6.1 EXISTING SETTING

The UCSF Mount Zion campus site is approximately 7.6 acres on six contiguous city blocks in the Western Addition neighborhood of San Francisco (Figure 19). It is located approximately two miles northeast of the Parnassus Heights campus site and one mile east of the Laurel Heights campus site. The Mount Zion campus site is generally bounded by Bush Street to the north, Scott Street to the east, Post Street to the south, and Broderick Street to the west. UCSF-owned buildings are concentrated on a 'main block' bounded by Sutter, Scott, Post, and Divisadero streets.

The Mount Zion campus site is located in the commercial district of a mixed-use neighborhood, and is fully integrated with the city street grid. Most non-UCSF buildings along Divisadero Street consist of residential and office uses above ground-floor retail. Also in the vicinity of the site are private medical office buildings that are not affiliated with UCSF. Kaiser Permanente Medical Center is located on Geary Boulevard, one block to the southwest. Residential uses are widespread to the north and west, as well as directly across Scott Street to the east of the main block.

Clinical uses are predominant on the campus site. UCSF owns buildings at Mount Zion comprising 777,200 gsf (Appendix A), and leases another 45,300 square feet of space within a quarter-mile of the site, for a total of 822,500 gsf. The UCSF Medical Center at Mount Zion is the home of the Helen Diller Family Comprehensive Cancer Center,¹ with 91 licensed inpatient beds and an average daily census of 50 patients; the UCSF Women’s Health Center, Northern California’s only nationally designated Center of Excellence in Women’s Health; the Osher Center for Integrative Medicine (Osher); the Pain Management Center, Sleep Disorders Center, and Dialysis Center; and other outpatient programs. Cancer research is conducted in a building on Sutter Street.

Buildings at Mount Zion vary considerably in age, height (one to eight stories), and architectural style. Overall, development is moderately dense, with limited open space that includes a small courtyard adjacent to the Women’s Health Center, north of Sutter Street, and a rooftop garden on the Osher building, at the corner of Post and Divisadero streets. The main block has no useable open space; the center of the block is paved and used to accommodate the delivery of supplies and a small amount of parking.

Some buildings at Mount Zion are seismically compromised and must be retrofitted or demolished to comply with the UC Seismic Safety Policy. These are the Hellman building, located at the southeast corner of the main block; the Harold Brunn Institute building (Brunn), located north of the Hellman building; and the building at 2255 Post Street. The Hellman building has been determined to be potentially eligible for the California Register of Historical Resources.

In addition, the main hospital must be decommissioned or seismically retrofitted by 2030 to address state seismic regulations for acute care facilities.

The Dialysis Center building, while not seismically compromised, is considered obsolete and proposed for demolition.

UCSF owns and operates three parking garages and several surface parking areas totaling 475 parking spaces. Other garages, lots, and street parking are available nearby. Because parking in the vicinity is in high demand, patients and essential healthcare providers are given priority access to parking under UCSF’s control.

Mount Zion is well served by public transit. A UCSF shuttle stop is located on the south side of Sutter Street with direct connections to other UCSF sites. Parking is available for UCSF vanpools. Because of these available resources, about 70 percent of the Mount Zion employee population uses modes of transportation other than single-occupancy vehicles, including 10 percent who commute by walking or biking to the campus site.

¹ Helen Diller Family Comprehensive Cancer Center (Helen Diller Cancer Center) patient care services are integrated throughout UCSF; services are provided at UCSF Medical Center at Mount Zion, UCSF Medical Center at Parnassus Heights, the San Francisco General Hospital Medical Center, and the San Francisco Veterans Affairs Medical Center. Some of the patient care cancer activity will move to the Medical Center at Mission Bay when it opens in 2015. As for research, at the Mission Bay campus site, the Helen Diller Family Cancer Research Building (Diller Cancer Research) is a state-of-the-art research facility that opened in 2009, housing researchers who focus on the basic biological mechanisms of cancer. The Cancer Center’s laboratory research building at UCSF/Mount Zion includes more than 250 lab work stations and offices for 48 principal investigators. Cancer Center faculty investigators also conduct research at Parnassus Heights, in other facilities at Mission Bay, at San Francisco General Hospital, and at the San Francisco Veterans Affairs Medical Center.
Figure 19: Mount Zion Existing Ownership & Leases
6.2 MOUNT ZION SITE-SPECIFIC OBJECTIVES

The Mount Zion campus site was identified as an outpatient hub in the 2005 LRDP Amendment #2, which proposed the elimination of inpatient facilities at this site after relocation to the UCSF Medical Center at Mission Bay or Parnassus Heights. Accordingly, future development at Mount Zion is expected to be for clinical use, driven by the demand for outpatient space. It is estimated that approximately 75,500 gsf of additional outpatient space will be needed at Mount Zion through 2035.

Demolition of seismically compromised and obsolete buildings would allow the construction of new space to accommodate not only the outpatient growth described above, but also clinical programs at Parnassus Heights that may be relocated to Mount Zion, and the consolidation of functions from nearby leased space into owned space.

A primary driver of planning for Mount Zion is the need to enable patients to experience and navigate through the site with ease. To that end, clear connections between buildings, clustering of clinics whenever possible, and the thoughtful relationship of buildings to transit stops and parking facilities are important considerations.

Site-specific objectives for the Mount Zion campus site are:

A. Convert the Mount Zion campus site into a patient-friendly ambulatory care center to meet existing and future projected outpatient needs.
B. Address seismically compromised and obsolete buildings.
C. Develop new facilities to accommodate programmatic needs.
PROPOSALS FOR MOUNT ZION

- Renovate and reuse the existing hospital
- Demolish the Hellman, Harold Brunn Institute, and Dialysis Center buildings
- Construct new clinical and/or research space
- Retrofit or demolish the building at 2255 Post Street
- Develop open space
- Provide additional parking

6.3 MOUNT ZION PLAN ELEMENTS

6.3.1 LAND USE

Figure 20 illustrates the proposed campus boundary and functional zones. The proposed boundary encompasses only those buildings owned by UCSF. Since the site is primarily devoted to inpatient and outpatient uses, most of the site is within the Clinical functional zone. Exceptions are the Cancer Research building on Sutter Street, in the Research functional zone; an open courtyard, part of the adjacent Women's Health Center, in the Open Space functional zone; and two parking structures, located on Sutter and Post streets respectively, which are in the Parking functional zone.

The following LRDP proposals describe the current approach for fulfilling the site-specific objectives described above for the Mount Zion campus site:

- **Renovate and reuse the existing hospital.** The inpatient facilities at Mount Zion are provided in two interconnected buildings. Neither building will meet state seismic regulations after January 1, 2030, so both will require decommissioning as inpatient facilities by that date. Subsequent to the opening in 2015 of the UCSF Medical Center at Mission Bay, the inpatient uses at Mount Zion will be relocated to the Mission Bay campus site. UCSF proposes to repurpose the hospital as an ambulatory care center with ambulatory surgery. Vacated space would be backfilled with growth of the cancer program, expansion of outpatient services, and support space. The decommissioned hospital may also accommodate program space and clinics displaced from buildings proposed for demolition, and from nearby leased space if and when leases are not renewed.

- **Demolish the Hellman, Harold Brunn Institute, and Dialysis Center buildings.** The Hellman and Brunn buildings are seismically compromised, and both of these buildings plus the Dialysis Center building are considered obsolete. All three buildings are located on the east side of the main block. The LRDP proposes to demolish these three buildings, which total approximately 84,800 gsf.

- **Construct new clinical and/or research space.** One or more buildings (or a phased building) may be built on the east side of the main block where the Hellman, Brunn, and Dialysis Center buildings are located. Such a building(s) may accommodate up to 257,000 gsf of space for clinical and/or research uses. A building along Scott Street may be constructed up to 65 feet in height. To minimize the building scale at the street level, it would be designed with a 20-foot step-back at the 40-foot height level. It may also be set back from Post Street to align with the existing hospital building for a prominent landscaped entrance. A building on Sutter Street may be built up to 105 feet in height with a 20-foot setback along Sutter and Scott streets. Although not subject to the City’s height and bulk...
Figure 20: Mount Zion Proposed Functional Zones
restrictions, a building designed in this manner would comply with the City’s height limit, but not the bulk limit.

- **Retrofit or demolish the building at 2255 Post Street.** The 7,450 gsf building at 2255 Post Street is seismically compromised, and will be retrofitted or demolished.

All of these proposals taken together, including the approximately 257,000 gsf of new program space that may be built at the Mount Zion campus site through 2035, would result in a net increase at Mount Zion of about 172,200 gsf, assuming the building at 2255 Post Street is retained and retrofitted. This would bring the total of UCSF-owned space at the Mount Zion campus site to 949,400 gsf in 2035.

### 6.3.2 OPEN SPACE

The development of new facilities at Mount Zion provides the opportunity to integrate open space into future designs, particularly on the main block, which currently has no useable open space. In addition to providing open space on the campus site, in order to enhance the public realm when planning major new facilities on the main block, UCSF expects to coordinate with the City to consider potential improvements in adjacent public street rights-of-way, such as street trees; a possible wider sidewalk, passenger drop-off space, and parallel or angled parking along the west side of Scott Street; a planted median along Divisadero Street; and an extended landscape strip along Post Street (Figure 21).

- **Develop open space.** When the new space is constructed on the main block, a central courtyard could be developed for both campus and public use. The courtyard, which could be open-air or covered, would provide pedestrian access through the block.

### 6.3.3 CIRCULATION, TRANSPORTATION, AND PARKING

Existing and proposed shuttle, bicycle, and transit routes are depicted in Figure 22. Parking and loading facilities at the Mount Zion campus site are shown in Figure 23.

- **Provide additional parking.** When planning new building(s) on the main block, the need for additional parking should be considered, which could be provided in the building, underground, or off-site. Parking demand would be assessed when new development is pursued, and the community’s input would be sought at that time. Patients and essential healthcare employees would continue to be given parking priority.

UCSF will continue to enhance its Transportation Demand Management program and to encourage even greater use of public transit, UCSF shuttles, and other alternative modes of transportation. To improve site circulation, the existing loading dock on the main block may be relocated from the north side of the old hospital on Post Street into new building space on Sutter Street between the shuttle stop and potential garage entrance (Figures 22 and 23). This would allow supplies to be distributed to UCSF buildings above and below grade.

### 6.3.4 UTILITIES AND OTHER INFRASTRUCTURE

No significant changes to utilities or other infrastructure are proposed at the Mount Zion campus site. Any new buildings will require utility connections to surrounding public and private utilities.

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Roof garden at the Osher Building.
Figure 21: Mount Zion Proposed Open Space Plan
Figure 22: Mount Zion Proposed Circulation Plan
Figure 23: Mount Zion Proposed Parking & Loading Plan

1. 2420 Sutter St Garage (Owned)
2. 1701 Divisadero Garage (Owned)
3. Scott/Bush Lot (Owned)
4. 2325 Post St Garage/Osher (Owned)
5. 2300 Sutter St Garage (Non-UCSF Public Parking)
6. 2355 Post St Lot (Non-UCSF Public Parking)
7. 2186 Geary Blvd Lot (Non-UCSF Public Parking)
8. 2120 Geary Blvd Lot (Non-UCSF Public Parking)
9. 1515 Scott St Lot (Non-UCSF Public Parking)

Loading/Service Area
6.4 POPULATION

About 1,800 UCSF faculty and staff are located at the Mount Zion campus site. There are about 1,300 daily and 314,000 annual visits to its outpatient facilities. It is estimated that Mount Zion has a daily population of nearly 4,760 employees, students, patients, and visitors.

Based on the Medical Center’s outpatient projections, the annual outpatient visits could rise to over 420,000 with the implementation of the proposed 2014 LRDP program. Approximately 650 additional UCSF faculty and staff would be needed to support this increase in outpatient visitors, for a total of up to 2,500 employees.