



Long Range Campus Plan

GOOD NEIGHBOR WORK PLAN

In collaboration with *Market Street for the Masses Coalition* (June 7, 2016)

OVERVIEW

Market Street for the Masses Coalition (the Coalition) has developed a criteria for housing development projects in the Tenderloin, Civic Center and Mid-Market districts that the Coalition uses to confer “Good Neighbor” status on a development without displacement project. Please see attached: “Minimum Expectations for New Market Rate Developments in the Mid-Market Area.”

UC Hastings’ Long Range Campus Plan (LRCP) calls for development and rehabilitation of up to 1120 units of campus housing during the next 5 to 10 years. As an anchor institution in the Tenderloin and Civic Center neighborhoods, UC Hastings College seeks comity with our neighbors and community partners and realization of mutual benefits associated with coordinated planning efforts geared toward attaining a more livable neighborhood.

This document summarizes strategies for the College to meet or exceed all six of the Coalition’s Good Neighbor Expectations.

1. Engagement with Coalition
2. Engagement with Neighbors
3. Employment Goals
4. Inclusionary Housing
5. Commercial Space Meets Community Needs
6. Good Neighbor Agreement

UC Hastings leadership staff met with the Coalition steering committee on March 9, 2016 to discuss meeting Good Neighbor criteria and again with a follow-up meeting with their general membership on March 24, 2016 to share details on the Long Range Campus Plan and get feedback on how UC Hastings can collaborate with the Coalition.

This work plan is a product of that discussion. Each Strategy below includes a timeline and estimation of resources required to accomplish objectives and model Good Neighbor practices for housing development in the neighborhood.

Status: This activity satisfies Expectation #1.

Further opportunities

Coalition Members suggested during these meetings that due to expertise, advantages of scale and 24-7 operations UC Hastings could additionally help the coalition with:

- A. Legal guidance to improve the Good Neighbor template contracts and process.

Suggested timeline: Spring 2017

Resources: Clinical faculty and students to assess and develop revisions of Good Neighbor Criteria with the residential community and other stakeholders along with the Coalition. UC Hastings Community Economic Development Clinic is a potential resource that could support this objective.

- B. Resilience and disaster-preparedness planning with the community

Suggested timeline: May 2016 (Neighbors Matter) - ongoing

Resources: UC Hastings staff, Safety and Security and volunteers working with the Coalition

In addition to the creation of new campus housing at 198 McAllister Street, the Long Range Campus Plan includes two other significant building projects: 333 Golden Gate Avenue and the rehabilitation of 100 McAllister. These projects will lead to a significant change in the community over the next decade. UC Hastings is investing in communications with all of its neighbors to inform development with useful information exchange and inclusion of community perspectives in the recreation of our built environment.

UC Hastings will complete the CEQA Environmental Impact Reporting process for the Long Range Campus Plan in July 2016 as required by statute. To preserve and enhance communications and interactions with the community, including where UC Hastings provides direct support through its experiential learning programs, pro bono service and volunteerism, and other forms of community engagement, UC Hastings commits to:

- Hire a full-time staff person as Assistant Director of External Relations, Community Outreach
- Resilience and Disaster Readiness community planning such as *Neighbors Matter* forum
- Public informational presentations to:
 - Tenderloin Futures Collaborative Nov 2015
 - SF Planning Commission Jan 2016
 - SF Board of Supervisors, Land Use Committee, Feb 2016
 - Alliance for a Better District 6, May 2016
 - Coalition of San Francisco Neighborhoods, May 2016
 - San Francisco Planning and Urban Research (SPUR), June 2016

UC Hastings will continue to engage in the community as a formal dimension of each development project.

Timeline: Ongoing

Resources: Outreach & Long Range Campus Plan staff and volunteers with the Coalition.

Status: This activity satisfies Expectation #2.

STRATEGY #3: EMPLOYMENT GOALS

UC Hastings supports the goal of providing tangible economic benefit to the surrounding community by developing a hiring plan that gives a hiring preference to local residents with living wages for post-construction jobs to the extent allowed by law and collective bargaining agreements.

UC Hastings will work with local unions whose members provide services to the College and seek a Memoranda of Understanding with them and at least one community organization that provides workforce development services to hire from the surrounding neighborhood, reflective of its demographics.

Timeline: Ongoing 2016 - 2022

Resources: UC Hastings Human Resources Department, Office of the CFO and the LRCP planning team with the Coalition.

Status: This activity when complete will satisfy Expectation #3.

STRATEGY #4: INCLUSIONARY HOUSING

Campus housing development under the LRCP will be dedicated to UC Hastings and its partner institutions providing graduate and professional higher education and as such the housing created will not be available to the general public. However, as this construction and rehabilitation will occur as 100% infill development on land already owned by the College, no residential displacement will occur. A beneficial effect for the community will be the alleviation of housing market pressure as up to 1120 units of campus housing will be developed or rehabilitated.

Rents will be set to fall within the means of the UC Hastings-UCSF student body, over 85% of whom are eligible for Federal financial aid programs. In the interest of academic excellence, UC Hastings Admissions practices seek to provide a highly diverse, welcoming environment to law students of all backgrounds. As more of these students are able to live on campus people in the surrounding neighborhood may see in them a path to law school or other professional training, creating an additional cultural benefit for the surrounding community.

Timeline: Fall 2023 – 2025

Resources: UC Hastings- UCSF Housing Partnership, Office of the CFO and the LRCP planning team with the Coalition.

Status: This activity when complete will satisfy Expectation #4.

STRATEGY #5: COMMERCIAL SPACE MEETS COMMUNITY NEEDS

Campus housing and other LRCP development projects offer significant opportunities to incorporate street-level activation and healthy commercial activity. This will include:

- Community-based research with residents and businesses into desired spatial development
- Specific checkpoints built-in to design and realization phases of work will ensure that adequate ground floor space is available for public retail, community amenities and other ground level activating uses
- Requirements for research and checkpoints formally incorporated into the LRCP will confirm that development opportunities are leveraged to be a Good Neighbor and make the neighborhood safer and more livable.

Timeline: Summer 2016 – Fall 2017

Resources Needed: Office of the CFO, LRCP planning team working with the Coalition.

Status: This activity when complete will satisfy Expectation #5.

STRATEGY #6: GOOD NEIGHBOR AGREEMENT

UC Hastings proposes to work within the Good Neighbor Agreement framework for community development with the Coalition in three main ways:

1. UC Hastings will provide access to legal services through its Community Economic Development Clinic to draft a template agreement or contract for general distribution.

Timeline: January 2017 – April 2017

Resources Needed: UC Hastings Community Economic Development Clinic

2. UC Hastings will work with the Coalition and this Good Neighbor Work Plan to allow its use as a model agreement by the Coalition

Timeline: Fall 2016 – Winter 2017

Resources Needed: LRCP and Outreach staff

3. UC Hastings will include in its student orientation information on the Tenderloin and surrounding areas as well as communicate opportunities to its students for neighborhood engagement and familiarization.

Timeline: Fall 2016 – Spring 2017 and ongoing

Resources Needed: UC Hastings administrators, student representatives and LRCP staff

Status: This activity when complete will satisfy Expectation #6.

CONCLUSION

This work plan is designed to be a living document to describe the objectives of the collaboration between Market Street for the Masses Coalition and UC Hastings. Each strategy when approved should be operationalized in more detailed project plans and kept current under the Long Range Campus Plan.

MARKET STREET FOR THE MASSES COALITION
Minimum Expectations for New Market Rate Developments in the Mid-Market Area

Market Street for the Masses Coalition (MSMC) seeks to support the development of new housing that serves the needs of San Francisco. New developments in the Tenderloin, SoMa, and Mid-Market neighborhoods that meet or strive to meet the following expectations will be recommended for full support and/or will not be publically opposed by MSMC.

Expectation #1: Engagement with Market Street for the Masses Coalition:

MSMC's membership includes many community organizations which provide housing, direct services, community organizing, arts, and other significant resources in the neighborhood. Engagement with MSMC will give developers significant insight into the needs, concerns, and expectations of the people who live, work, and comprise the area.

Expectation #1 is met when:

- Developers meet one or more times with the Steering Committee of MSMC, and
- Developers meet one or more times with the full Coalition.

Expectation #2: Engagement With The Neighbors Affected by the Proposed Project:

Community outreach is a significant requirement of the development process. To ensure that it occurs in a meaningful way, MSMC supports robust efforts to engage with a wide variety of the people who will be affected by the proposed development.

Expectation #2 is met when:

- Developers set and have met appropriate goals for outreach to and engaging with significant numbers of people affected by the proposed project. Developers must hold meetings at accessible times and locations for all buildings surrounded by the development and for others concerned about how the development may impact their neighborhood, and
- Developers share with MSMC the number of meetings with concerned individuals and organizations and the outcomes of those meetings.

Expectation #3: Neighborhood Employment Goals:

Development benefits the neighborhood most when it results in tangible economic benefit to local residents. Significant rates of local employment are important features of any development plan.

Expectation #3 is met when:

- Developers include specific hiring goals which identify that at least 25% of post-construction jobs created by the development will be filled by people already living in the immediate area who represent the demographics of the area, and
- Jobs that developers create provide employees with family-sustaining wages and benefits that match or exceed current industry compensation standards for those jobs, whether or not the jobs are contracted out, and
- Developers will include in the hiring plan a Memoranda of Understanding with at least one community organization that provides workforce development services, outlining specific means by which the minimum hiring goal will be achieved.

Expectation #4: Inclusionary Housing:

The people of San Francisco passed Proposition K in 2014, which in part creates a commitment to build or restore housing that is affordable to low, moderate, and middle income San Franciscans. In this spirit, MSMC insists that new or extensively-rehabilitated housing in the low-income communities of the Tenderloin, SoMa and Mid-Market meet the affordable housing goals of Prop K.

MARKET STREET FOR THE MASSES COALITION
Minimum Expectations for New Market Rate Developments in the Mid-Market Area

Expectation #4 is met when:

- At least 33% of new housing will be affordable to low and moderate income San Franciscans:
 - 11% extremely low income (up to 30% AMI)
 - 11% very low income (up to 50% AMI)
 - 11% low income (up to 80% AMI)

Expectation #5: Commercial Space Meets Community Needs:

The Tenderloin, SoMa and Mid-Market neighborhoods have distinct community needs, including grocery stores, post office boxes, welcoming green spaces, affordable restaurants and entertainment venues, non-profit rental, community meeting space, and others. New developments with commercial spaces are in a position to help in meeting these community needs.

Expectation #5 is met when:

- Developers provide a written commitment to use available commercial spaces to meet community needs, as expressed by residents in community meetings.

Expectation #6: Good Neighbor Agreement:

The Tenderloin and SoMa are well-established neighborhoods anchored by people who have lived and worked here for decades. Despite efforts to brand them as troubled, crime-riddled areas, there is a tremendous amount of viability, resilience, and pride in these communities. Newcomers are expected to adopt and be ambassadors of Good Neighbor Agreements.

Good Neighbor Agreements will be developed together with MSMC representatives, the developer, and the operator of specific sites and will at a minimum address these points:

- New neighbors will do their best to positively engage with all residents of the neighborhood, recognizing that there is a rich history of community, diversity, and struggle in the communities they are joining, and
- New neighbors will not disrupt or attempt to dislocate services, agencies, organizations, or residents (housed or un-housed) already existing in the neighborhood, and
- New neighbors will actively support the use of designated public space, including public restrooms, by all residents of the neighborhood.

Expectation #6 is met when:

- Developers sign the Good Neighbor Agreement and commit to distribute it to the management and all tenants of the property as a requirement of the lease, and
- Property management of the building signs the Good Neighbor Agreement, committing to adhering to the standards.

Members of MSMC:

A Woman's Place
ABD Productions
AfroSolo Theater Company
AIDS Housing Alliance/SF

The ARC San Francisco
Asian Neighborhood Design
Asian & Pacific Islander Wellness Center
Catholic Charities CYO
Coalition on Homelessness
Community Housing Partnership
Compass Family Services

CounterPULSE
Curry Senior Center
De Marillac Academy
DISH (Delivering Innovation in Supportive Housing)
Episcopal Community Services
Eviction Defense Collaborative
Faithful Fools Street Ministry
The Gubbio Project
Hamilton Family Center
Hospitality House
Larkin Street Youth Services

North of Market/Tenderloin CBD
SF Contemporary Music Players
Shih Yu-Lang Central YMCA
Senior & Disability Action
SOMCAN (SOMA Community Action Network)
St. Anthony Foundation
St. Francis Living Room
TNDC (TL Neighborhood Development Corp)
Veterans Equity Center – BISHOP
Youth With A Mission