UCSF Parnassus Heights Re-Envisioning Process

Community Open House

March 20, 2019
Agenda

- Welcome and Introductions (Barbara J. French, Vice Chancellor, Strategic Communications and University Relations)

- Why UCSF Parnassus? (Daniel Lowenstein, Executive Vice Chancellor and Provost)

- Community Engagement Process and Draft Community Ideas (Daniel Iacofano, CEO, MIG)

- Preferred Alternative (Kate Howe, Project Manager, Perkins Eastman)

- Next Steps and Work Stations (Daniel Iacofano, CEO, MIG)
Why Parnassus?
PARNASSUS HEIGHTS
Community Open House
March 20, 2019
Executive Vice Chancellor and Provost Dan Lowenstein
HISTORY AND BACKGROUND

The Parnassus Heights Campus has been integral to UCSF for more than 100 years. UCSF is dedicated to ensuring its place as a vital contributor to our research, education, and patient care mission.

Parnassus Heights is home to the UCSF Dental Center and the UCSF Helen Diller Medical Center, the #1 hospital in California and a vital provider of care to residents of San Francisco, the Bay Area and beyond.

Parnassus Heights houses some of the best translational science in the world – immunology, stem cell biology, diabetes, neuro-oncology, transplant biology, among others – and offers great possibilities for new, leading-edge programs.

Inter-professional collaboration is core to UCSF’s educational mission, and Parnassus Heights is the base for all four of our professionals schools: Dentistry, Medicine, Nursing, and Pharmacy.
CHIEF COMPLAINT

**CC:** Otherwise healthy 26 y.o. woman referred by her primary care physician because of a recent witnessed (clear-cut) generalized tonic-clonic seizure. In retrospect, she recalls a few episodes in the past of a “funny feeling” in her stomach that may be followed by feeling “spacy” and confused. The family history is notable for a cousin with febrile seizures and a niece with epilepsy.

**Exam:** Normal

**Labs:** High-resolution MRI normal. EEG…
MAKING SENSE OF IT ALL...

1. Why did this happen to me?
2. Can you help me?
3. What does my future hold?
COMPREHENSIVE PARNASSUS HEIGHTS PLAN

Why a re-envisioning process?

The opportunity exists to create a unique integration of clinical, research and education missions within a cohesive identity, while inviting access to community spaces, improving connection and linkage with the adjacent neighborhood, and linking the campus to the area’s natural beauty (“park to peak”).

Why now?

• After 20-plus years, Mission Bay is well established and research and collaboration are thriving.
• Parnassus Heights is aging. Its infrastructure, buildings and interior spaces require significant renewal and investment.
• We must improve our research and academic space to keep us at the cutting edge of discovery to ultimately advance patient care.
OBJECTIVES

• Develop a long-term, holistic plan for Parnassus Heights with discrete, measurable impact through the preparation of a Comprehensive Parnassus Heights Plan.

• Ensure that the UCSF Parnassus Heights campus remains a flagship destination for the best clinical care, life sciences research, and education in the U.S.
PARNASSUS: RESEARCH AND TRAINING UNIVERSITY

• Our objective is to ensure a holistic, integrated plan, enabling spaces for clinical and translational research in or adjacent to clinical areas and an enhanced clinical space that also is welcoming to patients.

• In 2018, guiding principles for the planning and design of the New Hospital at Parnassus Heights were developed. Based on this visioning work, master planning is beginning and will continue into 2020.

• Design currently is planned to begin in 2020. Demolition of LPPI and subsequent construction is planned to begin in 2023, with the first patient expected to be seen in 2029.
PARNASSUS HEIGHTS CONTINUES TO BE SEAT OF ADULT CLINICAL CARE; PRIORITIZES IMPROVING THE PATIENT EXPERIENCE WHILE IMPROVING SELECT AREAS OF ADVANCED RESEARCH.

WHAT WE HEARD UCSF PROJECT PRIORITIES:

- Enhance patient and visitor experience.
- Contemporize research and education space.
RESEARCH AT PARNASSUS – WHY?

The Parnassus campus has grown to become a city within the city, with an average daily population of 17,400 people, including faculty, staff, students, patients, and visitors.

The last significant completed milestone was February 2011 with the opening of the Ray and Dagmar Dolby Regeneration Medicine Building, the headquarters of the Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF. Designed by internationally renowned architect Rafael Viñoly, the building provides a dramatic statement of UCSF’s commitment to the Parnassus site.
Community Engagement Process and Draft Community Ideas
# Re-Envisioning the UCSF Parnassus Campus: Community Engagement Process

**Revised 12/6/18**

## Community Meetings

<table>
<thead>
<tr>
<th>DISCOVERY</th>
<th>ALTERNATIVES</th>
<th>FUTURE DIRECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAG Meeting 1</strong> September 5th</td>
<td><strong>CAG Meeting 2</strong> December 5th</td>
<td><strong>CAG Meeting 3</strong> March 6th</td>
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<tr>
<td><strong>Community Working Group Meeting 1</strong> October 1</td>
<td><strong>Community Working Group Meeting 2</strong> October 24</td>
<td><strong>Community Working Group Meeting 4</strong> January 24</td>
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<tr>
<td><strong>Community Working Group Meeting 3</strong> December 10</td>
<td><strong>Community Working Group Meeting 5</strong> February 27</td>
<td><strong>Community Working Group Meeting 6</strong> April 25</td>
</tr>
<tr>
<td><strong>Neighborhood Open House 1</strong> November 26</td>
<td><strong>Neighborhood Open House 2</strong> March 20</td>
<td><strong>Neighborhood Open House</strong> June 12</td>
</tr>
<tr>
<td><strong>Summary Memo</strong> Parnassus Neighborhood Issues and Opportunities</td>
<td><strong>Draft Parnassus Community Working Group Report</strong></td>
<td><strong>Parnassus Community Working Group Report</strong></td>
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## Reports and Memos

<table>
<thead>
<tr>
<th>DISCOVERY</th>
<th>ALTERNATIVES</th>
<th>FUTURE DIRECTION</th>
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<tbody>
<tr>
<td><strong>May 2018</strong></td>
<td><strong>September 2018</strong></td>
<td><strong>March 2019</strong></td>
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<tr>
<td><strong>June/July 2019</strong></td>
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Community Process
Opportunities for Engagement

- Community Working Group (5 meetings to date)
- Community Survey – August 2018 (1,139 respondents)
- Community Open House – November 26, 2018
- CWG Campus Walking Tour – December 14, 2018
## Draft Community Ideas

### Housing

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>1.1</strong></td>
<td><strong>Allow for a range of creative housing options</strong> on campus that meet the needs of students, trainees, faculty, and staff. Examples include dormitory-style, smaller size units, adaptive housing, and modular construction.</td>
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<tr>
<td><strong>1.2</strong></td>
<td><strong>Allow for safe and convenient housing for patients and their families through on-campus and off-campus opportunities.</strong> UCSF could continue to serve as an information and referral resource.</td>
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<td><strong>1.3</strong></td>
<td><strong>Avoid displacement of existing residential units or individuals who could be displaced by converting existing housing to other uses.</strong> Continue the UCSF practice of not acquiring existing residential property for non-residential use. (note: The Regents’ Resolution Regarding the Parnassus Heights Campus Site in the 2014 Long Range Development Plan prohibits UCSF from leasing private residential property not only contiguous with the campus site boundaries, but anywhere within the surrounding area bounded by Golden Gate Park, Oak Street, Ninth Avenue, Clayton Street, and Clarendon Avenue.)</td>
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<tr>
<td></td>
<td>Draft Community Ideas Housing (cont.)</td>
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<tr>
<td>1.4</td>
<td>Minimize impacts of additional housing on traffic and other infrastructure. Campus housing should be as pedestrian-friendly as possible; focus new housing on the main campus. Any expansion at Aldea should consider traffic impacts.</td>
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<td>1.5</td>
<td>Be a supportive partner with the City in promoting policy change to encourage more housing in concert with the community and its values.</td>
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<td>1.6</td>
<td>Create as much housing as possible.</td>
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<tr>
<td></td>
<td>Draft Community Ideas</td>
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<tr>
<td></td>
<td><strong>Campus Design</strong></td>
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<tr>
<td>2.1</td>
<td>Create a welcoming environment and a framework to the overall site design that helps make it comprehensible.</td>
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<td>2.2</td>
<td>Take advantage of the topography of the site: Open up view corridors and provide opportunities both within buildings and in the outdoor spaces to enjoy the views.</td>
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<tr>
<td>2.3</td>
<td>Provide open spaces and opportunities for social gatherings throughout the campus. Also provide opportunities for collaborative work.</td>
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<tr>
<td>2.4</td>
<td>Mitigate weather and other effects of the site topography: Factor in weather and wind when designing outdoor spaces. Create enclosed open spaces to provide more protection from the elements.</td>
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<tr>
<td>2.5</td>
<td>Make the Parnassus Heights campus easy to navigate through clear and attractive signage and wayfinding methods. Consider using directional quadrants as a frame for wayfinding – north, south, east and west. Include wayfinding elements along the edges of campus, not just along Parnassus Avenue. Consider wayfinding apps.</td>
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<tr>
<td>2.6</td>
<td>Ensure that aesthetics are a consideration throughout the campus. Consider having an architectural theme, or a visual design language, that ties together the new construction and existing buildings/landscape and contributes to a sense of place. Integrate glass with other materials as well.</td>
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<tr>
<td>2.7</td>
<td>Optimize solar access. Design buildings and open spaces to maximize sun exposure.</td>
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<td>2.8</td>
<td>Establish the campus heart at Saunders Court.</td>
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<td>2.9</td>
<td>Incorporate green design throughout the campus.</td>
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### Connectivity with Nature

| 3.1 | Connect the campus to other open space opportunities in the city, such as Golden Gate Park and Mount Sutro. Ensure clear path of travel and navigation for the “park-to-peak” experience. |
| 3.2 | Enhance access to open space both within the campus and to Mount Sutro. Help visitors understand and navigate the connections, for example through a map of campus trails and paths. Incorporate smaller public spaces, such as parklets, niches and alcoves throughout the campus. |
| 3.3 | Enhance landscaping to soften edges along streets and buildings. |
| 3.4 | Be cognizant in developing tall buildings against the hillside that may obscure views of the forest. |
| 3.5 | Consider thematic landscaping, such as Mediterranean and medicinal/therapeutic plants. |
| 3.6 | Encourage ecological and biological diversity. |
## Draft Community Ideas
### Multi-Modal Mobility

<table>
<thead>
<tr>
<th>4.1</th>
<th>Manage vehicular trips to and from the Parnassus Heights campus using enhanced Transportation Demand Management strategies.</th>
</tr>
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<tbody>
<tr>
<td>4.2</td>
<td><strong>Be welcoming and accessible for all modes</strong> – transit, bicycle, pedestrians and autos. Consider “corrals” for personal mobility devices, such as electric bikes and scooters. Add bike lockers for visitors. Offer additional EV charging stations. Consolidate shuttle and transit stops to reduce the overall footprint of the system; consider locating within a building to provide shelter from the weather.</td>
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<tr>
<td>4.3</td>
<td><strong>Implement traffic management and calming measures.</strong> Consider lighted crosswalks, especially along Irving Street. Prevent jaywalking.</td>
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# Draft Community Ideas

## Multi-Modal Mobility (cont.)

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<td><strong>4.4</strong></td>
<td><strong>Create a “pedestrian first” campus.</strong> Ensure easy pedestrian mobility through the site using stairs, tunnels and skyways, with consideration for those with mobility challenges. Consider an elevated pedestrian crossing (bridge) and/or an underground tunnel across Parnassus Avenue to improve pedestrian safety.</td>
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<tr>
<td><strong>4.5</strong></td>
<td><strong>Keep current with new technology to enhance transportation options;</strong> coordinate with the City.</td>
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<tr>
<td><strong>4.6</strong></td>
<td><strong>Discourage traffic along Parnassus Avenue;</strong> shift some of the automobile traffic to Irving Street.</td>
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<tr>
<td><strong>4.7</strong></td>
<td><strong>Create dropoff zones for Transportation Network Companies (TNCs) on Parnassus Avenue to make it safer for pedestrians and reduce conflicts between dropoffs/pickups and through traffic.</strong></td>
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## Public Realm

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<tr>
<td><strong>5.1</strong></td>
<td>Provide for an activated campus frontage along Irving Street that is welcoming and accessible to all modes, especially transit.</td>
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<tr>
<td><strong>5.2</strong></td>
<td>Improve the streetscape experience of Parnassus Avenue.</td>
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<tr>
<td><strong>5.3</strong></td>
<td>Strengthen physical connections to the neighborhood and Golden Gate Park attractions. Encourage the campus community to patronize the neighborhood commercial district.</td>
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<tr>
<td><strong>5.4</strong></td>
<td>Place exhibits, such as interpretive signage, in key locations to help communicate to visitors the history of the Parnassus Heights campus and the discoveries made there. Neighbors should know more about this in order to take pride in the accomplishments of this campus.</td>
</tr>
<tr>
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<td>Provide for an activated campus frontage along Irving Street that is welcoming and accessible to all modes, especially transit.</td>
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### Draft Community Ideas

#### Programs and Amenities that Benefit the Neighborhood

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<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>6.1</td>
<td>Provide space on campus to house local non-profit organizations or community health and wellness services.</td>
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<td>6.2</td>
<td>Create program and event spaces to bring people to campus and to encourage evening and weekend activity.</td>
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<tr>
<td>6.3</td>
<td>Enhance retail, food and recreation opportunities for all campus employees, residents and visitors, both on and off campus.</td>
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<tr>
<td>6.4</td>
<td>Enhance the relationship between the UCSF Police Department and the neighborhood.</td>
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<tr>
<td>6.5</td>
<td>Consistent with recent City efforts, identify and provide clean air and cooling refuges for the community during air quality events.</td>
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Preferred Alternative
Re-establish an exciting, vibrant community at Parnassus; one that draws in research and clinical faculty, staff and trainees, removes barriers to their work and instills a sense of empowerment and pride.

DAN LOWENSTEIN - September 3, 2018
UCSF Provost
ORIENTATION | Study Area

Current campus space use

- Clinical: 24%
- Research: 20%
- Instruction: 25%
- Support: 8%
- Housing: 6%
- Parking: 17%

Boundary of CPHP
ORIENTATION | Campus Evolution

LEGEND
- 1900-1949
- 1950-1969
- 1970-1979
- 1980-1999
- 2000-2018
CPHP | 15 Month Design Process in 3 Phases

1. ANALYSIS & DISCOVERY
   May to August 2018
   - Due-diligence, Existing Conditions, Blue Sky Thinking,
   - Challenges and Opportunities, Benchmarking

2. DESIGN ALTERNATIVES
   September to March 2019
   - Design Principles, Idea Generation, Technical Assessments,
   - Public Outreach, Stakeholder Interviews

3. A FLEXIBLE PREFERRED PLAN
   March to June 2019
   - Final Plan, Documentation, Design Guidelines,
   - Sequencing, Preliminary Estimates
THE CHP
A FLEXIBLE PLAN

✓ **Bold Vision to Change the Campus**
  * Near-term initiatives
  * Vision at 2040

✓ Site plan organized into districts based on “opportunities”

✓ **Design tools** for bulk, height, scale

✓ **Priority programs** as articulated by faculty working groups and stakeholders. How can the **vision** address them?

✓ **Siting criteria** and suggested locations for programs

✓ **Implementation priorities**

✓ **Illustrative concepts** for select elements
PERSPECTIVES ON SHAPING THE PLAN

UCSF project priorities:

• Enhance patient and visitor experience.
• Contemporize research and education space.
• Be bold! Engage philanthropic community.
• Aging buildings and infrastructure are at risk, costly to maintain.
• The success of the three missions depends on a stable, secure environment, need to improve working conditions.
CPHP | 6 Big Ideas

1. Create the campus heart
   Generate a place that sparks conversations and collaboration; create the next postcard destination.

2. Form complementary districts
   Redefine and organize campus functions, while providing opportunities for convergence.

3. Emphasize connections for convergence
   Introduce multi-purpose, cross-disciplinary spaces, improve wayfinding.

4. Park to Peak: A vertical campus
   Take advantage of topography and connect between Golden Gate Park and Mount Sutro.

5. Parnassus Ave. is the campus main street
   Create a comfortable pedestrian experience; rethink how and where people park.

6. Irving St. connects to the community
   Welcome visitors, patients and the public into the campus.
**FLEXIBLE OPPORTUNITIES**

- **CPHP proposed renovations / improvements**
- **New build opportunity sites**
- **CPHP proposed demolitions**

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**Assumption for Preferred Alternative:** Existing programs in buildings to be demolished would remain on campus.
CAMPUS DESIGN | Overall Site Design

ACADEMIC + RESEARCH COMMONS
Create convergence between research, education and clinical uses; design new connections; and the Campus Heart.

WEST SIDE
Extend the campus. Includes new park to peak connections, and access routes. Explores options for housing, as well as research programs.

NORTH SIDE GATEWAY
Orient patients and visitors with improved arrival, and strategically locate programs to integrate with the neighborhood (learning, wellness, food, hospitality).

CLINICAL EAST END
Focus clinical activities, improve wayfinding, access and logistics.

ALDEA
Update and increase housing stock to better meet student and trainee housing demand.

SERVICE CORRIDOR
Improve functionality, emergency access, long term resilience, service and distribution.
CAMPUS DESIGN | Topography and Scale

- Propose a new campus image with Millberry Garage and MSB façade reskinning
- Position taller buildings to rear along the hill side
- Maintain visual connection to Mount Sutro by preserving building sites and scale
Make public access areas more comprehensible

Improve sightlines, clarifies reception with generous lobbies

Strategically locate active uses to ground floors spaces (retail, food services, event spaces)
PUBLIC REALM | Arrival at Irving St., Connecting to Parnassus Ave.

Express from Irving to Parnassus

Reskinned garages and buildings

Learning, Wellness, Patient and Family programs

DRAFT FOR DISCUSSION
PUBLIC REALM | Arrival at Irving St., Connecting to Parnassus Ave.

- Reskinned garage facades
- Welcoming entrance for improved wayfinding
- Better transit integration
- Increased drop-off opportunities with improved curb space
MULTIMODAL MOBILITY | Access Improvements

- Restore 4th Avenue to serve west campus
- Address need to expand passenger drop off and ride hail
- Implement Parnassus Ave. streetscape improvements

Locations for additional drop-off areas and the impact on circulation is under study. A “future of mobility” assessment helps future-proof solutions.
MULTIMODAL MOBILITY  | Pedestrian and Patient Safety

✓ Improve access between acute care and ambulatory care to avoid unnecessary vehicle trips and needs to cross Parnassus Avenue

✓ Improve patient and visitor safety

✓ Support research and clinical collaborations for UCSF workforce

✓ Clarify path from visitor arrival to hospital entry
NATURE CONNECTIVITY | Park to Peak

- Extend Saunders Court towards the west
- Potential for new park in the West Side
- Design for climate

Opportunity to expand Saunders Ct.
New open space at Millberry Terrace
West Side connections to Mount Sutro
HOUSING  | Preferred Alternative Approaches

Explore housing expansion in coordination with planned new housing projects

- Residential city zoning
- Sites under study for patient family hotel

- Explore opportunity for student housing and/or multifamily in West Side
- Explore increasing capacity at Aldea to better meet 2025 student/trainee demand

Housing to remain
Next Steps and Open House Work Stations
Next Steps

Next Open House
- Wednesday June 12, 2019
  Millberry Union
  6:30 p.m.

*Topic: UCSF will share final alternative*
## Open House Work Stations

<table>
<thead>
<tr>
<th>Red Star</th>
<th>Academic &amp; Research Commons</th>
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<tbody>
<tr>
<td>Red</td>
<td>North Side Gateway</td>
</tr>
<tr>
<td>Blue</td>
<td>Clinical East End</td>
</tr>
<tr>
<td><strong>Gold Star</strong></td>
<td>West Side + Aldea</td>
</tr>
<tr>
<td><strong>Gold</strong></td>
<td>Service Corridor</td>
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