

**CALISTOGA PLANNING COMMISSION  
STAFF REPORT**

**TO:** Chair Cooper and Members of the Planning Commission  
**FROM:** Zach Tusinger, Planning & Building Director  
Justin Shiu, Consultant Planner (M-Group)  
**MEETING DATE:** January 27, 2021  
**SUBJECT:** **Silverado Terrace Use Permit, Design Review and Tentative Map, and Request for a Density Bonus and Affordable Housing Incentives/Concessions 1408, 1412 & 1506 Grant Street (UP 2020-8, DR 2020-7, TM 2020-3)**

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**ITEM**

1 Consideration of:

- 2 • Use permit and design review applications for a 50-unit condominium project
- 3 • A tentative map application for subdivision of parcels on site and for an airspace
- 4 condominium subdivision.
- 5 • A requested density bonus and affordable housing concessions/incentives

6 **BACKGROUND**

7 Project setting: The project site consists of two existing parcels at 1408 and 1412 Grant  
8 Street (APN 011-101-001) and 1506 Grant Street (011-101-009). The 1.95-acre project  
9 site is located at the north side of the Grant Street and Stevenson Avenue intersection.  
10 The site is developed with existing residential and commercial/industrial uses. Two single  
11 family residences are developed at 1408 and 1412 Grant Street. An approximately 25,000  
12 square foot structure that has been used recently as a vehicle restoration, repair, and  
13 storage use and a tree servicing business is located at 1506 Grant Street. Vegetation on  
14 site consists of ornamental landscaping in the yards, a vegetated strip along the Grant  
15 Street frontage, and plantings around the commercial portion of the site.

16 Surrounding uses include vacant, commercially-zoned properties to the north; single-  
17 family dwellings and a vacant, R-3 multi-family residential property to the west; residential  
18 and commercial uses to the east, and Palisades High School and the Monhoff Center  
19 across the street to the south.

20 Historical uses: The original construction on the site reportedly dates to 1859 as a  
21 building used as a horse stable for a nearby racing track as part of Sam Brannan's original  
22 Hot Springs Resort. The use has since changed over time to include a winery and spring  
23 water bottling facility. Additions were reportedly made in 1934 and 1953. The single-family  
24 residences were constructed around the 1940s.

25 Previous projects: In 2017, the site was approved for the development of a 50-unit rental  
26 project, with 4 live-work units and 46 residential condominiums, known as Calistoga Vista

27 (UP 2017-8, DR 2017-6, TM 2017-1). The project did not proceed to the construction  
28 phase and the approvals have since lapsed.

## 29 **PROJECT DESCRIPTION**

30 The project proposes the construction of 50 dwelling units, comprising 40 stacked-flat,  
31 townhome style units within four three-story buildings and 10 live-work units in two street-  
32 facing three-story buildings (Attachment 2). The site is redeveloped with new landscaping,  
33 common open space areas, and an interior circulation street that provides access of  
34 garage and parking spaces. A tentative map is proposed that redraws the parcels within  
35 the site and allows for condominium development. Eight units are proposed to be  
36 affordable for rent at the low-income level (Attachment 3). Through the provision of  
37 affordable units, the project is eligible for and requests a density bonus and development  
38 standard concessions/incentives.

### 39 Project components

40 The site plan has been designed with two buildings fronting Grant Street, three buildings  
41 grouped around open space in the center of the site, and a building at the western side  
42 of the site (Attachment 6). The development would be served by a loop road accessed  
43 from Grant Street. Ten units are designed as live-work units in the two buildings that front  
44 on Grant Street. The remaining forty units are designed as stacked-flats located in the  
45 four interior buildings.

46 The live-work units are approximately 1,500 square feet with two bedrooms and a one  
47 car garage. The ground floor has front door along Grant Street and contains an open floor  
48 plan office and a powder room; private living areas are located in the second and third  
49 story.

50 The remaining units are designed as stacked-flat style units that have two bedrooms. One  
51 layout (Plan 2) features 751 square feet of area and a one car garage. The other layout  
52 (Plan 2X) features 933 square feet and a two-car garage.

53 Frontage improvements and site access are proposed along Grant Avenue. The project  
54 would construct a five-foot wide sidewalk along the frontage of the site. As conditioned,  
55 the sidewalk would also be extended eastward to connect to Wappo Avenue. Vehicle  
56 access to the interior circulation street is to be provided from a driveway on Grant Street.  
57 A separate emergency vehicle accessway would also be provided from Grant Street and  
58 would contain removable bollards.

59 The project provides 70 garage and 33 surface parking spaces (including three ADA  
60 parking spaces). Parking meets the municipal code standard of 2 parking spaces per  
61 dwelling unit. The street frontage also includes six public parking spaces along Grant  
62 Street. Three electric vehicle charging stations would be provided for the surface parking  
63 stalls. In addition, each garage will have hanging bicycle racks.

64 Trash and recycling bins are provided in each of the units and would be brought out to  
65 the edge of the interior circulation street for pick-up.

### 66 Architectural and landscape designs

67 The proposed building designs feature a modern “Farmhouse” style. The roofing  
68 materials consists of concrete shake tile. The live-work buildings have ground-floor and  
69 second-floor stucco exteriors, with horizontal siding accents. The third level consists  
70 primarily of vertical siding with stucco accents. These two buildings are proposed at nearly  
71 34 feet in height. The stacked-flat units also are primarily stucco-finished, with horizontal  
72 siding elements on the first level and vertical siding elements on the second level. The  
73 third level consists mainly of vertical siding with stucco elements. These buildings are  
74 proposed at approximately 34 feet in height.

75 The project employs three different color schemes, as provided in Sheet A9 of the plan  
76 set (Attachment 6). The two buildings facing Grant Street are each assigned a unique  
77 color scheme. The interior buildings would all apply the remaining color scheme.

78 The project’s landscape design features the planting of new trees throughout the site and  
79 creation of new landscaped areas, as shown on Sheet L-1. All of the existing trees on the  
80 project site would be removed. Three trees along the frontage but outside of the property  
81 lines would also be removed. However, nine new accent trees would be planted in the  
82 front yards of buildings facing the Grant Street. New accent trees and open space trees  
83 are provided in front of building entries, in common areas, and in landscaped open space.  
84 New trees would also be planted to replace some of the existing trees to be removed  
85 around the perimeter. The plant palette for the entire project site includes shrubs,  
86 groundcovers, vines, and plants suitable for bio-retention. All plants range from very low  
87 to moderate water use.

88 Open space amenities include both common and private open space. A community  
89 gathering area with a dining table, grass paving, flexible seating, petanque court, and  
90 garden boxes would be located at the western portion of the site. Outdoor seating areas  
91 are also provided at either end of the central courtyard area. Each residential unit will also  
92 have at least 50 square feet of private open space offer by the upper story decks.

93 The project site would feature three types of fencing. A six-foot wooden good neighbor  
94 fence is proposed along the east side property line and portions of the west property line  
95 adjacent to existing single family residential properties. A four-foot-high low wood fence  
96 is proposed along the Grant Street frontage. The remaining portion of the west property  
97 line and the rear property line features a wood and wire fence consisting of 2’-10” of solid  
98 wood fencing with 3’-2” of framed mesh wire above.

99 Affordable housing

100 The project proposes to provide eight units affordable to low-income households, which  
101 meets the inclusionary housing requirement of Calistoga Municipal Code Section  
102 17.08.020. The affordable units would be distributed equally throughout the four stacked-  
103 flat buildings as the third floor, 2 bedroom-2 bath units in “Plan 2” of the project plans. The  
104 number of affordable units exceeds the City’s minimum inclusionary requirement of five  
105 units, or 10% of the total proposed units, to be provided at rents/sales prices affordable  
106 to low-income households, which is defined as 80% of the area median income (AMI).  
107 For reference, the California Department of Housing and Community Development (HCD)  
108 provides a table of containing the AMI and 2020 Income Limits for various income levels

109 and households sizes, which lists the low-income level as \$85,800 for a four-person  
110 household, \$77,250 for a three-person household, and \$68,650 for a two-person  
111 household in Napa County.

112 The developer would be required to work with the City in the preparation of an affordable  
113 housing agreement to maintain the proposed level of affordable for a period of 55 years.  
114 This has been included as a condition of approval.

115 Through the provision of these affordable units, the project qualifies for a density bonus  
116 to exceed the base density of the land use designation and up to two  
117 concessions/incentives for variation from general development standards under  
118 California Government Code Section 65915. As discussed below, the project is eligible  
119 to develop 50 units through the density bonus and request concessions/incentives for a  
120 height increase and utility undergrounding waiver.

#### 121 Tentative Map

122 The developer is requesting approval of a Vesting Tentative Map to subdivide the site  
123 and allow for the creation of air-space condominium units. However, at this time, the  
124 developer plans to operate the development as for-rent apartments. Therefore, the  
125 property management division of DeNova Homes, rather than a homeowner's  
126 association, will be maintaining the property: private streets and street-lights, utilities,  
127 landscape and hardscape, fencing, buildings (interior and exterior), bio-retention facilities  
128 and access easements. If the development transitions to ownership condominium units,  
129 a homeowners' association will become responsible for these maintenance functions.

130 Proposed conditions of approval have been included to require compliance with design  
131 and improvement requirements for subdivisions under Calistoga Municipal Code Title 16,  
132 Subdivisions and to provide covenants, codes, and restrictions (CC&Rs) to establish  
133 ownership and maintenance responsibilities to the City for review and approval.

#### 134 **CONSISTENCY ANALYSIS**

135 The project's consistency with the City's plans, policies, and codes is evaluated below.

##### 136 Calistoga General Plan

###### 137 • Land use designation

138 The site has a General Plan land use designation of Community Commercial. The  
139 Community Commercial designation includes areas at the edge of the downtown that are  
140 transitional between the downtown commercial area and residential neighborhoods. The  
141 designation allows the development of multi-family housing at densities of 10-20 dwelling  
142 units per acre. Through the provision of eight low-income affordable housing, the project  
143 is eligible to use a density bonus under California Government Code Section 65915 to  
144 propose a design at 25.6 units per acre. The project provides for open office space in the  
145 live-work units, where the likely uses include personal services and professional offices,  
146 which are allowed under the land use designation.

147 The project is consistent with relevant Land Use Element policies, including:

148 *P1.1-5 The City shall encourage infill development and development on land with*  
149 *necessary public infrastructure in place.*

150 *P1.4-2 Development that meets performance standards for growth consistent with*  
151 *community character shall be given a high priority, including affordable*  
152 *housing, mixed-use projects, infill development and second units.*

153 *P3.1-1 New development shall be focused within the existing developed areas, and*  
154 *not at the city's periphery.*

155 • Character area overlay

156 The site is located within the Stevenson/Grant area of the *Downtown Character Area*  
157 *Overlay*, which is a transitional area between the historic downtown area and the *Resort*  
158 *Character Area*. The Land Use Element notes there is significant potential for  
159 redevelopment in this area that should build upon the complementary mix of existing  
160 uses.

161 Relevant provisions include the following:

162 *Land Use Considerations*

- 163 • *Support redevelopment of the Gumina property with a mixed-use project*  
164 *that includes ground floor commercial uses fronting on Grant Street and*  
165 *with higher density residential uses on the interior of the site.*

166 *Development and Design Considerations*

- 167 • *In general, the development and design considerations specified for the*  
168 *Historic District of the Downtown Character Area should be applied in this*  
169 *area.*
- 170 • *New development in the district shall be compatible in mass, scale and*  
171 *character with the historic context and immediate neighborhood setting.*
- 172 • *Three-story buildings should be designed so that the upper floor is*  
173 *“stepped back” to lessen the perceived scale at street level.*
- 174 • *Use of historic building materials such as stucco, brick and wood is*  
175 *encouraged.*
- 176 • *Outdoor lighting shall be designed to preserve and protect the nighttime*  
177 *environment in accordance with the International Dark Sky Association*  
178 *model ordinance objectives.*

179 The project is consistent with the land use, development and design considerations of  
180 this character area overlay by:

- 181 • Creating live-work units that provide opportunities for mixed-use with ground  
182 floor spaces facing Grant Street. Stacked-flat style residential buildings are  
183 located in the interior of the site
- 184 • Incorporating a stepback at the third story on the live-work buildings along the  
185 Grant Street frontage.

- 186 • Using materials reflecting historic building materials such as stucco, metal  
187 railings, and fiber cement board that offers a wood siding appearance.
- 188 • Complying with the submittal of a lighting plan, as conditioned, that would  
189 minimize impacts on surrounding properties.

- 190 • Housing Element

191 The Housing Element of the General Plan provides a long-term, comprehensive plan to  
192 address existing and projected housing needs for all economic segments of the  
193 community. The City's "Local Preference Policy" (City Council Resolution No. 2008-114)  
194 requires that priority be given to income-eligible persons who live and/or work in Calistoga  
195 when inclusionary housing units are rented or sold.

196 The project would be consistent with relevant Housing Element policies and actions,  
197 including:

198 *P1.1-2 Encourage the development of housing in combination with*  
199 *commercial uses.*

200 *P1.1-3 Encourage the development of housing where public services are*  
201 *available.*

202 *P1.2-1 Make the best use of available housing sites when they are*  
203 *developed.*

204 *A1.2-1 Encourage new residential development to be built with no less than*  
205 *50 percent of the maximum number of dwelling units prescribed by*  
206 *the General Plan for specific properties, subject to conformance with*  
207 *the City's residential design guidelines and the General Plan's*  
208 *residential design policies.*

209 *P2.1-1 Provide incentives for the development of affordable housing.*

210 *A2.1-1 Adopt an ordinance providing for the approval of density bonuses*  
211 *and other incentives for projects that reserve units for extremely low-*  
212 *, low- and moderate-income households, consistent with State law.*

213 Other Policy Documents

214 The Calistoga Active Transportation Plan (ATP) calls for sidewalks on the north side of  
215 Grant Street as part of the city's planned bicycle and pedestrian network. A condition of  
216 approval has been included to construct a sidewalk along the length of the site's frontage  
217 and extending west along Grant Street to the intersection at Wappo Avenue, consistent  
218 with the plan's proposed pedestrian network map.

219 The Calistoga Climate Action Plan (CAP) establishes goals aimed at reducing  
220 greenhouse gas emissions. The project incorporates bicycle parking in each unit to  
221 promote the use of alternative transportation modes. It provides opportunities for live-  
222 work arrangements that can minimize personal vehicle use and vehicle miles traveled.  
223 Encouraging compact development is an objective in the CAP, and the project is in-fill  
224 development that redevelops a site to accommodate townhome and live-work style  
225 development around the downtown area.

226 Zoning Code and Development Standards

227 The project site is zoned Community Commercial (CC). The intent of the CC Zoning  
 228 District includes serving as a transition between the more intense activities in the  
 229 Downtown Commercial (DC) District and the less intense activities in the residential  
 230 districts adjacent to commercial areas. Mixed residential-commercial uses are identified  
 231 as being appropriate in this district. Multifamily dwellings and live-work units are allowed  
 232 with approval of a conditional use permit.

233 Live-work units shall also be subject to consideration of additional guidelines:

- 234 • The required off-street parking for the exclusive use of dwelling units is provided  
 235 pursuant to Chapter 17.36 CMC.
- 236 • A screened yard area of not less than 300 square feet is provided per dwelling unit,  
 237 except in cases where due to the location of existing structures there is no land  
 238 available for said yard.
- 239 • In the case of shared residential and commercial uses, the commercial use is  
 240 compatible with the health and safety of persons residing on the property (lighting,  
 241 noise, fumes and hours of operation, etc.).

242 A condition of approval has been included to limit potential commercial uses to uses that  
 243 would not create conflict with the health and safety of residential use, including issues  
 244 with lighting, noise, fumes and hours of operation.

245 The following table compares the project’s design with the development standards of the  
 246 CC District and identifies density bonus concession/incentive requests.

CC District Development Standard per Zoning Code		Project	Compliant
Minimum front yard	10 feet	11 feet	Yes
Minimum interior side yard, west property line	5 feet	13 feet	Yes
Minimum interior side yard, east property line	0 feet	32 feet	Yes
Minimum rear yard	0 feet	30 feet	Yes
Maximum lot coverage	60%	31%	Yes
Maximum building height	30 feet	33 feet, 7 in.	No*
Maximum no. of stories	3 with use permit	3	Yes

247 \*requested concession/incentive through the density bonus

248 The project’s inclusion of eight units affordable at the low-income level, which translates  
 249 to 21 percent of the 39 units allowed under the base density, allows the applicant to  
 250 request a density bonus and up to two concessions/incentives. The project qualifies for a  
 251 38.75 percent density bonus under California Government Code Section 65915; however,  
 252 the applicant is requesting a 28 percent bonus to achieve the 50 total units (similar to the

253 previously approved project UP2017-08). The applicant has requested the following two  
254 concessions/incentives:

- 255 • Increase in building height. Calistoga Municipal Code Section 17.22.060  
256 establishes a height standard of 30 feet and three stories. The applicant requests  
257 an exception to increase the height standard to 34'-6" (the building is designed to  
258 a height of 33'-7" but an additional 11" is proposed to accommodate any potential  
259 adjustments that may be needed based on building code requirements). The  
260 additional height is needed to allow for the full three stories and to achieve the total  
261 number of units needed to make the project economically feasible.
- 262 • Waiver of utility undergrounding. Calistoga Municipal Code Section 16.16.090  
263 establishes the requirement for new development to place all existing and  
264 proposed utility underground. The code allows for the waiver of the  
265 undergrounding requirement if the length of required undergrounding is less than  
266 200 feet, it is unlikely additional undergrounding will occur on adjacent properties  
267 within 10 years, and the visual burden of leaving utilities above ground will be  
268 insignificant. As the length of the required underground would exceed 200 feet, the  
269 project is not eligible for an exception based on the code and instead requests the  
270 application of a density bonus concession/incentive to waive the undergrounding  
271 standard.

272 The applicant explains that the undergrounding of two existing poles and a number  
273 of overhead utilities along the Grant Street frontage would be cost prohibitive and  
274 would make the project infeasible (Attachment 2). All new on-site utilities will be  
275 undergrounded.

276 Although the project does not meet the 200 foot standard that would otherwise  
277 have made it eligible for consideration of a waiver under the Calistoga Municipal  
278 Code, it could meet the other two criteria. Adjacent single family and established  
279 commercial properties are unlikely to underground utilities within the next 10 years.  
280 The visual burden of leaving the overhead lines in place will be insignificant as  
281 these lines have been in place and extend along the rest of Grant Street.

282 Where the application is eligible for and the applicant has requested specific  
283 concessions/incentives, the City shall provide a requested concession/incentive unless  
284 the City makes one of the following findings<sup>1</sup>. Staff does not believe there is basis for  
285 rejecting the requests, as noted.

- 286 • The concession or incentive does not result in identifiable and actual cost  
287 reductions to provide for affordable housing costs or rents for the targeted units.  
288 *The requested deviation from development standards is necessary to provide the*  
289 *number of market-rate units and forego cost-prohibitive expenditures, in order to*  
290 *make the entire project economically viable and allow for creation of affordable*  
291 *units.*

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<sup>1</sup> Cal. Govt. Code §65915(d)(1)



- 292 • The concession or incentive would have a specific adverse impact upon public  
293 health and safety or the physical environment or any real property listed on the  
294 California Register of Historic Resources and for which there is no feasible method  
295 to satisfactorily mitigate or avoid the specific adverse impact without rendering the  
296 development unaffordable.

297 *The requested increase in the building height standard and maintenance of*  
298 *existing utilities above ground would not adversely impact health, safety, or the*  
299 *physical environment.*

- 300 • The concession or incentive would be contrary to state or federal law.  
301 *The requested deviation from the CC District development standards is not*  
302 *contrary to state or federal law.*

### 303 Residential Design Guidelines

304 The project is subject to the City's Multi-Family Residential Design Guidelines. Staff  
305 believes the project is consistent with the Residential Design Guidelines because of the  
306 following project design features:

- 307 • Parking and vehicular circulation will be separated from pedestrian circulation.  
308 • The buildings fronting Grant Street give some step back of the third story to reduce  
309 the scale of the facades.  
310 • The perceived height and bulk of the buildings would be reduced by dividing the  
311 building masses into smaller-scale components and incorporating details such as  
312 defined entries, upper story decks, and varying colors and finish materials.  
313 • Massing offsets, varied textures, openings, recesses and design accents would  
314 provide visual interest.  
315 • Traditional gable and hip roof forms would be used.  
316 • Roof overhangs would be appropriately-sized to the mass and design of the  
317 buildings.  
318 • Window types, materials, shapes and proportions would complement the  
319 architectural style of the building, and windows will be articulated with trim.  
320 • The main entrance to a unit would be clearly identifiable.  
321 • Materials, finishes and colors would be consistent with the desired architectural  
322 style and sensitive to any prevailing pattern in the vicinity.  
323 • Compatible accent colors are used to enhance important architectural elements  
324 and details.  
325 • Parking areas would be located within a project's interior and not along street  
326 frontages.  
327 • A variety of height, textures and colors are used in the project's landscape palette;  
328 and a combination of trees, shrubs and ground cover are incorporated into  
329 landscaping plans  
330 • Interior buildings are oriented around the central open space. Gathering places are  
331 incorporated into the plan.

332 **GROWTH MANAGEMENT**

333 The project would connect to public water and sewer. Annual allocations of 12.45 acre  
334 feet of water and 7.30 acre feet of wastewater would be required to serve the project.

335 A Growth Management Allocation must be awarded to the project, and the developer will  
336 be required to pay water and wastewater service connection fees.

337 **ENVIRONMENTAL REVIEW**

338 The project meets the conditions for a statutory exemption pursuant to Section 15183 and  
339 a categorical exemption pursuant to Section 15332 of the State California Environmental  
340 Quality Act (CEQA) Guidelines (Attachment 4). California Public Resources Code Section  
341 21083.3 and CEQA Guidelines Section 15183 allows a streamlined environmental review  
342 process and a statutory exemption for projects that are consistent with the densities  
343 established by existing zoning, community plan, or general plan policies for which an  
344 Environmental Impact Report (EIR) was certified. California Public Resources Code  
345 Section 21084 and State CEQA Guidelines Section 15332 provide that listed classes of  
346 projects, including the Class 32 In-Fill Exemption, are determined not to have a significant  
347 effect on the environment.

348 The Project is consistent with the General Plan land use designation and zoning for the  
349 site and meets the streamlining provisions under CEQA Guidelines Section 15183(d)(1).

350 The project meets Section 15332 in that:

- 351 • The project is consistent with the City of Calistoga General Plan land use  
352 designation, complies with the established zoning regulations, and is a permitted  
353 use;
- 354 • The project is located within City limits on a site that is less than 5 acres and is  
355 substantially surrounded by established urban uses;
- 356 • The site is developed and has no habitat that would support endangered, rare or  
357 threatened species;
- 358 • The project would not result in any significant effects relating to traffic, noise, air  
359 quality, or water quality;
- 360 • The project is adequately served by all required utilities and public services; and
- 361 • There are no exceptions that would preclude application of the exemption.

362 An evaluation of the historical and architectural significance found that warehouse  
363 building was the former Brannan Stable building and was associated with the 19<sup>th</sup> century  
364 Brannan Hot Springs Resort, but the building has been altered in so many ways over the  
365 years that it is unable to convey its significant historical associations. The building lacks  
366 integrity of setting, feeling, association, design, materials, and workmanship to convey  
367 architectural or historical significance under the California Register of Historical  
368 Resources criteria. The redwood construction material was noted as the only remaining  
369 significant resource and should be salvaged; this has been incorporated as a proposed  
370 condition of approval.

371 A Phase I Environmental Site Assessment previously conducted for the project site as  
372 part of UP2017-8, by EBA Engineering November 2016, concluded that releases of  
373 petroleum hydrocarbons has occurred on the 1506 Grant Street property related to past  
374 activities. The assessment's recommendations included further sampling and  
375 characterization of the property's soil, testing water supply wells if they were to remain,  
376 and an assessment for the presence of lead-based paint and asbestos-containing  
377 materials prior to demolition of the existing structures. A proposed condition of approval  
378 has included for the applicant to incorporate Phase I Environmental Site Assessment  
379 recommendations into the project.

380 **FINDINGS**

381 To reduce repetition, the bases for making the required findings to approve the project's  
382 requested entitlements are contained in the attached draft resolutions.

383 **RECOMMENDATIONS**

Based on the information and analysis contained in this report, staff recommends that the Planning Commission:

Adopt Resolution 2021-XX approving Use Permit UP 2020-8, Design Review DR 2020-7, and TM 2020-3, and approving a density bonus and an affordable housing concession/incentive for the project.

**ATTACHMENTS**

1. Draft Resolution 2021-XX
2. Project description
3. Inclusionary Housing Proposal and Request for Density Bonus Concessions
4. CEQA Section 15183 and 15332 Exemption Justification
5. Vicinity Map
6. Silverado Terrace Project Plans