

December 3, 2015

Ms. Ann Lazarus  
President  
San Francisco Board of Appeals  
1650 Mission Street, Room 3036  
San Francisco, CA 94103

Re: Appeal No. 15-187; Place of Entertainment Permit: Mission Bay South Blocks 29-32

Dear Madam President and Members of the Board of Appeals:

This firm represents GSW Arena, LLC, the Permit Holder of that certain conditional Place of Entertainment Permit for the Golden State Warriors Event Center at Mission Bay South Redevelopment Project Area Blocks 29-32 dated November 10, 2015 (the "POE"). Mission Bay Alliance (the "Appellant") has appealed the POE.

The standard of review governing this appeal of the conditional POE is *de novo*; for this reason, the Board of Appeals reviews the grant of the permit under the same standards as the Entertainment Commission. The San Francisco Police Code establishes a regulatory regime governing the issuance of POEs and other similar permits regulating activities that are protected by the First Amendment. As such, the regulations mandate the prompt and timely processing of permit applications and require that permits be issued unless narrowly tailored grounds for denial can be proven. Police Code Section 1060.5(f) provides that the POE Permit "shall" be granted unless certain conditions are not met. The Entertainment Commission properly granted the conditional POE for the Event Center for the reasons discussed below. This Board should uphold that decision and deny this Appeal.

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## Background

The Permit Holder is the Project Sponsor of that certain Event Center and Mixed-Use Project located at Blocks 29-32 in the Mission Bay South Redevelopment Plan area (the "Project").

The Office of Community Investment and Infrastructure ("OCII") granted approvals for the Project to the Permit Holder on November 3, 2015. In connection with those approvals, OCII, as the lead agency under the California Environmental Quality Act ("CEQA"), prepared with the assistance of the San Francisco Planning Department, a Subsequent Environmental Impact Report ("SEIR") for the Project and certified that SEIR and adopted CEQA Findings and a Statement of Overriding Consideration in support of the approval actions for the Project.

Subsequently, the San Francisco Municipal Transportation Agency ("SFMTA") also took actions and adopted CEQA Findings in its capacity as a responsible agency under CEQA (the "SFMTA Findings").

The Permit Holder sought and obtained a conditional grant of a POE from the Entertainment Commission ("EC") for the Event Center component of the Project on November 10, 2015. In granting the permit, the EC found that it had reviewed and considered the information in the SEIR and also adopted the SFMTA Findings as its own and acknowledged its role under the Mitigation Monitoring and Reporting Program ("MMRP") for the Project as having monitoring and reporting responsibility under the MMRP for certain Mitigation Measures (M-NO-4a and M-NO-4b) specifically addressing potential noise impacts. The POE imposed a series of conditions on the Permit Holder. A copy of the Motion granting the POE is attached as Exhibit A.<sup>1</sup>

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<sup>1</sup> Attached to the POE are the following documents referred to in this response letter: (1) The Good Neighbor Policy (GNP); (2) the Security Plan; and (3) the Noise Control Plan.

## **The Event Center**

The Event Center is described in great detail in the Permit Holder's application for the POE and in the SEIR. Because the Event Center is not yet constructed, certain conditions in the conditional POE, such as compliance with the sound test under Police Code Section 1060.15, cannot be satisfied until after construction is completed. Nevertheless, the SEIR and the application provide an extraordinary level of information about the Event Center itself, the site plan, the estimated number of events, the projected number of patrons, traffic and transit impacts and mitigation measures, and noise controls, as well as security, door policies and crowd control. The Event Center is an approximately 18,050-seat arena which will host a variety of events throughout the course of the year, from serving as the home court for the NBA Golden State Warriors basketball team games, to concerts and performances of a variety of sizes, to family shows and sporting events, as well as convention events. The Chief Operating Officer of the Permit Holder, Stephen Collins, described for the EC the experiences he brings to bear in planning for and operating a major first-class event facility like the Event Center. A copy of his presentation to the EC is attached as Exhibit B. Mr. Collins' resume is attached as Exhibit C. As his resume shows, Mr. Collins has more than 25 years' experience operating premiere sports and entertainment facilities, such as Madison Square Garden, Radio City Musical Hall, and Giants Stadium. The depth of experience and professionalism of the Permit Holder's staff informs the Event Center plans, from its design and layout, to the location of emergency care facilities, to the plans for security and patron entrance and exiting from the facility. The design team also

worked with motion modelling experts to design the Event Center and surrounding areas to accommodate and facilitate smooth entrance and exiting.<sup>2</sup>

## **Security, Transportation and Crowd Management**

The Event Center will be a first-class, professionally managed event facility. The site planning and design of the Center, as well as the Project site as a whole, not only draws on the design and operation teams' depth of experience in designing and managing such facilities, but also reflects extensive consultation with SFMTA, the San Francisco Police Department, San Francisco Department of Public Works ("DPW"), OCII and the Planning Department in planning for crowd arrival and exit, traffic and transit and public safety. Attached as Exhibit E is the most updated version of the site plans for the Event Center (which were analyzed in the SEIR and included in the POE application); among other things, these site plans show the loading and traffic patterns at the site. These figures show that patron arrival and exiting is planned in great detail. The site layout identifies specified areas for taxi, Transportation Network Companies ("TNCs"), bike, paratransit, and transit; this layout is the result of the consultation described above, and demonstrates an extraordinary level of specificity regarding pedestrian and vehicular traffic. The Security Plan (Exhibit A) describes the high level of training that will be required for the guards, as well as the ratio of security guards to patrons, noting that the Event Center will always meet or exceed a 1:100 ratio of guards to patrons. The Security Plan also details the combination of the Event Center design features and crowd management approaches to ensure orderly ingress and egress of patrons. Compliance with the Security Plan is imposed as a condition of the POE.

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<sup>2</sup> Attached as Exhibit D is a letter from Kendall Hinton, the executive architect for the Event Center building, describing the design process and consultation with acoustical engineers, motion experts and certain design features.



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The Transportation Management Plan (“TMP”) for the Project (Exhibit F) is a management and operating plan designed to provide multi-modal access to the Event Center and the retail and office uses at the site. The TMP describes in great detail the transportation management strategies that would be implemented to enhance safety and improve convenience, including transit loading locations and procedures, additional bike lanes and intersection striping to facilitate safe turns by cyclists, parking pre-purchase plans, signalization of intersections, installation of variable message signs and the use of Parking Control Officers (“PCOs”) to manage traffic and pedestrians at intersections or driveways on a real time basis. The TMP also includes the Local Hospital Access Plan, TDM strategies and other transportation management responsibilities of the Permit Holder. In approving the Project, OCII adopted CEQA Findings and the Mitigation Monitoring and Reporting Program (“MMRP”). The CEQA findings and MMRP discuss in detail potential traffic and noise impacts and required mitigation measures to address these impacts.

## **The POE Was Properly Granted**

San Francisco Police Code Section 1060.5(f) provides that the EC “shall” grant or conditionally grant a permit unless certain findings are made under that Code Section. Thus, the Code creates a presumption in favor of granting the permit and, consistent with the First Amendment, limits the circumstances in which a denial could properly occur. Certain provisions of Subsection (f) do not apply to this POE.<sup>3</sup> Focusing then on the potentially applicable provisions, Police Code section 1060.5(f) provides in pertinent part:

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<sup>3</sup> Neither the Police nor other City Departments objected to the permit, rendering Subsections (f)(6) and (f)(7) inapplicable. Subsections (f)(5) and (9) do not apply since no citations have been issued against the Event Center as it is not yet constructed and no previous applications have been denied.

*(f) The Entertainment Commission shall grant or conditionally grant a permit for a Place of Entertainment pursuant to this Article unless it finds that:*

*(1) The premises or the proposed operation of the Business does not comply with the health, zoning, fire and safety requirements of the laws of the State of California or ordinances of the City and County of San Francisco applicable to the Business; or*

*(2) Notwithstanding the mitigation provided under the Security Plan submitted by the applicant, the building, structure, equipment or location of the proposed Business cannot adequately accommodate the type and volume of vehicle and pedestrian traffic anticipated; or*

*(3) The premises or the proposed operation of the Business lacks adequate safeguards to prevent emissions of noise, glare, dust and odor that would substantially interfere with the public health, safety and welfare or the peaceful enjoyment of neighboring property; or*

*(4) The permit applicant has not provided a Security Plan that adequately addresses the safety of persons and property and provides for the orderly dispersal of individuals and traffic.*

...

*(8) When granting a permit, the Commission shall explain in writing or on the record, at a Commission meeting, why it has not made any of the findings stated in Subsections (f)(1)-(4) above. ...*

## **1. Appellant's Argument No. 1: Zoning.**

Appellant argues that the POE should not have been granted because the Event Center is inconsistent with the Mission Bay South Redevelopment Plan (the "Plan") and disputes OCII's determination that the Event Center is an allowed "secondary use" under the Plan. This argument is without merit. The Event Center is allowed under the Plan as a secondary use as set forth in the OCII Executive Director's secondary use determination, which concluded that the Project was consistent with the Plan and Plan documents. OCII is charged with interpreting the meaning of the Plan and OCII properly determined that the Event Center was a permitted secondary use. As a consequence, it would be improper for the EC and this Board to deny a POE under Section 1060.5(f)(1) in light of the determination by OCII, the body with the sole legal authority to make such a determination, that the Project is consistent with the zoning.

Appellant's protestations to the contrary do not support its claim. Further, all other Code requirements will be complied with as mandated by the law and the Police Code. As a new facility, the building permit and inspection process will require compliance with the most up-to-date seismic, building, health and other codes. Finally, Appellant argues in the alternative that if the Event Center is an allowed secondary use under the Plan, it nonetheless required a variance under the Plan prior to approval. Even if this argument had merit, which it does not, it has no bearing on the finding required to deny a permit under Subsection (f)(1) as it addresses the OCII approval itself, not the underlying zoning. This argument is therefore incorrect on its face. Thus, the POE was properly granted under Subsection (f)(1).

## **2. Appellant's Argument No.2: Transportation Plan, Orderly Dispersal and Findings.**

The Permit Holder's application, the TMP, the Security Plan, the mitigation measures required by the MMRP and the conditions of the POE clearly demonstrate that under Police Code Section 1060.5(f)(2) and (4), the Event Center can accommodate the pedestrian and vehicular traffic and provide for the orderly dispersal of individuals and traffic. The Event Center, including sidewalks and plaza areas, is designed to accommodate the number of patrons expected<sup>4</sup> as described in the Security Plan and the SEIR. The TMP and MMRP measures address in great detail the various mechanisms to ensure orderly arrival and departures, including, among other things, temporary lane closures, variable message signs, and the use of PCOs to manage traffic on a real-time basis.

Appellant claims that the EC did not explain why it did not make the findings set forth in Police Code Sections 1060.5(f)(1)-(4), as required by Section 1060.5(f)(8). This claim is incorrect. At

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<sup>4</sup> See also the Kendall Hinton letter regarding the use of motion modelling in designing the Event Center.

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the hearing, the EC explained on the record their satisfaction with the Security Plan and Noise Control Plan. Moreover, the EC's resolution incorporated the SEIR files and the SFMTA Findings by reference in its own findings, as well as adopting the SFMTA Findings as its own, thereby clearly making the findings discussed in Police Code Section 1060.5(f)(8).

Appellant seeks to conflate the detailed and extensive CEQA analysis of the Event Center with the narrow circumstances under which the EC could legally deny a permit because of public safety concerns; however, the standards of significance under CEQA and the Police Code are different. Appellant argues that the extensive analysis of transportation issues under CEQA should serve as a basis for precluding the issuance of a POE simply because under the thresholds of significance established under CEQA, certain significant and unavoidable impacts would occur that cannot be fully mitigated. Put another way, the Appellant claims that if the CEQA analysis of a proposed project yielded any significant unavoidable transportation impacts, the agency must deny a POE. The court in *Guinnane v. San Francisco City Planning Com.*, 209 Cal.App.3d 732, 742 (1989) rejected this line of reasoning, stating "the environmental review process is not the same as the permit approval process." Under the *Guinnane* decision, when an agency reviews a permit application, findings of significance under CEQA are not determinative. Appellant errs in equating a level-of-service analysis of peak traffic volumes under CEQA with a determination that the Security Plan does not adequately address the orderly dispersal of individuals and traffic under Police Code 1060.5(f)(4). In fact, the SEIR specifically addressed whether the Event Center would create hazards for pedestrians, bicyclists and emergency access; the SEIR concluded that mitigation measures are available to address all such hazards, such that Event Center patrons could safely disperse. (SEIR, chapter 5.2.) Indeed, Appellant's argument is

absurd, particularly in a dense urban area where it is extremely common for even modest projects to result in some traffic impact than cannot be mitigated. The inability to mitigate traffic impacts in San Francisco is a necessary consequence of both the mature, urban fabric of the City, and of legitimate policy choices made by the City which run counter to the ways in which CEQA measures impacts. For example, the City's Better Streets program prioritizes pedestrian safety and bike lanes over expediting the flow of traffic, and certain City-planned public realm improvements, such as pedestrian bulb-outs to improve pedestrian safety, cause intersections to fail from a traffic flow perspective. Appellant's argument, if accepted, would mean that the government could institute a regime whereby it could deny free speech rights if any intersection near the proposed location of the speech would fail. Such a regulatory regime would be an unconstitutional prior restraint on speech under long-standing, established Supreme Court case law and does not deserve serious consideration by this Board.<sup>5</sup> See *United States v. O'Brien*, 391 U.S. 367, 377 (1968) (restrictions on speech can be no greater than is essential to the furtherance of the governmental interest); see also *Smith v. County of Los Angeles*, 24 Cal.App.4th 990 (1994) (overview of constitutional limits to prior restraint regimes).

### **3. Appellant's Argument No. 3: Noise.**

Appellant claims that the Event Center POE should be denied because it lacks safeguards to prevent noise from substantially interfering with public health, safety and welfare under Section 1060.5(f)(3). Once again, Appellant cites the CEQA analysis as the basis for the claim. The CEQA argument is without merit under the *Guinnane* decision and the reasons discussed above.

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<sup>5</sup> The Board of Appeals heard and denied a similar issue on May 8, 2013, wherein the Appellants also sought to conflate the CEQA standards for significance with the standards in Police Code §1060.5(f)(1-4) (*Recreation and Open Space for the Waterfront, et al. v. Entertainment Commission*, Place of Entertainment Permit EC-1178, Appeal No. 1305 (2013)). This Board properly rejected those arguments with a 5-0 vote to deny the appeal and uphold the permit.

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Further, the Security Plan, Noise Control Plan and Good Neighbor Policy, all of which are imposed as conditions of the POE, ensure compliance with this provision of the Police Code. As described above, the Security Plan describes the plans for security guards and patron arrival and exit and the TMP and MMRP provide great detail about crowd management and traffic control and safety, including the use of PCOs to manage traffic, pedestrians and crowds. In addition, because the Event Center is not yet constructed, the conditions of the POE require the Permit Holder to allow the EC to conduct a sound test after the Event Center is built to ensure compliance with the allowable noise limits under the Police Code, as well as any other applicable limits established under the Code, and prohibits commencement of operations at the Event Center until the sound test is conducted.<sup>6</sup> Thus, although the EC specifically addressed its satisfaction with the Security Plan and the Noise Control Plan on the record at the hearing in accordance with Section 1060.5(f)(8), the EC did more than make a finding: it imposed compliance with the sound test, the Security Plan, the Noise Control Plan and the Good Neighbor Policy as actual conditions of the POE. There is no debate that incorporating such standards as conditions of approval is a more potent protection of public health, safety and welfare than a finding. The EC did both: it made findings on the record at the hearing and through the incorporation by reference and adoption of the SFMTA Findings and the MMRP and it imposed the conditions on the POE.<sup>7</sup>

Appellant also argues that the incorporation of certain provisions of the Good Neighbor Policy (“GNP”) in the Noise Control Plan was somehow inappropriate and that the EC did not make

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<sup>6</sup> Appellant claims that there is no evidence that the Event Center will incorporate sound attenuation features in the design. Please see Exhibit D, the Kendall Hinton letter describing sound attenuation approaches.

<sup>7</sup> A copy of the transcript of the EC hearing is attached as Exhibit G.

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findings on this point. In fact, the EC specifically stated at the hearing that the Good Neighbor Policy was the product of many years' experience on the part of the EC in regulating such issues, and the EC therefore viewed favorably the incorporation of elements of the GNP into the Noise Control Plan. As stated above, Section 1060.5(f)(8) does not require written findings, but expressly permits the EC to make findings at the hearing on the record, which the EC did. Further, the GNP is just that: a policy, not the law itself. In addition to imposing the Noise Control and Security Plans as conditions of approval, the EC further imposed the entirety of the GNP as a condition of approval of the POE, but its imposition is not mandated by law. Similarly, the Noise Control Plan is not mandated by the Police Code. Consequently, Appellant's reliance on *Topanga Assn. for a Scenic Community v. County of Los Angeles* (*Topanga I*), 11 Cal.3d. 506 (1974) is inapposite. Further, the findings made by the EC in writing and on the record at the hearing met the standards articulated in case law by "bridg[ing] the analytical gap between the raw evidence and the ultimate order' [quoting *Topanga I*]...Findings are required to state only ultimate, not evidentiary facts." *Topanga Assn. for a Scenic Community v. County of Los Angeles* (*Topanga II*), 214 Cal.App.3d 1348, 1362 (1989). The EC properly determined that the Security and Noise Control Plans, as well as the GNP, all imposed as conditions of the POE would ensure that the Event Center would not "substantially interfere with the public health, safety and welfare or the peaceful enjoyment of neighboring property" under Police Code Section 1060.5(f)(3).

#### **4. Glare, Dust, Odor and Noise.**

Police Code Section 1060.5(f)(3) requires adequate safeguards to prevent emissions of noise, glare, dust and odor, as described fully above. In addition to the conditions of the POE, and the

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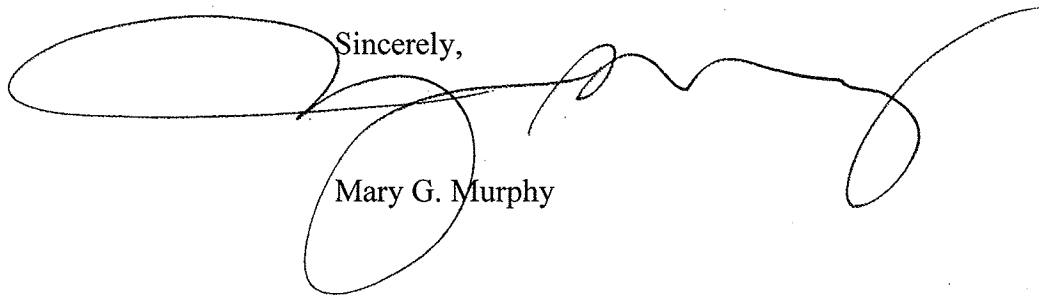
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building, health and other codes comprised as part of the building permit process, the Event Center incorporates safeguards on all the issues set forth in §1060.5(f)(3) as described in the Kendall Hinton letter.

## Summary

Appellant argues that the Board should second-guess the finding of the OCII Executive Director that the Event Center is consistent with applicable zoning, even though that issue is not before this Board. Appellant also urges upon this Board an obviously incorrect reading of the Police Code that would abridge free speech and could not withstand a challenge under the First Amendment. It is abundantly clear that the Event Center will operate in a manner consistent with the Police Code and public safety and that any finding to the contrary could not be supported in light of the vast expanse of information and facts found in the SEIR and related materials that the EC considered in rendering its decision. Appellant's arguments are all without merit and should be rejected by this Board. We respectfully request that this Board uphold the issuance of the conditional POE and adopt findings in accordance with Section 1060.5(f)(8) in support of that decision. A proposed set of findings is attached for your consideration as Exhibit H and OCII's Secondary Use Findings (referred to in Exhibit H) are attached as Exhibit I.

Sincerely,



Mary G. Murphy



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## Exhibits

- A. Motion adopting POE with attachments:
  - Good Neighbor Policy (GNP)
  - Security Plan
  - Noise Control Plan
- B. Permit Holders' Presentation to the EC
- C. Stephen Collins, Resume
- D. Letter from Kendall Hinton
- E. Site Plans
- F. TMP
- G. Transcript of EC Hearing
- H. Proposed Additional Findings
- I. Secondary Use Findings

**Exhibit A**

NOV 19 2015

APPEAL # 15-187**Entertainment Commission of the City and County of San Francisco****RESOLUTION ADOPTING ENVIRONMENTAL FINDINGS AND CONDITIONALLY GRANTING A PLACE OF ENTERTAINMENT PERMIT FOR THE GOLDEN STATE WARRIORS EVENT CENTER AT MISSION BAY SOUTH REDEVELOPMENT PROJECT AREA BLOCKS 29-32**

WHEREAS, On October 8, 2015, the GSW Arena, LLC, an affiliate of Golden State Warriors, LLC, which owns and operates the Golden State Warriors National Basketball Association team ("Applicant"), submitted to the Entertainment Commission an application for a Place of Entertainment Permit pursuant to Article 15.1 of the Police Code for a mixed use event center to be located at Mission Bay South Blocks 29-32 ("the GSW Event Center"); and

WHEREAS, The GSW Event Center capacity is 18,064 seats and a total crowd capacity of 18,500 with the addition of floor seats and/or standing room only space; and

WHEREAS, Under the Applicant's proposal, the Event Center will host up to 60 Warriors basketball games (including pre-season and potential playoff games) per year during the basketball season running from mid-October through mid-June, and approximately 160 non-Warriors game events per year; and

WHEREAS, Applicant proposes to use the GSW Event Center as a Place of Entertainment open seven days a week. The hours of operation will vary depending on the nature of the activities programmed for the venue, but may begin as early as 7:00 AM and end as late as 2:00 AM. The proposed entertainment uses include family shows, professional basketball games, collegiate athletic events, and concerts for a wide variety of audiences and ages. Food and beverages will be served on-site, including alcoholic beverages; and

WHEREAS, On November 10, 2015, the Entertainment Commission held a duly noticed public hearing on the Applicant's Place of Entertainment Permit application; and

WHEREAS, The Office of Community Investment and Infrastructure, successor to the former Redevelopment Agency of the City and County of San Francisco ("OCII"), in accordance with California Environmental Quality Act, California Public Resources Code Sections 21000 et seq. ("CEQA"), and acting in its capacity as lead agency, as such term is defined in Public Resources Code Section 21067, prepared a Final Subsequent Environmental Impact Report ("FSEIR") for the Golden State Warriors Event Center and Mixed-Use Development at Mission Bay Blocks 29-32 (the "Event Center Project") consisting of the Draft Subsequent Environmental Impact Report (GSW DSEIR"), the comments received during the review period, any additional information that became available after the publication of the GSW DSEIR, and the Draft Summary of Comments and Responses, all as required by law, copies of which are available through the Secretary of the Entertainment Commission, and are incorporated herein by reference; and

WHEREAS, On November 3, 2015, the Commission on Community Investment and Infrastructure reviewed and considered the FSEIR and, by Resolution No. 69-2015, certified the FSEIR in compliance with CEQA. Said certification included minor technical errata as set forth

in the November 3, 2015 memorandum from Environmental Science Associates to Sally Oerth, Office of Community Investment and Infrastructure, and incorporated herein by reference; and

WHEREAS, On November 3, 2015, the San Francisco Municipal Transportation Agency ("SFMTA") Board of Directors, acting in its capacity as a responsible agency, as such term is defined in CEQA, Public Resources Code Section 21069, after a duly noticed public hearing, adopted Resolution No. 15-154, which includes required findings under CEQA and a Statement of Overriding Considerations ("CEQA Findings"), the abovementioned errata, and various approval actions in regard to the Event Center Project. Said Resolution and the SFMTA CEQA Findings are incorporated herein by reference; and

WHEREAS, The FSEIR files, other Project-related OCII files, and other materials have been available for review by the Entertainment Commission and the public with the OCII Board Secretary at 1 S. Van Ness, 5th Floor, San Francisco, CA 94103, through this Commission's Secretary, and at [www.gsweventcenter.com](http://www.gsweventcenter.com), and those files are incorporated herein by reference and made part of the record before this Commission; and

WHEREAS, The Entertainment Commission, acting in its capacity as a responsible agency under CEQA, has reviewed and considered the information contained in the FSEIR for the Event Center Project and the SFMTA CEQA Findings; now, therefore, be it

RESOLVED, That the Entertainment Commission, in relation to the actions set forth herein, adopts the SFMTA CEQA Findings as its own and acknowledges that mitigation measures M-NO-4a and M-NO-4b, or parts thereof, in the Mitigation Monitoring and Reporting Program attached to the SFMTA CEQA Findings identify the Entertainment Commission as having monitoring and reporting responsibility to ensure the project sponsor complies with these measures as applicable to this permit; and, be it

FURTHER RESOLVED, That the Entertainment Commission hereby conditionally grants to Applicant a Place of Entertainment Permit for the Event Center (Permit No. EC-1352). The Permit is subject to the requirements of Article 15.1 of the Police Code and the following conditions:

- Permit holder shall adhere to the Entertainment Commission's Good Neighbor Policy, attached hereto as Exhibit A.
- Permit holder shall comply with the Security Plan, attached hereto as Exhibit B (pages 8-12 of the application), and the requirements pertaining thereto in Section 1060(n) of the Police Code.
- Permit holder shall comply with the Noise Control Plan, attached hereto as Exhibit C.
- Permit holder shall comply with the noise restrictions in Article 29 of the Police Code, and Article 1, Section 49 of the Police Code.
- Per Police Code Section 1060.15, Permit holder shall allow the Commission to conduct a sound test to ensure compliance with the allowable noise limits under Section 49 and Article 29 of the Police Code or any alternative noise limits set by the Commission in the

permit as authorized by subsection (e) of Section 2909 of the Police Code. Permit holder may not commence operations unless and until this sound test is conducted.

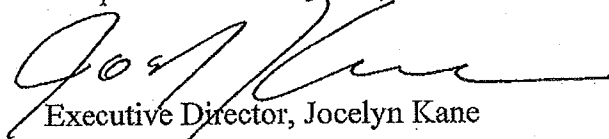
- Permit holder shall comply with all applicable provisions of the Police Code.

**Exhibits:**     **A – Good Neighbor Policy**  
                  **B – Security Plan**  
                  **C – Noise Control Plan**

**AYES: 5 (President Bryant Tan, Commissioner Audrey Joseph, Commissioner Theodora Caminong, Commissioner Liam Frost, Commissioner Steven Lee)**

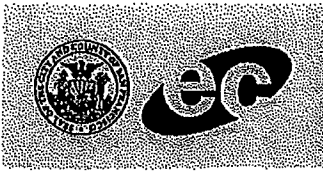
**NOES: 0**

Adopted on November 10, 2015

  
Executive Director, Jocelyn Kane

**A**

# Exhibit A



## SAN FRANCISCO ENTERTAINMENT COMMISSION

### Good Neighbor Policy

#### GOOD NEIGHBOR POLICIES FOR NIGHTTIME ENTERTAINMENT ACTIVITIES.

Where nighttime entertainment activities, as defined by this permit are conducted, there shall be procedures in place that are reasonable calculated to insure that the quiet, safety and cleanliness of the premises and vicinity are maintained. Such conditions shall include, but not limited to, the following:

**1** Notices shall be well-lit and prominently displayed at all entrances to and exits from the establishment urging patrons to leave the establishment and neighborhood in a quiet, peaceful and orderly fashion and to please not litter or block driveways in the neighborhood.

**2** Employees of the establishment shall be posted at all entrances and exits to the establishment during the period from 10:00 pm to such time past closing that all patrons have left the premises. These employees shall insure that patrons waiting to enter the establishment and those exiting the premises are urged to respect the quiet and cleanliness of the neighborhood as they walk to their parked vehicle or otherwise leave the area.

**3** Employees of the establishment shall walk a 100-foot radius from the premises some time between 30 minutes after closing time and 8:00 am the following morning, and shall pick up and dispose of any discarded beverage containers and other trash left by area nighttime entertainment patrons.

**4** Sufficient toilet facilities shall be made accessible to patrons within the premises, and toilet facilities shall be made accessible to prospective patrons who may be lined up waiting to enter the establishment.

**5** The establishment shall provide outside lighting in a manner that would illuminate outside street and sidewalk areas and adjacent parking, as appropriate.

**6** The establishment shall provide adequate parking for patrons that would encourage use of parking by establishment patrons. Adequate signage shall be well-lit and prominently displayed

to advertise the availability and location of such parking resources for establishment patrons.

**7** The establishment shall provide adequate ventilation within the structures such that doors and/or windows are not left open for such purposes resulting in noise emission from the premises.

**8** There shall be no noise audible outside the establishment during the daytime or nighttime hours that violates the San Francisco Municipal Code Section 49 or 2900 et. seq. Further, absolutely no sound from the establishment shall be audible inside any surrounding residences or businesses that violates San Francisco Police code section 2900.

**9** The establishment shall implement other conditions and/or management practices necessary to insure that management and/or patrons of the establishments maintain the quiet, safety and cleanliness of the premises and the vicinity of the use, and do not block driveways of neighboring residents or businesses.

**10** Permit holder shall take all reasonable measures to insure the sidewalks adjacent to the premises are not blocked or unnecessarily affected by patrons or employees due to the operations of the premises and shall provide security whenever patrons gather outdoors.

**11** Permit holder shall provide a cell phone number to all interested neighbors that will be answered at all times by a manager or other responsible person who has the authority to adjust volume and respond to other complaints whenever entertainment is provided.

**12** Permit holder agrees to be responsible for all operation under which the permit is granted including but not limited to a security plan as required.

**13** In addition, a manager or other responsible person shall answer a cell phone for at least two hours after the close of business to allow for police and emergency personnel or other City personnel to contact that person concerning incidents.





# Exhibit B

The Event Center has not yet been constructed.

Do you have permits for this work? If not, have you applied for permits? \_\_\_\_\_

Describe the steps you have taken or will take for complying with disability access requirements: The project will be designed to comply with all applicable access laws and regulations.

### **SECURITY**

The San Francisco Police Code Section 1060.5 has been modified and now requires a "security plan" be submitted with an application for Place of Entertainment permits. The Entertainment Commission has requested that all permit holders also comply with this requirement. By answering the following questions, you will be submitting a plan in accordance with the Police Code requirements. Please attach any further information on your security plans, if available.

1) Based on you occupancy and events programming, the law requires you to hire at least one security personnel for every hundred patrons. How many security personnel will be on staff during the week and on weekends?

Event occupancy will vary based upon event requirements but security staffing will meet or exceed the 1:100 requirement using Event Center security guards. On non-event days (dark days) the Event Center FT Building Security staff will vary from 6-12 officers.

2) How many exits does your venue have? The building has two main exits and two auxiliary exits.

Will you be staffing all exits every night of the week? Please describe. During event hours all exits will be staffed. During Dark periods (no events) exits will be either secured to prevent unauthorized use or staffed appropriately. It is anticipated that during off hours there will be a single point of entry for staff.

3) Please submit a floor plan of your venue with all security positions marked.

**4) Will you be using in-house security or will you be using an outside security company?** GSW expects to hire a Vice President of Security with extensive public assembly arena/stadium experience approximately one year before the opening of the building. At that time GSW will make a determination regarding the composition of the security guard force (in-house or contracted). Approximately six months before the opening of the building the VP of Security and his/her staff will begin the process of hiring and training the workforce in order to insure that the venue is in full compliance of all applicable requirements and that the staff is fully trained and familiar with the venue prior to opening.

**5) You are liable for the actions of your security personnel on your premises. If you are using in-house security, please submit a copy of your insurance coverage as it relates to security for your venue.**

The insurance certificate will be furnished approximately six months prior to the Event Center's first event.

**6) If you are using an outside security company, please submit a copy of their insurance coverage and state licensing. The insurance certificate will be furnished approximately six months prior to the Event Center's first event.**

**7) What kind of training and/or certification are you requiring of your security personnel (e.g. LEAD Training, Guard Cards?) Please be aware that you must comply with State Law SB194, Proprietary Private Security Officer Registration requirements ([www.dca.ca.gov/bsls](http://www.dca.ca.gov/bsls)) for more information.**

All security officers will receive training commensurate with a first class public assembly arena. All officers will be at least 18 years old, undergo a criminal history background check through CA DOJ and the FBI and complete the 40 hour course of required training as required under state law. In addition guards will receive various additional venue specific training in emergency evacuation, techniques in alcohol management, active

shooter, individual and package screening, post procedures, bomb threats, fire emergency response, etc. These training sessions will be developed in conjunction with outside industry experts and local emergency management agencies.

**8) The law requires that you secure your entire perimeter 50 feet in all directions. What is your plan for doing so?**

The Event Complex is a secured enclosed facility with dedicated lobby entrances. Exterior areas will be secured by security officers (foot patrol) and monitored by external CCTV cameras. Physical barriers will be used to prevent vehicles from accessing areas, public areas such as the plaza, main entry and exit points and other sensitive areas immediately surrounding the building.

**9) What are your door policies? (e.g. pat downs, bag checks, metal detectors).**

The Event Center will deploy walk through magnetometers for all events as a primary screening method and handheld magnetometers or pat downs as a secondary screening method. All bags entering the facility will be restricted in size and subjected to search prior to entry. The Event Center will prohibit all items which could potentially be a hazard to patrons attending an event.

**10) Describe your plan to control lines or crowds on the sidewalks and streets surrounding your business (entry of patrons) as well as your plans to exit and disburse your patrons.**

The Event Center has been designed to accommodate the queuing of patrons on the property and under normal circumstances will not require the use of surrounding sidewalks or street for the entry sequence. The Event Center will typically open 60-90 minutes before the main act and line queuing/management will be supervised by Event Center security officers to insure an orderly ingress. During egress of the Event Center

security officers will be positioned at all exits and in surrounding areas outside the building to insure timely and orderly exiting of the building.

**11) Is there a separate exterior area designated for smoking?**

As part of the LEED GOLD certification pursuit, this will be a non-smoking facility and site.

**If not, how will you deal with the associated noise issues?**

---

**12) What is your plan to exit patrons in case of emergency?**

The Event Center will have a written crowd emergency evacuation and dispersal plan in the event that the Event Center needs to be evacuated. This plan will be developed in consultation with local police, and fire departments. All employees (security, ushers, guest services, etc.) will be trained on the policies and procedures for an emergency egress situation and the Event Center will conduct periodic emergency evacuation drills in conjunction with local law enforcement.

**13) Will you be hiring any SFPD 10B officers or other Patrol Specials for events?**

The Event Center will use SFPD or clients require however the predominate workforce will be internal event security.

**14) Will you have medical staff (EMT, Paramedics) on site during your events at your venue?**

The Event Center will have an event medical staff consisting of at least one qualified physician, supporting EMT team(s) and private ambulance service present for all major events.

**Will you be using in-house medical staff or will you be using outside medical staff company?**

We expect to contract the Medical Staff including physicians, EMT's and ambulance services.

15) If you are using an outside medical staff company, please submit a copy of their insurance and state licensing. Approximately six months prior to the Event Center opening a vendor will be selected and insurance certificate submitted.

16) If you have an ABC license that allows all ages, will you be doing all ages or 18 and over events?

The Event Center will have all ages and 18 and over events.

What additional security will you be implementing, and how will your security and medical plan change?

Event history, requirements and past experience (with other comparable facilities) will dictate any changes necessary security and medical plans.

#### NEIGHBORHOOD CONTACTS

Have you met with any local neighborhood associations or other groups concerning your proposed use of the premises? \_\_\_\_\_ If yes, list those groups: \_\_\_\_\_

see attached "SUMMARY OF PUBLIC  
outreach."

#### DECLARATION

I, Stephen Collins, declare under penalty of perjury that the foregoing is true and correct. I understand that any false or incomplete information provided by me in connection with this application constitutes cause to either deny the requested permit or revoke the permit if granted.

10/23/15  
Date

  
Signature of Applicant

**C** /



# Exhibit C

## **Noise Control Plan**

GSW Arena, LLC, the Applicant for that certain Place of Entertainment Permit (POE) at the Golden State Warriors Event Center at Mission Bay South Redevelopment Project Area Blocks 29-32 (the "Applicant") proposes to implement the following measures as a Noise Control Plan.

1. The Applicant shall comply with noise controls and restrictions in applicable entertainment permit requirements.
2. The Applicant shall provide adequate ventilation within the Event Center such that doors and/or windows are not left open for such purposes resulting in noise emission from the premises.
3. The Applicant shall take measures to ensure that there shall be no noise audible outside the establishment during the daytime or nighttime hours that violates the San Francisco Police Code Section 49 or 2900 et seq. Further, no sound from the establishment shall be audible inside any surrounding residences or businesses that violates San Francisco Police Code section 2900 et seq.
4. The Applicant shall take all reasonable measures to ensure the sidewalks adjacent to the premises are not blocked or unnecessarily affected by patrons or employees due to the operations of the premises and shall provide security whenever patrons gather outdoors.
5. The Applicant shall provide a cell phone number to all interested neighbors that will be answered at all times by a manager or other responsible person who has the authority to adjust volume and respond to other complaints whenever entertainment is provided.

**Exhibit B**



# Mission Bay Blocks 29-32 GSW Event Center & Mixed-Use Development

November 10<sup>th</sup>, 2015

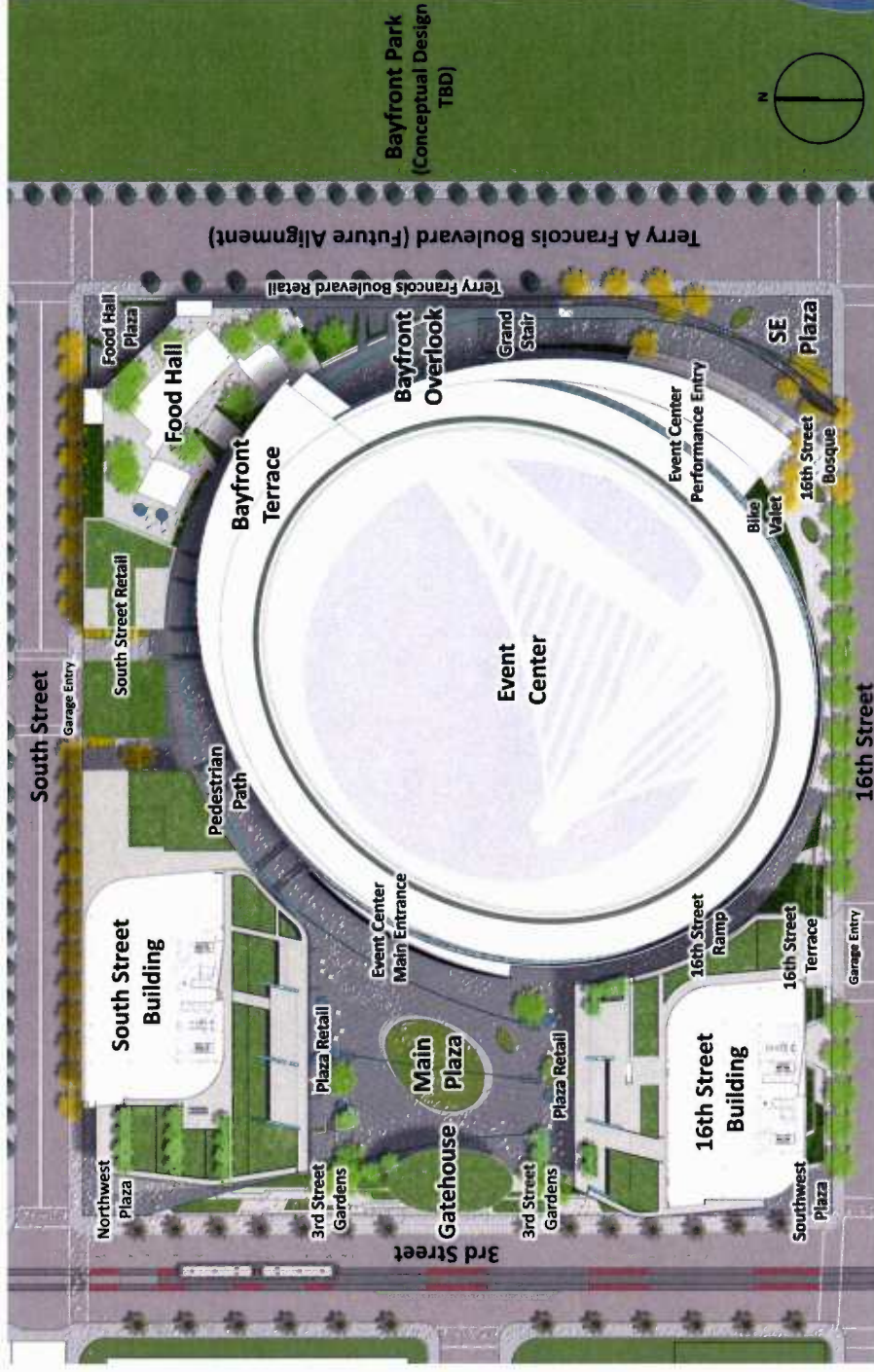
# Location

**Mission Bay**  
**Blocks 29-32:**  
11 acres  
located  
within Mission  
Bay South



# Site Plan and Program

- Approximately 18,000 seat multi-purpose Event Center
- Approximately 580k gross sf of office
- Between 100k-125k gross sf of retail
- 3.2 acres of plazas and public space (approx. 30% of the site)
- Approximately 950 parking spaces (on three concealed levels)





# Site Access

## Muni Light Rail

- T-Third (future Central Subway connection)

## Muni Bus Lines

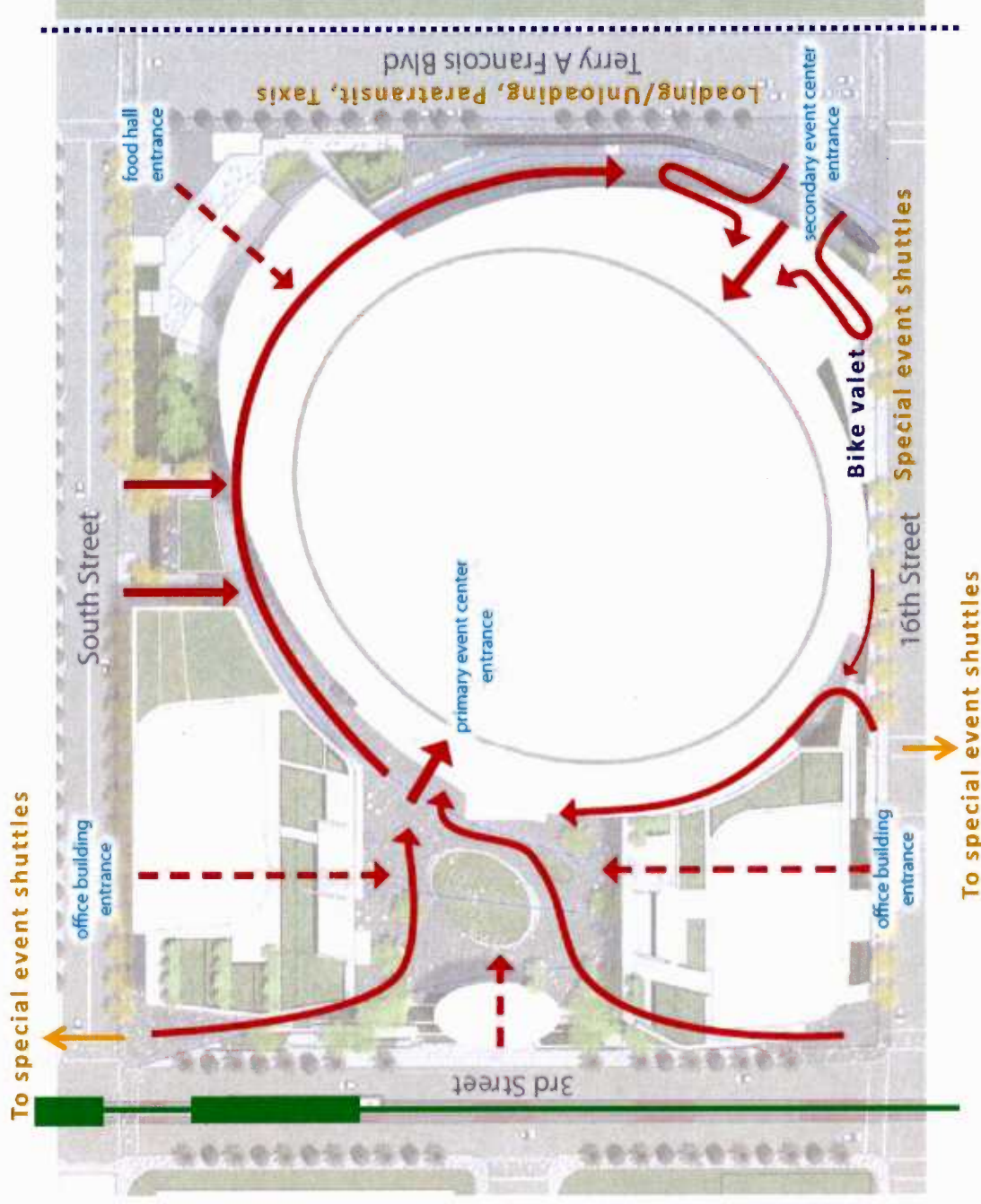
- Linked to TEP/Muni Forward transit priority lanes

## Special Event Shuttles

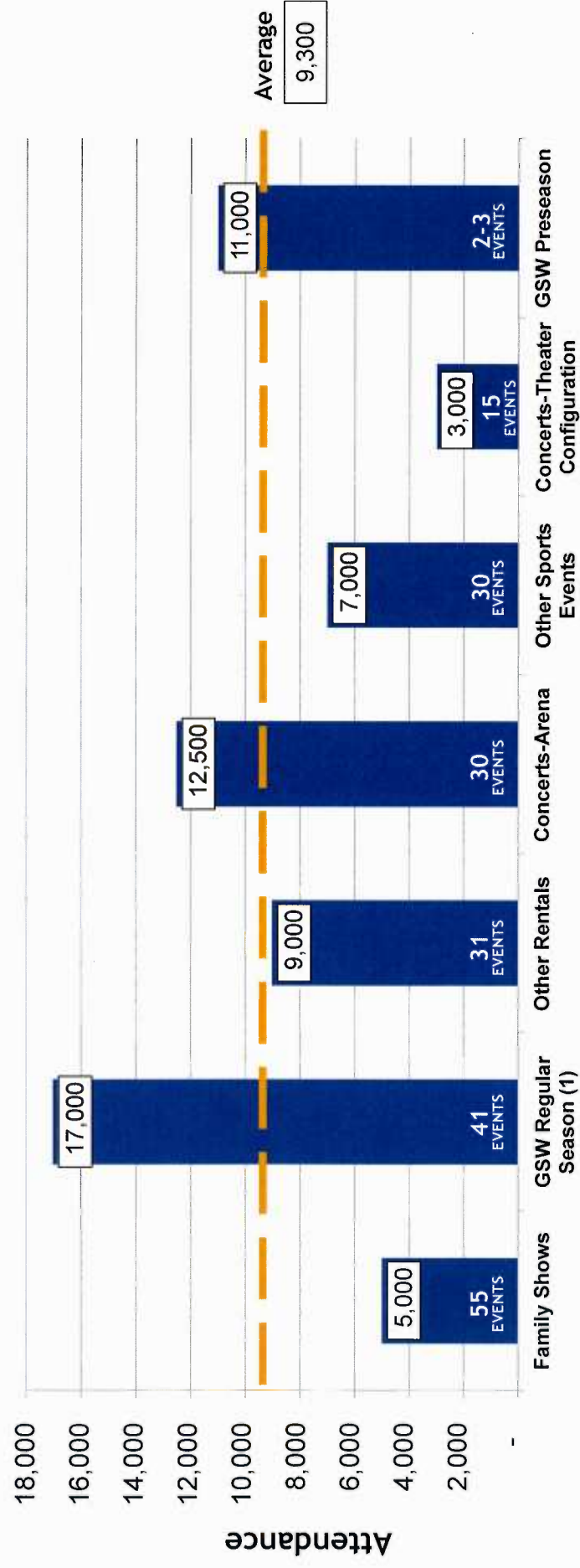
- Transbay/Ferry Building, Van Ness, and 16<sup>th</sup>/Mission routes

## Cycletrack

- 2-way, planned for Terry Francois Boulevard



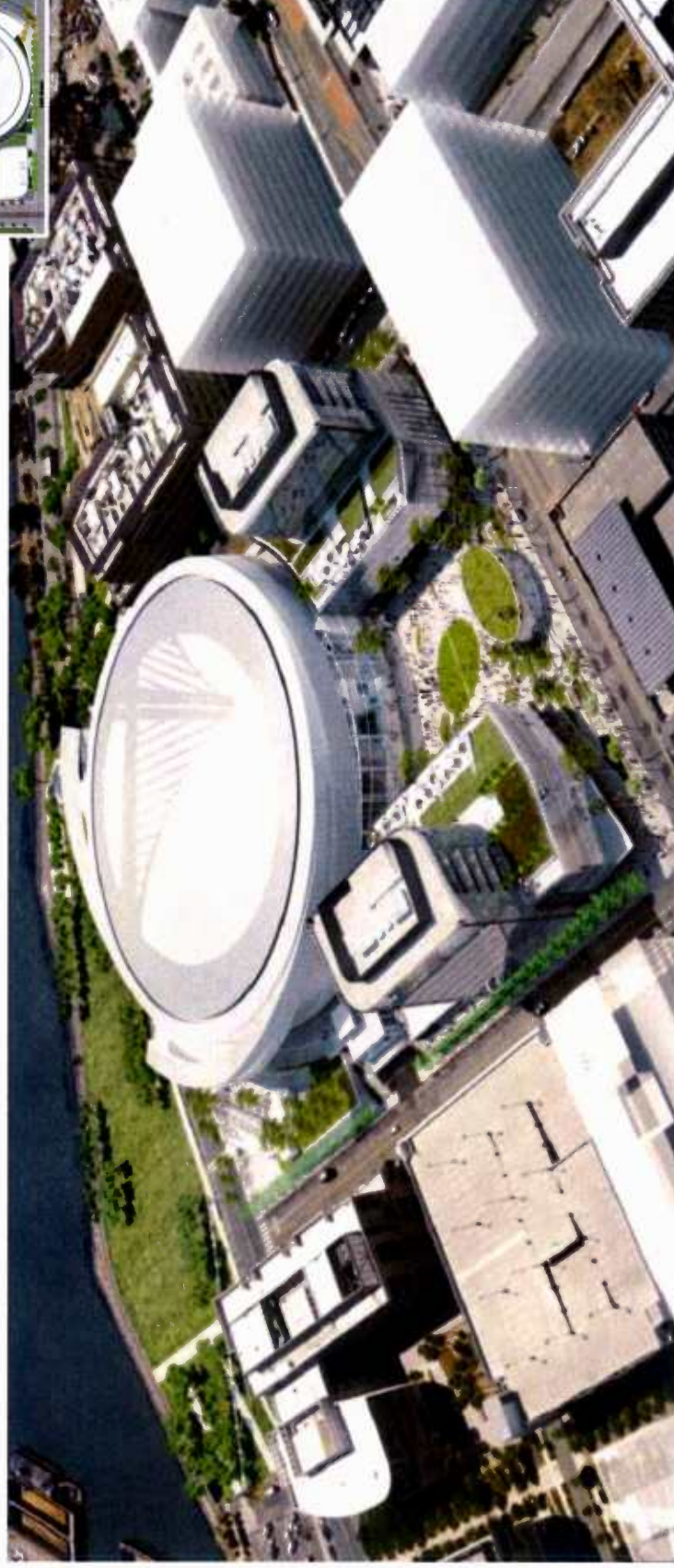
# Projected Arena Events & Attendance



(1) Attendance levels are lower than sell out capacity due to industry-standard No Show rate. GSW playoff games will range from zero to a maximum of 16 based on GSW performance.



# Views: NW Aerial



# Views: 3<sup>rd</sup> Street Approach





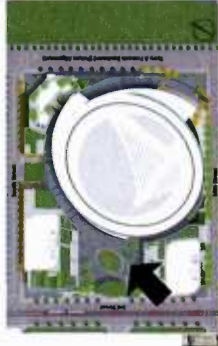
# Views: Main Plaza



Image Courtesy of MANICA Architecture

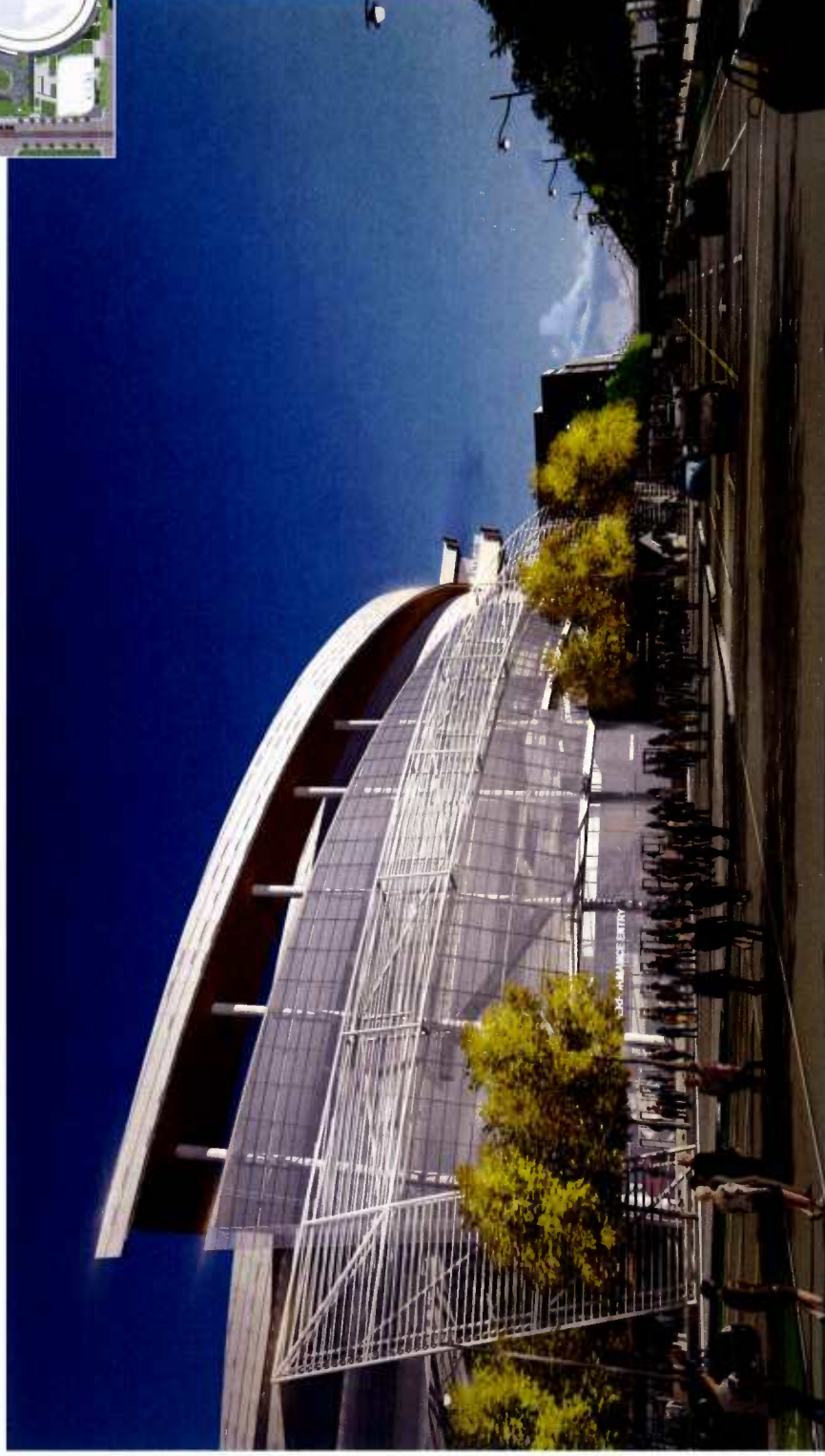


# Views: Main Plaza





# Views: SE Corner



# Views: NE Corner





# Views: Pedestrian Path



Image Courtesy of MANICA Architecture



# Views: East Frontage (Night)



Image Courtesy of MANICA Architecture.



# Views: SE Aerial

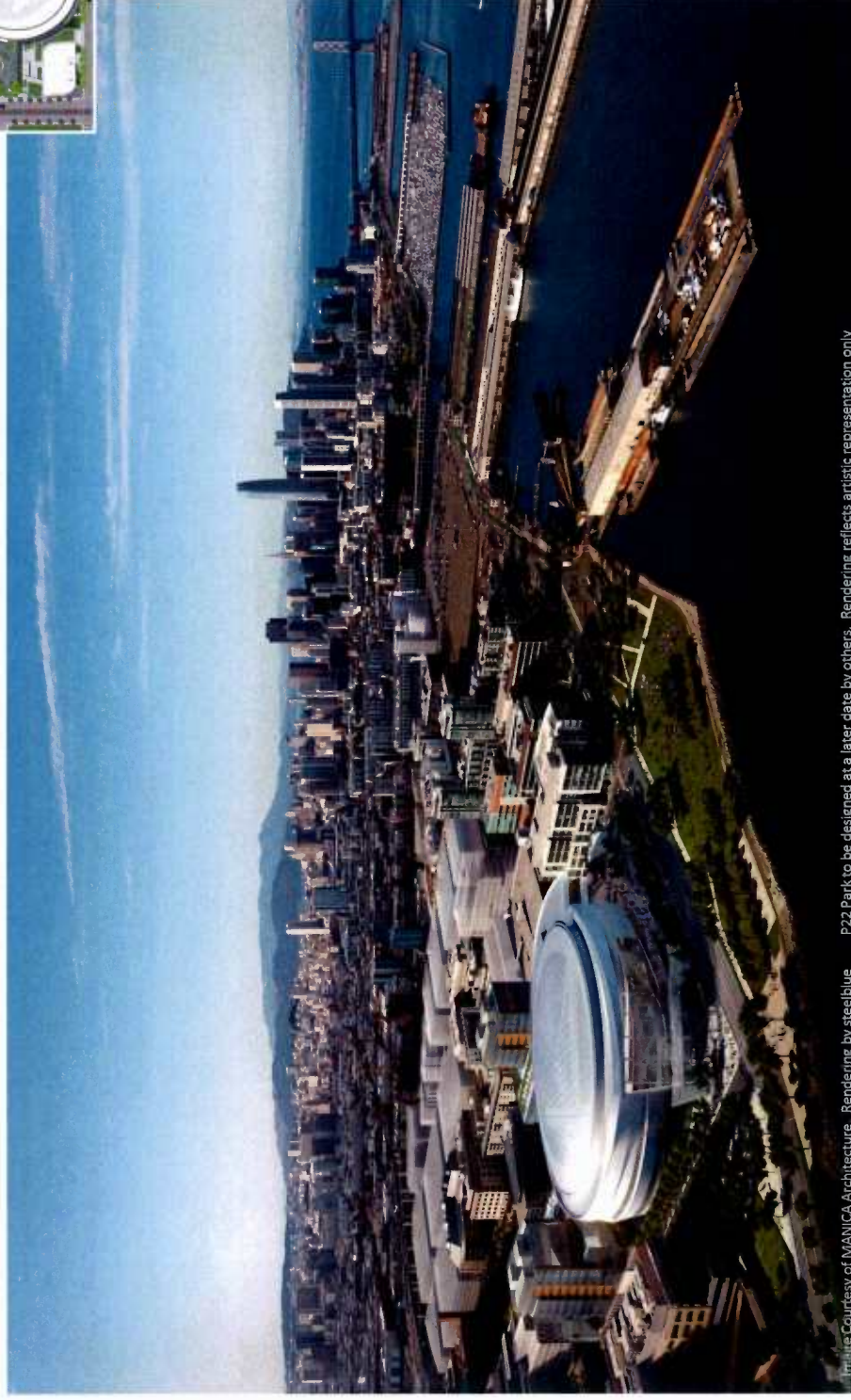


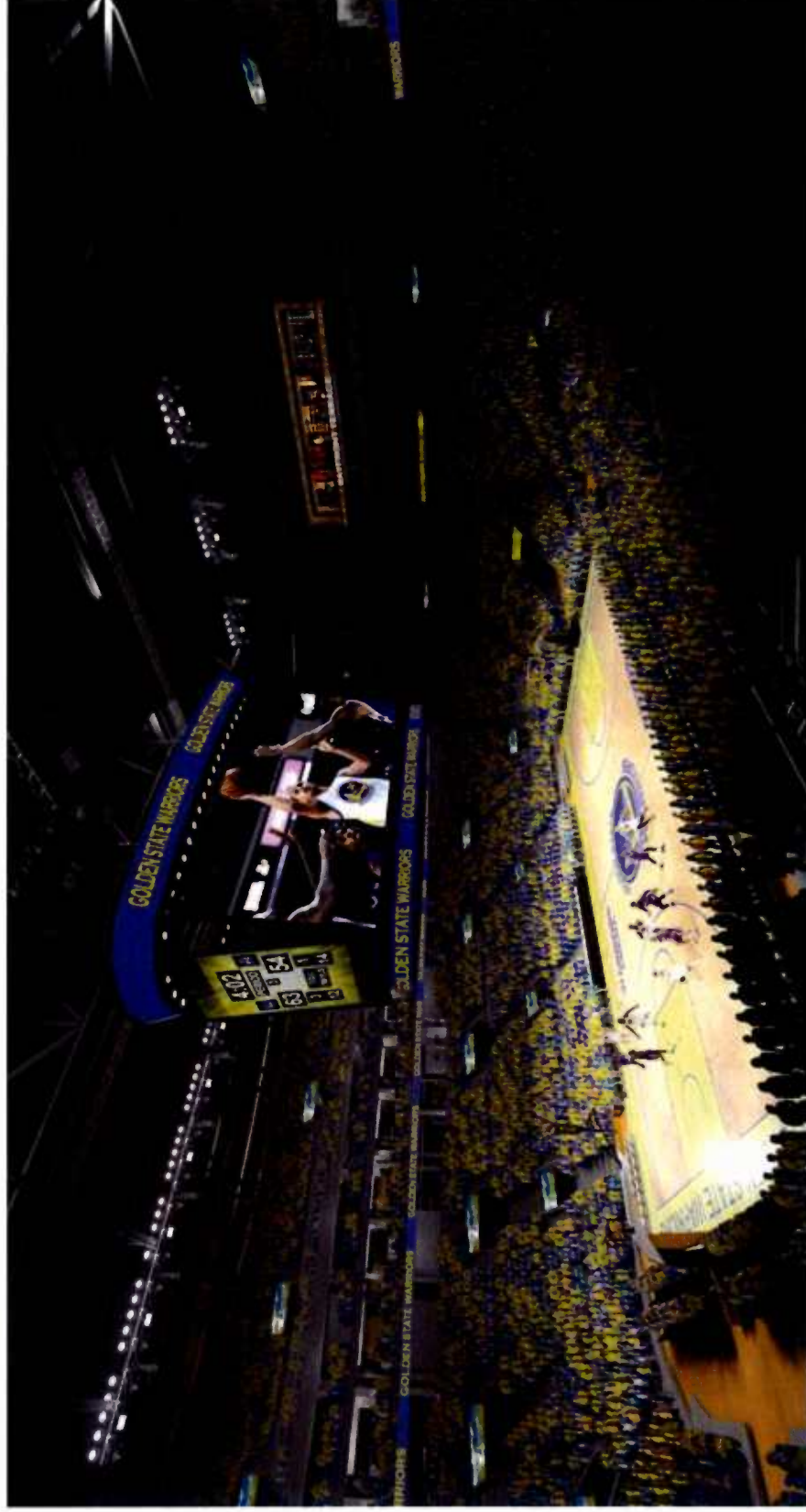
Image Courtesy of MANICA Architecture Rendering by steelblue P22 Park to be designed at a later date by others. Rendering reflects artistic representation only

# Views: Event Center - Interior Grand Lobby





# Views: Event Center - Interior



# Views: Event Center – Interior Theater



# Community Outreach

## **12 meetings with Mission Bay Community Advisory Committee**

- Unanimous approval October 8, 2015

### **Key Stakeholders including:**

- Mission Bay Neighborhood Group
- Rincon Neighborhood Group
- Potrero Neighborhood Group
- Dogpatch Neighborhood Group
- Eastern Neighborhoods Group
- UCSF Mission Bay
- San Francisco Giants
- Biotech Roundtable
- SF Bicycle Coalition
- WalkSF



# Schedule

- November 2015: Commission hearings for CEQA and design approvals
- Spring 2016: Construction commencement
- 2018-2019 basketball season: Event Center opening





Thank You

**Exhibit C**



**SPORTS AND ENTERTAINMENT EXECUTIVE**

FACILITIES &amp; EVENT MANAGEMENT – REVENUE GROWTH &amp; FINANCIAL MANAGEMENT

ORGANIZATION DEVELOPMENT – GUEST EXPERIENCE – BUSINESS DEVELOPMENT

*Accomplished operations executive with a strong record of progressive cross-functional leadership with Madison Square Garden, the world's most famous sports and entertainment company. Career Highlights include:*

- **Managed The Madison Square Garden Company's portfolio of venues**, including MSG Arena complex, Radio City Music Hall, The Los Angeles Forum, The Beacon Theater, and The Chicago Theater.
- **Directed \$1 billion MSG Arena renovation which resulted in \$100 million incremental annual revenue**; one of two senior executives charged with managing design and construction of the top to bottom "Transformation" of the MSG Arena.
- **Executed \$120M renovation and start-up of the Los Angeles Forum**, resulting in \$50M in incremental revenue. Managed due diligence to acquire property, developed construction and operating team, and oversaw design, construction and start-up.
- **Effectively managed \$100M of revenue**, gross receipts of \$600M in ticket sales, and operating budgets of \$140 million. Directed workforce of over 6,000 employees.
- **Headed operations for Giants Stadium and the Meadowlands Arena** while with The NJ Sports and Exposition Authority; executed several large projects which generated additional revenue and effectively orchestrated numerous high profile events.

**EXPERIENCE****MADISON SQUARE GARDEN (MSG), New York, NY, 2002 – 2015****— EXECUTIVE VICE PRESIDENT OF FACILITIES (2010 – 2015) —**

*Selected by CEO to oversee the Facilities Division at a time the company was preparing to execute the most ambitious growth initiative in its history, a \$1 billion renovation of the MSG Arena complex, requiring a complex logistical strategy that wouldn't disrupt the Knicks and Rangers season. Reported to CEO and worked closely with other members of the senior executive team.*

*Oversaw all facilities under MSG management, hosting 1000 events and six million patrons annually.*

- **Operations:** Managed all functional areas in each building, including food and beverage, merchandise, ticketing operations, event operations, event production, building operations, security, guest experience, construction, project management, business development, finance, legal, and HR.
- **Resource Management:** Held full accountability for divisional resources, including a \$140M operating budget, \$100M in direct event expenses, 250 FT administrative, 200 FT union and 6,000 PT/contingent employees.
- **Team Leadership:** Managed seven direct reports, including the SVP and GM of Madison Square Garden, SVP and GM of Theaters, SVP of Guest Services, SVP of Planning & Operations, SVP of Construction & Development, VP and GM of The LA Forum, and an Executive Administrative Assistant.
- **Financial Management & Reporting:** Managed team of 20 responsible for division's budgeting, accounting, forecasting, and reporting; represented Facilities in 10Q/K filings.
- **Product Lines:** Served as strategic partner with the President of MSG Entertainment and President of MSG Sports to provide service and support for the company's product lines, including the Knicks, Rangers, Liberty, Bookings, Productions and other external business clients and partners.

*Managed growth initiatives requiring restructuring of the division, closing and re-opening of the Arena three times and the start-up of The LA Forum.*

- **Project Management:** Managed \$1B renovation of Arena and a \$120M renovation of The LA Forum, delivering both projects on time. Responsible for planning and execution of both projects including oversight of the A/E and construction teams. Headed due diligence efforts on various other growth initiatives, including potential development of new venues, purchase of existing venues, new lines of business, and joint venture opportunities.
- **Operations:** Maintained full operability during NBA/NHL season while coordinating logistics required to complete three-year arena renovation. Planned and managed transition from construction to operations following all three shutdowns of MSG Arena. Managed start-up of LA Forum operations, including negotiating/executing local hire requirements, negotiating labor agreements, and spearheading the implementation of the company's first outsourcing strategy for security, custodial, food and beverage, merchandise, and parking operations.
- **Technology:** Managed development and implementation of new technology systems and improvements aimed at achieving the most technologically advanced guest environment while improving operating efficiency. Technology elements included best-in-class security systems, Wi-Fi, IPTV, POS, A/V, broadcast infrastructure, and automated building controls.
- **Sustainability Program:** Championed creation of sustainability program focused on increasing energy efficiency, reducing waste, conserving water, and "greening" of consumable products through strategic purchasing.

**MADISON SQUARE GARDEN CONTINUED**

*Cut labor costs, increased revenue, improved guest experience, and changed culture of front-line employees.*

- **Union Negotiation:** Increased efficiency, cut costs, and enabled more accountability and greater flexibility in providing customer service by renegotiating union collective bargaining agreements.
- **Revenue Growth:** Exceeded food and beverage revenue budget, adding incremental \$7M on total revenue of \$70M; serviced other divisions to help drive incremental revenue on ticket sales, suites, clubs and sponsorship.
- **Organizational Restructuring:** Executed significant division reorganization; improved recruiting, hiring, training, support, and evaluation of front-line staff.
- **Guest & Staff Experience:** Spearheaded aggressive program that significantly improved guest and employee experience; division exceeded other MSG groups in survey and exceeded Fortune 500 "Best Companies to Work For" benchmarks.

**— SENIOR VICE PRESIDENT & GENERAL MANAGER OF ARENA & BUSINESS DEVELOPMENT (2004 – 2010) —**

*Promoted during a transition period when there was a new CEO, a spinoff from Cablevision was being considered, and a companywide top-to-bottom assessment was being conducted.*

*Oversaw operations for MSG Arena, Theater at MSG, and MSG Training Center with 400+ annual events and two million patrons as well as a \$45M operating budget and \$60M in event expenses.*

- **Team Leadership:** Led team that included an Assistant General Manager and VPs of Production, Event Operations, Building Operations, Project Management, and Risk Management. Indirect reports included the SVP of Food & Beverage and the SVP of Ticket Operations.
- **Staff & Financial Management:** Oversaw 14 labor unions, 60 FT administrative employees, and 2,000 FT and PT union employees. Managed all budgeting, outlooks, and forecasts for MSG Arena, MSG Theater, and all facilities' capital expenses.
- **Capital Projects:** Oversaw approximately \$40M of annual capital improvements. Managed \$100M in preparatory work for upcoming large-scale arena renovation, including selective demolition, structural reinforcement, asbestos abatement, and MEP infrastructure, while maintaining full operability in season.
- **Procurement:** Served on team that implemented a new automated procurement system for tracking and execution of over \$800M in annual spending.

*Led restructuring, major renovation, acquisition, and the startup of Guest Services.*

- **Change Management:** Improved performance through a total divisional restructuring; conducted a top-to-bottom review of all collective bargaining agreements to renegotiate legacy and control-related issues out of agreements.
- **Garden Renovation:** Played a key role in design and planning of the Garden renovation that included reallocation of space from support to revenue generating and an upgrade of the 1968 infrastructure to support it.
- **New Business Development:** Assisted EVP in planning the acquisition of the Chicago Theater in 2008, which cost \$18.5M and has generated \$12M per year in incremental revenue. Directed venue integration into portfolio.
- **Theater Renovation:** Played key role in \$20M renovation and operation of The Beacon Theater in 2009, which has generated annual post-renovation revenues of \$19M.
- **Department Startup:** Collaborated with Executive Vice President to establish Guest Services department, and comprehensive service program.

**— VICE PRESIDENT, MSG OPERATIONS & PRODUCTIONS, MSG (2004) —**

*Selected for temporary assignment to leverage arena-operating experience for 1,000-employee organization that was approaching its busiest season in the middle of Local 3 negotiations, facing a potential strike in the midst of planning for the Republican National Convention, and lacking executive leadership after the departure of key managers. Subsequently offered position permanently.*

- **Labor Negotiation:** Played key role in labor negotiations with the two largest unions and prepared a comprehensive strike contingency plan; cut event expenses through labor negotiations.
  - **Change Leadership:** Led staff through a period of significant uncertainty and change; improved talent pool and performance through staff reorganization, promotions, demotions, terminations, and new hires.
  - **Client Relationship Management:** Quickly got up-to-speed on plans for the 2004 Republican National Convention and effectively represented the division to its key stakeholders.
  - **Budget Management:** Successfully managed \$40M operating and \$20M capital budgets.
  - **Process Improvement:** Increased accountability, tracking, and cost control by participating on team that implemented an integrated time, attendance, and event cost tracking system.
-



**MADISON SQUARE GARDEN CONTINUED**

**— VICE PRESIDENT OF FACILITIES, RADIO CITY MUSIC HALL (2002 – 2003) —**

*Challenged with transitioning staff from construction to operation after a \$70M renovation, protecting the company's investment, and managing relationships with the Landmarks Commission, city agencies, and landlord on a daily basis. Supervised Director of Operations, Chief Engineer, Project Manager, Custodial Manager, Chief Electrician, and administrative staff.*

- **Operations Leadership:** Led maintenance and operations of 600,000 square foot, 5,600 seat landmark theater that hosts approximately 350 annual events attended by 1.6M patrons. Major events included The Radio City Christmas Spectacular, MTV Music Awards, Tony Awards, Liberty Basketball, and Boxing.
- **Construction:** Worked closely with Landmarks Commission to address 'Day Two' items following the renovation, including additional revenue opportunities, such as increasing food and beverage points of sale, sponsor displays, and merchandise opportunities.
- **Change Management:** Successfully transitioned staff from a construction mentality to an operating mentality focused on balancing maintenance needs with event requirements and maximizing revenue.
- **Resource Management:** Delivered significant cost savings by working with internal/external labor attorneys to rework the custodial contract and by restructuring engineering and custodial departments to reduce headcount.
- **Relationship Management:** Established and maintained productive internal and external working relationships with Tishman Speyer Properties and outside city, state, and federal agencies, including Office of the Mayor, NYC Landmarks Commission, Community Board, DOB, NYPD, and NYFD.

**DIVERSIFIED SYSTEMS, INC., Kenilworth, NJ, 2001 – 2002**

**— GENERAL MANAGER —**

*Hired to establish processes, controls, and accountability in a small, closely held technology company that was experiencing explosive growth. Implemented process improvements and an organizational restructuring. Assisted owner with expansion plans that included searching for new facilities and acquiring a satellite broadcasting facility.*

**THE NEW JERSEY SPORTS AND EXPOSITION AUTHORITY (NJSEA), East Rutherford, NJ, 1988 – 2001**

**— DIRECTOR OF OPERATIONS, GIANTS STADIUM (1996 – 2001) —**

*Elevated as part of a total reorganization of NJSEA management. Held full accountability for all back-of-house trades (10 labor unions), event management, physical plant, capital projects, and practice facility. Supervised Custodial Manager, Building Superintendent, and Manager of Mechanical and Electrical as well as administrative staff. Managed operating budget, event expenses, and event billing.*

- **Construction Oversight:** Part of team that executed \$40M project in a three way partnership with the NY Giants, NY Jets, and NJSEA to deliver significant additional revenue by creating 32 new suites and 1,000 club seats.
- **Event Management:** Coordinated event related building needs including assisting in the planning and execution of the inaugural season for the Metro Stars, the third tenant of the building. Installed first of its kind natural grass modular field in 1996; eventually tested for three NFL preseason games in 1998. Collaborated with NY Giants on the testing, installation, and maintenance of a natural grass field; decision was later made to transition back to an artificial surface.
- **Energy & Customer Management:** Partnered with Honeywell on a \$45M self-funding energy efficiency initiative, including replacement of the physical plant. Enhanced patrons' experience by coordinating upgrades to the scoreboard and video systems.

**— ASSISTANT DIRECTOR OF OPERATIONS, MEADOWLANDS ARENA (1992 – 1996) —**

*Promoted to new position to manage significant increase in event load and complexity. Successfully executed multiple large-scale events, including NBA and NHL games, concerts, 1994 Final Four, The National Horse Show, The Marlboro Grand Prix, and the 1995 NJ Devils Stanley Cup. Brought in state-of-the-art technology and outsourced custodial operation to a third party.*

**— EVENT MANAGER, MEADOWLANDS ARENA (1989 – 1992) —**

*Promoted after 12 months as the Custodial Supervisor to plan and execute all events. Managed relationships with the NJ Devils, NJ Nets, Seton Hall, concert promoters, tour managers, and all other event stakeholders.*

**EDUCATION**

Gettysburg College, Gettysburg, PA  
BA, Business Major, 1987

**Exhibit D**

2 December 2015

Mr. Stephen Collins  
Golden State Warriors  
1011 Broadway  
Oakland, CA 94601

Re: Golden State Warriors Arena  
KHA Project No. 13032  
Design Considerations

KENDALL/HEATON  
ASSOCIATES INC  
ARCHITECTS  
PLANNERS  
3050 POST OAK BLVD  
SUITE 1000  
HOUSTON, TEXAS  
77056 / 713-877-1192

Steve:

KHA is aware of the need for the Event Center to be designed to comply with the noise provisions set forth in the San Francisco Police Code and will be subject to the condition of the Place of Entertainment Permit (POE) that the project undergo a sound test. We understand that this condition of the POE prohibits commencement of operations until the sound test occurs.

Consequently, KHA has been working with two acoustical engineering firms to incorporate sound attenuation and mitigation features into the design to satisfy those requirements of the jurisdiction. In order to ensure that when the Event Center is constructed, it will perform as required by the Police Code and POE permit process we have engaged two acoustical engineering firms, ARUP and WJHW, both well-known and extremely well-respected firms with deep expertise in acoustical engineering. We have worked closely with both firms throughout the design process to incorporate appropriate, cost effective, state of the art sound attenuation features and strategies into the design.

We feel confident that we have the very best current thinking at work in this design process and expect the Event Center's performance to reflect the close attention we and our sound experts have paid to this issue. Among those strategies likely to be implemented include the following:

- Computer modeling to establish general design criteria, identify areas of concern, and set specific design criteria for numerous locations at walls and roof of the arena. Modeling will continue to be updated as design progresses.
- Partitions with sufficient sound attenuation insulation and mass to mitigate sound, including up to six layers of gypsum board on 6" metal studs with resilient channels in locations with a direct line-of-sight from the exterior partition to inside the arena bowl.
- Sound rated doors with sufficient mass and gaskets to mitigate sound.
- Glass thickness sized and located to perform at the level of the sound mitigation partition at the building envelope where there is a direct line-of-sight to inside the arena bowl.
- Double wall approach at locations adjacent to the two main lobbies that will allow the standard insulated glass of the lobby curtain wall to work together with an interior partition (either gypsum board or glass) to satisfy the criteria at the line of the enclosure.
- Sound rated partitions separating the suites and clubs from the concourses to further limit the noise transmission to the exterior.
- Roof designed with 5/8" gypsum board sheathing and 5 inch thick rigid insulation.
- Assuming a maximum noise level limit for amplified sound events across third -octave bands. This strategy is currently used at similar arenas with nearby residential properties such as Barclays Center.

Patrick N. Ankney, AIA  
principal

*Mr. Stephen Collins  
Golden State Warriors  
2 December 2015  
Page 2*

Another item of interest for you is the arena glass. We are designing the arena with clear glass with a Low-E coating to improve thermal performance. The glass does not have reflective coatings. The east facing elevation including the southeast lobby glass will also comply with bird-safe standards per Planning Code Section 139.

Our design team has also created predictive models of pedestrian movements around the site. Momentum Transport Planning, a highly-respected motion study consultant, designed dynamic crowd models to predict the flows of pedestrians pre-event, post-event, and in evacuation scenarios. Based on those studies, design provisions were made to facilitate orderly ingress and egress from the building.

In addition, we have worked diligently to design and coordinate kitchen exhaust so that all food service exhaust air is routed up to the top of the arena roof and to the top (high roof) of each office tower for discharge to avoid odors being present at primary pedestrian areas.

I look forward to working through these issues with you and the team as we move into the design development and documentation process.

KENDALL/HEATON  
ASSOCIATES INC  
ARCHITECTS  
PLANNERS  
3050 POST OAK BLVD  
SUITE 1000  
HOUSTON, TEXAS  
77056 / 713-877-1192

Sincerely,



Patrick N. Ankney, AIA  
Principal

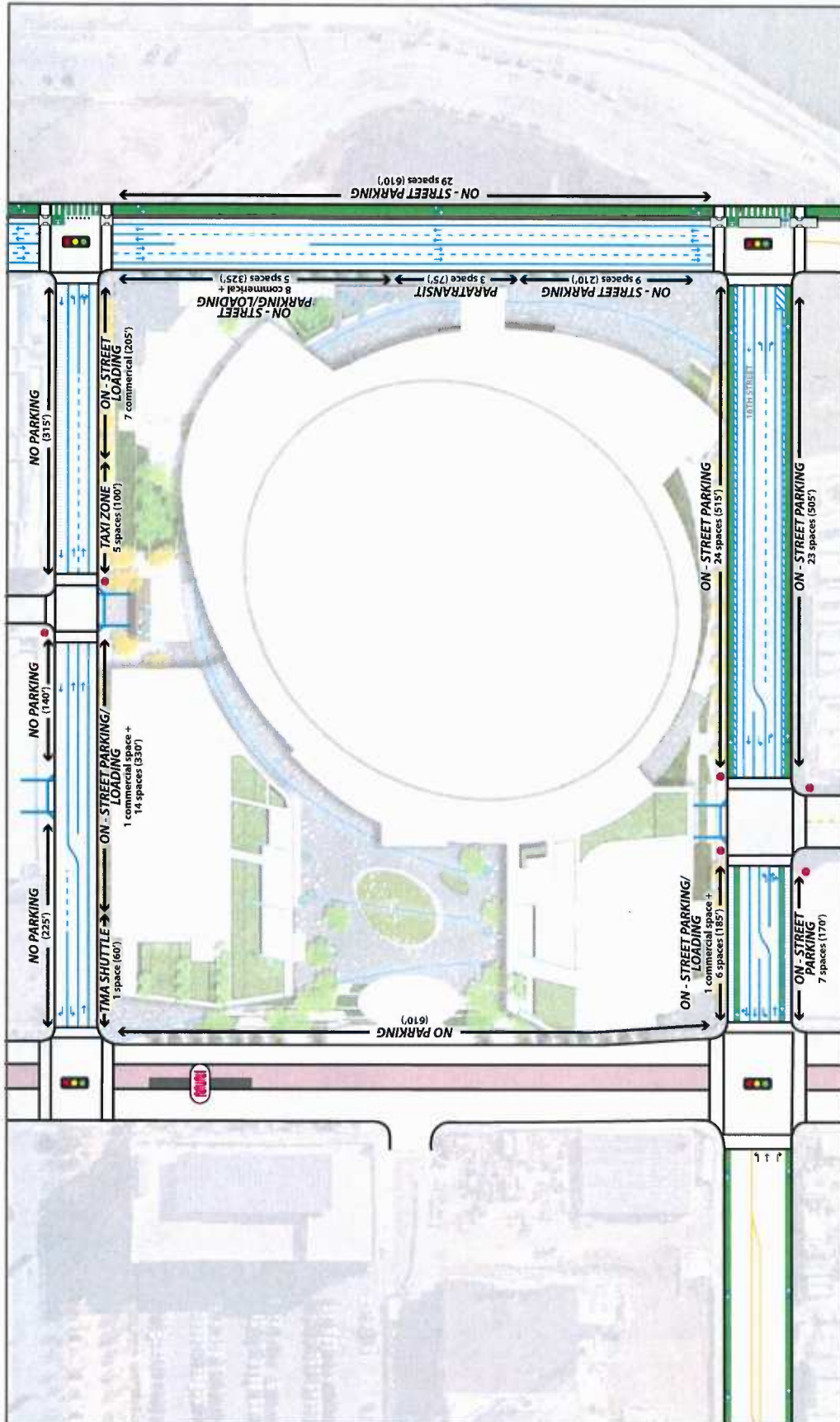
Enclosures

cc: David Carlock  
Paula Portz  
Tom Bond  
David Manica  
Will Hon  
Ben Fleener  
Brian Dickson  
Wyatt Henderson  
Kevin Graham  
Jack Wrightson  
Peter Bryan  
Dan Wacker

Patrick N. Ankney, AIA  
principal





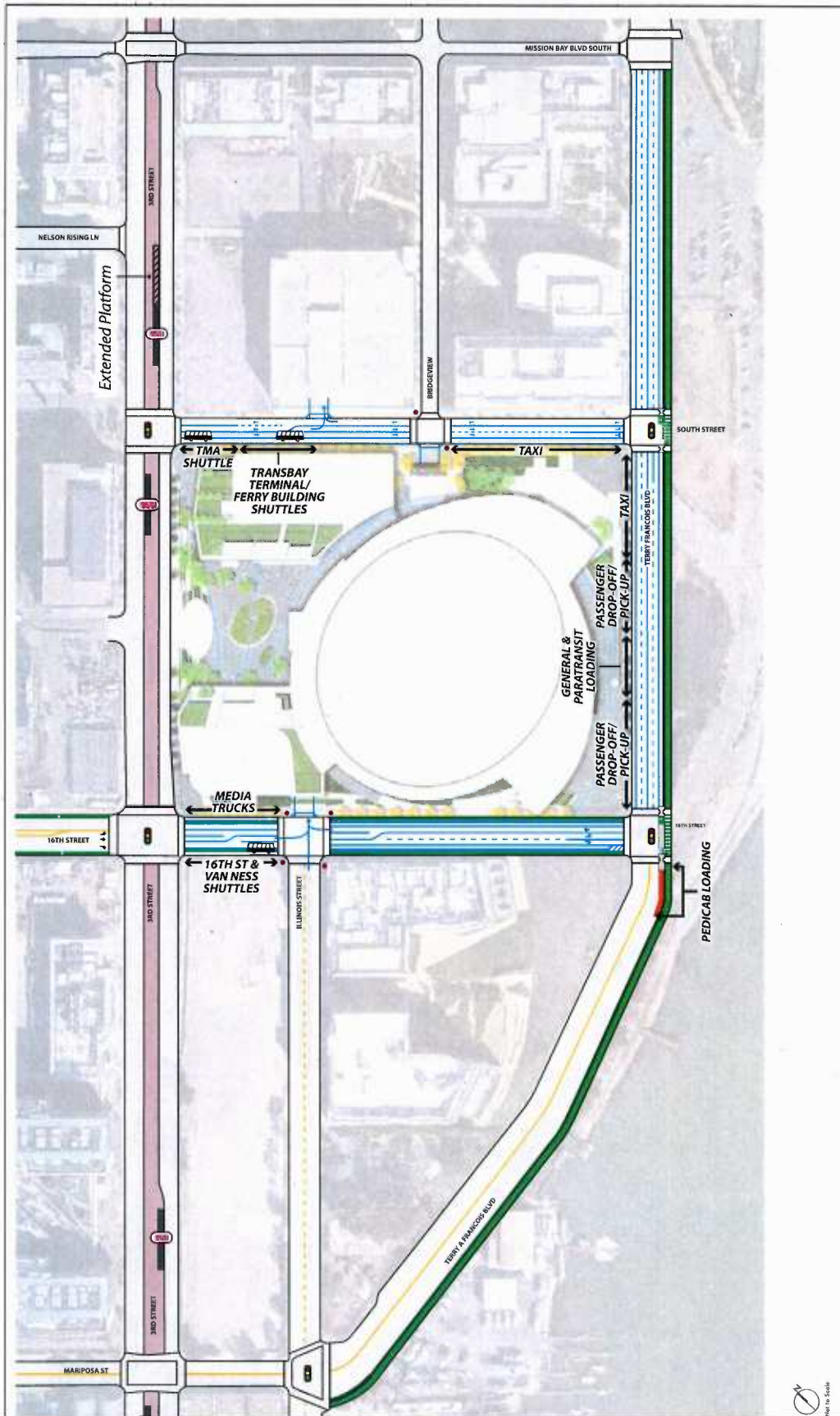


SOURCE: Final Transportation Management Plan for the  
Warriors San Francisco Event Center, April 2015

OCII Case No. ER 2014-919-97; Planning Department Case No. 2014.1441E:  
Event Center and Mixed-Use Development at Mission Bay Blocks 29-32

**Figure 5.2-9**  
Proposed Roadway Configuration and Curb Management







# Final Transportation Management Plan for the **Warriors San Francisco Event Center**



Prepared by:

**FEHR & PEERS**

332 Pine Street 4th Floor  
San Francisco, CA 94104  
(415) 348-0300

December 2015

Prepared for:



Golden State Warriors Arena LLC

FINAL

Transportation Management Plan (TMP) for the  
Golden State Warriors Event Center and Mixed-Use Development

Prepared for:

Golden State Warriors Arena LLC

Prepared by:

FEHR & PEERS

December 2015





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## EXECUTIVE SUMMARY

The Transportation Management Plan (TMP) is a management and operating plan designed to provide multi-modal access to a range of events at the new Golden State Warriors (GSW, or Warriors) Event Center in San Francisco's Mission Bay neighborhood, and to the retail and office uses on the same development site. The purpose of the plan is to ensure safe and efficient access by promoting and facilitating the use of nearby public transit services and pedestrian and bicycle infrastructure for travel to and from the Event Center and the adjacent mixed use development, thereby reducing vehicular impacts to the Mission Bay/Dogpatch area and the adjacent neighborhoods. The plan's primary goals include a reduction in single occupancy vehicle trips and facilitation of multi-modal access to/from the site for all employees and visitors. Where applicable, auto mode share standards are based on site-specific travel demand estimates prepared as part of the project's subsequent environmental impact report (SEIR) analysis.<sup>1</sup>

The TMP is a working document that will be expanded and refined over time by the Warriors, the City of San Francisco, and other agencies responsible for carrying out the plan. An active field monitoring process will occur during the four years after the project's completion, with annual surveying and reporting conducted thereafter, to make any necessary adjustments. It is also anticipated that subsequent refinements will be made to respond to changing circumstances, new transportation access and parking opportunities, and planned transportation improvements that are implemented in the project vicinity over time.<sup>2</sup>

The TMP provides a summary of the Event Center and mixed-use development project description; event and no-event scenarios that are addressed in this document; existing transportation facilities and planned major transportation projects; travel characteristics of Event Center attendees, office workers, and retail patrons; transportation control recommendations; travel demand and communication strategies; and performance standards.

The scenarios addressed in this plan are as follows.

- Typical Day (No-Event Day)
- Convention – weekday event with approximately 9,000 attendees
- Arena Concert – evening event with approximately 12,500 attendees
- NBA Game – an evening Warriors game with 18,064 attendees
- Dual Event – A weekday non-GSW event of 12,500 or more attendees starting within an hour of a SF Giants home game at AT&T Park.<sup>3</sup>

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<sup>1</sup> Travel, Parking, and Loading Demand Estimates for the Proposed Event Center & Mixed Use Development at Mission Bay Blocks 29-32 Final Memorandum, Adavant Consulting and LCW Consulting, November 19, 2014 .

<sup>2</sup> Changes to the project TMP do not override the project Mitigation Monitoring & Reporting Program (MMRP) (2015). Where conflicts may exist over time between this TMP and the MMRP, the MMRP shall be the governing document.

<sup>3</sup> Concurrent events at the Event Center and AT&T Park could also include a GSW basketball home game coinciding with a San Francisco Giants home game. This scenario is analyzed in the project's SEIR. However, because each team has little

The travel characteristic assumptions for varying scenarios at the proposed development are based on the analysis prepared concurrently for the project's SEIR.

Transportation control strategies that are identified in the Plan include provision of an on-site, site-specific Transportation Management Center (TMC) located in the security center in the Event Center; designation of a Parking Control Officer (PCO) director who will staff the Event Center TMC and manage game-day controls; designation of up to three in-field PCO supervisors who will roam and oversee PCO operations; the potential locations of PCOs who will direct vehicular and pedestrian traffic under various event scenarios; provision of GSW or Event Center staff to assist with wayfinding and crowd management; a coordinated partial street closure of the northbound lanes on 3<sup>rd</sup> Street (between 16<sup>th</sup> Street and Mission Bay Boulevard South) and partial closure of westbound lanes on South Street for a short period after the conclusion of peak NBA and arena concert events; and designation of curbside locations for Muni buses, Mission Bay Transportation Management Association (TMA) shuttles, other shuttle buses, charter buses, taxis, Transportation Network Companies (TNCs) (e.g., Uber, Lyft), limousines, private vehicle loading and unloading, and media trucks. The transportation control strategies also address transit boarding at the nearby Muni stations, pedestrian control at the Event Center main garage driveway access point on 16<sup>th</sup> Street, and emergency vehicle access to and around the Event Center Development.

Communication strategies that are identified in the Plan include promotion, outreach and wayfinding strategies designed to inform event attendees of the various transportation options that are available and provide directions on how to access them. This includes a description of transportation information that will be provided by the Warriors and event promoters with event ticket purchases. The wayfinding strategies include a series of signs and maps that will be placed to facilitate circulation and access in and around the buildings on-site, and multi-modal travel to and from the site.

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control over the scheduling of home games by the league, and because such instances are presumed to happen rarely, this TMP defines "dual events" for planning purposes according to the text above.

## CHAPTER 1. INTRODUCTION

This introduction describes the purpose, goals, and objectives of the Transportation Management Plan (TMP) for the Golden States Warriors Event Center and Mixed-use Development Project (“Event Center Development”). It gives a project overview within the San Francisco context, including ongoing and upcoming projects that will change the transportation system in the area and may prompt adjustments to the TMP in the coming years. It then lists organizations and agencies with a stake in the project with their respective roles and responsibilities, and discusses the overall TMP implementation strategy, including coordination between stakeholders. Finally, it outlines the information contained in the remainder of the TMP.

### 1.1 TMP PURPOSE, GOAL, AND OBJECTIVES

The purpose of the TMP is to outline strategies to optimize access to and from the Event Center Development within the constraints inherent to a large public event. The TMP considers the travel characteristics of Event Center attendees, office workers, retail patrons, and all other visitors to the site. Its main goal is to ensure safe and efficient access for all modes with a particular focus on promoting pedestrian, bicycle, and transit access to the Event Center and adjacent mix of uses, thereby reducing vehicular impacts to the Mission Bay/Dogpatch area and nearby neighborhoods.

The objectives of the TMP are:

- To facilitate and promote safe use of non-automobile transportation by people attending and supporting Event Center events or office and retail uses on-site;
- To highlight and optimize the use of transit by both event attendees and event or daily employees;
- To facilitate and maximize bicycle use by Event Center Development event attendees and event or daily employees;
- To facilitate a high-quality walking experience to the Event Center Development from adjacent residences, employment locations, transit stations, and parking garages by identifying key walking routes and major street crossing locations, so that wayfinding can be provided and PCOs can be located at critical points to manage the interaction of pedestrians and vehicles during major events;
- To publicize the non-traditional transportation resources existing in the site vicinity, including the Mission Bay Transportation Management Association (TMA) shuttle service and pedicab ride providers;
- To maximize safety for all transportation users at key locations around the Event Center Development site and broader neighborhood during event ingress and egress;
- To ensure the safe interaction of pedestrians and cyclists traveling along South and 16th Street and vehicles accessing the Event Center Development garage entries located on South Street at Bridgeview Way and on 16th Street at Illinois Street;
- To facilitate the safe and efficient flow of vehicle traffic into and out of the site and throughout the Mission Bay neighborhood during event and no event conditions; and
- Under a scenario without implementation of the Muni Transit Service Plan, to maintain a stated maximum auto mode share standard of 53 percent under peak weekday event conditions (6:00 PM – 8:00 PM) and 59 percent under peak weekend event conditions (6:00 PM – 8:00 PM).



The TMP is a living document and will be amended from time to time by the Golden State Warriors, in coordination with SFMTA and with input from the nearby community, as travel patterns change as a result of development and changes to the roadway infrastructure and operations. The Golden State Warriors are committed to implementation of flexible strategies to advance the goals and objectives outlined here.

### **1.1.1 Design Objectives**

The key transportation-oriented objectives of the Event Center Development design are:

#### Guest Safety

- Design clear and distinct pick-up and drop-off locations for each travel mode such that zones are primarily single-purpose and potential conflict areas are minimized (i.e., transit zones to the west, bikes and cyclists to the southeast, private vehicles to the east).
- Discourage mid-block pedestrian crossings at 3<sup>rd</sup> Street, 16<sup>th</sup> Street, or Terry François Boulevard
- Create crossings that work for an all-day, all-year development; avoid creating crosswalks that only operate under PCO supervision
- Reduce conflicts between pedestrians and autos at driveways and garage entrances

#### Guest Convenience

- Locate guest arrival areas near building entrances and other conveniences to create visual connections to the travel mode and to augment wayfinding, including:
  - The southeast Event Center entrance (along Terry François Boulevard and 16<sup>th</sup> Street)
  - Office entrances on 16<sup>th</sup> Street and South Street, especially for regular TMA shuttles
  - Northwest and southwest site corners, staging areas, and pathways, especially for arrivals via bike and Muni bus or light rail
- Prioritize open pathways designed for optimal pedestrian circulation and public access
  - Maintain open access to the southern passageway to preserve the 16<sup>th</sup> Street/Main plaza connection
  - Highlight, through both static and dynamic wayfinding, the northwest corner and southwest corner, and the gracious and pleasant paths to and from the Main Plaza to these corners
  - Leverage the position of the Gatehouse and the decorative fencing proposed on Third Street a means to direct patrons to the northwest and southwest corners of the project and to discourage mid-block crossings of 3<sup>rd</sup> Street
- Locate drop-off and pick-up locations for a given mode in close proximity to each other for pre- and post-event scenarios to create consistency, enhance intuitiveness, and create efficient paths of travel for patrons



### Synergy & Resource Intelligence

- Build a network of dynamic, up-to-the-minute transit information signage and wayfinding, both inside and outside of project buildings, to aid in the efficiency of patron arrivals and departures
- Locate the bike valet close to the Terry François Boulevard cycle track and nearby Bay Area Bike Share station(s)
- Position the bike valet in sight of the Event Center's southeast Lobby building entrance
- Locate the daily TMA shuttle stop close to office lobbies

### Good Neighbor Policies

- Create generous pedestrian queuing areas on-site to minimize neighborhood spillover
- Maintain local access to 4<sup>th</sup> Street and Bridgeview Way by promoting alternate pre- and post-game routes that emphasize use of 3<sup>rd</sup> Street, 7<sup>th</sup> Street, and Terry Francois Boulevard
- Access to building entries, garage entries, and sidewalk areas for daily users of the 409 and 499 Illinois buildings, the 450 South Street garage, and of the future buildings on Blocks 33-34 will not be unreasonably impeded
- Maintain access to the UCSF Mission Bay Campus and UCSF Hospitals for patients, employees, and the university community
- Maintain the site's identity as a porous, accessible, and welcoming neighborhood center

### Media Requirements

- Locate media to provide for reliable satellite connections as per NBA League guidelines while providing under-ground cabling below sidewalks for the safety of pedestrians

## **1.2 KEY STAKEHOLDERS**

Key stakeholders in the TMP and their respective roles and responsibilities are listed in Table 1-1.

**TABLE 1-1: KEY STAKEHOLDERS, ROLES, AND RESPONSIBILITIES**

Key Stakeholders	Roles and Responsibilities
Golden State Warriors (GSW)	The GSW is the project sponsor and is responsible for implementation of the TMP.
San Francisco Municipal Transportation Agency (SFMTA)	The SFMTA oversees the City's public right-of-way (ROW) and manages all surface transportation infrastructure and systems in the City, including roads, curb space, sidewalks, bicycle lanes, parking, transit, and traffic control measures <sup>1</sup> . The SFMTA also regulates taxis and enforces parking regulations. SFMTA operates San Francisco's bus and light rail service under the Muni brand, which will provide access to the Event Center and mixed-use development. Recommendations related to physical changes to the ROW must be supported by the SFMTA and approved by OCII. The SFMTA also coordinates closely with the SFCTA on the ongoing Waterfront Transportation Assessment, which includes the Mission Bay neighborhood in its study area.
Office of Community Investment and Infrastructure (OCII)	OCII has jurisdiction over implementing any major redevelopment projects in the Mission Bay North and South Redevelopment Project Areas. OCII acts as the land use regulatory authority and the lead agency on the EIR. OCII will ensure that the project follows the Mission Bay Infrastructure Plan, which is the guiding document for remaining infrastructure improvements in the Mission Bay Area.
Caltrans	Caltrans is California's Department of Transportation and has jurisdiction over the freeways that provide regional vehicle access to the proposed Event Center Development site.
Port of San Francisco (Port)	The Port of San Francisco (Port) has jurisdiction over San Francisco's waterfront, including Terry François Boulevard and small portions of 16 <sup>th</sup> and South Streets at their eastern edges. <sup>1</sup> This includes the provision of any new ferry terminal facilities and a cycle track facility, and jurisdiction over street parking operations in the areas noted above.
San Francisco County Transportation Authority (SFCTA)	The SFCTA serves as the Congestion Management Agency (CMA) for San Francisco County and is responsible for the ongoing Waterfront Transportation Analysis, which includes the Mission Bay neighborhood in its study area.
San Francisco Planning Department	The Planning Department is responsible for reviewing and commenting on project design, and assessing environmental impacts on the City and its residents in collaboration with the overall assessment being led by OCII.
San Francisco Department of Public Works (DPW)	DPW is responsible for street maintenance and implementation of streetscape projects as part of the Mission Bay Plan, including curb ramp installations and upgrades.
San Francisco Police Department (SFPD)	SFPD is responsible for emergency response, oversight/override of traffic control plans, incident management, and coordination with SFFD and the California Highway Patrol as needed.
San Francisco Fire Department (SFFD)	SFFD provides fire suppression and emergency medical services to the residents, visitors, and workers within San Francisco.
Caltrain	Caltrain is a California commuter rail line connecting San Francisco to the Peninsula and Santa Clara Valley to the south. Its San Francisco terminal station is at 4 <sup>th</sup> and King Streets, approximately 2/3 mile north of the project site. The 22 <sup>nd</sup> Street Caltrain station is also located within walking distance of the Event Center Development.

**TABLE 1-1: KEY STAKEHOLDERS, ROLES, AND RESPONSIBILITIES**

Bay Area Rapid Transit (BART)	BART is a rapid transit system that serves the San Francisco Bay Area. It operates five routes with 44 stations in four counties. Downtown San Francisco is roughly the geographic center of the BART system, and its Embarcadero, Montgomery Street, Powell Street, and 16 <sup>th</sup> Street Mission stations are within approximately 1.7 to 2.1 miles of the Event Center Development. Powell Street station will be connected to the site vicinity by the Central Subway upon that project's completion in 2019.
Water Emergency Transportation Authority (WETA) <sup>2</sup>	WETA was established by Senate Bill (SB) 976 to improve the ability of ferries to respond in an emergency and to consolidate several regional ferry services. WETA operates service to Alameda/Oakland, Harbor Bay, San Francisco, South San Francisco, and Vallejo as San Francisco Bay Ferry. WETA is exploring the potential for a ferry terminal at the foot of 16 <sup>th</sup> Street near the Event Center Development.
Golden Gate Ferry (GGF) <sup>3</sup>	GGF operates frequent ferry service between San Francisco and Larkspur in central Marin County, and between San Francisco and Sausalito in southern Marin County. Extra service is also offered from Larkspur to AT&T Park for Giants home games and other sporting and music events.
Mission Bay Transportation Management Association (TMA)	The TMA is a non-profit organization established to maximize access and mobility to, from, and within Mission Bay by means of free shuttle operations servicing residents and employees in the area. Shuttles transport patrons primarily to key transit locations, including the Caltrain station at 4 <sup>th</sup> St. and King St. and the Powell St. BART station. The Warriors will become members of the association and provide annual contributions for the expansion of this service (including service to Blocks 29-32 and potential additional evening and weekend routes throughout the neighborhood).
University of California, San Francisco (UCSF)	The UCSF Mission Bay campus is located in close proximity to the Warriors' project. Campus operations include regular shuttle service between UCSF campuses across San Francisco; these shuttles are intended to serve only university personnel (faculty, staff, students, etc.). They are, however, a regular presence within the Mission Bay street network.
Community Groups	Several community groups offer consultation and feedback on the project design and operational planning to help ensure a smooth integration into the Mission Bay neighborhood. Some community groups include the Mission Bay Community Advisory Committee (CAC), San Francisco Bicycle Coalition, Dogpatch Neighborhood Association, and others.

Notes:

1. Although the Port has jurisdiction over certain street segments in San Francisco, SFMTA still manages all aspects of surface transportation on those streets under agreement with the Port.
2. Source: <http://www.watertransit.org>
3. Source: <http://www.goldengateferry.org>

Source: Fehr & Peers, 2014.

### 1.3 PROJECT CONTEXT

The proposed Event Center Development site consists of Blocks 29, 30, 31 and 32 in the Mission Bay neighborhood of San Francisco and is served by local and regional transit (Muni, ferries, regional buses and Caltrain); a developing roadway, bike route, sidewalk network; and freeway access. Bicyclists will be encouraged to arrive at the site via 16th Street and the planned Blue Greenway along Terry François Boulevard. The project location is illustrated on **Figure 1-1**. The project site plan is illustrated on **Figure 1-2**.

The project site is located approximately 2/3 mile from AT&T Park, a 42,000 seat Major League Baseball Stadium and home to the San Francisco Giants. Although the Warriors regular season does not largely overlap with the Giants regular season, overlap of other event types may occasionally occur, and the venues they some transportation facilities and management strategies. Although rare, a dual event scenario is considered as part of this document.

Over the past several years, many projects in the area have affected the transportation system in the vicinity of the Event Center Development, including the opening of the T 3rd light rail line connecting San Francisco's Financial District to Sunnydale, which started operation in 2007. The projects listed in the following sections, which are either recently completed, under construction, pending, or under consideration, will continue to enhance the transportation system in the area and may warrant changes to the TMP as they are implemented. Several significant transportation investments at or near the site are projected to begin operation within the next 5-10 years. These near-term transportation projects are illustrated on **Figure 1-3** and include SFMTA's Central Subway, the electrification of Caltrain, the Blue Greenway, enhanced transit service along 16th Street, and the 2nd Street Project, among others. These types of capacity and service enhancements provide essential context for planning safe, efficient transportation access to the Event Center and adjacent office and retail uses.

Several large-scale development projects are also proposed for the Mission Bay neighborhood that may affect travel patterns in the area. The project's SEIR (currently being prepared) will analyze traffic patterns and intersection performances under cumulative conditions that contain several prominent developments in the project vicinity. The TMP may likewise need to be revised, after development projects are realized and operational, to more effectively manage transportation systems under all event and no-event conditions. Some reasonably foreseeable development projects include the following:

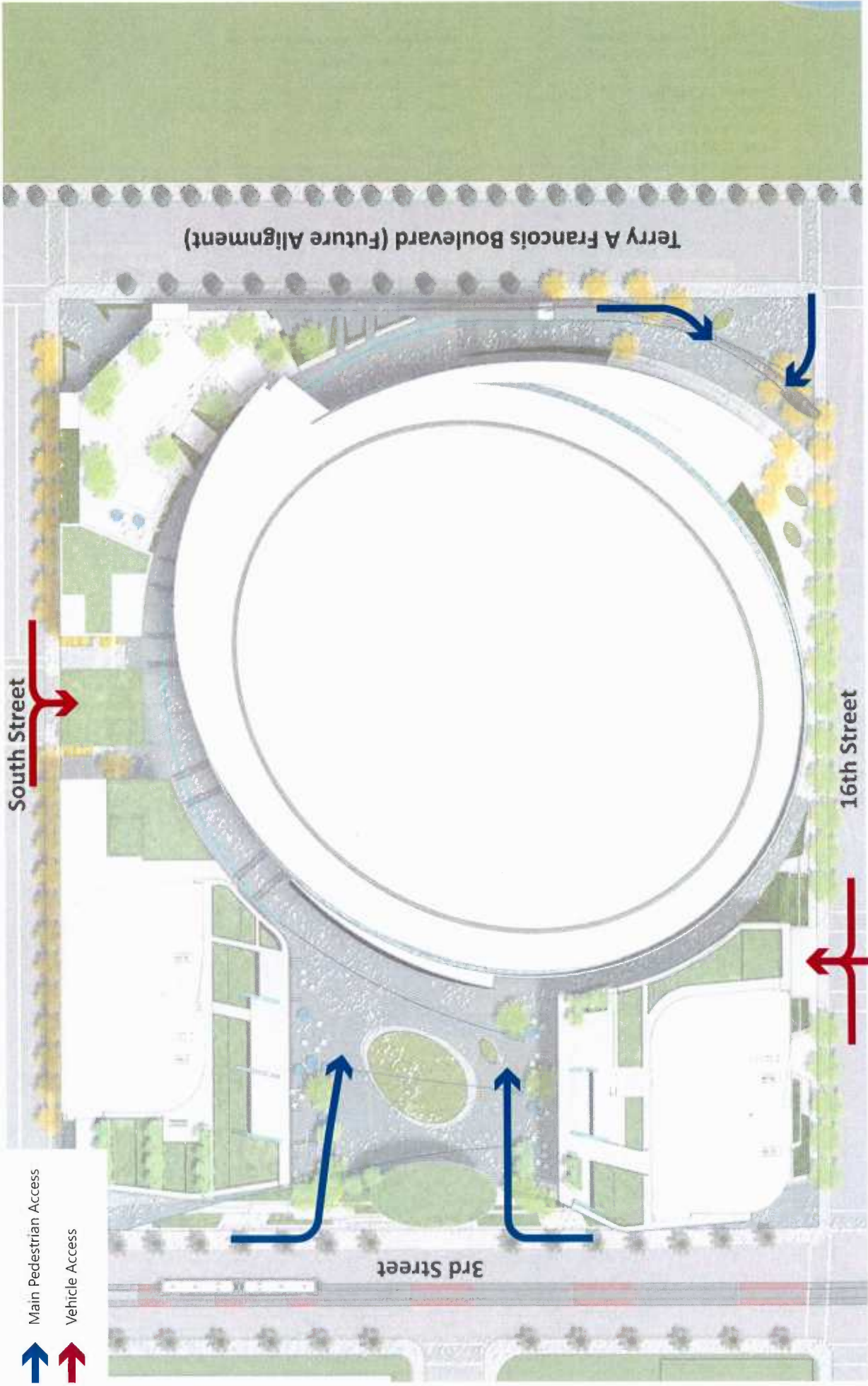
- Pier 70 Mixed-Use Project
- Seawall Lot 337 and Pier 48 Mixed-Use Project
- Kaiser Medical Office Building at 1600 Owens Street
- Central SoMa Plan
- UCSF Long Range Development Plan







**South Street Driveway:**  
three vehicle lanes



**16th Street Driveway:**  
two vehicle lanes, two truck access lanes



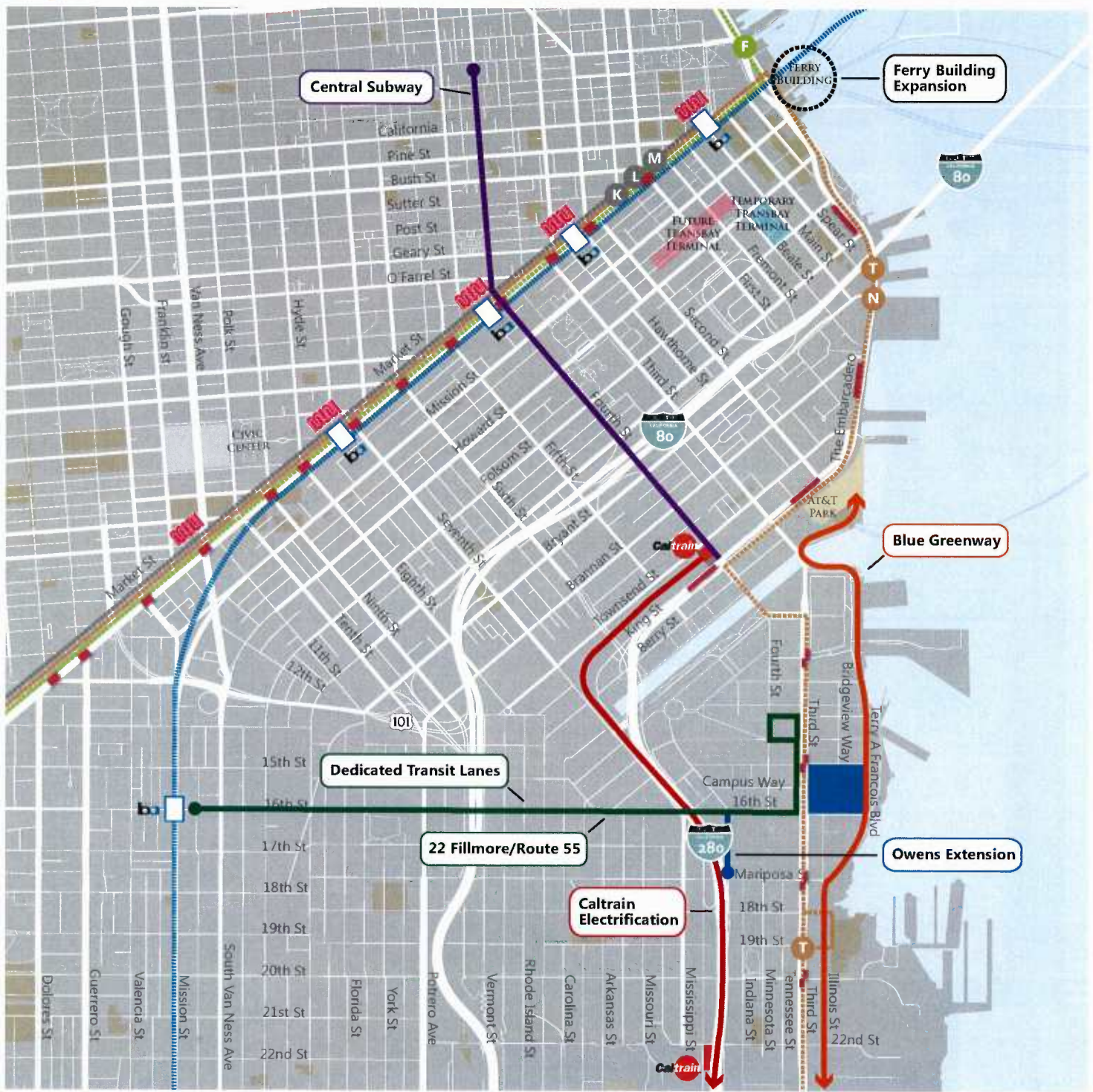
Not to Scale



- MUNI Platform
- Caltrain Station
- BART Station
- MUNI Station
- Project Site

- F Market & Wharves
- KT Ingleside-Third Street
- N Judah
- J Church
- L Taraval
- M Ocean View
- BART Line
- Caltrain Line

- ### Near-Term Transportation Projects
- Central Subway
  - Blue Greenway
  - New Bus Route (22 Fillmore/Route 55)
  - Caltrain Electrification
  - Owens Extension
  - Ferry Building Expansion



Not to Scale

### 1.3.1 Transit Projects

Through consultation with SFMTA a list of projects were selected based on their proximity to the project site, ability to affect the transportation network, and likelihood of being completed. Several major near-term and long-term SFMTA Muni projects are proposed that, once implemented, will directly improve service frequency, capacity, travel time, cost-effectiveness and reliability in the vicinity of the project site.

**SFMTA Muni Forward** – This is the implementation phase of the SFMTA Transit Effectiveness Project (TEP). The project includes both general improvements throughout the system and measures for specific transit lines. Implementation is ongoing. The following changes are planned to take place in the project area:

- **10 Townsend** – The Muni Forward proposes to rename the 10 Townsend the 10 Sansome. Service would be rerouted off of Townsend down 4<sup>th</sup> Street. From 4<sup>th</sup> Street the route would extend through Mission Bay to new proposed street segments on 7<sup>th</sup> Street between Mission Bay Boulevard and Irwin Street, on Irwin Street between 7<sup>th</sup> and 16<sup>th</sup> streets, on 16<sup>th</sup> Street between Irwin and Connecticut streets, and on Connecticut Street between 16<sup>th</sup> and 7<sup>th</sup> streets. Peak period headways would be reduced from 20 to 6 minutes. Midday headways would be reduced from 20 to 12 minutes.
- **22 Fillmore** – The Muni Forward proposes rerouting the 22 Fillmore to continue along 16<sup>th</sup> Street, creating new connections to Mission Bay from the Mission neighborhood. The proposed route change would add transit to 16<sup>th</sup> Street between Kansas Street and 3<sup>rd</sup> Street and 3<sup>rd</sup> Street between 16<sup>th</sup> Street and Mission Bay Boulevard North. Muni Forward also proposes to change the AM peak period headway, reducing from 9 minute to 6 minute headways.

Additionally, the SFMTA has proposed two transit enhancement treatment visions for 16<sup>th</sup> Street ("Muni Forward"), of which one or a combination of the two will be selected by the SFMTA Board prior to implementation. The treatments are referred to as the Moderate and Expanded Alternatives in the TEP EIR. The Moderate Alternative proposes a number of physical changes to the portion of the rerouted 22 Fillmore in the vicinity of the Mission Bay campus site including, but not limited to, new transit stops, relocated transit stops, and transit bulbs (approximately 45 feet in length), as well as new traffic signals at Connecticut and Missouri streets. The Expanded Alternative includes the features listed for the Moderate Alternative as well as the conversion of a lane of mixed-flow lane of traffic to a transit-only lane (side running or center running to be determined) along 16<sup>th</sup> Street in both directions in the vicinity of the campus site as well as the prohibition of left turns at Bryant, Potrero (westbound only), Utah, San Bruno, Kansas, Rhode Island, De Haro, Carolina, Wisconsin, Arkansas, Connecticut, and Missouri streets. Both alternatives would reduce peak period headways; AM would be reduced from 9 to 6 minutes, PM peak headways would be reduced from 8 to 5.5 minutes, and midday headways would be reduced from 10 to 7.5 minutes. The stated purpose of both alternatives is to make the 22 Fillmore more frequent, reliable, and effective along 16<sup>th</sup> Street.

Prior to the extension of the 22 Fillmore into Mission Bay via either the Moderate or Expanded Alternative, which both require the addition of poles and extension of the Overhead Contact System (OCS), the SFMTA plans to implement a temporary motor coach service – the 55 Mission Bay - to coincide with the opening of the Phase One Medical Center at UCSF Mission Bay between Mission Bay and the 16<sup>th</sup> Street BART Station. The route would follow 16<sup>th</sup> Street from Mission Street to 3<sup>rd</sup> Street and 3<sup>rd</sup> Street from 16<sup>th</sup> Street to Mission Bay Boulevard North. The preliminarily proposed locations for new bus stops for this service in the vicinity of the Event Center site are on 16<sup>th</sup> Street at 4<sup>th</sup> Street (both directions) and on 3<sup>rd</sup> Street just south of Mission Bay Boulevard South (southbound direction). The



operating hours and service frequencies of the proposal have not yet been made public at the time of publication of this document.

**SFMTA Central Subway** – SFMTA Muni will operate a light rail subway at high frequency between Chinatown, Union Square, Yerba Buena Gardens and the Caltrain depot at 4<sup>th</sup> and King Streets (about 2/3 mile from the project site) beginning in 2019. The T 3<sup>rd</sup> line will extend north from its current terminus at 4<sup>th</sup> and King Streets to serve this subway, and no longer operate along the Embarcadero. Construction of this project is well underway. This project would improve transit service between the project site and Downtown and create new connections between the project site and regional transit via connections to BART at Powell St. station.

**SFMTA Bus Rapid Transit** – SFMTA plans to build and operate a Muni “rapid bus” corridor with a terminal within 2/3 mile from the project site: the Van Ness corridor, with one of two lines terminating at 4<sup>th</sup> & King Streets. These service and infrastructure enhancements are expected to be in operation by 2020.

**Caltrain Modernization Program** – Caltrain plans to electrify the railway for increased efficiency and capacity. The Modernization Program will increase the frequency of service, including expanding the number of peak hour trains by one/hour. The project is scheduled for completion in 2021.

**Transbay Transit Center** – The new Transbay Transit Center, currently under construction and scheduled for completion in 2017, will be a major hub serving 11 transit providers. It will be located between Beale, 1<sup>st</sup>, Mission and Howard Streets, approximately 1.75 miles from the project site.

**Ferry Building Landings and Terminals** – the Port of San Francisco operates the ferry terminals at the Ferry Building two miles from the project site, in cooperation with the Water Emergency Transportation Authority (WETA) and Golden Gate Transit. Frequent, daily ferry service is provided between the Ferry Building and seven cities in Alameda, Solano, San Mateo and Marin Counties. The Ferry Building is also a major Muni bus and streetcar terminal hub, serving numerous cross-town and downtown lines. The Downtown San Francisco Ferry Terminal Expansion Project includes construction of up to three new ferry gates and implementation of several pedestrian amenities which would increase ferry capacity and improve the passenger experience, as well as provide additional emergency facilities in the event of a major catastrophe. The project is under environmental review and is expected to begin construction in early 2015. WETA is also currently exploring the possibility of constructing a terminal at the foot of 16<sup>th</sup> Street adjacent to the Event Center Development site, however, due to the preliminary nature of their study, ferry access to the site is not assumed for the sake of this TMP.

### **1.3.2 Pedestrian and Bicycle Projects**

**2<sup>nd</sup> Street Project** – Multiple improvements are proposed for 2<sup>nd</sup> Street and could start construction as early as 2016. The goal of this project is to improve pedestrian safety along the corridor, create a more attractive public realm, provide a separated bicycle lane, minimize Muni delays, and increase foot traffic. These improvements would provide an enhanced pedestrian corridor for those walking from Downtown to and from the Event Center, offices, or retail proposed within the Event Center Development in Mission Bay.

**Blue Greenway** – This Port of San Francisco led project will create a network that connects public open space and water access in south-east San Francisco, from China Basin Channel to the San Francisco County Line, which will include a combination of bicycle and pedestrian trails and parks. Through Mission Bay along the Event Center Development frontage, the Blue Greenway will include a north-south bikeway on Terry François Boulevard that will connect to the Embarcadero bikeway to the north.

The 2009 Bike Plan and 2013 Bicycle Strategy includes several improvements to the bicycle network throughout the City. Of the improvements approved for implementation in the near-term and long-term, the following projects will affect bicycle circulation in the vicinity of the site:

- The transition of the Class III facilities on 16<sup>th</sup> Street to a Class II facility from 3<sup>rd</sup> Street to Terry François Boulevard (as an element of the Blue Greenway).
- The addition of bicycle lanes on Illinois Street from Cargo Way to 16<sup>th</sup> Street.
- The addition of bicycle lanes on Mississippi Street from 16<sup>th</sup> Street to Mariposa Street.
- The addition of a physically separated bikeway along The Embarcadero from 3<sup>rd</sup> Street to Fisherman's Wharf

### **1.3.3 Regional Traffic Projects**

**Proposal to remove the northern section of Interstate 280** – This proposal is currently being explored by the City and would remove the I-280 terminus on- and off-ramps from their current location adjacent to the Caltrain Station at 4<sup>th</sup> and King Streets. This removal may have various benefits, including uniting the neighborhoods currently split by the freeway, opening up land along I-280 and at the 4<sup>th</sup> and King Street rail yards for development, reducing the complexity of the downtown rail extension, and reducing vehicle-pedestrian conflicts at the crossing outside the Caltrain Station. If this project moves forward, it will likely affect access to the Event Center Development site by rerouting vehicle traffic to/from I-280, creating additional roadway connections between Mission Bay and areas west, and potentially altering pedestrian routes. However, this proposal is in preliminary stages and has not been approved or environmentally cleared, and as such the effects of such a change are highly speculative.

### **1.3.4 Near-Term Infrastructure Projects**

New roadway projects are underway with an anticipated completion date of Spring 2015 at the following locations:

- Extension of Owens St from 16<sup>th</sup> Street to Mariposa Street / I-280
- Extension of 16<sup>th</sup> Street to Terry François Boulevard

New signals have recently been completed or are currently being constructed within 1 mile of the project site at the following intersections.

- 3<sup>rd</sup> Street / Channel Street
- 3<sup>rd</sup> Street / Mission Bay Boulevards
- 4<sup>th</sup> Street / Channel Street
- 4<sup>th</sup> Street / Gene Friend Way
- 16<sup>th</sup> Street / 4<sup>th</sup> Street
- 16<sup>th</sup> Street / Vermont Street
- 16<sup>th</sup> Street / 7<sup>th</sup> Street, and

- 7<sup>th</sup> Street / Mission Bay Drive / Berry Street

New signals are being constructed with an anticipated completion date in Spring 2015 at:

- Mariposa Street / 4<sup>th</sup> Street and
- Mariposa Street / I-280 SB On-ramp

**Signal Modification** projects are also underway within 1/3 mile of the project site. Signal reconfigurations are being constructed with an anticipated completion date in Spring 2015 at the following intersections:

- 3<sup>rd</sup> Street / 16<sup>th</sup> Street
- 3<sup>rd</sup> Street / Mariposa Street
- 16<sup>th</sup> Street / Owens Street
- Owens Street / Mariposa Street / I-280 NB Off-ramp
- Mariposa Street / I-280 SB On-ramp

**Street restriping** projects have been completed or are pending at the following intersections.

- 7<sup>th</sup> Street / 16<sup>th</sup> Street
- 7<sup>th</sup> Street / Mission Bay Drive / Berry Street
- Mariposa Street Bridge (over Caltrain tracks)
- Mariposa Street / 3<sup>rd</sup> Street
- Mariposa / 4<sup>th</sup> Street
- Mariposa Street from I-280 SB on-ramp to Pennsylvania Avenue

**Street restriping** projects are in the planning stages, and pending approval, at the following intersections.

- 16<sup>th</sup> Street / Potrero Avenue
- 7<sup>th</sup> Street / Brannan Street

**Street widening or improvement** projects are underway within ¼ mile of the site and have an anticipated completion date in Spring 2015 at the following locations.

- 3<sup>rd</sup> Street / 16<sup>th</sup> Street
- Mariposa Street from Owens Street to Illinois Street
- Connections to UCSF Mission Bay Campus (at 16<sup>th</sup> Street and Mariposa Street)
- NB I-280 off-ramp

Studies are planned in connection with the Mission Bay Infrastructure Plan improvements to the I-280 on- and off-ramps at Mariposa Street and the Owens Street extension, during which the SFMTA will be reevaluating the travel lane striping plan for Mariposa Street between Pennsylvania Avenue and Fourth Street.

- As part of this evaluation, the SFMTA will assess the feasibility of lengthening the dedicated left turn lane from eastbound Mariposa Street onto northbound Fourth Street. The evaluation is anticipated to take place in 2016, two years prior to the opening of the proposed Event Center.
- A re-evaluation may be needed following the opening of the Event Center. Therefore, in order to enhance access to the UCSF Medical Center Children's Hospital, subsequent to the opening of the Event Center and prior to the second year of the Event Center's operation, the Warriors shall retain a qualified transportation professional approved by SFMTA to conduct a traffic engineering study. The study, to be conducted in consultation with UCSF and SFMTA, will evaluate potential changes to the travel lane configuration and related signage on Mariposa Street between the I-280 ramps and Fourth Street. The study would be used to determine if the dedicated eastbound left turn lane onto Fourth Street/UCSF passenger loading/unloading and emergency vehicle entrance to the UCSF Children's Hospital should be extended west from its existing length of about 150 feet to provide for a longer queuing area separated from event-related traffic flow. If the study recommends restriping, the Warriors shall fund SFMTA's cost of the design and implementation of the restriping.<sup>4</sup>

## **1.4 IMPLEMENTATION STRATEGY**

### **1.4.1 Coordination with Agencies and Transit Providers**

Traffic controls proposed in the TMP will require coordination with several of the agencies described in section 1.2. Table 1-2 summarizes the necessary coordination between the Warriors and public agencies and transit providers during Event Center events and throughout the year.

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<sup>4</sup> See MMRP, I-TR-10b.



**TABLE 1-2: PROPOSED CONTROL AND SERVICE COORDINATION SUMMARY**

Control or Service	Entity	Coordination
		The Warriors shall work with the MBBTCC to consult with Caltrain to provide additional Caltrain service to and from San Francisco on weekdays and weekends. The need for additional service shall be based on surveys of event center attendees conducted as part of the TMP. <sup>5</sup>
Additional Caltrain service	Caltrain	Communication about event schedules and surveys of Event Center attendees will help design additional service.
		Real-time communication between Transportation Management Control (TMC) and Caltrain during games so any planned post-event train can be put into service at 4 <sup>th</sup> /King station at the appropriate time.
Additional BART service	BART	Communication about event schedules so that BART can augment post-event service by providing additional train cars post-event.
		The Warriors shall work with the MBBTCC to consult with Golden Gate Transit and WETA to provide additional ferry and/or bus service from San Francisco following weekday and weekend evening events. The need for additional service shall be based on surveys of event center attendees conducted as part of the TMP. <sup>6</sup>
Additional North Bay Ferry and/or Bus Service		
		Communication about event schedules and surveys of Event Center attendees will help design additional service.
Additional northbound Muni light rail service	SFMTA (Muni)	Real-time communication between TMC and SFMTA (Muni) during events so that additional light rail trains can be put into service at appropriate times.
		Location, installation, and operation of variable message signs (VMS) alerting drivers of traffic conditions and temporary post-event lane closures on 3 <sup>rd</sup> Street.
Variable Message Signs (VMS)	Caltrans, SFMTA	The City to request the Caltrans install changeable message signs on I-280 upstream of key entry points onto the local street network. <sup>7</sup>

<sup>5</sup> See MMRP, M-TR-5a.

<sup>6</sup> See MMRP, M-TR-5b.

<sup>7</sup> See MMRP, M-TR-2b.

**TABLE 1-2: PROPOSED CONTROL AND SERVICE COORDINATION SUMMARY**

Use of existing SFgo intersection surveillance cameras, as well as four new proposed surveillance cameras along the Event Center's perimeter streets, for observation of traffic conditions on streets pre-, during, and post-event	SFMTA	Permission from SFMTA to see live streams from video cameras from the TMC room at the Event Center.
Traffic management by Parking Control Officers (PCOs) on the streets pre-, during, and post-event	SFMTA	Real-time communication between TMC, Field Supervisor, variable message sign operators, emergency services personnel, and PCOs on the street.
Pre- and Post-event Shuttles	Mission Bay TMA, Private Shuttle Providers, SFMTA	Real-time communication between TMC and Shuttle Operators during events so shuttle buses can be put into service at appropriate time.
Valet bicycle parking during events	GSW	The provision of valet bicycle parking and additional temporary secure corral parking during events at the Event Center will be coordinated with SFMTA and the San Francisco Bicycle Coalition (SFBC), or other vendor.
Pre- and Post-event Pedicab service along Terry Francois Boulevard	Private Pedicab Providers	Pre-event planning and clearly marked staging areas for private pedicab drivers.
On-street special event pricing	SFMTA , Port	Provide event schedule to SFMTA Parking group and the Port for implementation of special event pricing at on-street parking meters during events, pending Port approval.
Emergency response and emergency vehicle routing	SFPD, SFFD, SDMTA	Real-time emergency response and PCO support as needed to ensure emergency vehicle access to and around the Event Center Development.

Source: Fehr & Peers 2014.

## 1.5 DOCUMENT ORGANIZATION

Chapter 2 summarizes the Event Center Development project and outlines the event scenarios. Chapter 3 describes the existing transportation system in the project vicinity, including the street network, transit, bicycle and pedestrian infrastructure, and regional traffic access. Chapter 4 describes the travel demand management program that will be implemented to increase the level of access to the project by transit, bicycling and walking. Chapter 5 describes the anticipated characteristics of Event Center attendees and visitors to the mixed-use development, including the key assumptions on which the TMP recommendations are based. Chapter 6 describes the proposed controls and is organized by event scenario, ranging from a no-event day to smaller convention events to the most complex event (Event Center event concurrent with event in AT&T Park). Chapter 6 also includes a discussion of the project's Transit Service Plan. Chapter 7 describes freight loading for the Event Center Development. Emergency vehicle access for the site is described in Chapter 8. Finally, Chapter 9 discusses communication strategies designed to complement the controls listed in Chapter 6, and includes wayfinding and outreach. Chapter 10 describes how the TMP will be monitored and refined over time, while outlining performance standards for evaluating the plan's effectiveness.

## CHAPTER 2. PROJECT DESCRIPTION AND EVENT SCENARIOS

### 2.1 PROJECT DESCRIPTION

#### 2.1.1 General

The proposed site is comprised of land referred to as Blocks 29, 30, 31 and 32, located in the Mission Bay South area of San Francisco. The 11-acre project consists of a new approximately 18,000-seat multi-purpose Event Center and mixed-use development including multiple office buildings, retail, restaurants, structured parking, plaza areas, and other amenities. The Event Center would host the Golden State Warriors basketball team during the National Basketball Association (NBA) season, as well as provide a year-round venue for a variety of other uses, including concerts, family shows, other sporting events, cultural events, conferences and conventions.

The proposed program for the Mission Bay South project site at Blocks 29-32 includes the following:

- Event Center Basketball seating capacity: 18,064
- Event Center supporting uses include a practice facility and Bayfront Terrace
- 750,000 gross square foot Event Center
- 25,000 gross square feet of GSW office space
- 580,000 gross square feet of office buildings
- 125,000 gross square feet of visitor-serving retail and restaurant uses
- 950 parking stalls in on-site parking structure
- 13 underground truck docks
- 132 stalls in existing structured garage at 450 South Street
- Access points for trucks and automobiles on 16<sup>th</sup> Street at Illinois Street
- Access points for small delivery vehicles and automobiles on South Street at Bridgeview Way

The public realm zones and uses for the Event Center Development are shown on the site plan in Figure 1-2. There will be five pedestrian entries to the site, one midblock on South Street, one on the 3<sup>rd</sup> Street frontage, one midblock on 16<sup>th</sup> Street, one at the corner of 16<sup>th</sup> Street and Terry François Boulevard via the southeast Plaza, and one midblock on Terry François Boulevard. Large open plaza areas will be located on the west side of the multi-purpose Event Center and in the southeastern portion of the site. The plazas will provide access to the retail and office uses on site and would be connected by a ramp wrapping around the exterior along the north and eastern-sides of the multi-purpose Event Center. A passageway connecting 16<sup>th</sup> Street and the western plaza area serves as a secondary connection between open spaces on-site.

### **2.1.2 Proposed Street Cross-Sections**

As part of the Event Center Development, the existing or planned cross-sections for several adjacent streets are proposed to be modified to better meet the needs of the Event Center and surrounding mix of uses. The conceptual striping plan for the project site is shown on Figure 2-1.

The project proposes to revise the planned cross-section for 16<sup>th</sup> Street from 3<sup>rd</sup> Street to Terry François Boulevard. The revised street cross-section would include 6 foot bike lanes with a 4 foot buffer on both sides, -9 foot parking lanes on both sides (for the segment from Illinois Street to Terry François Boulevard), one 11 foot through lane in each direction, and an 11 foot center lane that would serve as left turn pockets at 3<sup>rd</sup> Street, Illinois Street, and Terry François Boulevard. The on-street parking provided along 16<sup>th</sup> Street will be metered for general daytime use on non-event days, but restricted during limited hours for a variety of event-related needs including shuttle bus loading, media trucks, and charter bus loading when events are scheduled. One on-street space on the north side of 16<sup>th</sup> Street, between 3<sup>rd</sup> Street and Illinois Street, will be designated for on-street metered commercial loading for all hours until event-related curb regulations go into effect.

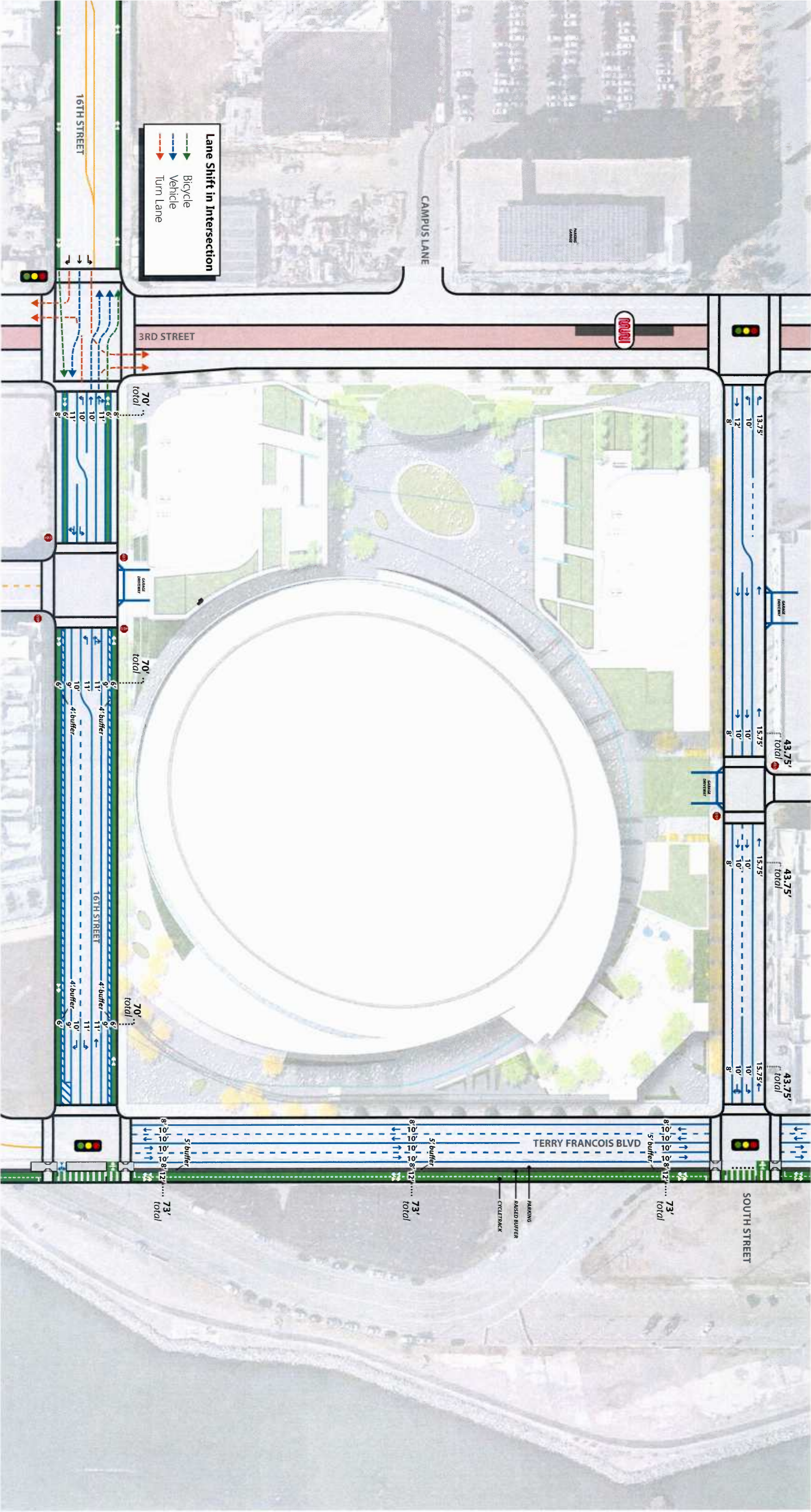
The project also proposes to restripe South Street within the boundaries of the project. The proposed cross-section would include an 8-foot parking and loading lane on the south side of the street, and a 12- to 10-foot lane for eastbound through-traffic. Between the 450 South Street parking garage entrance and Terry François Boulevard, South Street would also include an additional 10-foot wide lane for eastbound through-traffic, and a lane for westbound through-traffic at just less than 16 feet wide. Between the 450 South Street parking garage entrance and 3<sup>rd</sup> Street, the street would feature an exclusive westbound right turn lane (just less than 14 feet wide) and an exclusive westbound left turn lane (10 feet wide) at the 3<sup>rd</sup> Street intersection. No parking or loading would be available on the north side of the street. A bus stop for the Mission Bay TMA shuttle will be provided on the south side of South Street, from the 3<sup>rd</sup> Street intersection east a distance of 60 feet. A taxi loading area will be provided on the south side of South Street, from the Event Center garage access (opposite Bridgeview Way) east a distance of 100 feet. The remainder of the curbside frontage along South Street will be metered for general daytime use on non-event days. Eight on-street spaces on the south side of South Street will be designated for on-street metered commercial loading for all hours until event-related curb regulations go into effect. During events as needed, all on-street parking on the south side of South Street between 3<sup>rd</sup> Street and Terry François Boulevard will be prohibited so this space may be used for bus and taxi loading areas.

The planned Blue Greenway project will add a two-way bikeway along the east side of Terry François Boulevard with a 4-foot buffer. The reconstructed portion of Terry François Boulevard along the project frontage will also provide four travel lanes and on-street parking lanes on both sides. A Paratransit stop, 75 feet in length, which will accommodate up to three vans, will be provided on the west side of Terry François Boulevard near the southeast entrance to the Event Center and elevators to the Pedestrian Path. The remainder of the curbside frontage along Terry François Boulevard will be metered for general daytime use on non-event days. Eight on-street spaces on the west side of Terry François Boulevard will be designated for on-street metered commercial loading for all hours until event-related curb regulations go into effect. During events as needed, all on-street parking on the west side of Terry François Boulevard will be prohibited. During these conditions, the frontage will be designated for taxi use, Paratransit vehicle use, and TNC or private vehicle passenger drop-off/pick-up. At the intersection of Terry François Boulevard and 16<sup>th</sup> Street, two-stage bike boxes or equivalent measures will be provided to facilitate safe turns for cyclists traveling between 16<sup>th</sup> Street and the Blue Greenway bikeway on the east side of Terry François Boulevard.

In addition to the changes in cross sections, the following intersection controls would be implemented as part of the proposed project:



- The intersection of Terry Francois Boulevard/South Street is currently stop-controlled at the eastbound approach to the intersection, and would be signalized.
- The intersection of Bridgeview Way/South Street is currently uncontrolled, and would be made a side-street stop-controlled intersection with southbound vehicles on Bridgeview Way required to stop.
- The new intersection of Terry Francois Boulevard/16th Street would be signalized.
- The intersection of Illinois Street/16th Street is currently uncontrolled, and would be made an all-way stop-controlled intersection. Conditions at this intersection would be monitored, and if determined by the SFMTA that a traffic signal is warranted, the intersection would be signalized.
- The intersection of Terry Francois Boulevard/Illinois Street/Mariposa Street is currently stop-controlled, and would be signalized.



CONCEPTUAL STRIPING - PROJECT SITE



### **2.1.3 Mission Bay TMA Shuttle Program Expansion**

The Mission Bay Transportation Management Association (TMA) strives to reduce single-occupant vehicle trips by encouraging alternative modes of transportation for residents, employees and visitors to the Mission Bay development area. The Mission Bay TMA currently provides two free shuttle bus route services (east and west) between Mission Bay and the Powell Street BART Station and the 4<sup>th</sup>/King Caltrain Station.

The Warriors will join the Mission Bay TMA and the organization's required contributions to the association will enable expanded service, which may include additional evening or midday shuttles and/or weekend service. Additional routes to locations including the 16<sup>th</sup> Street BART Station and/or Transbay Terminal may also be feasible. This service will enable office employees and retail visitors to access the site from key transit locations. All standard shuttle service funded in part by the Warriors development will be an integrated part of the TMA network and will continue to be free of charge for all residents and employees in Mission Bay, regardless of origin or destination. If the Warriors choose to fund incremental event-only shuttle service in partnership with the TMA, such service would be supported exclusively by the Warriors and limited to event attendees.

The site's design includes an additional TMA shuttle stop, located on the south side of South Street just east of 3<sup>rd</sup> Street, located by the lobby of one of the project's office/lab buildings. This stop may also serve developments on the UCSF campus to the west, the Gap (existing) and Uber (planned) office buildings on the north side of South Street, and the Bayfront Park nearby.

### **2.1.4 Bicycle Parking**

Bicycle parking will be provided in an enclosed 300+ bicycle valet facility located on the 16<sup>th</sup> Street frontage just west of the southeast Event Center entrance. Valet doors will face east to direct departing cyclists towards the signalized intersection at Terry Francois Boulevard and 16<sup>th</sup> Street, where they can safely mount their vehicles. The bike valet facility will be available for self-park to Event Center and GSW employees for all-day use but will not be staffed during non-peak event times; it is assumed that the valet partner and the SFMTA will provide guidance on the most efficient secure storage system under these conditions. The bike valet is proposed to be staffed by a partner such as the San Francisco Bicycle Coalition (SFBC) for evening use by ticketholders during peak events such as NBA games and concerts. The valet parking facility will be attended from two hours before the start of peak events to approximately one hour after the event ends. Additional valet service will be provided by partners at temporary, staffed bike corrals of 50-100 bikes on plaza level in the southeast and west portions of the site for events where bike use is projected to exceed the supply provided by the permanent 300+ space bike valet facility. This additional bike corral will be positioned to be accessible to bicyclists, but not to interfere with pedestrian pathways or ADA access points. Additional bicycle parking will be located throughout the development for daily users, including a secure bike parking room for each office building for office and retail employees and bike racks at ground level on South Street, Terry François Boulevard, and 16<sup>th</sup> Street for all users. Bike rack design will be determined in consultation with SFMTA staff. Total proposed bike parking is in excess of 500 spaces (including temporary corrals).

In addition to the bicycle parking program, the Event Center Development program will include sponsorship for a Bay Area Bike Share station on or near the site, likely along Terry Francois Boulevard or South Street, and support in principle for additional stations in the project vicinity. Precise location of the Bay Area Bike Share station(s) will be determined through coordination between the Port of SF, the SFMTA, and the bike share operator.

### **2.1.5 Vehicle Parking**

The current Event Center Development program includes an approximately 950-space parking structure with below-grade parking and an at-grade level located under the plaza podium, all concealed from the public's view. Access to the garage will be provided via two controlled driveway entrances, one on South Street at Bridgeview Way and the other on 16<sup>th</sup> Street across from Illinois Street.

The 16<sup>th</sup> Street driveway will serve as the primary access point for Event Center patrons, who will be required to show pre-purchased parking passes to Event Center staff located on the street prior to entering the driveway. Any parking passes can be scanned at the interior end of the driveway to allow more cars to queue upon arrival. Office workers will also use the 16<sup>th</sup> Street Driveway, where, Automatic Vehicle Identification System (AVI) or fob controls will enable access at an entry point at the interior end of the driveway. AVIs may also be used for select season ticket holders for Event Center uses. The South Street driveway will provide access to retail patrons on-site and will include a valet drop-off area within the garage able to serve up to 280 vehicles. Self-parking visitors to office or retail during daytime hours will utilize a more traditional system using ticket-issuing machines and pay-on-foot ticket kiosks located throughout the garage. Each driveway will feature one in-bound lane during event hours and two egress lanes during the post-event period.

There will also be 13 truck docks located below grade, with access via distinct driveway lanes at the 16<sup>th</sup> street entry. The truck dock is physically separated from the primary vehicle parking areas.

In addition, the Golden State Warriors organization has purchased the right to use 132 additional stalls located in the structured parking garage at 450 South Street, directly across the street from the site's northern boundary. These spaces will be used by daily office employees and/or Golden State Warrior employees, not by event attendees. The Warriors are open to working with additional third parties to accommodate excess parking demand if the need arises.

In accordance with project mitigation measure M-TR-2b, the Warriors will offer for pre-purchase substantially all available on-site parking spaces not otherwise committed to office tenants, retail customers or season ticket holders, and will cooperate with neighborhood private garage operators to pre-sell parking spaces. Event attendees who do purchase reserved parking on-site will receive instructions for entering and exiting the Event Center garage with their ticket confirmation. They will also receive a dated parking pass to hang on their rear view mirror (or similar access mechanism, such as an AVI chip). Signage will be provided at both Event Center garage access points indicating Event Center parking is available for those attendees with pre-purchased tickets only. The parking operation on event days will consist of attendants checking entering vehicles for valid parking access to a space in the garage. The parking pass checks will be done by attendants stationed curbside at garage driveways along 16<sup>th</sup> Street and South Street so that vehicles without proper credentials will not be able to enter the parking garage driveway. If queues extend from the 16<sup>th</sup> Street garage driveway back onto 16<sup>th</sup> Street, this access will be temporarily closed and inbound event attendees will be directed to the South Street garage access. Vehicles without reserved parking passes will be directed to the north or to the west of the site to other nearby parking facilities off-site.

Parking for retail and restaurant customers will be available at the 950-space garage on no-event days, during daytime events, and on non-peak event evenings. Garage operation for these customers will consist of attended valet parking. The valet parking drop-off and pick-up area will be located within the garage via the South Street driveway where the majority of the retail uses are located. When parking in the garage is not available, and during peak events, valet attendants will park retail customers' vehicles at off-site locations, including public lots in the vicinity.

Retail and office employees with reserved parking will use the 16<sup>th</sup> Street entry to the parking garage across from Illinois Street. The garage operation at this location will be an automated electronic system (no attendants) to facilitate efficient entry/exit for these daily users.

As part of the proposed street restriping, on-street metered parking is planned to surround the site on three sides – South Street, Terry François Boulevard, and 16<sup>th</sup> Street. This on-street parking will be used for various parking and loading designations on event days. During no-event times, the on-street space may be used for general parking, as summarized in Table 2-1 and Figure 2-2. Pending Port approval, on-street spaces on blocks adjacent to the Event Center Development are likely to be marked with Special Event parking signs, similar to those found in the vicinity of AT&T Park, and carefully monitored for compliance.

**TABLE 2-1: NO-EVENT ON-STREET PARKING <sup>3</sup>**

Street Segment		From	To	Length (ft.)	On-Street Parking Available <sup>1,2</sup>
South Street	North Side	3rd Street	450 South Street Garage Driveway	225	--
		450 South Street Garage Driveway	Bridgeview Way	140	--
	South Side	Bridgeview Way	Terry François Boulevard	315	--
		3rd Street	Bridgeview Way	410	15
Terry François Boulevard	East Side	South Street	16th Street	610	29
	West Side	South Street	16th Street	610	15
16 <sup>th</sup> Street	North Side	3rd Street	Parking Garage Driveway	185	7
		Parking Garage Driveway	Terry François Boulevard	515	24
	South Side	3rd Street	Illinois Street	170	7
		Illinois Street	Terry François Boulevard	505	23

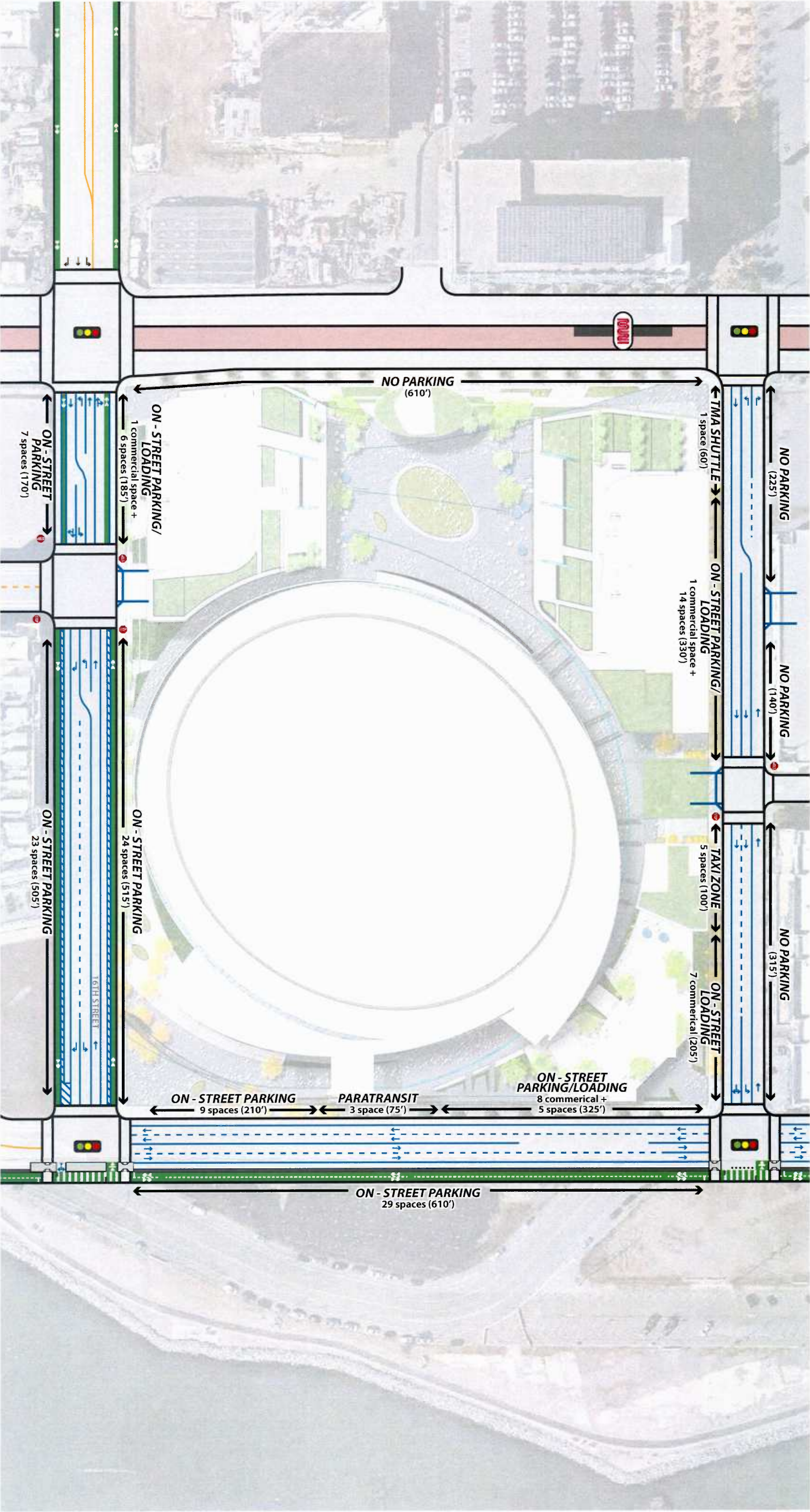
Notes:

1. On-street parking space = 15' for end stall; 20' for regular stall; 25' for loading stall
2. Red zone at each corner = 20'
3. Excludes TMA shuttle stop and no-event taxi zone, both also located on the south side of South Street, and select metered commercial loading zones on South Street and Terry François Boulevard.

Source: Fehr & Peers, Golden State Warriors, SFMTA Parking Stall Standards.





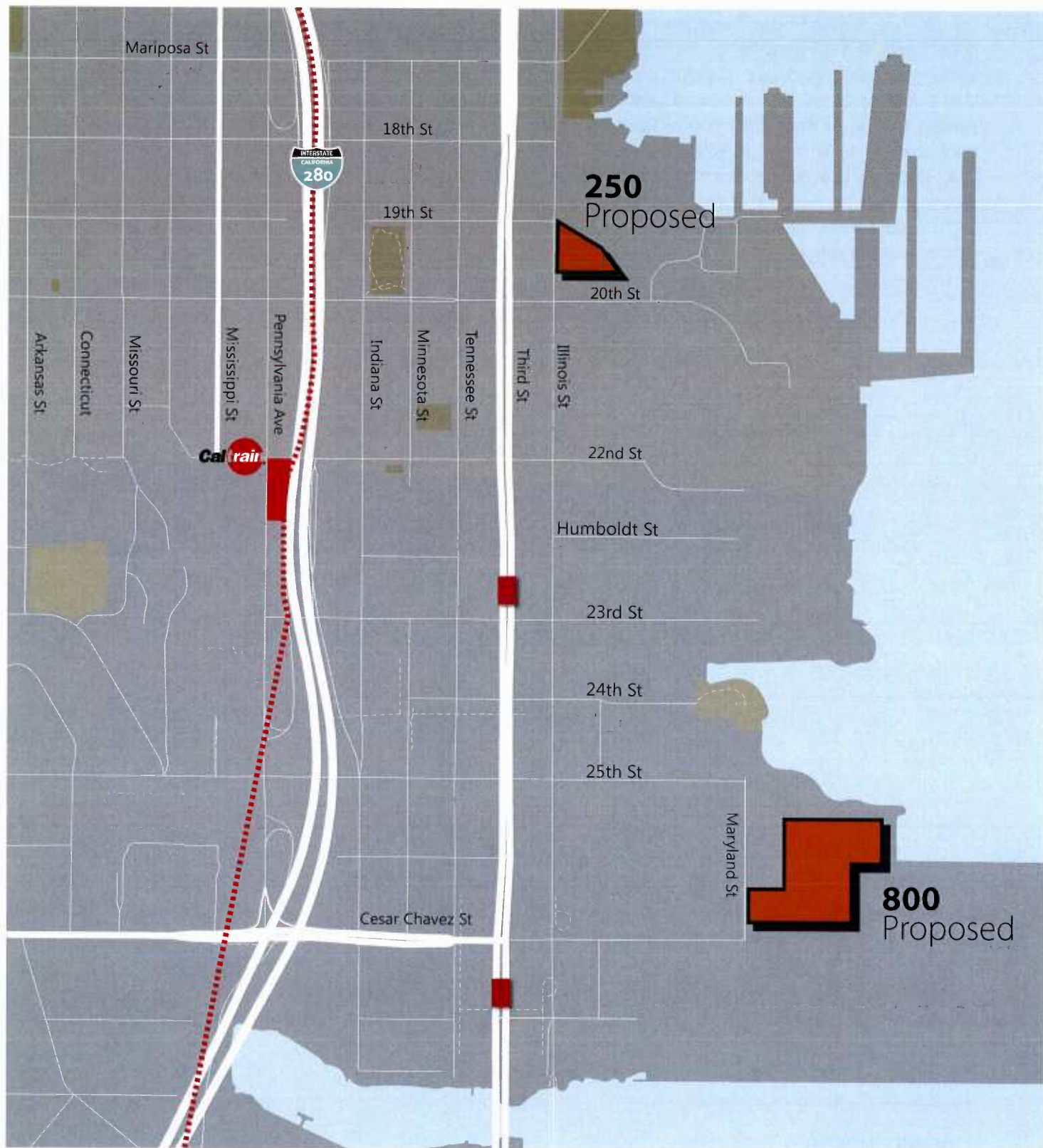


The City has identified two off-site parking lots on Port of San Francisco lands to the south of the Event Center (19th Street and Western Pacific sites, as shown in **Figure 2-3**) that can accommodate approximately 250 additional parking spaces for all events and up to approximately 800 additional parking spaces for use during dual events of 12,500 or more Event Center attendees (for a total of approximately 1,050 additional off-site parking spaces). As long as the Port of San Francisco takes all necessary actions to make the land available for public parking, GSW shall: (1) make commercially reasonable efforts to negotiate with the Port of San Francisco or its designee to acquire sufficient rights for the use of such parking lot(s) through lease, purchase, or other means as necessary; and (2) (if such negotiations are successful) provide free shuttles to the Event Center from such off-site parking lot(s) that are more than ½-mile from the Event Center on a maximum 10-minute headway before and after events.<sup>8</sup>

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<sup>8</sup> See MMRP, M-TR-11c.





### **2.1.6 Pedestrian Facilities**

As described above, the project has been designed to accommodate high volumes of pedestrians under pre- and post-event conditions, incorporating several large corner plazas, a pedestrian path that enables circulation around the enter Event Center without street crossings, and a wider sidewalk than is required by the Mission Bay Infrastructure Plan along the Terry Francois Boulevard project frontage.

All sidewalks on the Event Center Development perimeter shall be lit with streetlamps in accordance with the Mission Bay South Streetscape Plan. Plazas, stairwells, and walkways within the site will also include sufficient lighting to provide pedestrians, bicyclists, and others with a sense of safety.<sup>9</sup>

### **2.1.7 Muni UCSF Mission Bay Station**

The project SEIR's "Muni UCSF Mission Bay Station Variant" has been selected by the Warriors for inclusion in the Event Center Development.<sup>10</sup> Under this plan, the existing high-level northbound and southbound passenger platforms at the UCSF Mission Bay light rail stop would be removed, and replaced with a single high-level center platform to accommodate both northbound and southbound light rail service passengers, and the extension of the northbound platform at the UCSF Mission Bay stop that was previously described in prior iterations of this TMP document would not be required.

The new center platform would be located between the northbound and southbound light rail tracks in the general location of the existing UCSF Mission Bay Station southbound platform, and would be approximately 320 feet long by 17 feet wide, allowing for two, two-car light rail trains to simultaneously board or alight passengers along the platform. Access ramps between 40 and 50 feet in length and about 13 feet wide would be constructed at both ends of the platform. Passenger amenities on the platform would include covered shelter with seating, CCTV, 311 telephone, NextBus display, and trash receptacles. Passenger access to the center platform would generally be provided from a single point at the north end of the platform closest to South Street, although the second egress ramp at the south end would allow for passenger flexibility during events (e.g., post-peak event when the northbound lanes of Third Street adjacent to the Event Center Development are closed to vehicular traffic).

The existing power equipment for light rail service would be expanded to provide additional traction power for the Central Subway/T Third service. The new center platform would not require any changes to the number of northbound and southbound travel lanes on Third Street, and the existing southbound left turn lane at the Third Street approach to 16<sup>th</sup> Street would be maintained.

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<sup>9</sup> See MMRP, FSEIR Mitigation Measure E.47.f.

<sup>10</sup> If the Muni UCSF Mission Bay Station Variant is not implemented, the Warriors shall fund a study of the effects of pedestrian flows on Muni's safety and operations prior to an event as well as the feasibility and efficacy of enlarging the southbound platform by extending it south towards 16th Street. The study shall include an assessment of exiting pedestrian flows from a fully occupied two-car light rail train on the platform and ramp to the crosswalk at South Street across Third Street, also taking into consideration the presence of non-event transit riders waiting to board the train, service frequency, and current traffic signal operations. The study shall be performed by a qualified transportation professional approved by SFMTA and the study shall commence within one year of project approval. See MMRP, I-TR-4.

## **2.2 EVENT SCENARIOS**

The event scenarios and time periods analyzed in the TMP are designed to provide a range of typical scenarios, including several of those being studied for transportation impacts in the project SEIR. In full, this range of scenarios will offer a menu of options to event operators and City personnel to fit most event conditions. Transportation control measures for events not specifically described will be derived based on reviewing the plans for events with comparable attendance levels and time periods included in the TMP and making adjustments as needed.

The primary event scenarios that are addressed in this TMP are as follows:

- Typical No-Event Day
- Convention – weekday event with approximately 9,000 attendees
- Arena Concert – an evening event with approximately 12,500 attendees
- NBA Game – an evening Warriors game with 18,064 attendees
- Dual Event – A weekday non-GSW event of 12,500 or more attendees starting within an hour of a SF Giants home game at AT&T Park Typical No-Event Day

The retail, restaurant, and office uses located adjacent to the Event Center will be open 365 days a year. Project sponsors anticipate daily activity from these users in addition to passive recreation or seasonal festivals in the open plaza areas and in Bayfront Park located across the street.

### **2.2.1 Small Event**

Small events (3,000 to 9,000 attendees) may consist of conventions, small “arena theater” concerts, family shows, non-NBA sporting events, and other types of events to be decided. For the purpose of the TMP, a small event is defined as a daytime convention with an attendance of 9,000 people.

### **2.2.2 Arena Concert Event**

Arena concert events are defined in this TMP as events with approximately 12,500 attendees. The estimated 30 annual arena concerts (typically occurring on Friday and Saturday evenings within a 7:30 PM to 10:30 PM window) at the Event Center would vary in attendance levels, depending on the artist and stage configuration. While the estimated average attendance level would be approximately 12,500 patrons, the Event Center design would allow for an end-stage concert configuration to accommodate a maximum of approximately 14,000 patrons.

Occasionally, arena concerts would occur in a full 360-degree center-stage configuration which would allow for a maximum attendance above the seated capacity of 18,064 – up to 18,500 patrons. This would account for less than 10 percent of the total annual arena concerts (no more than four per year). Logistics for these larger arena concerts are considered as part of the peak event scenario.

### **2.2.3 Peak Event**

Peak events are defined in this TMP as events where more than 90 percent of the seating capacity of the Event Center will be occupied (i.e. more than 16,200 attendees). These include all GSW pre-season, regular season,



and post-season games as well as sold-out center stage concerts. The peak event analyzed in detail in the TMP is a sold out basketball game that fills the Event Center to capacity (18,064 attendees).

The NBA regular season consists of 41 home games.

The majority of games take place in the evening (7:30 PM tipoff). In the 2012-2013 season, there was one daytime game (1:00 PM tipoff) during the regular season and it took place on a holiday (Martin Luther King Day, 01/21/13). Since most concerts typically take place in the evening, most of the egress from the Event Center will occur at night, during off-peak traffic conditions. Some games and concerts, though, will have ingress activity during the weekday evening commute period.

#### **2.2.4 Dual Events**

Since the 2004 seasons, there have been 19 days in which both the San Francisco Giants and the Golden State Warriors have had overlapping regular season home games, for an average of approximately 2 such days per year. Because the teams have little control over the home game schedules set by their respective leagues, a small number of such overlaps are anticipated to continue to occur and were analyzed in the project SEIR, but are not considered “dual events” for planning purposes.

On October 7, 2015, the Golden State Warriors and the University of California San Francisco (UCSF) signed a Memorandum of Understanding (MOU) agreeing to restrictions on the scheduling of certain large weekday non-Golden State Warriors events that start within an hour of a SF Giants home game (or “dual events”). Specifically, if the City and the Golden State Warriors make the transportation improvements and transportation demand management strategies detailed in the aforementioned MOU, in Board of Supervisors File 150995 establishing a Mission Bay Transportation Improvement Fund, and the SFMTA Board Resolution 15-154, and these do not reduce traffic delays to below unacceptable levels as defined in the MOU, the Golden State Warriors agree to hold no more than 12 large weekday non-Golden State Warriors evening events that start before 8:00 p.m. on a night with a SF Giants home game in the subsequent calendar year. No other venue in the NBA has a similar restriction on the ability to schedule events.

### **2.3 EVENT CENTER**

#### **2.3.1 Typical Annual Event Distribution**

It is anticipated that the Event Center will have a total of approximately 200-220 events each year, distributed as follows:

- 43-60 GSW home games (2-3 pre-season + 41 regular season + a maximum possible of 16 home playoff games), most often taking place from 7:30 PM to around 9:40 PM.
- 45 Concerts, consisting of approximately 30 large arena concerts and 15 small “arena theater” concerts. These events will occur mostly on Friday and Saturday nights from 7:30 PM to 10:30 PM, concentrated during late fall, winter, and early spring.
- 55 Family Shows. Tours typically perform 10 shows in the building over 5 days (Wed-Sun) as described in Table 2-2.
- 31 Conventions/Corporate Events, distributed throughout the year as the building schedule permits.
- Approximately 30 other sporting events distributed throughout the year as the building schedule permits.

Table 2-2 summarizes the annual event distribution.

TABLE 2-2: TYPICAL ANNUAL EVENT CENTER EVENT DISTRIBUTION			
Event Description	Quantity	Typical (Approximate) Event Times	Daytime or Evening
Warriors Events	43-60		
Pre-season	2-3	7:30 PM – 9:40 PM	Evening
Season	41	7:30 PM – 9:40 PM	Evening
Post-season	0-16	7:30 PM – 9:40 PM	Evening
Non-Warriors Events	161		
Concerts	45		
"Arena Theater" Concerts (average 3,000 attendees)	15	Fri-Sat 7:30 PM – 10:30 PM	Evening
Arena Concerts (average 12,500 attendees)	30	Fri-Sat 7:30 PM – 10:30 PM	Evening
Family Shows	55	Typically 10 shows over 5 days (Wed. to Sun.); Wed. (1): 7:30 - 9:00 PM Thur. (1): 7:30 - 9:00 PM Fri. (2): 10:30 AM - Noon; 7:30 - 9:00 PM Sat. (3): 11 AM-12:30 PM, 3:00 PM - 4:30 PM; 7:00 PM -8:30 PM Sun. (3): 11 AM - 12:30 PM, 3:00 PM - 4:30 PM; 7:00 PM-8:30 PM	Both
Conventions/ Corporate Events	31	Variable	Both
Other Sporting Events	30	Variable	Both

Notes:

1. Of the peak events, it is anticipated that fewer than 10 will overlap with events at AT&T Park.

Source: Golden State Warriors.



## CHAPTER 3. EXISTING CONDITIONS

Chapter 3 describes existing transportation systems serving the Event Center Development site, including the street network, freeways, transit hubs, bicycle facilities, and truck routes. Select commitments to make near-term significant changes in conditions that are certain and fully-funded are noted as many of these investments and changes in capacity and service will be completed by 2020 and will be key to assumptions about the operation and functionality of the transportation networks serving the Event Center Development. This Chapter is included in the TMP for contextual and informational purposes only. A full environment document will be prepared that includes a more complete and quantitative analysis of the existing conditions as they pertain to transportation.

### 3.1 PEDESTRIAN FACILITIES



Major pedestrian routes to the Event Center Development include 16<sup>th</sup> Street for east-west travel as well as 3<sup>rd</sup> Street and Terry François Boulevard/Bay Trail for north-south travel.

Within the project site area, sidewalks generally exist on both sides of the street, and are generally 12 to 15 feet wide. There is currently no sidewalk along the frontage of the project site except on 3<sup>rd</sup> Street; however sidewalks will be completed along 16<sup>th</sup> Street, South Street, and Terry François Boulevard adjacent to the site as part of the project. There are gaps in the sidewalk along nearby roadways that are currently under construction, including the south side of 16<sup>th</sup> Street between 7<sup>th</sup> and 3<sup>rd</sup> streets and the west side of 3<sup>rd</sup> Street between 16<sup>th</sup> and Mariposa streets. These sidewalk gaps will be closed upon completion of the adjacent buildings. All intersections surrounding the site have standard painted crosswalks and directional curb ramps. All signalized intersections include pedestrian signals with count down timers.

The Bay Trail is a planned 500-mile recreational shoreline corridor that, when complete, will encircle San Francisco and San Pablo Bays with a continuous network of bicycling and hiking trails. In the project vicinity, the Bay Trail will run along the east side of Terry François Boulevard, and is designated as a multi-use trail shared by pedestrians and bicycles. As a major mostly uninterrupted pedestrian facility, this path will carry a significant proportion of pedestrian flow to and from the Event Center and between the Event Center and major regional transit hubs and bike share stations, and certain segments along congested areas, such as the Embarcadero, are being designed to provide separate paths for bicyclists and pedestrians to improve safety.

### 3.2 TRANSIT NETWORK



This section discusses both regional and local transit provision to the proposed Event Center Development site. The site is well-served by both local and regional public transit. Local service is provided by Muni Bus, light rail lines, and the Mission Bay TMA shuttles. Regional service is provided by BART, Caltrain, AC Transit, Golden Gate Transit, SamTrans, and various ferry providers. Riders from these regional transit services would either walk or transfer to Muni or privately operated shuttles to access the Event Center Development. This section is organized in order of proximity to the site, starting with the transit hub that is furthest away (BART Stations) and ending with the one that is closest (Muni light rail platform). Existing rail transit is shown in Figure 3-1 and existing bus transit is shown in Figure 3-2.

#### 3.2.1 Bay Area Rapid Transit (BART, Regional)

BART provides regional commuter rail service in the Bay Area. San Francisco's Financial District is centrally located within the system, which provides service to the East Bay (Pittsburg/Bay Point, Richmond,

Dublin/Pleasanton and Fremont) and to San Mateo County (San Francisco International Airport and Millbrae) with operating hours between 4:00 AM and midnight daily. In the Financial District, BART operates underground below Market Street. The Event Center Development can be most directly accessed from four BART stations including the Embarcadero (2.1 miles), Montgomery Street (1.8 miles), Powell Street (1.7 miles), and 16<sup>th</sup> Street Mission (1.7 miles) stations. When the Muni Central Subway opens in 2019, its connection to the BART Powell Street Station will likely make this a primary transfer station to the Event Center. During the weekday PM peak period, when many event-goers are expected to arrive, headways are generally 5 to 15 minutes for each line. Off-peak headways are generally 20 minutes for each line. BART trains range from 3 to 10 cars depending on time of day and demand. BART will extend its service to Warm Springs in 2015 and to San Jose in 2018 and to east Contra Costa County via eBART in 2016. BART is also proposing early phases of its "BART Metro" project (that increases Transbay Tube/SF frequency) and to introduce higher-capacity train cars within the next 5-10 years. BART is also performing a study to recommend measures to increase platform and station circulation capacity, particularly at Embarcadero and Montgomery Stations. The BART system map is illustrated below.



### 3.2.2 Ferry Building

WETA, Blue & Gold, and Golden Gate operate regular ferry service between the San Francisco Ferry Building (2 miles from the project site) and Vallejo, Larkspur, Sausalito, Tiburon, Oakland, Alameda and South San Francisco. Golden Gate and WETA also provide event-level service to AT&T Park, 2/3 mile from the project site. The Ferry Building is also a terminal / hub for Muni and Amtrak/Amtrak Capital Corridor service.

A Mission Bay ferry terminal near 16<sup>th</sup> Street has been identified in Water Emergency Transportation Authority (WETA) and MTC's 2040 Regional Transportation Plan "One Bay Area" planning documents as a potential future

infrastructure investment, but there has not yet been an environmental assessment or full-funding strategy identified for the project. WETA plans to continue developing this concept.

### **3.2.3 Caltrain (Regional)**

Caltrain provides passenger rail service on the Peninsula between San Francisco and Downtown San Jose with several stops in San Mateo and Santa Clara Counties. Limited service is available south of San Jose. Within San Francisco, Caltrain terminates at a station located on 4<sup>th</sup> Street between King and Townsend Streets, approximately 2/3 mile from the proposed Event Center Development site. The 4<sup>th</sup>/King station is served by local, limited, and “Baby Bullet” trains. The 22<sup>nd</sup> Street Station is also nearby, located directly underneath I-280, approximately one mile from the Event Center Development site, and is served by local, limited, and a few of the currently scheduled “Baby Bullet” trains.

Caltrain service headways in the northbound direction during the PM peak, which will serve Event Center weekday events, are variable depending on the specific service provided by the train (bullet or limited); however, there are typically 5 arrivals in one hour. Southbound headways after the PM peak are once per hour. Electrification of Caltrain by 2021 will allow implementation of increased train frequencies. On weekends, headways are once per hour, so most Event Center attendees will likely arrive in a single train. However some guests may come on an earlier train for weekend events to visit the city or the retail and restaurant uses on site. Finally, Caltrain currently provides special post-game train service following Giants games.

### **3.2.4 San Francisco Muni (Local)**

Muni operates bus, cable cars, streetcars, and light rail lines within San Francisco. The line that most directly serves the proposed Event Center Development site is the T 3<sup>rd</sup> Street light rail line, which operates in a dedicated right-of-way in the center of 3<sup>rd</sup> Street. A couple of Muni bus lines, the 22 Fillmore and 10 Townsend, as well as the N Judah light rail line stop within 1 mile of the project site. Figure 3-1 shows rail lines and Figure 3-2 shows bus lines that provide service in the immediate project vicinity.

**T 3<sup>rd</sup> Street** – The T 3<sup>rd</sup> Street light rail route connects Visitacion Valley to Mission Bay via Bayview and Dogpatch. It also connects Balboa Park BART Station to Mission Bay through Downtown San Francisco as the K Ingleside route via St Francis Wood, West Portal, and the Castro. It operates weekdays and weekends from approximately 4:00 AM to 1:00 AM, mostly with one-car trains using platforms that are typically long enough for two car-trains in the vicinity of the Event Center. This line will be diverted to the Central Subway in 2019, will regularly be served by 2-car trains at a higher frequency than current scheduling north of Mariposa Street, and its UCSF Mission Bay station is located at the northwest corner of the project site.

The T 3<sup>rd</sup> Street line currently stops at side-running raised platforms located along 3<sup>rd</sup> Street at the following locations:

- Inbound/Outbound far-side curbside stops at South Street (at the northwest corner of the site)
- Inbound/Outbound far-side curbside stops at Mariposa Street (1/4-mile south of the site)
- Inbound/Outbound far-side curbside stops at 20<sup>th</sup> Street (1/2 mile south of the site)
- Inbound/Outbound far-side curbside stops at Mission Rock Street (1/3-mile north of the site)

In addition, all other Muni light rail lines and several east-west Muni bus lines overlap the T 3<sup>rd</sup> line at the Downtown stations, including the Embarcadero BART/Muni Station and other Market Street Muni bus/rail hubs that are within 2 miles away. Event-goers coming from other parts of San Francisco can transfer to the T 3<sup>rd</sup> line.



Within five years, Muni expects to operate enhanced transit service described in the TEP, which could include the T 3<sup>rd</sup> and the 22 Fillmore trolley bus rerouted to run along 16<sup>th</sup> Street east of I-280 to Terry François Boulevard, with a more near-term plan to operate a Muni 55 motor coach line between the 16<sup>th</sup> Street BART and the Event Center until the trolley bus extension can be completed. The Muni 33 line may be extended to serve the segment in Potrero Hill currently served by the 22. Two new Muni Bus Rapid Transit corridors (Van Ness and Geary) will have at least one of the programmed lines terminate within 2/3 mile of the project site within the next 5-8 years. Lastly, many major Muni bus lines have current terminus stations at the Temporary Transbay Terminal, Caltrain Terminal and Ferry Building (see below).

### **3.2.5 Mission Bay TMA Shuttles**

The Mission Bay Transportation Management Association (TMA) strives to reduce single-occupant vehicle trips by encouraging alternative modes of transportation for residents, employees and visitors to the Mission Bay development area. Mission Bay TMA currently provides two shuttle bus route services (east and west) between Mission Bay and the Powell Street BART Station and the 4th/King Caltrain Station. They are free of charge and open to all employees, residents, and visitors to the Mission Bay Area and the China Basin building at 185 Berry Street. The west route serves 16th and Illinois streets, while the east route serves 4th Street and Mission Bay Boulevard; both operate at 15-minute intervals from 7:00 to 10:00 AM and 3:45 to 8:15 PM. Figure 3-2 shows TMA Shuttle routes and existing stops.

The Golden State Warriors will join the Mission Bay TMA and the shuttles will be made available for employees and visitors. According to the Mission Bay TMA, the evening service is currently at or near capacity. After joining the TMA, shuttle routes, stops, and schedules may be reconfigured to better serve the site and Mission Bay. A new stop to serve the site is suggested on the south side of South Street near the intersection with 3rd Street.

If the Warriors choose to fund incremental event-only shuttle service in partnership with the TMA, such service would be supported exclusively by the Warriors and limited to event attendees.

### **3.2.6 UCSF Campus-to-Campus Shuttles**

UCSF provides shuttles for university personnel, including faculty, staff, technicians, and students, to travel between the university's campuses in San Francisco. These shuttles relieve capacity constraints for both the Mission Bay TMA shuttles and the road network via a reduction in single-occupant vehicle trips. Non-university affiliated personnel in the neighborhood are not permitted to ride UCSF shuttles.

### **3.2.7 Temporary Transbay Terminal**

The Temporary Transbay Terminal provides temporary bus terminal facilities during construction of the new multi-modal Transbay Transit Center, which is scheduled for completion in 2017. The Temporary Terminal is located in the area bounded by Main, Folsom, Beale and Howard Streets, approximately 1.75 miles north of the project site. It currently serves AC Transit, WestCAT Lynx, Muni, Golden Gate Transit, and SamTrans passengers.

The new Transbay Transit Center will be located in an area bounded by Beale Street, 2nd Street, Minna Street, and Natoma Street and will serve the same transit providers as the Temporary Terminal plus capacity to accommodate Caltrain expansion and California High Speed Rail. Phase I of the project is expected to be completed by 2017.



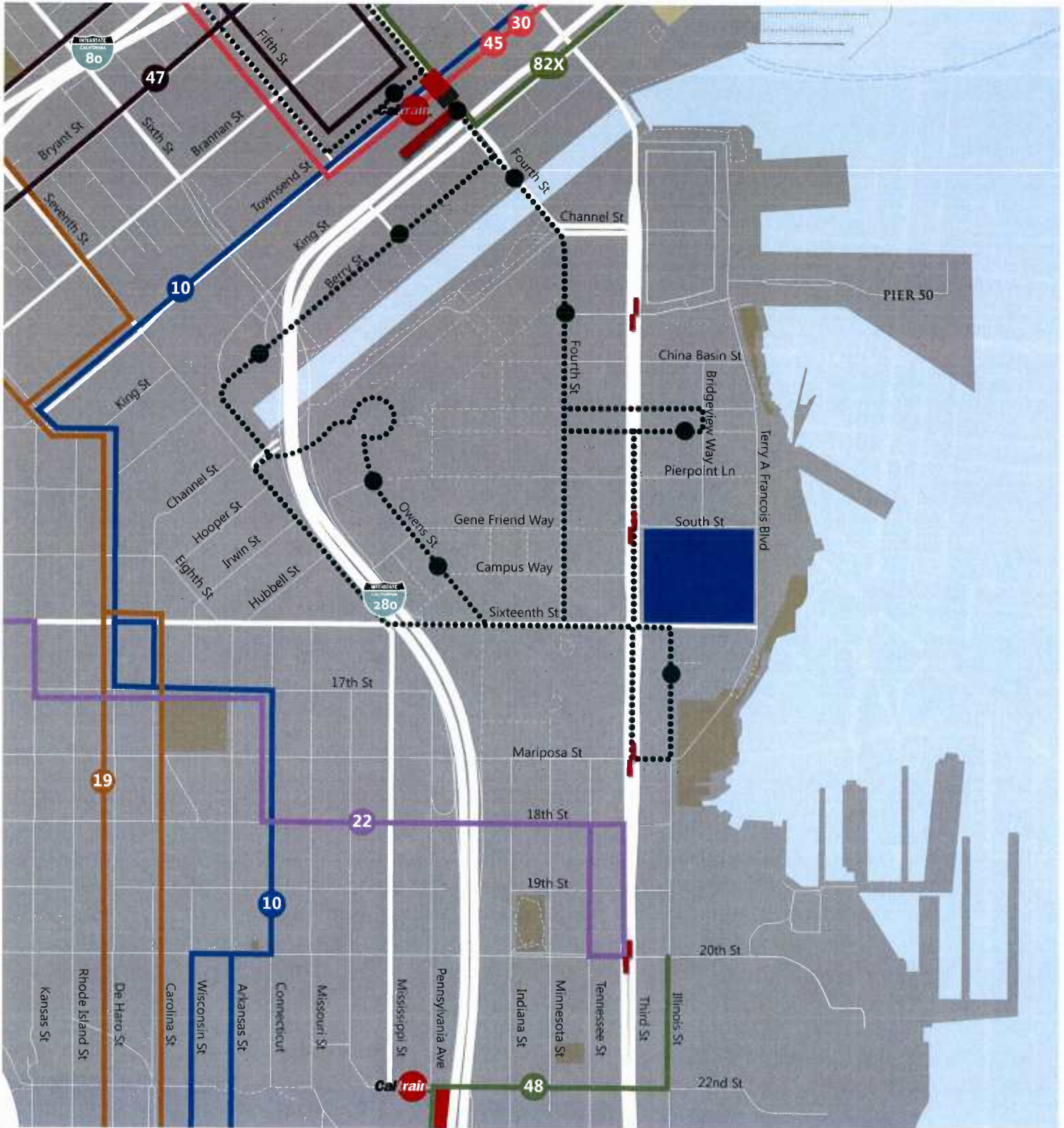
-  MUNI Platform
-  Caltrain Station
-  BART Station
-  MUNI Station
-  Project Site
-  F Market & Wharves
-  KT Ingleside-Third Street
-  N Judah
-  J Church
-  L Taraval
-  M Ocean View
-  BART Line
-  Caltrain Line



  
Not to Scale



- |  |   |  |  |  |
|--|---|--|--|--|
|  BART Station |  Caltrain Station               |  MUNI Platform |  Project Site  |  Mission Bay TMA Shuttles<br>(● TMA Shuttle Stops) |
|  10 Townsend |  82X Levi Plaza Express        |  19 Polk      |  22 Fillmore |  48 Quintara/24th Street                          |
|  47 Van Ness |  30 Stockton/45 Union-Stockton |  |  |  |



Not to Scale

FEHR & PEERS

1015 California Street, Suite 100, San Francisco, CA 94109

## EXISTING BUS TRANSIT FACILITIES

FIGURE 3-2

### 3.3 BICYCLE FACILITIES



Bicyclists may use all roadways in the city, not just designated bicycle routes; however, the City of San Francisco has an extensive bicycle network. The three classes of bicycle facilities are described below.



**Class I (Multi-use paths)** are paved multi-use facilities separated from roadways. The City of San Francisco has Class I facilities in large parks (e.g., Golden Gate Park or the Panhandle) and in areas where bicycling on the street would be challenging (e.g., US 101/Cesar Chavez Interchange).

Class I facilities are generally shared with pedestrians and may be adjacent to an existing roadway, or may be entirely independent of existing vehicular facilities.



**Class II (Bicycle Lanes)** are striped lanes on roadways designated for use by bicycles through striping, pavement legends, and signs.



**Class III (Bicycle Routes)** are designated roadways for shared bicycle/vehicle use indicated by signs only; may or may not include additional pavement width for cyclists. The majority of San Francisco's bicycle facilities are Class III facilities. In San Francisco, Class III Bicycle Routes are routinely striped with the shared-lane arrow, or "sharrow," reminding drivers and cyclists to share the roadway.

Current on-street bicycle facilities in the vicinity of the project are shown in Figure 3-3 and described below. The majority of the study area is flat, with limited changes in grade, facilitating bicycling within and through the area. However, dedicated bicycle lanes are not provided on all routes. For a description of planned bicycle projects which will add key links to the existing network including the Blue Greenway on Terry François Boulevard, refer to section 1.3.2.

The Bay Trail, described above, connects China Basin to Mission Bay across the Channel and runs along bicycle route #5. Additionally, the Embarcadero Enhancement project, now underway proposes to develop a conceptual design and cost estimate for a bikeway - a bicycle facility that is physically separated from moving or parked vehicles and pedestrians - along The Embarcadero from 3<sup>rd</sup> Street in South Beach to Powell and Jefferson Streets in the Fisherman's Wharf area. A bikeway is a bicycle facility that is physically separated from moving or parked vehicles and pedestrians. The SFMTA proposes to study a bicycle connection across the Lefty O'Doul Bridge that would connect the two waterfront bicycle facilities.

Route #5 runs north to south along Terry François Boulevard and Illinois Street as a Class II bike lane. This route connects China Basin to the north with the project site and Route #7 to the south.

Route #536 is a two-block section of northbound sharrows on 3<sup>rd</sup> Street between Terry François Boulevard and Townsend Street.



**4<sup>th</sup> Street** is a north-south bike route that extends from Berry Street to the north to 16<sup>th</sup> Street. 4<sup>th</sup> Street is designated as a Class III bicycle facility as it crosses Mission Creek until Channel Street, south of which it has Class II bike lanes.

**Route #7** is primarily a north-south bike route that runs along Indiana Street as a Class III facility. At Mariposa St to the north, it merges with Route #23 and runs to the east to Illinois Street, where it continues north to the Event Center site. This route connects to Route #23 to the west as well as Route #5 and the Bay Trail to the east.

**Route #23** is primarily a north-south bike route that extends along 7<sup>th</sup> Street from Brannan Street to 16<sup>th</sup> Street and down Mississippi Street to Mariposa Street with Class II bike lanes. At Mississippi Street and Mariposa, it runs east along Mariposa Street as a Class III facility and merges with Route #7.










**Route #123** is a short north-south bike route that runs along Henry Adams/Kansas Street between Division Street and 16<sup>th</sup> Street as a Class III bicycle facility. It connects Routes #36 and #40.

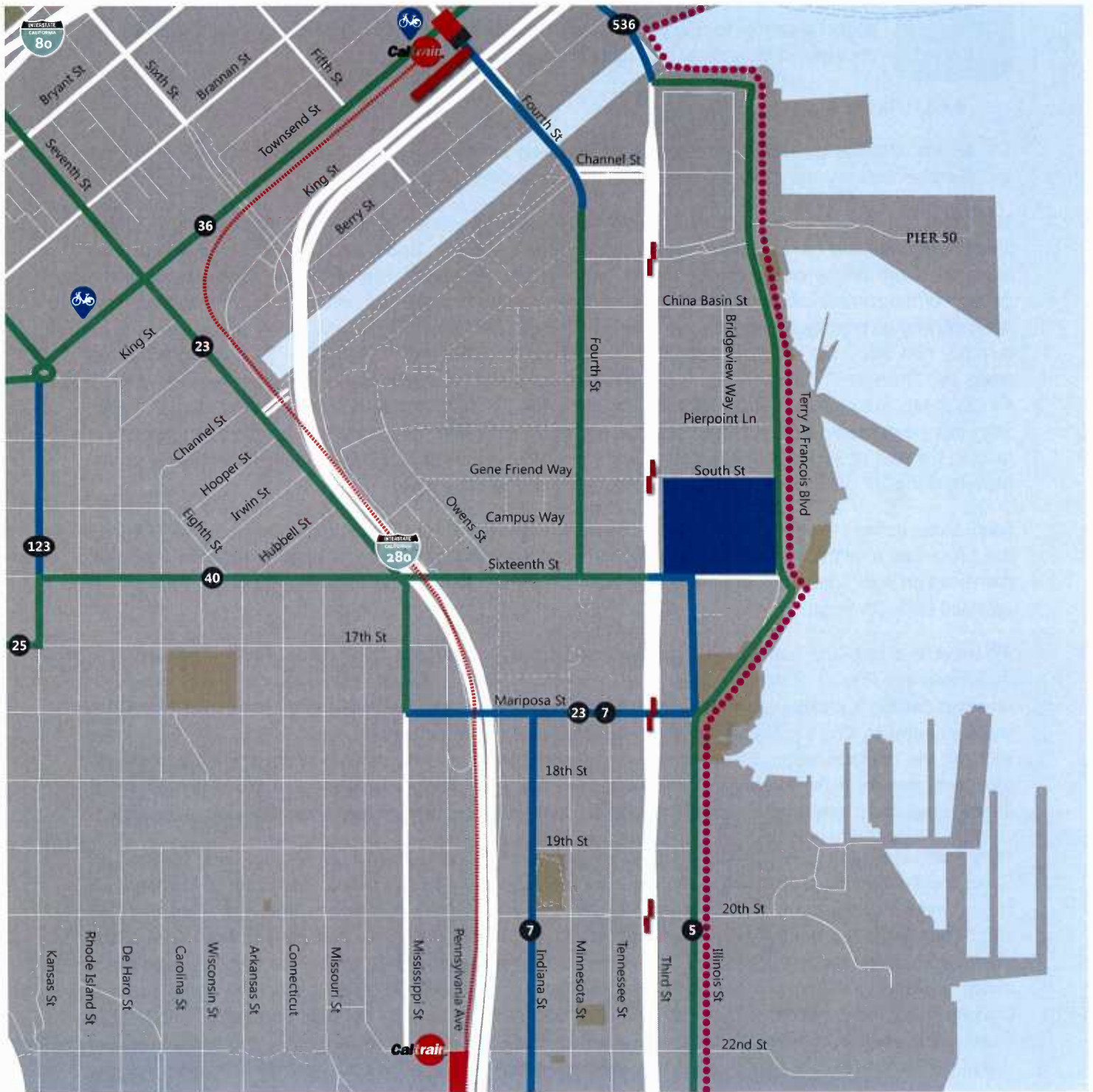
**Route #36** is an east-west bike route that runs along Townsend Street between The Embarcadero and 8<sup>th</sup> Street as a Class II bike lane. It connects the Caltrain Station at 4<sup>th</sup> and King Streets with Routes #23 and #123 to the west.

**Route #40** is an east-west bike route that runs along 16<sup>th</sup> Street from Kansas Street to 3<sup>rd</sup> Street as a Class II bike lane. It continues for less than a block as a Class III bike facility from 3<sup>rd</sup> Street to the project site at Illinois Street. This route connects Route #25 and #123 to the west with Routes #23, 4<sup>th</sup> Street, and the project site to the east. Route #40 is planned to be moved to 17<sup>th</sup> Street between Kansas and Mississippi Streets before returning to 16<sup>th</sup> Street, where it will continue to Terry François Boulevard.

There is currently a **Bay Area Bike Share (BABS)** pod at the Caltrain Station and on Townsend Street between 7<sup>th</sup> and 8<sup>th</sup> streets, and at least one planned in the Mission Bay neighborhood near the UCSF residences. The Warriors are exploring locations for a new bike share station at or immediately adjacent to the Event Center or Bayfront Park.



-  Bikeshare Station
-  Bicycle Route Number
-  BART Station
-  Caltrain Station
-  MUNI Platform
-  Project Site
-  Bicycle Lane - striped, marked, and signed lanes for bicycle travel (Class II)
-  Bicycle Route - shared travel lane marked and signed for shared use (Class III)
-  Bay Trail



### 3.4 STREET NETWORK



Since the Event Center Development site is located at the eastern edge of the Mission Bay neighborhood, the street network serving it extends to the north, west, and south only. The project proposes to restripe the roads adjacent to the Event Center Development frontage, as discussed in more detail previously in Chapter 2.

#### 3.4.1 Local Access

This section describes the existing streets that are most relevant for access to the immediate vicinity of the site and discusses their relevance for particular modes as appropriate.

**16<sup>th</sup> Street** is a four-lane east-west Secondary Arterial roadway with left turn pockets that extends to Castro Street to the west and currently terminates at Illinois Street in the east. Upon build out, 16<sup>th</sup> Street will continue along the south border of the project site to Terry François Boulevard. East of Illinois Street and along the majority of the corridor within the study area, on-street parking is prohibited on both sides of the street. On-street parking is currently allowed on both sides of the street between 3<sup>rd</sup> Street and Illinois Street. Muni line 22 currently runs along the length of 16<sup>th</sup> Street west of Kansas Street. Interim Muni line 55 is proposed to run along 16<sup>th</sup> Street to 3<sup>rd</sup> Street. Bicycle Route 40 is a Class II route that runs along 16<sup>th</sup> Street between 3<sup>rd</sup> and Kansas streets. Future plans will extend the route east along 17<sup>th</sup> to Mississippi where it will return to 16<sup>th</sup> Street. Sidewalks are generally provided on at least one side of the road within the study area (on the south side of the road to the east of 3<sup>rd</sup> Street and on the north side of the road west of 3<sup>rd</sup> Street). On-street bike lanes are planned along 16<sup>th</sup> Street between 3<sup>rd</sup> Street and Terry François Boulevard.

**South Street** borders the project to the north and runs for one block from Terry François Boulevard to 3<sup>rd</sup> Street. It is a four-lane road that transitions to a pedestrian plaza, Gene Friend Way, to the west of 3<sup>rd</sup> Street. Parking is prohibited on both sides of the street and wide sidewalks are provided on the north side. No bicycle facilities are provided on South Street.

**3<sup>rd</sup> Street** is a four-lane north-south roadway that extends from Market Street to Bayshore Boulevard. It is designated as a Primary Transit Important roadway in San Francisco's General Plan. Near the Event Center site, on-street parking is prohibited on both sides of the street. 3<sup>rd</sup> Street is designated as a Class III bike route with sharrows between King Street and Terry François Boulevard in the northbound direction only. The T 3<sup>rd</sup> Street light rail line operates along 3<sup>rd</sup> Street between Channel Street and Bayshore Boulevard along a physically separated median in the roadway. During peak events at AT&T Park, vehicle capacity across the 3<sup>rd</sup> Street Bridge is reduced to one lane in each direction to accommodate surges in pedestrian activity around the park.

**Terry François Boulevard** is primarily a four-lane road that runs north-south from Mission Rock Street to 3<sup>rd</sup> Street and borders the project site to the east. The road transitions to a two-lane road north of Mission Rock Street, where it curves to the west to its terminus at 3<sup>rd</sup> Street. Terry François Boulevard is part of the Bay Trail and Bicycle Route 5 (Class II in both directions). On-street parking is generally permitted on both sides of the street, except along the frontage of Pier 48 and Pier 50. During events at AT&T Park, Terry François Boulevard is closed to vehicle traffic from 3<sup>rd</sup> Street to Pier 48. The proposed Blue Greenway project will add a two-way bikeway along the east side of the street with a 4-foot buffer. As part of the Blue Greenway project, Terry François Boulevard will be realigned to create a regular block shape for Blocks 30 and 32 and to maximize the size of the Bayfront Park. The four travel lanes and on-street parking lanes on both sides will be maintained.

**Bridgeview Way** is a privately managed, narrow two-lane road that runs from South Street directly across from the north parking entrance for the Event Center Development, to China Basin Street. Parking is prohibited on



both sides of the street and sidewalks are provided on both sides along the entire stretch. This road provides internal access and circulation for the residential and office uses along the corridor.

**Illinois Street** is a two-lane road that runs north-south from Cargo Way to 16<sup>th</sup> Street at the south parking entrance to the Event Center Development. Through the project area, parking is permitted on both sides of the street and the majority of the road. Parking is prohibited on the west side of Illinois between Mariposa and 18<sup>th</sup> streets during the post-event period when there are events at AT&T Park. Illinois Street also serves as Bicycle Route 5, with Class II facilities in both directions. Parking is prohibited on the west side of Illinois between Mariposa and 18<sup>th</sup> streets during the post-event period when there are events at AT&T Park.

**4<sup>th</sup> Street** is a two-lane north-south Primary Transit Important roadway that extends from Market Street to 16<sup>th</sup> Street. On-street parking is provided on both sides of the street. 4<sup>th</sup> Street is designated as a Class III bike route as it crosses Mission Creek, after which it transitions into Class II bike facilities (bike lanes) between Channel Street and 16<sup>th</sup> Street. The T 3<sup>rd</sup> Street light rail line operates on 4<sup>th</sup> Street between King Street and Channel Street. The 4<sup>th</sup> Street Bridge is closed to northbound traffic except transit, taxis and bikes during the post-event period for AT&T Park events. As part of the Mission Bay Redevelopment Plan, 4<sup>th</sup> Street will extend south of 16<sup>th</sup> Street to access a new UCSF hospital facility, but will not connect through to Mariposa Street.

**7<sup>th</sup> Street** is a two-lane north-south Secondary Arterial roadway that extends from Market Street to 16<sup>th</sup> Street. On-street parking is provided on both sides of the street between Irwin Street and 16<sup>th</sup> Street. 7<sup>th</sup> Street has Class II bike facilities between Brannan and 16<sup>th</sup> streets.

**Mission Bay Boulevard North and South** are a one-lane one-way east-west couplet Local Street that extends from Terry François Boulevard to 4<sup>th</sup> Street; right-turn only lanes are provided at intersections. It is located at the northern edge of the Mission Bay campus site and will be eventually extended to connect to the Mission Bay Circle in the future, located approximately 1,300 feet to the west, as part of the Mission Bay Redevelopment Plan. On-street parking is provided on the north side of the Mission Bay Boulevard North.

**King Street** is a five to six-lane Primary Transit Important east-west roadway that connects to the terminus of I-280 approximately 2/3 mile north of the project. The Muni line T 3<sup>rd</sup> Street operates in the median along King Street between The Embarcadero and 4<sup>th</sup> Street, where it continues down 4<sup>th</sup> Street to the Event Center site. AT&T Park, home of the San Francisco Giants, is located on King Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets. Caltrain has its terminus station on 4<sup>th</sup> Street between King and Townsend Streets. Although King Street is not directly adjacent to the Event Center Development project site, it plays a major role in providing access to and from the site. King Street is closed in eastbound direction between 3<sup>rd</sup> and 2<sup>nd</sup> streets during post-event period for AT&T Park events.

**Berry Street** is a two-lane east-west Local Street that extends from 3<sup>rd</sup> Street to Owens Street. Berry Street operates as an eastbound one-way street between 3<sup>rd</sup> and 4<sup>th</sup> Streets. On-street parking is provided primarily on the south side, though there are some areas that have on-street parking on both sides of the street.

**Channel Street** is a four-lane east-west Local Street that currently extends from west of 4<sup>th</sup> Street to 3<sup>rd</sup> Street. On-street parking is prohibited on both sides of the street between 3<sup>rd</sup> and 4<sup>th</sup> Streets, and permitted west of 4<sup>th</sup> Street. The T 3<sup>rd</sup> Street rail line operates on Channel Street between 3<sup>rd</sup> and 4<sup>th</sup> streets within a physically separated median in the roadway. Channel Street will be extended to the Mission Bay Circle in the future, as part of the Mission Bay Redevelopment Plan.

**Mission Rock Street** is a two-lane east-west Local Street that extends from Terry François Boulevard to 4<sup>th</sup> Street. On-street parking is provided on both sides of the street for most of the length, but is not available east of 3<sup>rd</sup> Street.

**Mariposa Street** is a two-lane east-west Local Street that extends from Illinois Street to Harrison Street. During special events, parking is prohibited to provide four travel lanes. The I-280 on- and off-ramps (southbound and northbound, respectively) are located immediately east of the intersection of Pennsylvania and Mariposa streets. The intersection of Mariposa Street and Fourth Street serves as a major access point to the UCSF hospital facilities currently under construction. Both sides of the street provide on-street parking. In addition, Mariposa Street is a designated Class III bike route with sharrows between Illinois Street and Mississippi Street. Mariposa Street will be widened to five lanes between 3<sup>rd</sup> Street and I-280 prior to opening of the Event Center.

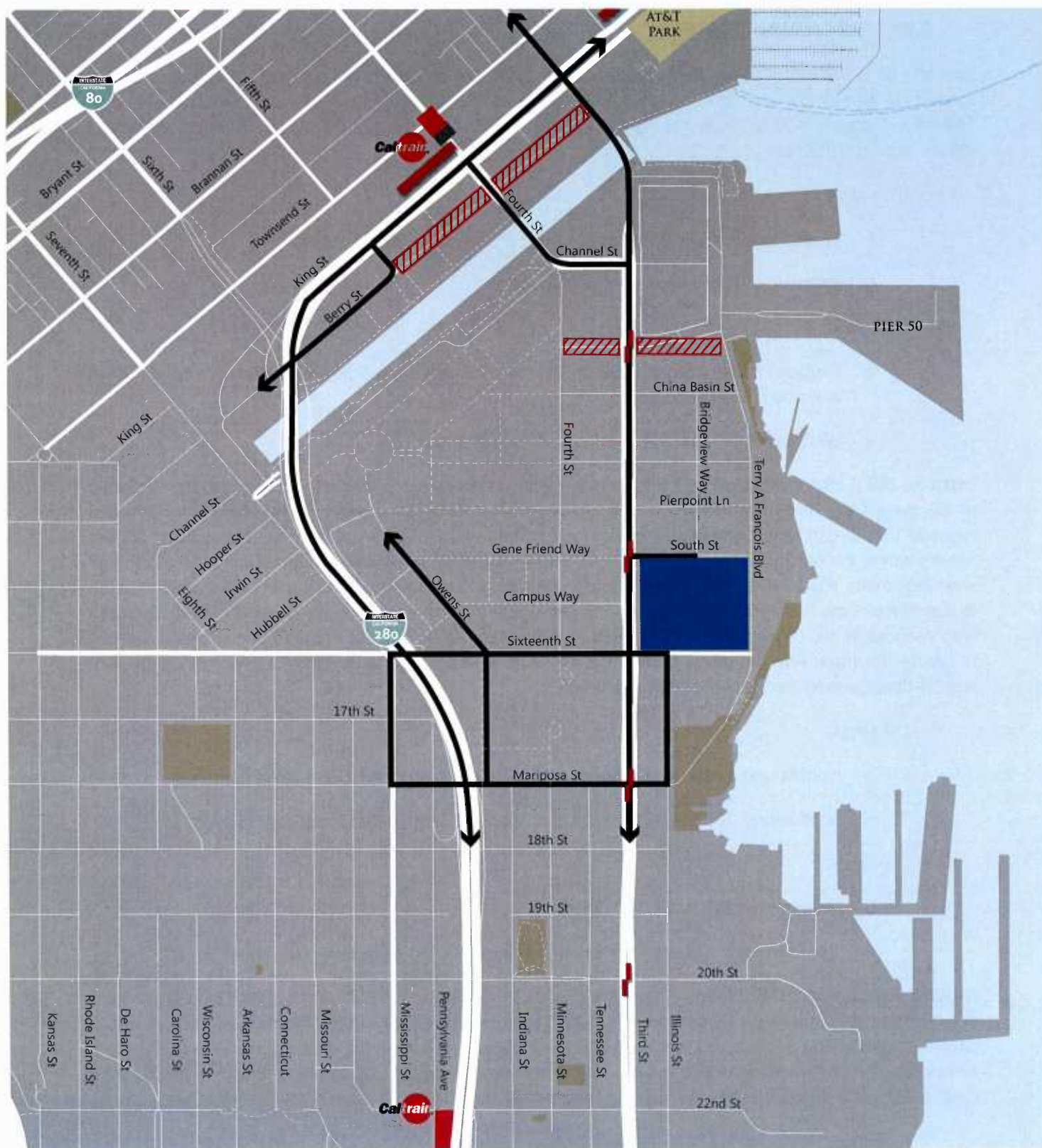
**Owens Street** is a north-south roadway that runs from 16<sup>th</sup> Street north to a future roundabout, where it continues to the west until it runs into Mission Bay Drive. It operates as a two-way street with one travel lane in each direction. There are no Muni routes or bicycle designations on Owens Street. Owens Street sidewalk widths within the study area are generally adequate. Owens Street will be extended south to Mariposa Street and will connect with the I-280 off-ramp at Mariposa.

### **3.4.2 Truck Access**

Major truck routes in Mission Bay are along I-280, King Street, Mariposa Street, 16<sup>th</sup> Street, and 3<sup>rd</sup> Street. These routes are illustrated in Figure 3-4. Primary truck access to the project site will be along Mariposa Street to Illinois Street, where direct access to the parking garage will be provided at the Illinois Street / 16<sup>th</sup> Street intersection. Secondary truck access to the site will be along Cesar Chavez Street to Illinois Street. Truck access to and circulation throughout the Event Center Development site is explained in further detail in Chapter 7.



-  BART Station
-  Caltrain Station
-  MUNI Platform
-  Project Site
-  Truck Route
-  No Thru Truck Traffic



### 3.5 REGIONAL TRAFFIC

**Interstate 80 (I-80):** I-80 provides the primary regional access by car from the East Bay to the project area. It connects to the East Bay and other major freeways (I-580 and I-880) via the San Francisco-Oakland Bay Bridge. Within San Francisco, I-80 generally has eight lanes (four lanes in each direction). On- and off-ramps serving the site are located as follows:

- Off-ramps:
  - Westbound: Harrison Street at 5<sup>th</sup> Street; 8<sup>th</sup> Street at Harrison Street
  - Eastbound: 4<sup>th</sup> and Bryant, 7<sup>th</sup> and Bryant
- On-ramps:
  - Eastbound: Bryant Street between 1<sup>st</sup> and 2<sup>nd</sup> Streets; Essex Street at Harrison Street; , 1<sup>st</sup> Street at Harrison Street, 8<sup>th</sup> Street
  - Westbound: 7<sup>th</sup> Street and Harrison, 4<sup>th</sup> and Harrison

**Interstate 280 (I-280):** I-280 provides the primary regional access by car from the South Bay and the Peninsula to the project site and is generally a six-lane freeway. There is a freeway interchange between I-280 and **Highway 101** (US 101) approximately 2.5 miles south of the site. US 101 also provides access to Cesar Chavez Street south of the site and Vermont Street west of the site. I-280 has a terminus (both on- and off-ramps) at 4<sup>th</sup> and King Streets, adjacent to the Caltrain Station, which results in the need to ensure safe pedestrian circulation at that intersection. The closest on- and off-ramp serving the site for southbound and northbound I-280 traffic is at Mariposa Street. Drivers will be encouraged to also use the ramp at Cesar Chavez St/Pennsylvania Avenue to reduce the impacts on the ramps before and after a peak event and distribute traffic more efficiently. On- and off-ramps serving the site are located as follows:

- Off-ramps:
  - Northbound: Cesar Chavez Street; Mariposa Street; 5<sup>th</sup> Street / King Street (terminus)
  - Southbound: 18<sup>th</sup> Street / Pennsylvania Avenue; Cesar Chavez Street / 25<sup>th</sup> Street
- On-ramps:
  - Northbound: 25<sup>th</sup> Street; 18<sup>th</sup> Street;
  - Southbound: 5<sup>th</sup> Street / King Street (terminus); Mariposa Street; Cesar Chavez Street

Regional auto traffic will seek parking in locations close to the Event Center. A total of 8,290 parking spaces exist in the area between the Event Center and I-280/King Street to the west and north. This includes 4,690 spaces in parking structures and 3,590 spaces in surface lots. Major parking facilities in the area include Lot A (2,300 space surface lot), the 1,400 space structure at 450 South Street, the 730 space UCSF garage at 3<sup>rd</sup> Street and Campus Lane, a 500 space structure at 499 Illinois Street, and an 800 space structure located behind 1650 Owens Street.

## CHAPTER 4. TRAVEL DEMAND MANAGEMENT

The Warriors shall work with the City to pursue and implement commercially reasonable strategies to reduce transportation impacts related to project implementation. In addition, the City shall pursue additional strategies to be implemented by the City or other public agency (e.g., Caltrans).

The Warriors' and City's approach shall include one or more of the strategies identified in this chapter, which incorporates both those TDM measures included in previous versions of the TMP and the "additional strategies" listed in project mitigation measure M-TR-2b (marked with an asterisk). The purpose of these strategies is to increase the level of access to the project by transit, bicycling and walking while discouraging the use of private automobiles, particularly by solo drivers.

### 4.1 GENERAL TRANSPORTATION MANAGEMENT STRATEGIES

1. Designate a TMP coordinator to: develop and implement marketing/communications/incentives programs, and coordinate with facility and tenants on policies and capital needs to support sustainable trip making by employees and Event Center visitors.
2. Develop means of in-building, on-site, and/or neighborhood communication (radio, TV, smart phone app, etc.) that gives Event Center, office, or retail users multiple, real-time advisories about the status of the transportation system and event schedule to facilitate convenient transportation choices. Information provided may include availability of public transit and shuttle bus service, location and capacity of bike parking facilities, best walking paths, location of taxi stops, and limited extent of – or high price for – available parking.
3. \*Create a smart phone application, or integrate into an existing smart phone application, transportation information that promotes transit first, allows for pre-purchase of parking and designates suggested paths of travel that best avoid congested areas or residential streets such as Bridgeview Way north of Mission Bay Boulevard and Fourth Street. The app may also be equipped to send notifications about event times and traffic conditions. The app will be free and available to anyone who wishes to download it, and will be useful for anyone working, living, or visiting the Mission Bay Area.
4. Provide extensive use of real-time transit info in public assembly areas that reflect the range of transit services in the area.
5. Install a machine to add value to Clipper Cards on-site.
6. Establish an annual TDM budget for all components of the TDM program applying to GSW employees and Event Center visitors.
7. \*Participate as a member of the Mission Bay/Ballpark Transportation Coordination Committee (MBBTCC) and notify the MBBTCC at least one month prior to the start of any non-GSW event with at least 12,500 expected attendees. If commercially reasonable circumstances prevent such advance notification, the GSW shall notify the MBBTCC within 72 hours of booking.
8. \*Meet with the City to discuss transportation and scheduling logistics following signing any marquee events (national tournaments or championships, political conventions, or tenants interested in additional season runs: NCAA, etc.).



## **4.2 EMPLOYEE TDM**

### **4.2.1 Employee Public Transit Strategies**

1. Participate in and promote pre-tax commuter benefits, a federal program that allows employees to reduce their commuting costs by up to 40 percent using tax-free dollars to pay for their commuting expenses.
2. Contribute to the Mission Bay TMA shuttle program; designate priority curb areas on-site for TMA shuttles.
3. Promote use of Mission Bay TMA shuttles to employees; notify them that they are eligible to ride the Mission Bay TMA shuttles, and provide information about routes, stop locations, and schedule.

### **4.2.2 Employee Bicycle Strategies**

1. Provide indoor secure bicycle parking facilities for employees.
2. Provide shower and locker facilities for employee use.
3. Promote use of the indoor bicycle valet facility (approximately 300 bike spaces) (available to Event Center and GSW employees only during non-event hours and days).
4. Sponsor a Bay Area Bike Share station in the project vicinity.
5. Encourage all employees and visitors to participate in public events that promote bicycling such as the annual "Bike to Work" day.

### **4.2.3 Employee Automobile Reduction Strategies**

1. Enroll in free-to-employees ride-matching program through [www.511.org](http://www.511.org).
2. Enroll in free-to-employers Emergency Ride Home program through the City of San Francisco ([www.sferh.org](http://www.sferh.org)).
3. Designate parking spaces for carpool/vanpool participants.
4. \*Seek partnerships with car-sharing services.
5. If applicable, comply with California's parking cash-out program.
6. Organize and publicize community efforts, such as Spare the Air days (as declared for the Bay Area region) or a Rideshare Week.
7. Encourage tenants to allow certain employees to work flexible schedules and telecommute, to the extent reasonable.

### **4.2.4 Additional Strategies**

1. Identify potential tenants who may provide on-site amenities (such as fitness and exercise centers, food and beverage options, and/or automated banking resources) to encourage employees to stay on-site during the work day.



## **4.3 EVENT CENTER PATRON TDM**

### **4.3.1 Patron Public Transit Strategies**

1. \*Work with the City to identify Event Center patrons arriving via transit and reward those patrons with promotional incentives that may include discounted food or beverage, team or venue merchandise, raffle entry, access to a “fast-track” security line or one or more other options. Market these incentives with a robust communications strategy prior to an event day so that guests can make choices accordingly.
2. Distribute GSW-branded Clipper Cards to encourage patrons to associate event attendance with transit usage during attendee’s trip planning process.
3. Work with the SFMTA to determine the market feasibility and benefits of bundling the cost of a round-trip Muni fare into the cost of all ticketed events.
4. Encourage customers at point of ticket purchase to use sustainable modes via communications on the internet and through the ticket vendor.
5. Work with the SFMTA to brand transit stops/stations near the project site, covering any costs associated with re-branding. Utilize TVs and other screens inside the Event Center building to display real time transit information and prominent comparisons between transportation choices available to fans, employees, and visitors to the Event Center Development. Emphasize transit’s lower-cost, higher sustainability, and other beneficial factors as compared with private autos.
6. Play recorded announcements during halftime (for games) or between opening and main acts (for concerts), and as Event Center attendees exit the building, to notify guests of non-auto travel options home, including real time transit and shuttle departure times.
7. Provide additional communication of transit options and wayfinding during playoff games for non-season pass holders who may be coming from out of town by providing information to, and coordinating displays within, hotels and local businesses in the Event Center vicinity.

### **4.3.2 Patron Bicycle Strategies**

1. \*Promote use of the indoor bicycle valet facility (approximately 300 bike spaces) on 16<sup>th</sup> Street. Identify and reward patrons of the bike valet with promotional incentives that may include discounted food or beverage, team or venue merchandise, raffle entry, access to a “fast-track” security line or one or more other options. Market these incentives with a robust communications strategy prior to an event day so that guests can make choices accordingly.
2. If and when peak event bicycle storage demand exceeds the 300-space enclosed valet facility and on-site bike rack capacity, provide additional temporary outdoor bike valet parking areas.
3. Provide outdoor bicycle storage/racks for Event Center and office, retail, or restaurant visitors.
4. Sponsor a Bay Area Bike Share station in the project vicinity.
5. Encourage all guests to participate in public events that promote bicycling such as the annual “Bike to Work” day

6. Provide a bicycle map, showing routes to the Event Center development site, on the Event Center web site, mobile applications, and in event literature and advertisements, when appropriate.

#### **4.3.3 Patron Automobile Reduction Strategies**

1. \*If parking is not bundled with ticket purchases for arena events (i.e., select event days and types), charge market-rate fees for on-site parking in connection with such arena events. Encourage off-site parking partners to charge market-rate parking fees for all arena events. Notify patrons in advance that nearby parking resources are limited and travel by non-auto modes is encouraged.
2. Designate priority curb areas on-site for taxis, charter buses, and rideshare vehicles. Explore partnership options with rideshare/carpool/TNC companies to offer discounts to event attendees and other visitors and/or employees.
3. \*Work to identify off-site parking lot(s) in the vicinity of the Event Center, if available, where livery and TNC vehicles could stage prior to the end of an event.

#### **4.3.4 Patron Communication Strategies**

1. Design a "Getting There" page for the venue website that lists multi-modal options and comparisons before showing preferred driving routes or available parking.
2. Promote transit access to project by providing: interactive trip-planning tools, transit maps, with recommended stops/stations for accessing site and best routes to the Event Center; and walking directions from transit stations/stops. Promote transit information on Event Center web site, mobile apps, on websites of events taking place at the site (to be required as a standard part of event contract), and in event literature and advertisements, when appropriate.
3. Provide real-time transit information, including train or bus arrivals and departures, in key Event Center locations (exit areas, gathering areas, etc.), inside the building (on TVs and other screens), and/or via mobile applications.
4. Make available additional communication of transit options and wayfinding during playoff games for non-season pass holders who may be coming from out of town by providing information to, and encouraging displays within, hotels and local businesses in the Event Center vicinity.
5. Create schedules of upcoming events for display on electronic message boards, to discourage auto use and parking in the Event Center vicinity.

#### **4.3.5 Additional Strategies**

1. Identify potential tenants who may provide on-site amenities (such as food and beverage options, and/or automated banking resources) to encourage Event Center patrons to stay on-site for longer post-event periods.

### **4.4 CITY TDM EFFORTS**

The strategies described below are designed to further limit transportation impacts in the project vicinity. While it is the responsibility of the City, not the Warriors, to implement one or more of the following options, they are relevant to the Warriors' planning and ongoing coordination with public agencies and neighbors and are included here for reference.

1. \*The City to provide coordinated outreach efforts to surrounding neighborhoods to explore the need/desire for new on-street parking management strategies, which could include implementation of time limits and Residential Parking Permit program areas.
2. \*The City to include on-street parking spaces within Mission Bay in the expansion and permanent implementation of SFpark, including dynamic pricing, and smart phone application providing real-time parking availability and cost.
3. \*The City shall work to include the publicly accessible off-street facilities into the permanent implementation of SFpark, and incorporate data into a smart phone application and permanent dynamic message signs.
4. \*The City to consult with regional providers to encourage increased special event service, particularly longer BART and Caltrain trains, and increased ferry and bus service.
5. \*The City to work in good faith with WETA, the Warriors, UCSF, and other interested parties to explore the possibility of construction of a ferry landing at the terminus of 16<sup>th</sup> Street, and provision of ferry service during events.
6. \*If necessary to support achievement of certain non-auto mode shares for the project (i.e., in a scenario without implementation of the Muni Special Event Transit Service Plan), the Warriors shall cooperate with future City efforts to manage and price the off-site parking supply in the project vicinity to reduce travel by automobile, thus improving traffic conditions.

The TDM strategies listed above will be reviewed and refined during the Event Center's first year of operation and may be reviewed and revised annually thereafter, or as new transportation facilities are developed in the project vicinity.

## **4.5 SPECIAL EVENT TRANSIT SERVICE PLAN**

This section summarizes a preliminary Transit Service Plan (TSP) for the Warriors Event Center and Mixed Use Development as outlined by the SFMTA in a presentation on October 1, 2014.

### **4.5.1 Service Plan Objectives**

The key objective for the TSP is as follows:

- Provide high quality service to event goers, without affecting service reliability for other Muni customers
- Accommodate a 35 percent transit mode share for peak event trips
- Develop a service plan that maximizes existing infrastructure and prioritizes operations efficiencies
- Develop a service plan adequate for peak event ridership volumes that is also scalable for small and medium events

### **4.5.2 Service Plan for Peak Event**

The majority of regional transit riders will use Muni as a last-mile connection to the Event Center Development. Most Muni passengers will travel on the T 3<sup>rd</sup> southbound pre-event, and northbound post-event. The T 3<sup>rd</sup> service pre-event is expected to have excess capacity, while post-event excessive capacity will not be allocated

from regular service, but rather will be served from additional trains and supplemental routes. The T 3<sup>rd</sup> service will be supplemented with bus service to respond to distributed customer demand, to minimize transfers made, and to minimize rail car demand. Inset 4-1 shows proposed routes for each of the supplemental shuttles. Supplemental bus routes include:

- T 3<sup>rd</sup> Supplemental Service
- Metro Shuttle via The Embarcadero
- 16<sup>th</sup> Street BART Station Shuttle
- Van Ness Avenue Shuttle
- Ferry Building / Transbay Terminal Shuttle



#### Inset 4-1: Supplemental Shuttle Routes

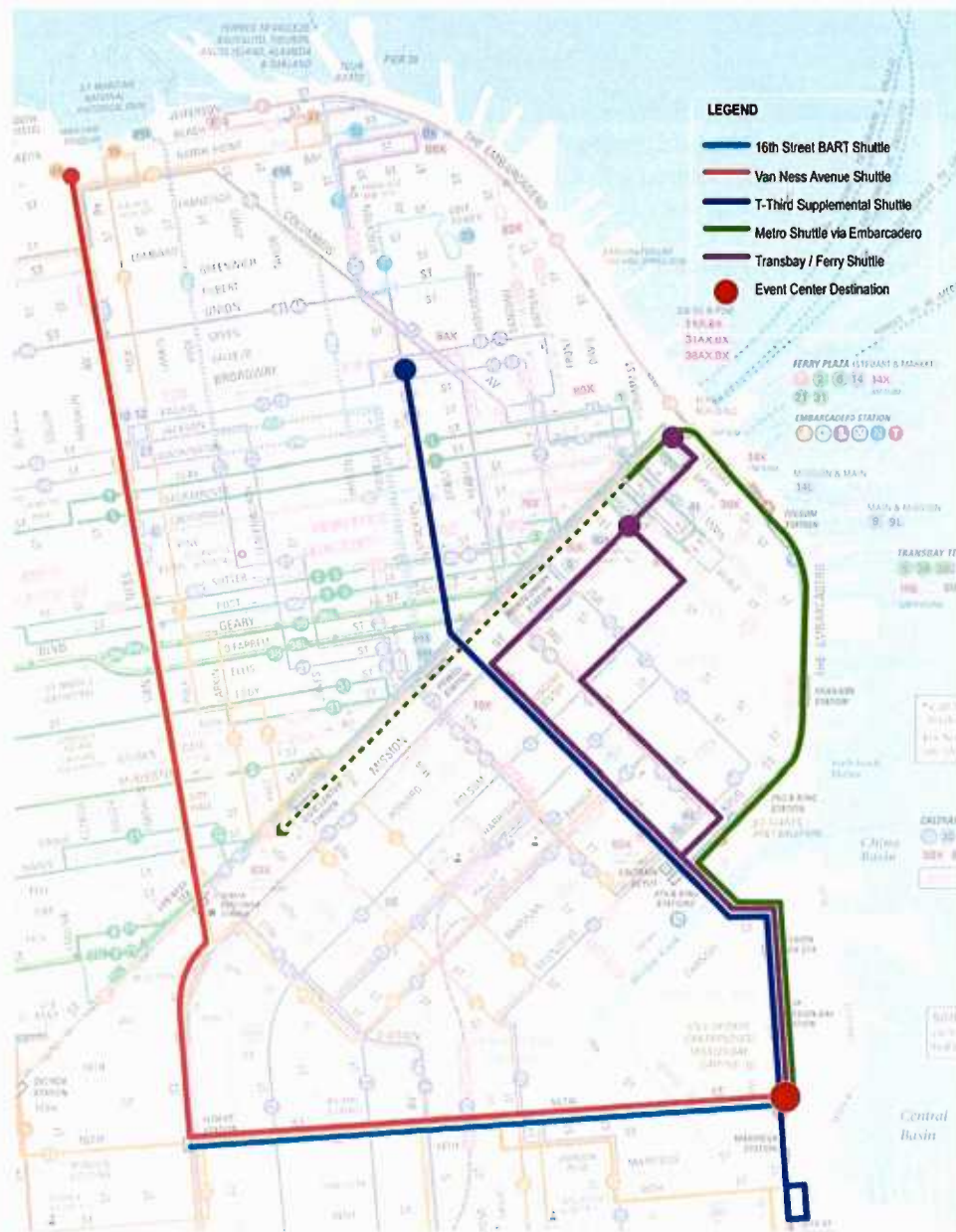


Table 4-1 summarizes the fleet of shuttle buses and light rail vehicles necessary for pre- and post-event scenarios.

Figure 4-1 shows the pre-event shuttle plan, including stop locations at the site. Figure 4-2 shows the post-event shuttle plan; including shuttle stop locations, staging areas, and temporary lane closers, which are discussed in more detail in Chapter 6.

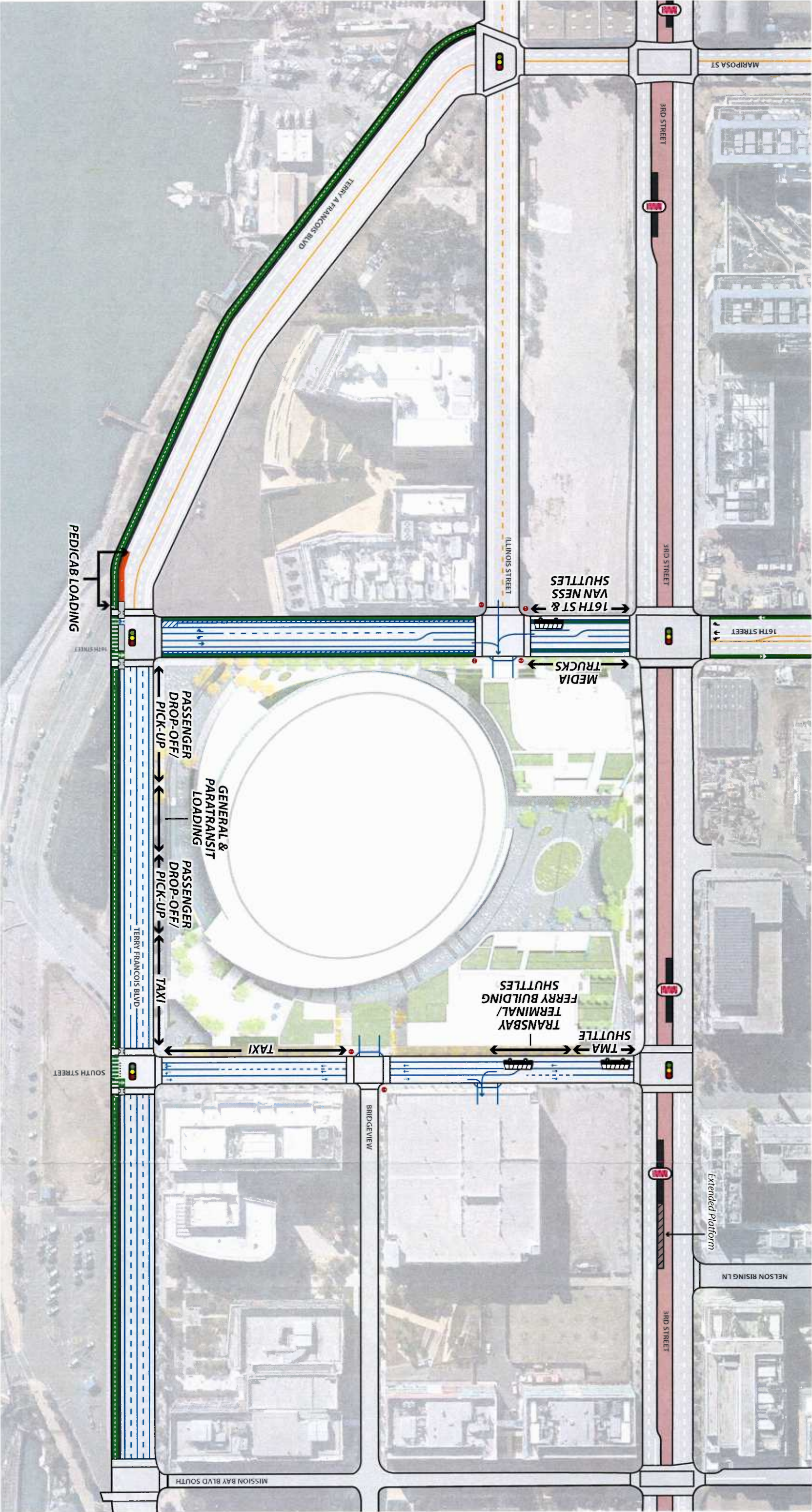
**TABLE 4-1: PRELIMINARY TRANSIT SERVICE PLAN FOR PEAK EVENT <sup>11</sup>**

SERVICE	FLEET NECESSARY	
	Pre-Event	Post-Event
T 3 <sup>rd</sup> Supplemental Service	4 two car trains between Chinatown and Mission Bay Loop combined with 4 minute scheduled subway service	10 two car trains staged to clear event
Metro Shuttle via The Embarcadero	None – limited car availability	2 three car trains staged to clear event
16 <sup>th</sup> Street BART Station Shuttle	4 articulated motor coaches operating between 16 <sup>th</sup> Street BART and the arena every 7-8 minutes	4 articulated motor coaches + 1 standard motor coaches operating between 16 <sup>th</sup> Street BART and the arena staged to clear event with half of vehicles returning for a second trip
Van Ness Avenue Shuttle	5 standard motor coaches operating every 12 minutes along the Van Ness corridor to arena via 16 <sup>th</sup> Street	4 standard motor coaches operating to the Van Ness corridor via 16 <sup>th</sup> Street staged to clear event
Ferry Building / Transbay Terminal Shuttle	6 standard motor coaches operating every 10 minutes via Ferry Plaza and the Transbay Terminal to the arena	6 standard motor coaches operating to Transbay Terminal and Ferry Building Plaza staged to clear event

Source: SFMTA (Oct. 1, 2014).

<sup>11</sup> The Transit Service Plan can also be modified and implemented to serve varying attendance size for small and medium events, based on review of conditions during events by the Muni Service Planning Supervisor.





Not to Scale

PRE-EVENT SHUTTLE PLAN (PEAK, CONCERT, AND DUAL EVENTS)







## CHAPTER 5. TRAVEL CHARACTERISTICS OF EVENT CENTER ATTENDEES AND SITE USERS

This chapter describes the travel characteristics of current Oracle Arena attendees and the assumptions for the new Event Center based on the analysis prepared by the SEIR Team (as of December 2014), focusing on travel patterns typical of game days. For typical sequences of events on game and concert days, please see **Appendix A**. This Chapter is included in the TMP for contextual and informational purposes only. A full environment document will be prepared that includes a more complete and quantitative analysis of travel characteristics (i.e., projected mode split, intersection performance, parking demand, and traffic routing) as they pertain to transportation.

### 5.1 NBA EVENT ATTENDANCE LEVELS

The NBA regular Season consists of 82 games total with half of them played at the home Arena. Home games over the year would typically consist of the following:

- 2-3 pre-season home games;
- 41 regular season home games;
- 0-16 post-season home games (should the Warriors reach the playoffs, the minimum number of home games is 2 and the maximum is 16)

The monthly distribution of home games tends to be evenly spread at about 7 games/month over 6 months (November-April), with a typical month having 1-3 games on Fridays, 1-3 games on Saturdays, 0-1 game on Sundays, and 2-6 games on Mondays through Thursdays.

The capacity of the existing Oakland Arena is 19,596. Average attendance levels at home games over the last 10 years are summarized in **Table 5-1**.

**TABLE 5-1: WARRIORS' HISTORIC GAME ATTENDANCE LEVELS BY YEAR**

Season	Average Attendance	Occupancy
2012-13	16,831	86%
2011-12	16,749	86%
2010-11	16,399	84%
2009-10	14,884	76%
2008-09	17,573	90%
2007-08	18,120	93%
2006-07	16,024	82%
2005-06	16,173	83%
2004-05	14,471	74%
2003-04	14,370	73%

Source: GSW Attendance and Employment Memo (Feb. 7, 2014).

Based on the information above, games in many years have, on average, almost filled the Arena to capacity. As a result, the discussion and controls in the following sections are based on 18,064 attendees.

## 5.2 EVENT CENTER PATRON ARRIVALS

### 5.2.1 Trip Origins and Arrival Distribution

Table 5-2 summarizes the known origins of attendees who currently attend games at Oracle Arena and estimated origins of future attendees. As shown, it is anticipated that at the proposed new Event Center site, the breakdown of trip origins will shift considerably. It is anticipated that fewer attendees will come from the East Bay (33 percent vs. 53 percent) and that more attendees will come from San Francisco, the South Bay, and the North Bay.

TABLE 5-2: ORIGINS OF NBA EVENT ATTENDEES		
Origin	Origins for Current Oakland Arena Location <sup>1</sup>	Weekday Inbound Forecast Origins for San Francisco Location <sup>1</sup>
San Francisco	16%	29.3%
Super District 1	N/A	14.8%
Super District 2	N/A	4.6%
Super District 3	N/A	5.5%
Super District 4	N/A	4.4%
North Bay	7%	8.9%
East Bay	53%	31.1%
South Bay	24%	26.7%
Out of Region	N/A	4%

Notes:

1. Source: *Technical Memorandum – Travel, Parking and Loading Demand Estimates for the Proposed Event Center & Mixed-Use Development at Mission Bay Blocks 29-32*, March 2015.

Assuming the pattern is similar for the proposed Event Center site, it can be expected that patron arrivals at the Event Center will begin approximately 2½ hours prior to event start, peak during the ½ hour prior to event start, and continue after the event is under way. Approximately 70 to 80 percent of attendees are assumed to depart in the hour immediately after the event ends.

For other events at the Event Center (e.g. family shows, theatre events) the arrival and departure distributions times are different compared to the peak NBA game event. Although the attendance levels will be lower for such events, due to the nature of the event and the audience it attracts, it is much more likely that all guests will arrive prior to the start time and will stay until the end.

### 5.2.2 Pedestrian Arrivals

Most attendees will take transit or drive and park at nearby garages and lots, and then walk to the Event Center. Transit and auto trips to games make up approximately 90 percent of all trips. Regardless of their primary mode

of travel, most guests will walk the final leg of their trip. Figure 5-1 illustrates the projected routes that pedestrians will likely take as they walk from nearby transit stops/stations and the walking times associated with each route.

The main pedestrian entry points to the Event Center include the main plaza on the west side of the site with direct access from 3<sup>rd</sup> Street sidewalks, and the southeastern corner of the site with access from Terry François Boulevard, 16<sup>th</sup> Street, and the Bayfront Park. The majority of pedestrian traffic is expected to come from north of the site along The Embarcadero and the 3<sup>rd</sup> Street corridor, with its direct links to Market Street and major transit hubs. Some pedestrians walking from the Embarcadero may use Terry François Boulevard instead of 3<sup>rd</sup> Street. Upon completion of the Blue Greenway, Terry François Boulevard will become a much more attractive walking route to pedestrians coming to the site from the north or the south. The majority of pedestrians coming from the south and west are likely coming from nearby BART and Caltrain stations and will walk along 16<sup>th</sup> Street, 3<sup>rd</sup> Street, or Terry François Boulevard to the Event Center Development.

### **5.2.3 Transit Arrivals**

#### **Arrivals from Caltrain**

Most attendees who choose to take Caltrain to the Event Center are expected to get off at the 4<sup>th</sup> & King Station (0.7 mile walk) during the peak pre-game hour, while a very few may choose to get off at the 22<sup>nd</sup> Street Station. On weekends, train headways are typically one per hour; thus, most attendees using Caltrain will likely arrive in a single train. However some guests may come on an earlier train for weekend events to visit the city or the shop at the retail and restaurant uses on site. On weekdays, 6-7 trains arrive between 6:00 and 7:00 PM. With future electrification, Caltrain anticipates an additional train per hour.

From 4<sup>th</sup> & King most pedestrians will cross King Street, walk along 4<sup>th</sup> Street, across the 4<sup>th</sup> Street Bridge to Channel Street, and finally along 3<sup>rd</sup> Street or Terry François Boulevard to the Event Center. Muni assumes that about half of Caltrain riders will get on the T 3<sup>rd</sup> at Caltrain and ride to the Event Center. Key intersections along pedestrian routes from Caltrain should be monitored to determine if additional traffic control is necessary.

#### **Arrivals from UCSF Mission Bay Muni Platform**

Many event attendees coming from downtown San Francisco or BART or AC Transit or Golden Gate Transit will likely take Muni Metro (T 3<sup>rd</sup> Street Line) to the Event Center. Most Muni passengers are predicted to be coming from the north and will likely get off at the UCSF Mission Bay stop, located on 3<sup>rd</sup> Street south of South Street, approximately 500 feet away from the Event Center entry. Muni passengers coming from the south will either get off at the Mariposa Street stop and walk the remaining quarter mile to the Event Center, or will get off at the UCSF Mission Bay stop on 3<sup>rd</sup> Street north of South Street.

PCOs will also be positioned at key intersections and crossings to assist with safe pedestrian crossing and vehicle operations in the vicinity of the UCSF Mission Bay platform during peak events. To deter pedestrian crossings mid-block between South Street and 3<sup>rd</sup> Street, decorative fencing will be placed along the Muni transit right-of-way.

#### **Arrivals from Special Event Shuttles**

Event attendees arriving from the Mission and 16<sup>th</sup> Street BART station or Van Ness shuttles will be dropped off along the south side of 16<sup>th</sup> Street, just west of Illinois Street. Pedestrian access to the Event Center will be

provided at PCO-assisted crossings at either 3<sup>rd</sup> Street or Illinois Street. Transbay Terminal and Ferry Building shuttles will drop off patrons on the south side of South Street, just east of 3<sup>rd</sup> Street.

#### **5.2.4 Bicycle Arrivals**

Valet bicycle parking will be provided for peak events near the southeast corner of the site. A total of more than 300 attended, free, indoor valet bicycle parking spaces will be provided. Up to 200 additional bicycles (or more if demand exceeds this number) will be accommodated on game days through a combination of permanent independently accessible outdoor bike racks installed near on-site destinations and entries, and temporary staffed outdoor bike valet facilities. In addition, secure bike rooms located at grade in each office building will provide up to 80 total bicycle spaces for office users. The nearest bike share station is currently located at the 4<sup>th</sup> & King Caltrain Station, approximately 2/3 mile away, or a 15 minute walk. The project will sponsor a bike share station in the immediate vicinity of the Event Center Development, likely along Terry Francois Boulevard.

Based on the mode splits for different events, the most bicycle traffic is expected during Saturday peak event days, resulting in approximately 250 bicycle trips, of which approximately half will arrive in the hour preceding game start. If all bicyclists choose to use the bicycle valet, then the bicycle valet will be nearly filled to capacity during most events.

Most bicyclists traveling north or south to the Event Center Development are expected to use the Terry François Blue Greenway when it is complete. Bicyclists traveling west to the Event Center Development are expected to use 16<sup>th</sup> Street. All bicyclists will be expected to walk their bikes across 16<sup>th</sup> Street or Terry Francois Boulevard at designated crosswalks to access the bike valet. Signage to direct this movement will be clearly displayed to ensure organized, safe movements of bicycles and to reduce conflicts with vehicles and pedestrians. Location and design of the bike valet and nearby landscaping will also direct the safe movement of pedestrians and cyclists.

Pedicabs, will be accommodated near the site, especially during peak events. Most pedicabs are expected to travel north/south to the site and are expected to use the Terry François Blue Greenway when it is complete. A pedicab staging area is proposed for the east side of Terry François Boulevard just south of 16<sup>th</sup> Street. This is consistent with the bicycle focus in the southeast corner of the site.



-  BART Station
-  Caltrain Station
-  MUNI Station
-  MUNI Platform
-  Project Site

# Potential Pedestrian Path of Travel from Regional Transit

-  From BART
-  From Transbay Terminal
-  From Caltrain
-  From Ferry Building
-  # min



Not to Scale

### **5.2.5 Taxis and Charter Buses**

An evening NBA game is not forecast to attract more than 2-3 large charter buses on average<sup>12</sup>; however they may become more relevant or necessary to help meet auto mode share standards in the future. A charter bus zone will be located along the north side of 16<sup>th</sup> Street close to Terry François Boulevard for drop-off/pick-up activity during small events. A total of 500 feet of curb space (accommodating 6-8 buses at a time) will be available on the north side of the street between Illinois Street and Terry François Boulevard. No additional off-site staging for the buses is necessary or anticipated at this time.

While conventions are expected to draw a much smaller number of visitors, nearly half of all trips are forecast to be taken by shuttle bus or taxi.

A staffed taxi zone will be designated along the west side of Terry François Boulevard and along the south side of South Street for all events to ensure taxi maneuverability from the Event Center in all directions, especially post event, and to increase the attractiveness of taxi options for patrons exiting daily retail and restaurant uses on-site. Access for passenger drop-off/pick-up activity during concerts and peak events will occur in a separately designated curb space on the west side of Terry François Blvd. This zone will be managed to avoid vehicle conflicts with surrounding traffic. Drop-offs will be located on the west side of the street and will minimize conflicts with cyclists on Terry François Boulevard. During non-peak events, taxis would load along the Terry François Boulevard frontage.

### **5.2.6 Vehicle Arrivals at Event Center**

The Event Center parking garage will have approximately 950 parking spaces. 500 spaces will be available for pre-purchase by designated ticketholders, and others may be shared-use spaces for daytime office employees and evening Event Center patrons. Based on the arrival pattern of Event Center attendees, most vehicles will arrive at the garage in the hour preceding game tipoff. Parking pass-holders will self-park in the garage after having their credentials checked. Garage management procedures are described in Section 2.1.3 and Chapter 6.

The main garage access will be located on 16<sup>th</sup> Street, creating a 4-way stop controlled intersection at Illinois Street. Pre-event vehicle access to the garage will be distributed to a northbound through movement from Illinois Street, an eastbound left-turn movement from 16<sup>th</sup> Street, and a westbound right-turn movement from 16<sup>th</sup> Street. The Illinois Street intersection with the garage entrance/exit will be controlled by an all-way-stop, except for before and after large events, where it will be controlled by Parking Control Officers (PCOs). Operations will be monitored at this and other locations, and additional controls (e.g. signalization) may be added if deemed necessary to minimize conflicts between pedestrians and bicycles on the sidewalk/multi-use path and the vehicles entering the garage or exiting the site vicinity.

The suggested pre-event driving routes are shown on **Figure 5-2**. These routes will be provided to attendees prior to an event (via website, email, app, etc.) to encourage effective distribution of arrival traffic. In order to maintain clear access to the UCSF Campus and UCSF hospital center, guests traveling from south of the project site will not be encouraged to use Owens St. en route to the Event Center. Likewise, guests traveling from the west or north of the site will be encouraged to use alternatives to 16<sup>th</sup> Street to reduce congestion during UCSF

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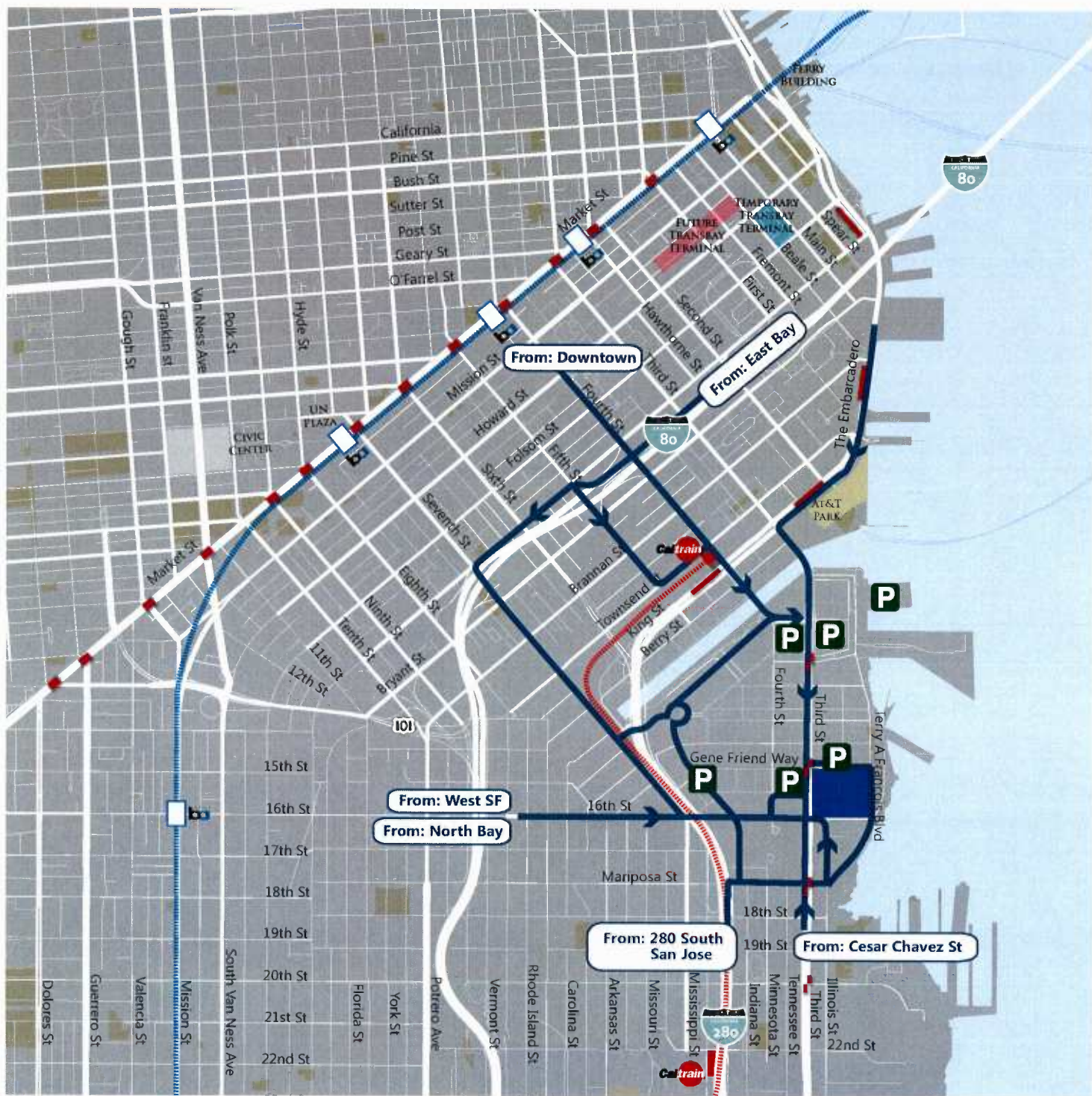
<sup>12</sup> Golden State Warriors.

shift changes (primarily the night shift nurse arrival period from 6:30 PM to 7:00 PM). The pre-event routes shown are subject to revision based on monitoring during the first four years of operations.

Parking facilities shown on **Figure 5-2** are solely representative and do not pre-suppose third party agreements. The Warriors are exploring options for shared-use agreements to provide additional parking resources to guests and additional revenue to copious public and private lots in the vicinity. If parking demand is not met by supply in Mission Bay, the Warriors will secure agreements for satellite parking lots with transit or shuttle connections to the Event Center.



- MUNI Platform
- Caltrain Station
- BART Station
- Project Site
- BART Line
- Caltrain Line
- Potential Pre-Event Driving Routes
- Lane Closure
- P Representative Parking Facilities (to be confirmed)



## SUGGESTED\* PRE-EVENT DRIVING ROUTES

\*Conceptual. For complete details on analyzed access routes and vehicle intersection assignments, please see project SEIR, Appendix TR.



## **5.3 EVENT CENTER PATRON DEPARTURES**

### **5.3.1 Trip Departure Distribution**

For a weekend peak event, the distribution of event attendees to post-game destinations is forecast to be the same as the pre-game trip origin distribution, as summarized in Table 5-2.

The existing pattern of departures at the Oakland Event Center varies depending on game circumstances. In general, 30-40 percent of fans depart prior to the final buzzer while 60-70 percent stays through the end of the game. Periodically, there are also post-event activities that encourage some attendees to stay longer. The presence of retail uses on the San Francisco site provides incentives, which are not available in Oakland, for patrons to remain on site for a period of time after events. When this is the case, departure times are more spread out.

For the purpose of analyzing departures, the busiest post-game hour is the hour including the end of the game, when up to 80 percent of attendees will depart. This time period will require the highest level of traffic control given the concentration of pedestrian activity exiting the Event Center.

### **5.3.2 Pedestrian Departures**

The main pedestrian exit points from the Event Center include the main plaza on the west side of the site with direct access to 3<sup>rd</sup> Street sidewalks and the southeastern corner of the site with access to 16<sup>th</sup> Street and Terry François Boulevard. Similar to pre-game conditions, pedestrians leaving the Event Center are expected to walk primarily along 3<sup>rd</sup> Street or Terry François Boulevard after the game, as illustrated in Figure 5-1. Event attendees will be directed to walk towards different exits depending on their mode of departure. Due to post-game distribution patterns, the volume of pedestrians leaving the Event Center post-game will be higher in the hour following a game than the volume arriving in the hour pre-game; following the first hour, the volume of pedestrians will drop significantly.

### **5.3.3 Transit Departures**

#### Departures towards Caltrain

Attendees who will take Caltrain following game's end will most likely walk or take Muni to board at the 4<sup>th</sup> & King Station, and a small share of Caltrain riders are expected to board at the 22<sup>nd</sup> Street Station. It is likely that all attendees will board the same late service train, which may be provided by Caltrain specifically on event nights. SFMTA Parking Control Officers will be stationed at key intersections along pedestrian routes towards Caltrain to monitor these intersections and adjust controls as needed to ensure safe and efficient flow of all modes.

#### Departures towards UCSF Mission Bay Muni Platform

Many event attendees departing towards downtown San Francisco, Caltrain, or BART will likely take Muni Metro (T 3<sup>rd</sup> Street Line) from the Event Center. Most Muni passengers are predicted to be leaving towards the north and will likely get on at the UCSF Mission Bay stop, located on 3<sup>rd</sup> Street at South Street, approximately 500 feet away from the Event Center Main Plaza. Muni passengers departing towards the south may get on at the Mariposa Street stop to avoid crowds at the closer UCSF Mission Bay stop. It is also predicted that some northbound passengers will walk south to the Mariposa Street stop to travel north in an attempt to avoid the

large crowds at the UCSF Mission Bay stop. To deter pedestrian crossings mid-block between South Street and 3<sup>rd</sup> Street, decorative fencing will be placed along the Muni transit right-of-way.

Departures will be more concentrated than pre-game arrivals, so Parking Control Officers (PCOs) will be stationed at all nearby Muni platforms. Both northbound lanes on 3<sup>rd</sup> Street will be closed between 16<sup>th</sup> Street and Mission Bay Boulevard South to accommodate the pedestrian flow exiting the Event Center. A portion of South Street will also be closed to prevent vehicle conflict with pedestrians at the intersection with 3<sup>rd</sup> Street.

#### **Departures towards Special Event Shuttles**

Event attendees departing towards the Mission and 16<sup>th</sup> Street BART station will be directed to the Muni staging area along Illinois Street. Event attendees departing towards Van Ness will be directed towards the shuttle stop located on the north side of 16<sup>th</sup> Street east of the garage driveway. Northbound Illinois Street will be closed post-event to through traffic to allow unimpeded access for Muni. All traffic associated with adjacent office, clinic, or parking uses will be allowed full access at all times. Pedestrian access from the Event Center to the temporary Muni stop on Illinois will be directed either east or west along the north side of 16<sup>th</sup> Street to a pedestrian crossing located at the Illinois Street/parking garage driveway. The 16<sup>th</sup> Street north sidewalk will be designed with a minimum 15-foot clearance from the curb to provide adequate circulation and queuing space for pedestrians. Transbay Terminal and Ferry Building-bound attendees will be directed towards the shuttle stops located on the east side of 3<sup>rd</sup> Street north of South Street. Both northbound lanes on 3<sup>rd</sup> Street and all lanes on South Street west of 450 South St. will be closed to vehicle traffic to allow for safe and effective pedestrian access to special event shuttles.

#### **5.3.4 Bicycle Departures**

For those cyclists using the indoor bicycle valet, departures will be metered by the process of retrieving bicycles. It is forecast that approximately 300 bicycles will depart from the indoor valet bicycle parking facility over approximately 30 minutes with three staff retrieving a bike every 15-20 seconds. Some cyclists may utilize the planned bike share station after a game. Bicycles will also depart from nearby public bike racks and from the temporary outdoor bike valet area, when available.

Most bicyclists are expected to use the bikeway on Terry François Boulevard to travel north or south from the Event Center. Most cyclists traveling westbound will likely use the routes on 16<sup>th</sup> and 17<sup>th</sup> Streets. During peak event conditions, temporary lane closures will be in place on 16<sup>th</sup> Street and the westbound curb-side bike lane will be closed to accommodate shuttle bus loading. PCOs will use cones or other physical barriers to designate an alternate route for westbound cyclists through a closed vehicular lane from Terry François Boulevard to Illinois Street during post-event conditions. PCOs will facilitate safe access for cyclists along this segment of 16<sup>th</sup> Street.

Pedicabs, will be accommodated near the site, especially during peak events. Most pedicabs are expected to travel north/south to the site and are expected to use the Terry François Blue Greenway when it is complete. A pedicab staging area is proposed for the east side of Terry François Boulevard just south of 16<sup>th</sup> Street. This is consistent with the concentration of bicycle and cyclist-serving facilities in the southeast corner of the site.

#### **5.3.5 Taxis and Charter Buses**

During peak events, most taxi trips will occur immediately following the end of the event. On convention days, several hundred taxi trips will occur as attendees travel between the Event Center and nearby hotels and the Moscone Convention Center. Unlike game patron departures for an NBA event, which are heavily concentrated in the first hour following the end of a game, convention attendee departures will be more spread out.

A charter bus zone will be located along 16<sup>th</sup> Street for pick-off activity during both small events. A total of 500 feet of curb space (accommodating 6-8 buses) will be available on the north side of the street between Illinois St. and Terry François Boulevard.

Taxi zones will be designated for all events on the south side of South Street, east of Bridgeview Way and along the west side of Terry François Boulevard south of South Street. Terry François Boulevard will also include access for additional non-taxi pick-off activity at all times. This zone will be managed by PCOs and Event Center staff to avoid vehicle conflicts with surrounding traffic. This zone will be located on the west side of the street and will minimize conflicts with bicycles on Terry François Boulevard.

During a post-peak event scenario, when temporary lane closures are in place, taxis will have preferential treatment to access the designated taxi zones adjacent to the Event Center. PCOs will be able to assist taxis arriving and departing the site to ensure safe, efficient, and convenient pick-up/drop-off operations.

### **5.3.6 Vehicle Departures from Event Center Garage**

The intersection of 16<sup>th</sup> Street and Illinois Street at the garage driveway will be controlled by PCOs during the peak post-event period. Vehicles exiting from 16<sup>th</sup> Street will be forced to turn right (west – toward 3<sup>rd</sup> Street) or continue through to southbound Illinois Street. If this intersection becomes congested after events, Event Center staff may choose to direct some departing vehicles to the South Street garage access using signage inside the garage. Vehicle egress from both driveways is anticipated to take approximately twenty minutes in total.<sup>13</sup>

16<sup>th</sup> Street between 3<sup>rd</sup> Street and Terry François Boulevard will have restricted access, and will be used predominantly as a post-event shuttle staging area. Northbound lanes on Illinois Street (north of Mariposa Street) will be restricted to local traffic only and will also be used as a post-event shuttle staging area.

South Street, between 3<sup>rd</sup> Street and the 450 South Street Garage, will be closed post-event, and cars exiting the garages or coming from Bridgeview will be directed to travel east to Terry François Boulevard.

Vehicles with destinations along southbound I-280 will be suggested to travel either from 16<sup>th</sup> Street to the Owens Street extension, from Terry François Boulevard to Mariposa Street, or from 3<sup>rd</sup> Street to Cesar Chavez Street.

The suggested post-event driving routes are shown on **Figure 5-3**. These routes will be provided to attendees prior to an event to encourage effective distribution of departure traffic. All south-bound guests will be encouraged to use Mariposa Street, Illinois Street, or Third Street, not 16<sup>th</sup> Street and Owens Street, to access I-280 on-ramps. West-bound guests will not be encouraged to use Mission Bay Boulevard North, which is located close to several residential buildings. North-bound guests will be encouraged to leave the neighborhood efficiently and quickly by utilizing all available connections out of Mission Bay, including Third Street and Seventh Street. The post-event routes shown are subject to revision based on monitoring during the first four years of operations and may be modified to reflect new or updated neighborhood parking agreements.

Parking facilities shown on **Figure 5-2** are solely representative and do not pre-suppose third party agreements.

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<sup>13</sup> Source: Parking garage schematic design studies, Walter P. Moore, 2014.

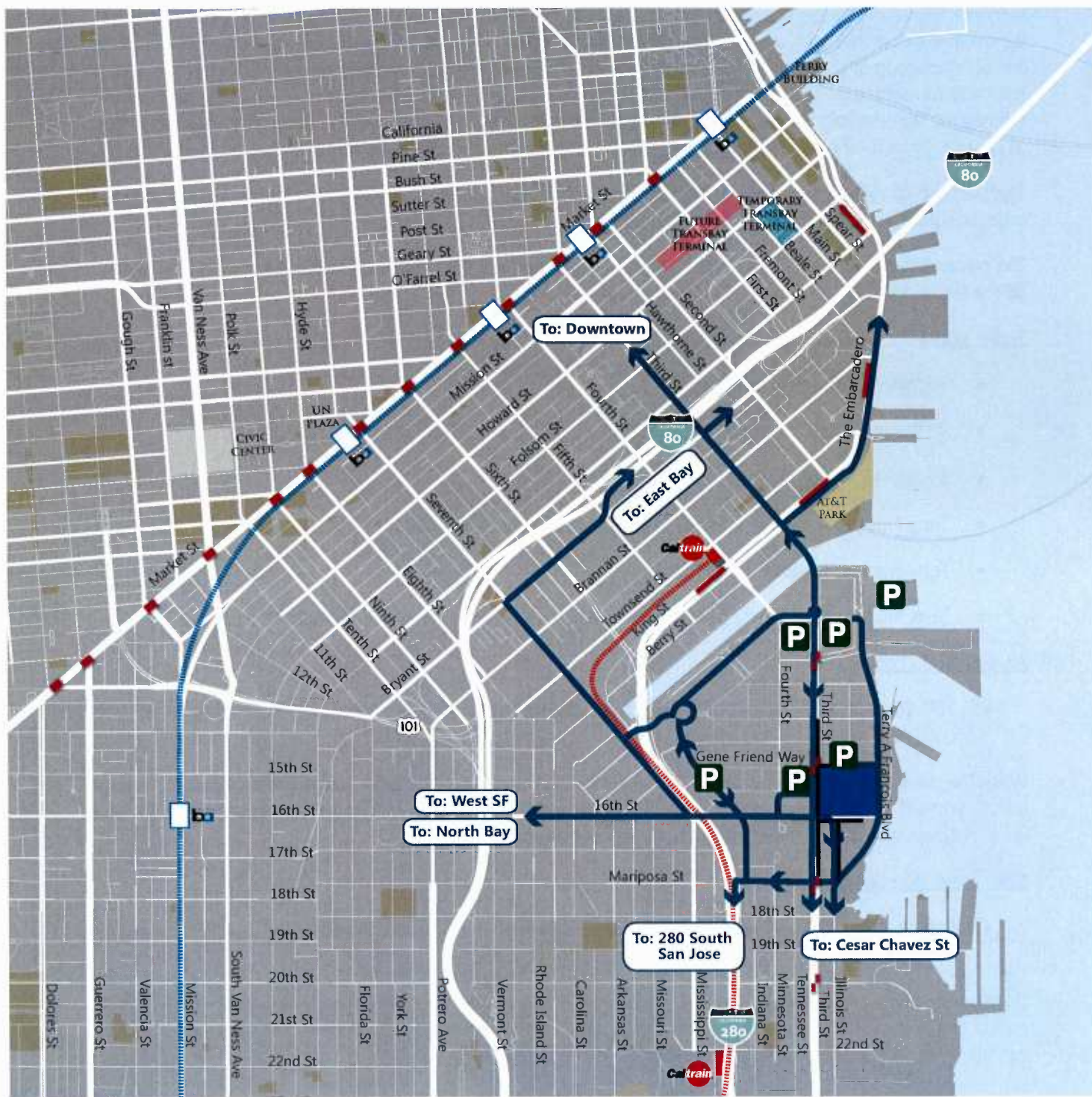
## **5.4 DAILY NON-EVENT ARRIVALS AND DEPARTURES**

The project will provide a total of approximately 950 on-site parking spaces and 132 reserved spaces in the 450 South parking garage. Most of these spaces will be dedicated to office users (546), and Event Center use (230), with a limited number of valet parking spaces for retail users (162) and other commercial users (12). The 132 reserved spaces in the 450 South Street parking garage will be dedicated to GSW and Event Center employees.

Office users are forecast to travel to the site primarily by auto and transit modes, with the balance walking and taking other modes. Retail users are forecast to have a slightly lower auto and transit share, with a higher share of patrons arriving by walking or other modes. As described above, TDM programs are proposed to increase above the forecasted proportion of office users who bicycle, walk or take transit to the site, and reduce the proportion who drives and parks.



-  MUNI Platform
-  Caltrain Station
-  BART Station
-  Project Site
-  BART Line
-  Caltrain Line
-  Potential Post-Event Driving Routes
-  Lane Closure
-  Representative Parking Facilities (to be confirmed)



## SUGGESTED\* POST-EVENT DRIVING ROUTES

\*Conceptual. For complete details on analyzed access routes and vehicle intersection assignments, please see project SEIR, Appendix TR.

## CHAPTER 6. CONTROLS BY EVENT SCENARIO

This chapter describes controls to be implemented around the Event Center Development given the range of scenarios previously described, starting with a typical, no-event day; and ending with a day when an Event Center event coincides with an event at AT&T Park. The primary goals of these controls are to ensure safety through reduction of conflicts between modes, manage all modes of traffic to ensure orderly access and egress reflecting transportation mode priority, and reduce nuisance and inconvenience to surrounding residents and businesses. The level of controls needed increases with the intensity of the scenario; thus, as events get larger, all controls listed for the smaller events are required, and additional controls are added.

The purpose of the transportation controls described in this chapter is to outline the necessary processes in order to meet the primary goals as described above.

The planned traffic control type (signalized or stop-controlled) for each intersection discussed in this section will be the following:

### Traffic Signal

- 3<sup>rd</sup> Street / 16<sup>th</sup> Street (existing)
- 3<sup>rd</sup> Street / South Street (existing)
- 3<sup>rd</sup> Street / Mariposa Street (existing)
- Terry François Boulevard / South Street (current side-street stop control)
- Terry François Boulevard / 16<sup>th</sup> Street
- Terry Francois Boulevard / Illinois Street / Mariposa Street (current stop control)

### All-way Stop Control

- 16<sup>th</sup> Street / Illinois Street / Event Center Development Garage Entrance (current side-street stop control)

While the initial traffic control for the 16<sup>th</sup> Street / Illinois Street / Event Center Development Garage Entrance intersection will be an all-way stop, conditions at the intersection will be monitored during various event and no-event days, and the GSW will install a traffic signal if needed.

### Side-Street Stop Control

- South Street / Bridgeview Way / Event Center Development Garage Entrance

The Event Center Transportation Coordinator (ECTC), designated by the GSW for the Event Center Development, will communicate regularly with SFMTA to provide information on events and identify those events that require traffic control. A summary of the traffic control strategies identified in this chapter for the various event scenarios is provided in Table 6-1.

**TABLE 6-1: SUMMARY OF TRAFFIC CONTROL STRATEGIES BY EVENT TYPE**

TRAFFIC CONTROL STRATEGY	EVENT SCENARIOS				
	No Event	Convention/Small Event (Weekday Daytime) <sup>1</sup>	Arena Concert (Evening) <sup>2</sup>	Peak Event/ NBA Game (Evening)	Dual Event With AT&T Event
Coordination with SFMTA and Mission Bay/Ballpark Transportation Coordinating Committee (MBBTCC)		√	√	√	√
Muni Ticket Sales at Event Center Box Office		√	√	√	√
Taxi Zone on Terry François Boulevard		√	√	√	√
Taxi Zone on South Street	√	√	√	√	√
Designated Commercial loading zone (non-event hours)	√	√	√	√	√
Dedicated TMA Shuttle Stop	√	√	√	√	√
Dedicated Charter Bus Stop on 16 <sup>th</sup> Street		√			
Dedicated Shuttle Zone for Connection to 16 <sup>th</sup> BART Station			√	√	√
Dedicated Paratransit Stop on Terry François Blvd, north of 16 <sup>th</sup> Street (serving up to three vans)	√	√	√	√	√
Dedicated Media Truck Zone				√	√
PCO Supervisor at Event Center TMC			√	√	√
PCOs positioned at key locations throughout the surrounding intersections and transportation network		See Figures 6-1 and 6-2 for locations and times	See Figures 6-4 and 6-6 for locations and times	See Figures 6-8 and 6-10 for locations and times	See Figures 6-11 and 6-12 for locations and times
Event Center staff positioned at key locations throughout the site to facilitate crowd control, wayfinding, and curb management		√	√	√	√
Post-Event Temporary Lane Closure: NB lanes on 3 <sup>rd</sup> Street between 16 <sup>th</sup> Street and Mission Bay Boulevard South			√	√	√
Post-Event Temporary Lane Closure: South Street between 3 <sup>rd</sup> Street and 450 South Street garage entrance			√	√	√
Post-Event Temporary Lane Closure: NB Illinois Street between Mariposa Street and 16 <sup>th</sup> Street, except for local traffic and Shuttle staging and loading			√	√	√



**TABLE 6-1: SUMMARY OF TRAFFIC CONTROL STRATEGIES BY EVENT TYPE**

Post-Event Temporary Lane Closure: WB lanes on 16<sup>th</sup> Street between Terry François Boulevard and Illinois Street, and EB lanes on 16<sup>th</sup> Street between 3<sup>rd</sup> Street and Illinois Street, Except for Shuttle staging and loading

✓ ✓ ✓

Coordinate with BART, Caltrain, Muni

✓ ✓ ✓

Coordinate with Giants Special Events Staff

✓ ✓ ✓

1. The 55 family shows held each year, with an average of about 5,000 attendees, are expected to require similar controls to the small event.

2. Arena Concert is assumed for events of average 12,500 attendees.

Source: Fehr & Peers, 2014.

## 6.1 CONTROL RECOMMENDATIONS FOR NO-EVENT DAY SCENARIO

The number of trips generated by the Event Center office, retail and restaurants on a typical no-event day does not warrant special traffic controls. The Event Center Development garage will be staffed on a typical day to monitor access for delivery vehicles. Signage will be posted to direct traffic to the parking garage entrances as well as to a valet parking stand located inside the parking garage, which will be staffed during a typical day.

Curb designations on the Event Center Development frontage will be as follows:

- TMA Shuttle Stop on South Street: south side of South Street, east of 3<sup>rd</sup> Street (all days/hours).
- Metered On-Street Parking on south side of South Street: from TMA shuttle stop to Bridgeview Way.
- Commercial Loading Zones: south side of South Street, just east of TMA Shuttle Stop (one designated space) and between Taxi Zone and Terry François Boulevard (seven designated spaces).
- Commercial Loading Zone on Terry François Boulevard: on west side of Terry François Boulevard, just south of South Street (eight designated spaces).
- Commercial Loading Zone on 16<sup>th</sup> Street: on north side of 16<sup>th</sup> Street, between 3<sup>rd</sup> Street and Illinois Street (one designated space).
- Taxi Zone on South Street: on the south side of South Street between the Event Center garage access (opposite Bridgeview Way) and the commercial loading zone.
- Metered On-Street Parking on Terry François Boulevard: on portions of the west side from South Street to 16<sup>th</sup> Street, with the exception of the centrally located paratransit vehicle stop area. On-street parking will be prohibited along this stretch after 5:00 PM to allow event pick-up/drop-off.
- Paratransit Bus Stop on Terry François Boulevard: west side of Terry François Boulevard, north of 16<sup>th</sup> Street (all days/hours, serving up to three paratransit vans).
- Metered On-Street Parking on 16<sup>th</sup> Street: north and south sides of 16<sup>th</sup> Street from Illinois Street east to Terry François Blvd., and the north side of 16<sup>th</sup> Street from 3<sup>rd</sup> Street to Illinois Street. On-street parking will be prohibited along this stretch after 5:00 PM on event days. The segment between Illinois Street and Terry François Boulevard on the north side of this segment will be reserved for post-event shuttles and charter buses during events.



- Media Trucks on 16<sup>th</sup> Street: the north side of 16<sup>th</sup> Street between 3<sup>rd</sup> Street and Illinois Street will be reserved for media trucks for NBA events.

Valet parking will be provided for the retail visitors along the South Street frontage, just inside the Event Center parking garage entry opposite Bridgeview Way.

Accessible passenger loading zones will be provided consistent with the requirements as outlined in the Draft Pedestrian Right of Way Accessibility Guidelines (PROWAG).

On-street parking is not currently permitted on the east side of 3<sup>rd</sup> Street adjacent to the site, and will continue to be prohibited. Signage will be placed along the east side of 3<sup>rd</sup> Street that prohibits stopping at all times, including passenger loading or unloading, under no-event and all event scenarios. Enforcement will be provided to prohibit any drop-off or pick-up activity.

Figure 2-2 summarizes on-street parking restrictions and availability for no-event conditions.

## **6.2 CONTROLS FOR CONVENTION SCENARIO**

For the purposes of this TMP, a small event scenario is a 9,000 person convention. Conventions will be staffed by up to 6 Parking Control Officers (PCOs). The Event Center Development garage access and valet parking stand will be staffed as described above for a typical day.

### **6.2.1 General**

#### **PCO Supervisor**

A PCO Supervisor will be stationed in the Transportation Management Center starting at least one hour prior to the convention start time and until pedestrian and vehicle volumes on-street have returned to typical no-event conditions following event's end. The PCO Supervisor will deploy up to 6 PCOs and assign transportation control tasks pre-event; monitor traffic conditions before, during, and after the event; and deploy PCOs and assign transportation control tasks post-event, as needed.

The PCO Supervisor will have radio contact with the Field Supervisor and all PCOs on the street and phone contact with relevant city agencies and departments (Muni, SFMTA Signal Shop, SFPD, SFFD), transit operators (Muni, BART, Caltrans) and Event Center staff (security, valet attendants, etc.). The PCO supervisor will also have authority and discretion in how PCOs are deployed, and may adjust the controls described below as conditions warrant.

### **6.2.2 Pre- and Post-Event Controls**

Error! Reference source not found. and Figure 6-1 show the location of temporary charter bus drop-off/pick-up locations for convention events. Convention events are expected to generate a large number of charter bus and taxi trips. Taxi trips will be served on the designated curb zone located on the south side of South Street and the west side of Terry François Boulevard.

All curbside parking and loading areas described for no-event conditions will convert to the event curb zones described below at 5:00 PM (before an evening event beginning 7:00 PM or later), or two hours before an event (starting at all other times). Event curb zone designations will revert back to no-event parking and loading conditions ninety minutes following an event's end.

### Charter Bus Stop Zone

To serve the demand for increased charter bus service, a bus stop zone will be designated along a portion of westbound 16<sup>th</sup> Street. This curbside zone will be 500 feet (accommodating 6-8 buses at a time) in length and will be designated for charter bus pick-up/drop-off activity during a convention.

### PCO Locations

PCOs' primary task will be to direct shuttle and taxi traffic that will be bringing attendees from area hotels and the Moscone Convention Center. Up to six PCOs will be stationed at the following locations:

- 3<sup>rd</sup> Street and South Street
- South Street and Terry François Boulevard
- 3<sup>rd</sup> Street and 16<sup>th</sup> Street
- 16<sup>th</sup> Street and Illinois Street
- 16<sup>th</sup> Street and Terry François Boulevard

The PCO locations listed in this document are solely representative and will remain flexible to respond to changing traffic conditions once the Event Center Development is complete. The number of PCOs per suggested location will be determined in consultation with the SFMTA and refined based on monitoring during the first four years of operations.

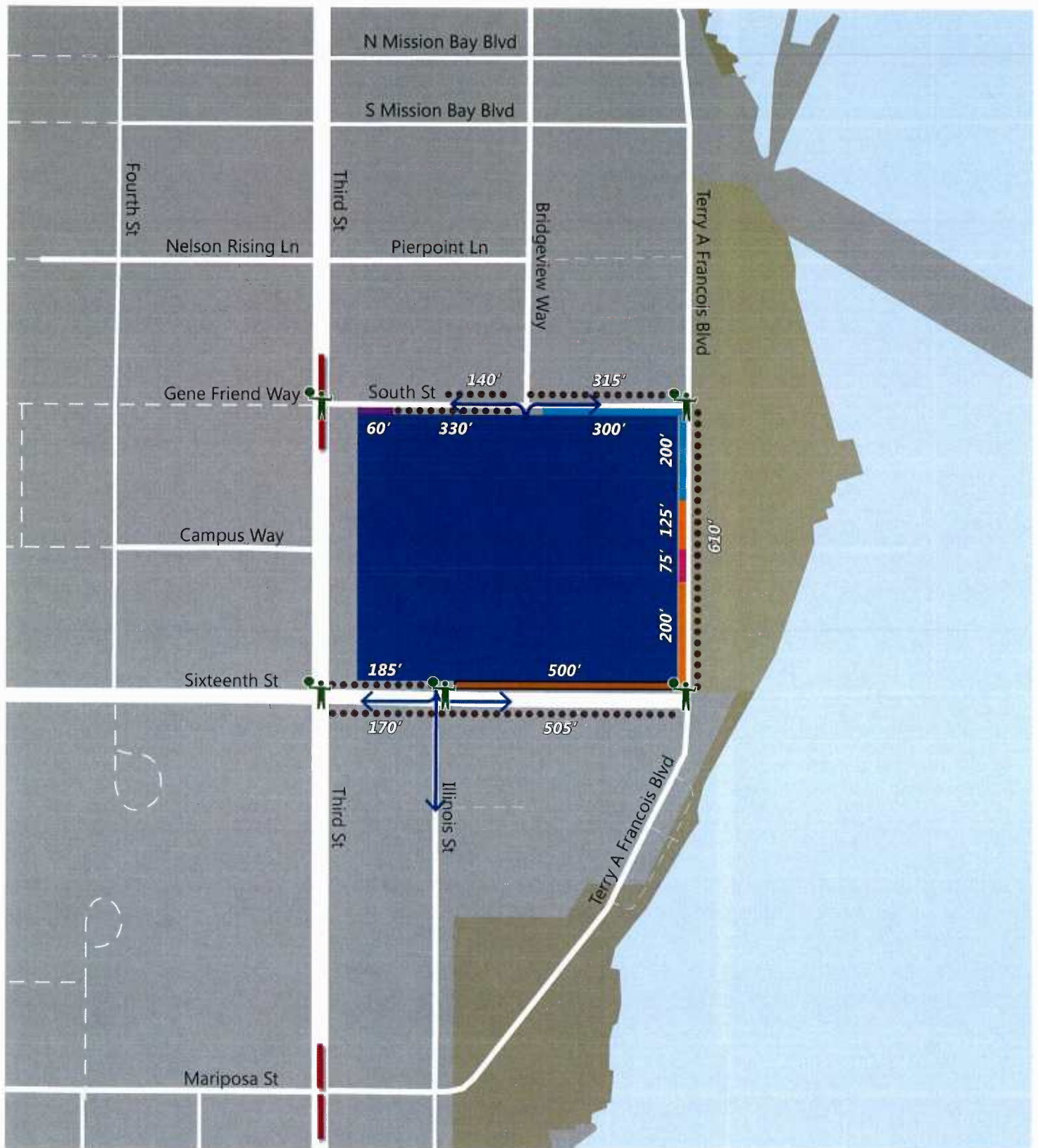
- Project Site
- MUNI Platform
- On-Street Metered Parking
- Garage Entry
- TMA Shuttles
- Taxi
- Buses
- Paratransit Bus
- Charter Buses
- Black Car
- Passenger Drop-Off
- PCO Station
- Approximate Storage Length



Not to Scale



- Project Site
- Garage Exit
- Taxi
- Paratransit Bus
- Black Car
- PCO Station
- MUNI Platform
- TMA Shuttles
- Buses
- Charter Buses
- Passenger Pick-up
- Approximate Storage Length
- On-Street Metered Parking



Not to Scale



### **6.3 CONTROLS FOR ARENA CONCERT SCENARIO**

This section addresses controls for an approximately 12,500 person arena concert.

#### **6.3.1 General**

##### PCO Supervisor

A PCO Supervisor will be stationed in the Transportation Management Center (TMC) starting at least two hours prior to the concert start time and until pedestrian, bicycle, and vehicle volumes on-street have returned to typical no-event conditions following event's end. The TMC will be housed within the security center in the Event Center, though the TMC's final design will be developed through coordination with SFMTA Enforcement. The PCO Supervisor/Field Supervisor will deploy up to 17 PCOs to locations and assign transportation control tasks pre-event; monitor traffic conditions before, during, and after the event; and deploy PCOs and assign transportation control tasks post-event. The number of PCOs estimated for deployment are based on information available at this time and may be adjusted both prior to and during venue operations as more detailed information and observations allow.

The PCO Supervisor will have radio contact with the Field Supervisor and with all PCOs on the street, and phone contact with relevant city agencies and departments (Muni, SFMTA Signal Shop, SFPD, SFFD), transit operators (Muni, BART, Caltrans) and Event Center staff (security, valet attendants, etc.). The PCO supervisor will also have authority and discretion in how PCOs are deployed, and may adjust the controls described below as conditions warrant.

Transit loading may also be monitored by Transit Fare Inspectors (TFIs) and SFMTA Passenger Assistance Program staff (MTAPs) stationed at Muni platforms. The appropriate number of staff stationed in these roles will be determined in consultation with the SFMTA prior to the project opening.

#### **6.3.2 Curb Management**

All curbside parking and loading areas described for no-event conditions will convert to the event curb zones described below at 5:00 PM (before an evening event beginning 7:00 PM or later), or two hours before an event (starting at all other times). Event curb zone designations will revert back to no-event parking and loading conditions ninety minutes following an event's end.

Pre-event and post-event curb management for the concert scenario is shown in **Figure 6-2** and **Figure 6-4**. In order to manage the increased volume of attendees using regional transit, the concert scenario will also include designated curb space for a Muni bus that will travel back and forth to the 16<sup>th</sup> Street BART station exclusively. This pre-event bus stop will be 150 feet in length along the south side of 16<sup>th</sup> Street for BART passenger drop-off before concert events. These buses will then continue south on Illinois Street to Mariposa Street to return to the BART station. Post-event curb management will include a bus layover zone on northbound Illinois Street, where buses will layover to pick up passengers after a concert event. Post-event bus staging and passenger loading will be along the eastern side of Illinois Street and the north side of 16<sup>th</sup> Street east of Illinois St.

A concert event will also include increased drop-off/pick-up activity as attendees are shuttled to and from the event in passenger vehicles. To accommodate this, the 550 feet of "flex space" on Terry François Boulevard will include passenger drop-off/pick-up activity to be shared with taxis along the west side of the street. During concerts, as during Peak events, a taxi zone will also be located on the south side of South Street.

To provide a safe location for the high volumes of pedestrians to queue that are destined for the Muni station in the median of 3<sup>rd</sup> Street, and in consultation with the SFMTA, temporary lane closures will be implemented on northbound 3<sup>rd</sup> Street between 16<sup>th</sup> Street and Mission Bay Boulevard South, on westbound and eastbound on South Street from 3<sup>rd</sup> Street to the 450 South Street garage. Traffic exiting the 450 South Street garage, the north exit of the Event Center garage or Bridgeview Way will be directed east to Terry François Blvd. It is anticipated that the temporary lane closures will be in place for approximately 30-45 minutes during the peak post-event period, until most event attendees are able to board Muni trains on 3<sup>rd</sup> Street and most shuttle riders have boarded shuttles. It is anticipated that the no-event traffic volumes on the streets adjacent to the Event Center Development will be light after a typical concert event, so impacts to the existing traffic as a result of the temporary closure of northbound 3<sup>rd</sup> Street will be low. Traffic on Bridgeview Way will be monitored by PCOs and will be signed to encourage access for local traffic only to the uses within that block, including the 450 South Street Garage. Variable Message Signs (VMS) and detour signs that will be programed and/or placed well in advance of the temporary closures to notify drivers of alternate routes, including those depicted in Figure 6-9. Proposed locations for permanent Variable Message Signs are listed below:

- Northbound 3<sup>rd</sup> Street – South of Mariposa (existing VMS)
- Westbound 16<sup>th</sup> Street – East of I-280 (proposed new VMS)
- Southbound 3<sup>rd</sup> Street – South of Lefty O'Doul Bridge (proposed new VMS)
- Eastbound Mariposa Street – East of I-280 (proposed new VMS)

The City will also request the Caltrans install changeable message signs on I-280 upstream of key entry points onto the local street network.

Based on operating conditions for AT&T Park, it is assumed that SFMTA staff will set up and store barricades to mark and enforce temporary lane closures. Barricade equipment may be temporary stored in a truck at the southern end of Illinois St., just north of Mariposa, and/or in a storage facility located on-site.

The UCSF Women's Cancer & Children's Hospital, scheduled to open on February 1, 2015, is located on the west side of 3<sup>rd</sup> Street between 16<sup>th</sup> Street and Mariposa Street. Access to the hospital will be provided from, both 16<sup>th</sup> Street and Mariposa Street via an extension of 4<sup>th</sup> Street. Emergency vehicles traveling to the hospital will not be affected by the post-game partial street closures on northbound 3<sup>rd</sup> Street (north of 16<sup>th</sup> Street) described above, as multiple other routes to the hospital's major access points will main open. Emergency vehicles exiting the hospital may need to travel northbound on 3<sup>rd</sup> Street, north of 16<sup>th</sup> Street, where the temporary closures are planned. In those situations, PCOs may remove temporary barriers and allow emergency vehicles to use northbound 3<sup>rd</sup> Street, or emergency vehicles may use the southbound lanes of 3<sup>rd</sup> Street to travel northbound. The Event Center Transportation Coordinator will provide the hospital with a list of dates and times during which partial street closures are anticipated. Post-event traffic will be directed to use both 16<sup>th</sup> Street and Mariposa Street to access I-280 ramps to enable fast and efficient departures from the site. Northbound traffic will be directed to westbound 16<sup>th</sup> Street and north on 7<sup>th</sup> Street, east on Bryant Street to the I-80 ramp at 5<sup>th</sup> Street.

### **6.3.3 Pre-Event Controls**

Pre-event controls are detailed [here](#) and illustrated on Figure 6-2 and Figure 6-3.

### PCO Locations

21 PCOs shall be stationed at key locations, as determined by the PCO Supervisor before, during, and after events or as field conditions warrant, which could include a selection of those listed below. Their primary task will be to manage pedestrian and vehicle traffic.

- 3<sup>rd</sup> Street and South Street
- South Street and Bridgeview Way
- South Street and Terry François Boulevard
- 3<sup>rd</sup> Street and 16<sup>th</sup> Street
- 16<sup>th</sup> Street and Illinois Street
- 16<sup>th</sup> Street and Terry François Boulevard
- Mariposa Street and I-280 northbound ramps/Owens Street
- Mariposa Street and 3<sup>rd</sup> Street
- Mariposa Street and 4<sup>th</sup> Street
- Mariposa Street and Illinois Street
- Channel Street and 3<sup>rd</sup> Street
- Channel Street and 4<sup>th</sup> Street
- Mission Bay Boulevard North and Terry Francois Boulevard
- Mission Bay Boulevard South and Third Street
- King Street and Fourth Street
- Fifth Street, Harrison Street, and the I-80 westbound off-ramp
- Fifth Street, Bryant Street, and the I-80 eastbound on-ramp
- Seventh Street and Mission Bay Drive
- Seventh Street, Mississippi Street, and 16<sup>th</sup> Street
- One roving PCO (or more if necessary) to monitor general parking issues and respond to complaints called in throughout the neighborhood

The PCO locations listed in this document are solely representative and will remain flexible to respond to changing traffic conditions once the Event Center Development is complete. The number of PCOs per

suggested location will be determined in consultation with the SFMTA and refined based on monitoring during the first four years of operations. Based on visual verification of field conditions at the time of an event, the PCO supervisor may also modify PCO location assignments as conditions warrant.<sup>14</sup>

### **UCSF Mission Bay Muni Platform**

To accommodate pedestrians traveling to and from the Event Center through the intersection of Third Street and South Street, and to minimize conflicts with vehicles and Muni trains, PCOs stationed at this location shall implement strategies to allow pedestrians to cross the street safely. The strategies and level of active management shall be tailored to the event size for all events with 12,500 or more attendees, and could include extending the green time for pedestrians crossing the street, manually overriding the traffic signal and directing pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, shielding passengers waiting to board light rail from adjacent pedestrian traffic, and deploying additional PCOs to this intersection.<sup>15</sup>

### **Event Center Garage Driveway on 16<sup>th</sup> Street**

Concert attendees with pre-sold parking passes for the Event Center garage will enter via the left turn lane on eastbound 16<sup>th</sup> Street leading to the garage driveway or from northbound Illinois Street to self-park. Event Center staff will check parking passes before vehicles enter the garage.

PCOs will be stationed at the Event Center garage driveway to facilitate vehicle egress (office employees leaving on weekday evenings) and ingress (event attendees entering the garage), minimize conflicts with pedestrians and bicycles on 16<sup>th</sup> Street, and coordinate with PCOs located at the adjacent 3<sup>rd</sup> Street / 16<sup>th</sup> Street intersection. A key purpose of the PCOs located at the adjacent intersections on 16<sup>th</sup> Street will be to give priority to the eastbound left turn movements from 16<sup>th</sup> Street into the garage to ensure that this inbound event traffic entering the Event Center garage does not queue back to the 16<sup>th</sup> Street / 3<sup>rd</sup> Street intersection. PCOs will also work in conjunction with Event Center staff that will be checking attendees' tickets for valid access to the garage on the day of the concert. Drivers who enter the eastbound left-turn pocket or are stationed to enter the garage on Illinois Street without a valid parking pass will be redirected to drive east on 16<sup>th</sup> Street to Terry François Boulevard towards other nearby garages or parking lots.

### **3<sup>rd</sup> Street / 16<sup>th</sup> Street Intersection**

PCOs will be stationed at the intersection of 3<sup>rd</sup> Street and 16<sup>th</sup> Street to maintain the flow of Muni trains on 3<sup>rd</sup> Street, provide for the safe movement of pedestrians and bicyclists, and facilitate the flow of vehicles to eastbound 16<sup>th</sup> Street to access the Event Center parking garage. PCOs will work to ensure that the intersection does not become blocked with vehicles. As noted above, the PCO stationed at 3<sup>rd</sup> Street/16<sup>th</sup> Street will work in conjunction with the PCO at the Event Center garage entrance to coordinate the flow of traffic into the garage.

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<sup>14</sup> See MMRP, M-TR-2a.

<sup>15</sup> See MMRP, M-TR-6.



### Drop-Off on Southbound Terry François Boulevard

Event Center ticket holders may be dropped off on the west side of Terry François Boulevard between South Street and 16<sup>th</sup> Street as shown on Figure 6-2. This curbside area will be shared with taxis.

#### **6.3.4 Post-Event Controls**

Many of the post-event controls are similar to the pre-event controls but are repeated here for ease of understanding, and the post-event curb and lane configurations are illustrated on Figure 6-4 and Figure 6-5.

### PCO Locations

PCOs will be stationed at all of the same locations as identified previously for the pre-event scenario, with one exception. The PCO(s) located at the intersection of Mariposa Street and I-280 northbound ramps/Owens Street during the pre-event period will relocate to the intersection of 16<sup>th</sup> Street/ Owens Street during the post-event period.

### UCSF Mission Bay Muni Platform

Muni tickets will be sold at the Event Center box office before, during, and after events.

To accommodate pedestrians traveling to and from the Event Center through the intersection of Third Street and South Street, and to minimize conflicts with vehicles and Muni trains, PCOs stationed at this location shall implement strategies to allow pedestrians to cross the street safely. The strategies and level of active management shall be tailored to the event size for all events with 12,500 or more attendees, and could include extending the green time for pedestrians crossing the street, manually overriding the traffic signal and directing pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, shielding passengers waiting to board light rail from adjacent pedestrian traffic, and deploying additional PCOs to this intersection.<sup>16</sup>

Temporary lane closures will also be in effect for enhanced pedestrian safety on northbound 3<sup>rd</sup> Street north of 16<sup>th</sup> Street and on South Street west of the 450 South St. garage exit. Muni staff will also be stationed to check transit tickets and manage the boarding process.

### Event Center Garage Driveway on 16<sup>th</sup> Street

During no-event conditions, traffic at the 16<sup>th</sup> Street / Illinois Street intersection will be managed by an all-way stop control. During events, the PCOs will be able to direct traffic at the intersection during event conditions to allow continuous flow on individual movements as needed. PCOs at the garage driveway located at the intersection will have the following objectives:

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<sup>16</sup> See MMRP, M-TR-6.

- Managing alternating flows of vehicle traffic exiting the garage with pedestrian-bicycle flows along 16<sup>th</sup> Street
- Managing alternating flows of vehicle traffic exiting the garage with shuttle traffic and occasional westbound traffic flow on 16<sup>th</sup> Street to accommodate safe and efficient shuttle loading and departure.
- Coordinating with PCOs located along 16<sup>th</sup> Street so that they stop pedestrian crossings of 16<sup>th</sup> Street during the same windows of time that vehicles are released from the Event Center garage onto east- and westbound 16<sup>th</sup> Street
- Maintaining vehicle access to garages for the 409 and 499 Illinois Street buildings, as well as future UCSF buildings on Blocks 33 and 34, from 16<sup>th</sup> Street and Illinois Street.

Post-events, southbound traffic exiting the Event Center garage will be advised to travel west on 16<sup>th</sup> Street to southbound Owens Street to access I-280. Any traffic heading to the north from the parking garage will be advised to travel west on 16<sup>th</sup> Street to northbound 7<sup>th</sup> Street due to the temporary northbound closure on 3<sup>rd</sup> Street.

### **3<sup>rd</sup> Street / 16<sup>th</sup> Street**

PCOs will be stationed at the intersection of 3<sup>rd</sup> Street and 16<sup>th</sup> Street to facilitate the flow of vehicles from westbound 16<sup>th</sup> Street from the parking garages, along with Muni trains, bicyclists, and pedestrians while preventing event traffic from going north on 3<sup>rd</sup> Street. They will work in conjunction with the PCO at the garage entrance to stop pedestrians crossing 16<sup>th</sup> Street during the same window that vehicles are exiting the garage on 16<sup>th</sup> Street, and prohibit northbound traffic from accessing 3<sup>rd</sup> Street north of 16<sup>th</sup> Street due to the temporary lane closures and direct traffic to northbound Terry François Boulevard.

### **Temporary Lane Closures**

Up to 17 PCOs will be stationed at key locations to redirect traffic due to the temporary lane closures. The PCO station located on South Street east of 3<sup>rd</sup> Street will manage the South Street partial closure as well as Bridgeview Way. The PCOs will direct all traffic exiting the 450 South Street and Event Center garages to Terry François Boulevard via eastbound South Street, and restrict northbound traffic from using Bridgeview Way except for neighborhood traffic. The PCOs will also direct any southbound traffic on Bridgeview Way left onto eastbound South Street

PCOs will also be stationed at the Terry François Boulevard / South Street intersection to manage traffic exiting the garages on South Street. They will direct traffic either north or south on Terry François Boulevard, and restrict vehicle access onto westbound South Street. They will also manage alternating flows of pedestrian crossings of South Street and vehicles turning onto Terry François Boulevard.

PCOs will be stationed on 3<sup>rd</sup> Street at Mariposa Street to direct no-event northbound traffic to alternative routes in advance of the temporary closure on northbound 3<sup>rd</sup> Street, to reduce congestion at the intersection of 3<sup>rd</sup> Street / 16<sup>th</sup> Street. Northbound traffic will be redirected east along Mariposa Street to northbound Terry François Boulevard. Variable message signs will also direct no-event through traffic to Terry François Boulevard in advance of the intersection of 3<sup>rd</sup> Street / Mariposa Street. All PCOs stationed at locations along 3<sup>rd</sup> Street will also assist emergency vehicles and autos needing emergency access to the UCSF Medical Center to navigate congested conditions and utilize closed travel lanes as needed. New permanent Variable Message Signs (VMS) will be added at three locations, and existing VMSs will operate to provide traffic alerts, messages, and alternative driving routes for neighborhood residents at the following locations:

- Northbound 3<sup>rd</sup> Street – South of Mariposa (existing VMS)
- Westbound 16<sup>th</sup> Street – East of I-280 (proposed new VMS)
- Southbound 3<sup>rd</sup> Street – South of Lefty O'Doul Bridge (proposed new VMS)
- Eastbound Mariposa Street – East of I-280 (proposed new VMS)

Based on operating conditions for AT&T Park, it is assumed that SFMTA staff will set up and store barricades to mark and enforce temporary lane closures.

### Temporary Turn Restrictions

Temporary turn restrictions will be in place post-event to discourage vehicles traveling westbound on 16<sup>th</sup> Street from turning left onto 3<sup>rd</sup> Street, Owens Street or Mississippi Street. PCOs will be responsible for coning off left turn pockets at these three intersections and enforcing left-turn restrictions. Signage will be provided inside event garages to direct vehicles destined for I-280 to use Terry François Boulevard to Mariposa Street as the primary access.

### Passenger Pick-Up on Terry François Boulevard

The passenger pick-up location will be the same as the pre-event drop-off location – on the west side of Terry François Boulevard. This location will also include Paratransit loading, however each space will be designated and separated.

### Terry François and 16<sup>th</sup> Intersection

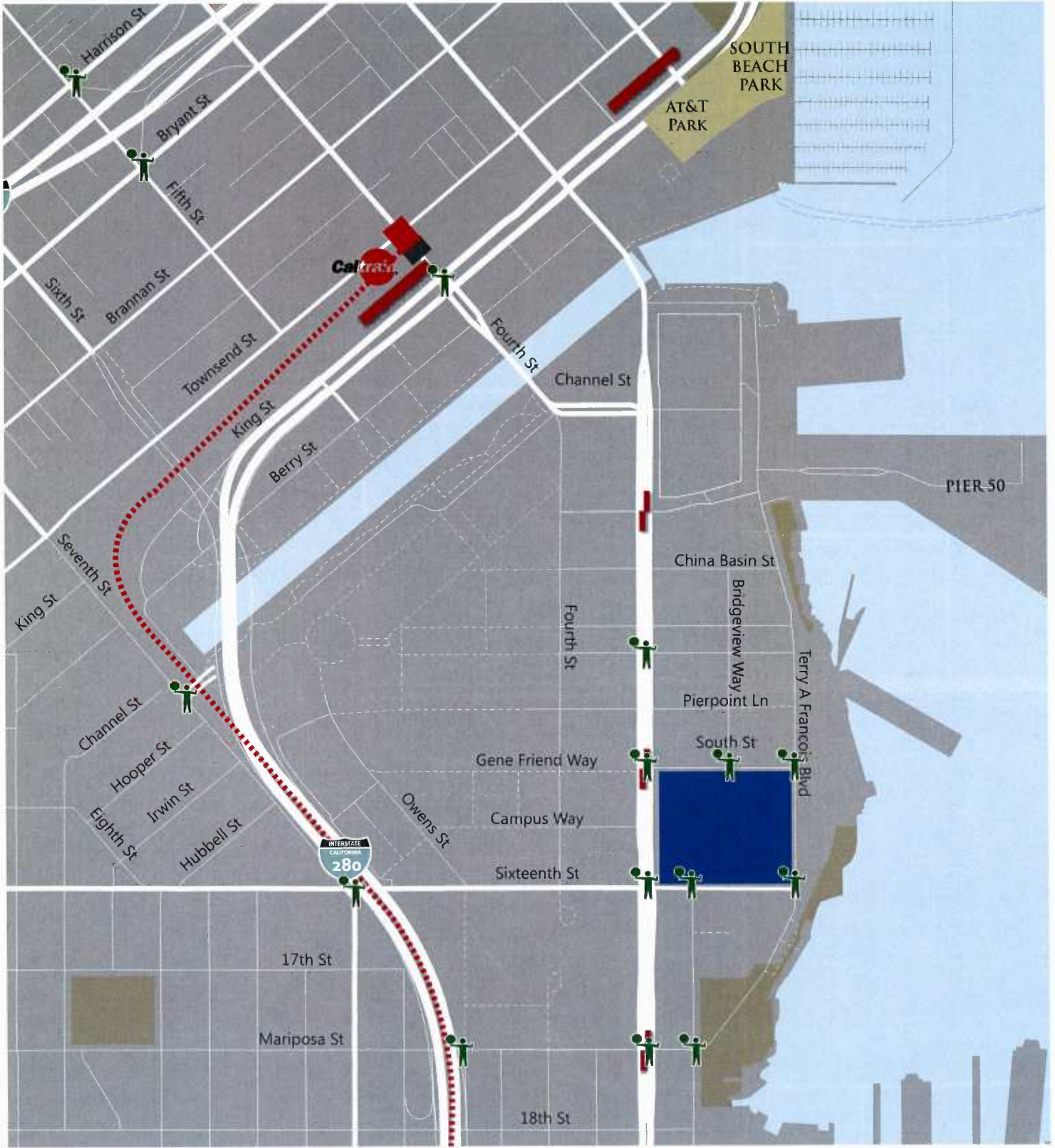
PCOs will be stationed at the intersection of Terry François Boulevard and 16<sup>th</sup> Street following a concert to manage bicycle and pedestrian flows, detour traffic from the temporary lane closures on South Street and 3<sup>rd</sup> Street, as well as event traffic from nearby parking facilities. Traffic will be directed mostly north and south on Terry François Boulevard to avoid adding to the congestion on 16<sup>th</sup> Street and to avoid conflicts with shuttle buses. Post-event PCO controls are proposed to be the same and are illustrated on Figure 6-5.

- Project Site
- Garage Entry
- Taxi
- Paratransit Bus
- Lane Closure
- Black Car
- Approximate Storage Length
- MUNI Platform
- TMA Shuttles
- Buses
- Charter Buses
- Passenger Drop-off
- On-Street Metered Parking

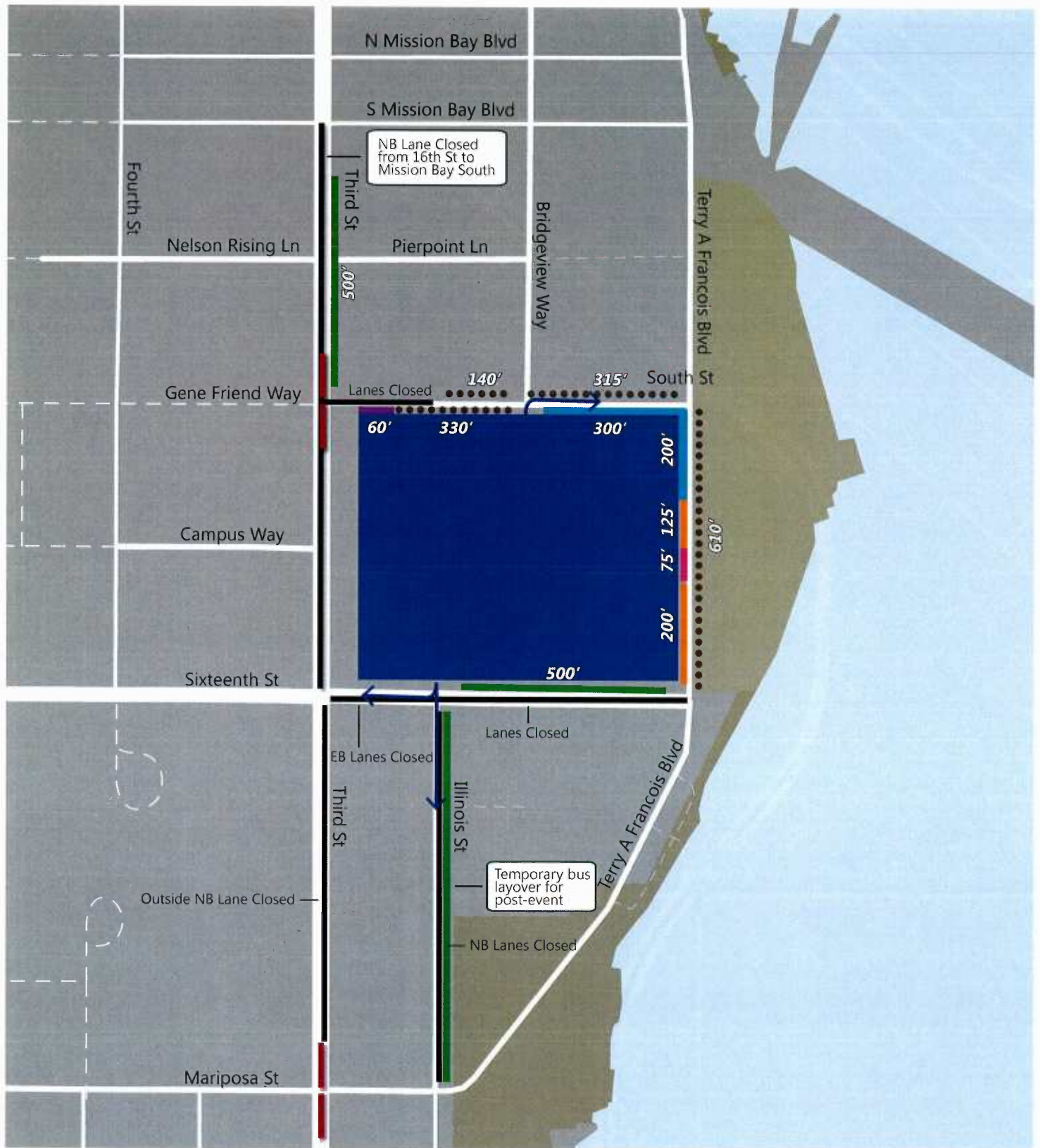


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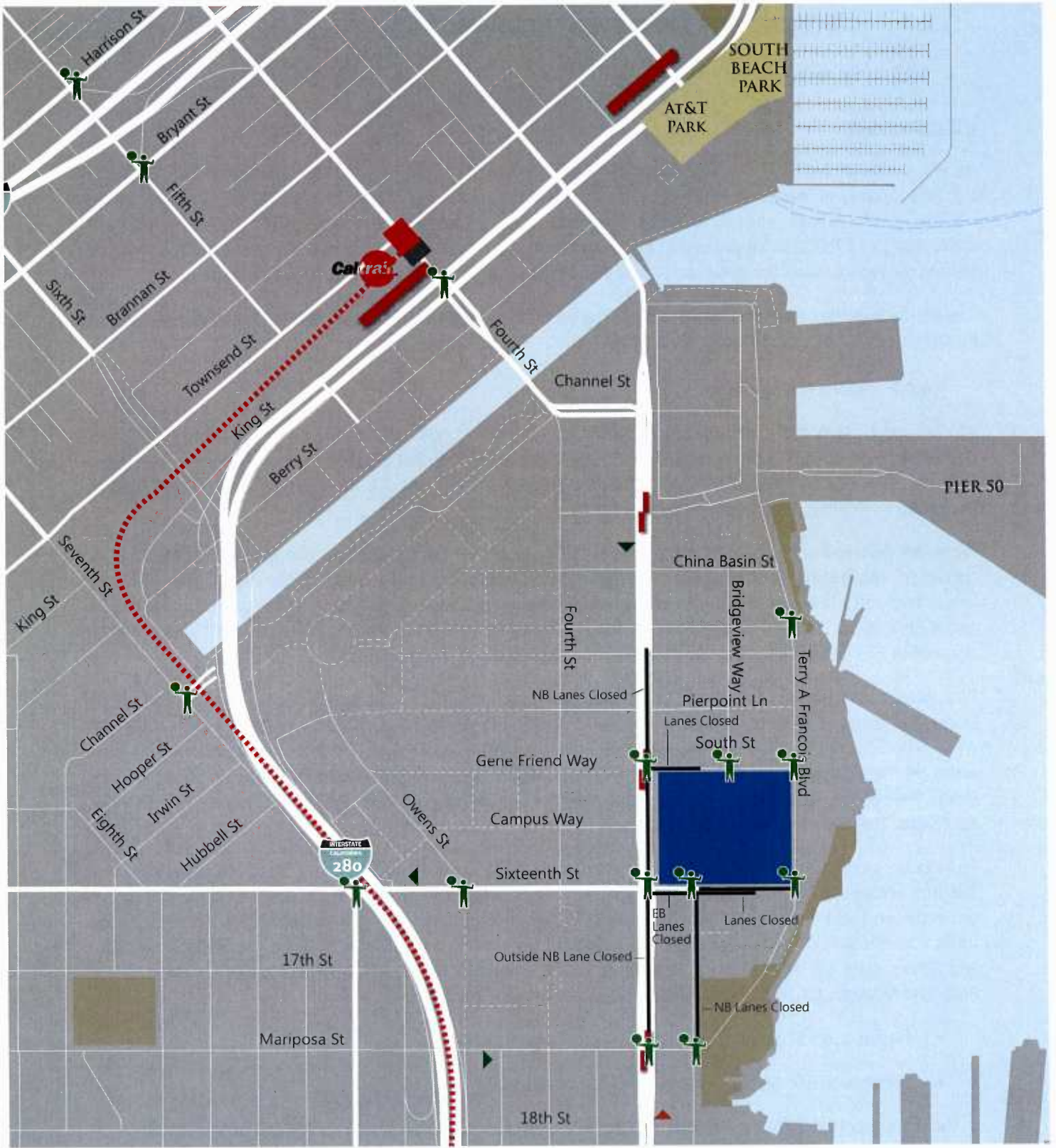


- Project Site
- Garage Exit
- Taxi
- Paratransit Bus
- Lane Closure
- Black Car
- Approximate Storage Length
- MUNI Platform
- TMA Shuttles
- Buses
- Charter Buses
- Passenger Pick-up
- On-Street Metered Parking



Not to Scale





## **6.4 CONTROLS FOR PEAK EVENT SCENARIO**

### **6.4.1 General**

#### PCO Supervisor

As with a concert event, a PCO Supervisor will be stationed in the Transportation Management Center and/or in the field starting at least two hours prior to the event's start time and until pedestrian, bicycle, and vehicle volumes on-street have returned to typical no-event conditions following event's end. The PCO Supervisor will deploy up to 18 PCOs to locations and assign transportation control tasks pre-event monitor traffic conditions before, during, and after the event; and deploy PCOs and assign transportation control tasks post-event.

Transit loading may also be monitored by Transit Fare Inspectors (TFIs) and SFMTA Passenger Assistance Program staff (MTAPs) stationed at Muni platforms.

### **6.4.2 Curb Management**

All curbside parking and loading areas described for no-event conditions will convert to the event curb zones described below at 5:00 PM (before an evening event beginning 7:00 PM or later), or two hours before an event (starting at all other times). Event curb zone designations will revert back to no-event parking and loading conditions ninety minutes following an event's end.

Pre-event curb management will be the same as that shown for the concert scenario with one addition. GSW games will require media coverage and designated curbside parking for media satellite trucks. The total curb length required will be up to 200 feet during regular season games, which includes parking for 2 uplink trucks and 4 ENG trucks. This will be provided on the north side of 16<sup>th</sup> Street starting just east of 3<sup>rd</sup> Street. A curb distance of 150 feet will be designated for media trucks, as shown in Figure 6-6.

Post-event curb management will be the same as that shown for the concert scenario with the exception of 16<sup>th</sup> Street. The media satellite truck parking detailed above in the pre-event curb management for the peak event will also be implemented in the post-event curb management. All other post-event curb designations for a peak event are the same as the post-event concert scenario, including the temporary lane closures on South, 3<sup>rd</sup>, and Illinois Streets, the special event shuttle stops, and the additional passenger pick-up zone on Terry François Boulevard. These are shown on Figure 6-8.

To increase safety for the high volumes of pedestrians walking to the Muni Station on 3<sup>rd</sup> Street, temporary lane closures will be implemented on northbound 3<sup>rd</sup> Street between 16<sup>th</sup> Street and Mission Bay Boulevard South, on westbound and eastbound South Street west of the parking garages. It is anticipated that the background traffic volumes will be light after a game, so impacts to the existing traffic patterns will be low. Variable message and detour signs will be placed well in advance of the temporary closures to notify drivers of alternate routes. Proposed locations for permanent variable message signs are listed below:

- Northbound 3<sup>rd</sup> Street – South of Mariposa (existing VMS)
- Westbound 16<sup>th</sup> Street – East of I-280 (proposed VMS)
- Southbound 3<sup>rd</sup> Street – South of Lefty O'Doul Bridge (proposed VMS)
- Eastbound Mariposa Street – East of I-280 (proposed VMS)



Emergency vehicles exiting the UCSF hospital west of 3<sup>rd</sup> Street between 16<sup>th</sup> Street and Mariposa Street will be granted access to northbound 3<sup>rd</sup> Street during the post-event street closure described above. PCOs may remove temporary barriers and allow emergency vehicle access to northbound 3<sup>rd</sup> Street in those situations, or emergency vehicles may drive in the southbound lanes to travel northbound. GSW staff will provide the hospital with a list of dates and times of post-event street closures.

### **6.4.3 Pre-Event Controls**

Pre-event controls will be the same as the concert scenario, but are repeated here and illustrated on Figure 6-7.

#### **PCO Locations**

21 PCOs shall be stationed at key locations, as determined by the PCO Supervisor before, during, and after events or as field conditions warrant, which could include a selection of those listed below. Their primary task will be to manage pedestrian and vehicle traffic.

- 3<sup>rd</sup> Street and South Street
- South Street and Bridgeview Way
- South Street and Terry François Boulevard
- 3<sup>rd</sup> Street and 16<sup>th</sup> Street
- 16<sup>th</sup> Street and Illinois Street
- 16<sup>th</sup> Street and Terry François Boulevard
- Mariposa Street and I-280 northbound ramps/Owens Street
- Mariposa Street and 3<sup>rd</sup> Street
- Mariposa Street and 4<sup>th</sup> Street
- Mariposa Street and Illinois Street
- Channel Street and 3<sup>rd</sup> Street
- Channel Street and 4<sup>th</sup> Street
- Mission Bay Boulevard North and Terry Francois Boulevard
- Mission Bay Boulevard South and Third Street
- King Street and Fourth Street
- Fifth Street, Harrison Street, and the I-80 westbound off-ramp
- Fifth Street, Bryant Street, and the I-80 eastbound on-ramp
- Seventh Street and Mission Bay Drive
- Seventh Street, Mississippi Street, and 16<sup>th</sup> Street

- One roving PCO (or more if necessary) to monitor general parking issues and respond to complaints called in throughout the neighborhood

The PCO locations listed in this document are solely representative and will remain flexible to respond to changing traffic conditions once the Event Center Development is complete. The number of PCOs per suggested location will be determined in consultation with the SFMTA and refined based on monitoring during the first four years of operations. Based on visual verification of field conditions at the time of an event, the PCO supervisor may also modify PCO location assignments as conditions warrant.<sup>17</sup>

#### **UCSF Mission Bay Muni Platform**

To accommodate pedestrians traveling to and from the Event Center through the intersection of Third Street and South Street, and to minimize conflicts with vehicles and Muni trains, PCOs stationed at this location shall implement strategies to allow pedestrians to cross the street safely. The strategies and level of active management shall be tailored to the event size for all events with 12,500 or more attendees, and could include extending the green time for pedestrians crossing the street, manually overriding the traffic signal and directing pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, shielding passengers waiting to board light rail from adjacent pedestrian traffic, and deploying additional PCOs to this intersection.<sup>18</sup>

#### **Event Center Garage Driveway on 16<sup>th</sup> Street**

Game attendees with pre-sold parking passes for the Event Center garage would enter via the left turn lane on eastbound 16<sup>th</sup> Street leading to the garage driveway or from northbound Illinois Street to self-park. GSW staff will check parking passes before vehicles enter the garage.

PCOs will be stationed at the Event Center garage driveway to facilitate vehicle egress (office employees leaving on weekday evenings) and ingress (event attendees entering the garage), minimize conflicts with pedestrians and bicyclists on 16<sup>th</sup> Street, and coordinate with PCOs located at the adjacent 3<sup>rd</sup> Street / 16<sup>th</sup> Street intersection. A key purpose of the PCOs located at the adjacent intersections on 16<sup>th</sup> Street will be to ensure safety to all modes by minimizing conflicts between modes while ensuring the flow of vehicles into the garage does not result in queues that back up into adjacent intersections. They will also work in conjunction with Event Center staff that will be checking attendees' tickets for valid access to the garage on game day. Drivers who enter the eastbound left-turn pocket or are stationed to enter the garage on Illinois Street without a valid parking pass will be redirected to drive east on 16<sup>th</sup> Street to Terry François Boulevard towards other nearby garages or parking lots.

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<sup>17</sup> See MMRP, M-TR-2a.

<sup>18</sup> See MMRP, M-TR-6.

### **3<sup>rd</sup> Street / 16<sup>th</sup> Street Intersection**

PCOs will be stationed at the intersection of 3<sup>rd</sup> Street and 16<sup>th</sup> Street to maintain the flow of Muni trains on 3<sup>rd</sup> Street, and provide for the safe movement of pedestrians, bicyclists, and vehicles. PCOs will work to ensure that the intersection does not become blocked with vehicles. As noted above, the PCO stationed at 3<sup>rd</sup> Street/16<sup>th</sup> Street will work in conjunction with the PCO at the Event Center garage entrance.

### **Drop-Off on Southbound Terry François Boulevard**

Event Center ticket holders may be dropped off on the west side of Terry François Boulevard between South Street and 16th Street as shown on Figure 6-6. This curbside area will be separately designated, but shared.

#### **6.4.4 Post-Event Controls**

All of the post-event controls are generally the same as the post-event controls for a concert scenario but are repeated here for ease of understanding when reviewing all controls for the peak event exclusively. The post-event curb and lane configurations are illustrated on Figure 6-8 and Figure 6-9.

Muni tickets will be sold at the Event Center box office before, during, and after events.

### **PCO Locations**

PCOs will be stationed at locations determined by the PCO Supervisor, which may include those identified previously for the pre-event scenario, with two exceptions. At least one PCO will be located at the intersection of 16<sup>th</sup> Street/Owens Street to facilitate heavy left turn flows from westbound 16<sup>th</sup> Street onto southbound Owens Street and access to I-280. One PCO will also be located at the intersection of Fifth Street/Bryant Street/I-80 eastbound ramps.

### **UCSF Mission Bay Muni Platform**

Temporary lane closures will be in effect for enhanced pedestrian safety on northbound 3<sup>rd</sup> Street north of 16<sup>th</sup> Street and on South Street east of 3<sup>rd</sup> Street. Muni staff will also be stationed to check tickets and manage the boarding process.

To accommodate pedestrians traveling to and from the Event Center through the intersection of Third Street and South Street, and to minimize conflicts with vehicles and Muni trains, PCOs stationed at this location shall implement strategies to allow pedestrians to cross the street safely. The strategies and level of active management shall be tailored to the event size for all events with 12,500 or more attendees, and could include extending the green time for pedestrians crossing the street, manually overriding the traffic signal and directing pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, shielding passengers waiting to board light rail from adjacent pedestrian traffic, and deploying additional PCOs to this intersection.<sup>19</sup>

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<sup>19</sup> See MMRP, M-TR-6.

### **Event Center Garage Driveway on 16<sup>th</sup>**

PCOs at the Event Center garage driveway at the intersection of 16<sup>th</sup> Street / Illinois Street will have the following objectives:

- Managing alternating flows of vehicle traffic exiting the garage with pedestrian-bicycle flows along 16<sup>th</sup> Street
- Managing alternating flows of vehicle traffic exiting the garage with shuttle traffic and occasional westbound traffic flow on 16<sup>th</sup> Street to accommodate safe and efficient shuttle loading and departure.
- Coordinating with PCOs located along 16<sup>th</sup> Street so that they stop pedestrian crossings of 16<sup>th</sup> Street during the same windows of time that vehicles are released from the Event Center garage onto east- and westbound 16<sup>th</sup> Street
- Maintaining vehicle access to garages for the 409 and 499 Illinois Street buildings, as well as future UCSF buildings on Blocks 33 and 34, from 16<sup>th</sup> Street and Illinois Street.

To extend the effective length of the westbound left turn pocket at the 16<sup>th</sup> Street / 3<sup>rd</sup> Street intersection, temporary cones will be placed to close the eastbound left turn lane on 16<sup>th</sup> Street into the Event Center garage entrance after a game, if necessary, extending the turn pocket to 160 feet. The extended turn pocket will be used for westbound vehicles making a left turn onto southbound 3<sup>rd</sup> Street. Motorists wishing to enter the Event Center garage from eastbound 16<sup>th</sup> Street will be able to make a left turn from the eastbound through lane.

Southbound traffic exiting the Event Center garage will be advised to travel west on 16<sup>th</sup> Street to southbound Owens Street to access I-280. Any traffic heading to the north from the parking garage will be advised to travel west on 16<sup>th</sup> Street to northbound 7<sup>th</sup> Street due to the temporary northbound closure on 3<sup>rd</sup> Street.

### **3<sup>rd</sup> Street / 16<sup>th</sup> Street**

PCOs will be stationed at the intersection of 3<sup>rd</sup> Street and 16<sup>th</sup> Street to facilitate the flow of vehicles from westbound 16<sup>th</sup> Street from the parking garages, along with Muni trains, bicyclists, and pedestrians while preventing event traffic from going north on 3<sup>rd</sup> Street. They will work in conjunction with the PCO at the garage entrance to stop pedestrians crossing 16<sup>th</sup> Street during the same window that vehicles are exiting the garage on 16<sup>th</sup> Street, and prohibit northbound traffic from accessing 3<sup>rd</sup> Street north of 16<sup>th</sup> Street due to the temporary lane closures and direct traffic to northbound Terry François Boulevard.

### **Temporary Lane Closures**

Up to 17 PCOs will be stationed at key locations to redirect traffic due to the temporary lane closures. The PCO station located on South Street east of 3<sup>rd</sup> Street will manage the temporary South Street lane closure as well as Bridgeview Way. The PCOs will direct all traffic exiting the 450 South Street (office and retail employees) and Event Center (event attendees) garages to Terry François Boulevard via eastbound South Street, and restrict northbound traffic from using Bridgeview Way, except for neighborhood traffic. These PCOs will also direct any southbound traffic on Bridgeview Way left onto eastbound South Street.

PCOs will also be stationed at the Terry François Boulevard / South Street intersection to manage traffic exiting the garages on South Street. They will direct traffic either north or south on Terry François Boulevard, and restrict vehicle access onto westbound South Street. They will also manage alternating flows of pedestrian crossings of South Street and vehicles turning onto Terry François Boulevard. PCOs will also allow for local traffic to access garages on 16<sup>th</sup> Street and Illinois Street.



PCOs will be stationed on 3<sup>rd</sup> Street at Mariposa Street to direct no-event northbound traffic to alternate routes in advance of the temporary closure on northbound 3<sup>rd</sup> Street to reduce congestion at the intersection of 3<sup>rd</sup> Street / 16<sup>th</sup> Street. Northbound traffic will be redirected east along Mariposa Street to northbound Terry François Boulevard. Variable message signs (VMSs) will also direct traffic to Terry François Boulevard in advance of the intersection of 3<sup>rd</sup> Street / Mariposa Street. VMSs and detour signs will be programmed and/or placed well in advance of the temporary closures to notify drivers of alternate routes, including those depicted in Figure 6-9. Permanent Variable Message Signs will be placed at the following locations to notify drivers of detours in advance:

- Northbound 3<sup>rd</sup> Street – South of Mariposa (existing VMS)
- Westbound 16<sup>th</sup> Street – East of I-280 (proposed VMS)
- Southbound 3<sup>rd</sup> Street – South of Lefty O'Doul Bridge (proposed VMS)
- Eastbound Mariposa Street – East of I-280 (proposed VMS)

All PCOs stationed at locations along 3<sup>rd</sup> Street will also assist emergency vehicles and autos needing emergency access to the UCSF Medical Center to navigate congested conditions and utilize closed travel lanes as needed.

#### **Temporary Turn Restrictions**

Temporary turn restrictions will be in place post-event to discourage vehicles traveling westbound on 16<sup>th</sup> Street from turning left onto 3<sup>rd</sup> Street, Owens Street or Mississippi Street. PCOs will be responsible for coning off left turn pockets at these three intersections and enforcing left-turn restrictions. Signage will be provided inside event garages to direct vehicles destined for I-280 to use Terry François Boulevard to Mariposa Street as the primary access.

#### **Passenger Pick-Up on Terry François Boulevard**

The passenger pick-up location will be the same as the pre-event drop-off location – on the west side of Terry François Boulevard. This location will also include Paratransit loading.

#### **Terry François and 16<sup>th</sup> Intersection**

PCOs will be stationed at the intersection of Terry François Boulevard and 16<sup>th</sup> Street following a game's end to manage bicycle and pedestrian flows, detour traffic from the temporary lane closures on South Street and 3<sup>rd</sup> Street, as well as event traffic from nearby parking facilities. Traffic will be directed mostly north and south on Terry François Boulevard to avoid adding to the congestion on 16<sup>th</sup> Street and to avoid conflicts with shuttle buses.

- Project Site
- Garage Entry
- Taxi
- Paratransit Bus
- Lane Closure
- Black Car
- Approximate Storage Length
- MUNI Platform
- TMA Shuttles
- Buses
- Media Trucks
- Passenger Drop-off
- On-Street Metered Parking



Not to Scale

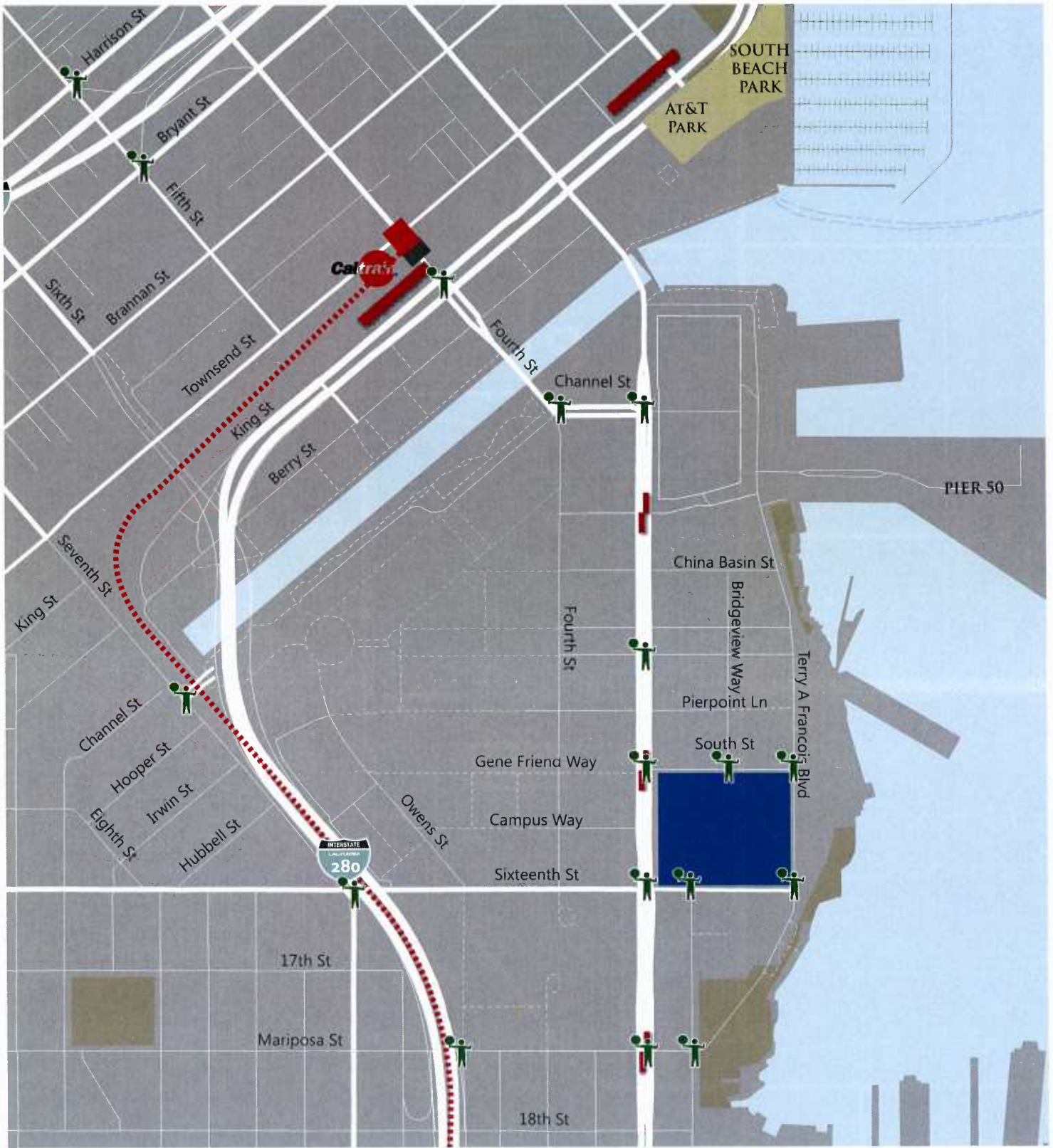
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## PEAK EVENT: PRE-EVENT CURB MANAGEMENT

FIGURE 6-7





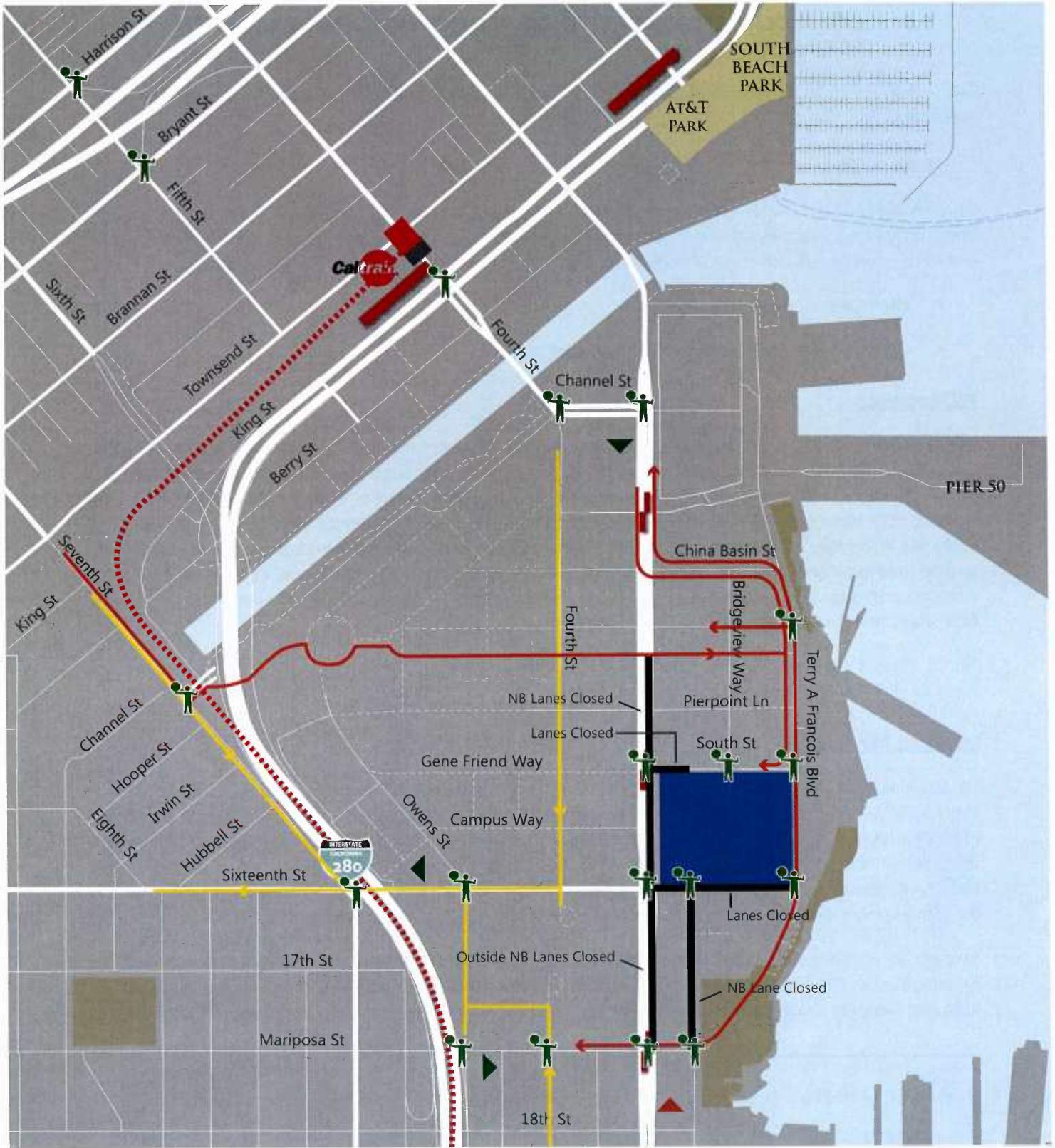
- Project Site
- Garage Exit
- Taxi
- Paratransit Bus
- Lane Closure
- Black Car
- Approximate Storage Length
- MUNI Platform
- TMA Shuttles
- Buses
- Media Trucks
- Passenger Pick-up
- On-Street Metered Parking



Not to Scale



- MUNI Platform
- Caltrain Line
- Project Site
- PCO Station
- Existing VMS
- Lane Closure
- Alternate Routes for Local Traffic
- Alternate Routes for Hospital and other Traffic
- Proposed New VMS



## **6.5 CONTROLS FOR PEAK EVENT COINCIDING WITH AT&T PARK EVENT SCENARIO**

See Section 2.2 for a description of the scenario in which a peak Event Center event coincides with an AT&T Park event.

### **6.5.1 General**

On days where Event Center events coincide with AT&T Park events, pedestrian, bicycle, and vehicle volumes along Terry François Boulevard and 3<sup>rd</sup> Street will be greater. Controls implemented as part of the Event Center should be coordinated with controls implemented as part of the AT&T Park standard TMP so that:

- Efforts are not duplicated; and
- Controls are complementary rather than contradictory.

### **PCO Locations**

The Warriors support the formation of a working group, comprised of the Warriors, Giants, SFMTA, Mission Bay CAC, UCSF, MBBTCC, and other stakeholders, to regularly discuss potential overlaps and the resulting traffic and transit conditions, and to propose solutions on an individual event basis. For example, if the AT&T Park TMP includes PCO control at any PCO intersections listed in this document and events' start or end times coincide, additional PCOs may not be necessary at that location. Figure 6-10 and Figure 6-11 show where PCOs would be stationed pre- and post-event during a dual event scenario, including three new post-event dual event location options for PCO's at Mariposa Street and Fourth Street; 16<sup>th</sup> Street and Fourth Street; and King Street, Fifth Street, and the I-280 ramps.<sup>20</sup>

Transit loading may also be monitored by Transit Fare Inspectors (TFIs) and SFMTA Passenger Assistance Program staff (MTAPs) stationed at Muni platforms.

### **Enhanced Transit Service**

To accommodate Muni transit demand to and from the Event Center Development and AT&T Park on the T Third light rail line during dual events, the Warriors shall work with the SFMTA and the MBBTCC to provide enhanced Muni light rail service and/or shuttle buses between key Market Street locations and the project. Examples of the enhanced service include Muni bus shuttles between Union Square and/or Powell Street BART/Muni station and the project site. The need for enhanced Muni service shall be based on characteristics of the overlapping events (e.g., projected attendance levels, and anticipated start and end times).<sup>21</sup>

Similarly, to accommodate transit demand to the East Bay during dual events, the Warriors shall work with the Ballpark/Mission Bay Transportation Coordinating Committee to consult with BART to provide additional service from San Francisco following weekday and weekend evening events. The additional East Bay BART service could

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<sup>20</sup> See MMRP, M-TR-11a.

<sup>21</sup> See MMRP, M-TR-13.

be provided by operating longer trains. The need for additional BART service shall be based on characteristics of the overlapping events (e.g., event type, projected attendance levels, and anticipated start and end times).<sup>22</sup>

### **Additional Strategies**

In addition, the Warriors shall work with the City to pursue and implement additional strategies to reduce transportation impacts associated with overlapping events at AT&T Park and the proposed Event Center. In accordance with project mitigation measure M-TR-11c, these strategies shall include one or more of the following:

- The Warriors shall exercise commercially reasonable efforts to avoid scheduling non-Golden State Warriors events of 12,500 or more Event Center attendees that start within 60 minutes of the start of events at AT&T Park.
- When overlapping non-Golden State Warriors events of 12,500 or more Event Center attendees and evening SF Giants games, the Warriors shall exercise commercially reasonable efforts to negotiate with the event promoter to stagger start times such that the event headliner starts no earlier than 8:30 p.m.
- In the event that the off-site parking lots at 19th Street and the Western Pacific site are implemented (see section 2.1.5, above), the SFMTA shall consult with Caltrans in assessing the feasibility of signalizing the intersection of Pennsylvania/I-280 southbound off-ramp. If determined feasible by the SFMTA and Caltrans, the SFMTA and Caltrans shall establish the level of traffic volumes that would trigger the need for a signal ("traffic signal warrants"), and the Warriors shall fund GSW's fair share cost of the design and implementation of the new signal, based on project contributions to annual average weekday traffic volumes at this intersection.
- In addition, as part of monitoring of traffic conditions during overlapping events, the SFMTA shall consult with Caltrans regarding the need to deploy an SFMTA PCO or CHP officer to expedite traffic exiting I-280 southbound (i.e., waving vehicles exiting I-280 southbound and turning left onto southbound Pennsylvania Street through the existing stop sign) during overlapping events when the Western Pacific parking lot is used for project event parking. The PCO or CHP officer would be deployed during those events prior to installation of a traffic signal or if signalization of this intersection is determined not to be feasible.
- To manage traffic flows and minimize congestion associated with non-Golden State Warriors events overlapping with events at AT&T Park, and to incentivize event attendees and UCSF employees to use alternatives to the private automobile, the City and the Warriors shall pursue and implement additional transportation management actions during the pre-event period during overlapping events. This measure shall be implemented in coordination with and in addition to PCO placements and TDM strategies already in place (see Chapters 4 and 6, above). Such strategies which would be enacted during the first year of the Event Center's operation and modified or implemented annually thereafter based on the results of field monitoring and annual surveys, and shall include one or more of the following:

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<sup>22</sup> See MMRP, M-TR-14.

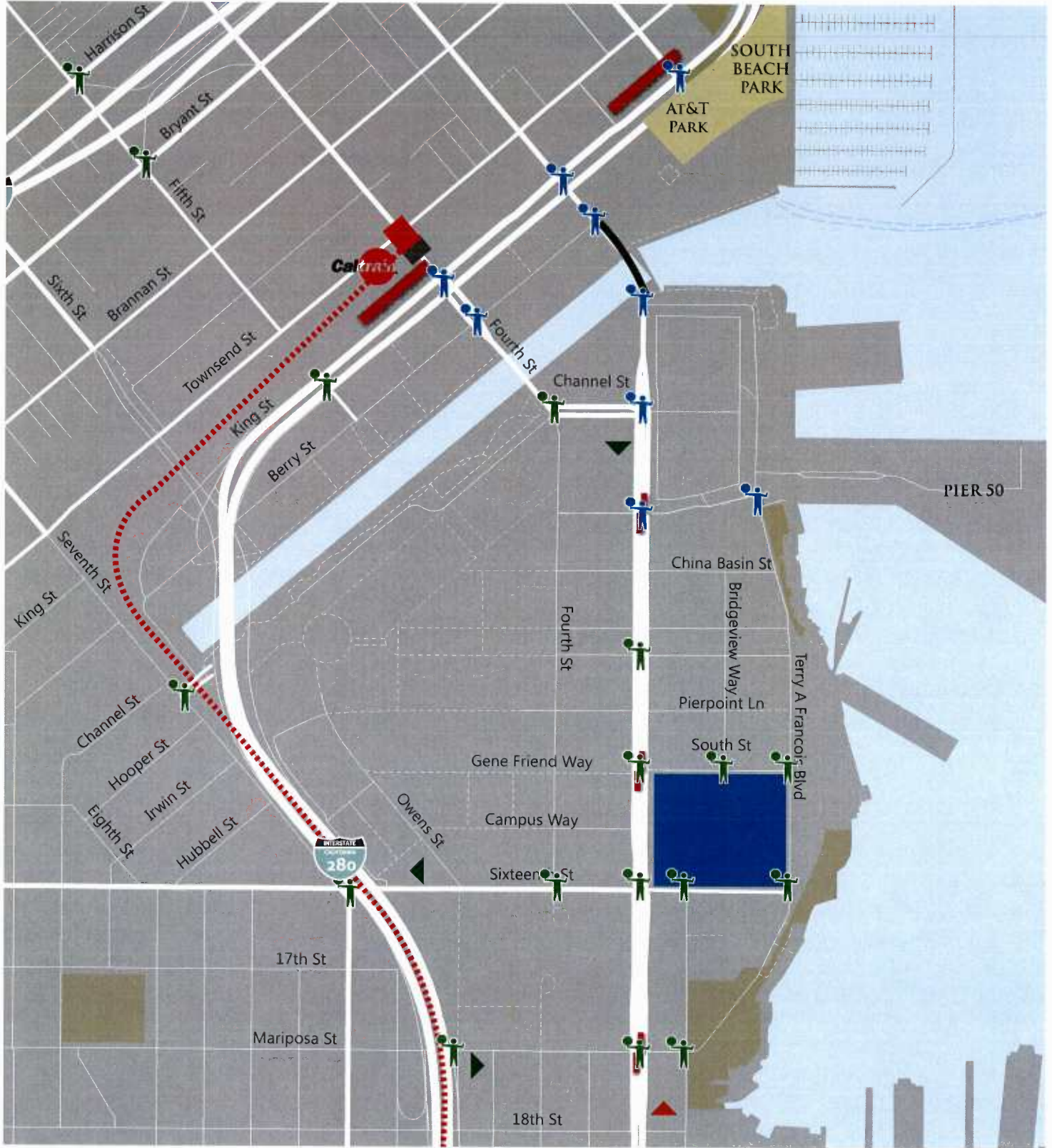


- Strategies to Increase Use of Non-auto Modes
  - Encouraging coordinated parking pricing strategies among nearby facilities designed to discourage driving for event attendees and employees.
  - Marketing “No drive” events.
  - Installing Clipper Card add-value machines on-site at the Event Center to facilitate purchase and value-adding, and to minimize impacts on transit “dwell times” of paying cash fares.
  - Exploring implementation of congestion pricing tools to charge event-related fees for driving and parking in the immediate area.
  - Establishing event-sponsored promotions to encourage additional use of transit, such as event-branded Clipper Cards, bundled discounts and subsidies for transit ticket purchases, or automatic prize/raffle entries/merchandise discounts for event attendees taking transit.
  - Exploring implementation of priority access or fast-track security clearance to the Event Center for attendees arriving by transit or bicycling to the Event Center.
  - Promoting the above strategies through event tickets and ticketholder emails, website transit information, and real-time updates.
  - Consulting with local TMAs targeting employees who might drive during the peak pre-event period to provide increased shuttle service, alternative travel mode promotions, and advertising the use of real-time information and technology applications.
  - Sponsoring use of taxis, TNCs, or pedicabs by the Warriors to facilitate the connection between the regional transit hubs and the Event Center, as well as between the regional transit hubs and AT&T Park.
- Strategies to Increase Transit, Capacity of Alternative Modes, and Enhance Pedestrian Safety
  - Providing additional PCOs to manage and direct local traffic, and to favor circulation of pedestrians, cyclists, and persons arriving or departing by transit.
  - Expanding the network of PCO-controlled intersections during the peak pre-event period beyond those identified in the Local/Hospital Access Plan.
  - Exploring implementation of a program to require employees driving in the vicinity during the peak pre-event period to produce vehicle badges (e.g., rearview hanger, sticker) by employer for access to local employment sites, and coordinating with SFMTA and SFPD to honor said badges.
  - Using the Western Pacific site for off-site parking for all events, not only large overlapping events.
  - Increasing transit or High Occupancy Vehicle (HOV) capacity by operating additional SFMTA buses and/or additional private shuttle buses.



- Supporting WETA analysis of the feasibility and operational benefits of a ferry/water taxi landing near 16th Street.
- Increasing capacity and use of alternative modes, such as secure or valet bicycle parking, bicycle sharing, or bicycle infrastructure along the east-west corridors.
- Expanding the SFMTA's Vision Zero treatments to nearby intersections to improve the physical pedestrian environment to enhance pedestrian safety.

- MUNI Platform
- Caltrain Line
- Project Site
- Existing VMS
- Lane Closure
- GSW PCO
- AT&T PCO
- Proposed New VMS



Not to Scale

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## DUAL EVENT WITH AT&T: PRE-EVENT CONTROLS

FIGURE 6-11





## **6.6 LOCAL/HOSPITAL ACCESS PLAN FOR ALL EVENT SCENARIOS**

### **6.6.1 General**

A Local/Hospital Access Plan (L/HAP) to facilitate movements in and out to residents and employees in the UCSF and Mission Bay Area would be implemented for the pre-event period for all large weekday evening events at the Event Center (i.e., those events with more than 12,500 attendees that start between 6:00 and 8:00 p.m.). The L/HAP would be configured to discourage event attendees arriving by car from using portions of Fourth Street, Owens Street, UCSF campus internal roads such as Nelson Rising Lane, Campus Lane, Fifth Street, and local residential streets.

#### **Signage**

As part of the L/HAP, special temporary and permanent signage would be positioned at appropriate locations to direct event traffic towards designated routes in order to access off-street parking facilities serving the Event Center and away from streets within the Local/Hospital Access Plan network. The Warriors will work with UCSF, SFMTA, Caltrans, and DPW to develop a UCSF emergency vehicle access and garage signage plan for I-280 and Mariposa, Owens, and 16th Streets to reflect the desirable access routes for UCSF and event center access.<sup>23</sup>

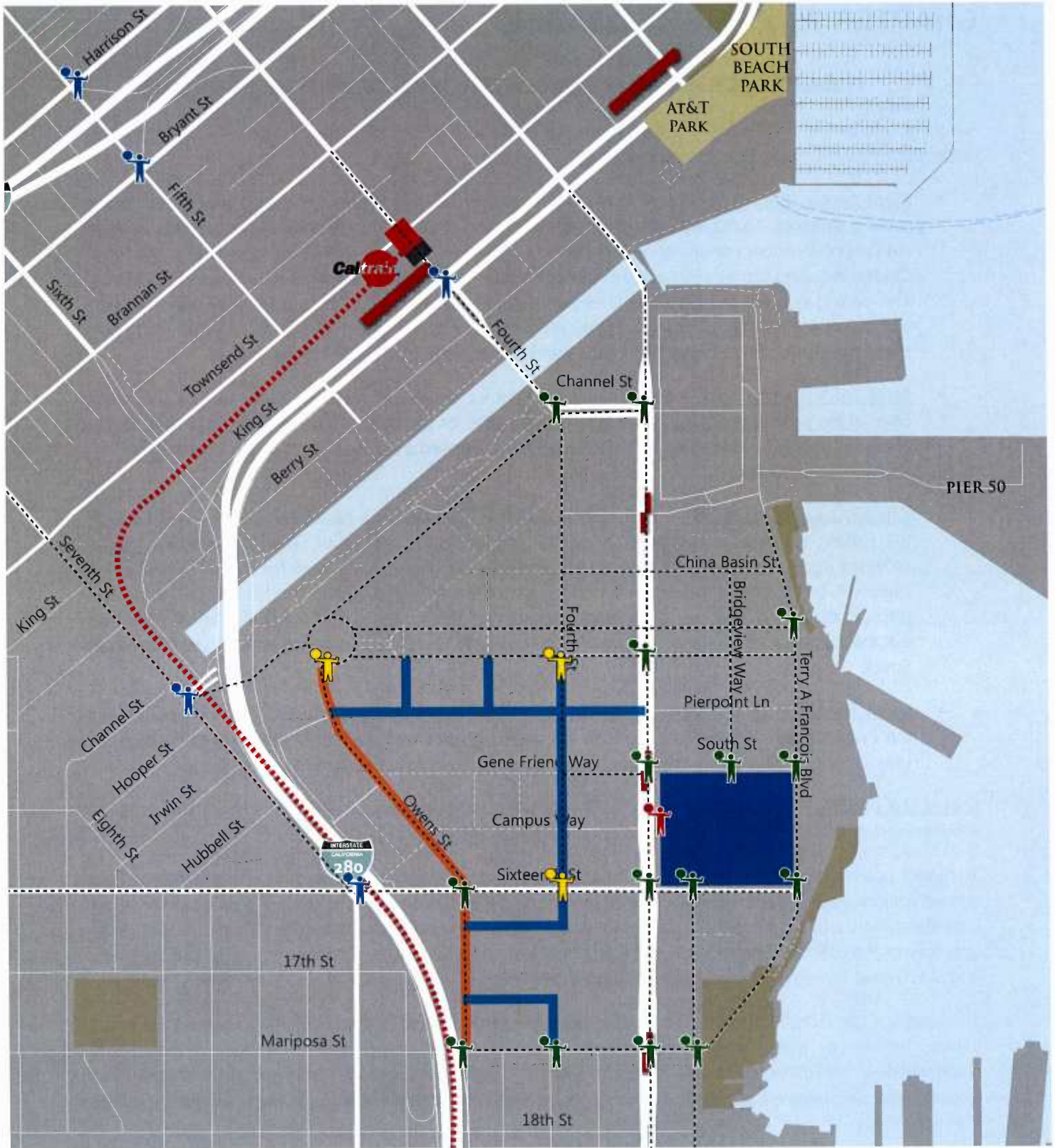
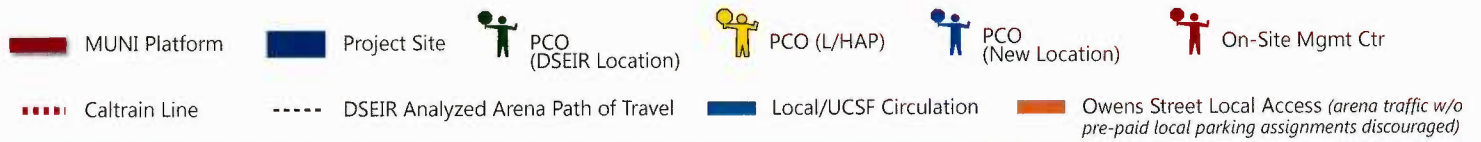
#### **PCO Locations**

In addition, three PCOs would be stationed at key intersections (i.e., Fourth/16th, Owens/Mission Bay Traffic Circle, and Fourth/Nelson Rising Lane) before the start of an event to facilitate local driver access to their destinations. These three additional PCOs would also be available after the event to be positioned at the most effective locations to direct outbound pedestrians, bicyclists, and vehicles, as determined by the PCO Supervisor.

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<sup>23</sup> See MMRP, I-TR-10a.





## CHAPTER 7. FREIGHT LOADING

### 7.1 FREIGHT ACCESS FOR EVENT CENTER DEVELOPMENT (BLOCKS 29-32)

Freight access to the Event Center Development site located on Blocks 29-32 will be provided as described below and as shown on Figure 8-1 and Figure 8-2.

- Event Center Loading Docks – A formal truck loading area will be located on the lower level of the parking structure. Trucks will enter and exit the loading dock via access-controlled truck-only lanes in the parking structure's driveway on 16<sup>th</sup> Street at Illinois Street. All trucks that service events at the Event Center, including semi-trailer trucks, single unit trucks, and trash trucks, will use the loading dock area. The loading area will provide a "hammerhead" turnaround area so that trucks can easily maneuver into and out of the loading slips. Truck access will be limited to the extent feasible during pre- and post-event times to minimize potential conflicts with vehicles arriving or departing the garage.
- Retail Truck Loading Docks – Smaller loading docks for single unit trucks will be located on the Lower Level of the parking structure. This area will be available for use by the visitor-serving retail uses. Trucks will enter and exit the loading area via the access-controlled truck-only lanes in the driveway on 16<sup>th</sup> Street at Illinois Street.
- Office Truck Loading Docks – Loading docks for the office towers will be located on the Lower Level of the parking structure in two areas. Three loading docks for the South Street office tower will be provided in the northwest corner of the loading area and one loading dock for the 16<sup>th</sup> Street office tower will be located in the southwest corner of the loading area, just to the left of the first garage ramp. Both loading areas will also include trash compactors for the office towers. Trucks will enter and exit the loading area via the access-controlled truck-only lanes in the driveway on 16<sup>th</sup> Street at Illinois Street.
- South Street and Terry Francois Boulevard Commercial Curbside Loading – Parking along portions of the Event Center Development frontage will be designated for commercial truck deliveries for retail uses. On-street commercial loading zones will be designated as active loading zones all hours.

Market Hall Loading – There will also be a small separate loading area, exclusive to the Market Hall uses, for which small delivery vehicles will enter via the South Street garage entrance.

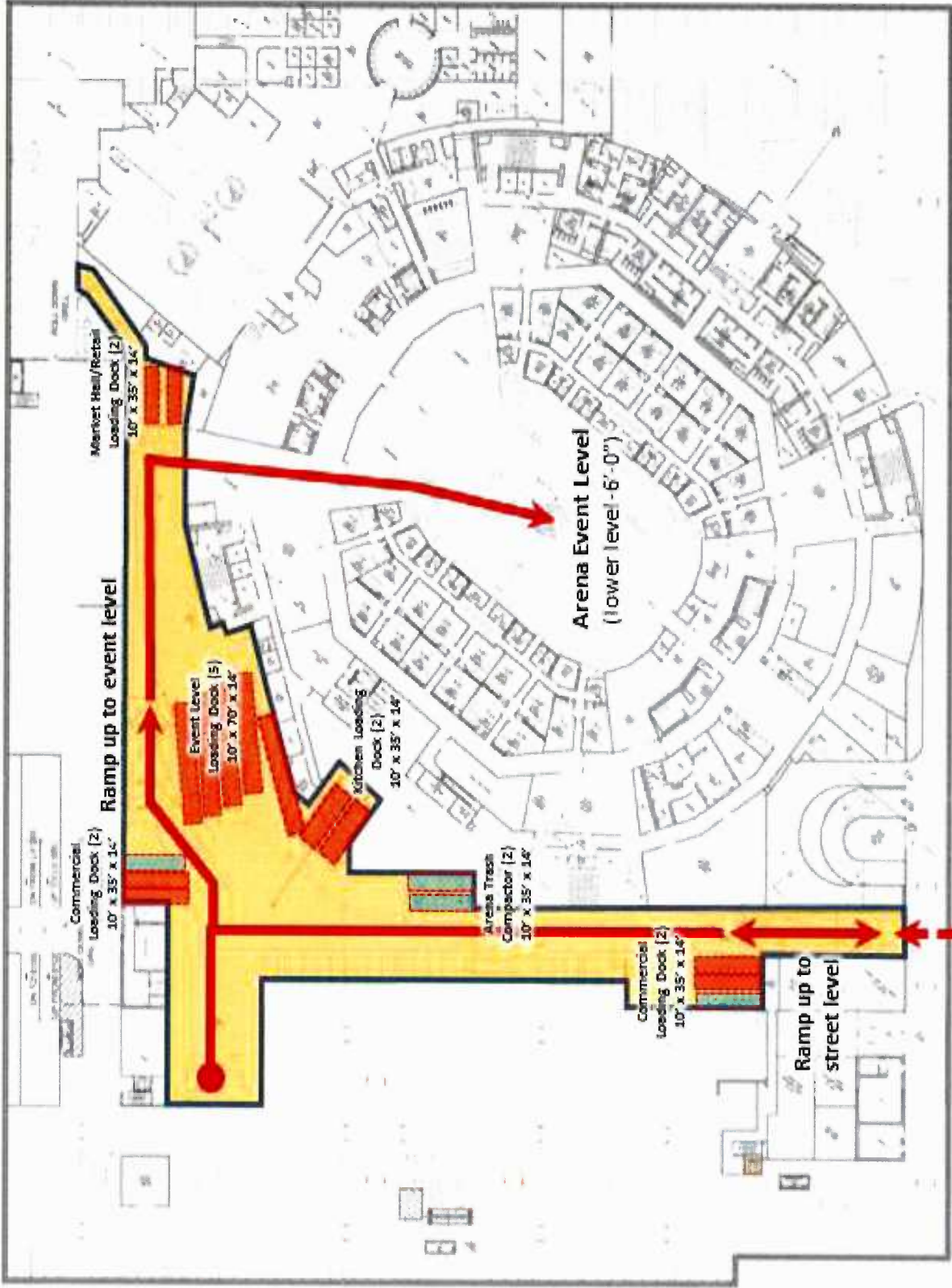
To reduce potential conflicts between driveway operations, including loading activities, and pedestrians, bicycles and vehicles on South Street, Terry Francois Boulevard, and 16<sup>th</sup> Street, the Warriors will prepare a Loading Operations Plan, and submit the plan for review and approval by the OCII, or its designee, and the SFMTA. As appropriate, the Loading Operations Plan will be periodically reviewed by the Warriors, the OCII or its designee, and SFMTA and revised if required to more appropriately respond to changes in street or circulation conditions.

The Loading Operations Plan will include a set of guideline related to the operation of the on-site and on-street loading facilities, as well as large truck curbside access guidelines; it will also specify driveway attendant responsibilities to minimize truck queuing and/or substantial conflicts between project-generated loading/unloading activities and pedestrians, bicyclists, transit and autos. Elements of the Loading Operations Plan will include:

- Commercial loading activities within on-street commercial loading spaces on South Street, Terry Francois Boulevard, and 16th Street will comply with all posted time limits and all other posted restrictions.
- Double parking or any form of illegal parking or truck loading/unloading will not be permitted on any streets adjacent to the Event Center Development, and particularly on 16th Street which would include a bicycle lane. Working with the SFMTA Parking Control Officers, building management will ensure that no truck loading/unloading activities occur within the bicycle lanes on 16th Street.
- All move-in and move-out activities for commercial office uses will be coordinated by building management, and, in the event that moving trucks cannot be accommodated within the below-grade loading area, building management will obtain a reserved curbside permit from the SFMTA in advance of move-in or move-out activities.



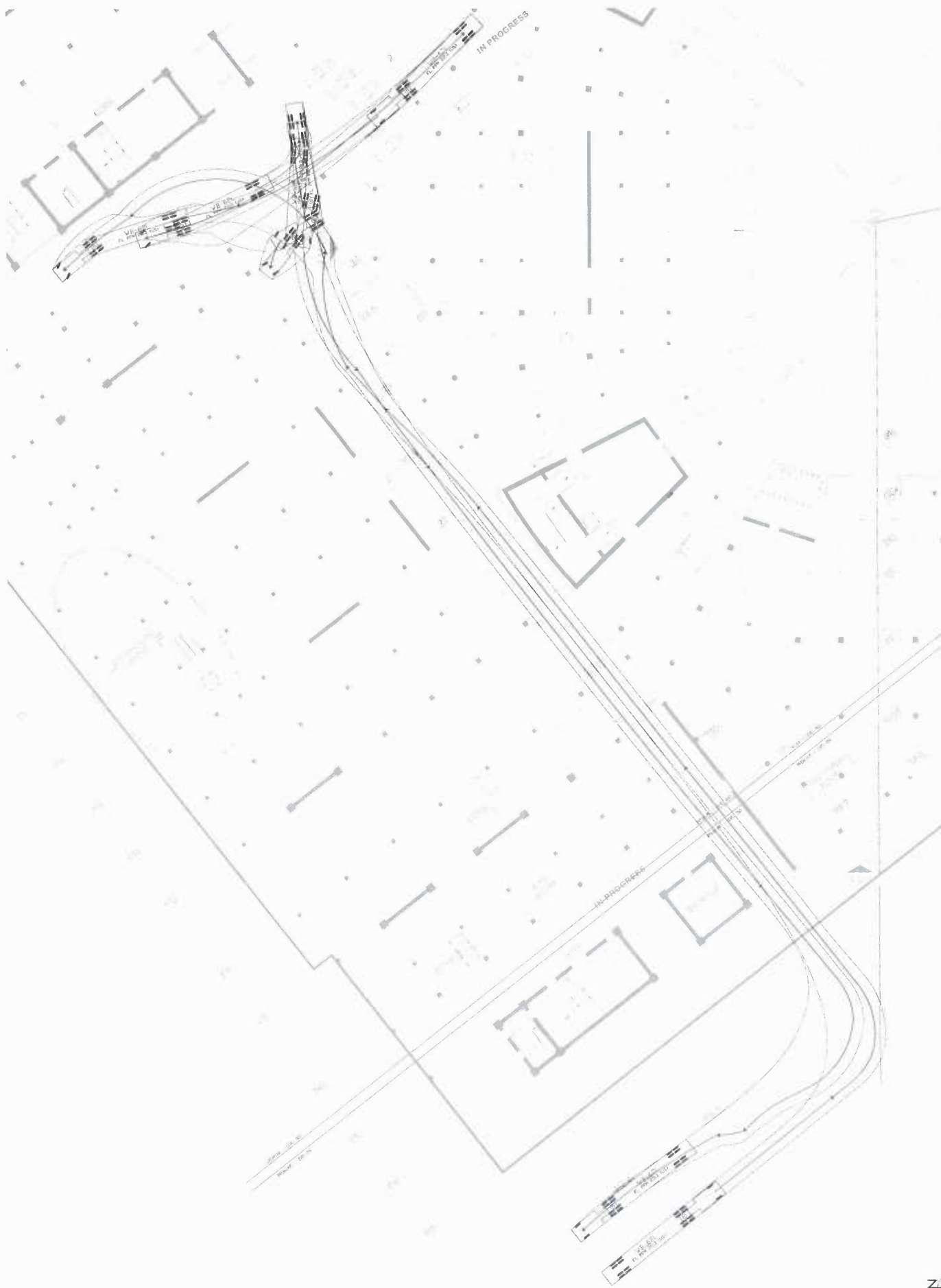
Trash Compactors  
Loading Slips



Garage Access from Above







TRUCK TURNING PLANS

FIGURE 8-2



Not to Scale

## **CHAPTER 8. EMERGENCY VEHICLE ACCESS**

The Event Center Development is served by the San Francisco Fire Department (SFFD) and the San Francisco Police Department (SFPD). A new SFFD fire house and SFPD headquarters building is being constructed at Block 8 in the Mission Bay South area on China Basin Street east of 3<sup>rd</sup> Street.

The Event Center Development project also anticipates installing on-site generators capable of providing up to three megawatts (MW) of emergency, standby and optional power in the case of temporary loss of normal utility power. The on-site generators would provide power to the Transportation Management Center (TMC) during such an emergency to facilitate efficient communication between TMC staff and emergency service personnel.

### **8.1 EMERGENCY VEHICLE ACCESS FOR EVENT CENTER**

Emergency vehicle access to the Event Center Development site will be provided as described below and shown on Figure 9-1.

- SFFD vehicles from the new fire house on China Basin Street would access the Event Center Development via southbound 3<sup>rd</sup> Street or Terry François Boulevard. Direct access to the Event Center Arena will be provided via the southeast corner plaza on the corner of Terry François Boulevard and 16<sup>th</sup> Street. Fire Department vehicles traveling south on 3<sup>rd</sup> Street would make a left at 16<sup>th</sup> Street. Fire Department vehicles traveling south on Terry François Boulevard would make a right turn onto 16<sup>th</sup> Street. Emergency vehicles servicing office buildings will use either 16<sup>th</sup> Street or South Street. SFPD vehicles or supplemental SFFD vehicles from other fire houses would access the western plaza via 3<sup>rd</sup> Street either from 16<sup>th</sup> Street (for vehicles traveling from the west via 16<sup>th</sup> Street) or from 3<sup>rd</sup> Street (for vehicles traveling from the north or from the south via 3<sup>rd</sup> Street). Exclusive transit rights-of-way along 3<sup>rd</sup> Street and 16<sup>th</sup> Street will accommodate emergency vehicles when traffic congestion might otherwise impair access, and emergency vehicles will be permitted on closed-streets as needed.

Staff in the TMC will also closely coordinate with emergency service personnel to facilitate access as needed.

### **8.2 EMERGENCY VEHICLE ACCESS FOR UCSF HOSPITAL**


The UCSF Women's Cancer & Children's Hospital, which opened on February 1, 2015, is located on the west side of 3<sup>rd</sup> Street between 16<sup>th</sup> Street and Mariposa Street. Access to the hospital is provided from both 16<sup>th</sup> Street and Mariposa Street via extensions of 4<sup>th</sup> Street.

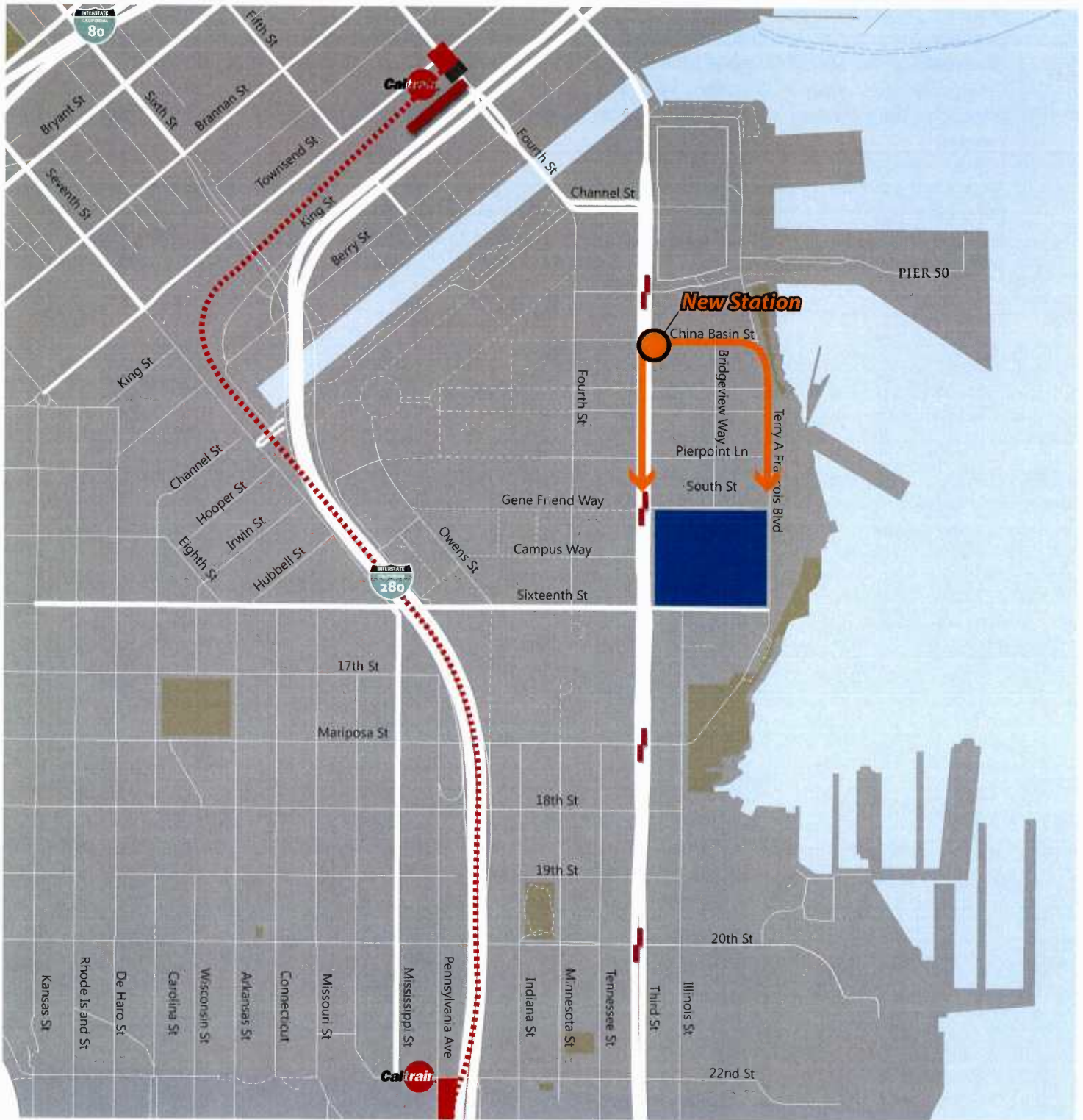
16<sup>th</sup> Street will have a transit-only lane, as well as one mixed-flow travel lane in each direction, which will provide adequate room for vehicles to pull over to the side of the road and for emergency vehicles to pass. Mariposa Street will have PCOs, who would be responsible for ensuring that vehicle queues do not block access to the Fourth Street Medical Center entrance.

Emergency vehicles traveling on 3<sup>rd</sup> Street en route to 16<sup>th</sup>, Mariposa, or Fourth Streets would be able to travel on Muni's light rail right-of-way in the median. Under post-peak event conditions with northbound lane closures, they could also travel northbound within the southbound lanes. If necessary to access the closed section to directly access adjacent uses, emergency vehicles traveling northbound on 3<sup>rd</sup> Street would be permitted to continue through the closed segment, as PCOs would be able to remove the temporary barriers.

Drivers arriving at the UCSF hospital with urgent but not emergency conditions would be able to take advantage of the Local/Hospital Access plan, as well as the network of PCOs being implemented as part of the proposed project (both described in this TMP). Drivers would be able to explain their situation to the first PCO that they encounter in their path, who would then be able to radio to other PCOs ahead and facilitate the movement of the vehicle. In more extreme cases of emergency, PCOs could direct private vehicles to use transit-only lanes under PCO control, such as those on 16<sup>th</sup> Street. PCOs would not be reassigned to, or responsible for, providing assistance for a specific emergency trip to UCSF by emergency or non-emergency vehicles.

A complete discussion of plans and procedures for emergency vehicle access to the UCSF hospital is available in the project SEIR (Impact TR-10, Impact TR-17, Impact TR-25, Impact C-TR-10, and Response TR-9). Additional Pre- and Post-event curb management and controls as related to the UCSF Hospital access for patients and staff are described in Chapter 6.

-  New Fire/Police Station
-  Emergency Vehicle Route to Project Site
-  Project Site



Not to Scale

FEHR & PEERS

3021 15th St, Suite 100, San Francisco, CA 94103

## EMERGENCY VEHICLE ACCESS

FIGURE 9-1



## CHAPTER 9. COMMUNICATION

### 9.1 OUTREACH

Outreach can provide useful trip planning information to guests and employees, in order to minimize confusion and risk of conflicts by providing advanced information on transportation choices for accessing the Event Center; and by alerting attendees to the location and purpose of temporary controls and measures. The following is an outreach strategy to accompany Event Center events. Outreach about transportation will promote use of non-auto modes to the Event Center.

Ticket purchase confirmation will include the following information:

- In addition to the option to pre-purchase parking at the Event Center, all attendees will receive a statement explaining that parking will be extremely limited on site and may not be available, an explanation of transit and bicycle resources, and detailed information about options for getting to the Event Center, including:
  - List of transit options available, including links to trip planning tools, schedules, fare information, and forms of payment (i.e. Clipper card brochure)
  - Location of real time transit information displays on the Event Center site
  - Reminder that Muni fares will be checked on the street, prior to walking up the Muni platform; that Muni tickets must be purchased ahead of time, and that they may be purchased at the Event Center box office
  - Links to web-based trip planning tools and resources (by transit, walking , bicycling, and driving)
  - Information on how to use transit (fare and payment information), best stops and stations for accessing the Event Center, walking routes to the Event Center from transit hubs
  - Recommended walking paths to the Event Center from transit hubs and other origins
  - Information on bicycle routes (i.e. link to San Francisco's Bicycle and Walking Map) and free bicycle valet services
  - Directions to general pick-up/drop-off location along Terry François Boulevard
  - Information on TMA shuttles (routes, times, stop locations)
  - Information on parking availability and pricing, and ability to pre-purchase parking at event center [this should be last on our list, as it will be last on our customers']
- For attendees who do purchase parking in the garage with their ticket:
  - Directions to the Event Center from different origins and instructions describing the best path to access the Event Center garage
  - Information on controls that will be in place following game's end and how to most effectively exit the Event Center garage towards desired destinations

## **9.2 WAYFINDING**

Wayfinding can support easy, safe walking and bicycling trips, and reduce the risk of conflicts for all modes by directing people away from potential conflict points. The following is a wayfinding strategy to accompany Event Center events.

### **9.2.1 Pre-Event Wayfinding**

- Signage, in accordance with San Francisco standards, directing visitors to Event Center, transit, taxi stands, identifying bikeways, locations of bicycle parking, bike share pods, etc. within ¼ mile of Event Center.
- Build a base of permanent, intuitive wayfinding network that highlights local transit hubs and major destinations, and includes estimates of walking times along the most comfortable pedestrian corridors.
- Wayfinding efforts will be increased or emphasized during playoff NBA games due to these events attracting out of town attendees who will presumably be unfamiliar with the transportation network and transit options. These efforts may include additional temporary signage in the Event Center vicinity.
- Signage at all corners of the site directing walk-up attendees to Event Center entrances along routes that minimize pedestrian crossings of the Event Center garage driveway.
- Signage directing bicyclists to the indoor bicycle valet parking or temporary bicycle corrals. Signage will be placed at the following locations:
  - Northbound Illinois Street before the entry to the garage
  - Northbound and Southbound Terry François Boulevard just before the site
  - Eastbound 16<sup>th</sup> Street just before the site
- Signage directing eastbound bicyclists along 16<sup>th</sup> Street to walk up the sidewalk on the east side of 3<sup>rd</sup> Street to access bicycle rack parking located in the west plaza.
- Signage that directs vehicles towards the Event Center garage or other nearby garages/lots, including wayfinding signage on I-280 to direct vehicles to the best exit to access the site.

### **9.2.2 Post-Event Wayfinding**

- Signage at Event Center exits that directs pedestrians leaving the site away from the Event Center garage driveway and towards key destinations such as BART (west and north), Caltrain (north), 22 Fillmore bus route (west) and Muni South Street stop (northwest corner).
- Signage outside bicycle valet parking directing bicyclists to use the Blue Greenway along Terry François Boulevard.
- Signage that directs vehicles towards the suggested post-event route, including garage exit wayfinding.

### **9.3 MISSION BAY/BALLPARK TRANSPORTATION COORDINATING COMMITTEE**

To optimize effectiveness of the transportation management strategies for day-to-day operations and events in the Mission Bay area, at AT&T Park, on the UCSF Mission Bay campus, and at the proposed project site, the Warriors shall actively participate as a member of the Mission Bay/Ballpark Transportation Coordinating Committee (MBBTCC) in order to evaluate and plan for operations at all three facilities (i.e., AT&T Park, UCSF Mission Bay Campus, and the proposed Event Center). This committee would, among other roles, serve as a single point for communication and coordination of transportation management strategies.

The Transportation Coordinating Committee shall consult on changes to and expansion of transit services, and for developing and implementing strategies within their purview that address transportation issues and conflicts as they arise. In addition, the committee shall serve as a liaison for operation of the facilities, monitoring conditions, and addressing community issues related to events, and the Warriors shall make good faith efforts to notify the committee regarding events.<sup>24</sup>

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<sup>24</sup> See MMRP, M-TR-11b,

## **CHAPTER 10. MONITORING, REFINEMENT, AND PERFORMANCE STANDARDS**

The Golden State Warriors will monitor and refine the TMP in conjunction with the City of San Francisco and the various transit providers throughout the life of the project through field monitoring during the project's first four years of operations and an annual surveying and reporting program thereafter, as described in the project Mitigation Monitoring and Reporting Program (MMRP). The TDM plan will be continually refined by improving existing measures and introducing new strategies. All proposed and approved changes to the TMP will be reported in to the Executive Director of OCII and referenced in the MMRP Annual Report (described below).

### **10.1 PURPOSE**

The monitoring and refinement of the TMP will be conducted to accomplish the following objectives.

1. Weekday Event Auto Mode Share: Targeted average auto mode share should be no greater than 53 percent for weekday peak event arrivals (6:00 PM – 8:00PM).
2. Weekend Event auto Mode Share: Targeted average auto mode share should be no greater than 59 percent for weekend peak event arrivals (6:00 PM – 8:00PM).
3. Vehicle Queuing on City Streets: Traffic entering the parking garage from eastbound 16<sup>th</sup> Street does not spill back to 16<sup>th</sup> Street or into the Third Street intersection due to garage ingress.
4. Vehicle Queueing on City Streets: Event traffic does not block access to the UCSF emergency room entrance for emergency vehicles or patients on Mariposa Street between I-280 and Third Street.
5. Pedestrian Flows: Pedestrians do not spill out of sidewalks onto streets with moving vehicles, or out of crosswalks when crossing the street.
6. Bicycle Parking: Signage is clearly visible to direct bicyclists to event valet and other bicycle parking, and ensure that adequate bicycle parking supply is provided to accommodate a typical peak event.
7. Transit Mode Share: All Muni light rail and special event shuttle passengers are able to board their transit vehicle within 45 minutes following an event.
8. Good Neighbor: Mission Bay TMA shuttles continue to run and maintain capacity for simultaneous neighborhood use.

### **10.2 MONITORING METHODS**

The following methods will be employed to monitor TMP strategies.

1. Quarterly Coordination Meetings – the on-site Transportation Coordinator and key Event Center staff will meet quarterly with the City's designated representative, SFMTA TDM Manager, other key City staff, and other transportation service providers to evaluate the TMP strategies throughout the life of the project.
2. Inaugural Event Monitoring – a designated team of Event Center and City staff will monitor pre-event and post-event transportation conditions at several of the first Warriors' games and concerts held at



the Event Center, per Performance Standards described in Section 10.4 and relevant adopted City standards.

3. Subsequent Event Monitoring - a designated team of Event Center and City staff will monitor pre-event and post-event transportation conditions intermittently during the first four years of operation at the Event Center, per Performance Standards described in Section 10.4 and relevant adopted City standards.
4. Curb Pick-Up and Drop-Off Operations – the on-site Transportation Coordinator will regularly monitor curb operations during the first year of operation.
5. Event Attendee Surveys – annual travel surveys of at least 600 attendees<sup>25</sup> will be conducted at five weekday evening games and at one of each other event type (including a dual-event scenario, if one occurs) at the Event Center. The surveys will identify such data as pre-event origin and post-event destination, arrival and departure times, arrival and departure modes, transit provider, parking location, number of vehicle occupants (auto mode), etc.
6. Event Center Development Employee Surveys – annual travel surveys of permanent and temporary employees will be conducted to identify the same travel information for Warrior employees as well as to determine their awareness of alternative modes and travel demand management programs that are available to them. Warriors will commit to a minimum of 60 percent survey completion rate.
7. Mission Bay Neighbor Surveys – annual travel surveys will be conducted Event Center to identify the same travel information for local residents and employers, who will be contacted via the Mission Bay Citizens Advisory Committee (CAC) distribution list. The results of these surveys will be shared and discussed with the CAC as requested.
8. UCSF Surveys – annual travel surveys will be conducted Event Center to identify the adequacy of access for emergency vehicles and personal to the UCSF hospital center and children's emergency room. Surveys will include UCSF campus staff, emergency service providers, and the UCSF patient population.
9. Parking Strategies – data will be collected on parking utilization rates, and effectiveness of on-site and off-site remote parking strategies, for all event and no-event types.

### **10.3 MONITORING DOCUMENTATION**

The results of the monitoring process will be documented as follows.

1. TMP Travel Survey Memo – a memorandum will be prepared within three months of the inaugural events (NBA game, concert, and convention) that documents the results of the initial travel surveys as well as ongoing event monitoring.
2. TMMRP Annual Report – a report will be developed and submitted to OCII annually, beginning one year following commencement of project construction and continuing for the life of the project. The

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<sup>25</sup> Comparable to surveys conducted at other new, urban multi-purpose venues (including Barclays Center in Brooklyn, NY).

MMRP Annual Report shall summarize the current implementation and compliance status at the time of the report for all mitigation and improvement measures, and all TMP measures, for which the Warriors have been assigned some or all reporting responsibility; for measures that another entity (e.g., a transit service provider) is responsible for implementing, the Warriors shall report on readily available information about the implementation and compliance status of such measures but such reporting responsibility does not transfer responsibility for implementation of such measures to the Warriors. This annual report may include the TMP monitoring surveys and reports discussed above. Event Center, that addresses how effectively the TMP is meeting the monitoring objectives described above, while also proposing changes, adjustments, and improvements to the TMP and TDM as needed. The survey will be developed in coordination with SFMTA and OCII.

3. Mission Bay TMA Annual Report – a report is prepared annually to verify the Mission Bay TMA's compliance with applicable transportation mitigation measures from the 1998 Mission Bay Subsequent EIR. Tenants on Blocks 29-32, including the Warriors, will contribute annually to the Mission Bay TMA. Consequently, the Mission Bay TMA Annual Report will include discussion of programs funded in part by the Warriors in service of goals similar to those outlined in the above TMP.

#### **10.4 PERFORMANCE STANDARDS**

The TMP includes various performance measures once the project is in operation and initial monitoring results are available, the results will be measured against these criteria. If not achieved, the Warriors will be required to work with the appropriate agency or stakeholder group to ensure that the standards are met. The following performance standards have been developed:

1. Weekday Auto Mode Share: Targeted average auto mode share should be no greater than 53 percent for weekday peak event arrivals (6:00 PM – 8:00PM).
2. Weekend Auto Mode Share: Targeted average auto mode share should be no greater than 59 percent for weekend peak event arrivals (6:00 PM – 8:00PM).
3. Vehicle Queuing on City Streets: Traffic entering the parking garage from eastbound 16<sup>th</sup> Street does not spill back to 16<sup>th</sup> Street or back to the 3<sup>rd</sup> Street intersection due to garage ingress.
4. Vehicle Queuing on City Streets: Event traffic will not block access to the UCSF Emergency Room entrance for emergency vehicles or patients on Mariposa Street between I-280 and 3<sup>rd</sup> Street.
5. Pedestrian Flows: Pedestrians do not spill out of sidewalks onto streets with moving vehicles, or out of crosswalks when crossing the street.
6. Bicycle Parking: Signage is clearly visible to direct bicyclists to event valet and other bicycle parking, which has an adequate supply to accommodate a typical peak event.

7. Transit Mode Share: All Muni Metro and additional shuttle passengers are able to board their transit vehicle within 45 minutes following an event.<sup>26</sup>
8. Good Neighbor Policy: Mission Bay TMA shuttles continue to run and maintain capacity for simultaneous neighborhood use.

In the event that ongoing monitoring shows at any time that the performance standards outlined above are not being met, the Warriors will explore additional travel demand strategies, operational efforts, or minor redesigns to meet the goals of this TMP. Revisions to policy will be brought before the Mission Bay CAC, which includes representatives from UCSF, as requested by that body for public comment prior to implementation. A representative list of possible strategies is as follows:

1. Increase Warriors contribution to the Mission Bay TMA to directly fund incremental, event-only service, which may include additional shuttle bus purchases and/or expanded hours of operation.
2. Establish a partnership with a private shuttle provider for incremental, event-only service to and from satellite parking locations (if designated) or transit centers.
3. Facilitate charter bus/private shuttle program purchases for group ticket sales and/or suite purchases for events. Reduce the project parking demand through a variety of mechanisms, including pricing.
4. Explore partnerships with car-sharing services (e.g., Zipcar, City CarShare) for spaces on-site to reduce car ownership amongst employees.
5. Expand media campaigns, including in social media, which promote walking and/or bicycling to the Event Center.
6. Conduct cross-marketing strategies with Event Center businesses (e.g., 10 percent off merchandise/food if patrons arrive by transit and/or bike or on foot).
7. Carry out public education campaigns.
8. Offer special event ferry service to the closest ferry station to the project site (similar to the existing service provided between AT&T Park and Alameda, Marin and Solano Counties by Golden Gate Transit, Alameda/Oakland and Vallejo ferry service).
9. Provide transit fare subsidies to event ticket holders.
10. In consultation with the SFMTA, remove any street furniture or landscaping obstructing pedestrian paths of travel or Muni staging areas.

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<sup>26</sup> 45 minutes has been deemed an appropriate period of time given the anticipated time patrons will spend egressing from the building, crossing the 3.2 acre plaza, locating the appropriate transit stop for their final destination, and queuing accordingly. It reflects anticipated delay by some patrons who may remain in the Event Center following an event's end to take advantage of promotions, watch post-game interviews, etc., and by other guests who may patronize the retail businesses located on-site following an event but prior to leaving Mission Bay.

11. Cooperate with future City efforts for active interventions to effectively manage and price the parking supply in the project vicinity to reduce traffic congestion.



## CHAPTER 11. CONDITIONS WITHOUT TSP

In the event that the Muni Transit Service Plan (TSP) for the Warriors Event Center and Mixed Use Development is not implemented, the Warriors shall be responsible for meeting incremental performance standards and monitoring and reporting requirements, as described below. The resulting intensified efforts to achieve and maintain modal shares provide assurance that the transportation network will continue to function adequately if at any time fiscal or political obstacles interfere with continuous implementation of the TSP by the City.

### 11.1 AUTO MODE SHARE PERFORMANCE STANDARD<sup>27</sup>

#### 11.1.1 General

Under no-TSP conditions, the Warriors shall be responsible for implementing TDM measures intended to reach an auto mode share performance standard for different types of events. Specifically, the Warriors shall work to achieve the following performance standards:

1. For weekday events that have 12,500 or more attendees, the project shall not exceed an arrival auto mode share of 53 percent.
2. For weekend events that have 12,500 or more attendees, the project shall not exceed an arrival auto mode share of 59 percent.

The Warriors shall also be responsible for monitoring and reporting related to the achievement of these performance standards, as described further below, if the TSP is not implemented.

The performance standards shall be achieved by the middle of the Golden State Warriors' third season at the event center, and for every Golden State Warriors season thereafter.

The Warriors may implement any combination of TDM strategies, including those identified in the above list of TDM measures or elsewhere in this TMP, to achieve the above performance standards. Potential strategies include, but are not limited to:

- Providing shuttle bus service between major transportation hubs such as Transbay Transit Terminal, BART stations, Caltrain stations and the event center.
- Providing bus shuttles between park & ride lots, remote parking facilities, or other facilities or locations within San Francisco, and the event center.
- Facilitating charter bus packages through the event sales department to encourage large groups to travel to and from the event center on charter buses.
- Reducing the project parking demand through a variety of mechanisms, including pricing.

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<sup>27</sup> See MMRP, M-TR-18.

- Offering high occupancy vehicle parking at more convenient locations than parking for the general public and/or at reduced rates.
- Undertaking media campaigns, including in social media, that promote walking and/or bicycling to the event center.
- Conducting cross-marketing strategies with event center businesses (e.g., discount on merchandise/food if patrons arrive by transit and/or bike or on foot).
- Carrying out public education campaigns.
- Offering special event ferry service to the closest ferry station to the project site (similar to the existing service provided between AT&T Park and Alameda and Marin Counties by Golden Gate Transit, Alameda/Oakland and Vallejo ferry service).
- Providing incentive for arrivals by bike.
- Providing transit fare incentives to event ticket holders.

#### **11.1.2 Monitoring and Reporting**

The Warriors shall retain a qualified transportation professional<sup>28</sup> to conduct travel surveys, as outlined below, and to document the results in a *Transportation Demand Management Report*. Prior to beginning the travel survey, the transportation professional shall develop the data collection methodology in consultation with and approved by OCII (or its designated representative, such as the Planning Department's Environmental Review Officer (ERO)) and in consultation with SFMTA. It is anticipated that data collection would occur at least during four days for two different types of events, for a total of eight days annually. Specifically, data collection shall be conducted during at least two weekday and two weekend NBA basketball games with 12,500 or more attendees, and two weekday and two weekend non-basketball events with attendance of 12,500 or more attendees.

The schedule of the travel surveys shall be as follows:

- Comprehensive travel surveys of basketball game attendees shall be conducted between December and April of every season.
- Comprehensive travel surveys of non-basketball event attendees (conventions events, concerts, family shows, etc.) could be collected any time during the year.

The following data of event attendees shall be collected as part of the travel surveys:

- Origin/destination of the trip (city, zip code, home/work/other)
- Mode of travel to/from event center

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<sup>28</sup> The Transportation Demand Management Report shall be performed by a qualified transportation professional from the Planning Department's *Transportation Consultant Pool*.

- If by transit, list mode and name of transit operator (AC Transit, BART, Caltrain, Muni, etc.)
- If by rail or ferry, name of station trip started and ended
- If by auto, number of people in the vehicle
- If by auto, parking location and approximate walking time to event center
- If by auto, ask if following trips would continue as auto, or if anticipate a mode shift.
- If by bicycle or walking, name the origin of the trip. If a transfer from regional transit, name the origin and operator.
- If by bike share, name the origin (i.e., the pick up location) of the trip. Note if trip is a “last mile” connection from regional transit, and include the origin and operator.
- Arrival and departure times at the event center.

The travel survey shall employ whatever methodology necessary, as approved by the OCII (or its designee) in consultation with SFMTA, to collect the above described data including but not limited to: manual or automatic (e.g., video or tubes) traffic volume counts, intercept surveys, smart phone application-based surveys, and on-line surveys.

The *Transportation Demand Management Report(s)* shall be submitted to OCII, or its designee, for review within 30 days of completion of the data collection. If OCII, or its designee, finds that the project exceeds the stated mode share performance standard, the Warriors shall revise the proposed project’s Transportation Management Plan (TMP) to incorporate a set of measures that would lower the auto mode share. OCII, or its designee, shall review and approve the revised TMP. For basketball events, the TMP shall be revised by no later than August 15th of the calendar year to ensure adequate lead time to implement TDM measures prior to the start of the following basketball season. For non-basketball events, the proposed project’s TMP shall be revised within 90 days of submittal of the *Transportation Demand Management Report* to incorporate a set of measure that would lower the auto mode share.

If the project does not meet the stated performance standard, the Warriors shall implement TDM measures and collect data on a semi-annual basis (i.e., twice during a calendar year) to assess their effectiveness for basketball games and other events. The implementation of TDM measures shall be intensified until the auto mode split performance standard is achieved. Upon achievement of the performance standard, the Warriors may resume travel survey data collection for basketball and non-basketball events on an annual basis. If the Warriors demonstrates three consecutive years of meeting the auto mode share performance standard, the comprehensive data collection effort may occur every two years.

The data collection plan described above may be modified by OCII, or its designee, in consultation with SFMTA if field observations and/or other circumstances require data collection at different times and/or for different events than specified above. The modification of the data collection plan, however, shall not change the performance standards set forth in this mitigation measure.

## **11.2 SAFE PEDESTRIAN ACCESS PERFORMANCE STANDARD<sup>29</sup>**

### **11.2.1 General**

During events with 3,000 or more attendees, the Warriors shall be responsible for providing trained personnel (e.g., off-duty SFPD staff) to control pedestrian, bicycle and vehicular flows to and from the event center at the intersections immediately adjacent to the project site and to ensure that Muni platforms serving the site or vicinity are not over capacity. The trained personnel shall be provided during pre- and post-event periods. The Warriors shall ensure that conflicts between various modes are reduced to the maximum extent possible through adequate staffing of trained personnel as well as other measures, as appropriate.

Other pedestrian management measures that could be implemented include but are not limited to: installation of barricades, proper signage and announcements to disperse patrons to other streets around the project site, such as to Terry Francois Boulevard, and cross-marketing incentives such as discounts at the restaurant and retail establishments to extend the peak departure period. Through the implementation of various strategies, the project sponsor shall ensure that pedestrian conflicts with other modes are minimized by separating vehicles, bicycles, transit and pedestrian flows to the greatest extent possible, including ensuring that various modes are adequately instructed about when it is their turn to proceed. The Warriors shall also ensure that Muni platform is not overcrowded by staging event attendees on the adjacent sidewalks as needed.

At the intersection of Third/South, the trained personnel shall implement strategies to allow pedestrians to cross the street safely. The strategies could include allowing authorized personnel to manually override the traffic signal and direct pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, and shielding passengers waiting to board light rail from adjacent pedestrian traffic.

### **11.2.2 Monitoring and Reporting**

The Warriors shall retain a qualified transportation professional<sup>30</sup> to conduct field observations of pedestrian hazards and safety conditions along Third Street adjacent to the project site, as outlined below, and to document the results in a *Pedestrian Access Report*. City staff shall verify the field data collection results. Prior to beginning field observations, the transportation professional shall develop the data collection methodology in consultation with and approved by OCII, or its designee, in coordination with SFMTA. The data collection methodology shall be reviewed and revised annually, if appropriate. Field observations shall be conducted during the following event types and attendance levels:

- at least two weekday NBA basketball games with 12,500 or more attendees;
- at least two weekend NBA basketball games with 12,500 or more attendees;
- at least two weekday non-basketball game events with 12,500 or more attendees;

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<sup>29</sup> See MMRP, M-TR-22.

<sup>30</sup> The Transportation Demand Management Report shall be performed by a qualified transportation professional from the San Francisco Planning Department's *Transportation Consultant Pool*. Available online at <http://www.sf-planning.org/index.aspx?page=1886>. Accessed May 28, 2015.



- at least two weekend non-basketball game events with 12,500 or more attendees;
- at least two weekday non-basketball game events with 3,000 to 9,000 attendees; and,
- at least two weekend non-basketball game events with 3,000 to 9,000 attendees; and
- at least two weekday convention events of 9,000 or more attendees

The pedestrian hazard and safety conditions field observations shall occur on an annual basis. The *Pedestrian Access Report* shall be submitted to SFMTA, OCII and Planning Department for review within 30 days of completion of the data collection. If OCII finds that the project does not meet the performance standard outlined below, the Transportation Management Plan (TMP) shall be revised to incorporate techniques to minimize conflicts between pedestrians and other modes. The TMP shall be revised within 90 days of submittal of the Pedestrian Access Report. When the project is not meeting the stated performance standard, the Warriors shall collect data on a semi-annual basis (i.e., twice during a calendar year) to assess the effectiveness of various measures incorporated into the revised TMP. The implementation of various measures shall be intensified until pedestrian access to and from the site occurs in a safe manner, as determined by OCII, or its designee.

The performance standard for safe pedestrian operations consists of the following: substantial numbers of pedestrians are not spilling onto the Muni right-of-way area, are not illegally crossing Third Street midblock, are not overcrowding the Muni platforms, and are not crossing intersections against the signal. Upon achievement of the performance standard, the project sponsor may resume field observations for basketball, non-basketball and convention events on an annual basis. If the sponsor demonstrates three consecutive years of meeting the performance standard, the comprehensive data collection effort may occur every two years.

Further, in reviewing the Pedestrian Access Report, OCII, or its designee, may adjust the size of the events for which this measure is applicable. For example, if small scale events (e.g., those with 5,000 attendees) do not result in crosswalk and/or Muni platform overcrowding or other similar pedestrian safety conditions, OCII, or its designee, may revise this mitigation measure to apply to events of 5,001 or more attendees.



**APPENDIX A:  
EVENT ACTIVITY SEQUENCES**

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## Typical Warriors Game Sequence (7:30 pm tip off)

Day Prior 2 to 4 pm	If the game is nationally televised (5-7 games per year), 1-2 TV trucks for the national broadcaster(s) will typically arrive the day before the game. Trucks are parked in the loading dock and technicians will begin to setup for game broadcast.
Game Day 7 am to noon	Game day food service deliveries at loading dock (scheduled around TV broadcast and team arrival and departures). Average Time of delivery is scheduled to avoid peak commute hours and other factors that may influence efficiency and impact. Average individual deliveries required per Warriors game is six. Most if not all are scheduled to occur the day prior.
9 am	<p>Food service prep team arrives. Typically 25 to 35 game day personnel plus approximately 30 baseline staff. Staff will arrive on foot and be encouraged to use public transit.</p> <p>Home and visiting team TV trucks (<i>2 trucks</i>) arrive and deploy in the loading dock. If trucks are in market and the dock is available, they may arrive the day before the event. Typical call is morning on game day. The trucks can arrive as late as early afternoon.</p>
10 am	<p>TV broadcasting crew arrives one hour following TV truck arrival and begins to prepare for the game broadcast. Typically 40 personnel total. The crew arrives via the loading dock.</p> <p>Pre-game shoot around. Visiting teams will in some cases use an off-site venue for shootaround. Specific times vary. The window is typically 10 am to 1 pm. Typically 25 personnel per team. Visiting team arrives in two buses. Home team arrives individually. After pre-game shoot around, visiting players and coaches and home team players will typically leave the building. The visiting team arrives and departs via the loading dock. The home team will either use the loading dock or segregated parking in the Event Center garage.</p>
1 pm	Building pre-cleaning crew arrives. This practice varies from building to building and is more common for outdoor venues. Personnel vary based on event type and general building practice. Likely 15 to 20 total. In some cases, there is no pre-clean. In others, the pre-clean happens early in the morning on game day. The crew will arrive at the staff entrance on foot and be encouraged to use public transit.
5 to 5:30 pm	Teams return for the game. The visiting team will arrive in two buses via the loading dock. The home team will either use the loading dock or segregated parking in the Event Center garage.
5 to 6 pm	Game day building staff arrives. Includes guest service and food service personnel. Typically 500 to 600 total. Staff will arrive at the staff entrance on foot and be encouraged to use public transit.
5:30 to 6 pm	Police, building security, and guest services personnel deploy to manage guest ingress approximately 30 minutes prior to doors.

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6 to 6:30 pm	Doors open 60 to 90 minutes prior to tip off. Guests begin to arrive. We anticipate that approximately 80% of guests will access the building via the entrance at the main plaza. Arrival distribution varies slightly based on day of week and market dynamics. 80% to 90% of guests are in the building by tip off. Final guests typically enter by the end of the first quarter.
7:30	Tip off.
9:30 pm	Police, building security, and guest services personnel deploy to manage guest egress approximately 30 minutes prior to anticipated game end.
10 pm	Game ends. Broadcast technicians immediately begin load-out.  Cleaning crew arrives and immediately begins post-show clean. Typically 25 to 50 personnel. The crew will arrive at the staff entrance on foot and be encouraged to use public transit.  Change over crew arrives and immediately begins change over. Typically 20 personnel. The crew will arrive at the staff entrance on foot and be encouraged to use public transit.
11 to 11:30 pm	Venue clear of guests and all event staff.
Day After Game	
11:30 pm to 12 am	TV trucks leave the venue.
2 to 3 am	Post-game clean complete, cleaning crew leaves the building.
4 am	Change over complete. Crew leaves the building.

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## Typical Concert Sequence (7:30 pm Show Time)

Event Day 4 to 8 am	Show trucks (which carry all show components including the stage, sound equipment and controls, video equipment and controls, props) arrive in market. They will typically stage somewhere off site but close to the venue. The number of trucks varies based on the size and complexity of the show. An A list show will usually require approximately 20 trucks. Once trucks have been unloaded, they are driven off site and will not return until the show is complete and the load-out process begins.
6 to 8 am	The production team (15 to 30 personnel for A list shows) arrives at the venue as does the local stagehand crew. Initial production trucks access the loading dock and show load-in commences. The production team will arrive in tour buses and access the building via the loading dock. The stagehand crew will arrive on foot and be encouraged to use public transit. The show trucks enter and exit the venue as the show components are unloaded. Load-in typically occurs over approximately four to six hours.
7 am to noon	Event day food service deliveries at loading dock (scheduled around other event related arrivals and departures). Average individual deliveries required are six. Most if not all are scheduled to occur the day prior.
9 am	Food service prep team arrives. Typically 25 to 35 event day personnel plus approximately 30 baseline staff. Staff will arrive on foot and be encouraged to use public transit.
1 pm	Building pre-cleaning crew arrives. This practice varies from building to building and is more common for outdoor venues. Personnel vary based on event type and general building practice. Likely 15 to 20 total. In some cases, there is no pre-clean. In others, the pre-clean happens early in the morning on event day. The crew will arrive at the staff entrance on foot and be encouraged to use public transit.
2 to 4 pm	Performer(s) arrive(s) for sound check. Sound check typically lasts 30 to 60 minutes. The performer(s) will arrive in tour buses via the loading dock.
5 to 6 pm	Event day building staff arrives. Includes guest service and food service personnel. Typically 500 to 600 total and varies based on show type and expected attendance. Staff will arrive at the staff entrance on foot and be encouraged to use public transit.
5:30 to 6 pm	Police, building security, and guest services personnel deploy to manage guest ingress approximately 30 minutes prior to doors.
6 to 6:30 pm	Doors open 60 to 90 minutes prior to show time. Guests begin to arrive. We anticipate that approximately 80% of guests will access the building via the main entrance for Event Center shows, and 80% will access the building via the main theatre entrance for theatre shows. Arrival distribution varies slightly based on day of week and market dynamics. 90%+ of guests are in the building by show time. Final guests typically enter within another 30 minutes following show time.
7:30 pm	Show time.

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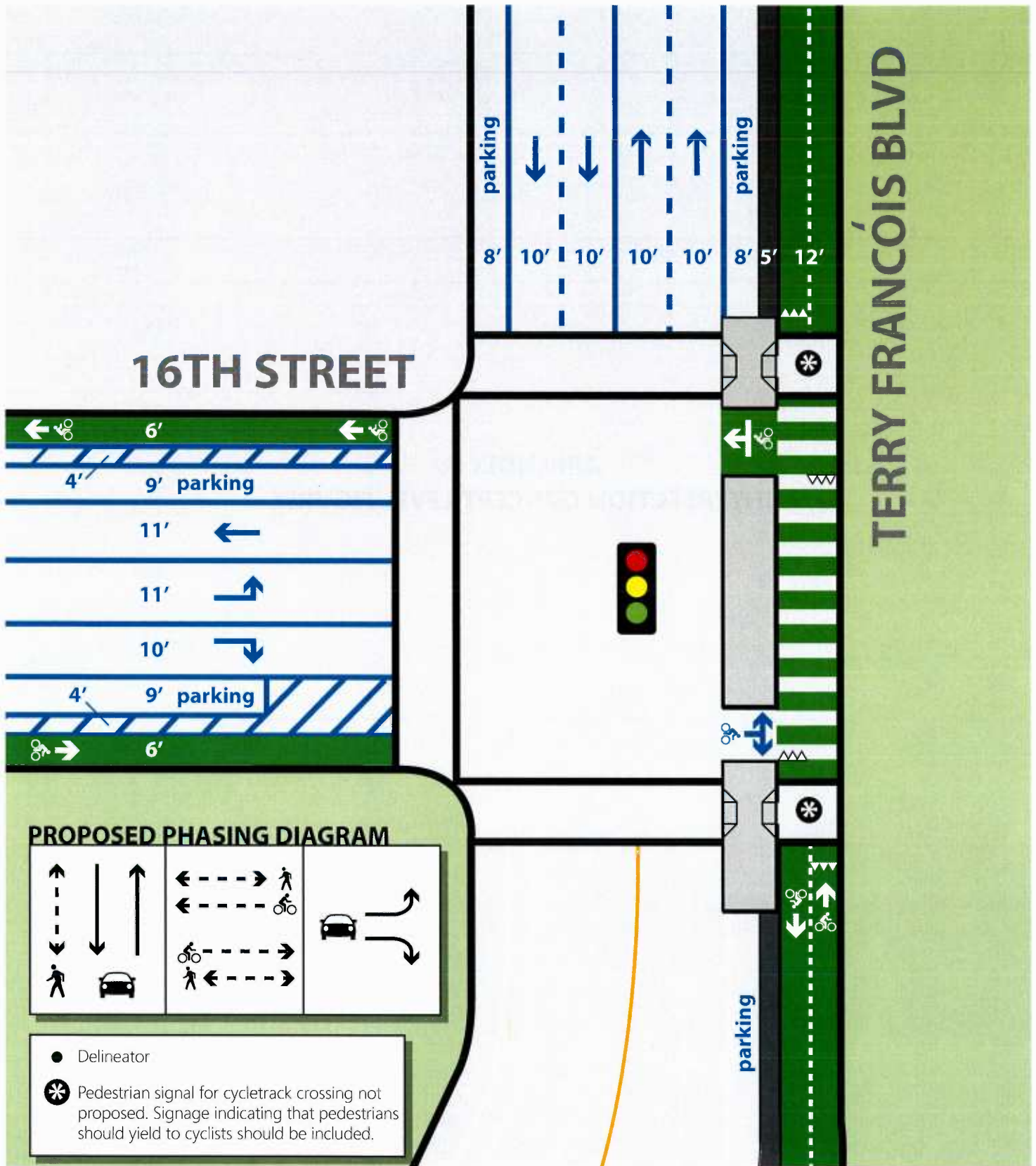
10 pm	Police, building security, and guest services personnel deploy to manage guest egress approximately 30 minutes prior to anticipated show end.
10:30 pm	<p>Show ends. Production team immediately begins load-out.</p> <p>Cleaning crew arrives and immediately begins post-show clean. Typically 25 to 50 personnel. The crew will arrive at the staff entrance on foot and be encouraged to use public transit.</p> <p>Change over crew arrives. Typically 20 personnel. The crew will arrive at the staff entrance on foot and be encouraged to use public transit.</p>
11:30 to 12 am	Venue clear of guests and all event staff.
Day After Event	
1 to 3 am	Show trucks leave the venue.
2 to 3 am	Post show clean complete, cleaning crew leaves the building.
4 am	Change over complete. Crew leaves the building.

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**APPENDIX B:**  
**INTERSECTION CONCEPT LEVEL FIGURES**

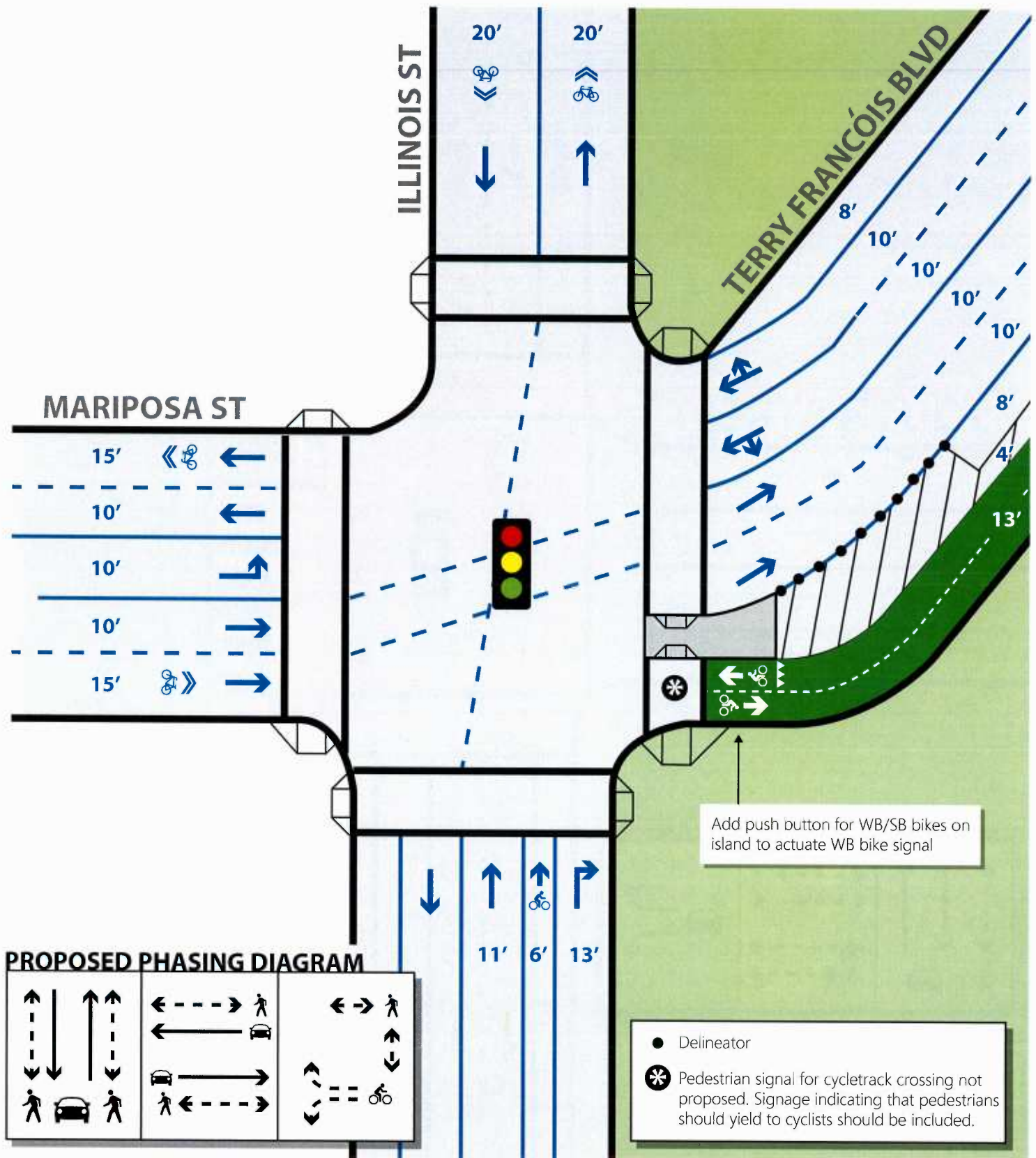


Not to Scale



FIGURE 2









[**Note:** when possible, I have tried to link or identify voices. However, except when a speaker identifies him/herself, none of these identifications should be considered certain.]

Male 1 (Moderator? President Tam?) ... we'll move on to item no. 5, and these are our permits. They're broken up into two sections. There's several on this consent agenda and several on the regular agenda, so I'll pass it over to Maggie.

Maggie Thank you. Good evening, Commissioners and members of the public. So this evening we do have a consent agenda, as well as a regular agenda, and we'll be beginning with consent. So, on the consent agenda, we have three limited live performance permit applications that we're looking at. We have Tink 18 Winery; that's at 1345 Howard. Folsom Street Foundry at 1425 Folsom Street. And Oro, which is at 8 Mint Plaza. There was no opposition from the police department or any members from the community for these applications, so that's why they're on the consent agenda.

Male 1 Great, is there any member of the public that would like to split this for any particular reason, uh, to speak on any one of these items separately? Alright, we're gonna go ahead and take these all as one. \_\_\_\_\_, do you have questions or comments for these application...

Female No, I move to approve.

Male 1 Alright, great.

Female I second.

Male 1 Motion to second, I heard, Commissioner Camanang for the second, and let's go ahead and take a vote.

Maggie (?) Commissioner Camanang.

Female Aye.

Maggie Commissioner Joseph.

Female Aye.

Maggie Commissioner Lee.

Male Aye.

Maggie Commissioner Frost.

Male Aye.

Maggie President Tim

Male

Aye.

Male 1

With that, the motion passes. We'll move onto the regular agenda. And there are only two. Just as a reminder, we're not speaking on the Midway today.

Maggie

Okay, I'm gonna be speaking for a little while here. Our first fixed place permit application is for GSW Arena, LLC. This group is seeking a conditional grant of approval for a place of entertainment permit for the Golden State Warriors Event Center, and it's to be located at Mission Bay Blocks 29-32. On October 8, the applicants submitted their entertainment commission place of entertainment permit application for the Event Center, along with a letter of intent and questionnaire. That same day, the applicants signed the entertainment commissions affidavit of posting, posted the notice of hearing sign on the premises, and submitted a/to commission staff a photographic proof of that. The applicant proposes to use the Event Center as a place of entertainment, open seven days a week. The hours of operation would vary, depending on the nature of the activities programmed, but may begin as early as 7 a.m. and end as late as 2 a.m. Warriors games and concerts would generally commence between 7 and 7:30 p.m with tip-off time of 7:30. The Event Center has a total crowd capacity of 18,500. The applicant proposes to use the Event Center for professional basketball games, collegiate athletic events, other sporting events, family shows, concerts, conventions, corporate events; it's for a wide range of audience ages. Food and beverages will be served on-site, including alcoholic beverages. There would be 41 regular season Warriors games each year, spanning from late-October to mid-April and, according to their application, approximately 160 non-Warriors game events would occur annually at the Event Center. The applicants' proposed security plan for the Event Center in pages 8-12 of their application. This is also Exhibit B that you'll find in your materials. The applicant had submitted a noise control plan, as well, which is attached to the draft commission resolution as Exhibit C. On October 9, the day after we met with them, our commission staff sent the POE application and information to SFPD, along with her request for their recommendation but, to date, the Commission has a response from SFPD. The applicant has been in the process of seeking project approvals from the Commission of Community Investment and Infrastructure, as well as the San Francisco Municipal Transit Agency Board of Directors. On November 3<sup>rd</sup>, the CCII adopted resolution no. 69-2015, certifying the final subsequent environmental impact report for the Golden State Warriors Event Center under the California Environmental Quality Act, or CEQA, and the CEQA guidelines. Also on November 3<sup>rd</sup>, the SFMTA Board of Directors adopted the resolution no. 15-154 in regard to the Event Center project. Both of these resolutions are included in your materials this evening, and, as the project sponsor will also describe when they come up, certain refinements to the project were reflected in the final EIR, and their

responses to comments. These refinements were made after the applicant submitted its application to us. Those refinements are part of the project that was approved by OCII and that is before the Commission today. Also, on November 5<sup>th</sup>, the Planning Commission held a public hearing on Golden State Warriors Event Center, and the Planning Commission adopted findings under CEQA and gave their approval as well for the project design. So, over the long planning period and approval process, over the last year, the applicant has held and participated in over 50 meetings with members of the public and various interested stakeholders regarding the Event Center, and a summary of their public outreach is also included in your documents, so, at tonight's hearing, the Entertainment Commission will consider adopting a resolution that 1) is adopting environmental findings under CEQA, and 2) conditionally granting a place of entertainment permit to GSQ Arena LLC for the Golden State Warriors Event Center. So Chief Operating Officer of GSW Arena, LLC, Steven Collins, is here this evening, representing the project, just to discuss it in further details with the commissioners. So, Steven, can you come up?

Steven                      Good evening, Commissioners. Thanks Maggie.

Male                        Hello.

Steven                      My name's Steve Collins. I'm the COO of the new San Francisco Events Center, and I've been working as a facility operator, holding various positions over the last 25 years in the management of large sports and entertainment venues. Prior to accepting the fantastic opportunity that Golden State has given me with the Event Center, I was executive vice president of facilities at the Madison Square Garden for over 13 years, where I managed the operations of Madison Square Garden Arena, the theater at Madison Square Garden, Radio City Music Hall, the Beacon Theater, the Chicago Theater, and the L.A. Forum. Generally, these facilities were self-operated, so my responsibilities were / included box office operation, production, security, front of house, back o' house, food and beverage, merchandise, stage hands, etc. Approximately 200 full-time employees, 200 event-driven staff, and a part-time population of 6000. In addition, I was part of the team that managed the \$1 billion renovation of the Madison Square Garden Arena, and the \$120 million renovation of the L.A. Forum. Prior to Madison Square Garden, I held various operating roles at the Meadowlands Arena, formerly home of the NBA Nets and NHL Devils, and Giant Stadium in East Rutherford. I look forward to bringing my 25 years of experience and industry knowledge and best practices to make this the best building that / make this a building world class facility San Francisco deserves. I can see by the good neighbor policy that this commission has created that a number of those best practices are already in place, and the Warriors will adhere to them and the operation of the Event Center, including appropriate levels of security, inside and outside the Event Center, adherence to applicable noise



restrictions and messaging to ensure patrons conduct themselves / conduct themselves in an orderly and respectful manner / manner which does not impact our neighbors.

Before discussing the site plan, I want to point out that, in our place of attendance / as Maggie mentioned in our place of / entertainment application, referring to portions of the draft EIR and answering some of the questions in the traffic and parking section of the application questionnaire. After we submitted the application, the response to comments or the RTC for the project was published. The RTC describes and analyses certain refinements of the / to the project; in particular, chapter 12 of the RTC entitled "Project refinements and new variant" describes certain refinements to the transportation improvements. I've copied section 12.2.3 of the RTC for your convenience and submit these copies now to ensure that you have an updated description for the traffic / traffic and parking section of the questionnaire portion of the application. Well, I'll submit these. We brought a model tonight; maybe I'll reconfigure it here, and I'm gonna jump right into the slideshow, take you through the project.

So again the location is block uh Mission Bay block 29-32, 11 acres located within the Mission Bay South area. On the site plan and program, as Maggie said, it's approximately 18,000-seat multi-purpose event center, with approximately 500,000 / 580,000 gross square feet of office space as you can see in the two towers in the model and on the drawing in front of you, between a 100 and 125,000 gross square feet of retail, total of 3.2 acres of plaza and public space, approximately 30% of that being on-site and approximately 900 thousand / 950 parking spaces on three below-ground levels under the Event Center. On the site-access slide that's in front of you right now, you can see that the primary entrance to the facility is from the northwest. The main entrance, as detailed out in the primary Event Center entrance with a secondary entrance in the southwest area. The northwest area is located conveniently to the Muni Light Rail Station. We expect the majority of the crowd to come in through this area. If you can note all both on the model and in the drawing, you have about a one acre plaza area that you'll see in a little bit further detail, which allows for the queuing and the entry sequencing coming into the building. We also have these special event shuttles from Trans-Bay Ferry Terminal Van Ness and 16<sup>th</sup> and Mission routes and the Cycle Track, the 2-way plan / 2-way plan for Terry Francois Boulevard. You can also note on this the plaza, it's important to note that that plaza is of significant size; the upper level, it's about the same size as the upper level of Union Square, just to give you an idea of how big that space is, and anticipating programming of that space ranges from ice skating rink, outdoor basketball court, pumpkin patch, winter holiday fair, and other community events and, again, we have a secondary entrance on the southeast corner on the Treh / Terry Francois side of the building.

So the projected events and attendance in the building, this slide shows how we're breaking down the proposed approximately 200 events, 41 of which will be Golden State Warriors games, which we expect to attract approximately 17,000 patrons. We will also have events ranging from concerts, comedy, performing arts, family attraction, college sports, award shows, conventions, religious shows, etc., and expect a number of attendees to vary with the average being approximately 9300, which is a little more than 20% of AT&T Park, just to give you some scale. And, as Maggie said, most of the events will start in the 7 to 7:30 timeframe, although we will have some family shows that start earlier than 7:30 for typical Warriors game.

This is a northwest aerial view of the property. You can see the two office towers in the lower right and the plaza bleeding into the main entry of the arena. Third Street approach, coming in from the northwest, again would / this is gonna be one of the most heavily travelled entrances in to the area and you can note, in these pictures, retail activation, restaurants, on the left hand side of the slide which wrap the podium of both towers, as well as retail activation of what we're calling the gatehouse, which is bringing patrons up from the garage levels and again retail activation to activate the site, prior and after the event and on and on dark days. Again, a shot of the main plaza and the main arena entry. An idea of the activation of the main project, again surrounded by retail, restaurants, cafes and, in this particular rendering, we have a basketball court outside, again it could be hockey rink, it could be a pumpkin patch, it could be just about anything we want it to be and expect activating that plaza a significant amount. This is looking from the southeast; this is the secondary entrance into the building, allows for a smaller portion of the crowd to enter in off the of Terrys Francois, and also provides a discrete entrance for smaller events, which we'll see are downsize version of the arena, the theater in an upcoming slide here. View from the northeast corner; this is a market hall. Again, retail-restaurant activation; we look at this as local merchants, hoping for restaurant participation around the city and, again, activation of this space went before-after events and also during dark days. This / the pedestrian path around the north side of the building, so this connects the building in a 360 fashion. I'll slide this around so you can get a better idea. Again, retail activation along that pathway. East frontage, night time proposed right now the proposed lighting scenario. Aerial view, which shows you the park, as well as the smaller auxiliary entrance on the southeast corner of the building. The Event Center grand lobby, so this is the main entrance into the building, fairly sizeable, 10,000 square foot plus entry way allows us to process all of the patrons coming from a security perspective and also contains the main box office and vertical transportation up into the building. Interior rendering of the building. Don't have a rendering yet what we've dropped in the stage, but gives you an idea of the seating configuration inside the Event Center. We have a currently plans for a downsized theater. Again, this theater would be able

to be accessed off of the east side entrance and holds about 5 to 6,000 seats but is ,.

That / I think it's important to recognize that we've had over 50 events throughout the community, 12 meetings with the Mission Bay CAC, unanimous approval recently October 8<sup>th</sup> key stakeholder meetings included the Mission Bay Neighborhood Group, Rincon Hill Neighborhood Group, Potrero, Dog Patch, Eastern Neighborhood Groups, UCSF, UCSF Mission Bay, San Francisco Giant Bio-Tech Roundtable, San Francisco Bicycle Coalition and Walk San Francisco. The 30,000 foot schedule, we're going through, as Maggie mentioned, our approval process now. In November, expect to start construction in the Spring of '16 and open for the basketball season in the '18-'19 season.

So, thank you, and I'd be happy to take any questions.

Male 1 (?) Great, thanks so much, um, I have some, but Commissioners, I don't know if that...

Female Can I go first?

Male 1 Uh, well, first thank you for presenting to us. I think, you guys came to us in April and gave us a little sneak preview, you know, the kind of the design, and I think we were really excited at that point to hear you and I hear this actual permit application. Um, I just had some questions, because you know we're really talking about, not the design, and not the traffic, those are obviously things we care about, but we care the most about the entertainment that's happening there and how that's going to be managed. I'm just curious, I didn't, there's a lot to look through so I could have just missed it, but, um, how many concerts and theatre events are you planning to have a year outside of the basketball games? Is that, is there, like, a number?

Steven Specifically concerts?

Male 1 Concerts and, in that theatre formation, too, I know that there's like a smaller style concert.

Steven Yea, so, you know, as you know, I think the concert season, concert, number of concerts varies.

Male 1 Sure.

Steven Um, you know, I would expect that we were, we probably, in the 50-60 full-blown arena concerts a year. Um, we could be doing, and again, I mean, I'm just ball-parking it here for ya. On the theatre side, we could be doing 25, 30 theatre events.

Male 1                    Okay. That's helpful to know, cause you know, we haven't had a venue of this size in San Francisco, so to try to estimate how, you know, what the flow of people is going to be is something that we think about because we're not talking about a small little nightclub.

Steven                    Oh, ya, ya.

Male 1                    There is a slight about capacity, so I don't know that was actually a number.

Steven                    It also broke down number of ...

Male 1                    Oh, it did, okay.

Female                    Yup, it says 30 concert arena events.

Male 1                    Got it. Well, thank you for pointing back to that. I'll call Commissioner Joseph.

Comm. Joseph            Hi. First let me say that your background is really impressive. I am impressed by it. I also worked at Madison Square Garden once upon a time. Um, ...

Steven                    I'd like to hear about that sometime. [Laughter]

Comm. Joseph            And, maybe sometime you will. So, as I said, and I have no doubt that you'll manage this well. I counted the events, it's about 205. Um, to echo Commissioner Tan, the City sorely needed a mid-size venue of 18,000. We have AT&T Park and then the next thing after that is something like Bill Graham Civic of 8,000, and nothing in the middle. We lose a lot of great touring acts in this town because we don't have a venue that size. So, I kind of look forward to it. I was really interested in your mitigation plan but I don't have page 1213. I was just curious how you were going...; I'm just curious because I read the whole thing and I don't have, it stops at, it talks about the tower cranes, how you were going to effect the helipad and it's just ... the rest of the page is gone. So, I don't need any to tell me that, I was just interesting if you can get that to our commission so that we can review it.

Steven                    Sure we can.

Comm. Joseph            The following page, that would be great. Um, I was curious to know your retail, you're talking about a lot of restaurants and bars. Is it your intention to have people like trickle in early, go to these retail outlets or stay after and go to these retail outlets? Do you perceive that the restaurants and bars will stay open late to accommodate the patrons from the arena.



Steven I think the, both. I think that we are trying to encourage people to arrive early, and we're trying to encourage people to stay after the event, and frequent the bars and restaurants.

Comm. Joseph Will the bars and restaurants stay open late and serve food and drink past say 10 o'clock at night, midnight?

Steven My guess is that, um, it would / typical bar hours, so I would say yes, the answer to that question is yes.

Comm. Joseph And so do you perceive like a concert getting out at midnight and people so mitigating the exiting of 18,000 people. Would you / are you going to do stuff to suggest that they stay within the area within the Plaza and hang out and stuff like that in order to mitigate the, them all hitting the street at once so to speak.

Steven That's correct. That's the idea.

Comm. Joseph Alright. You were very thorough. I don't have a lot of questions. Thank you.

Steven Okay. You're welcome. Ah, Commissioner...

Comm. Joseph Oh, I love the fact that you're a non-smoking venue. You're totally non-smoking, no smoking areas.

Steven No smoking, no smoking areas.

Comm. Joseph Cause a lot of people that need Jonesing for a cigarette; I just know it. [Laughter] I just know it.

Male 1 Ah, Commissioner Lee?

Comm. Lee So going back on the retail. Is the retails all controlled by the Warriors, or are you offering it to local businesses that want to have a chance to maybe open a lounge or open a bar on the outside, obviously, in the Plaza. I mean, everything inside belongs to the concession, I understand that. But are you / is the Warriors going to give any opportunities to have maybe a live music venue that wants to operate on its own, or it strictly all going to be controlled internally, you know, through the Warriors?

Steven I don't think that's been decided yet. Um, we are in the process of working with brokers to identify opportunities and we're trying to figure out and finalize our strategy in those areas. I would not rule out opportunities within the arena. I think there's opportunities for local restaurants offering inside the arena and working that into our overall food and beverage plan. So, I think the answer to the question is "yes" there's going to be opportunities.

Comm. Lee I think because the shortage, especially south of Market now with rents rising and things and the opportunities for small businesses is kind of hindering and, of course, as a commission, we would like to increase the night life, safely, obviously, and grant more permits, but at the same time, if the rents kind of outrageous, you know, all we're going to be looking at is more corporates coming in. So I was just wondering, so it's not decided yet, but it's certainly a possibility.

Steven Yea, we're, that, that, that, that's correct. And, you know, I think, part of our, again, I stress that inside the buildings there's been a number of venues that have successfully partnered with local restaurants inside the building as well, when that's an opportunity that exists.

Comm. Lee And then, one other question is on the security obviously runs so many events, and I'm just curious with the new technology, how do you, you know, we see most of the times in the news, when there's bathroom fights and things like that, how do you, I mean, we don't have that kind of problems with basketball, but I'm just curious how would tech help you to maintain the safety of patrons?

Steven Well, I, the first item that comes to mind that's out there right now is CCTV. Obviously, we're not going to have CCTV inside the bathrooms, but it does give us eyes and ears where in the past you haven't had that ability. Um, I've, for me, from a technology standpoint, uh, the things that we look at are access control to make sure people aren't getting to places that they shouldn't be. Um, CCTV and, you know, good old-fashioned manpower. It's not sexy, but it gets the job done.

Comm. Lee Right.

Steven You know, if you've got the right man, manpower out there, the right supervision, you know, you can prevent a lot of things. And, um, you obviously, some of the things you discussed here today which will be important for us going forward is alcohol policy, training in alcohol consumption, not just with the security staff but with the food and beverage workers and the servers and the ushers and the ticket-takers, and try to include as many people in that as possible.

Comm. Lee That's good. We appreciate this.

Comm. Joseph I just wanted to ask you one more question.

Steven Sure.

Comm. Joseph Um, around the country there is a lot of success with ball park villages, in general. Usually they are around baseball. But is your concept based on that kind of like, because you ...

Steven I'm sorry, I missed the beginning there.

Comm. Joseph Ball park villages.

Steven Ball park villages.

Comm. Joseph It's my Brooklyn accent. You spent all that time in the East Coast, you should've ...

Steven Can you hear my New Jersey accent, or is that gone?

Comm. Joseph [Laughter] New Jersey is, oh, oh, never mind.

Steven New York, New Jersey.

Comm. Joseph Anyway, so you know, I did a lot of research prior to the AT&T Park opening about ball park villages, and the people who develop them. And their restaurants, their outdoor plazas there, there entertainment venues, outdoor kiosks and stuff, and unfortunately we don't have one in this City. And I see this as being the first type of that. Is, do you know what I'm talking about, are you trying to develop this as an all-encompassing thing, where you have office buildings, you ...?

Steven Yes, I think I understand what you're talking about and for us, and one of the reasons that the whole retail restaurant, and even the inside food and beverage program hasn't been fully developed so far is because we want everything to integrate and complement each other. So, yea, we're looking for the experience from the time that the individual steps on the site and enjoys all of those various amenities and make sure those amenities tie together in one cohesive fashion. Is that, does that answer your question?

Comm. Joseph Yea, and your retail and restaurants are going to be open during the day when you're dark...

Steven Correct.

Comm. Joseph ...when the arena is dark.

Steven Correct.

Comm. Joseph Okay.

Male 1 Commissioner Frost?

Comm. Frost You talked about having cameras in there. Are you going to make those available to the police department for like 30, 60 or 90 days after the incident or event.

Steven Great question. Um, we're planning on two areas within the building. One area will be an MTA command center, so we're dealing with parking, with cameras, and the, what's going on outside the building and we'll be sharing that with similar to AT&T Park, with individuals from the law enforcement community parking and traffic, and we will have a centralized security command center and we will be looking for the San Francisco Police Department to participate in that command center on event days. We will record the CCTV feeds. Typically, you're holding it at least 90 days. And my experience at Madison Square Garden, that has been an invaluable law enforcement tool after the fact. Um, even after the fact an hour after the event or the incident has taken place. So, the answer to the question is yes.

Comm. Frost Cool. And then, um, the other Commissioners talked on these retail even / these retail spots, is it going to be like all Warriors controlling these stores or will you allow outside stores to / shops, in this retail area? And when we talk retail, are we talking shops, or are we talking more restaurants and ...?

Steven Primarily restaurants. There are retail non-restaurant retail, we're close to the Park, there's a lot of ideas on, you know, what's going to be needed or desired from the people that are frequenting the park. So we are programming for non-restaurant retail. On the restaurant side, we're still developing the program. So, uh, like I said, we're in the process of partnering with a broker to help us bring in some outside possibilities and start to think about what that looks like. We haven't made the decision definitively one way or another. The undertaking of trying to self-operate all of those outdoor restaurant and retail locations would be a daunting task, um, but we're / it's still in development.

Comm. Frost I have a question about the plaza. Is that something that the Warriors are managing or is that something that the City's managing and you're just building out?

Steven The plaza we will manage.

Comm. Frost Got it. And what about the park that's across from Terry Francois?

Male The park the City will manage, or the Port, I guess, will manage.

Comm. Frost Got it.

Male 1 Alright, other questions?

Male Will you be having outdoor concert events in that plaza?

Steven I think we will try to look to out, to activate that outdoor plaza to the extent possible. Understanding it's gotta fit within the neighborhood, but I



think there's a lot of opportunity for community events not tied to the Warriors games, or events aren't tied to any event, quite frankly, that's going on inside the building, so, um, we will look to activate the plaza as much as we can.

Male And then, another, two more, one question about two things. Inside the stadium will you have a first aid station, I noticed it says that you're going to have a doctor there with EMTs.

Steven Um, hm.

Male Do you have first aid stations or one or that they will be brought to or...?

Steven Yea. So, the first aid station, I think we currently have it designed on the event floor which is the easiest for ambulance access and then we have satellite first aid stations on the main floors, the lower concourse, and upper concourse so that we have EMTs dedicated to those locations to reduce response time. Ultimately, the largest area will be on the event floor, so you'll be brought down to the event floor, evaluated by a doctor and then a determination will be made as to where to go from there, whether an ambulance is necessary.

Male And, then along the same lines for the Police Department, you say you're going to have police officer in your command post, um, is there going to be a room for if there an issue that the officer's will be able to bring detained people to and conduct an investigation.

Steven Yes, so there is a, again on the event floor, which is typically, you know, the easiest thing, you get the police cars in there if you need to, down a dedicated ramp. So, to answer your questions, yes. We've / the industry has tended to get away from the cell approach and so we do have a room though, that they will have access to.

Male Thank you.

Steven You're welcome.

Male 1 (?) Alright, other questions before I ask the police and the public to come up? We often ask this question to many of our just general permit applicants, ah, how's your community outreach been? I know you listed meetings and groups that you've met with? How has the response been?

Steven The response has been overwhelmingly positive and I think that there's a number of people, with a list way too long to recite here, but a lot of people that have been involved in that and have really pulled that together and I think that's made a big difference. And again, I've attended some of them, overwhelming positive.

Male 1                    That's great to hear. I mean, I think, like I said earlier, you know, San Francisco's been sort of in need of a space like this. I think Warriors fans are probably happy that they coming across the Bay here. I'm happy that I don't have to San Jose or to Oracle Arena or to Concord to see some of the kind of biggest musicians and that we have, in the World, so, to have a space like this is going to be really spectacular for us. No more questions. I think you're good for now.

Steven                    Thank you.

Male 1                    So, thank you. We may have some questions later on, but, um, I'm going to open it up to the Police first. I don't know, they didn't actually write any specific responses. I don't know if there's any police here that would like to speak to this.

Distant voice            \_\_\_\_\_ from the Southern Station. I'm here on behalf of the captain....

Male 1                    Just come on up to the mike and then you can...

Distant voice            ...

Male 1                    If you don't have much to say, that's okay too.

Male 2 (Male 1?)        I can certainly answer any questions you have. I have met with Mr. Collins and the Warrior folks, on a few different occasions, and aah, and talking to Mr. Collins, I think a lot of the practices that he had already worked with at Madison Square Garden are exactly what I would want to happen at the arena and, ah, beside working the Southern Station, I handle AT&T right now, so I handle not only the Giants games but any of the concerts that are there. So a lot of the best practices that we have in place that I talked to Mr. Collins about were / we're on the same page with those.

Male                      I got ones question. Sometimes the Giants have a game same time's the Warriors. And that's gonna take a lot of manpower. So, have you already taken that in consideration.

Male 2                    Yeah, with / those discussions came up right away, in a lot of the community meetings, especially. The biggest part of that is going to be traffic, and that / yeah, it's gonna be / luckily, I think it's few, they're few and far between but, uh, yeah, there's no plan in place yet, but it's gonna take a lot of manpower and I think that first year is gonna set a lot of, you know, we're gonna get the blueprint for what we're gonna do, moving forward. Yeah, we...

Male                      I think, after a year or two, it settles down anyway, cause I remember, when the ballpark first opened, the traffic was all backed up on Fourth

Street and now, when there's a game, there's no traffic at all. So it's gonna take some growing pains, I believe.

Male 2                    We're going through some growing pains right now.

Female 1                I did want to ask you: when AT&T Park was conceived and first built, there was a lot of push-back about traffic, and noise, and pedestrians and stuff, and that did resolve itself. In your opinion, it's not really / it's not overly congested, when we have a ballgame? At AT&T? I mean people move pretty well?

Male 2                    Yeah, I think people have gotten used to it. I think the problems that I see would be more when there's a concert, and I think that's the case because we have folks that are coming there for the first time, or maybe second time, but the people that are comin' to the ballgames, generally they're coming to more than one game and, over the course of the years, they've found their particular way of getting to the ballpark, they found that, if the ferry or public transportation are working out better, they know how to get in and out of the parking lot so, yeah, I would say that part's worked out. I don't know that noise has ever been a problem with the ballgames, but we have had a couple concert events where we had to have the commission come out and...

Female 1                I've been at some of those events.

Male 2                    Yes.

Female 1                So, um, so, with this arena having more concerts than, say, AT&T does, do you think that the public will / the concert-going public, as you said, I mean I'm taking from what you / will get used to it and figure how to get in and out?

Male 2                    I think so, yeah, I think a lot of the music events / people that attend music events will attend multiple during the year and they'll get \_\_\_\_\_ how to get in there.

Female 1                I think so, too. Okay, thank you.

Male                      So you are happy with the security plan and, especially with your expertise, working at AT&T Park, you're confident that they have a handle on it?

Male 2                    I feel good. Yeah, I / I / we haven't' really sat down and ironed out a particular security plan till I think a big part of it's gonna be to see what other venues are in and around the arena, whether they're restaurants or bars and what the plans are there. But I feel confident, yeah, in my conversations with Mr. Collins, yes.

Male And when you guys run, um, officers to an event like this, most of this is done on overtime, so, actually, we're having more police officers on the street, but on somebody else's dime, rather than the taxpayers?

Male 2 That's correct.

Male Thank.

Male Though, I think that when the security plan will be submitted, they said that most of it's gonna be in-house security and where they need to rely on...

Male Exactly, but the outside area, getting to and from the park, is gonna be done by DPT and the police department, dealing with the traffic lights, so you will have people out there.

Male 2 Yes. Did you want to speak? Come on up.

Male Am I good?

Male Yes.

Male Thank you.

Adam President Tan, members of the Commission, Adam Vanderwater in the Office of Economic and Workforce Development, I'm the project manager for the Arena on the city side and, to a couple of your comments, we, just yesterday at the Board's Budget & Finance Committee, received a unanimous recommendation from that committee to establish a Mission Bay Transportation Improvement Fund, which is a reserve fund for exactly these costs, so, at AT&T Park, the city has the responsibility for the parking control officers and the foot patrol outside of the premises, as is the case here but, in this particular case, we're putting those funds into a specific fund, and creating public review and accountability for the use of those funds, so we've been working with PD finance, MTA finance, and DPW to make sure that we have full payment for a very large complement of parking control officers, extra bus drivers, transit operators, transit fare inspectors, foot patrol officers and street sweepers, so that, in the neighborhood, transiting to and from the site, we have all the city services taken care of and funded into the future.

Male What's the source of the fund? Is it assessed somehow, through event ticket sales or, like, what is it?

Adam It's ah generated by the Arena, so they're what we think of as but-for revenues that do not exist today, that would be generated by the site. And that's on everything from sales and payroll taxes to a stadium admission tax and parking taxes and other things that come from the event, and there



/ a portion of those funds are dedicated for our children's library, open space-type funds by charter. But the remainder would go to this fund, expressly for this purpose. This was critical to the community, to the hospital, to the Warriors, to the entire neighborhood, to make sure that we open this facility smoothly and that we continue to provide those services into the future.

Female                    There are no 10-B funds coming directly from the Arena establishment, or there are?

Adam                     So, like AT&T Park, the security inside the premises will be handled by the Warriors, and that'll be a combination of private security and 10-B officers by PD, but that's separate of the fund I just described.

Female                    Gotcha.

Male                     What about the surrounding parking lots? Are they gonna be opened up, you know, during games, and, you know, since some of it's private, are they gonna not open for them, or, do you have control over that or do you have to say "Okay, everybody's open"?

Adam                     So, ah, the transportation analysis and our EIR, that was just certified, as Maggie mentioned last Tuesday, by the Office of Community Investment Infrastructure, looked at all the available off-street public parking spaces within walking distance of the arena, and there's about 9,135 of them. Some of them are in use, whether that's for existing tenants or existing businesses. Some of them do close in the later evenings. Our transportation consultants, as is standard for all major projects, make certain assumptions about their availability, some of which is actual data of what their occupancy rates are at given times of day, and some of which are projections, if they are a private garage that is publically accessible and they close at 7, because they're serving a daytime office population, the assumption is that they would most likely capitalize on an event and open into the evening and then, therefore, that parking is assumed. So, our parking tax collections are premised on those assumptions.

Female                    That's what happens around AT&T, all those parking lots just jumped in an opened up for night games and stuff \_\_\_\_\_.

Male 1 (?)                Thanks Adam. Um, alright, I don't think there's commission \_\_\_\_\_ any more comments or thoughts about the Warriors' Arena. I'm gonna open it up now for public comment and I have three speakers' cards ready here, so the first is Matt Christoff, hopefully I'm pronouncing that right. And then right after that, I'll take Michelle Laguwetan, and then Patrick Salvori.

Matt                     Good evening, commissioners. My name Matt Preesoff; I'm the chief operating officer for LiveNation in the State of California, Anaheim, Bakersfield, Carson, Fresno, Stockton, Long Beach, Redding, Oakland,

Ontario, San Jose, Sacramento times 2, L.A. times 2, San Diego times 2. Those are the arenas in California. It's time for San Francisco to have one as well. Of the top-20 cities of America, San Francisco is the only one without an arena. The Warriors have done everything right to get us to this point, and it's time to move forward. They've been great partners to the community, they've been great partners to San Francisco, we know they'll be great partners for a long time to come. We ask you to approve this and to move forward. We're excited about putting a large number of concerts into the new arena, so that San Franciscans do not have to drive to Oakland or San Jose to see another show. Thank you.

Male 1

Thank you. Alright, next is Michelle Laguwetan?

Michelle

Hello and good evening. Commissioners, my name is Michelle Lagwatan. I am much shorter than everyone else who's spoken, so I'm just trying to adjust this microphone. I'm here with my parents, and I'm also here with a friend of mine who is a true unicorn, as myself. We are born and raised in San Francisco and we attended Warriors ground San Francisco events and meetings and it truly just got me really excited. Excited in a way that I haven't been excited in a long time. Knowing that this city will be able to bring this type of venue to an area that needs vibrancy and color and a much needed nightlife is super exciting. Whenever I go to Giants games, I always wonder, "What's past the hospitals?" Pretty much nothing, except for my car, where I park it. And we were just talking about parking; well, would 950 and also 9000 neighboring parking spots; I think that's amazing. At one of the meetings we attended as volunteers, we discussed the importance of maybe having a ferry port, to help allow people to travel not only though taking Muni or taking CalTran or taking their cars or bicycles. But allowing a ferry would alleviate a lot of that traffic. Something that we didn't mention was that the stadium is gonna be soundproof, so I know a lot of people who attended the Beyoncé concert (I did), it was really rou / loud. And a lot of my friends were like "Ohmygod, you didn't have to buy a ticket, cause I can hear it from Castro." In this meeting where it's saying that it's soundproof, so neighborhood-wise, no one in the hospitals will have to worry about that sound, but I work in healthcare, so that was a question that I had, is that how are people gonna heal listening to Beyoncé. It's possible. But through headphones, rather than actually hearing her perform. To answer your question to you about how are we using this / the open space. We pitched the idea that allowing mom-and-pop shops that have restaurants, they should get first dibbs, so that they can allow having more customers know who they are. And they were mentioning, rather than having just like a actual restaurant, that maybe they could do a little stadium or, you know, one of those food trucks. So I think it's amazing that we can have that, that excitement being brought here. My dad raised me on basketball, and it was always a dream of mine to see the Warriors play in San

Francisco. I know a lot of people want to see that too. So let's make that dream become a reality. Thank you.

Male 1

Thank you. Go Unicorns. Um, finally the only other speaker card I have on this is Patrick Saluri. I am happy to take more, or you can come up right after.

Patrick

Good afternoon, Mr. Chair and members of the Commission. My name is Patrick Salori and I'm speaking on behalf of the Mission Bay Alliance. I previously hand-delivered two letters to your attention, one drafted by me, and then the other one by my co-counsel, Tom Lippy. And both of those letters attach much more correspondence raising many, many issues and deficiencies with the environmental review for this project. I'd like to, first, briefly address some representations by the mayor's office, stating that this new fund that was set up is being paid for by the project. It's not. It's being paid for by the city. And what the city did is that essentially is agreeing to redirect revenues, that would otherwise / the developer would otherwise be obligated to pay, and would flow into the general fund for use elsewhere in the city, and it's dedicating those funds to be used solely for this project. The Golden State Warriors are not paying one red cent more to mitigate these project-level transportation mitigation measures than they're legally obligated to for other issues, whether, I think it was mentioned, tax / sales tax revenue or impact fees. Now, most developers are required to mitigate their impacts, and then also separately pay impact fees and sales tax revenue that flows into the general fund. Golden State Warriors here get a pass, and it's improperly being characterized as some kind of additional benefit to the city and county. In fact, any other development at that site would realize much more revenue to the city and county than this project. Now, many of these letters highlight the utter / the inadequate and, frankly, refusal to address issues within this commission's area of jurisdiction, whether it's noise, traffic, parking, and I'll just give you one specific example. I'm reviewing, just thirty minutes ago, the so-called noise control plan for this project, which is Exhibit C to the Resolution, and I'm comparing it to Exhibit A, which is the good-neighbor policy, and I can represent to you that, out of the five items, 2 through 4 are almost verbatim just repeating the good-neighbor policy. In other words, there isn't a plan; it's just restating what the law already requires. That's the absence of a plan. And the EIR, when it did actually do analysis of this project, it identified significant and unavoidable noise impacts from this project, and that's in the page 2 of the letter from my co-counsel, Tom Lippy. And with this, I will answer any questions.

Male 1

Thank you very much. I have to ask for more public comments. So, is there any more public comment on this particular item? Alright, going once, going twice... Public comment is closed. Commissioners.

Female A                      So, I would like to just make a few comments and then probably make a motion. First let me say that, um, the traffic plan and CEQA have already been passed by people who deal with this all the time. Passed way ahead of it getting here. In fact, if Planning didn't approve the project, it would not be before us today, cause you have to get through Planning in order to have a permit get to this commission. So, also to understand that this is a conditional grant and the conditions of the grant need to be met before it becomes a permanent grant. I just also want to talk about the revenue that was just mentioned. I think if this arena did not exist, the revenue would not exist. A portion of this revenue would be going to what it's supposed to go for, children libraries and stuff, the balance being putting towards this makes a safer neighborhood, in my opinion, and, um, I agree with the young lady who talked about the vibrancy of that area and developing that area. I mean, there are other projects coming our way, Pier 70 will come our way down the road, and I just think that taking that part of the city and invigorating it along the waterfront is a great idea, in my opinion. There are many cities around the country that do incentives to bring business. Films are given tax breaks, so they can film in the city, occupy hotel rooms, use restaurants, use taxi cabs, use laundries, whatever. Other businesses are given incentives because it creates jobs, it creates funds and it invigorates the city. You know, I, you know, just films in general; you go by and see someone shooting this film on a street of a city you live on, you're proud of your city. It's just that way. Our good neighbor policy wa / took a long time to construct and, when we constructed it, we tried to address every issue that might come up with entertainment venues. Noise being the biggest issue. Noise from pedestrians, noise from music, noise from people, and so having the Warriors restate some of our noise policies doesn't bother me at all, because we worked very hard to put those policies forward. And, to that end, I would like to make a motion to conditionally grant this permit, with the good neighbor policy, with A, B & C.

Male                              I'll second that.

Male 1                            Are there any additional conditions you're seeking to add besides A, B and C that are already attached to it.

Female A                        Not at this time.

Male 1                            Can I make a suggestion? I think because the...

Female A                        I'm open to suggestions.

Male 1                            It's only a suggestion. Um, I / because uh the stadium won't be up and running for several years, I'd just be curious if the management can come back to us, you know, within that first / after that first year to sort of report out how things are going. We'll inevitably hear things from the police or



thing, or, you know, the community of there's things that arise but, because we haven't had a venue like this, besides AT&T Park, I'd love to just hear sort of a report out about how did the concerts go, how did the traffic go, and that type of thing.

Female A                      Yeah, that would be...

Male 1                         Didn't have to be a condition, but...

Female A                      That would be, that would be great. I also know that they would have to come back to us within nine months anyway.

Male 1                         True.

Steven (?)                      We, yeah, on the security plan isn't all set anyway.

Female A                      Right.

Steven                         So, we need to...

Female A                      So there's a lot of conditions. Like I said, this is a conditional grant; they have to meet a lot of criteria to get a permanent grant. They have to be / pass building inspection, electrical inspection, have a proper security plan. This is a conditional grant to let them know that this commission would grant a permit if they met all the conditions. So, if they don't meet those conditions within our timeframe, they'd end up having to come back anyway.

Male 1                         Sure, of course. Alright, so it's a suggestion that's just put out there. We don't have to add it as a condition, but I just wanted to make sure we...

Female A                      They're gonna have to come back...

Male                             And, of course, it's, you know, the help, some of the non / the smaller businesses to stimulate the economy and give the locals, you know, an opportunity to capitalize on this traffic would help a lot to, you know, stimulate just / not just the big guys who can afford the rent, but maybe some of the little guys that are trying to move up in the city, without moving out of the city and opening their businesses, so I think it's a good opportunity that we could possibly grant more entertainment licenses in the future.

Male                             And, uh, I think bringing the Warriors back to the city here is an excellent idea. You know, any time we see a TV coverage of a sporting event, they're always showing different spots, especially here in San Francisco, and that's what San Francisco's for we're known for, the tourists, so as many times as we can our name out there at the Warrior games, that's money that's coming into the city that we wouldn't other / otherwise get.

I go to Giants games and I talk to the people that live a couple hours or four hours away, they make it a weekend event to come to the city, spend their money here, so I think there's / having the / bringing the Warriors and the concerts back into the city, we've lost out on a lot of revenue and I think this will / this is definitely gonna help the city coffers.

Female A                      Yeah, to that point, you know, people like Janet Jackson and other people have come to this city to stay at our hotels for perform in San Jose, so, I mean, having them stay here and perform her would be great.

Male                              Yeah, cause when I go down to San Jose to see people like that, I'm eating in their restaurants. I'm not just going down there, driving it, then leaving. I'm getting down there a couple hours early and spending money and the uh / as I walk my way to the concert.

Female A                      Fer sure.

Male 1                            Exactly. And with that, so there's a motion, I think Commissioner Frost had the second.

Male                              Second.

Maggie (?)                      Commission, may I just clarify on the motion? The motion is to adopt the draft resolution that's in front of you, dated November 5<sup>th</sup>. The resolution adopts CEQA findings, and then conditionally grants the place of entertainment permit with the conditions that are listed in that resolution.

Female A                      That is correct.

Maggie                            Okay, and they had two placeholders for possible additional conditions, sounds like the Commission's not adding any additional commissions so those two placeholders will be struck from the final version.

Female A                      Correct.

Male 1                            Thank you for clarifying that. That is correct. Alright, let's take a vote.

Maggie                            Alright, same house, same call.

Male 1                            Why don't we do a rollcall vote?

Maggie                            Alright.

Male                              Just so we have it on...

Maggie                            Commissioner Camanang?

Female                            Aye

Maggie Commissioner Joseph?

Female Aye.

Maggie Commissioner Lee.

Male Aye

Maggie Commissioner Frost.

Male Aye

Maggie And President Tam.

Male 1 (?) Aye. The motion passes. Thank you very much again for coming to present to us, and we're looking forward to just a successful build-out and successful operation. We'll move on to our next permit...

102036011.2

**Exhibit H**



## **Exhibit H**

### **Proposed Findings Under San Francisco Police Code Sections 1060.5(f)(1-4) and 1060.5(g)**

The Board of Appeals has heard and considered Appeal No. 15-187, and has determined that the conditional Place of Entertainment permit for the Event Center at Mission Bay South Block 29-32 ("POE") was properly granted by the Entertainment Commission and finds the following:

1. The Event Center complies with Police Code Section 1060.5(f)(1) and complies with the health, zoning, fire and safety requirements of the laws because: (a) The Event Center was determined by the Office of Community Investment and Infrastructure (OCII), the agency with sole legal authority to make such a determination, to be a "secondary use" under the Mission Bay South Redevelopment Plan and therefore, the Event Center complies with the site's zoning; (b) The Event Center is not yet constructed and as a new facility, the existing building permitting process will require and ensure that the new structure complies with all applicable laws, including health, safety, fire and zoning laws because compliance with laws are conditions precedent to securing such permits and the conditional grant of the POE also requires that all applicable permits must be obtained pursuant to Police Code; and (c) The conditions of approval of the POE further require compliance with all applicable provisions of the Police Code.
2. The Event Center complies with Police Code Sections 1060.5(f)(2) and (4) and can adequately accommodate the type and volume of vehicle and pedestrian traffic and provides for the orderly dispersal of individuals and traffic because: (a) The projected number of events and patrons have been thoroughly analyzed, anticipated and provided for in the design and planning of the Event Center; (b) The Security Plan for the Event Center, and the building, structure, equipment and location of the Event Center, as well as the Transportation Management Plan (TMP), site planning, location of loading and drop off zones, the Mitigation Monitoring and

Reporting Program (MMRP) and operations plans have been designed and planned in consultation with San Francisco Municipal Transportation Agency (SFMTA), City Planning, OCII and the Department of Public Works (DPW), and will adequately accommodate the type and volume of vehicle and pedestrian traffic; (c) The site plans, the TMP, the MMRP and the Security Plan demonstrate that Event Center design features, transit planning, the use of security guards and Parking Control Offices (PCOs) will work to ensure the safety of persons and property and the orderly dispersal of individuals and traffic; and (d) The imposition of the Good Neighbor Policy and the Noise Control Plan as a condition of the POE will ensure the safety of persons and property and the orderly dispersal of individuals and traffic.

3. The Event Center complies with Police Code Section 1060.5(f)(4) because the Security Plan will have a ratio of security guards to patrons of no less than 1 guard for every 100 patrons at all times and the Security Plan, along with the imposition of the Good Neighbor Policy which mandates, among other things, that the management and patrons shall maintain the quiet, safety and cleanliness of the premises and the vicinity, as an additional condition of the POE, will ensure that the safety of persons and property will be adequately addressed and that there will be an orderly dispersal of individuals and traffic.

4. The Event Center complies with Police Code Section 1060.5(f)(3) because: (a) As a new facility it will be designed to incorporate adequate safeguards to prevent emissions of noise, glare, dust and odor that would substantially interfere with public health, safety and welfare or the peaceful enjoyment of neighboring properties; (b) The Event Center design team has consulted with acoustical engineers and is incorporating state of the art sound attenuation features, as well as design features to safeguard against odor, dust and glare, as described by the project architect; (c) The MMRP requires mitigation measures regarding dust and noise and

those measures are imposed as conditions of approval of the Event Center; (d) The Noise Control Plan and the Good Neighbor Policy are both imposed as conditions of the POE and will ensure that there will not be substantial interference with the peaceful enjoyment of neighboring properties; (e) The Police Code enforcement provisions for the suspension and revocation of Place of Entertainment Permits will work to ensure on-going compliance with conditions of approval; and (f) The Event Center has been reviewed and approved by OCII and in rendering the approval, OCII found that the Event Center made a positive contribution to the character of the Plan area and was both necessary and desirable to achieve the Plan's goals and objectives and was also compatible for the Mission Bay community and the neighborhood surrounding the property.

102035101.2

**Exhibit I**



# Office of Community Investment and Infrastructure

## Secondary Use Determination

Date: November 3, 2015  
Applicant: GSW Arena LLC  
Site: Blocks 29-32, Mission Bay South Redevelopment Project Area

### INTRODUCTION

GSW Arena LLC, an affiliate of the Golden State Warriors basketball team ("GSW"), has proposed to construct a multi-purpose event center (the "Event Center"), in addition to a variety of mixed uses, including office, retail, open space and structured parking (the "Project"), on an approximately 11-acre site on Blocks 29-32 (the "Property") within the Mission Bay South Redevelopment Plan Area (the "Plan Area" or "Project Area").

The Event Center would serve as the new venue for Golden State Warriors home games which, based on their current season schedule, would be anticipated to include 2-3 preseason games, 41 regular season games, and up to 16 post-season games, for up to approximately 60 total Golden State Warriors home games per year. In addition, to these games, the Event Center is anticipated to host approximately 160 other events per year including concerts, family shows, conventions, corporate events, and other sporting events. Anticipated attendance at events would range from 3,000 to 18,500. See Draft Subsequent Environmental Impact Report prepared for the Event Center Project ("GSW DSEIR"), page 3-39 [Table 3-3], for further information on event characteristics at the Event Center.

The Event Center would include a wide variety of uses, including spectator seating and suites, restaurants/bars and clubs, meeting rooms; spectator support facilities such as food service/kitchens, concessions, merchandising and restrooms; Golden State Warriors management offices, practice facility and locker rooms; command center and operations space for police/security, fire protection services and traffic control; media support facilities; and Event Center operation and maintenance areas. In addition to the Event Center, the Project includes two 11-story (160-foot tall) office and retail buildings; a 2-story (36-foot tall) commercial and retail building that also serves as the access way to parking facilities called the "gatehouse;" a 3-story (43-foot tall) "food hall" with stalls for vendors of food and artisanal goods; approximately 3.2 acres of open space, plazas and pedestrian pathways; and 3-levels (two below grade and one at street level) of enclosed on-site parking facilities and loading facilities. See GSW DSEIR, pages 3-15 to 3-20, for further discussion of the anticipated Project facilities and amenities.

Table 1 below identifies each of the above-described Project buildings and facilities and the use designations that cover each of the Project components, based on the Basic Concept/Schematic Design application for the Project, dated November 3, 2015. As demonstrated in Table 1, most Project buildings and facilities are principal permitted uses authorized on the Property pursuant to the Mission Bay South Redevelopment Plan (the "Plan"). Table 1 also identifies Project components that, as discussed further in these findings, are authorized secondary uses pursuant to the Plan.

**TABLE 1**

Project Component	Use Designation
<b>Event Center*</b>	<p><b>Principal Uses:</b></p> <ul style="list-style-type: none"> <li>• Office Use (Golden State Warriors office space and meeting rooms)</li> <li>• Retail Sales and Services: <ul style="list-style-type: none"> <li>- All retail sales and services including bars and aerobic studios (Event Center retail)</li> </ul> </li> <li>• Restaurants (Event Center food services)</li> <li>• Arts Activities (Event Center dance, music, dramatic art, video, graphic art, and related crafts and performance events as well as conventions of an artistic and cultural nature)</li> <li>• Art Spaces (Event Center when used as an art space similar to a studio, workshop, gallery, museum, or archive for events in which liquor is not sold)</li> <li>• Other Uses:</li> <li>• Outdoor Activity Area (Bayfront terrace)</li> </ul> <p><b>Secondary Uses:</b></p> <ul style="list-style-type: none"> <li>• Assembly and Entertainment</li> <li>• Nighttime Entertainment (Event Center assembly and entertainment uses not otherwise meeting the definition of an arts activity or art space)</li> <li>• Recreation Building (Event Center assembly and entertainment uses not otherwise meeting the definition of an arts activity or art space)</li> <li>• Other Uses</li> <li>• Public Structure (Event Center generally when not otherwise meeting the definition of an arts activity or art space)</li> <li>• Use of Nonindustrial Character (Event Center generally when not otherwise meeting the definition of an arts activity or art space)</li> </ul>
<b>Office and Retail Buildings</b>	<p><b>Principal Use:</b></p> <ul style="list-style-type: none"> <li>• Office Use</li> <li>• Retail Sales and Services: <ul style="list-style-type: none"> <li>- All retail sales and services, including bars and aerobic studios</li> <li>- Restaurants</li> </ul> </li> </ul>
<b>Gatehouse &amp; Food Hall Buildings</b>	<p><b>Principal Uses:</b></p> <ul style="list-style-type: none"> <li>• Office Use (Accessory)</li> <li>• Retail Sales and Services: <ul style="list-style-type: none"> <li>- All retail sales and services, including bars and aerobic studios</li> <li>- Restaurants</li> </ul> </li> </ul>
<b>Parking and Loading Facilities</b>	<p><b>Principal Use:</b></p> <ul style="list-style-type: none"> <li>• Other Uses: <ul style="list-style-type: none"> <li>- Parking</li> </ul> </li> </ul>
<b>Open Space Facilities</b>	<p><b>Principal Uses:</b></p> <ul style="list-style-type: none"> <li>• Other Uses: <ul style="list-style-type: none"> <li>- Open Recreation</li> <li>- Outdoor Activity Area</li> </ul> </li> </ul>

\* The Event Center includes a variety of supporting uses including Golden State Warriors practice facility, Golden State Warriors office space and meeting rooms, an outdoor activity area called "bayfront terrace," and Event Center food and retail space.

As set forth in the Plan, principal uses are permitted and do not require the Executive Director ("Director") to authorize those uses based on written findings. With respect to secondary uses, the Plan provides the Office of Community Investment and Infrastructure ("OCII") with the discretion to approve authorized secondary uses subject to the Director making a finding of consistency as required by Section 302 of the Plan. OCII's authority over these land use matters is an exercise of state authority under the Community Redevelopment Law, Cal. Health & Safety Code §§ 33000 et seq., as amended by the Redevelopment Dissolution Law, Cal. Health & Safety Code §§ 34161 et seq., which requires OCII to implement and complete agreements that the California Department of Finance ("DOF") has finally and conclusively determined to be enforceable obligations. See Letter, J. Howard, DOF, to T. Bohee, OCII (Jan. 24, 2014) (approving completion of the Mission Bay South Owner Participation Agreement between OCII and FOCIL-MB, LLC, as an enforceable obligation).

For the reasons set forth herein, as provided in Section 302 of the Plan, the Director hereby approves the Event Center as a secondary use as permitted under the Plan and finds the secondary use generally conforms with the redevelopment objectives and planning and design controls established under the Plan and is a use that, at the size and intensity contemplated and at the proposed location, will provide a development that is both necessary and desirable for, and compatible with, the neighborhood and the community.

## **BACKGROUND**

Each of the land use districts included in the Plan sets forth general categories of secondary uses that may be permitted within the land use district. A secondary use allowed within a land use district may be developed subject to the conditions set forth Section 302 of the Plan. Specifically, Section 302 of the Plan provides as follows:

"Secondary uses shall be permitted in a particular land use district . . . provided that such use generally conforms with redevelopment objectives and planning and design controls established pursuant to this Plan and is determined by the Executive Director to make a positive contribution to the character of the Plan Area, based on a finding of consistency with the following criterion: the secondary use, at the size and intensity contemplated and at the proposed location, will provide a development that is necessary or desirable for, and compatible with, the neighborhood or the community."

The Director, in consultation with OCII staff and after reviewing the Final Subsequent Environmental Impact Report ("FSEIR"), and the Major Phase and Combined Basic Concept and Schematic Designs ("BC/SD") applications for the Project finds that the secondary uses included in the Project are both necessary and desirable for, and compatible with, the neighborhood or the community.<sup>1</sup> In reaching this determination, the Director adopts the findings set forth below confirming (1) the Project is located in the Commercial Industrial / Retail land use district, (2) the Project uses that are not principally permitted uses constitute secondary uses authorized in the Commercial Industrial / Retail land use district, (3) the secondary uses generally conform with redevelopment objectives and planning and design controls established pursuant to this Plan, and (4) the Project, including its secondary uses, makes a positive contribution to the character of the Plan Area because, at the size and intensity contemplated and at the proposed location, it will provide a development that is both necessary and desirable for, and compatible with, the neighborhood or the community.

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<sup>1</sup> See Memorandum, S. Oerth, Deputy Director, to T.Bohee, Executive Director, re: "Applicability of Certain Redevelopment Plan Land Use Provisions to the Event Center Project." (Oct. 27, 2015).

## **ANALYSIS**

- (1) The Project is located on Blocks 29-32 within the “Commercial Industrial / Retail” land use district, which permits a broad array of land uses under the Plan.**

The Plan describes seven land use districts in the 238 acres of Plan Area: (a) Mission Bay South Residential, (b) Hotel, (c) Commercial Industrial, (d) Commercial Industrial / Retail, (e) University of

California, San Francisco (“UCSF”), (f) Mission Bay South Public Facility, and (g) Mission Bay South Open Space. The “Commercial Industrial / Retail” land use district is located on the east side of Third Street and south of South Street. This district is described in Section 302.4 of the Plan and shown on Attachment 3 to the Plan. The district allows a large variety of uses. The “Commercial Industrial / Retail” land use district and the “Hotel” land use district are the only districts that permit “all retail sales and services” as opposed to “local-serving” retail sales and services (which is generally authorized in the Plan’s other land use districts). By authorizing “all retail sales and services” within the “Commercial Industrial / Retail” and the “Hotel” land use districts, OCII anticipated that these land use districts would include regional retail facilities and attractions. The “Commercial Industrial / Retail” land use district also includes an extensive list of general secondary uses to allow for broad flexibility of authorized land uses. This flexibility is warranted by the location of the “Commercial Industrial / Retail” land use district, which is situated along the southeast and southwest borders of the Plan area, and is adjacent to the Bay and to uses outside of the Plan area. Furthermore, the Commercial Industrial/ Retail land use district does not limit the size of any of the uses that are permitted as principal or secondary uses, subject to the overall development limitations of the Plan. Accordingly, the Plan provides for a wide array of potential uses to be permitted in this district to respond readily and appropriately to market conditions.

- (2) Most components of the Project, including some uses at the Event Center constitute principal permitted uses under the Plan; the other uses qualify as a secondary use under several of the secondary use categories included in the “Commercial Industrial / Retail” land use district.**

As illustrated above in Table 1, principal permitted uses included in the Project include office and retail uses that are located in the high-rise office and retail buildings, the gatehouse, food hall and Event Center; arts activities held at the Event Center such as dance, music, dramatic art, video, graphic art, and related performance events as well as convention events of a cultural nature; art spaces; open recreation and outdoor activity areas; and parking and loading facilities. In addition to these principal permitted uses, other Event Center uses are allowed as a secondary use as explained further below.

**a. Assembly and Entertainment Secondary Use:**

Section 302.4(B) authorizes Assembly and Entertainment secondary uses within the “Commercial Industrial / Retail” land use district. The Plan does not describe or define “assembly and entertainment,” however this term is interpreted by OCII to mean a location where a group of people gather for entertainment purposes. Within the “Commercial Industrial / Retail” land use district, the Plan identifies two subcategories of “Assembly and Entertainment” uses: “Nighttime Entertainment” and “Recreation Building.” (Plan, § 302.4(B).) As discussed further below both categories of “Assembly and Entertainment” uses are broad categories which permit development and operation of Event Center activities.



i. Nighttime Entertainment:

The Plan (Attachment 5 – Definitions) defines Nighttime Entertainment as “[a]n assembly and entertainment use that includes dance halls, discotheques, nightclubs, private clubs, and other similar evening-oriented entertainment activities, excluding Adult Entertainment, which require dance hall keeper police permits or place of entertainment police permits which are not limited to non-amplified live entertainment, including Restaurants and Bars which present such activities, but shall not include any arts activities or spaces as defined by this Plan, any Theater performance space which does not serve alcoholic beverages during performances, or any temporary uses permitted by this Plan.” (*Ibid.*)

The Event Center is an “evening-oriented entertainment [use]... which requires... place of entertainment police permits which are not limited to non-amplified live entertainment....”<sup>2</sup> Though the definition set forth in the Plan identifies certain venue-types included in the Nighttime Entertainment use category, the list is illustrative and not all-inclusive. Furthermore, the Event Center is found to be a similar evening-oriented entertainment activity as a dance hall, discotheque, nightclub, private club, or bar because, like those uses, the Event Center will generally offer alcoholic beverages, provide amplified live entertainment, and serve as a venue for assembly and entertainment events usually occurring in the evening. As discussed further in Part (2)(c) below, the Plan includes no size limitation for Nighttime Entertainment Assembly and Entertainment secondary uses within the Commercial Industrial / Retail land use district. Moreover, as is evident throughout the City, dance halls, night clubs, and private clubs can be very large facilities or a complex of facilities. As such, OCII does not interpret the Plan as including a size limitation on nighttime entertainment uses.

Furthermore, the Nighttime Entertainment subcategory of Assembly and Entertainment does not prohibit a nighttime entertainment use from including daytime hours of operation. The Nighttime Entertainment subcategory of Assembly and Entertainment only requires the use be “evening-oriented.” As discussed in the GSW DSEIR, pp. 3-38 to 3-42, the majority of events anticipated at the Event Center would occur in the evening hours. Further, some events that would occur in the daytime, such as family shows, would be principally permitted as Arts Activities (such as Disney on Ice). For this reason, the Director finds the entertainment uses in the Event Center that seek a secondary use designation to be an “evening-oriented” use.

Accordingly, the Director finds that entertainment uses proposed at the Event Center that are not principal permitted art activity uses are Nighttime Entertainment uses and are therefore permitted secondary uses for the Property under the Plan as an Assembly and

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<sup>2</sup> Under the Police Code, a Place of Entertainment Permit is required for premises to which patrons are admitted, which serves food and/or beverages for on-site consumption and where “Entertainment” is furnished or occurs upon the premises. As defined in Police Code Section 1060(g), “Entertainment” includes, among other things: (1) Any act, play, review, pantomime, scene, song, dance act, song and dance act, or poetry recitation, conducted in or upon any premises to which patrons or members are admitted; and (2) the playing or use of any instrument capable of producing or used to produce musical or percussion sounds, including but not limited to, reed, brass, percussion, or string-like instruments, or karaoke, or recorded music presented by a live disc jockey on the premises. Such activities are the hallmark of any concert or family show, are likely to occur at convention and corporate events and will also occur during Golden State Warriors games.

Entertainment Use, subject to the necessary findings required by Section 302 of the Plan (as set forth in Sections (3) through (4) below).

ii. Recreation Building:

The Event Center is a building proposed to offer entertainment for the enjoyment of audiences. The Plan does not contain a definition of the term "Recreation;" however, this term commonly refers to leisure and entertainment activities including, but not limited to, athletic leisure activities including both the participation in, and observation of, athletic events. (See, e.g., Merriam-Webster.com. Merriam-Webster, n.d. Web. 16 Sept. 2015. <<http://www.merriam-webster.com/dictionary/recreation>> [defining "recreation" as "something people do to relax or have fun: activities done for enjoyment"].) OCII interprets "Recreation Building" as used in the Plan consistent with the usual definition of "Recreation" and, therefore, the Director finds that a "Recreation Building" includes buildings, like the Event Center, that provide leisure and entertainment activities.

Additionally, "recreation facilities" are discussed in the 1998 Mission Bay FSEIR. As explained in the 1998 Mission Bay FSEIR, "taking advantage of relatively undeveloped but close-in locations and excellent freeway access, the large recreation facilities in the Project Area use almost one-quarter of the open land area used by businesses." (1998 Mission Bay FSEIR, p. V.C.4.) "[L]arge-scale recreation and retail activities" in the Plan area in 1998 included "[t]he Mission Bay Golf Center opened in 1992, using almost 300,000 square feet of land area (over 6 acres) for a driving range. A restaurant and retail shop have opened as sub-tenants of the center. An in-line hockey sports facility (Bladium) opened in 1995 west of Third Street just south of the Lefty O'Doul Bridge. Similar to the Esprit Outlet and the Golf Center, Bladium also offers retail and eating and drinking operations." (*Ibid.*) Bladium occupied a lot of 310, 943 square feet. San Francisco Redevelopment Agency, Report to the Board for the Mission Bay South Redevelopment Project, Appendix D (Building Inventory), p. 13 (Aug. 1998). OCII envisioned that the total acreage of land dedicated to recreational facilities within the Plan Area would decrease as redevelopment occurred. However, OCII anticipated that new recreation uses would continue to be developed within the Plan Area and, for that reason, the Plan authorizes both outdoor "Open Recreation" and indoor "Recreation Building" uses.

The Event Center is a large recreation facility that will provide patrons with the opportunity to watch professional basketball and other sports events, and will offer food concessions for audiences and other users of the facility. As noted above and discussed further in Part (2)(c) below, the Plan includes no size limitation for secondary uses within the Commercial Industrial / Retail land use district.

For these reasons, the Director finds that the Event Center is a Recreation Building use within the plain meaning of that term, and therefore is a permitted secondary use for the Property under the Plan, subject to the necessary findings under Section 302 of the Plan (see Sections (3) through (4) below).

b. Other Uses:

Section 302.4(B) authorizes other secondary uses within the “Commercial Industrial / Retail” land use district including “public structures or uses of a nonindustrial character.” The Plan does not define either of these subcategories of other secondary uses. However, as discussed in further detail below, the Director finds that the Event Center qualifies as a secondary use both as a Public Structure and a Use of a Nonindustrial Character.

i. Public Structure

The term “public structure” is not defined in the Plan. The Director finds that “public structure” should be interpreted to cover facilities that provide public services to the community whether publicly and privately owned. The size and design of the Event Center will allow it to host various events that, due to venue constraints, could not currently be hosted at any other public or private venue in the City. Notably, the City’s Office of Economic and Workforce Development (“OEWD”) reports that the space constraints of existing City convention and meeting venues result in a significant loss of employment and financial benefits to the City. OEWD, Moscone Expansion Project: Fiscal Responsibility and Feasibility Report (Jan. 2013). The Event Center will serve as a new, civic landmark that will host a variety of entertainment, convention, conference, cultural, and civic events. Like other Public Structures within the City, including the publicly-owned Moscone Center as well as public and private museums within the City, the Event Center will typically charge admission to members of the public. The Director finds that the assessment of an admission fee does not change the public nature of a public structure such as the Moscone Center, a museum, or the Event Center. This determination is consistent with OCII precedent; for example, in approving the UCSF Medical Center the Executive Director found that it constituted a secondary use as a public structure notwithstanding those members of the public generally pay for medical services provided at the center.

Furthermore, as noted above and in Part (2)(c) below, the Plan includes no size limitation for secondary uses within the Commercial Industrial / Retail land use district.

For the above reasons, the Director finds that the Event Center qualifies as a Public Structure secondary use and therefore is a permitted secondary use for the Property under the Plan, subject to the necessary findings under Section 302 of the Plan (see Sections (3) through (4) below).

ii. Use of a Nonindustrial Character

As a secondary use, the Plan authorizes “uses of a nonindustrial character” generally. The Plan does not define these uses. As described in the 1998 Mission Bay FSEIR, under the Plan “[t]he Project Area would change from an underdeveloped industrial area with large swaths of vacant land, to a fully developed mixed use urban area, with about 30,000 employees and about 11,000 residents.” (1998 Mission Bay FSEIR, p. II.6.) In order to facilitate this change from an underdeveloped industrial area to a mixed use urban area, the Plan broadly authorizes “uses of a nonindustrial character” within the Commercial Industrial / Retail land use district subject, as with all secondary uses, to the Director making necessary findings. The Event Center is not an industrial use and is consistent with the objective to transition Mission Bay from an underdeveloped industrial area with large swaths of vacant land to a fully developed mixed use urban area. The Project will also generate thousands of construction and permanent jobs that will make a substantial

contribution towards the Plan Area goal to provide employment opportunities for 30,000 people.

Furthermore, as noted above and in Part (2)(c) below, the Plan includes no size limitation for secondary uses, such as Uses of a Nonindustrial Character within the Commercial Industrial / Retail land use district.

For the above reasons, the Director finds that the Event Center qualifies as a Use of a Nonindustrial Character secondary use and therefore is a permitted secondary use for the Property under the Plan, subject to the necessary findings under Section 302 of the Plan (see Sections (3) through (4) below).

- c. The Commercial Industrial / Retail land use district does not restrict the size of an authorized principal or secondary use.

The Plan does not limit the permitted size of secondary uses authorized in the Commercial Industrial / Retail land use district. Where the Plan intends to limit the size of a use, the Plan expressly includes such a size limitation. For example, in the Mission Bay South Residential land use district only "small" residential care, social service / philanthropic, and vocational / job training facilities are permitted. (Plan, p. 9.) No such size limitations are included for any primary or secondary use permitted within the Commercial Industrial / Retail land use district. Additionally, as the Commercial Industrial / Retail land use district permits "all retail sales and services" and not just "local-serving retail," the Plan contemplates that large regional facilities could be developed in this land use district.

The Plan includes general limitations on overall development, such as the limitation of 5,000,000 leasable square feet within Zone A of the Mission Bay South Redevelopment area, which is the area where the Project is proposed. A staff review of leasable square footage authorized or built to date in Zone A shows that the Project, if approved, will not exceed any of the development limitations in the Plan. Memorandum, Sally Oerth, OCII, Deputy Director, to Tiffany Bohee, OCII, Executive Director, Re: "Review of square footage limitations applicable to the Golden State Warriors Event Center and Mixed-Use Project " (Oct. 27, 2015) ("Square Footage Memorandum"). (See also GSW DSEIR, pp. 4-5 to 4-6.) Therefore, the size of the Project is consistent with the Plan's general limitation on the amount of overall Plan Area development.

- (3) The Event Center generally conforms with redevelopment objectives and planning and design controls established pursuant to this Plan.**

To authorize a secondary use, the Director must consider whether a proposed secondary use "generally conforms with redevelopment objectives and planning and design controls established pursuant to this Plan." (Plan, § 302.) "General conformity" does not require a determination that a project is fully consistent with every redevelopment objective and planning and design control. (*Clover Valley Foundation v. City of Rocklin* (2011) 197 Cal. App. 4th 200, 238 ["A given project need not be in perfect conformity with each and every general plan policy."].) The Plan requires the Director to consider redevelopment objectives and planning and design controls collectively to determine whether, on the whole, a secondary use "generally conforms." (*Save Our Peninsula Committee v. Monterey County Bd. of Supervisors* (2001) 87 Cal.App.4th 99, 142 ["the governmental agency must be allowed to weigh and balance the plan's policies when applying them, and it has broad discretion to construe its policies in light of the plan's purposes"].) In undertaking this evaluation, OCII must consider whether the proposed project is "in agreement or harmony with" the terms of the applicable plan, not in rigid conformity with every detail thereof." (*San Franciscans Upholding Downtown Plan v. City and County of San Francisco* (2002) 102 Cal.App.4th 656, 678, quoting *Sequoyah Hills Homeowners Assn. v. City of Oakland* (1993) 23 Cal.App.4th 704, 718.)



The Director has undertaken this “general conformity” review for the Project and its secondary uses. The Director finds that, while the Project promotes some redevelopment objectives and planning and design controls more directly than others, the Project promotes critical redevelopment objectives relating to blight and economic development and, in consideration of all the benefits of the Project and its proposed secondary uses, concludes the Project generally conforms with redevelopment objectives and planning and design controls established pursuant to this Plan. The Director’s determination of general conformity with redevelopment objectives and planning and design controls is accorded “broad deference.” (*Ross v. California Coastal Com.* (2011) 199 Cal.App.4th 900, 930; see also *Building Industry Assn. of Central California v. County of Stanislaus* (2010) 190 Cal.App.4th 582, 591 [“A local entity’s land use determination is accorded substantial judicial deference.”]; *Citizens for Planning Responsibly v. County of San Luis Obispo* (2009) 176 Cal.App.4th 357, 373 [discussing the local agencies’ “wide-ranging discretion” endowed by the Constitution with respect to formulating basic land use policy]).

As discussed above, the Plan does not require the Director to individually evaluate each redevelopment objective listed in Section 103 and make a general conformity determination with respect to each individual objective. However, to further support the Director’s finding of general conformity, Section 3.1 below includes a brief analysis illustrating that the Project generally conforms with each redevelopment objective listed in Section 103 of the Plan. Sections 3.2 and 3.3, in turn, include additional analysis supporting the conclusion that the Project and its secondary uses also generally conform with planning objectives and policies included in Section 104 of the Plan as well as the Design for Development for the Mission Bay South Project Area (“D for D”).

- a. The Event Center generally conforms with the redevelopment objectives listed in Section 103 of the Plan as described below.
  - i. Eliminating blighting influences and correcting environmental deficiencies in the Plan Area, including, but not limited to, abnormally high vacancies, abandoned buildings, incompatible land uses, depreciated or stagnant property values, and inadequate or deteriorated public improvements, facilities and utilities.

The Director finds that the Event Center generally conforms to this Major Objective. The location of the Project on Blocks 29-32 has not been redeveloped since the adoption of the Plan in 1998. At that time, the Property was the site of a large concrete batching plant (Bode Gravel Co.) and several dilapidated industrial and garage buildings, which were incompatible land uses for the Commercial Industrial/ Retail land use district and were subsequently demolished. See San Francisco Redevelopment Agency, Report to the Board for the Mission Bay South Redevelopment Project, Appendix D (Building Inventory), pp. 48-52 (Aug. 1998). The Event Center will improve underutilized blocks within the Plan Area and will provide substantial economic benefits within the Plan Area.

The Event Center will provide San Francisco with a state-of-the-art and world-class multi-purpose event center that meets NBA requirements for sports facilities and can be used year-round for sporting events and entertainment and convention purposes with events ranging in capacity from approximately 3,000-18,500. The Event Center will thus attract those events which currently bypass San Francisco due to the current lack of a world class facility in the City. In addition to the Event Center, the Project includes a mix of office use, retail, and open space that will promote visitor activity and interest during times when the Event Center is not in use, and provide amenities to visitors of the Event Center as well as the surrounding neighborhood. The Project will provide

substantial tax revenue available for OCII to support the construction of affordable housing, parks and open space, and critical utility, water quality, and transportation infrastructure. The Project will generate thousands of jobs for residents of Mission Bay and the City of San Francisco area during both construction and operation.

The current undeveloped site is incompatible with the existing land uses in the area. Development of the Project will correct this deficiency and, as discussed further in Section (4) below, will be compatible with surrounding land uses. Furthermore, while development of the Project will result in some significant and unavoidable environmental impacts as addressed in the Project's FSEIR, the Director finds that development of the Project will correct environmental deficiencies in the Plan area. Specifically, through complying with the MMRP for the 1998 Mission Bay FSEIR and the MMRP for the Project, the Project will not only implement all feasible mitigation measures to address environmental impacts caused or contributed to by the Project but will also help to address existing environmental deficiencies in the Plan Area consistent with this Objective.

- ii. Retaining and promoting, within the City and County of San Francisco, academic and research activities associated with the University of California San Francisco ("UCSF"), which seeks to provide space for existing and new programs and consolidate academic and support units from many dispersed sites at a single major new site which can accommodate the 2,650,000 square foot program analyzed in the UCSF Long Range Development Plan.

The Director finds that the Event Center generally conforms to this Major Objective, which has been substantially fulfilled through the development of a 43 acre research campus for UCSF in the UCSF land use district under the Plan. The Property is not included in this district and was not contemplated to be developed as part of the UCSF Long Range Development Plan. The Project will not interfere with the objective to accommodate the 2,650,000 square feet academic and research activities associated with UCSF within the Plan Area. The Director also finds that the Project, including its retail uses, restaurants, and open space, would contribute vitality to Mission Bay's street life and activate its pedestrian realms, which the Director finds would generally benefit the employees, students, and visitors that use the UCSF campus.

- iii. Assembling land into parcels suitable for modern, integrated development with improved pedestrian and vehicular circulation in the Plan Area.

The Director finds that the Project generally conforms to this Major Objective. The Project includes a state of the art sports and entertainment venue that will qualify for gold certification under the Leadership in Energy and Environmental Design ("LEED") standard and that meets, among other things, the criteria for an "environmental leadership development project" under the Jobs and Economic Improvement Through Environmental Leadership act of 2011. Additionally, the Project includes expanded Mission Bay TMA shuttle service to increase frequency of, and the number of stops offered by, the shuttle service in Mission Bay South. These additional shuttle services would be an integrated part of the Mission Bay TMA network and would continue to be free of charge for all residents and employees in Mission Bay, regardless of their origin or destination. (GSW DSEIR, p. 5.2-51.)

As discussed in the Project's FSEIR, the Project results in less than significant pedestrian impacts after implementation of Mitigation Measures M-TR-6, M-TR-8, and M-TR-22. While the Project would result in several significant and unavoidable vehicular transportation impacts, these impacts are not caused by the manner in which the parcels are assembled for the Project. Moreover, as discussed in the GSW DSEIR (pp. 3-36 to 3-38) the Project includes a number of off-site roadway network and curb regulations, transit network, pedestrian and bicycle network improvements in the project site vicinity, including, but not limited to, roadway restriping, intersection signalization, on-street parking, new perimeter sidewalks, bicycle lanes, signage and other improvements that will benefit the Plan Area.

- iv. Replanning, redesigning and developing undeveloped and underdeveloped areas which are improperly utilized.

The Director finds that the Event Center generally conforms to this Major Objective. As described in the GSW DSEIR (p. 3-10), the Property is currently undeveloped, a portion of it is used as a surface parking lot, and a chain link fence surrounds its perimeter. Therefore, the Director finds that the Property is underutilized and that the Project would replan, redesign, and redevelop the Property consistent with this objective.

- v. Providing flexibility in the development of the Plan Area to respond readily and appropriately to market conditions.

The Director finds that the Event Center generally conforms to this Major Objective. The Plan generally, and the Commercial Industrial / Retail land use district specifically, provides broad categories of uses that are intended to provide OCII with substantial flexibility in developing the Plan Area to respond readily and appropriately to market conditions. The Project is an example of the type of project that, although not specifically contemplated in 1998 when the Plan was enacted, is nevertheless consistent with the Plan's vision to create a vibrant and diverse mixed use urban area that includes among other uses office, retail, recreation, and assembly and entertainment uses. The Project constitutes an appropriate and important response to market conditions because the City currently lacks a venue, like the Event Center, capable of hosting a similar diverse array of sports, artistic, and other assembly and entertainment events. Notably, the City's Office of Economic and Workforce Development ("OEWD") reports that the space constraints of existing City convention and meeting venues result in a significant loss of employment and financial benefits to the City. OEWD, Moscone Expansion Project: Fiscal Responsibility and Feasibility Report (Jan. 2013). Significantly, the Project is privately-financed and will generate substantial amounts of property tax revenues that will be dedicated to public infrastructure and affordable housing costs. The successful completion of the Plan Area is dependent on these types of economically feasible land uses that will provide the revenues to repay the bonded indebtedness used to build the public infrastructure contemplated in the 1998 Mission Bay FSEIR for the area.

- vi. Providing opportunities for participation by owners in the redevelopment of their properties.

The Director finds that the Event Center generally conforms to this Major Objective. On October 9, 2015, GSW Arena LLC acquired the property from the prior owner, Bay Jacaranda 2932, LLC (an affiliate of salesforce.com). In accordance with terms of an Assignment, Assumption and Release agreement between GSW Arena LLC, Bay

Jacaranda 2932 and OCII, GSW Arena LLC assumed all applicable obligations under the Mission Bay South Owners Participation Agreement related to Blocks 29-32. Approval

of the Project would allow GSW Arena LLC the opportunity to participate in the development of its property through the ability to develop an economically feasible project that meets its mission and desires within the context of the overall Plan.

- vii. Strengthening the community's supply of housing by facilitating economically feasible, affordable housing through installation of needed site improvements and expansion and improvement of the housing supply by the construction of up to approximately 3,440 very low-, low- and moderate-income and market-rate units, including approximately 1,100 units of very low-, low- and moderate-income housing.

The Director finds that the Project generally conform to this Major Objective through their future generation of significant amounts of property tax revenues that are contractually obligated to pay for affordable housing under the Mission Bay South Owner Participation Agreement and the Mission Bay South Tax Increment Allocation Pledge Agreement between OCII and the City and County of San Francisco. OCII has a remaining financial obligation to develop over 500 units of affordable housing in Mission Bay South at several sites dedicated to affordable housing in the Plan Area. The Plan Area's property tax revenues are a significant source of funding. The Property itself is not one of the sites dedicated to housing because it is located within the Commercial Industrial / Retail land use district, where residential uses are not authorized. Therefore, development of the Project does not develop land within the Plan Area that may otherwise be available for residential uses and does not interfere with residential uses, which are located in other land use districts.

- viii. Strengthening the economic base of the Plan Area and the community by strengthening retail and other commercial functions in the Plan Area through the addition of up to approximately 335,000 Leasable square feet of retail space and a hotel of up to 500 rooms and associated uses, depending on the amount of residential uses constructed in the Hotel land use district, and about 5,953,600 Leasable square feet of mixed office, research and development and light manufacturing uses.

The Director finds that the Event Center generally conforms to this Major Objective. The Project includes retail and commercial uses that will strengthen the economic base in the Plan Area, as described in Section 3.1 (a) above. The Project is also consistent with the total leasable square footages anticipated within the Plan Area for the reasons set forth in the Square Footage Memorandum. (See also GSW DSEIR, pp. 4-5 to 4-6.)

- ix. Facilitating emerging commercial-industrial sectors including those expected to emerge or expand due to their proximity to the UCSF new site, such as research and development, bio-technical research, telecommunications, business service, multi-media services, and related light industrial, through improvement of transportation access to commercial and industrial areas, improvement of safety within the Plan Area, and the installation of needed site improvements to stimulate new commercial and industrial expansion, employment, and economic growth.

The Director finds that the Event Center generally conforms to this Major Objective through its transportation, safety, and site improvements. Specifically, as discussed more fully in Chapter 5.2 of the GSW DSEIR, as part of the Project, and through implementation of mitigation measures and improvement measures described in the FSEIR, the Project will improve physical transportation infrastructure adjacent to the



project site - including travel lanes, sidewalks, bicycle lanes, traffic signals, and light rail platform. The Project will also improve transit services through expansion of the Mission Bay TMA shuttle system, provision of the Muni Special Event Transit Service Plan, and implementation of a Transportation Management Plan (TMP). The TMP provides for, among other things, pre-event and post-event operation of the curbs adjacent to the project site to accommodate shuttles stops, and taxi zone, and private vehicle and TNC passenger loading/unloading zones. The TMP also includes Transportation Demand Management (TDM) strategies designed to reduce use of single-occupant vehicles and to increase the use of rideshare, transit, bicycle, and walk modes for trips by employees and visitors to and from the project site. The TMP is summarized on GSW DSEIR pp. 5.2-55 – 5.2-69, and the entire document is included as GSW DSEIR Appendix TMP. As described on GSW DSEIR p. 5.2-55, the TMP is a working document that would be expanded and refined over time by the project sponsor and City agencies involved in implementing the plan.

As discussed in the Project's GSW FSEIR, with limited exceptions, the majority of traffic associated with the Project will occur in the evening or on weekends and, therefore, the Director finds the Project generally will not interfere with transportation access to commercial and industrial uses within the Plan Area during regular business hours. Moreover, the area surrounding the Project has already been substantially built out with commercial industrial and other uses. Construction of the Project would develop one of the few remaining vacant and underutilized parcels in this area. In doing so, the Project would secure the Property, increase the diversity of uses in the area, contribute towards creating an attractive and interesting urban environment, and reduce the need for Plan Area residents and employees to drive to reach retail, food, and recreation resources. For these reasons, the Director finds that the Project complements the existing commercial-industrial sectors and residential areas that have developed under the Plan's mixed-use objectives. The Director further finds that the continued development of the mixed-use nature of the Plan Area will enhance the areas desirability as an area for City residents to both live and work.

- x. Facilitating public transit opportunities to and within the Plan Area to the extent feasible.

The Director finds that the Event Center generally conforms to this Major Objective. Development of the Project includes implementation of several improvements to the existing public transit network near the Property. Furthermore, the Project requires implementation of a Transportation Management Plan that is designed to increase the use of rideshare, transit, bicycle, and walk modes for trips to and from the Project. As discussed in Chapter 5.2 of the GSW DSEIR, the Project would result in transit demand exceeding existing capacity during some large weekday evening events at the Event Center and days in which events overlap with San Francisco Giants games at AT&T Park. However, the Director finds that with the exception of days with large or overlapping events, demand will generally not exceed capacity after development of the Project. The Director finds further that the Project generally conforms with this objective by encouraging and facilitating the use of public transit to travel to and within the Plan Area. The Project also facilitates public transit opportunities by providing expanded Mission Bay TMA shuttle service to increase frequency of, and the number of stops offered by, the shuttle service in Mission Bay South.

- xi. Providing land in an amount of approximately 41 acres for a variety of publicly accessible open spaces.

The Director finds that the Event Center generally conforms to this Major Objective. The Event Center will not impede the development of the 41 acres of publicly accessible open space required under the Plan. In fact, the Event Center will enhance this objective by providing additional open space of approximately 3.2 acres on the Property, including a proposed Third Street Plaza on the west side of the project site between the Event Center and Third Street, and a proposed ground-level Southeast Plaza in the southeastern corner of the site. These plazas would be connected by a pedestrian ramp wrapping around the exterior of the north and eastern sides of the Event Center. On the east side of the Event Center, the pedestrian path would offer a "bayfront overlook" to provide eastward views across the Bay. Another pedestrian path would wrap around the southwest portion of the Event Center.

- xii. Achieving the objectives described above in the most expeditious manner feasible.

The Director finds that the Event Center generally conforms to this Major Objective. OCII did not envision that Blocks 29-32 would remain underutilized (and in its current state) nearly two decades after the Plan was adopted. Indeed, previous proposals to develop the Property have not succeeded. See Redevelopment Agency Commission Resolution No. 97-2011 (Sep. 9, 2011) and Nos. 10-2012, 11-2012, 12-2012, 13-2012, and 14-2012 (Jan. 31, 2012) (approving major phase application and design documents for Salesforce.com campus on Property). The Director finds that the Project proposes an expeditious construction schedule and will assist in achieving Plan objectives in an efficient manner.

Furthermore, San Francisco Ordinance No. 215-12 (Oct. 4, 2012) delegates to OCII and the OCII Commission the authority to act in place of the former redevelopment agency to implement, modify, enforce and complete surviving redevelopment projects including the Mission Bay South Redevelopment Project. Redevelopment Dissolution Law requires OCII to fulfill its enforceable obligations, such as the Mission Bay South OPA, and "expeditiously wind down the affairs of the redevelopment agency." Cal Health & Safety Code § 34177 (h). To implement Redevelopment Dissolution Law, Ordinance No. 215-12 authorizes the OCII Commission to "take any action that the Redevelopment Dissolution Law requires or authorizes on behalf of the Successor Agency and any other action that the Commission deems appropriate consistent with the Redevelopment Dissolution Law to comply with such obligations." Approval of the Project is consistent with the Redevelopment Dissolution Law and Ordinance No. 215-12 and will facilitate the wind down of the Mission Bay South Redevelopment Project.

- b. The Event Center generally conforms with the planning objectives and policies in Section 104 of the Plan.

Section 302 of the Plan requires the Director's finding of consistency to consider general conformity with redevelopment objectives and planning and design controls. Section 103 of the Plan sets forth the "redevelopment plan objectives." Section 104 of the Plan includes planning objectives and policies that are separate from the Plan's redevelopment objectives. Section 104 planning objectives and policies are intended to provide further guidance for development within the Plan Area. Section 302 of the Plan does not require the Director to consider general conformity with these Section 104 planning objectives and policies as part of the Director's secondary use findings. Moreover, unlike Section 103 redevelopment objectives, Section 104 provides that the Plan should implement the planning objectives and policies only to the extent feasible.

Nevertheless, the Director finds that, in addition to meeting the redevelopment objectives under Section 103 of the Plan, the Project generally conforms to the planning objectives and policies in Section 104 of the Plan.<sup>3</sup> Some Section 104 planning objectives and policies are not directly applicable to the Project such as neighborhood environment planning objectives and policies which address the development of new residential neighborhoods within the Plan Area and not non-residential developments such as the Project. With respect to Section 104 planning objectives and policies that are not directly applicable to the Project, the Director finds that the Project does not interfere with OCII's ability to generally conform with those objectives and policies. With respect to Section 104 planning objectives and policies that are relevant to the Project, the Director finds that the Project generally conforms to planning objectives and policies included in Section 104. A brief discussion of the Project's general conformity with land use, urban design, recreation and open space, commerce and industry, and transportation planning objectives and policies is set forth below.

i. The Event Center generally conforms with land use planning objectives.

The Director finds that the Project, including the Event Center, provides a diverse array of uses including office, retail, entertainment, recreation and community facilities. The Director finds these uses will complement the existing business, institution and residential uses within the Plan Area and assist in achieving the Plan's objective to create a vibrant mixed-use urban community. The Director finds further that while the Project is easily accessible from surrounding residences and businesses, the Property's location is well suited for the Project because it is located on the east side of 3rd Street which provides a reasonable buffer between the Project and the Mission Bay Residential and UCSF land use districts.

ii. The Event Center generally conforms with the urban design planning objectives.

The Director finds one important characteristic of San Francisco's development pattern is that a substantial portion of the waterfront is developed with community oriented civic, entertainment, and open space uses that draw residents and visitors to waterfront areas of the City. The Project, including the Event Center, is consistent with this development pattern and will create an iconic Mission Bay attraction near the waterfront. The Director finds further that, in consideration of surrounding development, including the 8-story UCSF parking structure and 14-story UCSF Hearst Tower, the Project's scale is appropriate and compatible with adjacent development. Finally, the Director finds that the Project's tallest buildings are located on the west side of the Property furthest from the Bay and that heights appropriately step down towards Bayfront Park and the Bay.

iii. The Event Center generally conforms with recreation and open space planning objectives.

The Director finds the Project makes a positive and significant contribution toward recreation and open space opportunities within the Plan Area. The Project includes approximately 3.2 acres of open space and provides public views looking toward the Bay and Downtown San Francisco. Additionally, as discussed in Section 2(a)(ii) above, the Event Center constitutes a Recreation Building and, therefore, the Project will offer significant indoor recreation opportunities to patrons in addition to the 3.2 acres of open space providing outdoor activity and open recreation amenities.

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<sup>3</sup> See also Memorandum, S. Oerth, Deputy Director, to T.Bohee, Executive Director, re: "Applicability of Certain Redevelopment Plan Land Use Provisions to the Event Center Project." (Oct. 27, 2015).

- iv. The Event Center generally conforms with commerce and industry planning objectives.

The Director finds the Project will enhance and diversify the economic base in the Mission Bay South, substantially expand employment opportunities within the Plan Area, and provide an important resource for the City by developing a multi-purpose Event Center capable of hosting a variety of events, some of which could not be hosted at other existing venue within the City due to size or logistical constraints.

- v. The Event Center generally conforms with transportation planning objectives.

While many of the Section 104 transportation planning objectives and policies concern development of the street system within the Plan Area and not the subsequent development of land use projects within the Plan Area, the Director finds that the Project generally conforms with relevant transportation planning objectives and policies in Section 104. As is common with development within San Francisco, and urbanized areas generally, the FSEIR acknowledges that the Project will result in project-specific and cumulative transportation impacts particularly during days in which large events and events that overlap with San Francisco Giants games at AT&T Park are held. However, such impacts do not require the Director to find that the Project does not generally conform with transportation planning objectives and policies in Section 104 of the Plan. The Plan, and 1998 Mission Bay FSEIR, allows for and includes a redevelopment objective to promote the development of 5,000,000 leasable square feet within Zone A of the Mission Bay South Redevelopment area. Providing for this development will necessarily result in traffic increases and additional demand for transit resources.

The Director finds that the Project generally conforms with transportation planning objectives and policies in Section 104 because it is designed and proposed in a manner that makes efficient use of the Plan Area's street system and transit resources, and provides for various improvements to the street and transit network in the Plan Area. The majority of events at the Event Center will be held in the evening or on weekends and, as a result, the Project will generate the greatest traffic impacts after business hours, which reduces potential conflicts with commercial, industrial, and institutional operations in the Plan Area. Furthermore, OCII, the City, and the project sponsor have been working with UCSF and neighbors to develop a Local / Hospital Access Plan in order to further address concerns related to local access in the Mission Bay area. In addition, the Project will facilitate public transit opportunities by providing expanded Mission Bay TMA shuttle service to increase frequency of, and the number of stops offered by, the shuttle service in Mission Bay South.

- c. The Event Center generally conforms to the planning and design controls established pursuant to the Plan.

- i. The Event Center conforms with the Redevelopment Plan's land use standards.

The Plan establishes the "basic land use controls within which specific redevelopment activities in the Plan Area will be pursued." (Plan, § 101) The Plan's land use controls govern all other planning and design controls, including the Design for Development for the Mission Bay South Project Area ("D for D").



Section 302 of the Plan requires that a secondary use generally conform with the Plan's planning and design controls. The Event Center conforms with these planning and design controls, which are primarily set forth in Section 304 of the Plan, the Land Use Map (Attachment 3 to the Plan), and the Zone Map (Attachment 3a to the Plan). The Land Use Map provides the location of Plan Area boundaries and land use districts. Section 304 (General Controls and Limitations) of the Plan establishes, among other things, the number of permitted buildings and dwelling units, open space requirements, and limitations on type, size and height of buildings. In particular, Section 304.5 establishes the overall amount of leasable square footage that can be developed in each of several land use districts, floor area ratios, and a maximum height of 160 feet; it also provides that "[t]he type of buildings may be as permitted in the Building Code as in effect from time to time." The Zone Map, in conjunction with Section 304 of the Plan, allocates the amount of square footage that may be developed by zone.

The Event Center is within the maximum development program outlined in the Plan. Consisting of a single building of approximately 487,939 leasable square feet and not more than 135 feet at its highest point, the Event Center conforms to the Plan's size and height limitations, including the maximum 5,000,000 square feet of leasable space permitted in the aggregate in "Zone A" of the Plan Area,<sup>4</sup> the maximum floor area ratio of 2.9:1 permitted in the aggregate for blocks designated Commercial Industrial/Retail, and the 160 feet height limitation.

ii. The Event Center generally conforms with the D for D Design Standards and Guidelines.

In addition to its conformity with the Plan, the Event Center also generally conforms<sup>5</sup> to the planning and design controls in the D for D, which provide ancillary design standards and guidelines that must be consistent with the Plan and the objectives described above.<sup>6</sup>

The D for D guidelines emphasize four key concepts that work together to provide a "flexible urban design framework" for all elements of design and construction in the Plan Area. These concepts are: 1) an urban street grid to allow for the transformation of an industrial district; 2) view corridors to connect Mission Bay to the Bay and downtown; 3) an open space network linked visually and physically to invite intensive use; and 4) interesting urban scale buildings to establish a building edge along primary streets. (D for D, p. 47.) As will be discussed below, the Event Center generally conforms to these concepts and to the more specific objectives of the Commercial Industrial Design Guidelines, which provide that the commercial uses within the Commercial Industrial Retail zone are intended to complement the planned UCSF research campus and contribute to the mixed-use vibrancy of the Mission Bay community. "The guidelines encourage an active and visually interesting pedestrian environment and building placement and character that will give the commercial areas a distinctive identity and one that will complement the overall visual perception of Mission Bay." (D for D, p. 73.)

The Event Center fits within the D for D's urban design framework because its design features include the following: 1) The Event Center's location will respect the

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<sup>4</sup> See Square Footage Memorandum.

<sup>5</sup> As explained above at pp. 8-9, "general conformity" does not require strict compliance with all of the specific standards in the D for D, but rather consistency with the purposes and objectives underlying those standards.

<sup>6</sup> The D for D states: "In the event of any conflict between this Design for Development and the Redevelopment Plan, the Redevelopment Plan provisions shall control." (D for D, p. 7.)

established Mission Bay street grid,<sup>7</sup> as it will be placed between South Street and 16<sup>th</sup> Street, and along Terry Francois Boulevard, immediately across from the proposed Bayfront Park. Public access through the Project will be provided from each surrounding intersection and from each frontage, with continuous pedestrian thoroughways encircling the entire Event Center. 2) Pedestrian rights-of-way will provide view corridors, will be incorporated on all four sides of the Project, and will be aligned with the existing north-south axis formed by Bridgeview and Illinois Streets, and with the existing east-west axis across Third Street. The Event Center and its gatehouse structure will be centered at the terminus of the east-west view corridor along Campus Way, which originates on the UCSF campus. As a view-corridor terminus, the Event Center will serve as a district landmark and City-wide reference. 3) The Event Center's location on the site and its circular shape will result in enhanced, publicly-accessible open spaces on the land surrounding it, from which expanded views from Mission Bay to the waterfront will be offered. These open spaces will build on the Mission Bay open space network by integrating and expanding the parks that will be constructed along the waterfront. 4) Finally, the Event Center's unique, rounded shape in the context of other structures on the northern, southern and western frontages will create a strong, interesting and legible city-edge near the waterfront.

Besides addressing the D for D's overall goals, the Event Center also generally conforms with many of the specific design standards and guidelines.

- a. The Event Center generally conforms with the D for D's Maximum Development standards.

The Event Center is proposed for Blocks 29-32 and is located in the Commercial Industrial/ Retail District, as shown on Map 2 of the D for D,<sup>8</sup> and in Height Zone 5 ("HZ-5"), as shown on Map 4 of the D for D. In the HZ-5 area, the D for D provides that a maximum of 942,200 square feet of net area of land may be developed.<sup>9</sup> This standard for maximum development is distinct from the Plan's limits on the amount of leasable floor area that is allocated to various areas in the Plan Area and that, as noted above, the Event Center satisfies. The Event Center will use approximately 129,026 square feet of Developable Area and the entire Project will use 228,917 square feet of Developable Area, leaving approximately 713,283 square feet for other projects in HZ-5.<sup>10</sup>

The standards for HZ-5 also provide controls for the amount of Developable Area at base height, midrise height and tower height (as a percentage of Developable Area), bulk standards and the number, location, and separation of towers. Of the total of 942,200 square feet of Developable Area in HZ-5, 93 percent of the area may be developed

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<sup>7</sup> Notably, the Mission Bay street grid illustrated in the Plan and D for D is not exact and may vary. See Notes (Attachment 3, Redevelopment Land Use Map) and D for D (Map 3) (Plan Boundary, Development Block and Street Grid Map). See also Section 3.c.ii.hh, below (The Event Center conforms with the D for D's standards for Street System).

<sup>8</sup> Map 2 (Land Use Plan) of the D for D and Attachment 3 (Redevelopment Land Use Map) of the Plan are identical.

<sup>9</sup> In general, Developable Area refers to the footprint of buildings and Leasable Floor Area refers to building space occupied by and benefiting occupants.

<sup>10</sup> See Square Footage Memorandum.

with buildings at the base height of 90 feet; 7 percent of the area may be developed with buildings at the tower height of 160 feet. With a height of 135 feet and a maximum diagonal plan dimension of 600 feet, the Event Center does not meet D for D standards but nonetheless satisfies the Design Guidelines describing the standards.

The D for D establishes 90 feet as the predominant height of commercial buildings, but also encourages taller buildings to “mark significant areas along Third Street, Sixteenth Street, and the Freeway (e.g. major intersections, transit stops, and gateways), reinforce major destinations and elements within Mission Bay, and preserve, frame and enhance views and view corridors.” (D for D, p. 78.) In addition the D for D objectives call for buildings that “result in a new, attractive view element as seen from nearby vantage points,” the clustering of taller buildings “to establish a distinctive and memorable skyline which reinforces activity and density patterns,” and a “variety in buildings heights, massing, and building articulation . . . to promote visual variety and reduce the scale of development.” (D for D, p. 78.) In particular, building heights should “promote visual interest and modulate the scale of development, especially along the Bayfront. Strong horizontal and vertical elements also serve to modulate the scale of development and create interesting streetscapes for pedestrians.” (D for D, p. 82.) The Event Center conforms with all of these Design Guidelines.

The Event Center building will contribute toward the variety of building heights, massing and building articulation for the site and will provide a new, attractive view element as seen from nearby vantage points. The frontage along Bayfront Park will be open and inviting and will avoid the homogenous and unrelieved facades that are discouraged in the Architectural Details Design Guidelines. Other characteristics of the building design are discussed in the View Corridors (and Building Architecture) section below.

In addition to the open space provided on-site, the Event Center would encourage public engagement with off-site open space in the Plan Area by drawing patrons and visitors to Mission Bay for basketball games and other events, and by creating a view terrace overlooking the proposed Bayfront Park and the Bay beyond, which terrace would be open to the public.

The proposed development pattern remains consistent with the general intent of the D for D that locates the Project’s tallest buildings on the west side of the Property furthest from the Bay and appropriately steps the building height on the site as toward Bayfront Park and the Bay. In addition, the proposed heights, in consideration of surrounding development, including the 8-story UCSF parking structure and 14-story UCSF Hearst Tower, are appropriate and compatible with adjacent development.

In certain limited instances, the OCII Commission will consider approval of amendments to the D for D where needed to achieve the above-described objectives for a unique building, such as the Event

Center.<sup>11</sup> The proposed D for D amendments define the Event Center's height as part of the developable area for base height buildings, amend bulk limitations to allow a diagonal plan dimension of 600 feet for an Event Center and amend tower separation requirements to provide a minimum of 40 feet between a tower and an Event Center. These amendments, however, remain consistent with the Plan and the overall redevelopment objectives and planning and design controls established pursuant to this Plan. By defining the Event Center as a base height building, a more interesting variety of heights can be achieved within the Project site and even within the Event Center building itself, which fronts several raised open spaces or adjacent retail areas of varying elevations and only reads uninterrupted from grade to roof along its 16<sup>th</sup> Street frontage. The Event Center height and bulk as implemented through the Project design contributes to the mixed-use vibrancy of the Mission Bay Community, encourages an active and visually interesting pedestrian environment and building placement and character that will give the area a distinctive identity, all in conformance with the Design Guidelines.

- b. The Event Center generally conforms with the D for D's Setback standards.

Under the D for D, the Commercial/Industrial districts, including Blocks 29 and 31, has the following applicable setback requirements:

- 5' setback on east side from Mission Rock to Mariposa Street.
- 20' setback on north side of 16th Street from Terry Francois to Owens.

The Event Center is generally consistent with the D for D standards for setbacks. While the proposed D for D amendments would permit minor encroachments within this setback in a few places along the north side of 16th Street between Terry Francois Blvd. and Third Street in order to accommodate the curved façade of the event center and master planning of Blocks 29-32, the amendments require that a minimum average of 20' be provided along that frontage, which is generally consistent with this standard. The resulting location and form for the Event Center building benefits the project and neighborhood in several key ways: first, by adding variety and visual interest along 16th Street where the Event Center meets grade closer to the property line; second, by enabling construction of a below-grade loading dock to preserve pleasant streetside visuals and absorb regular noise-generating activities; and third, by maintaining room on the northeast side of the

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<sup>11</sup> OCII will consider other amendments to the D for D that do not relate to this Secondary Use Determination, but rather that relate to principal uses. For example, a proposed D for D amendments reallocates one of the 25 towers authorized under the existing D for D from HZ-2 to HZ-5, but does not increase the D for D authorization for total number of towers within the Plan Area. This reallocation does exceed the maximum development standards for leasable square footage. See Memorandum, S. Oerth, Deputy Director, to T.Bohee, Executive Director, re: "Applicability of Certain Redevelopment Plan Land Use Provisions to the Event Center Project." (Oct. 27, 2015).



property for a generously sized Food Hall to serve the neighborhood's shopping and entertainment needs. The curvature of the Event Center form, which necessitates the minor encroachment into the 16th Street setback, also allows a net increase in the amount of open space for pedestrian circulation and queuing along the 16th Street property line as the curve pulls further from the street.

The Event Center generally conforms with the D for D's Lot Coverage and Streetwall standards.

- c. Under the D for D, the Commercial/Industrial districts has no maximum lot coverage requirement, but is subject to the following applicable streetwall requirements:
- Minimum length: 70% of block length frontage required for streetwalls along primary streets (including 3rd and 16th).
  - Minimum height: 15 feet
  - Maximum height: Not to exceed 90' except for mid-rise and towers
  - Corner Zone conditions: At all intersections along primary streets (including the intersection of 3rd and 16th), buildings must be built to streetwall at all corners for a distance of 50'. Corner entries are exempted. The height of buildings at corner may be no less than 15 feet.
  - Projections: Architectural projections over a street, alley, park, or plaza shall provide a minimum of 8 feet of vertical clearance from the sidewalk or other surface above which it is situated.

The diverse urban character achieved in the Plan Area as a result of the D for D setback and streetwall requirements would be maintained by the Event Center, which meets grade in a strong architectural statement along one portion of 16th Street and steps down to the more pedestrian-friendly scale of the bike valet entry along another portion of the same frontage. The pedestrian pathway entry and retail terrace located at the intersection of 16th Street and Illinois Street support the sense of mixed scale and activities, assisted by the activation of the property line through the Food Hall located in the northeast portion of the site and dynamic, pedestrian oriented open spaces and passageways surrounding, and leading from the public street to, the Event Center. The Event Center would meet the Street Frontage Commercial Industrial Design Guidelines by encouraging variety within the streetwall and visual relief for Bayfront Park along Terry Francois Boulevard, and create variations from the streetwall to create open space, pedestrian circulation space and landscaping areas.

- d. The Event Center generally conforms with the D for D's Open Space standards.

The Design Guidelines encourage the development of publicly-accessible open spaces at ground level and pedestrian walkways within commercial development. The Design Guidelines also encourage walkways to mid-block open spaces or courtyards and, where feasible, walkways designed in relation to local serving retail such as cafes and to the public open space network. (D for D, p. 75.) The Event Center conforms to these Design Guidelines.

The Project will include approximately 3.2 acres of publicly accessible open space areas that will be comprised of two primary plazas (one along Third Street and one at the southeast corner of the site) and additional paved and/or landscaped areas. The one-acre Main Plaza is raised eight feet above the Third Street sidewalk (sloping imperceptibly up to the Event Center Main Entrance). The Main Plaza has been designed with flexibility in mind to accommodate the range of programming, and as a result, the design includes large-scale moveable occupiable planters that can be rearranged. The center oval shaped lawn area is designed to be similarly flexible and the center lawn can be replaced with wood, ice, and other surfaces to accommodate various types of events.

The smaller 25,000-square foot Southeast Plaza at the corner of Terry A. Francois Boulevard and 16th Street leads into the secondary entrance to the Event Center. A 300-space bicycle valet facility is located on this plaza, and an additional overflow, temporary bicycle corral could be located in this plaza for larger events.

In addition to the plazas, there are private green roofs on top of the two office buildings and public walkways that wrap around the exterior of the north and eastern-sides of the Event Center to connect the Main Plaza to the Food Hall, bayfront overlook, main concourse entry, Bayfront Terrace exterior entry, and 16th Street.

The open spaces will also serve to move people to and from the Event Center events in an organized manner, allowing for adequate staging areas to avoid spilling of pedestrians onto the surrounding streets. Pedestrians and patrons may walk from one Event Center entry to another via the pedestrian path that curves along the Event Center's northern side, bringing patrons past retail and potential art or lighting installations as they rise from an elevation of approximately 10 feet to 26 feet above grade along a gentle slope. Additional access around the building includes a walk along the 16th Street sidewalk and landscaped setback area, and passage through the walkway connecting 16th Street midblock with the Main Plaza along Third Street. Both the walkway and the pedestrian path terminate at the Main Plaza to the northwest, and the Southeast Plaza to the southeast, thereby creating a continuous network of programmed or passive public spaces.

- e. The Event Center generally conforms to the D for D's standards for Sunlight Access to Open Space.

Additional shadow analysis pursuant to the D for D is not required unless, as a part of the specific project application, the applicant seeks a

variance from the D for D's Design Standards establishing the shape and location of buildings. A project for which an exception is sought may not create additional areas of public open space, including Bayfront Park, which is adjacent to the Blocks 29-32, in continuous shadow for periods of one hour, using the methodology described in the D for D.

Sunlight access and shadow analysis of the Project was prepared for, and discussed in, Appendix WS of the GSW DSEIR. The GSW FSEIR concluded that if the Project were completed, the area of Bayfront Park that would be in continuous shadow for a period of one hour from March to September between 10am and 4pm would be "well under 20 percent," the threshold established by the D for D. The GSW FSEIR concluded that the entire Project, including the Event Center building itself, would be in conformance with the sunlight and shadow requirements of the D for D.

- f. The Event Center generally conforms with the D for D's standards for Wind Analysis.

The D for D requires wind review for all projects that include buildings over 100 feet in height. Wind tunnel testing may also be required for these buildings unless a qualified wind consultant, with concurrence by OCII, determines that the exposure, massing, and orientation of the building are such that adverse wind impacts will not occur. Wind analysis is conducted to assess wind conditions for projects in conjunction with the anticipated pattern of development on surrounding blocks.

The Buildings would exceed 100' in height, and therefore wind tunnel testing and wind analysis would be required under the D for D. Two wind analyses were performed for the entire Project in connection with, and discussed in, the DSEIR (the "DSEIR Wind Analysis") and the Responses to Comments to the DSEIR (the "RTC Wind Analysis"). The RTC Wind Analysis considered the Project as developed with the proposed mitigation measures, including design measures to reduce or avoid wind impacts, incorporated into the FSEIR. The RTC Wind Analysis also found that the number of off-site study points at which wind speed would exceed the wind hazard criterion would be reduced. The DSEIR Wind Analysis also found that the Project would result in a reduction of so-called "wind comfort" criteria, including the average of wind speeds exceeded 10 percent of the time, the average percentage of time the wind speed would exceed the pedestrian comfort criterion, and the number of exceedances of the pedestrian comfort criterion at off-site public areas.

The GSW FSEIR concluded that the design modifications to the Project would reduce wind impacts to less than significant, as verified by wind tunnel testing. The Event Center fully conforms with the D for D Standards for wind.

- g. The Event Center generally conforms with the D for D's standards for View Corridors (and Building Architecture).

The D for D Design Guidelines generally provide that no building or portion thereof may block a view corridor (which follow street alignments and are defined by Map 3 of the D for D), but allow for view corridors, in a few locations, to terminate in buildings where the “termination points are important architectural opportunities and . . . designed in a [manner] that reflects their importance.” (D for D, p. 74.) The Event Center represents an “important architectural opportunity” that conforms to this Design Guideline.

The view corridors established by the Mission Bay street grid (Campus Lane to the west, Bridgeview Way to the north) would terminate at the Event Center. These view corridors will provide the public with a visual termination point of the Event Center that will be an iconic and architecturally significant public landmark. As a terminus of the view corridor, the Event Center would provide a dramatic and visually interesting focal point and furthers many of the Commercial Industrial Guidelines regarding Architectural Detail.

The Event Center would be a unique circular shape that stands apart from the traditional building forms in the Plan Area. Further, the Event Center would maximize visual contrast within the building form by utilizing at least four primary building materials (glass, metal, wood, concrete) on the facade and locating entrances and visual points of interest and landscaping at varied intervals around the Event Center exterior. A dramatic proscenium archway at the southeast corner entry, an activated pedestrian pathway adjacent to the Food Hall proposed as part of the larger mixed-use development, and small retail kiosks and seating terraces below the cantilevered Bayfront Terrace would provide additional visual variety to the drum shaped curves that characterize the Event Center. Finally, the Event Center would incorporate multi-layered open space of varied elevations (including street level, plaza level and grand connecting stairways), an iconic public forecourt and activated pedestrian walkways that are visually interesting and achieve on-site circulation and porosity, all as required by the amended Commercial Industrial Guidelines.

As an architecturally significant building with an array of inviting open spaces, the Event Center will serve to draw visitors and residents toward the site and would honor the spirit of the Mission Bay street grid system by providing opportunities to view the Bay that are unparalleled in the Plan Area, including the elevated view terrace located on the cantilevered Bayfront Terrace and overlooking the Bayfront Park and the Bay beyond. Further, the Event Center would draw many more members of the public to the Plan Area, allowing a greater number of people to experience and enjoy the Bay, the shoreline parks and the Mission Bay open space, contributing to an ultimate objective of the Mission Bay view corridors system.

- h. The Event Center generally conforms with the D for D’s standards for Street System.



Both the Plan (Attachment 3, Redevelopment Land Use Map) and the D for D (Map 3, Plan Boundary, Development Block and Street Grid Map) illustrate the Mission Bay South street grid system, but both documents provide flexibility regarding specific street alignments. The Plan states that “[s]treet alignments . . . are not exact and are indicated for illustrative purposes.” (Plan, Attachment 3, p. 41.) The D for D states: “Specific roadway locations and alignments may vary.” Significantly, the D for D Design Guidelines encourage the development of publicly-accessible open space and walkways to enhance the pedestrian experience in the Commercial Industrial area. (D for D, p. 75.)

To accommodate the Event Center building within the varas located on Blocks 29-32, proposed D for D Amendments permit the reconfiguration of the on-site vara so long as the overall site design provides roughly equivalent privately-owned, publically accessible pedestrian access and open space.

The Event Center will reconfigure the on-site varas that are illustrated in the Plan and D for D to provide roughly equivalent privately-owned but publically accessible pedestrian access and open space. The Project will provide approximately 139,000 gross square footage of open space on-site, compared to the approximately 102,000 gross square footage that would have been occupied by the vara streets. With this reconfiguration and the resulting increase in the amount of on-site open space and pedestrian access, the Event Center generally conforms to the intent of the existing D for D.

iii. The Event Center generally conforms with the D for D’s Parking standards.

The D for D parking standards provide a maximum/minimum of 1 space per 1,000 square feet for commercial industrial use. The proposed Project will meet all applicable parking requirements under the existing D for D except that the Event Center will provide 1 space for each 50 seats, or 360 parking spaces (approximately 1 space per 1,500 square feet).<sup>12</sup> In addition, a proposed amendment to the D for D establishes that offsite parking facilities may be used to satisfy some portion of the parking requirements for the Project, provided that the entrances to the offsite parking facilities are located within 300 feet of the Project entrance. Because the Event Center will be used most frequently for nighttime use, the proposed D for D amendments also

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<sup>12</sup> The other D for D parking requirements with which the Project complies include: parking for retail uses must be screened from view of pedestrians; the ratio of compact spaces to standard size spaces is 50%; minimum size requirements for parking spaces are 127.5 square feet for compact and 160 square feet for standard size cars; retail uses have a maximum of one space for each 500 square feet of gross floor area up to 20,000 square feet; and restaurant uses (exceeding 5000 square feet of occupied floor area) have a maximum of one space for each 200 square feet of gross floor area; and one secure bicycle parking space must be provided for every 20 vehicular parking spaces.

allow on-site parking to be shared among on-site uses (for example, without limitation, parking spaces provided for daytime office use may be used by the Event Center on nights and weekends). Together with the implementation of the Transportation Management Plan that is proposed as part of the project operations to reduce use of single-occupant vehicles accessing the site, the proposed parking ratio for the Event Center at 1 space per 50 seats is appropriate and generally conforms with the intent of the existing D for D and fully complies with the D for D as amended.

- iv. The Event Center generally conforms with the D for D's Loading standards.
  - The D for D permits multi-parcel developments to aggregate the number of loading spaces, does not set a maximum number of loading spaces, and includes the following off-street loading space requirements:
  - Commercial uses with a gross floor area above 500,000 square feet have three spaces, plus one for each additional 400,000 square feet.
  - Retail uses with a gross floor area over 100,000 square feet have three spaces, plus one for each additional 80,000 square feet.
  - Service and loading docks must be screened from streets and adjacent uses. Loading spaces may be aggregated for multi-parcel developments. The dimensions of loading spaces must be at least 10' wide by 35' long by 14' high, and loading areas and all refuse storage and dumpsters must be enclosed within structures and out of view from pedestrian areas.
  - The Event Center's seven loading spaces conform with the D for D.
- v. The Event Center generally conforms with the D for D's Signage standards.

The D for D provides that OCII may require submission of a uniform signage program that it will consider as part of the design review process. OCII will require the Event Center developer to submit a comprehensive signage program for (1) Event Center signage; (2) signage for the retail and restaurant frontages facing the publicly accessible private open spaces (consisting of the Plaza, Pedestrian Path, 16th Street ramp and the Bayfront Overlook); and (3) wayfinding signage plans for pedestrians and for vehicular movement within the parking garage and the periphery of the proposed development on Blocks 29 through 32. OCII will review the signage program as part of the ongoing design review process that will include review and approval of Design Development documents and final construction drawings. This process for review of signage generally conforms with the D for D. The proposed D for D amendments will allow OCII, in its discretion, to consider flashing signs, moving signs, roof signs, and business signs above ½ of the base height of the building.

- (4) The Project, including the Event Center, will make a positive contribution to the character of the Plan Area because, at the size and intensity contemplated and at the proposed location, will provide a development that is both necessary and desirable for, and compatible with, the neighborhood or the community.**

- a. The Event Center will make a positive contribution to the character of the Plan Area.

The Director hereby finds that development of the Event Center on the Property, as a secondary use, will make a positive contribution to the character of the Plan Area. The Event Center will be

a lively and vibrant use of a currently vacant, in-fill site, building upon and greatly enhancing the urban character of and diversity of uses in the burgeoning Mission Bay neighborhood. The Event Center would constitute a unique amenity in the Mission Bay neighborhood as the City's first ever multi-purpose indoor event center, attracting a rich diversity of live events including sporting events, concerts, family shows, cultural events, conferences and conventions. Furthermore, through the creation of a substantial public plaza and the maintenance of sweeping view corridors, the Event Center would enhance the existing open space system within Mission Bay.

- b. The size of the Event Center is appropriate for the Property and Mission Bay.

As discussed above, where the Plan intended to limit the size of an authorized use, the Plan does so. (See, e.g., Plan, p. 9 [authorizing "Small social service" facilities in the Mission Bay South Residential land use district].) The Plan does not limit the size of any of the uses included in the Project. The Property is located in the Commercial Industrial / Retail land use district, which is one of the Plan's most diverse and intense land use districts. The Director finds that the location of the Property on the east side of 3<sup>rd</sup> Street creates a natural buffer between the Project and the majority of the Plan Area's residential uses, which makes it an ideal location within the Plan Area for a project of this size. Finally, the Project is consistent with the overall development size limitations within the Plan Area. (See Square Footage Memorandum.) For these reasons, the Director finds that the Project is consistent with development square footage limitations set forth in the Plan and that the size of the Project is appropriate for the Property.

- c. The intensity of the Event Center use is appropriate for Property and Mission Bay.

The Director hereby finds that the intensity of the Event Center is appropriate for the Property and the Mission Bay. Current uses within the Plan Area are heavily focused on employment-generating uses that generally operate during normal business hours. As a result, the Plan Area is highly active during business hours but due to the limited amount of existing housing in the Plan Area and limited existing retail, cultural, and entertainment amenities, the intensity of uses within the Plan Area outside of normal business hours is minimal. With a majority of events anticipated to be held during evening and weekend hours, the Event Center would contribute vitality to Mission Bay's street life and activate its pedestrian realms particularly during nighttime hours. Therefore, the Project would bring an intensity of nighttime uses to the Plan Area that is commensurate with the existing intensity during business hours and, as such, makes the Plan Area a more desirable area in which to live and work.

- d. The Event Center is both necessary and desirable to achieve the Plan's goals and objectives for the Mission Bay community and the neighborhood surrounding the Property.

The Director hereby finds that the development of the Event Center on the Property, as a secondary use, is necessary and desirable for the neighborhood and the community. The Director finds the Event Center is necessary in that it will provide significant economic benefits to the Plan Area. By creating thousands of construction and permanent jobs that will pay prevailing and living wages, the Event Center will provide significant economic opportunities to the residents of Mission Bay and the greater San Francisco community. The Project facilitates the buildout of the Plan Area as a diverse and economically prosperous mixed-use area consistent with the objectives of the Plan. Additionally, the Director finds the Event Center is desirable because it will provide a venue for events (many of which must be held outside the City limits currently due to the absence of a suitable site) and expands entertainment and leisure opportunities for the residents of both Mission Bay and the City as a whole. As a destination for both residents and visitors, the Event Center would also draw patrons to the existing and future retail establishments and open space amenities in Mission Bay.

- e. The Event Center is compatible with the Mission Bay community and the neighborhood surrounding the Property.

The Director also finds that development of the Event Center on the Property is compatible with the neighborhood and the community. The Property is an urban in-fill site in the Plan's diverse and intense Commercial Industrial / Retail land use district. Mission Bay is, by design, home to a wide variety of uses, making it an accommodating location for an Event Center. Among the wide variety of existing and currently proposed uses that are permitted in the immediate area are public open space to the east, office space and parking to the north, office and parking to the west, hospital to the southwest and office (including medical and scientific offices) to the south. Nearly all of the surrounding uses are day-time oriented, whereas the Event Center would be used for events most often during the evening hours. The Event Center would help to activate the site and the greater Plan Area during currently under-utilized times of day, complementing the existing uses in the area.

Most events at the Event Center would be held during nighttime and evening hours, when other uses in the vicinity of the Property are less intensive, including the adjacent commercial uses, medical offices, and the UCSF Medical Center. Use of the Event Center would not preclude operation of the adjacent uses. Mission Bay is also well served by public transportation, including access to Caltrans, Muni, and several bus lines.

A number of commenters have expressed concern that the Event Center is not compatible with the UCSF Medical Center. The UCSF Medical Center was approved as a secondary use under the "other uses" category of secondary uses because the Director determined it constituted a "public structure" (as a hospital operated by the University of California) and a "non-industrial use" (as a hospital that does not include manufacturing, warehousing, or distribution of goods). As discussed above, Plan objectives include "[c]reat[ing] a vibrant urban community in Mission Bay South which incorporates a variety of uses including medical research, office, business services, retail, entertainment, hotel, light industrial, education, utility, housing, recreation and open space, and community facilities." (Plan, p. 3 [Land Use Objective 1].) Consistent with this objective, the Director believes the Plan's use compatibility criteria must be interpreted in a manner that promotes the development of a variety of uses within the Plan Area. OCII understands that views differ on issues of compatibility. However, if a more narrow interpretation of compatibility was endorsed by OCII, then the goals to create a diverse mixed-use community would be hindered. The Director believes a narrow interpretation of compatibility is particularly inappropriate where the question before OCII is whether one secondary use (UCSF Medical Center) is inconsistent with another secondary use (the Event Center).

Finally, the Director finds that the FSEIR demonstrates the UCSF Medical Center and Event Center can operate successfully and safely together. The FSEIR includes a number of measures to ensure compatibility with the neighborhood and community. These measures include the adoption of a Transportation Management Plan, a copy of which is incorporated herein by reference, and adoption of site management practices, as further described in Section 3.6.2 of the FSEIR. These practices are designed to minimize effects from the Event Center and associated event patrons on surrounding land uses, including noise impacts. Furthermore, on October 7, 2015, a memorandum of understanding was entered between GSW and UCSF relating to the Project. In consideration of various commitments made by GSW to address certain traffic concerns, UCSF agreed to "actively and publicly support... the entitlement and construction of the Project." (See October 7, 2015 MOU between GSW and UCSF, pp. 2-3.) For all of these reasons, the Director finds that the Event Center is compatible with the UCSF Medical Center as well as other existing residences and businesses in the Plan area.



**APPROVAL**

For the reasons set forth above, the Executive Director determines that the Event Center is a permitted secondary use under Section 302 and 302.4 of the Plan. In making this Secondary Use Determination, the Executive Director: 1) has considered Commission Resolution No. 70-2015, making certain CEQA findings and adopting a statement of overriding considerations, mitigation measures and a mitigation monitoring and reporting program, which resolution is incorporated herein by this reference; 2) finds and determines that the Secondary Use Determination is within the scope of the Project analyzed in the FSEIR; and 3) conditions this Secondary Use Determination on (a) compliance with conditions adopted in the OCII resolution approving the major phase and basic concept/ schematic design applications for the GSW Event Center and Project; and (b) compliance with the Mitigation Monitoring and Reporting Program, including Improvement Measurements, adopted in connection with the Final Subsequent EIR, a copy of which is attached hereto as Exhibit A.

Approved on

11-3-15

Tiffany Boone  
Executive Director

# Mitigation Monitoring and Reporting Program

## SECTION 1: AUTHORITY

This Mitigation Monitoring and Reporting Program (MMRP) has been prepared pursuant to Section 21081.6 of the *California Environmental Quality Act*, known as CEQA (Public Resources Code Section 21000 et seq.), to provide for the monitoring of mitigation measures required for the Event Center and Mixed-Use Development at Mission Bay Blocks 29-32 (Project), as set forth in the Final Subsequent Environmental Impact Report (Final SEIR) prepared for the Project. This report will be kept on file at the Office of Community Investment and Infrastructure (OCII), One South Van Ness Avenue, Fifth Floor, San Francisco, CA, 94103 and at the City Planning Department (City), 1650 Mission Street, Fourth Floor, San Francisco, CA, 94103.

As described in Section 15097 of the *CEQA Guidelines*, "[r]eporting' generally consists of a written compliance review that is presented to a decision-making body or authorized staff person. A report may be required at various stages during project implementation or upon completion of the mitigation measure. 'Monitoring' is generally an ongoing or periodic process of project oversight." This MMRP includes both reporting and monitoring elements, as appropriate for implementation of each mitigation or improvement measure.

## SECTION 2: CONTENT OF MMRP MATRIX

The MMRP matrix consists of four separate tables:

- Table A, Mitigation Measures
- Table B, Improvement Measures
- Table C, Applicable Regulations
- Table D, Summary of Transportation Management Plan

Table A, Mitigation Measures, and Table B, Improvement Measures, identify the environmental issue areas for which actions/measures are identified; the required actions/measures; the timeframe for implementing, monitoring, and reporting on these measures; the responsible implementing, monitoring and reporting parties; and action needed to verify compliance/completion of the measures. Table C lists applicable regulations that were identified in the Initial Study and the Final SEIR that were relied upon to reduce or avoid significant impacts and the associated environmental issue areas. Table D summarizes the Transportation Management Plan (TMP) that is included as part of the proposed project, but will be monitored as part of the MMRP, and includes the same types of information as Tables A and B.

## SECTION 3: IMPLEMENTATION AND ENFORCEMENT OF MEASURES

This MMRP includes all mitigation measures that are applicable to the project. The intent of the MMRP is to ensure the effective implementation and enforcement of adopted mitigation measures. In addition to listing mitigation measures, for the purposes of public disclosure and to assist in

implementation and enforcement, the MMRP also lists "improvement measures", "applicable regulations", and the Project TMP.

Mitigation measures are contained in **Table A**. As discussed in the Initial Study and the Final SEIR, the mitigation measures included in the MMRP are measures required to avoid or lessen significant impacts of the project.

Improvement measures are contained in **Table B**. CEQA does not require mitigation measures to be adopted to address impacts that are determined to be less than significant. (*Cal. Oak Foundation v. Regents of U. of Cal.* (2010) 188 Cal.App.4th 227, 282.) Nevertheless, OCII has exercised its discretion to require implementation of various "improvement measures" to further reduce or avoid impacts that the Final SEIR determined to be less than significant without mitigation.

Applicable regulations are contained in **Table C**. A lead agency may rely on compliance with applicable laws and regulations in determining that a proposed project will result in a less-than-significant impact. (See *San Francisco Tomorrow v. City and County of San Francisco* (2014) 229 Cal.App.4th 49, 525 [holding the city properly relied on compliance with building codes and related regulations in determining the proposed project would not result in potential safety hazards].) Applicable regulations are legally binding and enforceable laws or adopted regulations that OCII has determined are legally applicable to the project and will ensure an impact is less than significant.

A summary of the project's Transportation Management Plan (TMP) is included as **Table D**. The TMP is a management and operating plan included as part of the project to facilitate multimodal access to the project site. The TMP includes various management strategies to reduce use of single-occupant vehicles and to increase the use of ridershare, transit, bicycle, and walk modes for trips to and from the project site. The TMP program was developed by the project sponsor in consultation with the San Francisco Municipal Transportation Agency (SFMTA), OCII, and the Planning Department. The TMP outlines the process to monitor and refine the strategies in the TMP in conjunction with the City throughout the life of the project. Thus, the TMP is a working document that will be adjusted and refined over time by the project sponsor and City agencies involved in implementing the plan. Monitoring methods include field surveys of operations of the event center during the first four years, and an annual survey and reporting program for the life of the project. Under the annual survey and reporting program, the project sponsor shall conduct annual surveys of: (1) event center employee, (2) event center attendees, (3) UCSF employees and patients, (4) emergency service providers, and (5) visitors of Mission Bay neighborhoods to evaluate the effectiveness of the management strategies. The TMP includes annual reporting of the TMP measures to OCII, referred to in this MMRP as the TMP monitoring surveys and reports. The TMP monitoring surveys and reports may be included as part of the MMRP Annual Report described in Section 4 below.

The MMRP matrix identifies the mitigation schedule and the parties responsible for implementing, monitoring and reporting on the implementation of the measures listed in Tables A, B, and D. As the CEQA lead agency for the Project, OCII is principally responsible for MMRP monitoring and enforcement. In addition, as provided in CEQA Guidelines Section 15097(a), OCII may delegate MMRP monitoring responsibilities to other public agencies, either working with City or other local

governments through their permitting or regulatory authorities, or through memoranda of understanding that OCII enters into with other entities. Accordingly, the MMRP identifies other public agencies, including SFMTA, the San Francisco Public Utilities Commission (SFPUC), the San Francisco Department of Building Inspection (DBI), the San Francisco Department of Public Works (DPW), the San Francisco Planning Department, the San Francisco Entertainment Commission, the San Francisco Bay Regional Water Quality Control Board (RWQCB) and the Bay Area Air Quality Management District (BAAQMD) where such delegation is known or anticipated.

If any mitigation and improvement measures are not implemented as required, OCII may, in conjunction with other entities listed above, pursue corrective actions including, but not limited to, the following: (1) a written notification and request for compliance; (2) withholding of permits; (3) administrative fines; (4) a stop-work order; (5) criminal prosecution and/or administrative fines; (6) forfeiture of security bonds or other guarantees; and (7) revocation of permits or other entitlements.

#### **SECTION 4: MMRP ANNUAL REPORT**

The project sponsor shall submit a MMRP Annual Report to OCII for the life of the project. The first MMRP Annual Report shall be due one year following commencement of project construction. The MMRP Annual Report shall summarize the current implementation and compliance status at the time of the report for all mitigation, improvement, and TMP measures for which the project sponsor has been assigned some or all reporting responsibility; for measures that another entity is responsible for implementing, the project sponsor shall report on readily available information about the implementation and compliance status of such measures but such reporting responsibility does not transfer responsibility for implementation of such measures to the project sponsor. The MMRP matrix identifies the monitoring and reporting actions included in the annual report unless another monitoring or reporting action is specified for individual mitigation measures.

#### **SECTION 5: CHANGES TO MITIGATION MEASURES**

Any substantive change in the MMRP made by OCII staff shall be reported in writing to the Executive Director of OCII. Reference to such changes shall be made in the MMRP Annual Report. OCII staff may modify or substitute mitigation measures subject to one of the following findings, documented by substantial evidence:

- a. The mitigation measure included in the Final SEIR and the MMRP is no longer required because the significant environmental impact identified in the Final SEIR has been found not to exist, or to occur at a level which makes the impact less than significant as a result of changes in the project, changes in conditions of the environment, or other factors.

OR

- b. The modified or substitute mitigation measure either provides corrections to text without any substantive change in the intention or meaning of the original mitigation measure, or provides a level of environmental protection equal to or greater than that afforded by the mitigation measure included in the Final SEIR and the MMRP; and



The modified or substitute mitigation measures do not have significant adverse effects on the environment in addition to or greater than those which were considered by the relevant agencies in their decisions on the Final SEIR and the proposed project; and

The modified or substitute mitigation measures are feasible, and OCII, through measures included in the MMRP or other City procedures, can ensure their implementation.

Documentation supporting the findings involving modifications to mitigation measures shall be maintained in the project file with the MMRP and shall be made available to the public upon request.

#### LIST OF ABBREVIATIONS

BAAQMD	Bay Area Air Quality Management District
B/MBTCC	Ballpark/Mission Bay Transportation Coordination Committee
DBI	San Francisco Department of Building Inspection
DPW	San Francisco Department of Public Works
FAA	Federal Aviation Administration
MMRP	Mitigation Monitoring and Reporting Program
OCII	Office of Community Investment and Infrastructure
Port	Port of San Francisco
RWQCB	San Francisco Bay Regional Water Quality Control Board
SFFD	San Francisco Fire Department
SFMTA	San Francisco Municipal Transportation Agency
SFPUC	San Francisco Public Utilities Commission
TMA	Mission Bay Transportation Management Association
TMP	Transportation Management Plan
PCO	Parking Control Officer
WETA	San Francisco Bay Area Water Emergency Transportation Authority

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SEIR Section 5.2</b>				
<b>M-TR-2a: Additional PCOs during Events</b> As a mitigation measure to manage traffic flows and minimize congestion associated with events at the project site, the proposed project's TMP shall be modified to include four additional PCOs (i.e., in addition to the 17 PCOs included in the project TMP) that shall be deployed to intersections where the proposed project would result in significant impacts, as conditions warrant during events. These could include the intersections of King/Fourth, Fifth/Harrison/I-80 westbound off-ramp, Fifth/Bryant/I-80 eastbound on-ramp, Seventh/Mission Bay Drive, and Seventh/Mississippi/16th. The PCO Supervisor shall make the determination where the additional PCOs would be located, based on field conditions during an event.	SFMTA	Ongoing: All events with more than 12,500 attendees	SFMTA	Ongoing: Visual verification at time of event by PCO Supervisor
<b>M-TR-2b: Additional Strategies to Reduce Transportation Impacts</b> The project sponsor shall work with the City to pursue and implement commercially reasonable additional strategies (i.e., in addition to those included in the project TMP) to reduce transportation impacts. In addition, the City shall pursue and implement additional strategies to be implemented by the City or other public agency (e.g., Caltrans). These strategies shall include one or more of the following:				
<b>Strategies to Reduce Traffic Congestion</b> <ul style="list-style-type: none"> <li>The City to request that Caltrans install changeable message signs on I-280 upstream of key entry points onto the local street network.</li> </ul>	SFMTA	Within one year of project approval	OCII	Include in MMRP Annual Report; Complete when request made
<ul style="list-style-type: none"> <li>The City to provide coordinated outreach efforts to surrounding neighborhoods to explore the need/desire for new on-street parking management strategies, which could include implementation of time limits and Residential Parking Permit program areas.</li> </ul>	SFMTA	Ongoing	OCII	Include in MMRP Annual Report; Ongoing outreach efforts as needed

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SFIR Section 5.2 (cont.)</b>				
<ul style="list-style-type: none"> <li>The project sponsor to offer for pre-purchase substantially all available on-site parking spaces not otherwise committed to office tenants, retail customers or season ticket holders, and to cooperate with neighboring private garage operators to pre-sell parking spaces, as well as notify patrons in advance that nearby parking resources are limited and travel by non-auto modes is encouraged.</li> </ul>	Project Sponsor	Before first event at Event Center, and ongoing thereafter	OCII	Include in MMRP Annual Report
<ul style="list-style-type: none"> <li>The project sponsor to create a smart phone application, or integrate into an existing smart phone application, transportation information that promotes transit first, allows for pre-purchase of parking and designates suggested paths of travel that best avoid congested areas or residential streets such as Bridgeview north of Mission Bay Boulevard and Fourth Street.</li> </ul>	Project Sponsor	Before first event at Event Center, and ongoing thereafter	OCII	Include in MMRP Annual Report; Complete upon launch of application
<ul style="list-style-type: none"> <li>The City and the project sponsor to work to identify off-site parking lot(s) in the vicinity of the event center, if available, where livery and TNC vehicles could stage prior to the end of an event.</li> </ul>	Project Sponsor; City	Before opening of Event Center, and as needed thereafter for up to 4 years	OCII	Include in MMRP Annual Report; Complete at expiration of 4-year period
<ul style="list-style-type: none"> <li>The City to include on-street parking spaces within Mission Bay in the expansion and permanent implementation of SFpark, including dynamic pricing, and smart phone application providing real-time parking availability and cost.</li> </ul>	SFMTA	Within 4 years of expansion of SFpark into Mission Bay	OCII; SFMTA	Include in MMRP Annual Report; Ongoing as needed;
<ul style="list-style-type: none"> <li>The City shall work to include the publicly accessible off-street facilities into the permanent implementation of SFpark, and incorporate data into a smart phone application and permanent dynamic message signs.</li> </ul>	SFMTA	Within 4 years of expansion of SFpark into Mission Bay	OCII; SFMTA	Include in MMRP Annual Report; Ongoing as needed;
<ul style="list-style-type: none"> <li>If necessary to support achievement of non-auto mode shares for the project, the project sponsor shall cooperate with future City efforts to manage and price the off-site parking supply in the project vicinity to reduce travel by -automobile, thus improving traffic conditions.</li> </ul>	Project Sponsor	First year of event center operation, and annually thereafter	OCII; SFMTA	Include in MMRP Annual Report
<ul style="list-style-type: none"> <li>The project sponsor to seek partnerships with car-sharing services.</li> </ul>	Project Sponsor	Prior to issuance of occupancy permit for the event center	OCII	Include in MMRP Annual Report

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<i>Transportation and Circulation, SHRP Section 5.2 (cont.)</i>				
<i>Strategies to Enhance Non-auto Modes</i>	Project Sponsor	First year of event center operation, and annually thereafter	OCII	Include in MMRP Annual Report
<ul style="list-style-type: none"> <li>The project sponsor to provide a promotional incentive (e.g., show Clipper card or bike valet ticket for concession savings, chance to win merchandise or experience, etc.) for public transit use and/or bicycle valet use at the event center.</li> </ul>				
<i>Strategies to Enhance Transportation Conditions in Mission Bay and Nearby Neighborhoods</i>	Project Sponsor	Following project approval; ongoing	OCII; SFMTA	Include in MMRP Annual Report; OCII and/or SFMTA to attend B/MBTCC meetings
<ul style="list-style-type: none"> <li>The project sponsor to participate as a member of the Ballpark/Mission Bay Transportation Coordination Committee (B/MBTCC) and to notify at least one month prior to the start of any non-GSW event with at least 12,500 expected attendees. If commercially reasonable circumstances prevent such advance notification, the GSW shall notify the B/MBTCC within 72 hours of booking.</li> </ul>				
<ul style="list-style-type: none"> <li>The City and the project sponsor to meet to discuss transportation and scheduling logistics following signing any marquee events (national tournaments or championships, political conventions, or tenants interested in additional season runs: NCAA, etc.).</li> </ul>	Project Sponsor	In advance of marquee events	OCII; SFMTA	Include in MMRP Annual Report; OCII, SFMTA to participate in meetings
<i>Strategies to Increase Transit Access</i>	SFMTA	Regularly as part of the B/MBTCC meetings	SFMTA	Include in MMRP Annual Report; SFMTA to participate in meetings
<ul style="list-style-type: none"> <li>The City to consult with regional providers to encourage increased special event service, particularly longer BART and Caltrain trains, and increased ferry and bus service.</li> </ul>				
<ul style="list-style-type: none"> <li>The City to work in good faith with the Water Emergency Transportation Agency, the project sponsor, UCSF, and other interested parties to explore the possibility of construction of a ferry landing at the terminus of 16th Street, and provision of ferry service during events.</li> </ul>	SFMTA; Port	Regularly as part of the B/MBTCC meetings	SFMTA; Port	Include in MMRP Annual Report; SFMTA, Port to participate in meetings
<b>M-TR-5a: Additional Caltrain Service</b>	Ballpark/Mission Bay Transportation Coordinating Committee; Project Sponsor through participation in the B/MBTCC	First year of event center operation, and reviewed annually thereafter	OCII; Project Sponsor through participation in the B/MBTCC	TMP monitoring surveys and reports; OCII to attend meetings
As a mitigation measure to accommodate transit demand to and from the South Bay for weekday and weekend evening events, the project sponsor shall work with the Ballpark/Mission Bay Transportation Coordinating Committee to consult with				



Mitigation Monitoring and Reporting Program

MITIGATION MONITORING & REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation: SHR Section 52 (cont.)</b>				
Caltrain to provide additional Caltrain service to and from San Francisco on weekdays and weekends. The need for additional service shall be based on surveys of event center attendees conducted as part of the TMP.				
<b>M-TR-5b: Additional North Bay Ferry and/or Bus Service</b> As a mitigation measure to accommodate transit demand to the North Bay following weekday and weekend evening events, the project sponsor shall work with the Ballpark/Mission Bay Transportation Coordinating Committee to consult with Golden Gate Transit and WETA to provide additional ferry and/or bus service from San Francisco following weekday and weekend evening events. The need for additional service shall be based on surveys of event center attendees conducted as part of the TMP.	Ballpark/Mission Bay Transportation Coordinating Committee; Project Sponsor through participation in the B/MBTCC	First year of event center operation, and reviewed and revised annually thereafter	OCII	TMP monitoring surveys and reports; OCII to attend meetings
<b>M-TR-6: Active Management of Pedestrian Flows at the Intersection of Third/South</b> As a mitigation measure to accommodate pedestrians traveling to and from the event center through the intersection of Third/South, PCOs stationed at this location shall implement strategies to allow pedestrians to cross the street safely. The strategies and level of active management shall be tailored to the event size, and could include extending the green time for pedestrians crossing the street, manually overriding the traffic signal and directing pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, shielding passengers waiting to board light rail from adjacent pedestrian traffic, and deploying additional PCOs to this intersection.	SFMTA	Ongoing; all events with more than 12,500 attendees	OCII	Ongoing; Visual verification at time of event by PCO Supervisor
<b>M-TR-9a: Crane Safety Plan for Project Construction</b> Prior to construction, the project construction contractor shall develop a crane safety plan for the project construction cranes that would be implemented during the construction period. The crane safety plan shall identify appropriate measures to avoid potential conflicts that may be associated with the operation of the project construction cranes in the vicinity of the UCSF	Project Sponsor	Prior to Issuance of Construction Permits	OCII	Include in MMRP Annual Report; Complete upon submittal of final Crane Safety Plan

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SHRP Section 5.2 (cont.)</b>				
<p>Benioff Children's Hospital helipad airspace. These safety protocols shall be developed in consultation with OCII (or its designated representative) and UCSF, and the crane safety plan shall be subject to approval by OCII or its designated representative. The crane safety plan shall include, but is not limited to the following measures:</p> <ul style="list-style-type: none"> <li>• Convey project crane activity schedule to UCSF and OCII</li> <li>• If other projects on adjacent properties are under construction concurrent with the proposed project and are using tower cranes, the project sponsor shall participate in joint consultation with those project sponsors and OCII or its designated representative to ensure any potential cumulative construction crane effects on the UCSF helipad would be minimized.</li> <li>• Use appropriate markings, flags, and/or obstruction lighting on all project construction cranes working in proximity to the helipad's airspace surfaces.</li> <li>• Light all construction crane structures at night (e.g., towers, arms, and suspension rods) to enhance a pilot's ability to discern the location and height of the cranes.</li> <li>• Inform crane operators of the location and elevation of the hospital helipad's Part 77 airspace surfaces and the need to avoid penetrations to the surfaces.</li> <li>• Issue a Notice to Airmen (NOTAM) to advise pilots in the area of the presence of construction cranes at the project site.</li> </ul>				
<p><b>M-TR-9d: Event Center Exterior Lighting Plan</b></p> <p>The project sponsor shall develop an exterior lighting plan that incorporates measures to ensure specialized exterior lighting systems would not result in a substantial air safety risk and/or create a safety hazard relating to helipad operations. Feasible measures shall be developed in consultation with SFO staff knowledgeable of the effects of lighting on pilots and safe air navigation, and OCII (or its designated representative), and the exterior lighting plan shall be subject to approval by OCII or its</p>	Project Sponsor	Before opening of Event Center	OCII	Include in MMRP Annual Report; Complete upon submittal of plan

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TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<p><b>Transportation and Circulation, SFR Section 5.2 (cont.)</b></p> <p>designated representative. Measures may include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>Prohibit the use of high-intensity lights that are directed towards the UCSF helipad</li> <li>Prohibit the use of high-intensity outdoor flashing lights or strobe lights in proximity to the hospital helipad's three approaches</li> <li>Prohibit the use of outdoor lasers directed upward, and laser light shows that have not been subject to prior review by OCII in consultation with SFO staff knowledgeable of the effects of lighting on pilots and safe air navigation and, if necessary the FAA</li> <li>Avoid outdoor fireworks proximate to flight paths unless (1) the SFPD approves the proposed use of fireworks, and (2) notice of the event is provided to UCSF</li> <li>Avoid the use of light configurations similar to those associated with the UCSF helipad landing area, and where feasible, locate primary outdoor lighted displays and television/lighted screens away from the project property line at 16th Street, South Street, or Third Street</li> <li>Notify in advance and consult with OCII and UCSF representatives regarding planned special event lighting</li> <li>Develop exterior specialized lighting guidelines and ensure event organizers are informed of the hospital helipad, its approaches, and safety concerns related to outdoor nuisance lighting</li> <li>Identify appropriate management policies and procedures to respond to the use of handheld laser pointers by the public on the project site which may pose a hazard to pilots</li> <li>Identify appropriate management policies regarding the use of drones on the project site and procedures to respond to aerial drone activity that may pose a hazard to pilots</li> </ul>				

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SEIR Section 52 (cont)</b>				
M-TR-11a: As a mitigation measure to manage traffic flows and minimize congestion associated with overlapping events, the proposed project's TMP shall be expanded to include two additional PCOs that shall be deployed to the following intersections where the proposed project would result in significant traffic impacts, as conditions warrant during events: King/Fifth/L-280 ramps, and Fourth/16th, where PCOs would not be located as part of the project TMP or Mitigation Measure M-TR-2a: Additional PCOs during Events. The PCO Supervisor shall make the determination where the additional PCOs would be located, based on field conditions during an event. This measure shall be implemented in coordination with Mitigation Measure M-TR-2a: Additional PCOs during Events, and these two additional PCOs during overlapping events shall be in addition to the four additional PCOs that shall be provided as part of Mitigation Measure M-TR-2a: Additional PCOs during Events.	SFMTA	Ongoing: all events with more than 12,500 attendees that overlap with SF Giants events at AT&T Park	SFMTA	Ongoing: Visual verification at time of event by PCO Supervisor
M-TR-11b: Participation in the Ballpark/Mission Bay Transportation Coordinating Committee  As a mitigation measure to optimize effectiveness of the transportation management strategies for day-to-day operations and events in the Mission Bay area, at AT&T Park, UCSF Mission Bay campus, and the proposed project, the project sponsor shall actively participate as a member of the Ballpark/Mission Bay Transportation Coordinating Committee in order to evaluate and plan for operations of all three facilities (i.e., AT&T Park, UCSF Mission Bay Campus, and the proposed event center). This committee would, among other roles, serve as a single point for coordination of transportation management strategies.  The Transportation Coordinating Committee shall consult on changes to and expansion of transit services, and for developing and implementing strategies within their purview that address transportation issues and conflicts as they arise. In addition, the committee shall serve as a liaison for operation of the facilities, monitoring conditions, and addressing community issues related to events and the project sponsor shall make good faith efforts to notify the committee regarding events.	Project Sponsor through participation in B/MBTCC	Following project approval and as scheduled thereafter	OCII	Include in MMRP Annual Report; OCII, SFMTA to attend B/MBTCC meetings



## MITIGATION MONITORING &amp; REPORTING PROGRAM

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation: SHRP Section 5-2 (cont.)</b>				
<b>M-TR-11c: Additional Strategies to Reduce Transportation Impacts of Overlapping Events</b> The project sponsor shall work with the City to pursue and implement additional strategies to reduce transportation impacts associated with overlapping events at AT&T Park and the proposed event center. These strategies shall include one or more of the following:				
<ul style="list-style-type: none"> <li>The project sponsor shall exercise commercially reasonable efforts to avoid scheduling non-Golden State Warriors events of 12,500 or more event center attendees that start within 60 minutes of the start of events at AT&amp;T Park.</li> </ul>	Project Sponsor	Ongoing; all events with more than 12,500 attendees that overlap with SF Giants events at AT&T Park	OCII	Include in MMRP Annual Report
<ul style="list-style-type: none"> <li>When overlapping non-Golden State Warriors events of 12,500 or more event center attendees and evening SF Giants games, the project sponsor shall exercise commercially reasonable efforts to negotiate with the event promoter to stagger start times such that the event headliner starts no earlier than 8:30 p.m.</li> </ul>	Project Sponsor	Ongoing; all events with more than 12,500 attendees that overlap with SF Giants events at AT&T Park	OCII	Include in MMRP Annual Report
<ul style="list-style-type: none"> <li>The City has identified two off-site parking lots on Port of San Francisco lands to the south of the event center (19th Street and Western Pacific sites) that can accommodate approximately 250 additional parking spaces for all events and up to approximately 800 additional parking spaces for use during dual events of 12,500 or more event center attendees (for a total of approximately 1,050 additional off-site parking spaces). As long as the Port of San Francisco takes all necessary actions to make the land available for public parking, the project sponsor shall: (1) make commercially reasonable efforts to negotiate with the Port of San Francisco or its designee to acquire sufficient rights for the use of such parking lot(s) through lease, purchase, or other means as necessary; and (2) (if such negotiations are successful) provide free shuttles to the event center from such off-site parking lot(s) that are more than 1/2-mile from the event center on a maximum 10-minute headway before and after events.</li> </ul>	Port; Project Sponsor; parking lot operator(s)	Within one year after Port takes all necessary actions to make land available for public parking.	OCII	Include in MMRP Annual Report; Complete before opening of Event Center

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<b>Transportation and Circulation, SFR Section 5.2 (cont.)</b>				
<ul style="list-style-type: none"> <li>In the event that the off-site parking lots at 19th Street and the Western Pacific site are implemented, the SFMTA shall consult with Caltrans in assessing the feasibility of signalizing the intersection of Pennsylvania/I-280 southbound off-ramp. If determined feasible by the SFMTA and Caltrans, the SFMTA and Caltrans shall establish the level of traffic volumes that would trigger the need for a signal, and the project sponsor shall fund its fair share cost of the design and implementation of the new signal, based on project contributions to annual average weekday traffic volumes at this intersection.</li> </ul>	SFMTA	When traffic signal warrants are met	OCII	Include in MMRP Annual Report; SFMTA to track cumulative development in area
<ul style="list-style-type: none"> <li>In addition, as part of monitoring of traffic conditions during overlapping events, the SFMTA shall consult with Caltrans regarding the need to deploy an SFMTA PCO or CHP officer to expedite traffic exiting I-280 southbound (i.e., waving vehicles exiting I-280 southbound and turning left onto southbound Pennsylvania Street through the existing stop sign) during overlapping events when the Western Pacific parking lot is used for project event parking. The PCO or CHP officer would be deployed during those events prior to installation of a traffic signal or if signalization of this intersection is determined not to be feasible.</li> </ul>	SFMTA	During all events with more than 12,500 attendees, that overlap with SF Giants events at AT&T Park	SFMTA	SFMTA by stationing PCO or CHP at off-ramp as needed
<ul style="list-style-type: none"> <li>To manage traffic flows and minimize congestion associated with non-Golden State Warriors events overlapping with events at AT&amp;T Park, and to incentivize event attendees and UCSF employees to use alternatives to the private automobile, the City and the project sponsor shall pursue and implement additional transportation management actions during the pre-event period during overlapping events. This measure shall be implemented in coordination with and in addition to Mitigation Measure M-TR-11a: Additional PCOs during Events and Mitigation Measure M-TR-11b: Additional Strategies to Reduce Transportation Impacts. Strategies shall include one or more of the following:</li> </ul>	Project Sponsor; SFMTA	First year of event center operation, and annually thereafter	OCII	TMP monitoring surveys and reports

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation SEIR Section 5.2 (cont.)</b>				
<p><i>Strategies to Increase Use of Non-auto Modes</i></p> <ul style="list-style-type: none"> <li>- Encouraging coordinated parking pricing strategies among nearby facilities designed to discourage driving for event attendees and employees.</li> <li>- Marketing "No drive" events.</li> <li>- Installing Clipper Card add-value machines on-site at the event center to facilitate purchase and value-adding, and to minimize impacts on transit "dwell times" of paying cash fares.</li> <li>- Exploring implementation of congestion pricing tools to charge event-related fees for driving and parking in the immediate area.</li> <li>- Establishing event-sponsored promotions to encourage additional use of transit, such as event-branded Clipper Cards, bundled discounts and subsidies for transit ticket purchases, or automatic prize/raffle entries/merchandise discounts for event attendees taking transit.</li> <li>- Exploring implementation of priority access or fast-track security clearance to the event center for attendees arriving by transit or bicycling to the event center.</li> <li>- Promoting the above strategies through event tickets and ticketholder emails, website transit information, and real-time updates.</li> <li>- Consulting with local TMAs targeting employees who might drive during the peak pre-event period to provide increased shuttle service, alternative travel mode promotions, and advertising the use of real-time information and technology applications.</li> <li>- Sponsoring use of taxis, TNCs, or pedicabs by event sponsor to facilitate the connection between the regional transit hubs and the event center, as well as between the regional transit hubs and AT&amp;T Park.</li> </ul>				

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<b>Transportation and Circulation, SHR Section 5-2 (cont.)</b>				
<p><i>Strategies to Increase Transit, Capacity of Alternative Modes, and Enhance Pedestrian Safety</i></p> <ul style="list-style-type: none"> <li>- Providing additional PCOs to manage and direct local traffic, and to favor circulation of pedestrians, cyclists, and persons arriving or departing by transit.</li> <li>- Expanding the network of PCO-controlled intersections during the peak pre-event period beyond those identified in the Local/Hospital Access Plan.</li> <li>- Exploring implementation of a program to require employees driving in the vicinity during the peak pre-event period to produce vehicle badges (e.g., rearview hanger, sticker) by employer for access to local employment sites, and coordinating with SFMTA and SFPD to honor said badges.</li> <li>- Using the Western Pacific site for off-site parking for all events, not only large overlapping events.</li> <li>- Increasing transit or High Occupancy Vehicle (HOV) capacity by operating additional SFMTA buses and/or additional private shuttle buses.</li> <li>- Supporting WETA analysis of the feasibility and operational benefits of a ferry/water taxi landing near 16th Street.</li> <li>- Increasing capacity and use of alternative modes, such as secure or valet bicycle parking, bicycle sharing, or bicycle infrastructure along the east-west corridors.</li> <li>- Expanding the SFMTA's Vision Zero treatments to nearby intersections to improve the physical pedestrian environment to enhance pedestrian safety.</li> </ul>				
<p><b>M-TR-13: Enhanced Muni Transit Service during Overlapping Events</b></p> <p>As a mitigation measure to accommodate Muni transit demand to and from the project site and AT&amp;T Park on the T Third light rail line during overlapping evening events, the project sponsor shall work with the SFMTA and the Ballpark/Mission Bay Transportation Coordinating Committee to provide enhanced</p>	Ballpark/Mission Bay Transportation Coordinating Committee; Project Sponsor through participation in the B/MBTCC	First year of event center operation, and reviewed annually thereafter	OCII; SFMTA	Include in MMRP Annual Report



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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SHRP Section 5.2 (cont.)</b>				
Muni light rail service and/or shuttle buses between key Market Street locations and the project. Examples of the enhanced service include Muni bus shuttles between Union Square and/or Powell Street BART/Muni station and the project site. The need for enhanced Muni service shall be based on characteristics of the overlapping events (e.g., projected attendance levels, and anticipated start and end times).				
<b>M-TR-14: Additional BART Service to the East Bay during Overlapping Events</b> As a mitigation measure to accommodate transit demand to the East Bay following weekday and weekend evening events, the project sponsor shall work with the Ballpark/Mission Bay Transportation Coordinating Committee to consult with BART to provide additional service from San Francisco following weekday and weekend evening events. The additional East Bay BART service could be provided by operating longer trains. The need for additional BART service shall be based on characteristics of the overlapping events (e.g., event type, projected attendance levels, and anticipated start and end times).	Ballpark/Mission Bay Transportation Coordinating Committee; Project Sponsor through participation in the B/MBTCC	First year of event center operation and reviewed and revised annually thereafter	OCII	Include in MMRP Annual Report; SFMTA through participation in the B/MBTCC
<b>M-TR-18: Auto Mode Share Performance Standard and Monitoring (Required only without implementation of Muni Special Event Transit Service Plan)</b> <i>Performance Standards and Strategies for Achieving Them</i> The project sponsor shall be responsible for implementing IDDM measures intended to reach an auto mode share performance standard for different types of events. Specifically, the project sponsor shall work to achieve the following performance standards: 1. For weekday events that have 12,500 or more attendees, the project shall not exceed an arrival auto mode share of 53 percent. 2. For weekend events that have 12,500 or more attendees, the project shall not exceed an arrival auto mode share of 59 percent.	Project Sponsor	All events with more than 12,500 attendees	OCII; SFMTA	Include in MMRP Annual Report in the event that Muni Special Event Transit Service Plan is not implemented

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SBK Section 5.2 (cont.)</b>				
<p>The performance standards shall be achieved by the middle of the Golden State Warriors' third season at the event center, and for every Golden State Warriors season thereafter.</p> <p>The project sponsor may implement any combination of TDM strategies, including those identified in the proposed project's TMP, to achieve the above performance standards. Potential strategies include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Providing shuttle bus service between major transportation hubs such as Transbay Transit Terminal, BART stations, Caltrain stations and the event center.</li> <li>• Providing bus shuttles between park &amp; ride lots, remote parking facilities, or other facilities or locations within San Francisco, and the event center.</li> <li>• Facilitating charter bus packages through the event sales department to encourage large groups to travel to and from the event center on charter buses.</li> <li>• Reducing the project parking demand through a variety of mechanisms, including pricing.</li> <li>• Offering high occupancy vehicle parking at more convenient locations than parking for the general public and/or at reduced rates.</li> <li>• Undertaking media campaigns, including in social media, that promote walking and/or bicycling to the event center.</li> <li>• Conducting cross-marketing strategies with event center businesses (e.g., discount on merchandise/food if patrons arrive by transit and/or bike or on foot).</li> <li>• Carrying out public education campaigns.</li> <li>• Offering special event ferry service to the closest ferry station to the project site (similar to the existing service provided between AT&amp;T Park and Alameda and Marin Counties by Golden Gate Transit, Alameda/Oakland and Vallejo ferry service).</li> <li>• Providing incentive for arrivals by bike.</li> <li>• Providing transit fare incentives to event ticket holders.</li> </ul>				

# MITIGATION MONITORING & REPORTING PROGRAM

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SHRP Section 5.2 (cont.)</b>				
<p><b>Monitoring and Reporting</b></p> <p>The project sponsor shall retain a qualified transportation professional<sup>1</sup> to conduct travel surveys, as outlined below, and to document the results in a <i>Transportation Demand Management Report</i>. Prior to beginning the travel survey, the transportation professional shall develop the data collection methodology in consultation with and approved by OCII (or its designated representative, such as the Planning Department's Environmental Review Officer (ERO)) and in consultation with SFMTA. It is anticipated that data collection would occur at least during four days for two different types of events, for a total of eight days annually. Specifically, data collection shall be conducted during at least two weekday and two weekend NBA basketball games with 12,500 or more attendees, and two weekday and two weekend non-basketball events with attendance of 12,500 or more attendees.</p> <p>The schedule of the travel surveys shall be as follows:</p> <ul style="list-style-type: none"> <li>Comprehensive travel surveys of basketball game attendees shall be conducted between December and April of every season.</li> <li>Comprehensive travel surveys of non-basketball event attendees (conventions events, concerts, family shows, etc.) could be collected any time during the year.</li> </ul> <p>The following data of event attendees shall be collected as part of the travel surveys:</p> <ul style="list-style-type: none"> <li>Origin/destination of the trip (city, zip code, home/work/other)</li> <li>Mode of travel to/from event center                             <ul style="list-style-type: none"> <li>If by transit, list mode and name of transit operator (AC Transit, BART, Caltrain, Muni, etc.)</li> <li>If by rail or ferry, name of station trip started and ended</li> </ul> </li> </ul>				

1. The Transportation Demand Management Report shall be performed by a qualified transportation professional from the Planning Department's *Transportation Consultant Pool*.

## MITIGATION MONITORING &amp; REPORTING PROGRAM

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SHR Section 5.2 (cont.)</b>				
<ul style="list-style-type: none"> <li>- If by auto, number of people in the vehicle</li> <li>- If by auto, parking location and approximate walking time to event center</li> <li>- If by auto, ask if following trips would continue as auto, or if anticipate a mode shift.</li> <li>- If by bicycle or walking, name the origin of the trip. If a transfer from regional transit, name the origin and operator.</li> <li>• If by bike share, name the origin (i.e., the pick up location) of the trip. Note if trip is a "last mile" connection from regional transit, and include the origin and operator.</li> <li>• Arrival and departure times at the event center</li> </ul> <p>The travel survey shall employ whatever methodology necessary, as approved by the OCII (or its designee) in consultation with SFMTA, to collect the above described data including but not limited to: manual or automatic (e.g., video or tubes) traffic volume counts, intercept surveys, smart phone application-based surveys, and on-line surveys.</p> <p>The <i>Transportation Demand Management Report(s)</i> shall be submitted to OCII, or its designee, for review within 30 days of completion of the data collection. If OCII, or its designee, finds that the project exceeds the stated mode share performance standard, the project sponsor shall revise the proposed project's Transportation Management Plan (TMP) to incorporate a set of measures that would lower the auto mode share. OCII, or its designee, shall review and approve the revised TMP. For basketball events, the TMP shall be revised by no later than August 15th of the calendar year to ensure adequate lead time to implement TDM measures prior to the start of the following basketball season. For non-basketball events, the proposed project's TMP shall be revised within 90 days of submittal of the <i>Transportation Demand Management Report</i> to incorporate a set of measure that would lower the auto mode share.</p> <p>If the project does not meet the stated performance standard, the project sponsor shall implement TDM measures and collect data on a semi-annual basis (i.e., twice during a calendar year) to</p>				



Mitigation Monitoring and Reporting Program

MITIGATION MONITORING & REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SHRP Section 5.2 (cont)</b>				
<p>assess their effectiveness for basketball games and other events. The implementation of TDM measures shall be intensified until the auto mode split performance standard is achieved. Upon achievement of the performance standard, the project sponsor may resume travel survey data collection for basketball and non-basketball events on an annual basis. If the sponsor demonstrates three consecutive years of meeting the auto mode share performance standard, the comprehensive data collection effort may occur every two years.</p> <p>The data collection plan described above may be modified by OCII, or its designee, in consultation with SFMTA if field observations and/or other circumstances require data collection at different times and/or for different events than specified above. The modification of the data collection plan, however, shall not change the performance standards set forth in this mitigation measure.</p>				
<p><b>M-TR-22: Provide Safe Pedestrian Access to Adjacent Transit and Parking Facilities and Monitoring (Required only without implementation of Muni Special Event Transit Service Plan)</b></p> <p>During events with 3,000 or more attendees, the project sponsor shall be responsible for providing trained personnel (e.g., off-duty SFPD staff) to control pedestrian, bicycle and vehicular flows to and from the event center at the intersections immediately adjacent to the project site and to ensure that Muni platforms serving the site are not over capacity. The trained personnel shall be provided during pre- and post-event periods. The project sponsor shall ensure that conflicts between various modes are reduced to the maximum extent possible through adequate staffing of trained personnel as well as other measures, as appropriate.</p> <p>Other pedestrian management measures that could be implemented include but are not limited to: installation of barricades, proper signage and announcements to disperse patrons to other streets around the project site, such as to Terry A. Francois Boulevard, and cross-marketing incentives such as discounts at the restaurant and retail establishments to extend the peak departure period. Through the implementation of various</p>	Project Sponsor	All events with more than 3,000 attendees	OCII, SFMTA	<p>Include in MMRP Annual Report in the event that Muni Special Event Transit Service Plan is not implemented</p>

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<p><b>Transportation and Circulation, SHRP Section 5.2 (cont.)</b></p> <p>strategies, the project sponsor shall ensure that pedestrian conflicts with other modes are minimized by separating vehicles, bicycles, transit and pedestrian flows to the greatest extent possible, including ensuring that various modes are adequately instructed about when it is their turn to proceed. The project sponsor shall also ensure that Muni platforms are not overcrowded by staging event attendees on the adjacent sidewalks until there is sufficient space on the Muni platforms, which are proposed to be expanded as part of the project.</p> <p>At the intersection of Third/South, the trained personnel shall implement strategies to allow pedestrians to cross the street safely. The strategies could include allowing authorized personnel to manually override the traffic signal and direct pedestrians to cross, erecting temporary pedestrian crossing barriers, allowing use of the closed Third Street as a pedestrian access route, providing a defined passenger waiting area within the closed Third Street, and shielding passengers waiting to board light rail from adjacent pedestrian traffic.</p> <p><b>Monitoring and Reporting</b></p> <p>The project sponsor shall retain a qualified transportation professional<sup>2</sup> to conduct field observations of pedestrian hazards and safety conditions along Third Street adjacent to the project site, as outlined below, and to document the results in a <i>Pedestrian Access Report</i>. City staff shall verify the field data collection results. Prior to beginning field observations, the transportation professional shall develop the data collection methodology in consultation with and approved by OCII, or its designee, in coordination with SFMTA. The data collection methodology shall be reviewed and revised annually, if appropriate. Field observations shall be conducted during the following event types and attendance levels:</p> <ul style="list-style-type: none"> <li>• at least two weekday NBA basketball games with 12,500 or more attendees;</li> </ul>				

2 The Transportation Demand Management Report shall be performed by a qualified transportation professional from the San Francisco Planning Department's *Transportation Consultant Pool*. Available online at <http://www.sfplanning.org/index.aspx?page=1886>. Accessed May 28, 2015.

# Mitigation Monitoring and Reporting Program

## MITIGATION MONITORING & REPORTING PROGRAM

TABLE A. MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<p><b>Transportation and Circulation, SFAR Section 52 (cont.)</b></p> <ul style="list-style-type: none"> <li>• at least two weekend NBA basketball games with 12,500 or more attendees;</li> <li>• at least two weekday non-basketball game events with 12,500 or more attendees;</li> <li>• at least two weekend non-basketball game events with 12,500 or more attendees;</li> <li>• at least two weekday non-basketball game events with 3,000 to 9,000 attendees; and,</li> <li>• at least two weekend non-basketball game events with 3,000 to 9,000 attendees; and</li> <li>• at least two weekday convention events of 9,000 or more attendees.</li> </ul> <p>The pedestrian hazard and safety conditions field observations shall occur on an annual basis. The <i>Pedestrian Access Report</i> shall be submitted to SFMTA, OCII and Planning Department for review within 30 days of completion of the data collection. If OCII finds that the project does not meet the performance standard outlined below, the Transportation Management Plan (TMP) shall be revised to incorporate techniques to minimize conflicts between pedestrians and other modes. The TMP shall be revised within 90 days of submittal of the <i>Pedestrian Access Report</i>. When the project is not meeting the stated performance standard, the project sponsor shall collect data on a semi-annual basis (i.e., twice during a calendar year) to assess the effectiveness of various measures incorporated into the revised TMP. The implementation of various measures shall be intensified until pedestrian access to and from the site occurs in a safe manner, as determined by OCII, or its designee.</p> <p>The performance standard for safe pedestrian operations consists of the following: substantial numbers of pedestrians are not spilling onto the Muni right-of-way area, are not illegally crossing Third Street midblock, are not overcrowding the Muni platforms, and are not crossing intersections against the signal. Upon achievement of the performance standard, the project sponsor</p>				

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<b>Transportation and Circulation, SEIR Section 5.2 (cont)</b>				
may resume field observations for basketball, non-basketball and convention events on an annual basis. If the sponsor demonstrates three consecutive years of meeting the performance standard, the comprehensive data collection effort may occur every two years.  Further, in reviewing the <i>Pedestrian Access Report</i> , OCII, or its designee, may adjust the size of the events for which this measure is applicable. For example, if small scale events (e.g., those with 5,000 attendees) do not result in crosswalk and/or Muni platform overcrowding or other similar pedestrian safety conditions, OCII, or its designee, may revise this mitigation measure to apply to events of 5,001 or more attendees.				
<b>Mission Bay FSEIR Mitigation Measure E.47: Transportation System Management Plan<sup>3</sup></b> Prepare a TSM Plan, which could include the following:				
<ul style="list-style-type: none"> <li><i>FSEIR Mitigation Measure E.47 a: Shuttle Bus - Operate shuttle bus service between Mission Bay and regional transit stops in San Francisco (e.g., BART, Caltrain, Ferry Terminal, Transbay Transit Terminal), and specific gathering points in major San Francisco neighborhoods (e.g., Richmond and Mission Districts).</i></li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII; SFMTA	Include in Mission Bay TMA annual report
<ul style="list-style-type: none"> <li><i>FSEIR Mitigation Measure E.47 b: Transit Pass Sales - Sell transit passes in neighborhood retail stores and commercial buildings in the Project Area.</i></li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII; SFMTA;	Include in Mission Bay TMA annual report
<ul style="list-style-type: none"> <li><i>FSEIR Mitigation Measure E.47 c: Employee Transit Subsidies - Provide a system of employee transportation subsidies for major employers.</i></li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII; SFMTA	Include in Mission Bay TMA annual report

<sup>3</sup> The Mission Bay South Transportation Management Plan incorporates the Mission Bay FSEIR Mitigation Measures 47a - 47c, and 47e - 47f, and it is part of the Mission Bay South Owners Participation Agreement for development within Mission Bay. Because the project sponsor would be subject to the Owner Participation Agreement, these mitigation measures were assumed to be part of the proposed project, and are summarized here for informational purposes. The Mission Bay Transportation Management Association (Mission Bay TMA) is the non-profit organization that was formed to meet the requirements of the Mission Bay FSEIR Mitigation Measure E.46: Transportation Management Organization, and implement, as appropriate, the Transportation System Management measures included in Mission Bay FSEIR Mitigation Measures E.47: Transportation System Management Plan. The Mission Bay TMA submits an Annual Report to OCII on the Transportation Management Plan activities, including the Mission Bay TMA shuttle service and ridership, travel surveys, Transportation Demand Management marketing efforts, and other transportation planning coordination with SFMTA.



# Mitigation Monitoring and Reporting Program

## MITIGATION MONITORING & REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SEIR Section 5.2 (cont.)</b>				
<ul style="list-style-type: none"> <li><b>FSEIR Mitigation Measure E.47.e:</b> Secure Bicycle Parking - Provide secure bicycle parking area in parking garages of residential buildings, office buildings, and research and development facilities. Provide secure bicycle parking areas by 1) constructing secure bicycle parking at a ratio of 1 bicycle parking space for each 20 automobile parking spaces, and 2) carry out an annual survey program during project development to establish trends in bicycle use and to estimate actual demand for secure bicycle parking and for sidewalk bicycle racks, increasing the number of secure bicycle parking spaces or racks either in new buildings or in existing automobile parking facilities to meet the estimated demand. Provide secure bicycle racks throughout Mission Bay for the use of visitors.</li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII	Include in Mission Bay TMA annual report
<ul style="list-style-type: none"> <li><b>FSEIR Mitigation Measure E.47.f:</b> Appropriate Street Lighting - Ensure that streets and sidewalks in Mission Bay are sufficiently lit to provide pedestrians and bicyclists with a greater sense of safety, and thereby encourage Mission Bay employees, visitors and residents to walk and bicycle to and from Mission Bay.</li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII	Include in Mission Bay TMA annual report
<ul style="list-style-type: none"> <li><b>FSEIR Mitigation Measure E.47.g:</b> Transit and Pedestrian and Bicycle Route Information - Provide maps of the local and citywide pedestrian and bicycle routes with transit maps and information on kiosks throughout the Project Area to promote multi-modal travel.</li> </ul>	SFMTA to provide in connection with transit shelters and other transit signage; Project Sponsor through participation in the TMA	In conjunction with transit shelter and signage plans	OCII; SFMTA	Include in Mission Bay TMA annual report
<ul style="list-style-type: none"> <li><b>FSEIR Mitigation Measure E.47.h:</b> Parking Management Strategies - Establish parking management guidelines for the private operators of parking facilities in the Project Area.</li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII	Include in Mission Bay TMA annual report
<ul style="list-style-type: none"> <li><b>FSEIR Mitigation Measure E.47.i:</b> Flexible Work Hours/Telecommuting - Where feasible, offer employees in the Project Area the opportunity to work on flexible schedules and/or telecommute so they could avoid peak hour traffic conditions.</li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As warranted by development; ongoing review with OCII	OCII	Include in Mission Bay TMA annual report

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<b>Transportation and Circulation, SEIR Section 52 (cont)</b>				
<ul style="list-style-type: none"> <li>FSEIR Mitigation Measure E.49: Ferry Service - Make a good faith effort to assist the Port of San Francisco and others in ongoing studies of the feasibility of expanding regional ferry service. Make good faith efforts to assist in implementing feasible study recommendations.</li> </ul>	Mission Bay TMA; Project Sponsor through participation in the TMA	As identified by Mission Bay TMA; ongoing review with OCII	OCII; Port	Include in Mission Bay TMA annual report
<b>Noise and Vibration, SEIR Section 53</b>				
<p><b>M-NO-4a: Noise Control Plan for Outdoor Amplified Sound</b></p> <p>The project sponsor shall develop and implement a Noise Control Plan for operations at the proposed entertainment venues to reduce the potential for noise impacts from public address and/or amplified music. This Noise Control Plan shall contain the following elements:</p> <ul style="list-style-type: none"> <li>The project sponsor shall comply with noise controls and restrictions in applicable entertainment permit requirements for outdoor concerts.</li> <li>Speaker systems shall be directed away from the nearest sensitive receptors to the degree feasible.</li> <li>Outdoor speaker systems shall be operated consistent with the restrictions of Section 2909 of the San Francisco Police Code, and conform to a performance standard of 8 dBA and dBC over existing ambient L90 noise levels at the nearest residential use.</li> </ul>	Project Sponsor	Submission of noise control plan prior to applicable outdoor events or as required to obtain necessary permits	San Francisco Entertainment Commission	Include in MMRP Annual Report; Ongoing for each applicable event or as required to obtain necessary permits
<p><b>M-NO-4b: Noise Control Plan for Place of Entertainment Permit</b></p> <p>As part of the Place of Entertainment Permit process, the project sponsor shall develop and implement a Noise Control Plan for operations at the proposed entertainment venue to reduce the potential for noise impacts from interior event noise. This Noise Control Plan shall, at a minimum, contain the following elements:</p> <ul style="list-style-type: none"> <li>The project sponsor shall comply with noise controls and restrictions in applicable entertainment permit requirements.</li> <li>The establishment shall provide adequate ventilation within the structures such that doors and/or windows are not left open for such purposes resulting in noise <i>emission</i> from the premises.</li> </ul>	Project Sponsor	Submission of noise control plan as required by Place of Entertainment Permit	San Francisco Entertainment Commission	Include in MMRP Annual Report; Complete upon permit approval

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<b>Noise and Vibration: SEIR Section 5-3 (cont.)</b>				
<ul style="list-style-type: none"> <li>There shall be no noise audible outside the establishment during the daytime or nighttime hours that violates the San Francisco Police Code Section 49 or 2900 et seq. Further, no sound from the establishment shall be audible inside any surrounding residences or businesses that violates San Francisco Police Code section 2900 et seq.</li> <li>Permit holder shall take all reasonable measures to ensure the sidewalks adjacent to the premises are not blocked or unnecessarily affected by patrons or employees due to the operations of the premises and shall <i>provide</i> security whenever patrons gather outdoors.</li> <li>Permit holder shall provide a cell phone number to all interested neighbors that will be answered at all times by a manager or other responsible person who has the authority to adjust volume and respond to other <i>complaints</i> whenever entertainment is provided.</li> </ul>				
<p><b>M-C-NO-1: Construction Noise Control Measures</b></p> <p>Contractors shall employ site-specific noise attenuation measures during construction to reduce the generation of construction noise. These measures shall be included in a Noise Control Plan that shall be submitted for review and approval by the OCII or its designated representative to ensure that construction noise is reduced to the degree feasible. Measures specified in the Noise Control Plan and implemented during project construction shall include, at a minimum, the following noise control strategies:</p> <ul style="list-style-type: none"> <li>Equipment and trucks used for construction shall use the best available noise control techniques (e.g., improved mufflers, equipment redesign, use of intake silencers, ducts, engine enclosures, and acoustically attenuating shields or shrouds).</li> <li>Construction equipment with lower noise emission ratings shall be used whenever possible, particularly for air compressors.</li> </ul>	Project Sponsor and Construction Contractor	Submit plan prior to issuance of construction site permit; implementation of plan ongoing during construction	OCII; DBI	Include in MMRP Annual Report; Periodic during construction

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<b>Noise and Vibration - SEIR Section 5.3 (cont.)</b>				
<ul style="list-style-type: none"> <li>• Sound-control devices no less effective than those provided by the manufacturer shall be provided on all construction equipment.</li> <li>• Impact tools (e.g., jack hammers, pavement breakers, and rock drills) used for construction shall be hydraulically or electrically powered wherever possible to avoid noise associated with compressed air exhaust from pneumatically powered tools. Where use of pneumatic tools is unavoidable, an exhaust muffler on the compressed air exhaust shall be used; this muffler can lower noise levels from the exhaust by up to about 10 dBA. External jackets on the tools themselves shall be used where feasible; this could achieve a reduction of 5 dBA. Quieter procedures, such as use of drills rather than impact tools, shall be used where feasible.</li> <li>• Stationary noise sources such as material stockpiles and vehicle staging areas shall be located as far from adjacent receptors as possible.</li> <li>• Enclosures and mufflers for stationary equipment shall be provided, impact tools shall be shrouded or shielded, and barriers shall be installed around particularly noisy activities at the construction sites so that the line of sight between the construction activities and nearby sensitive receptor locations is blocked to the extent feasible.</li> <li>• Unnecessary idling of internal combustion engines shall be prohibited.</li> <li>• Construction-related vehicles and equipment shall be required to use designated truck routes to travel to and from the project sites as determined in consultation with the SFMTA as part of the permit process prior to construction (see Improvement Measure I-TR-1: Construction Management Plan and Public Updates).</li> <li>• The project sponsor shall designate a point of contact to respond to noise complaints. The point of contact must have the authority to modify construction noise-generating activities to ensure compliance with the measures above and with the San Francisco Noise Ordinance.</li> </ul>				



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<b>Air Quality: SEIR Section 5.4</b>				
<p><b>M-AQ-1: Construction Emissions Minimization</b></p> <p>A. <i>Construction Emissions Minimization Plan</i>. Prior to issuance of a construction permit, the project sponsor shall submit a Construction Emissions Minimization Plan (Plan) to the OCII or its designated representative for review and approval by an Air Quality Specialist. The Plan shall detail project compliance with the following requirements:</p> <ol style="list-style-type: none"> <li>1. All off-road equipment greater than 25 horsepower (hp) and operating for more than 20 total hours over the entire duration of construction activities shall meet the following requirements: <ol style="list-style-type: none"> <li>a) Where access to alternative sources of power are reasonably available, portable diesel engines shall be prohibited. Where portable diesel engines are required because alternative sources of power are not reasonably available, the diesel engine shall meet the equipment compliance step-down schedule in Table M-AQ-1-1.</li> </ol> </li> </ol>	Project Sponsor and Construction Contractor	Submit plan prior to issuance of construction site permit and implementation of plan ongoing during construction; Final plan within six months of the completion of construction.	Project sponsor to submit a Construction Emissions Minimization Plan to the OCII or its designated representative for review and approval by an Air Quality Specialist	As specified in the measure

TABLE M-AQ-1-1  
OFF-ROAD EQUIPMENT COMPLIANCE STEP-DOWN SCHEDULE

Compliance Alternative	Engine Emission Standard	Emissions Control
1	Tier 4 Interim	ARB NOx VDECS (40%) <sup>4</sup>
2	Tier 3	ARB NOx VDECS (40%)
3	Tier 2	ARB NOx VDECS (40%)
<p>How to use the table: If the requirements of (A)(1)(b) cannot be met, then the project sponsor would need to meet Compliance Alternative 1. Should the project sponsor not be able to supply off-road equipment meeting Compliance Alternative 1, then Compliance Alternative 2 would need to be met. Should the project sponsor not be able to supply off-road equipment meeting Compliance Alternative 2, then Compliance Alternative 3 would need to be met.</p>		

4 <http://www.arb.ca.gov/diesel/verdev/vt/cvt.htm>

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<b>Air Quality: SEIR Section 5.4 (cont)</b>				
<p>b) All off-road equipment shall have engines that meet either U.S. Environmental Protection Agency (USEPA) or California Air Resources Board (CARB) Tier 4 off-road emission standards. If engines that comply with Tier 4 off-road emission standards are not commercially available, then the project sponsor shall provide the next cleanest piece of off-road equipment as provided by the step down schedules in Table M-AQ-1-1.</p> <p>i. For purposes of this mitigation measure, "commercially available" shall mean the availability of Tier 4 equipment taking into consideration factors such as: (i) critical path timing of construction; (ii) geographic proximity to the Project site of equipment; and (iii) geographic proximity of access to off haul deposit sites.</p> <p>ii. The project sponsor shall maintain records concerning its efforts to comply with this requirement.</p> <p>2. The project sponsor shall require the idling time for off-road and on-road equipment be limited to no more than two minutes, except as provided in exceptions to the applicable state regulations regarding idling for off-road and on-road equipment. Legible and visible signs shall be posted in multiple languages (English, Spanish, and Chinese) in designated queuing areas and at the construction site to remind operators of the two minute idling limit.</p> <p>3. The project sponsor shall require that construction operators properly maintain and tune equipment in accordance with manufacturer specifications.</p> <p>4. The Plan shall include estimates of the construction timeline by phase with a description of each piece of off-road equipment required for every construction phase. Off-road equipment descriptions and information may include, but are not limited to: equipment type, equipment manufacturer, equipment identification</p>				

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<b>Air Quality - SHRP Section 5.4 (cont.)</b>				
number, engine model year, engine certification (Tier rating), horsepower, engine serial number, and expected fuel usage and hours of operation. For VDECS installed: technology type, serial number, make, model, manufacturer, CARB verification number level, and installation date and hour meter reading on installation date. For off-road equipment using alternative fuels, reporting shall indicate the type of alternative fuel being used. Renewable diesel shall be considered as an alternative fuel if it can be demonstrated to OCII or the City's air quality specialists that it is compatible with tiered engines and that emissions of ROG and NOx from transport of fuel to the project site will not offset its NOx reduction potential. The plan shall also include estimates of ROG and NOx emissions.				
<p>5. The project sponsor shall keep the Plan available for public review on site during working hours. The project sponsor shall post at the perimeter of the project site a legible and visible sign summarizing the requirements of the Plan. The sign shall also state that the public may ask to inspect the Plan at any time during working hours, and shall explain how to request inspection of the Plan. Signs shall be posted on all sides of the construction site that face a public right-of-way. The project sponsor shall provide copies of the Plan to members of the public as requested.</p> <p>B. Reporting. Quarterly reports shall be submitted to the OCII or its designated representative indicating the construction phase and off-road equipment information used during each phase including the information required in A(4). In addition, for off-road equipment using alternative fuels, reporting shall include the actual amount of alternative fuel used.</p> <p>Within six months of the completion of construction activities, the project sponsor shall submit to the OCII or its designated representative a final report summarizing construction activities. The final report shall indicate the start and end dates and duration of each construction phase. For each phase, the report shall include detailed information</p>				

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<b>Air Quality, SEIR Section 5.4 (cont.)</b>				
required in A(4). In addition, for off-road equipment using alternative fuels, reporting shall include the actual amount of alternative fuel used.  C. <i>Certification Statement and On-site Requirements.</i> Prior to the commencement of construction activities, the project sponsor must certify (1) compliance with the Plan, and (2) all applicable requirements of the Plan have been incorporated into contract specifications.				
<b>M-AQ-2a: Reduce Operational Emissions</b> The project sponsor shall implement the following measures: <ul style="list-style-type: none"> <li>Provision of outlets for electrically powered landscape equipment</li> <li>Use of renewable diesel to power back-up diesel generators if it can be demonstrated to OCII or the City's air quality specialists that it is compatible with tiered engines and that emissions of ROG and NOx from transport of fuel to the project site will not offset its NOx reduction potential.</li> <li><b>Mitigation Measure M-TR-2c:</b> Additional Strategies to Reduce Transportation Impacts (see Section 5.2, Transportation and Circulation, Impact TR-2)</li> <li><b>Mitigation Measure M-TR-11c:</b> Additional Strategies to Reduce Transportation Impacts of Overlapping Events (see Section 5.2, Transportation and Circulation, Impact TR-11)</li> </ul>	Project Sponsor	Prior to completion of construction, and prior to issuance of certificate of occupancy	OCII	Include in MMRP Annual Report; Provide outlets upon completion of final design  Use of renewable diesel to be conducted as available; See above for Mitigation Measure M-TR-2c and TR-11c
<b>M-AQ-2b: Emission Offsets</b> Upon completion of construction, and prior to issuance of certificate of occupancy, the project sponsor, with the oversight of OCII or its designated representative, shall either: 1) Pay a mitigation offset fee to the Bay Area Air Quality Management District's (BAAQMD) Strategic Incentives Division in an amount no less than \$18,030 per weighted ton of ozone precursors per year requiring emissions offsets plus a 5 percent administrative fee to fund one or more emissions reduction projects within the San Francisco Bay Area Air Basin (SFBAAB). This fee is intended to fund	Project Sponsor	Upon completion of construction, and prior to issuance of certificate of occupancy	OCII	Include in MMRP Annual Report; Complete upon acceptance of fee by BAAQMD



Mitigation Monitoring and Reporting Program

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<p><b>Air Quality, SFRR Section 54 (cont.)</b></p> <p>emissions reduction projects to achieve reductions of 17 tons of ozone precursors per year, the estimated tonnage of operational and construction-related emissions offsets required. Documentation of payment shall be provided to OCII or its designated representative.</p> <p>The project sponsor shall provide calculations to the satisfaction of OCII or its designated representative of the final amount of emissions from construction activities based on the reporting requirements of Mitigation Measure M-AQ-1, which shall consider the final destination of off-hauled soil and construction waste materials by on-road trucks, contributions from Electrical Power Distribution System Expansion, and the degree of compliance with off-road equipment engine types that were commercially available. If the calculated construction emissions of ozone precursors require offsets in excess of 17 tons per year, then the applicant shall provide the additional offset amount commensurate with the calculated ozone precursor emissions exceeding 17 tons per year.</p> <p>Acceptance of this fee by the BAAQMD shall serve as an acknowledgment and commitment by the BAAQMD to:</p> <p>(1) implement an emissions reduction project(s) within one year of receipt of the mitigation fee to achieve the emission reduction objectives specified above; and (2) provide documentation to OCII or its designated representative and to the project sponsor describing the project(s) funded by the mitigation fee, including the amount of emissions of ROG and NOx reduced (tons per year) within the SFBAAB from the emissions reduction project(s). If there is any remaining unspent portion of the mitigation offset fee following implementation of the emission reduction project(s), the project sponsor shall be entitled to a refund in that amount from the BAAQMD. To qualify under this mitigation measure, the specific emissions retrofit project must result in emission reductions within the SFBAAB that would not otherwise be achieved through compliance with existing regulatory requirements; or</p>				

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<b>Air Quality - SEIR Section 5.4 (cont.)</b>				
<b>M-AQ-2b: Emission Offsets, Option 2</b> 2) Directly implement a specific offset project to achieve reductions of 17 tons per year of ozone precursors (or greater as described in item 1 above). To qualify under this mitigation measure, the specific emissions retrofit project must result in emission reductions within the SFBAAB that would not otherwise be achieved through compliance with existing regulatory requirements. Prior to implementation of the offset project, the project sponsor must obtain OCII's approval of the proposed offset project by providing documentation of the estimated amount of emissions of ROG and NOx to be reduced (tons per year) within the SFBAAB from the emissions reduction project(s). The project sponsor shall notify OCII within six months of completion of the offset project for OCII verification.	Project Sponsor	Upon completion of construction, and prior to issuance of certificate of occupancy	OCII	Include in MMRP Annual Report; Complete upon completion of project and OCII's verification
<b>Wind and Shadow - SEIR Section 5.6</b>				
<b>M-WS-1: Develop and Implement Design Measures to Reduce Project Off-site Wind Hazards</b> The project sponsor shall develop and implement design measures to reduce the identified project off-site wind hazards. The project sponsor has selected a specific on-site design modification (installation of a solid canopy with a porous vertical standoff at the ground level of the southwest corner of the proposed 16th Street office building) that is demonstrated to be effective in reducing the project wind hazard impact to a less-than-significant level. Other measures may include additional on-site project design modifications or additions, additional on-site landscape landscaping; and the implementation of potential additional off-site streetscape landscaping or other off-site wind-reducing features. Potential on- and/or off-site project site wind-reduction design measures developed by the sponsor would be coordinated with, and subject to review and approval, by OCII.	Project Sponsor	Prior to issuance of building permit.	OCII	Include in MMRP Annual Report; Complete upon completion of final design

# Mitigation Monitoring and Reporting Program

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<b>Utilities and Service Systems: SEIR Section 5.7</b>				
<p><b>M-C-UT-4: Fair Share Contribution for Mariposa Pump Station Upgrades</b></p> <p>Upon determination by the SFPUC of the nature and cost of needed improvements, the project sponsor shall pay its fair share for improvements to the Mariposa Pump Station and associated wastewater facilities required to provide adequate sewer capacity within the project area and serve the project as determined by the SFPUC. The contribution shall be in proportion to the wastewater flows from the proposed project relative to the total design capacity of the upgraded pump station(s). The project sponsor shall not be responsible for any share of costs to address pre-existing pump station deficiencies.</p>	Project Sponsor	As determined by the SFPUC	OCII; SFPUC	Include in MMRP Annual Report; Complete upon acceptance of fee by SFPUC
<b>Hydrology and Water Quality: Initial Study Section 5.5 and SEIR Section 5.9</b>				
<p><b>M-HY-6: Wastewater Sampling Ports</b></p> <p><i>Mission Bay FSEIR Mitigation Measures K.2.</i> Participate in the City's existing Water Pollution Prevention Program. Facilitate implementation of the City's Water Pollution Prevention Program by providing and installing wastewater sampling ports in any building anticipated to have a potentially significant discharge of pollutants to the sanitary sewer, as determined by the Water Pollution Prevention Program of the San Francisco Public Utilities Commission's Bureau of Environmental Regulation and Management, and in locations as determined by the Water Pollution Prevention Program.</p>	Project Sponsor	Prior to issuance of building permit	OCII; SFPUC	Include in MMRP Annual Report; Complete upon completion of final design
<b>Cultural and Paleontological Resources: Initial Study Section 5.4</b>				
<p><b>M-CP-2a: Archaeological Testing, Monitoring and/or Data Recovery Program</b></p> <p>Based on a reasonable presumption that archaeological resources may be present within the project site, the following measures shall be undertaken to avoid any potentially significant adverse effect from the proposed project on buried or submerged historical resources. The project sponsor shall retain the services of an archaeological consultant approved by OCII or its designated representative such as those from the</p>	Project Sponsor	Prior to construction	OCII	Include in MMRP Annual Report; Complete upon completion and approval of report

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Cultural and Paleontological Resources, Initial Study Section E4 (cont.)</b>				
<p>rotational Department Qualified Archaeological Consultants List (QACL) maintained by the Planning Department archaeologist. The project sponsor shall contact the Department archaeologist to obtain the names and contact information for the next three archaeological consultants on the QACL. The archaeological consultant shall undertake an archaeological testing program as specified herein. In addition, the consultant shall be available to conduct an archaeological monitoring and/or data recovery program if required pursuant to this measure. The archaeological consultant's work shall be conducted in accordance with this measure at the direction of OCII or its designated representative. All plans and reports prepared by the consultant as specified herein shall be submitted first and directly to OCII or its designated representative for review and comment, and shall be considered draft reports subject to revision until final approval by OCII or its designated representative. Archaeological monitoring and/or data recovery programs required by this measure could suspend construction of the project for up to a maximum of four weeks. At the direction of the OCII or its designated representative, the suspension of construction can be extended beyond four weeks only if such a suspension is the only feasible means to reduce to a less than significant level potential effects on a significant archaeological resource as defined in CEQA Guidelines Sect. 15064.5 (a)(c).</p> <p><i>Consultation with Descendant Communities:</i> On discovery of an archaeological site<sup>5</sup> associated with descendant Native Americans, the Overseas Chinese, or other descendant group an appropriate representative<sup>6</sup> of the descendant group and OCII or its designated representative shall be contacted. The representative of the descendant group shall be given the</p>				

<sup>5</sup> The term "archaeological site" is intended here to include, at a minimum, any archaeological deposit, feature, burial, or evidence of burial.

<sup>6</sup> An "appropriate representative" of the descendant group is here defined to mean, in the case of Native Americans, any individual listed in the current Native American Contact List for the City and County of San Francisco maintained by the California Native American Heritage Commission and in the case of the Overseas Chinese, the Chinese Historical Society of America. An appropriate representative of other descendant groups should be determined in consultation with the Department archaeologist.



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<b>Cultural and Paleontological Resources: Initial Study Section PA (cont.)</b>				
opportunity to monitor archaeological field investigations of the site and to consult with OCII or its designated representative regarding appropriate archaeological treatment of the site, of recovered data from the site, and, if applicable, any interpretative treatment of the associated archaeological site. A copy of the Final Archaeological Resources Report shall be provided to the representative of the descendant group.				
<p><b>Archaeological Testing Program.</b> The archaeological consultant shall prepare and submit to OCII or its designated representative for review and approval an archaeological testing plan (ATP). The archaeological testing program shall be conducted in accordance with the approved ATP. The ATP shall identify the property types of the expected archaeological resource(s) that potentially could be adversely affected by the proposed project, the testing method to be used, and the locations recommended for testing. The purpose of the archaeological testing program will be to determine to the extent possible the presence or absence of archaeological resources and to identify and to evaluate whether any archaeological resource encountered on the site constitutes an historical resource under CEQA.</p> <p>At the completion of the archaeological testing program, the archaeological consultant shall submit a written report of the findings to OCII or its designated representative. If based on the archaeological testing program the archaeological consultant finds that significant archaeological resources may be present, OCII or its designated representative in consultation with the archaeological consultant shall determine if additional measures are warranted. Additional measures that may be undertaken include additional archaeological testing, archaeological monitoring, and/or an archaeological data recovery program. No archaeological data recovery shall be undertaken without the prior approval of OCII or its designated representative. If OCII or its designated representative determines that a significant archaeological resource is present and that the resource could be adversely affected by the proposed project, at the discretion of the project sponsor either:</p>	Project Sponsor	<p>Testing Plan: Completed prior to issuance of any permit authorizing soils disturbance</p> <p>Testing program: Completed prior to commencement of any soils disturbing construction activity</p> <p>Testing Report: Completed prior to commencement of any soils disturbing activity</p>	OCII	Include in MMRP Annual Report; Complete upon OCII approval of testing program and written report;

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Cultural and Paleontological Resources, Initial Study Section p.2 (cont.)</b>				
<p>A. The proposed project shall be re-designed so as to avoid any adverse effect on the significant archaeological resource; or</p> <p>B. A data recovery program shall be implemented, unless OCII or its designated representative determines that the archaeological resource is of greater interpretive than research significance and that interpretive use of the resource is feasible.</p>	Project Sponsor	<p>Monitoring Program: Development of program work scope prior to commencement of soils disturbing construction activity; monitoring activity to occur during site excavation and construction, as per monitoring program</p> <p>Monitoring Report: Report submitted to OCII upon completion of monitoring Program</p>	OCII	<p>Include in MMRP Annual Report; Complete upon OCII approval of program</p>
<p><b>Archaeological Monitoring Program.</b> If OCII or its designated representative in consultation with the archaeological consultant determines that an archaeological monitoring program shall be implemented the archaeological monitoring program shall minimally include the following provisions:</p> <ul style="list-style-type: none"> <li>The archaeological consultant, project sponsor, and OCII or its designated representative shall meet and consult on the scope of the AMP reasonably prior to any project-related soils disturbing activities commencing. OCII or its designated representative in consultation with the archaeological consultant shall determine what project activities shall be archaeologically monitored. In most cases, any soils-disturbing activities, such as demolition, foundation removal, excavation, grading, utilities installation, foundation work, driving of piles (foundation, shoring, etc.), site remediation, etc., shall require archaeological monitoring because of the risk these activities pose to potential archaeological resources and to their depositional context;</li> <li>The archaeological consultant shall advise all project contractors to be on the alert for evidence of the presence of the expected resource(s), of how to identify the evidence of the expected resource(s), and of the appropriate protocol in the event of apparent discovery of an archaeological resource;</li> <li>The archaeological monitor(s) shall be present on the project site according to a schedule agreed upon by the archaeological consultant and OCII or its designated representative until OCII or its designated representative has, in consultation with project archaeological consultant, determined that project construction activities could have no effects on significant archaeological deposits;</li> </ul>				

# Mitigation Monitoring and Reporting Program

## MITIGATION MONITORING & REPORTING PROGRAM

TABLE A - MITIGATION MEASURES

MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Cultural and Paleontological Resources - Initial Study Section F2 (cont.)</b>				
<ul style="list-style-type: none"> <li>The archaeological monitor shall record and be authorized to collect soil samples and artifactual/ecofactual material as warranted for analysis;</li> <li>If an intact archaeological deposit is encountered, all soils-disturbing activities in the vicinity of the deposit shall cease. The archaeological monitor shall be empowered to temporarily redirect demolition/excavation/pile driving/construction activities and equipment until the deposit is evaluated. If in the case of pile driving activity (foundation, shoring, etc.), the archaeological monitor has cause to believe that the pile driving activity may affect an archaeological resource, the pile driving activity shall be terminated until an appropriate evaluation of the resource has been made in consultation with OCII or its designated representative. The archaeological consultant shall immediately notify the OCII or its designated representative of the encountered archaeological deposit. The archaeological consultant shall make a reasonable effort to assess the identity, integrity, and significance of the encountered archaeological deposit, and present the findings of this assessment to OCII or its designated representative.</li> </ul> <p>Whether or not significant archaeological resources are encountered, the archaeological consultant shall submit a written report of the findings of the monitoring program to the OCII or its designated representative.</p>	Project Sponsor	Data Recovery Plan: Development of Program work scope, in conjunction with work scope for Archeological Monitoring Program prior to commencement of soils disturbance construction activity. More specific or detailed subsequent work scope may be required by OCII upon completion of	OCII	Include in MMRP Annual Report; Complete upon OCII approval of program

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<p><b>Cultural and Paleontological Resources, Initial Study Section B (cont.)</b></p> <p>resource is expected to possess, and how the expected data classes would address the applicable research questions. Data recovery, in general, should be limited to the portions of the historical property that could be adversely affected by the proposed project. Destructive data recovery methods shall not be applied to portions of the archaeological resources if nondestructive methods are practical.</p> <p>The scope of the ADRP shall include the following elements:</p> <ul style="list-style-type: none"> <li>• <i>Field Methods and Procedures.</i> Descriptions of proposed field strategies, procedures, and operations.</li> <li>• <i>Cataloguing and Laboratory Analysis.</i> Description of selected cataloguing system and artifact analysis procedures.</li> <li>• <i>Discard and Deaccession Policy.</i> Description of and rationale for field and post-field discard and deaccession policies.</li> <li>• <i>Interpretive Program.</i> Consideration of an on-site/off-site public interpretive program during the course of the archaeological data recovery program.</li> <li>• <i>Security Measures.</i> Recommended security measures to protect the archaeological resource from vandalism, looting, and non-intentionally damaging activities.</li> <li>• <i>Final Report.</i> Description of proposed report format and distribution of results.</li> <li>• <i>Curation.</i> Description of the procedures and recommendations for the curation of any recovered data having potential research value, identification of appropriate curation facilities, and a summary of the accession policies of the curation facilities.</li> </ul> <p><i>Human Remains and Associated or Unassociated Funerary Objects.</i> The treatment of human remains and of associated or unassociated funerary objects discovered during any soils disturbing activity shall comply with applicable State and Federal laws. This shall include immediate notification of the Coroner of the City and County of San Francisco and in the event of the Coroner's determination that the human remains</p>		<p>Archeological Monitoring Program and Report</p> <p>Data Recovery program: Activity to occur during and subsequent to construction activity, as per Data Recovery Program</p>		
	Project Sponsor	Upon discovery, if applicable	Coroner; OCII	<p>Include in MMRP Annual Report; Complete upon Applicant notification to OCII, Coroner, and, if applicable, California State Native American Heritage Commission</p>



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<b>Cultural and Paleontological Resources, Initial Study Section #4 (cont.)</b>				
are Native American remains, notification of the California State Native American Heritage Commission (NAHC) who shall appoint a Most Likely Descendant (MLD) (Pub. Res. Code Sec. 5097.98). The archaeological consultant, project sponsor, OCII or its designated representative, and MLD shall make all reasonable efforts to develop an agreement for the treatment of, with appropriate dignity, human remains and associated or unassociated funerary objects (CEQA Guidelines, Sec. 15064.5(d)). The agreement should take into consideration the appropriate excavation, removal, recordation, analysis, custodianship, curation, and final disposition of the human remains and associated or unassociated funerary objects.	Project Sponsor	Upon completion of testing, monitoring and data recovery programs: For Horizontal Developer - prior to determination of substantial completion of infrastructure at each sub-phase; For Vertical Developer - Prior to issuance of Certificate of Temporary or Final Occupancy, whichever occurs first	OCII	Include in MMRP Annual Report; Complete upon applicant submittal of final approved report as specified in measure
<b>Final Archaeological Resources Report.</b> The archaeological consultant shall submit a Draft final Archaeological Resources Report (FARR) to OCII or its designated representative that evaluates the historical significance of any discovered archaeological resource and describes the archaeological and historical research methods employed in the archaeological testing/monitoring/data recovery program(s) undertaken. Information that may put at risk any archaeological resource shall be provided in a separate removable insert within the final report. Once approved by OCII or its designated representative, copies of the FARR shall be distributed as follows: California Archaeological Site Survey Northwest Information Center (NWIC) shall receive one (1) copy and OCII or its designated representative shall receive a copy of the transmittal of the FARR to the NWIC. As requested by OCII, the Environmental Planning division of the Planning Department shall receive one bound, one unbound and one unlocked, searchable PDF copy on CD of the FARR along with copies of any formal site recordation forms (CA DPR 523 series) and/or documentation for nomination to the National Register of Historic Places/California Register of Historical Resources. In instances of high public interest in or the high interpretive value of the resource, OCII or its designated representative may require a different final report content, format, and distribution than that presented above.				

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<b>Cultural and Paleontological Resources, Initial Study Section B: (cont.)</b>				
<p><b>M-CP-2b: Accidental Discovery of Archaeological Resources</b></p> <p>The following mitigation measure is required to avoid any potential adverse effect from the proposed project on accidentally discovered buried or submerged historical resources as defined in CEQA Guidelines Section 15064.5(a)(c). The project sponsor shall distribute the Planning Department archaeological resource "ALERT" sheet to the project prime contractor, to any project subcontractor (including demolition, excavation, grading, foundation, pile driving, etc. firms); or utilities firm involved in soils disturbing activities within the project site. Prior to any soils disturbing activities being undertaken each contractor is responsible for ensuring that the "ALERT" sheet is circulated to all field personnel, including machine operators, field crew, pile drivers, supervisory personnel, etc. The project sponsor shall provide OCII officer or its designated representative with a signed affidavit from the responsible parties (prime contractor, subcontractor(s), and utilities firm) confirming that all field personnel have received copies of the Alert Sheet.</p> <p>Should any indication of an archaeological resource be encountered during any soils disturbing activity of the project, the project Head Foreman and/or project sponsor shall immediately notify OCII officer or its designated representative and shall immediately suspend any soils disturbing activities in the vicinity of the discovery until OCII officer or its designated representative has determined what additional measures should be undertaken.</p> <p>If OCII officer or its designated representative determines that an archaeological resource may be present within the project site, the project sponsor shall retain the services of an archaeological consultant from the pool of qualified archaeological consultants maintained by the Planning Department archaeologist. The archaeological consultant shall advise OCII officer or its designated representative as to whether the discovery is an archaeological resource, retains sufficient integrity, and is of potential scientific/historical/cultural significance. If an archaeological resource is present, the archaeological consultant shall identify and evaluate the archaeological resource. The archaeological consultant shall make a recommendation as to what action, if any, is warranted. Based on this information, OCII</p>	Project sponsor	Throughout the demolition and excavation period	OCII	Include in MMRP Annual Report; Ongoing as specified in the measure

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<b>Cultural and Paleontological Resources: Initial Study Section E4 (cont.)</b>				
<p>officer or its designated representative may require, if warranted, specific additional measures to be implemented by the project sponsor.</p> <p>Measures might include: preservation in situ of the archaeological resource; an archaeological monitoring program; or an archaeological testing program. If an archaeological monitoring program or archaeological testing program is required, it shall be consistent with the Environmental Planning (EP) division guidelines for such programs. OCII officer or its designated representative may also require that the project sponsor immediately implement a site security program if the archaeological resource is at risk from vandalism, looting, or other damaging actions.</p> <p>The project archaeological consultant shall submit a Final Archaeological Resources Report (FARR) to OCII officer or its designated representative that evaluates the historical significance of any discovered archaeological resource and describing the archaeological and historical research methods employed in the archaeological monitoring/data recovery program(s) undertaken. Information that may put at risk any archaeological resource shall be provided in a separate removable insert within the final report. Copies of the Draft FARR shall be sent to OCII officer or its designated representative for review and approval. Once approved by OCII officer or its designated representative, copies of the FARR shall be distributed as follows: California Archaeological Site Survey Northwest Information Center (NWIC) shall receive one (1) copy and OCII officer or its designated representative shall receive a copy of the transmittal of the FARR to the NWIC. OCII and the Environmental Planning division of the Planning Department shall each receive one bound copy, one unbound copy and one unlocked, searchable PDF copy on CD three copies of the FARR along with copies of any formal site recordation forms (CA DPR 523 series) and/or documentation for nomination to the National Register of Historic Places/California Register of Historical Resources. In instances of high public interest or interpretive value, OCII officer or its designated representative may require a different final report content, format, and distribution than that presented above.</p>				

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<p><b>Biological Resources, Initial Study, Section E13</b></p> <p><b>M-B1-4a: Preconstruction Surveys for Nesting Birds</b></p> <p>To the extent practicable, vegetation removal and grading of the site in advance of new site construction shall be performed between September 1 and January 31 in order to avoid breeding and nesting season for birds. If these activities cannot be performed during this period, a preconstruction survey of onsite vegetation for nesting birds shall be conducted by a qualified biologist.</p> <p>In coordination with the OCII or its designated representative, pre-construction surveys of onsite vegetation shall be performed during bird breeding season (February 1 – August 31) no more than 14 days prior to vegetation removal, grading, or initiation of construction in order to locate any active passerine nests within 250 feet of the project site and any active raptor nests within 500 feet of the project site. Surveys shall be performed in accessible areas within 500 feet of the project site and include suitable habitat within line of sight as access is available. If active nests are found on either the project site or within the 500-foot survey buffer surrounding the project site, no-work buffer zones shall be established around the nests. Buffer distances will consider physical and visual barriers between the active nest and project activities, existing noise sources and disturbance, as well as sensitivity of the bird species to disturbance. Modification of standard buffer distances, 250 feet for active passerine nests and 500 feet for active raptor nests, will be determined by a qualified biologist in consultation with the California Department of Fish and Wildlife (CDFW). No vegetation removal or ground-disturbing activities including grading or new construction shall occur within a buffer zone until young have fledged or the nest is otherwise abandoned as determined by the qualified biologist.</p> <p>If construction work during the nesting season stops for 14 days or more and then resumes, then nesting bird surveys shall be repeated, to ensure that no new birds have begun nesting in the area.</p>	Project Sponsor	Not more than 15 days prior to vegetation removal and grading activities that occur between February 1 and August 31	OCII	Include in MMRP Annual Report; Complete upon completion of preconstruction nesting bird surveys or completion of vegetation removal and grading activities outside of the bird breeding season



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<b>Biological Resources-Initial Study Section E13</b>				
<b>Mitigation Measure M-BI-4b: Bird Safe Building Practices</b> The project sponsor shall design and implement the project consistent with the San Francisco Standards for Bird-Safe Buildings and Planning Code Section 139, as approved by OCII. OCII shall consult with the Planning Department and the Zoning Administrator concerning project consistency with Planning Code Section 139.	Project Sponsor	Prior to issuance of architectural addendum to building permit	OCII	Include in MMRP Annual Report; Complete upon construction in accordance with final approved plans
<b>Hazards and Hazardous Materials-Initial Study Section E16</b>				
<b>M-HZ-1a: Guidelines for Handling Biohazardous Materials</b> <i>Mission Bay FSEIR Mitigation Measure I.1.</i> Require businesses that handle biohazardous materials and do not receive federal funding to certify that they follow the guidelines published by the National Research Council and the United States Department of Health and Human Services Public Health Service, National Institutes of Health, and Centers for Disease Control, as set forth in Biosafety in Microbiological and Biomedical Laboratories, Guidelines for Research Involving Recombinant DNA Molecules (NIH Guidelines), and Guide for the Care and Use of Laboratory Animals, or their successors, as applicable.	Project Sponsor	As part of building permit process; provide annual certification thereafter	OCII	Include in MMRP Annual Report
<b>Mission Bay FSEIR Mitigation Measure I.2.</b> Require businesses handling biohazardous materials to certify that they use high efficiency particulate air (HEPA) filters or substantially equivalent devices on all exhaust from Biosafety Level 3 laboratories unless they demonstrate that exhaust from their Biosafety Level 3 laboratories would not pose substantial health or safety hazards to the public or the environment. Require such businesses to certify that they inspect or monitor the filters regularly to ensure proper functioning.	Project Sponsor	As part of building permit process; provide annual certification thereafter	OCII	Include in MMRP Annual Report
<b>Mission Bay FSEIR Mitigation Measure I.3.</b> Require businesses handling biohazardous materials to certify that they do not handle or use biohazardous materials requiring Biosafety Level 4 containment (i.e., dangerous or exotic materials that pose high risks of life-threatening diseases or aerosol-transmitted infections, or unknown risks of transmission) in the Project Area.	Project Sponsor	As part of building permit process; provide annual certification thereafter	OCII	Include in MMRP Annual Report

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MITIGATION MEASURE	MITIGATION RESPONSIBILITY	MITIGATION SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<p><b>Hazards and Hazardous Materials- Initial Study Section E16 (cont)</b></p> <p><b>M-HZ-1b: Geologic Investigation and Dust Mitigation Plan for Naturally Occurring Asbestos</b></p> <p>The project sponsor shall conduct a geologic investigation in accordance with the guidelines of the California Geologic Survey to determine the naturally occurring asbestos content of fill materials to be excavated at the project site. If the investigation determines that the naturally occurring asbestos content of the fill materials is 0.25 percent or greater, the project sponsor or its construction contractor shall submit the appropriate notification forms and prepare an asbestos dust mitigation plan in accordance with the Asbestos ATCM. The plan shall specify measures that will be taken to ensure that no visible dust crosses the property boundary during construction. The plan must specify the following measures:</p> <ul style="list-style-type: none"> <li>• Prevent and control visible track-out from the property</li> <li>• Ensure adequate wetting or covering of active storage piles</li> <li>• Control disturbed surface areas and storage piles that would remain inactive for 7 days Control traffic on on-site unpaved roads, parking lots, and staging areas, including a maximum vehicle speed of 15 miles per hour</li> <li>• Control earthmoving activities</li> <li>• Control offsite transport of dust emissions that contain naturally-occurring asbestos-containing materials</li> <li>• Stabilize disturbed areas following construction</li> </ul> <p>The asbestos dust mitigation plan shall be submitted to and approved by the Bay Area Air Quality Management District (BAAQMD) prior to the beginning of construction, and the site operator must ensure the implementation of all specified dust mitigation measures throughout the construction project. In addition, if required by the BAAQMD, the project sponsor or a qualified third party consultant shall conduct air monitoring for offsite migration of asbestos dust during construction activities and shall modify the dust mitigation plan on the basis of the air monitoring results if necessary.</p>	Project Applicant	<p>Prior to obtaining a grading, excavation, site, building or other permit from the City that includes soil disturbance activities.</p> <p>Ongoing throughout construction activity</p>	BAAQMD	<p>Include in MMRP Annual Report; Complete upon approval by BAAQMD</p>

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<b>Hazards and Hazardous Materials Initial Study Section E.1c (cont.)</b>				
M-HZ-2: RMP Provisions for Child Care Facilities <i>Mission Bay FSEIR Mitigation Measure J.2.</i> Carry out a site-specific risk evaluation for each site in a non-residential area proposed to be used for a public school or child care facility; submit to RWQCB for review and approval. If cancer risks exceed 1 x 10 <sup>-5</sup> and/or noncancer risk exceeds a Hazard Index of 1, carry out remediation designed to reduce risks to meet these standards or select another site that is shown to meet these standards.	Project Sponsor	Prior to OCII approval of a child care facility	OCII	Include in MMRP Annual Report; Complete upon RWQCB approval

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE B - IMPROVEMENT MEASURES

IMPROVEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	IMPROVEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SEIR Section 5.2</b>				
<p><b>I-TR-1: Construction Management Plan and Public Updates</b></p> <p><i>Construction Coordination</i> - To reduce potential conflicts between construction activities and pedestrians, bicyclists, transit and vehicles at the project site, the project sponsor shall require that the contractor prepare a Construction Management Plan for the project construction period. The preparation of a Construction Management Plan could be a requirement included in the construction bid package. Prior to finalizing the Plan, the project sponsor/construction contractor(s) shall meet with DPW, SFMTA, the Fire Department, Muni Operations and other City agencies to coordinate feasible measures to include in the Construction Management Plan to reduce traffic congestion, including temporary transit stop relocations and other measures to reduce potential traffic bicycle, and transit disruption and pedestrian circulation effects during construction of the proposed project. This review shall consider other ongoing construction in the project vicinity, such as construction of the nearby UCSF LRDP projects and construction on Blocks 26 and 27.</p> <p><i>Carpool, Bicycle, Walk and Transit Access for Construction Workers</i> - To minimize parking demand and vehicle trips associated with construction workers, the construction contractor shall include as part of the Construction Management Plan methods to encourage carpooling, bicycle, walk and transit access to the project site by construction workers (such as providing transit subsidies to construction workers, providing secure bicycle parking spaces, participating in free-to-employee ride matching program from <a href="http://www.511.org">www.511.org</a>, participating in emergency ride home program through the City of San Francisco (<a href="http://www.sfeth.org">www.sfeth.org</a>), and providing transit information to construction workers.</p> <p><i>Construction Worker Parking Plan</i> - As part of the Construction Management Plan that would be developed by the construction contractor, the location of construction worker parking shall be identified as well as the person(s) responsible for monitoring the implementation of the proposed parking plan. The use of on-street parking to accommodate construction worker parking shall</p>	Project Sponsor	Prior to issuance of construction site permit	OCII; SFMTA; DBI; DPW	Include in MMRP Annual Report prior to the start of construction until temporary certificate of occupancy

# Mitigation Monitoring and Reporting Program

## MITIGATION MONITORING & REPORTING PROGRAM

TABLE B - IMPROVEMENT MEASURES

IMPROVEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	IMPROVEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation: SFIR Section 5.2 (cont.)</b>				
<p>be discouraged. All construction bid documents shall include a requirement for the construction contractor to identify the proposed location of construction worker parking. If on-site, the location, number of parking spaces, and area where vehicles would enter and exit the site should be required. If off-site parking is proposed to accommodate construction workers, the location of the off-site facility, number of parking spaces retained, and description of how workers would travel between off-site facility and project site should be required.</p> <p><i>Project Construction Updates for Adjacent Businesses and Residents</i> - To minimize construction impacts on access to nearby institutions and businesses, the project sponsor shall provide nearby residences and adjacent businesses with regularly-updated information regarding project construction, including construction activities, peak construction vehicle activities (e.g., concrete pours), travel lane closures, and parking lane and sidewalk closures. A regular email notice shall be distributed by the project sponsor that would provide current construction information of interest to neighbors, as well as contact information for specific construction inquiries or concerns.</p>	Project Sponsor	Commence study within one year of project approval	OCII, SFMTA	Include in MMRP Annual Report; Complete upon completion of study
<p><b>I-TR-4: Operational Study of the Southbound Platform at the T Third UCSF/Mission Bay Station (Required only if Muni Platform Variant is not implemented.)</b></p> <p>As an improvement measure to enhance T Third operations at the UCSF/Mission Bay station for pre-event arrivals, the project sponsor shall fund a study of the effects of pedestrian flows on Muni's safety and operations prior to an event as well as the feasibility and efficacy of enlarging the southbound platform by extending it south towards 16th Street. The study shall include an assessment of exiting pedestrian flows from a fully occupied two-car light rail train on the platform and ramp to the crosswalk at South Street across Third Street, also taking into consideration the presence of non-event transit riders waiting to board the train, service frequency, and current traffic signal operations. The study shall be performed by a qualified transportation professional approved by SFMTA.</p>				



## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE B- IMPROVEMENT MEASURES

IMPROVEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	IMPROVEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SEIR Section 5.2 (cont)</b>				
<p><b>I-TR-8: Truck and Service Vehicle Loading Operations Plan</b></p> <p>As an improvement measure to reduce potential conflicts between driveway operations, including loading activities, and pedestrians, bicycles and vehicles on South Street, Terry A. Francois Boulevard, and 16th Street, the project sponsor shall prepare a Loading Operations Plan, and submit the plan for review and approval by the OCII, or its designee, and the SFMTA. As appropriate, the Loading Operations Plan shall be periodically reviewed by the sponsor, the OCII or its designee, and SFMTA and revised if required to more appropriately respond to changes in street or circulation conditions.</p> <p>The Loading Operations Plan shall include a set of guideline related to the operation of the on-site and on-street loading facilities, as well as large truck curbside access guidelines; it shall also specify driveway attendant responsibilities to minimize truck queuing and/or substantial conflicts between project-generated loading/unloading activities and pedestrians, bicyclists, transit and autos. Elements of the Loading Operations Plan shall include:</p> <ul style="list-style-type: none"> <li>Commercial loading activities within on-street commercial loading spaces on South Street, Terry A. Francois Boulevard, and 16th Street shall comply with all posted time limits and all other posted restrictions.</li> <li>Double parking or any form of illegal parking or truck loading/unloading shall not be permitted on any streets adjacent to the project site, and particularly on 16th Street which would include a bicycle lane. Working with the SFMTA Parking Control Officers, building management shall ensure that no truck loading/unloading activities occur within the bicycle lanes on 16th Street.</li> <li>All move-in and move-out activities for commercial office uses shall be coordinated by building management, and, in the event that moving trucks cannot be accommodated within the below-grade loading area, building management shall obtain a reserved curbside permit from the SFMTA in advance of move-in or move-out activities.</li> </ul>	Project Sponsor	Prior to issuance of occupancy permit	OCII; SFMTA	Include in MMRP Annual Report; Complete upon completion of Loading Operations Plan

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE B IMPROVEMENT MEASURES

IMPROVEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	IMPROVEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Transportation and Circulation, SFMR Section 5.2 (cont.)</b>				
<p><b>I-TR-10a: UCSF Emergency Vehicle Access and Garage Signage Plan</b></p> <p>As an improvement measure to enhance access for emergency vehicles and other visitors to the UCSF Children's Hospital emergency room and parking facilities at the UCSF Medical Center, the project sponsor shall work with UCSF, SFMTA, Caltrans, and DPW to develop and implement a UCSF emergency vehicle access and garage signage plan for I-280 and Mariposa, Owens, and 16th Streets to reflect desirable access routes for UCSF and event center access.</p>	Project Sponsor	Prior to issuance of occupancy permit	OCII	Include in MMRP Annual Report; Complete upon completion of Vehicle Access and Garage Signage Plan
<p><b>I-TR-10b: Mariposa Street Restriping Study</b></p> <p>In connection with the Mission Bay Plan improvements to the I-280 on- and off-ramps at Mariposa Street and the Owens Street extension, the SFMTA will be reevaluating the travel lane striping plan for Mariposa Street between Pennsylvania Avenue and Fourth Street. As part of this evaluation, the SFMTA will assess the feasibility of lengthening the dedicated left turn lane from eastbound Mariposa Street onto northbound Fourth Street. The evaluation is anticipated to take place in 2016, two years prior to the opening of the proposed event center. A re-evaluation may be needed following the opening of the event center. Therefore, as an improvement measure to enhance access to the UCSF Medical Center Children's Hospital, subsequent to the opening of the event center, the project sponsor shall retain a qualified transportation professional approved by SFMTA to conduct a traffic engineering study to evaluate potential changes to the travel lane configuration and related signage on Mariposa Street between the I-280 ramps and Fourth Street. The study, to be conducted in consultation with UCSF and SFMTA, would be used to determine if the dedicated eastbound left turn lane into Fourth Street/UCSF passenger loading/unloading and emergency vehicle entrance to the UCSF Children's Hospital should be extended west from its existing length of about 150 feet to provide for a longer queuing area separated from event-related traffic flow. If the study recommends restriping, the project sponsor shall fund SFMTA's cost of the design and implementation of the restriping.</p>	Project Sponsor; SFMTA	Prior to second year of operation of the event center	OCII; SFMTA	Include in MMRP Annual Report; Complete upon completion of Restriping Study; Restriping of Mariposa Street if recommended

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE B - IMPROVEMENT MEASURES

IMPROVEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	IMPROVEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Noise and Vibration: SEIR Section 5.3</b>				
<b>I-NO-1: Mission Bay Good Neighbor Construction Noise Policy</b> The project sponsor shall comply with the Mission Bay Good Neighbor Policy and limit all extreme noise-generating construction activities to 8:00 a.m. to 5:00 p.m., Monday through Friday. No pile driving or other extreme noise generating activity is permitted on Saturdays, Sundays, and holidays.	Project Sponsor	Ongoing during construction	OCII	Include in MMRP Annual Report; Complete upon completion of construction
<b>Greenhouse Gas Emissions: SEIR Section 5.5</b>				
<b>I-C-GG-1: Purchase Voluntary Carbon Credits</b> <i>Construction Emissions:</i> No later than six (6) months after the issuance of a Temporary Certificate of Occupancy for the project, the project sponsor shall provide to the Office of Community Investment and Infrastructure (OCII), a calculation of the net additional emissions resulting from the construction of the project, to be calculated in accordance with the methodology agreed upon by the California Air Resources Board (CARB) in connection with the AB 900 certification of the project. The project sponsor shall provide courtesy copies of the calculations to CARB and the Governor's office promptly following transmittal of the calculations to OCII. The project sponsor shall enter into one or more contracts to purchase voluntary carbon credits from a qualified greenhouse gas emissions broker in an amount sufficient to offset the construction emissions. The project sponsor shall provide courtesy copies of any such contracts to the ARB and the Governor's office promptly following the execution of such contracts.	Project Sponsor	No later than six months after the issuance of a Temporary Certificate of Occupancy for the project	OCII	Include in MMRP Annual Report; Complete upon receipt of supporting documentation
<i>Operational Emissions:</i> No later than six (6) months after project stabilization, to be defined as the date following project completion when the project is 90 percent leased and occupied (and with respect to the arena component, 90 percent of the available booking dates are utilized), the project sponsor shall submit to OCII a projection of operational emissions arising from the project, based on data accumulated to that date and reasonable projections of operational emissions for the useful life of the project (30 years), to be calculated in accordance with the methodology agreed upon by CARB in connection with the AB 900 certification of the project. The project sponsor shall provide	Project Sponsor	No later than six months after project stabilization, to be defined as the date following project completion when the project is 90 percent leased and occupied (and with respect to the arena component, 90 percent of the available booking dates are utilized)	OCII	Include in MMRP Annual Report; Complete upon receipt of supporting documentation

# MITIGATION MONITORING & REPORTING PROGRAM

TABLE B - IMPROVEMENT MEASURES

IMPROVEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	IMPROVEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
<b>Greenhouse Gas Emissions, SBIR Section 5.5 (cont.)</b>				
courtesy copies of the calculations to CARB and the Governor's office promptly following transmittal of the calculations to OCIL. The project sponsor shall enter into one or more contracts to purchase voluntary carbon credits from a qualified greenhouse gas emissions broker in an amount sufficient to offset the operational emissions, on a net present value basis in light of the fact that the project sponsor is proposing to acquire such credits in advance of any creation of the emissions subject to the offset. The project sponsor shall provide courtesy copies of any such contracts to CARB and the Governor's office promptly following the execution of such contracts.				

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE C - APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
<b>Transportation and Circulation, SEIR Section 5.2</b>		
Impact TR-1: The proposed project would not result in construction-related ground transportation impacts because of their temporary and limited duration.	LS	<ul style="list-style-type: none"> <li>San Francisco Municipal Transportation Agency Parking and Traffic Regulations for Working in San Francisco Streets (The Blue Book), 8th Edition</li> </ul>
Impact C-TR-1: The project, in combination with other past, present, and reasonably foreseeable future projects, would not result in significant adverse cumulative construction-related ground transportation impacts.	LS	<ul style="list-style-type: none"> <li>San Francisco Municipal Transportation Agency Parking and Traffic Regulations for Working in San Francisco Streets (The Blue Book), 8th Edition</li> </ul>
<b>Noise and Vibration, SEIR Section 5.3</b>		
Impact NO-2: Construction of the proposed project would not expose people to or generate noise levels in excess of standards established in the local general plan, noise ordinance, or applicable standards of other agencies.	LS	<ul style="list-style-type: none"> <li>San Francisco Police Code Article 29 (Regulation of Noise).</li> </ul>
Impact NO-4: Operation of the proposed project could result in exposure of persons to or generation of noise levels in excess of standards established in the <i>San Francisco General Plan</i> or San Francisco Noise Ordinance.	LSM	<ul style="list-style-type: none"> <li>San Francisco Police Code Article 29 (Regulation of Noise).</li> </ul>
<b>Air Quality, SEIR Section 5.4</b>		
Impact NO-2: Construction of the proposed project would not expose people to or generate noise levels in excess of standards established in the local general plan, noise ordinance, or applicable standards of other agencies.	LS	<ul style="list-style-type: none"> <li>San Francisco Police Code Article 29 (Regulation of Noise).</li> </ul>
Impact AQ-1: Construction of the proposed project would generate fugitive dust and criteria air pollutants, which would violate an air quality standard, contribute substantially to an existing or projected air quality violation, or result in a cumulatively considerable net increase in criteria air pollutants.	SUM	<ul style="list-style-type: none"> <li>San Francisco Health Code Article 22B and San Francisco Building Code Section 106.A.3.2.6 (Construction Dust Control Ordinance)</li> </ul>
<b>Greenhouse Gas Emissions, SEIR Section 5.5</b>		
Impact C-GG-1: The proposed project would generate greenhouse gas emissions, but not at levels that would result in a significant impact on the environment or conflict with any policy, plan, or regulation adopted for the purpose of reducing greenhouse gas emissions.	LS	<ul style="list-style-type: none"> <li>San Francisco Environment Code Section 427 (Commuter Benefits Ordinance)</li> <li>San Francisco Environment Code Section 427(d) (Emergency Ride Home Program)</li> <li>Mission Bay South Transportation Management Program (established by 1998 Mission Bay FSEIR Mitigation Measure E.47 and contains provisions equivalent to San Francisco Planning Code Section 163)</li> <li>San Francisco Planning Code Section 411 (Transit Impact Development Fee)</li> </ul>



MITIGATION MONITORING & REPORTING PROGRAM

TABLE C - APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
Greenhouse Gas Emissions, SHR Section 5.5 (cont.) Impact C-GG-1 (cont.)		<ul style="list-style-type: none"> <li>• Mission Bay South Redevelopment Plan and Mission Bay South Owner Participation Agreement, affordable housing requirements (contains provisions equivalent to San Francisco Planning Code Section 413 Jobs Housing Linkage Program)</li> <li>• San Francisco Green Building Code Section 5.103.1.10 and Title 24 of the California Administrative Code, Part 11, California Green Building Code, Section 5.106.5 (Fuel Efficient Vehicle and Carpool Parking)</li> <li>• San Francisco Green Building Code Section 5.201.1.1.1 (Energy Efficiency)</li> <li>• San Francisco Green Building Code Section 5.103.1.4 and Title 24 of the California Administrative Code, Part 11, California Green Building Code, Sections 5.410 (Commissioning of Building Energy Systems)</li> <li>• San Francisco Public Works Code Article 4.2, Section 147 (Storm Water Management)</li> <li>• San Francisco Green Building Code Section 5.103.1.2 and Title 24 of the California Administrative Code, Part 11, California Green Building Code, Section 5.303.2 (Reduction of Water Use)</li> <li>• San Francisco Administrative Code, Chapter 63 (Water Efficient Irrigation Ordinance)</li> <li>• San Francisco Green Building Code Section 5.103.1.5 (Renewable Energy)</li> <li>• San Francisco Environment Code, Chapter 19 and Title 24 of the California Administrative Code, Part 11, California Green Building Code, Section 5.410.1 (Mandatory Recycling and Composting)</li> <li>• San Francisco Environment Code, Chapter 14, San Francisco Building Code Chapter 13B, San Francisco Health Code Section 288 (Construction and Demolition Debris Recovery Ordinance)</li> <li>• San Francisco Green Building Code Section 5.103.1.3 (Construction and Demolition Debris Recycling)</li> <li>• Mission Bay Street Tree Master Plan, tree planting requirements (contains provisions equivalent to San Francisco Planning Code Section 138.1)</li> <li>• California Green Building Code, Section 5.106.8 (Light Pollution Reduction)</li> <li>• San Francisco Public Works Code Article 4.2, Section 146 (Construction Site Runoff Control)</li> <li>• California Green Building Code, Sections 5.508.1.2 and 5.508.2 (Enhanced Refrigerant Management)</li> <li>• California Green Building Code, Section 5.504.4 (Finish Material Pollutant Control: Low-emitting Adhesives, Sealants, Caulks, Paints, Coatings, Composite wood, and Flooring)</li> <li>• San Francisco Building Code Section 3111.3; California Green Building Code, Section 5.503.1 (Wood Burning Fireplace Ordinance)</li> <li>• San Francisco Health Code, Article 30 (Regulation of Diesel Backup Generators)</li> </ul>

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE C - APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
<b>Utilities and Service Systems, Initial Study Section 5.11 and SBIR Section 5.7</b>		
<b>Impact UT-1:</b> The City's water service provider would have sufficient water supply available to serve the project from existing entitlements and resources, and would not require new or expanded water supply resources or entitlements.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administrative Code, Part 11, California Green Building Code, Chapter 5, Non-residential Mandatory Measures (Water Efficiency)</li> <li>San Francisco Building Inspection Commission Code, Green Building Code, Chapter 5, Non-residential Requirements (Water Efficiency)</li> </ul>
<b>Impact UT-3:</b> The proposed project would be served by landfills with sufficient permitted capacity to accommodate the project's solid waste disposal needs.	LS	<ul style="list-style-type: none"> <li>San Francisco Zero Waste Goal (75 Percent Waste Diversion from Landfills)</li> <li>San Francisco Construction and Demolition Waste Ordinance No. 27-06 (Recycling of Construction and Demolition Debris)</li> <li>San Francisco Food Service Waste Reduction Ordinance (Ban on Polystyrene Containers; Requires Recyclable Containers)</li> <li>San Francisco Mandatory Recycling and Composting Ordinance No. 100-09 (Separation of Waste Types)</li> <li>San Francisco Building Inspection Commission Code, Green Building Code, Chapter 5, Non-residential Requirements (Diversion of Demolition Debris)</li> </ul>
<b>Impact UT-4:</b> The proposed project would comply with federal, state, and local statutes and regulations related to solid waste.	LS	<ul style="list-style-type: none"> <li>California Integrated Waste Management Act of 1989 (Diversion of Wastes from Landfills)</li> <li>San Francisco Construction and Demolition Waste Ordinance No. 27-06 (Recycling of Construction and Demolition Debris)</li> <li>San Francisco Mandatory Recycling and Composting Ordinance No. 100-09 (Separation of Waste Types)</li> <li>San Francisco Building Inspection Commission Code, Green Building Code, Chapter 5, Non-residential Requirements (Diversion of Demolition Debris)</li> </ul>
<b>Impact C-UT-1:</b> The project, in combination with other past, present, and reasonably foreseeable future projects, would not result in significant adverse cumulative utilities and service systems impacts (water supply and solid waste).	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administrative Code, Part 11, California Green Building Code, Chapter 5, Non-residential Mandatory Measures (Water Efficiency)</li> <li>San Francisco Building Inspection Commission Code, Green Building Code, Chapter 5, Non-residential Requirements (Water Efficiency and Diversion of Demolition Debris)</li> <li>California Integrated Waste Management Act of 1989 (Diversion of Wastes from Landfills)</li> <li>San Francisco Construction and Demolition Waste Ordinance No. 27-06 (Recycling of Construction and Demolition Debris)</li> <li>San Francisco Mandatory Recycling and Composting Ordinance No. 100-09 (Separation of Waste Types)</li> </ul>

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE C - APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
<b>Hydrology and Water Quality, Initial Study Section F15 and SEIR Section 59</b>		
<b>Impact HY-1:</b> The project would not violate water quality standards or otherwise substantially degrade water quality with respect to construction activities, including construction dewatering.	LS	<ul style="list-style-type: none"> <li>General NPDES Permit for Storm Water Discharges Associated with Construction and Land Disturbance Activities, Order No. 2009-0009-DWQ (Erosion)</li> <li>San Francisco Public Works Code, Article 4.1, as supplemented by Order No. 158170 (Groundwater Discharges)</li> </ul>
<b>Impact HY-1a:</b> The project would not violate water quality standards or otherwise substantially degrade water quality with respect to construction-related dewatering.	LS	<ul style="list-style-type: none"> <li>San Francisco Public Works Code, Article 4.1, as supplemented by Order No. 158170 (Groundwater Discharges)</li> <li>VOC and Fuel General NPDES permit, Order Number R2-2012-0012 (Groundwater Discharges)</li> </ul>
<b>Impact HY-3:</b> The project would not alter the existing drainage pattern of the area in a manner that would result in substantial erosion, siltation, or flooding on- or off-site, and the project would not substantially increase the rate or amount of surface runoff that would result in flooding on- or off-site.	LS	<ul style="list-style-type: none"> <li>San Francisco Public Works Code, Article 4.2, Section 147 (Storm Water Discharges)</li> <li>San Francisco Storm Water Design Guidelines (Storm Water Discharges)</li> </ul>
<b>Impact HY-5:</b> The project would not expose people or structures to a significant risk of loss, injury or death involving inundation by seiche or tsunami.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administration Code, Part 2, California Building Code, Chapter 16 - Structural Design</li> <li>San Francisco Building Inspection Commission Code, Building Code, Chapter 16 - Structural Design</li> </ul>
<b>Impact HY-6:</b> Operation of the proposed project could exceed the wastewater treatment requirements of the NPDES permit for the SEWPCP, violate water quality standards or waste discharge requirements, otherwise substantially degrade water quality as a result of changes in wastewater and storm water discharges to the Bay, or exceed the capacity of the separate storm water system constructed in Mission Bay, or provide a substantial source of polluted runoff. Operation of the proposed project would not contribute to a substantial increase in combined sewer discharges.	LSM	<ul style="list-style-type: none"> <li>NPDES Permit No. CA0037664, Order No. R2-2013-0029, for City and County of San Francisco Southeast Water Pollution Control Plant, North Point Wet Weather Facility, Bayside Wet Weather Facilities and Wastewater Collection System (Contribution to Combined Sewer Discharges and Effluent Discharges from SEWPCP)</li> <li>San Francisco Public Works Code, Article 4.1 (Effluent Discharges from SEWPCP)</li> <li>General NPDES Permit for the Discharge of Storm Water from Small Municipal Separate Storm Sewer System (MS4s), SWRCB Order No. 2003-0005-DWQ (Storm Water Discharges)</li> <li>San Francisco Public Works Code, Article 4.2, Section 147 (Storm Water Discharges)</li> <li>San Francisco Storm Water Design Guidelines (Storm Water Discharges)</li> <li>San Francisco Health Code, Article 6, Garbage and Refuse (Litter)</li> </ul>
<b>Impact C-HY-1:</b> The project, in combination with past, present, and reasonably foreseeable future projects in the site vicinity, would not result in a considerable contribution to cumulative impacts on hydrology and water quality with respect to construction activities, dewatering, groundwater supplies, drainage pattern, flooding, seiche or tsunami.	LS	<ul style="list-style-type: none"> <li>General NPDES Permit for Storm Water Discharges Associated with Construction and Land Disturbance Activities, Order No. 2009-0009-DWQ (Erosion)</li> <li>San Francisco Public Works Code, Article 4.1, as supplemented by Order No. 158170 (Groundwater Discharges)</li> <li>VOC and Fuel General NPDES permit, Order Number R2-2012-0012 (Groundwater Discharges) (Per Impact HY-1a)</li> </ul>

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE C- APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
<b>Hydrology and Water Quality, Initial Study Section E15 and SEIR Section 5-9 (cont.)</b>		
<b>Impact C-HY-1 (cont.)</b>		<ul style="list-style-type: none"> <li>San Francisco Public Works Code, Article 4.2, Section 147 (Storm Water Discharges)</li> <li>San Francisco Storm water Design Guidelines (Storm Water Discharges)</li> <li>Title 24 of the California Administration Code, Part 2, California Building Code, Chapter 16 - Structural Design (Tsunami)</li> <li>San Francisco Building Inspection Commission Code, Building Code, Chapter 16 - Structural Design (Tsunami)</li> </ul>
<b>Impact C-HY-2:</b> The proposed project, in combination with past, present, and reasonably foreseeable future projects in the site vicinity, would not exceed the wastewater treatment requirements of the NPDES permit for the SEWPCP; violate water quality standards or waste discharge requirements, or otherwise substantially degrade water quality as a result of changes in wastewater and storm water discharges to the Bay; or exceed the capacity of the separate storm water system constructed in Mission Bay, or provide a substantial source of polluted runoff. Cumulative wet weather flows would not contribute to an increase in combined sewer discharges.	LS	<ul style="list-style-type: none"> <li>NPDES Permit No. CA0037664, Order No.R2-2013-0029, for City and County of San Francisco Southeast Water Pollution Control Plant, North Point Wet Weather Facility, Bayside Wet Weather Facilities and Wastewater Collection System (Contribution to Combined Sewer Discharges and Effluent Discharges from SEWPCP)</li> <li>San Francisco Public Works Code, Article 4.1, as supplemented by Order No. 158170 (Groundwater Discharges)</li> <li>General NPDES Permit for the Discharge of Storm Water from Small Municipal Separate Storm Sewer System (MS4s), SWRCB Order No. 2003-0005-DWQ (Storm Water Discharges)</li> <li>San Francisco Public Works Code, Article 4.2, Section 147 (Storm Water Discharges)</li> <li>San Francisco Storm Water Design Guidelines (Storm Water Discharges)</li> <li>San Francisco Health Code, Article 6, Garbage and Refuse (Litter)</li> </ul>
<b>Cultural and Paleontological Resources, Initial Study Section E14</b>		
<b>Impact CP-4:</b> The proposed project would not disturb any human remains, including those interred outside of formal cemeteries.	LS	<ul style="list-style-type: none"> <li>California Public Resources Code Section 5097.98; California Administrative Code, Title 14, Section 15064.5(d) and (3). (Proper Notification and Interment of Human Remains)</li> </ul>
<b>Geology and Soils, Initial Study Section E14</b>		
<b>Impact GE-1:</b> The proposed project would not expose people or structures to potential substantial adverse effects, including the risk of loss, injury, or death involving rupture of a known earthquake fault, seismic ground shaking, seismically-induced ground failure, or landslides.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administration Code, Part 2, California Building Code, Chapter 16 - Structural Design and Chapter 18 - Soils and Foundations</li> <li>San Francisco Building Inspection Commission Code, Building Code, Chapter 16 - Structural Design</li> <li>Seismic Hazards Mapping Act of 1990 (Assessment and Mitigation of Liquefaction Hazards)</li> </ul>
<b>Impact GE-2:</b> The project would not result in substantial erosion or loss of top soil.	LS	<ul style="list-style-type: none"> <li>General NPDES Permit for Storm Water Discharges Associated with Construction and Land Disturbance Activities, Order No. 2009-0009-DWQ</li> </ul>
<b>Impact GE-3:</b> The project would not be located on a geologic unit or soil that is unstable, or that could become unstable as a result of the project.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administration Code, Part 2, California Building Code (Chapter 18 - Soils and Foundations)</li> <li>San Francisco Health Code, Article 12B (Installation of Geotechnical Borings)</li> </ul>

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE C- APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
<b>Geology and Soils, Initial Study Section E1.4 (cont.)</b>		
<b>Impact GE-4:</b> The project would not create substantial risks to life or property as a result of location on expansive soils or other problematic soils.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administration Code, Part 2, California Building Code, Chapter 18 – Soils and Foundations</li> </ul>
<b>Impact C-GE-1:</b> The project, in combination with other past, present, and reasonably foreseeable future projects, would not result in significant adverse cumulative impacts related to geologic hazards.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administration Code, Part 2, California Building Code (Chapter 16 – Structural Design, Chapter 18 – Soils and Foundations)</li> <li>San Francisco Building Inspection Commission Code, Building Code (Chapter 16, Structural Design)</li> <li>Seismic Hazards Mapping Act of 1990 (Assessment and Mitigation of Liquefaction Hazards)</li> <li>General Permit for Storm Water Discharges Associated with Construction and Land Disturbance Activities, Order No. 2009-0009-DWQ</li> </ul>
<b>Hazards and Hazardous Materials, Initial Study Section E1.6</b>		
<b>Impact HZ-1:</b> The project could create a significant hazard through routine transport, use, or disposal of hazardous materials or result in a substantial risk of upset involving the release of hazardous materials.	LSM	<ul style="list-style-type: none"> <li>San Francisco Health Code, Article 21, Hazardous Materials</li> <li>San Francisco Health Code, Article 21a, Risk Management Program (Regulated Substances)</li> <li>San Francisco Health Code, Article 22, Hazardous Waste Management</li> <li>Asbestos Airborne Toxic Control Measure (Asbestos ATCM) for Construction, Grading, Quarrying, and Surface Mining Operations (Equivalent to FSEIR Mitigation Measure M-HZ-1b)</li> </ul>
<b>Impact HZ-2:</b> The project would be located on a site identified on a list of hazardous materials sites compiled pursuant to Government Code Section 65962.5. Excavation could also require the handling of potentially contaminated soil and groundwater, potentially exposing workers and the public to hazardous materials, or resulting in a release into the environment during construction.	LSM	<ul style="list-style-type: none"> <li>Covenant and Environmental Restriction on Property, Regional Water Quality Control Board, February 2000 and incorporated Risk Management Plan, Mission Bay Area, San Francisco, California. May 11, 1999, Environ Corporation</li> <li>Covenant and Environmental Restriction on Property, Regional Water Quality Control Board, February 2000 and incorporated Revised Risk Management Plan, Former Petroleum Terminals and Related Pipelines Located at Pier 64 and Vicinity, City and County of San Francisco, California. August 2006, BBL Environmental Services, Inc.</li> <li>San Francisco Health Code, Article 22a, Analyzing Soils for Hazardous Waste</li> </ul>
<b>Impact HZ-3:</b> The project would not impair implementation of or physically interfere with an adopted emergency response plan or emergency evacuation plan or expose people or structures to a significant risk of loss, injury or death involving fires.	LS	<ul style="list-style-type: none"> <li>San Francisco Fire Code, Section 12.202(e)(1) (Fire and Emergency Procedures)</li> </ul>
<b>Impact C-HZ-1:</b> The project, in combination with past, present, and reasonably foreseeable future projects in the site vicinity, would not result in a considerable contribution to cumulative impacts related to hazardous materials.	LS	<ul style="list-style-type: none"> <li>San Francisco Health Code, Article 21, Hazardous Materials</li> <li>San Francisco Health Code, Article 21a, Risk Management Program (Regulated Substances)</li> <li>San Francisco Health Code, Article 22, Hazardous Waste Management</li> <li>San Francisco Health Code, Article 22a, Analyzing Soils for Hazardous Waste</li> </ul>



## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE C - APPLICABLE REGULATIONS

IMPACT	SIGNIFICANCE DETERMINATION	APPLICABLE REGULATIONS
<b>Hazards and Hazardous Materials, Initial Study, Section E16 (cont.)</b>		
Impact C-HZ-1 (cont.)		<ul style="list-style-type: none"> <li>Asbestos Airborne Toxic Control Measure (Asbestos ATCM) for Construction, Grading, Quarrying, and Surface Mining Operations</li> <li>Covenant and Environmental Restriction on Property, Regional Water Quality Control Board, February 2000 and incorporated Risk Management Plan, Mission Bay Area, San Francisco, California. May 11, 1999, Environ Corporation</li> <li>Covenant and Environmental Restriction on Property, Regional Water Quality Control Board, February 2000 and incorporated Revised Risk Management Plan, Former Petroleum Terminals and Related Pipelines Located at Pier 64 and Vicinity, City and County of San Francisco, California. August 2006, BBL Environmental Services, Inc.</li> </ul>
<b>Minerals and Energy Resources, Initial Study, Section E17</b>		
Impact ME-1: The project would not result in the use of large amounts of fuel, water, or energy, or use these in a wasteful manner.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administrative Code, Part 6, Building Energy Efficiency Standards (Operational Electricity and Natural Gas Use)</li> <li>Title 24 of the California Administrative Code, Part 11, California Green Building Code, Chapter 5, Non-residential Mandatory Measures</li> <li>San Francisco Building Inspection Commission Code, Green Building Code, Chapter 5, Non-residential Requirements</li> </ul>
Impact C-ME-1: The project, in combination with other past, present, and reasonably foreseeable future projects, would not result in significant adverse cumulative impacts on energy resources.	LS	<ul style="list-style-type: none"> <li>Title 24 of the California Administrative Code, Part 6, Building Energy Efficiency Standards (Operational Electricity and Natural Gas Use)</li> <li>Title 24 of the California Administrative Code, Part 11, California Green Building Code, Chapter 5, Non-residential Mandatory Measures</li> <li>San Francisco Building Inspection Commission Code, Green Building Code, Chapter 5, Non-residential Requirements</li> </ul>

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE D - TRANSPORTATION MANAGEMENT PLAN MONITORING AND REPORTING PROGRAM SUMMARY

MANAGEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	MANAGEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
Transportation Management Plan (TMP) and updates	Project Sponsor; SFMTA	Various	OCII	Periodic TMP Updates Annual TMP Monitoring Surveys and Reports prepared by Project Sponsor
Travel Demand Management Plan (TMP Chapter 4, Sections 4.1, 4.2, and 4.3)	Project Sponsor	First year of event center operation, and reviewed and revised annually thereafter	OCII	Annual TMP Monitoring Surveys and Reports prepared by Project Sponsor
Local/Hospital Access Plan A Local/Hospital Access Plan (L/HAP) to facilitate movements in and out to residents and employees in the UCSF and Mission Bay Area would be implemented for the pre-event period for all large weekday evening events at the event center (i.e., those events with more than 12,500 attendees that start between 6:00 and 8:00 p.m.). The L/HAP would be configured to discourage event attendees arriving by car from using portions of Fourth Street, Owens Street, UCSF campus internal roads such as Nelson Rising Lane, Campus Lane, Fifth Street, and local residential streets. As part of the L/HAP, special temporary and permanent signage would be positioned at appropriate locations to direct event traffic towards designated routes in order to access off-street parking facilities serving the event center and away from streets within the Local/Hospital Access Plan network. In addition, three PCOs would be stationed at key intersections (i.e., Fourth/16th, Owens/Mission Bay Traffic Circle, and Fourth/Nelson Rising Lane) before the start of an event to facilitate local driver access to their destinations. These three additional PCOs would also be available after the event to be positioned at the most effective locations to direct outbound pedestrians, bicyclists, and vehicles, as determined by the PCO Supervisor.	SFMTA	Pre event period for any weekday project event that starts between 6:00 and 8:00 p.m. with more than 12,500 attendees	OCII; SFMTA	Review of conditions during events by PCO Supervisor
Muni Special Event Transit Service Plan (TMP Chapter 4, Section 4.4)	SFMTA	All project events; different Transit Service Plan levels depending on attendance	OCII; SFMTA	Review of conditions during events by Muni Service Planning Supervisor

## MITIGATION MONITORING &amp; REPORTING PROGRAM

TABLE D - TRANSPORTATION MANAGEMENT PLAN MONITORING AND REPORTING PROGRAM SUMMARY

MANAGEMENT MEASURE	RESPONSIBILITY FOR IMPLEMENTATION	MANAGEMENT MEASURE SCHEDULE	MONITORING AND REPORTING RESPONSIBILITY	MONITORING ACTIONS/SCHEDULE AND VERIFICATION OF COMPLIANCE
No Event Transportation Management Condition (TMP Chapter 6, Section 6.1)	SFMTA	On days without events at the event center,	OCII; SFMTA	PCOs during regular rounds
Small to Medium (Convention) Event Transportation Management Condition (TMP Chapter 6, Section 6.2)	Project Sponsor; SFMTA	Any daytime convention event or small daytime or evening event with less than 12,500 attendees	OCII; SFMTA	Review of conditions during events by PCO Supervisor
Medium to Large (Concert) Event Transportation Management Condition (TMP Chapter 6, Section 6.3)	Project Sponsor; SFMTA	Any evening event with between 12,500 and 16,000 attendees	OCII; SFMTA	Review of conditions during events by PCO Supervisor
Peak Event Transportation Management Condition (TMP Chapter 6, Section 6.4)	Project Sponsor; SFMTA	Any evening event with more than 16,000 attendees	OCII; SFMTA	Review of conditions during events by PCO Supervisor
Overlapping Events Transportation Management Plan (TMP Chapter 6, Section 6.5 and Section 2.2.5)	Project Sponsor; SFMTA	Any event with more than 12,500 attendees overlapping with an event at AT&T Park with more than 40,000 attendees. For daytime or evening overlaps.	OCII; SFMTA	Review of conditions during events by PCO Supervisor
Communication (TMP Chapter 9)	Project Sponsor; SFMTA; DPW	Prior to project opening, and periodic review annually	OCII; SFMTA	TMP monitoring by SFMTA Annual TMP Monitoring Surveys and Reports prepared by Project Sponsor
Monitoring, Refinement, and Performance Standards (TMP Chapter 10)	Project Sponsor	First year of event center operation, and reviewed and revised annually thereafter	OCII; SFMTA	TMP monitoring by SFMTA Annual TMP Monitoring Surveys and Reports prepared by Project Sponsor