

AUG 16 2017

PROPOSED CEQA ALTERNATIVE

for

COUNTY OF MARIN
COMMUNITY DEVELOPMENT AGENCY
PLANNING DIVISION

THE SEMINARY PRECISE DEVELOPMENT PLAN APPLICATION

File copy

SUMMARY

The summary below outlines an alternative development and use plan ("Project Alternative") to be studied as part of the environmental review process for the Seminary Precise Development Plan ("PDP") application. North Coast Land Holdings, LLC has determined this Project Alternative is a potentially feasible alternative that meets most of the objectives of the proposed PDP and is responsive to neighborhood concerns. North Coast Land Holdings, LLC has determined this Project Alternative is a potentially feasible alternative that meets most of the objectives of the proposed PDP and is responsive to neighborhood concerns.¹

The goal of the Project Alternative is the creation of an intergenerational community. The Project Alternative is consistent with the approved 1984 Master Plan (the "Master Plan"), and closely adheres to elements in the Strawberry Vision Plan and Strawberry Community Plan. The Project Alternative limits academic use to the existing academic facilities with no additional academic facilities built as allowed in the Master Plan with the exception of an approved community Gymnasium moved to the existing parking lot (the "Academic Campus"); it redevelops the existing residential housing areas (the "Residential Area"); it adds a Continuing Care Retirement Community ("CCRC") that will address an acute need for the aging demographic in Marin County; it adds a community-based athletic facility; it converts the planned expansion of the academic buildings into single-family housing along the western edge of the site; and it creates additional open space. (*Exhibit O-A: Alternative Site Plan*).

Proposed Minor Use Adjustments to the Approved Master Plan: The Project Alternative incorporates certain uses that deviate from those approved in the Master Plan. However, according to community input, those uses are more aligned with neighborhood goals and are responsive to specific, well-known community needs. The alternative uses are intended to be less impactful than the full buildout of the uses approved in the 1984 Master Plan. The Project Alternative includes:

- Senior housing that addresses the needs of the County's aging demographic and responds to a use recommended and desired by the Strawberry community;
- Affordable housing and workforce housing units located within close proximity to public transportation and the Highway 101 corridor to address an acute housing need in the County;
- An academic use limited to the area within the existing buildings of the Academic Campus;
- Incorporation of a student/faculty boarding component for the academic use, staggered start times outside of peak commute periods, and online teaching that addresses community concerns relating to traffic impacts;
- A new community athletic center and refurbished playing field that alleviate a shortage of youth athletic facilities in Southern Marin County;

¹ On June 17, 2017, North Coast Land Holdings, LLC invited the local community to an open house at the Library on campus. Invitations were delivered to the Strawberry neighborhood, advertised in the local newspaper, and circulated online. The event lasted five hours and approximately 200 people attended throughout the day.

- The conversion of approved unbuilt academic space to residential use in line with neighborhood goals and characteristics;
- A reduction of approved building architecture that dominates a prominent ridgeline along Chapel Drive, and replaces it with residential-scale structures; and
- A live/work community that combines on-site operational uses so that resources are utilized more efficiently and impacts to the surrounding community and streets are minimized.

Academic Campus: The Project Alternative includes an academic use that is limited to the existing built area of the Academic Campus. Therefore, the Project Alternative would not build a total of 54,200 sf of approved Academic Buildings, which are presently allowed pursuant to the 1984 Master Plan including:

- 12,000 sf New Academic Building;
 - 12,000 sf New Student Center;
 - 25,000 sf Chapel/Auditorium (1,200 seats);
 - 5,200 sf Maintenance Building
- 54,200 sf Total Area of approved buildings not built.

The Academic Campus under the Project Alternative will either retain the existing academic buildings renovated to comply with current code requirements, or contain a mix of renovated and newly built academic buildings within the existing Seminary built area. In order to minimize visual impacts, two of the existing buildings (the Classroom Building & Administrative Building) could be demolished and rebuilt in the existing parking lot. The completed Academic Campus will include four buildings as follows:

- 51,200 sf Academic Building (either renovated or newly built in the parking area);
 - 25,200 sf Administration Building (either renovated or newly built in the parking area);
 - 10,000 sf Cafeteria (renovated);
 - 32,000 sf Library (converted to an arts/theater facility);
- 118,400 sf Total Area (same area that exists presently on site).

Residential Area: The Project Alternative proposes to redevelop as residential uses both the portion of the site currently devoted to residential, as well as the portion of the site that was previously planned for expansion of academic uses. The existing residential units will be redeveloped into new housing for students, faculty and staff of the Academic Campus, affordable and workforce housing, senior housing and market-rate housing. The proposed housing units will be similar to the type approved under the Master Plan and will replace 198 of the 211 existing residential units. The residential units will consist of the following:

- 13 of the 211 existing units will remain;
- 198 existing units will be replaced with new units;
- 93 additional new units as approved under the Master Plan;
- 104 units under the California State Density Bonus law as a result of including 20% affordable housing units; and
- A licensed senior care facility providing 24-hour, nonmedical care.

Continuing Care Retirement Community (“CCRC”): The Project Alternative proposes to demolish the existing residential buildings on Upper Dorm Hill and develop a senior residential community, also known as a Continuing Care Retirement Community² (“CCRC”). The CCRC will include independent living for seniors as well as facilities for memory care and assisted living. Independent residences will consist of one and two bedrooms. Senior residents will have the opportunity to be served a minimum of two meals per day. Meals will be served in either the existing Cafeteria or a new, dedicated dining facility included in the CCRC. The CCRC will not include a skilled nursing component.

The residents of the CCRC will form an integral part of the overall intergenerational community, in that senior residents will be offered programming tailored in conjunction with programming of the Academic Campus. The goal is to create a unique environment by combining the activities of seniors, students, teachers and staff. Collaborative programming will keep seniors engaged and will benefit youth through various interactions, including mentorships and volunteer programs.

The existing cafeteria and existing library are on the same contour as the proposed CCRC. Therefore, these structures can be utilized as common spaces for seniors as well as students. Senior residents will be able to attend the school’s arts performances and participate in art-related activities. The proposed gymnasium/health center will be in close proximity to the CCRC and can be utilized for various fitness and wellness offerings for seniors.

It is estimated that the CCRC will require approximately 65 to 75 full time employees. The CCRC will also require 15 to 20 part time staff for dining from approximately 10:00AM to 2:00PM. Not all employees will be on site simultaneously. Approximately 45 to 55 employees will work between the hours of 6:00AM and 3:00PM, 40 will work the between the hours of 3:00PM and 11:00PM, and approximately five employees will work from 11:00PM to 6:00AM. Additionally, employees of the CCRC will be offered preferential on-site housing opportunities to further the objective of creating a live/work community where employees of the CCRC (and the school) can live within walking distance of their workplace. Additional operational and circulation details are as follows:

- Integrated private shuttle service (to discourage single vehicle trips by providing senior residents and staff an on-demand shuttle to local shopping centers, recreational areas, public transit stops (SMART train) and other crowd sourced destinations via a site-specific/custom APP also utilized by users of the Academic Campus and Residential Area);
- On-Site Employee Housing (to provide residential units for CCRC staff to avoid traffic impacts on the surrounding street network);
- Staggered Work Hours (schedule employee work hours so that shift start and end times do not occur during the AM and PM peak periods);
- Reduced Work Weeks (establish employee work schedules that utilize shorter work weeks (e.g., four 10-hour work days or three 12-hour work days) to reduce the number of trips to and from the site).

²Marin County Development Code Section 22.130.030: Residential Care Facilities (land use). This land use consists of a dwelling unit licensed or supervised by any Federal, State, or local health/welfare agency which provides 24-hour nonmedical care of unrelated persons who are disabled and in need of personal services, supervision, or assistance essential for sustaining the activities of daily living or for the protection of the individual in a family-like environment. This land use includes licensed senior care facilities. For purposes of calculating residential densities, a unit that contains a food preparation area is not counted as a separate residential unit if meal service is provided at least twice a day as part of the residential care component.

Residences along Chapel/Willis/Mission Drive: The 1,200 seat chapel/auditorium and 50-car parking lot along Chapel Drive are not included in the Project Alternative. In the location of those uses previously approved in the Master Plan, the Project Alternative proposes 25, single family residences. These homes would be detached residences that more closely conform with the character of the existing streets immediately adjacent to the property. Neighboring single family homes along Chapel/Willis/Mission Drive presently average between 5,000 to 6,000 sf. The residences will utilize the area allocated to the expansion of the Academic Campus (54,000 sf). The proposed 25 homes will be smaller than the neighboring houses, but approximately 2,200 sf larger than the average residence planned elsewhere on the site.

Community Use of Athletic Facility and Existing Sports Field: One of the four buildings approved in the Master Plan will be constructed to create an integrated sports facility, and will contain:

- A 17,000 sf Gymnasium/Health Center to be constructed for use by the residents of the entire Seminary site, as well as the larger community;
- A 3,000 sf day care center, currently operating in the existing Academic Building, will be relocated to the newly built Gymnasium/Health Center;
- The existing playing field will be upgraded and will continue to be used for community sporting events.

Incorporation of the Existing Maintenance Building within Residential and CCRC Buildings: The existing maintenance building, which is an unsightly, prefabricated metal structure, will be demolished. The maintenance activities and storage of machinery used to maintain the site will be housed in areas below-grade together with below-grade parking.

SPECIFIC DESIGN ELEMENTS OF THE PROJECT ALTERNATIVE

Design of the Academic Campus: The Project Alternative either retains all structures within the Academic Campus or replaces two of the existing structures with new buildings located in the center of the site and off the top of the hill in order to reduce the visual prominence of the buildings. The design is both compatible with the existing structures and offers a world-class, timeless style that is intended to significantly upgrade the appearance to the Seminary site. The Project Sponsor is working with one of the premier architectural firms in the region and is mandating an overall design that is innovative and holds to the highest standards.

Renovation of Existing Library into an Art Center: The focal point of the Site in the initial 1953 Use Permit and subsequently in the Master Plan is a 25,000 sf auditorium located at the top of Chapel Drive. The facility and an adjacent parking lot were intended to be a visually prominent structure that served the needs of the Seminary as well as other civic groups in the surrounding community. (*Exhibit A: Master Plan, Exhibit B, p. 37-38*). The Project Alternative proposes to convert the building and surrounding area into residential use. In order to provide the Seminary occupants and the community with an auditorium, the Project Alternative proposes to renovate the existing 32,000 sf Library, and convert it into an arts center that includes a 600-seat reparatory theatre together with a state of the art performance space that could serve the needs of the Academic Campus and the community.

The conversion of the 32,000 sf library will contain the following:

- Seating for 600 persons;

- Dressing rooms, theater workshop space, offices, restrooms and a large lobby that could serve as a special event space; and
- A limitation on the size of events to no more than 600 attendees, plus production staff (the Master Plan imposed no restriction on the use of the Auditorium).

The Seminary has traditionally made available its auditorium space in the existing Academic Building to outside users and this practice will continue. (*Exhibit A: Master Plan, Exhibit B, "Community Service" p. 9-10*). The proposed Auditorium will continue to be available to host a wide array of social and civic events that benefit the community, including but not limited to the following:

- Music programs;
- Stage plays;
- Shared space for local plays, shows, and exhibits;
- Existing Marin County theatre companies who require a venue with larger capacity;
- Public lectures and debates of community-wide interest;
- Weddings and social events; and
- Events relating to all religious faiths similar to the Presidio Interfaith Chapel (*See www.interfaith-presidio.org*).

Moving the Proposed Athletic Center to the existing Parking Lot: The 17,000 sf gymnasium/health center approved under the Master Plan (also referred to as the Athletic Center in the Planning Submittal) was previously approved to be built on the lower play field. In the Project Alternative, the gymnasium is located on the lower tier of the existing parking lot, where associated pickup and drop-off can be further removed from Seminary Drive. The gymnasium will serve the recreational needs of the Academic Campus, the senior community, and will supplement the programmatic needs of the Strawberry Recreation District. Although the Master Plan does not restrict the use of the gymnasium, events will be limited to seating capacity that is comparable to local community-based venues in Southern Marin.

This facility will also feature the following:

- Child care services;
- Local recreational and intramural sports tournaments including basketball and volleyball;
- Adult recreation leagues; and
- As a forum for community based activities related to physical activity and wellness.

Sustainable Design Features of the Residential Area: In connection with the development of the Residential Area, the Project Alternative will:

- Remove most surface parking and replace it with underground parking;
- Convert existing residential vehicular streets into pedestrian friendly, limited-access streets;
- Consolidate units into clusters to allow more open space throughout the Site;
- Eliminate individually-fenced back yards, which increases overall open space and concentrates private space into partially obscured terraces and roof gardens thereby reducing the need for irrigated landscaping;
- Preserve key areas of the site including Seminary Point and the potentially sensitive rock outcropping on Shuck Knoll;
- Retain existing roads and the general circulation patterns that exist today;
- Utilize design materials that are harmonious with the existing landscape;

- Reduce the “heat island” effect and reduced fan energy consumption by locating the parking in naturally ventilated, below grade spaces;
- Provide concealed bicycle storage for residents; and
- Maintain a cohesive design style throughout.

Summary of Project Alternative in comparison with the 1984 Master Plan: The alternative plan fits within the Academic Campus contemplated and approved in the Master Plan as follows:

<u>Master Plan</u> <u>Building</u>	<u>Approved</u>	<u>Existing</u>	<u>Proposed</u>
Administration	25,200 sf	25,200 sf	25,200 sf
Academic	63,200 sf	51,200 sf	51,200 sf
Library	32,000 sf	32,000 sf	32,000 sf
Cafeteria	10,000 sf	10,000 sf	10,000 sf
Student Center	12,000 sf	-	-
Auditorium	25,000 sf	-	-
Gymnasium	17,000 sf	-	17,000 sf
Day Care Center	3,000 sf	-	3,000 sf
Maintenance	<u>5,200 sf</u>	<u>2,200 sf</u>	<u>0 sf</u>
	192,600 sf	123,600 sf	138,400 sf