Repositioning Project
Frequently Asked Questions

The following Frequently Asked Questions document (FAQ) should answer many of your immediate questions and concerns about the proposed project currently under consideration for Heritage on the Marina. We intend to update this FAQ document approximately once each quarter to keep you informed about changes and progress.

Q1. What is the plan for the campus?
The current concept for repositioning the campus includes an increase in the number of care suites, underground parking access, and improved community amenity spaces. As part of this process, the existing connector building on Bay Street and the existing Health Center on Francisco Street would be replaced with new structures consisting of additional care units and resident amenity spaces. Heritage on the Marina intends to design and implement the project in a manner that honors and reflects the historic legacy of the Julia Morgan building on Laguna.

Q2. Why is Heritage on the Marina proposing these changes?
In order to secure a sustainable and successful future as a non-profit provider of services for older adults, Heritage on the Marina needs to make changes to its campus and operations. Our primary motivation is always to provide excellent care for our residents in their preferred living environment and the future of Heritage on the Marina depends upon providing quality care in a suitably updated community. These changes help us reach these goals through improving the existing campus and aligning our operations to meet the evolving needs of current and future residents. The decision is not between change or no change, but what kind of change will there be.
Q3: Has Heritage on the Marina considered other alternatives to this plan?  
Yes. We have explored a number of alternatives, including a potential partnership with another organization that wanted to develop a significantly larger, more involved project that would have had a greater impact on our residents and our neighborhood. The current vision of the project conforms with the current applicable land use policy intent and also allows all Heritage on the Marina residents to remain on campus during any construction.

Q4. Who has been involved in making decisions?  
Many stakeholders, including our residents, have been involved in the decision-making process. Plans for the future of Heritage on the Marina have been under long and careful consideration by many people who care about the community and the neighborhood. The current iteration of plans for the campus were discussed by residents, employees, and the Board of Directors for well over a year, including the transition from on-site skilled nursing to an at-home care model. Heritage on the Marina’s Board of Directors, including resident representatives, unanimously approved moving forward with the repositioning project.

Q5: Has Heritage on the Marina completed the transition from on-site skilled nursing to an at-home care model as mentioned in Q4?  
Yes. The Aging in Place model is fully in place and all of Heritage on the Marina’s contracted residents who had been in skilled nursing are still at the community, receiving high level long-term care without interruption. The skilled nursing unit was vacated as of March 27, 2023, and the California Department of Public Health (CDPH) gave us notice of closure effective April 1, 2023.

Q6: Is the business model changing?  
No. Our business model of providing housing and services for older adults as a non-profit organization remains the same. Our goal is to enable Heritage on the Marina to better accommodate the needs of our residents and other seniors and to carry out our work in a sustainable manner. Our plan allows Heritage on the Marina to continue with the care and services we offer our residents and to carry out our mission “to be an innovative, charitable model for serving the needs of seniors, and to utilize its resources and expertise to serve the San Francisco community.”
Q7. What is the current status of the project?
A project development application and conditional use application was submitted to the City in February 2023 and the project has been assigned a planning team manager and planner. The City sent a survey to solicit comments from people in the neighborhood related to potential environmental impacts and is expected to begin drafting an Environmental Impact Report (EIR) shortly. On November 1, 2023, the City issued and circulated a Notice of Preparation of the Environmental Impact Report (NOP). At present, we are expecting that a draft EIR will be available for public review in mid-2024.

Q8. How long will the full project take?
If approved, the full project would likely run through the end of the current decade. No material construction work is expected until the planning approval and building permit processes are complete. At present, construction is expected to occur in phases to enable our residents to remain in the community throughout the project, rather than being relocated.

As of now, if approval is given, we expect to start construction no sooner than 2028. It is common for the actual timelines for projects of this nature to vary greatly from estimated timeline estimates. We will provide more details regarding projected timeline when practical.

Q9. Who has Heritage on the Marina retained to be involved in the project?
Heritage on the Marina has retained Rockwood Pacific Inc. to spearhead the project and to serve as the development manager. Other members of the project team include HKS (architect), Page & Turnbull (historic architect), GBA (planning consultant), Kimley-Horn (civil engineer), David Gates (landscape architect), Pankow Builders (construction), and Perkins Coie (legal).

Q10. What will the project cost, and how will it be paid for?
Given uncertainties related to future construction cost and interest rates, among other factors, it is not practical to provide a precise cost estimate. We currently anticipate employing debt to finance a portion of the total project cost. However, depending in part on future construction cost and interest rates, it may be possible to avoid carrying long-term debt.

Q11. If the project is approved, what would be the height of the new building?
Except for the equipment and elevator rooms, new buildings would not exceed the 40-foot height limitation specified by the applicable City zoning regulations.
Q12. **How much indoor space would be added, and how would it be used?**
The proposed project expands the enclosed square footage of the buildings on campus by approximately 59,000 square feet. The total square footage ratio would be in line with other buildings in the neighborhood. (Heritage on the Marina currently has ~83,000 square feet of indoor space.) Adding indoor space would allow Heritage on the Marina to create life plan units ranging in size from small efficiency apartments to larger units, all of which will include kitchens (many units currently do not have kitchens). It also allows for common areas, providing residents with opportunities for connection and social events.

Q13. **Will the project create accommodations for more people to live at Heritage on the Marina?**
Yes. The project is expected to increase the number of life plan units from 86 to 109. We anticipate that some of these units will be occupied by couples. Upon stabilization, we expect approximately 120 residents will live at Heritage on the Marina.

Q14. **How will the team address issues related to noise, dust and traffic from construction?**
The City and County of San Francisco has adopted numerous restrictions and policies related to addressing construction issues, and the project team intends to fully comply with those restrictions. Pankow Construction, which we expect to serve as the general contractor, was selected in part due to their deep experience working on projects in San Francisco and understanding the City’s requirements.

Q15. **How will Heritage on the Marina’s project team address any issues related to underground parking?**
The City has provided us with guidance on how to proceed should Heritage find any items of archaeological significance as a result of excavation. The project team architectural firm, HKS, intends to engage KPFF, a locally based structural engineering firm with extensive local experience, to provide structural engineering services. Rockridge Geotechnical has been retained to evaluate soil conditions. Pankow Construction has been retained to provide pre-construction services with the expectation of serving as the general contractor. These experts, as well as others with applicable skills and credentials, will ensure that any changes to the campus do not compromise the structural integrity of the existing buildings on or adjacent to the campus.
Q16. What are the expected impacts on parking along Bay Street and Francisco Street?
We anticipate that there will be a positive net impact on available parking for the neighborhood. The proposed project increases the overall number of on-campus parking spaces from 17 to 36 spaces, reducing the need for street parking by Heritage on the Marina residents, staff, or visitors. Furthermore, the project will more efficiently accommodate pick-up and drop-off of residents and materials.

Q17. What are the expected impacts on traffic near Heritage on the Marina?
Although we do not yet know what the impacts might be, we anticipate that the project may have an impact on traffic, both during construction and after completion. Traffic flow might ultimately be improved as we adjust the need for street parking. As the land use process goes forward, we will work with the City to provide studies as they are required.

Q18. What are the expected impacts on the intersection near Laguna and Bay Street?
The proposed repositioning project is not expected to affect the safety of nearby intersections. That being said, Heritage on the Marina is sensitive to the issue of pedestrian safety, both for our residents and for our neighbors. Pedestrian traffic and safety would be under consideration as part of our evaluation process.

Q19. How will Heritage on the Marina preserve the historical legacy of the Julia Morgan building?
As the organization that originally hired Julia Morgan, we deeply value the legacy of the historic building she designed and the importance it has within our neighborhood and our City. Preserving this building’s place in the Marina is one reason we are working to ensure Heritage on the Marina continues to operate and serve the City of San Francisco. Page & Turnbull, a well-regarded authority on historical preservation, has been engaged to assist the project team on all applicable historical matters. The proposed design recognizes and builds upon the critical attributes of the Julia Morgan building. Neither the connector building on Bay Street nor the infirmary on Francisco are historic resources. Their removal will not impact the historic integrity of the property.

Q20. How will the plans for this project fit with the character of the neighborhood?
Our plans take into consideration the overall character of the Marina neighborhood and its architecture as well as Heritage on the Marina’s location.
within it. The project design team will be developing additional exhibits and materials to demonstrate how the proposed project is consistent with the tenor of the neighborhood and with applicable policy objectives of the City and County of San Francisco.

**Q21. How can we find documents and track the City Planning Commission’s work on this project?**
To see documents related to this project and who is assigned to provide oversight and review, visit [https://sfplanninggis.org/pim/](https://sfplanninggis.org/pim/) and search for 3400 Laguna Street, San Francisco, CA 94123 or Block/Lot: 0471/003. Additional information will be posted as new materials are submitted or received. The current iteration of the project plans can be found under “Related Documents: Plans” in the Planning Applications tab. Updated plans will be posted on the website as they are submitted. You will also be able to find names and contact information for the City officials connected to this project.

**Q22. How can we ask further questions about this project?**
We welcome your questions that may not be addressed in this FAQ. You can contact us with your questions by emailing Jeffrey Brenner, Executive Director of Sales and Marketing, at jbrenner@heritagesf.org. We also invite you to attend our future neighborhood meetings to ask your questions and provide your feedback in person. We look forward to meeting you.

Thank you for your interest in this project! We will provide further updates to this FAQ on an approximately quarterly basis. As mentioned above, you can contact us with your questions by emailing Jeffrey Brenner, Executive Director of Sales and Marketing, at jbrenner@heritagesf.org. To request to be added to our mailing list for future updates and invitations to future neighborhood meetings, please email susan@rockwoodpacific.com. To reach the City of San Francisco Planning Commission, visit their website as mentioned in Q21. You can also find our updates online at [http://heritageonthemarina.org/heritage-repositioning/](http://heritageonthemarina.org/heritage-repositioning/), or through the link listed in the footer of the Heritage on the Marina website as Future Plans.