

Memorandum

To: Board of Directors

From: Tom Bakaly, Chief Executive Officer

Date: November 17, 2021

Subject: Healthy Living Campus Master Plan Resolution

Recommended Action

Staff recommends that the Board adopt [a resolution](#) approving the Healthy Living Campus Master Plan designating the Revised Access and Circulation Alternative (Alternative 3) identified in the Final Environmental Impact Report (EIR) as the Project, with a minor modification to incorporate the reduction in height required by Mitigation Measure (MM) VIS-1.

Public Outreach and Noticing

The following is a summary of the noticing for this meeting:

- Notice of Public Meeting, Site Notice, and Legal Ads - Legal ads were published in the *Daily Breeze*, *Easy Reader*, and *Beach Reporter* on November 11, 2021.
- Social media posts - Meeting information will be shared via Facebook, Instagram, NextDoor and LinkedIn the week of November 15, 2021.
- Digital Newsletters – Notice of the meeting was included in BCHD’s email newsletters going to more than 30,000 people on November 5, 2021 and November 12, 2021.

Background

An EIR was prepared for the Healthy Living Campus Master Plan with extensive public outreach and participation well beyond the minimum requirements of the California Environmental Quality Act (CEQA) ([see 9/8/21 Staff Report](#)). On September 8, 2021, the BCHD Board of Directors adopted Resolution No. 565 certifying that the Final EIR was completed in compliance with CEQA and reflects the independent judgement and analysis of BCHD.

CEQA Guidelines Section 15091 requires a lead agency to adopt findings for each significant environmental impact disclosed in an EIR. CEQA Guidelines Section 15091(b) requires that findings be supported by substantial evidence in the record. In addition to making a finding for

each significant impact, if the lead agency approves a project without mitigating all the significant impacts, it must prepare a statement of overriding considerations, in which it balances the benefits of the project against the unavoidable environmental impacts. **The [statement of overriding considerations](#)** must explain the social, economic, or other benefits of approving the project that outweigh its unavoidable environmental impacts (CEQA Guidelines Section 15093). As described further in the CEQA Findings and Statement of Overriding Considerations prepared for the Healthy Living Campus Master Plan, BCHD finds that the benefits of the Healthy Living Campus Master Plan outweigh the temporary, but prolonged, construction-related noise impacts and that these adverse environmental effects are therefore acceptable.

The Board of Directors received public input and discussed alternatives on October 27, 2021. At the October 27, 2021 meeting, the Board approved the staff recommendation and directed staff to return [with a resolution](#) on November 17, 2021 ([see Oct. 27 staff report](#) starting on page 269 of the CEO report and see the [Oct. 27 Board meeting video](#)).

On the final page of this report, the Healthy Living Campus Master Plan Project Pillars and Objectives are listed.

Information Requests Received at the October 27 Board Meeting: Board members requested additional information to be presented when the resolution was considered. The following is staff's response to that request.

1. Ownership/Public Private Partnership Details

District staff has been reviewing financing options to address the decrease in funding for District programs from the 60-year-old Hospital building and development of the Healthy Living Campus. Funding can come from:

- a) District Equity: cash, land, buildings
- b) Debt Financing: Revenue/General Obligation Bonds
- c) Public-Private Partnerships (P3): Joint Ventures, Lease Structure, etc.
- d) New Revenue Sources: Grants, Philanthropy, etc.

For Phase I of the Healthy Living Campus Master Plan, District staff and its financial advisors, Cain Brothers, recommend utilizing the Public-Private partnership model -- a finance model that utilizes private investments in public projects to bolster taxpayers' return on investment. The result: Taxpayers pay less for the programs and services they are receiving, while also benefitting from the improvement of the community asset. At the November 10 Finance Committee meeting, Cain Brothers presented a comparison of a Land Lease structure to a Limited Partnership structure to demonstrate the balance and trade-offs between risk and control. This analysis shows that a land lease structure would have a more predictable income

stream and reduces risk that can be balanced with maintaining control through provisions in the land lease.

- a. Land Lease vs. Limited Partnership (presentation page 7-10) – Finance Committee recommended Land Lease structure on Nov. 10, 2021.

[Click here for Nov. 10, 2021 Finance Committee presentation](#)

The District is committed to maintaining ownership of the Healthy Living Campus and control of key aspects of the RCFE. The District is firm on its desired level of control of the project. The amount of control the District will be able to achieve is not driven by the selection of the ownership structure, but will be determined through negotiations with qualified respondents participating in the competitive Request for Proposal (RFP) process. The District will include these key criteria and control provisions in the Request for Proposal (RFP). Also, including other matters of utmost importance for the District, like embracing the District Vision and Mission, and innovative spirit for possible new ways of providing preventive healthcare services. Before the RFP is finalized, staff and Cain Brothers, will review the RFP Partner Evaluation Criteria with the RCFE Advisory Group.

- b. [RFP Draft for Partner Evaluation Criteria](#)

[Click here for Nov. 10, 2021 Finance Committee presentation](#)

The Finance and Properties Committees have also reviewed a seismic risk report that recommends a plan consistent with the resolution (see attachments section).

2. Bond Issuance

As part of its initial planning and visioning discussions, BCHD explored the idea of owning and operating the RCFE Building and financing the Project with tax-exempt bonds. The District concluded that this is not a viable approach, especially because the building was found in need of seismic upgrades and financing a Seismic retrofit through issuance of bond measures has also been determined to be financially infeasible.

[Click here for Nov. 10, 2021 Finance Committee presentation](#)

3. Real Estate Mix Configuration

- a. BCHD engaged with Sg2 to study innovative uses for the 514 N. Prospect site, new ways to integrate with the local health care system and identify programmatic gaps for emerging healthcare needs. The [Sg2 report](#) was presented to the Board at the February 8, 2020 Strategic Planning half day retreat. Sg2 identified behavioral health, older adult services and physical rehabilitation services and medical office space as areas that BCHD programming in the design of the Healthy Living Campus could address. The inclusion of medical office space, PACE and the Youth Wellness Center in the master plan evolved out of this analysis.

- b. A summary of Highest & Best Use analysis from CBRE/Heery was presented in October to the Finance and Properties Committees, and was included in the Board Packet for the Oct. 27 meeting. This analysis confirms that the use mix of RCFE use and medical office use is within the range of what CBRE would see as optimal for the site from a real estate standpoint. This analysis confirms the Board’s decision to reduce the number of RCFE units from 420 to 217 and thus achieve a more balanced real estate mix. In addition, the District and Sg2 conducted [an innovation study](#) that had similar findings. Including RCFE within a public health campus is innovative and will likely result in enhanced community inclusion of older adults that live there. The District has conducted multiple market studies based upon the health needs of the community. Those studies show that 65-75% of residents at the RCFE are expected to come from an approximate 5-mile radius from the BCHD Campus.

	<u>% with Family Members Within 10 Miles</u>	<u>25 miles</u>
• Independent Living/Assisted Living	56.7%	70.0%

In Summary:

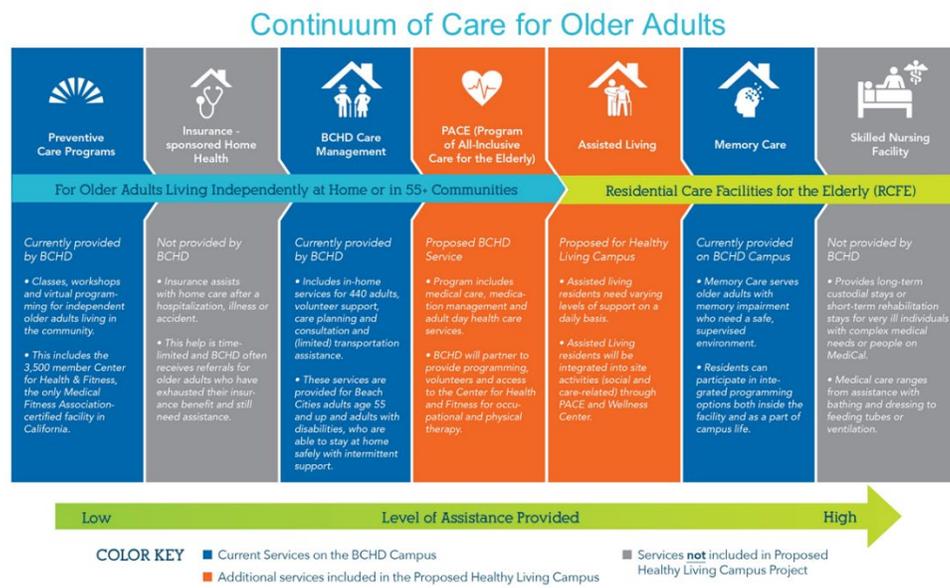
Generally, in the current market we observe the Medical Office Building facility to be in the 35% range for a project similar to the Healthy Living Campus project (as demonstrated in the following slide).

The Existing square footage onsite, (after Phase I, including existing MOB) is:
66% RCFE et al - 34% MOB

Mix Use	MOB S.F.	RCFE S.F. (Scenario 1)	CS S.F.	YWC S.F.
Existing 510 Bldg.	52,000			
Existing 520 Bldg.	47,700			
New PACE	14,000			
RCFE – A/L, M/C		203,700		
Community Services			6,270	
Youth Wellness Center				9,100
Subtotal Space S.F.	113,700	203,700	6,270	9,100
% of Total Space	34%	61%	2%	3%
Total Space S.F.	332,770			

- c. The Assisted Living program would satisfy a District health need by providing a continuum of long-term care services available in the Beach Cities, including a combination of housing, personal care services, and health care specific care to individuals who need assistance with normal daily activities (e.g., meal preparation, medication management, etc.). Assisted Living can be a valuable tool in preventing the need for skilled nursing and providing necessary care in a home-like setting. The Program for All-Inclusive Care for the Elderly (PACE) clinic also fills a gap in the continuum of long-term care services available in the Beach Cities with a multi-disciplinary approach to the care of frail and vulnerable older adults who are at risk of nursing home placement. The inclusion of both of these models of care in the Healthy Living Campus expands the choices available to Beach Cities residents as they age in our community. Integrating these care models into a vibrant community

gathering place provides an opportunity for innovative programming allowing frail residents and participants to remain fully integrated in the life and happenings of their community. The RCFE at the Healthy Living Campus will also provide an opportunity for community members that want to live on the campus and take advantage of the services and programs regardless of their current “need assistance” levels. People who may not need continuous assistance may choose to live there. Please also find more information on filling a gap in the continuum of long-term care services [here](#).



c) The Youth Wellness Center provides a mix of recreational and medical office space targeted to providing mental health services to youth aged 12-25. There are innovative opportunities to integrate activities between the Assisted Living and PACE programs and the Youth Wellness Center to deepen the sense of purpose, belonging and community for participants of all three programs.

4. Community Input on Alternatives

- a. [Public Opinion Survey \(FM3\)](#): Staff utilized FM3 Research to conduct a public opinion poll regarding the Healthy Living Campus Project. The independent poll of 600 Beach Cities voters (a statistically valid sample size with a 4% +/- margin of error) found a majority of those polled favor the project based on a basic, objective description. Additionally, support increased as voters learned more details of the plan.
- b. Social Media Outreach – Targeted Technologies has conducted a social media outreach campaign targeting Beach Cities social media users that has generated over 320,000 impressions about the project, while engaging more than 3,600 Facebook

and Instagram users. 385 users have reacted to posts about the project, with 89.8% of these reactions being “likes” or “love” reactions.

- c. Strategic Development Half-Day: [Project Alternative Feedback Report](#) At BCHD’s Strategic Development Half-Day on October 15, 2021, 12 breakout groups discussed the six alternatives analyzed in the Environmental Impact Report for the Healthy Living Campus project. [This document includes](#) the notes from each breakout group as written by its scribe.

- d. Additional Survey option: The Board could direct Staff to conduct an additional FM3 survey in the future for information on Phase 2 and possible features. A survey like this is estimated to cost \$43,000 and would require Board authorization and roughly 1-2 months to complete. Alternatively, the Board could give staff direction in the future to conduct another survey relative to Phase II of the Healthy Living Campus project.

5. Redondo Beach Permitting Process

Implementation of the Healthy Living Campus Master Plan will require approval of a Conditional Use Permit (CUP) and a Design Review approval from the City of Redondo Beach Planning Commission. Submittal of the Master Plan to the City for the application of a CUP and Design Review will be the next step in the project approvals process, following adoption of the Master Plan by the BCHD Board of Directors.

CONDITIONAL USE PERMIT

The site of the existing 9.95-acre BCHD campus is zoned P-CF Community Facility. The City of Redondo Beach Zoning Ordinance identifies a wide range of community facility uses allowed in the P-CF zone. Almost all of them require a CUP. All the current uses on the BCHD campus are uses that are allowed in the P-CF zone with a CUP, as are all of the uses proposed for the Healthy Living Campus, including assisted living facilities for the elderly. Other uses permitted with a CUP in the P-CF zone include medical offices and health-related facilities, public gymnasiums and athletic clubs, community centers, child care facilities and adult education centers.

The approval of projects requiring a CUP is not unusual. The South Bay Galleria in the Regional Commercial zone in Redondo Beach required a CUP, as did the Lazy Acres Market in the General Commercial zone in Hermosa Beach to name two relatively recent examples.

The current uses on the BCHD campus operate under several CUPs approved by the City of Redondo Beach at various times as the campus evolved. In preliminary discussions with City of Redondo Beach Planning Staff, two different scenarios for processing the CUP application for the

Healthy Living Campus were discussed: (1) bundling all existing CUPs into a single CUP amendment that includes new uses of the Healthy Living Campus, or (2) creating a new CUP to address the Healthy Living Campus and leaving all existing CUPs in place. The City Staff seemed to prefer the second option that would provide new uses of the Healthy Living Campus their own unencumbered entitlement.

CUP APPROVAL CRITERIA

The City's Zoning Ordinance establishes four strict criteria for considering approval of a CUP.

(1) The site for the proposed use shall be in conformity with the General Plan and shall be adequate in size and shape to accommodate such use and all setbacks, spaces, walls and fences, parking, loading, landscaping, and other features required by this chapter [of the Municipal Code] to adjust such use with the land and uses in the neighborhood.

(2) The site for the proposed use shall have adequate access to a public street or highway of adequate width and pavement to carry the quantity and kind of traffic generated by the proposed use.

(3) The proposed use shall have no adverse effect on abutting property or the permitted use thereof.

(4) The conditions stated in the resolution or design considerations integrated into the project shall be deemed necessary to protect the public health, safety, and general welfare.

CUPs IN THE P-CF ZONE: HISTORY

Several prior legislative and discretionary actions by the City of Redondo Beach clearly demonstrate that the proposed uses of the Healthy Living Campus are aligned with the City's goals, policies and zoning ordinance.

August 1999 Zoning Ordinance Amendment

The City Council approved a zoning ordinance amendment to allow medical offices and health-related facilities such as an expanded wellness center, aquatic center, lecture and community meeting rooms, and health district administrative offices within the P-CF Community Facility Zone. At the same time the City Council granted a CUP to Beach Cities Health District to develop those uses on its campus. In doing so, the City cited the fact that "the former South Bay Hospital building is no longer usable as an acute care hospital" and that "the cost of seismic upgrade of the north tower was prohibitive."

June 2005 Zoning Ordinance Amendment

In June 2005 the City Council adopted a Negative Declaration and approved a second amendment to the City's Zoning Ordinance to permit development of residential care facilities in the PC-F

Community Facility zone, subject to a CUP. The amendment included the provision that “Such developments [*i.e.*, residential care facilities] may be permitted to vary from the development standards of the zone in which it is located, including but not limited to, density, floor area ratio, height, and story limits.” (Negative Declaration No 2005-03-IES-ND-001)

The Staff Report accompanying the City Council’s action lists a total of five sites in the City of Redondo Beach that are within the P-CF Community Facility zone, but goes on to say, “While the proposed zoning amendment applies to all these locations, the intended purpose is to allow consideration of residential care facilities at the former South Bay Hospital.” In describing the need for the project, the City’s CEQA document cites the aging baby-boom generation and the resulting “steady increase in the senior population in Redondo Beach” (Ibid, page 2).

June 2005 CUP Approved to Expand Silverado Residential Units

In conjunction with the amendment to the Zoning Ordinance to allow residential care facilities in the PC-F zone, the City’s Planning Commission approved an expansion of the existing Silverado facility on the campus from 57 units to 84 units. In approving the CUP, the City stated that “The proposed facility will provide a much needed residential care facility for the elderly who require living assistance and who wish to remain living in the South Bay area.” The Staff Report found that “The approval of an assisted living residential care facility for the seniors is consistent with the City’s General Plan which states that it is the goal of the City to provide the types and mix of land uses necessary to serve the needs of the existing and future residents”. (Administrative Staff Report, Case 2005-04-PC-030, Page 4)

DESIGN REVIEW

In addition to a CUP approval, the Master Plan is subject to a Design Review application through the City of Redondo Beach Planning Commission. The City’s Zoning Ordinance identifies eight (8) criteria to be applied by the Planning Commission when evaluating a Design Review application.

(1) **User impact and needs.** The design of the project shall consider the impact and the needs of the user in respect to circulation, parking, traffic, utilities, public services, noise and odor, privacy, private and common open spaces, trash collection, security and crime deterrence, energy consumption, physical barriers, and other design concerns.

(2) **Relationship to physical features.** The location of buildings and structures shall respect the natural terrain of the site and shall be functionally integrated with any natural features of the landscape to include the preservation of existing trees, where feasible.

(3) **Consistency of architectural style.** The building or structure shall be harmonious and consistent within the proposed architectural style regarding roofing, materials, windows, doors, openings, textures, colors, and exterior treatment.

(4) **Balance and integration with the neighborhood.** The overall design shall be integrated and compatible with the neighborhood and shall strive to be in harmony with the scale and bulk of surrounding properties.

(5) **Building design.** The design of buildings and structures shall strive to provide innovation, variety, and creativity in the proposed design solution. All architectural elevations shall be designed to eliminate the appearance of flat façades or boxlike construction:

a. The front façade shall have vertical and horizontal offsets to add architectural interest to the exterior of the building and where possible, bay windows and similar architectural projections shall be used.

b. The roof planes of the building, as well as the building shape, shall be varied where feasible, and a visible and significant roof line shall be used to soften the vertical mass.

c. Harmonious variations in the treatment or use of wall materials shall be integrated into the architectural design.

(6) **Signs.** Signs and sign programs shall meet the criteria established in Sign Regulation Criteria, Section 10-2.1802.

(7) **Consistency with residential design guidelines.** The project shall be consistent with the intent of residential design guidelines adopted by resolution of the City Council.

(8) **Conditions of approval.** The conditions stated in the resolution or design considerations integrated into the project shall be deemed necessary to protect the public health, safety, and general welfare. Such conditions may include, but shall not be limited to:

- a. Changes to the design of buildings and structures;
- b. Additional setbacks, open spaces, and buffers;
- c. Provision of fences and walls;
- d. Street dedications and improvements, including service roads and alleys;
- e. The control of vehicular ingress, egress, and circulation;
- f. Sign requirements or a sign program, consistent with the Sign Regulations Criteria in Section 10-2.1802;
- g. Provision of landscaping and the maintenance thereof;
- h. The regulation of noise, vibration, odor and the like;
- i. Requirements for off-street loading facilities;
- j. Removal of existing billboards on the site, subject to the findings required by Section 10-2.2006(b)(7);

k. Such other conditions as will make possible the development of the City in an orderly and efficient manner and in conformity with the intent and purposes set forth in this chapter and the General Plan.

Decisions by the Planning Commission for approval or denial of a CUP or a Design Review application can be appealed through a request to the City Council stating the grounds for the appeal.

6. Design Build Timing

- a. The Legislative Authority for the use of Design/Build as a contract delivery method requires a contract award by January 2023. Staff does not think an Extension of this deadline is possible.

Discussion

The BCHD Board is being asked to identify the preferred path forward for the Healthy Living Campus Master Plan. A decision at the November 17, 2021 Board Meeting adopting a resolution will determine which alternative analyzed in the Final EIR provides the best plan for advancement for the new campus, outlining a permitting and construction sequence with potential off-ramps and decision points, to help guide development. This decision does not limit or minimize the Board's ability to accommodate new community needs or a changing marketplace in the future. The Board may even alter the project and perform subsequent environmental analysis, if required.

The Healthy Living Campus Master Plan proposes a 5-year construction timeline in two phases involving the following proposed elements:

- Phase 1 (29 months) preliminary site development plan includes:
 - Residential Care for the Elderly – 217 units
 - 60 replacement memory care units
 - 157 new assisted living units
 - Program for All-Inclusive Care for the Elderly (PACE)
 - Community Services (Care Management and Information & Referrals)
 - Youth Wellness Center
 - Other BCHD Services and Programs
 - Open, active, programmable green space (2 acres)
 - Parking
- Phase 2 (28 months) development program includes:
 - Community Wellness Pavilion
 - Center for Health & Fitness
 - Aquatics Center

- Parking Structure

For the PACE programming and Youth Wellness Center, the District intends to temporarily operate these programs for the next few years out of the existing building at 514 N. Prospect Ave. This will give the District an opportunity to try out these programs and make adjustments as we learn more about them for Phase I of the healthy Living Campus.

Alternatives Summary

At its Oct. 27 meeting, the Board considered the following Healthy Living Campus Master Plan alternatives and directed staff to return with a resolution for Alternative 3:

Alternative 1: No Project Alternative – Demolish and replace the Beach Cities Health Center (514 North Prospect Avenue) with limited open space. This alternative does not meet any of the project pillars or objectives, with little to no community benefit. The No Project Alternative description begins with BCHD pursuing a bond for seismic retrofit; if unsuccessful, *then* demolishes and replaces the existing Beach Cities Health Center with limited turf open space. Pursuing a seismic retrofit of the existing 1960 hospital building does not meet the health needs of the community and is not financially feasible.

Alternative 2: Sale and Redevelopment of the BCHD Campus – This alternative does not meet any of the project pillars or objectives, with no community benefit.

Alternative 3: Revised Access and Circulation – **Staff recommendation.** This alternative allows for development of Phase 1, but relocates the proposed vehicle access point along Flagler Lane to Beryl Street. With the implementation of modified MM VIS-1, the height of the proposed Residential Care for the Elderly (RCFE) Building would be approximately 82 feet tall. This alternative also allows for the option of implementing the Phase 2 development program, and provides BCHD with flexibility to plan Phase 2 in response to financial considerations, community health needs and other future conditions. Implementation of Staff's recommended actions enables the Board to consider future options for Phase 2, thus maximizing flexibility for future planning of programs and facilities in response to future community needs. Alternative 3 best aligns with project pillars and objectives.

Alternative 4: Preliminary Site Development Plan Only – Alternative 4 limits the project to Phase 1 only at this decision point. Project footprint would be reduced, making this the environmentally superior alternative, according to the EIR. Alternative 4 does not create an option for the community amenities Phase 2 (e.g., CHF, Aquatics Center, and Wellness Pavilion). As such, this alternative minimally aligns with project pillars and objectives. Cuts construction time in half. Minimizes future opportunities for adjustments.

Alternative 5: Relocate CHF Permanently and Reduced Parking Structure – CHF would remain offsite in Phase 2, requiring less parking than Phase 2. Given that this alternative only addresses development in Phase 2, this alternative could ultimately be integrated into Alternative 3 at a future decision point.

Alternative 6: Reduced Height Alternative – Due to the height mitigation addressed in the certified EIR, the difference between Alternative 3 and Alternative 6 is 82 feet and 76 feet, respectively. If for some reason (finances or otherwise) the height reduction is infeasible, Alternative 6 eliminates the two top floors and allows them to be built to the side of the RCFE Building, on the eastern boundary. This would reduce the height to 76 feet, while maintaining the building space in its entirety, but would reduce open space.

For purposes of comparison, the height of the proposed project has been reduced, per implementation of Mitigation Measure VIS-1, which calls for a lower elevation of the RCFE Building analyzed in the EIR by a minimum of 20 feet 3 inches, to approximately 82 feet. The existing building is 76 feet above ground. Heights are addressed in the Final EIR on p. 2-27/2-28 (p. 149-150 of 1778 in the FEIR doc)

Staff Recommendation

Staff recommends that the Board approve Resolution 569 that adopts Alternative 3, with a specified minor modification identified in the Final EIR, as the Healthy Living Campus Master Plan.

Based on the extensive amount of public outreach performed by BCHD for the design of the Healthy Living Campus, the findings of the risk analysis report for 514 North Prospect Avenue, the positive results from the [FM3 survey](#) presented on October 27, 2021 and the financial projections for the Healthy Living Campus corroborated by [Cain Brothers](#), Staff recommends that the Board adopt [Resolution 569](#) that does the following:

1. Adopts the CEQA Findings and Statement of Overriding Considerations.
2. Adopts and incorporates into the Project all of the mitigation measures identified in the Final EIR that are within the responsibility and jurisdiction of the BCHD.
3. Adopts the Mitigation, Monitoring, and Reporting Program (MMRP).
4. Directs staff to prepare and present the findings of monthly progress reports on implementation of the MMRP to the BCHD Board of Directors throughout the duration of construction activities.
5. Approves the Healthy Living Campus Master Plan, designating the Revised Access and Circulation Alternative (Alternative 3), identified in the Final EIR, with the minor modification to the step-backs, necessary to incorporate the reduction in height required by MM VIS-1.
6. Directs staff to prepare required submittals to all applicable permitting agencies for the Phase 1 site development plan.

7. Directs staff to evaluate Phase 2 in further detail to examine the potential programs, facilities, site plan, key trade-offs, potential time frame and appropriate level of CEQA review and documentation for the potential implementation of Phase 2.

BENEFITS OF RECOMMENDED ACTIONS

- The adoption of Alternative 3 includes benefits of the alternative access and circulation design, avoiding potential incompatibility with City of Torrance Municipal Code.
- Adopting Alternative 3, with Staff-recommended parameters, will avoid significant effects related to scenic vistas that might otherwise result from the height of the RCFE Building.
- Although the Final EIR certified by the Board includes the program-level assessment of a range of potential impacts associated with development of Phase 2, the Board has the option of postponing a decision related to the future project-level approval of Phase 2 and its potential form, timing, and programs, until some later date, with the explicit acknowledgement that any future discretionary actions related to Phase 2 may require subsequent CEQA review.
- The adoption of Alternative 3 as the preferred site plan for Phase I achieves a high level of compatibility with BCHD's Mission and achieves four of the six Healthy Living Campus Project Objectives.

Next Steps

If the project is approved, over the next year staff intends to:

- File Notice of Determination with Los Angeles County Clerk.
- Initiate application process for City of Redondo Beach approvals.
- Conduct a robust social media campaign, engaging community members and providing information about the project.
- Provide monthly reports to the Board, including monthly updates on the mitigation monitoring matrix, financials and more.
- Coordination with City staff to acquire CUP and Planning Commission Design Review approvals.
- Continue exploring opportunities and options that could support Phase 2.

For Reference:

Key Attachment Links

[Oct. 27 staff Report](#) starting on page 269 of the CEO report

[Oct. 27 Board meeting video](#)

[Tradeoff Matrix](#)

[Seismic Risk Assessment](#)

[Summary of Alternatives Analyzed in the Environmental Impact report](#)

[Summary of BCHD's Strategic Development Half-Day on October 15, 2021](#)

[Master Plan Information](#)

[October 20, 2021 BCHD Finance Committee](#)

[October 19, 2021 BCHD Properties Committee Meeting](#)

[Aquatics Report](#)

[Nabih Youssef Seismic Report](#)

[Cain Brothers Financial Analysis 2020](#)

[Cain Brothers Financial Analysis from 2021](#)

[Market Feasibility Analysis 2019 \(most current\)](#)

[Innovation Study for Sg2](#)

[CEQA Findings and Statement of Overriding Considerations](#)

[BCHD Resolution #569](#)

[BCHD Revised Circulation Alternative](#)

For Reference of the Project Pillars & Objectives:

Healthy Living Campus Project Pillars



Health

- Build a center of excellence focusing on wellness, prevention & research
- Leverage the campus to expand community health programs & services



Livability

- Focus on emerging technologies, innovation & accessibility
- Create an intergenerational hub of well-being, using Blue Zones Project principles



Community

- Actively engage the community & pursue partnerships
- Grow a continuum of programs, services & facilities to help older adults age in their community

Project Objectives

1. Eliminate seismic safety and other hazards of the former hospital building (514 Building).
2. Generate sufficient revenue through mission-derived services to replace revenues that will be lost from discontinued use of the former hospital building and support the current level of programs and services.
3. Provide sufficient public open space to accommodate programs that meet community health needs.
4. Address the growing need for assisted living with onsite facilities designed to be integrated with the broader community through intergenerational programs and shared gathering spaces.
5. Redevelop the site to create a modern Healthy Living Campus with public open space and facilities designed to meet the future health needs of residents, including a Community Wellness Pavilion with meeting spaces for public gatherings and interactive education.
6. Generate sufficient revenue through mission-derived services and facilities to address growing future community health needs.