UCSF Parnassus Heights
Re-envisioning Process
Community Working Group Meeting #3

December 10, 2018
Agenda

- Welcome, Introductions, Agenda Overview, and Review of Last Meeting
  *Barbara J. French, Vice Chancellor, Strategic Communications and University Relations*

- Community Open House
  *Daniel Iacofano, CEO, MIG*

- Campus Amenities and Housing – Issues and Opportunities
  *Clare Shinnerl, Associate Vice Chancellor, Campus Life Services*

- Big Ideas and Draft Plan Alternatives
  *Kate Howe, and Vaughan Davies, Perkins Eastman*

- Public Comment

- Next Steps
Community Open House
UCSF Comprehensive Parnassus Heights Plan
Community Open House

- November 26, 2018, from 6:30 PM to 8:30 PM
- Millberry Union
- Approximately 30 attendees

The purpose of the Open House was to solicit feedback from community members on five key topics:

- Campus Improvements to Benefit the Neighborhood
- Mobility
- Public Realm
- Programs and Amenities On-Campus
- Housing
Campus Improvements to Benefit the Neighborhood

Suggestions included:

- Continue to provide a fitness center
- Improvements to the library (e.g. extended hours and public small meeting rooms)
- Elevators, bridges and tunnels for pedestrians
- More community events, including educational events
- Access to scenic views and a “Park to Peak” concept
- Better access to primary care doctors
Mobility

Issues:

- Traffic on Parnassus
- Pedestrian safety
- Idling ride-hailing services

Opportunities:

- Improve bike lanes
- Enhance wayfinding
- Continue to refine/implement TDM strategies
- Create elevators, tunnels and skyways
- Consider public access to UCSF shuttle
- Improve traffic enforcement
- Drop-off zone for rideshare
Public Realm

Issues:

- Safety and security
- Protection of historic buildings
- Forest protection

Opportunities:

- Expand access to view corridors
- Activate Irving Street to create a welcoming environment
- Create a campus center: plaza, atrium, green space
- Improve landscaping on Parnassus
- Plant more trees and provide more open space on campus
- Improve access to Mount Sutro trails
Programs and Amenities on Campus

Issues:
- Limited budget for cultural activities

Opportunities:
- Modernize the food court
- Create small meeting spaces
- Improve swimming pool or create outdoor pool
- Create an amphitheater to support the arts
- Organize more community events and lectures (including programs for seniors)
Housing

Issues:
- Lack of affordability
- High demand around UCSF drives rent increases

Opportunities:
- Increase density of Aldea
- Increase campus housing with taller buildings
- Work with local homeowners to provide short-term housing
- Find creative ways to address the cost-of-living issue citywide
Campus Amenities and Housing – Issues and Opportunities
Housing, Fitness & Recreation, Retail, Conference Services, Childcare, & Mount Sutro

December 10, 2018

Clare Shinnerl
Associate Vice Chancellor, Campus Life Services
clare.shinnerl@ucsf.edu
Campus Life Services

- Motto for Campus Life Services: *Making Life Better Here*

- CLS units denoted with ★ are “auxiliary,” which means they are self-supporting
  
  ★ Transportation
  ★ Parking
  ★ Housing
  ★ Fitness & Recreation
  ★ Retail
  ★ Conference Services

- Family Services (childcare)
- Facilities Services
- Utilities
- Sustainability

- ~ 900 staff work in CLS, including arborists, bus drivers, cooks, designers, engineers, leasing managers, lifeguards, locksmiths, painters, photographers, plumbers, public health professionals, event producers, and yoga instructors – just to name a few
Please visit us at: Campuslifeservices.ucsf.edu
Campus Housing

- 963 students and trainees live in 632 campus units
- Only able to house 15% of student & trainee population
  - UCSF’s total student population ~3,130
  - UCSF’s trainee (post docs, fellows, residents) population ~3,060
- Because of housing shortage, priority is given to students and trainees new to UCSF and lease term is capped at two years
- Until sufficient supply, cost of living allowance for students = $200 / month
- UCSF rents for students and trainees ~30% – 40% below market
- Only ~40 faculty live in 40 campus units in avenue houses and Mission Bay
Campus Housing
672 units (632 student & trainee units | 40 faculty units). Built 1906-2006

Aldea – Parnassus / Mt. Sutro

Irving Street - Parnassus

3rd and 5th Avenue Houses - Parnassus

Block 20 - Mission Bay
Campus Housing

- Studies suggest majority of students and trainees want to live on campus without strict term limit. Corresponds with demand for ~2,030 units

- Three student and trainee housing projects planned through 2025

- Demand is contingent upon rents at 30-40% below market

Note: UC Hastings unit count is provisional
Campus Housing

- The Tidelands (two structures) at 590/600 Minnesota St
- Opening June 2019
- Walking distance from Mission Bay Campus
- 595 Units ~710 leases
- Includes 127 parking spaces w/ rideshare pod
- Includes UCSF shuttle stop
Campus Housing

- The Tidelands unit type, unit size (asq / assignable square feet), and estimated rental rates starting in June 2019
  - 111 x 2-Bedrooms
    - 500 – 540 asf
    - $1,307 per person
  - 381 x Efficiencies
    - 230 – 250 asf
    - $1,722
  - 103 x Studios
    - 340 – 350 asf
    - $1,948
- All are fully furnished
Campus Housing

Affiliating with UC Hastings for future “Academic Village”

1. New Housing at 198 McAllister | ~237 UCSF units | 2022
2. Renovated Housing at 100 McAllister | ~104 UCSF units | 2025
Campus Housing

- UCSF/UC Hastings affiliation a good fit
  - Graduate-level
  - UC Hastings and other law schools “right sizing;” UCSF growing
  - UCSF already successfully provides shared services to UC Hastings
    - Police
    - Copiers, printing (course readers, letterhead, etc.)
  - UC Hastings is proximate to all UCSF campuses
  - Will provide UCSF’s shuttle service
Campus Housing

- Currently have 40 faculty units on campus
- Studies suggest that UCSF has demand for 345 faculty units
- Demand predominantly from incoming junior faculty
  - For a three-year “acclimation period”
  - Separate from students/trainees
  - With upgraded amenities
  - Pet-friendly
- After the “acclimation period,” most faculty want to purchase a home
- UC Office of the President has improved its home loan program for certain faculty
- There will be faculty rental units at UC Hastings
Campus Housing

- Fortunate recipient of a donated property with 71 units intended for faculty
- Property near Mount Zion
- Includes garage parking
- Renovating to bring up to UC code requirements (already meets city code)
- Opening summer 2020
- Two- and one-bedroom units
- Rents and lease terms are pending
Campus Housing

- In 2017, employees of public universities and health care institutions in SF received a general preference for 50 (25%) of the units at FIVE88, an affordable Mission Bay housing complex.

- Eligibility: 60% of Area Median Income (AMI) (< $48,900 2 pp HH)

- Most of the 50 units were filled by UCSF staff.

- May have some workforce housing at Hastings.

- Other workforce housing opportunities underway w/ developers that have AMI targets.
Fitness & Recreation Centers

- UCSF operates two full-service fitness centers (Mission Bay and Parnassus), both are open to the public.
- Many different public membership rates, including a senior rate.

<table>
<thead>
<tr>
<th>Millberry Union</th>
<th>Membership #</th>
<th>Membership %</th>
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</thead>
<tbody>
<tr>
<td>UCSF Members</td>
<td>2585</td>
<td>59%</td>
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<tr>
<td>General Public Members</td>
<td>1778</td>
<td>41%</td>
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<tr>
<td>Total Members</td>
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<table>
<thead>
<tr>
<th>Millberry Union</th>
<th>Membership Monthly Revenue $</th>
<th>Membership Monthly Revenue %</th>
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</thead>
<tbody>
<tr>
<td>UCSF Members</td>
<td>$160,000</td>
<td>66%</td>
</tr>
<tr>
<td>General Public Members</td>
<td>$83,000</td>
<td>34%</td>
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<tr>
<td>Total Members</td>
<td>$243,000</td>
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- General public revenue subject to Unrelated Business Income Taxes (UBIT)
Fitness & Recreation Centers

https://campuslifeservices.ucsf.edu/fitnessrecreation/services/membership

- Unlimited Group X Classes
- Outdoor & Indoor Pools
- Drop-in Sports & Leagues

- F45 Unlimited Membership
- Premier Membership
- Other Fitness Options
Retail Services

- On-site retail provided for the benefit of our very busy UCSF community of faculty, staff, students, and patients
- Other than the hospital cafeterias, retail is operated as a vendor lease (rental)
- Retail strategy guides the types of services needed and where
- Example in strategy: Include retail within building according to the following matrix

<table>
<thead>
<tr>
<th>Building Occupancy</th>
<th>Vending</th>
<th>ATM</th>
<th>Coffee</th>
<th>Café</th>
<th>Shop/Other Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1000 (ie: 654 Minnesota)</td>
<td>☀️</td>
<td></td>
<td></td>
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<tr>
<td>1000-1500 (ie: 400 Parnassus)</td>
<td>☀️</td>
<td>☀️</td>
<td>☀️</td>
<td>☀️</td>
<td></td>
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<tr>
<td>1500+ (ie: Genentech Hall + Byers)</td>
<td>☀️</td>
<td>☀️</td>
<td>☀️</td>
<td>☀️</td>
<td>☀️</td>
</tr>
<tr>
<td>Campus Core (ie: Millberry Union, Gene Friend Way)</td>
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<td>☀️</td>
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</tbody>
</table>
Retail Services (Parnassus)

- 17,314 square feet of retail space at Parnassus
- 57% Food | 11% Shop | 15% Bank/ATM | 17% Other
- At Parnassus, retail is primarily centralized in Millberry Union

Food Service (All locally owned)

- Café Bellini
- Carmelina’s
- Jamba Juice
- Subway
- Palio Café
- Ladle & Leaf
- Farmers’ market
- UCSF “Moffitt” cafeteria

Other Retail

- Campus bookstore
- Walgreens (Pharmacy)
- Flower Shop
- Golden One
- Optical Dispensary
Retail Services

Food vendors committed to:

- Achieving UC’s “zero waste” goal by 2020
- Procuring 20% sustainable foods by 2020
- Phasing out the non-therapeutic use of antibiotics in agriculture
- Not selling beverages sweetened with sugar (no coke, pepsi)
- Labeling healthy foods as “Smart Choice,” to encourage healthy eating
- Reducing single-use plastics
Conference Services

- Given the large number of academic, scientific, medical, and administrative meetings and conferences organized by UCSF, on-site conference facilities are highly desired.

- Common practice for institutions of higher education to have on-site venues.

- UCSF’s largest conference center is at Mission Bay (12,500 sf)
  - Operated by Aramark
  - Staffed by UCSF employees

- Because UCSF’s conference centers must be self-supporting, venues may be used by the public.

- Public revenue subject to Unrelated Business Income Tax (UBIT)
Conference Services

- Parnassus offers small venues:
  - Conference center (2,240 sf) in Millberry Union
  - Community room at Aldea (1,500 sf)
- Millberry Union is a fee for service (for all customers) and open to the community
- Aldea has a number of days open for community use
Child Care

UCSF is committed to being a family-friendly environment

- Operate four on-campus centers for 529 children! with Bright Horizons as service provider
  - 2 at Parnassus (Kirkham & Lucia)
  - 1 at Mission Bay
  - 1 at Laurel Heights
- Community agreement for 3 slots in Kirkham for radius around Kirkham Street
- With opening of new center at Mission Bay (largest in SF w/ 296 slots), shortfall somewhat improved (now only -200)
- As population grows, -200 will increase to -300
Mount Sutro

- Mount Sutro, an urban oasis, is a 61-acre open space reserve owned by UCSF and operated by CLS Facilities
- Includes the UCSF Chancellor's Residence and the Aldea Housing and Conference Center
- Open year round to the public and features more than 5 miles trails for hikers, trail runners, dogs on leash and cyclists
- UCSF recently approved a long-term vegetation management plan to improve the health and safety of the Reserve
- New trail opening soon connecting western end of campus to the trail system (Sunset Trail)
Big Ideas and Draft Plan Alternatives
COMPREHENSIVE PARNASSUS HEIGHTS PLAN

DRAFT ALTERNATIVES REVIEW
AGENDA

What are the Big Ideas?

• Community Engagement Process – Takeaways

• Summary of Alternatives
Boundary area considered for the Comprehensive Parnassus Heights Plan (CPHP)
SIX BIG IDEAS

1. Create the campus heart
   Can the CPHP generate a campus heart that sparks conversations, collaboration and engagement? Can it be the next postcard destination and further the sense of pride at UCSF?

2. Form complementary districts
   A series of planned building projects will redefine long-term campus relationships. How can the CPHP organize its functions, while providing opportunities for convergence of the missions?

3. Emphasize connections for convergence
   A series of concourses will offer multi-purpose, cross-disciplinary spaces, to respond to the need for improved wayfinding, collaboration and social gathering.

4. Park to Peak – A vertical campus
   Can UCSF introduce long and short-term design interventions that take advantage of topography? Can these connections improve the public perception of UCSF as a place?

5. Parnassus Ave. is the campus main street
   Can the street be designed for a comfortable pedestrian experience while allowing for local access? Can the CPHP rethink how and where people park?

6. Irving St. connects to the community
   Can UCSF better welcome visitors, patients and the public into the campus? Can improved access to the neighborhood help support local businesses?
CREATE THE CAMPUS HEART

Can the CPHP generate a HEART OF CAMPUS that sparks conversations, collaboration and engagement? Can it be the next POSTCARD DESTINATION and further the sense of pride at UCSF?

IMPACT ON DAILY USER

Centers the campus experience around a unique place
Proposes new spaces for campus life and activities
Allows for serendipitous encounters at the heart of UCSF
Regroups convenient services in a central location

HEART OF CAMPUS* Locate a campus core and design for a central UCSF experience. This campus heart creates the next ‘postcard destination’ and develops a sense of place at Parnassus.

Programmatic intentions
- Socializing
- Listening
- Engaging
- Sharing
- Convening
- Connecting
- Entertaining

*Location is conceptual only.
CREATE THE CAMPUS HEART - TODAY
CREATE THE CAMPUS HEART - TOMORROW

New Panoramic Public Space on top of the existing Millberry Garage.
A series of planned building projects will redefine long-term Campus Relationships. How can the CPHP organize its Functions, while providing opportunities for convergence of the missions?

Big Idea #2

**ALDEA** Explore potential increase of family oriented housing

**ACADEMIC + RESEARCH COMMONS**
Connect research programs to education spaces, and science on display

**WEST SIDE**
Diversify and intensify land uses to support UCSF mission

**CLINICAL EAST END**
Consolidate clinical activities to East End

**SUPPORT CORRIDOR**
Consolidate separate services and material handling

**IMPACT ON DAILY USER**
Organizes campus with intuitive wayfinding.
Facilitates collaboration.
Fosters efficient workflows.

A Option to relocate non-critical parking and services off Parnassus Ave.
B Clear links between the community and Parnassus Ave
C Central location for integrated research programs
D Design a “heart of campus”
E Patient related research in proximity of hospital
F Clear pathways to and from parking, legible wayfinding for patients, visitors and staff
WEST SIDE - TODAY
New front door on the West End, bridging the campus to the neighborhood
EMPHASIZE CONNECTIONS FOR CONVERGENCE

BIG IDEA #3

A series of concourses will offer multi-purpose, cross-disciplinary spaces, to respond to the need for IMPROVED WAYFINDING, COLLABORATION and SOCIAL GATHERING.

IMPACT ON DAILY USER

Inspires public encounters with innovation at UCSF. Encourages active participation in the mission. Acts as wayfinding for internal and external users. Responds to the need for a variety of convening spaces.

MULTI-LEVEL CONCOURSE*

Create new cross-campus links to connect researchers, clinicians, faculty, students and administrators. This opportunity for knowledge exchange transforms the campus into an inspiring place to be.

*Locations are conceptual only.

Potential concourse programs

Secure upper floors (i.e. 4-16)

• Shared services
• Science in Progress
• Portals to areas of research
• Food venues
• Recharging lounges
• Conferencing facilities

Open ground floors

active public engagement

• Public science on display
• Public forum space
• Health Sciences & Art center
• Food venues
• Secure areas for student storage and amenities
Expanded Saunders Court and Forum / Campus Union.
Can UCSF introduce long and short-term design interventions that take advantage of **topography**? Can these connections improve the public perception of UCSF as a **place**?

### Impact on Daily User

- Provides universal access to viewpoints, with new mobility assisted connections
- Improves “pride of place”

**A** Buildings connected at various levels: topography is an advantage and an opportunity for universal design

**B** Prominent, inviting trailheads into Mt. Sutro with clear wayfinding

**C** Green roofs and terraces

**D** Potential home to Sutro volunteer groups
PARK TO PEAK - TODAY
New arrival sequence at Irving Street, activated urban edge with integrated transportation.
PARNASSUS AVE. IS THE CAMPUS MAIN STREET

BIG IDEA #5

Can the street be designed for a comfortable PEDESTRIAN EXPERIENCE while allowing for local access? Can the CPHP rethink how and where people PARK?

**IMPACT ON DAILY USER**

*Increases visibility for activities inside buildings.*
*Improves safety of Parnassus Ave. crossing.*
*Eases passage between clinical services.*
*Separates patient (public) vs. non-patient entries.*

**A** Optimized parking garages  
**B** Managed curb space, with easy pick-up and drop-off with an improved pedestrian experience  
**C** Prominent entry / drop-off for patients and first time users of the future hospital  
**D** Connection across Parnassus Ave, linking clinical activities  
**E** Locate non-critical parking and services off Parnassus Ave  
**F** Improve aesthetics for a coherent, unified street front on Parnassus Avenue
Parnassus Avenue as the main street, new front door to the campus.
IRVING STREET CONNECTS TO THE COMMUNITY

BIG IDEA #6

Can UCSF better **WELCOME** visitors, patients and the public into the campus? Can improved access to the **NEIGHBORHOOD** help support local businesses?

**IMPACT ON DAILY USER**

- Improves arrival experience for transit users, cyclists and pedestrians
- Adds more variety of retail and convenient services
- Improves areas for campus life and amenity

**IMPACT**

- A Enhanced entrance to campus
- B Integrated transit: Muni, rideshare, drop-off, pick-up
- C Screened parking garages
- D Retail and active uses
New arrival sequence at Irving Street, activated urban edge with integrated transportation.
COMMUNITY ENGAGEMENT – WHAT WE HEARD

- Open space and green space throughout campus
- Connect campus to other open spaces within the district
- A more unified, welcoming, and vibrant appearance
- Improved amenities, programs and retail options
- Community health and wellness; consider establishing wellness center/clinic
- Improved parking solutions and better traffic management/flow
- Multimodal connections; TDM; Pedestrian safety and congestion mitigation
- Be a leader and think creatively about housing
KEY QUESTIONS

• Does the Alternative create a **compelling future vision**?

• What aspects most enhance the community?

• What trade-offs are most important?

• Does the Alternative create better integration between campus and the neighborhood?
EXPLORING THREE ALTERNATIVES

ALTERNATIVE A
“Selective Improvements”

ALTERNATIVE B
“Expanded Saunders”

ALTERNATIVE C
“Transformation”
ALTERNATIVE A - “SELECTIVE IMPROVEMENTS”
ALTERNATIVE A - “SELECTIVE IMPROVEMENTS”

- New arrival sequence
- New panoramic public space on remodeled garage roof
- New “Front Door” on Parnassus
- Western “front door”
- Campus concourse
- New research
- Reface buildings on Saunders
- New residential
- Utilidor
### ALTERNATIVE A – CHANGES

**New Programs**

1. Contemporary Research
2. Program- Irving to Parnassus
3. Active Frontage on Irving
4. West Side Housing + Parking Opportunities
5. Child Care @ Proctor Site
6. Patient Family Housing @ Lucia Site
7. New “Front Door” @ Parnassus

* Moffitt assumed to renovated after the New Hospital is constructed.
ALTERNATIVE B - “EXPANDED SAUNDERS”
ALTERNATIVE B - “EXPANDED SAUNDERS”

- Western “front door” and 4th Ave
- Campus concourse
- New arrival
- Consolidated clinical
- More transparent facades
- Contemporary buildings
- Campus Amenities at Saunders
- Service corridor “utlidor”
- Park, parking + residential opportunity
ALTERNATIVE B - CHANGES

New Programs

1. New Contemporary Building #1
2. New Contemporary Building #2
3. Housing West Side + Parking Structure
4. Campus amenities + Forum @ Saunders
5. Irving to Parnassus Program spaces
6. Library Expansion – Program
7. Aldea Child Care
8. Patient Family Housing @ Lucia Site
9. Housing @ Proctor Site

* Moffitt assumed to be renovated after the New Hospital is constructed.
ALTERNATIVE C - “TRANSFORMATION”
ALTERNATIVE C - “TRANSFORMATION”

- “Front Door” and 4th ave reconnected
- A porous street front
- New arrival sequence
- Consolidated clinical
- Contemporary bldgs
- Enclosed atrium
- Parking and residential opportunity
- Utilidor
**New Programs**

1. Contemporary Building #1
2. Contemporary Building #2
3. Housing Opportunity
4. Campus Amenities
5. Concourse + Forum
6. ACC Podium Expansion
7. ACC Tower Expansion
8. New Program Building
9. Replacement Parking
10. Child Care @ 4th Ave
11. Patient Family Housing @ Lucia Site
12. Housing @ Proctor site

- Major CPHP renovations
- New buildings

* Moffitt assumed to be renovated after the New Hospital is constructed.
CPHP IN THREE PHASES

- **Phase 01**
  - 2019-2025
  - FIRST IMPRESSIONS

- **Phase 02**
  - 2025-2030
  - MISSION CRITICAL

- **Phase 03**
  - 2030-2040
  - HORIZON

Concurrent with Hospital addition

Concurrent with Moffitt renovation
FURTHER STUDY NEXT STEPS

• Circulation Analysis – Pedestrian, Visitor, Faculty, Vehicular, Delivery, etc.

• Technical Constraints – Feasibility of architectural interventions

• Cost Estimates
  • Fiscal – Balance between old and new buildings on campus
  • Value – Financial viability, funding availability and opportunity cost

• Security – Expand upon points of control and types of spaces
KEY QUESTIONS

• Does the Alternative create a compelling future vision?
• What aspects most enhance the community?
• What trade-offs are most important?
• Does the Alternative create better integration between campus and the neighborhood?
• What else should we be aware of?
THANK YOU
Public Comment
Next Steps
Next Steps

- Parnassus Heights campus tours with Community Working Group members
  - Friday, December 14
  - 2 p.m.

- Next meeting date:
  - Wednesday, January 24, 2019
  - Millberry Union
  - 6:30 p.m.