



CITY & COUNTY OF SAN FRANCISCO
TREASURE ISLAND DEVELOPMENT AUTHORITY
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TREASURE ISLAND DEVELOPMENT AUTHORITY
RETREAT MINUTES

January 19, 2024 – 1:30PM

ORDER OF BUSINESS

1. Call to Order and Roll Call

V. Fei Tsen, President
Linda Fadeke Richardson, Vice President
Mark Dunlop
Nabihah Azim
Jeanette Howard
Timothy Reyff

Director Tsen made welcome comments.

2. Walking Tour of Presidio Tunnel Tops Park

Michael Boland, Chief Park Officer Presidio Trust, gave a walking tour and reviewed Presidio Parks history and the Tunnel Tops project.
Reviewed project obstacles including limited flexibility with historic structures, access barriers, need for Caltrans cooperation, and the need for Trust to be self-sufficient.
Goal to make Tunnel Tops sure park available to everyone and worked with community leaders in underrepresented communities to understand barriers they were experiencing to visitation.
Worked with over 10,000 people in design process.
The playground area is full of developmental opportunities for kids and was a result of community feedback that growing up in SF is difficult and wanting children to have green space for healthy play.
Best decision was to hire a firm that specialized in crowd management. Provided them visitor data and they right sized everything including bathrooms, seats, path width, parking, etc.

There was no public comment.

3. Retreat Introduction

Bob Beck, TIDA, made staff introductions.
Kate Austin, TIDA, led an icebreaker activity.
AnMarie Rodgers, TIDA, presented the history of TIDA, reviewed TIDA staff organization and City Administrator's Office and Mayor organization, and reviewed the project vision and foundational documents.
Alicia Cabrera and Victoria Wong, Deputy City Attorney, discussed annual ethics training, Form 700 Statement of Economic Interests, conflicts of interests, contracting, Statement of Incompatible Activities, non-interference with administration, and use of city resources and prestige.

Director Howard asked about document availability and city organization.

Director Dunlop asked about acceptable communication with TIDA staff.
There was no public comment.

4. Strategic Discussion of the Next 3 to 10 Years

Bob Beck, TIDA, introduced the item.

Jamie Querubin, TIDA, discussed the fiscal outlook, reviewed historic budget vs. actuals, revenues, and goals.

Development costs account for 30-50% of TIDA's overall expenses in recent years.

Non-development related costs include staff, operations and building/asset maintenance, legacy utilities, public safety/public health, and community services.

Current revenues are driven by commercial market and local economy.

TIDA should focus on maintaining leasable space, continuing to renew short term leases, and sustaining revenues.

Reviewed mid/long term goals and strategies including to manage operations, plan for a drop in leasing revenues, fund operations not covered by developer subsidies, transition community services to General Fund, control legacy utility system costs/obligations, and plan for newly accepted, TIDA owned infrastructure.

Bob Beck, TIDA, discussed outlook of commercial real estate throughout development.

Commercial real estate goals include maximizing commercial revenues, creating new commercial revenue opportunities while development progresses, and activation of commercial spaces as population on island increases.

Reviewed Navy remediation and land transfer schedule and Department of Labor discussions.

Natalie Bonnewit presented on housing and strengthening community through housing transition. By 2030 90% of current low-income households on Treasure Island will have the opportunity to remain on Treasure Island, if they choose.

Reviewed permanent homes and affordable housing.

Final transitional housing is anticipated to be completed by 2030.

AnMarie Rodgers, TIDA, presented on parks.

Longer term staffing plans and roadmap to conservancy will be presented at March TIDA Board.

Parks will be further presented at TIDA board meeting in March with discussion of conservancy.

Reviewed the Major Phase 1 Parks and timeline of future park development, and discussed obstacles including permitting delays and cost.

The Development Agreement must be significantly changed to enable the fiscal support of the next phases.

AnMarie Rodgers presented on cultivating community.

Goal of new equity project is to lend the weight of City government to OTI's programming and deliver a community that is united and empowered—no matter which building you live in.

TIDA finance and development staff are working with TIMMA, OEWD and the developer on interim transportation ideas.

Real estate team will be working to prioritize retail serving all residents and spaces that can be used today.

Director Howard asked about Boards role in the budget and asked about Site 12 cleanup.

Director Richadson asked about potential delay of Navy transfers.

Director Azim commented on slowdown's impact on housing and importance of bringing in other agencies to discuss issues so TIDA is not alone.

Director Tsen commented on overarching goal of fiscal development of island.

There was no public comment.

5. Lunch Recess

6. Action Planning

The Board members participated in an action planning discussion identifying goals and interests, hurdles, and hot topics. The content and outcomes of these discussions were summarized in the attached report.

Paul Heineken, TISC Director, commented on unique opportunity on Treasure Island for bay access and that planning should consider how to optimally use bay.

Atta Pilram, resident and TIYC, commented on issues with housing transitions unrelated to communication and commented on putting together an art foundation with TI residents.

7. Adjournment

**Treasure Island Development Authority
City and County of San Francisco
TIDA Board Retreat
January 19, 2024**

To: TIDA Board Members
Staff Contact: Kate Austin, TIDA Board Commission Secretary
Reviewed by: Bob Beck, TIDA Director
Subject: Action Planning at the 2024 TIDA Board Retreat

Report Overview

On January 19, 2024, the TIDA Board of Directors attended a publicly noticed retreat to review roles and responsibilities of TIDA as an agency and its legal framework, participate in a strategic discussion of finance, transitions, and neighborhood building, address goals for the coming year, and to identify future policy and programmatic priorities. This report summarizes the action planning discussion from the retreat and the subsequent potential action objectives developed by TIDA staff.

Pre-Retreat Survey

Prior to the retreat, TIDA Board members were asked to complete a survey and reflect on personal goals, areas of focus for the coming year, TIDA Board goals, and opportunities for improvement.

The survey results indicated individual goals of shaping equitable and sustainable development and ensuring that the development's vision comes to fruition and truly holds community. For the future, the Board wants to focus on parks, businesses owned by people of color, housing transitions, transportation, tolling, and art. Opportunities suggested for improvement include better engagement and communication with staff and better Board member attendance.

Action Planning Discussion

After reviewing the survey results, TIDA staff and Board members participated in a brainstorming session in which they discussed goals and interests of the TIDA Board, hot topics, and identified key hurdles.

Goals and Interests

- Transitioning community services to the City, specifically the Navy's legacy utilities
- Increasing clarity and understanding around transition housing opportunities, policies, and procedures
- Placemaking and community building, including strategies to better understand and prepare for an increasingly mixed income community
- Planning for parks governance and the need for a roadmap as parks are completed and TIDA's responsibilities and park visitorship expands
- Planning for arts program and maximizing available funding
- Approving amendments to the Development Agreement, specifically additional public finance investment
- Dedicating more resources to promote Treasure Island and celebrate project milestones

Key Hurdles

- Understanding the foundational documents including the Development Agreement, DDA, and Transition Housing Rules and Regulations (THRR's)

- Building community across socioeconomic groups
- Disinformation and lack of awareness
- Balancing access equity (including parking), congestion management (tolling), and other measures to support transportation needs and objectives
- Housing transition rules are complicated and different for households living in One TI units and The Villages. There are different parameters for different Villages households based on the date an individual household moved to Treasure Island. A hurdle is to simply and clearly communicate the different parameters for each type of household.

Hot Topics

- City responsibility for social services, including health, safety and supportive services
- Transition current eligible households to new homes; including outreach and communication concerns
- Tolling
- Parks and art
- Approving amendments to the Development Agreement

TIDA Board Requests / Actions and Director Response

After reviewing the TIDA Board's goals, interests, and hurdles, here's a summary of what we heard, and the Director's response. In an effort to be immediately responsive to the request that TIDA be more communicative with the Board, each item concludes with a "*Director's Note*", providing information about how he plans to prioritize staff response.

TIDA Board Hearings & Member Requests

- Develop and maintain a running a running list inquiry items requested by Board Members.
Director's Note: Staff will create a list, note the date the request was made and remove the item after the item is addressed, unless the Board President or a Board majority seek to keep the matter on the list. The list will always be available and will be reviewed annually by the Director and the Board President, or more frequently as requested by the Board President.

Transitioning Public and Community Services to the City

- TIDA staff to create action plan on how board can support transitioning public services and community services to the appropriate City agencies.
Director's Note: This item requires a significant amount of coordination and cooperation from other City agencies. I will ask staff to target a Fall 2024 memorandum update.

Housing Transitions

Director's Note: This item seemed to be the Board's highest priority, and it aligns with my priorities for the near-term. It will be an immediate focus for myself, staff, and our consultants as we prepare for and transition residents into Star View Court. I will include regular updates on Board and HITS Committee agendas, but I am also available for extended one-on-one briefings for any Board Member wishing to have a more in depth discussion on the transition programs, the reluctance of some residents to avail themselves of transition opportunities, and the prospects for residents without transition benefits.

- TIDA staff and consultants to develop additional communications materials that more clearly describe housing policies as defined in the Transition Regulations and TIDA's implementation plan. The materials should clearly describe rules and procedures applicable to One Treasure Island households and Villages households.

Director's Note: This will be an immediate work product.

- TIDA consultant to prepare Summary Status Report for tenants living at The Villages that is updated on a regular basis, which outlines outreach, points of contact and responses. A priority will be defining and quantifying connections between objectives, efforts, and outcomes.

Director's Note: This will be an immediate work product.

- TIDA staff to document lessons learned from YBI transitions.

Director's Note: As time allows, this can be a near-term work product.

- Improve communications around the Housing Plan.

Director's Note: Agree.

- Create and invest in community building “arm” of TIDA.

Director's Note: TIDA is investing in community work, this is a principal goal of the equity program. TIDA staff and One Treasure Island will return to the Board this spring with an informational presentation for your review.

Parks

- TIDA staff to create roadmap of parks governance.

Director's Note: Staff will work on this for a March 2024 hearing.

- TIDA staff to follow-up with Presidio Trust to share resources to put together parks vision and framework.

Director's Note: Board President Tsen working to facilitate a follow-up discussion with Michael Bolton before the February 2024 Board hearing.

Arts Program

- TIDA staff to create temporary plan for arts program until Art Fee revenues materialize.

Director's Note: I will work with Arts Commission staff to include on the agenda for the next meeting of Treasure Island Arts Steering Committee.

Development Agreement Amendments

- TIDA staff to create talking points for board members to help promote needed Development Agreement amendments in order to ensure that housing, art, parks, etc. can continue.

Director's Note: Staff will begin the discussion with the TIDA Board on March 13th, for final action in the Spring, so that they may make their own determination about how to ensure the best public outcome.

Director's Conclusion

The Board's input is greatly valued. The retreat dialog helped staff understand the Board's priorities and concerns in more detail and helped develop personal connections. If one issue seemed to rise to the top, it was the need for increased understanding of the housing transitions. As I look forward to advancing

TIDA's work and being responsive to this Board, I am mindful of my responsibility as Director to ensure that my finite staff's capacity is dedicated towards the most urgent and high-priority tasks. As such, not every issue can be advanced immediately. Staff will be working to respond to these Board requests while also pursuing the priority work we described at the retreat including, first-and-foremost, the coordination needed for the physical construction of the Islands and the City provision of services necessary to operate the new facilities and infrastructure; closely followed by the work needed to prepare the amendments to the Development Agreement, the Disposition and Development Agreement and related documents; and ensuring that all actions center equity. Of the actions that the Board prioritized, the Housing Transition work aligns directly with current demands on staff time and will be at the center of our post-retreat efforts. Nonetheless, I will be asking staff to work on all of these requests during the 2024 calendar year.

As Director, both I and TIDA staff look forward to continued discussions and encourages Board feedback to this report.