

“PLAN ALTERNATIVES” WORKSHOP SUMMARY

COMPREHENSIVE PARNASSUS HEIGHTS PLAN (CPHP)

06 NOVEMBER 2018 - FINAL

**PERKINS —
EASTMAN**



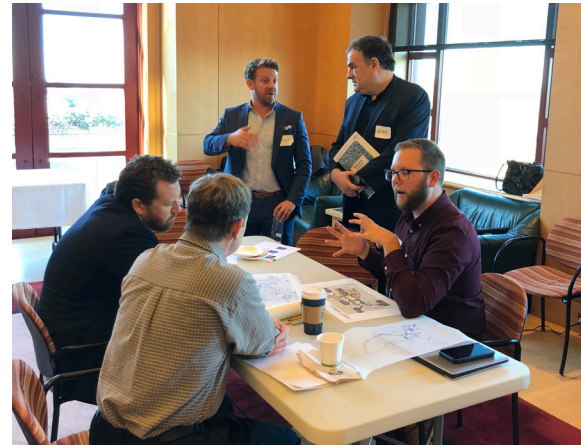
1 INTRODUCTION

1.1 THE WORKSHOP

The Comprehensive Parnassus Heights Plan (CPHP) will provide a framework for the revitalization of the physical environment of the Parnassus Heights campus, ensuring that UCSF remains a world-class health sciences institution for decades to come.

On November 6, 2018, a “Plan Alternatives” workshop welcomed UCSF faculty, staff, leadership, and the consultant team to further explore the opportunities and challenges associated with the campus revitalization.

During two half-day sessions, the Perkins Eastman team presented three alternative layouts for the campus plan with preliminary evaluations and solicited feedback from over 80 campus stakeholders.



Forum participants engaged in small group conversations after the presentations.

1.2 SIX BIG IDEAS

Drawing from July’s Blue Sky workshop, the six “Big Ideas” listed below introduce key goals and help characterize the core concepts driving the CPHP design process. The Big Ideas guide decisions involving public realm, circulation and access, urban design, and campus function.

THE BIG IDEAS

1. Create the campus heart
2. Form complementary districts
3. Emphasize connections for convergence
4. Park to Peak - A vertical campus
5. Parnassus Ave. is the campus main street
6. Irving St. connects to the community



The consultant team introduced Draft Design Alternatives on November 6th.



Workshop participants and members of the consultant team discussed alternatives.

A series of conceptual “before/after” sketches, shown at the right and presented at the workshop, illustrate initial responses to the Big Ideas, and how their application could transform the campus. The Big Ideas also help compare between Alternatives. Section 2.0 includes a summary description of the three Alternatives, highlighting how well each satisfies the Big Ideas.

MILLBERRY UNION



WEST SIDE @ 4TH



SAUNDERS COURT



IRVING STREET



PARNASSUS AVENUE

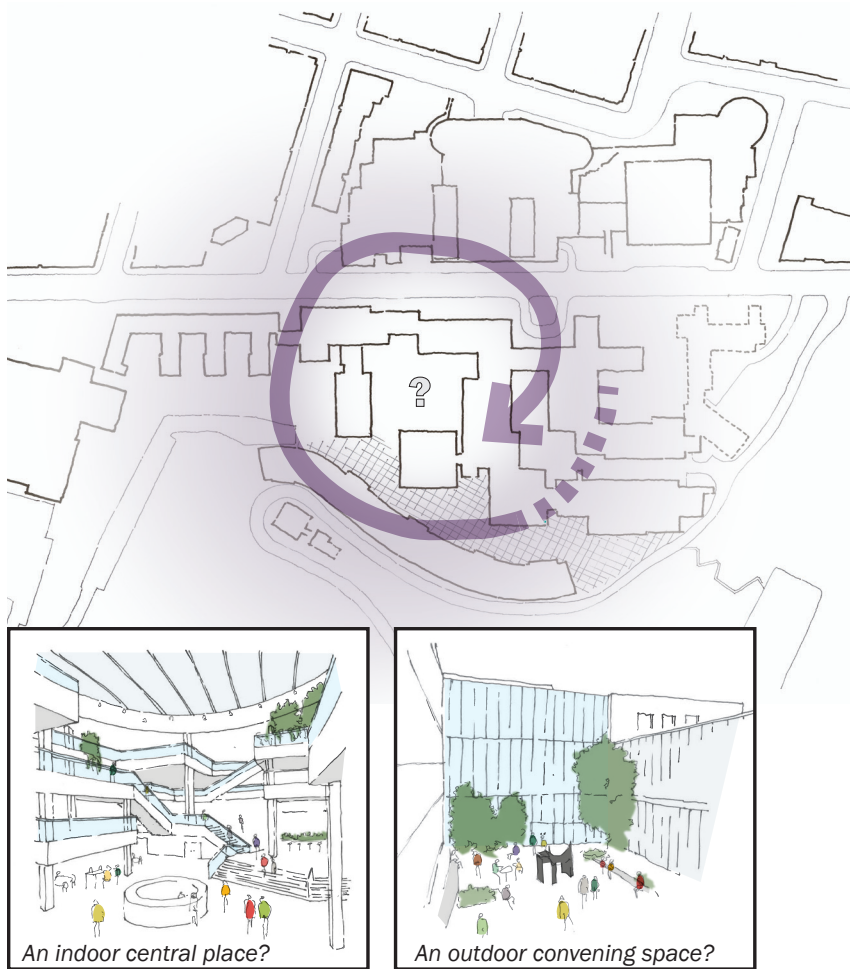


IRVING STREET



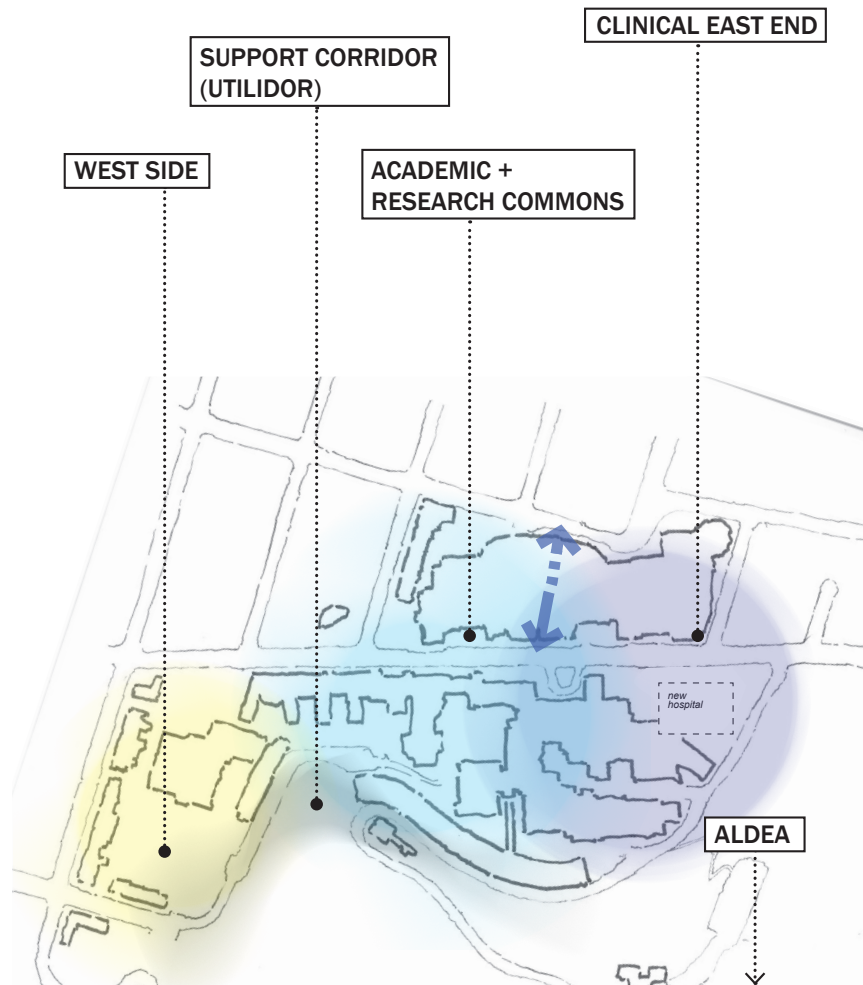
BIG IDEA #1 CREATE THE CAMPUS HEART

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**?



BIG IDEA #2 FORM COMPLEMENTARY DISTRICTS

A series of planned building projects will redefine long-term **CAMPUS RELATIONSHIPS**. Can the CPHP organize its **FUNCTIONS**, while providing opportunities for **CONVERGENCE**?

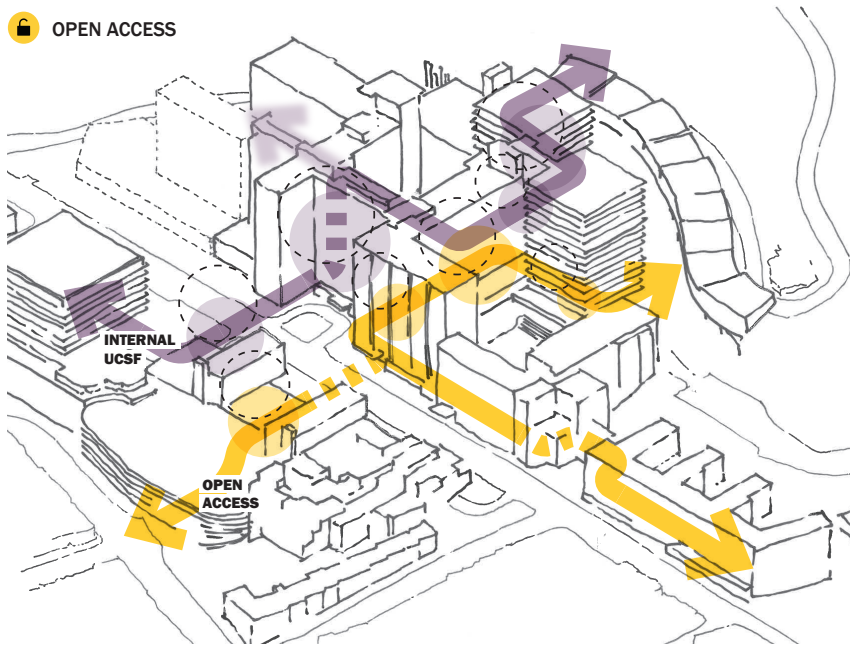


BIG IDEA #3 EMPHASIZE CONNECTIONS FOR CONVERGENCE

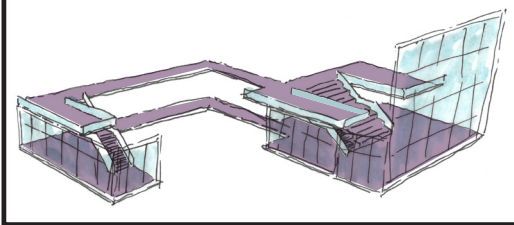
A series of concourses will offer multi-purpose, cross-disciplinary spaces, to respond to the need for **IMPROVED WAYFINDING, COLLABORATION** and **SOCIAL GATHERING**.

🔒 SECURE (UCSF)

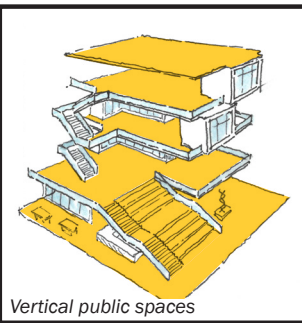
🔓 OPEN ACCESS



Horizontal connections



Vertical public spaces



BIG IDEA #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**?

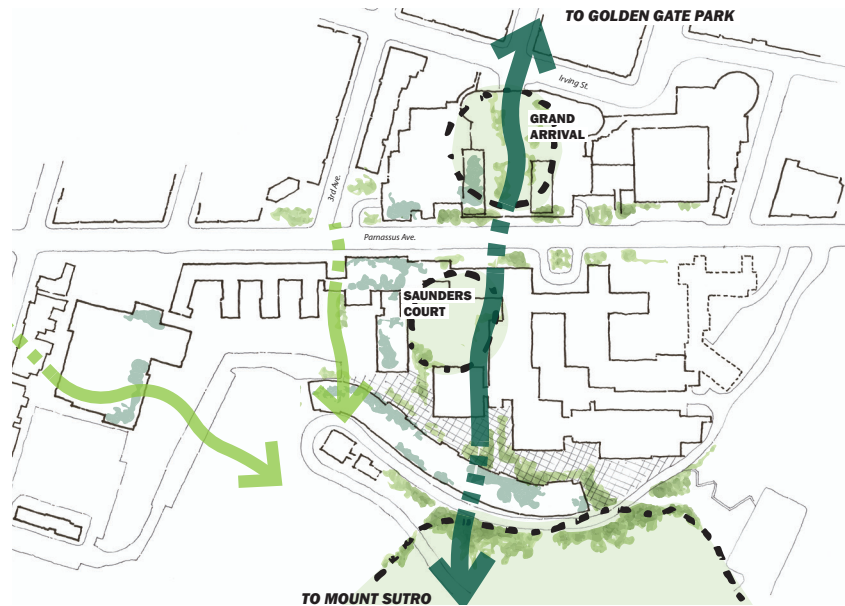
GOLDEN GATE PARK



SAUNDERS COURT

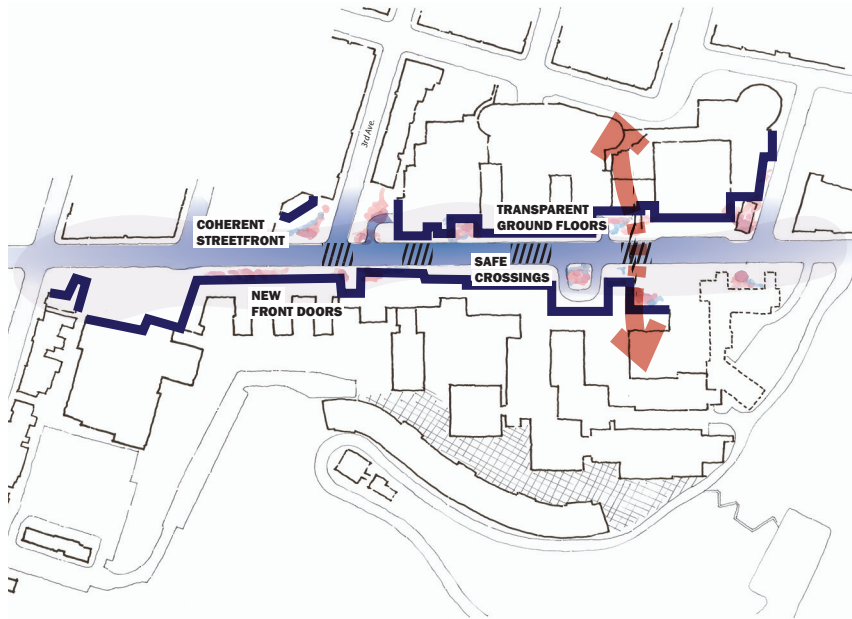


MOUNT SUTRO



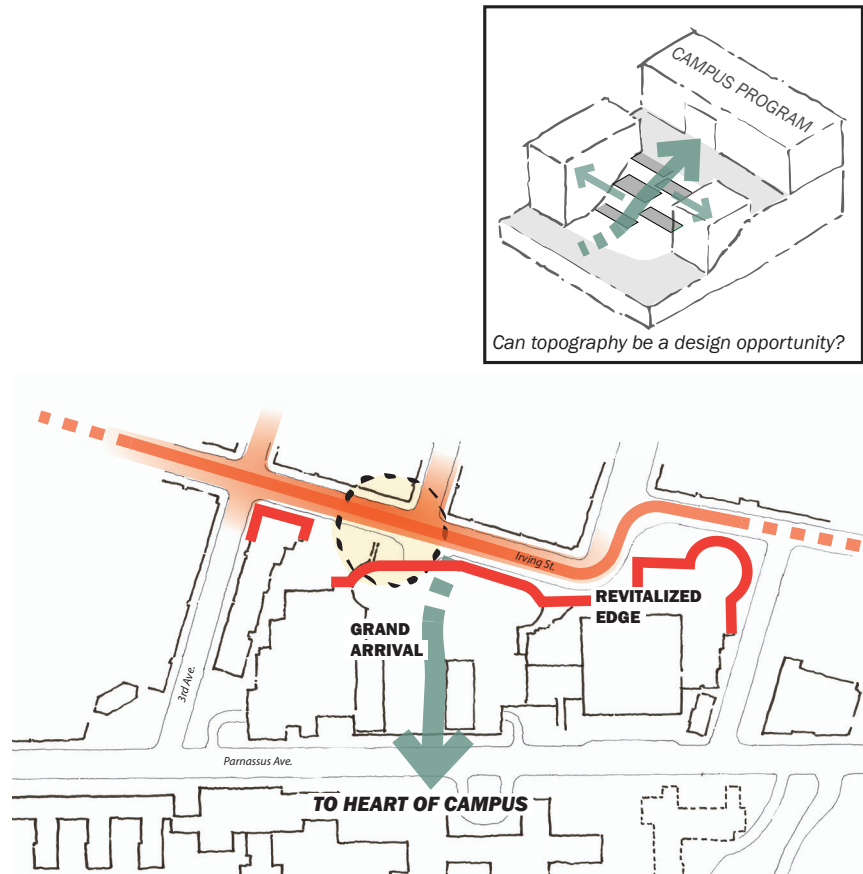
BIG IDEA #5 PARNASSUS AVENUE IS THE CAMPUS MAIN STREET

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



BIG IDEA #6 IRVING STREET 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?



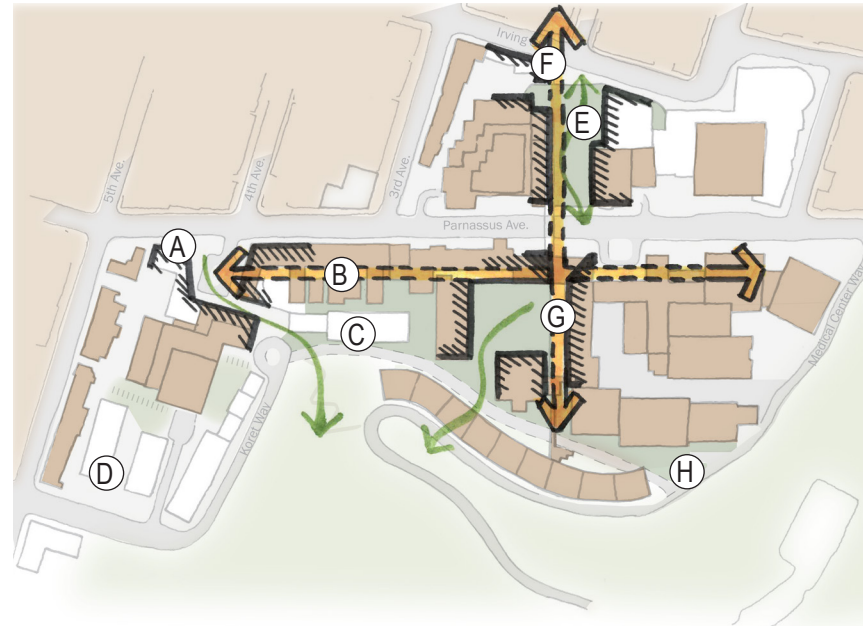
2 DRAFT ALTERNATIVES

2.1 ALTERNATIVE A: SELECTIVE IMPROVEMENTS

Alternative A explores the opportunity to renovate with less reliance on demolition or new buildings. Improvements are achieved via selective architectural interventions (such as re-skinning existing buildings), as well as public realm improvements along Parnassus Avenue, and converting roof level parking at Millberry to a public open space.

Alternative A - Concept Diagram

- A. West front door
- B. Campus concourse
- C. New research
- D. New residential
- E. Panoramic public space
- F. New entry sequence
- G. Refaced buildings
- H. Utilidor



Alternative A - Precedent Images
A “programmed” parking garage skin



Park'n'Play, Copenhagen, Denmark

A panoramic platform



Viewing Pavilion, Weihai, China

Programmed streetfronts



Borough High St. Hotel, London, UK

A multi-level experience






Museumplein, Kerkrade, Netherlands

2.1 SELECTIVE IMPROVEMENTS

NEW BUILDINGS

1. New Research Building
2. ACC Podium Expansion
3. Millberry Union, Retail on Irving
4. West Side with Parking
5. Child Care at Proctor Site
6. Patient Family Housing at Lucia
7. Dentistry "Front Door"
8. Other Small Additions



-  Major CPHP renovations
-  New buildings
-  Existing buildings

*Moffitt is assumed to be renovated after the New Hospital is constructed.

N.B.: All renovations from the CPHP are in addition to CRP on-going and planned renovations, as part of long-term campus maintenance.

2.1 SELECTIVE IMPROVEMENTS



Alternative A - Interventions

ALTERNATIVE A KEY FEATURES

- Greater emphasis on renovated space (in blue) compared to new construction (in green);
- Slight decrease in parking, while all other categories increase;
- Incorporates renovations of CSB, and portions of MSB;
- Smaller buildings assumed for early phase “empty chair” allow for selective improvements and decant of existing buildings.

2.1 SELECTIVE IMPROVEMENTS

DIFFERENTIATORS

- **Millberry Union parking garage remains, with general improvements to wayfinding; the roof of the garage is converted to a public space with panoramic views.**
- **Emphasizes renovations of select existing buildings.**
- **Smaller new buildings used for “swing” space.**
- **School of Nursing building and Dental Clinics stay in place (renovated).**
- **Housing opportunities for key populations - i.e. students, faculty, and patient families.**

OPPORTUNITIES

1 CAMPUS “HEART”

- Facades around Saunders Court are rejuvenated and adapted for new program.
- MSB has an upgraded Parnassus Avenue frontage.

2 COMPLEMENTARY DISTRICTS

- Small expansion associated with ACC parking garage podium
- West Side adds housing over the existing surface lot; partial conversion of UC Hall to housing.
- School of Nursing building is renovated, new small research building to the west.
- MSB is an “Instructional Hub” after key labs are relocated.
- Explores a service corridor behind HSIR towers.

3 CONVERGENCE

- MSB renovations with circulation and collaboration areas relocated to Saunders Court facing side.
- Campus concourse provides access control strategies.

4 PARK-TO-PEAK

- Millberry garage roof is converted to a landscaped public space.
- New direct connection from Irving Street to Parnassus Avenue via a series of vertical links.
- Public bridge connection provides continuity from Irving Street over Parnassus Avenue, into Saunders Court.
- Better connections through MSB and HSIR towers with new, more efficient vertical circulation cores.

5 PARNASSUS AVENUE

- New front door at MSB, strategic improvements to facades.
- Traffic calming and pedestrian safety improvements.

6 IRVING STREET

- ACC lobby extension connects to Irving Street with a new “front door,” including elements of “science on display”.
- Enhance user experience accessing campus from transit.

CHALLENGES

TECHNICAL

- Treatment of UC Hall and scale of intervention will impact scale of new research building.
- ACC podium addition may trigger complete seismic upgrade in garage (possibly the tower above).
- Relocation of the food court on top of Millberry garage will require reinforcement of tower structures.

FINANCIAL

- Renovations and re-purposing may cost less in the short term, but may increase long-term costs.
- Clarify the trade-offs in cost and time vs. quality of space for UCSF?

PHASING

- Clinical east end achieved early requires empty chair at ACC podium.
- Administrative (non-clinical) program need swing space for early renovation of UC Hall.
- Assumes renovations in HSIR for high quality, remodeled swing space to act as empty chair for future MSB renovation.
- Conversion of Millberry roof may require restaurant and retail “empty chair”.

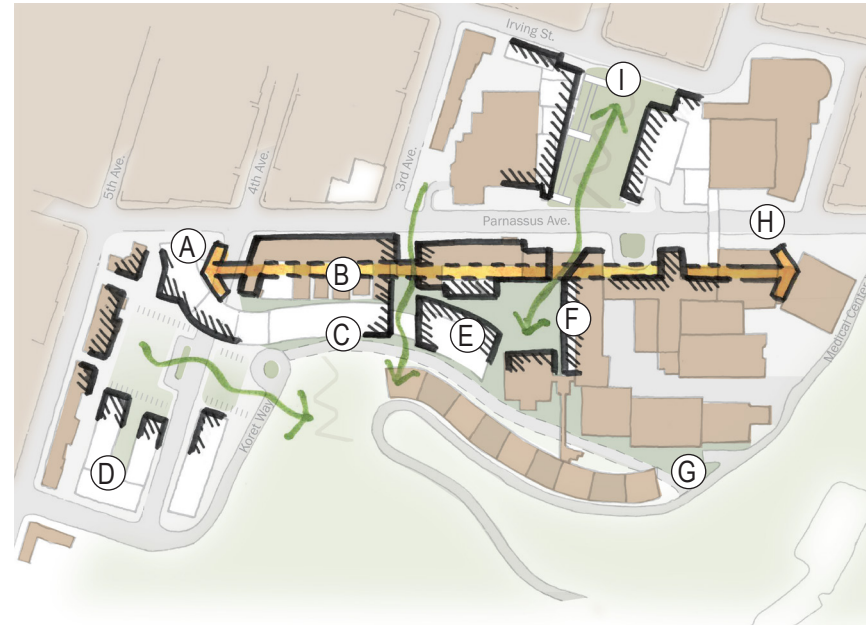
2.2 EXPANDED SAUNDERS

2.2 ALTERNATIVE B: EXPANDED SAUNDERS

Alternative B explores shifting functions into complementary districts, and adds new contemporary spaces and buildings. This Alternative also introduces a “grand entry” concept from Irving Street, a connected new research building behind UC Hall and CSB, and locates the heart of campus in an expanded Saunders Court.

Alternative B - Concept Diagram

- A. West front door
- B. Campus concourse
- C. New research
- D. New residential and employee parking
- E. New campus union
- F. Repurposed MSB into Translational Hub
- G. Utilidor
- H. Consolidated clinical
- I. New entry sequence



Alternative B - Precedent Images Indoor concourse connections



IT University of Copenhagen, Denmark

Landscape circulation



Syracuse University, New York

An iconic “front door”



University of Chicago, IL

Campus heart for convening

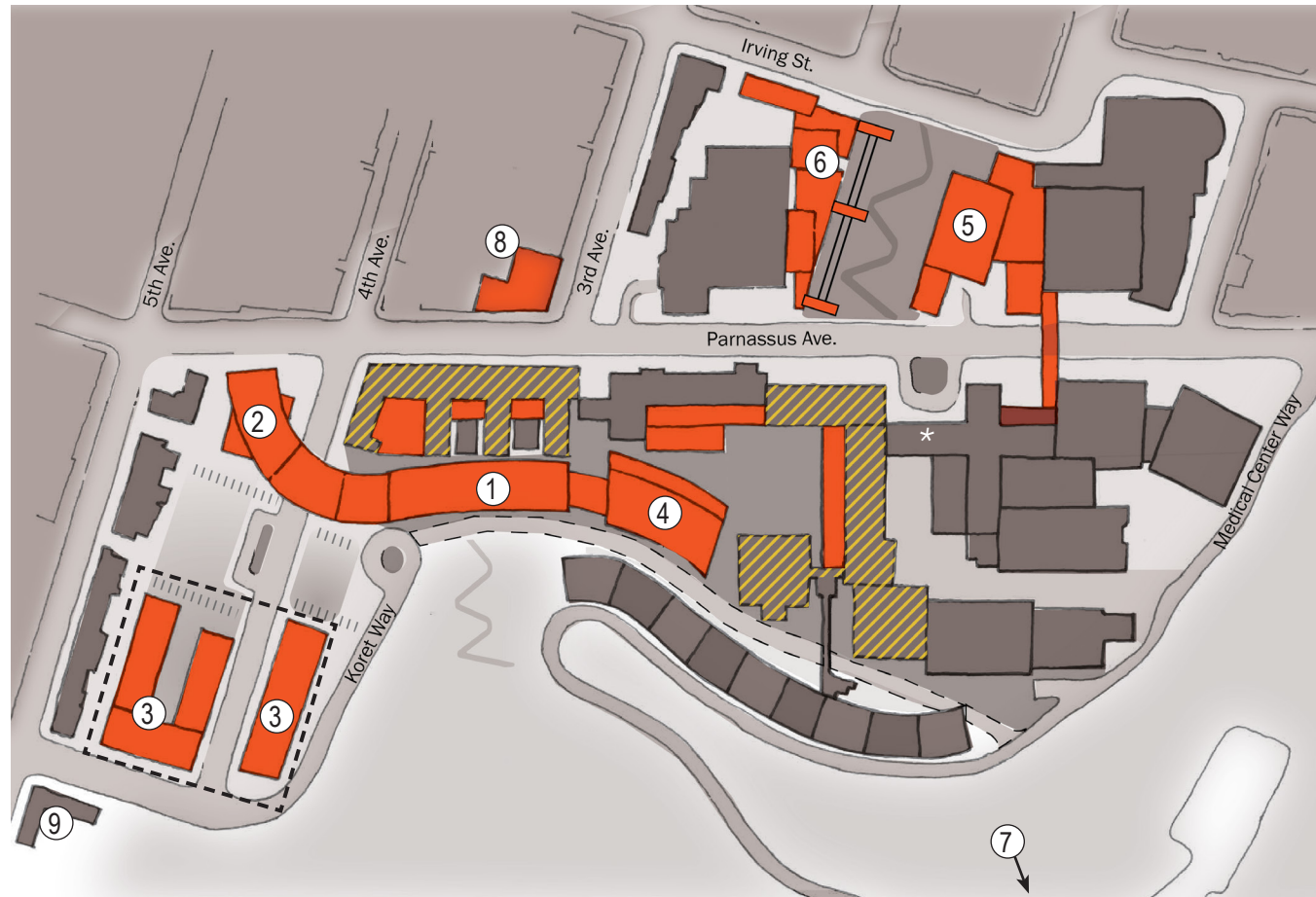





Humanitas University, Milan, Italy

2.2 EXPANDED SAUNDERS

NEW BUILDINGS

1. New Research Building #1
2. New Research Building #2
3. Housing West Side, with Parking
4. New Campus Union and Forum
5. New ACC Tower Addition
6. New Program Building
7. Aldea Child Care
8. Patient Family Housing at Lucia
9. Housing at Proctor Site

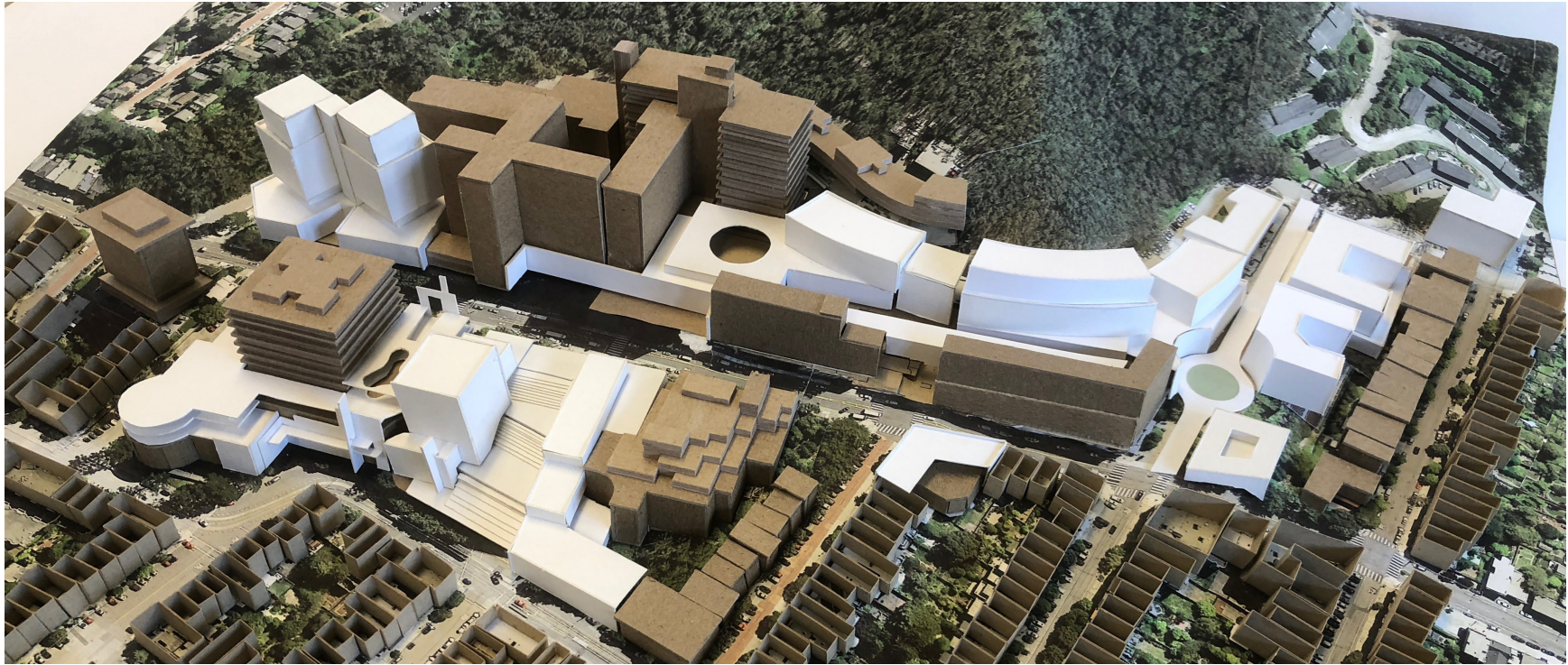


-  Major CPHP renovations
-  New buildings
-  Existing buildings

*Moffitt is assumed to be renovated after the New Hospital is constructed.

N.B.: All renovations from the CPHP are in addition to CRP on-going and planned renovations, as part of long-term campus maintenance.

2.2 EXPANDED SAUNDERS



Alternative B - Interventions

ALTERNATIVE B KEY FEATURES

- Significant amount of new space (in green), made possible by a series of demolitions;
- Decrease in net space for the parking, assumes increased efficiency garage design, and some long-term reductions;
- Large housing footprint on the West Side, around new 4th Avenue extension;
- Grand entry from Irving Street to Parnassus Avenue with new public facing program and landscape along circulation spine.

2.2 EXPANDED SAUNDERS

DIFFERENTIATORS

- **West Side has a significant housing component.**
- **Public-facing programs are in a new structure, extended from the library.**
- **New buildings behind UC hall provide an “empty chair” for MSB renovation.**
- **Opportunity for a forum/ convening space in new building adjacent to Saunders Court (on School of Nursing site).**
- **4th Avenue is reconnected.**
- **Staff parking is consolidated in a large garage on the West Side and replaces Millberry garage.**

OPPORTUNITIES

1 CAMPUS “HEART”

- Saunders Court is expanded to be a new campus “quad,” gardens and terraces behind UC Hall as circulation spine.
- MSB facade made transparent for presence on Parnassus Avenue.

2 COMPLEMENTARY DISTRICTS

- Clinical uses consolidated to east end, translational clinical hub in a portion of MSB, and ACC tower expansion.
- UC Hall and CSB focused on Academic Support
- Public-facing, “science on display” and instructional uses adjacent to the library.
- New union, forum and collaboration spaces at Saunders Court
- Staff parking consolidated to West Side.

3 CONVERGENCE

- MSB renovation; circulation areas moved to Saunders Court facing side.
- Campus concourse provides access control strategies.
- Series of state of the art connected research buildings.
- MSB supports more clinical research users.

4 PARK-TO-PEAK

- 4th Avenue connection in the West Side, including a new park.
- Explores bridge/tunnel to improve connectivity across Parnassus Avenue.

5 PARNASSUS AVENUE

- New front door at MSB, strategic improvements to facades.
- Traffic calming and pedestrian safety improvements.

6 IRVING STREET

- Grand arrival improves circulation between Irving Street and Parnassus Avenue (includes mobility-assisted options).
- Transit stop and waiting area improvements.
- Activated uses on Irving Street and at ACC garage entrance.

CHALLENGES

TECHNICAL

- Treatment of UC Hall and scale of intervention; interface with new buildings to rear.
- Challenges around building on the hillside and retaining structures.
- Employee access to new parking is challenging until 4th Ave. is complete
- Slope conditions from Irving Street to Parnassus Avenue.

FINANCIAL

- Funding is oriented to new research building in early phases.
- Conversion of smaller sites to patient family hotels.

PHASING

- Large parking garage may overly impact Parnassus Avenue.
- Decanting Dental Clinics in early phase requires “empty chair;” assumes portion of MSB as a translational hub.
- Irving Street entry improvements should not impact hospital construction.
- Early decanting on the School of Nursing to allow for new building site, and Saunders improvements.

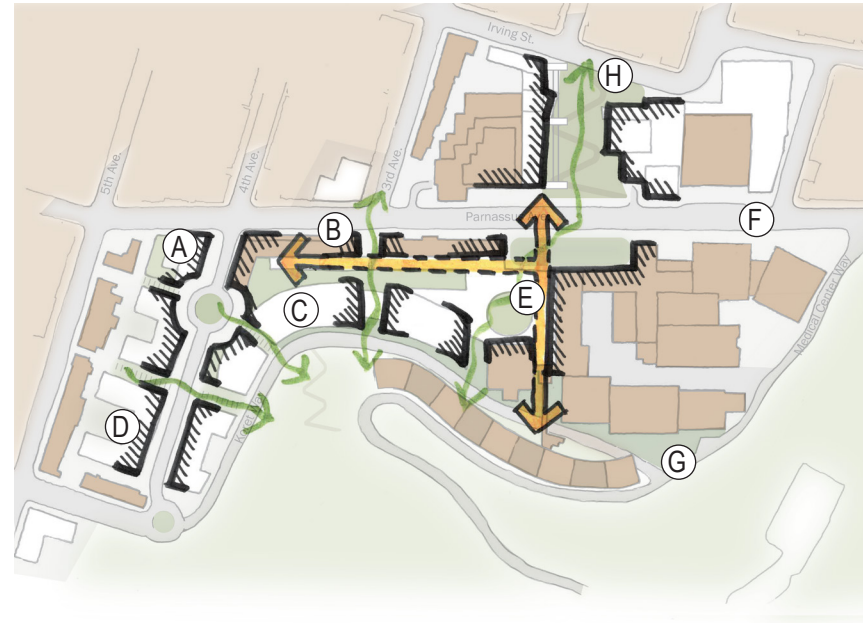
2.3 TRANSFORMATION

2.3 ALTERNATIVE C: TRANSFORMATION

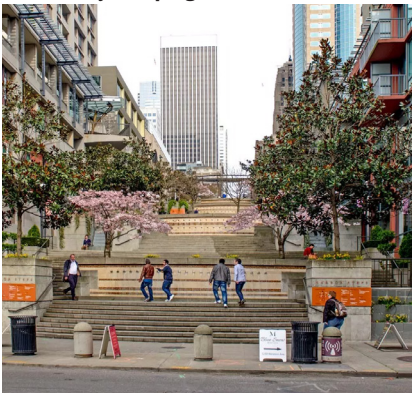
Alternative C has the greatest emphasis on new, more efficient buildings, as well as selective demolitions, and performs best towards the Space Ceiling. In addition to a grand entry at Irving Street, and a new ACC expansion, Alternative C explores the removal of the north wing of MSB, and reorients the campus with stronger vertical connections from Park to Peak.

Alternative C - Concept Diagram

- A. West front door
- B. Porous streetfront
- C. New research
- D. New residential and employee parking
- E. Instructional Hub
- F. Consolidated Clinical
- G. Utilidor
- H. New entry sequence



Alternative C - Precedent Images
Grand entry with program



Harbour Steps, Seattle

Green campus heart



New York City, Ford Foundation

Distinct circulation paths



University of Cincinnati, OH

Campus heart for convening

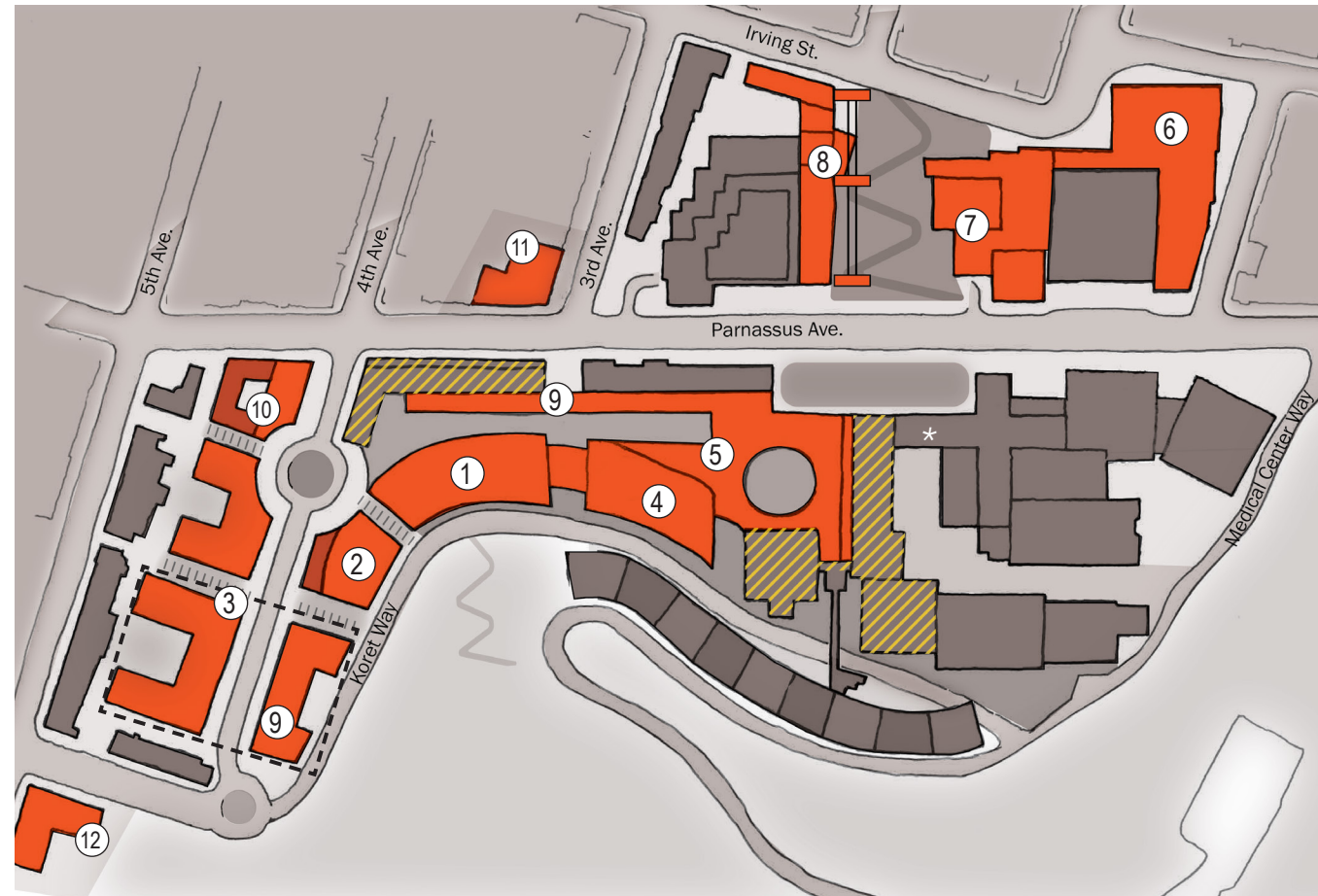





University of Copenhagen, Denmark

2.3 TRANSFORMATION

NEW BUILDINGS

1. New Research Building #1
2. New Research Building #2
3. Housing West Side, with Parking
4. New Union
5. New Concourse
6. ACC Podium Expansion
7. ACC Tower Add.
8. New Program
9. Staff Parking
10. Child Care at 4th
11. Patient Family Housing at Lucia
12. Housing at Proctor



-  Major CPHP renovations
-  New buildings
-  Existing buildings

**Moffitt is assumed to be renovated after the New Hospital is constructed.*

N.B.: All renovations from the CPHP are in addition to CRP on-going and planned renovations, as part of long-term campus maintenance.

2.3 TRANSFORMATION



Alternative C - Interventions

ALTERNATIVE C KEY FEATURES

- Largest amount of new space (in green), made possible by a series of demolitions;
- Decrease in net space for the parking, assumes increased efficiency garage design, and some long-term reductions;
- Large interior public forum around Saunders Court;
- Grand entry from Irving Street to Parnassus Avenue includes new program such as “science on display” or instructional spaces.

2.3 TRANSFORMATION

DIFFERENTIATORS

- **Explores more intensive housing in the West Side.**
- **New West Side buildings provide opportunity for incubator space or partnerships with private-sector R&D.**
- **Includes the most new construction.**
- **Large interior public forum and convening location at Saunders Court.**
- **New Parnassus Avenue frontage results from north wing demolition, integrated with the “winter garden” forum at Saunders Court.**
- **ACC tower expansion at former Millberry Union location, also associated with new Irving Street entry.**

OPPORTUNITIES

1 CAMPUS “HEART”

- North wing of MSB is removed for visibility and improved experience.
- Saunders Court as a “winter garden” atrium, providing front doors to each of the four schools.

2 COMPLEMENTARY DISTRICTS

- Clinical uses are consolidated to the east end (ACC expansion).
- Public-facing and instructional uses are located at Millberry arrival.
- Forum, collaboration spaces and new union at Saunders Court.
- West Side becomes a neighborhood with amenities and housing.
- Staff parking shifts to West Side, split between two garages.
- Utilidor and Medical Center Way is improved.

3 CONVERGENCE

- MSB renovations are explored, with circulation and collaboration areas moved to Saunders Court facing side, linked to forum.
- Campus concourse provides access control strategies.
- Integrated research buildings; full MSB renovation.

4 PARK-TO-PEAK

- Connectivity improvements from Irving Street and in the West Side.
- Grand arrival from Irving Street to Parnassus Avenue via landscape.
- Pedestrian paths connect Mount Sutro to the neighborhood.

5 PARNASSUS AVENUE

- Traffic calming on Parnassus Avenue, associated with MSB improvements to create main street and safe pedestrian experience.
- Building facade improvements along Parnassus Avenue.
- Improved curb space management.

6 IRVING STREET

- Grand arrival improves circulation between Irving Street and Parnassus Avenue, also with mobility-assisted options.
- Transit stop and waiting area improvements, exploring a drop-off.
- Activated uses on Irving Street.

CHALLENGES

TECHNICAL

- Demolition of MSB north wing must avoid impact to users.
- Upgrades to UC Hall structure with new structures, underground parking.
- Potential traffic and access challenges on new 4th Avenue.
- Mobility assisted options for grand entry; scale feasibility and timing.
- ACC podium expansion in Phase 1.

FINANCIAL

- Construction of new research building behind UC Hall requires funding quickly.
- Potential to sell/lease Proctor site for residential/hotel use.
- Footprint allocation of 350 Parnassus. uses to reduce leasing costs.

PHASING

- Portions of MSB, Dental Clinics and School of Nursing, UC Hall require swing space to be decanted early.
- Large new research building would allow decanting of key labs in MSB.
- Assumes renovations in HSIR for high quality, remodeled swing space to act as “empty chair”.

3 CONCLUSION

3.1 EVALUATION CRITERIA

A series of evaluation criteria were developed with stakeholder input to allow for meaningful comparisons among the alternatives (see full list in Appendix).

Workshop participants were given an initial evaluation of the alternatives using these criteria, and were asked to provide their comments.

EVALUATION CRITERIA				
<small>* Criteria in bold will be given priority <small>† Criteria with a question mark are currently being analyzed</small> </small>				
				<div> <div>●</div> <div>●</div> <div>●</div> </div> <div>Relative to each other</div>
MISSION				
	A	B	C	
1 Does the alternative support UCSF's mission by providing additional facilities for biomedical, clinical and translational research? *	●	●	●	
2 Does the alternative support UCSF's mission by providing additional facilities for graduate-level education in the health sciences and health professions? *	●	●	●	
3 Does the alternative support UCSF's mission by providing additional facilities for patient care? *	●	●	●	
4 Does the alternative maximize the opportunity to house the research, clinical, and education activities in one and transformable space? *	●	●	●	
5 Does the alternative enable all four professional schools to remain based at Parnassus Heights? *	●	●	●	
6 Does the alternative provide a welcoming environment for a diverse community of staff, faculty, students, and visitors? *	●	●	●	
7 Does the alternative allow Parnassus Heights to consider the future as a primary campus site for UCSF? *	●	●	●	
DESIGN				
	A	B	C	
8 Does the alternative provide a sufficiently transformational space for the present environment of the Parnassus Heights campus? *	●	●	●	
9 Does the alternative achieve this in the long term? *	●	●	●	
10 Does the alternative support the goal of creating a new campus of public and private places that can serve as a model of campus with its own character and identity? *	●	●	●	
11 Does the alternative provide a stronger and more vibrant identity for the campus and provide new opportunities for engagement, visitors and visitors? *	●	●	●	
12 Do we want that new identity to be a focus, one that can serve as a model for the campus that can serve as a model for the campus? *	●	●	●	
13 Does the alternative accommodate universal design principles? *	?	?	?	
14 Does the proposed design of the alternative achieve UCSF's goal of a world-class institution within San Francisco? *	●	●	●	
15 Does this option further our ability to achieve University of California research goals for urban vibrancy, space reduction, and water conservation, and will the design achieve our vision goals? *	?	?	?	
16 Does the proposed design of the alternative support overall future for Parnassus Heights development? *	●	●	●	
IMPLEMENTATION				
	A	B	C	
17 Can the alternative be placed in such a way that can be implemented in a realistic, financially feasible manner? *	?	?	?	
18 Does the alternative make a compelling case for building facilities and programs to stay with the state of implementation? *	●	●	●	
19 Does the alternative allow for operational efficiency, improve lighting, and meet in a simple that can be maintained effectively? *	●	●	●	
20 Does the alternative generate economic value for the business, improve revenue, and meeting other program goals? *	?	?	?	
COORDINATION WITH NEW HOSPITAL PLANNING				
	A	B	C	
21 Does the alternative integrate and coordinate the state of hospital facilities to allow UCSF to remain competitive in the health care market? *	●	●	●	
22 Does the alternative support the best possible patient experience, given the challenges and constraints of the Parnassus Heights site? *	●	●	●	
ACCESS AND MOBILITY				
	A	B	C	
23 Does the alternative create a welcoming and accessible environment for patients, visitors, students and employees arriving by public transit, vehicle, and on foot? *	●	●	●	
24 Does the alternative contain the facility footprint to existing infrastructure, transportation, and parking? *	●	●	●	
25 Does the alternative include facilities to support facilities to adjust for changes in future needs of the Parnassus Heights campus? *	●	●	●	
26 Are security concerns addressed by the alternative? *	?	?	?	
COMMUNITY CONSIDERATIONS				
	A	B	C	
27 Does the alternative consider the neighborhood context and provide features that could serve as a catalyst for engagement with the public or target? *	●	●	●	
28 Does the alternative mitigate or contribute impacts to the Parnassus Heights open setting? *	●	●	●	

Evaluation Criteria - "First Blush"

3.2 WHAT WE HEARD

Workshop participants expressed support for the consolidation of clinical uses to the east end of campus, and re-thinking School of Nursing and Dental Clinics building footprints. There is strong interest in the development of a new service corridor, as well as continued exploration of a bridge/tunnel linking the north and south side of campus.

“The **UTILIDOR** will help control ingress/egress security for materials.”

Improvements to the Parnassus Avenue street experience had strong support, as well as the addition of new spaces for collaboration, convening, and convergence.

“The gradual addition of **RESEARCH BUILDINGS** gives flexibility for buildings to adapt to new needs.”

“There is a need for **COMMON SPACE** proximal to labs.”

3.2 WHAT WE HEARD

Participants discussed the critical first phase moves, planning for the future ability to “decant” space, and how to conduct holistic renovations of existing structures such as MSB.

Topics requiring more analysis are priorities for a near term Phase 1 “empty chair” or “swing” building. Questions remain around the possibility of moving programs off-site to ensure phasing flexibility; as well as strategies to optimize the parking experience; and how to make better connections between Irving Street and Parnassus Avenue.

“Be thoughtful of the location of **CHILD CARE** for family drop-off and pick-up.”

There is interest in exploring forms of UCSF-oriented housing and hotel options, as well as expanding childcare. Regarding housing, there is no consensus on the overall amount or location; further study and discussion is needed. Challenges for all Alternatives include understanding how to mitigate community impacts, and finding workable space ceiling solutions that can allow for long-term growth.



3.3 NEXT STEPS

January 22, 2019 will introduce the “Preferred Alternative”, integrating feedback and further investigations in the CPHP. Identified next steps include:

1. First phase priorities and the “empty chair”;
2. Compare costs of new construction against renovation;
3. Measure traffic, and circulation impacts;
4. Refine character, design, and delivery method for housing;
5. Consider community impacts;
6. Define the near-term design for the “Utilidor”;
7. Coordinate with existing capital plan.