Agenda

- Welcome, Introductions, and Comprehensive Parnassus Heights Plan Overview *(Barbara French, Vice Chancellor, Strategic Communications and University Relations)*

- Defining the Future of Research and Discovery at UCSF Parnassus *(Daniel Lowenstein, Executive Vice Chancellor and Provost)*

- Community Engagement Process *(Daniel Iacofano, CEO, MIG)*

- Neighborhood Survey Results *(Daniel Iacofano, CEO, MIG)*

- Next Steps and Work Stations *(Daniel Iacofano, CEO, MIG)*
Comprehensive Parnassus Heights Plan Overview
Comprehensive Parnassus Heights Plan

The Parnassus Heights Campus has been integral to UCSF for more than 100 years, and 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 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.
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.
  - Parnassus Heights is aging. Its infrastructure, buildings and interior spaces require significant renewal and investment.
  - We must improve our research and academic space to retain and attract the best faculty, students and staff.
  - We must replace Moffitt Hospital because it will not meet the state’s 2030 seismic standards for hospitals.
Comprehensive Parnassus Heights Plan

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.
Comprehensive Parnassus Heights Plan: Values

- UCSF’s commitment to re-envision the future Parnassus Heights campus includes our commitment that the campus complement and enhance the surrounding neighborhood – it's important that we are a good and responsible neighbor.

- The Parnassus Heights campus is critical to UCSF’s future and the upcoming planning process is intended to ensure our excellence in research, education and patient care well into the future – and to ensure we will continue to be an anchor institution for San Francisco.

- Over the coming year, the planning process will enable us to envision a Parnassus Heights campus that will advance the university’s mission AND enhance the neighborhood that we have called home for more than 100 years.
• The projected need for a larger Parnassus Heights hospital facility demands that we take a hard look as to how we can remain faithful to our commitment to abide by the space ceiling.

• As such, we will explore every appropriate avenue to manage our growth and to partner with the community to ensure the vision for the Parnassus Heights Campus benefits both the neighborhood and UCSF.
Defining the Future of Research and Discovery at UCSF Parnassus
UCSF Research Achievements

• Discovery of recombinant DNA technology
• Discovery of proto-oncogenes by UCSF
• Discovery of prions
• Discovery of telomerase
• Discovery of pluripotential stem cells

• HIV/AIDS
• Immunotherapy for prostate cancer
• Tobacco-related research
• Global Health Sciences
• Precision Medicine
Impact

• All four UCSF’s professional schools are leaders in education and research funding, reflecting the breadth of UCSF’s excellence across multiple health-science arenas.
• UCSF is the only School of Medicine in the nation ranked among the top five in both research and primary care.
• UCSF is the 2nd-largest employer in San Francisco and the 5th largest in the Bay Area: ~27,000 employees.
• UCSF has ~ $6.2 billion economic impact in the Bay Area; generating nearly 40,000 jobs.
• UCSF is located in more than 20 sites around the Bay Area; Fresno, Africa, South America, and beyond.
• The birth of the biotech industry with dozens of start-up companies formed as direct result of UCSF science.
UCSF’s role is to transform biomedical research to benefit patients and the community.
It’s all about the people...
Parnassus Today: The Challenges for Research

- Dated infrastructure (specific concerns include HVAC, CO2 supply, water supply)
- For basic scientists in particular, perception of insufficient access to graduate students (approx. 72% of whom are at MB)
- Imbalance in Cores (more of them, more modern and updated at MB)
- Sub-optimally attended weekly faculty research seminars, due to location and logistical/access challenges, contributing to poor sense of community
- Perception of being “the second tier campus” and perceived inability to attract talent, lack of cohesive community at PH. For some, a clearly stated preference for MB
Why Should Research Stay at Parnassus?

- PH will continue to be the site of the #1 tertiary/quaternary adult care hospital in the western half of the U.S. and among the top in the U.S.
- Some of the best translational science in the world occurs at PH (immunology, stem cell biology, diabetes, neuro-oncology, transplant biology, et al), and there are great opportunities for creating new, cutting-edge programs (ImmunoX, Microbiome, Digital Hub, et al)
- PH will remain the base for all 4 professional schools
- The physical layout of PH lends itself to a unique integration of our clinical, research and education missions
The Developing Plan

- Desire for a bold, transformative vision entailing collaboration and leveraging synergies across multiple disciplines

- “Beacon” concept: a comprehensive, attractive vision to retain key faculty and trainees, vs. “piecemeal” physical improvements

- Keen need for reestablishing 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

- Desire/interest for explicit research-clinical care connection: state of the art, robust research capabilities will enhance patient care in adult hospital

This is the existential threat of our time -- serious risk of attrition/further loss of morale
Comprehensive Parnassus Heights Plan

Desired Outcomes for Research

- Identified resources – space and funds – for initial phase of Parnassus Heights improvement.
- Enhanced morale and energy at Parnassus Heights across stakeholders due to visible progress and milestone achievement; i.e. “Future Proof.”
- As part of a separate, but concurrent process, planning and design for a “Central Research Lab” hub in the Towers.
Design Concept

The “C” is a multi-faceted representation of CoLabs: as a logomark; as an interconnected space of shared labs; as an open “ring of collaboration” that will mirror the eventual rejuvenation and space concept at Parnassus.
Community Engagement Process
# Re-Envisioning the UCSF Parnassus Campus: Community Engagement Process

**August 2018**

<table>
<thead>
<tr>
<th>DISCOVERY</th>
<th>ALTERNATIVES</th>
<th>FUTURE DIRECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY MEETINGS</strong></td>
<td><strong>COMMUNITY MEETINGS</strong></td>
<td><strong>COMMUNITY MEETINGS</strong></td>
</tr>
<tr>
<td>On-Line Neighborhood Survey</td>
<td>Community Working Group Meeting 1</td>
<td>Community Working Group Meeting 5</td>
</tr>
<tr>
<td>Community Outreach</td>
<td>Community Working Group Meeting 2</td>
<td>Community Working Group Meeting 6</td>
</tr>
<tr>
<td>CAG Meeting 1 September 5th</td>
<td>Community Working Group Meeting 3</td>
<td>Community Working Group Meeting 7</td>
</tr>
<tr>
<td></td>
<td>Community Working Group Meeting 4</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Open House 1 November 26</td>
<td>Neighborhood Open House 2 February 27</td>
<td>Neighborhood Open House June 12</td>
</tr>
</tbody>
</table>

**Reports and Memos**

- May 2018: Parnassus Heights Re-envisioning Process Community Open House
- September 2018: Parnassus Heights Re-envisioning Process Community Open House
- March 2019: Draft Parnassus Community Working Group Report
- June/July 2019: Parnassus Community Working Group Report
Neighborhood Survey Results
UCSF Parnassus Heights Campus Neighborhood Survey

The purpose of the survey was to collect community input regarding the use of UCSF facilities and programs, benefits and challenges of living near UCSF, and priorities for potential campus improvements to further neighborhood goals.

Survey details:

- available in English, Chinese, and Spanish
- online and in-person at the UCSF library
- open from July 30-August 30
- 1,139 responses
Participant Profile

- 49% of respondents have lived near the Parnassus Heights Campus for over 10 years
- 79% do not have children younger than 18 years of age living at home
- 83% are residential neighbors

Please indicate your relationship to UCSF.
Campus Programs and Facilities
Most Frequently Used Programs and Facilities

Please indicate which facilities and/or programs you have used in the past two years.

- Mount Sutro: 54%
- Food Service: 49%
- Health Clinics: 38%
- Fitness Center: 38%
- Library: 37%
- Farmers' Market: 33%
- Emergency Room: 26%
- Lectures: 24%
- Other: 11%
- Research and Support Groups: 9%
- Not Applicable: 7%
- Concerts: 7%
- Child Care: 1%
How often do you use facilities and/or programs at UCSF?

- I don't use any UCSF facilities or programs: 8%
- Less than one time per year: 22%
- 1 or more times a year: 27%
- 1 or more times a month: 33%
- 1 or more times a week: 33%
- Not Applicable: 3%
## Recommendations for New Facilities and Programs

I would use or visit the Parnassus Heights campus more frequently if it had the following:

<table>
<thead>
<tr>
<th>Facility/Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>An event center</td>
<td>60%</td>
</tr>
<tr>
<td>Educational opportunities</td>
<td>56%</td>
</tr>
<tr>
<td>More restaurants</td>
<td>51%</td>
</tr>
<tr>
<td>Outdoor recreational space</td>
<td>50%</td>
</tr>
<tr>
<td>Campus open spaces or courtyards</td>
<td>47%</td>
</tr>
<tr>
<td>Art exhibits</td>
<td>35%</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
<tr>
<td>Overnight accommodations for patient families and visitors</td>
<td>8%</td>
</tr>
</tbody>
</table>
Recommendations for New Facilities and Programs

**Fitness and Recreation**
- Improved **fitness centers** with more programming
- New **sports facilities** (e.g., basketball courts, pool)
- **Discount rates** for seniors and neighbors

**Arts and Culture**
- **Library** with more reading space
- **Film series**

**Community Amenities**
- **Community rooms available for rent** by local organizations or for private events
- **Dog park**
- **Childcare** and programs for children
- **Healthier food options**
Campus Environment
Benefits of Living near UCSF

- **Proximity to medical services and access to world-class facilities**
  - Sense of safety provided by being close to a hospital and emergency room
  - Access to high-quality health care services, with excellent doctors and facilities.
  - Community pride in living near a world-class institution and being surrounded by a community of talented students, academics and medical professionals.
Benefits of Living Near UCSF (continued)

- Vitality of local businesses supported by UCSF staff, students and visitors
  - Diverse and vibrant neighborhood with students and staff working and living in the neighborhood
  - Numerous retail and restaurant options in the community
  - Farmer’s market

- Access to open space
  - Proximity to Mount Sutro Open Space Reserve and its trails for hiking and running
  - Access to beautiful views
Benefits of Living near UCSF (continued)

- **Access to community amenities**
  - Recreation and fitness opportunities: fitness center, pool, etc.
  - Educational and cultural opportunities: library, lectures, etc.

- **Mobility**
  - Convenience of living close to work and being able to walk to work
  - Access to UCSF shuttle
Challenges of Living near UCSF

- **Traffic, parking and multi-modal access to facilities**
  - *Traffic congestion* is increasing and is exacerbated by the many shuttles serving UCSF
  - *Lack of parking* for UCSF staff, visitors and neighbors is a critical concern
  - UCSF staff, students and visitors use residential parking in the neighborhood, which *limits parking for residents*
  - *Unsafe conditions for pedestrians* (e.g., crowded narrow sidewalks)
  - *Poor driver behavior*, especially as shuttles speed through residential streets
  - *Unreliable and infrequent public transit*
Challenges of Living near UCSF (continued)

- **Nuisances**
  - Emergency vehicle sirens and overall noise pollution
  - Concern about people smoking in the streets around the campus
  - Impacts of constant construction on campus.

- **Housing challenges**
  - Lack of housing for students and researchers
  - Increasing rents and housing demand
  - Homelessness, especially homeless people staying in the neighborhood after having been discharged from the hospital.
Potential Neighborhood Enhancements
Vision for a New and Improved Campus

- Improvements to the streetscape and built environment
  - Modern, state-of-the-art buildings to replace the old, deteriorating, concrete buildings
  - A more unified, welcoming and vibrant appearance
  - An architectural style similar to the modern look of the Mission Bay campus
  - The protection of historical buildings to add to local character
  - Improvements to the streetscape at Irving and Arguello
Vision for a New and Improved Campus (continued)

- **Traffic and mobility improvements**
  - Safe and *pedestrian-friendly streets* with improved traffic flow
  - Better *lighting* and reduction of nighttime light pollution.
  - Improved *public transit*
  - *Increased parking* for UCSF staff and students
  - Improvements to *bike safety* and cyclist behavior, with separated bike lanes
  - **Close Parnassus** to vehicle traffic two blocks on either side of campus

**Key Comments:**
- UCSF should increase parking options and provide cheaper parking options.
- More frequent bus and Muni service to the area.
- Need for more convenient and secure bike parking.
Vision for a New and Improved Campus
(continued)

- Green space, open space and outdoor recreation opportunities
  - A central plaza to help anchor the campus
  - Protection of the natural environment and the views
  - Outdoor recreation and gathering spaces: gardens, tennis courts, bocce courts, workout areas, etc.
  - A dog-run
  - Activity clubs, such as dog walking, trail running, tai chi etc.
Vision for a New and Improved Campus (continued)

- Improved amenities, programs and retail options
  - Library with extended hours and meeting spaces
  - Indoor and outdoor recreation
  - Better quality and larger variety of restaurant offerings
  - Additional cultural activities (art shows, performances, etc.)
  - Increased educational opportunities, including movie series
  - Playground for children
  - Affordable housing
Priorities for Neighborhood Improvements

Rank your priorities for potential neighborhood enhancements and improvements.

- Campus open space and shared facilities: 4.0
- Improvements to Parnassus streetscape: 3.8
- Designated ride share pick-up/drop-off locations: 2.9
- Designated package delivery locations: 2.2
- Bike/scooter share facilities: 2.2

Parnassus Heights Re-envisioning Process Community Open House
November 26, 2018
Parking Concerns and Improvements

What are your thoughts regarding parking?

- Parnassus Heights should provide more on-campus parking spaces: 34%
- Parnassus Heights should provide fewer on-campus parking spaces: 13%
- Other changes to parking: 53%

Parnassus Heights Re-envisioning Process Community Open House
November 26, 2018
Parking Concerns and Improvements
(continued)

- Changes to parking suggested by respondents:
  - Provide less expensive parking so employees and visitors don’t park on residential streets
  - Provide short-term parking for drop-off and pick-up, and designate rideshare pick-up locations.
  - Encourage the use of public transportation and increase frequency of service
Next Steps and Open House Work Stations
Next Steps

Next Open House

- Wednesday February 27, 2018
  Millberry Union
  6:30 p.m.

  *Topic: UCSF will share draft plan*
# Open House Work Stations

<table>
<thead>
<tr>
<th>Red Star</th>
<th>Campus Improvements that can Benefit the Neighborhood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Mobility (parking, transit, walking, biking, etc.)</td>
</tr>
<tr>
<td>Blue</td>
<td>Public Realm (campus entry, streetscape, open space, connectivity, gathering areas, etc.)</td>
</tr>
<tr>
<td>Gold Star</td>
<td>Programs and Amenities On-Campus</td>
</tr>
<tr>
<td>Gold</td>
<td>Housing</td>
</tr>
</tbody>
</table>