

**RESOLUTION NO. 14-181, SERIES 2014**

**RESOLUTION ADOPTING GUIDING PRINCIPLES  
FOR DAVIS INNOVATION CENTER(S)**

WHEREAS, the City has spent many years working to assess and identify opportunities to strengthen economic development activities; and

WHEREAS, the City released a Request for Expressions of Interest for an Innovation Park and has received two proposals; and

WHEREAS, the Council Innovation Center Subcommittee developed a set of "Guiding Principles" to better define community values and clarify community expectations for evaluating and guiding refinement of proposed Innovation Centers).

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Davis hereby adopts the Guiding Principles as set forward in the attached Exhibit: Guiding Principles for Davis Innovation Center(s).

PASSED AND ADOPTED by the City Council of the City of Davis this 16th day of December, 2014, by the following vote:

AYES: Davis, Frerichs, Lee, Swanson, Wolk

NOES: None



Daniel M. Wolk  
Mayor

ATTEST:



Zoe S. Mirabile, CMC  
City Clerk

**Guiding Principles for  
Davis Innovation Center(s)  
Revised to incorporate Commission and Cool Davis Comments**

**Purpose** – establish a framework for evaluating proposed Innovation Centers. Commission reviews are not to make a determination of whether the project(s) should move forward, but to provide their specific subject matter expertise as it pertains to specific aspects of each proposed project.

The City requested and has received applications for two new Innovation Centers that will require Environmental Impact Reports, and a positive community vote prior to formal approval and annexation. In addition to established city policy and land use documents, (such as the Municipal Code, Zoning Ordinance and General Plan), the City Council created a Council subcommittee to provide direction for Community review of these proposed Innovation Centers. The City Council Innovation Center Subcommittee developed these "Guiding Principles," with staff assistance, to better define community values and clarify community expectations for evaluating and guiding refinement of proposed Innovation Center concepts. These guidelines are to make more explicit specific thresholds for performance - what the community and its policy makers are looking for in any Davis innovation center. They are also to act as a framework and evaluation tool establishing up front transparent bench marks by which the community, Commissions, Council and project proponents can assess achievement of these community objectives.

At the appropriate time, applicants will be required to prepare detailed design guidelines for all aspects of the project (building forms, materials, detailing, greenbelts, open spaces, streets, pathways, etc.). These Guiding Principles are intended to inform project evaluation throughout the process and be implemented via the zoning and Development Agreement for the project(s). The Guiding Principles for the Innovation Center concepts include the following seven areas:

**Principle #1: Density**

Due to the relative scarcity of developable land in Davis, an innovation center should focus on guidelines to maximize density to accommodate long-term business growth while taking into account the specific needs of identified tenants within the specific project where applicable. The review process must be cautious to not impose unilateral requirements for the sake of achieving "Density."

Achieving preferred density would include:

- Goal of at least 0.5 floor area ratio (FAR), which is consistent with the General Plan and previous business park land strategies. Increased FAR will be encouraged, but will require change to the General Plan.
- Opportunities for densification over time (i.e. parking structures and new buildings).
- Building massing would include a mix of building types and heights to meet user needs, including potential for corporate headquarter buildings.

**Principle #2: Sustainability**

**Apply Low Impact Development Principles**

Concerted efforts to integrate Low Impact Development (LID) principles into the project design, with the intent of creating new and adaptive models and integrating these principles throughout all components of the project. Due to the scale of the proposed projects, there is an opportunity to explore concepts that have not been seen in project designs yet in Davis. These include the concepts of incorporating storm water drainage swale systems and to integrate “smart street” designs into the project to minimize paved surfacing/street sections. These concepts will continue to refine throughout the review process, and may require amendments to the current city standards.

**Ensure minimal greenhouse gas (GHG) impacts at the project level**

The applicants have been engaged with staff and other community resources, including receiving guidance from experts at UC Davis about the opportunities to minimize the carbon footprint of the proposed project. While no specific approach or goal has been established as of yet, the scale of the project site puts the applicant in a position to exceed current standards of greenhouse gas reductions and create new models for replication across the nation. While the City has established a greenhouse gas reduction policy, staff believes that it is important to begin articulating the specific goals of the project and Council expectations for energy/greenhouse gas reduction.

A combination of vehicle trip reduction via alternative transportation modes, building envelope efficiencies utilizing significant LEED/green building design, and energy production striving towards net-zero goals (on and off site) are expected to address GHG concerns. Retaining and creating jobs in Davis increasing employment opportunities for existing residents can be a means of significantly reducing vehicle trips, the single highest contributor to GHG. Reductions of GHG should also be an evolving goal that allows flexibility and adaptation over the project lifespan and as new building techniques and energy production technologies emerge.

**Explore opportunities to bolster the goals of the Climate Adaptation & Action Plan (CAAP)**

In addition to the policy requirement of meeting 1990 levels of greenhouse gas emissions, the project construction must also comply with the minimum city requirement of the CalGreen Tier 1 energy code for buildings. These requirements will certainly be met by the project and could be exceeded with integration of even more energy efficiency measures and installation of photovoltaic panels. The buildings in this project should be among the most energy efficient in the City.

However, making an already very energy efficient building even more efficient does eventually reach a point of diminishing marginal returns on investment. Encouraging the exploration of programs for retrofit of the existing building stock in Davis should be

considered as a means of achieving greater greenhouse gas reductions while providing a benefit to the greater community.

### **Ag Land Conservation/Open Space**

Each site will be required to mitigate with agricultural land on a 2 to 1 acre basis, as provided for in current ordinances and regulations. Agricultural conservation easements are a common tool to achieve the desired objectives. Additionally, discussions with Yolo County and the County Ag Commissioner will need to address the County's Ag buffer requirements and the potential opportunity for research fields within the Ag buffer, in addition to City standards for Ag buffers.

Careful consideration will need to be given to the design, maintenance and ownership of open space areas. Internal drainage, paseo, and pathway systems would likely be maintained by project. The potential budgetary impacts of any proposed City maintenance areas will be carefully evaluated in the fiscal analysis.

Other considerations would include:

- Significant LEED (or LEED equivalent) construction and practices throughout the innovation center.
- Use of advanced building materials.
- Water conservation, recycling and reuse.
- Storm water treatment and flow control through bio swales that allow conjunctive uses (habitat, wetland and water quality).
- Use of parking and rooftops for energy generation (and possible green roofs).
- Usable Open Space/Habitat opportunities overlapping with the drainage systems, including pathways systems throughout with public access and interpretive exhibits.
- Use of native species and drought tolerant landscaping that creates wildlife habitat value, such as native pollinators.
- Greenbelt spine(s) to interconnect the nearby neighborhoods.
- Maximize interconnectedness of open spaces and minimize open space with fragmented and linear edge effects.
- Integrate a robust urban forest for tree shade, aesthetics, carbon sequestration, and reduced heat island effects, while ensuring compatibility with PV systems.
- Utilize planting techniques to maximize successful growth of healthy trees over time (structural soils, cantilevered sidewalks, etc...)

### **Principle #3: Transportation**

#### **Bicycle/Pedestrian Connectivity**

In addition to the obvious vehicular connections of the site to the community, even more critical are the bicycle/pedestrian/transit connections that must be made in order to integrate this site as a truly multi-modal project.

Applicant should develop partnerships with the City, UC Davis Unitrans, Yolo County Transit and Amtrak to create a comprehensive multi-modal system and transportation plan with

safe, dynamic, well-planned automobile, bicycle, pedestrian, mass transit and emergency vehicle access connections.

Additional considerations would include:

- Integration of alternative transit (including pedestrian, bike and mass transit). Shuttles to key destinations, such as Downtown, should be explored.
- Design for ease of bicycle, pedestrian and alternative fuel vehicular access. Infrastructure to support the current and next generation of alternative fuels/electric vehicles is expected.
- Integration of bicycle, pedestrian and transit line networks to connect nearby neighborhoods to and through the site.
- Applicants should consider opportunities to create unique parking concepts and the exploration of alternative parking ratios, maximum parking standards, and alternatives to traditional surface parking fields (for vehicle trips that are generated, incentivize alternative fuel vehicles, underground parking and garages, explore options for incentives NOT to drive a vehicle, evaluate placement of parking to help shape behaviors).
- Participating in Bike Share programs with bike parking locations that are convenient, safe and dry.
- Provision of bicycle facilities that meet the demands of commuters AND visitors (convenient and secure parking, shower and locker facilities, bicycle work stations/repair shop, multi-use paths, etc...).

#### **Principle #4: Work Environment**

Project proposal should include elements of "work, live, play" that encourage an engaged and inviting workplace. Below are examples for consideration:

- An environment that is inviting and is active with activities and amenities on the evenings and weekends as well as work hours.
- Building designs incorporating LEED standards for healthy work environments (daylight, fresh air, good indoor air quality).
- Ancillary amenities that serve employees such as a café, coffee shop, restaurant, copy shop and fitness center, child care (as a few examples).
- Design elements that include dual use spaces, such as recreation or gathering spaces (like amphitheater seating).
- Implement shared facilities when possible (gym facilities, etc.). Should also explore integration of meeting spaces that serve business needs during the weekdays and community needs during the evening and weekends.
- Green paseos interconnecting buildings.
- Activate outdoor spaces by designing appropriately scaled buildings with architectural character, pedestrian amenities and informal gathering areas.
- Develop architectural, landscape, and hardscape aesthetic that is inspiring, preserves/increases scenic value and uses high-quality, low-maintenance materials, native species, wildlife habitat (pollinators, etc...).
- Small areas throughout the site that can integrate drainage swales and parklets.

- Have the ability to accommodate a range of desired work environments, flexible range of space, lease and ownership options reflecting an array of formal and informal work styles and settings; including flexible small co-working, incubator/accelerator spaces, meeting rooms, conference space, shared business support services and “cutting edge” business center amenities (teleconferencing etc.); specialized maker-spaces, research and development; manufacturing facilities, larger companies and corporate headquarters.

**Principle #5: Uses**

The applicant will need to initiate efforts to create and articulate a vision of the character or “aesthetic” and environmental quality that the project will strive to achieve. The project must reflect a character that is uniquely “Davis” while achieving very high aesthetic standards. Staff believes that this is of critical importance, to convey to the community what the character of the project will be. Ultimately, it is the responsibility of the City to ensure that this vision is translated to the construction of the project.

The following should be considered when assessing potential uses for the project:

- Warehouse uses auxiliary only to research and manufacturing
- Design and uses of the innovation center should be modeled after successful research centers, districts and parks across the U.S. and internationally, taking into account forward-thinking best practices.
- Create both lease and business ownership opportunities in a mix of building forms that range from single story advanced manufacturing facilities to multi-story office, research and development buildings and research labs.
- Explore ownership opportunities that maximize flexibility, such as grid condominiums and flex space.
- Mix of professional office, high-tech, R&D, industrial flex space, grow labs, commercial services, focused largely on expansion needs of research and technology development
- Some ancillary project-serving retail and services including gyms, childcare and recreational amenities.
- Hotel/conference spaces to serve the business needs of the center over time, provided they are compatible with other envisioned hotel/conference projects in Davis (such as the one proposed at Richards Blvd and I-80).
- Discourage distribution centers, call centers or large-scale food processing plants.
- Minimization and careful management of heavy truck deliveries.
- Goal is to focus on creation of research, technology and advanced manufacturing jobs, and revenue generating uses.

**Principle #6: Timing and Project Phasing**

The applicant will need to demonstrate sufficient resources to ensure completion of the projects and address potential build out scenarios and timing (based on previous experience).

- Proposed project phasing should meet with anticipated market demand for space and be adaptable to respond to changing market conditions over time.
- Building density, project phasing, and total job creation must consider community growth and CEQA mitigations, carefully accounting for the provision of appropriately scaled and timed infrastructure (water, sewer, roads, etc...).
- Phasing needs to be responsive to actual and potential tenants.

**Principle #7: Fiscal Consideration and Net Community Benefit**

Project should achieve fiscal neutrality with regard to city services and provide substantial surplus annual revenue and positive economic impacts/multipliers citywide, and net community benefits (including social and environmental).

- Project is expected to create net new annual revenue beyond project-based service costs.
- Infrastructure and direct costs (construction) of the project are expected to be absorbed into the project.
- Positive economic impacts are expected to include new job creation, property taxes, sales and use taxes, transient occupancy tax (TOT), fees and permits.
- Consideration needs to be made for positive fiscal impacts to County revenue.
- City and project proponent will balance fiscal project feasibility against revenue generation based on fiscal model and negotiated into the development agreement.
- Project should consider formation of an assessment district above and beyond standard taxes, mitigations and impact fees to create positive ongoing revenue generation for the City (an annual per square foot charge that is assessed to owners, for example).
- Fiscal considerations should reflect the current industry standards.

**Principle #8: Facilitate Collaborative Partnerships and Provide Opportunities for Increased University and Research Engagement**

The new innovation centers should facilitate technology and business development. The review and development process needs to reflect the PARTNERSHIP of the process. All partners -- community, City, County, Regional, and State government, UC Davis, Research Institutions, project proponents and innovative business partners should benefit and prosper together. The new innovation center facilities, operations and activities must:

- Strengthen University/community partnerships (Joint sense of community);
- Support research and development;
- Increase access to STEAM (science, technology, engineering, arts and agriculture, and math) and educational opportunities;
- Support UC Davis technology transfer objectives.
- Have programs/facilities to facilitate ongoing partnerships with the community and region (a fully integrated central system).