The last large piece of publicly owned land in Palo Alto. What will its future be?
VOLUME I

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EXECUTIVE SUMMARY

“Two roads diverged in a yellow wood, And sorry / I could not travel both ...... Somewhere ages and ages hence: / Two roads diverged in a wood, and I — I took the one less traveled by, And that has made all the difference.” — Robert Frost

Cubberley. One of the most critical and important issues facing the Palo Alto community ... and at the same time one of the greatest opportunities.

Originally opened as a high school in the 1950’s, Cubberley was closed due to decreasing enrollment in 1979. Thanks to visionary collaboration between the City and the School District, the vacant high school was replaced by a community center that has grown in use and importance over the years, filling a key and central role in community life. Now Cubberley is again at a critical crossroads. The School District believes that Cubberley will be needed again as a high school, and this is a community where education has a very high priority. At the same time, however, our growing and changing population cannot afford to give up valued and essential community center services, and there are no available comparable locations. Without Cubberley, many of these services could be lost to the community. Based on extensive research and deliberation, this Committee believes that a modern, more efficient site design is feasible, and with such design the site can support both uses — as it must. We strongly recommend taking steps now to prepare for eventual joint use of the site to provide both the school and community programming that are key to our quality of life in Palo Alto.

Although the Cubberley Community Center currently occupies the entire 35-acre site, the City only owns 8 acres; the remaining 27 acres are owned by School District, and leased to the City. Together, this 35-acre site is the last major plot of publicly owned land in the City proper, and its long term future use is critical to both community services and education. With the lease between the City and the School District expiring at the end of 2014, a near-term decision must be made about renewal — this decision will set the stage for choices about the long-term future and use of the site.
This report of the CCAC — the Cuban Community Advisory Committee — is the culmination of nine months of intense and dedicated effort by a diverse and representative committee of Palo Alto citizens seeking a win/win solution for the City and the School District. Our report is presented to both bodies with the strongest of recommendations that the City and School District work cooperatively to the end of achieving that win/win outcome by planning for phased development to support co-location at Cubberley for the common good. A true synergy between both bodies working together could lead to opportunities not otherwise available to either. We recognize that this will not be easy, and that much work remains to be done, but the CCAC believes that this is a special opportunity for the community to come together and seize the opportunity to create a positive outcome that will create a better future for Palo Alto.

The recommendations for the future of the Cubberley site that resulted from the CCAC process and effort are provided with a summary discussion in the Recommendations section of Volume 1 of this report. These recommendations reflect our basic belief that the community center function of Cubberley must be preserved. Given the School District’s expected need for a high school on the site at some future time, the CCAC recommends that that future be a shared City / School District use. A necessary first step toward achieving this end is for the City and School District to renew the Cubberley lease. But the CCAC unanimously agrees that such a renewal should be tied to a mutual commitment to use the renewal period to make concrete plans for long term sharing of the site. The CCAC believes that this shared use goal can be achieved to the betterment of the entire community — if the City and the School District work cooperatively together with the common goal of a shared use that will serve both the educational and community services of future generations of Palo Altans.

This CCAC report is presented in four volumes. Volume 1 is a summary of the opportunity that Cubberley presents and of our recommendations for how to take advantage of that opportunity to create a positive reality for the future that will serve both community and educational needs. Volume 2 presents the reports of our four hard-working subcommittees: School Needs, Community Needs, Facilities, and Finance. The School and Community Needs reports underscore the great importance of both areas to community expectations and to the quality of life in Palo Alto, and include consideration of demographics. The Facilities report presents some exciting concepts about how the site might be used in a far more efficient and productive way to meet the needs of the community. The Finance report considers a number of financial issues associated with Cubberley’s long-term future, ranging from elements associated with the lease to funding options looking to the future. In considering the idea of a shared use of the site, the
subcommittee work looked into what some other communities have done or are doing to achieve a similar goal. **Volume 3** provides a wealth of background information, including the formation of the CCAC and a record of our meetings. **Volume 4** is comprised of appendices including: CCAC minutes, master planning documents, City and School District financial outlook and budgetary information, joint use concepts, a CCAC briefing book, and tenant-related information.

A very considerable community effort has been the basis for this report. The CCAC hopes that this provides a solid basis for the near-term decisions that must be made by the City and the School District ... and a strong beginning for a longer-term community effort with the City and the School District working closely and cooperatively together with the common goal of making the best and most complete future use possible for the very special community treasure that Cubberley has become.
CCAC REPORT — VOLUME I

Cubberley. An opportunity so important, so significant, and so far-reaching that it will profoundly impact future generations of the greater Palo Alto community. An opportunity so complex that its resolution will require leadership from both elected officials and involved members of the community. Achieving a positive resolution to an issue of this magnitude and import truly is a great opportunity. And, Palo Alto is a community with a history marked by problems that were faced and opportunities seized and solutions achieved that we benefit greatly from today.

The last time Cubberley’s future was at risk, the City and School District forged a visionary partnership to serve the Palo Alto community by protecting the site and putting it to valued use that has endured for over 20 years. Today’s circumstances are putting that partnership to the test. This first volume of the CCAC report to the community presents a statement of the opportunity that Cubberley presents together with our recommendations for actions that we believe could lead to constructive solutions that will be our generation’s contribution to Palo Alto’s future greatness.

An opportunity

"Before you attempt a solution, you must first define the problem." —Prof. Gene Webb, Stanford Business School

CCAC is the acronym for Cubberley Community Advisory Committee, but it could as easily be Community Conundrum About Cubberley. Because the decisions that must be made by the Palo Alto City Council and the Palo Alto Unified School District about Cubberley and which will determine its future present a complex and very difficult conundrum.

The fundamental problem faced by the community can be summarized as this: Cubberley is a former high school which the School District thinks will be needed again as a high school at some undetermined time in the future — at the same time, since its closure as a high school, Cubberley has been transformed into a vibrant and irreplaceable community center, but in structures that were not designed to meet the facilities needs of today and which will require substantial additional investment to preserve. With the future of this last community asset of its kind under the cloud of these potential conflicting needs, a decision is pending about whether or not the City and School District should renew the lease, which has raised the question: can both of these community needs...
be successfully served or will one advance at the expense of the other? Is a win / win outcome possible? Clearly, the City and the School District need to work together to achieve a win / win. This is the challenge which the community faces and which this CCAC report will attempt to address.

The declared position of the School District is that they would like to keep the option open to use all 35 acres of the site for a high school at some yet to be determined future date. (It should be noted that this position was taken early on, without the context of site design options.) This requirement is not absolute, nor is the date that it could be absolute (estimates range from 15 to 25 years in the future), but current projections show increasing enrollment that will exceed the built-out capacities of the two existing high schools.

A unique community property.
Can we transform a problem into an opportunity?

Cubberley comprises 35 acres ... 27 owned by the School District and 8 owned by the City. The owners are, of course, the citizens of our community. This 35 acres is the last large block of publicly owned land in the city proper. Cubberley's unique, last-of-its-kind quality is that its location is in the core of the city with all the advantages of convenience, accessibility, and ease of meeting service and community needs that its location provides.

The City and the School District are faced with a critical decision that must be made by the end of 2013 ... a decision that will significantly impact the future of this property and how it serves the citizens who own it. And that decision is the lease arrangement between the City and the School District that is up for renewal. Should this lease be renewed and if so under what arrangements for the amount of payment and conditions of use? And, what must be done during a renewal period to prepare for the best use of the site into the future?

Many complex and daunting issues impact this decision and will be impacted by it. It is the equivalent of attempting to solve a mathematical equation with conflicting boundary conditions. But solve it we must!

The dimensions of the problem that the City and School District must resolve include these critical elements:
CCAC Report — An Opportunity

- **Potential use of the entire site for a future high school.** The position of the School District is that they will eventually need all 35 acres. This requirement is not absolute, nor is the date that it could be absolute (estimates roughly range from 15 to 25 years in the future).

- **Community services at Cubberley would be displaced and lost if all 35 acres were to be returned to use as a high school.** The community services at Cubberley have grown to become an essential and vital component of, and major contributor to, Palo Alto’s highly regarded quality of life, and if the Cubberley facilities were not to be available many of these services would be lost forever to the community. Even if the City retains its claim on 8 acres, services would have to be consolidated into a much smaller footprint and facilities would have to be redesigned.

- **ABAG pressures for expanding housing in Palo Alto exacerbate the need for additional school and community services.** To the extent that the ABAG housing recommendations for Palo Alto are accommodated, the resultant significant population increase will: (a) make the need for a full high school at Cubberley much more likely, while (b) also creating a greater demand for scarce public services which will be even more scarce if the community center is displaced by the high school use and thus, as noted above, lost to the community.

- **The financial environment today is very different from when the applicable leases were written.** Both the City and School District financial environments today are very different from when the applicable leases were written and the funds for the leases were provided by the Utility Users Tax passed by the voters and incorporated in the City budget. The Cubberley lease income continues to be an important revenue stream for the School District, while the City has a structural deficit and sizable infrastructure and other needs — all with the Utility Tax income flattening.

- **Extant structures are 57 years old and deteriorating.** Whichever the future use or uses, there is already a need for investment in the physical plant at Cubberley ... a need that will continue to grow the longer decisions regarding its future are delayed.

- **The layout of the current structures is a very inefficient use of the property.** With land for public uses far more expensive and much less available than when Cubberley was built, any future use will require much more efficient facility design and land use.
The City and the School District have different planning horizons. Whichever the future use or uses, there is already a strong need for investment in the physical plant at Cubberley ... a need that will continue to grow the longer decisions regarding its future are delayed. Accordingly, planning by both the City and School District needs to start now — and be long term. Decisions must be made about whether to continue investing in aging and costly facilities or instead to invest in a new, more efficient design that can serve the whole community well into the future. If the School District cannot commit to a future community center presence on the site, alternate locations will have to be purchased. Moreover, the School District would have to pay to reclaim the 8 acres owned by the City.

‘Kicking the can down the road’ will have severe consequences. The issues associated with Cubberley are such that decisions delayed will inevitably lead to even more difficult problems in the future. In the absence of a solution to the Cubberley question, the property will inevitably continue to deteriorate, its use will become increasingly inefficient, and options for addressing the issue of its long-term use will be further constrained.

Availability of alternative parcels will diminish over time. Development pressures from growth-driven demand will generate other uses for the few parcels that might now be available for community services or education. And, because the rapid pace of development could leave the community with few if any options in the relatively near future, the time line for decisions is sooner rather than later.

Which services should be retained, expanded, or eliminated? Currently available data on the supply and demand for Palo Alto community services and programs are insufficient to inform a building program or to determine which should have a future at Cubberley and with what space requirements.

A cooperative, community-wide effort is essential to achieving a successful outcome. The future of Cubberley is a community issue, and its successful resolution will require the City and the School District to recognize that they both serve essentially the same community, which is an implicit mandate to work together to achieve a positive solution for all.

Planning for Cubberley’s future is significantly complicated by the fact that the School District cannot know for certain now what its plans are for a high school use of the
Cubberley site. It could be for a full high school comparable to Paly and Gunn ... or for some kind of specialized high school ... or, if the population levels off instead of growing as currently projected, not used for a high school at all. Moreover, the time line for the School District knowing this ultimate need can only be characterized as some future time. This uncertainty is surely the basis for the School District’s desire to preserve their potential access to the entire 35 acres.

The Community Needs Subcommittee Report (Volume 2) reviews the community services now at Cubberley, and for each includes a brief statement under the heading “If Cubberley were not available.” Taken together, these statements inform us that, due to the lack of alternative and / or affordable locations in Palo Alto, many of these services would be lost to the community or even, literally, be forced to completely shut down. Moreover, the longer we wait to determine their future at Cubberley, the fewer alternatives there will be for relocation.

The ABAG mandate, to the degree that it becomes a reality, is the most significant factor that will influence the future of Cubberley. In a city that many feel is already at capacity, thousands of new housing units would significantly increase the pressure for expanded school facilities ... and at the same time the demand for services of the kinds offered at Cubberley. And, today, we do not know either the extent to which this mandate will be followed or the time line if it is. All of which make the decisions that must be made even more difficult.

With parts of Cubberley dating back almost 60 years, it is not surprising that many of the structures are deteriorating and in real need of maintenance and upgrading. An uncertain future complicates the decisions to make needed investments in the physical plant, and the longer these decisions are delayed the more expensive and difficult they will become. The fact that the layout of the structures on the property is not efficient further complicates these decisions in the sense that it might make far more functional and financial sense to scrape and rebuild in a way that is a more efficient and effective use of the site.

Planning for a future high school, community center, or shared use should begin now. Because completing any of those facilities has a planning horizon of 15 or 20 years or more, some construction can start sooner. Phased development would allow some of the site to be utilized during construction.

“Kicking the can down the road” is clearly not a solution. In fact, it could have the
consequence of eliminating possible solutions and exacerbating the existing problems. For example, if a future high school use were to result in community services being displaced, the options for relocating those service in the Palo Alto community will be fewer ... or even non existent ... the longer it takes the community to come to grips with how Cubberley will be used in the future. In truth, even today there are very few such options, and state requirements presented via ABAG significantly impact those that are available. Another possible consequence would be to provide support for those who believe that the answer for Cubberley would be for the City to keep its 8 acres and develop that part of the site for community use, leaving the future of the other 27 acres to the School District to determine. This could, of course, proscribe many productive joint use outcomes together with efficiencies that could be gained through planning around compatible uses.

And so, to find a solution that is to the benefit of all of the owners of the site, which is to say the entire community, the first problem that must be solved is to find a way for the City and School District to work cooperatively, in unison and partnership, on the same time line, and with a common goal.

These and related issues have been reviewed and discussed in great deal by the four CCAC subcommittees:

- **School needs subcommittee ...** *Chaired by former Mayor Bern Beecham*
- **Community needs subcommittee ...** *Chaired by former School District President Diane Reklis*
- **Facilities subcommittee ...** *Chaired by Parks and Recreation Commission Vice Chair Jennifer Hetterly*
- **Finance subcommittee ...** *Chaired by former Mayor Lanie Wheeler*

Each of these subcommittees did a prodigious amount of work and each did an excellent job of studying and understanding the issues and bringing recommendations forward for the full CCAC to discuss and act upon. Their reports are collected in *Volume 2 of this CCAC Report*, and each is an absolute *must read*.

It was unanimously agreed that the CCAC lacked the time, resources, and expertise to perform the comprehensive needs assessment required to make detailed recommendations about programming for school or community use. Instead, this report, informed by the thoughtful deliberations of a diverse group of community and school representatives, analyzes the challenges and opportunities Cubberley represents and makes specific recommendations about the time line and policy priorities that should drive the development of a plan for Cubberley’s future.
Clearly, the question “what to do about the future of Cubberley” is one that needs to be answered sooner rather than later, and equally clearly that answer needs to come from a united community working together in common purpose to the benefit of all.

**CCAC Recommendations**

“... if it can be thought, it can be done, a problem can be overcome.”
— E. A. Bucchianeri

The **CCAC recommendations** are of two kinds: (1) specific near term decisions that are required as essential components of the long term solution which will serve the best interests of the entire community, and (2) a number of decisions which we have identified as critical steps down a path which will enable the community to ultimately **achieve** a solution. As noted above, the need is great, the problem is complex, and an ultimate win / win solution will require the best efforts of a united community working together in common purpose.

The CCAC researched and discussed the issues associated with Cubberley’s future at great length and in considerable depth. The extensive work of the four subcommittees is reported in great detail in Volume 2 of this report. These subcommittee reports contain and provide a great deal of information essential to understanding the issues and how those issue might be resolved:

- **School needs subcommittee** ... working closely with the School District, the subcommittee’s report provides quantitative data and educational needs information that are the basis for the School District’s projections of their future requirements that Cubberley will be needed to meet.

- **Community needs subcommittee** ... the wide range of community services for which Cubberley is home are outlined, together with the possible fate of these services if Cubberley were not available. Their report demonstrates the needs that Cubberley fills for the community. The Community Needs Subcommittee is optimistic that the Cubberley site is large enough that a more efficient layout of buildings could create both the square footage currently
CCAC Report — Recommendations

being used by community services and also high school buildings of similar square footage as Gunn or Paly. However, future shared use might not be able to accommodate all the services that are now served by Cubberley, particularly field sports including softball and soccer. The difficult problem of prioritization is one issue that we believe should and could be addressed by the planning process with professional help. Their report makes it very clear that currently available information about community services supply and demand is insufficient to enable long term prioritization of services and programs or to inform a future building plan.

- Facilities subcommittee ... the comprehensive and creative report of this subcommittee analyzes the inefficiencies of the existing facility’s land use, building plan, energy use, and maintenance costs. The report shows how more efficient, modern building design could substantially improve efficiencies in all of these categories—making room for a 21st century facility to meet 21st century educational and community needs at Cubberley. Further, it shows that providing a co-located or shared facility eliminates the burdensome costs of purchasing land to build replacement community service facilities.

- Finance subcommittee ... the financial and governance issues surrounding the potential future uses of Cubberley were studied by this subcommittee. With so many open questions about the future of Cubberley, no financing recommendations were made. The studies of this issue, which includes information from other Jurisdictions in somewhat similar situations provide a beginning for the recommended joint planning efforts to follow.

The work of the subcommittees was reviewed and discussed by the full CCAC, and from those discussions the following broad major conclusions and recommendations emerged.

Recognize that the Community Center function of Cubberley must be preserved

As clearly demonstrated by the work of the Community Needs Subcommittee, and presented in Volume 2, the Cubberley Community has developed over the years as a vital and essentially irreplaceable home for a wide range of community services. The community clearly needs — and wants — most of these services. As reported by the Subcommittee, if displaced from Cubberley, many would be lost to the community.
CCAC Report — Recommendations

At the same time, the community also strongly supports education, which led the CCAC to the inescapable conclusion that we must ....

**Develop a shared community / school use**

The District's current formal position on Cubberley is to preserve the possibility of reestablishing a high school on the site, potentially using all 35 acres, at some point in the future if needed to accommodate growth in the student population. Recognizing the inherent conflict between this School District need and the City's need to maintain to the greatest degree possible the community service functions of Cubberley, and with the understanding that options for relocating these services are few and shrinking, the subcommittees looked into shared use models in other communities ([see Finance Subcommittee Report](#)) and into ways to make more efficient use of the Cubberley site ([see Facilities Subcommittee Report](#)).

As described in Volume 2 and attachments to this report, shared use models do exist, and we came to the conclusion that this was a realistic goal. The Facilities Subcommittee analysis demonstrates that with a more efficient design of the site, over nine acres of usable space could be recaptured for structures and/or playing fields without using multi-story buildings. The promise of realizing such space efficiencies through redesign, even with only single story structures, underscores the shared use potential of the site ([See Facilities Subcommittee Report](#), pages 10-13, and [Appendix B](#)). The first step toward developing a shared use future for Cubberley is to ...

**Renew the lease**

The strongly held view of the CCAC is that the School District and the City should renew the lease. We recognize that the terms and conditions for the new lease will be the product of negotiation, but the fact of its renewal will accomplish two critical immediate needs: (1) allow Cubberley to continue to provide the many community services for which it is now home in the short term, and (2) provide a defined period of time for the City and School District to do the planning needed to achieve a positive, long-term solution. As noted below, there was considerable discussion about whether the term of the lease should be five years or ten years, and what specific conditions the new lease would have to include to ensure that the City and School District ...

**Use the period of the lease renewal to develop a long range shared use plan, including professional support and expertise.**

The CCAC believes that time is truly of the essence relative to the need to develop a
long term plan for the future of Cubberley, and accordingly that the first years of the
renegotiated lease be used to develop a meaningful, substantive, and achievable long range
plan for the shared use of the Cubberley facilities. Development of such a plan, sooner
rather than later, will give the community the opportunity to address and resolve a myriad
of complex and interconnected issues, including: upgrading existing facilities vs. renovation,
the extent and location of any redevelopment, determining the most efficient arrangement
and location of the City and School District 8 acre and 27 acre components of the site,
development of concepts for maximizing the useful acreage by considering elements like
multi-story buildings and underground parking, a detailed determination and projection of
community needs for both services and education, determination of neighborhood traffic
and other impacts of various use and development alternatives, and more — all with the
assistance of professional experts who can bring wide experience with and understanding
of these and related issues. It is clear that none of this can be achieved unless we ...

Establish a cooperative working relationship
between the City and School District to determine
the future of Cubberley

There has rarely been a local issue where it was more important for the City and the
School District to work cooperatively together toward a common solution. A shared
future use of the Cubberley facility presents significant challenges — and opportunities
— and a successful outcome really will require a joint effort toward and commitment to
achieving that success. There are many issues that are unlikely to be resolved if addressed
by either the City or School District acting alone, including: financing of on-going operations,
maintenance, planning studies, any redevelopment, and long-term operations; development
of a functional layout and determination of uses that could effectively and efficiently serve a
shared use future; creation of a management structure for joint use operation; and a wide
range of decisions both near and longer term.

CCAC Recommendations

Over the course of our work and deliberations, the CCAC took a number of specific votes
on various propositions raised by the subcommittees and individual members. These votes
are noted below in, with one exception, approximate chronological order. The exception
was the question about the term of the lease, which was raised at more than one meeting,
and which always resulted in a split vote.
Term of the lease renewal

While most CCAC votes on the issues considered were unanimous or close to unanimous, the question of what term to recommend for the new lease always resulted in a roughly evenly divided vote. The arguments for a shorter (5 year) lease typically revolved around the need to create pressure to get the long term planning done in a timely manner ... it was felt that a shorter lease would have the effect of “putting the collective feet of the City and School District in the fire” with some advocating completion and approval of such a long term plan as a condition for automatic extension of the lease beyond 5 years. Those who supported a longer term (10 year) lease suggested that this approach would provide needed stability for tenants, including making rental of available space (for example, when Foothill College moves out) more easily accomplished and incentivize tenants to pay for improvements to their space or to a maintenance fund; another argument for a 10 year lease was the suggestion that it would likely be 10 years or more before major renovations of the site would be undertaken. The pros and cons of these different lease periods should be carefully considered as the City and School District negotiate the lease extension which, regardless of period, we strongly believe should be accomplished. For example, a longer lease term between the City and School District allows the City to enter into longer term leases with their tenants, possibly producing higher rental rates.

The following questions and issues were put to a vote of the full CCAC, and are presented as they were drafted during CCAC discussions and need to be considered in the context of the discussions at the time (as presented in fuller detail later). The formal recommendations are:

A  *It is the strong recommendation of the CCAC that the entire Cubberley site become a joint / shared City / School District use facility.*  
*Passed 17-0-0*

The CCAC’s preferred option is, not just a shared parcel, but rather a truly integrated use of the site

B  *The City and School District should renegotiate a lease extension option with additional conditions.*  
*Passed 17-0-0*

The conditions of the lease extension should reflect the changed circumstances and economics since the original leases were signed.
### CCAC Report — Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>C</strong></td>
<td>The current Covenant Not To Develop should be removed from a Cubberley lease extension. Passed 18-0-0</td>
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<td><strong>D</strong></td>
<td>Child care should continue to be provided at school sites and is important to the community. Passed 18-0-0</td>
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<td><strong>E</strong></td>
<td>Operating costs should not be shared in a five year window. Passed 19-0-0</td>
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<td><strong>F</strong></td>
<td>Facility upgrades beyond routine maintenance should be negotiated. Passed 19-0-0</td>
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<td><strong>G</strong></td>
<td>Capital expenses in the first five years of the lease extension should be shared. Passed 15-2-1</td>
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<td><strong>H</strong></td>
<td>A site master plan needs to be developed in the first five years of any lease extension. Passed 18-0-0</td>
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<tr>
<td><strong>I</strong></td>
<td>In the first five years of any lease extension, there should be a Community Needs Assessment developed with professional support. Passed 17-0-1</td>
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**J**  
*As a condition of any lease extension or renewal, an MOU shall be developed within one year of its execution that determines how a Community Needs Assessment and Master Plan will be developed in the next five years.*  
*Passed 19-0-0*

**K**  
*The City and the School District shall explore the possibility of expanding City / School District joint-use agreement models including the expansion of joint-use at City and School District facilities.*  
*Passed 20-0-0*

Discussed in detail, it was agreed that it would be important for the City and School District to explore this issue for the benefit of our community, but was not suggested to be a part of the lease extension.

**L**  
*As a condition of any lease extension or renewal, within one year of its execution near-term improvements to Cubberley shall be identified that can serve most, if not all, current and potential site uses (example: restrooms for playing fields).*  
*Passed 20-0-0*

**M**  
*Any new leasing of the space should be done in the context of the MOU, Community Needs Assessment, and revised Master Plan.*  
*Passed 20-0-0*

**N**  
*The City and School District should further investigate alternative forms of governance and determine a governance structure for the joint use of Cubberley.*  
*Passed 14-0-0*

**O**  
*A long-term master plan for Cubberley should not be a part of a 2014 ballot measure.*  
*Passed 20-0-0*

It was generally agreed that the funding of site improvements at Cubberley is not compatible with a 2014 bond measure for reasons of time constraints and general uncertainties surrounding the project.
Phased construction should occur consistent with the MOU and Master Plan to minimize disruption to existing users.
Passed 11-0-1

The City should not relinquish ownership of its 8 acres.
Passed 13-4-0

While the School District would like flexibility to use the full 35 acre site, the CCAC’s work has demonstrated: (1) valued current use and likely increasing need for community center space; (2) that the purchase of alternate space is cost prohibitive and unlikely to enjoy the benefits of prime location and easy access by walking, bicycling, or transit; (3) successful examples of shared use in other communities and a variety of options for funding and governing a shared site; and (4) the feasibility of accommodating community center needs while still providing more, and more highly functional, space for school use than the entire current 35-acre facility offers. Planning for co-location and joint use of the whole site offers great potential for a win-win solution. Certainty about a long term City presence on the site facilitates that planning.

Please see Volume 3 for further insight to, and understanding of, these CCAC recommendations as provided by the minutes of our discussions, which understanding will, we believe, contribute to flexibility in the design and development of future phases.