Dinner Meeting Agenda

- Welcome and Opening Remarks
- Comprehensive Parnassus Heights Plan (CPHP)
Welcome and Opening Remarks
Advisory Committee for Future of UCSF Parnassus Heights Campus

PURPOSE AND GOAL: The purpose and charge of the Advisory Committee for the Future of UCSF Parnassus Heights is to:

1. Advise UCSF staff on neighborhood issues and opportunities related to the implementation of the plan,
2. Articulate key effects of the implementation of the plan and strategies to offset those effects to be considered by UCSF as it contemplates future projects,
3. Identify recommended strategies and actions for addressing community concerns regarding the physical development of the campus,
4. Provide input and feedback to UCSF staff for the purpose of helping UCSF be a good and responsible neighbor to the community at large, and
5. Serve as a communication link between UCSF and the community. Information garnered from the community process will inform the University’s planning.
Comprehensive Parnassus Heights Plan (CPHP)
CPHP Study Sessions
WHY RE-ENVISION PARNASSUS HEIGHTS?

- **Aging buildings and infrastructure** are at risk and costly to maintain. Updating older buildings to fulfill **regulatory compliance** is challenging.
- **Building overcrowding, lack of quality spaces.** The required **new hospital** building adds pressure to the already constrained site.
- Contemporary research spaces have been lacking for decades; **recruitment and retention issues** are major concerns.
- Sustainable **growth** is necessary to maintain campus as a world-class research hub.
- The campus **physical environment** needs improvement and should leverage its location between Golden Gate Park and Mount Sutro.
- The campus could provide more **community benefits and amenities**, such as open space connections, wellness and public programs.
NEIGHBORHOOD
Improvements needed

• Larger **fitness** center
• More community amenities
• Mitigate impact of construction on campus
• Lack of **affordable** housing for students/researchers
• Protect historic buildings

OVERLAPS
Improvements needed

• More green space and improved streetscape with pedestrian-friendly streets
• Central gathering **plaza**
• Campus design better integrated with the neighborhood
• Better lighting and enhanced safety
• Improved **public transit**
• More on-campus, affordable parking
• Designated pick-up/drop-off locations
• Secure **bike parking**

UCSF EMPLOYEES / STUDENTS
Improvements needed

• Healthy, affordable **food** options
• **Sheltered** outdoor space
• 24/7 Campus Life Services
• More communal spaces for collaboration
• **State-of-the-art** classrooms and IT equipment
• Improved way finding
• General facilities improvements

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**Surveys**

- Internal working groups and steering committee
- Community Working Group, open house events and Community Advisory Group

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**1,139 responses**

**1,784 responses**

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Advisory Committee for the Future of UCSF Parnassus Heights Campus Meeting #3
SIX BIG IDEAS

Form complementary districts
Can we redefine long-term campus relationships and provide opportunities for convergence of the missions?

Irving St. connects to the community
Can UCSF better welcome visitors, patients and the public into the campus?

Emphasize connections for convergence
Can we create multi-purpose, cross-disciplinary spaces that answer need for collaboration and social gathering?

Park-to-Peak, a vertical campus
Can we design interventions that take advantage of the topography and improve the public perception of UCSF?

Create the “campus heart”
Can we design a campus heart that sparks conversations, collaboration and engagement?

Parnassus Ave. is the campus “main street”
Can Parnassus Ave. be designed for a comfortable pedestrian experience, while allowing local access?
The plan provides a range of opportunity sites with recommended massing that steps down to transition into the residential neighborhood to the west.
PROPOSED NEAR-TERM PROJECTS

Near-term projects are intended to support the research priority and the new hospital, increase the number of housing units and benefit the community.

NEAR TERM (2030)

A. **Irving Street Arrival improvements**: new garage facades on Irving Street, enhanced arrival experience, improved wayfinding

B. **New Hospital**, including consideration of bridge and/or tunnel over/under Parnassus Avenue

C. **New Research and Academic Building** to replace UC Hall

D. **Aldea Housing improvements** to increase number of units
   - **Parnassus Avenue Streetscape improvements** adjacent to near-term projects
NEAR-TERM PROJECTS: IRVING STREET ARRIVAL

- "Unified Lobby" and central welcome space at Parnassus Avenue
- Opportunity to connect across Parnassus Avenue
- Improved vertical connection with express elevator to/from Parnassus Avenue
- Multi-story welcome experience above remaining existing garage floors

Legend:
- Primary project boundary
- New express circulation
- New secondary circulation
- Existing elevator core
- Potential bridge connection
- Main entry points
- Muni stop
IRVING STREET

For illustrative purposes only; does not represent actual architectural design.
For illustrative purposes only; does not represent actual architectural design

IRVING STREET

2.5 Make the campus easy to navigate through clear and attractive signage and wayfinding.

4.2 Be welcoming and accessible for all modes

5.3 Strengthen physical connections to neighborhood.
For illustrative purposes only; does not represent actual architectural design
2.7 Contribute to the University of California’s long-term sustainability goals.

5.2 Improve the streetscape experience of Parnassus Avenue.

3.3 Enhance landscaping to soften edges along streets and buildings.

4.7 Create drop-off zones for TNCs to make it safer for pedestrians.

4.3 Implement traffic management and calming measures.
Investing in UCSF Health’s future is critical to sustaining our public mission of providing top-quality care to all patients and supporting research and education. It allows us to maintain a hospital on San Francisco’s west side to serve this community and preserve emergency services.

- Our patient census is at record highs. It’s essential that we expand access to accommodate increasing patient demand.
- Providing quality facilities is critical to retaining, as well as recruiting top-tier clinicians, staff, researchers and students.
- Moffitt Hospital was built in 1955. Our physicians and staff are currently working in facilities that are outdated, undersized and clinically obsolete.
- State seismic laws require Moffitt Hospital to be structurally retrofitted or decommissioned as an inpatient facility by 2030.
The Research and Academic Building (RAB) would provide new research space recommended by the Research Space Working Group and “empty chair” space to help decompress, decant, and renovate other space.

The RAB will allow the first increments of the Promenade and new Fourth Avenue to be constructed.

Building program, adjacency requirements, construction logistics, and utility/infrastructure needs will examined in a validation study currently underway.
SAUNDERS COURT

For illustrative purposes only; does not represent actual architectural design
3.3 Soften edges along streets and building
3.2 Enhance access to open space and Mount Sutro
2.8 Establish the campus heart at Saunders Court.
2.10 Provide active uses along pedestrian routes.
2.13 Take advantage of topography
NEAR-TERM PROJECTS: ALDEA HOUSING IMPROVEMENTS

- Redevelop with taller buildings in a denser layout
- Prioritize buildings with significant deferred maintenance needs
- Analyze and limit traffic impacts
- Includes new child care facility at 50 Johnstone
- Increases from 172 units today to up to 504 units
**CPHP HOUSING STRATEGY**

- UCSF will increase its housing stock across its campuses.
- The Plan provides opportunity for UCSF to **explore housing** on the West Side; and build additional housing at Aldea to support UCSF long-term housing objectives.
- This will be achieved incrementally over the next 30 years.

<table>
<thead>
<tr>
<th></th>
<th>Current Units</th>
<th>Proposed Units</th>
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<tbody>
<tr>
<td>Aldea</td>
<td>172</td>
<td>504</td>
</tr>
<tr>
<td>West Side</td>
<td>0</td>
<td>426</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>172</strong></td>
<td><strong>930</strong></td>
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Future project phases are subject to internal dependencies, validation, financing, priority, and community review. The vision is conceptual and will allow UCSF to begin coordinated long-term development planning.

Conceptual only, designs for each building conducted in later phases.
MILLBERRY TERRACE

For illustrative purposes only; does not represent actual architectural design
2.3 Provide open spaces and opportunities for social gatherings.

2.4 Mitigate the effects of the weather.

6.2 Create program and spaces to bring people to campus and encourage evening / weekend activity.

6.3 Enhance retail, food and recreation opportunities.

3.4 Consider thematic landscaping.
CPHP Environmental Impact Report (EIR)

- EIR analysis of the CPHP is underway.
- It will analyze the potential environmental impacts, including traffic and transit impacts of the additional increase of ~1.5 million GSF.
- Current anticipated schedule:
  - Draft EIR: Spring 2020
  - Final EIR: Fall 2020
5 minute break
Public Meeting Agenda

- Agenda & Welcome
- Transportation
- UCSF Listening Session
- Small Group Report Out
- Public Comment
- Recap
- Next Steps
CPHP Transportation and Mobility Considerations

Advisory Committee Meeting #3

October 22, 2019
Purpose

- Review UCSF’s commuter profile and current Transportation Demand Management (TDM) programs
- Share mobility trends
- Present current Parnassus transportation commitments
- Present draft Comprehensive Parnassus Heights Plan (CPHP) Transportation Vision and Goals
- Discuss and get community feedback
Current UCSF “Commuters”
UCSF “Commuters” Generate Most Trips

- Majority (65%) of all vehicular trips to/from Parnassus Heights Campus are generated by “commuters”
  - Commuters include staff, faculty, post docs, residents, fellows and students
- Similar distribution at Mission Bay Campus
Only 26% of UCSF Employees Drive Solo to Work

- The majority (74%) of UCSF employees **do not commute** to campus alone in a car
- **Increased** use of non drive alone (sustainable modes) among UCSF employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Drive solo</th>
<th>Public Transit</th>
<th>Bike or Walk</th>
<th>Multi occupant Shuttle</th>
<th>Telecommute</th>
<th>Motorcycle or Scooter</th>
<th>Vanpool</th>
<th>Other</th>
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<tr>
<td>2014</td>
<td>62%</td>
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<tr>
<td>2015</td>
<td>64%</td>
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<tr>
<td>2016</td>
<td>66%</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2017</td>
<td>68%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>72%</td>
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</table>

2018: 26.2% Drive solo, 32% Public Transit, 16% Bike or Walk, 11% UCSF Shuttle, 9% Multi occupant (Lyft/Uber/Taxi) + .27% 2017-18, 3% Telecommute, 1% Motorcycle or Scooter, 1% Vanpool, 1% Other
UCSF is a Leader in the City and Among UC Peers

- Compared to the average SF employer’s use of sustainable modes, **UCSF is a leader**
  - 74% UCSF
  - 66% City of SF average

- As an employer, **UCSF also leads the UC System** in use of sustainable modes
  - 74% UCSF
  - 48% UC Systemwide average

- Use of sustainable modes particularly high among employees at Parnassus Heights
  - 78% Parnassus compared to 74% at Mission Bay
Commutes Also Impact Work Place Satisfaction

- UCSF employees are reporting longer commutes
  - 10.2% longer than 1.5 hours each way (2018)
  - 7.5% (2017)
- Faculty climate survey shows a drop in overall commuter satisfaction
  - 54% satisfied w/ commutes (2017)
  - 66% (2011)
- Majority 51% of UCSF employees cannot telecommute because of the nature of their positions
  - Only 3% telecommute regularly (2018)
  - 2.6% (2017)
Only 8% of UCSF Students Drive Solo to Campus

- Among UCSF students, 92% use sustainable modes
- Lowest (best) drive solo rate in the UC system – 8%
- **Campus housing** for students biggest contributor to very low drive-solo rate
- UCSF’s most recent housing development at Tidelands has **no tenant parking** (700 tenants)
- Students take **public transit (26%)**, **shuttles (13%)** or **bike/walk (11%)** to get to campus
UCSF Patients & Visitors More Car-Dependent

- 79% of all patients arrive/leave UCSF via a car (2017)
  - Alone in a car (24%)
  - Carpool (46%), or
  - Ride-hailing/taxi service (9%)

- Use of sustainable transportation modes is challenging for many patients

- Illness, child car seat issues, and long distance traveled are common reasons why patients do not often use non-car modes
Current UCSF Transportation Demand Management (TDM) Program & Mobility Trends
Transportation Demand Management at UCSF

- TDM involves **policies and strategies** that promote use of sustainable modes of transportation and **discourage use of driving alone**

- UCSF embraces the City’s *Transit First* Policy and other TDM approaches promoted by SFMTA and SF Planning

- Most effective TDM programs at UCSF:
  - Parking Management and Policies
  - Shuttle Program
  - Availability of Campus Amenities
UCSF’s Parking Management

- **Limited parking supply and strict eligibility requirements** have implicitly encouraged use of **non-auto modes**

- **Limited parking supply:**
  - 2,665 spaces at Parnassus
    - 1 space for every 6.6 people
  - 3,170 spaces at Mission Bay
    - 1 space for every 3.5 people

- **Strict permit eligibility requirements:**
  - Faculty, staff grade 26+, fire/life/safety

- Preferred parking for E/V and carpool
UCSF’s Shuttle Program

- Serves 2+ million passengers a year
- Is offered free for use by UCSF employees, students, patients/family members, visitors and university guests
- Is paid for by parking revenues
- Connects to key MUNI, BART and Caltrain stops
- Aims to complement (not compete with) public transit

- Reduces day-time trips between campuses
- Contributes to sustainability goals because large number of UCSF buses are electric, so are “clean air” vehicles
UCSF’s On Campus Amenities

- Availability of on-campus and neighborhood amenities significantly lowers need for vehicles for commutes & daily errands
- UCSF already has an extensive on-campus amenity portfolio, with more planned:
  - Housing
  - Eateries, restaurants, and vending
  - Fitness centers
  - Banks, barbers, and florists
  - Pharmacies, dentists, and optometrists
  - Childcare
Other TDM Programs
Mobility Trends
Mobility Trends - Ride-Hailing Services (e.g., Uber/Lyft)

- Super convenient and still relatively inexpensive because of ongoing subsidies, but that could change!
- **Mode generates double the vehicle trips as an SOV**
- Mode does not generate “regular” parking-space demand, but requires passenger-loading spaces and areas
- At present, City of SF has limited regulatory control over ride-hailing companies; no way to effectively manage
- Issues with double parking, blocking bike/travel lanes, impeding on shuttle areas, and making illegal U-turns
Mobility Trends - Autonomous Vehicles

- **Autonomous Vehicles (AVs)**
  - Could increase curb space demand by 2-12x
  - Growth of AV, together with expansion of ride-hailing, require flexibility in policies and infrastructure related to parking and loading

- **Autonomous Delivery Technologies (TUGs, Robots and Drones)**
  - Need flexible infrastructure that can support these future trends
Mobility Trends – Public Transit

- Must remain competitive in the face of new options and technology
- Transit agencies are exploring partnership opportunities to extend and provide last-mile service
  - Other shuttle providers
  - Ferry service
  - Micro-transit for last-mile options
Current Parnassus Transportation Commitments
Current Parnassus Transportation Commitments

- In addition to existing TDM programs, other efforts to manage transportation impacts at Parnassus include:
  - Traffic-calming measures at Fifth/Kirkham (in partnership with City)
  - Strategies to reduce congestion through parking and loading improvements
  - Ongoing consolidation of campus deliveries
  - Existing on-campus housing minimizes vehicular and transit trips

- LRDP Accountability Mechanisms at Parnassus
  - Measure the % of UCSF employees who commute to/from Parnassus via single-occupancy vehicles vs. other modes of travel
  - Perform bi-annual Parnassus gateway counts
  - Supplement accountability mechanisms with additional studies and surveys, such as the patient/visitor survey
Transportation Considerations in the CPHP

- Irving Street Arrival: enhance mobility and improve vehicular and pedestrian wayfinding
- Expanded Millberry Union Garage off-street drop-off loop from Parnassus Avenue
- New Hospital drop-off loop (Potentially 150’- 250’)
- Fourth Avenue extension loading area
- Bridge and/or tunnel across Parnassus Avenue
  - Provide direct and expedited connection from the N-Judah
  - Relieve street-level congestion along Parnassus Avenue
- Proposed additional on-campus housing would provide limited parking and reduce vehicular traffic
- Proposed service corridor
Draft Transportation Vision and Goals
Draft Transportation Vision and Goals

Draft CPHP Transportation Vision:
Grow responsibly and promote neighborhood mobility by minimizing transportation impacts, improving the quality and availability of commute choices, and partnering with the community and the City to advance continuous improvements.

Five Draft Goals to Support the Vision:

1. **Reduce percentage** of vehicular travel by employees and patients
2. Reduce greenhouse gas emissions from commute and *intra-campus travel*
3. Address mobility challenges in *partnership* with the community, the City and SFMTA
4. **Manage the impact** of ride-hail and autonomous vehicles
5. Promote *active transportation* modes
Goal 1: Reduce percentage of vehicular travel by employees and patients

- **Commitment** to minimize the increase in commutes to manage the most direct transportation impact
- Additional strategies to reduce drive alones during peak hours can yield noticeable improvements
- Commute trips will continue to remain low or decrease as a percent of total commutes, thereby minimizing transportation impacts from driving and growth from the CPHP
- UCSF regularly monitors all modes of commute behavior
Goal 2: Reduce Greenhouse Gas Emissions from Commute and Intra-Campus Travel

- Work with UCSF Transportation Services and Office of Sustainability to offer incentives (preferred parking, discounts on E/V cars) to bend the curve of emissions
- Determine the specific emissions target based on UC sustainable practices policy goals
- Encourage the use of electric vehicles as key to achieving greenhouse gas emission reduction goals and minimizing the transportation impacts from the CPHP
Goal 3: Address Mobility Challenges in Partnership with the City, Community and SFMTA

- Support ongoing public transit improvement efforts for the community. **Ensure** that transit capacity is sufficient to meet anticipated UCSF demand and is not delayed by transportation impacts.
- Address challenges around the Parnassus Heights campus, such as improving passenger loading at curb spaces and building a bridge or tunnel crossing for improved pedestrian and patient movement across Parnassus Avenue.
- Improve **safety** for all travelers and calm neighborhood streets.
- Partner with SFMTA to ensure adequate transit capacity would increase the availability of commute choices and **improve mobility**.
Goal 4: Manage the Impact of Ride-Hail and Autonomous Vehicles

- Continue to work with partners such as the SFMTA (regulates the street right of way and runs Muni) to ensure access to UCSF and balance the needs of all street users.
- Continue to work to manage the impacts of existing and new travel technologies by minimizing delay caused by pick-up and drop-off and by ensuring UCSF shuttles are not impacted.
- Collect data on streets through Parnassus Heights, commute trips, accident rates, and visitor travel to inform curb management strategies.
Goal 5: Promote Active Transportation Modes

- **Connect** UCSF’s mission to advance health with the transportation vision by demonstrating that commuting by active transportation modes reduce transportation impacts and improve employee health.

- To improve employee wellbeing, provide commuters with quality and commute choices and **explore** new ways employees can do their work, including digital health practices that allow for remote access to UCSF.

- Increase employee wellness and health.

- **Measure** employee commuter satisfaction annually.

- CPHP promotes a vertical campus connection (park-to-peak). This would encourage and contribute to increasing wellness and health of the neighborhood and the community.
UCSF Listening Session
Public Comment
Recap
Next Steps
Next Steps

- Next meeting date
  - Tuesday, November 19
    Millberry Union