



SAN FRANCISCO PLANNING DEPARTMENT

Executive Summary Institutional Master Plan

HEARING DATE: JANUARY 18, 2018

Date: January 11, 2018
Case No.: **2016-001557IMP**
Project Address: 188 Hooper Street; 1140 7th Street; and 1111 8th Street;
as well as multiple properties owned or leased by the California
College of the Arts (CCA) located in the City and County of
San Francisco
Zoning: Production, Distribution & Repair-1-Design (PDR-1-D) Zoning District
58-X Height and Bulk District
Art & Design Educational Special Use District
Block/Lot: 3808/004 & 3820/004
Project Sponsor: Daniel A. Frattin
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Recommendation: **No Action Necessary – Informational Item**

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BACKGROUND ON INSTITUTIONAL MASTER PLANS

Planning Code Section 304.5 requires Post-Secondary Educational Institutions and Hospitals in the City to have an Institutional Master Plan (IMP) on file with the Planning Department, with an update provided every two years. The IMP requires a description of the following: the institution's physical plant; employment characteristics; services provided and service population; ownership of properties through the City and County of San Francisco; parking availability; development plans for the next 10 years and its impact on the General Plan and any neighborhood plans on file; and any other relevant general information.

The purpose of the IMP is to provide this information to the Commission and the public. The IMP is available for public review, and has been posted on the Planning Department's website. Any proposed changes in land use described in the IMP would require separate review and approval by the Commission and/or Department staff, as applicable.

PROJECT DESCRIPTION

The Project is the submission of an Institutional Master Plan (IMP) for California College of the Arts (CCA). CCA has previously submitted IMPs to be on file with the Planning Department. The Planning Department accepted the current IMP on April 25, 2013 ("2013 IMP") and revisions to the 2013 IMP were accepted by the Planning Department on April 22, 2016.

The college is currently comprised of two campuses: one in Oakland and the other located in San Francisco. CCA is filing this revised IMP because it is revising its own master plan to consolidate the Oakland and San Francisco campuses in San Francisco. This revised IMP will facilitate that planning, further the College's mission to serve its students, and engage the boarder public.

SITE DESCRIPTION AND PRESENT USE

The headquarters of the CCA is located at 1111 8th Street, which is on the east side of 8th Street, between Irwin and Hooper Streets, with frontage also along the west side of 7th Street, Lot 004 in Assessor's Block 3820. The main campus also includes: 1140 7th Street, 184-188 Hooper Street, 455 Irwin Street, 80 Carolina Street, and 195 De Haro Street.

CCA also leases properties elsewhere in the City, as follows:

- 1321 Mission Street between Washburn and 9th Street, Lot 043 in Assessor's Block 3509, within the C-3-S (Downtown Support) District and 120-F Height and Bulk District for use as Student Housing;
- 38 Harriet Street between Howard and Folsom Streets, Lot 243 in Assessor's Block 3731, within the RED (Residential Enclave) as well as the MUG (Mixed Use-General) District and 45-X Height and Bulk District for use as Student Housing;
- 350 Kansas Street between 16th and 17th Streets, Lot 001D in Assessor's Block 3958, within the PDR-1-D (Production, Distribution and Repair-1-Design) District and a 45-X Height and Bulk District for use as Wattis Institute and Event Space;
- 360 Kansas Street between 16th and 17th Streets, Lot 001E in Assessor's Block 3958, within the PDR-1-D (Production, Distribution and Repair-1-Design) District and a 45-X Height and Bulk District for use as Wattis Institute and Event Space; and,
- 75 Arkansas Street between 17th Street and Connecticut Street, Lot 001B in Assessor's Block 3952, within the UMU (Urban Mixed Use) District and a 48-X Height and Bulk District for use as Student Housing.

SUMMARY OF THE CONTENTS OF THE IMP

Nature of the Institution, History and Growth: California College of the Arts is a private, nonprofit institution, offering a curriculum in fine art, architecture, design, and writing. The College has served the San Francisco Bay community through its programs for 110 years, and has endeavored to maintain its campuses as assets to its students and to the surrounding community.

Today, the College is comprised of two campuses: the first in Rockridge neighborhood of Oakland, and the second in the Potrero Showplace Square neighborhood of San Francisco. This revised IMP facilities CCA's updated master plan to unify its two campuses in San Francisco by 2021-2022. The College is striving to create an expanded campus that will be a model of sustainable construction and practice and will unite the college's 1,950 students, 600 faculty members, 300 staff members, and 34 academic programs on one site in San Francisco.

Physical Changes in the Neighborhood: When CCA moved to Potrero Hill in 1995 from its 17th Street and De Haro location, the neighborhood was characterized by light manufacturing and there were many underdeveloped parcels. Much has changed in the past 22 years, and CCA has played an instrumental role in these changes.

100 Hooper was approved by the Planning Commission in 2015. Currently under construction, the 400,000 square foot parcel will contain a mix of PDR, retail, and office space and 10,000 square feet of public outdoor gathering space. Approved in conjunction with 100 Hooper, 150 Hooper is an adjacent parcel which will house 50,000 square feet of multi-tenant manufacturing space, to be managed by PlaceMade.

In addition to the 100 and 150 Hooper projects, 1010 Potrero opened in 2016 and provides 543 apartments, 12,184 square feet of retail space, and 6,009 square feet of PDR space. The development includes Daggett Plaza, a new landscaped public plaza with a large lawn, sitting areas, a fenced dog park, and a public art installation.

CCA's San Francisco expansion would complement the growth and development occurring in the neighborhood—bringing in potential patrons of the new small businesses and providing opportunities for partnerships between the College and Showplace Square's growing manufacturing industry.

Services Provided: In support of its mission to educate students to shape culture, engage in lifelong creative work, and serve the community through the arts, the College offers a broad curriculum in fine art, architecture, design, and writing.

Today, with additions of animation, industrial design, fashion design, writing and literature, visual studies, interaction design, and more, the College offers a total of 22 different undergraduate programs. There are also 11 graduate programs, which include not only the well-respected Graduate Program in Fine Arts, but also the Graduate Program in Curatorial Practice (inaugurated in 2003) and the MBA in Design Strategy (inaugurated in 2008), both of which are among the very first of their kind. The Center for Art and Public Life, inaugurated in 2000, creates community partnerships and serves the Bay Area's diverse populations. Its programming is woven across disciplines and embedded in the curriculum.

Employment Characteristics: The College employs about 280 staff members and 285 faculty members, including practicing artists, designers, published writers, and scholars. Of the total faculty, 85 percent 10 teach at the undergraduate level. This allows the College to maintain a low student-to-faculty ratio of 8:1, which is critical to the College's educational mission.

The staff at the College is composed of a core of very experienced professional arts educators and administrators complemented by a large team of younger staff, often trained as artists themselves. Across the College the entire staff is committed to creating a great experience for our students and they all share a passion for the arts or they would not choose to work here. As a nonprofit organization, the College's salaries are often lower than for-profit workplaces; what attracts the College's staff is the mission of the College and the unique benefits it can provide to staff beyond financial compensation. The College has a creative workplace both architecturally as well as operationally, with teaching, learning and making visible to all. Staff benefit from the traditional academic perks such as longer holiday closures that follow the academic calendar. Perhaps the most popular benefit is the tuition remission policy that allows staff

members to take one class a term for free. Because the staff's average age is quite young, many of the staff navigates the College and the city more like students. One result of this is high transit, walking, and bike use by staff that mirrors the low carbon footprints of our students.

Service Population: The College serves broad and diverse range of students pursuing education in fine art, design, architecture, and writing. The following summarize the characteristics of the total student population: 1,971 total degree-seeking enrollment (Fall 2016); 1,516 undergraduates, 455 graduates; 64 percent female, 36 percent male; 24 percent out of state, 36 percent international; 6 percent African American; 15 percent Asian American; 12 percent Hispanic; 1 percent Hawaiian/Pacific Islander.

Physical Characteristics: The SF campus houses the Wattis Institute for Contemporary Art, all nine graduate programs, and the following undergraduate programs: Architecture, Fashion, Design, Furniture, Graphic Design, Illustration, Industrial Design, Interaction Design, Interior Design, Film, and Painting/Drawing.

The College's main campus is located on five lots on three blocks within an area generally defined by 7th, 8th, Irwin, Channel, De Haro, and 15th Streets in the Showplace Square/Potrero Area and the Art and Design Education Special Use District. The College and also owns a separate property at 350/360 Kansas Street (between 16th Street and 17th Streets). Figure 1 (Project Location Map) in the aforementioned IMP and attached as an exhibit, shows the locations and configuration of the main campus buildings.

Access, Traffic and Circulation Patterns: The north-south 19-Polk bus line traverses 16th street with a bus stop at Rhode Island Street, one block to the west of the College; and the 10-Townsend traverses 17th Street one block south of the College with a bus stop at Wisconsin Street two blocks south of the College. The east-west 22-Fillmore bus line runs along Mission and 16th Streets west of Kansas Street, along 17th Street between Kansas and Connecticut Streets, with a stop at Wisconsin Street one block south of the College, and then along 18th Street east of Tennessee and 3rd Streets. The 22-Fillmore connects CCA's campus with the 16th Street Bay Area Rapid Transit (BART) station, about 1.3 miles to the west. The 3rd Street Light Rail line runs north-south along 3rd Street, one-half mile east of the campus. The 4th and King and 22nd Caltrain stations are both approximately a mile from the campus.

The CCA Campus is a low-vehicle venue, with high rates of bicycle and transit ridership. A key aspect of the College's continuing approach will be the reduction of parking on campus coupled with the provision of adequate bicycle and other alternative transit modes. The College will also benefit from planned transit improvements, including the 3rd Street MUNI extension, the Central Subway, and the electrification of Caltrain.

CCA currently operates a free student shuttle between its San Francisco and Oakland campuses. Once the consolidated campus is completed, CCA will discontinue its Transbay shuttle service. In the future, the College is likely to provide, either independently or in partnership with other area businesses, a shuttle service to BART and/or other nearby rail transit options.

Development Plans: In February 2016, CCA submitted an Environmental Evaluation Application and a Preliminary Project Assessment for a proposed student housing project at 188 Hooper Street. On July 5, 2017, the College submitted a revised EEA application to incorporate the construction of a new academic building at 1140 7th Street into the proposal, as well as an addition to and renovation of the existing

academic building at 1111 8th Street. The new spaces would allow CCA to consolidate its Oakland and San Francisco campuses at the site of the existing San Francisco campus.

Locating CCA entirely in San Francisco will give the school better access to some of the world's most creative teaching talent as well as an increased ability to forge connections with Bay Area corporations, arts, and cultural institutions, nonprofits, and other world-class educational entities. It will also provide a remarkable link to the global community, and a place-based cultural identity that stands out in the competitive global and domestic marketplace.

5-Year Development Plan: The College currently provides housing for its students in San Francisco at leased properties at the Panoramic at 1321 Mission Street and at 38 Harriet Street. CCA's lease at the Panoramic is through 2025, with a five year option to extend. The lease at 38 Harriet Street is scheduled to terminate on July 31, 2018.

In addition to the aforementioned, 30 units (up to 218 student beds) of leased housing are currently under construction at 75 Arkansas Street. CCA's lease at that property will begin in July 2018, with student occupancy beginning in August of 2018.

In order to meeting the need for housing not satisfied by these leases, CCA is proposing to construct up to 520 beds of student housing at 188 Hooper, immediately adjacent to the existing academic facilities. CCA would construct a five-story, approximately 58-foot-tall, 134,623-square-foot housing project with up to 520 beds for CCA students in single, double and triple-occupancy dormitories. CCA believes that on-campus housing is needed to create the ideal living-learning environment that is best for its students.

10-Year Development Plan: The College's current enrollment is 1,939 full time equivalent students. CCA has experienced an annual growth rate of between 2-3 % in recent years, and expects full time equivalent enrollment to reach 2,200 by the year 2020.

CCA does not have any specific development plans on the ten-year horizon that it can discuss in this IMP. However, a possible area for future development is the 20,000-25,000 square foot area at the corner of 7th Street and Irwin Street.

ENVIRONMENTAL REVIEW

Institutional Master Plans are non-action items, and therefore do not require review under the California Environmental Quality Act (CEQA).

HEARING NOTIFICATION

TYPE	REQUIRED PERIOD	REQUIRED NOTICE DATE	ACTUAL NOTICE DATE	ACTUAL PERIOD
Classified News Ad	20 days	December 29 ,2017	December 27 ,2017	22 days
Posted Notice	20 days	December 29 ,2017	December 29 ,2017	20 days
Mailed Notice	20 days	December 29 ,2017	December 29 ,2017	20 days

PUBLIC COMMENT/COMMUNITY OUTREACH

- To date, the Department has not received correspondence specific to the IMP. However, the Department has received a letter of opposition regarding the project scope in its entirety.

ISSUES AND OTHER CONSIDERATIONS

- **Art & Design Education Special Use District.** Per Planning Code Section 249.67, the Art & Design Educational Special Use District is intended to facilitate the continued operation of the California College of the Arts campus at 1111 Eighth Street, which is characterized by instruction in industrial arts and/or fine arts, while providing an appropriate regulatory scheme for a potential phased expansion of the campus in the future. The Art & Design Education Special Use District was created to facilitate the continued expansion of CCA; this IMP sets forth the plan by which to guide said growth and expansion.

REQUIRED COMMISSION ACTION

No formal Planning Commission action is required and the Commission's acceptance of the IMP by closing the public hearing does not indicate approval of any project. It merely acknowledges that the IMP contains the required items and that there has been a public hearing. By holding a public hearing in order to receive public testimony, the Planning Commission has fulfilled the requirements of Planning Code Section 304.5.

BASIS FOR RECOMMENDATION

The Institutional Master Plan for the California College of the Arts complies with the requirements of Planning Code Section 304.5.

RECOMMENDATION:	No Action Necessary – Informational Item
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Attachments:

Project Sponsor Submittal
California College of the Arts Institutional Master Plan
Public Comment

REUBEN, JUNIUS & ROSE, LLP

January 8, 2018

Delivered Via Email

Rich Hillis, President
San Francisco Planning Commission
1650 Mission Street, 4th Floor
San Francisco, California 94103

**Re: California College of the Arts, Institutional Master Plan
188 Hooper Street, 1140 7th Street, 1111 8th Street
Planning Department Case No. 2016-001557IMP
Hearing Date: January 18, 2018
Our File No.: 8940.09**

Dear President Hillis and Commissioners:

This office represents California College of the Arts (“CCA” or the “College”), which is pleased to be presenting its revised Institutional Master Plan (“IMP”) on January 18, 2018. This IMP updates the 2013 IMP and serves as a prelude to the student housing project that we will be bringing to you in the spring.

CCA currently maintains two campuses in the San Francisco Bay Area: one in Oakland and one in San Francisco. The purpose of the revised IMP is to facilitate the unification of both campuses in the Showplace Square/Potrero neighborhood of San Francisco. The unification would expand the College’s existing San Francisco campus, adjacent to the under construction 100 Hooper office, PDR, and PlaceMade manufacturing buildings, in an area that is developing into a crafts and manufacturing hub of the Bay Area.

Development proposed under the IMP would include the following key components:

- **Student Housing Project.** CCA is proposing to construct approximately 520 beds of student housing at 188 Hooper, adjacent to the existing graduate center building on that property, which would remain. The five-story building would serve primarily lower level undergraduate students in single, double and triple occupancy units. The project would provide 8,500 square feet of food services on the ground floor, and 12,560 square feet of common areas, including gathering, kitchen, and study spaces. Interconnected courtyards at the ground level provide 10,980 square feet of outdoor open space, including an existing shared courtyard adjacent to the graduate center. A 400 square foot balcony at the fifth floor is currently proposed to provide additional outdoor open space.

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- **New Academic Building.** In order to accomplish the unification of both Bay Area campuses in San Francisco, CCA is proposing to construct a new instructional building on the vacant lot at 1140 7th Street. The new building would provide up to 125,000 square feet of arts education space, including studios, design labs, classrooms, and fabrication shops. A courtyard would span the length of the property between the new building and the existing 1111 8th Street building.
- **Renovations at 1111 8th Street.** Concurrent with construction of the new academic building at 1140 7th Street, CCA is proposing to renovate the existing instructional building at 1111 8th Street. Renovations proposed for this building are primarily internal and aim to bring the structure up to contemporary sustainability and comfort standards. While this building is already a Top Ten Green Building and among the largest solar heated buildings in San Francisco, the College plans to take advantage of advances in sustainability technologies that have evolved since the property was last renovated 20 years ago.
- **Public Realm Improvements.** Construction of the new student housing and academic buildings will allow CCA to provide a number of public realm improvements at both properties, including the following:
 - 79 Class II bicycle parking spaces;
 - 80 new street trees;
 - Streetscape improvements along multiple project frontages, including several new bulbouts and new street furniture;
 - Buildout of Channel Street along the student housing project frontage—the buildout will be similar to that along the frontage of 100 Hooper to the west and will allow the south side sidewalk and vehicular travel lanes to be completed.

Thank you for your consideration. We look forward to presenting the revised IMP on January 18.

Very truly yours,

REUBEN, JUNIUS & ROSE, LLP



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REUBEN, JUNIUS & ROSE, LLP

President Rich Hillis
San Francisco Planning Commission
January 8, 2018
Page 3

cc: Dennis Richards, Commission Vice-President
Rodney Fong, Commissioner
Joel Koppel, Commissioner
Myrna Melgar, Commissioner
Kathrin Moore, Commissioner
Esmeralda Jardines, Project Planner
Josh Pollak, Environmental Planner



California College of the Arts



INSTITUTIONAL MASTER PLAN

DECEMBER
2017

California College of the Arts

Institutional Master Plan

Prepared by:

California College of the Arts

December 21, 2017

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INTRODUCTION

California College of the Arts, hereafter referred to as CCA or the College, is submitting this revised Institutional Master Plan (IMP) to the City and County of San Francisco in accordance with the requirements of San Francisco Planning Code Section 304.5.

The Planning Department accepted the current IMP on April 25, 2013 ("2013 IMP") and revisions to the 2013 IMP were accepted by the Planning Department on April 22, 2016.

The College is currently comprised of two campuses: one located in Oakland and the other located in San Francisco. CCA is filing this revised IMP because it is revising its own master plan to consolidate the Oakland and San Francisco campuses in San Francisco. This revised IMP will facilitate that planning, further the College's mission to serve its students, and engage the broader public.

Purpose of the IMP

San Francisco Planning Code Section 304.5 requires post-secondary educational institutions to file institutional master plans. An update to an IMP is required whenever "There are significant revisions to the information contained in the Institutional Master Plan; or 10 years have passed since the last Institutional Master Plan was submitted and heard by the Planning Commission."

This IMP is prepared in accordance with the requirements of Section 304.5 as follows:

1. To provide notice and information to the Planning Commission, community and neighborhood organizations, other public and private agencies, and the general public as to the plans for each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment in property acquisition or building design by the institution;
2. To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new developments proposed in the master plan; and
3. To provide the Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to ensure that costly duplication of facilities does not occur.

CHAPTER 1: OVERVIEW AND NATURE OF CCA

[PLANNING CODE SECTION 304.5(C)(1)]

Nature of the College

California College of the Arts is a private, nonprofit institution, offering a curriculum in fine art, architecture, design, and writing. The College has served the San Francisco Bay Area community through its programs for 110 years, and has endeavored to maintain its campuses as assets to its students and to the surrounding community.

Today the College is comprised of two campuses: the first in the Rockridge neighborhood of Oakland, and the second in the Potrero Showplace Square neighborhood of San Francisco. This revised IMP facilitates CCA's updated master plan to unify its two campuses in San Francisco by 2021–22. The College is striving to create an expanded campus that will be a model of sustainable construction and practice and will unite the college's 1,950 students, 600 faculty members, 300 staff members, and 34 academic programs on one site in San Francisco.

General Information—CCA at a Glance

The College's Mission

The College educates students to shape culture through the practice and critical study of the arts. The College prepares its students for lifelong creative work and service to their communities through a curriculum in fine art, architecture, design, and writing.

As an educational and cultural institution, CCA believes in fostering the artistic and academic excellence of our students and faculty. The College cultivates intellectual curiosity and risk-taking, collaboration and innovation, and compassion and integrity. As a global citizen and a good neighbor, CCA believes in its role as a proponent of social justice and community engagement.

Educational Characteristics

- Private, nonprofit
- Coeducational, residential
- 22 undergraduate programs and 11 graduate programs

Student Population

- 1,971 total degree-seeking enrollment (fall 2016)
- 1,516 undergraduates, 455 graduates

- 64 percent female, 36 percent male
- 24 percent out of state, 36 percent international
- 6 percent African American, 15 percent Asian American, 12 percent Hispanic, 1 percent Hawaiian/Pacific Islander

Accreditations

- Western Association of Schools and Colleges (WASC)
- National Association of Schools of Art and Design (NASAD)
- National Architectural Accrediting Board (NAAB)
- Council for Interior Design Accreditation (CIDA)

Rankings

- PayScale ranks CCA as the number one art school in the nation for best return on investment (ROI), one of the top ten best colleges for art majors, and best undergraduate art college by salary potential (2017).
- CCA is listed as one of the best in the world for design innovation on the 2016 Red Dot Design Ranking.
- *The Princeton Review* designates CCA as “one of the 361 environmentally responsible colleges in the United States and Canada,” and has included the College in its annual *Guide to Green Colleges* (2016).
- CCA was named one of the top graphic design schools in the country by Graphic Design USA (2017).
- Fashion Schools ranks CCA's Fashion Design program as one of the best on the west coast and a top five program in the nation for sustainable design.
- DesignIntelligence ranks CCA's Industrial Design Program as the best in the nation and ranks the Interior Design Program as number three on the west coast and number 15 in the nation.

History of the College and Its Growth

California College of the Arts was founded in 1907 by Frederick Meyer to provide an education for artists and designers that would integrate both theory and practice. Meyer's vision continues to the present day. President Stephen Beal says, “CCA's history is tied

to the Arts and Crafts Movement, a time when artists and designers were producing work that would address the social issues of the time and have a positive impact on the world. This spirit is still very much a part of the college today.”

The Arts and Crafts Movement originated in Europe during the late 19th century in response to the industrial aesthetics of the machine age. Meyer was a cabinetmaker in his native Germany, and he was already involved in the movement when he came to live in the Bay Area in 1902. He established a cabinet shop and taught at the Mark Hopkins Institute of Art. The 1906 earthquake and fire destroyed both his shop and the institute. At a meeting of the Arts and Crafts Society shortly thereafter, he articulated his dream of a school that would fuse the practical and ideal goals of the artist.

In 1907 in Berkeley, Meyer founded the School of the California Guild of Arts and Crafts with \$45 in cash, 43 students, three classrooms, and three teachers: himself, the designer Isabelle Percy West, and the artist Perham W. Nahl. Meyer’s wife, Laetitia, was the school secretary. In 1922 Meyer bought the four-acre James Treadwell estate at Broadway and College Avenue in Oakland. Students, faculty, alumni, and the Meyer family all pitched in to transform the dilapidated buildings and grounds into a college campus. Meyer, a skilled horticulturist, did the landscaping, and some of his work is still in evidence today.

In 1936 the school was renamed the California College of Arts and Crafts. Meyer remained president until his retirement in 1944. Enrollment grew dramatically after World War II. New programs were added such as wood design, glass, interior architecture, and film/TV; these, like all the school’s programs, would evolve in subsequent decades in response to new technologies and changes in the art and design world.

CCA faculty and alumni have been on the forefront of almost every art movement of the last 50 years. Robert Arneson, Peter Voulkos, and Viola Frey helped instigate the ceramics revolution of the 1960s, which established that medium as a fine art. The photorealist movement of the 1970s is represented by current faculty member Jack Mendenhall and alumni Robert Bechtle and Richard McLean. Nathan Oliveira and Manuel Neri were leaders in the Bay Area Figurative art movement. CCA faculty and alumni have also been prominent in Conceptual art (Dennis Oppenheim, David Ireland), minimalist sculpture (John McCracken), painting (Squeak Carnwath), and film (Wayne Wang). Wolfgang Lederer, Michael Vanderbyl, Lucille Tenazas, and Martin Venezky have had a major impact on contemporary graphic design.

The college established a presence in San Francisco starting in the 1980s, using leased space for its architecture and design programs, and the tremendous growth of those departments inspired the establishment in 1996 of a permanent campus in the Potrero Hill neighborhood, which continues to grow.

In 1998 the college established the CCA Wattis Institute for Contemporary Arts, a forum for the discussion and presentation of leading-edge art and culture. Capp Street Project,

the renowned artist residency program, became part of the Wattis Institute that same year.

In 2003, in recognition of the institution's growth and the broadening of its focus and offerings, the college changed its name to California College of the Arts. Today, Frederick Meyer's "practical art school" is an internationally respected institution, attracting students and faculty from around the world.

Although CCA has an international reputation, it is not a large college. In fact, with fewer than 2,000 students, CCA is smaller than many of the city's high schools, including Lowell, Abraham Lincoln, Galileo, and George Washington.

CCA has been on a modest but steady growth trajectory for the past decade. The current strategic plan calls for gradual growth to 2,500 students. The average annual incremental growth from 1999 to the present has been 79 students a year. The bulk of this growth has been achieved by adding new programs, including a major one that is a low-residency program, the MBA in Design Strategy. The 120 students in that program are in residence for only one long weekend per month. The total 2016-2017 enrollment for the College is 1,971 students.

Physical Changes in the Neighborhood

When CCA moved to Potrero Hill in 1995 from its 17th and De Haro location, the neighborhood was characterized by light manufacturing and there were many underdeveloped parcels. Much has changed in the past 22 years, and CCA has played an instrumental role in these changes.

100 Hooper was approved by the Planning Commission in 2015. Currently under construction, the 400,000 square foot parcel will contain a mix of PDR, retail, and office space and 10,000 square feet of public outdoor gathering space. Approved in conjunction with 100 Hooper, 150 Hooper is an adjacent parcel which will house 50,000 square feet of multi-tenant manufacturing space, to be managed by PlaceMade.

In addition to the 100 and 150 Hooper projects, 1010 Potrero opened in 2016 and provides 453 apartments, 12,184 square feet of retail space, and 6,009 square feet of PDR space. The development includes Daggett Plaza, a new landscaped public plaza with a large lawn, sitting areas, a fenced dog park, and a public art installation.

CCA's San Francisco expansion would complement the growth and development occurring in the neighborhood—bringing in potential patrons of the new small businesses and providing opportunities for partnerships between the College and Showplace Square's growing manufacturing industry.

Services Provided by CCA

In support of its mission to educate students to shape culture, engage in lifelong creative work, and serve the community through the arts, the College offers a broad curriculum in fine art, architecture, design, and writing.

Today, with the additions of animation, industrial design, fashion design, writing and literature, visual studies, interaction design, and more, the College offers a total of 22 different undergraduate programs. There are also 11 graduate programs, which include not only the well-respected Graduate Program in Fine Arts, but also the Graduate Program in Curatorial Practice (inaugurated in 2003) and the MBA in Design Strategy (inaugurated in 2008), both of which are among the very first of their kind. The Center for Art and Public Life, inaugurated in 2000, creates community partnerships and serves the Bay Area's diverse populations. Its programming is woven across disciplines and embedded in the curriculum.

Degrees Offered

The College offers the following degree programs to its students:

- Bachelor of Architecture (BArch)
- Bachelor of Arts (BA)
- Bachelor of Fine Arts (BFA)
- Master of Advanced Architectural Design (MAAD)
- Master of Architecture (MArch)
- Master of Arts (MA)
- Master of Business Administration (MBA)
- Master of Design (MDes)
- Master of Fine Arts (MFA)
- Minor in Coding (beginning fall 2018)
- Minor in Social Action and Public Forms
- Minor in Visual Studies
- Minor in Writing and Literature

Undergraduate Programs

There are currently just over 1,500 students enrolled in these programs and split between the Oakland and San Francisco campuses.

- Animation (BFA)
- Architecture (BArch)
- Ceramics (BFA)
- Community Arts (BFA)
- Fashion Design (BFA)
- Film (BFA)
- Furniture (BFA)
- Glass (BFA)
- Graphic Design (BFA)
- Illustration (BFA)
- Individualized Major (BFA)
- Industrial Design (BFA)
- Interaction Design (BFA)
- Interior Design (BFA)
- Jewelry / Metal Arts (BFA)
- Painting/Drawing (BFA)
- Photography (BFA)
- Printmaking (BFA)
- Sculpture (BFA)
- Textiles (BFA)
- Visual Studies (BA)
- Writing and Literature (BA)

Graduate Programs

There are currently just over 450 students enrolled in these programs. They are all located in San Francisco, however over 120 of these are low residency students who are present for classes only one weekend a month.

- Master of Architecture (MArch)
- Master of Advanced Architectural Design (MAAD)
- Comics (MFA) (*low residency*)
- Curatorial Practice (MA)
- Design (MFA)
- Design Strategy (MBA) (*low residency*)
- Interaction Design (MDes)
- Film (MFA)
- Fine Arts (MFA)
- Visual and Critical Studies (MA)
- Writing (MFA)

Community Life

The College offers its students a vibrant, diverse, and engaging community in which to live and study the arts. The 2016 entering class was composed of 401 undergraduates and 216 graduate students from 46 states and 55 countries (not including the United States). Eighty-three percent of first-year students are living on campus in Oakland.

Financial Aid

The College operates a robust financial aid program in order to serve and create opportunities for students of all economic backgrounds. The following summarizes the highlights of the College's financial aid program:

- Over 73 percent of undergraduate students receive financial aid in the form of grants, scholarships, loans, work-study, or some combination of these.
- CCA provides more than \$23.4 million in financial aid each year.

- Eighteen percent of full-time undergraduates work on campus, earning an average of \$3,000 a year.

Study Abroad and Exchange Programs

The College believes deeply in the value of study abroad and exchange programs as a means of enriching the education of its students. CCA has developed an extraordinary reputation for high quality, unique study abroad and exchange programs. The following summarizes the highlights of these opportunities:

- Exchange programs with 15 associated art schools in 13 countries.
- Summer study abroad programs in China, England, France, Germany, Iceland, Japan, and Scandinavia (10–12 opportunities each year).
- Exchange program with colleges in the Association of Independent Colleges of Art and Design (AICAD).

Service Population

The College serves broad and diverse range of students pursuing education in fine art, design, architecture, and writing. The 2016 entering class was composed of 401 undergraduates and 216 graduate students from 46 states and 55 countries (not including the United States).

The following summarizes the characteristics of the total student population:

- 1,971 total degree-seeking enrollment (fall 2016)
- 1,516 undergraduates, 455 graduates
- 64 percent female, 36 percent male
- 24 percent out of state, 36 percent international
- 6 percent African American
- 15 percent Asian American
- 12 percent Hispanic
- 1 percent Hawaiian/Pacific Islander

Employment Characteristics

The College employs about 280 staff members and 285 faculty members, including practicing artists, designers, published writers, and scholars. Of the total faculty, 85 percent

teach at the undergraduate level. This allows the College to maintain a low student-to-faculty ratio of 8:1, which is critical to the College's educational mission.

The staff at the College is composed of a core of very experienced professional arts educators and administrators complemented by a large team of younger staff, often trained as artists themselves. Across the College the entire staff is committed to creating a great experience for our students and they all share a passion for the arts or they would not choose to work here. As a nonprofit organization, the College's salaries are often lower than for-profit workplaces; what attracts the College's staff is the mission of the College and the unique benefits it can provide to staff beyond financial compensation. The College has a creative workplace both architecturally as well as operationally, with teaching, learning and making visible to all. Staff benefit from the traditional academic perks such as longer holiday closures that follow the academic calendar. Perhaps the most popular benefit is the tuition remission policy that allows staff members to take one class a term for free. Because the staff's average age is quite young, many of the staff navigates the College and the city more like students. One result of this is high transit, walking, and bike use by staff that mirrors the low carbon footprints of our students.

Affirmative Action Program

CCA's policy is to recruit, employ, compensate, retain, promote, terminate, and otherwise treat any and all job applicants and employees on the basis of parity, qualifications, and competence. Employment decisions comply with all applicable federal and state laws prohibiting discrimination in employment against applicants or employees.

This policy is applied without regard to any individual's sex, race, color, religion, religious creed, age (over 18 years), mental or physical disability, medical condition as defined by law, national origin, marital status, veteran status, sexual orientation, gender identity, or any other consideration made unlawful by federal, state, or local laws.

Diversity Mission Statement

As an educational and cultural institution, California College of the Arts has a responsibility to provide access and opportunities for all people, with special attention to supporting groups historically underrepresented in higher education.

CCA believes that a culturally diverse campus is integral to academic excellence, and our student, faculty, staff, and trustee bodies should reflect the diverse world in which we live.

Property Owned and Leased In San Francisco

Table 1 provides an inventory of each property currently owned or leased by the College in San Francisco. Detailed information about each property is provided in Chapter 2.

Table 1: Inventory and Description of the College's Properties in San Francisco

Address	Parcel (Block/Lot)	Current Use	Lot Size (Square Feet)	Floor Area (Square Feet)	Zoning	Owned or Leased
1111 8th	3820/004	Montgomery Campus (Main Building)	102,624	150,596	PDR-1-D	Owned
1140 7th	3820/004	Vacant Lot	101,705	Vacant	PDR-1-D	Owned
80 Carolina	3913/002	Faculty and Student Center	20,000	22,800	PDR-1-D	Owned
184–188 Hooper	3808/004	Graduate Programs	51,553	36,000	PDR-1-D	Owned
195 De Haro	3913/003	Graduate Writing Studio	9,997	3,950	PDR-1-D	Owned
350/360 Kansas Street	3958/001D 3958/001E	Wattis Institute of Contemporary Art & Event Space	10,000	10,040	PDR-1-D	Owned
184 Hubbell	3833/003	Graduate Center	55,054	5,015	PDR-1-D/ UMU	Leased
455 Irwin	3958/001E	Communications Office	24,000	1,700	PDR-1-D	Leased
75 Arkansas	3952/001B	Student Housing (30 units; up to 228 beds)	21,997	64,851	UMU	Leased

Table 1: Inventory and Description of the College's Properties in San Francisco (continued)

Address	Parcel (Block/Lot)	Current Use	Lot Size (Square Feet)	Floor Area (Square Feet)	Zoning	Owned or Leased
1321 Mission	3509/043	Student Housing (200 beds)	9,208	14,400	C-3-S	Leased
38 Harriet	3731/243	Student Housing (42 beds)	3,750	11,775	RED/ MUG	Leased (lease terminates July 31, 2018)
2565 3rd	4173/001	Interim Graduate Studios	160,161	21,650	PDR-1-G	Leased (under negotiation)

CHAPTER 2: PHYSICAL CHARACTERISTICS

[PLANNING CODE SECTION 304.5(C)(2)]

CCA's Location

The College currently maintains two campuses in the San Francisco Bay Area: one in the City of Oakland, and one in the City and County of San Francisco. The purpose of this revised IMP is to facilitate the consolidation of both campuses in the Showplace Square/Potrero neighborhood of San Francisco. The consolidation would expand the College's existing San Francisco campus, located near the city's design district and the University of California biomedical research campus, and in an area that is developing into a crafts and manufacturing hub of the Bay Area.

Description of CCA's Existing Physical Facilities

The San Francisco campus houses the Wattis Institute for Contemporary Art, all nine graduate programs, and the following undergraduate programs: Architecture, Fashion Design, Furniture, Graphic Design, Illustration, Industrial Design, Interaction Design, Interior Design, Film, and Painting/Drawing.

The College's main campus is located on five lots on three blocks within an area generally defined by 7th, 8th, Irwin, Channel, De Haro, and 15th Streets in the Showplace Square/Potrero Area and the Art and Design Education Special Use District. The College also owns a separate property at 350/360 Kansas Street (between 16th and 17th Streets). Figure 1 (Project Location Map) shows the locations of the College's properties. Figure 2 (Main Campus Map) shows the locations and configuration of the main campus buildings.

Detailed information about each property is provided in the following discussion. In addition, Table 1 (Inventory and Description of the College's Properties in San Francisco), above, provides an overview each of the College's properties, including its address, block/lot number, lot size, floor area, zoning, and current use; and Figure 3 (Photographs of CCA's San Francisco Main Campus Facilities) provides photographs of each property.

Montgomery Campus (Main Building),
1111 8th Street

- Built in 1951
- Purchased by College in 1995
- 146,830 square feet
- The primary building on campus
- Houses studio and fabrication spaces, classrooms, and a lecture hall
- Formerly used as a maintenance shop by Greyhound Bus Lines
- The main building has won several awards for green design. It is among the largest solar-heated facilities in Northern California and was designated as one of the country's top ten green buildings by AIA COTE (American Institute of Architects, Committee on the Environment). (More info is available about the college's commitment to sustainable design and practice at cca.edu/about/sustainability)

Vacant Parcel ("Backlot"),
1140 7th Street

- Purchased by the College in 2010
- 101,705 square foot lot (approximately half of a lot shared with 1111 8th Street)
- Currently vacant
- Characterized by a large, flat concrete pad
- Formerly used for a Greyhound Bus Lines maintenance facility.

Faculty and Student Center,
80 Carolina Street

- Built in 1983
- Purchased by the College in 2004
- Two-story building
- 22,800 square feet
- 22 parking spaces for staff and visitors

- Houses the administrative functions of the campus, including Student Affairs, Student Accounts, Student Records, Student Financial Aid, Enrollment Services (Admissions), Career Services, Alumni Relations, Business Office
- Houses faculty and administrative offices

Graduate Center,
184–188 Hooper Street

- Renovated and developed in three phases from 2003–07
- Purchased by the College in 2005
- Complex features four buildings interconnected through outdoor spaces
- 36,000 square feet
- Phase 1: Renovation of single story corner warehouse; completed in 2003. Contains 32 MFA graduate studios for individual artists
- Phase 2: Renovation of single story warehouse to the east; completed in 2005. Contains 32 MFA graduate studies for individual artists
- Phase 3: New construction of two-story pre-engineered buildings to the east. Contains 24,000 square feet with six seminar rooms, a security office, a computer lab, and faculty offices on Level 1 and 36 MFA graduate studios for individual artists on Level 2
- Three distinct outdoor spaces, including (1) a long courtyard off Hooper where students and faculty meet outdoors, and which provides secure storage for 50 bikes; (2) a square courtyard off Carolina used as a sculpture fabrication area for creating large work; and (3) a service yard along Channel with a trash/recycle/compost center and four parking spaces for staff/faculty.

Graduate Writing Studio,
195 De Haro Street

- Built in 1910
- Purchased by the College in 2008
- Two story building
- 3,950 square feet
- Houses the MFA program in writing

- Features a beautiful collective workspace offering a capacious, light-filled studio and serene garden
- Opened to the public throughout the year during a series of free talks by writers

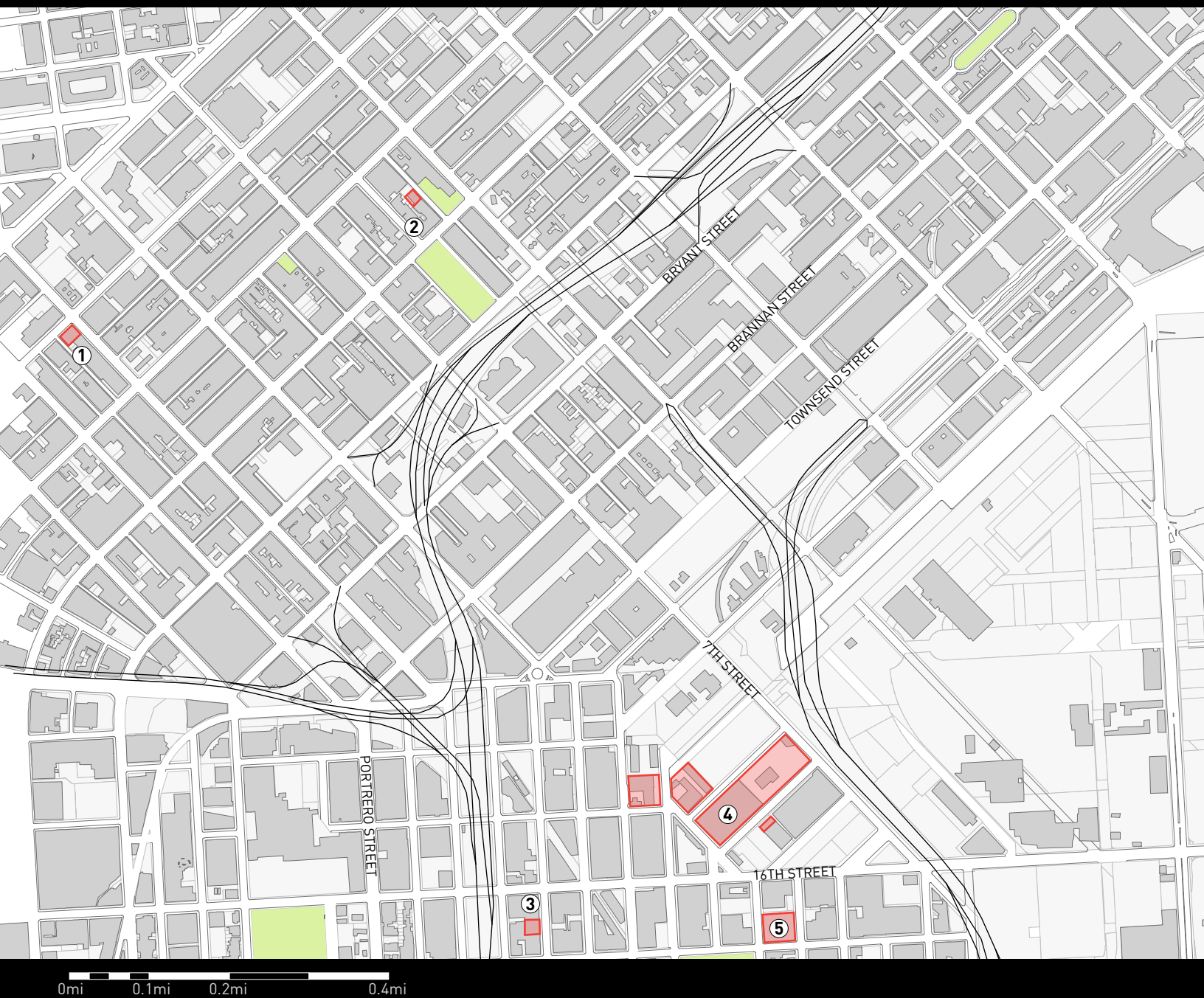
Wattis Institute of Contemporary Art,
350/360 Kansas Street

- Purchased by the College in 2012
- 10,040 square feet
- Includes a world-class art gallery
- Free and open to the public
- Opened in 2013
- By locating this community-focused use on the main thoroughfare of Showplace Square, the College is able to connect with the thriving street life of that area more easily than it can from its current main campus location.

Communications Office,
455 Irwin Street

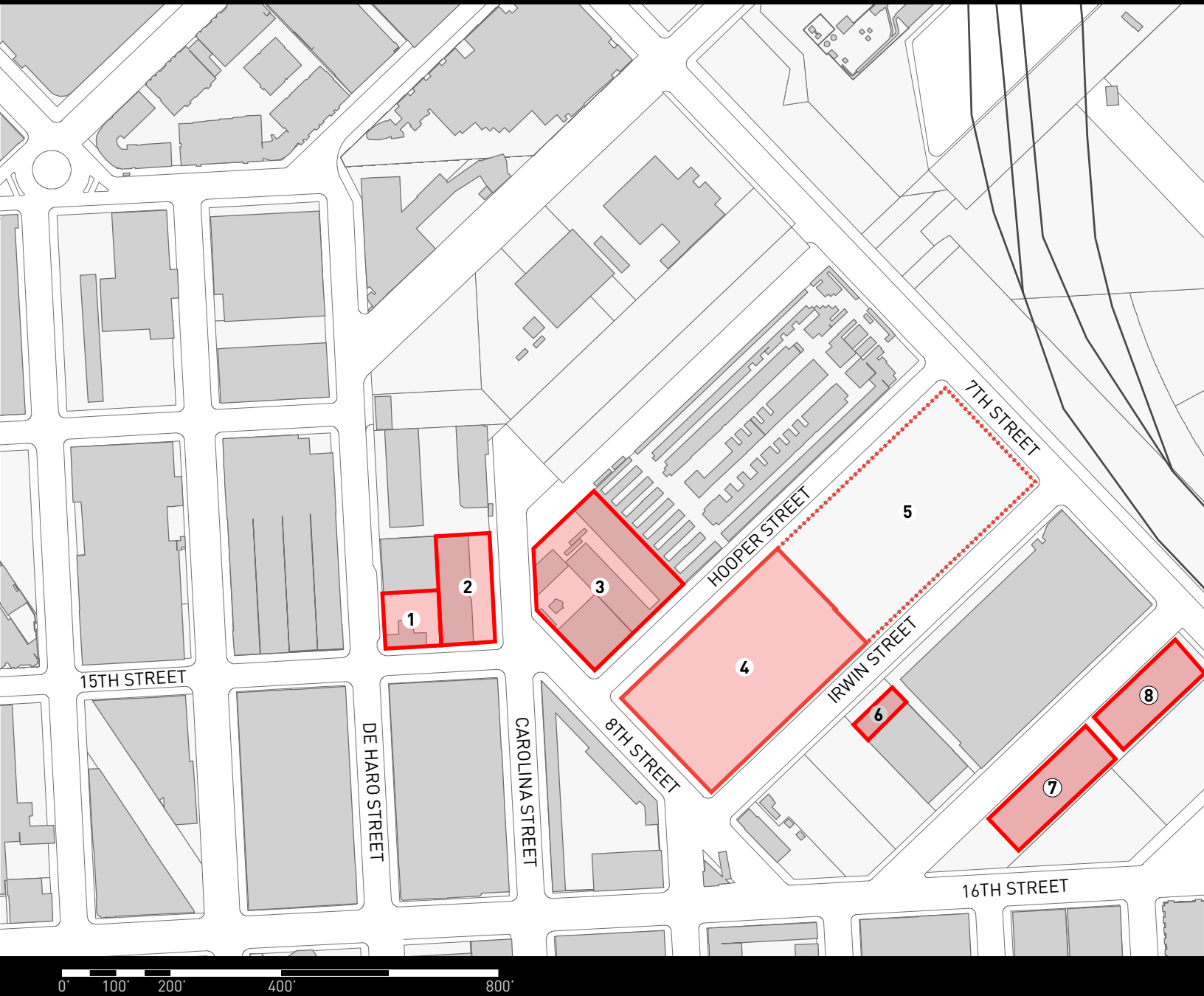
- Built in 1979
- Leased by the College
- 1,700 square feet
- Houses Marketing and Creative Services, Public Relations, and Website Development

FIGURE 1: PROJECT LOCATION MAP



- | | | |
|---|--|---|
| <p>① Mission Student Housing (2015)
1321 Mission</p> | <p>③ Wattis Institute & Event Space
350 / 360 Kansas</p> | <p>⑤ 75 Arkansas Student Housing (2017)
75 Arkansas Street</p> |
| <p>② Harriet Student Housing (2013)
38 Harriet</p> | <p>④ Main Campus
1111 8th
1140 7th
184 -188 Hooper
455 Irwin
80 Carolina
195 DeHaro</p> | |

FIGURE 2: MAIN CAMPUS MAP



① Graduate Writing Studio

195 DeHaro
Floor Area: 4,332 sf
Owned (purchased 2008)

③ Graduate Center

184-188 Hooper
Floor Area: 42,007 sf
Owned (purchased 2005)

⑤ Vacant Lot

1140 7th Street
Lot Area: 101,705 sf
Owned (purchased 2010)

**⑦ CCA Hubbell Street
Galleries**

131-161 Hubbell Street

② Faculty and Student Center

80 Carolina
Floor Area: 21,845 sf
Owned (purchased 2004)

④ Montgomery Campus

1111 8th Street
Floor Area: 174,240 sf
Owned (purchased 1995)

⑥ Communications Office

455 Irwin
Floor Area: 2,000 sf
Leased

**⑧ Campus Planning
Center & CCA Offices**

101-121 Hubbell Street

Figure 3: Photographs of CCA's San Francisco Main Campus Facilities



Montgomery Campus, 1111 8th Street



Faculty and Student Center, 80 Carolina Street



Graduate Center, 184–188 Hooper Street



Graduate Writing Studio, 195 De Haro Street



Wattis Institute, 350–360 Kansas Street



Vacant Parcel (Backlot) and Parking Lot, 1140 7th Street



Leased Graduate Center Space, 184 Hubbell



Communications Office, 455 Irwin Street



Leased Housing, 75 Arkansas Street



Leased Housing at the Panoramic, 1321 Mission Street



Future site of Leased Housing, 38 Harriett Street



Leased Graduate Studios at the American Industrial Center, 2565 3rd Street

Student Housing

The College owns or leases four student housing buildings in Oakland, and leases five floors of space at the Panoramic at 1321 Mission Street, with beds for up to 200 students, and four floors at 38 Harriet Street, with beds for up to 42 students (note that CCA's lease at 38 Harriet Street terminates July 31, 2018). CCA has also leased space at a building under construction at 75 Arkansas, which when completed will provide 30 units with beds for up to 228 students. Currently, most of CCA's students rent off campus housing at market rates. The College's Office of Residential Life helps students locate safe, secure, off campus housing. While these leased properties help meet CCA's needs for student housing, the College is working to develop a College-owned on-campus student housing project at 188 Hooper Street.

Adjacent Land Uses

Land uses in the vicinity of CCA include showrooms, wholesale interior-design-related establishments, galleries, light industrial businesses, offices, a public park, residences (including live/work), retail uses, storage, transportation and utility services, fleet parking lots and warehouses.

Land uses to the west and northwest of CCA, west of De Haro Street, and north of Berry and Division Streets include gallery, retail and showroom, light industrial, warehouse distribution and warehouse retail. The Caltrain right-of-way runs along 7th Street beneath Interstate 280 to the east of CCA, demarcating Showplace Square from Mission Bay. The block to CCA's south (bounded by Hubbell, 8th, Irwin, and 7th Streets) contains predominantly industrial and warehouse-based uses. Along Hubbell Street, from southwest to northeast, are: parking for AT&T service trucks; Paganini Electronic Corporation (light industrial); and TriMark Economy Restaurant Fixtures (warehouse/retail).

Adjacent to 188 Hooper, the 100 Hooper project is under construction. The 400,000 square foot parcel will contain a mix of PDR, retail, and office space and 10,000 square feet of public outdoor gathering space. Approved in conjunction with 100 Hooper, 150 Hooper is an adjacent parcel which will house 50,000 square feet of multi-tenant manufacturing space, to be managed by PlaceMade.

To the southwest, on the block bounded by Hubbell, 16th and 7th Streets, 184 Hubbell contains a 6-story mixed-use project with 393 dwelling units, ground floor commercial space, and a 0.9 acre public park maintained by the property owner. CCA leases 5,015 square feet of ground floor space in that building for graduate program uses.

It is apparent that the future growth of San Francisco is moving toward the southern waterfront. Critically for CCA students, there will be far more transit connections. The College will continue to grow and be part of the evolution of this neighborhood in San Francisco.

Figure 4: Photographs of Current Land Uses Adjacent to CCA's Main Campus



Neighboring business at 7th and Hooper looking North



Neighboring business at 7th looking West on Hooper



Neighboring business at Irwin and 7th



Neighboring business looking NW at Carolina and Channel



Neighboring business looking SE at Carolina at 15th and 8th



Neighboring business looking SE at De Haro and 15th



Neighboring business on Hooper looking NE



Neighboring business at 16th and Wisconsin

Access and Traffic and Circulation Patterns

Public Transportation

The north-south 19-Polk bus line traverses 16th Street with a bus stop at Rhode Island Street, one block to the west of the College; and the 10-Townsend traverses 17th Street one block south of the College with a bus stop at Wisconsin Street two blocks south of the College. The east-west 22-Fillmore bus line runs along Mission and 16th Streets west of Kansas Street, along 17th Street between Kansas and Connecticut Streets, with a stop at Wisconsin Street one block south of the College, and then along 18th Street east to Tennessee and 3rd Streets. The 22-Fillmore connects CCA's campus with the 16th Street Bay Area Rapid Transit (BART) station, about 1.3 miles to the west. The 3rd Street Light Rail line runs north-south along 3rd Street, one-half mile east of the campus. The 4th and King and 22nd Caltrain stations are both approximately a mile from the campus.

The CCA Campus is a low-vehicle venue, with high rates of bicycle and transit ridership. A key aspect of the College's continuing approach will be the reduction of parking on campus coupled with the provision of adequate bicycle and other alternative transit modes. The College will also benefit from planned transit improvements, including the 3rd Street MUNI extension, the Central Subway, and the electrification of Caltrain.

Shuttle Service

CCA currently operates a free student shuttle between its San Francisco and Oakland campuses.

Because all of the student housing owned by the College is located at the Oakland campus, and because some class choices require transit between Oakland and San Francisco, the College operates a free, trans-bay shuttle service.

The shuttle currently has three pick up and drop off locations: (1) the Oakland campus (5212 Broadway); (2) the San Francisco campus (1111 8th Street); and (3) the Webster Hall Student Residences in Oakland (1511 Webster Street).

All CCA students are eligible to use the shuttle service and must present a current CCA student ID card to board the shuttle. In the event that ridership exceeds shuttle capacity, residential (i.e., CCA housing) students who are waiting for the shuttle are seated first. Nonresidential students are welcome to board after residential students are accommodated. Once students are seated, they will not be removed from the shuttle to accommodate last minute or late passenger arrivals. If space allows, faculty and staff may also use the shuttle.

The shuttle operates while classes are in session during the fall and spring semesters. Shuttle service is not available on holidays or during breaks.

The current shuttle schedule is shown in Table 2.

Once the consolidated campus is completed, CCA will discontinue its Transbay shuttle service. The College plans to reuse its transbay shuttle service budget to support closing the “last mile” between the campus and existing public transit options within the city. In the future, the College is likely to provide, either independently or in partnership with other area businesses, a shuttle service to BART and/or other nearby rail transit options.

Alternative Transportation

The College takes specific measures to encourage students and administration to use alternate means of transit. These measures include offering bicycle parking, and informing students and staff of public transit routes and car-share options.

Pedestrian Conditions

Sidewalks exist adjacent to the CCA parcels. Sidewalk widths range from 9 feet on the north side of Irwin Street between 7th and 8th Streets to up to about 20 feet in width on the south side of Hooper Street between 7th and 8th Streets. Average sidewalk widths are approximately 13 feet. Pedestrian volumes within and adjacent to the College are low to moderate – CCA and nearby businesses generate foot traffic, primarily to and from transit stops and other nearby businesses. New developments in the neighborhood are bringing new active ground floor uses, street trees, bicycle racks, public open spaces and traffic calming measures—elements that are improving pedestrian conditions in the area.

Bicycle Conditions

Bicycle Route #40 is located on 16th Street about a block south of the College. Route #40 is part of the citywide bicycle route network between 3rd and Kansas Streets. Also in the vicinity is Route #23. In the southbound direction, this bicycle route extends from 8th and Market Streets to Division/Townsend/Henry Adams Streets. In the northbound direction Route #23 extends from 16th and Mississippi Streets to 7th and Market Streets. Both routes operate satisfactorily and bicycle traffic generally occurs without major impedances or safety problems.

Additionally, there are 27 Ford GoBike bike shares located at 8th Street and Irwin Street.

Parking

In general, off-street street parking availability in the vicinity of the San Francisco campus is very limited. As a historically industrial area, there are few garages or parking lots. Approximately 17 off-street parking spaces are currently managed by the College at 80 Carolina Street and 188 Hooper Street. Parking at these sites is assigned to faculty, administrators, and other employees.

In terms of bicycle parking, the College provides a secure bicycle storage area, used primarily by students. The storage area provides 65 indoor bicycle parking spaces and 80 outdoor spaces. During peak times, demand for bicycle parking exceeds existing supply.

Traffic Management Plan

As a small organization with limited traffic impacts, the College has not published a formal traffic management plan. However, the College has adopted the following policies to encourage public transit and alternative forms of transportation:

- Residential students in the First-Year Community are not permitted to bring vehicles to the college. First-Year Community residents are required to sign an agreement to this effect and are subject to strict disciplinary procedures if a vehicle they are using is found on or near the campus.
- CCA sponsors an employee benefit program known as the “CCA Pre-Tax Commuter Expense Program.” The program gives employees the opportunity to use pre-tax dollars to pay for eligible commuter expenses.
- CCA encourages students to rely on public transportation for their commuting needs, including travel to and between the two campuses. To supplement public transportation options, CCA provides shuttle service between the Oakland and San Francisco campuses and Webster Hall. Once the campus unification is completed, CCA will discontinue this Transbay shuttle service. Moving forward, the College is likely to provide, either independently or in partnership with other area businesses, a shuttle service to BART and/or other nearby rail transit options.
- CCA has a strong bicycle culture and encourages students to commute by bicycle. Each campus is located in an urban setting that offers access to public transportation and easy walking or biking routes. Ample indoor and outdoor bicycle parking accommodations exist on either campus. The San Francisco campus includes a bike kitchen equipped with tire pumps, tools for repairs, and even a frame-building jig. Secure bike parking is also provided in each of CCA's student housing buildings in San Francisco.

Table 2: Intercampus Shuttle Service

 FALL 2017 SHUTTLE SCHEDULE		
CCA ID REQUIRED AT ALL TIMES TO BOARD		
REAL-TIME DEPARTURE AND ARRIVAL INFORMATION NOW AVAILABLE! Download the FREE iOS or Android mobile app from your favorite app store. Search for "Storer San Francisco" and use "CCA" as the client id. Within the app, reference the route names below to find your bus.		
OAKLAND DEPARTURES		
ROUTE(S)	WEBSTER HALL	to OAKLAND CAMPUS
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
1A	7:00 AM	7:10 AM
2A	11:00 AM	11:10 AM
3A	3:00 PM	3:10 PM
4A	6:00 PM	6:10 PM
FRIDAY		
F1A	7:00 AM	7:10 AM
F2A	11:00 AM	11:10 AM
ROUTE(S)	OAKLAND CAMPUS	to SF CAMPUS
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
1A, 1B	7:15 AM	7:55 AM
2A, 2B	11:15 AM	11:55 AM
3A, 3B, 3C	3:15 PM	3:55 PM
4A	6:15 PM	7:15 PM
10A	7:15 PM	7:55 PM
FRIDAY		
F1A, F1B	7:15 AM	7:50 AM
F2A, F2B	11:15 AM	11:50 AM
ROUTE(S)	OAKLAND CAMPUS	to WEBSTER HALL
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
5A, 5B	12:05 PM	12:15 PM
6A, 6B	4:05 PM	4:15 PM
7A	8:05 PM	8:15 PM
7B	8:30 PM	8:40 PM
10B	10:30 PM	10:45 PM
8A, 8B	11:15 PM	11:25 PM
FRIDAY		
F3A, F3B	4:05 PM	4:15 PM
F4A	8:30 PM	8:40 PM
ROUTE(S)	OAKLAND CAMPUS	to PANORAMIC (Mission@9th)
MONDAY-THURSDAY ONLY	DEPARTURE	ARRIVAL
10A	7:15 PM	8:15 PM
10B	10:30 PM	11:30 PM
ROUTE(S)	OAKLAND CAMPUS	to HARRIET (Folsom@6th)
MONDAY-THURSDAY ONLY	DEPARTURE	ARRIVAL
10A	7:15 PM	8:25 PM
10B	10:30 PM	11:40 PM
SAN FRANCISCO DEPARTURES		
ROUTE(S)	SF CAMPUS	to OAKLAND CAMPUS
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
5A, 5B	11:15 AM	11:55 AM
6A, 6B	3:15 PM	3:55 PM
7A	7:15 PM	7:55 PM
7B	7:15 PM	8:20 PM
8A, 8B	10:30 PM	11:05 PM
FRIDAY		
F3A, F3B	3:15 PM	3:55 PM
F4A	7:15 PM	8:20 PM
ROUTE(S)	SF CAMPUS	to PANORAMIC (Mission@9th)
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
7B	7:15 PM	7:30 PM
10A	8:05 PM	8:15 PM
10B	11:15 PM	11:30 PM
FRIDAY		
F4A	7:15 PM	7:30 PM
ROUTE(S)	SF CAMPUS	to HARRIET (Folsom@6th)
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
7B	7:15 PM	7:40 PM
10A	8:05 PM	8:25 PM
10B	11:15 PM	11:40 PM
FRIDAY		
F4A	7:15 PM	7:40 PM
ROUTE(S)	SF CAMPUS	to WEBSTER HALL
MONDAY-THURSDAY	DEPARTURE	ARRIVAL
5A, 5B	11:15 AM	12:15 PM
6A, 6B	3:15 PM	4:15 PM
7A	7:15 PM	8:15 PM
7B	7:15 PM	8:40 PM
8A, 8B	10:30 PM	11:25 PM
FRIDAY		
F3A, F3B	3:15 PM	4:15 PM
F4A	7:15 PM	8:40 PM

Transportation Services Provided By:

Dispatch 415.642.9400 option 2

Lost and Found: lost-items@storerbus.com



STORER
SAN FRANCISCO

CHAPTER 3: DEVELOPMENT PLANS

[PLANNING CODE SECTION 304.5(C)(3)]

In February 2016, CCA submitted an Environmental Evaluation Application (“EEA”) and a Preliminary Project Assessment (“PPA”) for a proposed student housing project at 188 Hooper. On July 5, 2017, the College submitted a revised EEA application to incorporate the construction of a new academic building at 1140 7th Street into the proposal, as well as a renovation of the existing academic building at 1111 8th Street. The new spaces would allow CCA to consolidate its Oakland and San Francisco campuses at the site of the existing San Francisco campus.

The site of the existing San Francisco campus occupies a strategic position between the new biotech and medical research area anchored by UCSF’s Mission Bay campus and the Showplace Square Design District with its many design firms, start-ups, and larger tech companies. Enhancing the lively neighborhood and relations between CCA and the dynamic industry already surrounding it is a key component of its mission and critical for its success.

Locating CCA entirely in San Francisco will give the school better access to some of the world’s most creative teaching talent as well as an increased ability to forge connections with Bay Area corporations, arts and cultural institutions, nonprofits, and other world-class educational entities. It will also provide a remarkable link to the global community, and a place-based cultural identity that stands out in the competitive global and domestic marketplace.

The following provides a conceptual overview of CCA’s development plans over the next five and ten years.

5-Year Development Plan

Housing Leases

The College currently provides housing for its students in San Francisco at leased properties at the Panoramic at 1321 Mission Street and at 38 Harriet Street. CCA’s lease at the Panoramic includes five of the 11 floors and 200 beds. It is a short, flat bike ride from the College’s campus, but locates the students in a more transit and service friendly neighborhood when they are not at our campus. CCA’s lease at the Panoramic is through 2025, with a five year option to extend. Constructed by the same developer as the Panoramic, CCA has leased space for 42 beds of housing at 38 Harriet Street, which is also a short, flat bike ride from the campus. The lease at 38 Harriet is scheduled to terminate on July 31, 2018.

In addition to the Panoramic and 38 Harriet, 30 units (up to 218 beds) of leased housing are currently under construction at 75 Arkansas. CCA’s lease at that property will begin in July 2018, with student occupancy beginning in August 2018.

These leases provide safe and convenient housing for CCA undergraduates, graduates, and graduate interns employed by CCA but enrolled at other schools. However, the existing and contemplated leases would provide beds for only 24 percent of CCA's 1,950 students. This lack of student housing at the College is important, given the scarcity of affordable housing in San Francisco.

Development of Student Housing at 188 Hooper

In order to meet the need for housing not satisfied by these leases, CCA is proposing to construct up to 520 beds of student housing at 188 Hooper, immediately adjacent to the existing academic facilities. CCA believes that on-campus housing is needed to create the ideal living-learning environment that is best for its students. This type of housing is especially appropriate for first time freshman who have arrived from outside the Bay Area, as well as high school age pre-college students who attend CCA courses in the summer.

The proposed project at 188 Hooper would require demolition of three of four existing buildings on the site, currently used by the school's graduate programs. In their place, CCA would construct a five-story, approximately 55-foot, 6-inch-tall, 133,634-square-foot housing project with up to 520 beds for CCA students in single, double and triple-occupancy student housing units. The housing would primarily serve lower level undergraduate students, with some upper level undergraduate and/or graduate students. The existing 24,000 square foot graduate center building would remain as is. In addition to the student housing beds on both the ground and upper floors of the building, the Student Housing Project would provide 8,500 square feet of food services on the ground floor, and 12,560 square feet of common areas, including gathering, kitchen, and study spaces. The new building would also incorporate 164 Class I and 18 Class II bicycle parking spaces. Interconnected courtyards at the ground level provide 10,980 square feet of outdoor space. This includes the existing at-grade shared courtyard, which will be re-landscaped. A 400 square foot balcony at the fifth floor would provide additional outdoor space. No on-site vehicular parking is proposed. One 80-foot loading zone would be provided on Channel Street and another 30-foot loading zone would be provided on Hooper Street.

New Academic Building at 1140 7th Street

In order to accomplish the unification of both Bay Area campuses in San Francisco, CCA is proposing to construct a new instructional building on the vacant lot at 1140 7th Street. The new building would provide up to 125,000 square feet of arts education space, including studios, design labs, classrooms, and fabrication shops. The structure would be designed to step from two to four stories and would be 58 feet tall at its highest roof level. Seventy-two Class I bicycle parking spaces and 61 Class II spaces would be provided. One existing on-street loading space on Irwin Street would be retained and a new off-street loading space along Irwin Street would be added. No new vehicle parking is proposed.

Though no open space is required here, CCA plans to include a new landscaped courtyard spanning the length of the property between the new building and the existing 1111 8th Street building. Construction of the 1140 7th Street building will also allow CCA to provide a number of public realm improvements on this site. In addition to the new Class II bicycle parking spaces, up to 56 new street trees would be planted on the sidewalks surrounding the property, and 15–20 new trees would be planted within the interior of the site.

A 20,000-25,000 square foot area at the corner of 7th Street and Irwin Street would remain vacant and be subdivided into a separate parcel for potential development in the future. CCA plans to install a combination of hard and soft-scape improvements on that site in the interim.

Renovations at 1111 8th Street

Concurrent with construction of the new academic building at 1140 7th, CCA is proposing to renovate the existing building at 1111 8th Street. This facility currently serves as the main academic building and houses the majority of the College's instructional spaces. Renovations proposed for this building are primarily internal. The primary scope of this work is to bring the building up to contemporary sustainability and comfort standards, and to seamlessly integrate the existing spaces with the new construction. While this building is already a Top Ten Green Building and among the largest solar heated buildings in San Francisco, the College plans to take advantage of advances in sustainability technologies that have evolved since the property was last renovated 20 years ago.

Interim Space at 2565 3rd Street

Because construction of the new student housing building at 188 Hooper will require the demolition of existing graduate program studio space, CCA will need approximately 21,650 square feet of off-site studios for interim use until the new instructional building at 1140 7th is completed. The College plans to provide this temporary space at 2565 3rd Street (the American Industrial Center). According to the San Francisco Arts Institute's (SFAI) IMP, SFAI has been utilizing space at the American Industrial Center for graduate studios since 2002. SFAI plans to vacate its studio space at 2565 3rd and relocate to its new facility at Fort Mason Center in late summer 2017.

CCA would take over the SFAI space for its own graduate artist studios. Studios would be approximately 200 square feet in size and be used as individual, private, artist spaces for the express purpose of producing art. Shared spaces, comprising 500-750 square feet, could include a fabrication shop, shared lounge, and conference space for presentations/critiques and art displays. No traditional classroom space is proposed at 2565 3rd. CCA intends to occupy the space from May 2018 to May 2023, when replacement arts studios would be available in the new building at 1140 7th Street.

CCA is currently in negotiations for the 2563 3rd Street space. If these negotiations fall through then CCA will pursue interim graduate program studio space elsewhere.

Other Interim Spaces

During planning and construction of its campus consolidation, it is possible that CCA may seek to lease space in nearby facilities on a short-term basis. These temporary leased spaces would be used to house CCA's programs on an as-needed basis to facilitate construction.

10-Year Development Plan

The College's current enrollment is 1,939 full time equivalent students. CCA has experienced an annual growth rate of between 2-3% in recent years, and expects full time equivalent enrollment to reach 2,200 by the year 2020.

CCA does not have any specific development plans on the ten-year horizon that it can discuss in this IMP. However, a possible area for future development is the 20,000-25,000 square foot area at the corner of 7th Street and Irwin Street.

CHAPTER 3.A: CONFORMITY WITH GENERAL PLAN

[PLANNING CODE SECTION 304.5(C)(3)(A)]

CCA's future development plans, as described above, will comply with and support San Francisco General Plan policies and objectives.

Priority Policies

The IMP requirements state that institutions should analyze potential development for consistency with Plans and Policies of the San Francisco Planning Code (Section 101.1). The Eight Priority Policies are as follows:

1. That existing neighborhood-serving retail uses be preserved and enhanced, and future opportunities for resident employment in and ownership of such businesses enhanced.

Proposed development under the IMP would not displace any existing retail uses. The expanded CCA campus and addition of student housing would bring increased foot traffic to the area, which will support existing neighborhood-serving business and create opportunities for new business.

2. That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.

No existing housing would be displaced by development contemplated by this IMP. As an arts school, CCA's presence in the neighborhood is consistent with the area's history as a hub of design.

3. That the city's supply of affordable housing be preserved and enhanced.

No development proposed by CCA would displace existing affordable housing. By creating on-site student housing and by leasing additional housing for use by CCA students nearby, the College would relieve pressure on the housing market by ensuring that its students do not add to the competition for low cost housing elsewhere.

4. That commuter traffic not impede Muni transit service or overburden our streets or neighborhood parking.

The north-south 19-Polk bus line traverses 16th Street with a bus stop at Rhode Island Street, one block to the west of the College; and the 10-Townsend traverses 17th Street one block south of the College with a bus stop at Wisconsin Street two blocks south of the College. The east-west 22-Fillmore bus line runs along Mission and 16th Streets west of Kansas Street, along 17th Street between Kansas and Connecticut Streets, with a stop at Wisconsin Street one block south of the College, and then along 18th Street east to Tennessee and 3rd Streets. The

22-Fillmore connects CCA's campus with the 16th Street Bay Area Rapid Transit (BART) station, about 1.3 miles to the west. The 3rd Street Light Rail line runs north-south along 3rd Street, one-half mile east of the campus. The 4th and King and 22nd Caltrain stations are both approximately a mile from the campus.

5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.

Development pursuant to this IMP would not displace any industrial or service businesses. New construction would occur on properties owned by CCA which are either vacant or contain existing College buildings that would be replaced. An expanded academic campus and new student housing would provide employment opportunities and would bolster the base of potential customers would patronize other business in the area.

6. That the city achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake.

The Project will conform to the structural and seismic requirements of the San Francisco Building Code.

7. That landmarks and historic buildings be preserved.

Development plans would not alter any landmark building, contributory building, or architecturally significant building on CCA properties or in the vicinity.

8. That our parks and open space and their access to sunlight and vistas be protected from development.

Development under the IMP will not cast new shadows on parks or open space, and it will not adversely impact views from parks or open space.

General Plan

Future development would conform to the General Plan, including but not limited to the following objectives/policies:

Housing Element:

Objective 1: Identify and make available for development adequate sites to meet the City's housing needs, especially permanently affordable housing.

Policy 1.1: Plan for the full range of housing needs in the City and County of San Francisco, especially affordable housing.

Objective 8: Build public and private sector capacity to support, facilitate, provide and maintain affordable housing.

Policy 8.2: Encourage employers located within San Francisco to work together to develop and advocate for housing appropriate for employees.

By providing safe and affordable housing on and in close proximity to CCA's campus, the College will be able to provide for the housing needs of its students and some faculty, keeping those individuals from competing in the City's highly impacted housing market.

Commerce and Industry Element:

Objective 7: Enhance San Francisco's position as a national and regional center for governmental, health, and educational services.

Policy 7.2: Encourage the extension of needed health and educational services, but manage expansion to avoid or minimize disruption of adjacent residential areas.

Policy 7.3: Promote the provision of adequate health and educational services to all geographical districts and cultural groups in the city.

Consolidating CCA in San Francisco and expanding its physical presence in the neighborhood will enhance the City's position as a national center for arts education. That this expansion will occur in one of San Francisco's few underdeveloped neighborhoods will help to shape the thoughtful, diverse, and vibrant development of the Showplace Square/Potrero Hill area.

Arts Element:

Objective II-3: Promote arts education programs that reflect the cultural diversity of San Francisco.

Policy II-3.1: Encourage arts education offerings in the community and the schools to include art and artists from many cultures

CCA is committed to reflecting and serving the diverse populations of the San Francisco Bay Area. The wealth of knowledge, experience, and perspectives here creates incalculable cultural energy, enriching CCA's conversations, curriculum, and community. The College is committed to enhancing this diversity, ensuring access to opportunities, and preparing our graduates for an increasingly complex global society.

Objective IV-1: Advocate and assist in providing arts education programming at all levels.

Policy IV-1.2: Strengthen collaborations among artists, arts organizations, and teachers, school administrators, and others responsible for arts curricula.

Objective IV-2: Recognize in arts education programs that a partnership among artists, teachers, and arts organizations is essential to create and maintain quality arts education programming.

Policy IV-2.1: Support and increase the participation of artists in San Francisco's arts education programs.

CCA values a system of connections that form the basis of resilient and dynamic social and learning ecologies. It seeks to strengthen relationships among stakeholders: faculty, staff, trustees, alumni, students, and our students' families. CCA intends to further develop partnerships with our local neighbors as well as with national and global educational institutions, nonprofits, professional organizations, industry, and government.

Transportation Element:

Objective 11: Establish public transit as the primary mode of transportation in San Francisco and as a means through which to guide future development and improve regional mobility and air quality.

Policy 11.3: Encourage development that efficiently coordinates land use with transit service, requiring that developers address transit concerns as well as mitigate traffic problems.

Objective 28: Provide secure and convenient parking facilities for bicycles.

Policy 28.3: Provide parking facilities which are safe, secure, and convenient.

CCA's proximity to a variety of transit options makes it easily accessible without a car. Additionally, its flat character and abundance of secure bicycle parking encourage transit via bicycle. A key aspect of CCA's continuing approach will be the reduction of parking on campus to the extent feasible, coupled with the provision of adequate bicycle and other alternative transit modes.

Urban Design Element:

Objective 1: Emphasis of the characteristic pattern which gives to the city and its neighborhoods an image, a sense of purpose, and a means of orientation.

Policy 1.3: Recognize that buildings, when seen together, produce a total effect that characterizes the city and its districts.

Objective 3: Moderation of new development to complement the city pattern, the resources to be conserved, and the neighborhood environment.

Policy 3.1: Promote harmony in the visual relationships and transitions between new and older buildings.

Policy 3.2: Avoid extreme contrasts in color, shape and other characteristics which will cause new buildings to stand out in excess of their public importance.

Policy 3.4: Promote building forms that will respect and improve the integrity of open spaces and other public areas.

Policy 3.5: Relate the height of buildings to important attributes of the city pattern and to the height and character of existing development.

Policy 3.6: Relate the bulk of buildings to the prevailing scale of development to avoid an overwhelming or dominating appearance in new construction.

New buildings contemplated by the IMP will be designed to reflect upon and enhance the industrial character of the neighborhood. The structures will be modern and artistically designed, blending with the both the older buildings and newer residential and office buildings in the area.

CHAPTER 3.B: IMPACT TO SURROUNDING NEIGHBORHOOD

[PLANNING CODE SECTION 304.5(C)(3)(B)]

The continued development of the College, including new owned and leased student housing and the unification of both CCA campuses in San Francisco is not anticipated to have any negative impact on the surrounding neighborhood. The proposed institutional and student housing uses are consistent with the character of the surrounding area and will be are principally permitted uses in the Art & Design Educational Special Use District.

The CCA properties do not contain any existing housing, so no residential tenants or commercial or industrial occupants would be displaced by any proposed development. Nor is the site in a residential area, so the development will not affect an existing residential neighborhood.

Expanding CCA's presence in the neighborhood will have a number of positive impacts. New buildings and landscaping elements enhance the pedestrian environment and increased foot traffic will strengthen existing local businesses and provide opportunities for new neighborhood-serving uses in the area. Development of the vacant parcel at 1140 7th Street will eliminate an eyesore that has been present for several years. More broadly, a unified CCA campus in the Showplace Square/Potrero Hill area will help anchor this developing neighborhood with uses that carry forward its design roots.

CHAPTER 3.C: ALTERNATIVES

[PLANNING CODE SECTION 304.5(C)(3)(C)]

CCA has considered reasonable alternatives to the preferred project described in this IMP. The primary alternative to CCA's current proposal is the maintenance of two separate campuses in Oakland and San Francisco. This alternative would not meet CCA's programmatic goals, as it would impede the school's ability to dissolve boundaries between disciplines and foster innovation in design and making through multidisciplinary, hybrid programs. Furthermore, the Oakland campus is segmented into discipline-specific areas, a layout that no longer serves the school's functional needs and is not cost-effective to upgrade. Consolidating the campus in a single location with up to 520 beds of on-campus housing will reduce CCA's regional transportation impacts and carbon footprint, while improving student quality of life. Without the campus consolidation, CCA's backlot would likely remain vacant for the foreseeable future, which would not serve city policies encouraging the further development of the area as a hub for design and making.

Developing on-campus student housing also furthers the City's goals of increasing housing production and reducing pressure placed by students on the City's regular housing stock. While CCA has also aggressively pursued off-campus housing opportunities, on-campus housing on land owned by the school is more cost-effective, more desirable for student cohesion, and reduces demand for city transit services. Leaving its own land underutilized to pursue more expensive off-site housing opportunities is not a feasible alternative.

Lastly, it should be noted that alternatives are typically analyzed with comparison to a maximum development scenario. With only 520 beds and 295,515 square feet of institutional space proposed on campus, CCA is well under the zoned capacity of 750 student housing beds and 998,212 square feet of development permitted by the applicable Floor Area Ratio maximums.

CHAPTER 3.D: PROPOSED MITIGATION ACTIONS

[PLANNING CODE SECTION 304.5(C)(3)(D)]

When the Art & Design Educational Special Use District (the “SUD”) was established in 2013, the Planning Department published an addendum (the “SUD Addendum”) to the Eastern Neighborhoods Area Plan EIR (the “EN EIR”) to account for development pursuant to the SUD. The SUD Addendum explains that the EN EIR “found that the implementation of area-wide zoning and associated Area Plans would result in potentially significant environmental impacts that may be avoided with implementation of mitigation measures; adoption of the proposed SUD would not alter these conclusions.” Mitigation measures identified in the EN EIR would apply as applicable to any development under the IMP.

CHAPTER 4: DEVELOPMENT BY OTHERS

[PLANNING CODE SECTION 304.5(C)(4)]

The College is not aware of any related services or physical development by others that will occur as a result of this IMP. In particular, the College is not aware of any new office space or medical outpatient facilities that will be developed by others as a result of the IMP.

PAGANINI PROPERTIES, LLC
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4 January, 2018

Josh Pollak
San Francisco Planning Department
1650 Mission Street, Suite 400
San Francisco, CA 94103-2479

RE: California College of the Arts
188 Hooper Street, 1111-8th Street, 1140-7th Street
Case No. 2016-001557ENV

Mr Pollak,

I am the owner of a property (455 Irwin Street and 190 Hubbell Street) directly across the street from California College of the Arts. I have reviewed the Notification of Project Review and opposed to the project as proposed.

The neighborhood has dramatically changed since I built these building in 1977. The buildings are occupied by hard working small and large businesses who contribute to the area and the City and County of San Francisco by hiring locally and paying taxes. Many of these businesses have been in the tenants since the building was built.

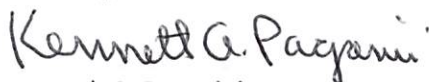
Since the CCA first moved into the old Greyhound facility there has been a significant increase in traffic and an elimination of available street parking. The teachers and students fill the street with their vehicles and recently because of a lack of space there has been large population of Uber/Lyft vehicles circling and/or blocking our driveways. The business owners, employees and clients cannot find parking. If you want to confirm these hard facts, simply check out the neighborhood when school is out of session.

My tenants are forced to deal with this every day, some are suggesting they will be moving. Building this housing without parking and restrictions on traffic is unacceptable.

In 1997 I wanted to add additional office space (6,000 SQFT) to my buildings. A National tenant wanted the space and was planning on hiring locally. After a yearlong of battle with Planning, I abandoned the project. The battle was over parking, as I could not provide additional parking on my site. This National tenant moved to Brisbane and today still occupies the space. This was a lost to me and to San Francisco, jobs and tax revenue gone.

The CCA project cannot be approved as it proposed. I appreciate your help in resolving this. We must work together to protect the local legacy businesses and jobs in San Francisco. I look forward to resolution.

Sincerely,



Kenneth A. Paganini
Paganini Properties, LLC