 18 priorities, Jobs for Local Residents was ranked #8 (28% of 312 survey respondents included it as a top priority).</p>
<p>◆ <b>Policy 1D.1:</b> Expand County outreach efforts to educate local employers on the benefits of local hiring, publicize opportunities for local hiring, and encourage companies to hire local residents.</p> <p><b>STATUS: ONGOING</b></p>	<p>Local hiring is encouraged and promoted by job training/assistance partnerships organizations such as JobTrain and Renaissance that offer employment and job training services in North Fair Oaks.</p>	<p>Accomplish through coordination and collaboration with North Fair Oaks employers and nonprofits.</p>	<p>Encouraging local employers in the private and nonprofit sector to support local hiring is a priority because it will empower the community economically, reduce unemployment, and foster skill development. In a community survey which asked respondents to prioritize 18 priorities, Jobs for Local Residents was ranked #8 (28% of 312 survey respondents included it as a top priority).</p>
<p>◆ <b>Policy 2A.3:</b> Conduct a feasibility study regarding the creation of a commercial corridor revitalization program for the primary commercial areas along Middlefield Road and 5<sup>th</sup> Avenue. Such a program would provide a comprehensive suite of technical assistance services in marketing, merchandising, and tenant improvement funding for local retail and professional service firms.</p>	<p>North Fair Oaks retail and professional services firms are eligible for technical assistance through services provided by Renaissance and the North Fair Oaks Economic and Employment Center. In addition, while specific data about retail and professional service firms is not available, the county supported a number of small businesses with grants as a part of the San Mateo County Recovery Initiative which responded to the impacts of the</p>	<p>Prioritize programs that assist existing businesses in North Fair Oaks and build momentum following the completion of the Middlefield Road Improvement Project.</p>	<p>Following the completion of the Middlefield Road Improvement Project, it is important to continue to support existing small businesses along this corridor and to build on existing momentum to support the revitalization of the corridor. Prioritizing commercial corridor revitalization supports the local economy by strengthening existing businesses, helping to preserve local jobs, enhancing neighborhood</p>

PRIORITY POLICY	CURRENT STATUS	RECOMMENDATION	WHY IT SHOULD BE PRIORITIZED
<p><b>STATUS: INITIATED AND PARTIALLY COMPLETED</b></p>	<p>COVID-19 Pandemic. In 2022 alone, the county distributed 1.26 million in Small Business Grants in North Fair Oaks. San Mateo County does not have dedicated economic development staff to spearhead this initiative.</p>		<p>aesthetics, and improving quality of life for residents. In a community survey which asked respondents to prioritize 18 priorities, Quality of Life, Jobs for Local Residents, and Small Business Support were ranked #6 (31% of 312 survey respondents) and #8 (28% of 312 survey respondents), and #11 (23% of survey respondents included it as a top priority) respectively.</p>
<p>◆ <b>Policy 2B.4:</b> Provide interested parties with comprehensive information in a single, easily digestible format on requirements and opportunities for starting businesses in North Fair Oaks, including information on regulatory requirements, procedures and fees, local sources of support, available resources, potential business locations, and other information. <b>STATUS: COMPLETE</b></p>	<p>San Mateo County partners with Renaissance Entrepreneurship Center to comprehensive information in a single, easily digestible format on requirements and opportunities for starting businesses in North Fair Oaks at the <a href="#">North Fair Oaks Economic and Employment Center</a>. Services in English and Spanish are targeted to North Fair Oaks residents and include information on regulatory requirements, procedures and fees, local sources of support, available resources, potential business locations. Services are currently provided at two North Fair Oaks locations, the Fair Oaks Community Center and the Sequoia Adult School.</p>	<p>Continue to support and build on the resources of the North Fair Oaks Economic and Employment Center.</p> <p>Continue to build a North Fair Oaks focused entrepreneurship program and increase the availability of technical advisory services for small entrepreneurs and businesses.</p> <p>Regularly assess the specific needs of North Fair Oaks residents and target small business technical assistance to North Fair Oaks residents.</p> <p>Regularly monitor outcomes from the services delivered at the Economic Advancement Center and adapt services to better achieve desired outcomes.</p>	<p>The County has made a significant investment in small business technical assistance targeted at North Fair Oaks residents and it is important to ensure that the services provided meet the needs of North Fair Oaks residents. In a community survey which asked respondents to prioritize 18 priorities, Small Business Support was ranked #11 (23% of survey respondents included it as a top priority).</p>

## IMPLEMENTATION BY THE NUMBERS

There are 32 policies and implementing actions in the Economic Development chapter of the North Fair Oaks Community Plan. Of these, 13 have been completed, four have been initiated and partially completed, six are ongoing and nine have not yet been initiated. Seventy-two percent of the policies and implementing actions in the Economic Development chapter of the Plan have been completed, initiated and partially completed or are ongoing and 28% have not been initiated.



## ECONOMIC DEVELOPMENT GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (◆) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<b>GOAL 8.1: Create new employment opportunities for North Fair Oaks residents.</b>			
◆ <b>Policy 1A.1:</b> Collaborate with employment assistance organizations, local employers, and educational institutions to create a coordinated workforce training program targeted to North Fair Oaks residents. <b>STATUS: ONGOING</b>			
<b>Policy 1A.2:</b> Build on efforts by the County Human Services Agency (HSA), the San Mateo County Community College District, and other partners to create a green collar job program tailored specifically to the educational and linguistic needs of North Fair Oaks residents. <b>STATUS: NOT INITIATED</b>			
<b>Policy 1A.3:</b> Prioritize workforce training for local youth, including continuation and expansion of existing youth jobs-training programs. Identify opportunities to create and expand space to house youth job training and workforce development programs and other youth job assistance programs. Ensure that new development does not displace, or provides for replacement or relocation of, space for existing youth workforce training programs. <b>STATUS: ONGOING</b>			
<b>Policy 1A.4:</b> Identify opportunities to provide workforce training and re-training for unemployed, underemployed, or retired seniors needing or desiring employment. Identify opportunities to leverage seniors’ work experience by involving senior residents in mentoring and job training programs for youth and others. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b>			
<b>Policy 1B.1:</b> Enact land use and zoning policies that provide a sufficient supply of land for production, distribution, and repair uses along Spring Street in the core industrial area. <b>STATUS: COMPLETE</b>			
<b>Policy 1B.2:</b> Designate a County, nonprofit, or other community-based partner lead agency responsible for business attraction efforts in North Fair Oaks. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b>			
<b>Policy 1B.3:</b> Identify and market specific sites or underutilized properties that would be suitable for use by emerging clean or green-tech industries. <b>STATUS: NOT INITIATED</b>			
<b>Policy 1C.1:</b> Identify vacant or underutilized sites for community gardens in commercial, mixed-use and residential areas of North Fair Oaks. Seek neighborhood, community, and nonprofit partners for the ongoing operation and maintenance of one or more community gardens and community gathering spaces in North Fair Oaks. <b>STATUS: COMPLETE</b>			
<b>Policy 1C.2:</b> Investigate the feasibility of urban farming in North Fair Oaks. Explore the initiation of a small-scale urban agriculture program by formulating a solicitation for a partner organization, which can, in turn, identify ideal sites, organize volunteers, and help to obtain grant funding. <b>STATUS: COMPLETE</b>			

## ECONOMIC DEVELOPMENT GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p>♦ <b>Policy 1D.1:</b> Expand County outreach efforts to educate local employers on the benefits of local hiring, publicize opportunities for local hiring, and encourage companies to hire local residents. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 1E.1:</b> Continue to provide space for day labor programs in County facilities, and support to organizations that serve day laborers. <b>STATUS: ONGOING</b></p>			
<p><b>Policy 1E.2:</b> Work with day labor organizations to identify day laborer needs, and to ensure that infrastructure changes, physical development and redevelopment, and other changes contemplated by the Community Plan consider day laborer needs and potential impacts on day laborers. <b>STATUS: ONGOING</b></p>			
<p><b>GOAL 8.2: Support small and mid-sized businesses.</b></p>			
<p><b>Policy 2A.1:</b> Designate a dedicated small business liaison for North Fair Oaks responsible for ongoing communication with existing businesses. This could be through the County or nonprofit partners. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2A.2:</b> Explore the creation of a commercial beautification and façade enhancement program, for new and existing businesses, to enhance storefronts and make them more welcoming, enhance overall appearance of commercial areas, and increase business attractiveness. <b>STATUS: NOT INITIATED</b></p>			
<p>♦ <b>Policy 2A.3:</b> Conduct a feasibility study regarding the creation of a commercial corridor revitalization program for the primary commercial areas along Middlefield Road and 5<sup>th</sup> Avenue. Such a program would provide a comprehensive suite of technical assistance services in marketing, merchandising, and tenant improvement funding for local retail and professional service firms. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>			
<p><b>Policy 2A.4:</b> Investigate the feasibility of establishing a Business Improvement District (BID) in North Fair Oaks to support commercial revitalization and business assistance activities. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 2B.1:</b> Partner with appropriate agencies and organizations to create a focused entrepreneurship program for North Fair Oaks. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2B.2:</b> Partner with the Small Business Administration and local financial institutions to publicize the availability of federal, State and private resources for microenterprise seed funding. <b>STATUS: COMPLETE</b></p>			
<p><b>Policy 2B.3:</b> Create a technical advisory service for small entrepreneurs in North Fair Oaks to provide information and training on resources available to new and emerging microenterprises. <b>STATUS: COMPLETE</b></p>			

**ECONOMIC DEVELOPMENT GOALS AND POLICIES IMPLEMENTATION SUMMARY**

Priority goals or policies are indicated by a diamond symbol (♦) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
♦ <b>Policy 2B.4:</b> Provide interested parties with comprehensive information in a single, easily digestible format on requirements and opportunities for starting businesses in North Fair Oaks, including information on regulatory requirements, procedures and fees, local sources of support, available resources, potential business locations, and other information. <b>STATUS: COMPLETE</b>			
<b>GOAL 8.3:</b> Support business expansion efforts and promote retention of existing businesses.			
<b>Policy 3A.1:</b> Identify infrastructure, space, and other expansion needs for existing business to expand while remaining in current locations. <b>STATUS: NOT INITIATED</b>			
<b>Policy 3A.2:</b> If expansion in place is infeasible, help businesses identify potential appropriate expansion sites at other locations within North Fair Oaks. <b>STATUS: NOT INITIATED</b>			
<b>Policy 3A.3:</b> Support creation of new childcare locations in North Fair Oaks, including childcare space as part of new large-scale developments, and smaller-scale childcare in appropriate locations throughout North Fair Oaks, in order to support local workers in need of easily accessible childcare. <b>STATUS: COMPLETE</b>			
<b>GOAL 8.4:</b> Plan to accommodate new industrial, office and mixed-use development.			
<b>Policy 4A:</b> Plan for and appropriately modify regulations to support the expansion of industrial, flex and research and development (R&D) uses in the Industrial Mixed-Use areas of North Fair Oaks. <b>STATUS: COMPLETE</b>			
<b>Policy 4B.1:</b> Allow live-work and related mixed-use product types in the Industrial Mixed-Use areas with a conditional use permit. <b>STATUS: COMPLETE</b>			
<b>Policy 4B.2:</b> Permit recreational and community facilities uses in the Industrial Mixed-Use areas with a conditional use permit provided that such uses are compatible with nearby production, distribution and repair activities. <b>STATUS: COMPLETE</b>			
<b>Policy 4C.1:</b> Identify opportunity sites (sites that are vacant or underutilized, and/or appropriate for significantly greater intensities of development) near planned transit facilities, in order to support transit usage and leverage increasing long-term demand for office, retail and residential development located near transit hubs. Promote and assist in redevelopment of appropriate identified sites. <b>STATUS: COMPLETE</b>			
<b>Policy 4C.2:</b> Promote multifamily residential development and the development of new housing product types on key sites and in mixed-use areas as described in Chapter 6, Housing, and Chapter 7, Design Standards and Guidelines. <b>STATUS: ONGOING</b>			

## ECONOMIC DEVELOPMENT GOALS AND POLICIES IMPLEMENTATION SUMMARY

Priority goals or policies are indicated by a diamond symbol (◆) throughout this document and in Appendices B-G (Policies Implementation Detail)

COMPLETE	INITIATED & PARTIALLY COMPLETE	ONGOING	NOT INITIATED
<p><b>Policy 4C.3:</b> Identify remediation needs for potential opportunity sites that may require clean-up, as described in Chapter 5, Health and Wellness, and identify responsible parties and potential sources for remediation assistance. <b>STATUS: NOT INITIATED</b></p>			
<p><b>GOAL 8.5:</b> Expand retail services in North Fair Oaks.</p>			
<p><b>Policy 5A.1:</b> Provide regulatory and financial incentives for the commercial redevelopment of vacant and underutilized parcels along El Camino Real and Middlefield Road to build on the synergy of these well-established retail corridors. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 5B.1:</b> Actively recruit a new full-service pharmacy to capture retail sales that are currently leaking from North Fair Oaks in this category. Identify one or more potential sites for a new pharmacy or for a mixed-use development with ground floor pharmacy use. Potentially partner with an experienced commercial brokerage or nonprofit economic development agency to develop a targeted outreach effort for a new pharmacy. <b>STATUS: NOT INITIATED</b></p>			
<p><b>Policy 5C.1:</b> Conduct and implement a commercial parking utilization study and parking program for North Fair Oaks commercial areas based on the policies in Chapter 3, Circulation and Parking. <b>STATUS: INITIATED AND PARTIALLY COMPLETE</b></p>			

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