

Peninsula Wellness Community Master Plan

DRAFT Project Narrative

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Peninsula Health Care District (PHCD)

Health Care Districts, public entities that provide community based health care services to residents throughout California, provide a wide range of services. Districts may include hospital and nursing facilities, clinics, and emergency medical services, as well as education and wellness programs. A Board of Trustees governs each of the state's Health Care Districts, and is directly accountable to the communities they serve.

Since it was established in 1947, Peninsula Health Care District (PHCD) has retained an unwavering commitment to the health and well-being of those who live and work within its boundaries. Accountable to residents, taxpayers, and community partners, the District now encompasses the cities of San Bruno, Millbrae, Burlingame, Hillsborough, San Mateo and Foster City.

As these communities have changed and evolved, the District has expanded and enhanced its range of services and programs to ensure the health of its communities. To address the broad range of health care needs, the District Board has approved funding for several important initiatives, including master planning the development of the proposed Peninsula Wellness Community Project at the existing 7.5 acre Marco Polo Site, at the corner of Trousdale Drive and Marco Way in Burlingame.

Through strategic partnership relationships, PHCD has created a robust and sustainable model for local health care delivery that includes health care facilities and community-based programs and partnerships.

The five-member administrative staff, with direction from the PHCD Board, performs the daily activities of the District. The team tracks and responds to emerging trends and opportunities including state-of-the-art advances in medicine and technology. As stewards of public resources, the Board has three interconnected functions: health care leader, landlord, and developer, which are realized, as follows:

- As wellness and health care leaders, the District identifies both immediate and long-term community needs, providing support to non-profit providers offering effective and innovative solutions.
- As landlords, the District oversees land lease agreements with providers such as Sutter Health and Appletree Dental.

As developers, the District guides decisions affecting lands owned by the District to ensure their use will be for health and wellness services, including master planning, architectural, and construction services.

The Peninsula Wellness Community

The Peninsula Wellness Community (PWC) is envisioned as a community-gathering place for living well. Its core objectives are to provide the following:

- To create residential opportunities for older adults, wellness support across generations, and innovative working spaces for health and wellness professionals and researchers.
- To create a model for how age-friendly design serve as a catalyst for advancing older adult wellness by creating a “sense of place” and community.
- To create a place to connect those who are aging with others in their community and to support life-long health and wellness practices for all.
- To develop a Master Plan, created by working with development partners, that requires no additional burden to taxpayers.

The District’s Need for a Master Plan

Demographic projections from the 2010 US Census data show that 85% of the District’s constituents will be over the age of 65 by 2030. The District is assessing the most innovative ways to allocate resources to maintaining wellness as its adult population ages. A Master Plan will allow the District, as stewards of its land, to utilize a significant real estate asset to help provide for both current and future health care needs of the area it serves.

The Peninsula Wellness Community Master Plan will guide the development of the property in a coordinated, efficient way that ensures predictable uses and design. It will ensure that proposed uses complement the health services offered by the hospital without competing, respect the residential character of the adjacent neighborhoods, and create new public open space for the community. It will allow the District, as stewards of its lands, to use a significant real estate asset to provide for both current and future health care needs.

Designated personal, public, and professional spaces will be able to be modified to respond to emerging technologies, innovations, and research. Such flexibility is embedded in the Master Plan and will allow the District to meet the physical, psychological, and social health needs of the community it serves as healthcare delivery continues to evolve.

The Master Plan will enable the District to work with development partners (non-profit & for profit) and public/private partnerships without additional cost to the taxpayer. By eliminating the requirement for a lengthy and costly approval process, the Master Plan is likely to attract highly experienced development partners that have a proven track record to deliver this visionary project.

As a public agency, the District must maintain long-term fiscal viability. As a result, it seeks to balance fiscal responsibility with development activities to address current community health care needs, as well as provide for an array of new wellness services. The development components of the Master Plan will generate revenue that will be reinvested in programs and services to meet community health needs.

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Project Vision

The Peninsula Wellness Community (PWC) is designed to be a comprehensive and innovative place to further our understanding of the complex and evolving future of healthy aging. The PWC, in addition to addressing the immediate health and wellness needs of the community, will serve as a national prototype for problem-solving related to the delivery of healthy services, and the innovative role of designed space in the evolution of healthcare and innovative health technologies.

Driven by evidence-based research, the best practices of urban design and architecture offer a unique strategy for the site and the surrounding community. Working within a diverse range of disciplines -- urban design, research, architecture, landscape design, public health, real estate, medicine, technology, social sciences -- the District's master plan for the Peninsula Wellness Community identifies the most flexible and adaptable solutions for advancing senior services.

The most important feature of the living and service solutions identified in the Master Plan is its ability to provide for a cycle of care within the community. This eliminates the debilitating effects of displacement for health-challenged seniors and their families.

Planning for Wellness

The Peninsula Wellness Community Master Plan addresses three key questions: how to create an environment for wellness; how to plan across lifespans; and how to incorporate social, economic, and demographic changes into future planning for enhancing connections for an

aging population. The County's rapidly aging population will present opportunities to reconsider how to build health and wellness into the fabric of the local and broader community.

CREATING AN ENVIRONMENT FOR WELLNESS

As people age, the relationship of the individual to his or her environment changes. One of the chief aims of the District is to generate positive outcomes in designing for its elderly residents, ensuring that they could age in place whenever possible, and that they can stay in their community for health care services.

Design for aging can incorporate improvements to the public realm that benefit all. Examples include walkable safe streets, cohesive public transit networks, attainable housing, as well as a mixture of residential, retail, and commercial uses on local main streets. An aging population will present opportunities to reconsider how to build health and wellness into the fabric of the city. There is a need for places that can act as catalysts for wellness that promote physical activity, social interaction, and create a sense of belonging to the community for all ages.

The PWC is designed to be a physical hub. At the heart of the Project is the 'Hub', a physical center of the site that will house community services, conference facilities, health data research areas, and cafes, and small service retail. Focused around an inviting central plaza, the Hub is designed to be an organizing element for all of the site programs and attractive to the surrounding neighborhood. Community gardens and open space are woven into the site, and provide park space, and becomes a holistic setting for aging in place.

PLANNING ACROSS LIFESPANS

The PWC helps to address the multiple needs of an individual over time by connecting a variety of uses onsite, including older adult day care, senior housing, hospice, professional and research offices, medical and dental services, preschool/childcare services, and residential options. The project plan is designed to attract a diversity of ages to the site to ensure that seniors are integrated into the mainstream of life. By improving the physical and emotional wellbeing for seniors, the quality of life can be improved for all ages.

Rather than keep the aging at the physical margins of a city, the inclusive design in the Master Plan creates a strong sense of place that is integrated with daily routine of the surrounding community. This will allow aging adults to maintain a sense of neighborhood and community and to their vital connections to friends, families, and neighbors.

CONNECTED AGING & RESEARCH INNOVATION

The rapid demographic change in our population is quickly outstripping the capacity of family caregivers, providers, and programs and services that serve the aging population. To address the impending increase in the demand for health care and long-term care, new programs must be created that reinforce the ability of older adults to thrive in their homes and communities, and support them in aging independently.

The PWC Master Plan defines this paradigm of “Connected Aging” that maximizes life-long wellness. The objective of the plan is to keep older adults connected to each other, to the broader community, and to care providers. This cycle of care can effectively mitigate many of the deleterious effects of displacement on older adults and their families.

In addition to living much longer than prior generations, the Baby Boom generation is redefining what it means to age well. The existing model of relocating to remote, age-restricted communities is being replaced by the need to transform existing communities with age-friendly, socially vibrant urban design.

The site in the City of Burlingame is centrally situated near many renowned research institutions (Stanford, UCSF), and many innovative technology firms in Silicon Valley. Coupled with the age-related research and services that are planned for the Peninsula Wellness Community, it is envisioned that the site will become a center of innovation for healthy aging.

Vision Summary:

At its core, the Peninsula Wellness Community (PWC) will be a “gathering place” that engages all ages and levels of wellness. It will be a hub for wellness services and a catalyst for promoting physical activity and intergenerational connections.

The PWC will offer housing for older adults, health and wellness support across generations, and working spaces for professionals and researchers.

The PWC will provide flexible solutions for addressing our evolving understanding of the social and psychological aspects of healthy aging.

The PWC will be a model for how age-friendly design principles can transform communities in significant ways. It will help Burlingame become a major center for health and wellness, and will establish a unique place that combines the best principles of urban design and health care innovation that will inspire a community to support wellness for all.

The Peninsula Wellness Community Master Plan

Project Site and Vicinity

The Project Site is situated in the City of Burlingame and is approximately 7.5 acres, situated between Marco Polo Way to the west, Trousdale Drive to the north, and the Sutter Health's Mills Peninsula Medical Center (MPMC) parking area directly to the east.

Multi-family buildings with condominiums and rental apartments line Marco Polo Way along the Project Site's westerly edge. The area to the south is comprised of single-family homes. Along Trousdale Drive and north of the Project Site, there are several structures: a multi-story senior facility, a building housing the local Red Cross, and site of the former District offices. The latter will be converted to a senior assisted living facility.

The Project Site currently has several uses including the PHCD District Office, the Burlingame School District Headquarters, a senior rehabilitation therapy facility, the Community Gatepath facility/preschool, and professional medical offices.

A 60' wide easement for the Hetch-Hetchy water pipe runs from the north edge of the site to the south creating two distinct development areas. Development is prohibited along the right of way for the Hetch-Hetchy easement with the exception of landscape/open space, pedestrian pathways, and parking/vehicle access.

A variety of existing planning guidelines and documents have been studied and considered in the development of the Master Plan. Site issues such as adjacent building massing, setbacks, rights of way, and utility locations were analyzed to inform the Master Plan design. Existing transportation routes for buses, shuttles, bikes and other vehicles were reviewed to understand access to the site, with consideration of ensuring that the Proposed Project has minimal impacts to the surrounding neighborhoods.

Site Analysis

Strategically located adjacent to the western edge of the MPMC, the site is located between the major commercial area of Burlingame/Millbrae and the single-family and multi-family residential areas primarily to the south and west.

In the adjacent areas, there are a number of schools that serve the surrounding community, as well as medical office buildings and other older-adult facilities. Of note is the critical lack of open spaces/parks in this particular area of Burlingame. The Master Plan identifies this need for open space, pathways, and gathering spaces that can provide significant benefit for the Peninsula Wellness Community.

Project Characteristics

Proposed Land Uses

The anticipated land uses for the Peninsula Wellness Community Master Plan include a vibrant mix of independent senior housing units, assisted-living units, supportive housing, hospice care, physical therapy spaces, fitness rooms, professional and research offices and laboratories, preschool and daycare facilities, administration support offices, small conference rooms/facilities, cafes, and small service retail.

The buildings will be designed to provide a great deal of flexibility so as the District sees the need for integrating new programs, interior spaces of the buildings can be transformed and modified to adjust to these changes.

Proposed Program Amounts:

Senior Housing/Apartments: (Includes Hospice Care and Assisted Living)	200-300 units
Senior Support Services: (Includes Rehabilitation & Therapy)	150,000 sq. ft.
Professional Office/Research/Conference: (Includes 50,000 sq. ft. of Flex space)	200,000 sq. ft.
Preschool/Daycare:	30,000 sq. ft.
Café/Small Service Retail:	20,000 sq. ft.

Description of Programs:

Senior Housing

The Master Plan proposes up to 200 units of market-rate older adult apartments on Marco Polo Way. This may include up to 20 units of hospice care facilities that would be integrated into the housing. Other support facilities would include dining commons, recreational/fitness rooms, and common rooms that are normally associated with senior housing facilities.

Senior Support Services

The Master Plan proposes up to 100 units of assisted-living/dementia care senior housing, and associated wellness support facilities for these programs. Current onsite rehabilitation and therapy space will be expanded in the Master Plan. These programs will be primarily targeted to older adults and their specific needs, and will serve residents of both the program and the surrounding community.

As part of the on-going research for aging in places, a walk-in laboratory is proposed to test and monitor people who live onsite. This is a model that is inspired by the Mayo Clinic's Healthy Assisted and Independent Living Laboratory (HAIL) that is proposed to be integrated into one of the senior housing facilities. The Lab is intended to be a place for focus groups, as well as for designing, prototyping, and piloting new services and technologies to help aid seniors as they age, with voluntary participation from the residents. Feedback from information gained in this program can help the District more closely align programs and services to the physical, psychological and social needs of their aging population.

Professional Offices/Research

The project aspires to be an innovative place for wellness and this includes providing research/incubator spaces to further research for aging. The Master Plan proposes up to 200,000 sq. ft. of professional offices and research space for organizations advancing senior health and wellness, to be located primarily along Trousdale Drive on the eastern portion of the site, adjacent to the MPMC parking lot.

PHCD, Burlingame School District, and Community Gatepath all intend to maintain their primary administrative offices on the site. This mix of office space will create a strong diversity of public and community focused organizations and agencies in one place. A potential blood bank and draw facility may also be included to streamline medical services.

Conference/Flex Spaces

The Master Plan proposes up to 50,000 sq. ft. of "flexible" spaces that can accommodate conference facilities and potentially community functions, as well provide additional professional office/research space as needed by the District. This space may also contain communal dining facilities and meditation facilities for residents, workers, and visitors.

Community Gatepath

The Master Plan will incorporate Community Gatepath, who provides major support for developmentally challenged individuals from infancy through adulthood with education, therapy, and work programs. Community Gatepath will be housed in 30,000 sq. ft. of preschool, screening, assessment, therapy, office and open/play space. Its programs will create significant synergy with the senior facilities, and provide a wide spectrum of age groups on the site.

Burlingame School District

The current home of the Burlingame School District administrative offices is currently on the site and there are no plans at this time to make any changes to their building. The Master Plan is planned to integrate their existing facility and parking area.

Café/Small Service Retail

The Master Plan proposes up to 20,000 sq. ft. of cafés and small service retail that will be used by residents, workers, staff and visitors. The café and small service retail are situated at the very center of the site, adjacent to the “Hub” and will feature both indoor and outdoor patio and plaza seating. The goal is to create a centralized place and social focus for the wellness community on the site.

Site Activity and Mix of Uses

The composition of programs is intended to provide a rich and diverse mix of uses that support senior wellness, but also a range of related activities to serve all ages throughout the day.

Urban Design and Open Space

The proposed buildings and open spaces in the Master Plan are specifically designed to sensitively fit into the context of the site through the step down of the massing, provide a sense of calm through a series of gardens and courtyards, and to encourage social interaction between residents, workers and the surrounding community.

The project proposes almost 1.7 acres of open space and includes a major landscape space in the Hetch-Hetchy right of way, which connects through the site from Marco Polo Way to Trousdale. The current right of way is 60 feet and will be the primary open space for the project. A portion of the land will be reserved for bringing urban agriculture to the site and will include a working agricultural garden for the senior residents, which could potentially serve as a highly valuable teaching venue for the preschool children.

A main “square” at the center of the project will serve many of the residents, workers, staff, and visitors to the site. As the main open space/ gathering place for the project and the surrounding community, the area will be lined with a café and retail and will provide a vibrant and lively setting for all to use.

Community Gatepath’s preschool facility will have an outdoor secure playground that will have controlled access to the overall open spaces and community gardens. During off-hours (weekends), there is a potential that the playground be available to children of visitors of senior adult and hospice facilities.

Other types of semi-private and private open spaces will be provided adjacent to individual buildings that will also allow for more meditative and contemplative spaces. Using methods derived from evidenced-based design, as well as design principles from restorative design and planning, these spaces will contain specialized and easily accessible pathways, plant materials to appeal to all the senses, and spaces to evoke a sense of peace and calmness.

Site and Urban Design Principles

The Master Plan has been developed with special attention to the physical, psychological, and social components that can help create and support a holistic environment for wellness. These components are based in those principles that have been successfully employed in other projects of this type and scale.

All of these principles and components will be integrated into the Master Plan's Design Guidelines (to be prepared under separate cover). The design guidelines will guide the overall design of the buildings and open spaces of the Project to help ensure that it is built to the intent, layout and standards of the Master Plan.

Physical Components

The site and landscape design is intended to promote physical health while enhancing the experience of the site, as follows:

- Develop strength and stamina through providing outdoor walking areas and connections.
- Provide climate control or mitigation for comfort, such as microclimate options, e.g. building shade through trellis and tree canopies.
- Support the use of the site for the disabled by providing universal accessibility.
- Provide for opportunities to evoke sensory perception through tactile materials and plant materials.
- Provide areas to practice mobility, balance, range of motion, and physical flexibility.
- Provide sequential spaces that provide strong points of orientation for perception and easy wayfinding to help memory, and avoid confusion, disorientation, and paranoia.

Other physical components will include:

- Creating variety of typography and length of walking routes, smooth paving with curbs, loop paths.
- Providing transition spaces and clear destinations.
- Establishing connections between indoor and outdoor through views and access.
- Using non-glare walking surfaces, no stripes or patterns in paving, no shadows that look appear as edges.
- Creating simple orientation markers to assist way finding with a clear path hierarchy and unique features.

Psychological Components

The intent is to provide an urban and landscape design that provides for sense of control through providing a range of private, semi-private and public spaces, such as balconies, courtyards, and small gardens. The emphasis is on creating self-identity and sense of

belonging by encouraging daily living activities for older adults, including gardening programs and volunteer opportunities on site.

Social Components

The Master Plan incorporates site and landscape design elements that nurture opportunities for the development of friendships, promote physical touch, and provide intellectual stimulation. These objectives will be achieved through providing the following elements:

Social Seating:

- Creating 90 degree seating areas for ease of socializing.
- Providing movable site furniture to facilitate various gatherings and groups.
- Developing social areas connected to activity generators (mail boxes, café, cross roads, gardening plots, community garden areas, pedestrian routes).
- Defining areas for family privacy with sitting.
- Defining areas for staff to relax.

Proposed Activities:

- Group activities such as yoga.
- Children play activities and things to do.
- Intergenerational activity areas such as gardening.

Building Massing and Height

The proposed buildings are designed specifically to minimize visual and sunlight impacts to the surrounding community. Wider buildings are placed on the eastern side of the site, and taller buildings are placed along Trousdale.

Buildings will step down from Trousdale Drive to the Davis Street neighborhood that is directly south of the site. The massing of the buildings is sensitive to solar angles to ensure that the maximum amount of sunlight is available to the open spaces on the site. In addition, studies have been performed to ensure that no building will create shaded areas other residential sites surrounding the site.

Buildings and spaces create varying degrees of openness and privacy throughout the site. Buildings are further developed to promote human scale through articulated facades. Planters, and balconies add levels of detail that further create human scale.

The placement of the buildings were arranged to minimize the impact of the westerly winds, which can be very strong at times through the site. The intent is to use the buildings to shield

the major open spaces and plaza from wind impacts, making the spaces more enjoyable, calm and usable throughout the entire year.

A MPMC helipad is to be built in the parking lot of the hospital, although no timeable has been provided at this time for its actual construction. As indicated in the diagrams, the proposed flight paths for the helicopter cross over the site in two areas. Because of this, the height of the proposed buildings on the eastern portion of the site has been lowered to accommodate the flight path.

Solar Impacts

Studies have been performed as to the impacts of the proposed buildings on the open spaces and surrounding streets and neighborhood. Ensuring that all the open spaces have more than adequate access to sunlight is a priority for the Peninsula Wellness Community.

The diagrams show analysis done for March 21, June 21, and December 21, dates that represent the equinox and solstices for the sun angles. In addition, morning, noon and evening times were selected on each of those days to show specifically how the shadows would be cast. From the analysis, there is little to no impact of the shadows on adjacent properties while much of the primary usable open spaces on the project have significant access to the sun.

Access and Circulation

The access and circulation system in and around the site include roadways, rail and bus transit services, bicycle facilities, and pedestrian facilities. The site is located approximately .75 miles from the Millbrae Intermodal station, a station that serves Caltrain and BART, the two premier passenger rail lines in the Bay Area.

Pedestrian and bike pathways are designed to be connected into the existing city street system so movement from the various neighborhoods to the site will be easily and safely accommodated, and the street grid will be connected to the pathways on the site. The site will prioritize internal pedestrian accessibility with a network of connected pathways that allow for easy and unobstructed movement between buildings and access to nearby sidewalks.

An emphasis is placed on strengthening pedestrian connections to the westerly, northerly, and southerly neighborhoods, with a focus on the Hospital to the east. The project is designed to connect with future direct pedestrian routes to the Hospital.

Transit Hub

Situated at the center of the site will be a Transit Center/Stop that will host carpoolers, public/private shuttle buses, and taxi services such as Uber. It is expected that a dedicated shuttle between BART/Caltrain will be provided to create a reliable and easy access from the site to these regional transit opportunities. The Transit Hub has the potential to be used by the surrounding neighborhood to expand the community's transportation options.

Roadways and Streetscapes:

Trousdale Drive is the primary roadway surrounding the site, and defines the Project Site's northern boundary. Marco Polo Way forms the western boundary of the site, and runs north south between Trousdale Drive at the northwest corner of the site and Ray Drive, south of the project site.

Access to the office/research buildings and primary parking garages will be through the MPMC driveway access that connects to Trousdale Drive. The senior housing will primarily be accessed from Marco Polo Way. It is expected that the majority of vehicle trips will occur on El Camino/Trousdale Drive and have minimal impact on the surrounding neighborhood.

The sidewalks along Trousdale Drive and Marco Polo Way that are adjacent to the Project Site will be improved including new street trees to provide shade, wider sidewalks to improve walkability, and new landscape in the project setbacks on these streets.

Parking

The Master Plan proposes a parking strategy that will not impact the neighborhood. Adequate parking for all the proposed land use programs is addressed in the Master Plan, with up to 600 parking spaces provided in underground facilities throughout the site area.

Parking for the programs outlined in the Master Plan will be provided in the subterranean structure(s) beneath the site. By taking an approach to minimize the parking required and supplied, PHCD will be able to make the best and most efficient use of available land for land use programs.

Parking ratios for the various programs were derived from the City of Burlingame and the Institute of Transportation (ITE) standards. The District is intending to implement strong Transportation Demand Management programs to reduce on-site demand for parking, such as shuttles and alternative modes of transport.

Primary site access will be provided through the existing vehicle entrance to the east of the site that is shared with the MPMC. The overall goal is to minimize vehicular trips through the surrounding residential neighborhood, as well as the impact of parking on the site.

Key intersections around the project site along Trousdale Drive and Marco Polo Way have been studied to ensure that any pedestrian conflicts with vehicles are minimized. This included avoiding conflicts with drop off areas, entrances to parking, and pedestrian walkways.

Solutions to these issues include a variety of pedestrian signalization and one additional traffic light along Trousdale Drive. Two of the preferred options by the District are provided here for consideration.

Access and Circulation Summary:

- Primary vehicular traffic for the project will arrive via Trousdale Drive and enter from the access road that separates the site from the Hospital main parking lot.
- Based upon the current traffic study, there will be minimal impact to the surrounding neighborhoods south of the project site.
- All proposed parking for the Project will be placed below grade and with minimal visual intrusion from the surrounding neighborhoods.
- Pedestrians from the community will be able to access to and across the site from the surrounding neighborhoods.
- Streetscape along Trousdale and Marco Polo Way along the Project Site will be improved with street trees, new and wider sidewalks, and landscaping.

Infrastructure/Sustainability

(TO BE PROVIDED FROM BKF)

Phasing

The Master Plan proposes a full build out by private and non-profit development partners over a period of 20 years. A preliminary phasing strategy has been developed to illustrate how the site will be developed over time. The District intends a more incremental approach to the development to incorporate new programs, facilities, and structures with minimal impacts to the existing activities.