

UCSF Academic Senate Committee on Academic Planning & Budget

Comprehensive Parnassus
Heights Plan

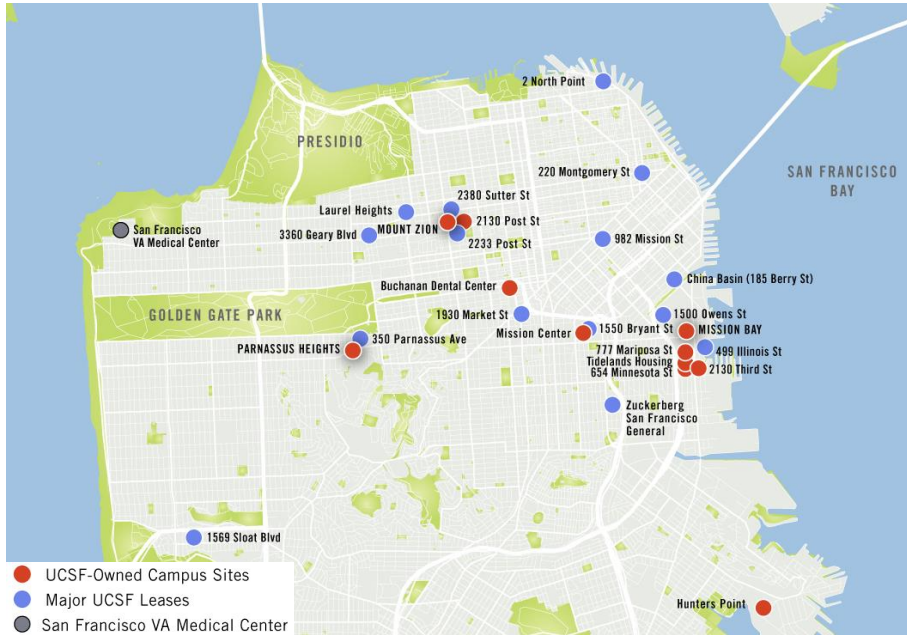


6/11/2019

Agenda

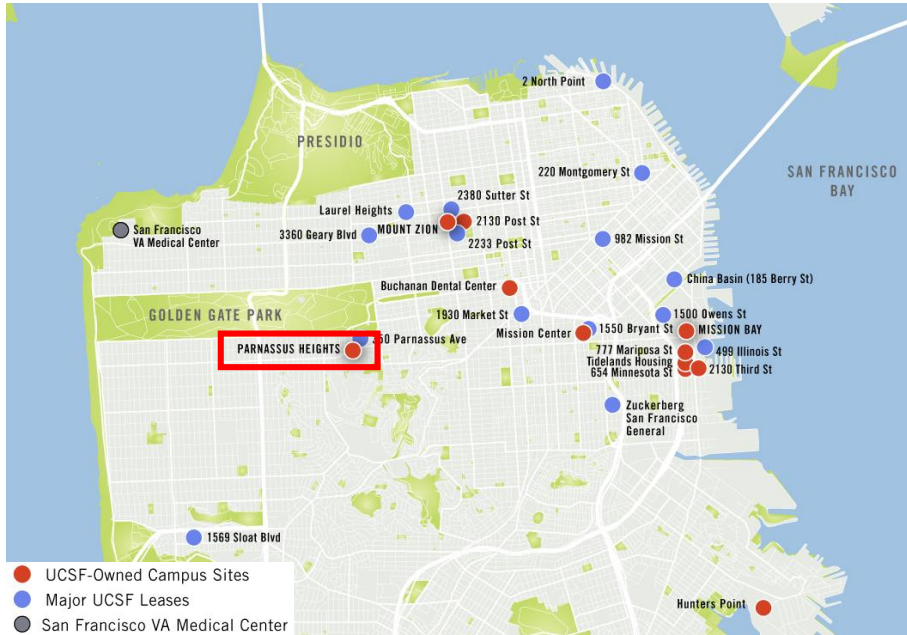
- Parnassus Heights in Context
 - Overview of UCSF Sites
 - Historical Growth
- Comprehensive Parnassus Heights Plan (CPHP)
 - Drivers for the Plan
 - Parnassus Heights Space Needs
 - The Plan
 - Initial Sequence of Projects
 - Next Steps

UCSF comprises major campus sites: San Francisco, East Bay, North Bay, the Peninsula and beyond.

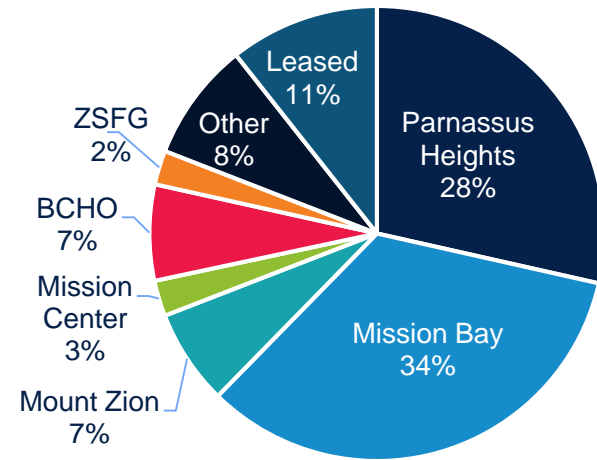


- Total owned acreage: 195 acres, including outlying sites
- Approximately 9,176,300 GSF of owned building space across all sites (excluding structured parking)
- Approximately 781,000 GSF of affiliated space at Benioff Children's Hospital Oakland
- Approximately 278,400 GSF of affiliated space at Zuckerberg San Francisco General
- Approximately 1,218,600 GSF leased space across all sites
- 7,400 parking spaces (surface and structures)

Parnassus Heights comprises 28% of UCSF's overall portfolio of owned, leased, and affiliated sites.

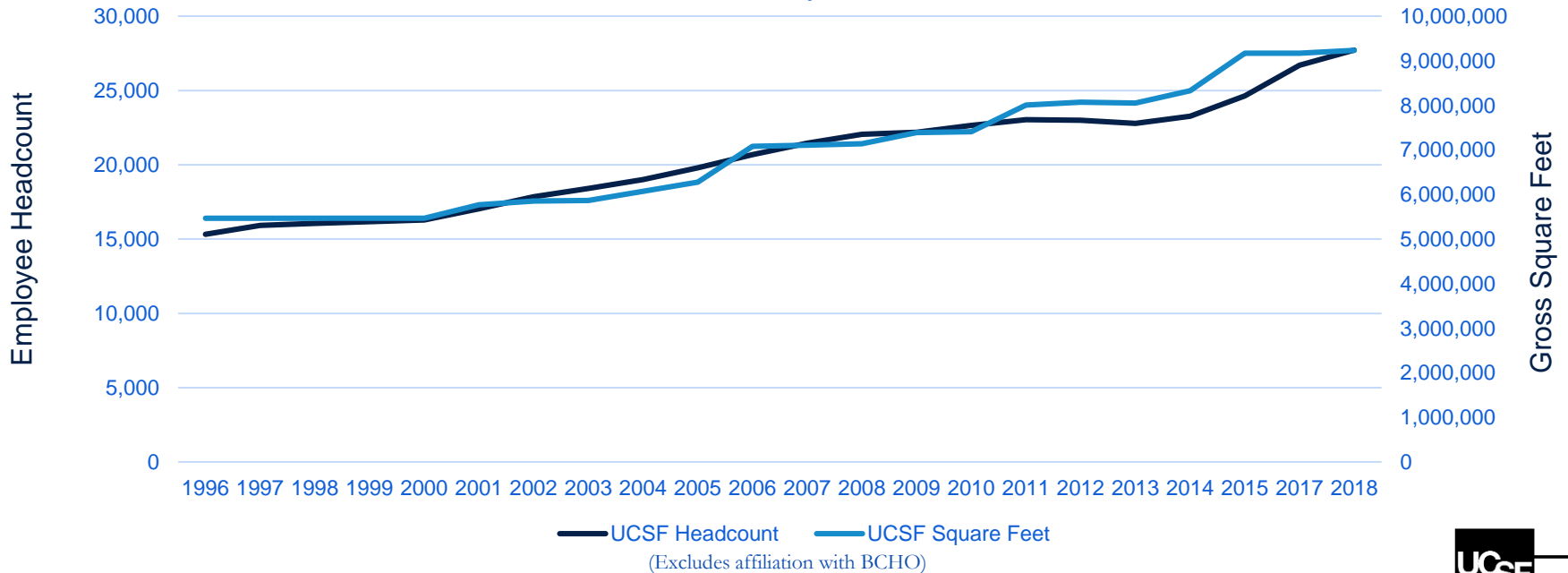


Total 11,454,300 GSF



Since 1996, space at UCSF has grown 2.4% annually, while headcount has grown 2.7% annually.

Growth in UCSF Space and Headcount



UCSF has 2.8M GSF of unused entitlement to meet future space needs across all sites. At Parnassus Heights, the CPHP would provide an additional 1.7M GSF.

	Current Entitlement ¹	Existing + Under Construction ¹	Remaining Entitlement	CPHP Additional Capacity
Parnassus Heights	3,461,600	3,266,900	194,700 ²	1,681,500
Mission Bay	5,928,800	3,872,700	2,056,100	N/A
Mount Zion	949,400	777,200	172,200	N/A
Mission Center	390,900	290,900	100,000 ³	N/A
Benioff Children's Hospital Oakland	1,025,000	781,000	244,400	N/A
Other	1,247,000	1,247,000	N/A ⁴	N/A
TOTAL	13,002,700	10,235,700⁵	2,767,400	1,681,500

¹ Excluding structured parking

² Restricted to additional campus housing, which does not count towards the space ceiling

³ Study of potential additional capacity at Mission Center underway

⁴ Studies of other sites TBD

⁵ Excludes leased space

The CPHP envisions a new revitalized Parnassus Heights.

Re-establish an exciting, **vibrant community** at Parnassus Heights: 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

Drivers for the Plan include a range of concerns.

- A major driver for the CPHP is the need for [contemporary research, academic, clinical, and support spaces](#) that have been lacking at Parnassus Heights for decades.
- The [average age of buildings](#) at Parnassus Heights is 50 years old, compared to 10 years at Mission Bay.
- [Recruitment and retention issues](#) are identified by faculty as major concerns given the lack of sufficient investment at Parnassus Heights.
- In addition, the research community in particular believes that [growth of research](#) at Parnassus Heights is necessary to maintain its stature as a world-class hub of basic, translational, and clinical research.
- Lastly, the need to provide a [new hospital building](#) at the UCSF Helen Diller Medical Center at Parnassus Heights, which is envisioned to be larger than considered in the 2014 Long Range Development Plan, creates additional pressure on the constrained Parnassus Heights site.

The Research Vision for Parnassus Heights is a core foundation for planning.

- Builds on the strengths of the scientific community co-located with the Helen Diller Medical Center at Parnassus Heights.
- Encompasses leading edge science centered on Immunity, Genomics, Microbiome, Aging, and Cell and Tissue Engineering.
- Incorporates the patient experience, connecting medical clinics with patient-facing clinical research to understand human health trajectories in an innovative translational research environment.
- Accelerates integrative human-centric science through technology, infrastructure, and big data including the development of the CoLabs, an entirely new model for providing a wide range of core methodologies to all faculty, facilitating the analysis of patient samples, developing new technologies, and new learning opportunities for both trainees and faculty.
- Fosters a Breakthrough Cure Factory, designing the future of new drugs and treatments.
- Supports our re-investment in research space along with the creation of a state-of-the-art new hospital, enabling the acceleration of translational research in a way that few other universities can accomplish.



Research Space Working Group

A faculty-led Working Group, which met over the last year, provided an **overview** of the existing research enterprise and **recommended** the optimal amount of space for research at Parnassus Heights.

- Research space currently comprises approximately **31% of space** at Parnassus Heights, compared with about 36% at Mission Bay.
- With **427** Principal Investigators at Parnassus Heights including strong programs in Cancer, Diabetes, Cell Biology, Stem Cell, and Immunology, growth of **2% per year** over 20 years is expected.
- To address current deficiencies as well as accommodate growth, the research community will require approximately **800,000 ASF** of research space, compared with 558,000 ASF today.



Research Space Working Group

The Working Group provided recommendations that **are part of the foundation of the CPHP.**

The Plan accommodates the Research Space Working Group requests, including:

- Renovation of over **630,000 GSF** of existing research space in the HSIR towers and Medical Sciences Building
- Opportunity sites provide approximately **410,000 GSF** of new research space



Education Space Working Group

The Education Space Working Group, led by the Campus Librarian and including a range of faculty and staff from across the academic enterprise, recommended a reconfigured central core of **instructional** and **training** spaces.

These recommendations can be accommodated in up to 80,000 GSF within the Plan:

- An innovative **central education core** including a modest increase in classroom space and the reconfiguration of existing education space.
- Expanded **central convening and informal meeting space** capacity, along with areas for faculty support and student services.
- An expanded **Inter-Professional Training Center** of 40,000 GSF, including simulation space.



Digital Hub Working Group

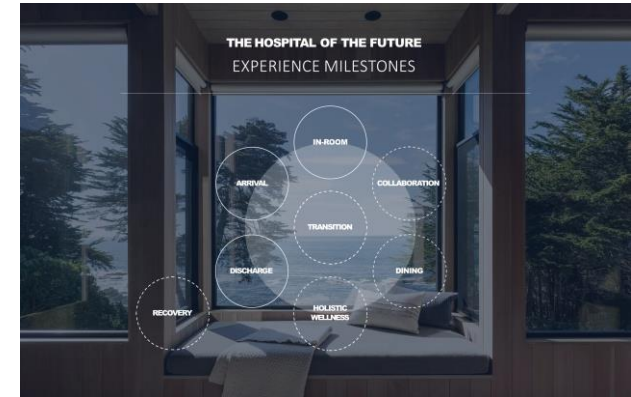
The group gave recommendations for a co-located space to house **clinical informatics programs**.

These recommendations can be accommodated in the Plan:

- Approximately 40,000 GSF proposed for computational space in proximity to clinical operations.
- A plan for **growth** over time is also envisioned.
- This program could be accommodated in **new or renovated** space.

A new hospital building is required to address critical seismic, capacity, and patient care issues.

- Under state law, Moffitt Hospital (1955) must be decommissioned for inpatient care or **seismically retrofit by 2030**.
- Planning for a new UCSF Helen Diller Medical Center is **a key driver for renovation** and enhancement of Parnassus Heights: UCSF Health leadership has been closely involved in all stages of the CPHP.
- A new hospital building at UCSF Helen Diller Medical Center at Parnassus Heights would allow **an increase in inpatient beds** to address severe capacity and access constraints.
- A **holistic, integrated plan**: spaces for clinical and translational research and learning in or adjacent to clinical areas and welcoming spaces for enhancing the patient / visitor experience throughout the campus.



A new hospital building is required to address critical seismic, capacity, and patient care issues.

- 2018:** Guiding principles for the new UCSF Helen Diller Medical Center at Parnassus Heights were developed; master planning beginning
- 2020:** Design planned to begin
- 2022:** Demolition of LPPI and subsequent construction planned to begin
- 2029:** First patient expected to be seen



Parnassus Heights Space Needs

	Existing Space	Additional Space Need Identified	Additional Space Need Accommodated in CPHP
Research	709,800 GSF	410,000 GSF	✓ 410,000 GSF
Education	290,300 GSF	80,000 GSF	✓ 80,000 GSF
Digital Hub	0	40,000 GSF	✓ 40,000 GSF
UCSF Helen Diller Medical Center at Parnassus Heights	1,030,800 GSF	454,300 GSF*	✓ 454,300 GSF

*New hospital building net of LPPI, which would be demolished; UCSF Health to validate hospital size during programming phase.

In addition to the space needs identified in the Working Groups, [stakeholder groups](#) have worked to identify other space needs including:

- Housing
- Child Care
- Patient Family Lodging
- Hotel workspace for employees/students with activity at locations
- Operations/Service/Logistics space
- Administrative support space



The Plan evolved from Six Big Ideas generated at workshops with campus-wide participation and stakeholder focus groups.

Form complementary districts

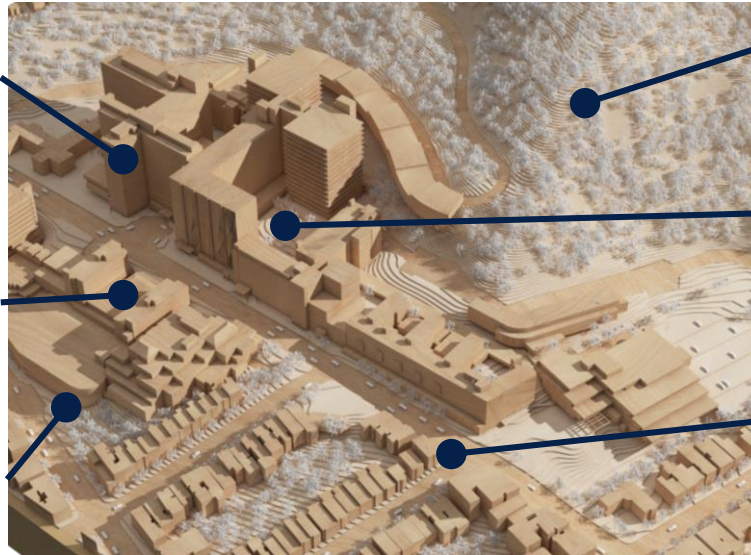
Can we redefine long-term campus relationships and provide opportunities for **convergence** of the missions?

Emphasize connections for convergence

Can we create multi-purpose, cross-disciplinary spaces that answer need for **collaboration** and **social gathering**?

Irving St. connects to the community

Can UCSF **better welcome** visitors, patients and the public into the campus?



Park-to-Peak , a vertical campus

Can we design interventions that take advantage of the **topography** and improve the public perception of UCSF?

Create the “campus heart”

Can we design a campus heart that sparks **conversations, collaboration and engagement**?

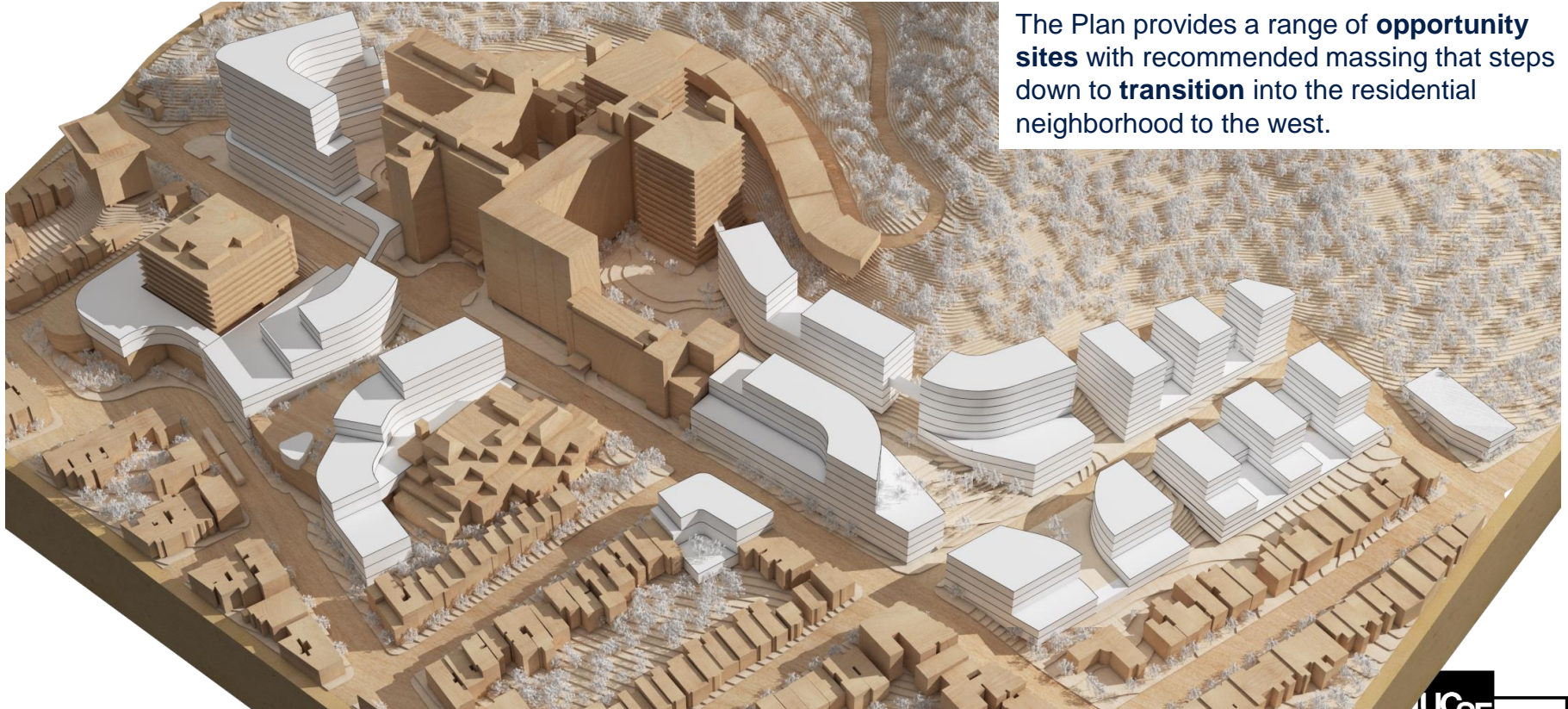
Parnassus Ave. is the campus “main street”

Can Parnassus Ave. be designed for a comfortable **pedestrian experience**, while allowing local access?

Existing Parnassus Heights Campus

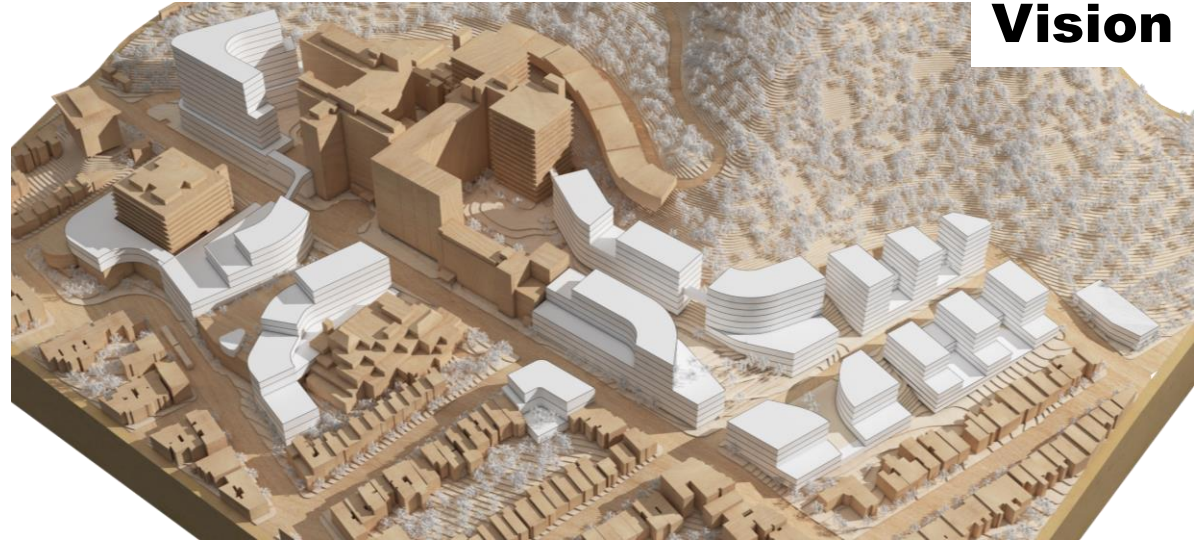


Parnassus Heights Campus: The Vision

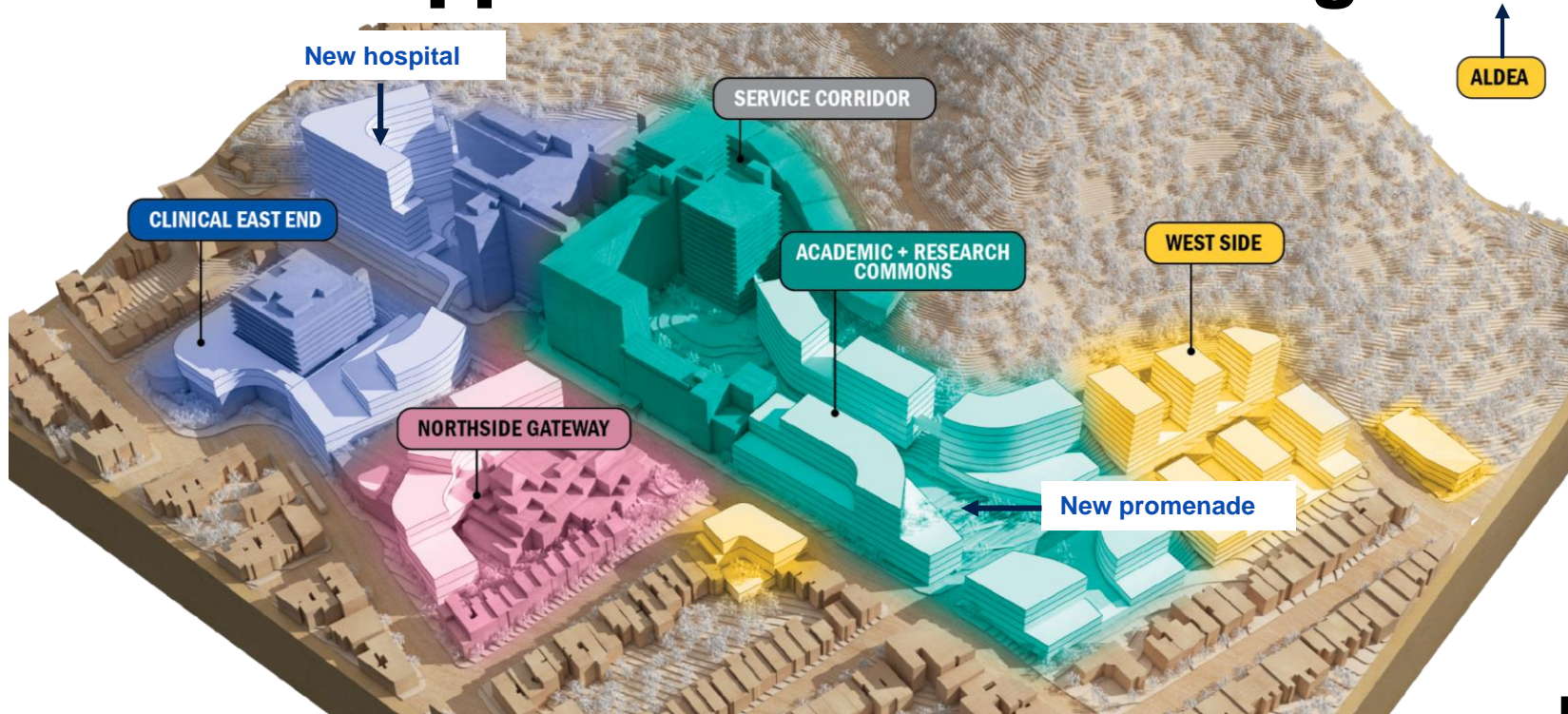


The Plan provides a range of **opportunity sites** with recommended massing that steps down to **transition** into the residential neighborhood to the west.

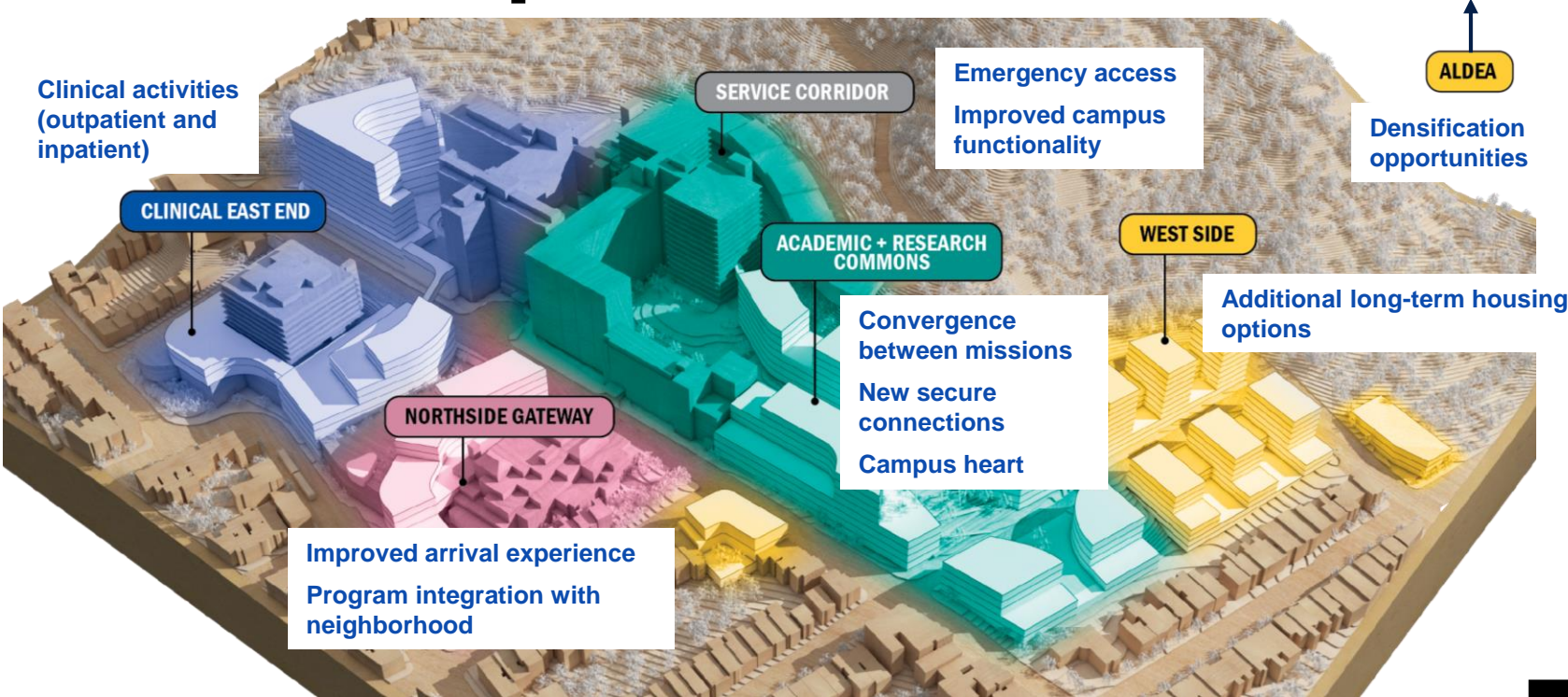
Parnassus Heights Campus: The Vision



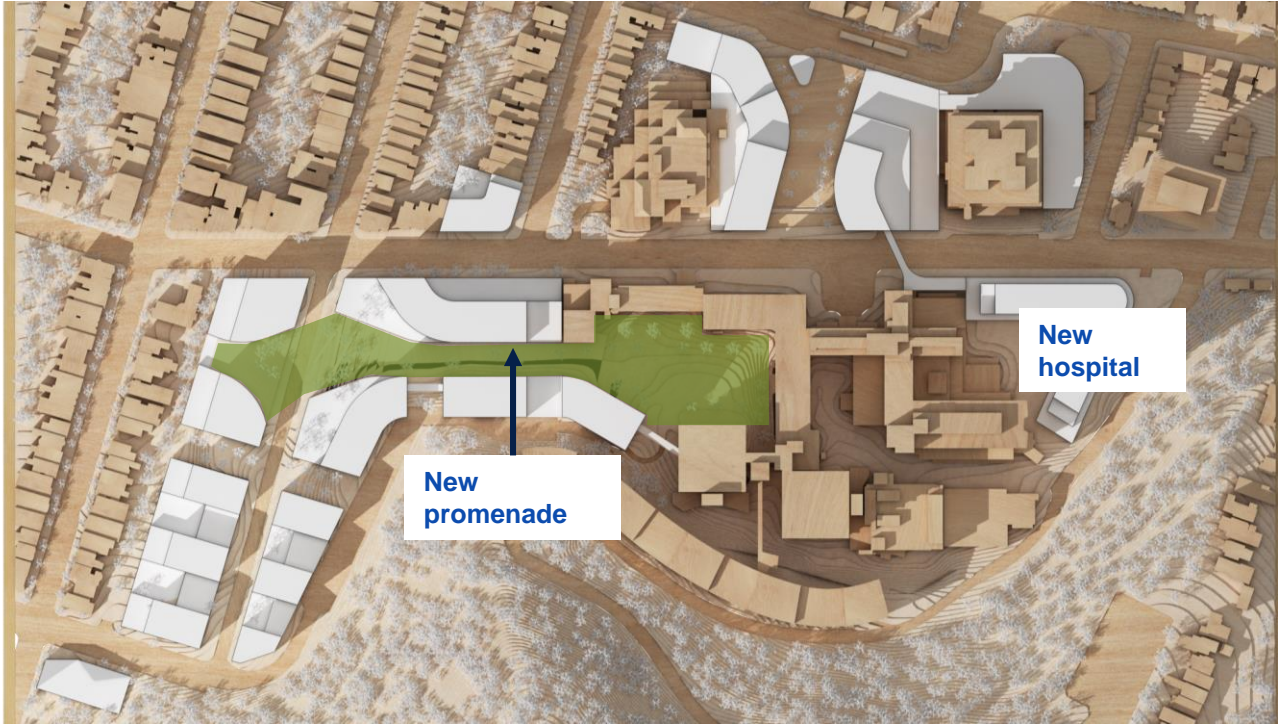
The Plan identifies functional districts to increase opportunities for convergence.



The Plan consolidates functions and clarifies campus districts.



The Plan proposes a new campus promenade as an organizing feature.



The Plan proposes the demolition of buildings with 26% of existing program space to create new opportunity sites.



While UCSF has plans underway to increase its housing stock, the Plan provides new housing at Aldea and on the West Side.

	Current Units	Proposed Units
Aldea	172	504
West Side	0	426
TOTAL	172	930

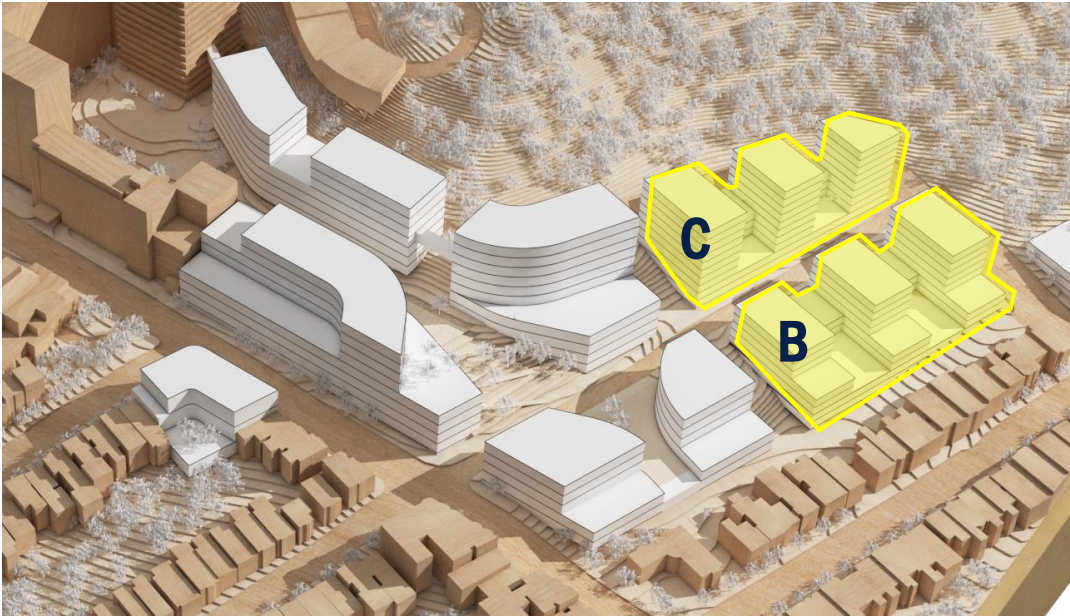
- Existing housing units across all sites at UCSF include **656** units of faculty and student housing
- Estimated demand for student/trainee housing is **2,030 units (30-40% below market)**
- Estimated demand for faculty housing is **345** units, predominately for incoming junior faculty
- The Tidelands (Minnesota Street Housing), opening in 2019, adds an additional **595** units for students and trainees
- **70** faculty units will become available at 2130 Post Street in 2020
- A phased plan for student housing at UC Hastings would add **341** units

Aldea Housing would be redeveloped with taller buildings and a denser layout: total of 504 units (an increase of 332).



- Replace older housing stock incrementally with new, larger buildings; maintain same basic layout and footprint
- Prioritize buildings with significant deferred maintenance needs
- Coordinate with Campus Life Services
- Analyze and limit traffic impacts
- Prioritize for UCSF family housing, with future child care at 50 Johnstone
- Estimated net growth: **332** units
Total 504 units

West Side Housing could accommodate student and workforce housing with a total of 426 new units.



- Explore student housing (B)
~**370 sq ft/unit**, without parking
Estimated **270 units**
- Explore workforce housing (C)
Relatively larger units
~**700 sq ft/unit** with up to 1 parking space/unit
Estimated **156 units**
- Explore long-term opportunity for child care
- Explore opportunity for a patient family hotel
- Total **426 units**

At full buildout, the Plan would produce over 2.5M GSF of new construction (45% of total space). An additional 17% of total space would be renovated.

Newly Constructed

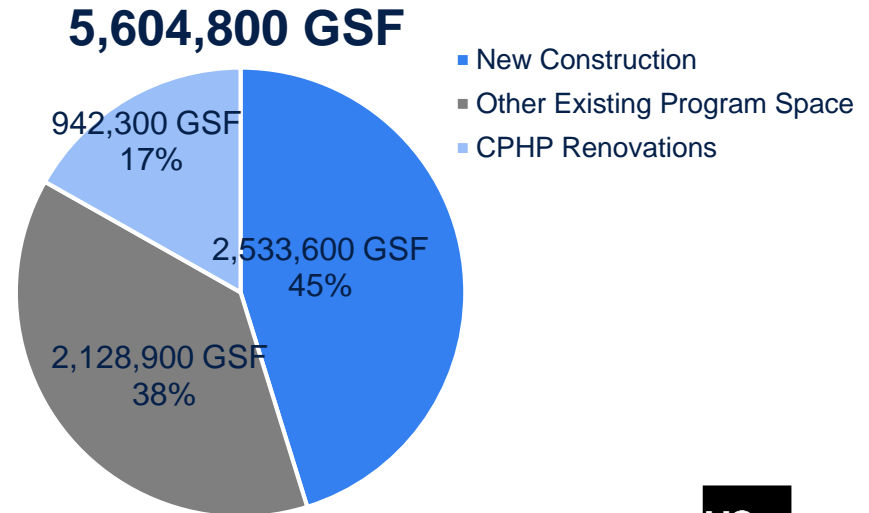
- New Hospital
- All CPHP Opportunity Sites (including housing)
- Aldea Intensification

CPHP Renovations

- HSIR East + West Towers
- CSB
- MSB

Assumed Demolition

- UC Hall
- School of Nursing building
- Dental Clinics
- Millberry Union
- Koret
- Proctor
- EH&S, Woods, Surge, LPPI
- Aldea Housing



The Plan's density increase requires mobility analysis (underway).

- The Plan recommends a significant [increase in capacity](#) to support UCSF's mission balanced with managing neighborhood impacts.
- An analysis of the effect of increased density on [circulation](#) is underway.
- Improving [service/loading congestion](#) through the inclusion of the [Service Corridor](#) and tunnel will also address density impacts.
- Further exploration will be conducted in an [Environmental Impact Report](#) and other studies to provide in-depth analysis of:

Expected increase in drop-offs

Strategic parking locations

Impacts of increased on-campus housing

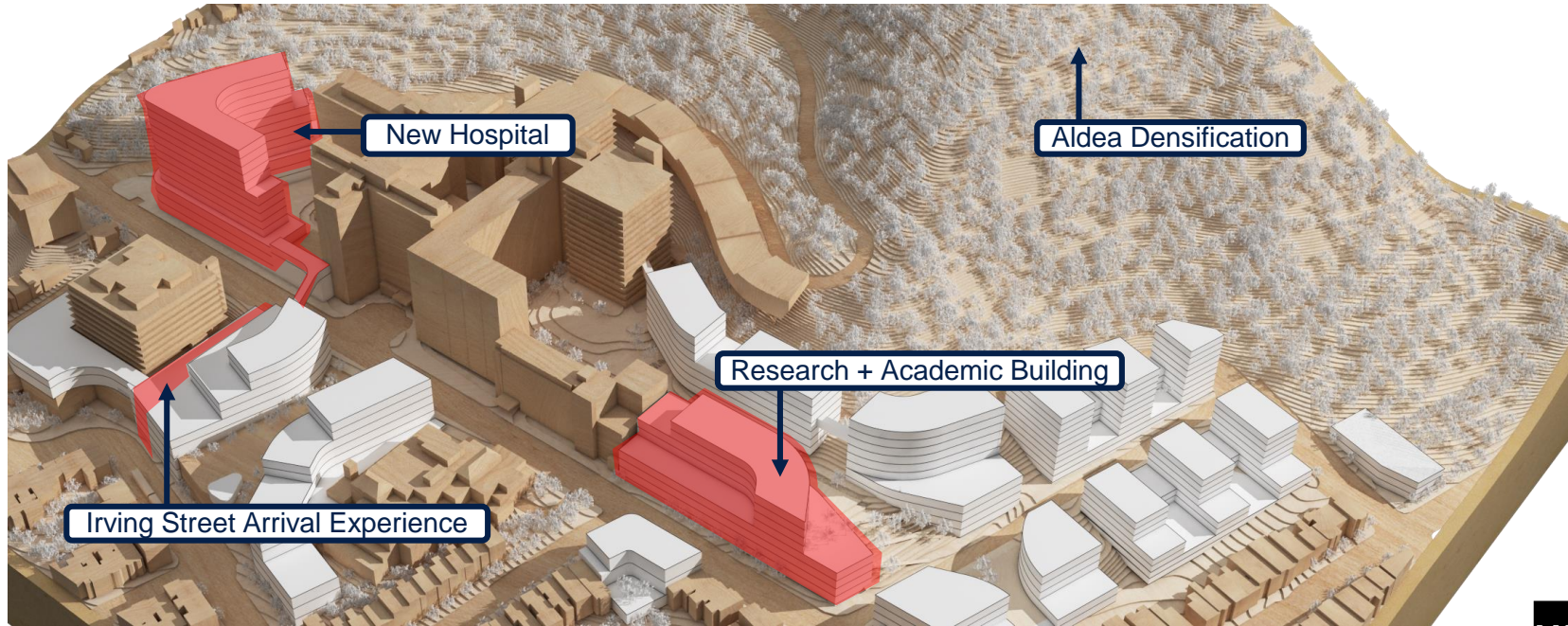
Circulation impacts for new 4th Avenue

The initial sequence of projects accomplishes a number of identified goals.

Implementation of **early projects** would follow completion of the [CPHP Environmental Impact Report](#) and amendment of UCSF's [Long Range Development Plan](#).

- ✓ Enables construction of a larger new UCSF Helen Diller Medical Center at Parnassus Heights
- ✓ Generates enthusiasm and momentum
- ✓ Supports research and academic community
- ✓ Improves patient and visitor experience
- ✓ Provides the “empty chair” to enable renovation of existing space
- ✓ Improves access to the campus
- ✓ Lowers escalation costs of construction
- ✓ Maintains long term flexibility, while moving towards overall vision

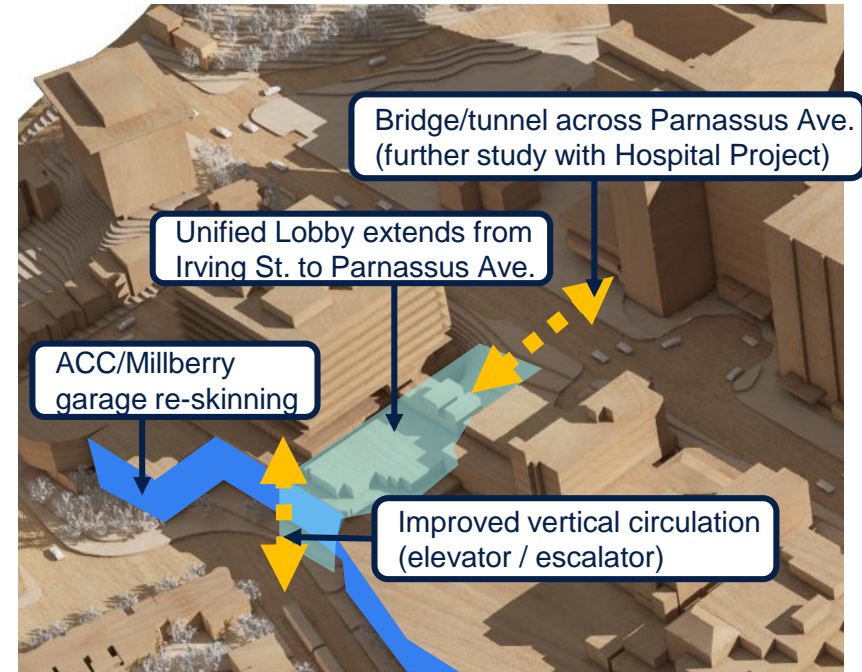
The initial sequence includes the New Hospital, Irving Street Arrival, a Research and Academic Building, and Aldea Housing.



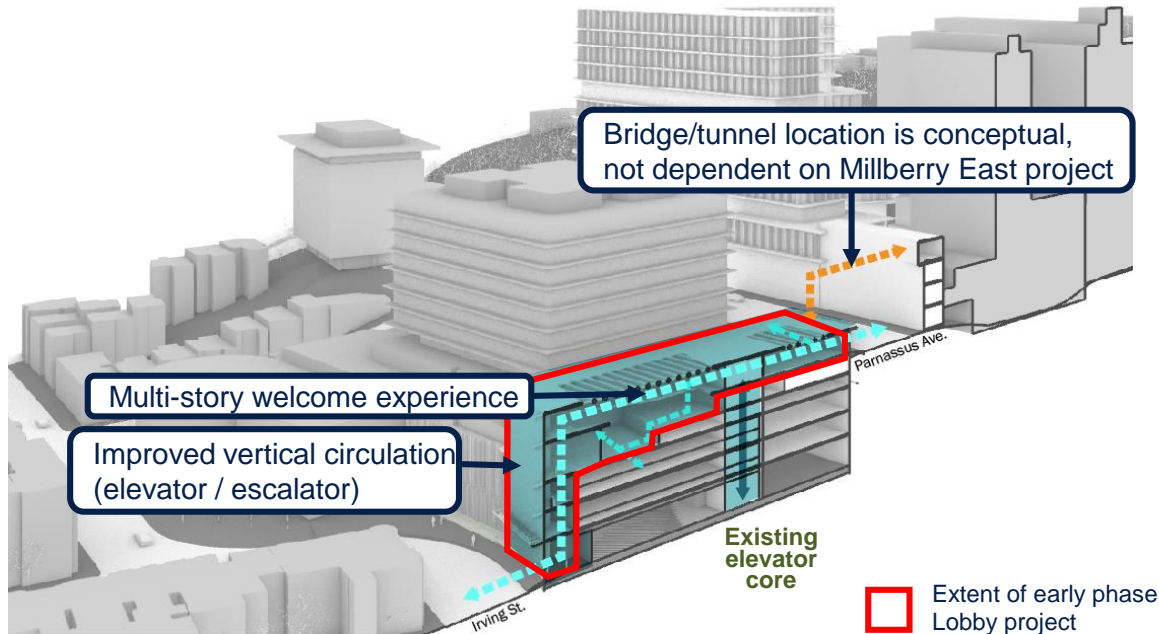
Improving the Irving Street Arrival will provide an enhanced and more efficient entry experience.

Proof of Concept Questions:

- Project Extent
- Lobby Design
- Technical Feasibility
- Potential coordination with seismic work (pending evaluation)
- Project schedule

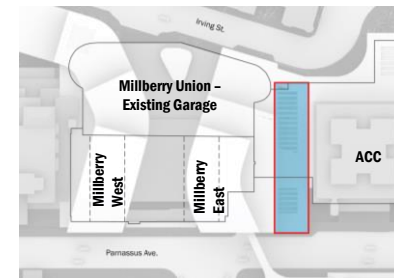


A “Unified Lobby” inserted between the existing ACC and Millberry Union will provide a range of benefits.

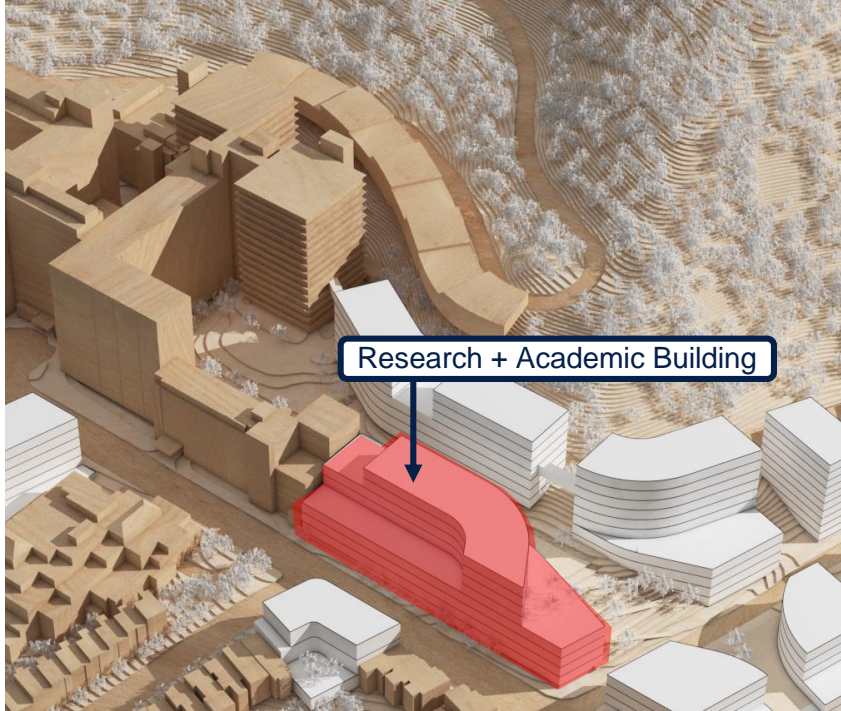


Unified Lobby desired qualities:

- Central reception, seating and gathering
- Convenience retail
- Atrium, natural light
- Street addresses
- Intuitive wayfinding



A new Research & Academic Building provides research and educational space.



Proof of Concept Questions:

- Building size
- High-level building program
- Construction feasibility
- Extent of Fourth Avenue, service corridor and promenade required
- Project schedule

The Plan includes considerations to recommend sustainable, resilient planning solutions.

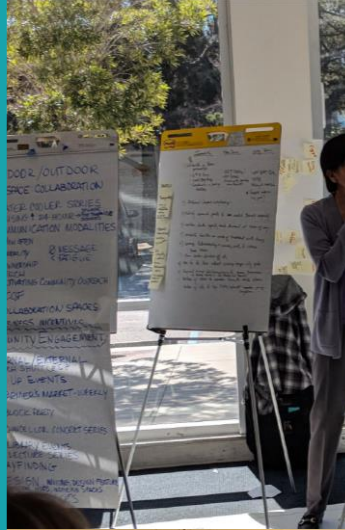
The plan builds upon the findings of two workshops :

- Resilience Garage held in May, 2018 (with 100 RC, P+W)
- Resilience Scan held in February, 2019 (with 100 RC, P+W)

These sessions helped identify opportunities to make improvements to the design alternatives of the CPHP to improve the resilience of the Parnassus Heights campus, UCSF, and the city as a whole.

Four considerations have been made :

1. Create a cohesive vision for the CPHP
2. Embed resilience throughout the CPHP
3. Ensure implementation promotes resilience value
4. Transform the campus into a valued community resource



RESILIENCE GARAGE REPORT

University of California,
San Francisco

July 23, 2018



6/11/2019



Next Steps Toward Implementation

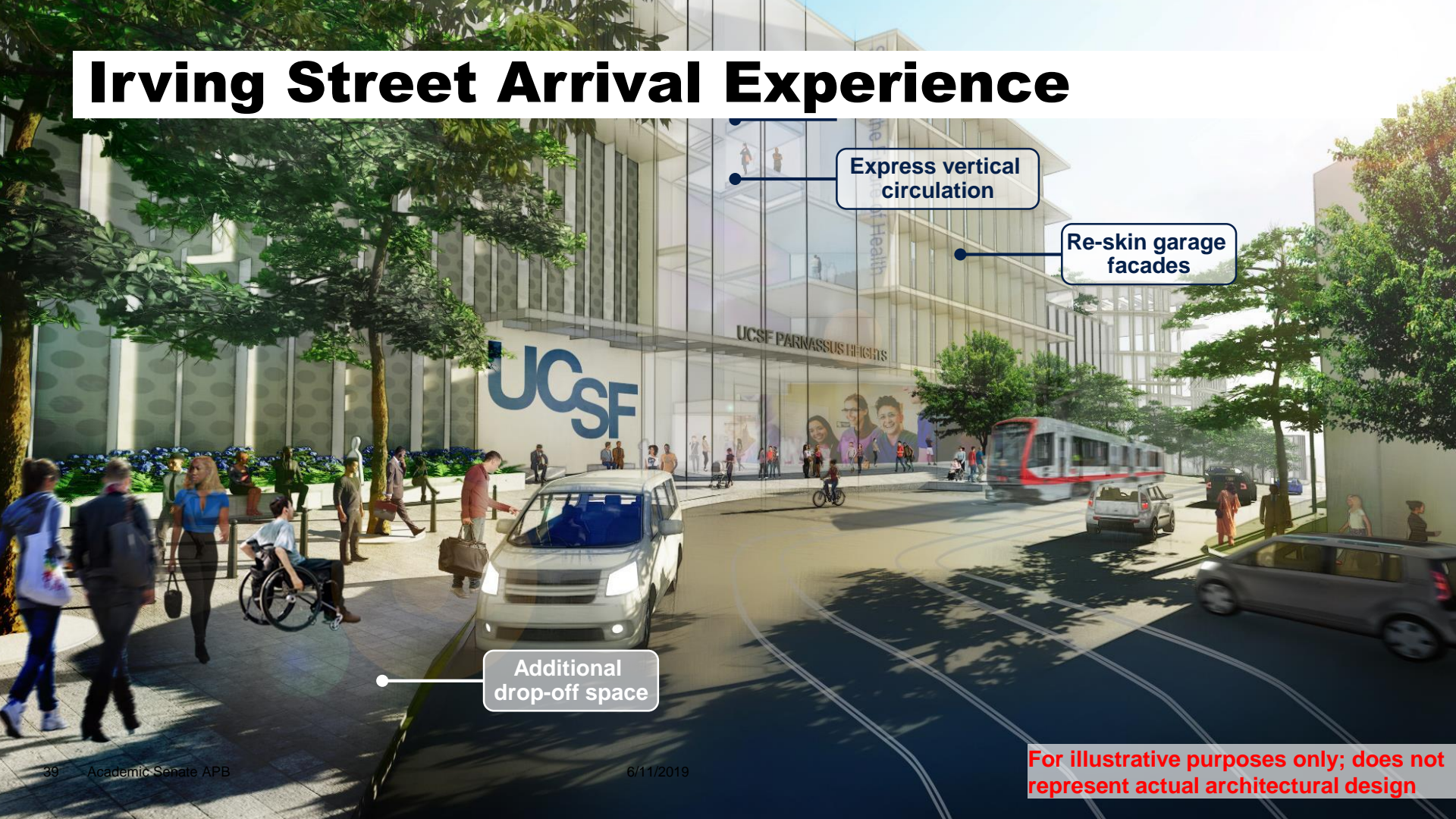
- Leadership to confirm initial sequence of actions
- UCSF Helen Diller Medical Center at Parnassus Heights programming and master planning
- Scope definition for Irving Street arrival experience, new research building, and Aldea
- District Plan for UC Hall site and surrounding area, including 4th Avenue, Service Corridor and Promenade
- Identification of other “make-ready” projects needed to support early sequence
- Validation of cost of initial actions

Next Steps: Campus Design Guidelines

Confirm strategy to complete design guidelines for the campus, to inform the architecture and materiality of buildings.



Irving Street Arrival Experience



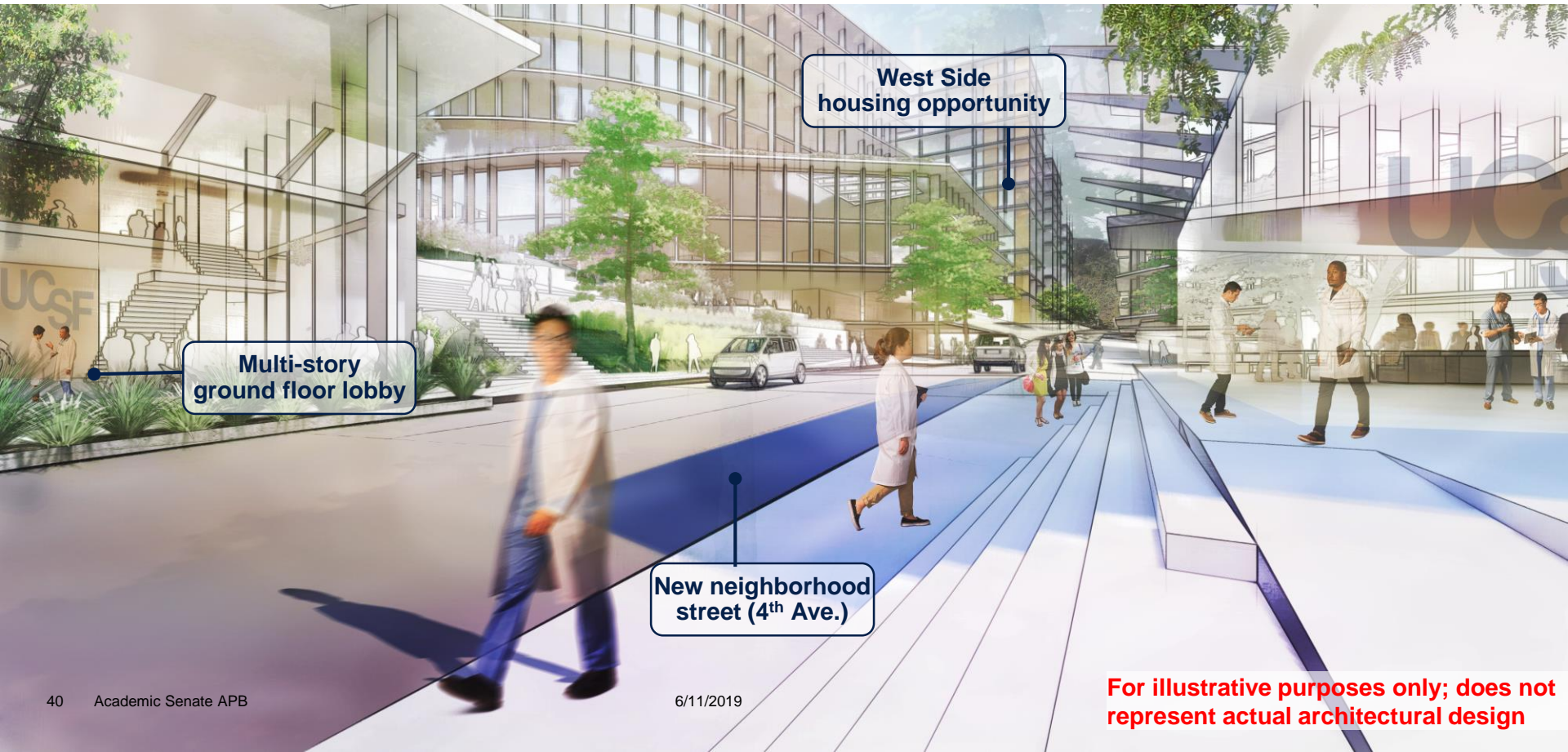
Express vertical circulation

Re-skin garage facades

Additional drop-off space

For illustrative purposes only; does not represent actual architectural design

4th Avenue looking south from Parnassus Ave.



Multi-story
ground floor lobby

West Side
housing opportunity

New neighborhood
street (4th Ave.)

Promenade looking West from Saunders Court



Activated ground levels

Interior, secure connections

East-West Promenade

Outdoor spaces for year-round use

Promenade looking East across 4th Avenue



Activated ground levels

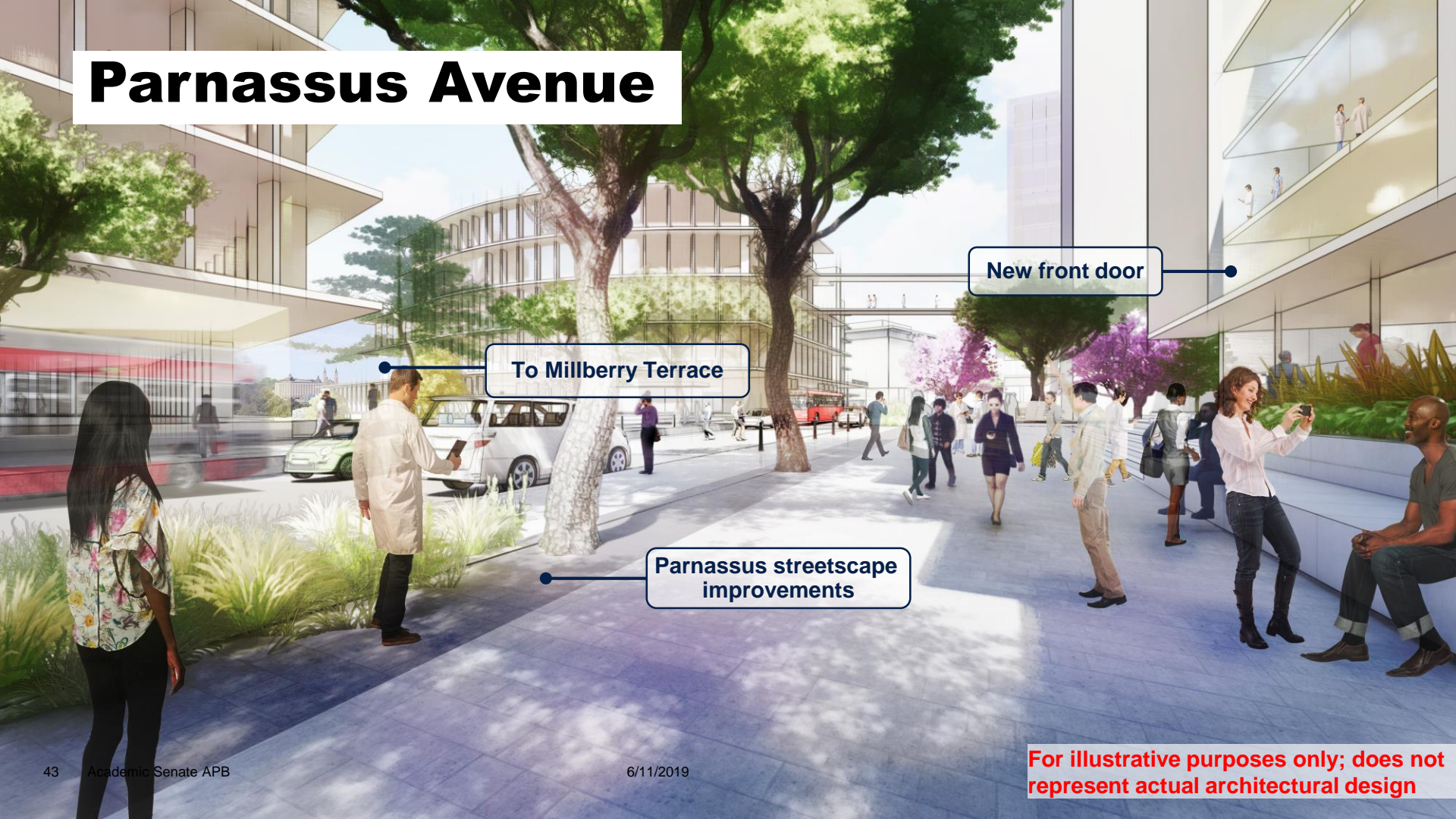
New building opportunity

East-West Promenade

New neighborhood street (4th Ave.)

For illustrative purposes only; does not represent actual architectural design

Parnassus Avenue



To Millberry Terrace

New front door

Parnassus streetscape improvements

For illustrative purposes only; does not represent actual architectural design

