

APPENDIX D: COMMUNITY PLANNING PRINCIPLES

ORGANIZATION OF THE COMMUNITY PLANNING PRINCIPLES

The five overarching principles describe how UCSF will communicate with neighbors about its physical development plans both on- and off-campus (as of adoption of the 2014 LRDP), and consider the cushioning of impacts that result from UCSF's development. In order to support the implementation of these five Overarching Principles, *Community Planning Goals* are also identified covering a range of potential topic areas, representing what UCSF will strive for in implementing the overarching principles. The goals are presented in alphabetical order by category.

OVERARCHING PRINCIPLES

OP1. COMMUNITY CONSULTATION

Recognizing community concerns about the potential negative effects of UCSF's development on adjacent neighborhoods:

- To the extent allowed by confidentiality agreements governing real estate transactions, UCSF will consult with the community before initiating a project that could result in property acquisition if the proposed project might not conform to the use, height, bulk, density, design, or open space restrictions established for the site by City zoning; would affect historic resources; or would require conditional use authorization or variance were the project to be developed by a private party.
- UCSF will consult with the community before decisions are made to intensify use of existing property. Optimizing use of its space and physical assets is a critical objective of UCSF during this next LRDP period.

This principle is not intended to eliminate the normal communication between UCSF and its neighbors during the life of a project regarding exterior design, landscaping, parking and traffic, or other project elements.

OP2. COMMUNITY NOTIFICATION

When UCSF acquires property, it will list these acquisitions on a website and notify the Community Advisory Group (CAG) and other neighbors as requested.

OP3. CUSHIONING OF IMPACTS

When UCSF acquires property¹ or intensifies use of existing

property,² it will, on a case-by-case basis, enter into discussions with community groups representing adjoining neighborhoods and/or with the City and County of San Francisco (City) to identify neighborhood impacts, if any, of such lease, acquisition, development and operations.

In the event that UCSF, the community groups, and/or the City agree that such impacts are likely to occur, UCSF will enter into further discussions with the community groups and/or the City to identify potential cushioning actions to offset such impacts. Any agreements by UCSF to undertake cushioning actions will be documented in a formal agreement between UCSF, the community groups, and/or the City. These agreements could utilize a community benefits district if one were to be established by the City.

The cushioning of impacts could be in addition to any mitigation measures that might otherwise be required to reduce significant impacts to a less-than-significant level as a result of any required CEQA review of a proposed project. OP3-guided actions are considered separate from and in addition to the proportional share funding described below in OP4.

As a state-supported institution, UCSF must manage its resources in a manner consistent with its mission. Therefore, monetary and non-monetary contributions to community facilities or programs must be consistent with UCSF's mission and directly benefit UCSF, its students, and its employees. Examples of voluntary community assistance measures might include (but are not limited to) physical improvements to open space facilities near UCSF sites; enhanced street lighting, landscaping, and street fixtures around the perimeter of campus facilities; shared open space on the UCSF campus; joint use of UCSF facilities for community and campus functions; and employment programs that serve the community and provide skilled workers for UCSF's programs.

OP4. "PROPORTIONAL SHARE" FUNDING

UCSF will provide "proportional share" funding³ to the City to pay for adopted mitigation measures that are the responsibility of the City and identified in CEQA documents prepared for UCSF projects to reduce or avoid UCSF's share of significant off-campus environmental impacts caused by UCSF development.

¹ "Acquire property": acquire property through lease or purchase, or acquire property by gift, and develop such property for UCSF use.

² "Intensify use of existing property": develop or change the use of an existing property if the proposed project would increase the square footage or population of the campus site in a manner that could reasonably be expected to trigger community concern.

³ CEQA Guidelines, Section 15126.4(a)(4)(B)

OP5. COMMUNITY INVOLVEMENT MECHANISM

The mechanism for ongoing community involvement in monitoring the UCSF development process and in negotiating agreements with adjoining neighborhoods is the UCSF CAG and/or its sub-committees, the CAG Action Teams. UCSF is responsible for the ongoing coordination and inclusion of neighborhood and community-based organizations in these planning efforts. Prior to development, UCSF will consult with CAG members for advice on appropriate community representatives for community consultation processes, depending on the location of the projects to be discussed.

COMMUNITY PLANNING GOALS

The following goals cover a range of potential topic areas and represent what UCSF will strive for in implementing the overarching principles. The goals are presented in alphabetical order by category.

AMENITIES AND SERVICES/PUBLIC SAFETY

- A1. Enrich the quality of life in the community by extending access to UCSF-provided services, facilities, and activities to the wider community neighboring UCSF, as capacity and availability allow. These services could include child care, public safety, meeting and event space, recreation, and other support activities appropriate to the goals of UCSF and the community. UCSF will seek opportunities for partnering with other entities, when appropriate, to provide these mutually desirable services, facilities and activities.
- A2. Support local efforts to increase fire and police protection, especially in neighborhoods with a high incidence of crime, and ensure that the campus safety officers are sensitive to the surrounding community.
- A3. Provide adequate security measures, including lighting, particularly in parking garages and exterior parking areas, to enhance a safe environment on all campus sites. These security methods should be designed in a manner that is sensitive to the surrounding community.

BUILDING AND PUBLIC REALM DESIGN

- BD1. Consider viewsheds of surrounding neighborhoods when designing new buildings.
- BD2. Follow the design principles of collaboration and a strong campus-community relationship. Consider adaptive reuse of building structures.
- BD3. Consider adaptive reuse of building structures.
- BD4. Incorporate pedestrian-friendly urban design principles so as to better relate campus buildings to the adjoining streetscape, landscape, public space, and pedestrian realm.

- BD5. Present proposed building designs, using 3-D modeling and other visualization techniques, to the public for review and comment at critical milestones.
- BD6. Consult with the community in the design of buildings and open space, to ensure that they are complementary to the surrounding neighborhoods while being inspiring, creative, and innovative.
- BD7. Ensure that a completed building or open space is true to the agreed-upon design; if financial constraints force changes, ensure that acceptable alternatives are identified, discussed, and evaluated with the community.
- BD8. Respect historically significant resources whenever possible.
- BD9. Conform to the planning and design principles set forth in UCSF's 2007 *Physical Design Framework* when planning for physical development at UCSF's campus sites. These principles are: respond to context while reinforcing identity; welcome the community; ensure connectivity to and within the campus; improve campus cohesiveness; create spaces to promote collegiality; and lead through conservation and sustainability.
- BD10. Consider prior community feedback on similar projects when designing new buildings or public realm elements.
- BD11. Consider screening of surface parking lots from adjacent parcels/streets, keeping in mind security concerns.

COMMUNITY

- C1. Conduct a planning and development process that invites community participation and is responsive to community concern.
- C2. Plan and design projects that take into consideration the unique characteristics and vitality of neighboring communities.
- C3. Be responsive and contribute to the community's need for access to primary and emergency care.
- C4. In partnership with the City, continue the San Francisco General Hospital affiliation.
- C5. Continue providing community health care services and outreach to diverse and underserved segments of the community.
- C6. Working with diverse communities in a culturally sensitive manner, enhance the community's familiarity and comfort in utilizing the health care resources and services available at UCSF.
- C7. Promote and expand community partnerships programs.
- C8. In partnership with the San Francisco Unified School District (SFUSD), City College of San Francisco, and

other educational institutions, provide educational opportunities for San Francisco students enrolled in K-12 or higher education institutions. Continue the Science and Health Education Partnership, a collaboration between UCSF and SFUSD wherein scientists and educators from both organizations work in partnership to support high-quality science education for K-12 students.

ECONOMIC IMPROVEMENT

- E1. Because patronization of locally owned businesses helps the vibrancy and economic well-being of nearby neighborhoods, UCSF will:
- Continue to actively participate in local merchants associations;
 - Ensure that employees and students are aware of local shopping opportunities;
 - Encourage use of local businesses when purchasing products and services, within the framework of University of California system-wide procurement policy; and
 - Offer guidance on "doing business with UCSF" to local businesses.
- E2. Encourage and support local employment opportunities.
- E3. Work with construction projects' general contractors to ensure that qualified San Francisco residents are aware of and have access to construction jobs on UCSF projects. For UCSF building projects with construction budgets exceeding \$5 million, UCSF will set voluntary local hiring goals in keeping with the City's local hiring mandates for city projects.
- E4. Coordinate hiring programs with community employment and job training programs, labor unions, San Francisco Unified School District, and San Francisco Community College District to maximize employment opportunities for city residents; work with community agencies to monitor job placements to ensure success.

ENVIRONMENTAL PLANNING AND SAFETY

- EP1. Community health is of paramount importance to UCSF. UCSF bioscience facilities and research laboratories are designed by UCSF and inspected by outside regulatory agencies for compliance with applicable city, state, and federal regulatory requirements for environmental health and safety; use and collection of hazardous chemicals and of radioactive and bio-hazardous materials; use of animals; and waste collection.
- EP2. Plan and locate UCSF's facilities to avoid hazards to the campus community and surrounding neighborhoods.

- EP3. Meet or exceed city, state, and federal standards with respect to health and safety, noise, and construction-related environmental impacts.

HOUSING

- H1. Make a positive contribution to San Francisco's affordable housing stock by directly providing housing and by using financial and technical resources to assist with the development of increased housing opportunities for UCSF students, staff, and faculty in order to relieve housing demand in the local community.
- H2. Ensure that UCSF development will seek to avoid adversely affecting the availability and affordability of housing. Address the need for student and junior faculty housing by making additions to the existing housing stock, while respecting existing neighborhood character.
- H3. Avoid displacement of existing residential units or individuals who could be displaced by converting housing to other uses. Continue the UCSF practice of not acquiring existing residential property for non-residential use.
- H4. Should UCSF lease or purchase existing residential property for residential use and displacement occurs, assist in securing suitable and equivalent replacement housing for existing residents or tenants prior to displacement – in the same neighborhood, if possible.

LAND USE

- LU1. Plan for growth and renovations that are substantially consistent with use limitations and height and bulk limitations in City planning and zoning codes that exist at the time UCSF initiates the site selection process for such growth and renovation projects. The University should consider City planning proposals that are underway. UCSF will endeavor to be consistent with applicable land use plans and mitigation approaches where consistent with UC policy, while respecting specific neighborhood plans and concerns.

With respect to other provisions of the planning and zoning codes, such as off-street parking, UCSF will comply with such provisions or, if unable to comply strictly, will attempt to address impacts of its development with alternative measures, whether physical or operational.

- LU2. Work with relevant governmental planning agencies or community-based planning organizations to serve as a model for coordinated planning in San Francisco.
- LU3. Ensure that future UCSF development is compatible with physical surroundings in use, scale, and density, and that surrounding land uses do not negatively

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affect UCSF's activities. Similarly, ensure that UCSF's activities do not negatively affect surrounding land uses.

- LU4. Support open space and waterfront access in adjacent neighborhoods (consistent with OP3, "Cushioning of Impacts").
- LU5. Plan and develop facilities to maximize public benefit while meeting UCSF's programmatic needs and not negatively impacting surrounding neighborhoods.
- LU6. Attempt to locate programs on UCSF campus sites first, prior to leasing or acquiring additional property off-campus.
- LU7. Target expansion in areas that have indicated a desire for UCSF-related uses.
- LU8. Coordinate planning and environmental review efforts with the City.
- LU9. Preserve the Mount Sutro Open Space Reserve as permanent open space.
- LU10. Work toward compliance with the Parnassus Heights space ceiling and adhere to boundaries for the Parnassus Heights campus site.
- LU11. In recognition that vacant UCSF parcels or buildings could contribute to neighborhood blight and security concerns, UCSF to maintain vacant sites and communicate with neighbors regarding intentions for unused sites. If development of a particular site is not anticipated within five years, UCSF will consider an interim use for the site.

SUSTAINABILITY

- S1. Meet or exceed guidelines and standards in the University of California's *Sustainable Practices Policy* when planning and developing projects. Policy goals are categorized as follows: Green Building; Clean Energy; Climate Protection Practices (including greenhouse gas reduction); Sustainable Transportation; Sustainable Building Operations; Recycling and Waste Management; Environmentally Preferable Purchasing Practices; Sustainable Foodservices Practices.

TRANSPORTATION

- T1. Coordinate with relevant agencies to minimize congestion and provide viable transportation alternatives to single-occupancy vehicles.
- T2. Coordinate UCSF planning and development efforts with San Francisco Municipal Transportation Agency operations within and around campus sites.
- T3. Remain committed to San Francisco's *Transit First* policy and appropriate transportation demand management strategies.
- T4. Recognizing UCSF's position as the second largest

employer in San Francisco, take a leadership position to advance San Francisco's Transit First policy and to advocate for sustainable transportation solutions including increase in public transit ridership, use of alternative fuel vehicles, traffic calming measures, transportation demand management, demand pricing, off-peak delivery of goods and services, smart phone technologies, and other innovative strategies.

- T5. Take into account transportation impacts at both the neighborhood and citywide levels in planning for UCSF's facilities.
- T6. Avoid building parking in excess of anticipated need.