

# DRAFT ENVIRONMENTAL IMPACT REPORT

## VOLUME 2

### CHAPTERS 1 – 4.4

# California Pacific Medical Center (CPMC) Long Range Development Plan

PLANNING DEPARTMENT CASE NO. 2005.0555E

STATE CLEARINGHOUSE NO. 2006062157



**SAN FRANCISCO  
PLANNING  
DEPARTMENT**

Draft EIR Publication Date:	JULY 21, 2010
Draft EIR Public Hearing Date:	SEPTEMBER 23, 2010
Draft EIR Public Comment Period:	JULY 21, 2010 – SEPTEMBER 29, 2010

*Written comments should be sent to:*

Environmental Review Officer | 1650 Mission Street, Suite 400 | San Francisco, CA 94103

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## ACRONYMS AND ABBREVIATIONS

$\mu\text{g}/\text{m}^3$	micrograms per cubic meter
$\mu\text{in}/\text{sec}$	microinch(es) per second
$^{\circ}\text{C}$	degrees Celsius
$^{\circ}\text{F}$	degrees Fahrenheit
2000 CAP	<i>Bay Area 2000 Clean Air Plan</i>
2005 Bay Area Ozone Strategy	<i>2005 Ozone Strategy for the San Francisco Bay Area</i>
AB	Assembly Bill
AB 32	California Global Warming Solutions Act of 2006
ABAG	Association of Bay Area Governments
ACC	Ambulatory Care Center
ADMP	asbestos dust mitigation plan
ADRP	archaeological data recovery plan
ADT	average daily traffic
Alquist-Priolo Act	Alquist-Priolo Earthquake Fault Zoning Act
ALS	amyotrophic lateral sclerosis (Lou Gehrig's Disease)
Ambulances	emergency vehicle sirens
amsl	above mean sea level
ANSI	American National Standards Institute
APS	Alternative Planning Strategy
ARB	California Air Resources Board
ARDTP	archaeological research design and treatment plan
AST	aboveground storage tank
ASTM	American Society for Testing and Materials
ATP	archaeological testing plan
BAAQMD	Bay Area Air Quality Management District
BART	Bay Area Rapid Transit
Basin Plan	<i>Water Quality Control Plan for the San Francisco Bay Basin</i>
Bay	San Francisco Bay
Better Streets Plan	<i>San Francisco Better Streets Plan</i>
BLIP	Branch Library Improvement Program
BMP	best management practice
B.P.	Before Present
BRT	Bus Rapid Transit

Btu	British thermal units
BWWF	Bayside Wet Weather Facilities
C&D	Construction and Demolition
CAA	Clean Air Act
CAAA	Clean Air Act Amendments of 1990
CAAQS	California ambient air quality standards
CAFE	corporate average fuel economy
Cal/EPA	California Environmental Protection Agency
Cal/OSHA	California Occupational Safety and Health Administration
Caltrans	California Department of Transportation
CAP	clean air plan
CBC	California Building Code
CBRNE	chemical, biological, radiological, nuclear, high-yield explosives equipment
CCAA	California Clean Air Act
CCAR	California Climate Action Registry
CCR	California Code of Regulations
CDHS	California Department of Health Care Services
CEC	California Energy Commission
CEQA	California Environmental Quality Act
CESA	California Endangered Species Act
CFR	Code of Federal Regulations
CGS	California Geological Survey
CH <sub>4</sub>	methane
CHP	California Highway Patrol
City	City and County of San Francisco
CIWMB	California Integrated Waste Management Board
Climate Action Plan	<i>Climate Action Plan for San Francisco:</i> <i>Local Actions to Reduce Greenhouse Gas Emissions</i>
CMP	Congestion Management Program
CMWMP	California Medical Waste Management Program
CNDDB	California Natural Diversity Database
CNEL	community noise equivalent level
CNRA	California Natural Resources Agency
CO	carbon monoxide
CO <sub>2</sub>	carbon dioxide

CO <sub>2</sub> e	carbon dioxide–equivalent
CPMC	California Pacific Medical Center
CPT	cone penetration test
CPUC	California Public Utilities Commission
CRHR	California Register of Historical Resources
CSO	combined sewer overflow
CSO Policy	Combined Sewer Overflow Control Policy
CU	conditional use
CUPA	Certified Unified Program Agency
CWA	Clean Water Act
CZ	climate zone
dB	decibel(s)
dBA	A-weighted decibel(s)
dB/DD	decibels per doubling of distance (attenuation)
dbh	diameter at breast height
DBI	San Francisco Department of Building Inspection
DEIR	draft environmental impact report
DFG	California Department of Fish and Game
DOF	California Department of Finance
DOT	U.S. Department of Transportation
Downtown Basin	Downtown San Francisco groundwater basin
DPH	California Department of Public Health
DPH RHB	Radiological Health Branch of the California Department of Public Health
DPW	San Francisco Department of Public Works
DSHA	Deterministic seismic hazard analysis
DTSC	California Department of Toxic Substances Control
eb	eastbound
ECP	environmental contingency plan
EDR	Environmental Data Resources
EEA	environmental evaluation application
EEG	electroencephalography
EIR	environmental impact report
EISA	Energy and Independence Security Act of 2007
EMFAC2007	On-Road Mobile-Source Emission Factor model
EMS	emergency medical services

Endangerment Finding	<i>Proposed Endangerment and Cause or Contribute Findings for Greenhouse Gases under the Clean Air Act</i>
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
EPCA	Energy Policy and Conservation Act
ERO	Environmental Review Officer
ESA	federal Endangered Species Act of 1973
ESA	Environmental Site Assessment
°F	degrees Fahrenheit
FAR	floor area ratio
FARR	final archaeological resources report
FEIR	final environmental impact report
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FHWA RD 77-108	FHWA Traffic Noise Prediction Model
Findings	findings of fact
FR	<i>Federal Register</i>
FTA	Federal Transit Administration
FTE	full-time equivalent
General Plan	<i>San Francisco General Plan</i>
GGT	Golden Gate Transit
GHG	greenhouse gas
GP	General Plan
GVW	gross vehicle weight
GWh	gigawatt-hour(s)
GWP	Global Warming Potential
h	hourly
HAP	hazardous air pollutant
Harry Tracy WTP	Harry Tracy Water Treatment Plant
HAZWOPER	Hazardous Waste Operations and Emergency Response
HCM	<i>Highway Capacity Manual</i>
HFC	hydrofluorocarbons
HHWP	Hetch Hetchy Water and Power
HI	hazard index
HMBP	hazardous materials business plan

HMUPA	Hazardous Materials Unified Program Agency
HRA	health risk assessment
HVAC	heating, ventilation, and air conditioning
Hz	Hertz
I-	interstate highway
IBC	International Building Code
ICC	International Code Council
IHH	Institute for Health and Healing
IMP	institutional master plan
in/sec	inch(es) per second
ISCOTT	Interdepartmental Staff Committee on Traffic and Transportation
ITE	Institute of Transportation Engineers
kW	kilowatt
lb/day	pounds per day
lb/in	pounds per inch
LED	light-emitting diode
LEED®	Leadership in Energy and Environmental Design
L <sub>dn</sub>	day-night average noise level
L <sub>eq</sub>	equivalent noise energy level
L <sub>eq(24)</sub>	equivalent noise energy level averaged over a 24-hour period
LID	Low Impact Development
L <sub>max</sub>	maximum noise level
L <sub>min</sub>	minimum noise level
Lobos Basin	Lobos groundwater basin
LOS	level of service
LRDP	<i>Long Range Development Plan</i>
LVW	loaded vehicle weight
L <sub>v</sub>	root mean square velocity expressed in vibration decibels
L <sub>x</sub>	noise level exceeded X% of a specific period of time
M	moment magnitude (scale for measuring seismic activity)
MBTA	Migratory Bird Treaty Act
MCE	maximum considered earthquake
MEA	Major Environmental Analysis Division (of the San Francisco Planning Department)
mg/m <sup>3</sup>	milligrams per cubic meter
mgd	million gallons per day



MLD	Most Likely Descendant
MLP	maximum load point
MMI	Modified Mercalli Intensity (scale of earthquake intensity)
MMRP	mitigation monitoring and reporting plan
MMT	million metric tons
MMTCO <sub>2</sub> E	million gross metric tons of CO <sub>2</sub> e
MOB	Medical Office Building
mpg	miles per gallon
mph	miles per hour
MPO	metropolitan planning organization
MRI	magnetic resonance imaging
MRZ-	Mineral Resource Zone
MS4	municipal separate storm sewer system
MT	metric tons
MT/yr	metric tons per year
MTS	Metropolitan Transportation System
MUN	Municipal and Domestic Supply
Muni	San Francisco Municipal Railway
MY	model year
MW	megawatt(s)
N <sub>2</sub> O	nitrous oxide
NAAQS	national ambient air quality standards
NAHC	Native American Heritage Commission
nb	northbound
NC-3	Neighborhood Commercial District, Moderate-Scale
NCD	Neighborhood Commercial District
NFIP	National Flood Insurance Program
NHTSA	National Highway Traffic Safety Administration
NMFS	National Marine Fisheries Service
NO	nitric oxide
NO <sub>2</sub>	nitrogen dioxide
NOAA	National Oceanic and Atmospheric Administration
NOP	notice of preparation
NO <sub>x</sub>	oxides of nitrogen
NFIP	National Flood Insurance Program

NPDES	National Pollutant Discharge Elimination System
NRHP	National Register of Historic Places
NWS	National Weather Service
NWIC	Northwest Information Center
OAP	ozone attainment plan
OFFROAD2007	Off-Road Mobile-Source Emission Factor model
OHP	California Office of Historic Preservation
OPR	Governor's Office of Planning and Research
OPR	Outpatient/Research Building
OSHA	U.S. Occupational Safety and Health Administration
OSHPD	Office of Statewide Health Planning and Development
PCB	polychlorinated biphenyl
PCE	passenger car equivalent
PEIR	program EIR
Permanent	no fixed
PFC	perfluorocarbons
PG&E	Pacific Gas and Electric Company
PHSH	U.S. Public Health Service Hospital
Planning Code	San Francisco Planning Code
PM <sub>2.5</sub>	fine particulate matter with an aerodynamic diameter of 2.5 micrometers or less
PM <sub>10</sub>	respirable particulate matter with an aerodynamic diameter of 10 micrometers or less
ppm	parts per million
Port	Port of San Francisco
PPV	peak particle velocity
PRC	Public Resources Code
PSHA	Probabilistic seismic hazard analysis
PUD	Planned Unit Development
R	residential
RC-4	Residential-Commercial Combined Districts, High Density
RCRA	Resource Conservation and Recovery Act
REC	recognized environmental conditions
RH-1	Residential, House, One-Family
RH-1D	One Unit per Lot, Detached
RH-2	Residential, House Districts, Two-Family
RH-3	Residential, House Districts, Three-Family

RHB	Radiological Health Branch of the California Department of Public Health
RM-1	Residential, Mixed Districts, Low Density
RM-2	Residential, Mixed Districts, Moderate Density
RM-4	Residential, Mixed Districts, High Density
RMS	root mean square
ROG	reactive organic gases
ROWD	report of waste discharge
RPP	Residential Permit Parking
RTP	Regional Transportation Plan
RWQCB	regional water quality control board
RWMP	<i>Recycled Water Master Plan for the City and County of San Francisco</i>
RWS	Regional Water System
SANDAG	San Diego Association of Governments
sb	southbound
SB	Senate Bill
Scoping Plan	<i>Climate Change Scoping Plan: A Framework for Change</i>
SCS	Sustainable Communities Strategy
SEL	sound exposure level
SF <sub>6</sub>	sulfur hexafluoride
SFBAAB	San Francisco Bay Area Air Basin
SFBC	San Francisco Building Code
SF-CHAMP	San Francisco County Transportation Authority travel demand model
SFCTA	San Francisco County Transportation Authority
SFDPH	San Francisco Department of Public Health
SF Environment	San Francisco Department of the Environment
SFFD	San Francisco Fire Department
SF Guidelines	<i>Transportation Impact Analysis Guidelines for Environmental Review,</i> San Francisco Planning Department, October 2002
SFMTA	San Francisco Municipal Transportation Agency
SFMTA Blue Book	<i>Regulations for Working in San Francisco Streets</i>
SFO	San Francisco International Airport
SFPD	San Francisco Police Department
SFPL	San Francisco Public Library
SFPL Strategic Plan	<i>San Francisco Public Library Strategic Plan</i>

SFPUC	San Francisco Public Utilities Commission
SFRPD	San Francisco Recreation and Park Department
SFSU	San Francisco State University
SFUSD	San Francisco Unified School District
SIP	State Implementation Plan
SM&W	Shen Milsom & Wilke
SMP	site mitigation plan
SNF	skilled nursing facility
SO <sub>2</sub>	sulfur dioxide
SoMa	South of Market
SP	service population
SPC-	Structural Performance Category
sq. ft.	square feet
SR	State Route
SS	Sustainable Sites
State CEQA Guidelines	<i>California Environmental Quality Act Guidelines</i>
STC	Sound Transmission Class
SUD	Special Use District
Sustainability Plan	<i>Sustainability Plan for the City of San Francisco</i>
SVOC	semivolatile organic compound
SVP	Society of Vertebrate Paleontology
SVWTP	Sunol Valley Water Treatment Plant
SWIS	Solid Waste Information System
SWPCP	Southeast Water Pollution Control Plant
SWPPP	storm water pollution prevention plan
SWRCB	State Water Resources Control Board
TAC	toxic air contaminant
TASC	Transportation Advisory Committee
TDM	transportation demand management
TEP	Transit Effectiveness Project
TMDL	total maximum daily load
TMP	transportation management plan
TPY	tons per year
TRU	transportation refrigeration unit
VMT	vehicle miles traveled

UC	University of California
Unified Program	Unified Hazardous Waste and Hazardous Materials Management Regulatory Program
U.S. 101	U.S. Highway 101
USACE	U.S. Army Corps of Engineers
USC	U.S. Code
USF	University of San Francisco
USFWS	U.S. Fish and Wildlife Service
USGS	U.S. Geological Survey
UST	underground storage tank
UWMP	<i>Urban Water Management Plan for the City and County of San Francisco</i>
v/c	volume-to-capacity
VdB	velocity decibels
VNAP	<i>Van Ness Avenue Area Plan</i>
VNMUSD	Van Ness Medical Use Subdistrict
VOC	volatile organic compound
wb	westbound
WDR	waste discharge requirement
WHO	World Health Organization
WSIP	Water Supply Improvement Program

## GLOSSARY

Term	Definition
acute care	Treatment necessary for only a short period of time, when a patient is treated for a brief but severe episode of illness. Many hospitals are acute-care facilities. The term is also associated with care rendered in an emergency department or other short-term stay facility.
administration	Hospital administration and nursing administration office space within a hospital building or outpatient care center building.
ambulatory care	Health care services provided to patients on an outpatient basis (e.g., practitioner consultations, counseling, care for patients staying less than 24 hours), rather than by admission to a hospital or other health care facility. The services may be in a hospital, augmenting inpatient services, or may be provided at a separate facility.
ancillary and support services	Services other than room, board, and medical and nursing services that are provided in the course of care. They include such services as laboratory, radiology, pharmacy, and physical therapy services.
biologicals	Medicinal preparations made from living organisms and their products, including but not limited to serums, vaccines, antigens, and antitoxins (California Medical Waste Management Act, California Health and Safety Code Sections 117600–118360).
building height based on the Planning Code’s methodology	The height of the building measured from its midpoint relative to the average slope of the curb or ground (see Sections 102.12 and 260 of the San Francisco Planning Code). This measurement is provided in this EIR for each proposed near-term, project-level building so that it can be compared to the applicable maximum height allowed by the height and bulk district.
building infrastructure	Space within buildings for, e.g., (a) mechanical, electrical, telephone, and other building services distribution rooms; (b) shafts and exit stairs; and (c) elevator cores, including elevator shafts, mechanical rooms, and elevator queuing areas.
central plant	Space where mechanical (e.g., chilled water, steam), electrical (e.g., emergency power generation, primary power transformation), and other centralized building services are generated and processed for distribution to several buildings or within a hospital, ambulatory care center or medical office building.
complementary care	Therapeutic practices (acupuncture for instance) that are not currently considered an integral part of conventional allopathic (i.e., biologically based, scientific, Western) medical practice, and which are used in addition to conventional treatments.

<b>Term</b>	<b>Definition</b>
critical care	Health care provided to a critically ill patient.
diagnostic and treatment	Diagnostic and treatment (D&T) space, in either inpatient and ambulatory care settings, and ancillary to medical office care, including within procedure rooms and associated spaces. Emergency Department space is not included in D&T space. D&T services include surgery; imaging, including radiology and MRI; gastrointestinal/endoscopy; cardiac catheterization; cardio-diagnostics; neuro-diagnostics; pulmonary function testing; rehabilitation/physical therapy/occupational therapy/speech therapy; nuclear medicine; dialysis.
education/conference	Space available for educational and conference meetings or assemblies.
Emergency Department	Emergency Department space within hospital buildings, including waiting/receiving space, procedural space, ambulance bays, and other associated spaces.
inpatient care	Women's and children's, adult, and psychiatric acute-care space, including beds, nursing stations, family rooms, and other associated spaces. Involves care of patients staying longer than 24 hours.
life safety standard	The minimum structural performance of a facility during a seismic event that protects the safety of the patients and staff and allows them to exit after the seismic event.
light industrial	Space within buildings used for light-industrial activities (e.g., auto repair).
loading	Space for delivery of materials, trash and recycling pickup, etc.
mechanical and electrical	Dedicated floors or significant space on a floor of a building for distribution of mechanical, electrical, and other building services.
medical office space	Practitioners' offices and associated spaces within a medical office building (MOB). For all proposed future MOBs, the primary program category will be presumed to be medical office space, and assumptions will be made for lobby space, mechanical and electrical space, and a building grossing factor.
non-RCRA hazardous waste	A solid hazardous waste that is regulated by the State of California that is not regulated by the federal Resource Conservation and Recovery Act (RCRA). A hazardous waste is presumed to be a RCRA hazardous waste unless it is determined pursuant to California Code of Regulations, Title 22, Section 66261.101 to be a non-RCRA hazardous waste.
offices	Office space within buildings other than hospital buildings, ambulatory care center buildings, or medical office buildings.
operational standard	The structural performance of a facility during a seismic event in which backup utility services maintain functionality and very little structural or nonstructural damage occurs.



<b>Term</b>	<b>Definition</b>
parking	Includes parking areas, ramps, access, and other associated spaces.
postacute care	A range of medical care services that support the individual's continued recovery from illness or management of a chronic illness or disability. Services or programs that fall into the category of postacute care include institutional programs such as inpatient rehabilitation facilities, skilled-nursing facilities, and long-term-care hospitals, as well as home- and community-based services, such as home health and hospice care. Additional specialized services span the acute-care and postacute-care continuum, such as palliative care, hospital case management, and discharge planning.
primary care	Care that provides integrated, accessible health care services by clinicians who are accountable for addressing a large majority of personal health care needs, developing a sustained partnership with patients, and practicing in the context of family and community.
recognized environmental conditions	The presence or likely presence of any hazardous substances or petroleum products on a property under conditions that indicate an existing release, a past release, or a material threat of a release of any hazardous substances or petroleum products into structures on the property or into the ground, groundwater, or surface water of the property.
research	Clinical or basic research space.
residential	Residential space within a residential building.
residential Alzheimer's	Residential space for patients in the CPMC Alzheimer's Program.
retail	Space for the sale of goods or commodities directly to consumers (e.g., restaurants, cafes, coffee shops, book stores, gift shops).
secondary care	Care provided by medical specialists who generally do not have first contact with patients (e.g., cardiologists, urologists, dermatologists).
sharps waste	Any device having acute rigid corners, edges, or protuberances capable of cutting or piercing, including but not limited to hypodermic needles and broken glass items (such as pipettes and vials) contaminated with biohazardous waste (California Medical Waste Management Act, California Health and Safety Code Sections 117600–118360).
support	Space for uses such as the pharmacy, pathology, laboratory, food service, materials management, and chapels.

Term	Definition
tertiary referral center	A major hospital that usually has a full complement of specific specialty care services (e.g., pediatrics, general medicine, various branches of surgery, psychiatry). Patients will often be referred from smaller hospitals to a tertiary hospital for major operations and consultations with subspecialists, and when sophisticated intensive care facilities are required.

# 1 INTRODUCTION AND BACKGROUND

This chapter explains how near-term and long-term projects are evaluated in this environmental impact report (EIR) at the project level and program level pursuant to Section 15168 of the *California Environmental Quality Act Guidelines* (State CEQA Guidelines). Section 15168 of the State CEQA Guidelines states that a program EIR is an EIR that may be prepared on a series of actions that can be characterized as one large project and are related either (1) geographically; (2) as logical parts in the chain of contemplated actions; (3) in connection with issuance of rules, regulations, plans, or other general criteria to govern the conduct of a continuing program; or (4) as individual activities carried out under the same authorizing statutory or regulatory authority and having generally similar environmental effects that can be mitigated in similar ways. This chapter also identifies the purpose of the EIR, summarizes the environmental review process under CEQA, outlines the content of this EIR, and provides the project background.

## 1.1 PROJECT OVERVIEW

The California Pacific Medical Center (CPMC) *Long Range Development Plan* (LRDP) is CPMC's multiphased strategy to meet state seismic safety requirements for hospitals and create a 20-year framework and institutional master plan (IMP) for CPMC's four existing medical campuses and one proposed new medical campus in San Francisco. The four existing CPMC medical campuses are the Pacific Campus in the Pacific Heights area, the California Campus in the Presidio Heights area, the Davies Campus in the Duboce Triangle area, and the St. Luke's Campus in the Mission District.

Section 304.5 of the San Francisco Planning Code requires postsecondary institutions and medical institutions to prepare an IMP every 10 years, detailing current facilities and operations, and outlining development plans and other information.<sup>1</sup> Information from the *California Pacific Medical Center 2008 Institutional Master Plan* was presented at a public hearing before the Planning Commission on October 15, 2009; public comments were received at this hearing, enabling CPMC to consider the comments and modify its LRDP before seeking entitlements. IMPs are nonaction items before the Planning Commission, and as such do not require CEQA review. Rather, the IMPs are reviewed to determine whether Section 304.5 requirements are satisfied. Further details of the *California Pacific Medical Center 2008 Institutional Master Plan* are discussed below in Section 1.5.4, "CPMC Institutional Master Plan" (page 1-20).

Under the CPMC LRDP, CPMC would design, construct, and operate the proposed Cathedral Hill Campus, which would include a 555-bed hospital and a medical office building (MOB) at the intersection of Van Ness

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<sup>1</sup> Section 304.5 of the San Francisco Planning Code: Institutional Master Plans. Available: [http://search.municode.com/html/14139/level2/A3\\_s304.5.html](http://search.municode.com/html/14139/level2/A3_s304.5.html). Accessed April 2010.

Avenue and Geary Boulevard/Street and a second MOB (conversion of an existing office building) at the intersection of Sutter and Franklin Streets.

Implementing the CPMC LRDP would also result in the development of a new ambulatory care center, underground parking, and renovation of existing buildings at the Pacific Campus. The Davies Campus would add a new neuroscience institute building, a new MOB, and related parking improvements. Development at the St. Luke's Campus would include the construction of a new 80-bed acute-care replacement hospital and an MOB/expansion building after the demolition of the existing hospital tower. CPMC would sell the California Campus by 2020 after relocating its inpatient services (i.e., care of all patients staying longer than 24 hours) to the proposed Cathedral Hill Hospital and other services to the Pacific Campus. A limited amount of existing on-site medical activities would continue at the California Campus, in space leased back by CPMC indefinitely from the new property owner.

Completion of the proposed Cathedral Hill Hospital in the near term would give CPMC the flexibility to consolidate currently duplicative services at its existing campuses within the new hospital. The existing acute-care and Women's and Children's Center services at CPMC's Pacific and California Campuses would be relocated to the proposed Cathedral Hill Hospital, allowing CPMC to:

- ▶ reenvision the focus of its existing Pacific, California, Davies, and St. Luke's Campuses;
- ▶ modernize, renovate, and construct new buildings at the existing campuses to meet the future medical needs of its patients;
- ▶ improve the patient experience; and
- ▶ provide adequate offices for doctors affiliated with CPMC.

CPMC's LRDP would be implemented in two phases: the project-level or near-term phase (i.e., Cathedral Hill Campus and St. Luke's Campus projects and the Neuroscience Institute at the Davies Campus) and the program-level or long-term phase (i.e., projects that would commence significantly after 2015 or are contingent on the completion of the near-term projects—projects at the Pacific and California Campuses and the Castro Street/14th Street MOB at the Davies Campus). Table 2-1, "CPMC Long Range Development Plan Schedule," on page 2-5 of Chapter 2, "Project Description," illustrates the proposed timeline for project components at each campus.

## 1.2 ENVIRONMENTAL REVIEW PROCESS

### 1.2.1 PURPOSE OF THIS ENVIRONMENTAL IMPACT REPORT

This EIR has been prepared in conformance with the provisions of CEQA and the State CEQA Guidelines (California Public Resources Code, Section 21000 et seq., and California Code of Regulations Title 14, Section 1500 et seq.), as amended. The project sponsor for the proposed CPMC LRDP is Sutter West Bay Hospitals, a California nonprofit public benefit corporation doing business as CPMC. Sutter West Bay Hospitals is a Sutter Health affiliate. Under Chapter 31 of the San Francisco Administrative Code, the San Francisco Planning Department is responsible for CEQA review for all City and County of San Francisco (City) projects and thus serves as the lead agency for environmental review of the proposed project. The lead agency is the public agency having the principal responsibility for carrying out or approving a project. As stated in the State CEQA Guidelines, an EIR is an “informational document” intended to inform public agency decision-makers and the public of the significant environmental effects of a project, identify possible ways to minimize the significant effects, and describe reasonable alternatives to the project.

As defined in Section 15382 of the State CEQA Guidelines, a “significant effect on the environment” is:

...a substantial, or potentially substantial, adverse change in any of the physical conditions within the area affected by the project including land, air, water, minerals, flora, fauna, ambient noise, and objects of historic or aesthetic significance. An economic or social change by itself shall not be considered a significant effect on the environment. A social or economic change related to a physical change may be considered in determining whether the physical change is significant.

CEQA provides that public agencies should not approve projects until all feasible means available have been employed to substantially lessen the significant environmental effects of such projects.<sup>2</sup> City decision-makers will use the certified EIR, along with other information and public processes, to determine whether to approve, modify, or disapprove the proposed project, and to specify any applicable mitigation measures and conditions of approval as part of project approvals.

This EIR is both a project-level and program-level EIR, pursuant to State CEQA Guidelines Sections 15161 and 15168, respectively. It is a full-scope EIR and assesses potentially significant impacts in the areas of:

- ▶ Land Use and Planning
- ▶ Aesthetics
- ▶ Population and Housing

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<sup>2</sup> “Feasible” means capable of being accomplished in a successful manner within a reasonable period of time, taking into account economic, environmental, social, and technological factors (Public Resources Code Section 21061.1).

- ▶ Cultural and Paleontological Resources
- ▶ Transportation and Circulation
- ▶ Noise
- ▶ Air Quality
- ▶ Greenhouse Gas Emissions
- ▶ Wind and Shadow
- ▶ Recreation
- ▶ Public Services
- ▶ Utilities and Service Systems
- ▶ Biological Resources
- ▶ Geology and Soils
- ▶ Hydrology and Water Quality
- ▶ Hazards and Hazardous Materials
- ▶ Mineral and Energy Resources
- ▶ Agricultural and Forest Resources

### **1.2.2 THE EIR PROCESS**

The EIR process, as implemented by the San Francisco Planning Department, includes several steps: preparation and circulation of a notice of preparation (NOP) of a draft EIR (DEIR), a public scoping meeting to identify environmental issues to be addressed in the EIR, publication of a DEIR for public review and comment, preparation of responses to public comments on the DEIR, and certification of the final EIR (FEIR).

The Planning Department originally issued an NOP for the proposed LRDP on July 1, 2006, notifying responsible agencies and other interested parties that an EIR would be prepared for the LRDP and indicating the environmental topics anticipated to be addressed in the EIR. The NOP and its 30-day public comment period were advertised in the newspaper and the NOP was mailed to public agencies, organizations, nearby property owners, and other individuals likely to be interested in the potential impacts of the LRDP. A public scoping meeting was held on July 18, 2006, at the Cathedral Hill Hotel.

### 1.2.3 REVISIONS AND REFINEMENTS TO THE LRDP

Revisions and refinements to the proposed LRDP have occurred since the project was originally proposed in July 2006.<sup>3</sup> Although the currently proposed LRDP is similar to the original project discussed in the July 2006 NOP, the current proposal also includes:

- ▶ future hospital and MOB development at CPMC's St. Luke's Campus, in accordance with the recommendations of the "Blue Ribbon" Panel;<sup>4</sup>
- ▶ reduction in size of the proposed Cathedral Hill Hospital and CPMC's acquisition of the Pacific Plaza Office Building (1375 Sutter Street) for use as an MOB at the proposed Cathedral Hill Campus;
- ▶ inclusion of the Neuroscience Institute (formerly Noe Street MOB<sup>5</sup>) at the Davies Campus within the CPMC LRDP; and
- ▶ cessation of operations at the California Campus by 2020.

### 1.2.4 2009 NOTICE OF PREPARATION AND SUMMARY OF PUBLIC COMMENTS

The Planning Department issued a revised NOP on May 27, 2009, and held a public scoping meeting for the revised and refined proposed LRDP on June 9, 2009. During the scoping meeting, members of the public identified issues of concern that they believed should be addressed in the EIR. They also identified issues related to the LRDP and other potential future projects proposed under the *California Pacific Medical Center 2008 Institutional Master Plan*. Written and oral comments were received during the NOP public comment period (May 27–June 26, 2009).<sup>6</sup> The comment period was extended for an additional 30 days, closing on July 26, 2009. A total of 96 comment letters regarding the NOP were received in addition to the verbal comments made by individuals at the public scoping meeting. A copy of the NOP is included in Appendix A of this EIR.

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<sup>3</sup> Information related to the NOP published for the original project on July 1, 2006, is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

<sup>4</sup> The Blue Ribbon Panel was created under the guidance of San Francisco Supervisor Michela Alioto-Pier and Director of Department of Public Health Mitch Katz, M.D., to develop a viable plan under which CPMC's St. Luke's Campus could remain functional as an inpatient facility. The Blue Ribbon Panel's charter states its purpose as follows: "...an inclusive public-private planning process that will ensure that CPMC bears its appropriate share of responsibility for the health care needs of all San Franciscans. To that end, CPMC convened a 'Blue Ribbon' panel of leaders in health, business, community, and labor and developed a plan for acute care hospital and outpatient services at CPMC's St. Luke's campus which complements and is supported by CPMC's current institutional plan for its other campuses." The recommendations from the Blue Ribbon Panel were released in July 2008 and accepted by CPMC's Board of Directors in September 2008.

<sup>5</sup> A previous mitigated negative declaration was prepared separate from the CPMC LRDP for the Noe Street MOB (Neuroscience Institute) and was not upheld by the Board of Supervisors. This document is available for public review at the Planning Department (Case No. 2004.0603E).

<sup>6</sup> Comment letters in the NOP and a transcript of all oral testimony received at the public scoping meeting are available and on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

This EIR is a full-scope EIR; that is, all of the CEQA and City environmental resource areas of concern are evaluated—no resource areas were scoped out of this evaluation. The following is a summary of comments received on the NOP that were considered during the evaluation of this EIR. Environmental issues raised during the EIR public scoping meeting are addressed in Chapter 4, “Environmental Setting, Impacts, and Mitigation,” of this EIR. The following issues and topics brought up in the public scoping/NOP process are addressed in the EIR:

- ▶ **Land Use and Planning (Section 4.1, “Land Use and Planning”):** Potential effects of the proposed Cathedral Hill Campus and conversion of the area to medical uses, potential effects on local-serving businesses and neighborhood character, and proposed changes to height/bulk limits;
- ▶ **Aesthetics (Section 4.2, “Aesthetics”):** Potential visual effects of the proposed Cathedral Hill Campus;
- ▶ **Population and Housing (Section 4.3, “Population, Employment, and Housing”):** Potential effects of demolition of residential dwelling units, and potential effects of the change in on-site population and increase in housing demand related to increased employment on CPMC campuses;
- ▶ **Cultural and Paleontological Resources (Section 4.4, “Cultural and Paleontological Resources”):** Potential impacts on cultural resources associated with proposed demolition of historic buildings on CPMC campuses and development sites (demolition of any identified historic buildings is not a part of the project), and construction-related and operational effects on nearby historic buildings and historic districts;
- ▶ **Transportation and Circulation (Section 4.5, “Transportation and Circulation”):** Potential effects on Muni services; potential parking impacts; potential circulation impacts on Van Ness Avenue and Post, Geary, and Franklin Streets; potential circulation, pedestrian, and bicycle impacts for the St. Luke’s Campus vicinity; potential effects on pedestrian and bicycle access and walkability in the Cathedral Hill neighborhood; emergency room and loading dock access; potential changes in emergency vehicle access; accessibility during a catastrophic disaster; potential effects on parking and potential need for encroachment permits and other agreements, as well as a traffic management plan and mitigation implementation plan; and potential construction impacts on truck traffic;
- ▶ **Noise (Section 4.6, “Noise”):** Potential increase in noise on various existing and proposed campuses caused by emergency sirens, loading, traffic, deliveries, demolition, construction, and mechanical equipment; and potential vibration impacts from mechanical equipment and construction for the CPMC LRDP;



- ▶ **Air Quality (Section 4.7, “Air Quality”):** Potential air quality impacts, including potential construction-related impacts on air quality (dust);
- ▶ **Greenhouse Gas Emissions (Section 4.8, “Greenhouse Gas Emissions”):** Potential greenhouse gas emissions impacts related to the CPMC LRDP;
- ▶ **Wind and Shadow (Section 4.9, “Wind and Shadow”):** Potential wind and shadow impacts caused by proposed building heights and designs under the CPMC LRDP, and potential shadow impacts on residences, parks, and nearby buildings;
- ▶ **Recreation (Section 4.10, “Recreation”):** Potential impacts of the CPMC LRDP on public accessibility to open spaces;
- ▶ **Public Services (Section 4.11, “Public Services”):** Potential effects of changes with the CPMC LRDP in demand for police, fire, and other public services;
- ▶ **Utilities and Service Systems (Section 4.12, “Utilities and Service Systems”):** Potential effects of changes with the CPMC LRDP on demand for water supply and wastewater disposal, as well as for other utility services;
- ▶ **Geology and Soils (Section 4.14, “Geology and Soils”):** Potential seismic impacts of the CPMC LRDP;
- ▶ **Hazards and Hazardous Materials (Section 4.16, “Hazards and Hazardous Materials”):** Potential impacts from treatment of hazardous medical wastes, including possibly radioactive materials, on the existing and proposed CPMC campuses with the CPMC LRDP;
- ▶ **Demolition and Construction Effects (Section 4.5, “Transportation and Circulation”; Section 4.6, “Noise”; Section 4.7, “Air Quality”; and Section 4.14, “Geology and Soils”):** Potential construction impacts of the CPMC LRDP resulting in dust, noise, truck traffic, vibration, and excavation; and
- ▶ **Project Alternatives (Chapter 6, “Alternatives”):** A request to consider alternative sites that would be appropriate for a major medical center of this scope and scale (not limiting the search to the northern city neighborhoods, but also considering sites in areas of the city that still contain large parcels of land); a request to consider reconfiguration of buildings at the CPMC campuses to reduce construction impacts; a request to consider retaining the California Campus; and reduced development at the proposed Cathedral Hill Campus and increased development at the St. Luke’s Campus.

A summary of other comments received in the public scoping/NOP process of the CPMC LRDP that are not relevant to the project's environmental analysis is included in Section 5.7, "Unresolved Issues and Areas of Controversy," beginning on page 5-22 in Chapter 5, "Other CEQA Considerations."

### **1.2.5 CHANGES TO THE PROPOSED PROJECT SINCE PUBLICATION OF THE 2009 NOP**

Changes to the proposed CPMC LRDP that have occurred since publication of the 2009 NOP on May 27, 2009, are described below by campus. No changes to the proposals for the California Campus have occurred since publication of the 2009 NOP; therefore, the California Campus is not included in the discussion below.

#### **CATHEDRAL HILL CAMPUS**

The proposed near-term projects at the Cathedral Hill Campus now include two additional variants: The Two-Way Post Street Variant and the MOB Access Variant. The Two-Way Post Street Variant would provide flexibility to allow vehicles exiting the Cathedral Hill Hospital onto Post Street the option of traveling westbound or eastbound. The Two-Way Post Street Variant would create two-way vehicular access on Post Street between Van Ness Avenue and Gough Street (Figure 2-5, "Cathedral Hill Hospital—Two-Way Post Street Variant," page 2-55). Entry points into the Cathedral Hill Hospital and Cathedral Hill MOB would be similar to the entry points under the proposed near-term project, with the exception of the Post Street entrance to the hospital. Because Post Street would become a two-way street under the Two-Way Post Street Variant, vehicular access to the hospital from Post Street would be available to both eastbound traffic (similar to the access under the proposed near-term projects) and westbound traffic (via a left-hand turn into the hospital). Under the MOB Access Variant, Cedar Street would maintain the existing one-way eastbound restriction. Vehicular entry points to the Cathedral Hill MOB would be located along Cedar Street (eastbound traffic) and Geary Street (westbound traffic) (Figure 2-6, "Cathedral Hill MOB—MOB Access Variant," page 2-57). Vehicular exit points for the MOB would be located at Cedar Street (eastbound exit) and Geary Street.

#### **PACIFIC CAMPUS**

At the time of publication of the 2009 NOP, near-term projects at the Pacific Campus included renovation of a 12-unit residential structure (approximately 17,000 square feet [sq. ft.]) at 2329 Sacramento Street.<sup>7</sup> Renovation of this existing residential structure has since occurred and is no longer part of CPMC's LRDP.

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<sup>7</sup> The San Francisco Department of Building Inspection issued a permit to application number 200712271417 for renovation of 2329 Sacramento Street in February 2009.

Long-term projects at the Pacific Campus in the 2009 NOP also included a proposed two-story addition (150 parking spaces) to the existing Clay Street/Webster Street Garage, which is no longer proposed under the LRDP. The total proposed parking supply at the Pacific Campus specified in the 2009 NOP was 1,853 spaces.

The long-term projects at the Pacific Campus now include a proposal to retain the Stern Building at 2330 Clay Street (approximately 10,100 sq. ft. of medical office space; 1,100 sq. ft. of support space; and 1,000 sq. ft. of building infrastructure), which was identified to be demolished in the 2009 NOP.

With the Stern Building retained, the North-of-Clay Aboveground Parking Garage would be reduced from approximately 323,000 sq. ft. and 623 parking spaces as proposed in the 2009 NOP to the currently proposed size of approximately 172,500 sq. ft. and 440 parking spaces. The North-of-Clay Aboveground Parking Garage would be located adjacent to the Stern Building under the current proposal, rather than replacing the building as originally proposed.

The proposed Webster Street/Sacramento Street Underground Parking Garage also would be reduced from the approximately 166,600 sq. ft. and 269 parking spaces cited in the 2009 NOP to approximately 130,300 sq. ft. and 248 spaces in the currently proposed long-term projects for the Pacific Campus. In total, under the long-term projects at the Pacific Campus, the current proposed parking supply would be 1,587 spaces at full buildout, or 266 fewer spaces than proposed in the NOP.

## **DAVIES CAMPUS**

At the time of publication of the NOP, proposed long-term plans for the Davies Campus included providing a temporary parking garage during demolition of the existing Castro Street/14th Street Parking Garage and construction of the new Castro Street/14th Street MOB. The temporary parking garage would have been located on the southeast corner of the campus, providing up to 283 parking spaces, and would have been demolished upon completion of construction of the Castro Street/14th Street MOB. The temporary garage is no longer proposed. Under the long-term plans for the Davies Campus, a shuttle service to and from the Davies Campus would be provided to area parking garages to accommodate the parking demand during demolition of the Castro Street/14th Street Parking Garage and construction of the new Castro Street/14th Street MOB and related parking improvements.

## **ST. LUKE'S CAMPUS**

### **Overview of Primary Changes**

Since publication of the NOP in 2009 the design of the St. Luke's Campus has been further refined. Although the proposed total square footage of the hospital has remained the same as in the NOP, the

footprint, configuration, and height of the St. Luke's Replacement Hospital were revised. The height of the currently proposed replacement hospital is 99 feet, as opposed to 114 feet stated in the 2009 NOP. The current hospital design footprint would extend farther west than the design footprint described in the NOP, and would encompass a larger portion of the existing surface parking lot.

The locations of the replacement hospital's Emergency Department and main entry were also adjusted under the current proposal. The existing 1957 Building would not provide a direct connection to the replacement hospital, unlike what was stated in the NOP. The NOP also assumed that the proposed MOB/Expansion Building would be built as a long-term (program-level) project (i.e., commencing significantly after 2015). Under the LRDP, the proposed MOB/Expansion Building is anticipated to be built in the near term and therefore is analyzed at the project level. The MOB/Expansion Building would also be connected to the St. Luke's Replacement Hospital at Level 1. The proposed MOB/Expansion Building has been reduced from the approximately 220,000 sq. ft. and 300 parking spaces cited in the NOP to approximately 201,000 sq. ft. and 220 parking spaces under the current proposal. The height of the MOB/Expansion Building has been increased from 98 feet to 100 feet, under the Planning Code methodology for building height.

## Utility Realignment

The current proposal for St. Luke's Campus includes a utility realignment project (San Jose Avenue Utility Relocation) that was not originally proposed in the 2009 NOP. The street vacation of San Jose Avenue, along with the revised footprint of the St. Luke's Replacement Hospital, would require the realignment of the aboveground and belowground utilities that currently are located along San Jose Avenue within the St. Luke's Campus vicinity. The current San Jose Avenue Utility Relocation proposal would reroute water, electrical, and sewer utilities underground. The utilities would be rerouted west from the existing location from San Jose Avenue to Guerrero Street along 27th Street, north from Guerrero Street to Cesar Chavez Street, east from Guerrero Street on Cesar Chavez Street, north from Cesar Chavez Street on Valencia Street, and west from Valencia Street on 26th Street to a substation at the corner of San Jose Avenue and 26th Street (see Figure 2-59, "St. Luke's Campus—Proposed Site Plan," page 2-197).

A project variant—the Cesar Chavez Street Utility Line Alignment—has also been proposed for the utility realignment (see Figure 2-61, "St. Luke's Campus Variant 2—Cesar Chavez Street Utility Line Alignment," page 2-201). The utility relocation for the sewer would follow a similar route as the electrical lines and would be coordinated with the San Francisco Public Utilities Commission (SFPUC) to be included in SFPUC's currently proposed Cesar Chavez Street Sewer System Improvement Project.<sup>8</sup> The proposed realignment of the storm sewer would be routed from San Jose Avenue to Duncan Street, continuing east on

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<sup>8</sup> A preliminary mitigated negative declaration was completed for the Cesar Chavez Street Sewer System Improvement Project. This document is available to the public at the Planning Department (Case No. 2009.0276E).

Duncan Street to Valencia Street, where it would connect with the Cesar Chavez Street Sewer System Improvement Project, and continue north on Valencia Street. An additional sewer line would be added to 27th Street connecting to Guerrero Street to serve the residential area bounded by 27th Street, San Jose Avenue, Duncan Street, and Guerrero Street (in order to replace existing sewer lines serving that area, which would be relocated from San Jose Avenue).

## **1.2.6 EIR CERTIFICATION AND PROJECT APPROVAL PROCESS**

This DEIR will be circulated for public review and comment for 60 days. During this period, written comments concerning the accuracy and adequacy of the DEIR will be accepted and a public hearing will be held before the Planning Commission to receive oral comments. After close of the public comment period, written responses will be prepared to address substantive comments received on the environmental analysis, and any revisions to the DEIR will be identified. The comments-and-responses document and the DEIR together will constitute the FEIR. The FEIR will be presented to the Planning Commission, at an advertised public hearing, for certification.

After FEIR certification, project decision-makers will use the information in the FEIR in their deliberations on the proposed LRDP. If the decision-makers decide to approve the LRDP, they will include in their approval action the following findings:

- ▶ identification of the significant impacts that would result from the proposed project,
- ▶ a discussion of mitigation measures or alternatives that have been adopted to reduce significant impacts to less-than-significant levels,
- ▶ determination whether mitigation measures or alternatives are within the jurisdiction of other public agencies and therefore must be rejected, and
- ▶ an explanation of reasons for rejecting mitigation measures or alternatives if any are infeasible.

## **1.2.7 CEQA FINDINGS FOR PROJECT APPROVAL**

Where a certified FEIR identifies significant environmental effects, Sections 15091 and 15092 of the State CEQA Guidelines require the adoption of findings before approval of a project. According to Section 21081 of the California Public Resources Code, the lead agency must make specific findings of fact (Findings) before approving a project for which an FEIR has been certified. The Findings identify one or more significant effects on the environment that may result from that project. The purpose of the Findings is to establish the connection between the contents of the FEIR and the action of the lead agency with regard to

project approval, if the lead agency approved the project. As required by the State CEQA Guidelines (Public Resources Code, Sections 21081 and 15091), one of three findings must be made before approval of a project:

- ▶ Changes or alterations have been required in, or incorporated into, the project that avoid or substantially lessen the significant environmental effects as identified in the FEIR.
- ▶ Such changes or alterations are within the responsibility and jurisdiction of another public agency and not the agency making the finding. Such changes have been adopted by such other agency or can and should be adopted by such other agency.
- ▶ Specific economic, legal, social, technological, or other considerations, including provision of employment opportunities for highly trained workers, make infeasible the mitigation measures or project alternatives identified in the FEIR.

A mitigation monitoring and reporting plan (MMRP) must be adopted as part of the approval action if mitigation measures are made part of the project. The MMRP identifies the measures included in the project, the entities responsible for carrying out the measures, and timing of implementation. If the City were to approve the project despite significant impacts identified in the FEIR that cannot be mitigated (if any), the City must state in writing the reasons for its actions, under Section 15093 of the State CEQA Guidelines. Those findings, called a statement of overriding considerations, must be supported by substantial evidence in the administrative record, and are used to explain the specific reasons why the benefits of a project make its unavoidable environmental effects acceptable.

### **1.3 CEQA ANALYSIS OF CPMC LONG RANGE DEVELOPMENT PLAN: NEAR-TERM VERSUS LONG-TERM PROJECT COMPONENTS**

CEQA allows different portions of a phased project to be analyzed at either a program level or a project level, depending on the extent of detail that is known about a particular portion or phase of a project at the time the environmental review is conducted. A program-level EIR is useful in certain cases, because it provides the opportunity to evaluate the overall impacts of a proposed project, program, or plan for an area larger than is generally practical or appropriate for an individual site-specific project. It allows an agency to consider policy implications of areawide mitigation measures earlier than with specific development proposals and provides an analysis of cumulative impacts on an areawide basis. Portions of a proposed project for which detailed development plans are available at the time the EIR is prepared are typically analyzed at the project level in the EIR, whereas portions of a project for which less detail is known at the

time the EIR is prepared may be analyzed at the program level. For program-level components, further environmental review would be required at a later time when more detailed plans become available.

This EIR for the proposed CPMC LRDP is a program-level EIR, pursuant to Section 15168 of the State CEQA Guidelines. It is also a project-level EIR; that is, it analyzes development of individual components within the LRDP, where the analysis is performed at a project-specific level. Specifically, the LRDP includes near-term projects that are analyzed in the EIR at the project level. Long-term projects (i.e., projects that will commence significantly after 2015 or are contingent on the completion of the near-term projects) are analyzed at a program level to the extent that impacts associated with those projects can be reasonably forecasted. CPMC's long-term projects would require additional or supplemental project-level environmental review at a later date.

### **1.3.1 NEAR-TERM PROJECTS**

The following CPMC LRDP near-term projects are evaluated in this EIR at the project level:

- ▶ three projects at the proposed Cathedral Hill Campus:
  - construction of the Cathedral Hill Hospital, as well as an underground pedestrian tunnel across Van Ness Avenue;
  - construction of the Cathedral Hill MOB; and
  - conversion of the existing Pacific Plaza Office Building to become the 1375 Sutter MOB;
- ▶ construction of the proposed Neuroscience Institute at the Davies Campus; and
- ▶ four projects at the St. Luke's Campus:
  - construction of the St. Luke's Replacement Hospital;
  - relocation of San Jose Avenue utilities;
  - renovation of the existing 1957 Building; and
  - construction of the MOB/Expansion Building.

### 1.3.2 LONG-TERM PROJECTS

The following long-term projects are evaluated in this EIR at a programmatic level:

- ▶ five projects at the Pacific Campus:
  - conversion and renovation of the existing building located at 2018 Webster Street;
  - conversion and renovation of the existing 2333 Buchanan Street Hospital to become the Ambulatory Care Center;
  - construction of a new underground parking structure at the corner of Webster and Sacramento Streets;
  - construction of a new parking garage north of Clay Street; and
  - construction of an addition to the Ambulatory Care Center; and
- ▶ construction of a new MOB at the Davies Campus, at the corner of 14th and Castro Streets.

The California Campus is not evaluated at the project level or program level because there are no plans for construction at the campus under the LRDP.

## 1.4 EIR ORGANIZATION

The following environmental topics are discussed in this EIR:

- 4.1 Land Use and Planning
- 4.2 Aesthetics
- 4.3 Population, Employment, and Housing
- 4.4 Cultural and Paleontological Resources
- 4.5 Transportation and Circulation
- 4.6 Noise
- 4.7 Air Quality
- 4.8 Greenhouse Gas Emissions
- 4.9 Wind and Shadow
- 4.10 Recreation
- 4.11 Public Services
- 4.12 Utilities and Service Systems
- 4.13 Biological Resources



- 4.14 Geology and Soils
- 4.15 Hydrology and Water Quality
- 4.16 Hazards and Hazardous Materials
- 4.17 Mineral and Energy Resources
- 4.18 Agricultural and Forest Resources

The specific technical studies prepared for the environmental analysis of the proposed LRDP are identified in the sections that evaluate the respective resource areas. These technical studies and detailed data reports are in the project case file (Case No. 2005.0555E) and available for review at the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103.

This EIR is organized into a summary, eight main chapters, and appendices. The EIR includes the following chapters:

- ▶ *Summary*: Provides a summary of the proposed LRDP; the environmental impacts that would result from implementing the LRDP; and mitigation measures that could avoid, eliminate, or reduce potentially significant impacts. A summary of alternatives to the proposed LRDP and areas of controversy is also provided.
- ▶ *Chapter 1, "Introduction and Background"*: Provides a project overview; summary of the NOP and environmental review processes, as well as a summary of comments; changes to the project since publication of the NOP; CEQA findings for project approval; EIR organization; and project background.
- ▶ *Chapter 2, "Project Description"*: Provides a detailed description of the project sites, the proposed projects at each campus, CPMC's objectives, and approvals required to implement the project.
- ▶ *Chapter 3, "Plans and Policies"*: Discusses consistency of the LRDP with City land use plans, policies, regulations, and zoning codes. This chapter considers the effects of the proposed LRDP-related amendments and exceptions on the existing land use designations, design objectives, and form-based planning policies and zones.
- ▶ *Chapter 4, "Environmental Setting, Impacts, and Mitigation"*: Addresses 18 environmental resource areas in separate sections (Sections 4.1 through 4.18). As described above, this is a full-scope EIR—no key environmental resource areas of concern were determined to be out of the scope of this EIR. For each environmental resource area, individual topic sections describe the following: existing conditions in the project area ("Environmental Setting"), resource-specific plans and policies ("Regulatory Framework"), projects contributing to potential cumulative impacts ("Cumulative Conditions"),

thresholds of significance (“Significance Criteria”), and potential environmental impacts of the LRDP (“Impact Evaluations”). For each of these environmental resource areas, existing conditions in the project area are described first and serve as the baseline for analysis of potential environmental impacts that would result from implementing the proposed LRDP. The environmental analyses account for construction and operational impacts, where relevant. Mitigation measures are identified to avoid, eliminate, or reduce potentially significant adverse impacts of the proposed LRDP; where appropriate, improvement measures are identified to further reduce less-than-significant impacts of the proposed LRDP. The significance of each impact after implementation of mitigation is identified. Cumulative impacts of the proposed LRDP are also analyzed for each environmental resource area, at an appropriate level of detail.

- ▶ *Chapter 5, “Other CEQA Considerations”*: Addresses other topics required by the State CEQA Guidelines, and summarizes potentially significant, unavoidable impacts; irreversible effects associated with the proposed LRDP; and growth inducement.
- ▶ *Chapter 6, “Alternatives”*: Provides an evaluation of three alternatives to the proposed LRDP. As required by Section 15126.6(e) of the State CEQA Guidelines, this chapter includes the “no project” alternative and identifies an “environmentally superior” alternative that could avoid or lessen identified significant adverse impacts for the proposed LRDP.
- ▶ *Chapter 7, “References and Persons Consulted”*: Identifies the references used and persons and organizations contacted during preparation of the DEIR.
- ▶ *Chapter 8, “Report Preparation”*: Identifies preparers of the EIR.
- ▶ *Appendices*:
  - Appendix A: Notice of Preparation
  - Appendix B: Construction Plans for Near-Term Projects
  - Appendix C: Requested Amendments to General Plan and Zoning Maps

## 1.5 PROJECT BACKGROUND

### 1.5.1 OVERVIEW

CPMC is one of the largest private, not-for-profit academic medical centers in northern California. It is a tertiary referral center providing access to leading-edge medicine and personalized care.<sup>9</sup> CPMC provides a variety of services, including acute, postacute, and outpatient hospital care; home care and hospice services; preventive and complementary care; and health education.<sup>10</sup>

The four existing CPMC medical campuses are the Pacific Campus in the Pacific Heights area, the California Campus in the Presidio Heights area, the Davies Campus in the Duboce Triangle area, and the St. Luke's Campus in the Mission District. The locations of the four existing campuses and the proposed Cathedral Hill Campus in the overall context of San Francisco are discussed further in Chapter 2, "Project Description."

### 1.5.2 SEISMIC REQUIREMENTS FOR HOSPITALS

CPMC proposes to alter its current citywide campus configuration to add a new medical campus in the Cathedral Hill area by the end of 2014 and to cease operations at the California Campus by 2020. The impetus for this citywide campus planning process is a California state law, commonly referred to as Senate Bill (SB) 1953. In response to the 1994 Northridge earthquake, the California Legislature enacted SB 1953 (Chapter 740, Statutes of 1994), which amended the Alfred E. Alquist Hospital Seismic Safety Act (Alquist Act). The Alquist Act itself was an amendment to the 1973 Hospital Facilities Seismic Safety Act, which was passed after the 1972 Sylmar earthquake.

SB 1953 requires hospitals to evaluate and rate their hospital buildings for seismic performance and to submit these ratings to the Office of Statewide Health Planning and Development (OSHPD).<sup>11</sup> SB 1953 extended the seismic safety mandates of the Hospital Facilities Seismic Safety Act by establishing certain seismic safety standards that all acute-care facilities in California must meet before specified deadlines: by 2002, major nonstructural systems, such as backup generators and exit lighting, were to be braced; by 2008, general acute-care facilities at risk of collapsing during a strong earthquake were to be rebuilt, retrofitted, or closed; and by 2030, all general acute-care facilities are required to be classified at a high seismic rating and be operational after a major earthquake. Specifically, SB 1953 required that by January 1, 2008, all

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<sup>9</sup> A "tertiary referral center" is a major hospital that usually has a full complement of specific specialty care services (e.g., pediatrics, general medicine, various branches of surgery, psychiatry). Patients will often be referred from smaller hospitals to a tertiary hospital for major operations and consultations with subspecialists, and when sophisticated intensive care facilities are required.

<sup>10</sup> "Acute care" is treatment necessary for only a short period of time, when a patient is treated for a brief but severe episode of illness. Many hospitals are acute-care facilities. The term is generally associated with care rendered in an emergency department, ambulatory care clinic, or other short-term stay facility.

<sup>11</sup> Ratings are provided in two categories: structural performance category (SPC) ratings and nonstructural performance category (NPC) ratings. The latter category rates a building's systems (communications, emergency power supplies, bulk medical gas, fire alarms, and emergency lighting). SPC/NPC ratings range from SPC-1/NPC-1, the worst seismic rating, to SPC-5/NPC-5, the best seismic rating.

California hospitals be able to continue meeting the “life-safety” standard after a major seismic event. Life-safety is the minimum structural performance of a facility during a seismic event that protects the safety of the patients and staff and allows them to exit the building after the seismic event. SB 1953 further defines in detail the engineering specifics to meet the life safety standard.

Specific regulations of SB 1953 were issued in 1997 and subsequent legislation has provided a series of extensions to the compliance deadline established by SB 1953. A provision in the bill permits a 5-year extension (diminished-capacity extension)<sup>12</sup> up to January 1, 2013, when the basic acute-care services of a hospital building are to be relocated to a building that would remain operational after an earthquake. The “operational” standard is more stringent than the “life-safety” standard. The operational standard of a facility during a seismic event means that backup utility services maintain functionality and very little structural or nonstructural damage occurs. A diminished-capacity extension for seismic compliance may be granted if it is evident that compliance would result in an interruption of health care services provided by general acute-care hospitals within the area.

Because of market factors (such as economic feasibility) and delays facing hospitals statewide, SB 1661 (Chapter 679, Statutes of 2006) was enacted to extend the state’s seismic-safety compliance deadlines by another 2 years past the January 1, 2013, deadline, up to January 1, 2015, provided that certain interim planning and implementation milestones for acute-care hospitals are achieved. Specifically, SB 1661 enables OSHPD to grant an extension to January 1, 2015, if the hospital meets all of the following prescribed requirements:

- ▶ The hospital is under construction at the time of the extension request.
- ▶ Reasonable progress has been made toward meeting the seismic compliance deadline.
- ▶ For reasons beyond its control, the hospital has found it impossible to meet the deadline without the extension.

Acute-care hospitals that fail to meet the requirements of either SB 1953 (state seismic-safety compliance by January 1, 2013) or SB 1661 (state seismic-safety compliance by January 1, 2015, if a hospital meets certain requirements) must stop providing acute-care services.

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<sup>12</sup> Extensions may be requested in 1-year increments for up to 5 years beyond the mandated date of compliance (January 1, 2008). If OSHPD grants the maximum number of extensions, the deadline for compliance would be January 1, 2013. Office of Statewide Health Planning and Development. 2009. Summary of Requests for Extensions to Seismic Safety Deadlines. Facilities Development Division. Sacramento, CA. Available: [www.oshpd.ca.gov/FDD/seismic\\_compliance/SB1953/seismicext.pdf](http://www.oshpd.ca.gov/FDD/seismic_compliance/SB1953/seismicext.pdf). Last updated January 28, 2009. Accessed November 4, 2009.

At the beginning of the planning process, none of the four existing CPMC hospitals fully met the expanded requirements of SB 1953. CPMC elected to undertake seismic upgrades of the Davies Hospital North Tower in 2007 to meet the SB 1953 requirements. The building at Davies now meets current seismic requirements through 2030.

### **1.5.3 REVIEW PROCESS FOR COMPLIANCE WITH SEISMIC REQUIREMENTS**

Under the latest amendments to the Alquist Act, as described above regarding seismic compliance, California's general acute-care hospitals were required by law to evaluate and rate their hospital buildings for seismic performance and to submit these ratings to OHSPD no later than January 1, 2001. Hospitals evaluated and rated their buildings according to how they would perform in a strong earthquake.

Structural ratings are ratings of the actual building's structure (Structural Performance Category [SPC]). The ratings are defined as follows:

- ▶ **SPC-1:** These buildings pose a significant risk of collapse and a danger to the public after a strong earthquake. These buildings must be retrofitted, replaced or removed from acute care service by January 1, 2008 (or 2013, if the hospital meets certain requirements).
- ▶ **SPC-2:** These buildings are in compliance with the pre-1973 California Building Standards Code or other applicable standards, but are not in compliance with the structural provisions of the Alquist Hospital Facilities Seismic Safety Act. These buildings do not significantly jeopardize life, but may not be repairable or functional following strong ground motion. These buildings must be brought into compliance with the Alquist Act by January 1, 2030, or be removed from acute-care service.
- ▶ **SPC-3:** These buildings are in compliance with the structural provisions of the Alquist Hospital Facilities Seismic Safety Act. In a strong earthquake, they may experience structural damage that does not significantly jeopardize life, but may not be repairable or functional following strong ground motion. Buildings in this category will have been constructed or reconstructed under a building permit obtained through OSHPD. They can be used to 2030 and beyond.
- ▶ **SPC-4:** These buildings are in compliance with the structural provisions of the Alquist Hospital Facilities Seismic Safety Act that may experience structural damage which could inhibit the building's availability following a strong earthquake. Buildings in this category will have been constructed or reconstructed under a building permit obtained through OSHPD. They may be used to 2030 and beyond.
- ▶ **SPC-5:** These buildings are in compliance with the structural provisions of the Alquist Hospital Facilities Seismic Safety Act, and are reasonably capable of providing services to the public following strong

ground motion. Buildings in this category will have been constructed or reconstructed under a building permit obtained through OSHPD. They may be used without restriction to 2030 and beyond.

CPMC currently has 20 buildings licensed for acute-care across its four existing campuses (Pacific, California, Davies, and St. Luke's), of which 15 were considered SPC-1, the lowest structural rating, posing a significant risk of collapse.<sup>13</sup> Buildings rated SPC-1 had to be brought into compliance by 2008 (or 2013, if the hospital meets certain requirements) in order to operate until 2030, at which point they will again be evaluated. Many hospitals, including CPMC hospitals, are eligible for an extension on the 2008 deadline to December 31, 2014. The Pacific, California, Davies, and St. Luke's Campuses all contain acute-care hospital facilities that are seismically inadequate and require retrofitting or replacement to comply with SB 1953. All acute-care facilities at existing CPMC campuses have a structural rating of SPC-1, with the exception of the Davies Hospital North Tower Hospital, which has a structural rating of SPC-2, which allows it to remain as an acute-care facility until December 31, 2029.

CPMC plans to construct both the proposed Cathedral Hill Hospital and St. Luke's Replacement Hospital to a structural rating of SPC-5, which would allow use of these acute-care facilities beyond 2030, without restriction.

#### **1.5.4 CPMC INSTITUTIONAL MASTER PLAN<sup>14</sup>**

Section 304.5 of the San Francisco Planning Code requires postsecondary institutions and medical institutions to prepare an IMP every 10 years, detailing current facilities and operations, and outlining development plans and other information. The purpose of the IMP is to provide this information to the Planning Commission and the public and receive comments at a public hearing. This enables the institution to modify its master plan before seeking entitlements. IMPs are nonaction items, and as such do not require CEQA review. Rather, the IMPs are reviewed to determine whether Section 304.5 requirements are satisfied. In December 2007, the Board of Supervisors amended Section 304.5 of the Planning Code (through Ordinance 279-07) to require that IMPs for medical institutions be reviewed by a health planner overseen by the San Francisco Department of Public Health. The health planner's role is to comment on the institution's long-range development goals and their relationship to citywide health care needs.

In 2002, CPMC filed an IMP update with the Planning Department. This update supplemented the institutional master plans previously filed by each of the formerly independent medical campuses (Pacific, California, and Davies). In 2002, CPMC outlined a plan to retrofit its existing three campuses, and to provide

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<sup>13</sup> Information compiled by CPMC and AECOM in 2010.

<sup>14</sup> Information about the IMP process, CPMC IMP history, 2008 revision to the CPMC IMP, and subsequent environmental review requirements is taken from the San Francisco Planning Department's executive summary on the IMP dated October 1, 2009, and presented to the Planning Commission on October 15, 2009.

a new acute-care hospital at the California Campus, with a new ambulatory care center and research facilities at the Pacific Campus.

In 2004, CPMC submitted a second IMP update. The update introduced the plan to build a new hospital on a new site: the Cathedral Hill Hotel site at Van Ness Avenue and Geary Boulevard. This decision was based on CPMC's determination that there was no practical solution to the service disruptions that would have resulted from its plans as specified in the 2002 IMP update.

Under the 2008 revision to the 2004 CPMC IMP, CPMC would go from its existing four-campus hospital system—four acute-care hospitals (Pacific, California, Davies, and St. Luke's) totaling 1,253 licensed beds (875 staffed beds), 45 emergency room bays, and two triage areas—to a four-campus hospital system with three acute-care hospitals (Cathedral Hill, Davies, and St. Luke's) totaling 952 licensed beds (831 staffed beds), 65 emergency room bays, and three triage areas.

The 2008 revision to the CPMC IMP details all growth projected over the next 10 years, which includes:

- ▶ construction of a 555-bed acute-care hospital at the Cathedral Hill Hotel site;
- ▶ construction of a proposed MOB on the east side of Van Ness Avenue at Geary Street;
- ▶ conversion of the Pacific Campus into an ambulatory-care center with new parking structures and a new urgent-care center;
- ▶ the eventual sale of the California Campus;
- ▶ construction of a new neuroscience institute building and one medical office building at the Davies Campus; and
- ▶ construction of a new 80-bed acute-care replacement hospital on the St. Luke's Campus and the subsequent demolition of the existing St. Luke's Hospital tower, followed by construction of a new MOB/expansion building on the site of the existing tower.

Within a 5-month period, seven public hearings (two before the Planning Commission, four before the Health Commission, and one before a joint meeting of the Planning and Health Commissions) were convened to discuss the 2008 revision of the *California Pacific Medical Center 2008 Institutional Master Plan*. The Health Commission passed a resolution on July 21, 2009, which found the 2008 revision of CPMC's IMP to be adequate. On October 15, 2009, CPMC formally presented its IMP to the Planning Commission. Public comments were made; however, approval of the *California Pacific Medical Center 2008*

*Institutional Master Plan* was delayed until November 19, 2009, when the Planning Commission closed public hearing, thereby accepting CPMC's IMP.<sup>15</sup>

The CPMC LRDP would implement the projects associated with the *California Pacific Medical Center 2008 Institutional Master Plan*, with the modifications discussed above. Potential environmental impacts that could result from project entitlements and subsequent near-term construction are evaluated in this EIR. Projects that may be implemented in the near term are evaluated at the project level, and projects that would be implemented over the long term are evaluated at the program level. Project-level environmental evaluations would be conducted for program-level projects when CPMC requests permits for construction in the future.

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<sup>15</sup> A final addendum to the *California Pacific Medical Center 2008 Institutional Master Plan* was transmitted to the Planning Department on January 14, 2010. The final addendum included an errata sheet of corrections to the IMP, clarifications, and replacement pages for the IMP. It is available at <http://sf-planning.org/ftp/files/citywide/cpmc2008impwithfinaladdendum.pdf>.



## 2 PROJECT DESCRIPTION

### 2.1 PROJECT OVERVIEW

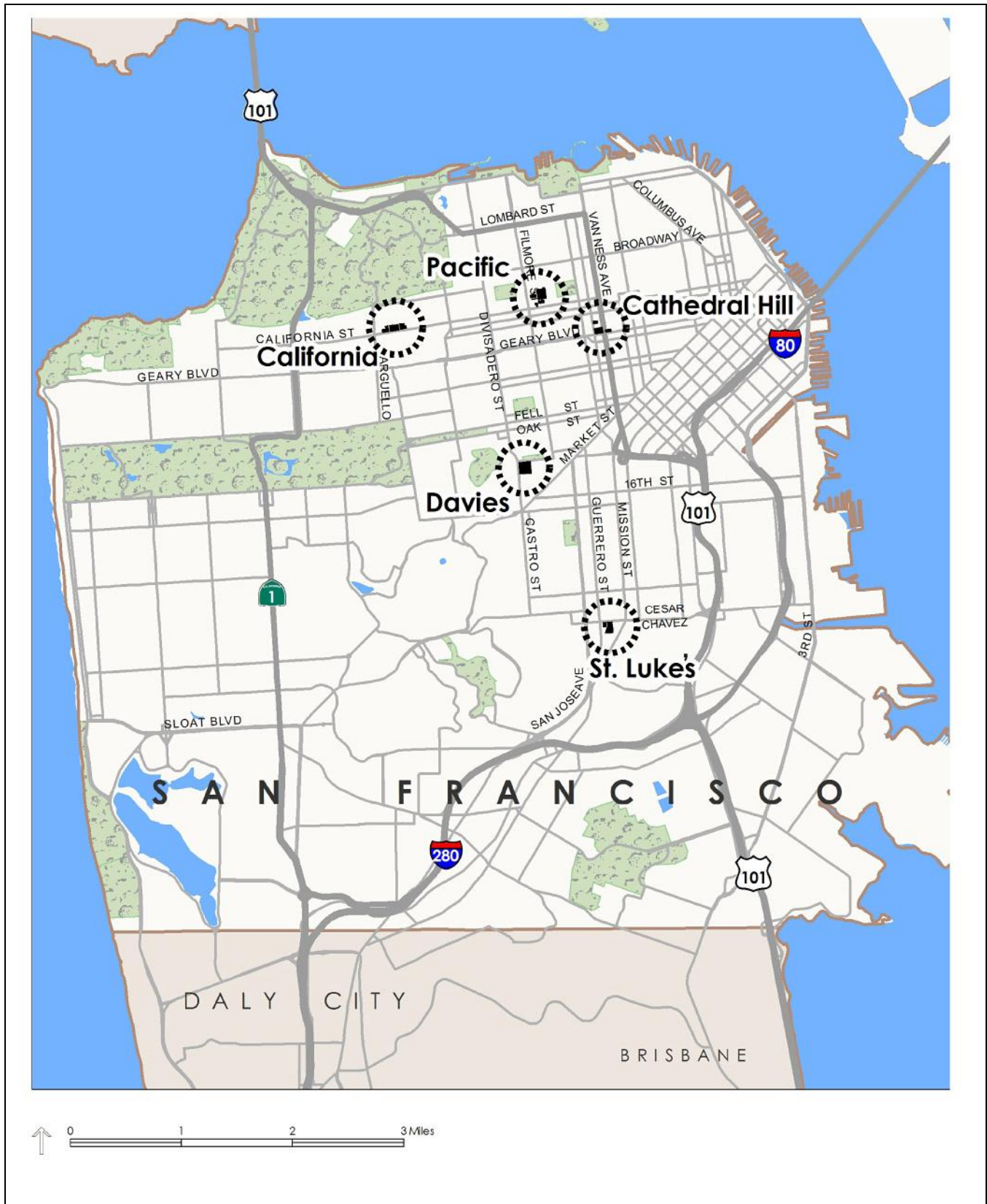
#### 2.1.1 INTRODUCTION

This chapter describes the CPMC *Long Range Development Plan* (LRDP), a multiphased strategy proposed by CPMC to meet state seismic safety requirements for hospitals mandated in 1994 and 2006, respectively, by Senate Bill (SB) 1953 and SB 1661 (discussed in detail in Section 1.5.2, “Seismic Requirements for Hospitals,” on page 1-17 of Chapter 1, “Introduction and Background”). The LRDP would create a 20-year framework and implement CPMC’s institutional master plan for CPMC’s four existing medical campuses and one proposed new medical campus in San Francisco.

The four existing CPMC medical campuses are the Pacific Campus in the Pacific Heights area, the California Campus in the Presidio Heights area, the Davies Campus in the Duboce Triangle area, and the St. Luke’s Campus in the Mission District. Figure 2-1, “CPMC Campus Locations,” illustrates the location of the four existing campuses and the proposed Cathedral Hill Campus (in the Cathedral Hill neighborhood) in the overall context of San Francisco.

Under the LRDP, CPMC would design, construct, and operate the proposed Cathedral Hill Campus. This campus would include a newly constructed 555-bed hospital on the west side of Van Ness Avenue at the intersection of Van Ness Avenue and Geary Boulevard and a medical office building (MOB) on the east side of Van Ness Avenue at the intersection of Van Ness Avenue and Geary Street. A renovated MOB at the intersection of Sutter and Franklin Streets (1375 Sutter Street), already partially occupied by doctors affiliated with CPMC, would house medical practices. Implementing the LRDP would also result in the development and renovation of buildings and other improvements at three of CPMC’s four existing medical campuses:

- ▶ *Pacific Campus:* Development of a new ambulatory care center (ACC) (including conversion of the existing acute-care hospital to ambulatory-care uses and construction of a new ACC addition), aboveground and underground parking, and renovation of existing buildings
- ▶ *Davies Campus:* Construction of a new Neuroscience Institute building and MOB, and related underground parking
- ▶ *St. Luke’s Campus:* Construction of a new 80-bed acute-care replacement hospital and an MOB/expansion building



Source: ESRI StreetMap USA/NavTeq; adapted by AECOM in 2009

## CPMC Campus Locations

Figure 2-1

Completion of the proposed Cathedral Hill Hospital in the near term would give CPMC the flexibility to consolidate currently duplicative services at existing CPMC campuses within the proposed hospital. The existing acute-care services and Women's and Children's Center at CPMC's Pacific and California Campuses would be relocated to the proposed Cathedral Hill Hospital. Relocating these services would allow CPMC to (among other things) reenvision the focus of its existing campuses; meet state seismic safety mandates; improve the patient experience, safety, and medical outcomes; and provide adequate supportive medical office space.

CPMC would sell the California Campus by 2020, after relocating that campus's inpatient services (i.e., care of all patients staying longer than 24 hours) to the proposed Cathedral Hill Hospital and its other services to the Pacific Campus. Some existing on-site medical activities would continue at the California Campus in a relatively small amount of space that CPMC would lease back from the new property owner indefinitely.

With development under the proposed LRDP, CPMC would have medical campuses with distinct identities and areas of concentration. A detailed description of the various components of the LRDP, including context and locations, is provided for each campus in the "Proposal" sections (Section 2.2.2, "Proposal for the Cathedral Hill Campus"; Section 2.3.2, "Proposal for the Pacific Campus"; Section 2.4.2, "Proposal for the California Campus"; Section 2.5.2, "Proposal for the Davies Campus"; and Section 2.6.2, "Proposal for the St. Luke's Campus").

## **2.1.2 PROJECT VARIANTS**

CPMC has developed variants to the proposed LRDP that are intended to offer flexibility on specific features of the program, while ensuring that potential environmental effects are adequately evaluated. The project variants are described in this chapter in the discussions of the respective campuses at which they are proposed (Cathedral Hill and St. Luke's), and their effects are analyzed throughout Chapter 4, "Environmental Setting, Impacts, and Mitigation."

## **2.1.3 PROJECT SCHEDULE AND PHASING**

CPMC's LRDP would be implemented in two phases: the project or near-term phase (i.e., the Cathedral Hill and St. Luke's projects and the Neuroscience Institute at the Davies Campus) and the program or long-term phase (i.e., projects that would commence significantly after 2015) or are contingent on the completion of the near-term projects (i.e., Pacific and California Campuses and Castro/14th Street MOB at the Davies Campus). This chapter distinguishes between near-term (project-level) and long-term (program-level) projects at each campus. The need for both near-term and long-term CEQA analyses for the project was discussed previously in Chapter 1, "Introduction and Background." Table 2-1, "CPMC Long Range Development Plan Schedule" (page 2-5), presents the proposed schedule for near-term and long-term projects at the respective CPMC campus sites.

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Table 2-1  
CPMC Long Range Development Plan Schedule

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Cathedral Hill Campus (All Project-Level)</b>													
Cathedral Hill Hospital (New)													
Tunnel Under Van Ness (New)													
Cathedral Hill Medical Office Building (New)													
1375 Sutter St. - Medical Office Building - Conversion/Renovation													
<b>Pacific Campus (All Program-Level)</b>													
2018 Webster Street - Conversion/Renovation													
2333 Buchanan St.- Ambulatory Care Center (ACC) - Conversion/Renovation													
Webster St. / Sacramento St. Underground Parking (New)													
North of Clay Parking Garage (New)													
ACC Addition (New)													
<b>California Campus</b>													
No new construction or demolition. Campus to be sold with some space leased back by CPMC to 2020													
<b>Davies Campus (Project/Program-Level)</b>													
Neuroscience Institute (New)(Project-Level)													
Castro St. / 14 St. Medical Office Building (New)(Program-Level)													
<b>St. Luke's Campus (All Project-Level)</b>													
Replacement Hospital (New)													
1957 Building Renovation													
1970 Tower Demolition													
MOB/Expansion Building (New)													
<div><div></div> New Construction</div> <div><div></div> Renovation</div> <div><div></div> Demolition</div>													

Source: Data compiled by AECOM in 2010



## **2.1.4 PROJECT OBJECTIVES**

CPMC's various objectives for the LRDP are listed below.

### **OVERARCHING OBJECTIVES**

- ▶ Construct modern, seismically safe hospital facilities that would remain operational in the event of a major disaster, both to serve CPMC's patients and to play an important role in San Francisco's disaster response and preparedness system, through the development of a new CPMC campus and the redevelopment of existing campuses in a manner that is fully compliant with the Alfred E. Alquist Hospital Seismic Safety Act and SB 1953, as mandated by the State of California.
- ▶ Optimize the use of CPMC's resources (medical, facilities, human, financial, and land) to provide an integrated health-care system affording the highest quality of patient care to CPMC's patient population in the most cost-effective and operationally efficient manner.

### **SPECIFIC OBJECTIVES**

The specific objectives listed below support and implement CPMC's overarching objectives for the LRDP.

#### **Core Medical Services Objectives**

- ▶ Ensure ongoing medical services and an uninterrupted continuum of care at CPMC during construction through a carefully planned, appropriately phased project to minimize disruption.
- ▶ Meet the existing and future projected acute-care and outpatient needs of CPMC's patients, with appropriate physician specialties, including specialized services that are provided by a limited number of service providers in the Bay Area, and, in some cases, Northern California.
- ▶ Efficiently consolidate CPMC's campuses by consolidating specialized services and Women's and Children's Center services into one centralized acute-care hospital.
- ▶ Distribute inpatient capacity among CPMC campuses to create a rational programwide system of care, including an optimal number of smaller, community-based hospitals, ambulatory-care facilities, and medical offices, sized and located to meet existing and projected future service demands for primary- and secondary-care medical services.
- ▶ Ensure that this programwide medical care consolidation and distribution minimizes redundancies, particularly with respect to staffing, equipment, support spaces, central processing, and other facilities, to avoid inefficiency and unnecessary costs to the health care system and patients.

- ▶ Optimize patient safety and clinical outcomes by (1) strategically grouping service lines and specialized services (for example, acute medical/surgical services, oncology, cardiology, and respiratory with Women's and Children's Center services); (2) providing multidisciplinary concentration of care for multisystem diseases, chronic-disease management, and other higher-level intervention treatments; (3) limiting patient transfers; and (4) providing critical-care beds where patients can be appropriately and expeditiously supported by the necessary physicians, services, and equipment.
- ▶ Provide a modern, efficient, and clinically safe patient care environment in facilities, based on contemporary best practices in hospital design and rational hospital space and facility guidelines, including all private single-patient rooms, individual bathrooms, adequate common spaces for families and staff, floor plans that allow staff to work efficiently and safely with patients, appropriate department adjacencies, and the ability to accommodate current-day medical technologies.
- ▶ Rebuild and revitalize the St. Luke's Campus as a community hospital that is an integral part of CPMC's larger health care system, and that provides services such as (1) medical/surgical care, (2) critical care, (3) emergency/urgent care, and (4) gynecologic and low-intervention obstetric care.
- ▶ Provide for the development of an appropriately sized new medical office building or outpatient space at the St. Luke's Campus as the logical outgrowth of the increased utilization of the campus, to increase the availability of outpatient services to meet community needs and to better recruit and retain physicians by increasing convenience for physicians admitting patients to the hospital at the St. Luke's Campus.
- ▶ Maintain CPMC's prominent role as an education, training, and research institution for medical professionals in San Francisco and the greater Bay Area.
- ▶ Retain and enhance CPMC's role as a provider of high-quality medical and administrative jobs, and contributor of community benefits in San Francisco, by implementing an economically viable development plan that includes consolidating, maintaining, and allowing modest growth opportunity for CPMC's existing inpatient capacity, as well as providing ample facilities to accommodate a broad range of outpatient services.

### **Site Selection and Site Planning Objectives**

- ▶ Locate medical-care facilities on sites that are owned by or can be practically acquired by CPMC in a cost-effective and timely manner, consistent with the mandates of SB 1953 and CPMC's financial and operational needs.
- ▶ Ensure that the new centralized acute-care hospital is appropriately located, taking into account CPMC's patient base and utilization patterns, and San Francisco's population concentration, on a site that (1) can



accommodate a building of the requisite size to serve CPMC's program of integrated services, including adequate parking; and (2) is easily accessible by multiple transportation and transit modes.

- ▶ Design contemporary, architecturally integrated medical facilities that are compatible with neighborhood aesthetics in the areas surrounding CPMC facilities to the extent feasible.
- ▶ Integrate sustainability principles into the siting and design of the new centralized acute-care hospital, such as LEED® [Leadership in Energy and Environmental Design] and other environmentally sustainable design, construction, and operational practices where feasible.
- ▶ Ensure that all hospital facilities are located such that they have the capacity to be supported with medical office space, parking facilities, and other supportive functions.

## **PROGRAM NEEDS AND SPACE ALLOCATION**

The proposed Cathedral Hill Campus and other related improvements to the five CPMC campuses, as described below, are anticipated by the project sponsor, CPMC, to allow for more efficient provision of ancillary and support services,<sup>1</sup> as well as better coordination of and access to patient care, particularly with respect to critical care and specialized services. Consolidating these services at the proposed campuses is also intended to avoid disruption of medical services to patients that would be associated with large-scale renovations at the existing CPMC campuses.

Licensed beds are the maximum number of beds for which a given hospital holds a license to operate. Operational beds refer to beds that are licensed, set up, and staffed or in use. As shown in Table 2-2, "CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses" (page 2-10), the Cathedral Hill Hospital is proposed to have 555 acute-care licensed beds. Existing licensed beds from the Pacific and California Campuses would be transferred to the Cathedral Hill Hospital by 2015, thus leaving the Pacific and California Campuses with no acute-care licensed or operational beds (18 psychiatric beds would remain at the Pacific Campus). The number of licensed beds at the St. Luke's Campus would be reduced by 149 (70 acute-care and 79 skilled nursing), from 229 licensed beds (150 acute-care and 79 skilled nursing) under existing conditions to 80 licensed beds under the LRDP. CPMC intends to operate all 80 beds at the St. Luke's Campus. Overall, licensed beds on all five CPMC campuses in San Francisco would decrease by approximately 178 beds with LRDP development, from approximately 1,032 licensed beds under existing conditions to 854 licensed beds under the LRDP.

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<sup>1</sup> Services provided that are other than room, board, and medical and nursing services, and that are provided to hospital patients in the course of care. These include such services such as laboratory, radiology, pharmacy, and physical therapy services.

Table 2-2 CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses						
Bed Type	Existing Licensed Beds					LRDP Licensed Beds
	2006	2007	2008	2009	2010	
Cathedral Hill Campus						
Acute-care	0	0	0	0	0	555
Rehabilitation	0	0	0	0	0	0
Psychiatric	0	0	0	0	0	0
Skilled nursing	0	0	0	0	0	0
TOTAL	0	0	0	0	0	555
Pacific Campus						
Acute-care	295	295	295	295	295	0
Rehabilitation	0	0	0	0	0	0
Psychiatric	18	18	18	18	18	18
Skilled nursing	0	0	0	0	0	0
TOTAL	313	313	313	313	313	18
California Campus						
Acute-care	319	299	299	299	299	0
Rehabilitation	0	0	0	0	0	0
Psychiatric	0	0	0	0	0	0
Skilled nursing	101	101	101	101	0	0
TOTAL	420	400	400	400	299	0
Davies Campus						
Acute-care	219	219	219	115	115	115
Rehabilitation	32	32	32	48	48	48
Psychiatric	22	22	22	0	0	0
Skilled nursing	38	38	38	38	38	38
TOTAL	311	311	311	201	201	201
St. Luke's Campus						
Acute-care	150	150	150	150	150	80
Rehabilitation	0	0	0	0	0	0
Psychiatric	0	0	0	0	0	0
Skilled nursing	79	79	79	79	79	0
TOTAL	229	229	229	229	229	80
All Campus Total						
Acute-care	983	963	963	849	849	750
Rehabilitation	32	32	32	48	48	48
Psychiatric	40	40	40	18	18	18
Skilled nursing	218	218	218	218	117	38
TOTAL	1,273	1,253	1,253	1,133	1,032	854
Sources: Data provided by CPMC and compiled by AECOM in 2010						

## **2.1.5 SUSTAINABILITY**

CPMC proposes to incorporate sustainable elements in its design, construction, and operation of newly built and renovated CPMC facilities, and would comply with the City and County of San Francisco's (City's) green building ordinance, as applicable. The following features and strategies are being considered:

- ▶ green roofs (conventional roofs that are fully or partially covered with a layer of vegetation);
- ▶ reduction of stormwater runoff;
- ▶ use of recycled materials;
- ▶ selection and use of certain materials and ventilation techniques to improve indoor air quality;
- ▶ energy and water efficiency measures; and
- ▶ transit demand management strategies such as the CPMC intercampus shuttle service, bicycle storage areas, and changing/shower rooms for bicycle commuters.

CPMC is considering a range of additional sustainable elements within the project components; however, to provide a conservative analysis of potential environmental impacts, this EIR assumes implementation of green building features only where CPMC has made commitments to include specific sustainable features in the project or where required under the City's green building ordinance. These features are noted throughout Chapter 4, "Environmental Setting, Impacts, and Mitigation."

## **2.1.6 REQUIRED PROJECT APPROVALS**

Before discretionary project approvals may be granted for the proposed CPMC LRDP, the San Francisco Planning Commission must certify the EIR as accurate, objective, and complete. This DEIR will undergo a public comment period as noted on the cover, which will include a public hearing before the Planning Commission. After the public comment period, responses to written and oral comments will be prepared and published in a response to comments document. The DEIR will be revised as appropriate and, together with the response to comments document, will be presented to the Planning Commission for certification of the final EIR (FEIR). No approvals or permits may be issued before the FEIR is certified.

All near-term, project-level actions requiring City approval are described in detail in the "Required Project Approvals" section for each campus. Future renovations and new construction part of the long-term LRDP program will require additional approvals at a later time and are not included in the description of near-term

project approvals. Required City approvals for the near-term LRDP projects are summarized in Table 2-3, “Required Project Approvals” (page 2-13), and described further below.

### **City and County of San Francisco**

CPMC would need to obtain the following entitlements and approvals from the City for the proposed LRDP:

- ▶ amendments to text and maps in the *San Francisco General Plan* (General Plan);
- ▶ General Plan referrals;
- ▶ changes to text and maps in the San Francisco Planning Code (Planning Code);
- ▶ lot mergers;
- ▶ planned unit development (PUD) and conditional use (CU) authorizations (e.g., changes to applicable standards or exceptions such as those related to building height and bulk, FAR, setbacks, parking, signs, residential requirements, and permitted use at some CPMC campuses);
- ▶ approval of office development under Sections 320 and 321 of the Planning Code in accordance with Proposition M—office allocation;
- ▶ encroachment permits;
- ▶ approval for the conversion of Cedar Street from a one-way to a two-way street west of the proposed Cathedral Hill MOB garage entrance/exit;
- ▶ vacation and acquisition of the portion of San Jose Avenue between Cesar Chavez Street and 27th Street (St. Luke’s Campus); and
- ▶ various permits and approvals for residential conversion (site of the proposed Cathedral Hill MOB), streetscape improvements, including tree removal permits, and the Van Ness Avenue pedestrian tunnel.

### **State Agencies**

- ▶ The Office of Statewide Health Planning and Development (OSHPD) is responsible for overseeing all aspects of hospital construction in California for general acute-care hospitals and intermediate care hospitals.

**Table 2-3  
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i> )
Cathedral Hill Campus				
Cathedral Hill Campus (all)	General Plan Amendment for <i>Van Ness Avenue Area Plan</i>	General Plan VNAP, Map 1 (Generalized Land Use and Density Plan)	7:1 FAR.	Creation of VNAP Subarea 4 for the Cathedral Hill Hospital and Cathedral Hill MOB sites between Geary Boulevard/Geary Street, Franklin Street, Post Street, and Polk Street to specifically allow for medical institutional use, an FAR increase to 9:1 for the site of the Cathedral Hill Hospital, and Planning Department and Planning Commission discretion to allow exceptions to certain development standards. ( <i>Planning Commission and Board of Supervisors</i> )
		General Plan VNAP, Map 2 (Height and Bulk Districts)	130-V Height/Bulk District.	Creation of VNAP Subarea 4 would modify the height and bulk map for the hospital block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street to allow for a 265-V Height/Bulk District. ( <i>Planning Commission and Board of Supervisors</i> )
		General Plan VNAP, Map 4 (Urban Design Element), Height Map	Permitted height is 161–240 feet.	Amendment to allow for development of the hospital up to 265 feet in height in the block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street(Urban Design Element). ( <i>Planning Commission and Board of Supervisors</i> )
	General Plan Referral	Finding of General Plan consistency, as modified		Encroachment permits for the subsurface right-of-way for the proposed Van Ness Avenue pedestrian tunnel, subsurface facilities in street right-of-way,sidewalk widening and lane reconfiguration. ( <i>Planning Commission, Department of Public Works, Board of Supervisors, and Caltrans District 4</i> )
	Planning Code Text/ Map Change	Planning Code Sections: - Section 243: Van Ness SUD - Section 204.5: Non-Accessory Parking - Section 154(b): Off-street loading space requirement for MOB	Allows hospital, medical center, or other medical institution with inpatient care and office uses. 64 spaces are required for the Cathedral Hill Hospital with a maximum of 96 spaces allowed as accessory parking (under the 150% maximum accessory parking per Planning Code and minimum MOB off-street loading space dimensions.	Creation of the Van Ness Medical Use Subdistrict: proposed Planning Code Section 243(d), in which a medical center is a conditional use that would have specific building form bulk, off-street parking and loading, street frontage and parking setback requirements and signs based upon Planning Commission conditions of approval rather the code standards. The proposed subdistrict (or the CU authorization described below) may modify residential requirements applicable to nonresidential development, increase the allowable FAR for the hospital, and provide exceptions to otherwise applicable requirements related to signs, off-street parking and loading street frontage, and parking setback requirements. ( <i>Planning Commission and Board of Supervisors</i> )

**Table 2-3  
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i> )
Cathedral Hill Campus (all) (continued)	Planning Code Text/ Map Change	Zoning Map No. SU02; Planning Code Section 302	Van Ness SUD and RC-4 District apply.	Revision to Zoning Map SU02 for the creation of the Van Ness Medical Use Subdistrict. ( <i>Planning Commission and Board of Supervisors</i> )
	Planning Code Authorizations	Planning Code Sections: - Section 243 amended: CU - Section 303: CU - Section 204.5: Non-Accessory Parking - Section 253.2: Over 40 feet in Van Ness SUD - Section 253: Over 40 feet in a residential district - Sections 243(c)(8)(H) and 154(b): Off-street loading space requirement - Section 243 (c)(9); Ground-level wind currents - -Section 270: Bulk limits: measurement	Finding of compliance of Cathedral Hill MOB with above text/code changes. 130-foot building in Van Ness SUD, 130-foot buildings in RC-4 Districts. Bulk limits for length and diagonal dimensions of 110 and 140 feet, respectively, apply to the hospital and MOB sites.	<ul style="list-style-type: none"> <li>- CU authorization under Planning Code Section 304, for the proposed hospital and MOB as a conditional use medical center in an RC-4 zoning district and amended Van Ness Avenue SUD.</li> <li>- CU authorization under Planning Code Section 157 to allow for parking in addition to what is allowed under accessory parking. 513 parking spaces are proposed under the hospital and 542 parking spaces under the MOB. (1,055 independently accessible parking spaces for the medical center).</li> <li>- CU authorization to allow buildings over 40 feet in the Van Ness SUD and a residential district.</li> <li>- CU authorization to allow modification of the bulk limits for length and diagonal dimensions to approximately 385 and 405 feet, respectively, for the hospital and 265 and 295 feet, respectively, for the MOB.</li> <li>- Possible CU authorization to modify application of the 3:1 ratio of residential to non-residential development requirement within the Van Ness SUD. - CU authorization to allow for exception to ground-level wind current comfort level exceedance. (<i>Planning Commission</i>)</li> </ul>
	Subdivision Code	Division 1, Article 7, map	Merging of multiple lots pursuant to the Subdivision Code.	Lot mergers on hospital and MOB sites. ( <i>Department of Public Works</i> )
Cathedral Hill Hospital Only	Planning Code Text/ Map Change	Height/Bulk Map No. HT02; Planning Code Section 302	130-V Height/Bulk District apply.	Revision to Height/Bulk Map HT02 for height and bulk reclassification to 265-V for the hospital block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street. ( <i>Planning Commission and Board of Supervisors</i> )
Cathedral Hill MOB Only	Planning Code Authorizations	Planning Code Sections 321 and 322: Office Allocation; Planning Code Section 317: Loss of dwelling units through merger, loss, and conversion	Specific authorization required for office buildings 25,000 sq. ft. or more.	Proposition M—office allocation findings. ( <i>Planning Commission</i> ); The CU authorization would allow demolition of five residential dwelling units. ( <i>Planning Commission</i> )

**Table 2-3  
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i> )
	Administrative Code	Residential Hotel Unit Conversion and Demolition Ordinance Chapter 41		Permit to convert and demolish the 20 residential hotel units at the proposed MOB site. ( <i>Department of Building Inspection</i> )
Cathedral Hill MOB Only (continued)				Approval for the conversion of Cedar Street from a one-way to a two-way street west of the Cathedral Hill MOB garage entrance. ( <i>San Francisco Municipal Transportation Authority, Department of Public Works, and Board of Supervisors</i> )
Van Ness Avenue Pedestrian Tunnel				Encroachment permits (construction) and long-term lease or other agreement (long-term occupancy) for subsurface right-of-way for Van Ness Avenue pedestrian tunnel. ( <i>Department of Public Works, Caltrans District 4, and Board of Supervisors</i> )
1375 Sutter Street MOB	Planning Code Authorizations	Planning Code Sections: - Section 303: CU - Section 150: Off-street parking requirement - Section 159(c): required off-street parking not on same lot	Under Planning Code Section 150, off-street parking requirement is 279 parking spaces.	CU authorization required for excess parking at hospital to accommodate required parking at 1375 Sutter MOB. ( <i>Planning Commission</i> )
<b>Pacific Campus</b>				
Pacific Campus (all)	Planning Code Text Amendment/ Planning Code Authorizations	Planning Code Sections: - Section 209.3(a), Medical Institutions in Residential Use Districts - Section 303: CU	Hospital, medical center, or other medical institution is permitted as a CU in a residential district if inpatient care is primary use.	Text amendment to Planning Code Section 209.3(a) to continue previously approved medical center use without inpatient care. ( <i>Planning Commission and Board of Supervisors</i> )
<b>California Campus</b>				
California Campus (all)	Planning Code Text Amendment/ Planning Code Authorizations	Planning Code Sections: - Section 209.3(a): Medical Institutions in Residential Use Districts - Section 303: CU	Hospital, medical center, or other medical institution is permitted as a CU in a residential district if inpatient care is primary use.	Text amendment to Planning Code Section 209.3(a) to continue previously approved medical center use without inpatient care. ( <i>Planning Commission and Board of Supervisors</i> )
<b>Davies Campus<sup>2</sup></b>				
Neuroscience	Planning Code	Planning Code Sections:	PUD required for addition of	CU authorization to modify existing PUD and to allow for

<sup>2</sup> Future renovations and new construction part of the long-term LRDP program will require additional approvals at a later time and are not included in the description of near-term project approvals.

**Table 2-3  
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i> )
Institute	Authorizations	- Section 303: CU - Section 304: PUD	new medical building to previously approved PUD.	rear-yard exception and exception from independently accessible off-street parking requirements to allow for valet parking. ( <i>Planning Commission</i> )
<b>St. Luke's Campus</b>				
St. Luke's Replacement Hospital and MOB/ Expansion Building	General Plan Amendment	General Plan Urban Design Element, Map 4 (Height)	88 feet maximum height.	General Plan amendment to allow height to exceed 88 feet to 105 feet for the St. Luke's Replacement Hospital site (the area bounded by Cesar Chavez Street, the portion of San Jose Avenue proposed to be vacated between 27th Street and Cesar Chavez Street, 27th Street, and residential properties to the west) and 105 feet for the area bounded by Cesar Chavez Street, Valencia Street, and the portion of San Jose Avenue proposed to be vacated between 27th Street and Cesar Chavez Street. The proposed St. Luke's Replacement Hospital would be approximately 99 feet in height and the proposed MOB/Expansion Building would be approximately 100 feet in height. ( <i>Planning Commission and Board of Supervisors</i> )
	Street Vacation Transfer Agreement and General Plan Referral	California Streets and Highways Code Sections 8300-8363. Finding of General Plan consistency, as modified.		Vacation and acquisition of a portion of San Jose Avenue between 27th Street and Cesar Chavez Street. ( <i>Department of Public Works, Planning Commission, Department of Public Works, Board of Supervisors</i> )
	Planning Code Map Change	Height and Bulk Map HT07	65-A and 105-E Height/Bulk District.	Height and bulk reclassification to 105-E for the St. Luke's Replacement Hospital site (the area bounded by Cesar Chavez Street, the portion of San Jose Avenue proposed to be vacated between 27th Street and Cesar Chavez Street, 27th Street, and residential properties to the west). ( <i>Planning Commission and Board of Supervisors</i> )
	Planning Code Authorizations	Planning Code Sections: - Section 303: CU - Section 304: PUD - Sections 209.3(a), 123, 134, 136, 253, 270	- 1.8:1 FAR - 25% rear-yard requirement - 65-A and 105-E Height/Bulk Districts	CU authorization to modify existing PUD to allow for medical uses in RH-2 District, exceptions to FAR, rear-yard requirements, restriction on projections extending over a street or alley, and height and bulk restrictions for buildings over 40 feet in RH-2 District. The CU authorization would allow an exception to off-site parking requirements, as the proposed St. Luke's Replacement Hospital and MOB/Expansion Building would provide a total of 450 spaces, where 559 spaces are required by the Planning Code. An exemption from on-site independently accessible off-



**Table 2-3  
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i> )
				street parking would be sought to allow valet and off-site parking to serve the St. Luke's Campus. ( <i>Planning Commission</i> )
St. Luke's Replacement Hospital and MOB/ Expansion Building (continued)	Subdivision Code	Division 1, Article 7, Section 1356—Final Map	Merging of multiple lots pursuant to the Subdivision Code.	Lot merger for existing surface parking lot, part of San Jose Avenue, and existing campus. ( <i>Department of Public Works</i> ) <sup>3</sup>
St. Luke's MOB/ Expansion Building Only	Planning Code Authorizations	Planning Code Sections 321 and 322: Office Allocation	Specific authorization required for office buildings 25,000 sq. ft. or more.	Proposition M—office allocation findings. ( <i>Planning Commission</i> )
Notes: Caltrans = California Department of Transportation; CU = conditional use; FAR = floor area ratio; General Plan = <i>San Francisco General Plan</i> ; MOB = Medical Office Building; PUD = planned unit development; sq. ft. = square feet; SUD = Special Use District; VNAP = <i>Van Ness Avenue Area Plan</i> Source: Data compiled by AECOM in 2009				

<sup>3</sup> Lot merger requires only priority policies application.

- ▶ The California Department of Health Care Services (CDHS) is responsible for the licensing of new hospital facilities as well as overseeing compliance with the Medical Waste Management Program, which ensures the proper handling and disposal of medical waste.
- ▶ The California Department of Transportation is responsible for overseeing work on Van Ness Avenue (U.S. Highway 101 [U.S. 101]), including the pedestrian tunnel encroachment permit and lease.

### **2.1.7 PROJECT CONSTRUCTION COST**

Total construction costs for all near-term projects at all five campuses are estimated at approximately \$1.15 billion. Construction costs for long-term projects included in the LRDP are unknown and will be developed at such time as entitlement applications for these projects are prepared.

## **2.2 CATHEDRAL HILL CAMPUS**

### **2.2.1 EXISTING CONDITIONS**

#### **OVERVIEW**

The proposed Cathedral Hill Campus would be located on three sites, totaling 3.85 acres. The new campus would include the proposed Cathedral Hill Hospital and Cathedral Hill MOB and conversion of an existing office building at 1375 Sutter Street to full medical office use (as the 1375 Sutter MOB). Table 2-4, “Cathedral Hill Campus: Existing Site Characteristics”; Table 2-5, “Cathedral Hill Campus: Project Summary Table”; and Figure 2-2, “Cathedral Hill Campus Area,” through Figure 2-37, “Cathedral Hill Campus Streetscape Plan” (pages 2-49 through 2-101), altogether characterize and graphically depict existing conditions and development of the proposed Cathedral Hill Campus. The figures are presented at the end of Section 2.2, beginning on page 2-49.

Figure 2-2 (page 2-49) illustrates the location of each site associated with the proposed Cathedral Hill Campus, assessor’s block and lot numbers, existing zoning, and existing height and bulk designations. Figure 2-3 (page 2-51) illustrates the existing site plan and environs for the proposed campus. Table 2-4, “Cathedral Hill Campus: Existing Site Characteristics” (page 2-20), summarizes existing uses and other characteristics of the sites for the proposed Cathedral Hill Hospital, Cathedral Hill MOB, and 1375 Sutter MOB, described below. Please note that all square footage numbers listed in this section are approximate, whether or not this is specified for a particular use or building.

The Cathedral Hill Campus area is mainly surrounded by commercial establishments centered on Van Ness Avenue and Polk Street, as well as residential uses, both within the area and on the periphery. Van Ness Avenue (U.S. 101) is one of the main north-south arterials in San Francisco, serving as the main route to the Golden Gate Bridge and Marin County. Van Ness Avenue is currently a heavily traveled vehicular thoroughfare serviced by many transit lines.

#### **CATHEDRAL HILL HOSPITAL SITE**

The site of the proposed Cathedral Hill Hospital, approximately 106,000 square feet (sq. ft.) of space, would occupy an entire city block (Assessor’s Block 0695). The block is bounded by Post Street to the north, Van Ness Avenue to the east, Geary Boulevard to the south, and Franklin Street to the west. Existing pedestrian and vehicular access (from the north) to the site is available along Van Ness Avenue, with secondary pedestrian and vehicular access from the west along Post Street and the east along Geary Street.

**Table 2-4  
Cathedral Hill Campus: Existing Site Characteristics**

Address	Assessor's Block/Lot	Site Square Footage	Building Square Footage	Zoning District	Height/Bulk District	Present Use
<b>Cathedral Hill Hospital Site</b>						
1101 Van Ness Avenue	0695/006	87,209	445,391	RC-4 <sup>1</sup>	130-V	Cathedral Hill Hotel (now closed) with ground-floor retail (Enterprise Rent-a-Car)
1255 Post Street	0695/005	18,587	209,700	RC-4	130-V	Office building with ground-floor retail (now closed)
<b>Subtotal for Cathedral Hill Hospital Site</b>	–	<b>105,796</b>	<b>655,091</b>	–	–	–
<b>Cathedral Hill MOB Site</b>						
1100 Van Ness Avenue	0694/010	13,080	39,240	RC-4, Van Ness SUD	130-V	National Furniture Liquidators (now closed), Fina Estampa restaurant, other retail
1062 Geary Street	0694/009A	3,480	6,960	RC-4, Van Ness SUD	130-V	Formerly car repair (now closed)
1054–1060 Geary Street	0694/009	3,120	6,240	RC-4, Van Ness SUD	130-V	Koko Bar and four residential units above
1040–1052 Geary Street	0694/008	6,600	26,000	RC-4, Van Ness SUD	130-V	Formerly the Geary Street Clinic; now closed
1034–1036 Geary Street	0694/007	3,300	5,940	RC-4, Van Ness SUD	130-V	Hotel with six residential hotel rooms and one residential unit
1028–1030 Geary Street	0694/006	3,300	9,420	RC-4, Van Ness SUD	130-V	Element Lounge/Charlie's Hotel with 14 residential hotel rooms
1020 Geary Street	0694/005	3,297	6,600	RC-4, Van Ness SUD	130-V	Frenchy's Adult Video and Sophia Spa (now closed)
<b>Subtotal for Cathedral Hill MOB Site</b>	–	<b>36,177</b>	<b>100,400</b>	–	–	–
<b>1375 Sutter MOB Site</b>						
1375 Sutter Street	0690/016	25,800	167,400	NC-3, Northern Waterfront—No. 1	130-E	Mixed-use building with general and medical office tenants and retail
<b>Subtotal for 1375 Sutter MOB Site</b>	–	<b>25,800</b>	<b>167,400</b>	–	–	–
<b>Total—Cathedral Hill Campus Sites</b>		<b>167,773</b>	<b>922,891</b>	–	–	–
Notes: MOB = Medical Office Building; NC-3 = Neighborhood Commercial, Moderate Scale; RC-4 = Residential-Commercial Combined, High Density; SUD = Special Use District <sup>1</sup> The hospital site was formerly within the Western Addition A-2 Redevelopment Area, which sunset on January 1, 2009, reverting the site back to Planning Code controls. Source: Data compiled by AECOM in 2009						

Table 2-5 Cathedral Hill Campus: Project Summary Table															
Category under the LRDP (numbers for building uses below depict square footage)	Demo									Retain	Existing Uses—Total	1375 Sutter Conversion	New Construction		Project Totals
	Cathedral Hill Hotel	1255 Post Street (Office)	1100 Van Ness	1062 Geary	1054–1060 Geary	1040–1052 Geary	1034–1036 Geary	1028–1030 Geary	1020 Geary	1375 Sutter			Cathedral Hill Hospital	Cathedral Hill MOB	
Residential	–	–	–	3,480	3,120	–	–	–	–	–	6,600	–	–	–	–
Hotel	212,653	–	–	–	–	–	2,640	6,220	–	–	221,513	–	–	–	–
Retail	7,000	7,780	39,240	–	3,120	–	3,300	3,200	6,600	4,600	74,840	1,500	3,100	7,047	11,647
Office	35,680	138,362	–	–	–	–	–	–	–	41,750	215,792	–	–	–	–
Medical Office	–	–	–	–	–	–	–	–	–	42,250	42,250	83,200	–	194,673	277,873
Light Industrial	–	–	–	3,480	–	–	–	–	–	–	3,480	–	–	–	–
Parking—Structured	171,120	46,396	–	–	–	–	–	–	–	77,400	294,916	77,400	244,900	243,376	565,676
Medical Center	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Hospital Administration	–	–	–	–	–	–	–	–	–	–	–	–	12,100	–	12,100
Cafeteria	–	–	–	–	–	–	–	–	–	–	–	–	10,800	–	10,800
Education/Conference	–	–	–	–	–	–	–	–	–	–	–	–	14,690	2,904	17,594
Inpatient Care	–	–	–	–	–	–	–	–	–	–	–	–	388,100	–	388,100
Skilled Nursing Care	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Outpatient Care	–	–	–	–	–	26,000	–	–	–	–	26,000	–	1,485	–	1,485
Diagnostic and Treatment	–	–	–	–	–	–	–	–	–	–	–	3,000	130,025	7,502	140,527
Emergency Department	–	–	–	–	–	–	–	–	–	–	–	–	19,900	–	19,900
Support	–	–	–	–	–	–	–	–	–	–	–	–	79,950	2,176	82,126
Research	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Lobby	7,500	7,904	–	–	–	–	–	–	–	200	15,604	600	9,200	3,500	13,300
Building Infrastructure	–	–	–	–	–	–	–	–	–	700	700	1,200	207,280	28,600	237,080
Central Plant	–	–	–	–	–	–	–	–	–	–	–	–	26,670	–	26,670
Mechanical and Electrical Floors	11,438	9,258	–	–	–	–	–	–	–	500	21,196	500	–	5,500	6,000
Loading	–	–	–	–	–	–	–	–	–	–	–	–	15,590	1,000	16,590
<b>Total sq. ft.</b>	<b>445,391</b>	<b>209,700</b>	<b>39,240</b>	<b>6,960</b>	<b>6,240</b>	<b>26,000</b>	<b>5,940</b>	<b>9,420</b>	<b>6,600</b>	<b>167,400</b>	<b>922,891</b>	<b>167,400</b>	<b>1,163,790</b>	<b>496,278</b>	<b>1,827,468</b>
Dwelling Units	–	–	–	–	4	–	1	–	–	–	5	–	–	–	–
Residential Hotel Rooms	–	–	–	–	–	–	6	14	–	–	20	–	–	–	–
Hotel Rooms	402	–	–	–	–	–	–	–	–	–	402	–	–	–	–
Parking Spaces—Structured	275	130	–	–	–	–	–	–	–	172	405	172	513	542	1,227
Parking Spaces—Surface	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Loading Spaces	2	–	–	–	–	–	–	–	–	–	2	–	6 + 14 vans	2	8 + 14 vans
Number of Buildings	1	1	1	1	1	1	1	1	1	1	10	1	1	1	3
Height of Buildings	120 <sup>1</sup>	est. 180 <sup>2</sup>	40	28	28	36	32	36	30	est. 65 <sup>3</sup>	–	est. 65	265	130	–
Number of Stories	10	11	3	2	2	3	2	3	2	5	–	5	15	9	–
Stories Underground	1	1	–	–	–	–	–	–	–	–	–	–	2	7	–
Notes: LRDP = <i>Long Range Development Plan</i> ; MOB = Medical Office Building; sq. ft. = square feet.															
<sup>1</sup> The existing Cathedral Hill Hotel is 120 feet tall, including an approximately 16-foot-tall mechanical penthouse.															
<sup>2</sup> The existing 1255 Post Street office building is approximately 180 feet tall, including an approximately 25-foot-tall mechanical penthouse.															
<sup>3</sup> The existing 1375 Sutter Street building is approximately 65 feet tall, not including an approximately 15-foot-tall mechanical penthouse.															
Source: California Pacific Medical Center. 2008. <i>California Pacific Medical Center 2008 Institutional Master Plan</i> . San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <a href="http://www.rebuildcpmc.org/assets/08IMP_CPMC.pdf">http://www.rebuildcpmc.org/assets/08IMP_CPMC.pdf</a> .															



Immediately north of the proposed Cathedral Hill Hospital site, across Post Street, are the Daniel Burnham Court condominiums and several commercial uses, which include FedEx Office and the Pacific Vision Institute. Directly east of the site, across Van Ness Avenue, are the Concordia-Argonaut Club (a private members-only club) and other commercial uses, as discussed below under the proposed Cathedral Hill MOB site. South of the site, across Geary Boulevard, are Tommy's Joynt Restaurant, various commercial uses, and senior housing. Across Franklin Street, directly west of the site, are the Hamilton Square Baptist Church and its associated surface parking lot.

The site slopes downward to the east along Post Street and Geary Boulevard, and downward to the south along Franklin Street and Van Ness Avenue. There are approximately 30-foot and 29-foot changes in grade from Franklin Street (west) to Van Ness Avenue (east) along Post Street and Geary Boulevard, respectively; and approximately 10-foot and 9-foot changes in grade from Post Street (north) to Geary Boulevard (south) along Franklin Street and Van Ness Avenue, respectively.

The hospital site block is occupied by two buildings on two lots. On Lot 006 (approximately 87,300 sq. ft.) at 1101 Van Ness Avenue is the former Cathedral Hill Hotel, a 402-room, 120-foot-tall hotel comprising 445,400 sq. ft. on 10 stories plus one basement level; on Lot 005 (18,600 sq. ft.) on the northwest corner of the block, at the intersection of Post and Franklin Streets, is the 1255 Post Street Office Building, a 180-foot-tall building comprising approximately 209,700 sq. ft. on 11 stories plus one basement level (Table 2-4, "Cathedral Hill Campus: Existing Site Characteristics," page 2-20). The Cathedral Hill Hotel was built in 1960 and opened as the Jack Tar Hotel. The Cathedral Hill Hotel and 1255 Post Street Office Building both ceased operations on October 31, 2009, and are now closed. The hotel and office building both contained ground-floor retail and shared a 405-space parking garage, which also ceased operations. Both of these buildings and the shared parking garage would be demolished for the proposed Cathedral Hill Hospital.

The site of the proposed Cathedral Hill Hospital is zoned RC-4 (Residential-Commercial Combined Districts, High Density) and within the Van Ness Special Use District (SUD); the existing height and bulk district for this site is 130-V.<sup>4</sup>

The existing allowable floor area ratio (FAR) for the hospital site is 7:1,<sup>5</sup> as established in the Van Ness SUD.

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<sup>4</sup> Under Section 260 of the Planning Code, the 130-V Height and Bulk District allows a maximum building height of 130 feet. Under Planning Code Section 270, the "V" bulk designation applies to the Van Ness SUD and would require a 20-foot setback for portions of buildings above 50 feet in height.

<sup>5</sup> Floor area ratio (FAR) is the total building square footage divided by the square footage of the site area. FAR is commonly used to limit the amount of construction on a certain site or area.

## **CATHEDRAL HILL MEDICAL OFFICE BUILDING SITE**

The approximately 36,200-sq.-ft. site of the proposed Cathedral Hill MOB is located on the east side of Van Ness Avenue, on the block (Assessor's Block 0694) bounded by Cedar Street to the north, Polk Street to the east, Geary Street to the south, and Van Ness Avenue to the west. The seven buildings (totaling approximately 100,400 sq. ft.) that would be demolished and replaced by the Cathedral Hill MOB are located on Lots 010 (1100 Van Ness Avenue), 009A (1062 Geary Street), 009 (1054–1060 Geary Street), 008 (1040–1052 Geary Street), 007 (1034–1036 Geary Street), 006 (1028–1030 Geary Street), and 005 (1020 Geary Street); they range from two to three stories in height (26–40 feet) and are approximately 5,000–40,000 sq. ft. in size (Table 2-4, "Cathedral Hill Campus: Existing Site Characteristics," page 2-20).

Present uses in these buildings include retail, nightclubs, a restaurant, residential units, and two residential hotels. The remaining building on this block, on Lot 004 (1001 Polk Street) at the eastern end of the block at the intersection of Geary and Polk Streets, is occupied by Episcopal Community Services, a nonprofit organization that assists the homeless; this building is not part of the proposed Cathedral Hill MOB project site. Existing pedestrian access to the site is currently available along Cedar Street, Van Ness Avenue, and Geary Street. Vehicular access is available along Cedar Street (from the west) and Geary Street (from the east).

Immediately north of the proposed Cathedral Hill MOB site, across Cedar Street, are various commercial establishments (including the members-only Concordia-Argonaut Club), restaurants, and residential uses. South of the site, across Geary Street, are the Opal San Francisco Hotel, Super 8 Hotel, and various restaurants. West of the site, across Van Ness Avenue, is the site of the proposed Cathedral Hill Hospital (currently occupied by the Cathedral Hill Hotel and the 1255 Post Street Office Building, as discussed above).

The site of the proposed Cathedral Hill MOB slopes downward to the east along Cedar and Geary Streets, and downward to the south along Van Ness Avenue and the eastern edge of the project site near Polk Street. There are approximately 22-foot and 20-foot changes in grade from Van Ness Avenue (west) to the eastern edge of the project site along Cedar Street and Geary Street, respectively; and approximately 4-foot and 2-foot changes in grade from Cedar Street (north) to Geary Street (south) along Van Ness Avenue and the eastern edge of the project site near Polk Street, respectively.

The entire Cathedral Hill MOB site is zoned RC-4 and within the Van Ness SUD; the existing height and bulk district for this site is 130-V. The existing allowable FAR for the site (all lots) is 7:1, as established in the Van Ness SUD.



## **1375 SUTTER MEDICAL OFFICE BUILDING SITE**

The site of the second MOB proposed for the Cathedral Hill Campus is located at 1375 Sutter Street (Assessor's Block 0690, Lot 016 [approximately 25,800 sq. ft.]). The existing on-site building, known as the Pacific Plaza Office Building, was acquired by CPMC in late 2008. Located on the southeast corner of the intersection of Sutter and Franklin Streets, this five-story building is bordered by Sutter Street to the north, Franklin Street to the west, and Daniel Burnham Court to the south. Daniel Burnham Court is a midblock alley that connects Franklin Street to Van Ness Avenue. Existing pedestrian and vehicular access to the 1375 Sutter MOB site is available along Sutter Street and Franklin Street.

This five-story, 65-foot-tall, approximately 167,800-sq.-ft. building currently contains 84,000 sq. ft. of office space, divided almost equally between medical office and general office tenants above 4,600 sq. ft. of ground-floor retail space and a 77,400-sq.-ft., partially below-grade self-park garage that provides 172 parking spaces on one level.

The 1375 Sutter MOB site is zoned NC-3 (Moderate-Scale Neighborhood Commercial District); the existing height and bulk district for this site is 130-E.<sup>6</sup> The existing allowable FAR for the 1375 Sutter MOB is 3.6:1.

## **LOCAL STREETS NETWORK AND EXISTING SITE ACCESS**

The proposed Cathedral Hill Campus is bounded by a mix of residential and commercial uses, and is either bounded by or is in the vicinity of three major thoroughfares: Geary Boulevard, Franklin Street, and Van Ness Avenue. The continuation of U.S. 101 through San Francisco, Van Ness Avenue connects (via Lombard Street) the Golden Gate Bridge to the north with the elevated U.S. 101, which is located approximately 1 mile south of the proposed Cathedral Hill Campus.

The site of the proposed campus is accessible by both public transit and automobile from the north and south primarily via Franklin Street, Gough Street, and Van Ness Avenue and from the east and west via Sutter Street, Post Street, and Geary Street, and from the north and south primarily via Franklin Street, Gough Street, and Van Ness Avenue. The campus site is well served by San Francisco Municipal Railway (Muni) bus lines and is located approximately 1.5 miles from the Civic Center Bay Area Rapid Transit (BART) station and Muni. Muni lines 47-Van Ness and 49-Van Ness-Mission run along Van Ness Avenue; Muni line 38-Geary runs along Geary and O'Farrell Streets; Muni line 19-Polk runs along Polk Street; and Muni lines 2-Clement and 3-Jackson run along Sutter and Post Streets. In addition, the Cathedral Hill area is currently served by the CPMC intercampus shuttle system with service to and from the Pacific Campus. The shuttle is used by CPMC

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<sup>6</sup> As specified in Section 260 of the Planning Code, the 130-E Height and Bulk District allows a maximum building height of 130 feet. As indicated in Planning Code Section 270, the "E" bulk designation requires additional setbacks for portions of buildings above 65 feet in height.

administrative staff and CPMC-affiliated physicians with offices at the Pacific Plaza Office Building at 1375 Sutter Street.

## **2.2.2 PROPOSAL FOR THE CATHEDRAL HILL CAMPUS**

Proposed near-term development of the Cathedral Hill Campus is described below. Development of this proposed new campus would involve six components: the proposed Cathedral Hill Hospital, Cathedral Hill MOB, Van Ness Avenue pedestrian tunnel (connecting the Cathedral Hill Hospital and Cathedral Hill MOB), 1375 Sutter MOB conversion, streetscape improvements, and conversion of Cedar Street to a two-way street west of the MOB garage entrance. All six project components would be completed in the near term and the facilities would be operational by mid-2015. No program-level, long-term project components for the proposed Cathedral Hill Campus are identified in the LRDP. Accordingly, development of the proposed Cathedral Hill Campus is fully analyzed in the EIR at the project level. CPMC also proposes three variants, two of which involve constructing the proposed Cathedral Hill Campus without two of the six proposed project components—the Van Ness Avenue pedestrian tunnel and conversion of Cedar Street to a two-way street west of the MOB garage entrance—as discussed later in this section.

Figure 2-4 (page 2-53) illustrates the plan for the proposed Cathedral Hill Campus. Figure 2-5 (page 2-55) illustrates the plan for the proposed campus with implementation of the Two-Way Post Street Variant, described below under “Two-Way Post Street Variant” (page 2-38); Figure 2-6 (page 2-57) illustrates the plan with implementation of the MOB Access Variant, described below under “MOB Access Variant” (page 2-38). Table 2-5, “Cathedral Hill Campus: Project Summary Table” (page 2-21), provides details on existing on-site buildings and uses at the site of the proposed Cathedral Hill Campus, and the new buildings and uses proposed for the campus.

### **CATHEDRAL HILL HOSPITAL**

CPMC proposes to construct a new acute-care hospital that would fully comply with requirements of SB 1953 concerning the seismic safety of acute-care facilities. The approximately 1,163,800-sq.-ft., 555-bed hospital proposed for construction at 1101 Van Ness Avenue would be the primary acute-care, inpatient-treatment facility for the CPMC system, providing centralized hospital care at a new, state-of-the-art facility. The acute-care services currently offered at the Pacific Campus and the Women’s and Children’s Center at the California Campus would be relocated to the proposed Cathedral Hill Hospital. This would allow for more efficient provision of ancillary and support services, as well as better coordination of and access to patient care, particularly with respect to critical care and specialized services. Consolidating these services at the proposed campus is also intended to avoid disruption of medical services to patients by large-scale renovations at the existing CPMC campuses. All acute-care beds currently located at the Pacific and California Campuses (other

than 18 psychiatric beds at the Pacific Campus) would be relocated to the proposed Cathedral Hill Hospital (Table 2-2, “CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses,” page 2-10).

The proposed 15-story (plus two-story basement) hospital tower would be 265 feet in height, based on the Planning Code’s methodology for measurement of building height.<sup>7</sup> However, because the site is sloped, the structure would vary in height relative to the side from which it is viewed (see previous discussion regarding site slopes in Section 2.2.1, “Existing Conditions,” on page 2-19).<sup>8</sup> The proposed hospital’s building length and diagonal dimensions respectively would be approximately 385 and 405 feet for the tower floors and 385 and 475 feet for the podium floor (50 feet above Van Ness Avenue). Because of its architectural design, different portions of the hospital building would have varying heights on the project block. The proposed hospital’s podium structure would be approximately five stories and range in height from 43 feet to 123 feet, because of the site’s varying slope, the building setbacks, and varying heights. For instance, the hospital’s approximate height, as measured from the locations specified below, would be:<sup>9</sup>

- ▶ 248 feet to the top of the mechanical screen at the south portion of the tower, as measured from the top of the sidewalk on Post Street at Van Ness Avenue (north elevation) (Figure 2-8, page 2-61);
- ▶ 269 feet to the top of the mechanical screen, as measured from the top of the sidewalk on Van Ness Avenue at Post Street (east elevation) (Figure 2-9, page 2-62);
- ▶ 257 feet to the top of the mechanical screen at the south portion of the tower, as measured from the top of the sidewalk at the corner of Van Ness Avenue and Geary Boulevard (south elevation) (Figure 2-10, page 2-63); and
- ▶ 239 feet to the top of the mechanical screen, as measured from the top of the sidewalk at the corner of Post and Franklin Streets (west elevation) (Figure 2-11, page 2-64).

The hospital’s exterior design would be primarily composed of metal and glass. Various glass materials at the hospital façade along Van Ness Avenue and Post Street would be used to create a composition intended to be intriguing both during the day and at night. CPMC intends to attain LEED<sup>®</sup> certification for the proposed

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<sup>7</sup> The final determination of height calculations would be made by the City’s Zoning Administrator. This EIR assumes a height of 265 feet, which would be the height to the top of the mechanical equipment. The exhaust stacks would be approximately 16 feet taller than the mechanical equipment. The methodology for the measurement of the stacks is based from measurement on the uphill portion of the site, while the mechanical equipment would be measured against the lower, theoretical slope of the site.

<sup>8</sup> “Building height based on the Planning Code’s methodology” (see Section 260 of the Planning Code) represents the height of the building measured from its midpoint relative to the average slope of the curb or ground. This measurement is provided for each proposed near-term, project-level building so that it can be compared to the applicable maximum height allowed by the height and bulk district (see the respective “Existing Conditions” discussions for each campus in this chapter). In addition, building heights relative to the top of the sidewalk at the abutting street corner from each elevation (i.e., north, east, south, and west) are provided.

<sup>9</sup> For height and bulk requirements, please refer to project approvals in Table 2-2 (page 2-10).

hospital building, which is exempt from Chapter 13C of the City's Building Code (San Francisco Green Building Requirements).

The Cathedral Hill Hospital's emergency generators—which are required by OSHPD to ensure that the hospital would remain operational in the event of a disaster—would be located on the roof of the 15-story hospital tower (Figure 2-24, “Cathedral Hill Hospital Roof Plan,” page 2-87). The generators would be powered by fuel storage tanks that would be located beneath the right-turn lane and sidewalk along Geary Boulevard. The area excavated for the fuel storage tanks would be 15 feet from the southern edge of the proposed hospital's property line at Geary Boulevard, and would extend 117 feet west along Geary Boulevard; the depth of excavation would range from approximately 17 feet (on the east end toward Geary Boulevard and Van Ness Avenue) to 22 feet (on the west end toward Geary Boulevard and Franklin Street) below street level.

Figures 2-8 through 2-11 (pages 2-61 to 2-64) illustrate the locations of various roof and podium levels of the proposed hospital tower, mechanical screens, and generator vents, and the extent of the subsurface levels proposed. Figures 2-12 through 2-14 (page 2-65 to 2-68) illustrate the proposed uses and number of beds by floor for the proposed hospital. Figures 2-16 through 2-24 (pages 2-71 to 2-87) show plans for various floors throughout the proposed hospital.

The proposed Cathedral Hill Hospital would include three levels of at- or below-grade parking (Levels 1/P1, P2, and P3). The hospital would contain 513 off-street parking spaces on these three levels. Figure 2-16 (page 2-71) depicts typical basement parking on Level P2. In addition to the parking spaces, Levels P2 and P3 would each include mechanical space, a lobby area, a storage room, and other uses. The circular access ramp, for access to each parking level, would be located in the northwest corner. Level P3 would also provide a below-grade connection to the proposed Cathedral Hill MOB via a proposed pedestrian tunnel under Van Ness Avenue, as discussed below (Figure 2-15, page 2-69). The proposed traffic circulation is also illustrated in Figure 2-16 (page 2-71). Bicyclists would enter the parking garage from the Post Street entrance to the bicycle parking area (150 bicycle parking spaces and six shower stalls), which would be located at the south end of the garage on Level 1/P1. Table 2-5, “Cathedral Hill Campus: Project Summary Table” (page 2-21), provides details on parking at the proposed Cathedral Hill Hospital.

Level 1/P1 would contain 17 parking spaces and 14 van loading spaces for hospital support uses<sup>10</sup> (Figure 2-17, page 2-73). This level would connect with the street at the southeast corner (Van Ness Avenue and Geary Boulevard) and provide the main pedestrian access. Level P2 would contain 239 parking spaces, while Level P3 would contain 257 parking spaces; this would be in addition to other mechanical space, storage, and other uses.

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<sup>10</sup> The 14 van loading spaces are not included in the 513 total parking spaces included in the Cathedral Hill Hospital parking garage.

Figure 2-18 (page 2-75) illustrates entrances and other features of Level 2 in the proposed hospital. Level 2, the main entrance level, would contain the lobby, support space (e.g., for uses such as the pharmacy, pathology, laboratory, food service, materials management, and chapels), hospital-oriented retail services, a cafeteria, and education and conference space. Level 2 would also provide the hospital's main vehicular access and passenger drop-off zone and would contain a one-way northbound drive-through vehicular access area connecting Geary Boulevard with Post Street. The drive-through would be centrally located and would bisect the building at Level 2. Site access to the hospital is discussed in greater detail below (see "Cathedral Hill Campus Proposed Site Access," page 2-33).

Level 3 would offer space for administration, support, diagnostic and treatment, loading, and Emergency Department uses (Figure 2-19, page 2-77). Access for service and emergency vehicles, as well as a separate drop-off zone for emergency-room patients arriving by car, would be on Level 3, with access provided from Franklin Street. The loading area would have four loading docks, an area for Dumpsters, and four ambulance drop-off bays adjacent to the Emergency Department.

Level 4 would support diagnostic and treatment uses (Figure 2-20, page 2-79). Level 5 would contain the courtyard, areas for inpatient care, and support uses (Figure 2-21, page 2-81). Uses on Level 6 would be similar to those on Level 5; this level would also include diagnostic and treatment uses. Level 7, a lower tower floor, would contain diagnostic and treatment uses and inpatient-care areas.

Figure 2-22 (page 2-83) shows the typical floor plan of the proposed hospital's tower levels (i.e., Levels 7–14). Levels 7–14 would contain diagnostic and treatment uses and inpatient-care areas. The number of beds per floor would range between 30 and 70. The proposed hospital would contain approximately 555 licensed beds.<sup>11</sup>

The central utility plant would be located on Level 15 (Figure 2-23, page 2-85). Air handler units and three emergency generators would be located on the roof above Levels 14 and 15 (Figure 2-24, page 2-87). An additional air handler unit would be located on top of the podium at the Level 6 roof.

Table 2-5, "Cathedral Hill Campus: Project Summary Table" (page 2-21), summarizes gross square footage of all uses proposed for the approximately 1,163,800-sq.-ft. Cathedral Hill Hospital. Space for medical care-related uses would include 388,100 sq. ft. of inpatient care (Levels 5–14), 130,100 sq. ft. of diagnostic and treatment space (Levels 3, 4, 6, and 7), and 1,500 sq. ft. of outpatient care. The Emergency Department would occupy approximately 19,900 sq. ft. (Level 3) and would include 30 general bays, two critical care bays, one secure psychiatric bay, one triage room, and an Emergency Department results waiting area. Hospital support facilities would occupy about 80,000 sq. ft. (Levels 1–3, 5, and 13). Other nonmechanical/utility uses that

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<sup>11</sup> "Licensed beds" refers to the maximum number of inpatient beds for which a given hospital in California holds a license to operate from the Licensing and Certification Division of the California Department of Public Health.

would make up the remainder of the hospital space are hospital administration (approximately 12,100 sq. ft.) (Level 3), retail uses (3,100 sq. ft.) (Level 2), education and conference areas (14,700 sq. ft.) (Levels 2 and 3), a cafeteria (10,800 sq. ft.) (Level 2), and the hospital lobby (9,200 sq. ft.) (Level 2). The proposed Cathedral Hill Hospital would also include about 207,300 sq. ft. of building infrastructure space (e.g., shafts, elevators, and stairways), distributed on all levels; 26,700 sq. ft. of central plant space (Level 15); and 15,600 sq. ft. of loading space (Level 3). Structured parking would occupy approximately 244,900 sq. ft. (Levels 1/P1 to P3).

All 77 existing perimeter trees would be removed (as discussed in Table 4.13-2, “Summary of Trees at the Cathedral Hill Campus Project Site,” on page 4.13-7 in Section 4.13, “Biological Resources”) during demolition of the Cathedral Hill Hotel and the 1255 Post Street Office Building, but street trees would be replaced after construction of the Cathedral Hill Hospital in accordance with Planning Code Section 143.

### **CATHEDRAL HILL MEDICAL OFFICE BUILDING**

In conjunction with construction of the proposed hospital, CPMC proposes to demolish the seven existing buildings directly across Van Ness Avenue from the Cathedral Hill Hospital site, between Geary and Cedar Streets, and construct an approximately 496,300-sq.-ft. medical office building in their place. The proposed Cathedral Hill MOB would provide offices for doctors affiliated with the Cathedral Hill Hospital. Table 2-5, “Cathedral Hill Campus: Project Summary Table” (page 2-21), provides detailed uses for this proposed building.

The nine-story Cathedral Hill MOB would be approximately 130 feet tall to the top of the roof, as measured from the building midpoint along Van Ness Avenue based on the Planning Code’s methodology for building height. However, because the building would have setbacks and differing heights and because of the slope of the site, the structure would vary in height relative to the side from which it is viewed. The proposed MOB would be approximately 265 feet long with a diagonal dimension of 290 feet. The grade at the Cathedral Hill MOB site slopes downward to the east and south (see Section 2.2.1, “Existing Conditions,” page 2-19). For instance, the building’s approximate height, as measured from the locations specified below, would be:

- ▶ 145 feet to the top of the mechanical screen, as measured from the top of the sidewalk at the corner of Cedar Street and Van Ness Avenue (north elevation) (Figure 2-25, page 2-89);
- ▶ 169 feet to the top of the mechanical screen, as measured from the top of the sidewalk on Geary Street at the southeast corner of the building (near Polk Street) (east elevation) (Figure 2-26, page 2-90);
- ▶ 149 feet to the top of the mechanical screen, when measured from the top of the sidewalk on Van Ness Avenue at Geary Street (south elevation) (Figure 2-27, page 2-91); and

- ▶ 149 feet to the top of the mechanical screen, as measured from the top of the sidewalk on Geary Street at the Van Ness Avenue (west elevation) (Figure 2-28, page 2-92).

The MOB's exterior design would be composed primarily of concrete and glass. The proposed MOB would be required to conform to Chapter 13C of the City's Building Code (San Francisco Green Building Requirements); CPMC would attempt to achieve a LEED<sup>®</sup> Silver rating for the building. Other building design elements would include implementation of green roof elements on three portions of the MOB's roof (Figure 2-36, "Cathedral Hill MOB—Roof Level," page 2-100).

Figures 2-25 through 2-28 (pages 2-89 to 2-92) illustrate that the western portion of the Cathedral Hill MOB would be nine stories in height and that mechanical equipment would be screened by a 16-foot-tall screen that would be set back from the edge of the building. The eastern portion of the Cathedral Hill MOB would be three stories in height, as measured from the sidewalk on Geary Street.

Figures 2-29 and 2-30 (pages 2-93 and 2-94) illustrate the proposed uses by floor. Level 1 would be the main access floor, with a pedestrian entrance from Van Ness Avenue and a vehicular drop-off zone and secondary building entrance along Cedar Street (Figure 2-33, page 2-97). Level 1 would contain a lobby and spaces for retail uses, building support, medical offices, and diagnostic and treatment uses. Level 2 (Figure 2-34, "Cathedral Hill MOB Level F2," page 2-98) would provide education uses, conference space, and medical office space. Levels 3–9 would contain primarily medical offices (Figure 2-35, "Cathedral Hill MOB Typical Floor Level [F5]," page 2-99). Screened mechanical equipment located on the roof above Level 9 would be set back from the building's edge. The roof would also include green roof elements, boilers, and emergency generators (Figure 2-36, "Cathedral Hill Medical Office Building—Roof Level," page 2-100).

The Cathedral Hill MOB would contain seven at- or below-grade parking levels (Levels G1–G7) that would provide a total of 542 parking spaces and reach approximately 75 feet below street grade (Figure 2-29, "Cathedral Hill MOB Cross Sectional Diagram," page 2-93, and Figure 2-30, "Cathedral Hill MOB Longitudinal Sectional Diagram," page 2-94). Figure 2-32, "Cathedral Hill MOB Level G1" (page 2-96), shows that parking level G1 would be below ground at Van Ness Avenue, but above ground farther east, because the topography slopes downward from west to east along this block of Geary Street. Vehicular ingress to the MOB parking structure would be from Geary Street (from the east) and Cedar Street (from the west). The aboveground portion of Level G1 would include a loading area with access from Cedar Street. The Cathedral Hill MOB would provide two loading spaces at Level G1, both of which would accommodate trucks up to 25 feet long. Any delivery vehicle longer than 25 feet would be accommodated at the loading dock at the Cathedral Hill Hospital. Access to the Van Ness Avenue pedestrian tunnel from the Cathedral Hill MOB would be from Level G2 (Figure 2-7, "Cathedral Hill Hospital and MOB Stacking Diagram," page 2-59). Bicyclists

would use the service vehicle driveway to enter the bicycle parking spaces and shower room. There would be 32 bicycle parking spaces along the service driveway plus an additional 30 bicycle parking spaces located in various areas within the parking garage. Bicyclists would have direct access to the MOB lobby and elevators.

Table 2-5, “Cathedral Hill Campus: Project Summary Table” (page 2-21), summarizes gross square footage of all uses proposed for the approximately 496,300-sq.-ft. Cathedral Hill MOB. Medical uses would occupy about 195,000 sq. ft. of medical office space (Levels 1–9) and 7,500 sq. ft. of diagnostic and treatment space (Level 1). Support uses would occupy 2,100 sq. ft. (Level 1). The Cathedral Hill MOB would include about 7,000 sq. ft. of retail space (Levels G1–1) and 2,900 sq. ft. of education and conference space (Level 2); the lobby would occupy 3,500 sq. ft. (Level 1). The Cathedral Hill MOB would include about 28,600 sq. ft. of building infrastructure (e.g., shafts, elevators, and stairways), distributed on all levels; 5,500 sq. ft. of mechanical and electrical space; and 1,000 sq. ft. of loading space (Level G1). The proposed 542-space parking garage would occupy 243,000 sq. ft. on Levels G1–G7.

Seven existing perimeter trees would be removed (as discussed in Table 4.13-2, “Summary of Trees at the Cathedral Hill Campus Project Site,” on page 4.13-7 in Section 4.13, “Biological Resources”) during demolition of the seven existing buildings, but street trees would be replaced after construction of the Cathedral Hill MOB in accordance with Planning Code Section 143.

### **VAN NESS AVENUE PEDESTRIAN TUNNEL**

A pedestrian tunnel beneath Van Ness Avenue would connect the eastern portion of the proposed Cathedral Hill Hospital (at Level P3) to the western portion of the Cathedral Hill MOB (at Level G2), as shown on the building elevations and stacking diagrams (Figures 2-7, 2-9, 2-11, 2-25, and 2-28). The tunnel would be used by patients, visitors, physicians, and CPMC staff members, allowing them direct connection between the two buildings, particularly during inclement weather. It would also be used for the movement of records and materials. The 125-foot-long tunnel’s interior dimensions would be 10 feet wide by 10 feet deep (with exterior dimensions measuring approximately 14 feet by 14 feet). The tunnel would be constructed under Van Ness Avenue approximately 43 feet north of Geary Street; the tunnel floor would be located 20–30 feet below the Van Ness Avenue grade and would require the removal of 1,700 cubic yards of soil.

### **1375 SUTTER MEDICAL OFFICE BUILDING**

CPMC purchased the Pacific Plaza Office Building in 2008 to secure medical office space for CPMC physicians. By the end of 2011, the building would undergo a phased upgrade as existing tenants vacate and new physicians lease space in the building. Ultimately all office space within the building would be converted to medical office uses. The 1375 Sutter MOB is referred to as a “conversion,” because the use of the building would change over time from a mix of office/medical office use to exclusively medical office use; however, the



physical improvements would be limited to interior renovation. New-tenant improvements and new interior finishes are planned to meet the functional needs of contemporary medical office space. No substantial exterior changes are anticipated, other than ongoing maintenance of the exterior plaster skin and window systems. The building features a four-story central atrium, open to the sky, which would remain with implementation of the proposed LRDP. No changes to existing pedestrian and vehicular access to and from this building are anticipated.

As described previously in Section 2.2.1, “Existing Conditions” (page 2-19), the 1375 Sutter MOB site currently contains a partially below-grade self-park garage that provides 172 parking spaces on one level. These parking spaces would be retained with implementation of the proposed LRDP.

### **CATHEDRAL HILL CAMPUS PROPOSED SITE ACCESS**

As described previously in Section 2.2.1, “Existing Conditions” (page 2-19), the site proposed for the Cathedral Hill Campus is bounded by major San Francisco streets and is easily accessible by both public transit (e.g., Muni) and automobile. The four streets fronting the proposed Cathedral Hill Hospital create a clockwise-traffic pattern around the site, because Franklin (northbound) and Post Streets (eastbound) and Geary Boulevard (westbound) are all one-way streets at this block (Figure 2-2). Van Ness Avenue serves as a major north-south route toward the Cathedral Hill Campus; however, the campus is not directly accessible from Van Ness Avenue. The main vehicular access to the hospital would be from the south side of the building along Geary Boulevard, with a one-way (south to north) drive-through lane that would connect Geary Boulevard to Post Street at midblock. Drivers would either turn off at the adjacent nonemergency passenger drop-off area or descend to the 513-space parking garage. The drive-through area would provide separate and distinct entrances for the proposed acute-care services and the Women’s and Children’s Center. A separate vehicular access would also be provided from Post Street (see Figure 2-3, page 2-51; Figure 2-8, page 2-61; and Figure 2-18, page 2-75). Egress from the hospital (other than egress onto Geary Boulevard for emergencies only) would be restricted to a right-turn exit (eastbound) onto Post Street. Access from Geary Boulevard would be using a revocable curb cut permit, with the condition recorded as a Special Restriction on the deed of the hospital. The main pedestrian entrance would be from Van Ness Avenue. The vehicular entrance to the proposed Cathedral Hill Hospital’s Emergency Department (located on Level 3) would be from Franklin Street and would allow ambulances and cars to conveniently drop off patients inside the building. The proposed service vehicle and loading entrance would also be accessed from Franklin Street.

Vehicle entry points for the proposed Cathedral Hill MOB would be located on both Geary Street (westbound) and Cedar Street (eastbound), and all loading dock entries on Cedar Street would be right turns. The main pedestrian entrance would be from Van Ness Avenue. Cedar Street would become a two-way street west of the MOB garage ramp upon implementation of the LRDP; egress points from the Cathedral Hill MOB would be

restricted to a right turn (eastbound) or left turn (westbound) onto Cedar Street. No egress would be provided onto Geary Street. Access from Geary Street would be using a revocable curb cut permit, with the condition recorded as a Special Restriction on the deed of the MOB.

The 1375 Sutter MOB site is bordered by Sutter Street, which is one-way westbound; Franklin Street, which is one-way northbound; and Daniel Burnham Court, a two-way, midblock street that runs along the rear of the building and connects Franklin Street to Van Ness Avenue. Pedestrian and vehicular access to the site of the proposed 1375 Sutter MOB is currently available along Sutter Street and Franklin Street; this access would remain the same with implementation of the proposed LRDP. As part of the LRDP, CPMC would relocate the existing bus stop, which is currently located in front of the proposed Cathedral Hill MOB on Geary Street, to a new location in front of the proposed Cathedral Hill Hospital on Geary Boulevard between Van Ness Avenue and Franklin Street.

The San Francisco County Transportation Authority (SFCTA) is proposing two Bus Rapid Transit (BRT) lines within the vicinity of the proposed Cathedral Hill Campus. BRT is a way to speed up buses and make service more reliable and comfortable.<sup>12</sup> BRT systems typically have their own traffic lane so they can run faster with fewer impediments, while providing more consistent service for riders.

The two BRT lines proposed within the project vicinity are the Geary Corridor BRT and the Van Ness Avenue BRT. The Geary Corridor BRT is currently under environmental review and would be operational by approximately 2015 or 2016. The environmental documentation for the Van Ness Avenue BRT is scheduled to be released in 2010, with final design of the project to be completed by 2012. The Van Ness Avenue BRT could be operational by 2014.

Under the LRDP, a proposed CPMC intercampus shuttle stop serving both the hospital and the Cathedral Hill MOBs would be located on Post Street, adjacent to the hospital.

### **CATHEDRAL HILL CAMPUS STREETScape DESIGN, LANDSCAPING, AND OPEN SPACE**

CPMC proposes to upgrade the pedestrian environment by improving the street frontages of the Cathedral Hill area. To achieve this objective, walkway widths would be expanded and substantial landscaped areas would be added to provide a buffer between pedestrians and traffic lanes. The proposed streetscape design is shown in Figure 2-37, “Cathedral Hill Campus—Proposed Streetscape Plan” (page 2-101).

Lighting treatment is proposed near the corner of Van Ness Avenue and Post Street, which is intended to create a façade that is well-lit both during the day and at night. This would be achieved by integrating light-emitting

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<sup>12</sup> San Francisco County Transportation Authority. 2010. Geary Corridor BRT. Available: <http://www.sfcta.org/content/view/37/70>. Accessed March 2010.

diode (LED) fixtures within the glass facade at Levels 1, 3, and 4 of the podium structure of the Cathedral Hill Hospital building. The LED fixtures would be positioned within the insulated glazing assembly and screened to create a soft, diffused and uniform appearance. The LED fixtures would be controllable, allowing the light intensity to be managed and gradually dimmed as appropriate.

Sidewalks would be widened approximately 6 feet along both Van Ness Avenue and Post Street, except at the proposed CPMC shuttle stop (located on Post Street near Van Ness Avenue). A few existing parking spaces would be maintained along Cedar Street east of MOB access driveway.

A privately owned, outdoor courtyard for patients, visitors, and CPMC staff (6,600 sq. ft.) would be located on the podium section of the Cathedral Hill Hospital, with access from Level 5 (Figure 2-21, “Cathedral Hill Hospital—Level 5,” page 2-81). The courtyard would be available for use by patients, visitors, and employees of CPMC.

### Activity Zones

Public spaces surrounding the proposed Cathedral Hill Hospital and Cathedral Hill MOB would be composed of a series of distinct and different activity zones, recognizable by distinctive colors and finishes on the sidewalks and signage. As described above, the Cathedral Hill Hospital would contain an outdoor courtyard, while the Cathedral Hill MOB would not provide any open space. Further elements for the hospital and MOB are described below.

- ▶ **Entry Plazas.** Entry plazas would mark the Van Ness Avenue and Geary Boulevard entrance to the proposed Cathedral Hill Hospital and the Van Ness Avenue and Geary Street entrance to the Cathedral Hill MOB (Figure 2-37, “Cathedral Hill Campus—Proposed Streetscape Plan,” page 2-101).
- ▶ **Transit Stops.** The Van Ness Avenue/Geary Boulevard intersection would be a major transfer point for existing bus lines and the proposed BRT lines. Proposed street improvements include benches at bus stops adjacent to the Cathedral Hill Campus to accommodate transit riders.
- ▶ **Passenger Drop-Off Zones.** Vehicular entrances and drop-off zones serving the proposed Cathedral Hill Hospital would be *portes cochères*<sup>13</sup> that could create inviting entries for hospital users and other pedestrians. The proposed Emergency Department drop-off zone (off of Franklin Street) would be designed to be more like a pedestrian plaza than a vehicular drive-through area. Similarly, the Cathedral Hill MOB would have passenger drop-off zone on Cedar Street near Van Ness Avenue.

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<sup>13</sup> Roofed structures extending from the entrance of a building over an adjacent driveway and sheltering those getting in or out of vehicles.

- ▶ **Kiosk Market.** Subject to approval by the California Department of Transportation (Caltrans), as well as the San Francisco Department of Public Works (DPW) and San Francisco Planning Department, CPMC is considering creating niches in bays along the building façade to create an activity zone along the Van Ness Avenue frontage of the hospital. These niches could be occupied by commercial uses such as a cafe, newspaper stand, or flower shop.
- ▶ **Cedar Street Entry Plaza and Multiuse Alley.** The west end of Cedar Street near Van Ness Avenue, would be transformed into an entry plaza for the Cathedral Hill MOB, with tactile warning tiles<sup>14</sup> and lighted bollards.<sup>15</sup> Concrete or special paving is being considered that would extend from the north side of the Cathedral Hill MOB to the existing Concordia Club building (1142 Van Ness Avenue) north of Cedar Street. East of the entry plaza/drop-off area, Cedar Street and the adjacent sidewalk pavement would be enhanced (e.g., with concrete or special pavers). Curbs would be maintained throughout Cedar Street. Cedar Street would include landscaping (street trees and shrubs) and pedestrian-level street lights. The design would accommodate driveways and loading space for the existing buildings (Figure 2-37, “Cathedral Hill Campus—Proposed Streetscape Plan,” page 2-101).
- ▶ **Retail Frontage.** CPMC intends to accommodate approximately 7,000 sq. ft. of retail (e.g., cafes and other commercial uses) on the sidewalk, promenade, and entry plaza areas along the frontage of the proposed Cathedral Hill MOB on Geary Street, Van Ness Avenue, and Cedar Street.

### Planting Design and Paving Concept

A new landscape plan is proposed for the Cathedral Hill Hospital and Cathedral Hill MOB, featuring distinctive groupings and compositions of plant materials set in sidewalk garden areas intended to be compatible with the solar, wind, and wet/dry-cycle conditions around the various street frontages. Strategies and design features for the landscape plan being contemplated by CPMC include the use of rainwater gardens (to filter and absorb stormwater from sidewalks and building faces) and seasonal gardens (to create changing seasonal landscapes and a buffer from traffic on Van Ness Avenue).

The overall paving concept for the Cathedral Hill Campus consists of a basic paving design that would be replicable beyond the campus, with paving pattern overlays that correspond to the specific sidewalk use areas around the campus. Distinctive paving-pattern overlays are being considered for entry plazas, kiosks, garden areas, *portes cochères*, passenger drop-off zones, multiuse areas along Cedar Street, and transit stops (Figure 2-37, “Cathedral Hill Campus—Proposed Streetscape Plan,” page 2-101).

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<sup>14</sup> Studded surface treatments installed to assist the visually impaired.

<sup>15</sup> Outdoor security lights mounted on small poles.

## **Furnishings**

Sidewalk benches would be installed opposite the lobby of the proposed Cathedral Hill Hospital on Geary Boulevard, at the relocated bus stop on Geary Boulevard, and at the CPMC shuttle stop on Post Street. Tables and chairs would be placed within the Cedar Street entry plaza at the proposed Cathedral Hill MOB to serve users of the retail space.

In addition to the standard trash receptacles that would be provided by the City at bus stops, trash and recycling receptacles may be provided by CPMC at the entrances to the proposed Cathedral Hill Hospital and Cathedral Hill MOB. Bicycle racks are proposed at the entrances to both buildings.

## **Lighting**

Implementation of the proposed LRDP would not include changes to the existing light standards along Van Ness Avenue. However, it is anticipated that new standard light fixtures would be installed along Van Ness Avenue as part of the City's proposed Van Ness Avenue BRT design process. Along Geary Boulevard/Geary Street and Post and Franklin Streets, the existing City-standard streetlights would be removed to accommodate construction of the Cathedral Hill Hospital and Cathedral Hill MOB, and then reinstalled after construction is completed. New pedestrian-level streetlights are proposed for installation along Cedar Street. Additional pedestrian-level lighting would be provided and installed at the sites of the proposed hospital and MOB. The building lobbies and *portes cochères* would be well lit, and light would spill from those spaces onto the sidewalks.

## **NO VAN NESS AVENUE PEDESTRIAN TUNNEL VARIANT**

The proposed Cathedral Hill project also includes a variant that would eliminate the Van Ness Avenue pedestrian tunnel from the project. The No Van Ness Avenue Pedestrian Tunnel Variant is intended to provide flexibility in accommodating permit timing and other considerations. This variant is not CPMC's preferred project because it raises substantial operational, health care delivery, and efficiency concerns. Specifically, the subsurface tunnel would no longer be available for doctors, staff, patients, and visitors to cross Van Ness Avenue, nor for moving and transferring goods and materials between the hospital and MOB. This project variant would instead require that patients, visitors, medical staff, and other employees cross Van Ness Avenue at the Post Street or Geary Boulevard/Geary Street intersection to travel between the proposed Cathedral Hill Hospital and the Cathedral Hill MOB. Median improvements along Van Ness Avenue and other streetscape improvements would still occur under this variant.

## **TWO-WAY POST STREET VARIANT**

The Two-Way Post Street Variant is being studied to provide flexibility to consider the possibility of allowing vehicles exiting the Cathedral Hill Hospital onto Post Street the option of traveling westbound or eastbound. The Two-Way Post Street Variant would create two-way vehicular access on Post Street between Van Ness Avenue and Gough Street (Figure 2-5, page 2-55). Entry points into the Cathedral Hill Hospital and Cathedral Hill MOB would be similar to the entry points under the proposed near-term project, with the exception of the Post Street entrance to the hospital. Because Post Street would become a two-way street under the Two-Way Post Street Variant, vehicular access to the hospital from Post Street would be available to both eastbound traffic (similar to the access under the proposed near-term projects) and westbound traffic (via a left-hand turn into the hospital). Vehicular exit points from the hospital and MOB would remain similar to those under the near-term projects as proposed.

## **MOB ACCESS VARIANT**

The MOB Access Variant is being studied to provide flexibility, particularly if the proposal to change Cedar Street to two-way west of the MOB driveways is not approved. Under the MOB Access Variant, Cedar Street would maintain the one-way eastbound restriction. Vehicular entry points to the Cathedral Hill MOB would be located along Cedar Street (eastbound traffic) and Geary Street (westbound traffic) (Figure 2-6, page 2-57). Vehicular exit points for the MOB would be located at Cedar Street (eastbound exit) and Geary Street. There would be no change to the Cathedral Hill Hospital egress or ingress; the Cathedral Hill Hospital driveway onto Post Street would be configured to allow right-in/right-out only access from Post Street (i.e., Post Street would remain eastbound east of Gough Street). Access from Geary Street would be ingress-only for the Cathedral Hill Hospital and both ingress and egress for the MOB. Emergency egress onto Geary Street would be allowed at the hospital. All driveways would be single lanes, and access from Geary Street would be allowed using a revocable curb cut permit.

## **2.2.3 CONSTRUCTION SCHEDULE AND ACTIVITIES**

### **SCHEDULE BY CAMPUS ELEMENT**

#### **Cathedral Hill Hospital**

Construction of the proposed Cathedral Hill Hospital<sup>16</sup> is expected to begin in 2011 and would continue for approximately 4½ years (Table 2-1, page 2-5). The approximate duration of key construction phases is expected to be as follows, with some overlap occurring between certain phases:

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<sup>16</sup> Herrero Boldt. 2010 (February 5). CPMC Cathedral Hill Hospital and Medical Office Building, *Environmental Impact Report Construction Data*.

- ▶ demolition of the existing Cathedral Hill Hotel and 1255 Post Street Office Building, 8 months;
- ▶ excavation, 6 months;
- ▶ foundation work, 6 months;
- ▶ structure work, 18 months;
- ▶ exterior finishing, 14 months; and
- ▶ interior work, 29 months.

All 77 perimeter trees would be removed during demolition, but would be replaced after construction in accordance with Planning Code Section 143. Work on the Cathedral Hill Hospital's foundation would consist of installing steel-reinforced concrete spread and continuous footings. Concrete retaining walls would then be installed along the perimeter, and elevated concrete slabs would be poured on the metal decking floor by floor as the structural steel is installed. The structural steel for the hospital would be erected using two tower cranes. Intermittent lane and sidewalk closures along Geary Boulevard, Post Street, Van Ness Avenue, and Franklin Street are anticipated throughout the project's construction phase (2011–2015).

### **Cathedral Hill Hospital Medical Office Building**

Construction of the proposed Cathedral Hill MOB<sup>17</sup> is expected to begin in 2011 and would continue for approximately 4½ years. The approximate duration of key construction phases is expected to be as follows, with some overlap occurring between certain phases:

- ▶ demolition of the existing structure, 6 months;
- ▶ excavation, 5 months;
- ▶ foundation work, 3 months;
- ▶ structure work, 16 months;
- ▶ exterior finishing, 9 months; and
- ▶ interior work, 11 months.

The Cathedral Hill MOB is expected to be occupied and in operation by early 2015.

Work on the building's foundation would consist of installing steel-reinforced concrete mat slab, with steel reinforcement from top to bottom. Below-grade concrete walls would then be installed along the perimeter, and elevated concrete slabs would be poured floor by floor. The structural steel for the Cathedral Hill MOB would be erected with one tower crane. Intermittent lane and sidewalk closures for Geary Street, Van Ness Avenue, and Cedar Street are anticipated throughout the project's construction phase (2011–2015).

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<sup>17</sup> Ibid.

## **Van Ness Avenue Pedestrian Tunnel**

Construction of the proposed Van Ness Avenue pedestrian tunnel<sup>18</sup> is expected to begin in 2011 and continue for approximately 1½ years. The approximate duration of key construction phases is expected to be as follows, with some overlap occurring between certain phases:

- ▶ aboveground and surface improvement demolition, 4 months;
- ▶ excavation, 2 months;
- ▶ structure work, 3 months;
- ▶ surface restoration, 1 month; and
- ▶ interior work, 6 months.

The Van Ness Avenue pedestrian tunnel is expected to be completed before completion of the proposed Cathedral Hill Hospital and Cathedral Hill MOB.

Construction would consist of pouring concrete and installing steel beams. The exterior walls of the pedestrian tunnel would be 18-inch-thick cast-in-place concrete. Footings would be 24-inch-thick concrete. Intermittent lane and sidewalk closures along Van Ness Avenue would be in effect during the periods of aboveground improvements and surface restoration (2011–2012).

## **1375 Sutter Street Medical Office Building**

Only interior tenant improvements are proposed for the 1375 Sutter MOB building as existing office tenants move out and new medical office-related tenants move in. Accordingly, a detailed construction plan has not been prepared for this building. Interior tenant improvements would begin in 2010 and end in 2011.

## **PROJECT WORKING CONSTRUCTION HOURS**

The hours of construction for the proposed Cathedral Hill Hospital and Cathedral Hill MOB would be from 7 a.m. to midnight on typical work days (Monday through Friday, excluding holidays). Saturday shifts would be from 7 a.m. to 5 p.m.; work is not expected to be done on Sundays.

Construction of the Van Ness Avenue pedestrian tunnel generally would occur on typical working days, and not on Saturday and Sunday. However, construction of the tunnel would occur in the evenings and on Saturdays from 7 p.m. to 5 a.m., if permitted by Caltrans and the San Francisco Municipal Transit Agency (SFMTA). During aboveground improvements and surface restoration phases, work would take place from 7

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<sup>18</sup> Herrero Boldt, 2010 (February 5). *CPMC Cathedral Hill Pedestrian Tunnel Below Van Ness Avenue, Environmental Impact Report Construction Data*.



p.m. to 5 a.m. to allow excavation of one lane of Van Ness Avenue at a time while traffic volumes are low. Two traffic lanes in one direction at a time would be closed periodically to complete the pedestrian tunnel.

### **CONSTRUCTION ROUTING, DELIVERY, AND MATERIAL OFFLOADING**

The truck routing for the Cathedral Hill Campus construction would be similar for all construction stages. Trucks would likely travel to the city of Brisbane to empty excavated soil. Demolition debris would be trucked to Half Moon Bay, Oakland, Richmond, and South San Francisco, depending on the type of material. Concrete would come from near Hunters Point in San Francisco. Structural steel would be trucked in from Stockton.

Before commencement of construction, CPMC would provide information to the City about the truck routes to and from the Cathedral Hill Campus that are expected to be used during project construction and the sources of major materials delivered, such as steel and concrete. Please refer to Section 4.5, “Transportation and Circulation” for a discussion of construction-related issues.

#### **Cathedral Hill Hospital**

Material delivery trucks would enter the Cathedral Hill Hospital construction site through one of three access gates, located along Geary Boulevard, Franklin Street, and Post Street. The delivery area would be located between the proposed building’s footprint and the barriers designating the work area boundary. It is anticipated that these barriers would be located on the outer perimeter of the parking lanes on all three above-noted streets. Most materials would be hoisted directly off the delivery trucks to the appropriate area or floor. In the case of steel offloading, bundles of steel would be picked off the truck, shaken out at the appropriate floor, and then erected piece by piece. Two tower cranes would be located on the north side of the hospital site near Post Street between Van Ness Avenue and Franklin Street. Mobile cranes would also be used occasionally to hoist materials within the boundary of the work area. Trucks may exit from any hospital-site perimeter street; however, all ingress would be limited to Geary Boulevard and Franklin and Post Streets.

#### **Cathedral Hill Medical Office Building**

Material delivery trucks would enter the Cathedral Hill MOB construction site from Cedar Street (primary entrance) or Geary Street (secondary entrance). The delivery areas on both Cedar and Geary Streets would be located between the proposed building’s footprint and the outer perimeter of the parking lanes, similar to Cathedral Hill Hospital construction. Construction delivery procedures for the MOB site would also be similar to procedures for the hospital site. Trucks may exit from either Cedar Street or Geary Street. One tower crane would be located within the project footprint. Mobile cranes would also be used occasionally to hoist materials from within the boundary of the work area.

## Van Ness Avenue Pedestrian Tunnel

Construction of the tunnel is proposed to be directly tied to Cathedral Hill Hospital construction. Therefore, materials for the tunnel would be delivered simultaneously with materials for the hospital, and to the most convenient area of the hospital construction site. Materials from the tunnel excavation would be removed with a loader via the Cathedral Hill Hospital construction site, and then loaded onto trucks. Trucks with excavated materials from the tunnel would exit the hospital site at Post Street or Van Ness Avenue.

## EXCAVATION INFORMATION

### Cathedral Hill Hospital

- ▶ **Area to Be Excavated.** The proposed Cathedral Hill Hospital would require net new excavation of an area on the hospital site measuring 386 feet by 275 feet. Fuel storage tanks for the proposed hospital's emergency generators that would be located beneath the right-turn lane and sidewalk along Geary Boulevard would require excavation of an area of approximately 117 feet by 15 feet. The existing parking structure for the Cathedral Hill Hotel extends below the sidewalk on Geary Boulevard, and Franklin and Post Streets. Additional excavation below the sidewalk is not anticipated, but backfill would be required before installation of new sidewalks.
- ▶ **Depth of Excavation.** Because of the grade change on-site, the depth of excavation for the proposed Cathedral Hill Hospital would range from 24 feet deep at the Van Ness Avenue/Geary Boulevard intersection to 64 feet deep at the intersection of Post and Franklin Streets. The depth of excavation for the proposed emergency fuel tanks would be approximately 20 feet below street grade.
- ▶ **Cubic Yards.** Excavation for the proposed Cathedral Hill Hospital would remove approximately 122,000 cubic yards of soil from the hospital site.
- ▶ **Excavation Stabilization.** Shoring for the proposed Cathedral Hill Hospital would use a soldier beam, lagging, and tieback method. Existing hotel foundation walls would be tied back to allow demolition of the existing Cathedral Hill Hotel garage.

### Cathedral Hill Medical Office Building

- ▶ **Area to Be Excavated.** The Cathedral Hill MOB site area to be excavated would be 300 feet by 120 feet.
- ▶ **Depth of Excavation.** Excavation depth on the MOB site would range from 55 to 79 feet deep between Geary Street and the adjacent property to the east (at the intersection of Van Ness Avenue and Cedar Street), respectively. Additional drop-down areas under the cores would require up to 6 feet, 6 inches of additional depth.

- ▶ **Cubic Yards.** Because of the grade change on-site, excavation would remove approximately 92,000 cubic yards of soil from the MOB site.
- ▶ **Excavation Stabilization.** Shoring for the Cathedral Hill MOB would consist of a continuous soil-mixed wall (i.e., a hardened wall consisting of a mixture of sandy soil and cement material). Temporary tiebacks would be required under all four sides of the site, and the adjacent building (immediately to the east) may have to be underpinned when shoring begins, depending on the final depth of the parking levels and shoring design.

### **Van Ness Avenue Pedestrian Tunnel**

- ▶ **Area to Be Excavated.** The tunnel would be 125 feet long, 14 feet wide, and 14 feet in height between the Cathedral Hill Hospital property line and the Cathedral Hill MOB property line.
- ▶ **Depth of Excavation.** The tunnel floor would be located 20–30 feet below the surface of Van Ness Avenue.
- ▶ **Cubic Yards.** Excavation for the Van Ness Avenue pedestrian tunnel would remove approximately 1,700 cubic yards of soil.
- ▶ **Excavation Stabilization.** The Van Ness Avenue tunnel excavation would use a soldier beam and lagging system. Excavation would commence after the soldier beams are installed. Wood beam material would be installed as soil is removed to support each side of Van Ness Avenue where soils have been removed.

## **2.2.4 REQUIRED PROJECT APPROVALS FOR THE CATHEDRAL HILL CAMPUS**

After EIR certification before the Planning Commission, CPMC would seek entitlements for the proposed Cathedral Hill Hospital, Cathedral Hill MOB, and Van Ness Avenue pedestrian tunnel, as well as for the continuing conversion of the Pacific Plaza Office Building into the 1375 Sutter MOB. Implementing the LRDP at the proposed Cathedral Hill Campus would require the actions described below. Construction of the Cathedral Hill Hospital would also require review and permits by OSHPD. OSHPD review and approval of building permits for the Cathedral Hill Hospital would occur after local approvals have been issued. The California Department of Public Health is responsible for the licensing of new hospital facilities, as well as overseeing compliance with the Medical Waste Management Program, which ensures the proper handling and disposal of medical waste. A General Plan amendment for the *Van Ness Avenue Area Plan* (VNAP) and other actions by the City would be required for construction of the proposed Cathedral Hill Campus, as discussed below.

General Plan Amendments

## **General Plan Urban Design Element Map 4, “Urban Design Guidelines for Height of Buildings”**

As specified in Map 4 in the Urban Design Element of the General Plan, the allowed height of buildings in the Cathedral Hill project area is 161–240 feet.<sup>19</sup> An amendment to Map 4 of the Urban Design Element would allow CPMC to develop a building up to 265 feet tall on the block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street, which is the site of the proposed Hospital (see “Proposed General Plan Urban Design Height Map 4” in Appendix C).

### **Van Ness Avenue Area Plan**

#### **Map 1, “Generalized Land Use and Density Plan”**

Map 1<sup>20</sup> of the VNAP would be revised to create a new subarea within the VNAP area (Subarea 4) along Van Ness Avenue between Geary Boulevard./Geary Street, Franklin Street, Post Street, and Polk Street (see “Van Ness Area Plan, Map 1” in Appendix C). The VNAP would be revised to designate the new Subarea 4 (comprising the sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB) as appropriate for medical institution/medical center use. Creation of this Subarea 4 would also increase the current maximum FAR of 7:1 for the Cathedral Hill Hospital site to 9:1, and would allow Planning Department and Planning Commission discretion for certain development standards.

#### **Map 2, “Height and Bulk Districts”**

Under Map 2 of the VNAP,<sup>21</sup> as currently adopted, the proposed Cathedral Hill Hospital would exceed currently applicable height and bulk limits (maximum building height of 130 feet, maximum building length of 110 feet, and maximum diagonal dimension of 140 feet). With the creation of VNAP Subarea 4, the height and bulk district map for the block proposed for the Cathedral Hill Hospital (i.e., the block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street) would be modified to a 265-V Height and Bulk District, which would allow a building of up to 265 feet tall Hospital (see “Van Ness Area Plan Map 2” in Appendix C). The map amendment would not modify the basic bulk limit designation of V, but modification of the bulk limits for the Cathedral Hill Hospital and Cathedral Hill MOB would be sought under the CU application, as described below.

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<sup>19</sup> San Francisco Planning Department. 2005. *San Francisco General Plan*. Urban Design Element. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=41416](http://www.sfgov.org/site/planning_index.asp?id=41416). Map 4, “Urban Design Guidelines for Height of Buildings.”

<sup>20</sup> San Francisco Planning Department. 1995. *Van Ness Avenue Area Plan*. Amendment by Resolution 13907 adopted July 6, 1995. San Francisco, CA. Available: [http://www.sf-planning.org/ftp/General\\_Plan/Van\\_Ness\\_Ave.htm](http://www.sf-planning.org/ftp/General_Plan/Van_Ness_Ave.htm). Map 1, “Generalized Land Use and Density Plan.”

<sup>21</sup> Ibid., Map 2, “Height and Bulk Districts.”

## **GENERAL PLAN REFERRAL**

Encroachment permits and associated General Plan referrals would be required for the proposed Van Ness Avenue pedestrian tunnel. Encroachment permits and associated General Plan referrals also would be required for subsurface facilities in the street right-of-way, widening of sidewalks abutting property lines of both the proposed Cathedral Hill Hospital and the proposed Cathedral Hill MOB, and lane reconfigurations.

## **PLANNING CODE MAP/TEXT CHANGE**

### **Section 243: Van Ness Special Use District**

In order to implement the VNAP amendment to create the new VNAP Subarea 4 as described above, the Van Ness SUD would be amended to include a new Van Ness Medical Use Subdistrict (VNMUSD) (see “Van Ness Special Use District Zoning Map SU02” in Appendix C). This subdistrict would:

- ▶ specifically permit a medical institution use (medical center) with a CU authorization;
- ▶ potentially modify residential restrictions otherwise applicable to medical center development along Van Ness Avenue (unless modified by the CU authorization described below);
- ▶ increase the maximum FAR for the hospital site to 9:1; and
- ▶ modify otherwise applicable off-street parking, loading, parking setback, street frontage, and signage standards for medical institutions to standards established on a case-specific basis with discretionary review by the Planning Commission.

The land use map would be amended to show the boundaries of the VNMUSD encompassing the sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB.

### **Section 302: Height and Bulk Map**

The Cathedral Hill Hospital site (i.e., the block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street) would be amended from a 130-V height and bulk district to a 265-V height and bulk district (see Planning Code Proposed Height/Bulk Map” in Appendix C).

## **PLANNING CODE AUTHORIZATION**

### **Section 303: Conditional Use Authorization**

A CU authorization would be sought for the proposed Medical Center consisting of the Cathedral Hill Hospital and Cathedral Hill MOB (and Van Ness Avenue pedestrian tunnel) as conditionally permitted uses in the new VNMUSD, described above, and the RC-4 Zoning District.

Subject to the Planning Code and map amendments described above, CU authorization would be sought for building height and bulk, off-street parking and loading, street frontage, and exterior signs as shown on the plans submitted with the CU application; potentially for modification of residential requirements otherwise applicable within the Van Ness SUD; and for demolition of five residential dwelling units. More specifically, the CU authorization would include the following elements:

- ▶ **Building Height.** CU authorization would be sought for the proposed heights of the Cathedral Hill Hospital and Cathedral Hill MOB, which would be 265 feet and 130 feet, respectively, as defined or measured by the Planning Code. In an RC-4 district and in the Van Ness SUD, buildings greater than 40 feet, but within the applicable height limits (130 feet for the Cathedral Hill MOB under the existing 130-V Height and Bulk District and 265 feet for the Cathedral Hill Hospital, after the Height and Bulk amendment to the 265-V Height and Bulk District as described above) require CU authorization.
- ▶ **Floor Area Ratio.** An increase in maximum FAR from 7:1 to 9:1 for the Cathedral Hill Hospital site also would be sought.
- ▶ **Building Bulk.** Bulk limits are applicable to sections of buildings above 40 feet in height; at 40 feet (taken at the corner of Geary Street and Van Ness Avenue). The Cathedral Hill Hospital and Cathedral Hill MOB would exceed the applicable bulk limits for building plan length and diagonal dimensions of 110 and 140 feet. An exception would be requested to allow the proposed hospital's building length and diagonal dimensions, which respectively are approximately 385 and 405 feet (tower floor) or 385 feet and 475 feet (podium floor 50 feet above Van Ness Avenue). An exception would also be requested to allow the proposed MOB's length of approximately 265 feet with a diagonal dimension of 295 feet.
- ▶ **Off-Street Parking.** The Planning Code requires a minimum of 64 and allows up to 96 parking spaces as an accessory use for the Cathedral Hill Hospital. CPMC is proposing 513 parking spaces at the Cathedral Hill Hospital. The Planning Code requires a minimum of 669 and allows up to 1,004 parking spaces as an accessory use for the Cathedral Hill MOB. CPMC is proposing 542 parking spaces for the Cathedral Hill MOB, which would be 127 fewer parking spaces than required. CU authorization under Planning Code Section 157 would consider the Cathedral Hill Hospital and Cathedral Hill MOB as a medical center and requests approval of 513 parking spaces for the hospital and 542 under the MOB, a total of 1055 spaces. The CU authorization would allow these spaces as accessory parking for the medical center although the total number is greater than permitted under the normal accessory standards of the Planning Code. The existing Pacific Plaza Office Building (1375 Sutter Street) includes a 172-space parking garage. With the proposed conversion of office space in this building to exclusive use as an MOB, Planning Code Section

159(c) would require a total of 279 parking spaces for the medical office use. To meet Section 159(c) code requirements, 107 spaces would be provided off-site in the Cathedral Hill Hospital's parking garage.

- ▶ **Demolition of Residential Dwellings.** The CU authorization would allow demolition of five residential dwelling units (Planning Code Section 317) that currently occupy portions of the proposed Cathedral Hill MOB site. Demolition of an additional 20 residential hotel units requires a separate application to the San Francisco Department of Building Inspection for a permit to convert, discussed below.
- ▶ **Modification of Residential Restrictions.** Planning Code Section 243(c)(8) generally requires development projects within the Van Ness SUD to include residential uses at a 3:1 ratio to nonresidential uses. Unless modified by the Planning Code text amendments creating the new VNMUSD within the Van Ness SUD as described above, the CU authorization would modify these requirements for medical center uses within the VNMUSD.
- ▶ **Exception for Wind Comfort Level Exceedances.** The CU authorization would allow an exception for ground level wind currents to exceed pedestrian wind current comfort level criteria of 11 miles per hour applicable within the Van Ness SUD.

## **PROPOSITION M—OFFICE ALLOCATION**

CPMC would seek CU authorization in accordance with the procedures of Planning Code Section 322, including Proposition M office allocation findings pursuant to Section 321. Sections 321 and 322 of the Planning Code establish a special review process for new buildings with 25,000 sq. ft. or more of office space. The proposed Cathedral Hill MOB would contain approximately 194,700 sq. ft. of office space and would therefore be subject to Sections 321 and 322.

## **LOT MERGERS**

The Cathedral Hill Hospital site encompasses two lots in Assessor's Block 0695 and the Cathedral Hill MOB site encompasses seven lots in Assessor's Block 0694. Because of applicable Building Code restrictions, to build the two proposed buildings the lots must be merged into one lot on each site, in compliance with the Subdivision Map Act and the San Francisco Subdivision Code.

## **SAN FRANCISCO ADMINISTRATIVE CODE**

CPMC would request a permit to convert under the City's Residential Hotel Conversion Ordinance (San Francisco Administrative Code Chapter 41) to demolish 20 residential hotel units in buildings that currently occupy portions of the proposed Cathedral Hill MOB site.<sup>22</sup>

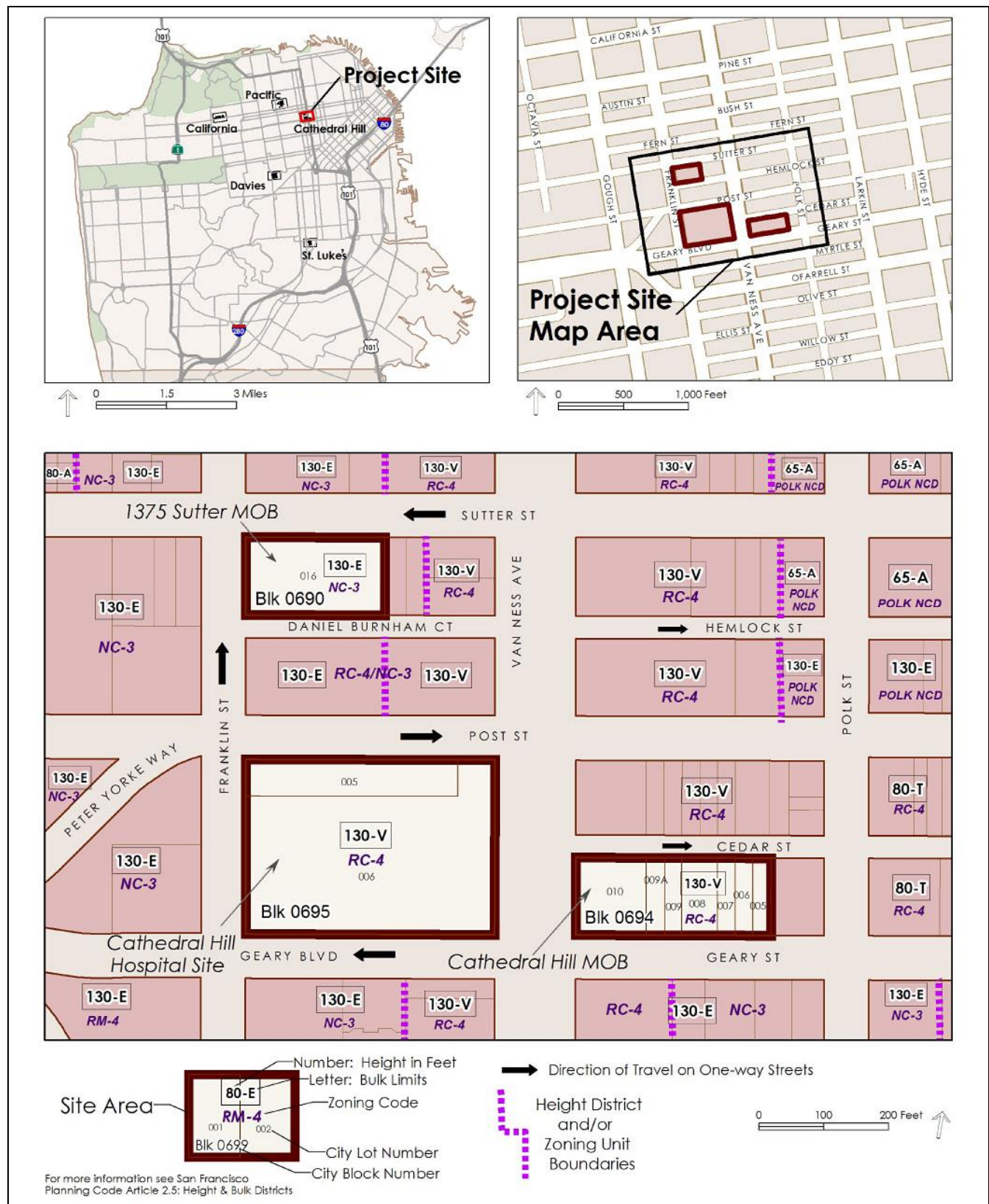
### **Permits Required for Streetscape Improvements**

Numerous permits from DPW, SFMTA, and Caltrans would be required for streetscape improvements. Permits required would include street tree planting and removal permits (Planning Code Section 143), a sidewalk landscaping permit, a street improvement permit, major- and minor-encroachment permits, including encroachment permits for underground fuel storage tanks and the pedestrian tunnel, and other miscellaneous permits related to construction and operation in the public rights-of-way. Compliance with the City's *Better Streets Plan*, which provides policies and guidelines for the pedestrian realm, would be required as part of the streetscape plan at the Cathedral Hill Campus. The City would also need to approve the change in operation of Cedar Street to two-way west of the Cathedral Hill MOB driveway.

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<sup>22</sup> Section 41.13 requires that any demolished residential hotel units be replaced on a 1:1 basis, and provides various mechanisms for compliance by the project sponsor. CPMC is continuing to work with the Mayor's Office of Housing to identify the best mechanism under Section 41.13 to meet the City's needs with respect to replacing the 20 residential hotel units proposed to be demolished. Options include providing funding to the Mayor's Office of Housing and/or one or more nonprofit organizations to construct replacement units, details of which are still under further discussion.



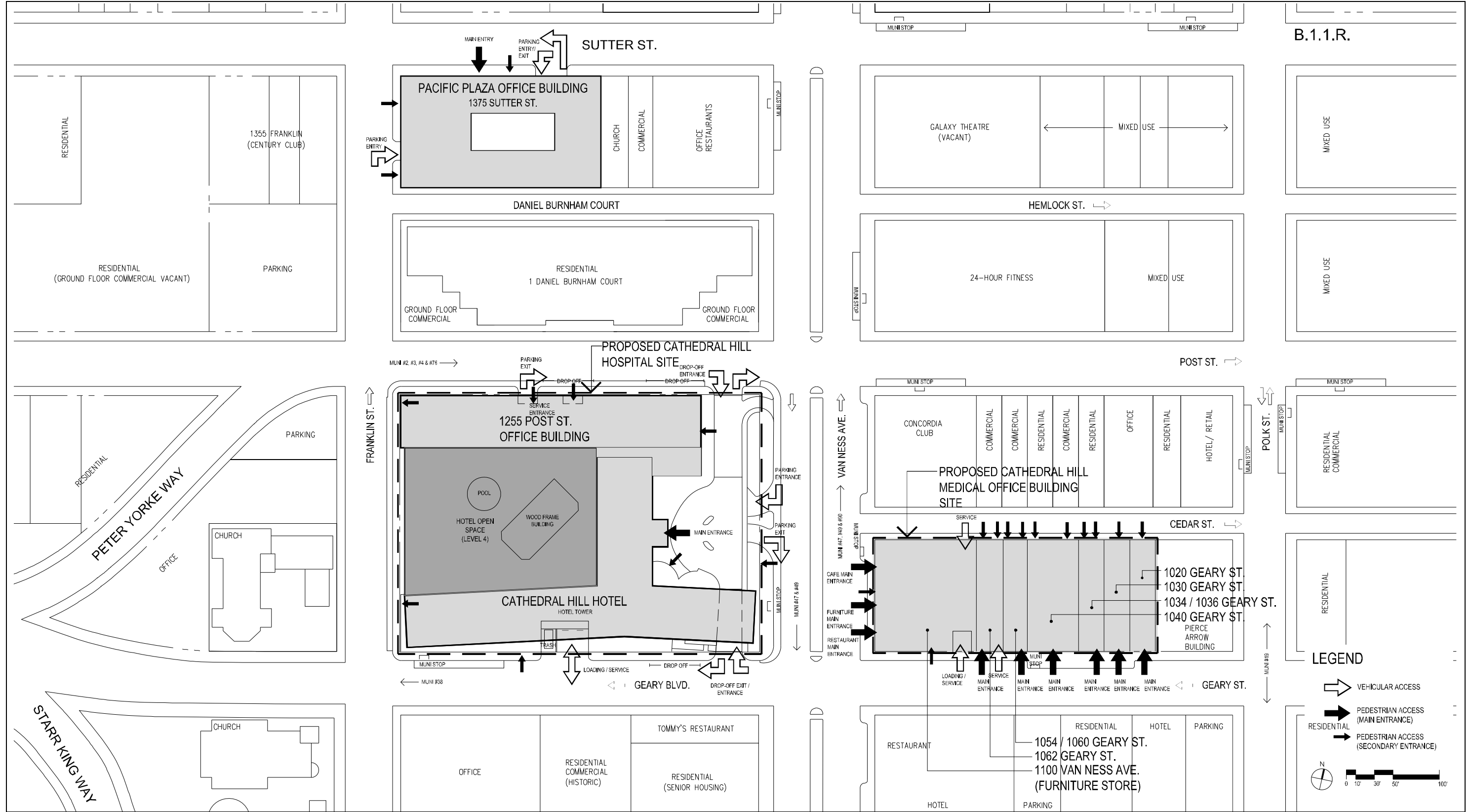


Source: City and County of San Francisco Department of Public Works GIS; data compiled by AECOM in 2009

## Cathedral Hill Campus Area

Figure 2-2

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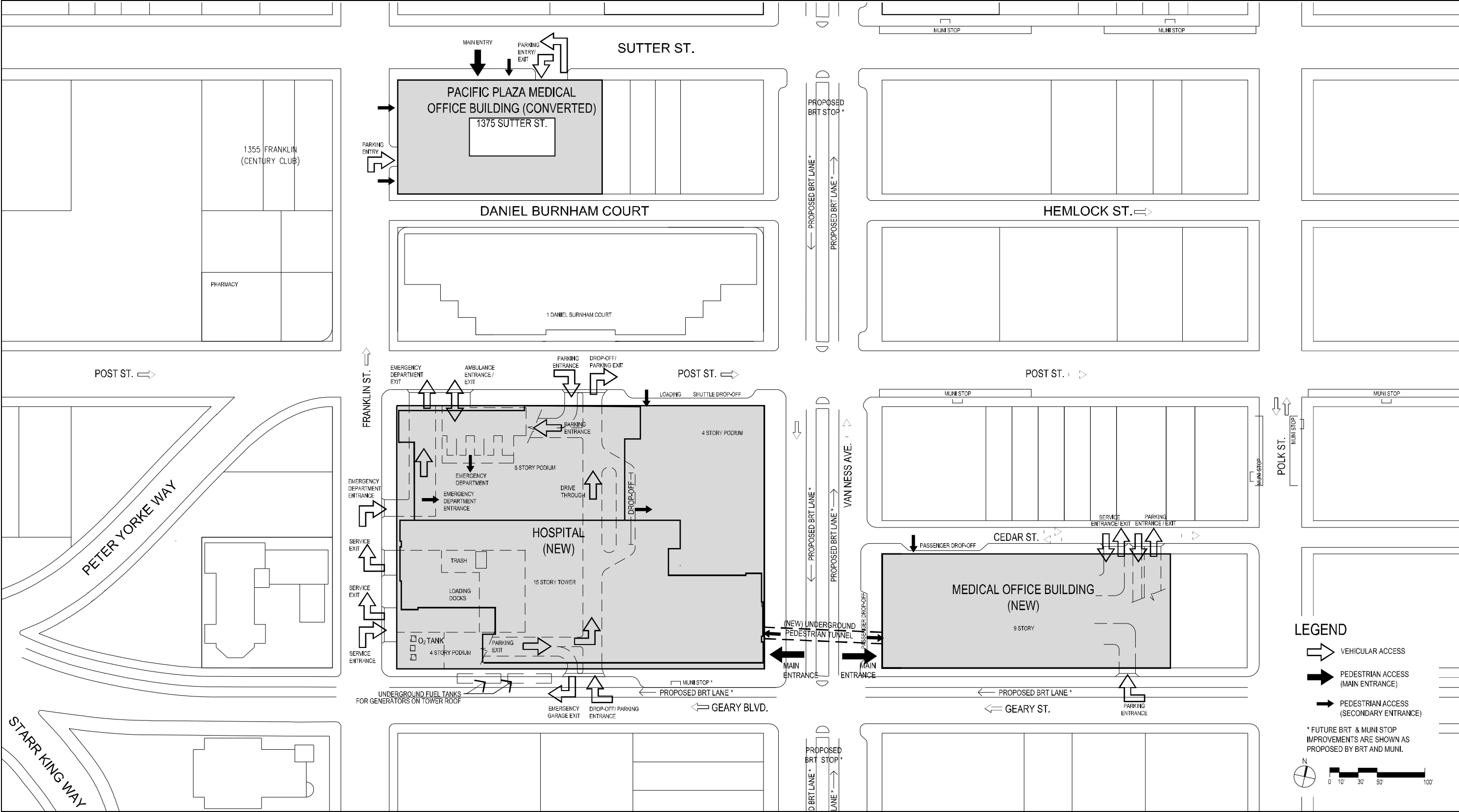


Source: SmithGroup 2010

Cathedral Hill Campus—Existing Site Plan

Figure 2-3



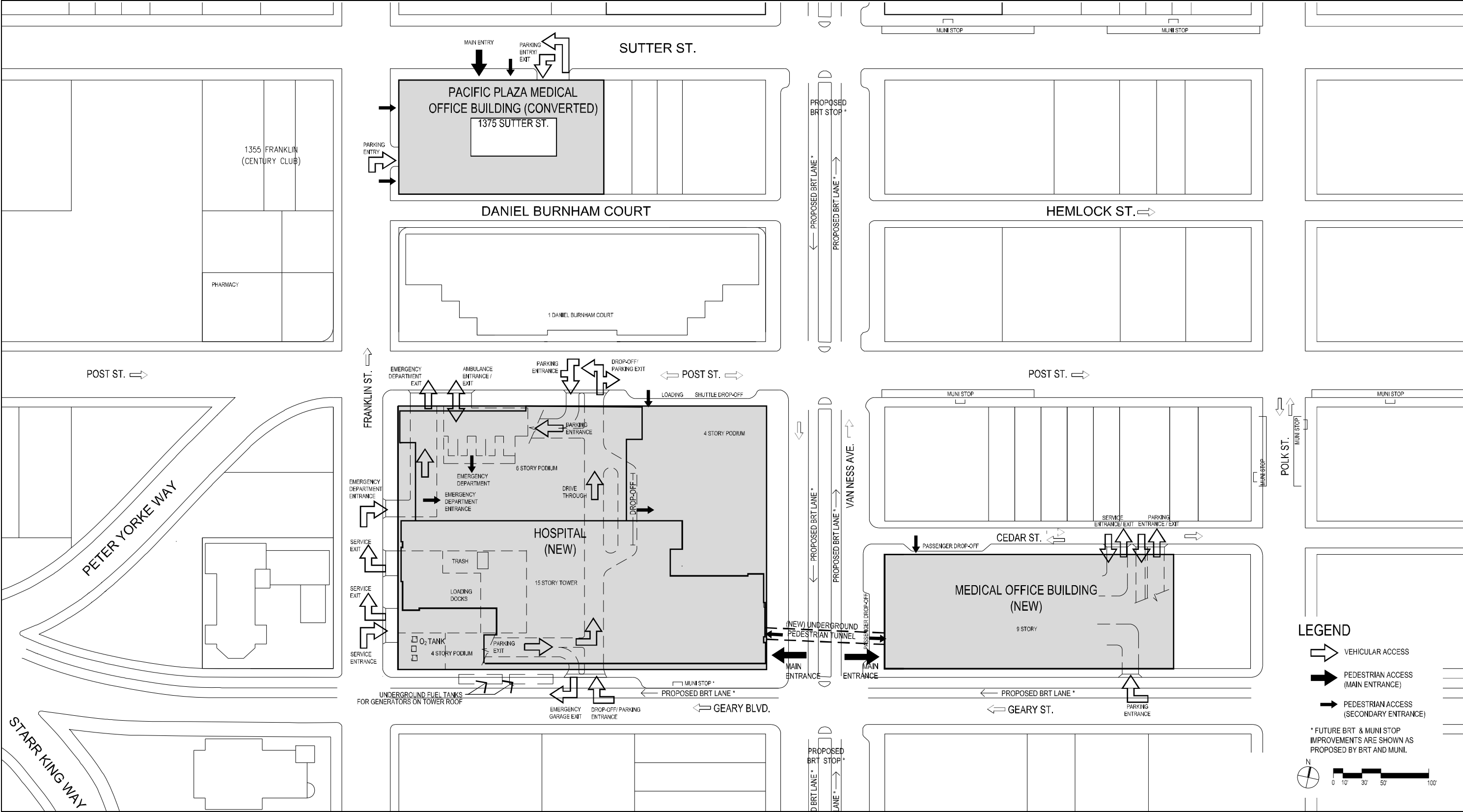


Source: SmithGroup 2010

Cathedral Hill Campus—Proposed Site Plan

Figure 2-4





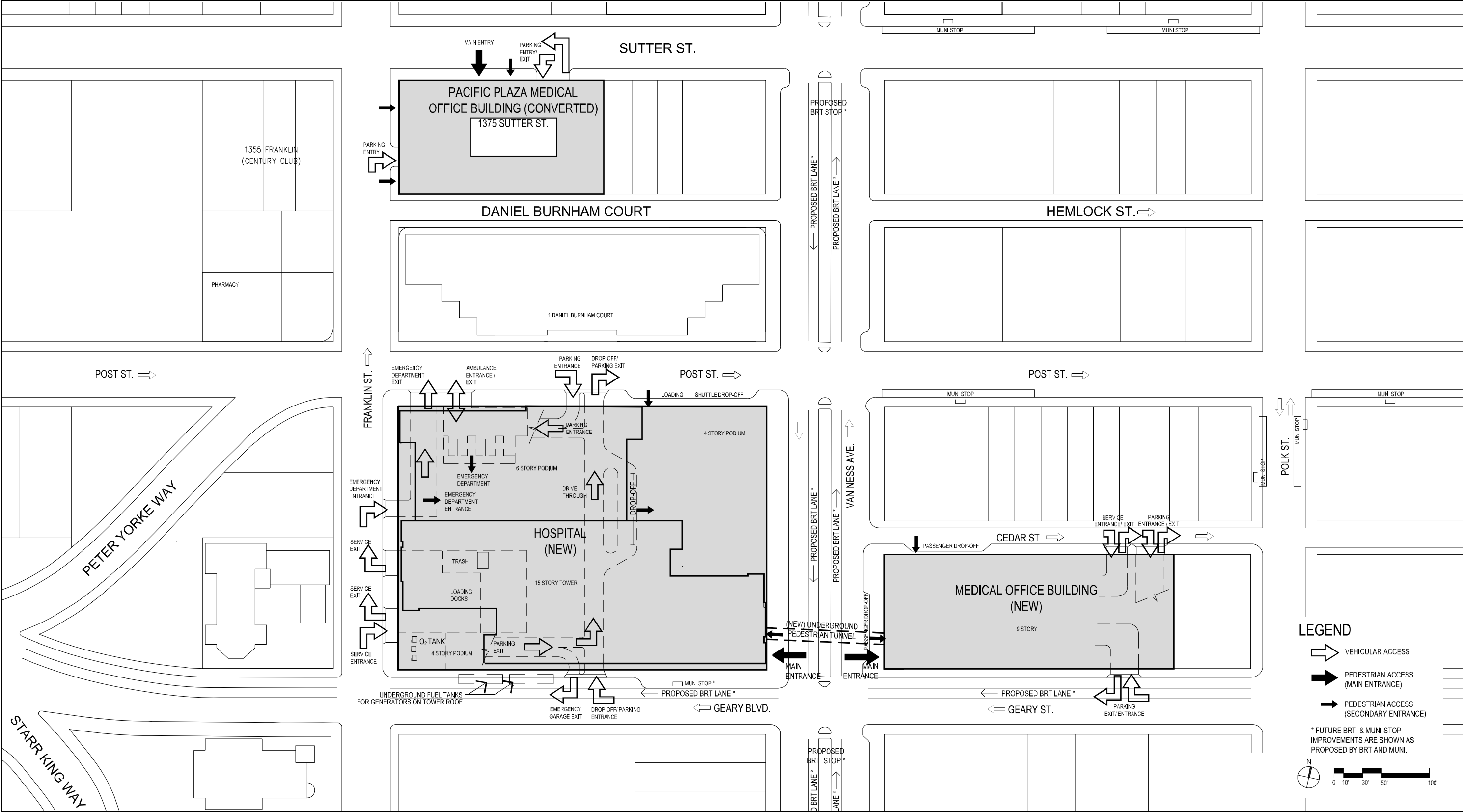
Source: SmithGroup 2010

Cathedral Hill Hospital—Two-Way Post Street Variant

Figure 2-5







Source: SmithGroup 2010

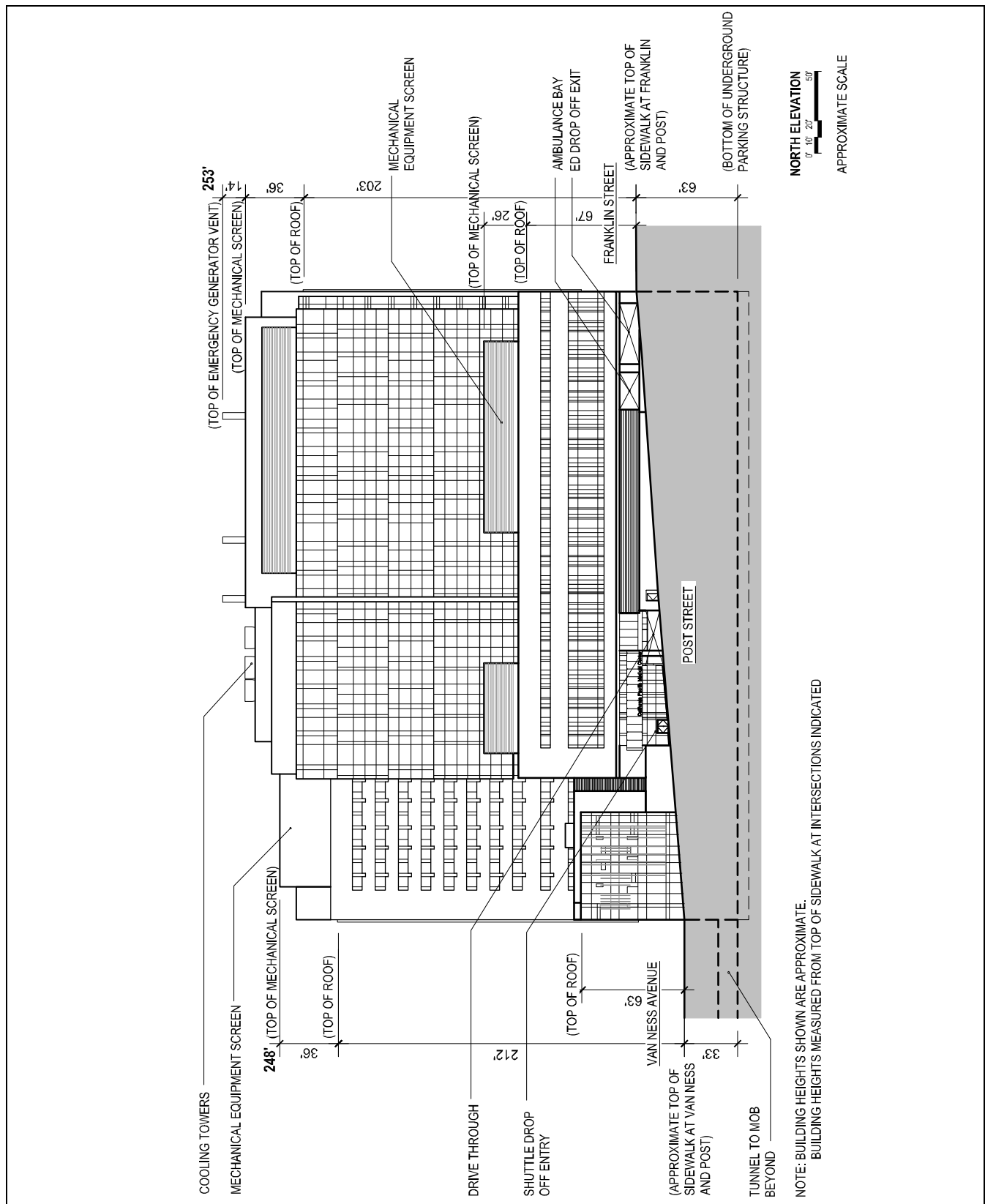
Cathedral Hill MOB—MOB Access Variant

Figure 2-6





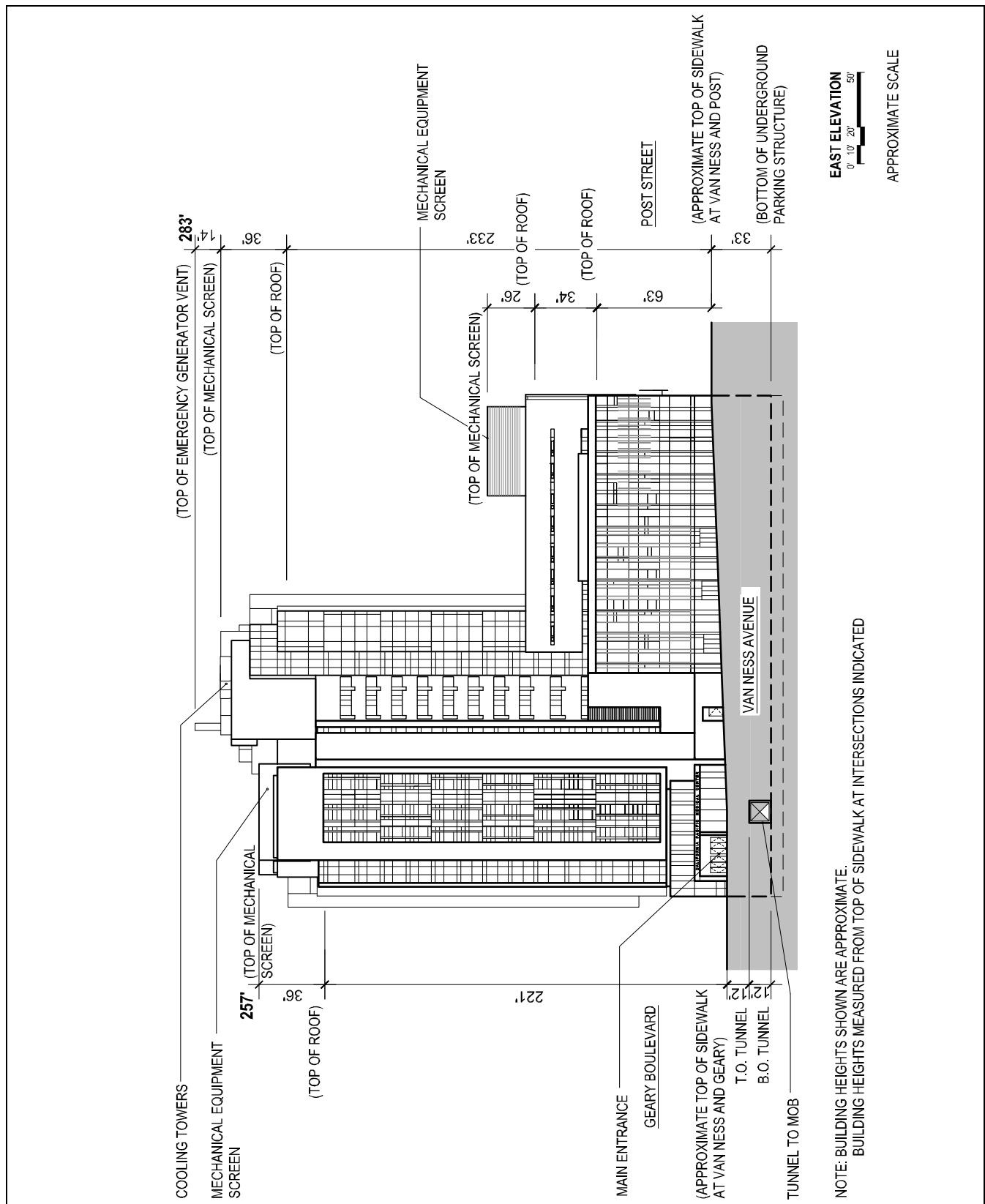




Source: SmithGroup 2010

**Cathedral Hill Hospital—Proposed North Elevation**

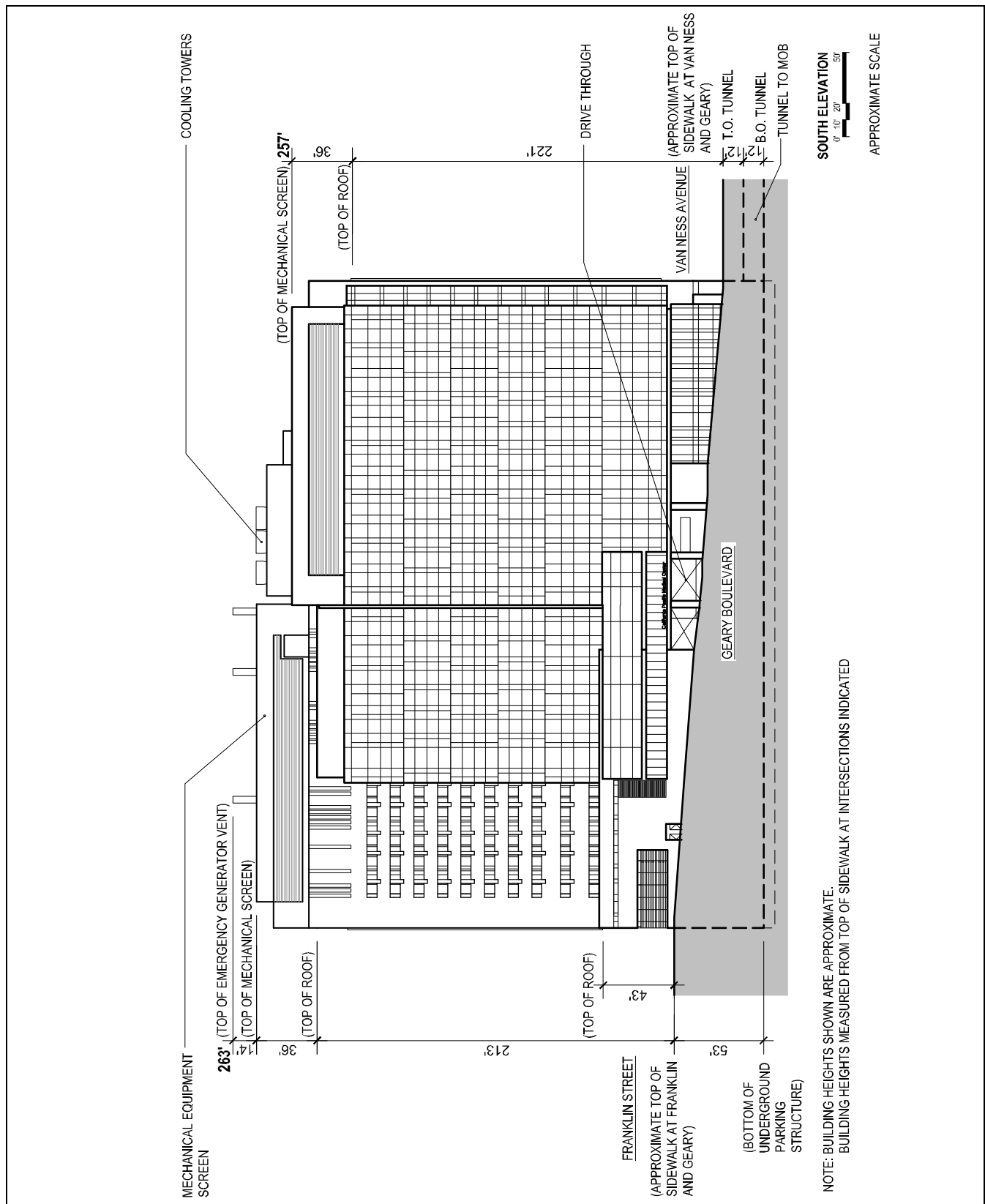
**Figure 2-8**



Source: SmithGroup 2010

**Cathedral Hill Hospital—Proposed East Elevation**

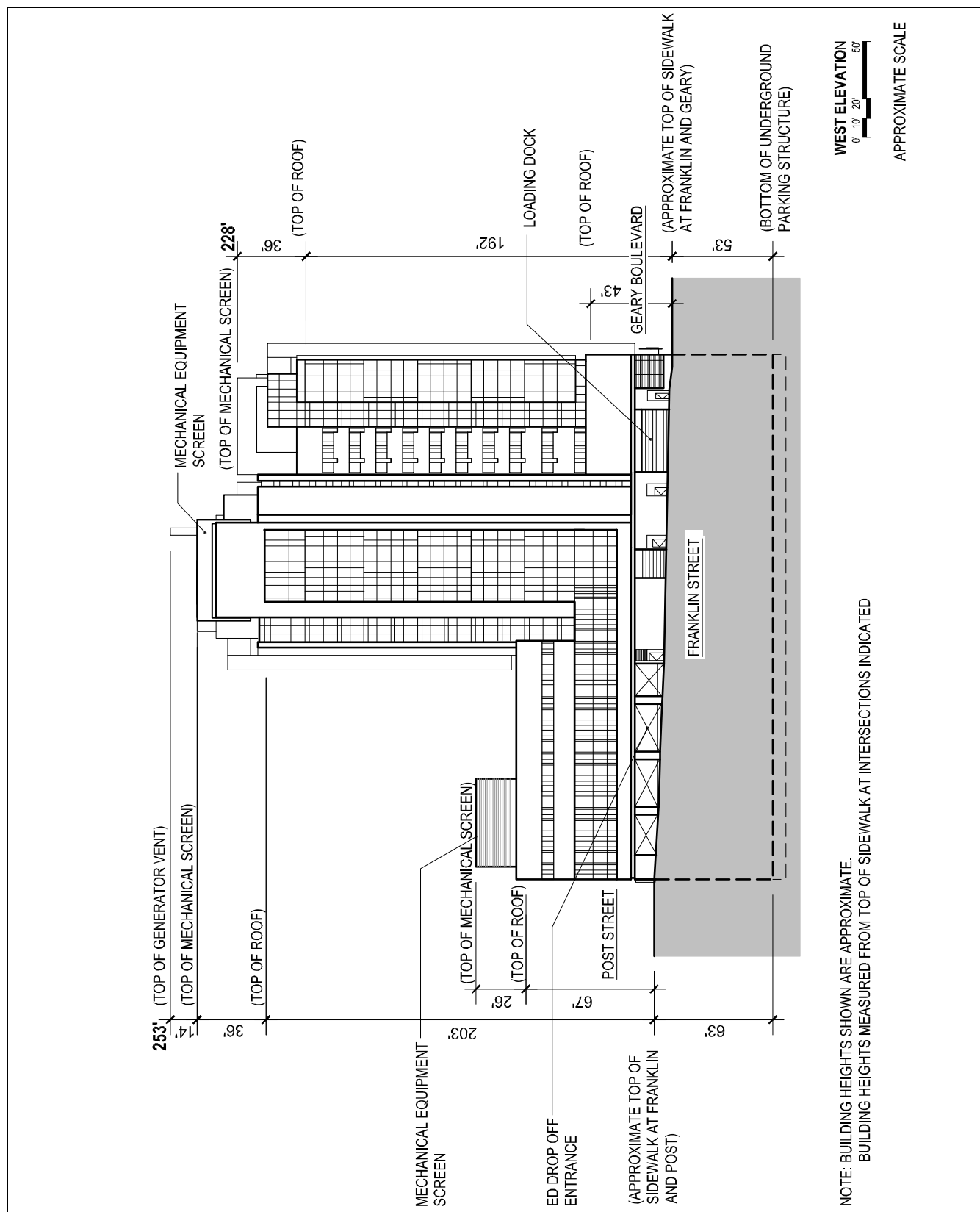
**Figure 2-9**



Source: SmithGroup 2010

**Cathedral Hill Hospital—Proposed South Elevation**

**Figure 2-10**

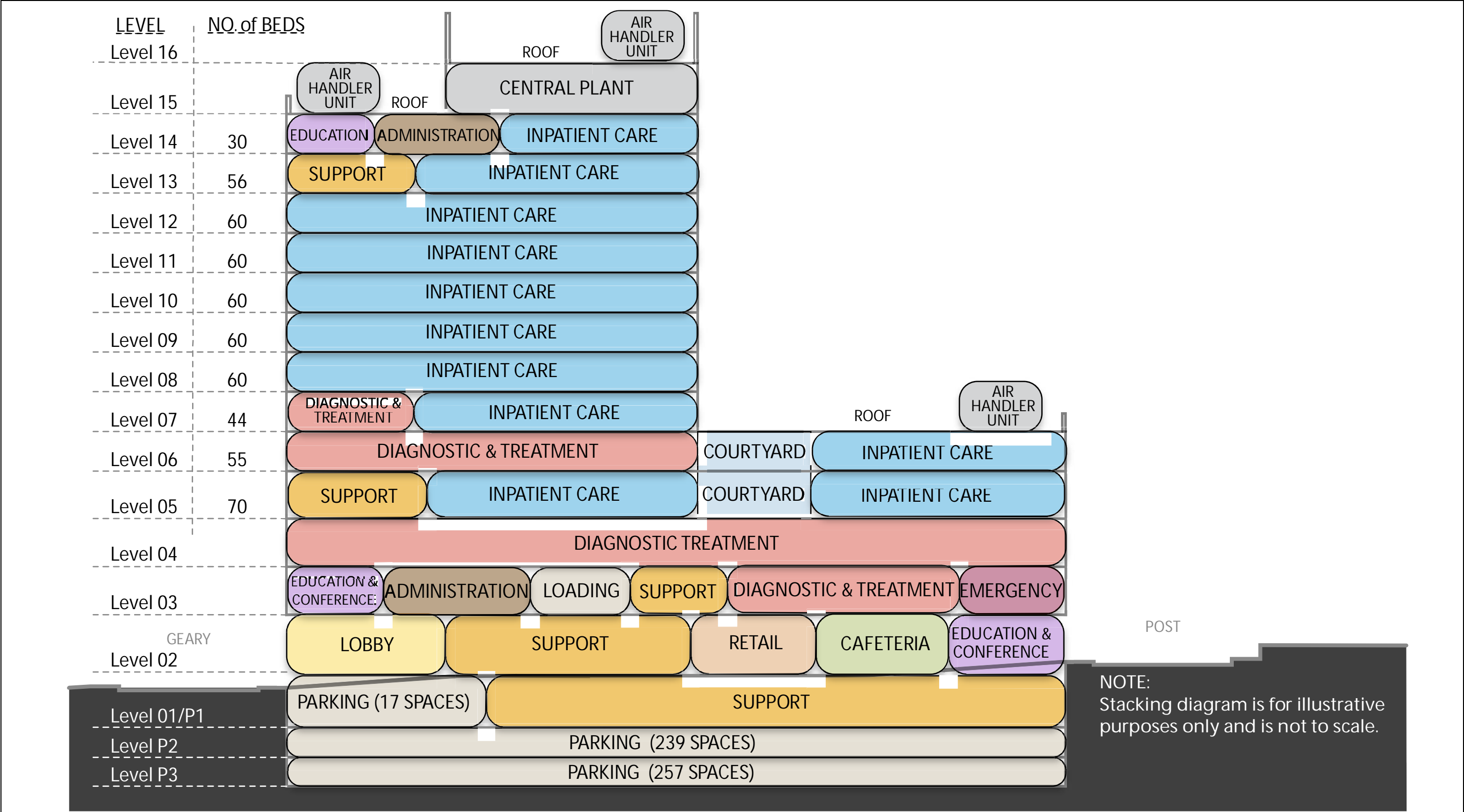


Source: SmithGroup 2010

**Cathedral Hill Hospital—Proposed West Elevation**

**Figure 2-11**



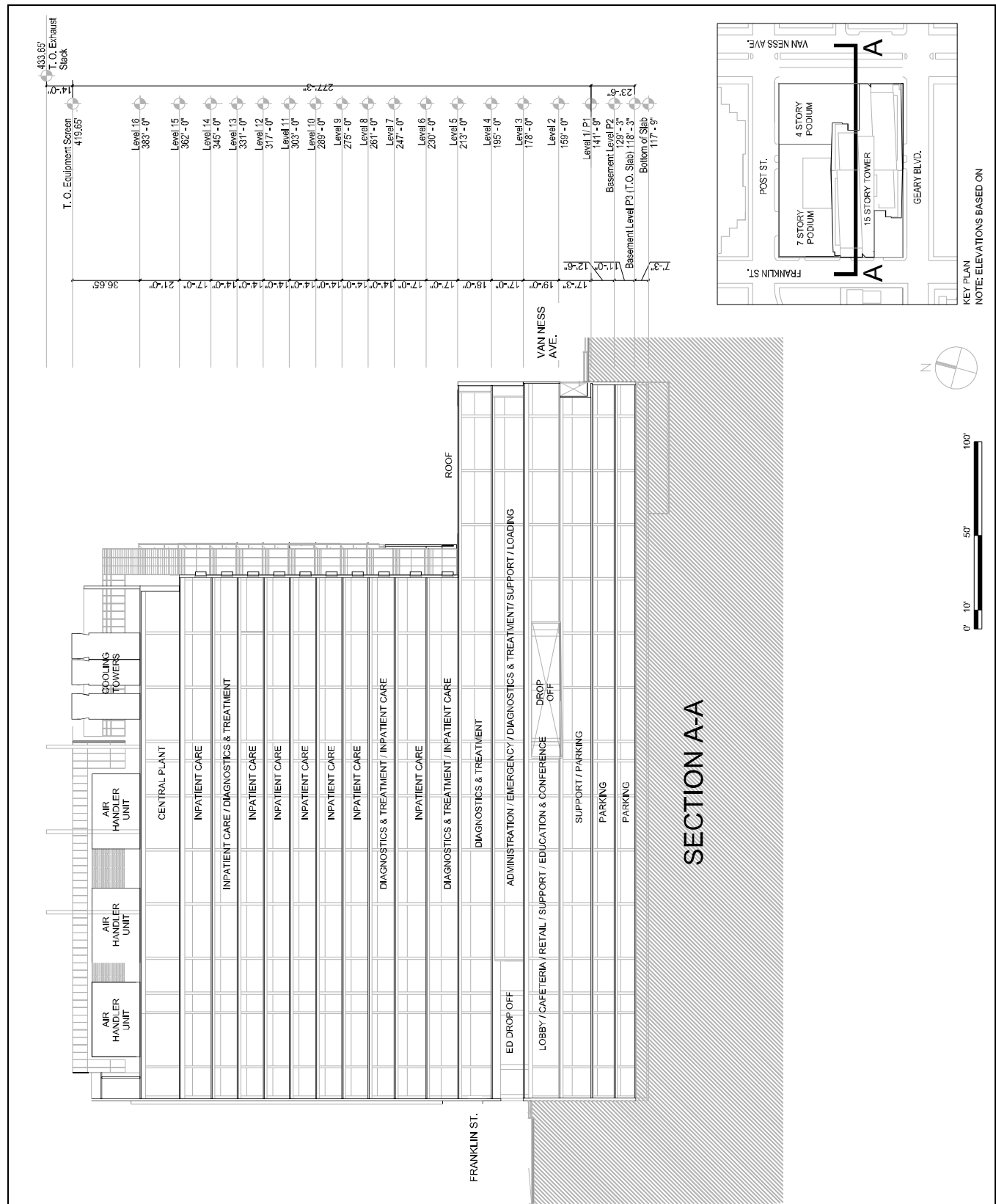


Source: SmithGroup 2010

Cathedral Hill Hospital—Proposed Stacking Diagram

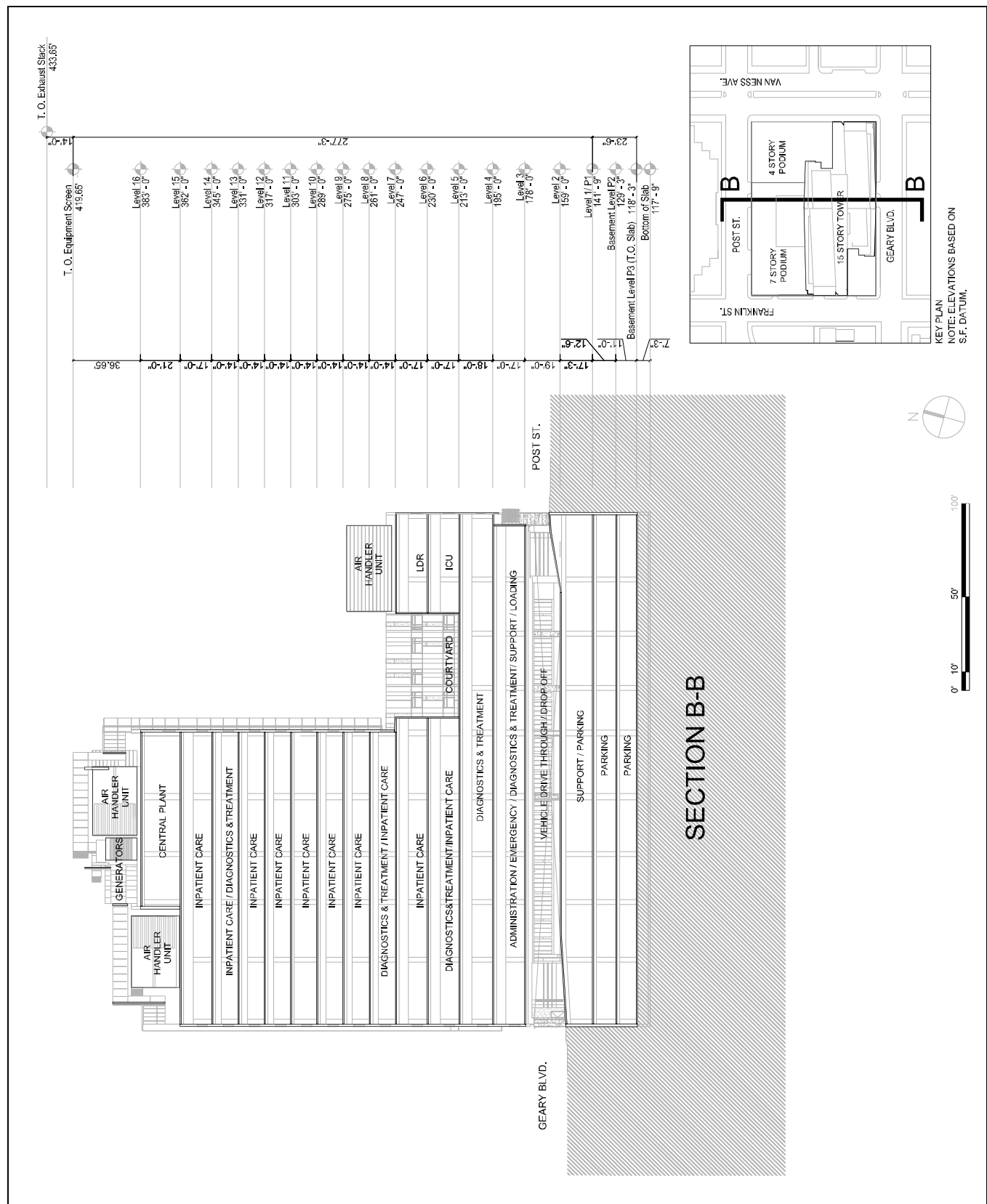
Figure 2-12





**Cathedral Hill Hospital—Proposed Stacking, Section A-A**

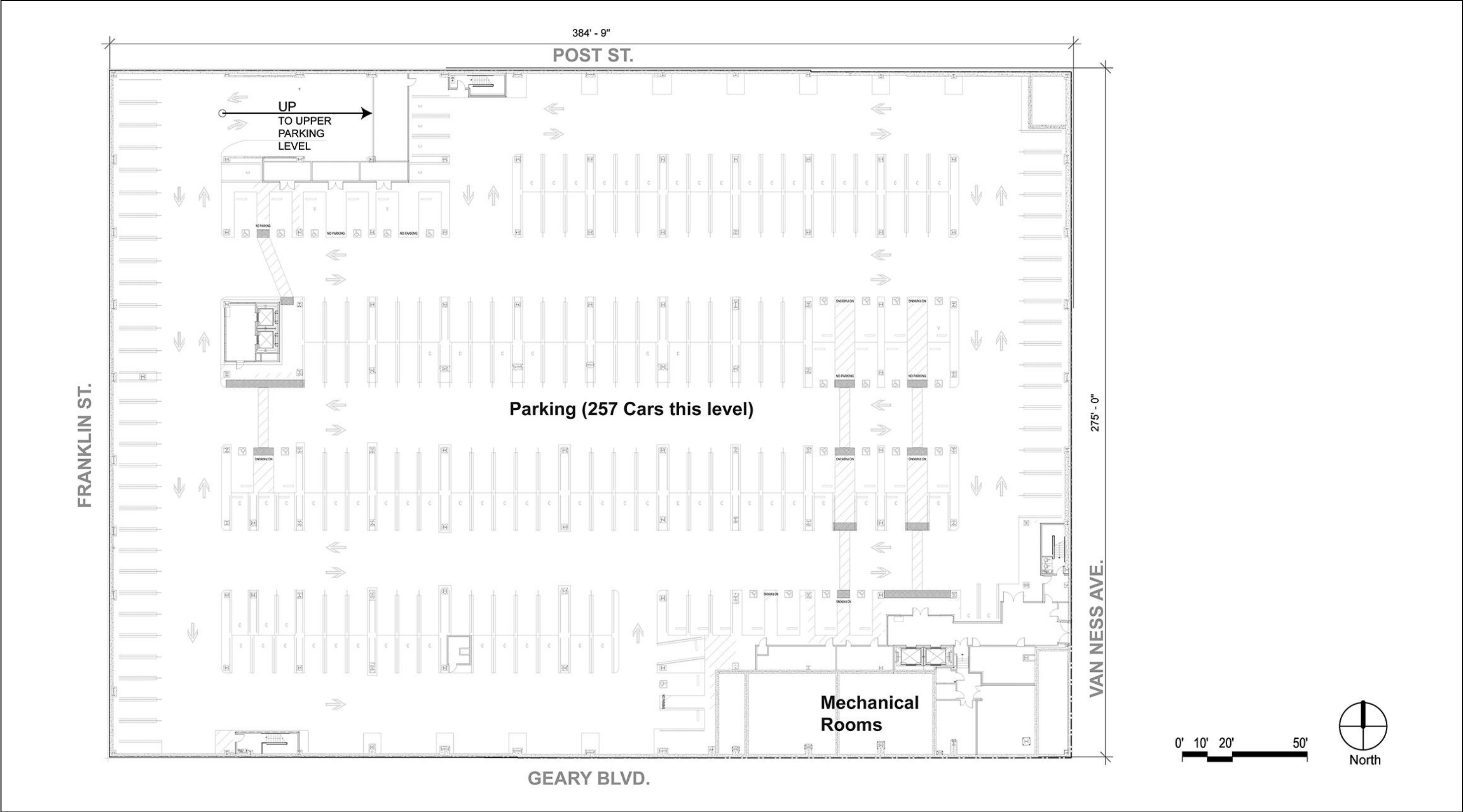
**Figure 2-13**



Source: SmithGroup 2010

Cathedral Hill Hospital—Proposed Stacking, Section B-B

Figure 2-14

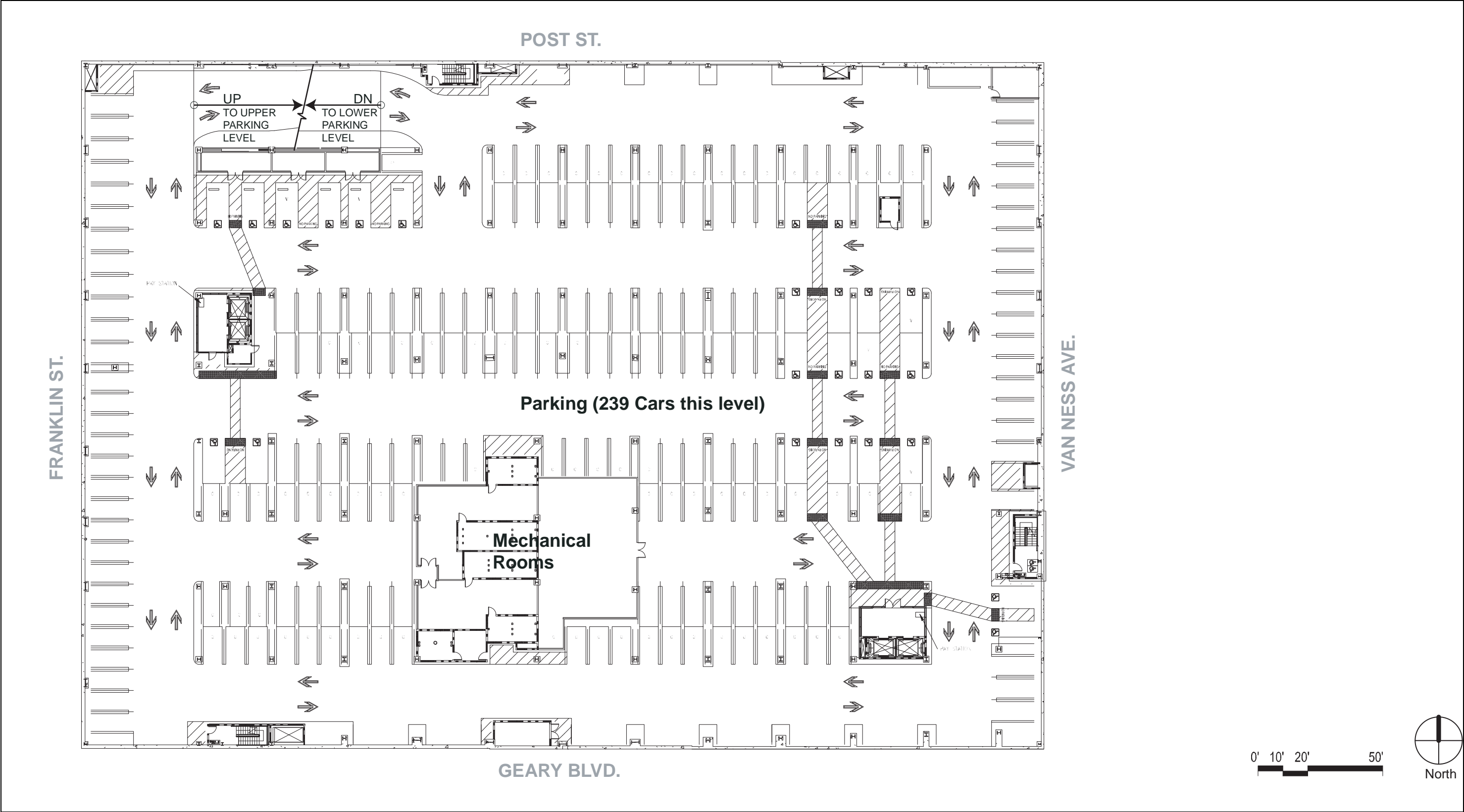


Source: SmithGroup 2010

Cathedral Hill Hospital—Level P3

Figure 2-15





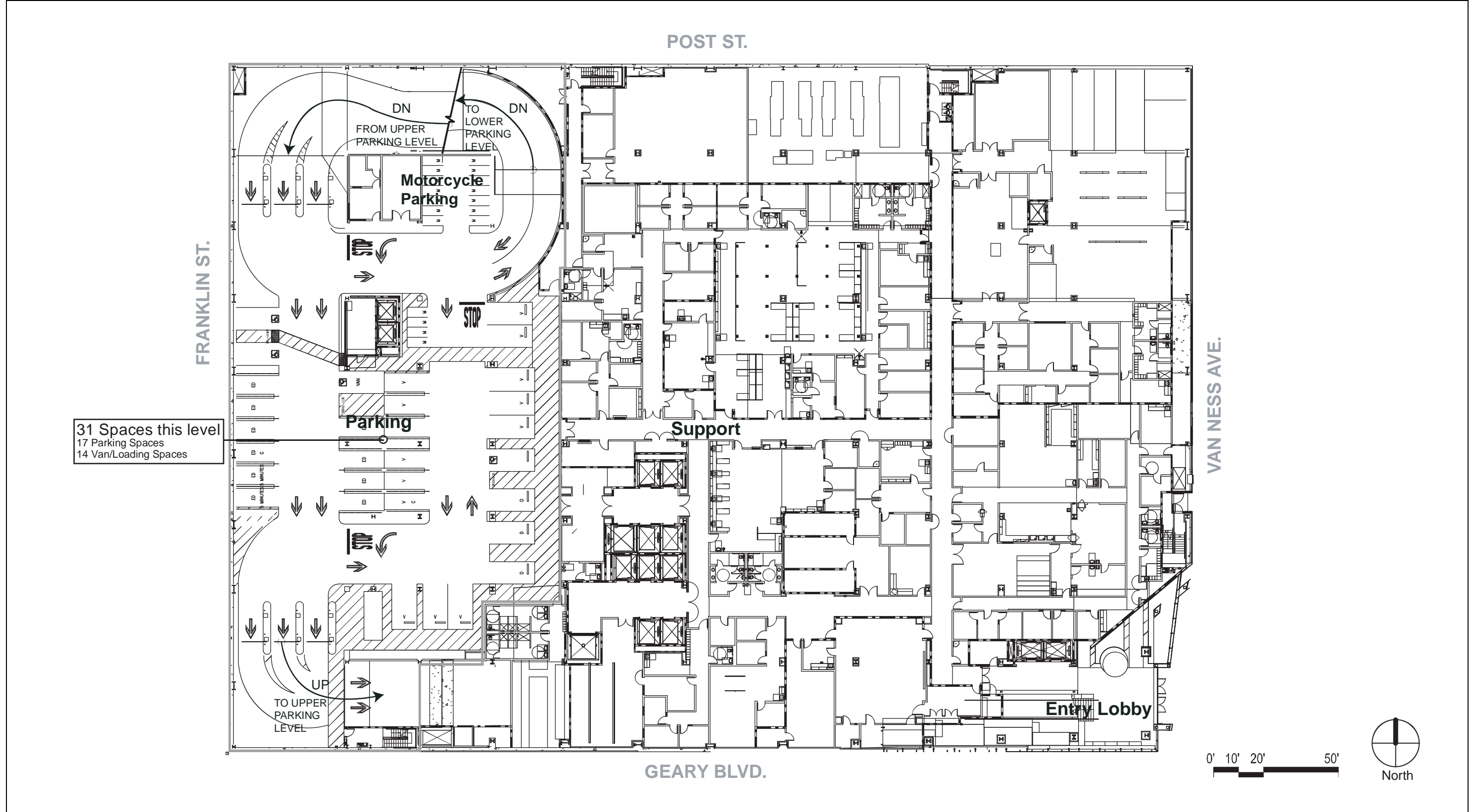
Source: SmithGroup 2010

Cathedral Hill Hospital—Level P2

Figure 2-16





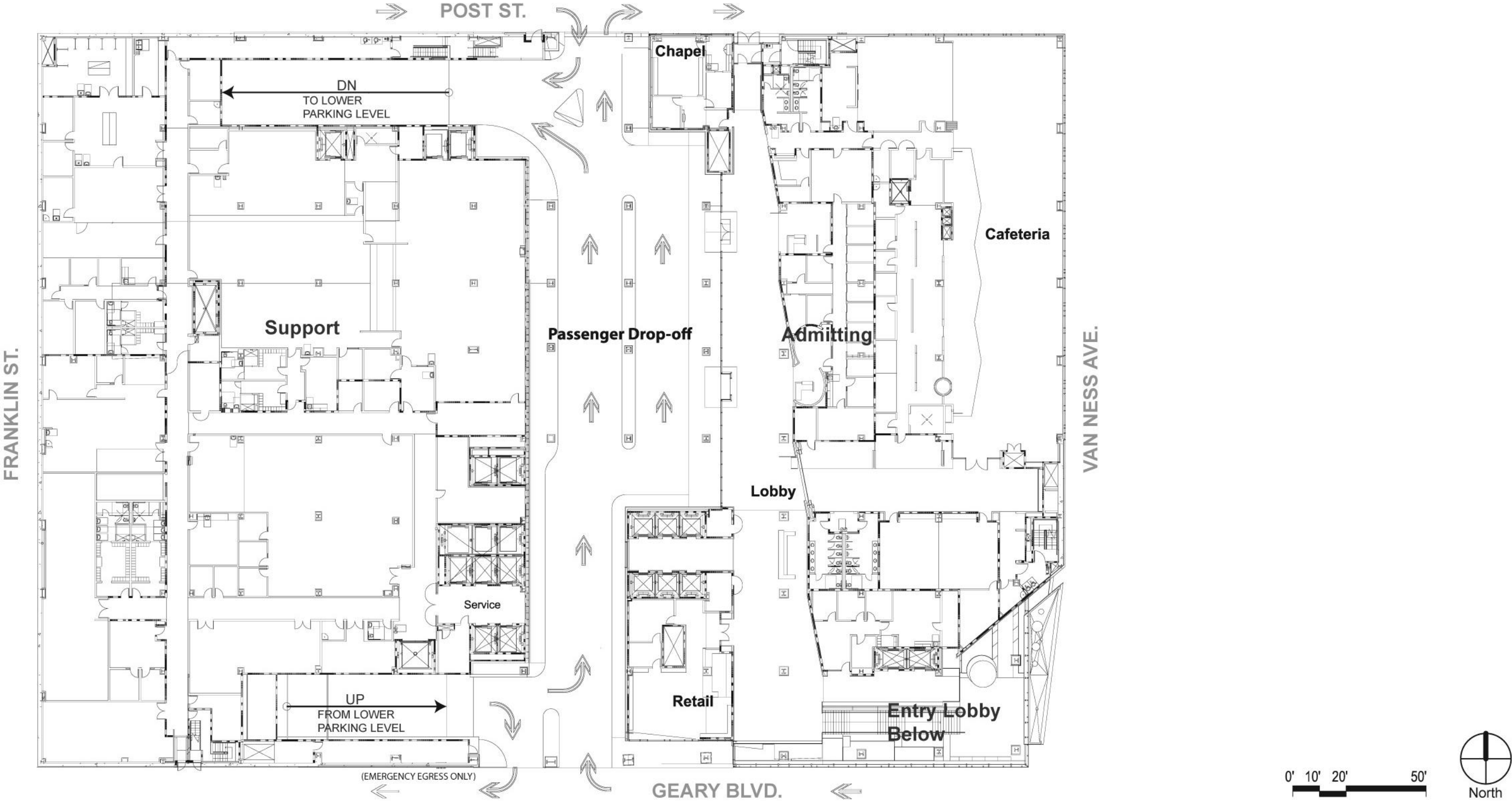


Source: SmithGroup 2010

Cathedral Hill Hospital—Level 1/P1

Figure 2-17

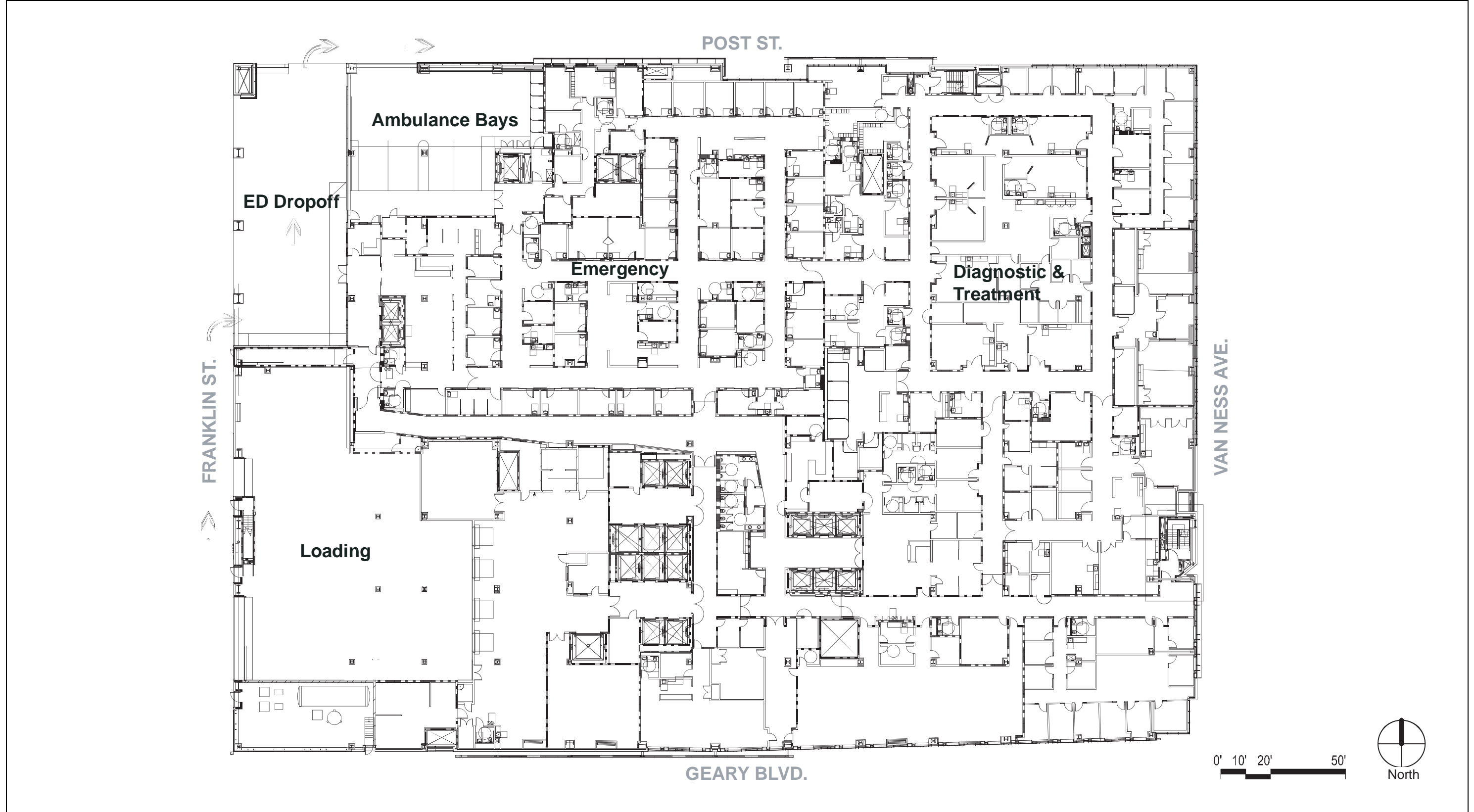




Source: SmithGroup/Boulder Associates 2010  
**Cathedral Hill Hospital—Level 2**

**Figure 2-18**



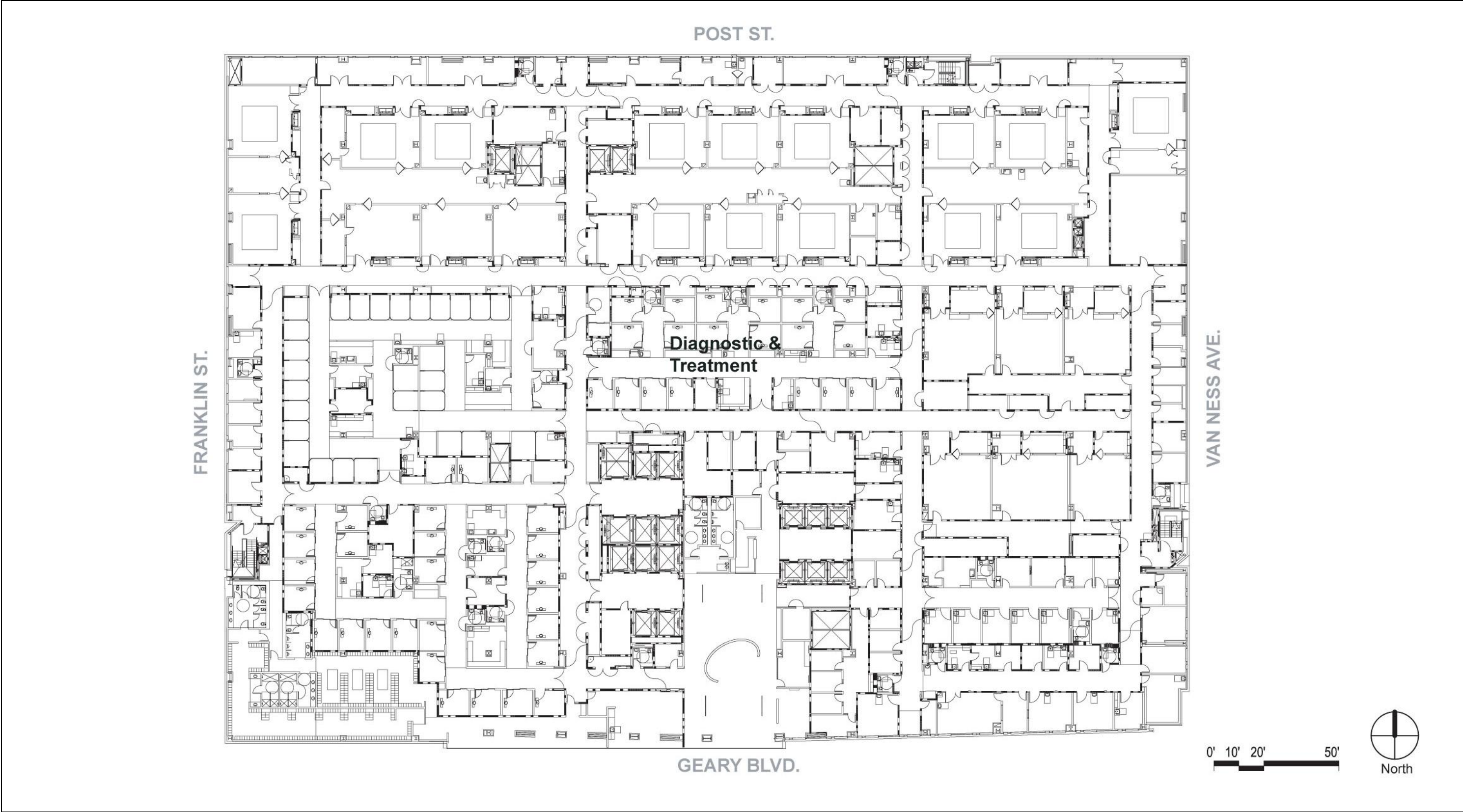


Source: SmithGroup 2010

Cathedral Hill Hospital—Level 3

Figure 2-19





Source: SmithGroup 2010

Cathedral Hill Hospital—Level 4

Figure 2-20







Source: SmithGroup 2009

Cathedral Hill Hospital—Level 5

Figure 2-21



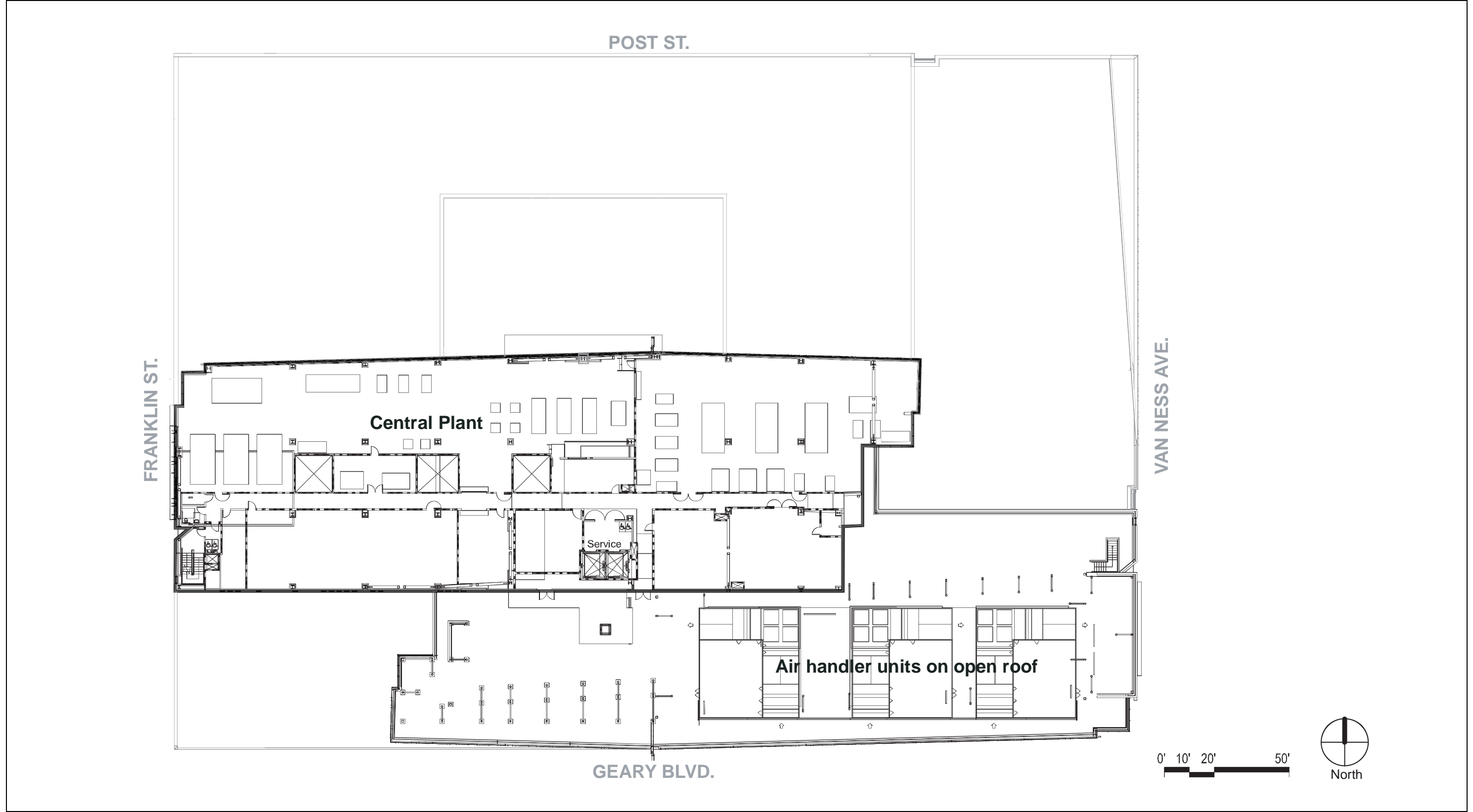


Source: SmithGroup 2010

Cathedral Hill Hospital—Level 10

Figure 2-22



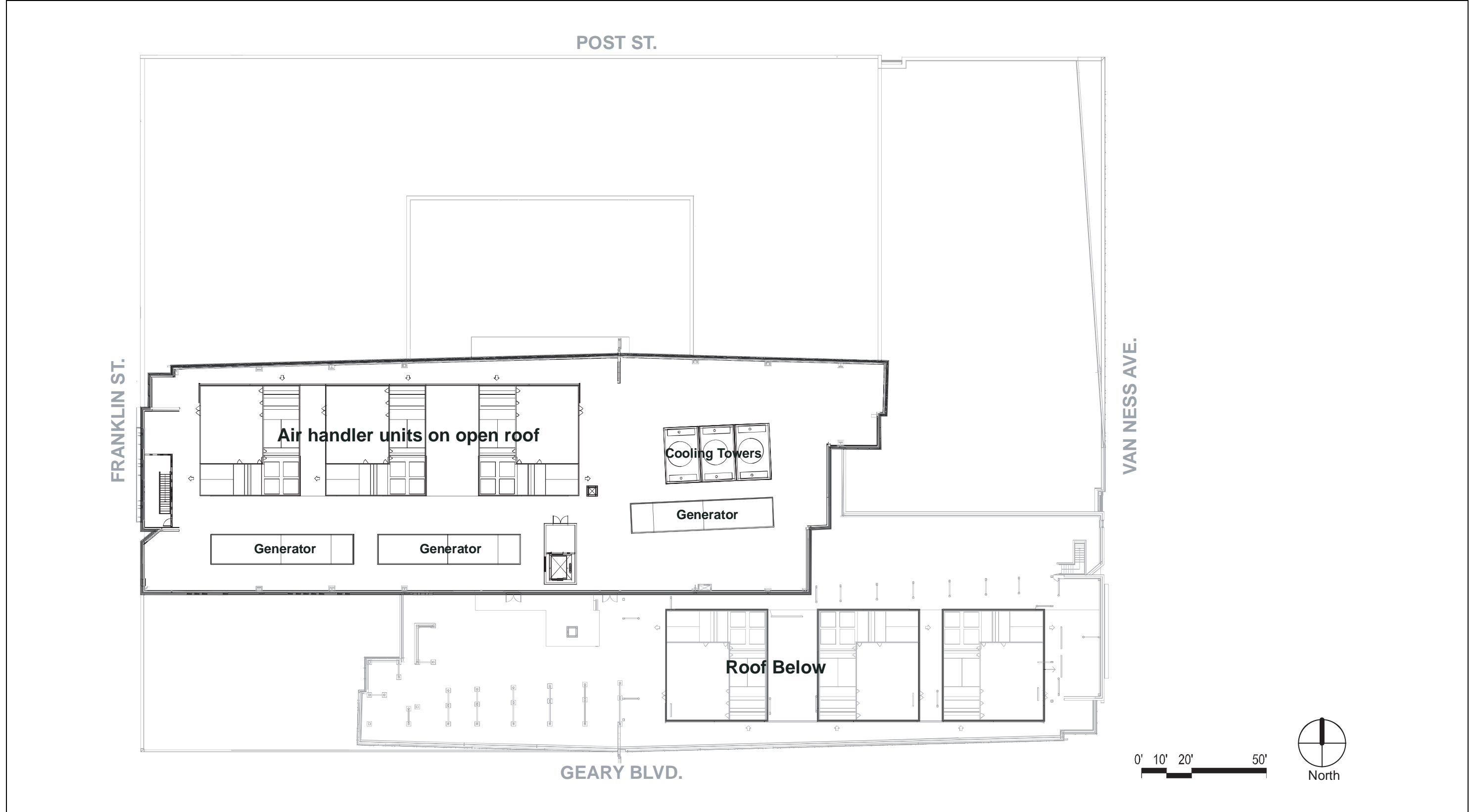


Source: SmithGroup 2010

Cathedral Hill Hospital—Level 15

Figure 2-23



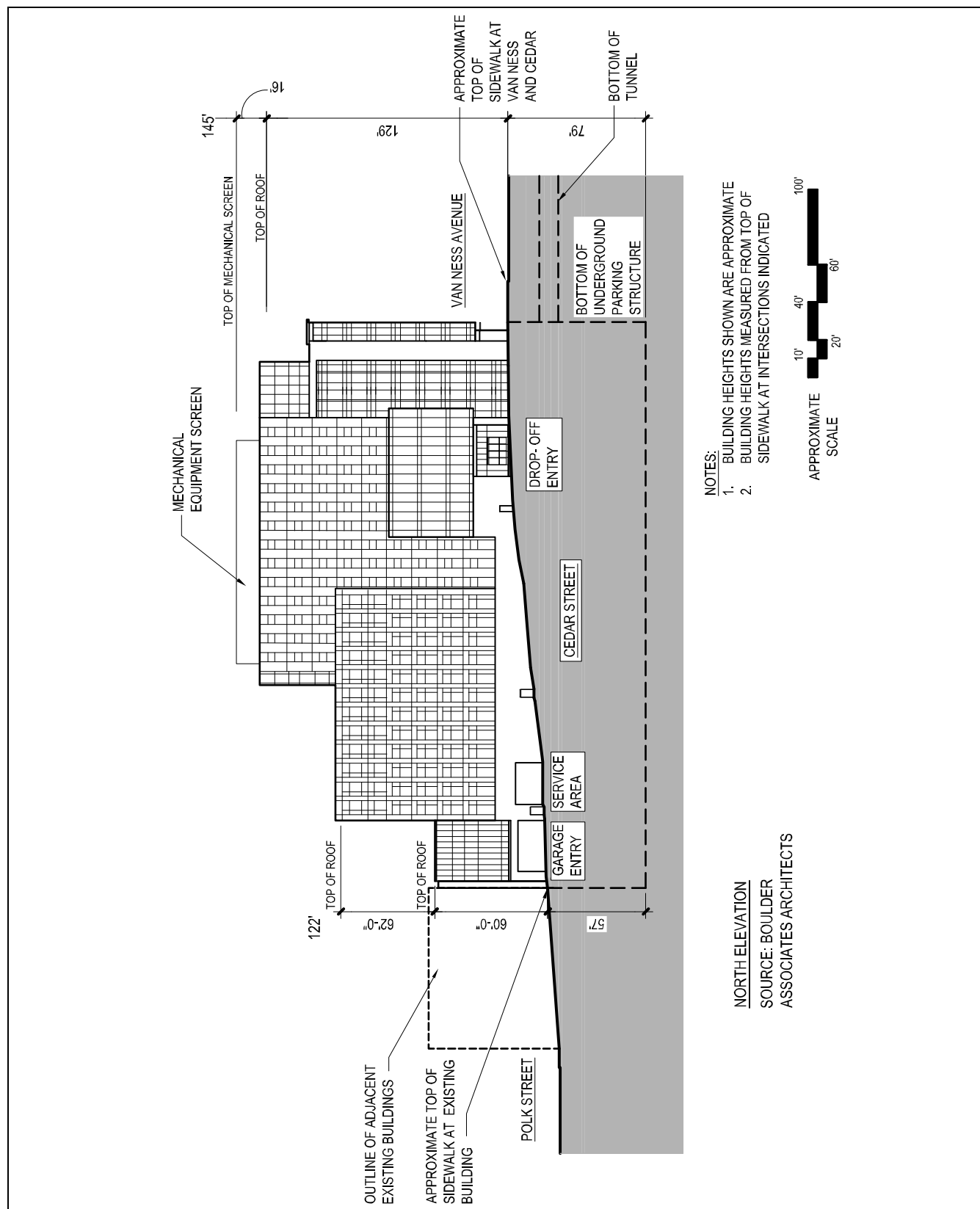


Source: SmithGroup 2010  
**Cathedral Hill Hospital—Roof Level**

**Figure 2-24**



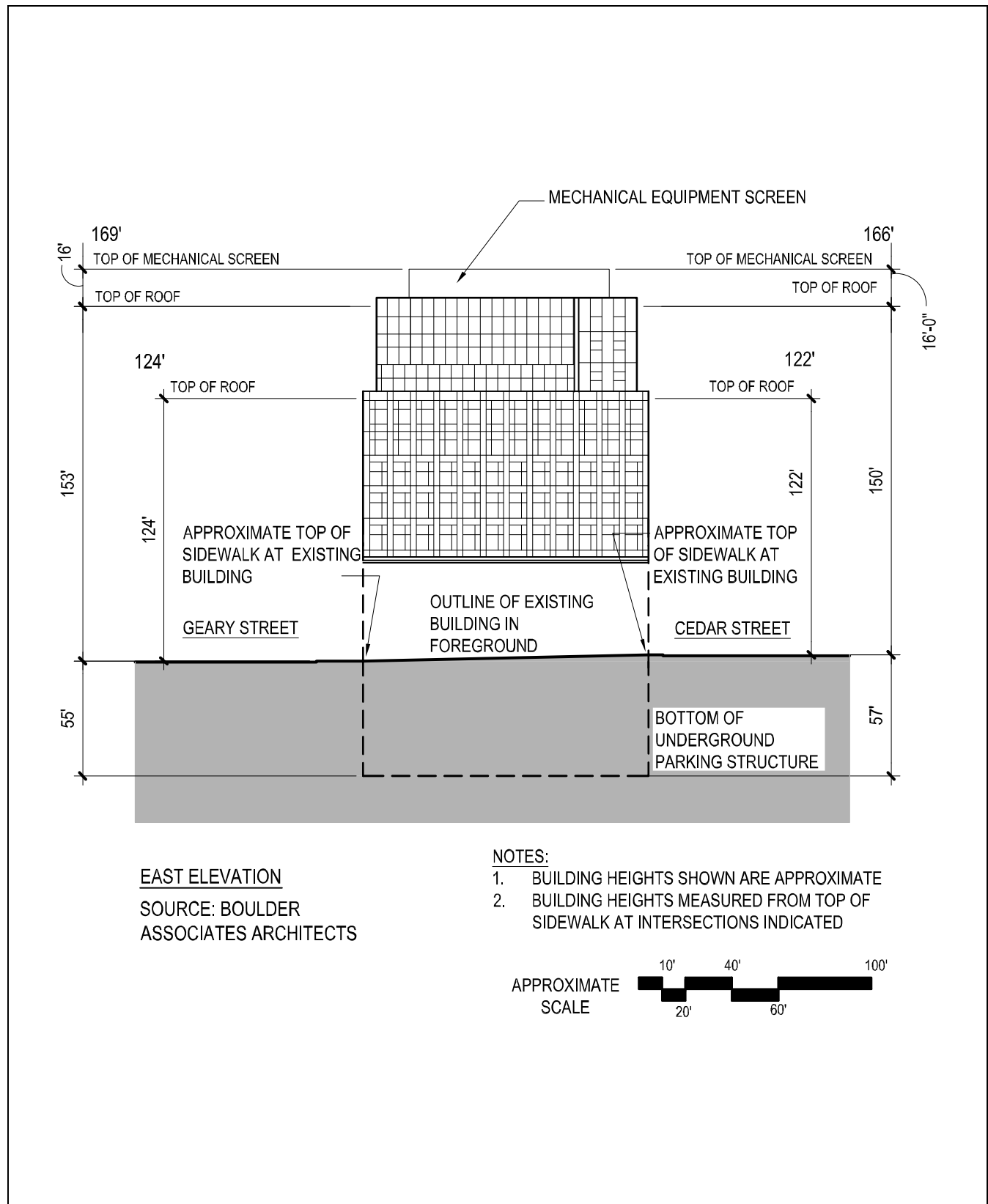




Source: Boulder Associates Architects 2010

**Cathedral Hill Medical Office Building—Proposed North Elevation**

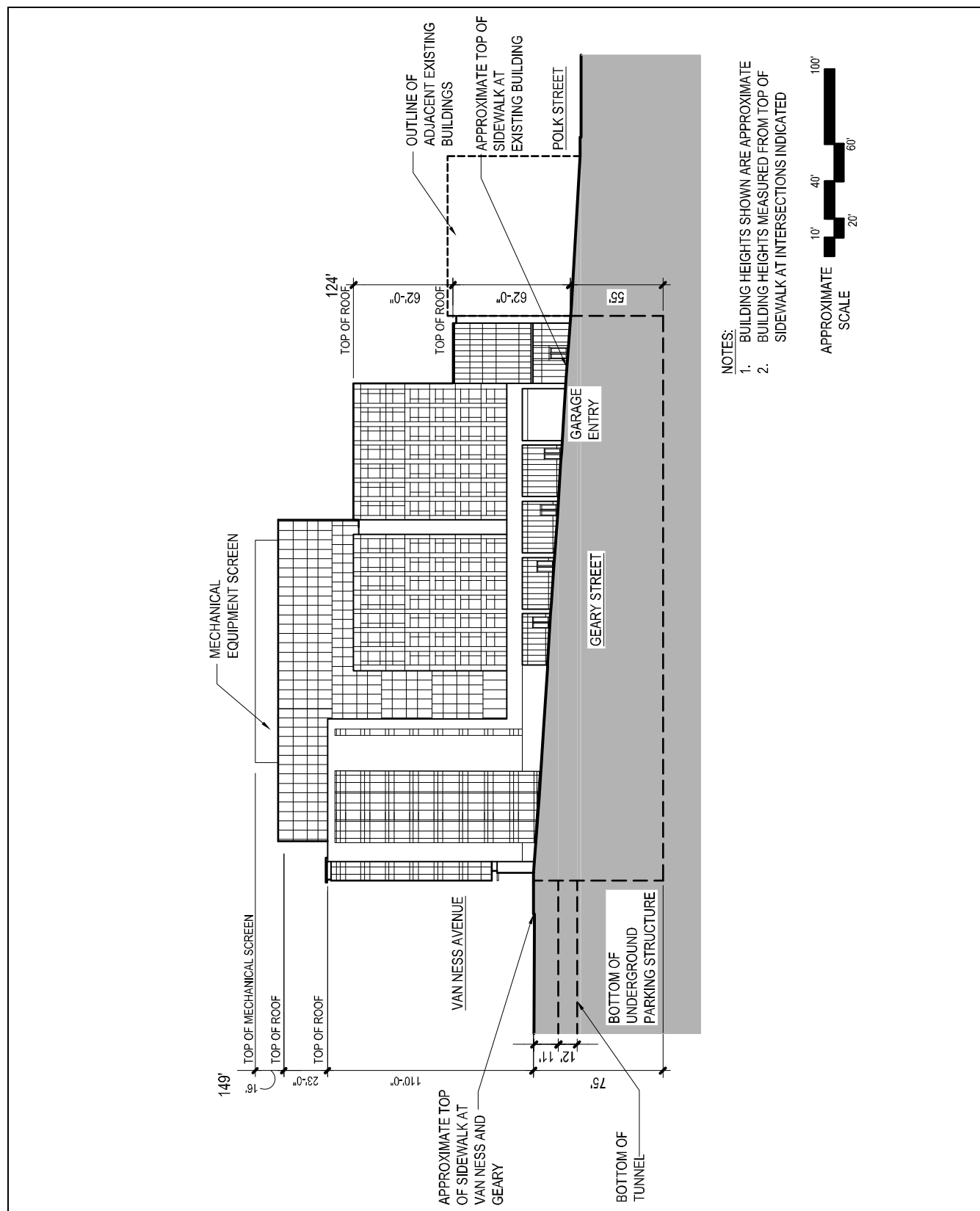
**Figure 2-25**



Source: Boulder Associates Architects 2010

**Cathedral Hill Medical Office Building—Proposed East Elevation**

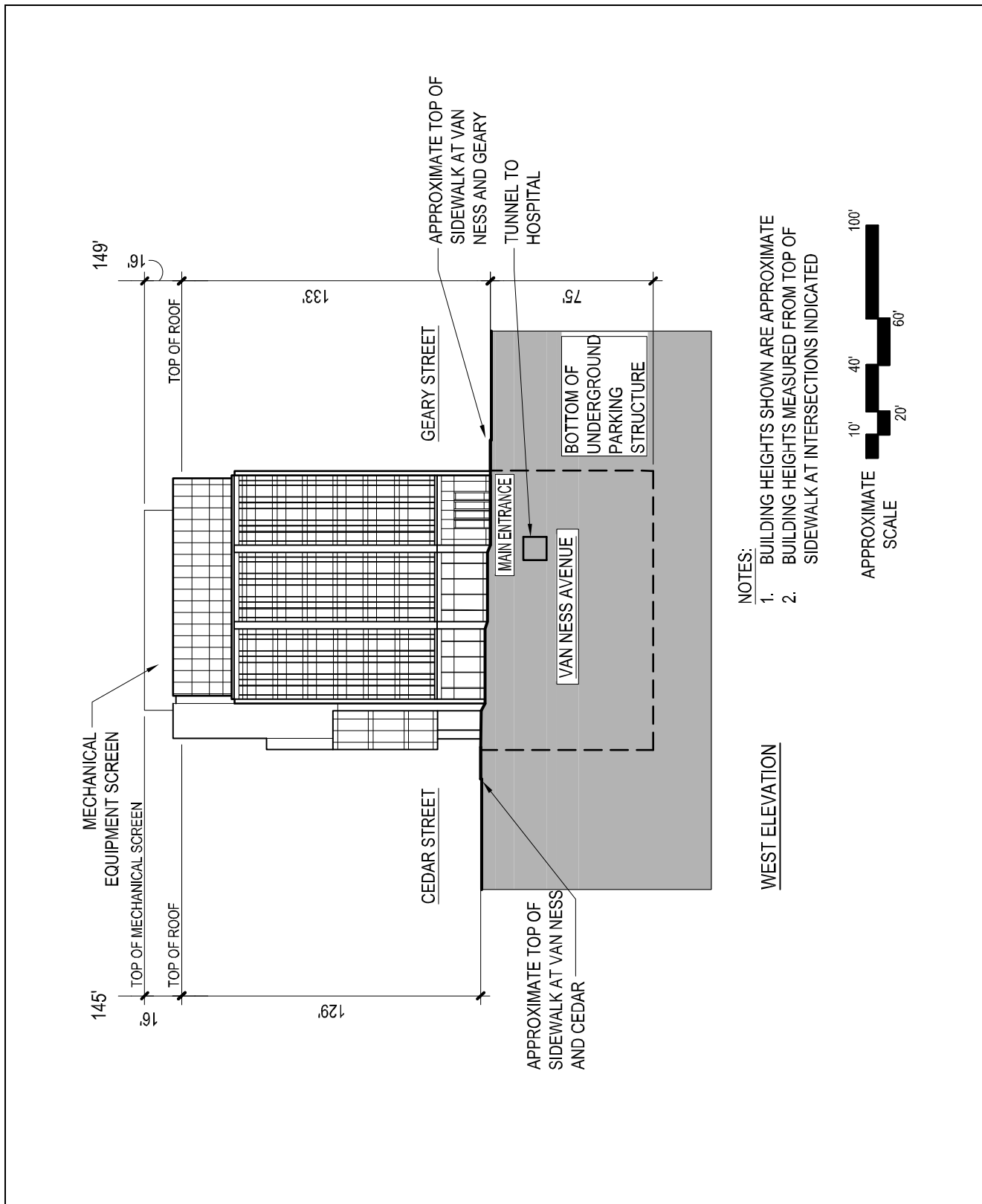
**Figure 2-26**



Source: Boulder Associates Architects 2010

**Cathedral Hill Medical Office Building—Proposed South Elevation**

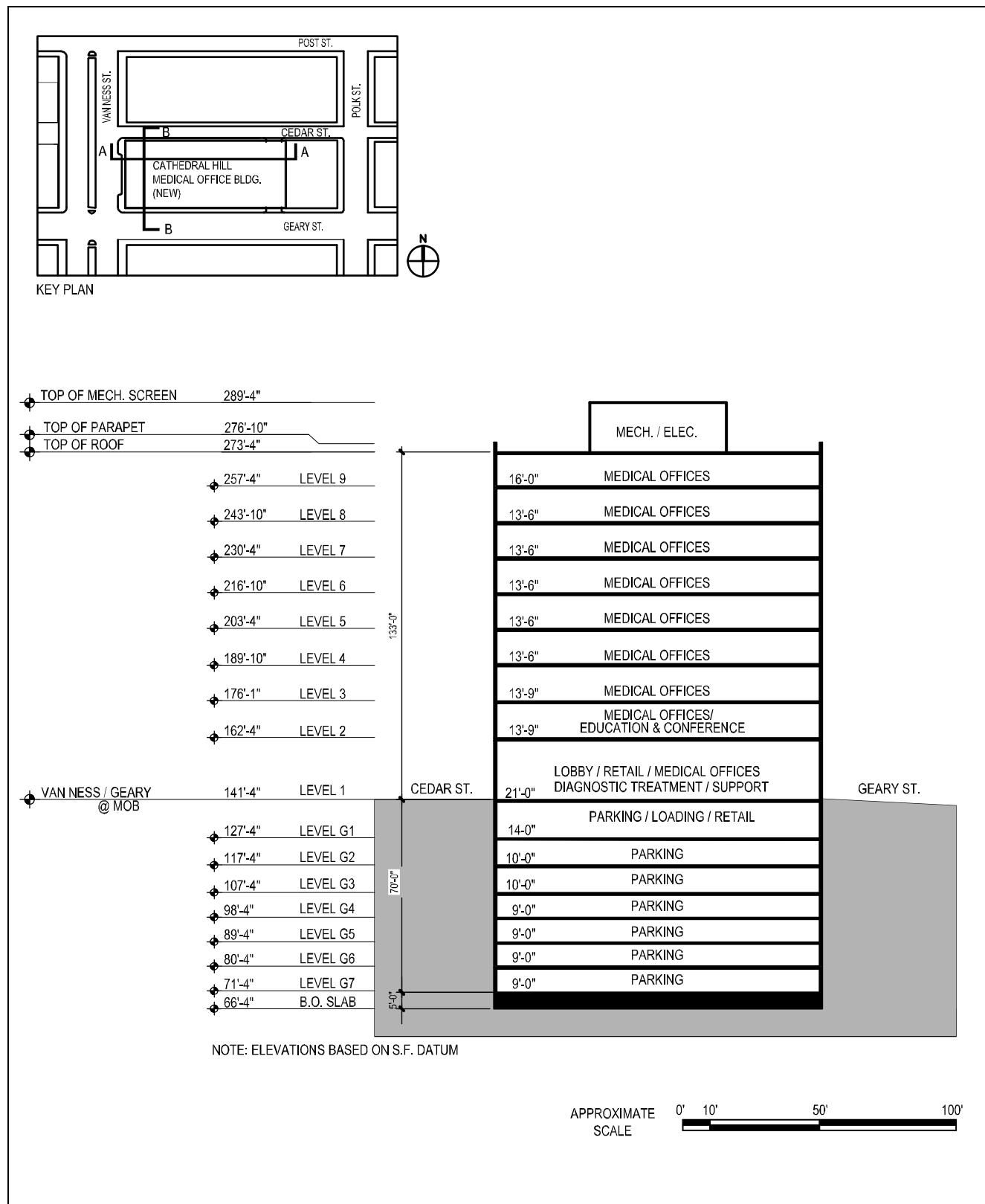
**Figure 2-27**



Source: Boulder Associates Architects 2010

**Cathedral Hill Medical Office Building—Proposed West Elevation**

**Figure 2-28**

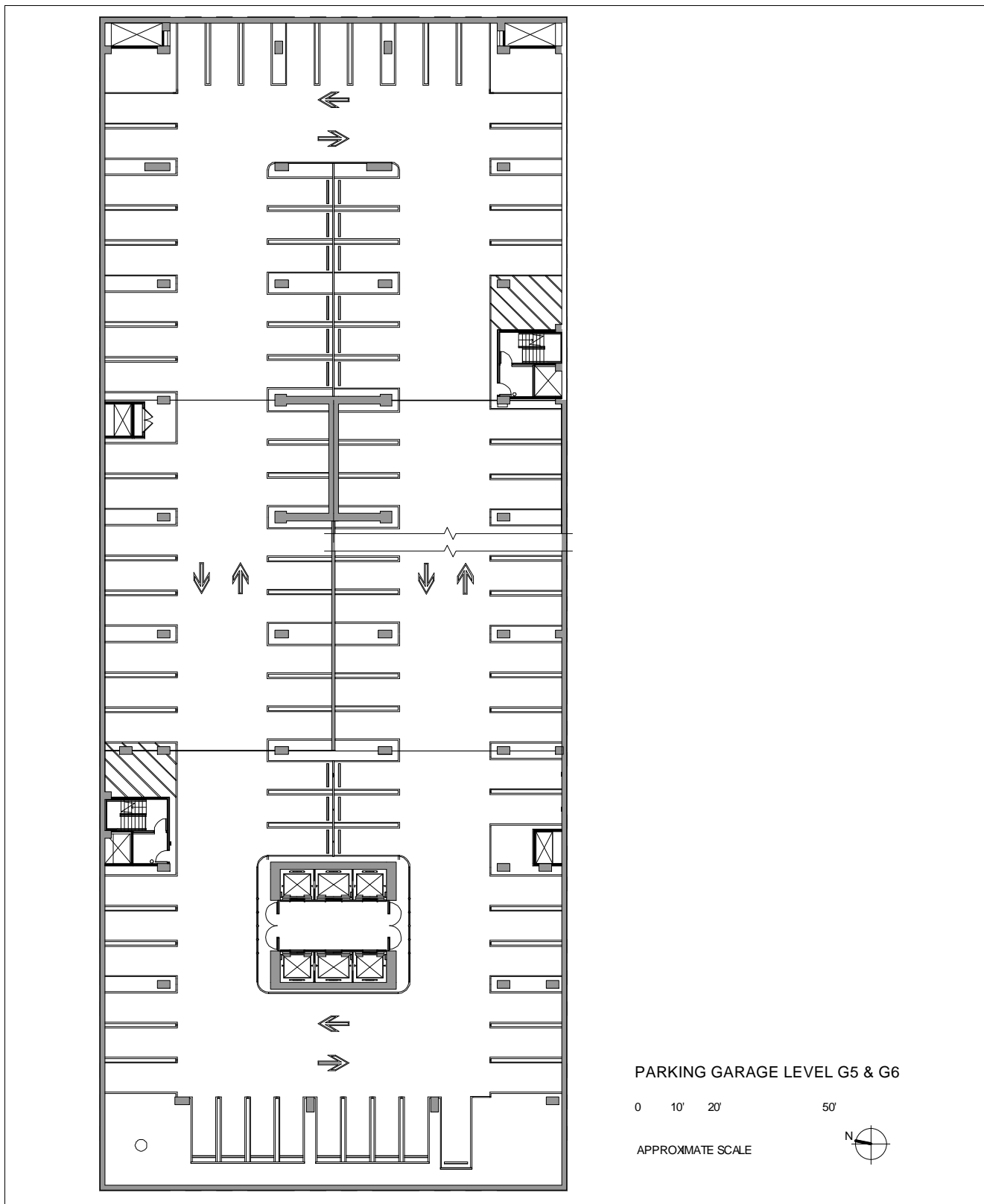


Source: Boulder Architects Associates 2010

**Cathedral Hill Medical Office Building—Proposed Cross Sectional Diagram**

**Figure 2-29**





Source: SmithGroup 2010

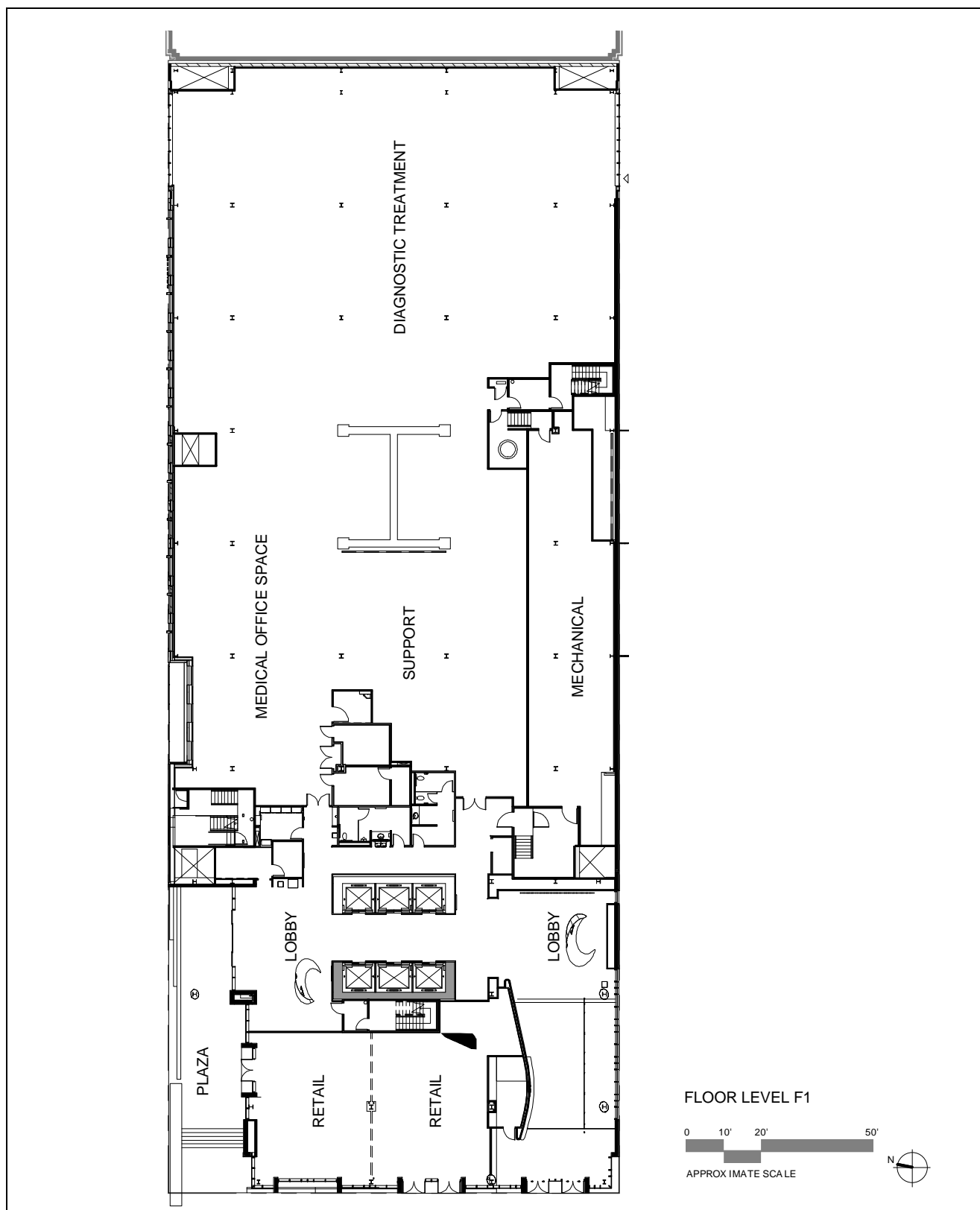
**Cathedral Hill Medical Office Building—Typical Parking Level (G5)**

**Figure 2-31**



**Figure 2-32**

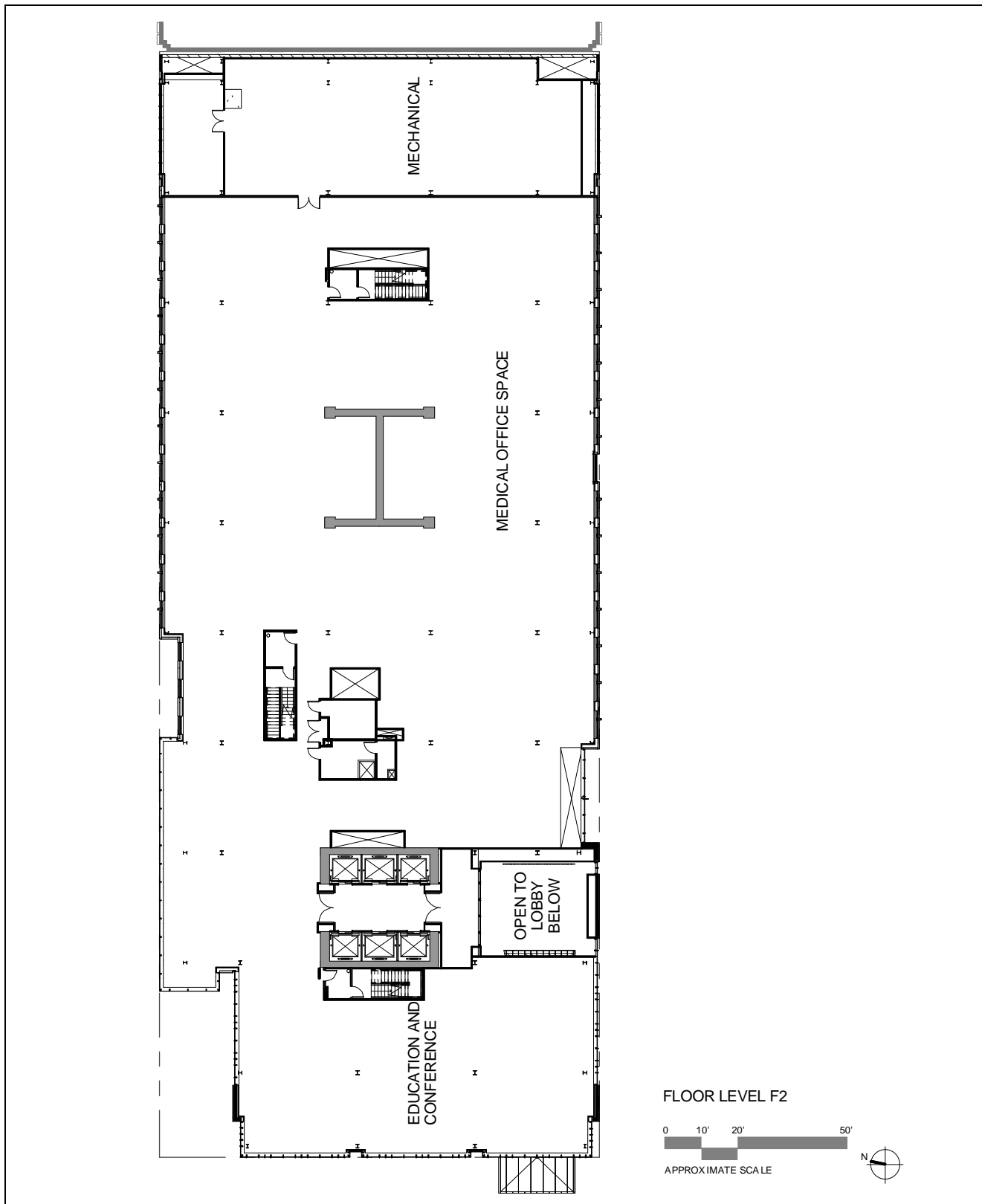




Source: Boulder Architects Associates 2010

**Cathedral Hill Medical Office Building—Main Access Floor, Level 1**

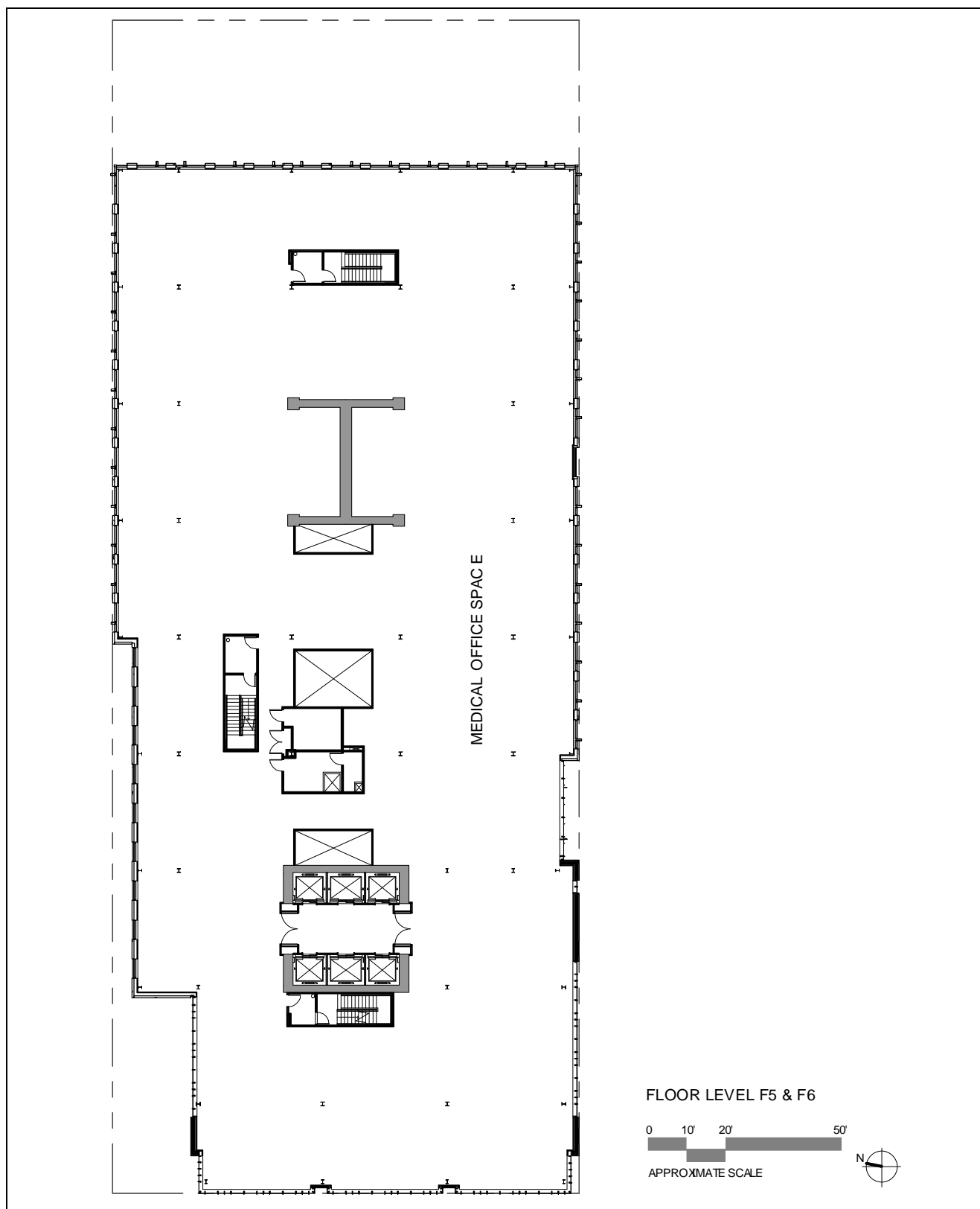
**Figure 2-33**



Source: SmithGroup 2010

**Cathedral Hill Medical Office Building—Level F2**

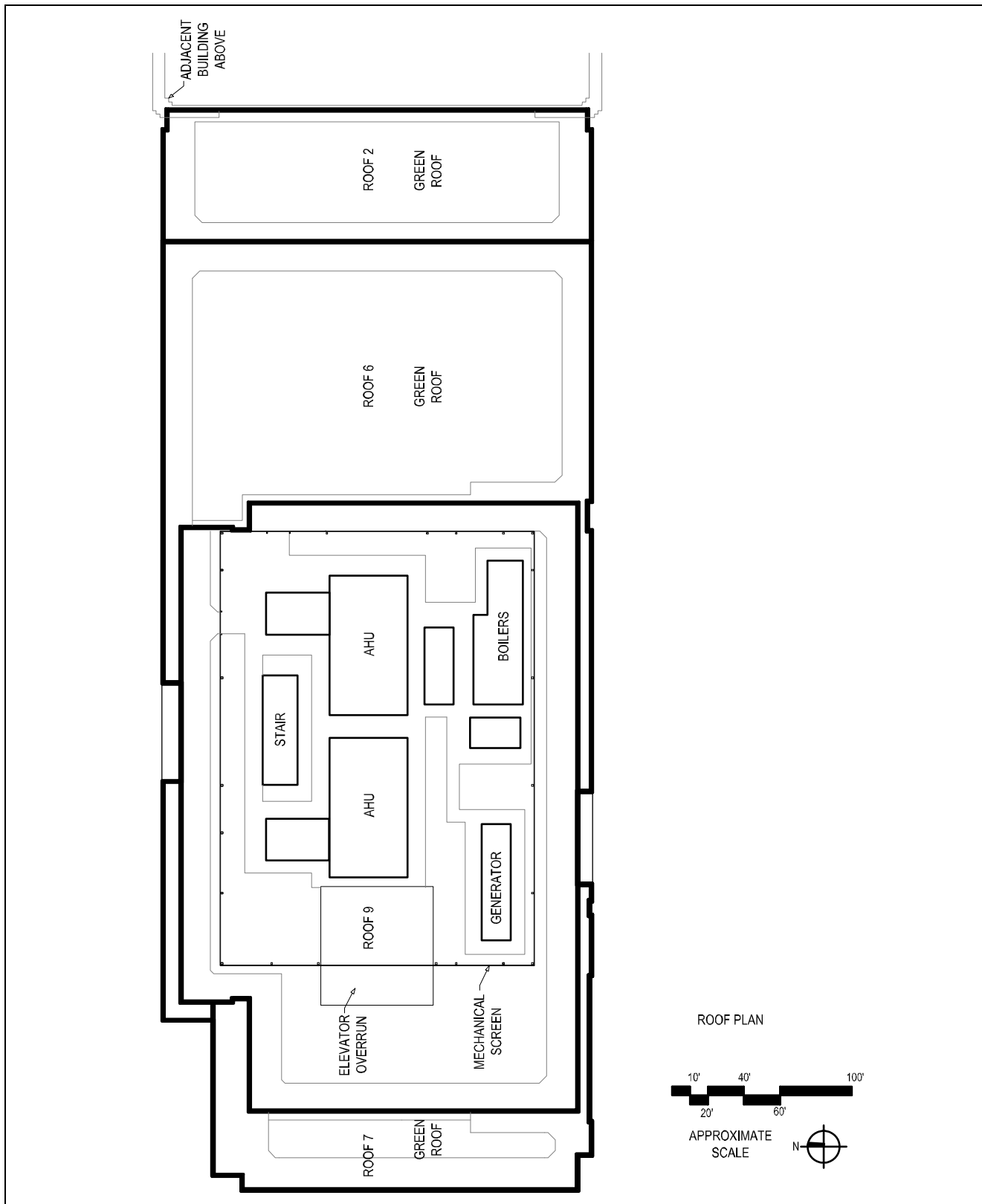
**Figure 2-34**



Source: SmithGroup 2010

**Cathedral Hill Medical Office Building—Typical Floor Level (F5)**

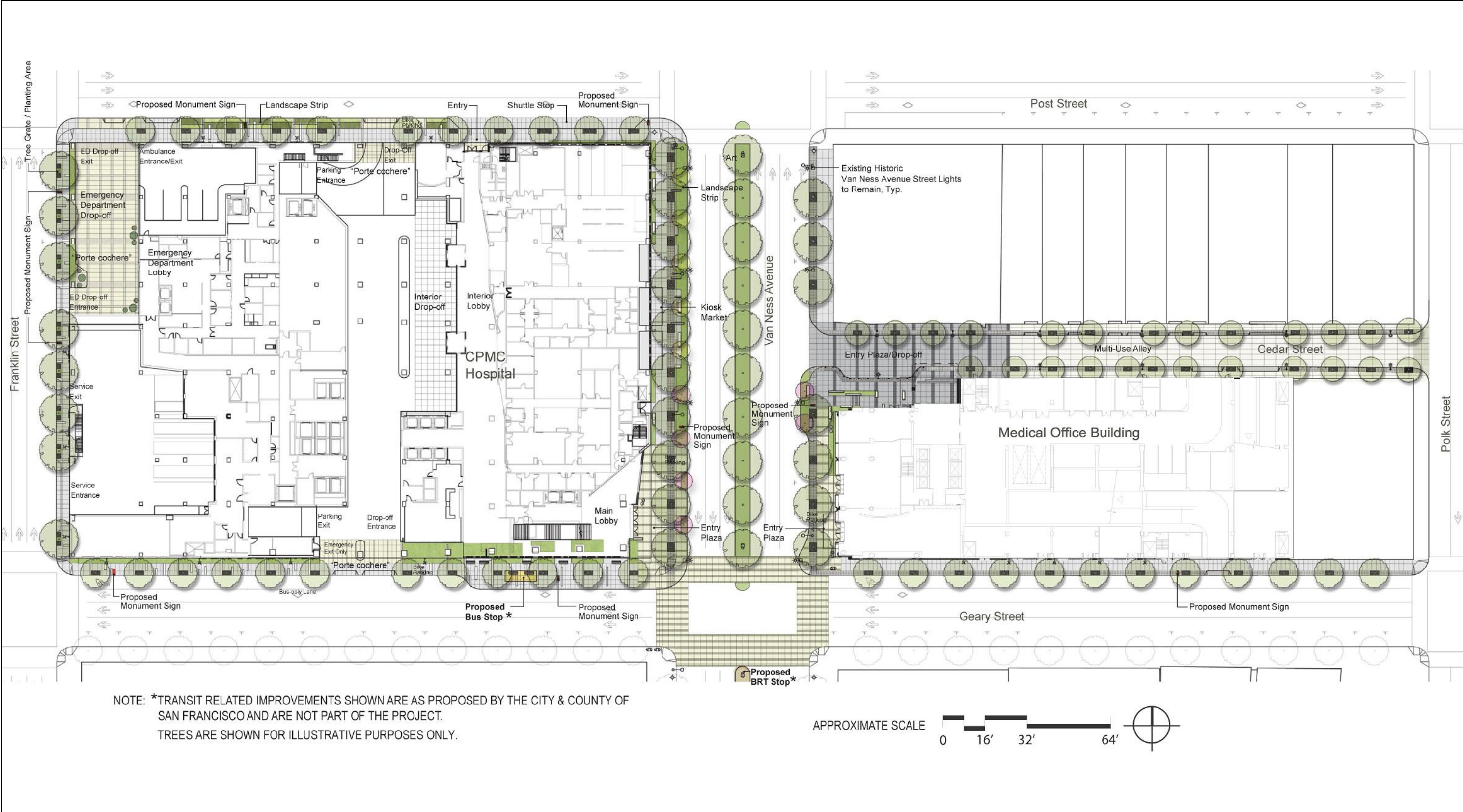
**Figure 2-35**



Source: SmithGroup 2010

**Cathedral Hill Medical Office Building—Roof Level**

**Figure 2-36**



Source: SmithGroup 2010

Cathedral Hill Campus—Proposed Streetscape Plan

Figure 2-37



## 2.3 PACIFIC CAMPUS

### 2.3.1 EXISTING CONDITIONS

#### OVERVIEW

The 4.6-acre Pacific Campus occupies several blocks in the Pacific Heights neighborhood (Assessor's Blocks 0612, 0613, 0628, 0629, 0636, and 0637). The main portion of the Pacific Campus is generally bounded by Clay Street to the north, Buchanan Street to the east, Sacramento Street to the south, and Webster Street to the west. In addition, other buildings are located immediately adjacent to the main portion (to the north, south, and west). Table 2-6, "Pacific Campus: Existing Site Characteristics"; Table 2-7a, "Pacific Campus: Project Summary Table—Existing Conditions by Building," and Table 2-7b, "Pacific Campus: Project Summary Table—Proposed Conditions by Building"; and Figures 2-38 through 2-40 altogether characterize and graphically depict existing conditions and proposed development at the Pacific Campus. The figures are presented at the end of Section 2.3, beginning on page 2-120.

Figure 2-38, "Pacific Campus Area" (page 2-120), illustrates the location of the Pacific Campus, assessor's block and lot numbers, and existing zoning and height and bulk designations.

Existing zoning on the Pacific Campus is residential, with a mix of RM-1 (Residential, Mixed Districts, Low Density) and RM-2 (Residential, Mixed Districts, Moderate Density) as shown in Figure 2-38 (page 2-120). Although the Pacific Campus is zoned residential, the existing campus was built through exemptions provided by previously approved CU authorizations as a PUD. The portion of the campus bounded by Buchanan, Sacramento, and Webster Streets is mainly zoned RM-2, and adjacent remaining campus portions are mainly zoned RM-1.

The Pacific Campus is located within the 40-X and 160-F Height and Bulk Districts.<sup>23</sup> The portion of the campus bounded by Buchanan, Sacramento, and Webster Streets is located mainly within the 160-F Height and Bulk District, and the remaining campus portions are located mainly within the 40-X Height and Bulk District. Table 2-6, "Pacific Campus: Existing Site Characteristics" (page 2-104), summarizes, by block and lot, the existing zoning and height and bulk districts applicable to the Pacific Campus. The base allowable FAR for the Pacific Campus is 1.8:1.<sup>24</sup>

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<sup>23</sup> As specified in Section 260 of the Planning Code, the 40-X and 160-F Height and Bulk Districts allow a maximum building height of 40 and 160 feet, respectively. As indicated in Planning Code Section 270, the "F" bulk designation requires additional setbacks for portions of buildings above 80 feet in height.

<sup>24</sup> The campus has an existing FAR of 3.75:1 through exemptions provided by previously approved conditional use authorizations.

**Table 2-6  
Pacific Campus—Existing Site Characteristics**

Address	Assessor's Block(s)/Lot(s)	Building Square Footage	Zoning District	Height/Bulk District	Present Use
2315 Buchanan Street	0613/002	0	RM-1	40-X	Parking lot
2333 Buchanan Street	0628/014, 0613/029	300,800	RM-2	160-F	Hospital
2300 California Street	0636/033	27,655	RM-1	40-X	2300 California Street MOB
2330 Clay Street	0613/029	16,000	RM-2	160-F	Stern Building (office/laboratory)
2340–2360 Clay Street	0613/029	71,616	RM-2	160-F	Annex MOB
2351 Clay Street	0628/014	140,144	RM-2	160-F	Stanford Building (outpatient treatment)
2400 Clay Street	0612/008	15,015	RM-1	40-X	2400 Clay Street MOB
2405 Clay Street	0629/041 and 044	150,876	RM-1	160-F	Clay Street/Webster Street parking garage
Clay Street Tunnel	0613/029	1,320	RM-2	160-F	Tunnel under former Clay Street right-of-way connecting Stanford Building and 2340–2360 Clay Annex MOB
2315 Sacramento Street	0637/019	10,220	RM-1	40-X	Vacant patient family residential building
2323 Sacramento Street	0637/018	28,980	RM-1	40-X	Mental Health Center Building
2324 Sacramento Street	0628/014	2,464	RM-2	160-F	2324 Sacramento Clinic
2329 Sacramento Street	0637/017	16,950	RM-1	40-X	Apartment building used by families of patients
2395 Sacramento Street	0637/016	33,600	RM-1	40-X	Health Sciences Library
Library Garden	0637/015	0	RM-1	40-X	Garden for Health Sciences Library
2018 Webster Street	0637/014	5,300	RM-1	40-X	Vacant retail space
2100 Webster Street	0628/013	232,554	RM-2	160-F	Pacific Professional Building
2200 Webster Street	0613/029	63,840	RM-2	160-F	Gerbode Research Building
<b>Totals</b>	–	<b>1,117,334</b>	–	–	–
Note: MOB = Medical Office Building; RM-1 = Mixed (Apartments and Houses), Low Density; RM-2 = Mixed (Apartments and Houses), Medium Density Source: Data compiled by AECOM in 2009					



Table 2-7a Pacific Campus: Project Summary Table—Existing Conditions by Building																	
Category under the LRDP (numbers for building uses below depict square footage)	Renovate	Retain	Demo		Renovate	Retain	Demo		Retain					Demo	Retain		Existing Uses—Total
	2333 Buchanan Street Hospital (Pacific Hospital)	2330 Clay St. (Stern Building)	2351 Clay St. (Stanford Building)	2324 Sacramento St. (Clinic)	2018 Webster St. (vacant)	2300 California St.	2340–2360 Clay St. (Annex Building MOB)	2200 Webster St. (Gerbode Research Building)	2395 Sacramento St. Library	2323 Sacramento St. (Mental Health Center)	2329 Sacramento St. (Residential)	2400 Clay St. (Maas Clinic Plastic Surgery)	2405 Clay St. Clay / Webster Parking Garage	Clay Street Tunnel	2315 Sacramento St. (Residential)	2100 Webster St. (Pacific Professional Building)	
Residential	–	–	–	–	–	–	–	–	–	–	16,950	–	–	–	10,220	–	27,170
Hotel	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Retail	2,365	–	–	–	5,300	1,861	–	–	–	–	–	–	–	–	–	2,749	12,275
Office	–	10,040	–	–	–	–	–	–	–	–	–	–	–	–	–	–	10,040
Medical Office	–	–	–	–	–	15,852	56,969	–	–	–	–	15,015	–	–	–	97,824	185,660
Light Industrial	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Parking—Structured	–	–	–	–	–	8,061	–	–	–	–	–	–	150,876	–	–	111,000	269,937
Medical Center	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Hospital Administration	3,679	–	19,315	–	–	–	–	516	–	–	–	–	–	–	–	–	23,510
Cafeteria	4,127	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	4,127
Education/Conference	4,171	–	5,371	–	–	–	–	–	22,840	–	–	–	–	–	–	–	32,382
Inpatient Care	88,734	–	–	–	–	–	–	–	–	17,267	–	–	–	–	–	–	106,001
Skilled Nursing Care	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Outpatient Care	–	–	36,937	–	–	–	–	–	–	9,508	–	–	–	–	–	–	46,445
Diagnostic and Treatment	67,789	–	19,882	–	–	–	10,343	–	–	–	–	–	–	–	–	5,588	103,602
Emergency Department	12,424	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	12,424
Support	69,975	5,020	39,733	–	–	–	–	–	–	830	–	–	–	–	–	4,090	119,648
Research	–	–	–	2,100	–	–	–	57,851	–	–	–	–	–	–	–	–	59,951
Residential Alzheimer’s	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Lobby	3,100	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2,583	5,683
Building Infrastructure	17,540	940	18,283	364	–	1,881	4,304	2,232	3,093	1,375	–	–	–	1,320	–	2,930	54,262
Central Plant	19,870	–	623	–	–	–	–	–	–	–	–	–	–	–	–	–	20,493
Mechanical and Electrical Floors	7,026	–	–	–	–	–	–	3,241	7,667	–	–	–	–	–	–	5,790	23,724
Loading	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total sq. ft.	300,800	16,000	140,144	2,464	5,300	27,655	71,616	63,840	33,600	28,980	16,950	15,015	150,876	1,320	10,220	232,554	1,117,334
Dwelling Units	–	–	–	–	–	–	–	–	–	–	12	–	–	–	6	–	18
Hotel Rooms	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Parking Spaces—Structured	–	–	–	–	–	–	–	25	–	11	–	–	411	–	–	400	847
Parking Spaces—Surface	32	–	–	–	–	41	–	–	–	–	9	–	–	10	–	–	92
Loading Spaces	3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	3
Number of Buildings	1	1	1	1	1	1	1	1	1	1	1	1	1	–	1	1	15
Height of Buildings	120 <sup>1</sup>	51 <sup>2</sup>	99 <sup>3</sup>	–	54	40	76 <sup>4</sup>	60 <sup>5</sup>	48	20	40	39	30	–	47	80 <sup>6</sup>	–



Table 2-7a— <del>CONTINUED</del>																	
Pacific Campus: Project Summary Table—Existing Conditions by Building																	
Category under the LRDP (numbers for building uses below depict square footage)	Renovate	Retain	Demo		Renovate	Retain	Demo		Retain					Demo	Retain		Existing Uses—Total
	2333 Buchanan Street Hospital (Pacific Hospital)	2330 Clay St. (Stern Building)	2351 Clay St. (Stanford Building)	2324 Sacramento St. (Clinic)	2018 Webster St. (vacant)	2300 California St.	2340–2360 Clay St. (Annex Building MOB)	2200 Webster St. (Gerbode Research Building)	2395 Sacramento St. Library	2323 Sacramento St. (Mental Health Center)	2329 Sacramento St. (Residential)	2400 Clay St. (Maas Clinic Plastic Surgery)	2405 Clay St. Clay / Webster Parking Garage	Clay Street Tunnel	2315 Sacramento St. (Residential)	2100 Webster St. (Pacific Professional Building)	
Number of Stories	9	3	7	—	3	3	7	5	3	3	4	3	4	—	3	5	—
Stories Underground	3	—	1	—	—	1	—	—	—	—	1	—	—	—	1	4	—
<div>Notes: LRDP = <i>Long Range Development Plan</i>; MOB = Medical Office Building; sq. ft. = square feet.</div> <div><sup>1</sup> The existing 2333 Buchanan Street Hospital is 120 feet tall, not including an 18-foot-tall mechanical penthouse.</div> <div><sup>2</sup> The existing 2330 Clay Street (Stern) Building is 51 feet tall, including a 12-foot-tall mechanical penthouse.</div> <div><sup>3</sup> The existing 2351 Clay Street (Stanford) Building is 99 feet tall, not including a 16-foot tall mechanical penthouse.</div> <div><sup>4</sup> The existing 2340–2360 Clay Street (Annex MOB) Building is 76 feet tall, not including a 16-foot-tall mechanical penthouse.</div> <div><sup>5</sup> The existing 2200 Webster Street (Gerbode Research) Building is 60 feet tall, not including an 11-foot-tall mechanical penthouse.</div> <div><sup>6</sup> The existing 2100 Webster Street (Pacific Professional Building) is 80 feet tall, not including a 16-foot-tall mechanical penthouse.</div> <div>Source: Data compiled by AECOM in 2009</div>																	



Table 2-7b Pacific Campus: Project Summary Table									
Category under the LRDP (numbers for building uses below depict square footage)	Existing Uses to Be Retained	Renovation		Total Renovations	New			New Construction Total	Project Totals
		2333 Buchanan Street—ACC	2018 Webster Street		Webster/Sacramento Underground Parking <sup>2</sup>	Ambulatory Care Center Addition	North-of-Clay Parking Garage <sup>2</sup>		
Residential	27,170	—	—	—	—	—	—	—	27,170
Hotel	—	—	—	—	—	—	—	—	—
Retail	4,610	2,102	—	2,102	—	—	2,250	2,250	8,962
Office	10,040	—	5,300	5,300	—	—	—	—	15,340
Medical Office	128,691	—	—	—	—	79,200	—	79,200	207,891
Light Industrial	—	—	—	—	—	—	—	—	—
Parking—Structured	269,937	—	—	—	113,051	—	169,728	282,779	552,716
Medical Center	—	—	—	—	—	—	—	—	—
Hospital Administration	—	11,742	—	11,742	—	—	—	—	11,742
Cafeteria	—	6,858	—	6,858	—	—	—	—	6,858
Education/Conference	22,840	1,637	—	1,637	—	2,586	—	2,586	27,063
Inpatient Care	17,267	—	—	—	—	—	—	—	17,267
Skilled Nursing Care	—	—	—	—	—	—	—	—	—
Outpatient Care	9,508	23,184	—	23,184	—	21,000	—	21,000	53,692
Diagnostic and Treatment	5,588	116,448	—	116,448	—	27,000	—	27,000	149,036
Emergency Department	—	—	—	—	—	—	—	—	—
Support	9,940	56,604	—	56,604	—	14,400	—	14,400	80,944
Research	—	—	—	—	—	—	—	—	—
Residential Alzheimer’s	—	32,405	—	32,405	—	—	—	—	32,405
Other	—	—	—	—	—	—	—	—	—
Lobby	2,583	5,384	—	5,384	—	2,400	500	2,900	10,867
Building Infrastructure	10,219	17,540	—	17,540	—	32,500	—	32,500	60,259
Central Plant	—	19,870	—	19,870	17,250	—	—	17,250	37,120
Mechanical and Electrical Floors	13,457	7,026	—	7,026	—	19,000	—	19,000	39,483
Loading	—	—	—	—	—	6,830	—	6,830	6,830
<b>Total sq. ft.</b>	<b>531,850</b>	<b>300,800</b>	<b>5,300</b>	<b>306,100</b>	<b>130,301</b>	<b>204,916</b>	<b>172,478</b>	<b>507,695</b>	<b>1,345,645</b>
Dwelling Units	18	—	—	—	—	—	—	—	18
Hotel Rooms	—	—	—	—	—	—	—	—	—
Parking Spaces—Structured	822	—	—	—	248		440	688	1,510
Parking Spaces—Surface	77	—	—	—	—	—	—	—	77
Loading Spaces	—	—	—	—		4	—	4	4
Number of Buildings	4	1	1	3	1	1	1	3	10
Height of Buildings	—	119 <sup>1</sup>	54 <sup>1</sup>	—	—	138 <sup>1</sup>	85 <sup>1</sup>	—	—
Number of Stories	—	9	3	—	—	9	6	—	—
Stories Underground	—	3	—	—	2	—	—	—	—
Notes: ACC = Ambulatory Care Center; LRDP = <i>Long Range Development Plan</i> ; sq. ft. = square feet. <sup>1</sup> As measured pursuant to Section 260 of the Planning Code. Source: California Pacific Medical Center. 2008. <i>California Pacific Medical Center 2008 Institutional Master Plan</i> . San Francisco, CA. Available: <a href="http://www.cpmc.org/plans/links/">http://www.cpmc.org/plans/links/</a>									



The Pacific Campus consists of 15 buildings. Details of the existing uses and buildings are further described below. Figure 2-39, “Pacific Campus—Existing Site Plan” (page 2-121), illustrates the existing Pacific Campus site plan and its environs. Please note that all square footage (sq. ft.) numbers listed in this section are approximate, whether or not this is specified for a particular use or building.

### **PRIMARY BUILDINGS: 2333 BUCHANAN STREET HOSPITAL AND STANFORD BUILDING**

The most prominent buildings on the Pacific Campus are the 2333 Buchanan Street Hospital building (Assessor’s Block 0628, Lot 014 and Assessor’s Block 0613, Lot 029) and the Stanford Building at 2351 Clay Street (Assessor’s Block 0628, Lot 014) (Figure 2-39). Both buildings located at and near the corner of Sacramento and Buchanan Streets, are within the RM-2 Zoning District and the 160-F Height and Bulk District.

The 2333 Buchanan Street Hospital occupies approximately 300,800 sq. ft. The hospital’s primary uses include inpatient-care space (approximately 88,800 sq. ft.), diagnostic and treatment space (67,800 sq. ft.), medical support (70,000 sq. ft.), and the Emergency Department (12,500 sq. ft.). The nine-story, 120-foot-tall plus three-story basement (plus 16-foot-tall mechanical screen) hospital building has 295 licensed acute-care beds (Table 2-2, “CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses,” page 2-10).<sup>25</sup>

The seven-story, 99-foot-tall plus basement Stanford Building occupies approximately 140,200 sq. ft. and is currently used for outpatient treatment. This building is connected by an elevated pedestrian bridge to the adjacent five-story 2100 Webster Street building (Pacific Professional Building), described below.

### **OTHER BUILDINGS ON THE PACIFIC CAMPUS**

Several other buildings are located on the Pacific Campus (Figure 2-39, page 2-121). These buildings and their primary uses are described below by section of campus, from north to south.

#### **North of Clay Street**

On the portion of the Pacific Campus north of Clay Street between Buchanan Street and Webster Street are the following buildings, from east to west:

- ▶ **2330 Clay Street (the Stern Building).** This three-story, 51-foot-tall building occupies approximately 16,000 sq. ft.; its primary uses include office space (10,100 sq. ft.) and medical support space (5,100 sq. ft.).
- ▶ **2340–2360 Clay Street (the Annex MOB).** This seven-story, 76-foot-tall building occupies approximately 71,700 sq. ft.; its primary uses include medical office space (57,000 sq. ft.) and diagnostic and treatment space (10,400 sq. ft.). An existing tunnel, known as the Clay Street Tunnel, located under the former Clay Street

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<sup>25</sup> “In-use beds” refers to medical/hospital beds that are licensed and equipped/set up, and that are currently staffed for use.

right-of-way, connects the Annex MOB to the Stanford Building and is used by CPMC staff only to transport equipment and supplies.

- ▶ **2200 Webster Street (the Gerbode Research Building).** This five-story, 60-foot-tall building occupies approximately 63,900 sq. ft. and is currently used for research.

These three buildings occupy Assessor's Block 0613, Lot 029. All three buildings are within the RM-2 Zoning District and the 160-F Height and Bulk District. Also on the north side of Clay Street, across Webster Street, is the following building:

- ▶ **2400 Clay Street (2400 Clay Street MOB).** In addition to medical offices, the approximately 15,100-sq.-ft., three-story, 39-foot-tall 2400 Clay Street MOB building is occupied by the Maas Plastic Surgery Clinic, a non-CPMC clinic that leases space from CPMC. This building occupies Assessor's Block 0612, Lot 008 and is within the RM-1 Zoning District and the 40-X Height and Bulk District.

### **South of Sacramento Street**

On the portion of the Pacific Campus south of Sacramento Street between Webster and Buchanan Streets are the following buildings, from east to west:

- ▶ **2315 Sacramento Street Residential Building.** This three-story, 47-foot-tall building is currently vacant and contains six residential units, totaling approximately 10,300 sq. ft.
- ▶ **2323 Sacramento Street (Mental Health Center).** This three-story, 20-foot-tall building occupies approximately 29,000 sq. ft. and provides 18 inpatient beds and outpatient mental health care.
- ▶ **2329 Sacramento Street Residential Building.** This four-story, 40-foot-tall building occupies approximately 17,000 sq. ft. and currently contains 12 residential dwelling units; the building is currently used by families of patients.
- ▶ **2395 Sacramento Street (Health Sciences Library).** This three-story, 48-foot-tall building occupies approximately 33,600 sq. ft. and is designated as Landmark No. 115 under Article 10 of the Planning Code.

Located on Assessor's Block 0637, Lots 019, 018, 017, and 016, respectively, these buildings are within the RM-1 Zoning District and the 40-X Height and Bulk District.

### **Webster and California Streets**

The following buildings that are also part of the Pacific Campus are located along Webster and California Streets:



- ▶ **2100 Webster Street (Pacific Professional Building).** The Pacific Professional Building (Assessor's Block 0628, Lot 013) is located at the corner of Sacramento and Webster Streets. This building is within the RM-2 Zoning District and the 160-F Height and Bulk District. The five-story, 80-foot-tall Pacific Professional Building occupies approximately 232,600 sq. ft.; its primary uses include medical office space (approximately 111,000 sq. ft.) and office space (97,900 sq. ft.). Other uses include diagnostic and treatment space (approximately 5,600 sq. ft.), medical support (4,100 sq. ft.), and retail space (2,800 sq. ft.).
- ▶ **2018 Webster Street.** Farther south on Webster Street, Assessor's Block 0637, Lots 014 and 015, are 2018 Webster Street (an approximately 5,300-sq.-ft., three-story, 54-foot-tall residential/commercial building), which was once used for retail but is now vacant; and an empty lot, used as a garden for the Health Sciences Library. The 2018 Webster Street building and the garden are within the RM-1 Zoning District and within the 40-X Height and Bulk District.
- ▶ **2300 California Street MOB.** Across Webster Street from the Health Sciences Library and the vacant 2018 Webster Street building is the 2300 California Street MOB, an approximately 27,700-sq.-ft., three-story, 40-foot-tall building on Assessor's Block 0636, Lot 033. This building is within the RM-1 Zoning District and the 40-X Height and Bulk District. Its primary uses include medical office space (15,900 sq. ft.) and retail space (1,900 sq. ft.).

## **ON-SITE AND NEARBY PARKING AND LOADING SPACES**

The Pacific Campus includes parking and loading spaces at the following locations:

- ▶ **Clay Street/Webster Street Parking Garage (2405 Clay Street).** This 411-space parking garage at the southwest corner of Webster and Clay Streets occupies approximately 150,900 sq. ft. and has four levels of aboveground and belowground parking. The garage is about 30 feet tall, as measured from Webster Street. This garage is located on Assessor's Block 0629, Lots 041 and 044, within the RM-1 Zoning District and the 160-F Height and Bulk District.
- ▶ **Surface parking lots.** CPMC owns several parking lots on the Pacific Campus:
  - the lot north of the 2333 Buchanan Street Hospital (18,000 sq. ft., 32 parking spaces);
  - the former Clay Street Hill parking lot (29,500 sq. ft. [not shown in Figure 2-39]);
  - the 2300 California Street parking lot (8,100 sq. ft., 41 parking spaces); and
  - the parking associated with the 2315 Sacramento Street Residential Building (4,400 sq. ft., 11 parking spaces).

Approximately 930 off-street parking spaces are available at the Pacific Campus. CPMC leases an additional 400 parking spaces at the Japan Center Garage (1610 Geary Boulevard, 0.5 mile south of the Pacific Campus) for use by Pacific Campus staff.

The Pacific Campus has three loading spaces along Clay Street between Webster and Buchanan Streets that are shared by some of the buildings on the campus (e.g., the 2333 Buchanan Street Hospital and the Stanford Building). The Pacific Campus buildings south of Sacramento Street do not have off-street loading spaces.

### **LOCAL STREETS NETWORK AND EXISTING SITE ACCESS**

The Pacific Campus occupies several blocks in the Pacific Heights neighborhood and is generally bounded by Clay Street to the north, Buchanan Street to the east, California Street to the south, and Webster Street to the west. The campus is bounded mainly by residential uses. One block west of the campus is the Upper Fillmore Street Neighborhood Commercial District. Local streets around the campus, such as Clay Street to the north, Buchanan Street to the east, Sacramento Street to the south, and Webster Street to the west, are residential streets and not major thoroughfares. The segment of Clay Street between Buchanan Street and Webster Street was vacated by the City and sold to CPMC in 1969.

The Pacific Campus is accessible by both public transit and automobile from west and east of the campus via California Street, and from the north and south primarily via Fillmore Street, Webster Street, and Buchanan Street. California Street connects to the north-south Park Presidio Boulevard/State Route 1, a major arterial street approximately 2 miles west of the campus, which in turn links to U.S. 101 just south of the Golden Gate Bridge. U.S. 101 is approximately 2 miles to the southeast of the Pacific Campus and is accessible via Van Ness Avenue.

The project vicinity is well served by transit: five Muni bus lines—the 1-California (on the campus block), 10-Townsend (one block north on Washington Street), 3-Jackson (one block west on Fillmore Street), 22-Fillmore (one block west on Fillmore Street), and 24-Divisadero (one block north on Washington Street). In addition, the Pacific Campus serves as the hub for CPMC's intercampus shuttle system for visitors and employees, which provides service to other CPMC campuses and the Civic Center BART/Muni Metro station.

### **2.3.2 PROPOSAL FOR THE PACIFIC CAMPUS**

Under the proposed CPMC LRDP, the Pacific Campus would be converted to the primary outpatient-care campus for the area north of Market Street. No near-term projects are proposed at this campus; all activities described below would occur in the long term. Figure 2-40, "Pacific Campus—Proposed Site Plan" (page 2-123), illustrates the proposed plan for the Pacific Campus; Table 2-7a, "Pacific Campus: Project Summary Table—Existing Conditions by Building" (page 2-105), and Table 2-7b, "Pacific Campus: Project Summary Table—Proposed

Conditions by Building” (page 2-109), provide descriptions of the campus’s existing and proposed buildings and uses, respectively.

## **PRIMARY BUILDINGS AND PARKING AREAS**

### **Ambulatory Care Center**

After completion of the proposed Cathedral Hill Hospital in the near term, all of the inpatient acute-care (approximately 88,800 sq. ft.) and Emergency Department (12,500 sq. ft.) functions at the Pacific Campus’s existing 2333 Buchanan Street Hospital would be decommissioned and transferred to the Cathedral Hill Hospital (Table 2-2, “CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses,” page 2-10). All acute-care beds located within the 2333 Buchanan Street Hospital would be transferred to the proposed Cathedral Hill Hospital (295 beds), while the existing 18 psychiatric beds (located within the Mental Health Center) would remain (Table 2-2, page 2-10). This transfer of services would permit the interior renovation and conversion of the existing 2333 Buchanan Street Hospital into the ACC. Once used as the ACC, the renovated building would no longer provide acute-care and Emergency Department functions. No changes to the building’s exterior are expected as a result of converting the 2333 Buchanan Street Hospital into the ACC. Although interior renovation and changes to the existing 2333 Buchanan Street Hospital would occur, the overall square footage would not change upon conversion of the building into the ACC.

In 2016, when the ACC conversion is expected to be substantially completed, CPMC would relocate uses<sup>26</sup> currently at the Annex MOB (2340–2360 Clay Street), Gerbode Research Building (2200 Webster Street), and Stanford Building (2351 Clay Street) to the ACC. The approximately 300,800-sq.-ft. ACC would offer outpatient care (23,200 sq. ft.), diagnostic and treatment services (116,500 sq. ft.), and Alzheimer’s residential care (32,500 sq. ft.). Medical support services (approximately 56,700 sq. ft.), hospital administration (11,800 sq. ft.), a cafeteria (6,900 sq. ft.), and the building lobby (5,400 sq. ft.) would make up the remainder of the major uses in the ACC.

### **Underground Parking and Ambulatory Care Center Addition**

Once decommissioned and after uses have been transferred to the ACC, the Stanford Building and the 2324 Sacramento Clinic would be demolished to accommodate the proposed Webster Street/Sacramento Street Underground Parking Garage and ACC Addition (discussed below) by 2020 (Figure 2-40, “Pacific Campus—Proposed Site Plan,” page 2-123). The resulting vacant site of the former Stanford Building would first be excavated to construct an “L”-shaped, two-level, 22-foot-deep, approximately 113,100-sq.-ft. underground parking structure. This structure, the proposed Webster Street/Sacramento Street Underground Parking Garage would also extend north of Clay Street, beneath the locations of the existing Gerbode Research Building, Annex MOB, and Stern Building. The proposed Webster Street/Sacramento Street Underground Parking Garage would

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<sup>26</sup> For detailed building uses, refer to Table 2-7a, “Pacific Campus: Project Summary Table—Existing Conditions by Building” (page 2-105).

require the excavation of approximately 92,000 cubic yards of soil. The structure would provide about 248 parking spaces and would be completed in 2018. A new street, Campus Drive (located between the existing Pacific Professional Building and the proposed ACC Addition), would be built to support existing vehicular access to the campus from Webster Street; provide vehicular access to and from Clay Street for the proposed Webster Street/Sacramento Street Underground Parking Garage; and allow egress from Sacramento Street for loading and unloading.

Around 2018, CPMC proposes to construct the approximately 205,000-sq.-ft. ACC Addition on the central portion of the main campus. The site of the proposed ACC Addition is bounded by the Clay Street to the north, the ACC to the east, Sacramento Street to the south, and the 2100 Webster MOB to the west. Completion of this building is anticipated in 2019. The 138-foot-tall, nine-story ACC Addition would be built above the proposed Webster/Sacramento Streets Underground Parking Garage, on the site of the current Stanford Building and 2324 Sacramento Clinic, which would be demolished.

The ACC Addition would be located immediately west of the proposed ACC building (Figure 2-40, page 2-123). The proposed ACC and ACC Addition buildings would both be nine stories and would be connected at the three lower floors, with no connection on the upper floors. Access from the Webster Street/Sacramento Street Underground Parking Garage to the ACC Addition would be available along the northern portion of proposed Campus Drive. As described above, Campus Drive would provide a loading entry/exit area and a secondary vehicular exit to Sacramento Street. The ACC Addition would include a loading space, a lobby, and various medical spaces. ACC Addition uses may include education and conference space, outpatient space, support space, diagnostic and treatment space, medical offices and outpatient care, and mechanical space.

Construction of the ACC Addition would require excavation to a depth of 22 feet and the removal of approximately 5,000 cubic yards of soil, in addition to the 92,000 cubic yards of soil required for the Webster Street/Sacramento Street Underground Parking Garage.

### **North of Clay Street**

CPMC proposes to retain the Stern Building (2330 Clay Street), which has been determined to be a historically significant building.<sup>27</sup> CPMC would demolish the existing Annex MOB and Gerbode Research Building, both located north of Clay Street between Buchanan Street and Webster Street, as well as the Clay Street Tunnel. CPMC proposes to begin construction of the approximately 169,800-sq.-ft. (including 500-sq.-ft. lobby) North-of-Clay Aboveground Parking Garage above the northern portion of the proposed Webster Street/Sacramento Street Underground Parking Garage by about 2018, on the area currently occupied by the two above-mentioned buildings (Annex MOB and Gerbode Research Building) and part of the Buchanan Street surface parking lot

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<sup>27</sup> The historical significance of the Stern Building is described in Section 4.4, "Cultural and Paleontological Resources."

(2315 Buchanan Street). The open space north of the parking structure would be retained. The Buchanan Street parking lot, east of the Stern Building, would be partially retained; this lot would be reconfigured to allow access to the North-of-Clay Aboveground Parking Garage from Buchanan Street, north of the Stern Building. This parking garage would be six stories (plus top deck) with a height of 70 feet.<sup>28</sup>

A total of 715 new structured and surface parking spaces (Webster Street/Sacramento Street Underground Parking Garage and North-of-Clay Aboveground Parking Garage combined, 688 spaces; Buchanan Street surface parking lot, 27 spaces)<sup>29</sup> would be provided at the Pacific Campus by about 2020. This would bring the parking total at the Pacific Campus to 1,587 spaces by 2020, 648 parking more spaces than existing conditions. In addition, six on-street parking spaces currently located on Buchanan Street, between Clay and Sacramento Streets, would be converted to a white-zone curb-side passenger loading and unloading zone.

## **OTHER BUILDINGS AND STRUCTURES ON THE PACIFIC CAMPUS**

Other buildings and structures on the Pacific Campus are described below by section of campus, from north to south.

### **2400 Clay Street MOB**

No changes are proposed for the 2400 Clay Street MOB under the CPMC LRDP. This building would be across Webster Street from the North-of-Clay Aboveground Parking Garage.

### **South of Sacramento Street**

No changes are proposed for the 2395 Sacramento Street building (Health Services Library), 2329 Sacramento Street Residential Building, or 2323 Sacramento Street building (Mental Health Center) under the CPMC LRDP. The Mental Health Center would continue to operate as an inpatient and outpatient facility with 18 inpatient psychiatric beds.

### **Webster Street, California Street, and Other Parking**

The vacant building at 2018 Webster Street (formerly retail use) would be converted to administrative offices (approximately 5,300 sq. ft.) for the Institute for Health and Healing (IHH) by 2017.<sup>30</sup> No changes are proposed for the Pacific Professional Building (2100 Webster Street), the Clay Street/Webster Street Parking Garage (2405 Clay Street), or the 2300 California Street MOB under the CPMC LRDP.

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<sup>28</sup> The height of the proposed North-of-Clay Aboveground Parking Garage is as measured from Webster Street.

<sup>29</sup> The existing Clay Street/Webster Street Parking Garage and the other surface parking spaces that would be retained at 2300 California Street (41 spaces) would not change.

<sup>30</sup> Founded in 1994, the Pacific Campus's IHH was the first integrative medical clinic certified by the State of California. The IHH is one of the largest integrative medical facilities in the nation, staffed with more than 40 practitioners and doctors practicing more than 35 holistic therapies.

## **PACIFIC CAMPUS PROPOSED SITE ACCESS**

Several new or relocated access points are proposed for the Pacific Campus's existing and new buildings and parking garages via California, Buchanan, Sacramento, Webster, and Clay Streets (Figure 2-40, page 2-123). The main pedestrian entry to both the proposed ACC and the proposed ACC Addition would be located at the north end of the proposed Campus Drive near Clay Street. The main entry to the former 2333 Buchanan Street Hospital would be converted into a secondary entrance for the proposed ACC.

Vehicular traffic serving the ACC and ACC Addition would be routed onto Clay Street east of Webster Street. The entry/exit for the North-of-Clay Aboveground Parking Garage and for the Webster Street/Sacramento Street Underground Parking Garage would be located on Clay Street and Campus Drive, respectively. Vehicles dropping off passengers would utilize the drop-off area at the ground floor of the North-of-Clay Aboveground Parking Garage, and would exit onto Clay Street and turn right onto Webster Street. Vehicles exiting either garage would be directed onto Clay Street to exit. A secondary means of vehicular egress would be provided on Campus Drive, leading to Sacramento Street.

Other passenger drop-off areas would be located on Webster Street south of Clay Street near the Pacific Professional Building, and on Buchanan Street near the north end of the ACC building (Figure 2-40, page 2-123). The ambulance entrance would remain on the north side of Sacramento Street (at the south end of the ACC building) near Buchanan Street. Four off-street loading docks would be located on Campus Drive near the loading entrance/exit on Sacramento Street.

The Pacific Campus would continue to operate as the hub of the existing CPMC intercampus shuttle system in the near term, until the acute-care and Emergency Department functions at the Pacific Campus's existing 2333 Buchanan Street Hospital are transferred to the proposed Cathedral Hill Campus (i.e., until the end of 2014). The CPMC shuttle stop, currently located on Buchanan Street, would then be relocated to the drop-off area located within the proposed North-of-Clay Aboveground Parking Garage (Figure 2-40, page 2-123), which would be closer to the new main entry at the proposed Campus Drive near Clay Street.

## **STREETSCAPE DESIGN, LANDSCAPING, AND OPEN SPACE**

Because construction at the Pacific Campus is expected to occur in the long term, detailed streetscape and landscape plans for the Pacific Campus will be included when such development projects are proposed.

### **2.3.3 CONSTRUCTION SCHEDULE AND ACTIVITIES**

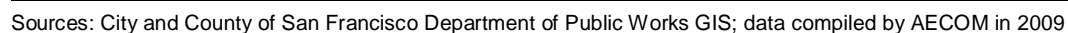
The conversion/renovation of the existing 2333 Buchanan Street Hospital to become the ACC would be in the long-term. Construction of the ACC Addition and parking facilities would also begin in the long-term and

anticipated to be complete by about 2020. A more detailed construction schedule for proposed long-term projects at the Pacific Campus would be determined when each project is developed and designed. As discussed above, the long-term project components at the Pacific Campus would be subject to separate project-specific environmental review under CEQA.

#### **2.3.4 REQUIRED PROJECT APPROVALS FOR THE PACIFIC CAMPUS**

CPMC would require an amendment to Planning Code Section 209.3(a) to allow medical uses without acute-care inpatient uses once acute-care uses cease at the existing 2333 Buchanan Street Hospital (proposed ACC). Once the acute-care functions at the 2333 Buchanan Street Hospital are relocated to the proposed Cathedral Hill Hospital, a text amendment to Planning Code Section 209.3(a) would be required for CPMC to continue operating the Pacific Campus's previously approved medical center use without acute-care inpatient services. The Mental Health Center would continue to operate with 18 psychiatric beds under the LRDP.

Based on the initial massing studies for the long-term projects, it does not appear that they would require any additional amendments to the General Plan or Planning Code height or bulk maps. When additional design detail is available in the future, CPMC and the San Francisco Planning Department will review those plans and identify any additional entitlements that could be required. Any necessary analysis of those additional entitlements will be included in any project-specific environmental review of the long-term projects that may be required in the future under CEQA.



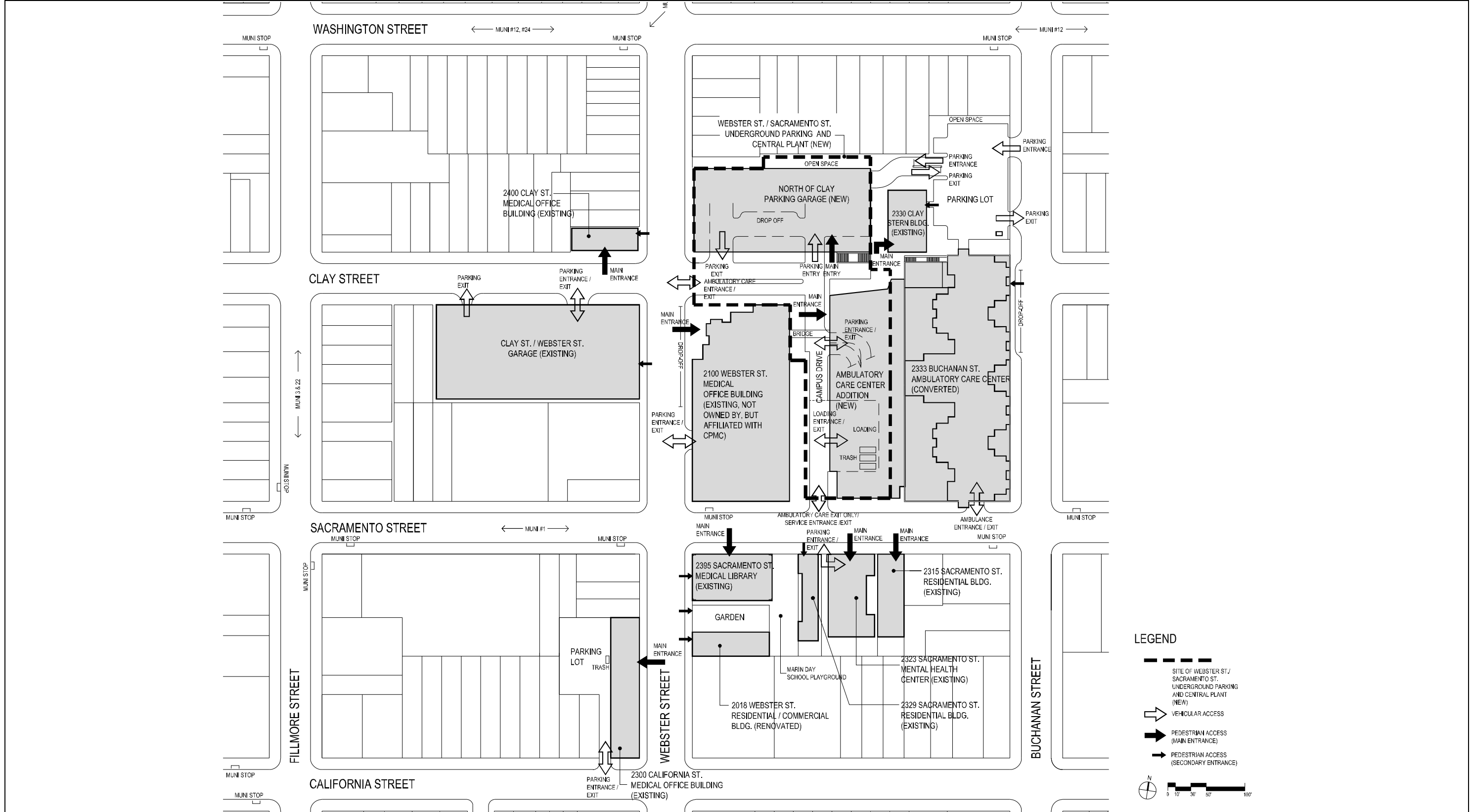
**Figure 2-38**





**Figure 2-39**





Source: SmithGroup 2010

Pacific Campus—Proposed Site Plan

Figure 2-40



## 2.4 CALIFORNIA CAMPUS

### 2.4.1 EXISTING CONDITIONS

#### OVERVIEW

The 4.9-acre California Campus, in the Presidio Heights neighborhood, is located on one entire block (Assessor's Block 1016) and portions of two other blocks (Assessor's Blocks 1015 and 1017). The California Campus is bounded by Sacramento Street to the north, Spruce Street to the east, California Street to the south, and roughly Cherry Street to the west (with five California Campus buildings west of Cherry Street). Table 2-8, "California Campus: Existing Site Characteristics"; Table 2-9, "California Campus: Project Summary Table"; Figure 2-41, "California Campus Area" (page 2-133); and Figure 2-42, "California Campus—Existing Site Plan" (page 2-135) altogether characterize and graphically depict existing conditions at the California Campus. The figures are presented at the end of Section 2.4, beginning on page 2-133.

<b>Table 2-8</b> <b>California Campus—Existing Site Characteristics</b>					
Address	Assessor's Block/Lot(s)	Building Square Footage	Zoning District	Height/Bulk District	Present Use
3698 California Street	1017/028 and 027	167,079	RM-2	80-E	Breast Cancer Center, skilled nursing facility, Alzheimer's Residential Care Unit
3700 California Street	1016/002 and 003	360,157	RM-2	80-E	Hospital
	1016/004, 005, 006, 007, 008, 009		RH-2		
3801 Sacramento Street	1016/001 and 002	69,111	RM-2	80-E	Outpatient/research
460 Cherry Street	1015/053	88,400	RM-2	80-E	Parking garage
3838 California Street	1015/054	204,000	RM-2	80-E	Medical office building
3848–3850 California Street	1015/016	4,890	RM-2	40-X	Office
3905 Sacramento Street	1015/052	25,600	RH-2	40-X	Medical office building
3773 Sacramento Street	1017/028	17,000	RM-2	80-E	Parking garage
3901 Sacramento Street*	1015/001	8,300	RH-2	40-X	Residential
<b>Total</b>	—	<b>944,537</b>	—	—	—
Notes: * This building is identified as 401–419 Cherry Street by the Assessor's Office. RH-2 = House, Two-Family; RM-2 = Mixed (Apartments and Houses), Moderate Density Source: Data compiled by AECOM in 2009.					

Figure 2-41 (page 2-133) illustrates the location of the California Campus, assessor's block and lot numbers, and existing zoning and height and bulk designations. Figure 2-42 (page 2-135) illustrates the existing California Campus site plan and its environs.

Existing zoning on the California Campus is residential, primarily RM-2 (Residential, Mixed Districts, Moderate Density); the exception is the northwest portion of the campus, which is zoned RH-2 (Residential, House Districts, Two-Family) (Figure 2-41). Although the California Campus is zoned residential, the existing campus was built through exemptions provided by previously approved CU authorization as a PUD. The California Campus is located mainly within the 80-E Height and Bulk District; the northwest portion of the campus is located in the 40-X Height and Bulk District.<sup>31</sup> Table 2-8 summarizes, by block and lot, the existing zoning and height and bulk districts applicable on the California Campus. The base allowable FAR limit for the California Campus is 1.8:1.<sup>32</sup>

The California Campus consists of nine existing buildings. Details of the existing uses and buildings are further described below. Figure 2-42 illustrates the existing California Campus site plan and its environs. Please note that all square footage (sq. ft.) numbers listed in this section are approximate, whether or not this is specified for a particular use or building.

## **PRIMARY BUILDINGS**

### **3700 California Street Hospital**

The most prominent building on the California Campus is the six-story 3700 California Street Hospital (Assessor's Block 1016, Lots 002–009). The hospital site is zoned RM-2 on Lots 002 and 003 and RH-2 on Lots 004–009 and is located within the 80-E Height and Bulk District. The primary uses of this six-story, 91-foot-tall, approximately 360,200-sq.-ft. hospital are diagnostic and treatment space (approximately 78,400 sq. ft.),<sup>33</sup> medical support (94,400 sq. ft.), inpatient-care space (77,500 sq. ft.), and outpatient-care space (33,100 sq. ft.). The hospital is licensed for 299 beds, of which 186 are in use (Table 2-2, "CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses," page 2-10). Nonpediatric acute-care and Emergency Department operations at the California Campus were closed in 1994 and consolidated at the Pacific Campus. A pediatric Emergency Department was opened at the California Campus in October 2008.

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<sup>31</sup> As specified in Section 260 of the Planning Code, the 80-E and 40-X Height and Bulk Districts allow maximum building heights of 80 feet and 40 feet, respectively. As indicated in Planning Code Section 270, the "E" bulk designation requires additional setbacks for portions of buildings above 65 feet in height.

<sup>32</sup> The California Campus was built before the adoption of the base allowable FAR limit for this area of the city and has an existing FAR of 3.13:1.

<sup>33</sup> Includes the Prenatal Diagnosis Center, the expanded Neonatal Intensive Care Unit, and additional pediatric services, including the Pediatric Unit, Intensive Care Unit, and Pediatric Emergency Department.

Table 2-9 California Campus: Project Summary Table											
Category (numbers for building uses below depict square footage)	3698 California St. (Marshall Hale)	3700 California Street Hospital	3801 Sacramento Street OPR	460 Cherry Street Parking Garage	3838 California Street MOB	3848–3850 California Street Offices	3905 Sacramento Street MOB	3773 Sacramento St. Parking Garage	3901 Sacramento St. Residential *	Existing Uses— Total	Existing Uses Retained in 3838 California MOB after 2020
Residential	—	—	—	—	—	—	—	—	8,300	8,300	—
Hotel	—	—	—	—	—	—	—	—	—	—	—
Retail	—	4,943	—	—	1,500	—	—	—	—	6,443	—
Office	—	—	—	—	—	4,890	—	—	—	4,890	—
Medical Office	—	—	—	—	78,868	—	25,600	—	—	104,468	—
Light Industrial	—	—	—	—	—	—	—	—	—	—	—
Parking—Structured	—	—	—	88,400	105,000	—	—	17,000	—	210,400	—
Medical Center	—	—	—	—	—	—	—	—	—	—	—
Hospital Administration	6,953	15,569	2,231	—	—	—	—	—	—	24,753	—
Cafeteria	—	4,064	—	—	—	—	—	—	—	4,064	—
Education/Conference	13,936	5,850	—	—	—	—	—	—	—	19,786	—
Inpatient Care	—	77,452	—	—	—	—	—	—	—	77,452	—
Skilled Nursing Care	26,935	—	—	—	—	—	—	—	—	26,935	—
Outpatient Care	6,211	33,111	30,263	—	—	—	—	—	—	69,585	—
Diagnostic and Treatment	61,356	78,388	—	—	2,400	—	—	—	—	142,144	2,400
Emergency Department	—	—	—	—	—	—	—	—	—	—	—
Support	19,742	94,425	13,797	—	3,332	—	—	—	—	131,296	—
Research	—	—	5,587	—	—	—	—	—	—	5,587	—
Residential Alzheimer’s	15,802	—	—	—	—	—	—	—	—	15,802	—
Other	—	—	—	—	—	—	—	—	—	—	—
Lobby	1,166	4,890	—	—	900	—	—	—	—	6,956	—
Building Infrastructure	9,645	24,251	7,497	—	10,000	—	—	—	—	51,393	—
Central Plant	—	2,361	—	—	—	—	—	—	—	2,361	—
Mechanical and Electrical Floors	4,356	14,853	8,253	—	2,000	—	—	—	—	29,462	—
Loading	977	—	1,483	—	—	—	—	—	—	2,460	—
<b>Total sq. ft.</b>	<b>167,079</b>	<b>360,157</b>	<b>69,111</b>	<b>88,400</b>	<b>204,000</b>	<b>4,890</b>	<b>25,600</b>	<b>17,000</b>	<b>8,300</b>	<b>944,537</b>	<b>2,400</b>
Dwelling Units	25 beds	—	—	—	—	—	—	—	8	8	—
Hotel Rooms	—	—	—	—	—	—	—	—	—	—	—
Parking Spaces—Structured	—	7	—	290	120	—	—	36	—	453	—
Parking Spaces—Surface	81	—	—	—	—	—	25	—	—	106	—
Loading Spaces	2	—	1	—	—	—	—	—	—	3	—
Number of Buildings	1	1	1	1	1	1	1	1	1	9	—
Height of Buildings	60	91	99	51	103	37	40	—	38	—	—
Number of Stories	6	6	7	6	9	3	3	below grade	4	—	—
Stories Underground	—	1	2	—	3	—	1	1	—	—	—
Notes: MOB = Medical Office Building; OPR = Outpatient/Research Building; sq. ft = square feet Source: California Pacific Medical Center. 2008. <i>California Pacific Medical Center 2008 Institutional Master Plan</i> . San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <a href="http://www.cpmc.org/plans/links/">http://www.cpmc.org/plans/links/</a>											





### **3801 Sacramento Street Outpatient/Research Building**

The 3801 Sacramento Street Outpatient/Research Building (Assessor's Block 1016, Lots 001 and 002) is located at the southwest corner of Sacramento and Maple Streets and is zoned RM-2 and located within the 80-E Height and Bulk District. This seven-story (plus two stories below ground), 99-foot-tall, approximately 69,100-sq.-ft. facility is used for outpatient care and research.

### **3698 California Street (former Marshall Hale Hospital)**

The former Marshall Hale Hospital building at 3698 California Street (Assessor's Block 1017, Lots 027 and 028) is across Maple Street from the 3700 California Street Hospital. This six-story, 60-foot-tall, approximately 167,100-sq.-ft. facility includes skilled nursing facility (SNF) care (approximately 27,000 sq. ft.), diagnostic and treatment space (61,400 sq. ft.), support space (19,800 sq. ft.), and the Alzheimer's Residential Care Unit (15,800 sq. ft.). This facility is licensed for 101 SNF beds, of which 93 are in use. The former Marshall Hale Hospital building is zoned RM-2 and located within the 80-E Height and Bulk District.

## **CALIFORNIA CAMPUS EAST OF MAPLE STREET**

### **3773 Sacramento Street Parking Garage**

The existing 3773 Sacramento Street parking garage (Assessor's Block 1017, Lot 028) is immediately north of and attached to the 3698 California Street building (Figure 2-42, page 2-135). The 3773 Sacramento Street parking garage is an approximately 17,000-sq.-ft., 36-space underground parking facility that is one level below-grade. The 3773 Sacramento Street parking garage is zoned RM-2 and located within the 80-E Height and Bulk District.

## **CALIFORNIA CAMPUS WEST OF CHERRY STREET**

On the portion of the California Campus west of Cherry Street, all on Assessor's Block 1015, are the following buildings, from east to west:

### **3901 Sacramento Street<sup>34</sup> Building**

This four-story, 38-foot-tall building is located at the corner of Sacramento and Cherry Streets (Lot 001). This is an eight-unit, multifamily residential building of approximately 8,300 sq. ft.

### **3905 Sacramento Street MOB**

This three-story plus single-story basement, 40-foot-tall building (Lot 052), located immediately west of 3901 Sacramento Street, consists of approximately 26,500 sq. ft. of MOB space.

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<sup>34</sup> This building is identified as 401–419 Cherry Street by the Assessor's Office.

### **460 Cherry Street Parking Garage**

Located at the corner of California and Sacramento Streets (Lot 053), this six-story, 51-foot-tall aboveground parking structure occupies approximately 88,400 sq. ft. and contains 290 parking spaces.

### **3838 California Street MOB**

This nine-story, 103-foot-tall MOB (approximately 204,000 sq. ft.) is located west of the 460 Cherry Street Parking Garage (Lot 054). The building includes medical office space (approximately 78,900 sq. ft.), diagnostic and treatment space (2,400 sq. ft.), support space (3,300 sq. ft.), building infrastructure (10,000 sq. ft., retail space (1,500 sq. ft.), lobby space (900 sq. ft.), and mechanical and electrical space (2,000 sq. ft.). In addition, there is a 105,000-sq.-ft., 120-space, three-story underground parking garage.

### **3848–3850 California Street**

This three-story, 37-foot-tall building, located immediately west of the 3838 California Street MOB, includes approximately 4,900 sq. ft. of office space (Lot 016).

Of these properties, the 3901 Sacramento Street building and 3905 Sacramento Street MOB are zoned RH-2 and located within the 40-X Height and Bulk District. The 460 Cherry Street Parking Garage and the 3838 California Street MOB are zoned RM-2 and located within the 80-E Height and Bulk District, while the 3848–3850 California Street building is zoned RM-2 and located within the 40-X Height and Bulk District.

### **OTHER PARKING AND LOADING SPACES**

In addition to the structured parking described above, there are two surface parking lots on the California Campus: an 81-space parking lot on the east end of the campus, east of the 3698 California Street building (approximately 13,200 sq. ft.); and a 25-space parking lot west of Cherry Street, south of the 3905 Sacramento Street MOB (6,400 sq. ft.).

A service entrance is located between the 3700 California Street Hospital and the 3801 Sacramento Street Outpatient/Research Building, with access from Maple Street. The 3698 California Street building has an off-street loading area with two loading spaces, also accessed from Maple Street. Loading areas are shown in Figure 2-42 (page 2-135).

Vehicular access to campus parking lots and parking garages is available via California, Cherry, Maple, and Sacramento Streets. Two off-street loading docks/service entrances are located along and accessed from Maple Street, while a third off-street loading dock is accessed from the east side of the 3698 California Street building via the surface parking lot. There are five passenger drop-off zones along California, Cherry, and Sacramento

Streets. The ambulance entrance and bays to the existing 3700 California Street Hospital are accessed from Cherry Street (Figure 2-42). Pedestrian access to the campus is mainly from California Street.

## **LOCAL STREETS NETWORK AND EXISTING SITE ACCESS**

The California Campus is bounded by residential uses. Local streets around the campus, such as Sacramento Street to the north, Maple Street to the east, and Cherry Street to the west are residential streets and not major thoroughfares. The campus is accessed from Sacramento Street to the north, Maple Street to the east, California Street to the south, and Cherry Street to the west. California Street connects to the north-south Park Presidio Boulevard/State Route 1, a major arterial street approximately 1 mile west of the campus, which in turn links to northbound U.S. 101 just south of the Golden Gate Bridge. Southbound U.S. 101 is approximately 3 miles to the southeast and accessible via Van Ness Avenue. The California Campus is accessible by both public transit and automobile from west and east of the campus via California Street, and from the north and south primarily via Arguello Boulevard. Presidio Avenue, four blocks east of the campus, provides secondary north-south access, including access to U.S. 101, State Route 1, and the north and south Bay Area.

The California Campus is well served by transit: four Muni bus lines—the 1-California (on the campus block), 2-Clement (on the campus block), 33-Stanyan (on the campus block), and the 38-Geary (two blocks south on Geary Boulevard) pass near the campus. In addition, the California Campus is served by the CPMC intercampus shuttle system, with service to and from the Pacific Campus.

### **2.4.2 PROPOSAL FOR THE CALIFORNIA CAMPUS**

No substantial changes are proposed at the California Campus in the near term; no demolition or alteration of existing structures is proposed. All project components described below are long term. Table 2-9, “California Campus: Project Summary Table,” provides a detailed description of the existing and proposed uses at the California Campus.

After the proposed Cathedral Hill Hospital opens in 2015, all inpatient functions (approximately 77,500 sq. ft.) in the California Campus’s 3700 California Street Hospital would be transferred to the Cathedral Hill Campus. CPMC plans to sell the California Campus as early as possible after the relocation of inpatient functions. The 299 existing acute-care beds at the California Campus would be transferred to the proposed Cathedral Hill Hospital under the LRDP (Table 2-2, “CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses,” page 2-10). The majority of CPMC uses and programs would continue at the California Campus until completion of the proposed ACC and ACC Addition at the Pacific Campus, at which time the Pacific Campus would absorb almost all remaining CPMC-related uses at the California Campus. A small amount of CPMC-operated space (approximately 2,400 sq. ft.) at the 3838 California Street MOB (primarily outpatient imaging and blood drawing)

would be leased from the buyer of the California Campus property indefinitely. Thus, it is expected that by about 2020 almost all CPMC-related use of the California Campus would cease.

Future uses by subsequent purchasers are speculative in nature. It is assumed that a prospective purchaser would ultimately seek to renovate and/or redevelop the California Campus; however, the nature, timing, and extent of development are unknown at this time and are therefore beyond the scope of this EIR. Redevelopment that would require the most modest changes and new entitlements could include, for example, retaining certain spaces (e.g., the 3801 Sacramento Street Outpatient/Research Building, the MOBs, and the 460 Cherry Street and 3773 Sacramento Street parking garages) for their current uses, and renovating other major facilities (e.g., the 3700 California Street Hospital and the 3698 California Street building) for nonacute-care use such as outpatient medical services. It is also possible that a prospective purchaser could seek approvals for more substantial changes to the site.<sup>35</sup>

### **2.4.3 CONSTRUCTION SCHEDULE AND ACTIVITIES**

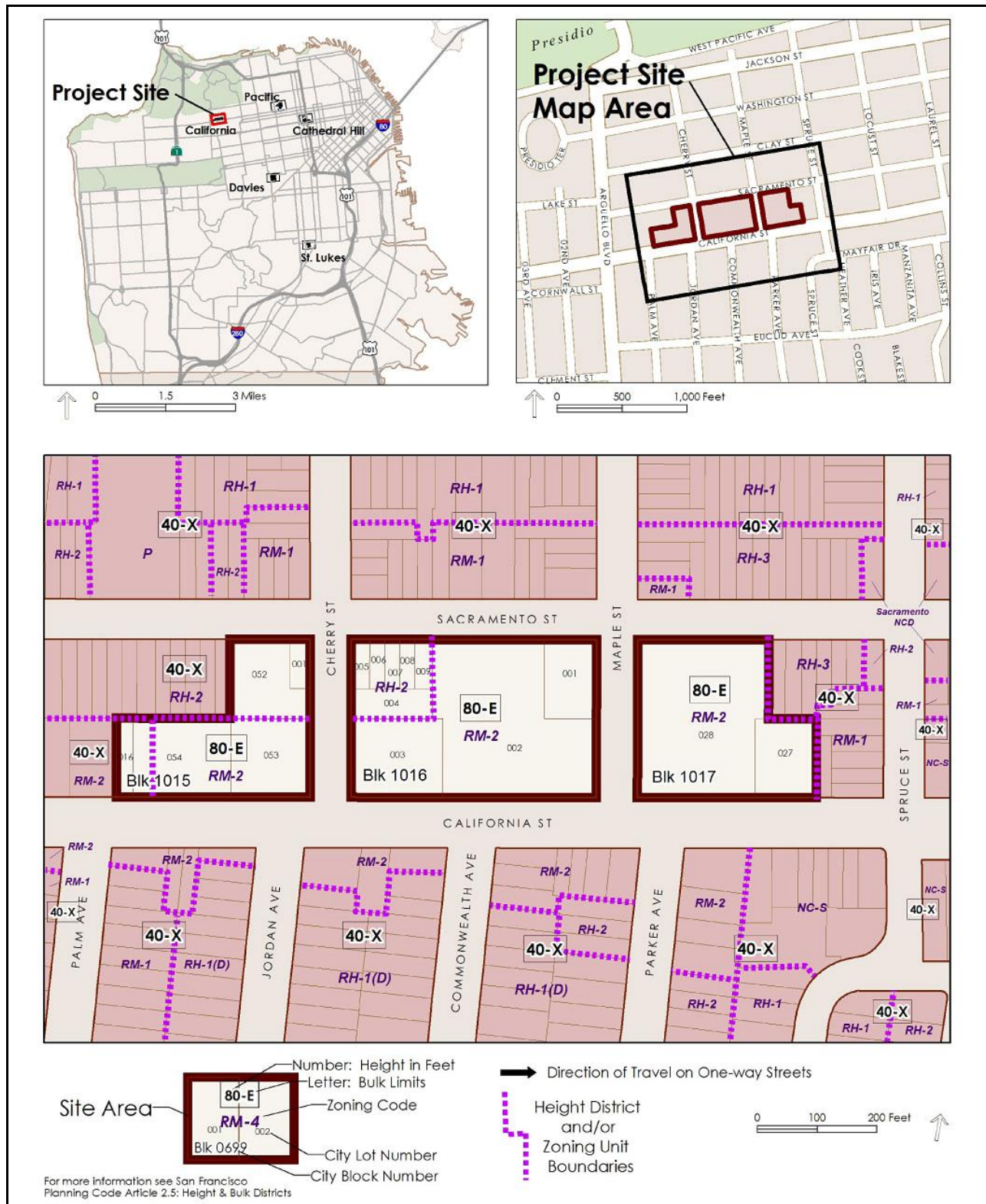
No construction activities are assumed for the California Campus.

### **2.4.4 REQUIRED PROJECT APPROVALS FOR THE CALIFORNIA CAMPUS**

As noted earlier, CPMC plans to sell the California Campus after nearly all medical functions have been relocated to the proposed Cathedral Hill Campus, and to lease back space for certain CPMC-operated medical uses and programs from the buyer of the California Campus property until approximately 2020. As at the Pacific Campus, once the major inpatient functions at the California Campus are relocated to the proposed Cathedral Campus, a Planning Code text amendment would be required for CPMC to continue operating the California Campus's previously approved medical center use without inpatient care. CPMC would require an amendment to Planning Code Section 209.3(a) to allow previously approved medical uses to continue without inpatient care in a residential district once inpatient uses cease. Additional entitlements required for any future proposed change in use at the California Campus would be identified at the time the change is proposed and would be subject to separate project-specific environmental review under CEQA.

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<sup>35</sup> See also Chapter 6, "Alternatives," of this EIR for a description of the No Project Alternative, which includes the same assumptions for the California Campus. Because future development plans at the California Campus would not be carried out by CPMC and have not yet been determined, the No Project Alternative does not analyze a specific development proposal. However, for purposes of the transportation analysis in Section 4.5, "Transportation and Circulation", this EIR conservatively assumes that the existing levels of activity would continue in the future at the California Campus under both the project and the No Project Alternative.

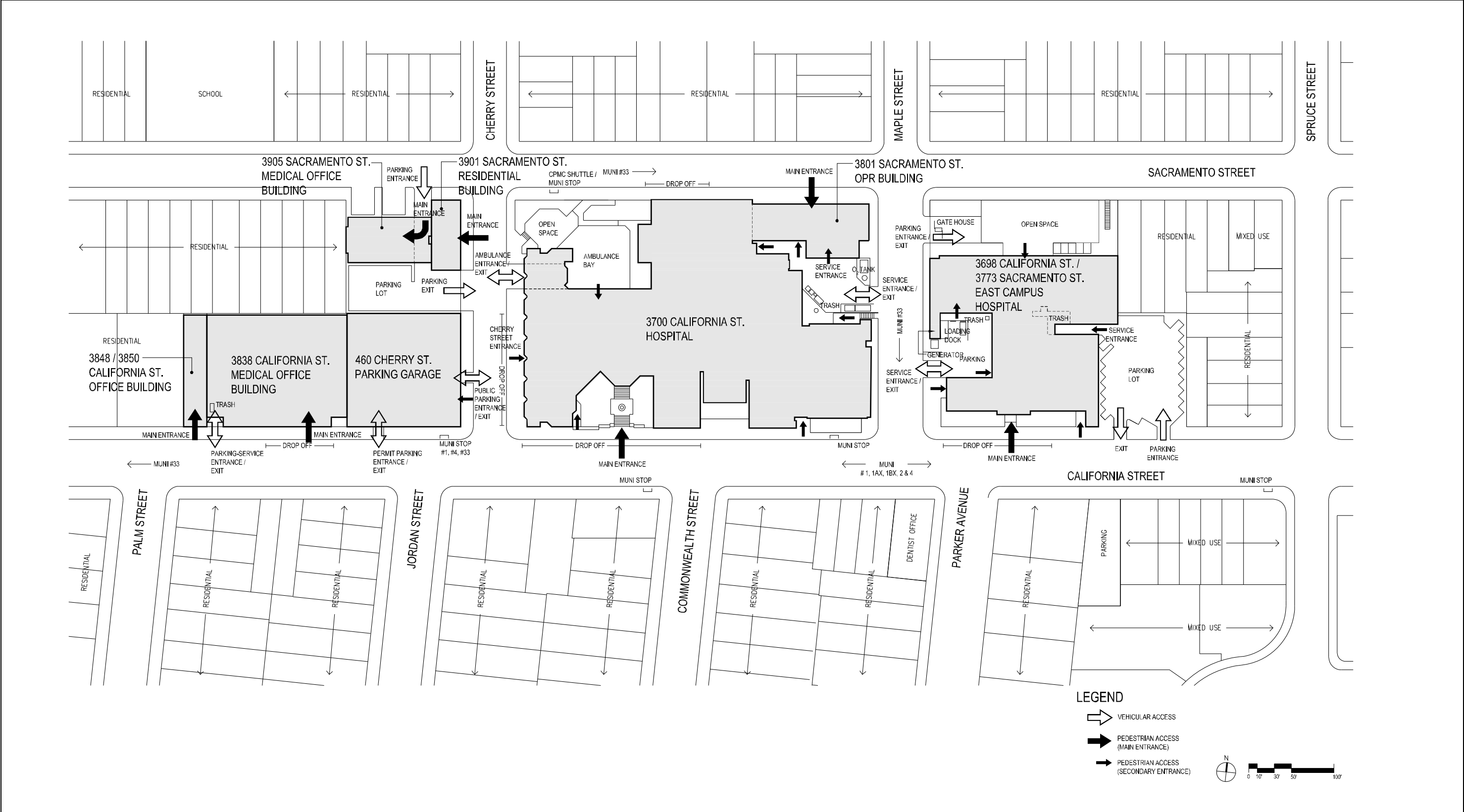


Sources: City and County of San Francisco Department of Public Works GIS; data compiled by AECOM in 2009

## California Campus Area

Figure 2-41

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Source: SmithGroup 2010

California Campus—Existing Site Plan

Figure 2-42





## 2.5 DAVIES CAMPUS

### 2.5.1 EXISTING CONDITIONS

#### OVERVIEW

The 7.2-acre Davies Campus, in the Duboce Triangle neighborhood, is located on one lot (Assessor's Block 3539, Lot 001) that occupies an entire city block. The campus is bounded by Duboce Avenue to the north, Noe Street to the east, 14th Street to the south, and Castro Street to the west. Table 2-10, "Davies Campus—Existing Site Characteristics"; Table 2-11, "Davies Campus: Project Summary Table"; and Figures 2-43 through 2-56 altogether characterize and graphically depict existing conditions and proposed development at the Davies Campus. The figures are presented at the end of Section 2.5, beginning on page 2-152.

<b>Table 2-10 Davies Campus—Existing Site Characteristics</b>					
Address	Assessor's Block/ Lot	Building Square Footage	Zoning District	Height/Bulk District	Present Use
45 Castro Street	3539/001	62,934	RH-3	65-D	Medical office building
Davies Hospital North Tower	3539/001	187,808	RH-3	130-E	Hospital
Davies Hospital South Tower <sup>1</sup>	3539/001	136,666	RH-3	65-D	Hospital
Castro Street/14th Street Parking Garage	3539/001	112,608	RH-3	65-D	Parking garage
<b>Total</b>	—	<b>500,016</b>	—	—	—
Note: RH-3 = Residential, House, Three-Family <sup>1</sup> A single-story portion of building to the south of the South Tower is at times referred to in other CPMC documents as the Rehabilitation Center, but for the purposes of this EIR, the Rehabilitation Center is considered part of the South Tower. Source: Data compiled by AECOM in 2009					

Figure 2-43, "Davies Campus Area" (page 2-152), illustrates the location of the Davies Campus, the assessor's block and lot number, and existing zoning and height and bulk designations.

The character of the Duboce Triangle neighborhood is primarily residential (two- to three-story single-family and multifamily dwellings), although commercial establishments—restaurants, cafes, markets, and boutiques—are interspersed throughout the vicinity. The Duboce Triangle's landscaped, traffic-calmed, north-south streets (e.g., Noe and Sanchez Streets) contain intimately scaled public gathering spaces or mini plazas along sidewalk edges. Mature street trees, approximately 30–60 feet tall, create a street cover, define the street's scale, and provide greenery between the private and public realms.

Immediately north of the Davies Campus across Duboce Avenue is Duboce Park, an approximately 4-acre public park that contains lawns, a children's playground, a basketball court, a dog park, and the Harvey Milk Center for

Recreational Arts. The Muni N-Judah light rail line runs along the park's southern edge, connecting downtown San Francisco (Mission Bay/Caltrain Station) to the Sunset District. Approximately 80 feet north of the Davies Campus is a Muni N-Judah light rail stop just east of the Sunset tunnel entrance.

Directly east of the Davies Campus are the First Christian Church, the church's garden, and two- and three-story Victorian- and Edwardian-style residences along Noe Street. The blocks on the west side of the campus encompass the almost entirely residential Buena Vista neighborhood, which rises in elevation toward Buena Vista Park. South of the Davies Campus, neighborhood-serving retail use is intermingled with housing, such as the small grocery store at the corner of 14th and Castro Streets, and with other neighborhood-oriented businesses, including restaurants and coffee shops on Noe Street. At the southwest corner of 14th and Castro Streets is McKinley Elementary School. A block southwest of the school, and considerably uphill, is Corona Heights Park. Nearby at Duboce Avenue and Market Street are the U.S. Mint and a Safeway. The nearest neighborhood commercial areas are along Haight Street to the north, Church Street to the east, and Market Street to the south, each about two to three blocks from the Davies Campus.

The Davies Campus slopes downward to the east along Duboce Avenue and 14th Street. Noe Street and Castro Street, which are the east and west borders of the Davies Campus, are relatively flat. There is an approximately 61-foot change in grade from Castro Street (west) to Noe Street (east) along Duboce Avenue; and an approximately 80-foot grade change from Castro Street (west) to Noe Street (east) along 14th Street.

Existing zoning on the Davies Campus is residential; the entire campus is zoned RH-3 (Residential, House Districts, Three-Family) and is within the 130-E and 65-D Height and Bulk Districts (Figure 2-43).<sup>36</sup> Although the Davies Campus is zoned residential, the existing campus was built through exemptions provided by a previously approved CU authorization as a PUD. The base allowable FAR for the Davies Campus is 1.8:1.

The Davies Campus consists of four existing buildings: the Davies Hospital North Tower, the Davies Hospital South Tower, the 45 Castro Street Medical Office Building (45 Castro MOB), and the Castro Street/14th Street Parking Garage. Details of the existing uses and buildings are further described below. Figure 2-44, "Davies Campus—Existing Site Plan" (page 2-153), illustrates the existing Davies Campus site plan and its environs. Table 2-10, "Davies Campus—Existing Site Characteristics" (page 2-137), summarizes the existing uses, zoning, and height and bulk districts applicable to the Davies Campus. Please note that all square footage numbers listed in this section are approximate, whether or not this is specified for a particular use or building.

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<sup>36</sup> As specified in Section 260 of the San Francisco Planning Code, the 130-E and 65-D Height and Bulk Districts allow maximum building heights of 130 and 65 feet, respectively. As indicated in Planning Code Section 270, the "E" and "D" bulk designations require additional setbacks for portions of buildings above 65 feet and 40 feet in height, respectively.

Table 2-11 Davies Campus: Project Summary Table									
Category under the LRDP (numbers for building uses below depict square footage)	Retain		Demo	Existing Uses—Total	Existing Uses to be Retained—Total	New Construction		New Construction Total	Project Totals
	North and South Towers	45 Castro MOB	Castro St./14th St. Parking Garage <sup>2</sup>			Neuroscience Institute <sup>1</sup>	Castro St./14th St. MOB		
Residential	–	–	–	–	–	–	–	–	–
Hotel	–	–	–	–	–	–	–	–	–
Retail	752	–	–	752	752	1,000	–	1,000	1,752
Office		–	–	–	–	–	–		–
Medical Office	11,764	62,934	–	74,698	74,698	17,800	60,000	77,800	152,498
Light Industrial	–	–	–	–	–	–			–
Parking—Structured	–	–	112,608	112,608	–	–	184,000	184,000	184,000
Medical Center	–	–	–	–	–	–	–	–	–
Hospital Administration	33,175	–	–	33,175	33,175	–	–	–	33,175
Cafeteria	5,599	–	–	5,599	5,599	–	–	–	5,599
Education/Conference	5,350	–	–	5,350	5,350	–	–	–	5,350
Inpatient Care	86,159	–	–	86,159	86,159	–	–	–	86,159
Skilled Nursing Care	22,265	–	–	22,265	22,265	–	–	–	22,265
Outpatient Care	30,574	–	–	30,574	30,574	–	–	–	30,574
Diagnostic and Treatment	49,017	–	–	49,017	49,017	24,000	–	24,000	73,017
Emergency Department	3,755	–	–	3,755	3,755	–	–	–	3,755
Support	49,748	–	–	49,748	49,748	–	–	–	49,748
Research		–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–
Lobby	1,478	–	–	1,478	1,478	4,000	1,500	5,500	6,978
Building Infrastructure	4,229	–	–	4,229	4,229	–	14,400	14,400	18,629
Central Plant	16,064	–	–	16,064	16,064	–	–	–	16,064
Mechanical and Electrical Floors	4,545	–	–	4,545	4,545	3,300	5,000	8,300	12,845
Loading	–	–	–	–	–	–	–	–	–
Total sq. ft.	324,474	62,934	112,608	500,016	387,408	50,100	264,900	315,000	702,408
Dwelling Units	–	–	–	–	–	–	–	–	–
Hotel Rooms	–	–	–	–	–	–	–	–	–
Parking Spaces—Structured	–	–	290	290	–	–	490	490	490
Parking Spaces—Surface	206	–	–	206	136	–	–	–	136
Loading Spaces	3	–	–	3	3	1	–	1	4
Number of Buildings	2	1	1	4	3	1	1	2	5
Height of Buildings	66 <sup>2</sup>	67 <sup>3</sup>	30	–	–	40	45	–	–
Number of Stories	5 (N) 4 (S)	4	3	–	–	4	3	–	–
Stories Underground	4 (N) 1 (S)	1	–	–	–	–	4	–	–
Notes: LRDP = <i>Long Range Development Plan</i> ; MOB = Medical Office Building; sq. ft. = square feet									
<sup>1</sup> The Neuroscience Institute, formerly the Noe Street Medical Office Building, was proposed in Planning Department Case No. 2004.0603E; it has now been incorporated into the LRDP.									
<sup>2</sup> The existing North and South Tower Hospital is 66 feet tall, not including an approximately 18-foot-tall mechanical penthouse.									
<sup>3</sup> The existing 45 Castro Street MOB is 67 feet tall, not including an approximately 10-foot-tall mechanical penthouse.									
Source: California Pacific Medical Center. 2008. <i>California Pacific Medical Center 2008 Institutional Master Plan</i> . San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <a href="http://www.cpmc.org/plans/links/">http://www.cpmc.org/plans/links/</a>									



## **DAVIES HOSPITAL**

The Davies Campus is recognizable by the Davies Hospital North and South Towers. There are currently 201 licensed beds in the Davies Hospital (North Tower and South Tower, combined) (Table 2-2, “CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses,” page 2-10). The North Tower and South Tower are described separately below.

### **North Tower**

The approximately 187,800-sq.-ft., 66-foot-tall North Tower is used primarily for inpatient care, diagnostic and treatment space, education and conference space, and support; it also has an Emergency Department. The North Tower has five aboveground stories (lobby level through Level 4) and four belowground levels (Levels A–D, Level D being the lowest), as measured from the lobby entrance on the building’s west side on Entrance Drive.<sup>37</sup> There is a tunnel connection to the 45 Castro Street Medical Office Building at Level A. The North Tower extends approximately 57 feet below ground as measured from Entrance Drive. The North Tower is within the RH-3 Zoning District and the 130-E Height and Bulk District.

To comply with the “life safe” requirement of SB 1953 (see Chapter 1, “Introduction and Background”) after a major seismic event, CPMC completed a seismic upgrade of the Davies Hospital North Tower in 2005 to a structural rating of SPC-2. Some interior renovations of the North Tower are currently under way. The OSHPD seismic safety certification will be obtained by 2010, and the building will continue to meet seismic requirements until 2030.

### **South Tower**

The approximately 136,700-sq.-ft., 66-foot-tall South Tower contains skilled nursing, outpatient-care, and diagnostic and treatment space. The South Tower also contains some inpatient-care facilities, which can remain until 2013, based on OSHPD regulations. All inpatient-care facilities after 2013 will be located in the North Tower. The South Tower has four aboveground stories and one belowground story, as measured from the main hospital entrance level on Entrance Drive. The lowest level of the South Tower extends approximately 31 feet below ground as measured from Entrance Drive. The South Tower is located within the RH-3 Zoning District and the 65-D Height and Bulk District.

A single-story portion of building to the south of the South Tower is at times referred to in other CPMC documents as the Rehabilitation Center, but for the purposes of this EIR, the Rehabilitation Center is considered part of the South Tower. A semienclosed rehabilitation terrain park, designed to provide physical therapy features in a semi-outdoor environment for Rehabilitation Center patients, was completed in November 2007. This terrain

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<sup>37</sup> Existing floors of the Davies Hospital North Tower are illustrated below in Section 2.5.2, “Proposal for the Davies Campus” (see Figure 2-45, “Davies Campus—Proposed Site Plan,” page 2-155).

park is located in a sunken landscaped area between the Castro Street/14th Street Parking Garage and the Davies Hospital South Tower, and is accessible from the South Tower.

#### **45 CASTRO STREET MEDICAL OFFICE BUILDING**

The approximately 62,900-sq.-ft., 67-foot-tall 45 Castro Street MOB is currently used for physicians' offices.<sup>38</sup> The building has four aboveground levels and one belowground level as measured from Duboce Avenue. The belowground story of this building, which contains mechanical and electrical uses, extends approximately 13 feet below grade as measured from Duboce Avenue. The 45 Castro Street MOB is within the RH-3 Zoning District and the 65-D Height and Bulk District.

#### **CASTRO STREET/14TH STREET PARKING GARAGE**

The three-story, approximately 112,600-sq.-ft., 290-space Castro Street/14th Street Parking Garage is located west of the North and South Towers at the intersection of 14th and Castro Streets. This aboveground parking garage can be accessed from the main entrance at Castro Street, and from 14th Street and Duboce Avenue via Entrance Drive.

#### **SURFACE PARKING**

The site of the proposed Neuroscience Institute building is currently occupied by a portion of the surface parking lots on the Davies Campus, which are located to the east and south of the North and South Towers at the corner of Noe Street and Duboce Avenue (Figure 2-44, "Davies Campus—Existing Site Plan," page 2-153). The surface parking lots contain a total of 206 parking spaces and are accessible from 14th Street and Duboce Avenue.

#### **LOCAL STREETS NETWORK AND EXISTING SITE ACCESS**

The Davies Campus is immediately adjacent to Castro Street, a major thoroughfare. Market Street, a major east-west thoroughfare, is located several blocks south and east of the Davies Campus (see Figure 2-43, "Davies Campus Area," on page 2-152 for major thoroughfares near the Davies Campus). The campus is bounded by residential uses. Local streets around the campus, such as Duboce Avenue to the north and Noe Street to the east, are mainly residential streets and not major thoroughfares; 14th Street to the south is a secondary east-west thoroughfare.

U.S. 101 is approximately 1 mile east of the Davies Campus and accessible via Market Street. Interstate 280 is located approximately 2½ miles east of this campus and is accessible via 16th Street. The Davies Campus is accessible by both public transit and automobile from the west and east via Duboce Avenue and 14th Street, and from the north and south primarily via Castro and Noe Streets.

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<sup>38</sup> All usable floor area is used for medical offices.

The project vicinity is well served by transit: the Muni N-Judah light rail line (north across Duboce Avenue); three bus lines—the 24-Divisadero (on the campus block), 37-Corbett (on 14th Street), and 22-Fillmore (two blocks east of the campus); and Muni Metro surface light rail (J-Church, two blocks east of the campus along Church Street) all pass near the Davies Campus. Also nearby are the underground Muni Metro service and historic F-Market streetcars along Market Street, about three blocks south of the campus.

## **2.5.2 PROPOSAL FOR THE DAVIES CAMPUS**

The following describes proposed near-term and long-term project components. Figure 2-45, “Davies Campus—Proposed Site Plan” (page 2-155), illustrates both proposed near-term and long-term development at the Davies Campus, and Table 2-11, “Davies Campus: Project Summary Table” (page 2-139), provides a detailed description of the campus’s existing and proposed buildings and uses. Under the CPMC LRDP, the Davies Campus would focus on neurosciences and the complementary areas of rehabilitation and skilled nursing. Existing medical uses in the North and South Towers would continue. The existing Emergency Department would remain in the North Tower, along with inpatient care, with the focus on neuroscience-related treatment, microsurgery, and post-surgery rehabilitation. The inpatient-care uses at the North Tower would include 115 acute-care beds, 48 rehabilitation beds, and 38 beds for skilled nursing under the LRDP. This compares to the existing 150 licensed acute care and 79 skilled nursing beds (see Table 2-2, “CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses,” page 2-10). The existing South Tower would continue to be used for skilled nursing, outpatient care, and diagnostic and treatment space.

### **NEAR-TERM PROJECTS**

#### **Neuroscience Institute**

The approximately 50,100-sq.-ft. Neuroscience Institute building is proposed for construction on the portion of the Davies Campus currently occupied by the 206-space surface parking lot at the corner of Noe Street and Duboce Avenue (Figure 2-45, “Davies Campus—Proposed Site Plan,” page 2-155). Completion of the Neuroscience Institute building would allow CPMC to consolidate complementary neuroscience departments (including neuroscience/neurosurgery, microsurgery, and acute rehabilitation) at the Davies Campus.

As proposed, the four-story Neuroscience Institute building would be 40 feet in height to the top of the fourth floor, as measured from the building’s midpoint along Noe Street, based on the Planning Code’s methodology for building heights. However, the building would be 56 feet tall as measured from Noe Street, because of the on-site grade change. An elevator penthouse would rise an additional 5 feet above the fourth floor and would be visible along the Duboce Avenue frontage.

The proposed Neuroscience Institute building is in the 65-D Height and Bulk District, allowing for a maximum of 65 feet in height for buildings and a bulk designation that requires additional setbacks for portions of buildings above 40 feet in height. The proposed Neuroscience Institute building height fits within the existing height requirements for the site and would not require a Planning Code exemption. The first three stories of the Neuroscience Institute building would be rectangular and built to the property lot lines. The fourth story would be set back approximately 22 feet from the third-story roofline along the Noe Street frontage, 124 feet from the Davies Hospital North Tower, and 128 feet from the Duboce Avenue property line. The fourth floor would extend over the proposed service drive and connect to the North Tower (Figure 2-51, “Davies Campus—Neuroscience Institute Proposed Stacking Diagram A-A,” page 2-163). The proposed building would have a secondary entrance across from Duboce Park; however, the main entrance would be located on the south side of the building, toward 14th Street.

Because of the on-site grade change, the fourth-story setback, and the elevator penthouse, measurements of the proposed Neuroscience Institute building’s height would vary based on the location from which the proposed building was measured. Approximate measurements are as follows:

- ▶ 40 feet to the top of the parapet at the third floor as measured from the centerline of the fourth-floor façade from Duboce Avenue (Figure 2-46, “Davies Campus—Proposed North Elevation,” page 2-157);
- ▶ 56 feet to the top of the parapet at the fourth floor, as measured from the centerline of the east façade from Noe Street (Figure 2-47, “Davies Campus—Proposed East Elevation,” page 2-158);
- ▶ 61 feet to the top of the parapet at the elevator, as measured from the centerline of the east façade from 14th Street (Figure 2-48, “Davies Campus—Proposed South Elevation,” page 2-159); and
- ▶ 44 feet to the top of the parapet, as measured from the centerline of the fourth-floor façade from the service drive (Figure 2-49, “Davies Campus—Proposed West Elevation,” page 2-160).

Figures 2-50 and 2-51, “Davies Campus Neuroscience Institute—Proposed Stacking Diagram” and “Davies Campus Neuroscience Institute—Proposed Stacking Diagram A-A” (pages 2-161 and 2-163), illustrate proposed uses of the Neuroscience Institute building by floor. Specific uses would be as follows:

- ▶ Level 1 (i.e., the ground floor) would be the main access floor, with a pedestrian entrance from 14th Street, and would contain the lobby, diagnostic and treatment uses, medical offices (approximately 4,250 sq. ft.), and hospital-oriented retail (1,000 sq. ft.) (Figure 2-52, “Davies Campus Neuroscience Institute—Main Access Floor, Level 1,” page 2-165). The south lobby would be the primary lobby for the main entrance. The secondary, north lobby would be at the northeast corner of the building, on the corner of Duboce Avenue and



Noe Street. Level 1 also would continue to provide pedestrian access to the existing outdoor courtyard on campus.

- ▶ Level 2 would contain medical offices (approximately 13,600 sq. ft.) (Figure 2-53, “Davies Campus Neuroscience Institute—Medical Offices, Level 2,” page 2-167).
- ▶ Level 3 would be occupied by the Neuromuscular Clinic (approximately 13,500 sq. ft.). The Neuromuscular Clinic would be used for the treatment of various neuromuscular diseases, such as amyotrophic lateral sclerosis (ALS)<sup>39</sup>, multiple sclerosis, and muscular dystrophy. Level 3 would also provide vehicular access from the service drive (Figure 2-54, “Davies Campus Neuroscience Institute—Neuromuscular Clinic, Level 3,” page 2-168). The patient drop-off area for the clinic would be located between the Davies Hospital North Tower and the proposed Neuroscience Institute building on Level 3, which would permit direct access from the Davies Hospital North Tower for patients with large wheelchairs and gurney transport vans.
- ▶ Level 4 would contain outpatient care (Figure 2-55, “Davies Campus Neuroscience Institute—Outpatient, Level 4,” page 2-169) and would connect to Level A of the Davies Hospital North Tower above the service drive (Figure 2-50, “Davies Campus Neuroscience Institute—Proposed Stacking Diagram,” page 2-161). Level 4 would also house the registration area (approximately 8,500 sq. ft.) for outpatient ambulatory surgery that takes place in the Davies Hospital North Tower. Patients, staff members, and visitors from throughout the proposed Neuroscience Institute building, including the Neuromuscular Clinic, would be able to use the building’s internal elevators to access the North Tower via the Level 4 connection, as mentioned above. This connection would be located above the service drive (on Level A) and the disabled patient drop-off area on Level 3.

Table 2-11, “Davies Campus: Project Summary Table” (page 2-139), summarizes gross square footage of all uses proposed at the Davies Campus, including the proposed Neuroscience Institute building. The proposed approximately 50,100-sq.-ft. building would have diagnostics and treatment space (approximately 24,000 sq. ft., including an electroencephalography [EEG] clinic and a neuromuscular clinic [Level 3]); medical office space (17,800 sq. ft. [Levels 1 and 2]), lobby space (4,000 sq. ft. [Level 1]), and mechanical space (3,300 sq. ft. [between Levels 3 and 4]). In addition, there would be approximately 1,000 sq. ft. of space (Level 1) for a retail pharmacy that would serve the neighboring community, as well as the Davies Campus.

The design of the Davies Campus under the proposed LRDP includes features that are intended to connect the campus to the surrounding neighborhood by providing a transition between the medical buildings on campus and the neighborhood’s residential buildings. The fourth floor of the proposed Neuroscience Institute building would

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<sup>39</sup> ALS also is known as Lou Gehrig’s disease.

be set back from both Noe Street and Duboce Avenue. Along the west side of Noe Street, the building would appear to be three stories, similar to the existing two- and three-story-tall buildings on the east side of Noe Street. The first floor of the building would be enclosed by a wall with glazing, providing a visual connection to the street. The building's second and third floors would be clad in wood siding with vertically oriented windows, in a pattern similar to windows on the medical campus's existing buildings and surrounding residences. The proposed Neuroscience Institute would be exempt from Chapter 13C of the City's Building Code (San Francisco Green Building Requirements).<sup>40</sup>

Construction of the proposed Neuroscience Institute building would require cutting up to 6 feet in depth into the on-site slope and removal of about 6,000 cubic yards of soil.

Construction of the proposed Neuroscience Institute building on the existing surface parking lot would eliminate approximately 70 parking spaces in the surface parking lot. No new parking is proposed for the Davies Campus in the near term. Long-term parking for the Davies Campus is discussed below under Long-Term Projects.

### **Near-Term Streetscape Design, Landscaping, and Open Space**

Landscape improvements on the eastern edge of the Davies Campus along Noe Street would include an approximately 500-foot-long set of terraced landscaped hedges, intended to resemble the teak screening pattern on the façade of the proposed Neuroscience Institute building. A portion of the northern end of the Davies Campus, nearest to Noe Street, would also include some streetscape improvements such as improved sidewalk paving and landscaping (Figure 2-56, "Davies Campus Streetscape Plan," page 2-171). A landscaped open space would also be located just north of the proposed Neuroscience Institute. Compliance with the City's *Better Streets Plan*, which provides policies and guidelines for the pedestrian realm, would be required as part of the proposed streetscape design.

Project construction would require the removal of approximately 111 various native and nonnative trees throughout the Davies Campus<sup>41</sup>; these trees would be replaced with at least the same number of new trees and landscaping as part of the project.<sup>42</sup> Some of the trees affected are located within a stand of trees—five redwoods and a Monterey cypress and several smaller trees—east of the service drive along Duboce Avenue. Two of the redwoods would be removed to allow for construction of the proposed Neuroscience Institute building, leaving

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<sup>40</sup> A site permit application for the Neuroscience Institute (former Noe Street MOB, Planning Department Case No. 2004.0603E) was filed in May 2006, before implementation of San Francisco's Green Building Ordinance, which became effective in November 2008. Therefore, the Neuroscience Institute is exempt from regulations under the Green Building Ordinance.

<sup>41</sup> See Section 4.13, "Biological Resources," for more information.

<sup>42</sup> California Pacific Medical Center. 2006 (August). *Final Tree Report, California Pacific Medical Center—Davies Campus*. San Francisco, CA. Prepared by Hortscience Inc., San Francisco, CA. A copy of this report is on file with the San Francisco Planning Department, 1650 Mission Street, San Francisco 94103, and available for review as part of Case File No. 2005.0555.

three redwoods and a cypress in place. Four of the smaller trees surrounding the grove would also be removed to improve the health of the larger trees. The trees proposed for removal are in poor health.<sup>43</sup>

CPMC proposes to remove an existing curb cut on Duboce Avenue, currently used to access the surface parking lots adjacent to Noe Street. The existing Noe Street sidewalk adjacent to the Davies Campus is 15 feet, 6 inches wide. CPMC has committed to funding sidewalk improvements that include widening the sidewalk about 7 additional feet into the Davies Campus property, resulting in a 22-foot-wide sidewalk along the proposed Neuroscience Institute building frontage. The Noe Street roadway width would continue to be 44 feet, 7 inches. A new publicly accessible entry plaza (Figure 2-45, “Davies Campus—Proposed Site Plan,” page 2-155) would be constructed immediately south of the proposed Neuroscience Institute building. The plaza would incorporate varying pavement surfaces, plantings, and trees (see Section 4.13, “Biological Resources,” for more information). East of the campus, along Noe Street, the widened sidewalk would also receive improved surfaces, plantings, and new trees.

## **LONG-TERM PROJECTS**

### **Castro Street/14th Street Medical Office Building**

The existing 290-space structured parking garage at 14th and Castro Streets would be demolished and a second MOB (the proposed Castro Street/14th Street MOB) would be constructed on the parking garage site by 2020 to meet the future need for medical office space at this campus (Figure 2-45, “Davies Campus—Proposed Site Plan,” page 2-155). The proposed approximately 264,900-sq.-ft. (including parking), 45-foot-tall, three-story Castro Street/14th Street MOB would contain medical offices, building infrastructure, lobby space, and mechanical and electrical spaces. It would also include four levels of parking (490 parking spaces) totaling 184,000 sq. ft. The proposed MOB would require the excavation of approximately 63,000 cubic yards of soil.

The Davies Campus currently provides a total of 496 parking spaces: 290 spaces in the Castro Street/14th Street Parking Garage and 206 spaces in the upper and lower surface parking lots on campus. Demolition of the existing Castro Street/14th Street parking garage would reduce the total available parking spaces on campus to 116 spaces during construction of the Castro Street/14th Street MOB in the long-term phase for the Davies Campus under LRDP (elimination of 70 parking spaces for the construction of the proposed Neuroscience Institute building in the near-term phase and the elimination of 290 spaces for the demolition of the existing parking garage; and the temporary elimination of 20 surface parking spaces for long-term construction staging). The majority of parking spaces remaining would be reserved for patients and visitors during the temporary phase of construction of the

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<sup>43</sup> California Pacific Medical Center. 2008b. *Cal Pacific Davies Tree Survey 2008*. San Francisco, CA. Prepared by Frank and Grossman, San Francisco, CA. A copy of this report is on file with the San Francisco Planning Department, 1650 Mission Street, San Francisco 94103, and available for review as part of Case File No. 2005.0555E.

Castro Street/14th Street MOB. All Davis Campus employees who drive would need to park at an off-site parking facility and be shuttled to the campus.

To make up for the temporary parking shortfall during construction, CPMC would provide valet service to create approximately 40 additional spaces, lease off-site parking facilities in the surrounding neighborhood or outside the neighborhood, and would provide additional shuttle service as needed to meet demand between the off-site parking facilities and the Davies Campus for its employees. This shuttle service would be in addition to the CPMC intercampus shuttle system, which currently has service to and from the Pacific Campus. CPMC would provide a minimum of two 35-passenger shuttles. The pick-up and drop-off location for shuttle service would be the same as under existing conditions, in front of the North Tower's main entrance (Figure 2-45). The shuttle would provide service every 6 minutes during the morning and evening peak commute period.

Development of the proposed long-term projects under the LRDP would supply the Davies Campus with a total of 626 parking spaces by about 2020 (490 in the Castro Street/14th Street MOB and 136 surface parking spaces) with implementation of the LRDP.

## **DAVIES CAMPUS PROPOSED SITE ACCESS**

Access to the Davies Campus buildings associated with the LRDP's near-term and long-term projects is described below.

### **Near-Term Projects**

With construction of the proposed Neuroscience Institute building in the near term, a new passenger drop-off area would be located on the service drive, under the connection to the Davies Hospital North Tower (Figure 2-45, "Davies Campus Proposed Site Plan," page 2-155). All existing site access, including vehicular access and parking and passenger drop-off areas, would not change with one exception: The existing northeast entrance to the surface parking lot near the corner of Noe and Duboce Streets would be removed to accommodate construction of the proposed Neuroscience Institute building. Truck loading for the Neuroscience Institute would occur in the campus's existing loading area southwest of the proposed Neuroscience Institute building, accessible via the existing service drive from Duboce Avenue.

Site access to the Davies Hospital South Tower and the Davies Hospital North Tower's Emergency Department would remain available from the main entrance off Castro Street and the parking entrance from Duboce Avenue (Figure 2-45, "Davies Campus—Proposed Site Plan," page 2-155).

## Long-Term Projects

Vehicular access to the proposed Castro Street/14th Street MOB would be provided in the long term from the main entrance off Castro Street and the parking entrance from 14th Street. Pedestrian site access to this building would be from the entrance drive.

### 2.5.3 CONSTRUCTION SCHEDULE AND ACTIVITIES

#### NEAR-TERM PROJECTS: NEUROSCIENCE INSTITUTE

Construction of the proposed Neuroscience Institute building<sup>44</sup> is expected to begin in 2011 and would continue for approximately 2 years. The approximate duration of primary construction phases would be as follows:

- ▶ demolition of the surface parking lot at the corner of Noe Street and Duboce Avenue, 3 months;
- ▶ excavation, 2 months;
- ▶ foundation work, 2 months;
- ▶ structure work, 6 months;
- ▶ exterior finishing, 3 months; and
- ▶ interior finishing, 1 year.

Construction of the proposed Neuroscience Institute building under the LRDP would partially overlap with the renovation of interior space in the Davies Hospital North Tower for the Acute Rehabilitation Center and consolidation of the Neuroscience Program on the Davies Campus. These ongoing projects are proceeding independently from the LRDP, and are anticipated to be completed by the end of 2012.<sup>45</sup>

The foundation of the proposed Neuroscience Institute building would be erected by pouring concrete, followed by the installation of concrete slab-on-grade. The elevated concrete slabs would be poured on the metal decking as the structural steel is installed. The structural steel would be erected using a mobile crane. Intermittent closure of the sidewalk and parking lane on the west side of Noe Street is anticipated for the duration of the project.

#### PROJECT WORKING CONSTRUCTION HOURS

The hours of construction generally would be from 7 a.m. to 5 p.m. on typical work days (Monday through Friday, excluding holidays). Work might continue up to 8 p.m. on typical work days and select Saturdays, as

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<sup>44</sup> Herrero Boldt, 2010 (February 19). CPMC Davies Campus Neuroscience Institute, *Environmental Impact Report Construction Data*.

<sup>45</sup> The Davies Hospital retrofitting and related projects are under the jurisdiction of the Office of Statewide Health Planning and Development. This state office has reviewed and issued permits for their construction.

required. If Saturday shifts were needed, they would typically be from 7 a.m. to 5 p.m. Work is not expected to be done on Sundays.

### **CONSTRUCTION ROUTING, DELIVERY, AND MATERIAL OFFLOADING**

The truck routing for construction of the proposed Neuroscience Institute building would be similar for all construction stages. Excavated materials would be trucked out of the campus in dirt hauling trucks. Trucks would likely travel to Brisbane to empty excavated soil. Demolition debris would be trucked to Half Moon Bay, Oakland, Richmond, and South San Francisco, depending on the type of material. Concrete would come from San Francisco, near Hunters Point. Structural steel would be trucked in from Stockton.

CPMC would provide the City the project's anticipated truck routes to and from the Davies Campus construction site, construction yard, and sources of major materials delivered, such as steel and concrete. Please refer to Section 4.5, "Transportation and Circulation" for further discussion of construction-related issues.

### **EXCAVATION INFORMATION**

- ▶ **Area to Be Excavated.** The proposed Neuroscience Institute building would require excavation of an area measuring 250 feet by 150 feet, bounded by Duboce Avenue, 14th Street, Noe Street, and the back of the Davies Hospital North Tower.
- ▶ **Depth of Excavation.** The proposed Neuroscience Institute building site would be excavated up to a depth of 6 feet.
- ▶ **Cubic Yards.** Excavation would remove approximately 6,000 cubic yards of soil.
- ▶ **Excavation Stabilization.** Shoring for the proposed Neuroscience Institute building would use a soldier beam, lagging, and tieback method. Tiebacks would be drilled horizontally and attached to the vertical soldier beams to support them as excavation occurred.

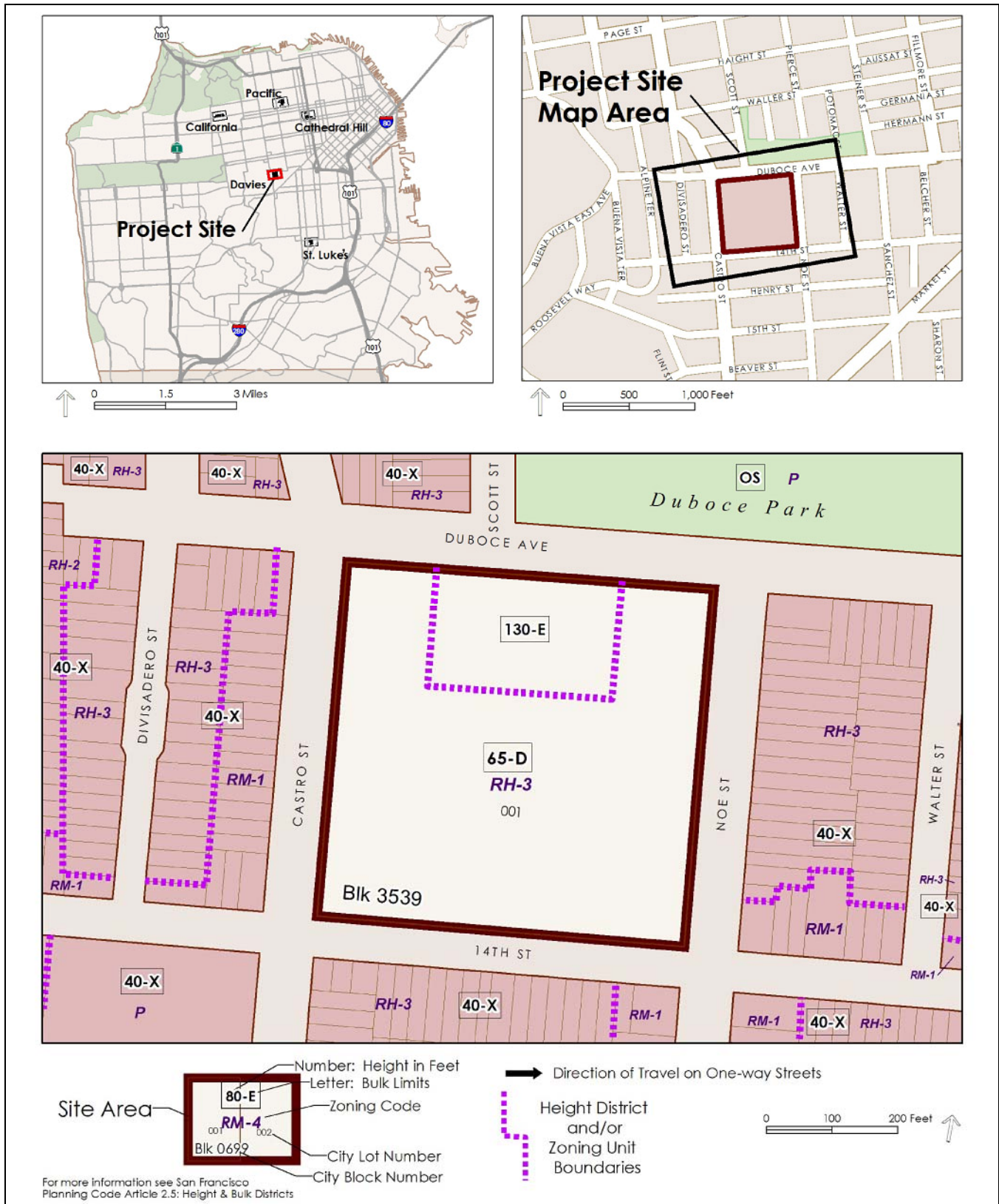
### **LONG-TERM PROJECTS**

The long-term Davies Campus project component, the Castro Street/14th Street MOB, is expected to be constructed in the 2018–2020 time period. Although many of the construction activities (e.g., trucking routes and measures to reduce construction impacts) described above for the proposed Neuroscience Institute building would be similar to this long-term project component, a more detailed construction schedule for the proposed long-term project at the Davies Campus would be determined at the time that the project is more fully developed and designed. As discussed above, the long-term project component would be subject to separate project-specific environmental review under CEQA.

## **2.5.4 REQUIRED PROJECT APPROVALS FOR THE DAVIES CAMPUS**

A CU authorization to modify the previously approved PUD would be required for CPMC to construct a new approximately 51,000-sq.-ft. Neuroscience Institute building in an RH-3 (Residential, House Districts, Three-Family) District. An amendment to the existing PUD (under Planning Code Section 304, which is required for projects exceeding 50,000 sq. ft.) would be required to allow exceptions to the rear-yard requirement and the requirement for independently accessible off-street parking (to allow for valet parking).

Based on the initial massing studies for the Castro Street/14th Street MOB, it does not appear that this project would require any additional amendments to the General Plan or Planning Code height and bulk maps. When additional design detail is available in the future, CPMC and the Planning Department will review those plans and identify any additional entitlements that would be required. Any necessary analysis of those additional entitlements will be included in any project-specific environmental review of the long-term project that may be required in the future under CEQA.

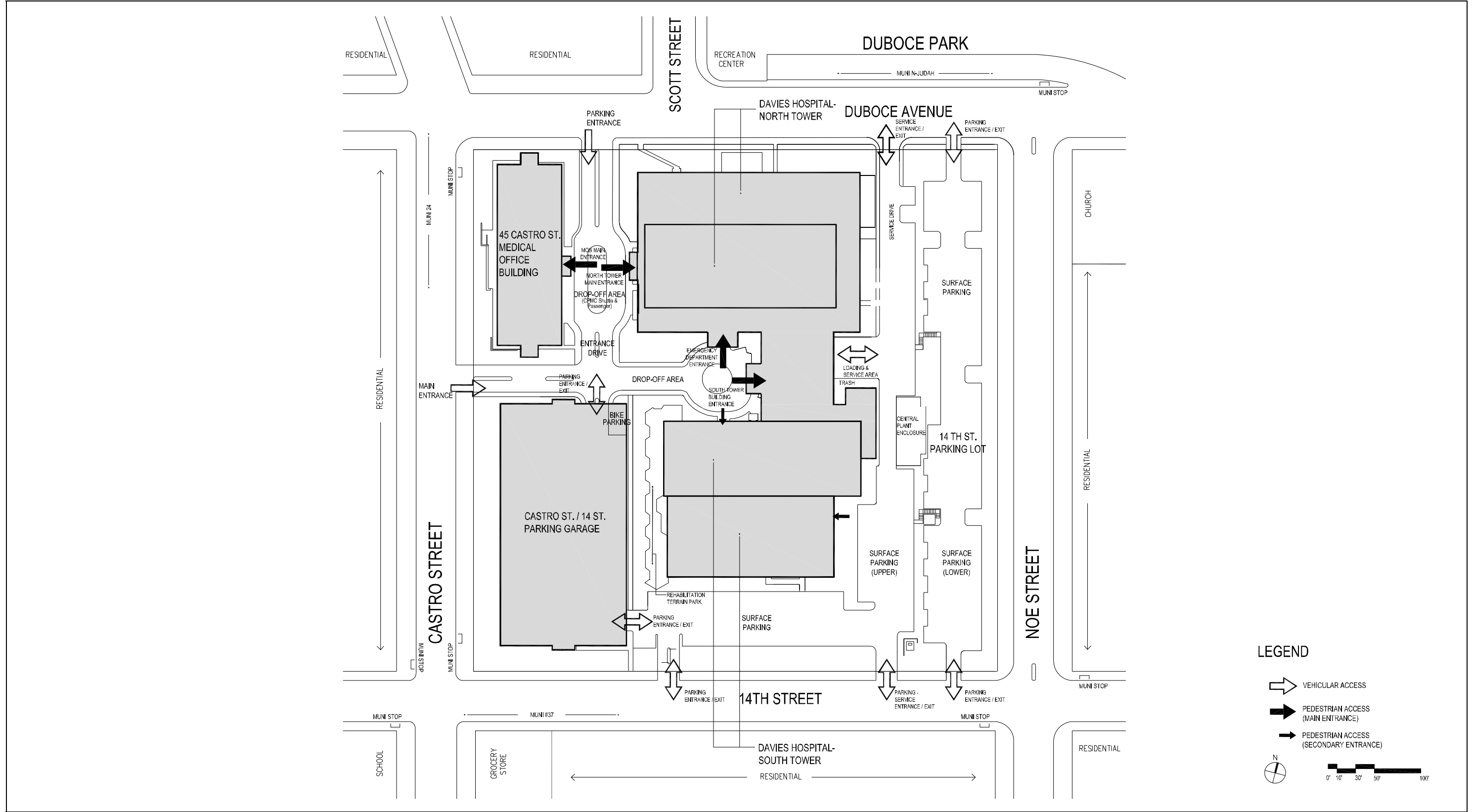


Sources: City and County of San Francisco Department of Public Works GIS; data compiled by AECOM in 2009

## Davies Campus Area

Figure 2-43

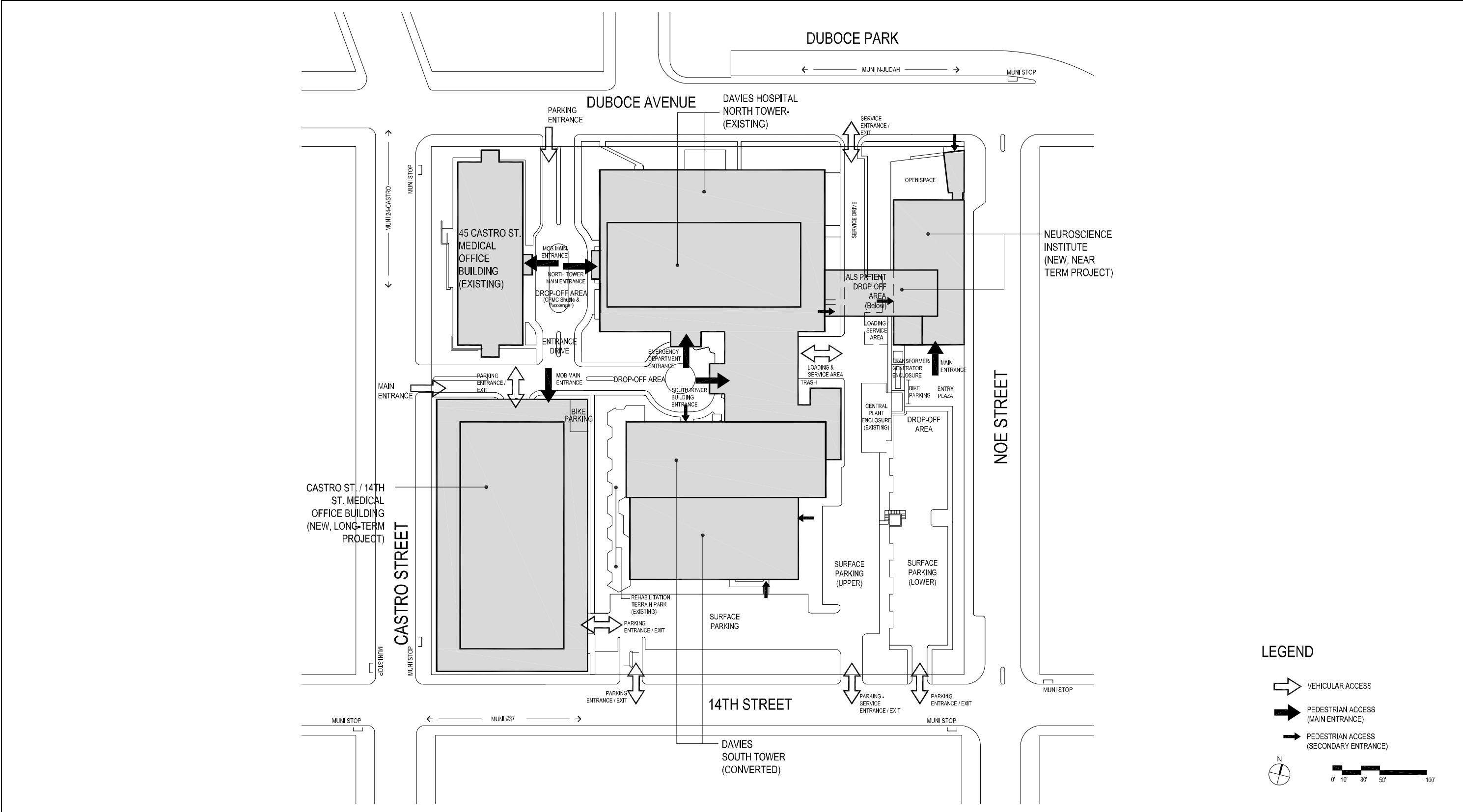




Davies Campus—Existing Site Plan

Figure 2-44



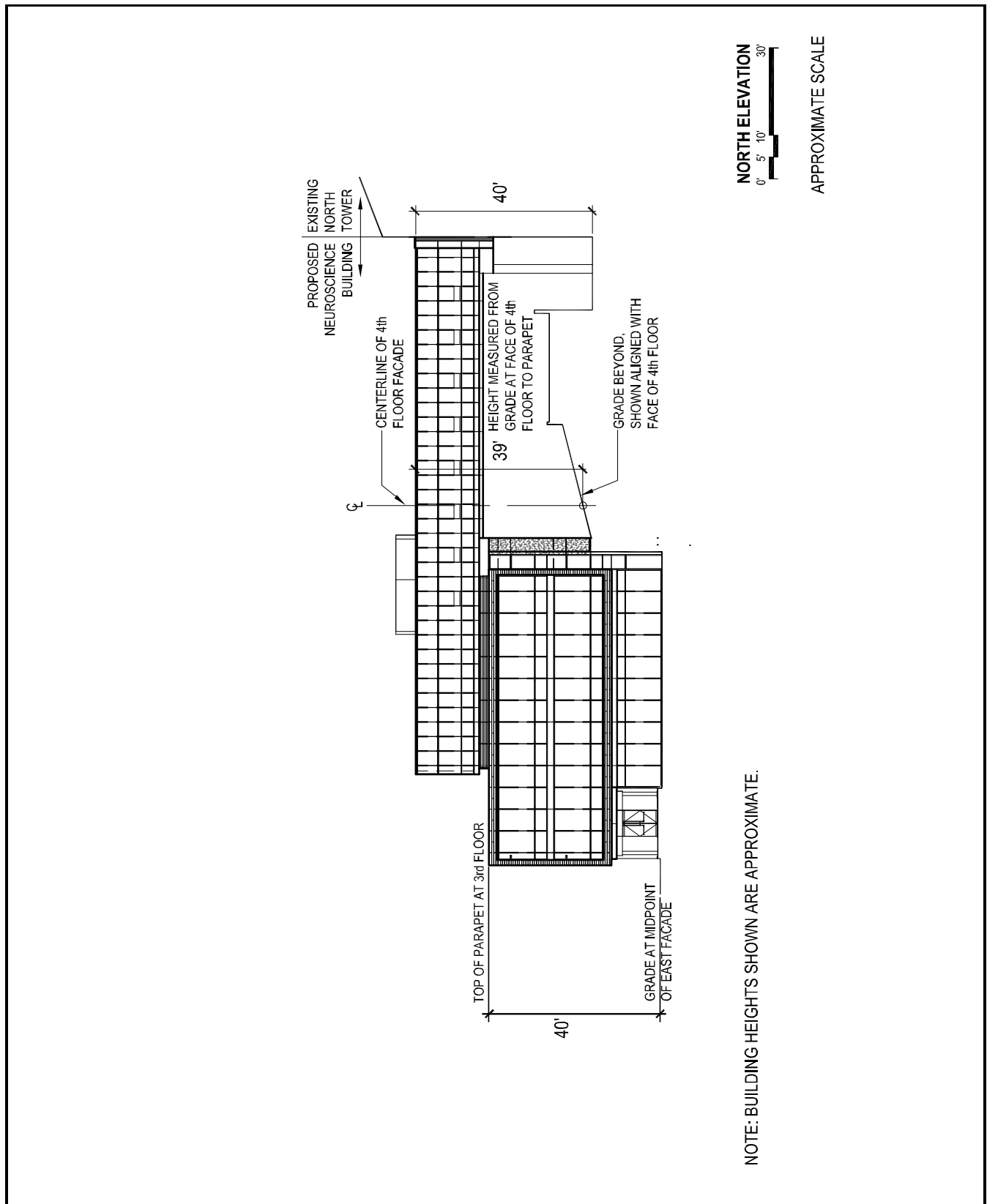


Source: SmithGroup 2010

Davies Campus—Proposed Site Plan

Figure 2-45

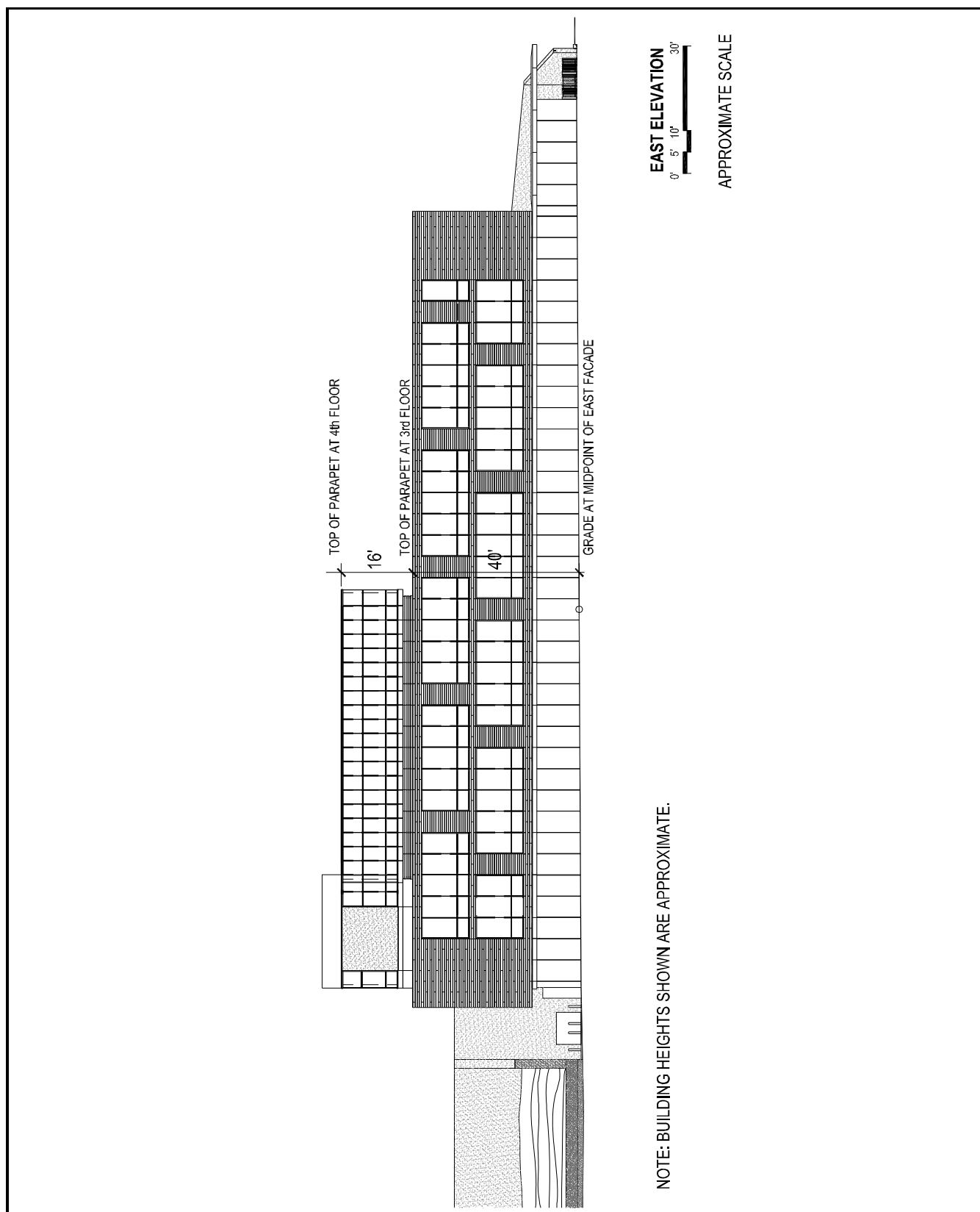




Source: SmithGroup 2010

**Davies Campus Neuroscience Institute—Proposed North Elevation**

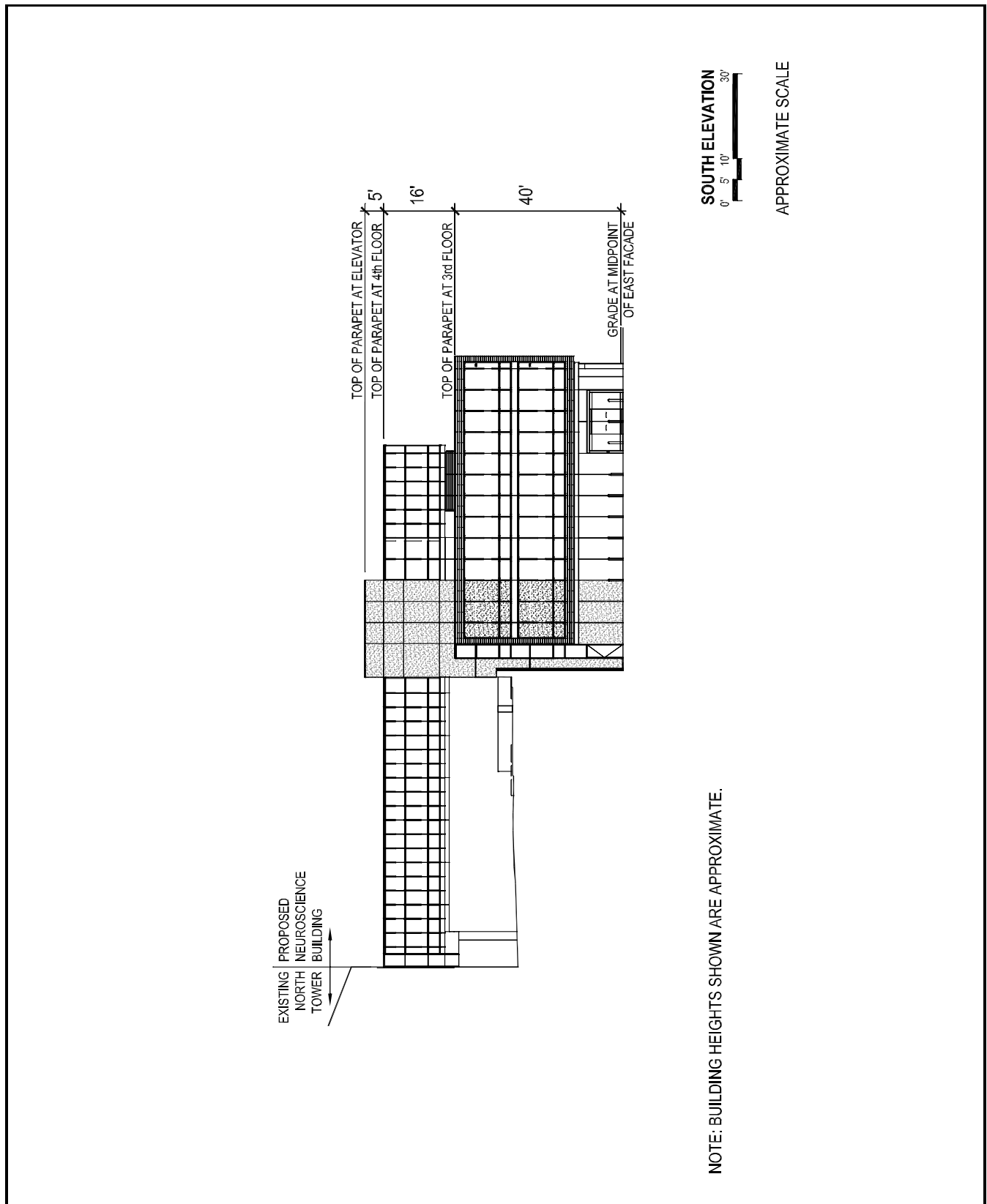
**Figure 2-46**



Source: SmithGroup 2010

**Neuroscience Institute—Proposed East Elevation**

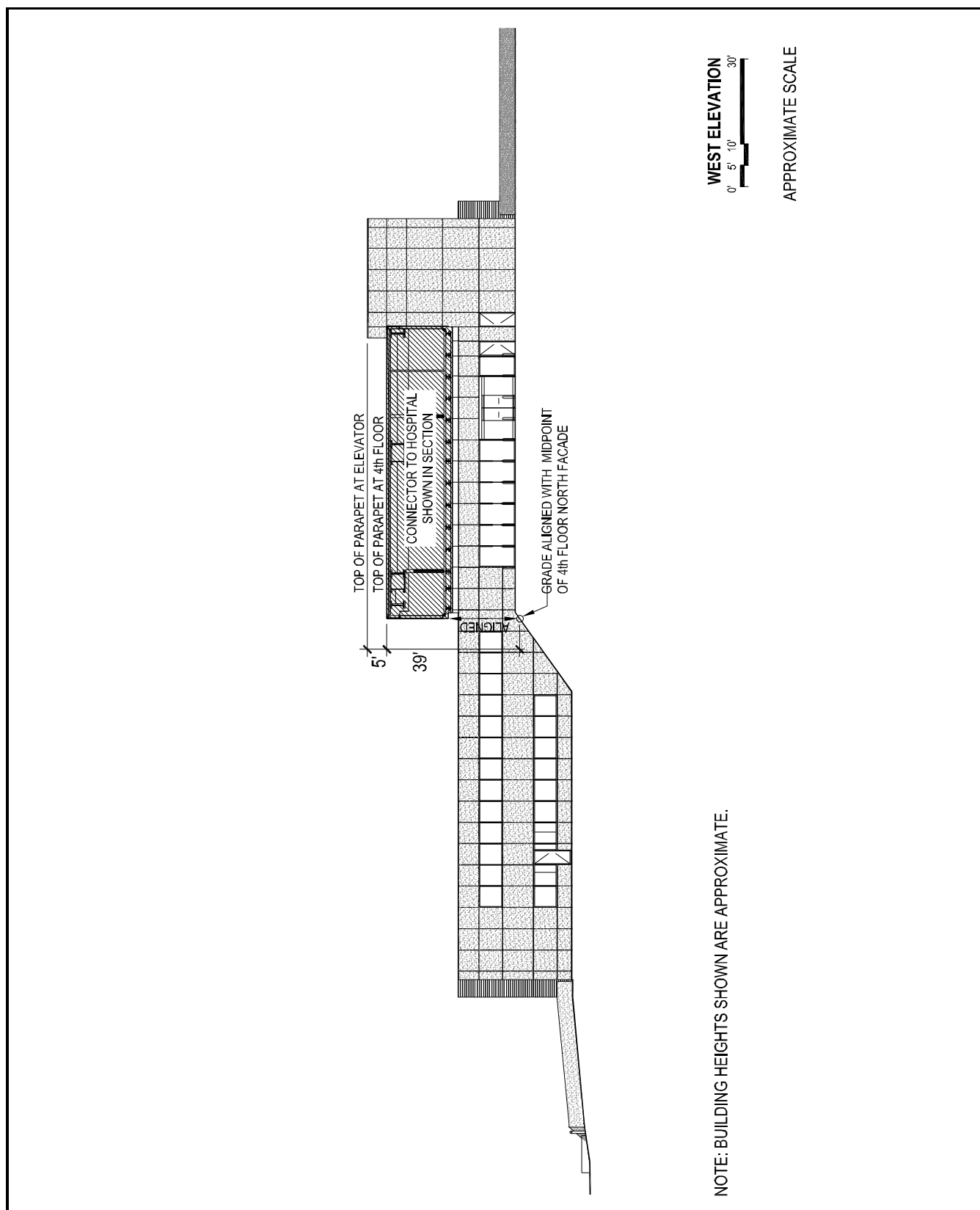
**Figure 2-47**



Source: SmithGroup 2010

**Davies Campus Neuroscience Institute—Proposed South Elevation**

**Figure 2-48**

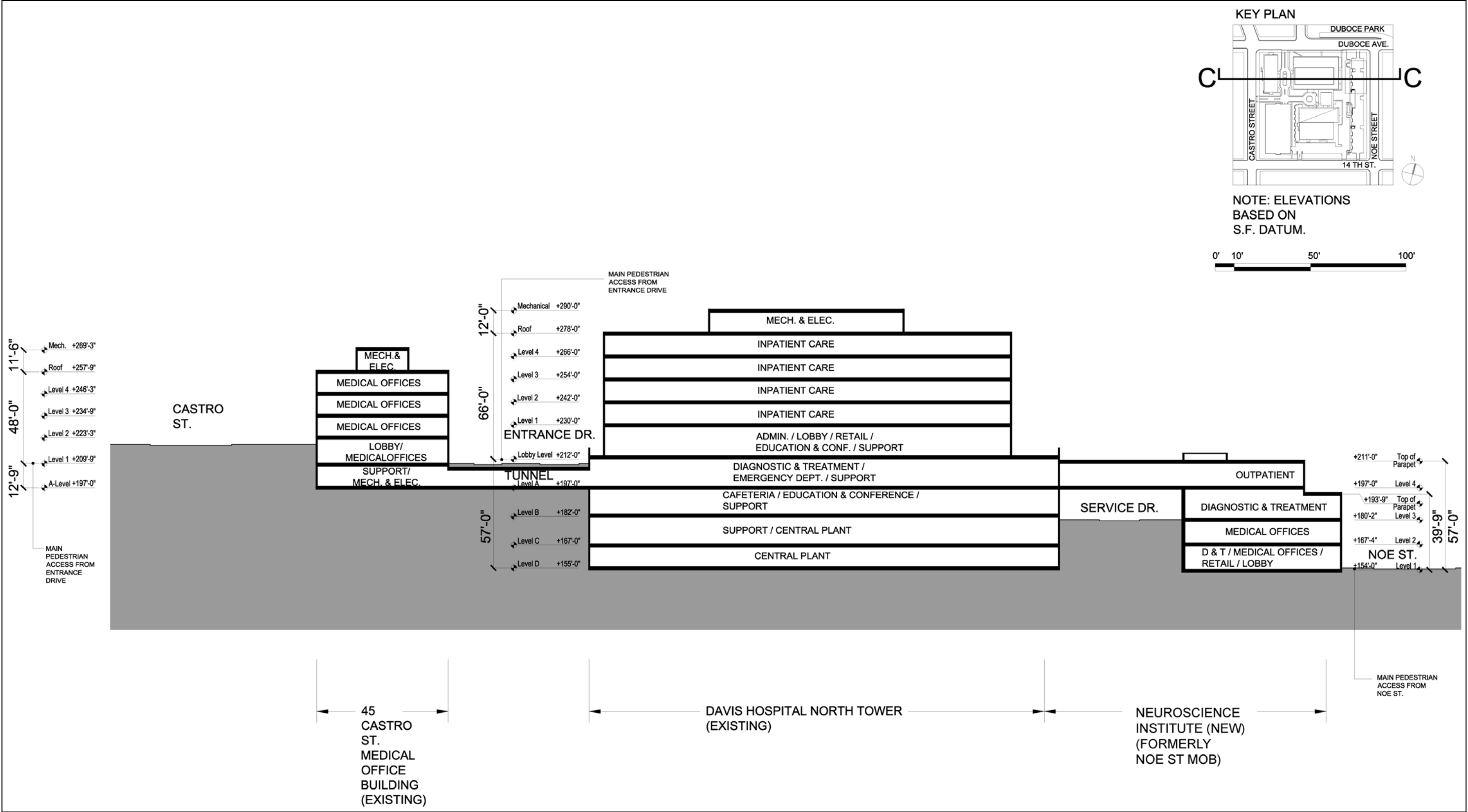


Source: SmithGroup 2010

**Davies Campus Neuroscience Institute—Proposed West Elevation**

**Figure 2-49**



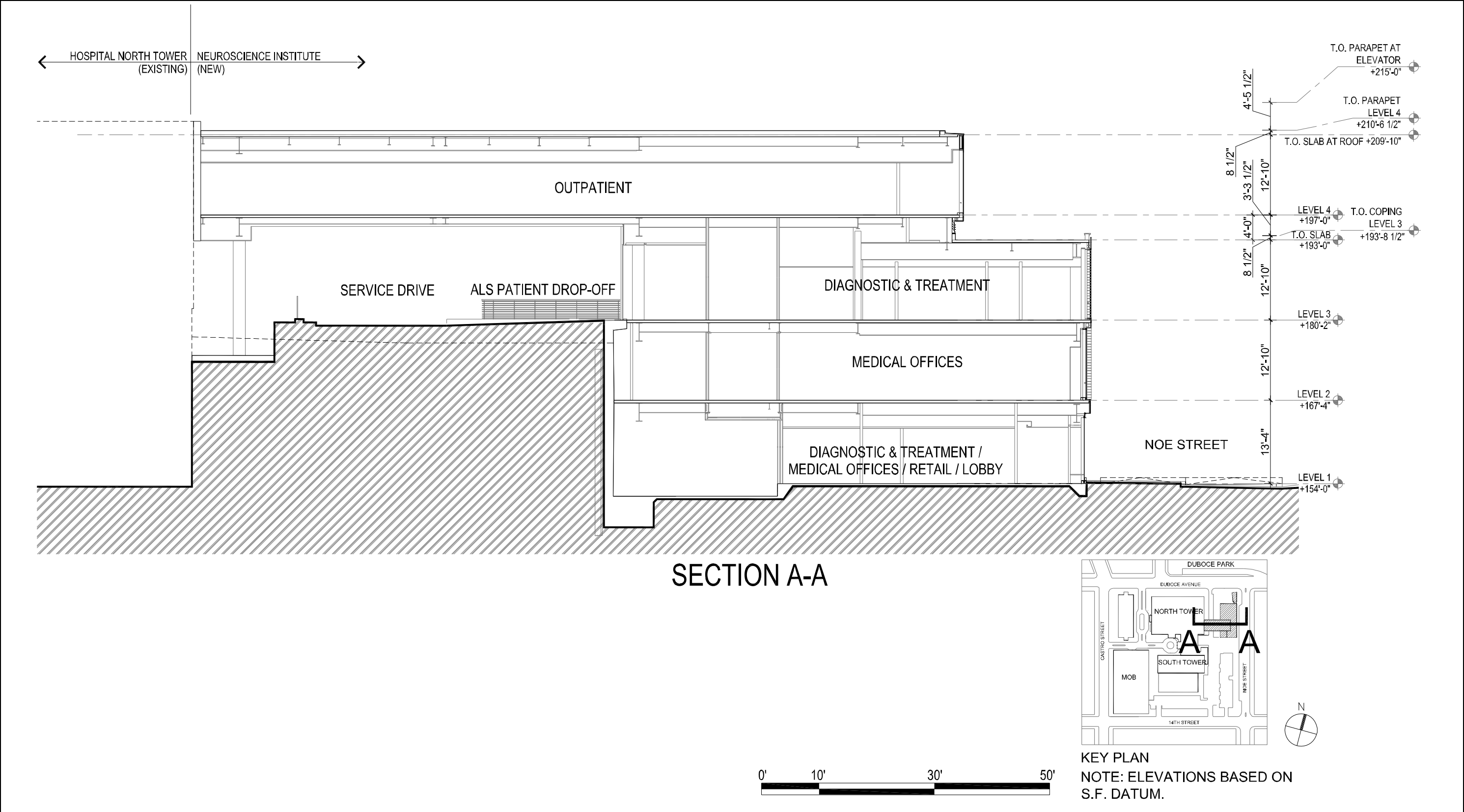


Source: SmithGroup 2010

Davies Campus Neuroscience Institute—Proposed Stacking Diagram

Figure 2-50



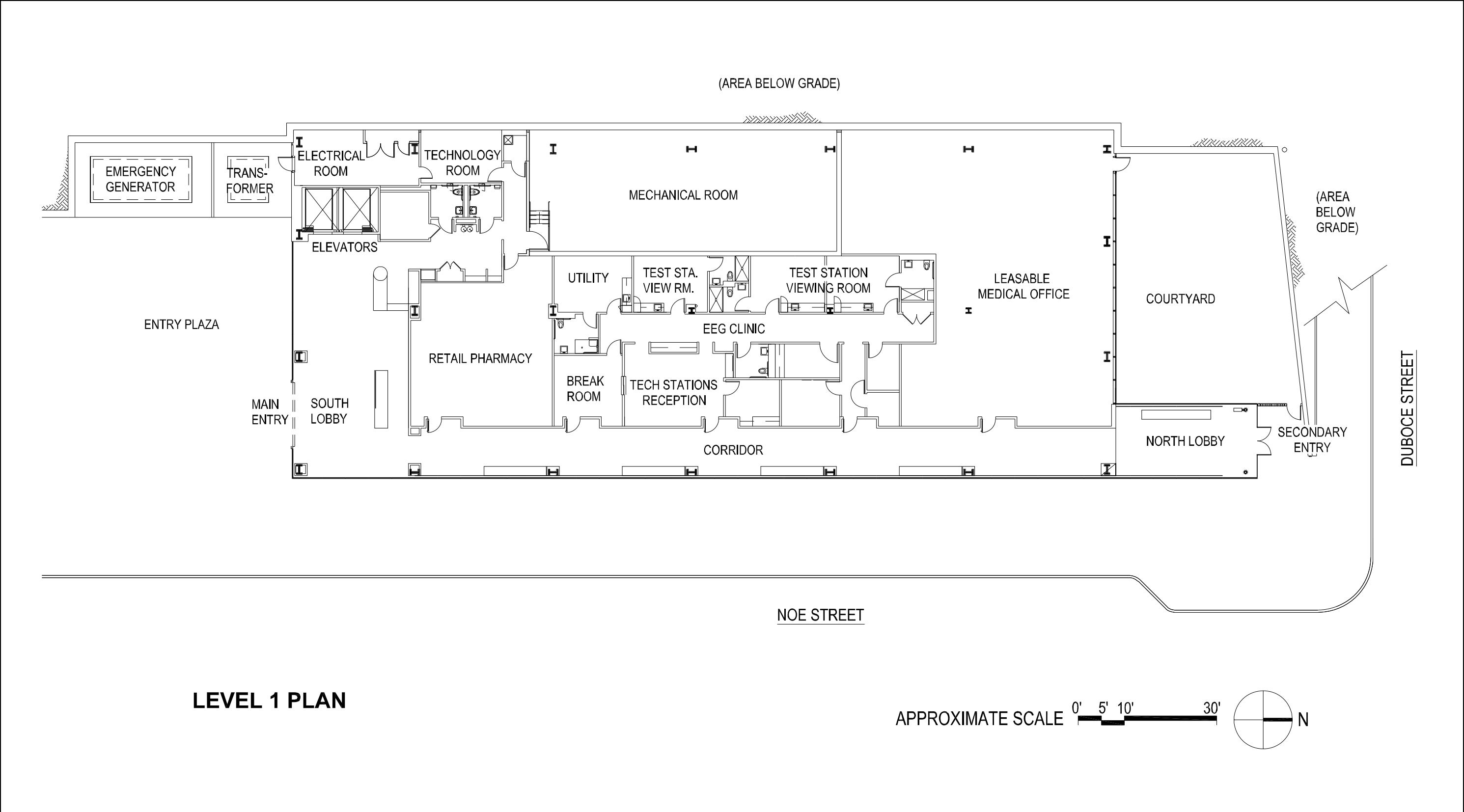


Source: SmithGroup 2010

Davies Campus Neuroscience Institute—Proposed Stacking Diagram A-A

Figure 2-51



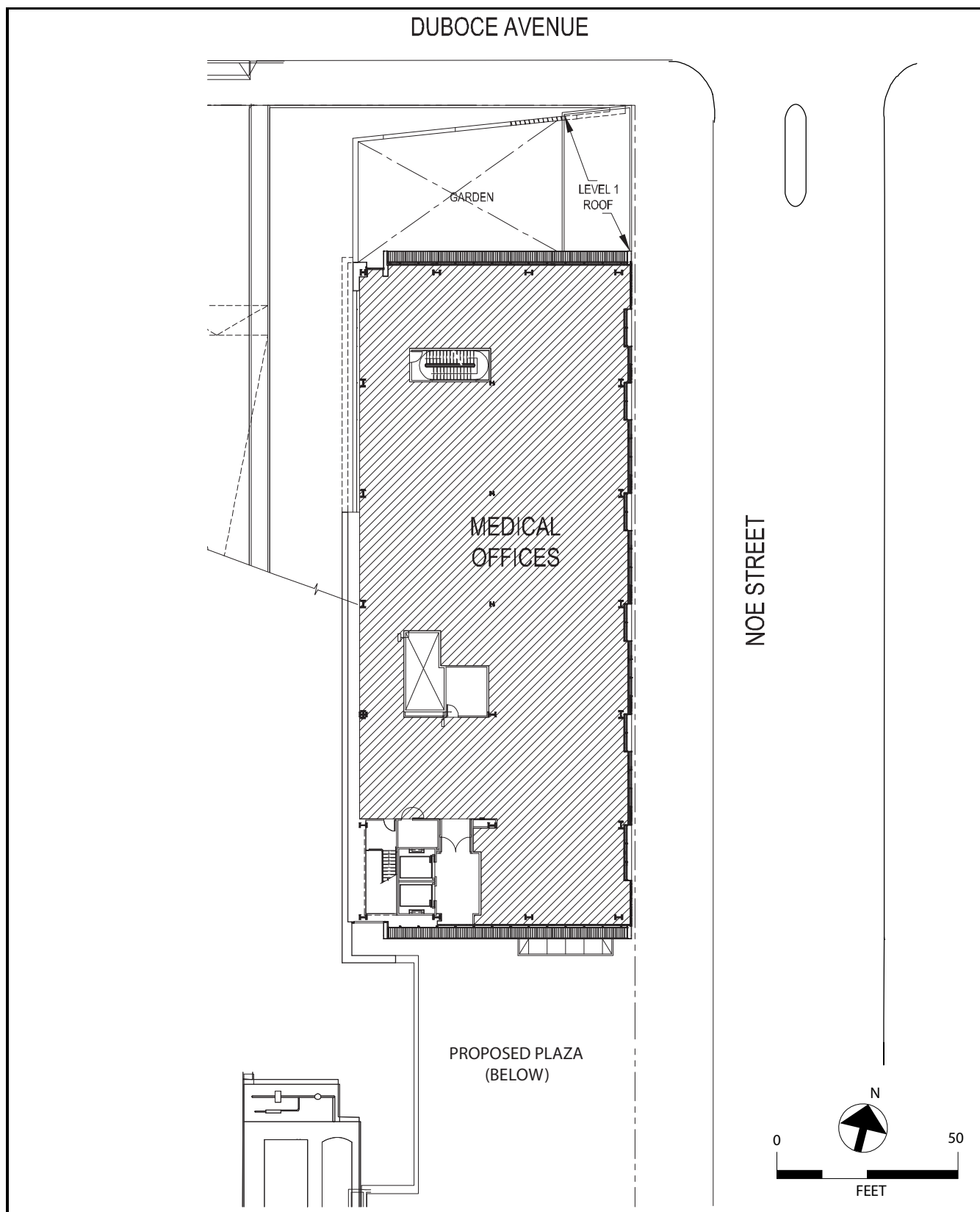


Source: SmithGroup 2010

Davies Campus Neuroscience Institute—Main Access Floor, Level 1

Figure 2-52

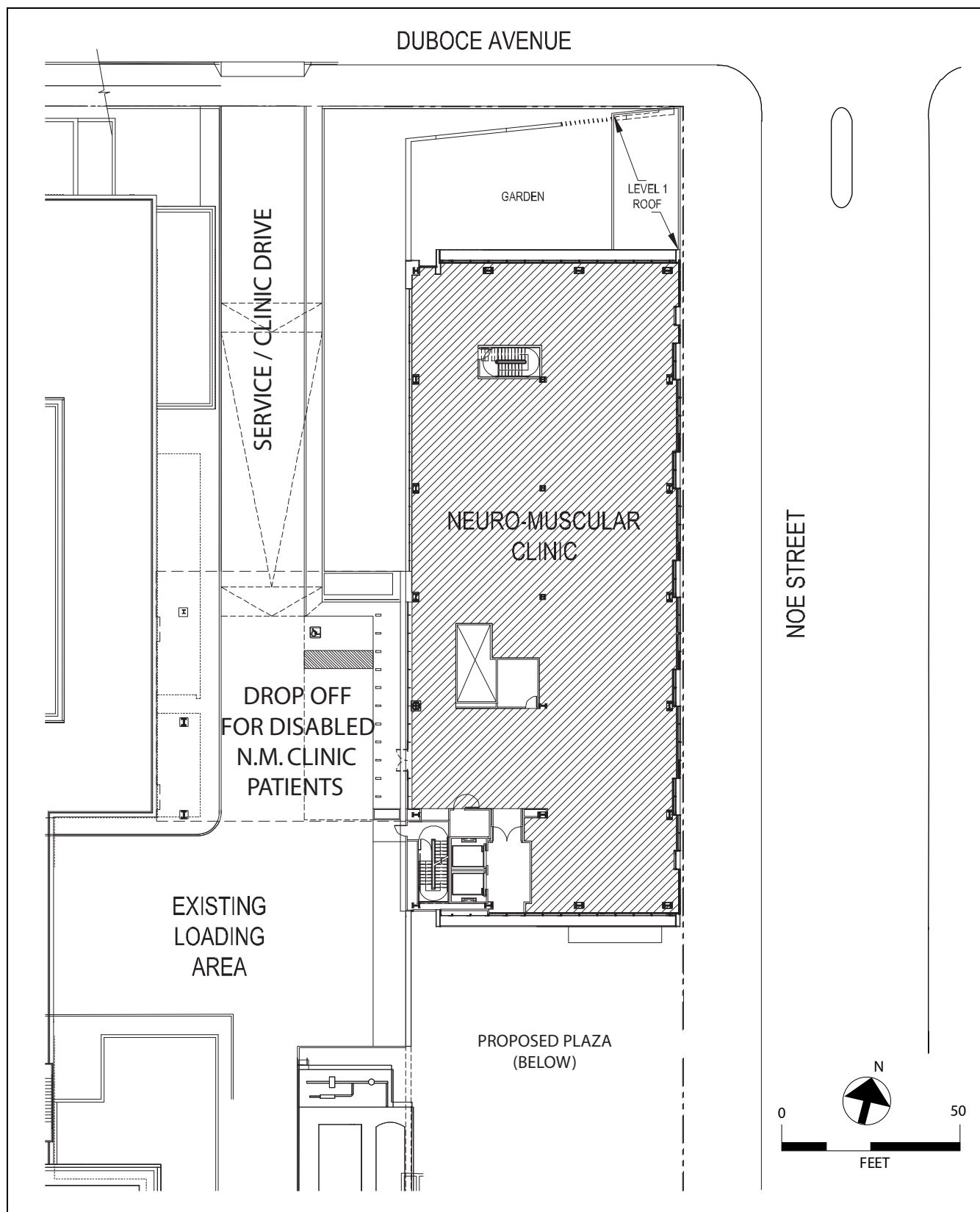




Source: Smith Group/SOM A Joint Venture with SMWM

**Davies Campus Neuroscience Institute—Medical Offices, Level 2**

**Figure 2-53**

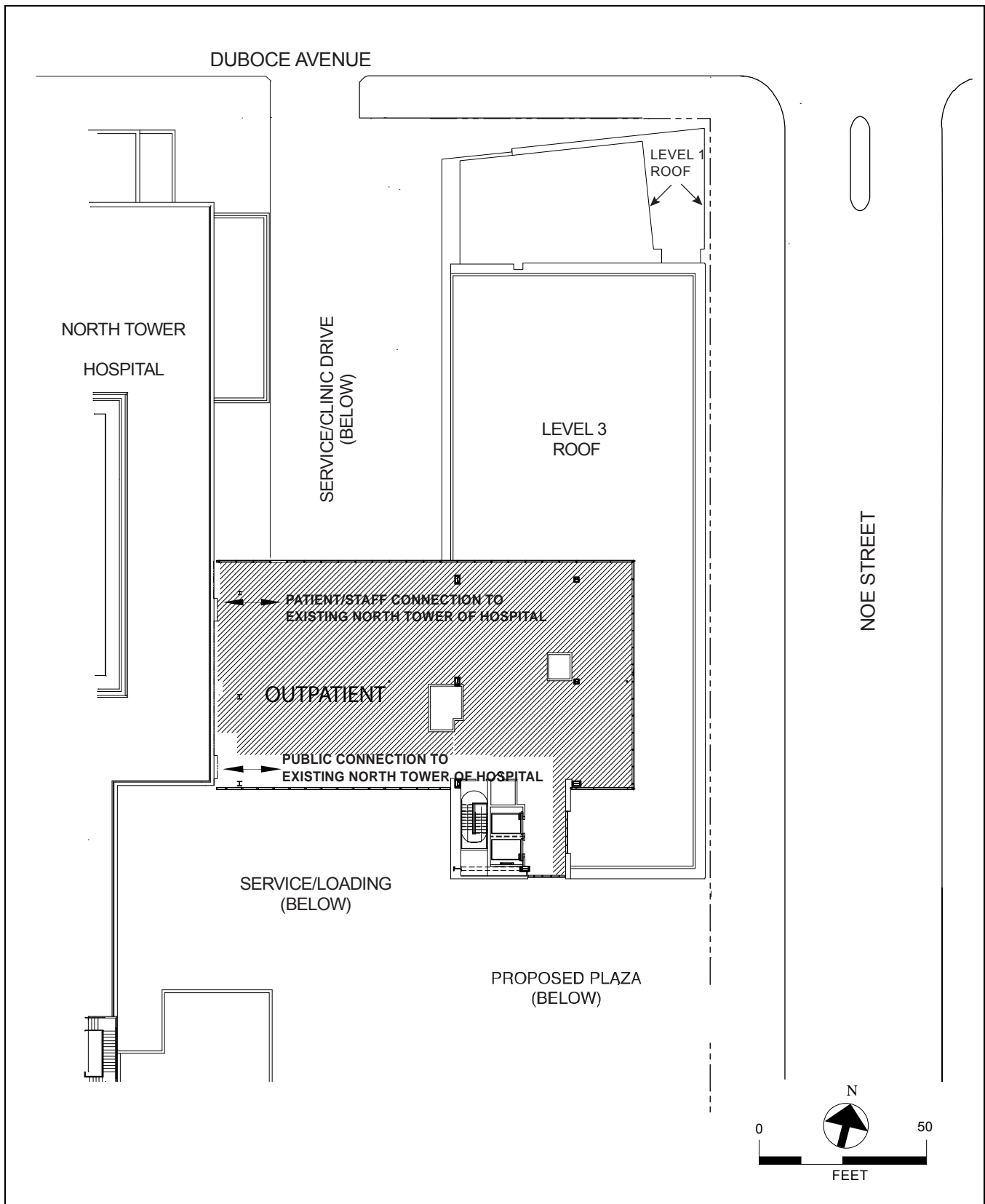


Source: Smith Group/SOM a Joint Venture with SMWM

**Davies Campus Neuroscience Institute—Neuromuscular Clinic, Level 3**

**Figure 2-54**





Source: Smith Group/SOM A Joint Venture with SMWM

**Davies Campus Neuroscience Institute—Outpatient, Level 4**

**Figure 2-55**

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Source: Smith Group/SOM a Joint Venture with SMWM

Davies Campus Streetscape Plan

Figure 2-56



## 2.6 ST. LUKE'S CAMPUS

### 2.6.1 EXISTING CONDITIONS

#### OVERVIEW

Located in the Mission District, the 4.4-acre St. Luke's Campus occupies one entire block (Assessor's Block 6575, Lots 001 and 002) and a portion of a second block (Assessor's Block 6576, Lot 021). Block 6575 is bounded by Cesar Chavez Street to the north, Valencia Street to the east, Duncan Street to the south, and San Jose Avenue to the west. The campus also contains a surface parking lot west of San Jose Avenue that occupies a portion of Assessor's Block 6576, Lot 021. This block is generally bounded by Cesar Chavez Street to the north, San Jose Avenue to the east, 27th Street to the south, and Guerrero Street to the west. Table 2-12, "St. Luke's Campus: Existing Site Characteristics"; Table 2-13, "St. Luke's Campus: Project Summary Table" (page 2-175); and Figures 2-57 through 2-77 (pages 2-194 to 2-233) altogether characterize and graphically depict existing conditions and proposed development at the St. Luke's Campus. The figures are presented at the end of Section 2.6, beginning on page 2-194.

<b>Table 2-12 St. Luke's Campus: Existing Site Characteristics</b>					
Address	Assessor's Block/Lot	Building Gross Square Footage	Zoning District	Height/Bulk District	Present Use
3555 Cesar Chavez Street	6575/001 and 002	197,983	RH-2	105-E	St. Luke's Hospital tower (8 parking spaces)
3615 Cesar Chavez Street	6576/021	0	RH-2	65-A	Surface parking lot (74 spaces)
St. Luke's 1957 Building	6575/001	31,724	RH-2	105-E	Emergency Department, surgery, diagnostics, and hospital support
St. Luke's 1912 Building	6575/001	26,280	RH-2	105-E	Administration
Redwood Administration Building	6575/001	2,400	RH-2	105-E	Storage
1580 Valencia Street	6575/001	90,005	RH-2	105-E	Monteagle Medical Center (medical offices, clinic space, outpatient care)
555 San Jose Avenue	6575/001	18,506	RH-2	105-E	Hartzell Building (leased to Samuel Merritt School of Nursing; support, offices, education)
MRI Trailer	6575/001	1,600	RH-2	105-E	Diagnostics
Duncan Street Parking Garage	6575/001	83,370	RH-2	105-E	Parking (215 spaces)
San Jose Avenue between Cesar Chavez and 27th Streets (closed to through traffic)	NA	NA	RH-2	NA	Parking (32 spaces)
<b>Total</b>	—	<b>451,868</b>	—	—	—
Notes: MRI = Magnetic Resonance Imaging; NA = not applicable; RH-2 = House, Two-Family Source: Data compiled by AECOM in 2009					

Directly north of the St. Luke's Campus, across Cesar Chavez Street, exist a mix of low- to mid-rise residential and commercial uses. A vacant commercial space (formerly Salvation Army) and a pharmacy front the northern half of Cesar Chavez Street between Guerrero and Valencia Streets. Just east of the campus is a surface public parking lot and many commercial buildings, including an auto parts store, nail salon, and a City-run career center. Immediately south and west of the campus are mainly small- to moderate-scale single-family and multifamily residential uses.

The northern half of the St. Luke's Campus slopes downward from west to east near Guerrero Street toward San Jose Avenue and Valencia Street, and slopes downward to the north from 27th Street to Cesar Chavez Street. There is an approximately 7-foot change in grade on the site between Guerrero Street (west) and Valencia Street (east), and an approximately 14-foot change in grade from 27th Street (south) to Cesar Chavez Street (north).

Figure 2-57, "St. Luke's Campus Area" (page 2-194), illustrates the location of the St. Luke's Campus, assessor's block and lot numbers as described above, and existing zoning and height and bulk designations as described below. Existing zoning on the St. Luke's Campus is residential; the entire campus is zoned RH-2 (Residential, House Districts, Two-Family). Although the St. Luke's Campus is zoned residential, the existing campus was built through exemptions provided by previously approved CU authorization as a PUD. The existing hospital and seven other buildings on this campus are located in the 105-E Height and Bulk District.<sup>46</sup> The surface parking lot at the northwest portion of this campus is located in the 65-A Height and Bulk District.<sup>47</sup> The base allowable FAR for the St. Luke's Campus is 1.8:1.<sup>48</sup>

The St. Luke's Campus consists of eight structures. These include six buildings, a parking garage, and the MRI trailer (see Table 2-12, "St. Luke's Campus: Existing Site Characteristics," on page 2-173 for further clarification). Details of the existing uses and buildings are further described below. Figure 2-58, "St. Luke's Campus—Existing Site Plan" (page 2-195), illustrates the site plan for the existing St. Luke's Campus and its environs. Please note that all square footage numbers listed in this section are approximate, whether or not this is specified for a particular use or building.

Along the Valencia Street frontage of the St. Luke's Campus are, from north to south, the St. Luke's Hospital tower, the St. Luke's 1957 Building (referred to in this EIR as simply the "1957 Building"), the St. Luke's 1912 Building (referred to in this EIR as the "1912 Building"), and the Monteagle Medical Center (1580 Valencia Street) (see Figure 2-58 on page 2-195). The Redwood Administration Building is located along San Jose

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<sup>46</sup> As specified in Section 260 of the Planning Code, the 105-E Height and Bulk District allows a maximum building height of 105 feet. As indicated in Planning Code Section 270, the "E" bulk designation requires additional setbacks for portions of buildings above 65 feet in height.

<sup>47</sup> As specified in Section 260 of the Planning Code, which allows a maximum building height of 65 feet, the Monteagle Medical Center building exceeds the current height limit for the 65-A Height and Bulk District. As indicated in Planning Code Section 270, the "A" bulk designation requires additional setbacks for portions of buildings above 40 feet in height.

<sup>48</sup> Through past approvals, the St. Luke's Campus has an existing FAR of 2.3:1.

Table 2-13  
St. Luke's Campus: Project Summary Table

Category under the LRDP (numbers for building uses below depict square footage)	Demo	Convert	Retain		Demo		Retain		Existing Uses—Total	Existing Uses to Be Retained or Converted <sup>2</sup>	New Construction		Project Totals
	St. Luke's Hospital Tower	1957 Building <sup>1,2</sup>	1912 Building	1580 Valencia (Monteagle)	MRI Trailer	Redwood Admin. Building	Duncan St. Parking Garage	555 San Jose (Hartzell)			St. Luke's Replacement Hospital	MOB/ Expansion Building	
Residential	–	–	–	–	–	–	–	–	–	–	–	–	–
Hotel	–	–	–	–	–	–	–	–	–	–	–	–	–
Retail	873	–	–	1,648	–	–	–	–	2,521	1,648	–	2,600	4,248
Office	–	–	–	–	–	2,400	–	8,974	11,374	8,974	–	–	8,974
Medical Office	–	–	–	49,717	–	–	–	–	49,717	49,717	–	31,820	81,537
Light Industrial	–	–	–	–	–	–	–	–	–	–	–	–	–
Parking—Structured	–	–	–	–	–	–	83,370	–	83,370	83,370	–	111,000	194,370
Hospital Administration	1,865	1,459	4,114	–	–	–	–	–	7,438	5,573	2,000	2,080	9,653
Cafeteria	3,471	–	–	–	–	–	–	–	3,471	–	1,800	1,560	3,360
Education/Conference	9,107	1,559	–	–	–	–	–	286	10,952	1,845	–	1,560	3,405
Inpatient Care	52,089	–	–	–	–	–	–	–	52,089	–	76,800	–	76,800
Skilled Nursing Care	25,637	–	–	–	–	–	–	–	25,637	–	–	–	–
Outpatient Care	1,315	–	4,201	1,549	–	–	–	–	7,065	5,750	–	8,680	14,430
Diagnostic and Treatment	17,234	14,124	7,081	15,815	1,600	–	–	–	55,854	22,896 <sup>2</sup>	17,500	22,460	62,856
Emergency Department	–	7,060	–	–	–	–	–	–	7,060	–	12,000	–	12,000
Support	51,540	3,516	9,421	5,781	–	–	–	2,927	73,185	42,829 <sup>2</sup>	14,000	3,640	60,469
Research	6,668	–	–	–	–	–	–	–	6,668	–	–	–	–
Other	–	–	–	–	–	–	–	–	–	–	–	–	–
Lobby	1,384	–	442	870	–	–	–	196	2,892	1,508	2,500	520	4,528
Building Infrastructure	26,053	3,579	1,021	10,257	–	–	–	892	41,802	15,749	14,400	15,130	45,279
Central Plant	–	–	–	–	–	–	–	–	–	–	3,000	–	3,000
Mechanical and Electrical Floors	–	427	–	4,368	–	–	–	5,111	9,906	9,906	–	–	9,906
Loading	747	–	–	–	–	–	–	120	867	120	1,000	–	1,120
<b>Total sq. ft.</b>	<b>197,983</b>	<b>31,724</b>	<b>26,280</b>	<b>90,005</b>	<b>1,600</b>	<b>2,400</b>	<b>83,370</b>	<b>18,506</b>	<b>451,868</b>	<b>249,885</b>	<b>145,000</b>	<b>201,050</b>	<b>595,935</b>
Dwelling Units	–	–	–	–	–	–	–	–	–	–	–	–	–
Hotel Rooms	–	–	–	–	–	–	–	–	–	–	–	–	–
Parking Spaces—Structured	–	–	–	–	–	–	215	–	215	215	–	220	435
Parking Spaces—Surface	8	106 <sup>1</sup>	–	–	–	–	–	–	114	15	–	–	15
Loading Spaces	2	–	–	–	–	–	–	–	2	2	–	–	2
Number of Buildings	1	1	1	1	1	1	1	1	8	6	–	1	7
Height of Buildings	158 <sup>3</sup>	53 <sup>4</sup>	53	102 <sup>5</sup>	12	12	28	34	–	–	99	100	–
Number of Stories	12	4	4	8	1	1	2	2	–	–	5	5	–
Stories Underground	1	–	–	1	–	–	–	1	–	–	–	4	–

Note: LRDP = *Long Range Development Plan*; MOB = Medical Office Building; sq. ft. = square feet.

<sup>1</sup> The 106 surface parking spaces associated with the St. Luke's 1957 Building are located across San Jose Avenue and scattered throughout the campus.

<sup>2</sup> The project proposes to transfer existing Emergency Department (7,060 sq. ft.) and diagnostic and treatment uses (14,124 sq. ft.) in the 1957 Building and replace them with support uses. This 21,184-sq.-ft. total is accounted for in 42,829 sq. ft. of support use under existing uses to be retained.

<sup>3</sup> The existing St. Luke's Hospital Tower is 158 feet tall, not including an 11-foot-tall mechanical penthouse.

<sup>4</sup> The existing 1957 Building is 53 feet tall, not including an 14-foot-tall mechanical penthouse.

<sup>5</sup> The existing 1580 Valencia Street (Monteagle Building) is 102 feet tall, not including an 11-foot-tall mechanical penthouse.

Source: Data compiled by AECOM in 2009





Avenue, west of the St. Luke's Hospital tower and 1957 Building. Farther south along San Jose Avenue are the Hartzell Building (555 San Jose Avenue), located west of the 1912 Building, and the Duncan Street Parking Garage, located west of the Monteagle Medical Center building at the corner of San Jose Avenue and Duncan Street. A portable structure, the MRI Trailer, is located in the center of the St. Luke's Campus, between the 1912 Building and the Hartzell Building. Ambulance parking is located to the north of the MRI Trailer. Uses in these buildings are as follows:

- ▶ **St. Luke's Hospital Tower.** Built in 1970 and located near the northeast corner of the campus at 3555 Cesar Chavez Street, this is the most prominent building on the St. Luke's Campus. As detailed in Table 2-13, "St. Luke's Campus: Project Summary Table" (page 2-175), this 12-story plus one-level basement, 158-foot-tall (plus mechanical screen) hospital tower occupies approximately 198,000 sq. ft. and includes acute-care space (approximately 52,100 sq. ft.), skilled nursing space (25,700 sq. ft.), and hospital support space (51,600 sq. ft.). The hospital is licensed for 229 beds, of which 139 are in use. Of the 229 licensed beds currently at the St. Luke's Campus, 150 beds are licensed for acute-care and 79 beds are licensed for skilled nursing (Table 2-2, "CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses," page 2-10). Of the 139 in-use beds, 60 beds are used for acute-care and 79 beds for skilled nursing.
- ▶ **1957 Building.** This four-story, 53-foot-tall building occupies approximately 31,800 sq. ft. The building includes the campus's Emergency Department (approximately 7,100 sq. ft.), diagnostics and treatment space (14,200 sq. ft.), and support space (3,600 sq. ft.).
- ▶ **1912 Building.** This four-story, 53-foot-tall building occupies approximately 26,300 sq. ft., and includes hospital administration (approximately 4,100 sq. ft.), outpatient care (i.e., Diabetes Center [4,200 sq. ft.]), diagnostic and treatment space (7,100 sq. ft.), hospital support (9,400 sq. ft.), and the chapel.
- ▶ **Monteagle Medical Center.** This building occupies the southeastern corner of the St. Luke's Campus at the intersection of Valencia and Duncan Streets (1580 Valencia Street). The eight-story, 102-foot-tall medical center occupies approximately 90,000 sq. ft. and includes medical office space (approximately 49,700 sq. ft.), outpatient space (1,600 sq. ft.), diagnostic and treatment space (15,900 sq. ft.), and support space (5,800 sq. ft.).
- ▶ **Redwood Administration Building.** This one-story, 12-foot-tall portable building contains approximately 2,400 sq. ft. of space dedicated entirely to hospital administration.
- ▶ **Hartzell Building.** CPMC leases a portion of this building, located at 555 San Jose Avenue, to the Samuel Merritt School of Nursing, which is not part of CPMC. The two-story, 34-foot-tall building accommodates

approximately 18,600 sq. ft. of office and educational uses related to the nursing school. In addition, there is a data center and mechanical support area in the building that serves the campus.

- ▶ **MRI Trailer.** This one-story, 12-foot-tall trailer provides approximately 1,600 sq. ft. of space for diagnostics and treatment.

Several buildings on the St. Luke's Campus are connected to one another. The St. Luke's Hospital tower, 1957 Building, 1912 Building, and Monteagle Medical Center connect north to south through internal corridors at various levels. The MRI Trailer is connected to the 1912 Building via an enclosed passageway.

## **PARKING AND LOADING AREAS**

The St. Luke's Campus provides a total of 329 parking spaces, which are located in one parking structure and two surface parking areas:

- ▶ **Duncan Street Parking Garage.** This approximately 83,400-sq.-ft., two-story aboveground parking garage, located in the southwest corner of the campus, contains 215 off-street parking spaces. Garage access is available from San Jose Avenue, immediately north of Duncan Street.
- ▶ **3615 Cesar Chavez Street Surface Parking Lot.** This approximately 31,000-sq.-ft. parking lot, located on the west side of San Jose Avenue (i.e., across San Jose Avenue from the rest of the St. Luke's Campus) between Cesar Chavez Street and 27th Street contains 74 parking spaces. Access to the surface parking lot is from San Jose Avenue and 27th Street.
- ▶ **Staff Surface Parking.** Associated with the above-mentioned 3615 Cesar Chavez Street Surface Parking Lot, located on the east side of San Jose Avenue between 27th Street and Cesar Chavez Street (opposite the main entrance to the Redwood Administration Building), are 32 restricted-to-staff-use-only parking spaces. In addition, eight short-term surface parking spaces are on the St. Luke's Campus, in front of the St. Luke's Hospital tower.

The service and loading areas for the St. Luke's Hospital tower are located on the west side of the hospital building and are accessed from San Jose Avenue.

## **LOCAL STREETS NETWORK AND EXISTING SITE ACCESS**

The St. Luke's Campus is bordered by or in the vicinity of several major thoroughfares, including Cesar Chavez Street, Mission Street, and South Van Ness Avenue. U.S. 101 is approximately 1 mile east of the campus and is accessible via Cesar Chavez Street. The campus is surrounded by a mix of residential and commercial uses, as

explained above. Local residential streets around the campus include Tiffany Street to the southeast, Duncan Street to the south, and 27th Street and San Jose Avenue to the west.

The St. Luke's Campus is accessible by both public transit and automobile from the west and east via Cesar Chavez Street, and from the north and south primarily via Valencia Street, Guerrero Street, Mission Street, and South Van Ness Avenue. The campus is well served by Muni:<sup>49</sup> the J-Church light rail line (three blocks west) and five bus lines—the 36-Teresita (on the campus block), 12-Folsom-Pacific and 27-Bryant (both on Cesar Chavez Street), and 14-Mission and 49-Van Ness-Mission (both one block east on Mission Street) all run near the campus. The campus is located 4 blocks (0.5 mile) south of the 24th Street BART Station. Pedestrian access to the St. Luke's Campus, as shown in Figure 2-58, "St. Luke's Campus—Existing Site Plan" (page 2-195), is available from Cesar Chavez Street, San Jose Avenue, Duncan Street, and Valencia Street, but the existing stairs leading up to the 1912 Building from Valencia Street are not in use.

The St. Luke's Campus is also served by the CPMC intercampus shuttle system, with service to and from the Davies Campus. The CPMC shuttle stop for the hospital is currently located at Cesar Chavez Street. Existing open space and tree information for the St. Luke's Campus is discussed further in Section 4.13, "Biological Resources."

## **2.6.2 PROPOSAL FOR THE ST. LUKE'S CAMPUS**

The following describes project components proposed for the St. Luke's Campus under the LRDP. No long-term development is proposed at this campus. All activities described below would occur in the near term. No changes are proposed for the 1912 Building, Monteagle Medical Center, Duncan Street Parking Garage, and Hartzell Building. Figure 2-59, "St. Luke's Campus—Proposed Site Plan" (page 2-197), illustrates the proposed plan for the St. Luke's Campus, and Table 2-13, "St. Luke's Campus: Project Summary Table" (page 2-175), provides a detailed description of the campus's existing and proposed buildings and uses. The project, as proposed, would require the City to vacate a section of San Jose Avenue (between 27th Street and Cesar Chavez Street). This portion of San Jose Avenue is currently gated at its northern end, where it meets Cesar Chavez Street, and is not open to through traffic. It has been closed to public use under an encroachment permit since 1968.

### **ST. LUKE'S REPLACEMENT HOSPITAL**

The CPMC LRDP would result in the construction of the approximately 145,000-sq.-ft., seismically compliant St. Luke's Replacement Hospital, adjacent to and west of the existing St. Luke's Hospital tower. Specifically, the replacement hospital would occupy the site of the existing 3615 Cesar Chavez Street Surface Parking Lot. A portion of the new St. Luke's Replacement Hospital would also be constructed across the vacated section of San

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<sup>49</sup> San Francisco Municipal Transportation Agency. 2009. Major Muni Service Changes December 5. Available: <http://www.sfmta.com/cms/m1209/dec09service.htm>. Accessed December 10, 2009.

Jose Avenue, between the 1957 Building and the existing 3615 Cesar Chavez Street Surface Parking Lot. The removal of the portable Redwood Administration Building from the campus would be required, before the start of hospital construction. The proposed St. Luke's Replacement Hospital would replace the acute-care hospital uses in the existing St. Luke's Hospital tower by the end of 2015. The St. Luke's Replacement Hospital would replace the existing 229 licensed beds, 139 of which are operational (60 acute care and 79 skilled nursing beds), currently at the St. Luke's Campus. Under the LRDP, the St. Luke's Replacement Hospital would contain 80 licensed beds, all of which would be operational. This would represent 149 fewer licensed beds but 20 more operational acute care beds than the existing number (Table 2-2, "CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses," page 2 -10).

The St. Luke's Replacement Hospital would be a state-of-the-art medical facility, providing more efficient delivery of ancillary and support services compared to current hospital services, along with improved coordination of and access to patient care. After completion of the replacement hospital, all the acute-care functions of the existing hospital would be moved to the new St. Luke's Replacement Hospital and the existing hospital tower would be decommissioned and demolished.

The new, five-story St. Luke's Replacement Hospital would be 99 feet in height, based on the Planning Code's methodology for measurement. However, because the lot is sloped, the structure would vary in height relative to the location from which it is viewed. The St. Luke's Campus slopes downward to the east and north. For instance, the hospital's approximate height measurements to the top of the roof parapet would be:

- ▶ 99 feet, as measured at the site's northwest corner from the top of the sidewalk on Cesar Chavez Street (Figure 2-63, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed North Elevation," page 2-205) (north elevation);
- ▶ 82 feet, as measured at the site's southeast corner from the top of the sidewalk on 27th Street (Figure 2-64, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed South Elevation," page 2-207) (south elevation);
- ▶ 98 feet, as measured at the site's northeast corner from the top of the sidewalk on Cesar Chavez Street (Figure 2-65, "St. Luke's Replacement Hospital—Proposed East-West Elevation," page 2-209) (east elevation); and
- ▶ 54 feet, as measured at top of the sidewalk on the site's southwest corner at 27th Street (Figure 2-66, "St. Luke's MOB/Expansion Building—Proposed East-West Elevation," page 2-211) (west elevation).

The façade of the St. Luke's Replacement Hospital would be composed of various exterior materials including stucco, lightweight concrete wall panels, clear vision glass, and metal panels. The proposed replacement hospital,

which would be exempt from Chapter 13C of the City's Building Code (San Francisco Green Building Requirements), would implement a plan for a 14% reduction in energy use associated with heating, cooling, ventilation, hot water, and lighting. Additionally, CPMC is considering implementing measures that would enable the St. Luke's Replacement Hospital to achieve LEED® certification.

Figures 2-63 through 2-66 (pages 2-205 to 2-211) also illustrate the varying roofline of the St. Luke's Replacement Hospital, parapets, and mechanical equipment that would be screened. The mechanical penthouse would be an extension of the building's bed tower form. Figures 2-67 through 2-69 (pages 2-213 to 2-217) illustrate the proposed uses and number of beds by floor (Table 2-13, "St Luke's Campus: Project Summary Table," page 2-175). The proposed St. Luke's Replacement Hospital would include five levels:

- ▶ Level 1 would contain off-street loading, mechanical and electrical, general hospital support services, cafeteria, and lobby uses. The off-street loading area would be enclosed and located on the north side of the building, and would include three truck loading docks, three service van spaces, and two spaces for dumpsters. The main building entrance would be located on the north side of Level 1, providing covered access from the white zone drop-off area on Cesar Chavez Street through a lower level plaza, adjacent to the hospital cafeteria.
- ▶ Level 2 would contain the main lobby, admitting, hospital administration, diagnostic and treatment space, and the Emergency Department. A two-vehicle ambulance bay would be located adjacent to the Emergency Department on the south side of the hospital.
- ▶ Level 3 would contain primarily diagnostic and treatment facilities, as well as 16 inpatient beds.
- ▶ Levels 4–5 would contain mainly inpatient care facilities, with 29 beds on Level 4 and 35 beds on Level 5.
- ▶ The roof level would contain the emergency generators and air handling units (Figure 2-76, "St. Luke's Hospital and MOB/Expansion Building—Proposed Roof," page 2-231).

Figures 2-71, "St. Luke's Hospital and MOB/Expansion Building—Level 1" through 2-76, "St. Luke's Hospital and MOB/Expansion Building—Proposed Roof" (beginning on page 2-221) provide a floor plan for each level of the proposed St. Luke's Replacement Hospital. Site access for pedestrians and emergency, service, and patient vehicles are discussed below under "St. Luke's Campus Site Access."

Once completed, the approximately 145,000-sq.-ft. St. Luke's Replacement Hospital would contain a total of 80 licensed beds and would provide acute-care (approximately 76,800 sq. ft.), diagnostic and treatment facilities (17,500 sq. ft.), and an Emergency Department (12,000 sq. ft.), which is currently anticipated to include two critical care ambulance bays, six standard bays, and four fast track bays (including triage). Other uses would

include hospital administration (approximately 2,000 sq. ft.), cafeteria (1,800 sq. ft.), support facilities (14,000 sq. ft.), lobby (2,500 sq. ft.), and loading area (1,000 sq. ft.). In addition, the St. Luke's Replacement Hospital would have about 3,000 sq. ft. of central utility plant space below grade and about 14,400 sq. ft. of building infrastructure (e.g., shafts, elevators, and stairways), distributed among all the building levels.

Parking demand for the St. Luke's Replacement Hospital would be accommodated at the existing Duncan Street Parking Garage, which, as described above, currently includes 215 parking spaces. Additional hospital parking demand would be accommodated at the parking garage to be located in the proposed MOB/Expansion Building, which would provide 220 parking spaces. These two parking garages, plus 15 surface parking spaces (scattered throughout the campus), would provide a total of 450 parking spaces at the St. Luke's Campus, which would be 121 more parking spaces than under existing conditions. Loading (three spaces) for the St. Luke's Replacement Hospital would be located at the northern end of the hospital, at Cesar Chavez Street between Guerrero and Valencia Streets (Figure 2-59, "St. Luke's Campus—Proposed Site Plan," page 2-197).

### **MEDICAL OFFICE BUILDING/EXPANSION BUILDING**

Soon after the existing St. Luke's Hospital tower is vacated, the tower would be demolished. Soil would be imported to fill the basement area of the existing hospital and level the proposed new plaza area to the east of the proposed St. Luke's Replacement Hospital (Figure 2-59, "St. Luke's Campus—Proposed Site Plan," page 2-197).

After demolition of the existing 12-story St. Luke's Hospital tower, a new, approximately 201,000-sq.-ft., five-story MOB/Expansion Building would be constructed at the site of the former hospital tower. This new building is expected to be occupied by about 2018. The MOB/Expansion Building would include medical offices (approximately 31,900 sq. ft.), diagnostic and treatment space (22,500 sq. ft.), lobby space and building infrastructure (15,700 sq. ft.), outpatient care (approximately 8,700 sq. ft.), retail (2,600 sq. ft.), hospital administration (2,000 sq. ft.), cafeteria (1,500 sq. ft.), and education/conference space (1,500 sq. ft.) and four belowground parking levels that would provide approximately 220 parking spaces (approximately 111,000 sq. ft.). The below-ground parking area would require excavation to a depth of approximately 42 feet below grade (an estimated 42,000 cubic yards of soil would be removed).

The new five-story MOB/Expansion Building would be 100 feet in height, based on the Planning Code's methodology for measuring building height. However, because the lot is sloped and the building would have setbacks and varied heights, the structure would vary in height relative to the location from which it would be viewed. The St. Luke's Campus slopes downward to the east and north. For instance, the approximate height measurements to the top of the roof parapet of the MOB/Expansion Building would be:

- ▶ 100 feet, as measured at the site's northeast corner from the top of the sidewalk on Cesar Chavez Street (Figure 2-63, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed North Elevation," page 2-205) (north elevation);
- ▶ 82 feet, as measured at the building's southwest corner from the top of the plaza on San Jose Avenue (Figure 2-64, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed South Elevation," page 2-207) (south elevation);
- ▶ 100 feet, as measured at the site's southeast corner from the top of the sidewalk on Valencia Street (Figure 2-65, "St. Luke's MOB—Proposed East-West Elevation," page 2-209) (east elevation); and
- ▶ 99 feet, as measured at top of the sidewalk on the site's northwest corner at Cesar Chavez Street (Figure 2-66, "St. Luke's MOB/Expansion Building—Proposed East-West Elevation," page 2-211) (west elevation).

The façade of the MOB/Expansion Building would be composed of various exterior materials, including stucco, lightweight concrete wall panels, clear vision glass, and metal panels. The building would be required to conform to Chapter 13C of the City's Building Code (San Francisco Green Building Requirements). CPMC would be required to achieve a LEED<sup>®</sup> Silver rating for the MOB/Expansion Building.

Figures 2-63, 2-64, and 2-65 (pages 2-205, 2-207, and 2-209) also illustrate the varying roofline of the building, parapets, and mechanical equipment that would be screened. The mechanical penthouse would be an extension of the building's form. Figures 2-67, "St. Luke's Replacement Hospital—Proposed Stacking Diagram" (page 2-213) through 2-69, "St. Luke's Replacement Hospital—Proposed East-West Stacking Diagram" (page 2-217) illustrate the proposed uses by floor. The proposed MOB/Expansion Building would include five levels:

- ▶ Level 1 would provide pedestrian and vehicular access to the MOB/Expansion Building as well as contain the main lobby, a retail outlet, community room (with connection to the St. Luke's Replacement Hospital), and parking.
- ▶ Level 2 would contain additional lobby space, a laboratory, imaging room, and cafeteria.
- ▶ Levels 3–5 would contain medical offices.
- ▶ Four belowground levels of parking (Levels P1–P4) would contain 220 parking spaces and would be accessible from Level 1.

Figures 2-70 through 2-76 (pages 2-219 to 2-231) provide a floor plan for each level of the proposed MOB/Expansion Building. Site access for pedestrians and patient vehicles is discussed below under "St. Luke's Campus Site Access."

## **SAN JOSE AVENUE UTILITIES RELOCATION**

As described above, a portion of the new St. Luke's Replacement Hospital would be located on the portion of San Jose Avenue between 27th Street and Cesar Chavez Street that is currently used by CPMC under a permit from the City as the 3615 Cesar Chavez Street Surface Parking Lot. This portion of San Jose Avenue is currently gated at its northern end where it meets Cesar Chavez Street, is not open to through traffic, and is used for parking. It has been closed to public use under an encroachment permit since 1968. For the St. Luke's Replacement Hospital to be constructed, the City would be required to approve a street vacation for this portion of San Jose Avenue, and existing utilities located within the San Jose Avenue right-of-way would need to be relocated. The removal of the existing 114 parking spaces, associated with the 3615 Cesar Chavez Street Surface Parking Lot, and scattered throughout the campus, would be accommodated by the parking garage in the proposed MOB/Expansion Building. Figure 2-62, "St. Luke's Campus—San Jose Avenue Utility Relocation" (page 2-203), shows the proposed realignment of the storm sewer, water main, and electrical utilities from San Jose Avenue west onto 27th Street, then north along Guerrero Street, and east along Cesar Chavez Street. The realigned electrical utilities would continue north on Valencia Street and west on 26th Street to a substation at the corner of San Jose Avenue and 26th Street.

## **1957 BUILDING**

After the opening of the new St. Luke's Replacement Hospital, the existing, approximately 31,700-sq.-ft. 1957 Building would be decommissioned from its status as a licensed hospital and used as an administrative office, for storage, and for conference space. The Emergency Department would be relocated to the new St. Luke's Replacement Hospital. The existing Emergency Department entrance at the 1957 Building would no longer be accessible to vehicular access. Underground storage tanks would be located in this area to provide fuel to the emergency generators (to be located on the roof of the St. Luke's Replacement Hospital).

## **MRI TRAILER**

The existing MRI Trailer and the enclosed passageway connecting the trailer to the 1912 Building are proposed to be removed on completion of the MOB/Expansion Building. Services offered at the MRI Trailer would be moved to the MOB/Expansion Building. Upon removal of the MRI Trailer and passageway, the resulting opening in the exterior wall of the 1912 Building would be closed, in accordance with the *Secretary of the Interior's Standards for the Treatment of Historic Properties*. The exterior of the 1912 Building would be maintained (e.g., roofing repair and replacement, window and door repair), also in keeping with the *Secretary of the Interior's Standards for the Treatment of Historic Properties*.



## **STREETSCAPE DESIGN, LANDSCAPING, AND OPEN SPACE**

Near-term streetscape and landscape plans for the St. Luke's Campus are being developed as part of CPMC's community and neighborhood outreach program, and in conjunction with the City's proposed *Cesar Chavez Street Design Improvement Plan* (Figure 2-77, "St. Luke's Streetscape Plan," page 2-233). With implementation of the LRDP at the St. Luke's Campus, approximately 28 trees would be removed under the streetscape plans and associated construction at the campus (see "Section 4.13: Biological Resources"). The St. Luke's streetscape design would complement the improvements being made by the City on Valencia Street. Compliance with the City's *Better Streets Plan*, which provides policies and guidelines for the pedestrian realm, would be required as part of the streetscape at the St. Luke's Campus.

## **PROPOSED ST. LUKE'S CAMPUS SITE ACCESS**

### **St. Luke's Replacement Hospital and 1957 Building**

The main entrance to the St. Luke's Replacement Hospital would be from a central plaza area (Figure 2-59, "St. Luke's Campus—Proposed Site Plan," page 2-197). The plaza would provide access to the replacement hospital at Level 1 from Cesar Chavez Street and at Level 2 from San Jose Avenue/27th Street. Under the proposed LRDP a staircase would be constructed along the existing right-of-way between the St. Luke's Replacement Hospital and the MOB/Expansion Building to maintain a public pedestrian connection between Cesar Chavez Street and 27th Street. There would be no public/patient access to the repurposed 1957 Building, which would be accessible to staff via the circulation path that connects the Monteagle Medical Center building, the 1912 Building, and the Duncan Street Parking Garage.

Passenger drop-off to the main entrance of the St. Luke's Replacement Hospital would be from a white-zone drop-off area located along Cesar Chavez Street at midblock between Guerrero and Valencia Streets. The Duncan Street Parking Garage would continue to be accessed from San Jose Avenue near its intersection with Duncan Street.

The proposed Emergency Department would be located at Level 2 in the southern portion of the St. Luke's Replacement Hospital. Emergency vehicle ingress and egress to the Emergency Department's ambulance bay (emergency vehicle parking) would be from 27th Street near its intersection with San Jose Avenue (Figure 2-59, "St. Luke's Proposed Site Plan," page 2-197).

The primary loading space for the St. Luke's Replacement Hospital would be located at Level 1 on the north side of the hospital. Service vehicles would enter and exit the loading area from Cesar Chavez Street.

The CPMC shuttle stop for the hospital (currently located at Cesar Chavez Street) would be relocated to the northeast corner of San Jose Avenue and 27th Street with implementation of the LRDP.

## **MOB/Expansion Building and Underground Parking Garage**

The MOB/Expansion Building would have two entrances. The Level 1 entrance would be located at the building's northwest corner (near the current intersection of San Jose Avenue and Cesar Chavez Street). The Level 2 entrance would be located at the building's southwest corner (Figure 2-59, "St. Luke's Proposed Site Plan," page 2-197). A separate access point on Level 1 at the corner of Valencia and Cesar Chavez Streets would be provided for retail uses. Vehicular access to the underground parking garage at the MOB/Expansion Building would be available from both Cesar Chavez Street and Valencia Street.

The existing bus stop for the 36-Teresita line, located outside the St. Luke's Hospital on Valencia Street, would have to be relocated to a new location, just south on Valencia Street in front of the 1957 Building (Figure 2-59, "St. Luke's Campus—Proposed Site Plan," page 2-197). Approximately 10 on-street parking spaces would have to be removed to accommodate both the relocation of the bus stop and the City's proposed Valencia Streetscape Improvement Project.

## **PROJECT VARIANTS FOR ST. LUKE'S CAMPUS**

### **Alternate Emergency Department Location Variant**

Under this variant, the Emergency Department and ambulance bay for the St. Luke's Replacement Hospital would be relocated from the south side of the building near the intersection of San Jose and 27th Street, where it is proposed to be located under the LRDP, to the north side of the building on Cesar Chavez Street (i.e., where the loading dock would be located under the proposed LRDP) (Figure 2-60, "St. Luke's Campus Variant 1—Alternate Emergency Department Location," page 2-199). A walk-in entrance to the Emergency Department would be located at the northeast corner of the St. Luke's Replacement Hospital on the first floor. The loading dock would be relocated to the southwest corner of the second floor, as opposed to the north side of the building on Cesar Chavez Street (under the LRDP). Service vehicles would enter the loading dock from 27th Street.

### **Cesar Chavez Street Utility Line Alignment Variant**

As described above, existing utilities located within the San Jose Avenue right-of-way would need to be relocated. Under this project variant, most of the existing utilities would be relocated to different alignments than under the proposed LRDP. Instead of following a realignment that would begin along San Jose Avenue west onto 27th Street, then north along Guerrero Street, and then east along Cesar Chavez Street, before connecting to Valencia Street, as proposed under the LRDP, the electrical lines would be rerouted south on San Jose Avenue, east on Duncan Street, north on Valencia Street, and west on 26th Street to a substation at the corner of San Jose Avenue and 26th Street. An additional electrical line would connect from the intersection of San Jose Avenue and Cesar Chavez Street and continue east on Cesar Chavez Street (connecting to the line described above).

The utility relocation for the sewer would follow a similar route as the electrical lines, as described above, and would be coordinated with the San Francisco Public Utilities Commission (SFPUC), to be included in SFPUC's currently proposed Cesar Chavez Street Sewer System Improvement Project (Planning Department Case Number 2009.0276E). Figure 2-61, "St. Luke's Campus Variant 2—Cesar Chavez Street Utility Line Alignment" (page 2-201), shows that the proposed realignment of the storm sewer would be rerouted from San Jose Avenue to Duncan Street, then continue east on Duncan Street to Valencia Street, where it would connect with the Cesar Chavez Street Sewer System Improvement Project and continue north on Valencia Street.

The water line utilities under this variant would take the same route as under the proposed LRDP, as described above.

### **2.6.3 CONSTRUCTION SCHEDULE AND ACTIVITIES**

#### **ST. LUKE'S REPLACEMENT HOSPITAL**

The St. Luke's Replacement Hospital construction plan<sup>50</sup> would be checked and permitted by OSHPD. This state department issues building permits for hospitals after all local approvals have been issued and would do so for the proposed St. Luke's Replacement Hospital.

Construction of the proposed St. Luke's Replacement Hospital would begin in 2011 and continue for approximately 4 years. The approximate duration of key construction phases is expected to be as follows, with some overlap occurring between certain phases:

- ▶ utilities realignment, 8 months;
- ▶ excavation, 3 months;
- ▶ foundation work, 8 months;
- ▶ structure and exterior work, 20 months;
- ▶ interior work, 18 months; and
- ▶ demolition of the existing hospital tower, 5 months.

Construction of the St. Luke's Replacement Hospital would begin with erection of the concrete foundation. After completion of the foundation, the below-grade perimeter concrete walls would be installed. The elevated concrete slabs would be poured floor by floor on the metal decking as the structural steel is installed. The structural steel would be installed using a mobile crane. Sidewalk areas would be closed and pedestrian access prohibited on portions of 27th Street and Cesar Chavez Street for the entire duration of construction. Sidewalk areas on

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<sup>50</sup> Herrero Boldt, 2010 (February 21). CPMC St. Luke's Campus Replacement Hospital, *Environmental Impact Report Construction Data*.

Valencia Street would be closed during demolition of the existing hospital tower and subsequent work on the MOB/Expansion Building site.

### **MEDICAL OFFICE BUILDING/EXPANSION BUILDING**

This EIR assumes that construction of the proposed MOB/Expansion Building<sup>51</sup> would begin in the near term, after the decommissioning, abatement, and demolition of the existing hospital, and continue for approximately 3 years. The approximate duration of key construction phases is expected to be as follows, with some overlap occurring between certain phases:

- ▶ excavation, 3 months;
- ▶ foundation work, 9 months;
- ▶ structure and exterior work, 11 months; and
- ▶ interior work, 12 months.

Construction of the MOB/Expansion Building would begin with excavation for the proposed new underground parking structure, then construction of the below-grade parking. After completion of the foundation and below-grade parking, the erection of the above-grade structure would continue. The elevated concrete slabs would be poured floor by floor on the metal decking as the structural steel is installed. The structural steel would be installed using a mobile crane. Sidewalk areas would be closed and pedestrian access prohibited on portions of Valencia Street and Cesar Chavez Street for the duration of construction.

### **SAN JOSE AVENUE UTILITIES RELOCATION**

The San Jose Avenue utilities relocation would begin in 2011 and would take approximately 9 months to complete. The work would consist of installing a new 78-inch-diameter storm sewer, a 24-inch water line, and an electrical service below grade to replace the utilities in the portion of San Jose Avenue that would be vacated. The utility relocation would be scheduled as follows:

- ▶ water line relocation, 1½ months;
- ▶ storm-sewer relocation, 2½ months; and
- ▶ electrical power relocation, 1½ months.

### **CESAR CHAVEZ STREET UTILITY LINE ALIGNMENT—VARIANT**

The Cesar Chavez Street utility line alignment would consist of installing a new 72-inch reinforced concrete pipe sewer line along Duncan Street. The storm sewer would connect the existing 4-foot by 6-foot sewer at San Jose Avenue and run east underneath Duncan Street. It would then connect to the SFPUC's proposed Cesar Chavez

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<sup>51</sup> Herrero Boldt, 2010 (February 14). CPMC St. Luke's Campus MOB/Expansion Building, *Environmental Impact Report Construction Data*.

Street Sewer System Improvement Project on Valencia Street. The storm sewer line under the proposed Cesar Chavez Street Sewer System Improvement Project would need the sewer pipe size to be increased from 54 inches to 84 inches to accommodate the proposed new St. Luke's Cesar Chavez Street utility line alignment. A sewer line would also be added to serve the residential uses along 27th Street between San Jose Avenue and Guerrero Street (replacing a sewer line within the area of San Jose Avenue proposed to be vacated that currently serves those residential uses). This would consist of installing a new 18-inch vitrified clay pipe along 27th Street. The storm sewer would intercept the existing 18-inch sewer on San Jose Avenue and run west on 27th Street. It would then connect to the existing 78-inch sewer on Guerrero Street.

The utility line alignment would be scheduled as follows:

- ▶ storm-sewer relocation (Duncan Street route), 2 months, and
- ▶ storm-sewer relocation (27th Street route), 3 weeks.

The electrical line would intercept the existing electrical line on 27th Street and head east and then south down San Jose Avenue, where it would follow the same path as the sewer down Duncan Street. It would then be routed north on Valencia Street to connect to 26th Street. The electrical line alignment would be scheduled as follows:

- ▶ electrical power relocation, 2 months.

## **PROJECT WORKING CONSTRUCTION HOURS**

The hours of construction at the St. Luke's Campus generally would be from 7 a.m. to 5 p.m. on typical work days (Monday through Friday, excluding holidays). Construction may occur on select Saturdays from 7 a.m. to 5 p.m. Work is not expected to occur on Sunday.

## **CONSTRUCTION ROUTING, DELIVERY, AND MATERIAL OFFLOADING**

Truck routing would be similar for all construction stages. Trucks would likely travel to Brisbane to empty excavated soil. Demolition debris would be trucked to Half Moon Bay, Oakland, Richmond, and South San Francisco, depending on the type of material. The concrete would come from near Hunters Point in San Francisco. Structural steel would be trucked in from Stockton. CPMC would send the City the project's anticipated truck routes to and from the St. Luke's Campus construction site for sources of major material deliveries, such as steel and concrete.

## EXCAVATION INFORMATION

### St. Luke's Replacement Hospital

- ▶ **Area to Be Excavated.** The St. Luke's Replacement Hospital site would require excavation of an area of 225 feet by 260 feet on the campus.
- ▶ **Depth of Excavation.** The site would be excavated to a depth of 19 feet below street grade (as measured from 27th Street).
- ▶ **Cubic Yards.** Excavation for the St. Luke's Replacement Hospital would remove approximately 19,400 cubic yards of soil from the site.
- ▶ **Excavation Stabilization.** Shoring for the St. Luke's Replacement Hospital would use a soldier beam and lagging method. In addition, after demolition of the existing hospital tower, approximately 13,500 cubic yards of soil would be imported to fill the basement area of the existing hospital and to level the proposed plaza area east of the proposed replacement hospital.

### MOB/Expansion Building

- ▶ **Depth of Excavation.** The MOB/Expansion Building site would be excavated to an approximate depth of 42 feet.
- ▶ **Cubic Yards.** Excavation for the MOB/Expansion Building would remove approximately 42,000 cubic yards of soil from the site.
- ▶ **Excavation Stabilization.** Shoring for the MOB/Expansion Building would use a soldier beam and lagging method. Tie-backs may be installed on Cesar Chavez and Valencia Streets to shore up the street only.

### San Jose Avenue Utilities Relocation

- ▶ **Area to Be Excavated.** The proposed new storm sewer trench would be 850 feet long and approximately 7 feet wide. The proposed new water line trench would be 960 feet long and approximately 4 feet wide. The electrical relocation trench would be 1,800 feet long and approximately 3 feet wide.
- ▶ **Depth of Excavation.** The proposed storm sewer line would require excavation up to a depth of 28 feet to the bottom of the trench; the water line would be 7 feet deep, and the electrical line would be 56 inches deep.
- ▶ **Cubic Yards.** Excavation for the storm sewer would remove 6,200 cubic yards of soil, excavation for the water line would remove 1,000 cubic yards of soil, and excavation for the electrical line would remove 600 cubic yards of soil.

- ▶ **Excavation Stabilization.** All trenches exceeding 48 inches would be shored using conventional shoring equipment, and the shoring would be removed as the trenches are backfilled and compacted to standard City specifications.

### **Cesar Chavez Street Utility Line Alignment—Variant**

- ▶ **Area to Be Excavated.** The proposed new storm sewer trench along Duncan Street would be 406 feet long and approximately 7 feet wide. The proposed new 27th Street storm sewer trench would be 318 feet long and approximately 2.5 feet wide.
- ▶ **Depth of Excavation.** The proposed Duncan Street storm sewer line would require excavation up to a depth of 13–23 feet to the bottom of the trench. The 27th Street storm sewer line would require excavation up to a depth of 11–18 feet.
- ▶ **Cubic Yards.** Excavation for the Duncan Street storm sewer would remove approximately 1,850 cubic yards of soil. Excavation for the 27th Street storm sewer would remove approximately 400 cubic yards of soil.
- ▶ **Excavation Stabilization.** The trench would be shored using conventional shoring equipment, and the shoring would be removed as the trench is backfilled and compacted to standard City specifications.

## **2.6.4 REQUIRED PROJECT APPROVALS FOR THE ST. LUKE'S CAMPUS**

### **GENERAL PLAN AMENDMENT—MAP 4, “URBAN DESIGN ELEMENT—HEIGHT MAP”**

For the LRDP to be implemented at the St. Luke's Campus, the sponsor would request an amendment to the Urban Design Element of the General Plan, to allow the St. Luke's Replacement Hospital and MOB/Expansion Building to exceed the current maximum height allowed (88 feet) on the St. Luke's Campus. Specifically, the proposed General Plan amendment would allow for development of the St. Luke's Replacement Hospital and MOB/Expansion Building up to 105 feet in height under the Urban Design Element. The proposed height of the St. Luke's Replacement Hospital would be approximately 99 feet, as defined by the Planning Code's methodology for building height. The proposed General Plan maximum height of 105 feet would be less than the height of the existing St. Luke's Hospital tower at 158 feet. The proposed height of the MOB/Expansion Building would be approximately 100 feet, which would also be below the maximum height of 105 feet allowed after approval of the General Plan amendment (See “Proposed General Plan Urban Design Height—Map 4” in Appendix C).

### **STREET VACATION, TRANSFER, AND GENERAL PLAN REFERRAL**

The proposed St. Luke's Replacement Hospital would be located on a portion of San Jose Avenue between 27th Street and Cesar Chavez Street that is currently being used under City permit for St. Luke's surface parking.

CPMC would need to obtain City approval of a street vacation and permission from the City to acquire this portion of San Jose Avenue for construction of the proposed St. Luke's Replacement Hospital at the St. Luke's Campus. If approved, CPMC would acquire the vacated portion of San Jose Avenue and the lot merger described below would incorporate the vacated area into the St. Luke's Campus. The street vacation would require a General Plan (consistency) referral.

## **PLANNING CODE CHANGES AND AUTHORIZATIONS**

### **Section 302: Height and Bulk Map**

The St. Luke's Campus is within the 65-A and 105-E Height and Bulk Districts. The 65-A Height and Bulk District (which includes the site of the proposed St. Luke's Replacement Hospital) allows a maximum building height of 65 feet (based on the Planning Code's methodology for building height). The "A" bulk designation allows maximum building length of 110 feet and maximum diagonal building dimension of 125 feet for portions of buildings above 40 feet tall. The 105-E Height and Bulk District (which includes the site of the proposed MOB/Expansion Building) allows a maximum building height of 105 feet. The "E" bulk designation allows maximum building length of 110 feet and maximum diagonal building dimension of 140 feet for portions of buildings above 65 feet tall. The Planning Code's height and bulk map would be modified so that the entire St. Luke's Campus would be within a 105-E height and bulk district, consistent with the General Plan amendment described above (see "Proposed Height and Bulk Map HT07" in Appendix C).

### **Planned Unit Development/Conditional Use**

CU authorization would be required from the City to modify the existing PUD to allow CPMC to construct a replacement hospital in the RH-2 (Residential, House District, Two-Family) District, and to allow exceptions to the FAR limits, rear-yard requirements, signs, restriction on projections extending over a street or alley (to allow for a canopy to provide the OSHPD-required weather protection for patients entering the St. Luke's Replacement Hospital), and height and bulk limits for buildings taller than 40 feet in the RH-2 District.

A basic FAR of 1.8:1 is permitted for the St. Luke's Campus. Under existing conditions, the campus-wide FAR is 2.3:1; this FAR was approved by the City under the previous PUD for the campus. The actions proposed for the St. Luke's Campus under the CPMC LRDP—to merge the area of San Jose Avenue between Cesar Chavez Street and 27th Street with the existing campus area, construct a replacement hospital, demolish the existing St. Luke's Hospital tower, and construct the MOB/Expansion Building—would result in a new overall FAR of 2.5:1 for the campus. Therefore, CPMC would seek a FAR exception as part of the new PUD application.

A rear yard equal to 25% of the lot depth, as measured at CPMC's lot line from Cesar Chavez Street, Valencia Street, or 27th Street, is required for the proposed St. Luke's Replacement Hospital by the Planning Code.



Although open space is proposed at the campus, none would qualify as a rear yard under applicable rear-yard standards. The proposed St. Luke's Replacement Hospital would have a maximum building length of 227 feet and diagonal dimension of 259 feet; CPMC would seek an exception from the otherwise applicable "E" bulk limits of 110 feet and 140 feet at 65 feet in height for the 99-foot tall St. Luke's Replacement Hospital as part of the PUD application.

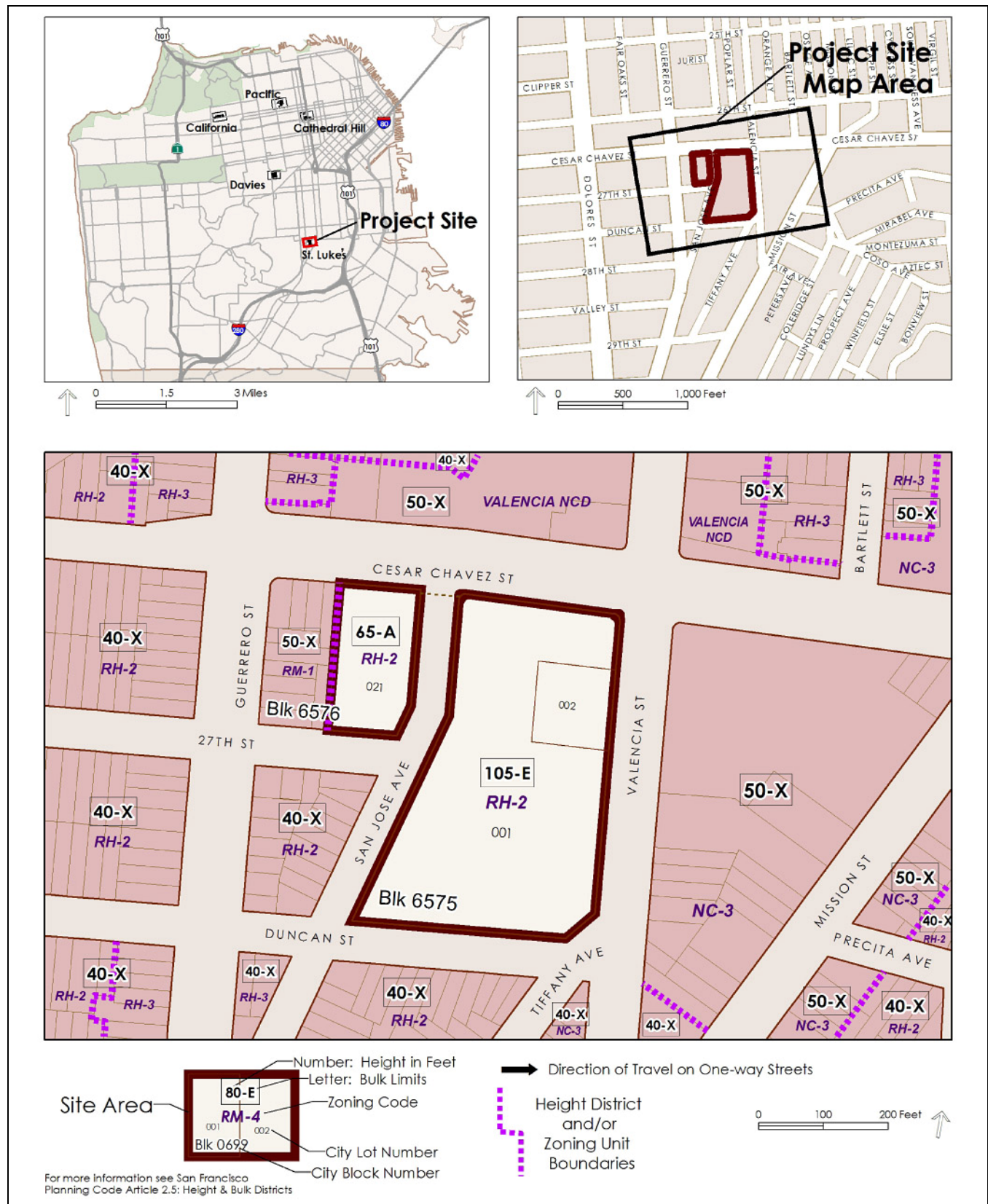
The proposed St. Luke's Replacement Hospital would displace the existing 114 parking spaces that would not be replaced until completion of the MOB/Expansion Building and its garage, resulting in an interim (Planning Code Section 150) deficiency of approximately 130 parking spaces. CPMC would seek an exemption under the new PUD from the otherwise required hospital parking for this interim period, to temporarily allow valet and off-site parking to augment the 240 existing on-site parking spaces that would remain after completion of the St. Luke's Replacement Hospital.

### **Proposition M—Office Allocation**

CPMC would seek authorization in accordance with the procedures of Planning Code Section 322, including Proposition M office allocation findings pursuant to Section 321. Sections 321 and 322 of the Planning Code establish a special review process for new buildings with 25,000 sq. ft. or more of office space. The proposed MOB/Expansion Building would contain approximately 31,820 sq. ft. of office space and would therefore be subject to Sections 321 and 322.

### **LOT MERGER**

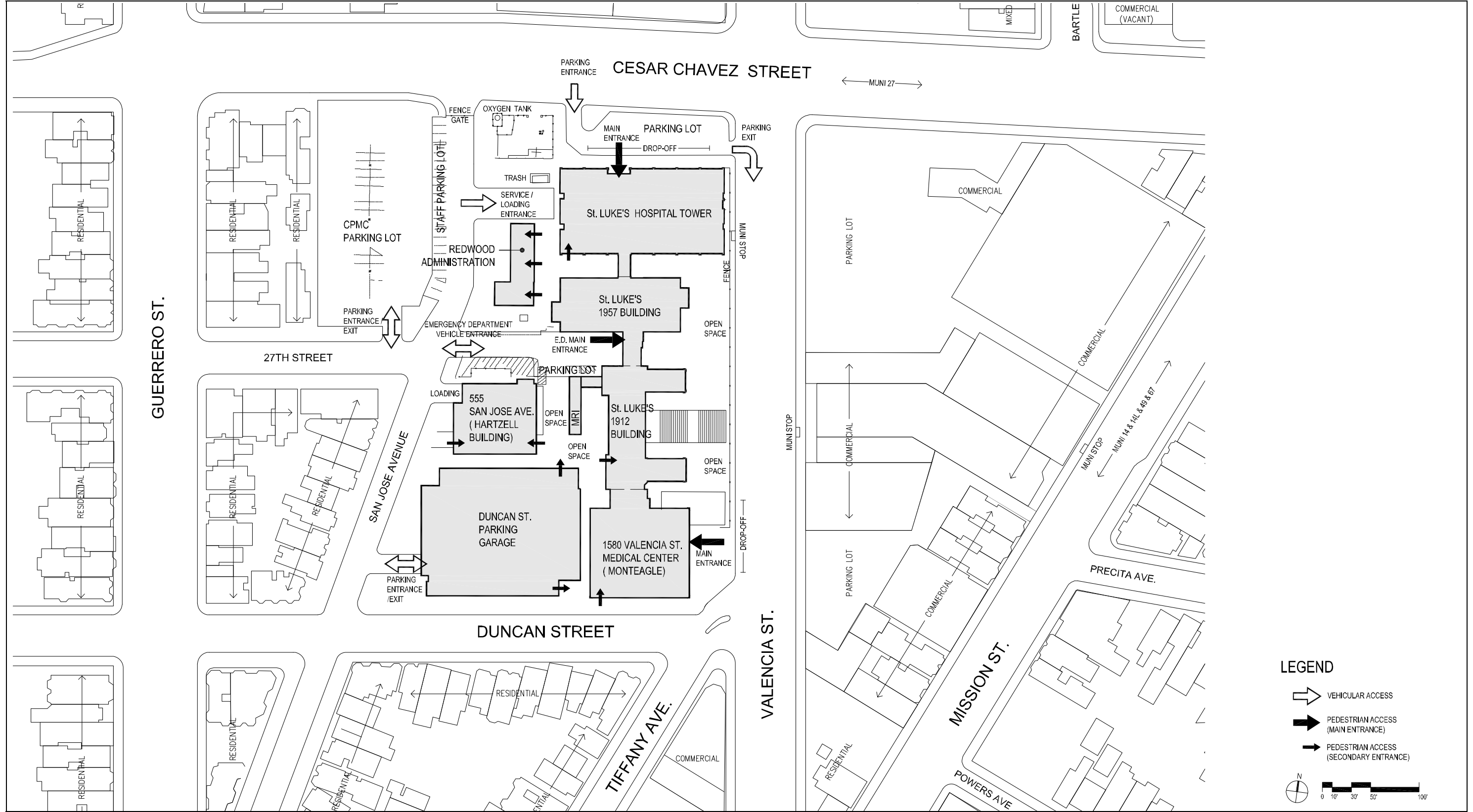
The St. Luke's Campus encompasses two lots in Assessor's Block 6575 and one lot in Assessor's Block 6576. To incorporate the vacated portion of San Jose Avenue and to construct the proposed St. Luke's Replacement Hospital, in compliance with the applicable Building Code sections, the three existing lots, plus the vacated portion of San Jose Avenue must be merged into one lot, in compliance with the Subdivision Map Act and the San Francisco Subdivision Code.



Sources: City and County of San Francisco Department of Public Works GIS; data compiled by AECOM in 2009

## St. Luke's Campus Area

Figure 2-57

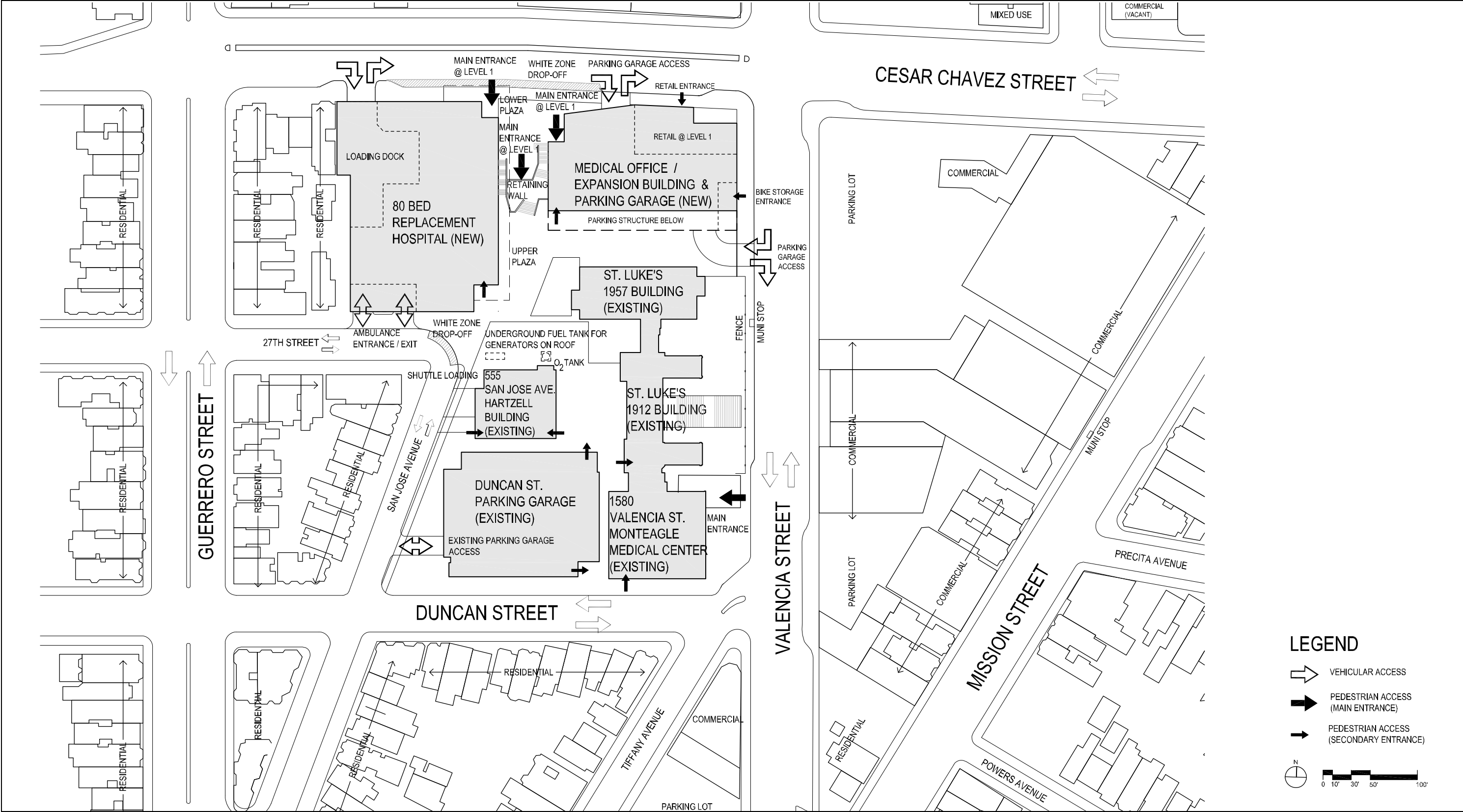


Source: SmithGroup 2009

St. Luke's Campus—Existing Site Plan

Figure 2-58



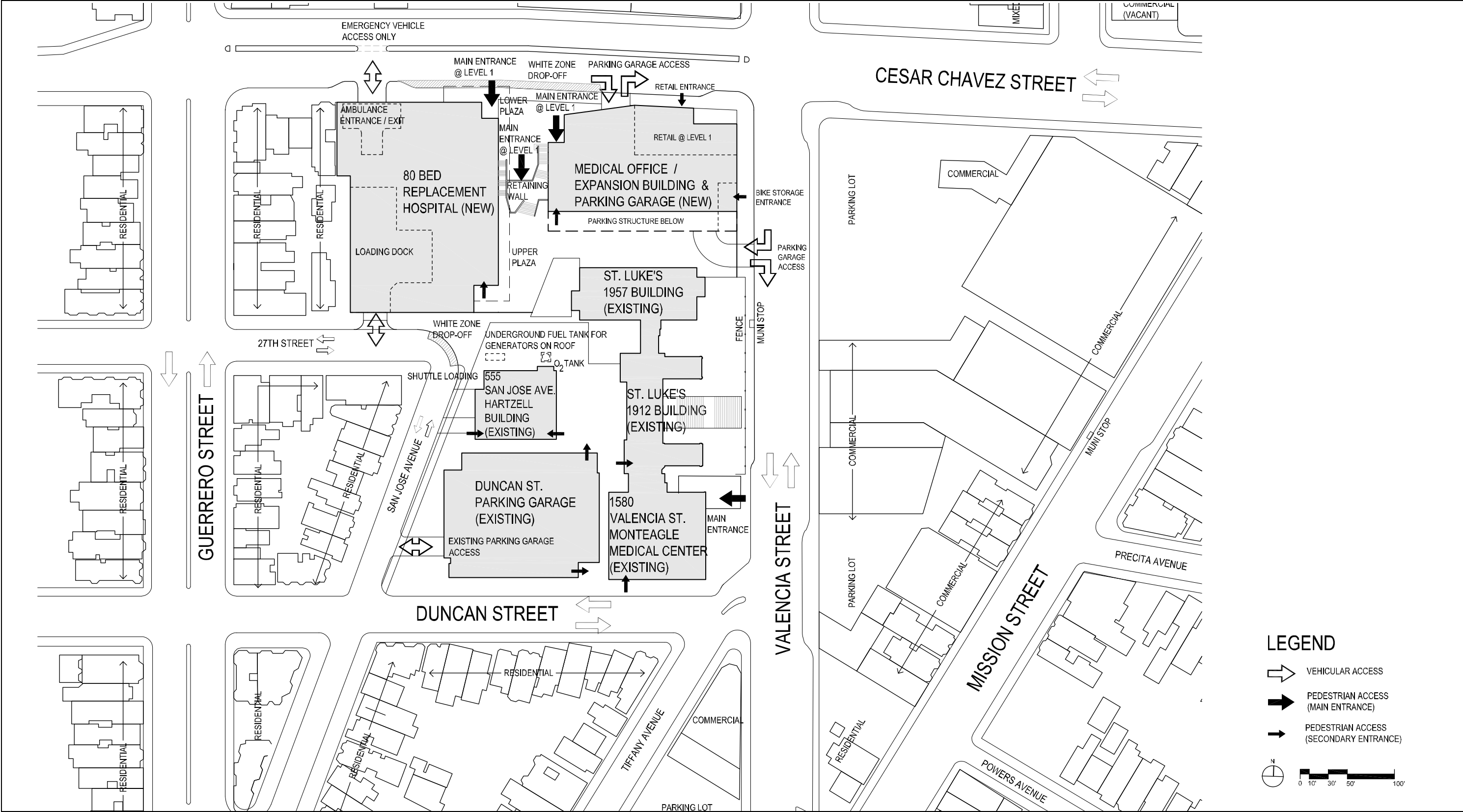


Source: SmithGroup/Boulder Associates 2010

St. Luke's Campus—Proposed Site Plan

Figure 2-59





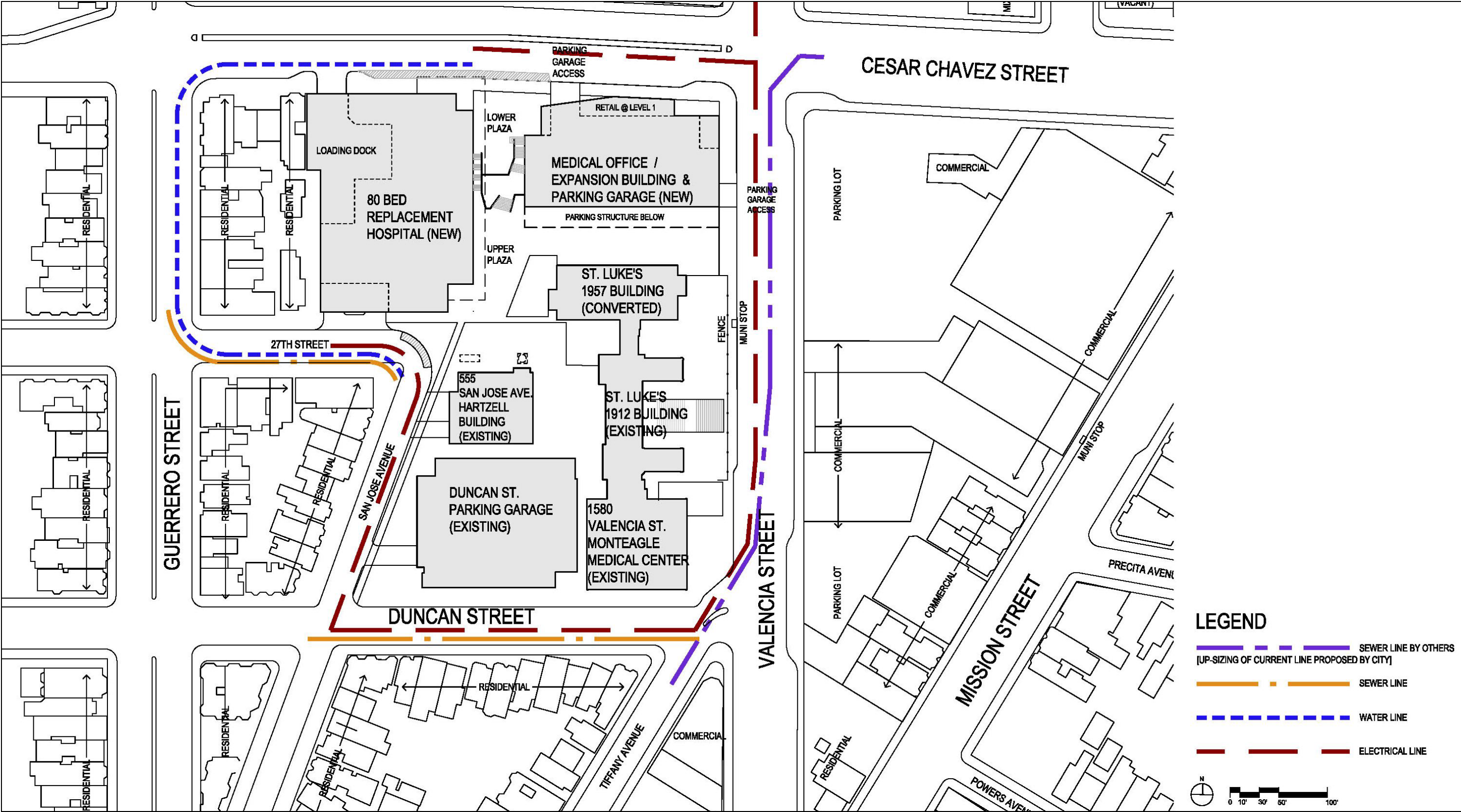
Source: SmithGroup/Boulder Associates 2010

St. Luke's Campus Variant 1—Alternate Emergency Department Location

Figure 2-60







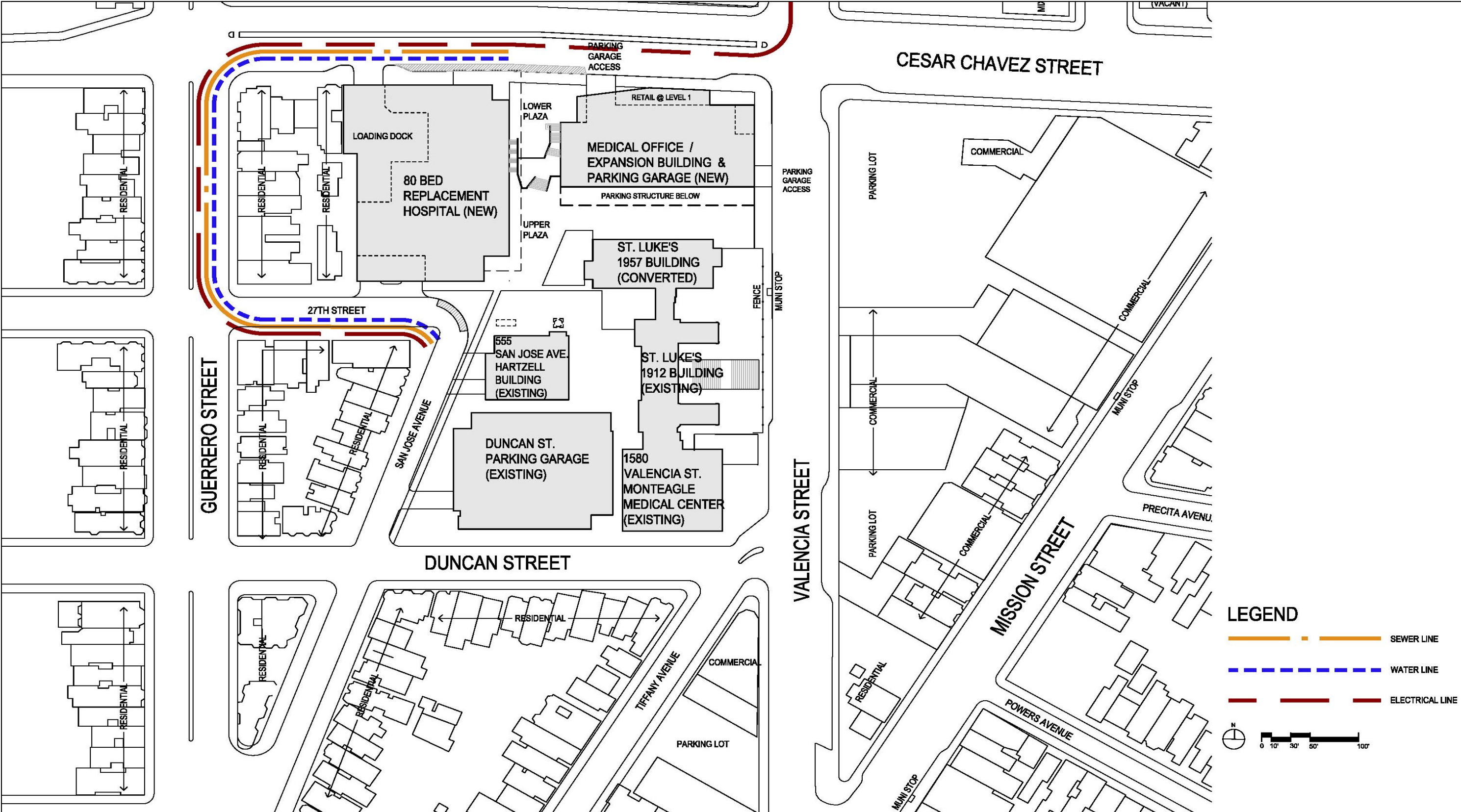
Source: SmithGroup/Boulder Associates 2010

St. Luke's Campus Variant 2—Cesar Chavez Street Utility Line Alignment

Figure 2-61





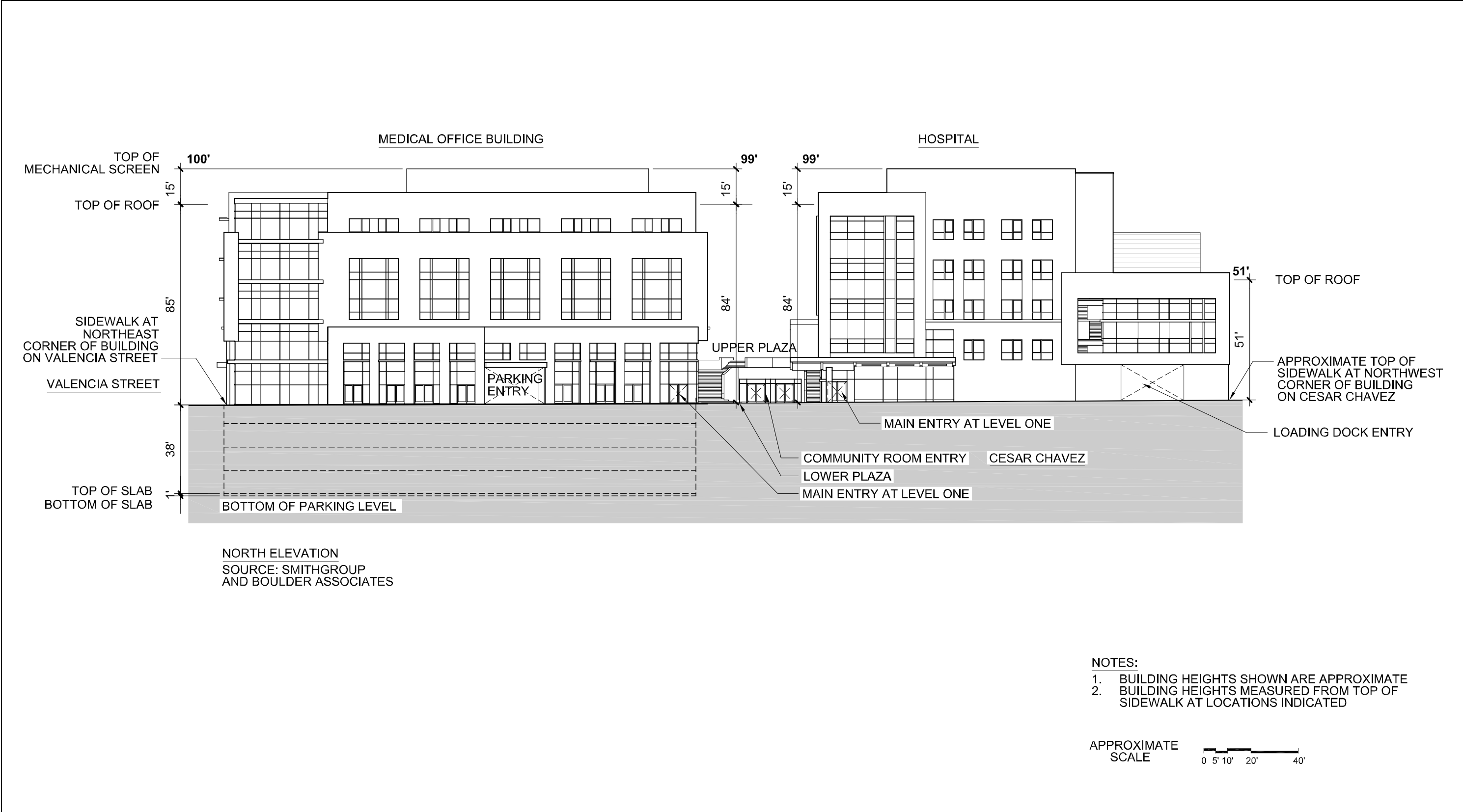


Source: SmithGroup/Boulder Associates 2010

St. Luke's Campus—San Jose Avenue Utility Relocation

Figure 2-62



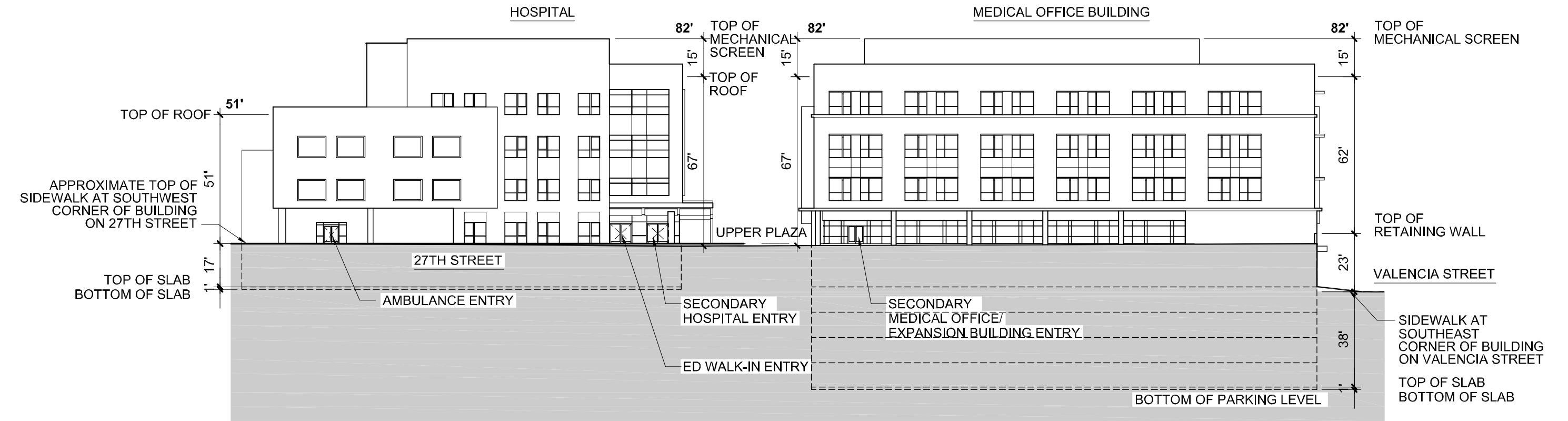


Source: SmithGroup/Boulder Associates 2010

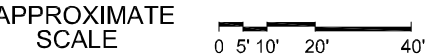
St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed North Elevation

Figure 2-63





- NOTES:
1. BUILDING HEIGHTS SHOWN ARE APPROXIMATE
  2. BUILDING HEIGHTS MEASURED FROM TOP OF SIDEWALK AT LOCATIONS INDICATED



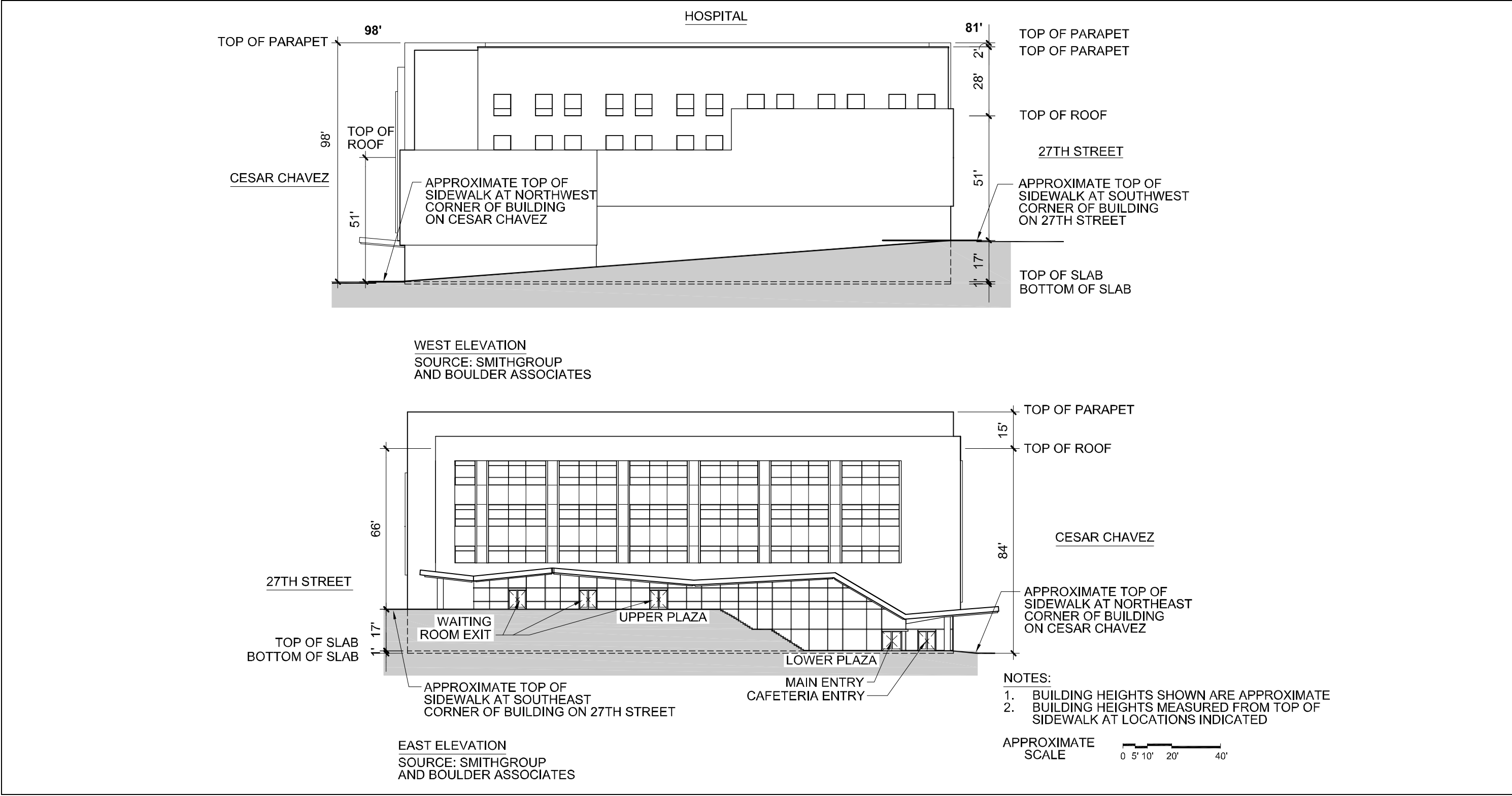
Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed South Elevation

Figure 2-64





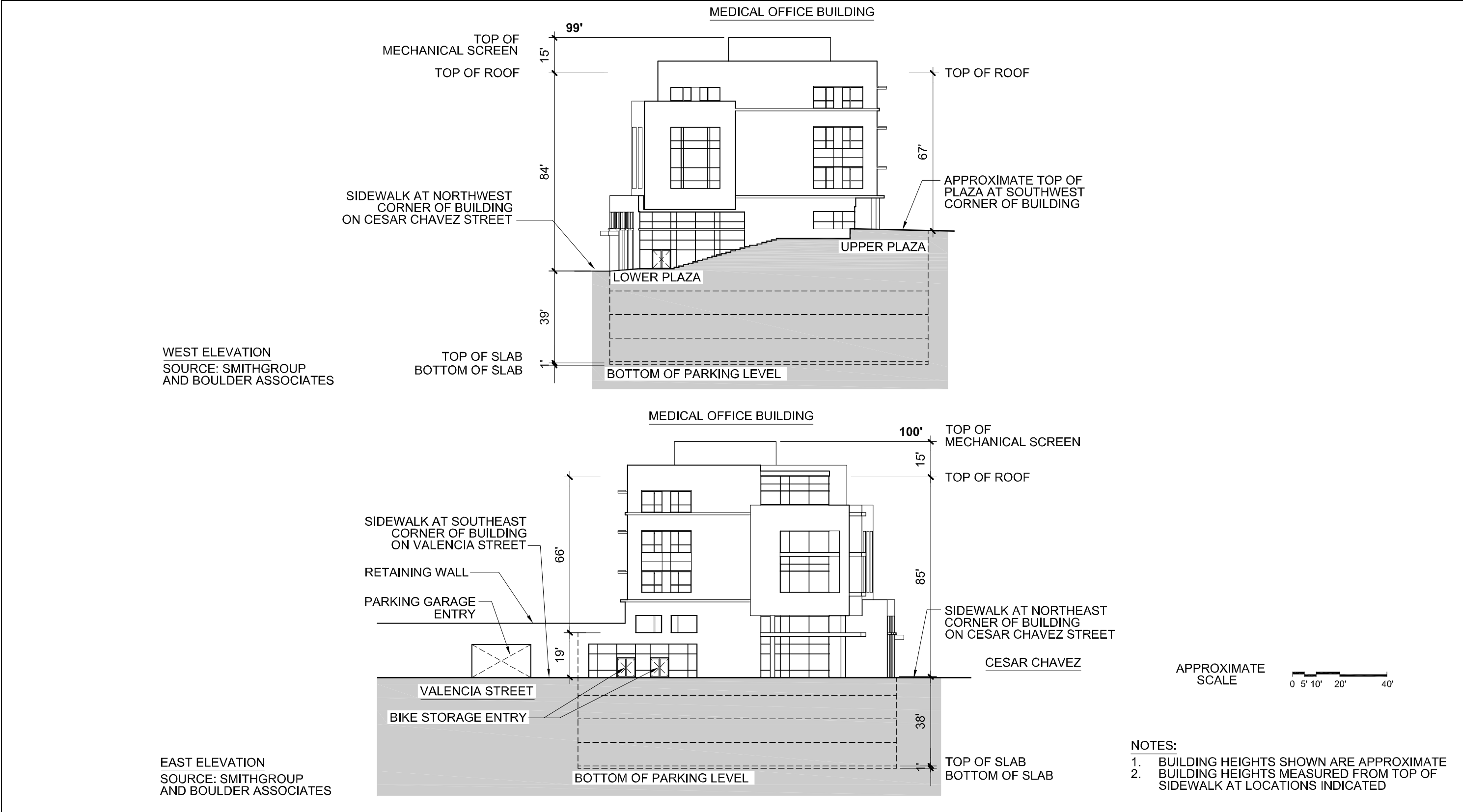


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital—Proposed East-West Elevation

Figure 2-65



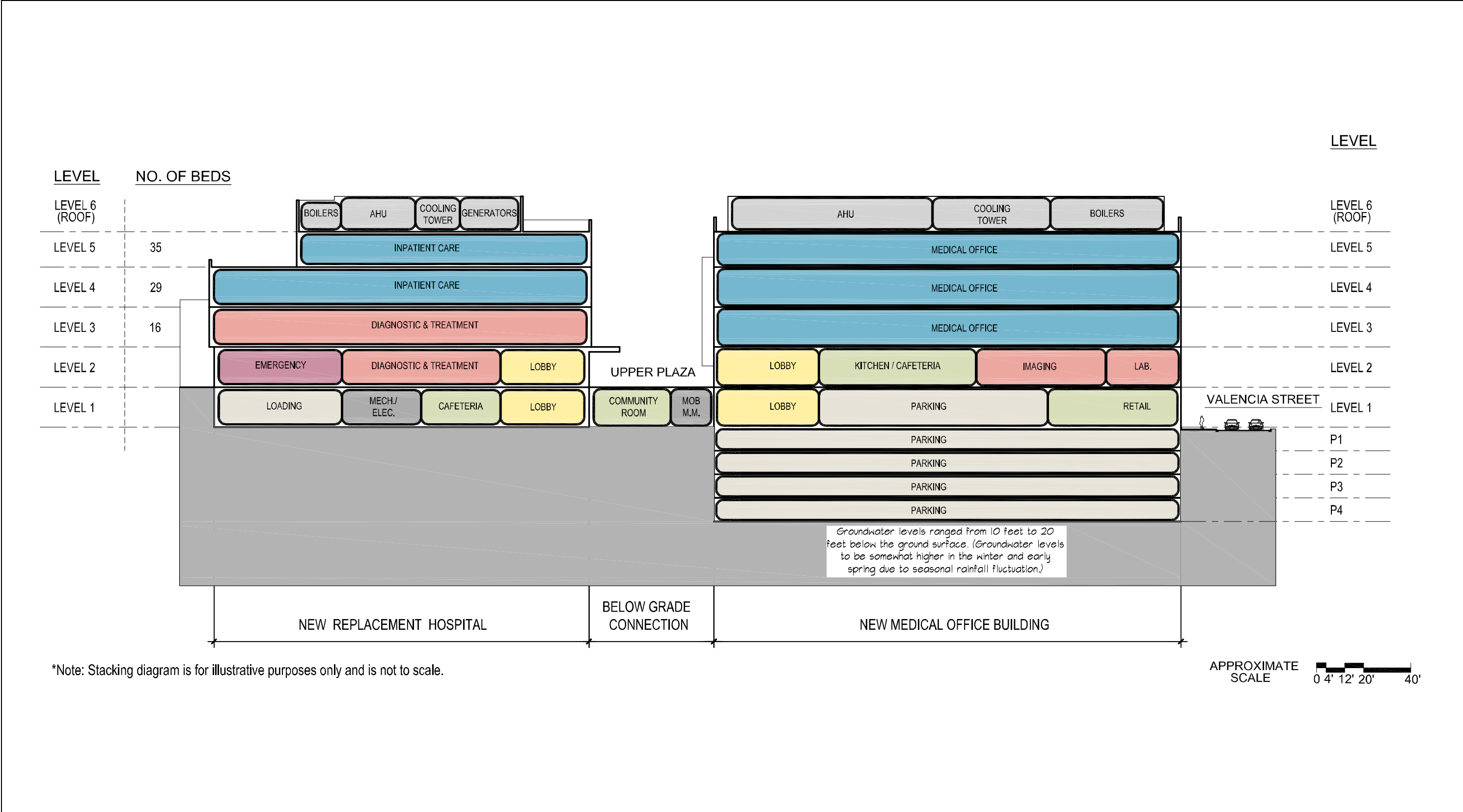


Source: SmithGroup/Boulder Associates 2010

St. Luke’s MOB/Expansion Building—Proposed East-West Elevation

Figure 2-66



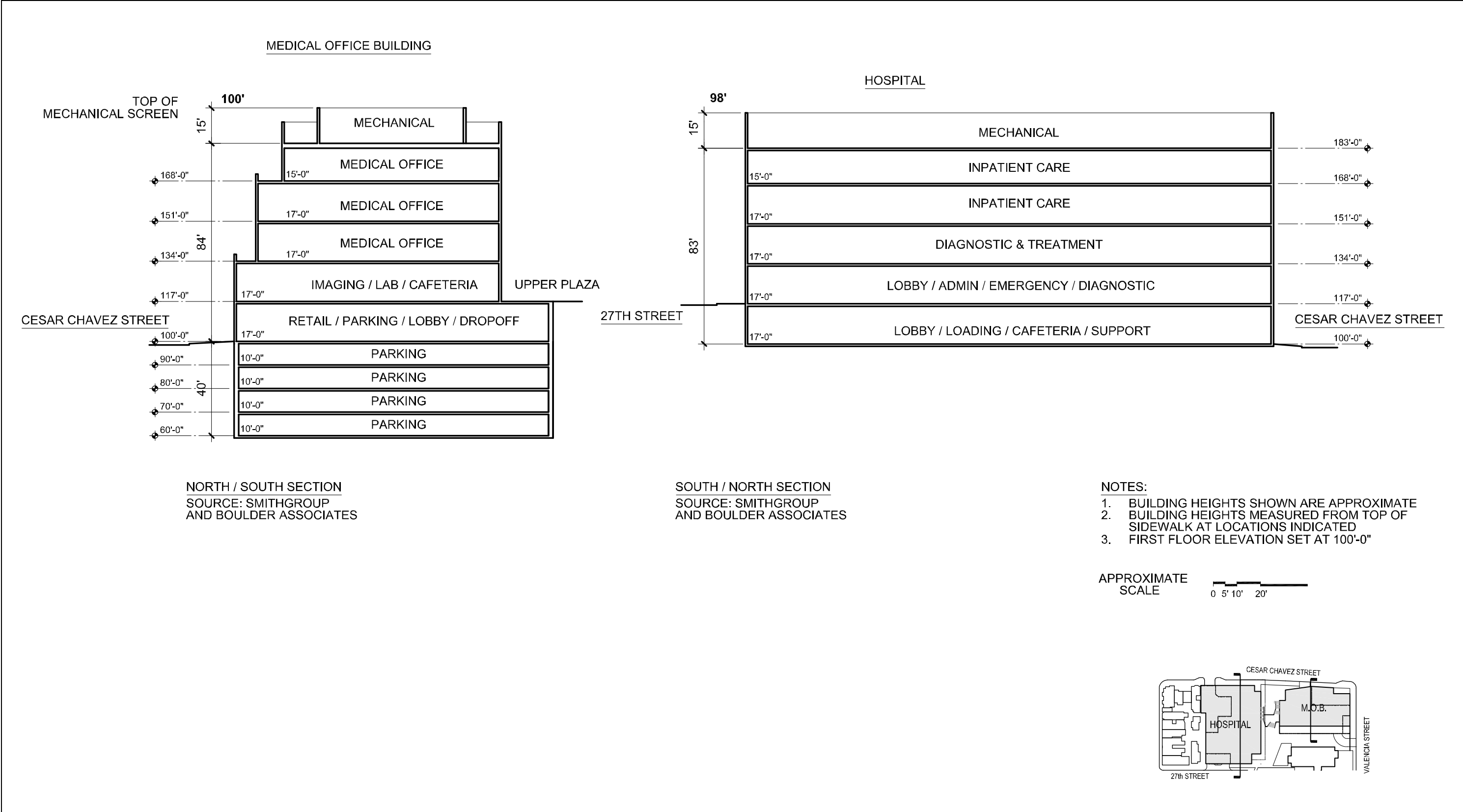


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital—Proposed Stacking Diagram

Figure 2-67





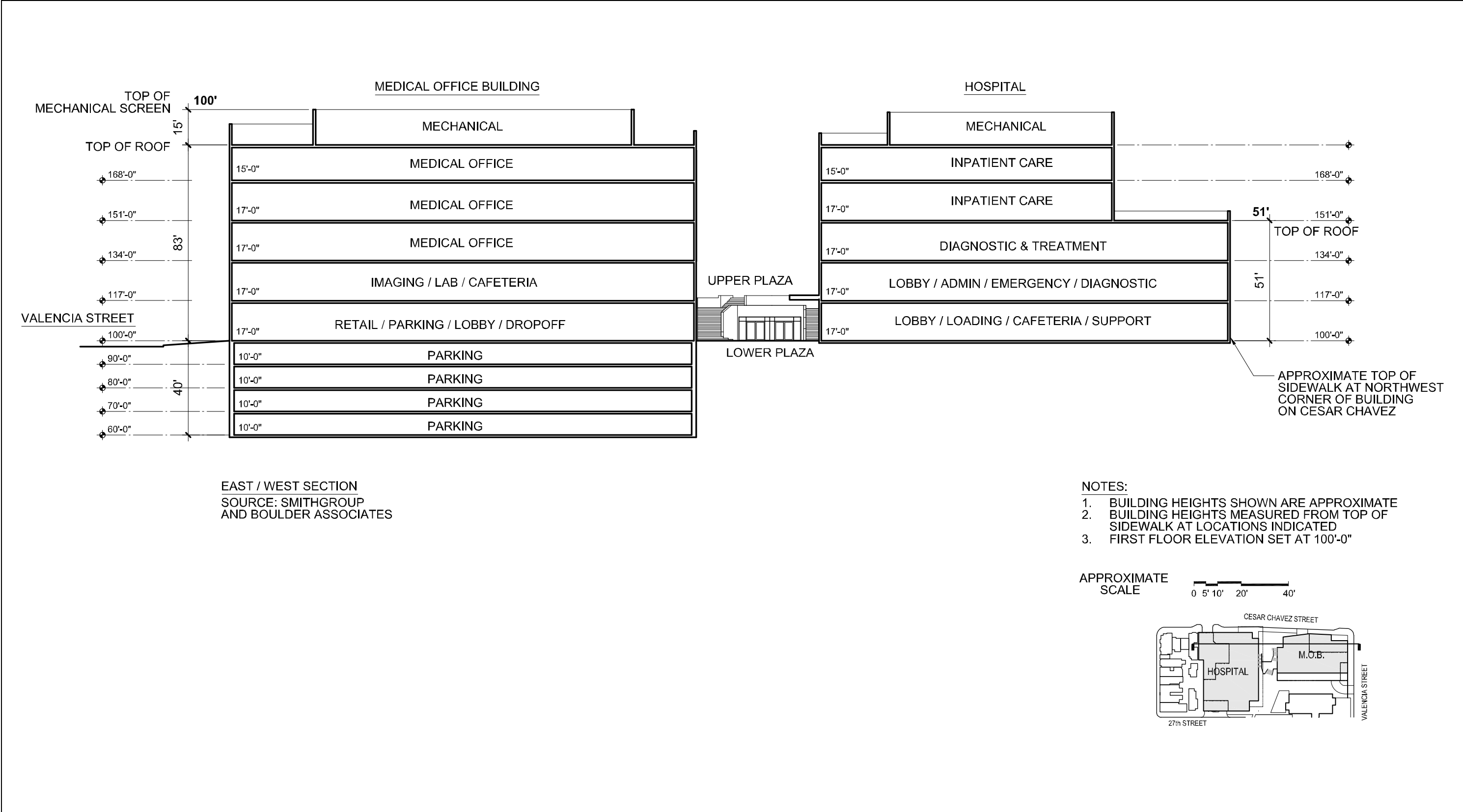
Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital—Proposed North-South Stacking Diagram

Figure 2-68





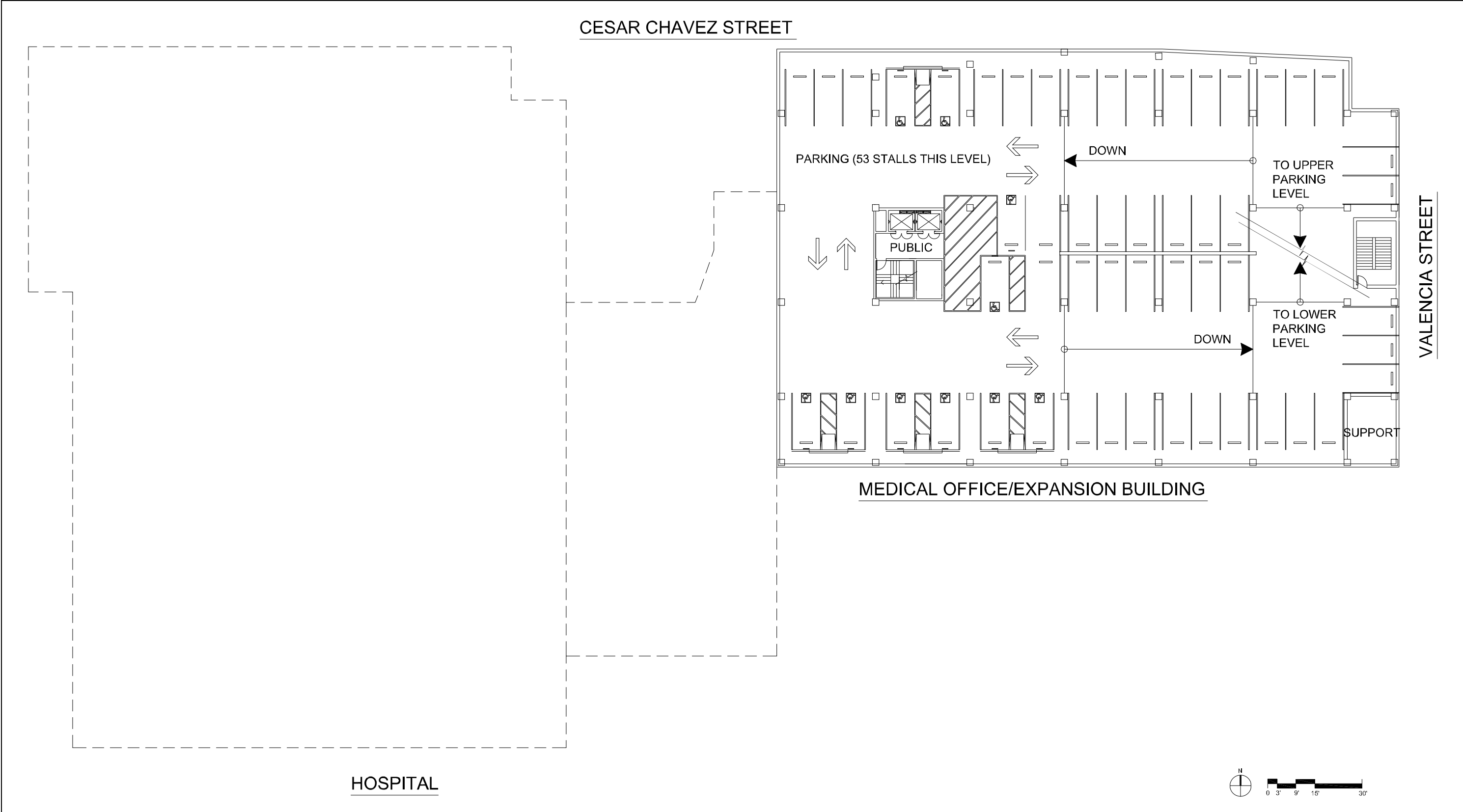


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital—Proposed East-West Stacking Diagram

Figure 2-69



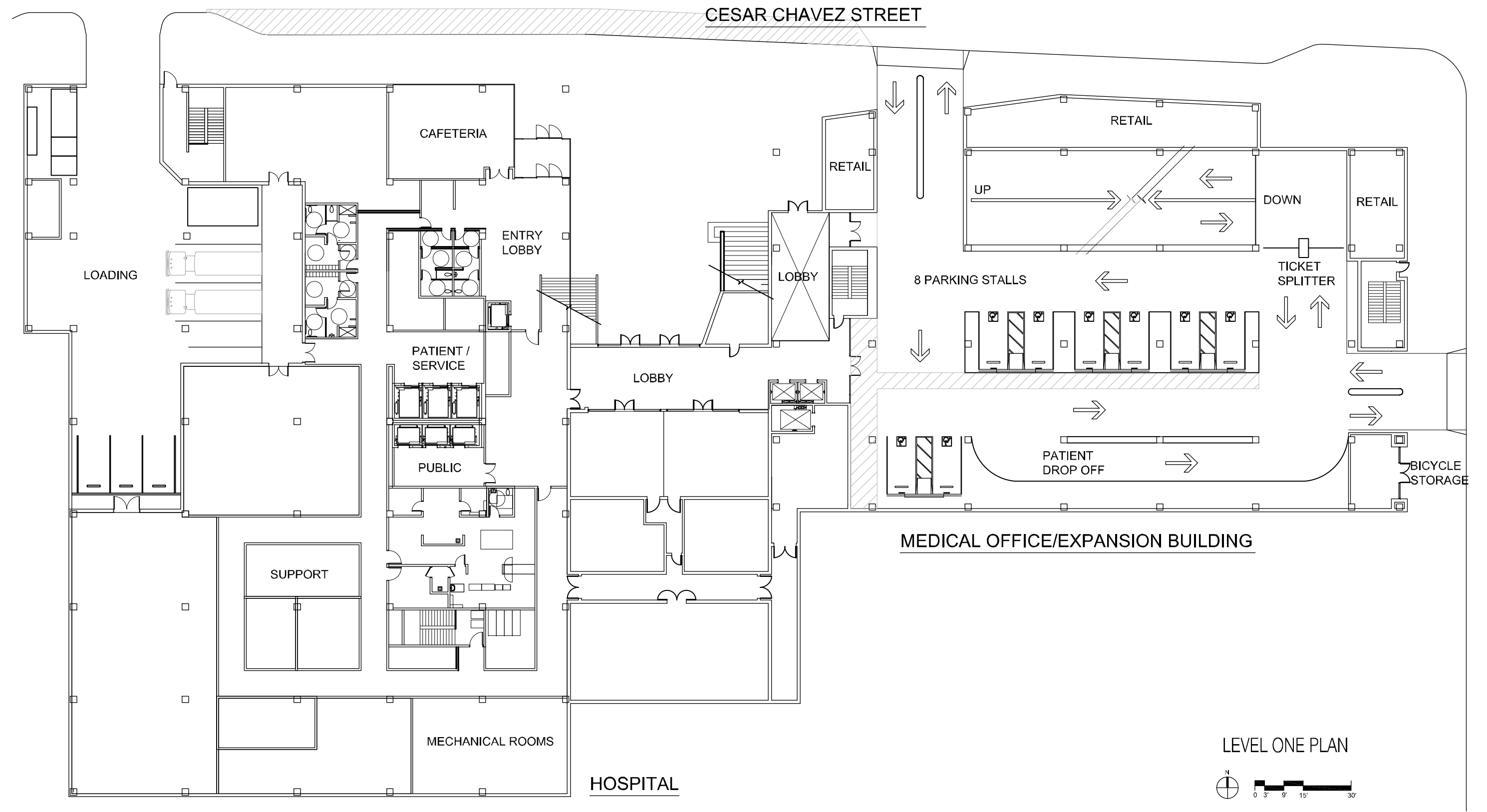


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed Level P1

Figure 2-70



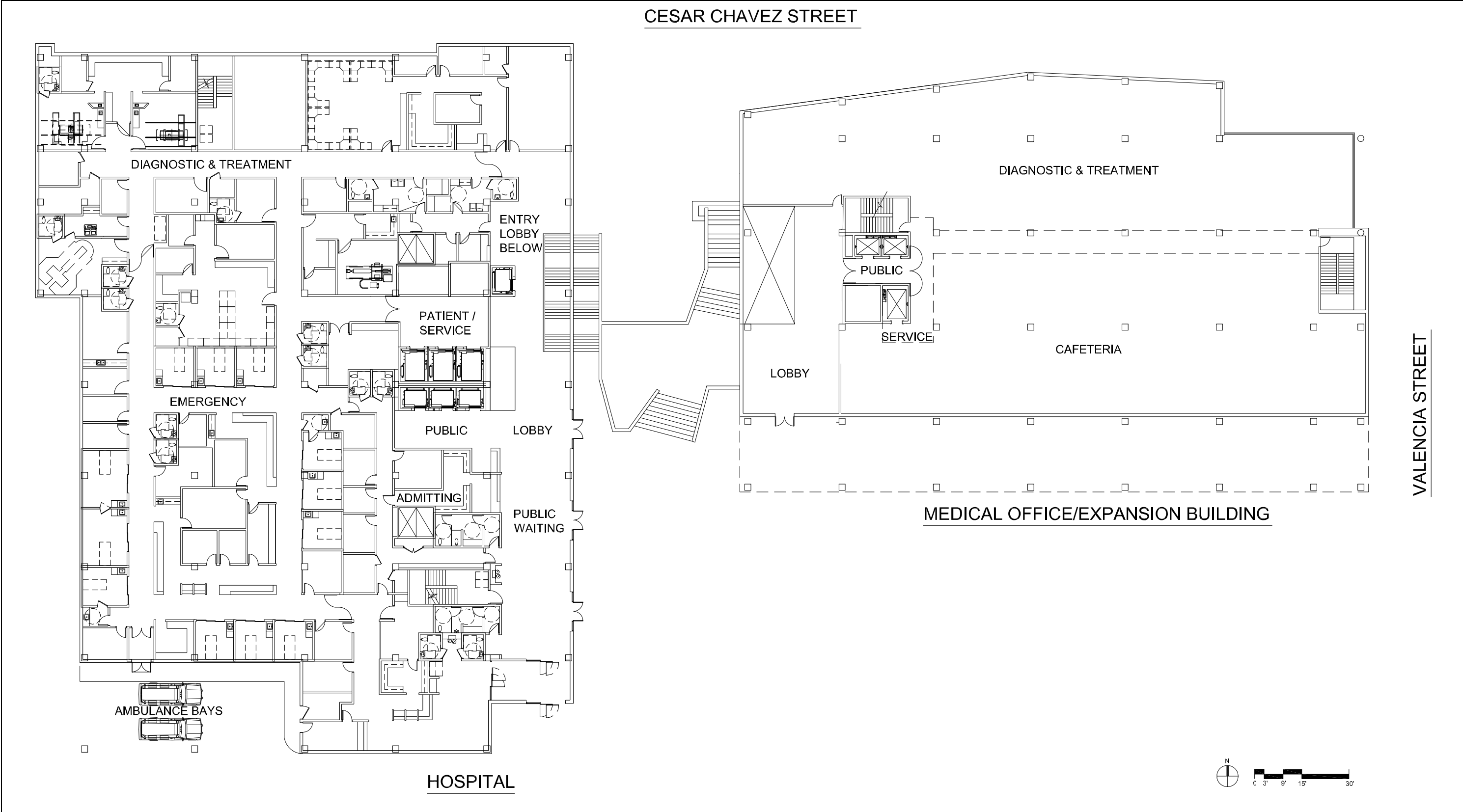


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed Level 1

Figure 2-71





Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed Level 2

Figure 2-72





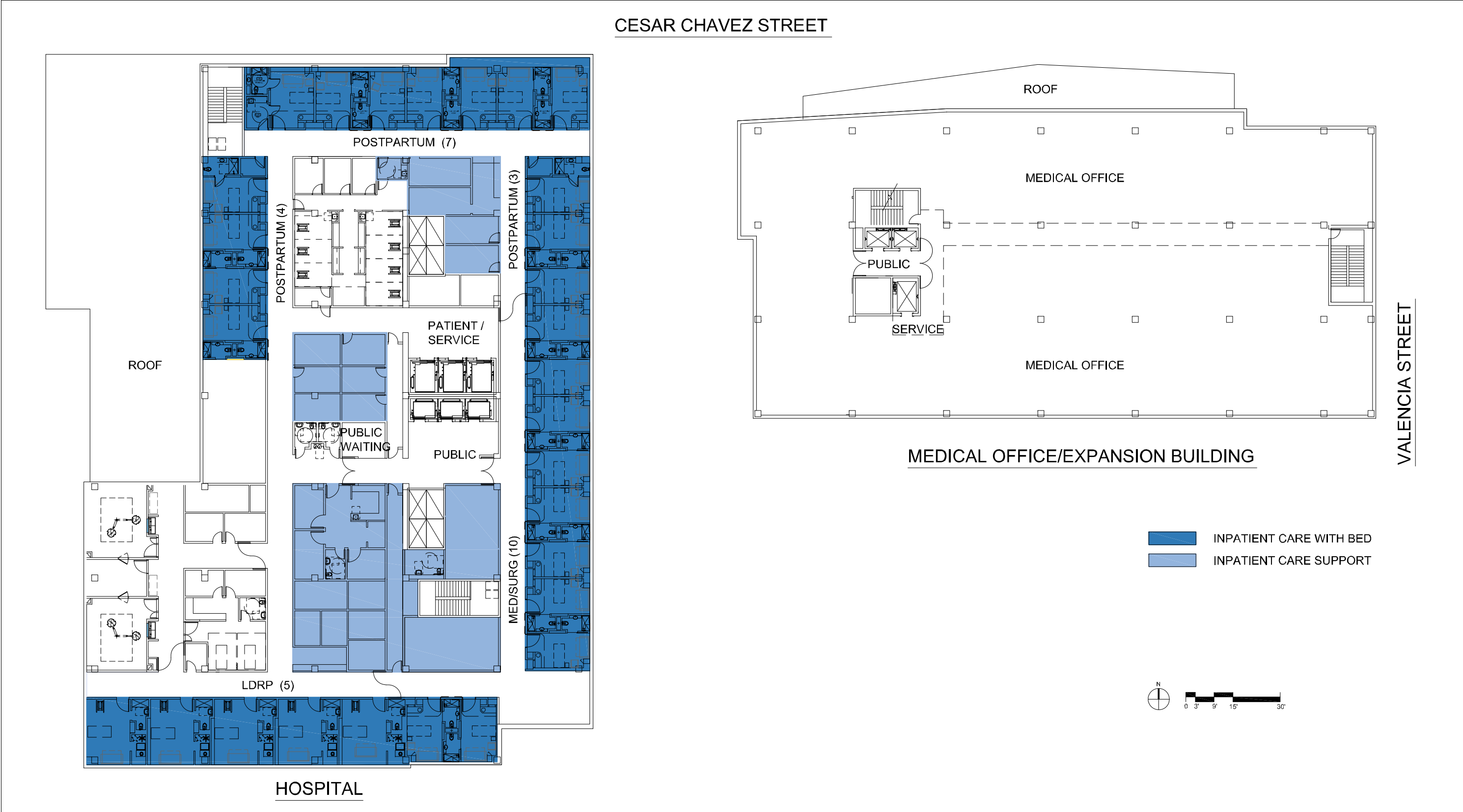


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed Level 3

Figure 2-73



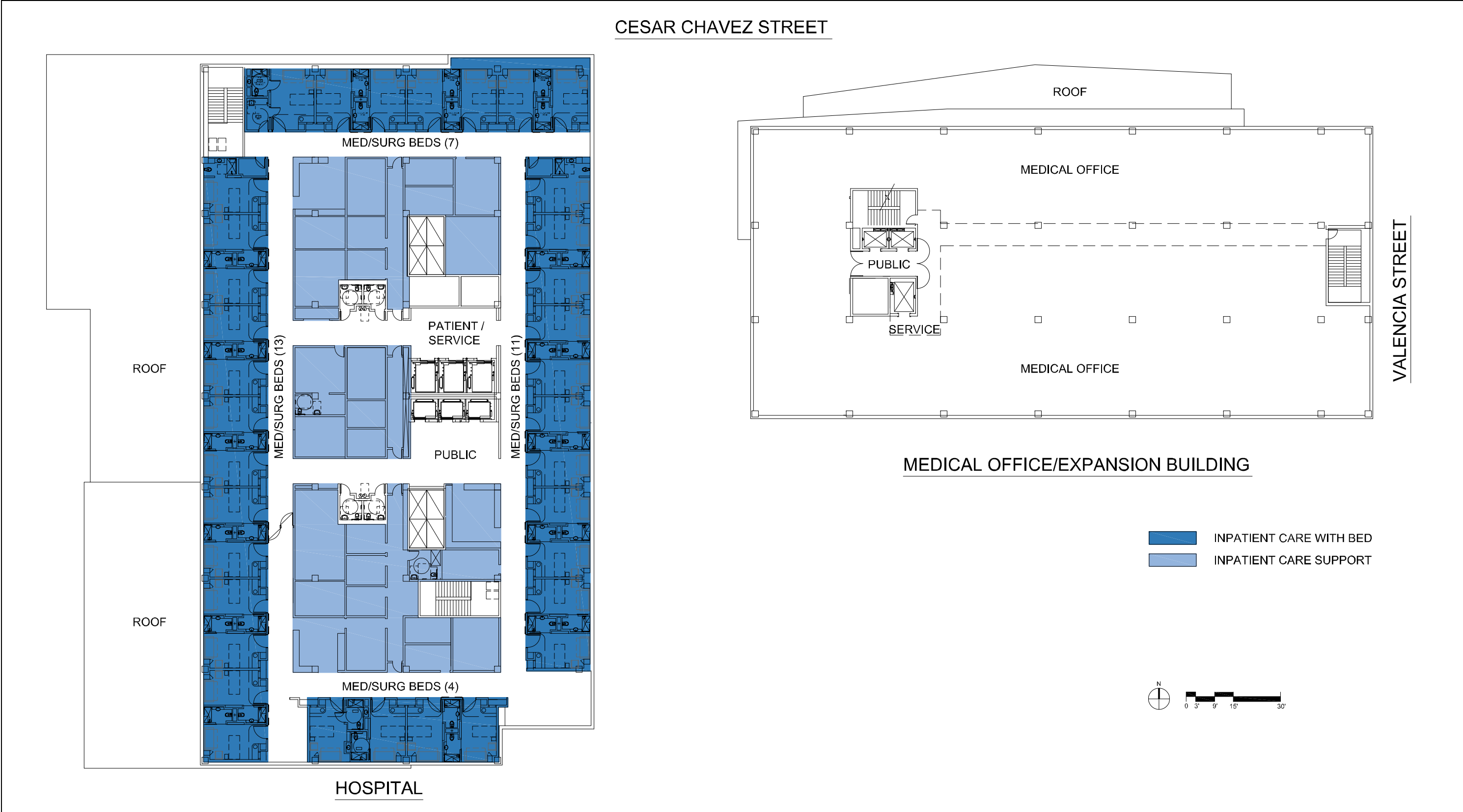


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed Level 4

Figure 2-74



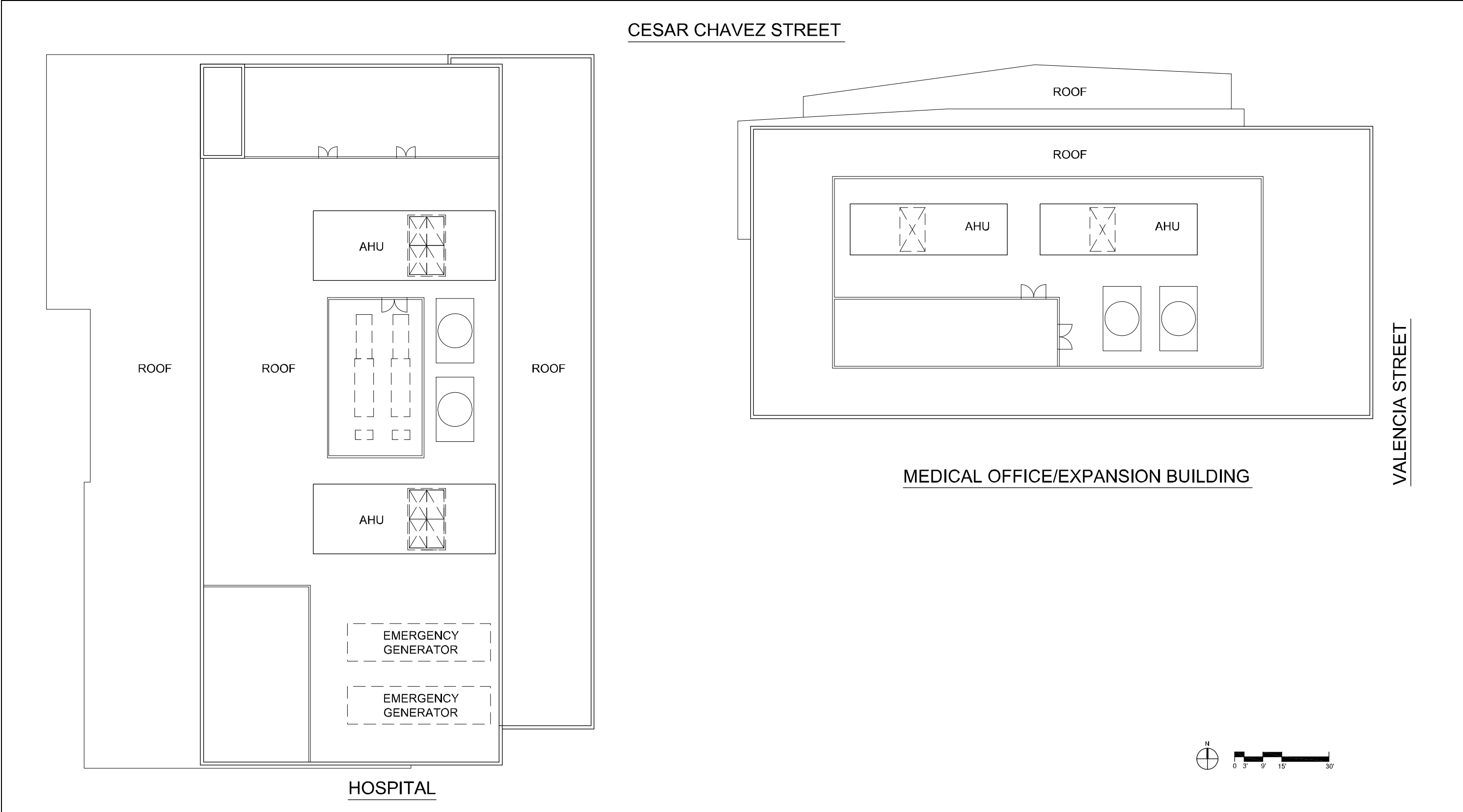


Source: SmithGroup/Boulder Associates 2010

St. Luke's Replacement Hospital—Proposed Level 5

Figure 2-75





Source: SmithGroup/Boulder Associates 2010

St. Luke's Hospital and MOB/Expansion Building—Proposed Roof

Figure 2-76







Source: SmithGroup/Boulder Associates 2010

St. Luke's Streetscape Plan

Figure 2-77



## 3 PLANS AND POLICIES

### 3.1 INTRODUCTION

In accordance with Section 15125(d) of the State CEQA Guidelines, this chapter summarizes the pertinent policies and regulations of the *San Francisco General Plan* (General Plan), the San Francisco Planning Code (Planning Code), and other relevant federal, state, regional, and local plans and efforts that have policy and regulatory control over the development of the CPMC *Long Range Development Plan* (LRDP). Also described are the pertinent regional plans and policies, the *Bay Area 2000 Clean Air Plan* and *2005 Bay Area Ozone Strategy*. For informational purposes, this section also describes citywide policy initiatives and programs implemented by the City and County of San Francisco (City) that shape the underlying goals of the LRDP.

Conflicts of the CPMC LRDP with policies do not, in and of themselves, constitute significant environmental impacts; they are considered environmental impacts only when they would result in direct physical environmental effects. Any conflicts between implementation of the proposed LRDP and policies relating to physical environmental issues are discussed in the relevant environmental topic sections of Chapter 4, “Environmental Setting, Impacts, and Mitigation,” of this EIR. The consistency of the proposed development with applicable plans and policies that do not directly relate to physical environmental issues will be considered by decision-makers when they determine whether to approve or disapprove the project.

This chapter addresses the consistency of the LRDP with the following plans and policies:

- ▶ **City and County of San Francisco Plans and Policies (Section 3.2):** General Plan, *Van Ness Avenue Area Plan* (VNAP), *Mission Area Plan*, Planning Code (i.e., Zoning Ordinance), Accountable Planning Initiative, Transit Effectiveness Project, *San Francisco Bicycle Plan*, *Climate Action Plan for San Francisco*, *Sustainability Plan for the City of San Francisco*, San Francisco Green Building Ordinance, draft *San Francisco Better Streets Plan*, draft *Mission District Streetscape Plan*, and draft *Cesar Chavez Streetscape Plan*. Please note that the proposed *Market & Octavia Area Plan* and *Japantown Better Neighborhood Plan* are also summarized because CPMC campuses are located nearby. However, the provisions of these plans are not applicable because the campuses lie beyond the boundaries of the plan areas.
- ▶ **Regional Plans and Policies (Section 3.3):** Air quality plans and Bay Area Air Quality Management District (BAAQMD) Climate Protection Program.

Sections 4.1 through 4.18 of this EIR describe resource-specific plans (e.g., air quality management plans are discussed in Section 4.7, “Air Quality”). Section 5.1, “Growth-Inducing Impacts” (see Chapter 5, “Other CEQA Considerations”), describes plans and policies related to growth in population and employment.

## 3.2 CITY AND COUNTY OF SAN FRANCISCO PLANS AND POLICIES

This section addresses the consistency of the proposed LRDP with the City's plans and policies.

### 3.2.1 SAN FRANCISCO GENERAL PLAN

The General Plan provides general policies and objectives to guide land use decisions. It contains the following elements: Air Quality, Arts, Commerce and Industry, Community Facilities, Community Safety, Environmental Protection, Housing, Recreation and Open Space, Transportation, and Urban Design. The General Plan's policies described below are applicable to the proposed implementation of the CPMC LRDP and are provided for reference.

#### AIR QUALITY ELEMENT

The Air Quality Element of the General Plan supports the goal of clean air through air quality regulations and policies encouraging the location of land uses adjacent to transit services. The overall goal is to give high priority to air quality improvement in San Francisco to protect the city's population from adverse health effects and other effects of air pollutants. Each of the Air Quality Element's six sections focuses on a different aspect of air quality improvement efforts: adherence to air quality standards, improvements related to mobile sources, land use planning, public awareness, reduction of dust, and energy conservation.

**Consistency:** The proposed LRDP would be generally consistent with the Air Quality Element. CPMC would comply with all federal, state, and local air quality regulations (see Section 4.7.2, "Regulatory Framework," in Section 4.7, "Air Quality"). The CPMC LRDP includes the renovation and expansion of existing campuses in addition to construction of the proposed Cathedral Hill Campus. All campus sites are served by existing transportation routes and modes and are located along transit corridors, representing an efficient location of the new land uses. Under the LRDP, CPMC intends to incorporate physical features and operational measures that sustain and improve environmental efficiencies. CPMC intends to attain Leadership in Energy and Environmental Design (LEED®) certification for the proposed Cathedral Hill Hospital and the St. Luke's Replacement Hospital. CPMC would be required to attain LEED® Silver for the proposed Cathedral Hill Medical Office Building (MOB) and the St. Luke's MOB/Expansion Building. The LRDP also includes improvements to CPMC's existing systemwide Transportation Demand Management (TDM) program. Furthermore, the LRDP includes greenhouse gas (GHG)-reducing project design features; an analysis of mobile and stationary sources as related to GHGs is provided in Section 4.8, "Greenhouse Gas Emissions." An analysis of mobile and stationary sources of air pollution and potential air quality impacts is provided, and beneficial project features related to construction-related and long-term operational emissions are discussed, in Section 4.7, "Air Quality," beginning on page 4.7-26.

## COMMERCE AND INDUSTRY ELEMENT

The Commerce and Industry Element of the General Plan sets forth objectives and policies that address the broad range of economic activities, facilities, and support systems that make up San Francisco's employment and service base. The Commerce and Industry Element serves as a guide for decisions related to economic growth and change in San Francisco. This element focuses on economic vitality, social equity, and environmental quality; through its objectives and policies, it encourages economic development that is responsive to near-term needs and consistent with long-range goals and values. The overarching goals of this element include managing economic growth and change to ensure enhancement of the total city environment; maintaining a sound and diverse economic base and fiscal structure; and providing expanded employment opportunities for city residents, particularly those who are unemployed.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the Commerce and Industry Element. Implementing the LRDP would result in an increase in CPMC full-time equivalent (FTE) employees and an increase in San Francisco residents. Development of the LRDP would help to further the economic vitality of the CPMC campuses, San Francisco, and its surrounding communities. Potential impacts of the LRDP on population, employment, and housing are analyzed in Section 4.3, "Population, Employment, and Housing." Additionally, the environmental impacts of indirect increases in residents resulting from implementation of the LRDP are analyzed in relevant sections of this EIR.

## COMMUNITY SAFETY ELEMENT

The purpose of the Community Safety Element is to reduce future loss of life, injuries, property loss, environmental damage, and social and economic disruption from natural or technological disasters. The Community Safety Element focuses on seismic hazards resulting directly from ground shaking and ground failure associated with large earthquakes. Other hazards common in other California communities resulting from major earthquakes include inundation, landslides, hazardous materials releases, and fire. The overall goals of the Community Safety Element can be summarized in six general categories: coordination, hazard mitigation, preparedness, response, recovery and reconstruction, and information systems and research. The Community Safety Element strives to ensure that the community is resilient to natural disasters by creating greater public awareness; improving the capability and coordination between federal, state, local, community-based, and private sector agencies responding to emergencies; reducing hazards from existing structures that have the greatest potential for loss of life; and ensuring that new developments undertake methods of minimizing risks from natural hazards.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the Community Safety Element. Acute-care hospitals must meet the requirements of Senate Bill (SB) 1953 or SB 1661<sup>1</sup> to be able to continue providing acute-care services after January 1, 2015. Specifically, SB 1953 requires that all California hospitals be able to continue to meet the “life-safety” standard after a major seismic event, to continue providing acute-care services after 2015, and meet the “operational” standard after 2030. The proposed Cathedral Hill Hospital and St. Luke’s Replacement Hospital would meet both the life-safety and operational standards. The existing Davies Hospital North Tower underwent seismic upgrades to comply with applicable state standards in 2005, to meet the life-safety standards until 2030. Construction and operation of the proposed Cathedral Hill Hospital would allow CPMC to relocate beds and services to a new facility that would comply with the state’s mandated seismic safety standards, and to continue to provide acute-care services.

CPMC’s planned seismic safety improvements for buildings would be consistent with the applicable objectives and policies of the Community Safety Element. The respective “Regulatory Framework” sections in Section 4.11, “Public Services”; Section 4.14, “Geology and Soils”; and Section 4.16, “Hazards and Hazardous Materials,” analyze topics related to these policies related to the Community Safety Element.

## ENVIRONMENTAL PROTECTION ELEMENT

The Environmental Protection Element addresses the effects of urbanization on the natural environment. It promotes improvement of air quality and of the bay and ocean shorelines, and the protection of plant and animal life and freshwater sources. It also speaks to the responsibility of San Francisco to provide a permanent, clean water supply to meet present and future needs and to maintain an adequate water distribution system. This element is concerned primarily with protecting natural (i.e., not human-made) elements of the environment, especially plant and animal life, and with restoration of natural qualities of land, air, and water through the elimination of pollution. This element addresses conservation and management of energy in the residential, commercial, and transportation sectors. This element also encourages the reduction of hazardous materials and transportation noise volumes for certain land uses, and provides policies related to energy consumption that result from new development. Also, this element includes a land use compatibility chart for community noise, which defines a range of noise levels that are considered compatible or incompatible with various land uses.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the applicable policies of the Environmental Protection Element. The proposed Cathedral Hill MOB and St. Luke’s MOB/Expansion Building would be subject to the City’s Green Building Ordinance and would need to achieve a LEED® Silver rating. CPMC intends to attain LEED® certification for the proposed Cathedral Hill Hospital and St. Luke’s Replacement

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<sup>1</sup> SB 1661 (Chapter 679, Statutes of 2006) was enacted to extend the state’s seismic-safety compliance deadline by another 2 years past the January 1, 2013, deadline, up to January 1, 2015, provided that certain interim planning and implementation milestones for acute-care hospitals are achieved. Specifically, SB 1661 enables OSHPD to grant an extension to January 1, 2015, if a hospital meets certain requirements.

Hospital. Energy management practices would be integrated into the building design to help achieve these certifications. The proposed LRDP includes landscaping on all near-term projects, and development would be subject to the Urban Forestry Ordinance during construction. Operation of the CPMC campuses would be consistent with the General Plan's biological resources protection policies (see Section 4.13, "Biological Resources"). The proposed LRDP would comply with BAAQMD standards (see Section 4.7, "Air Quality"). The proposed project would comply with transportation noise policies (see Section 4.6, "Noise"). Further analysis related to the project's utility demand and energy use is provided in Section 4.8, "Greenhouse Gas Emissions"; Section 4.12, "Utilities and Service Systems"; and Section 4.15, "Hydrology and Water Quality." The project's land use compatibility standard for community noise, which defines a range of noise levels that are considered compatible or incompatible with various land uses, is also analyzed in Section 4.6, "Noise."

## **HOUSING ELEMENT**

The Housing Element of the General Plan provides objectives and policies that promote and direct the development of housing in appropriate locations in a manner that enhances existing neighborhood character, locates infill housing on appropriate sites in established residential neighborhoods, and increases the supply of housing.

The 2004 Housing Element Update was adopted by the San Francisco Planning Commission on May 13, 2004, and found in compliance with state housing element requirements by the California Department of Housing and Community Development in October 2004. After adoption of the 2004 Housing Element, the California Court of Appeals found that the negative declaration prepared in support of the 2004 Housing Element Update was inadequate and required the preparation of an EIR. Under the terms of the Writ of Mandate issued by the San Francisco Superior Court, the City may rely on the 2004 Housing Element, minus policies, objectives, and implementation measures that were stricken as a result of the lawsuit. Such policies cannot be adopted until completion of the EIR.

As required by state law, San Francisco is due for its next 5-year Housing Element update, and the Planning Department has prepared a draft 2009 Housing Element for environmental review. The City is preparing an EIR in an effort to comply with the court order requiring an EIR for the 2004 Housing Element, while also reviewing the updated draft 2009 Housing Element pursuant to CEQA. This EIR will identify, at an equal level of detail, the environmental impacts resulting from the proposed objectives,<sup>2</sup> policies, and implementation measures of both the 2004 Housing Element Update and the draft 2009 Housing Element Update. The 2004 Housing Element, as modified by the Superior Court, contains objectives and policies that would be relevant to the proposed LRDP.

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<sup>2</sup> The notice of preparation for the San Francisco 2004 and 2009 Housing Element (Case No. 2007.1275E) is available for review at the Planning Department's Web site: <http://www.sfplanning.org/index.aspx?page=1828>.

These include objectives and policies to ensure equal access to housing opportunities, and increasing the supply of housing.

**Consistency:** Most of the objectives and policies in the Housing Element are not applicable to the proposed LRDP because the project does not include a residential development component. However, the LRDP proposes demolition of five dwelling units and 20 residential hotel units that are on the site of the proposed Cathedral Hill MOB. A conditional use (CU) authorization would be required to allow the medical office building use and demolition and conversion of the five dwelling units. In addition, CPMC would request a permit to convert under the City's Residential Hotel Conversion Ordinance (San Francisco Administrative Code, Chapter 41) to demolish the 20 residential hotel units. CPMC would provide relocation assistance to the tenants of existing units. Potential impacts on housing are discussed in Section 4.3, "Population, Employment, and Housing."

## RECREATION AND OPEN SPACE ELEMENT

The Recreation and Open Space Element (1986) of the General Plan provides the City's objectives and policies related to preservation, access, use, and development to meet San Francisco's needs for recreation and open space at the regional, citywide, and neighborhood levels. The Planning Department released a revised draft Recreation and Open Space Element for public review in early May 2009; the comment and review period ended in late September 2009.<sup>3</sup>

The 1986 Recreation and Open Space Element divides usable parkland within the city into four categories:

- ▶ *City-serving open spaces* are the city's largest category; an example is Golden Gate Park. The General Plan states that residents living within one-half mile of (a 10-minute walk from) a city-serving open space are considered to be within the service area of that open space.
- ▶ *District-serving open spaces* are typically more than 10 acres in size. Residents living within three-eighths of a mile of (a 7½-minute walk from) a district-serving open space are considered to be within its service area.
- ▶ *Neighborhood-serving open spaces* are typically 1–10 acres in size. Residents living within one-quarter mile of (a 5-minute walk from) a neighborhood-serving open space are considered to be within its service area.
- ▶ *Subneighborhood-serving open spaces* are typically less than 1 acre in size and are intended to serve residents living or working in their immediate vicinity, or within one-eighth mile (a 2½-minute walk).

Map 4 of the Recreation and Open Space Element identifies existing public open space, and areas that would be desirable to acquire for or convert to public open space. The Recreation and Open Space Element also provides

<sup>3</sup> San Francisco Planning Department. 2009. Recreation & Open Space Element Update 2009. Available: <http://openspace.sfplanning.org/>. Accessed December 2009.



policies that promote solar access and avoiding shade to maintain the usability of public open space during certain times of day, as required under Section 295 of the Planning Code. Section 295 applies to the review of projects that could shade City recreation and park property.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the Recreation and Open Space Element. Implementing the LRDP would result in an increase in FTE employees and new San Francisco residents. Potential impacts on existing neighborhood and regional parks or other recreational facilities as a result of the LRDP are analyzed in Section 4.10, “Recreation.” Potential shadow impacts on public open space are analyzed in Section 4.9, “Wind and Shadow.”

## **TRANSPORTATION ELEMENT**

The Transportation Element of the General Plan provides policies and objectives related to transportation, congestion management, circulation, transit, alternative modes of transit (bicycles and walking), parking, and movement of goods. It also encourages off-street loading facilities and strategies to reduce congestion affecting vehicular traffic and pedestrian circulation. The TDM objectives and policies are intended to reduce the number of private automobile trips and to bring about an overall reduction in automobile dependency through education, assistance, and incentives. The transportation systems management strategies are intended to address current transportation system needs through more efficient use of existing transportation facilities. Transportation systems management strategies manage the demand and optimize the supply of existing resources to achieve transportation-related goals, and attempt to improve efficiency through the provision of more frequent transit service or the enhancement of transit operating conditions.

**Consistency:** The proposed LRDP would be generally consistent with the Transportation Element. The proposed LRDP would include a comprehensive TDM program, including shuttle services along with parking management strategies. All campuses are accessible by public transit. CPMC also provides an intercampus shuttle service. The purpose of the shuttle is to allow employees to travel to designated off-site parking facilities, such as the Japan Center Garage, to other campuses and other CPMC facilities, and public transit (BART). All of CPMC’s campuses have bicycle facilities; CPMC would continue to provide bicycle facilities at existing campuses and at the proposed Cathedral Hill Campus at or beyond the levels required by the Planning Code. The proposed LRDP would be generally consistent with the policies of the Transportation Element as analyzed in Section 4.5, “Transportation and Circulation.”

### **Transit-First Policy**

The City’s Transit-First Policy, adopted by the San Francisco Board of Supervisors in 1973, was developed in response to the damaging effects of freeways on the city’s urban character over previous decades. The policy is aimed at restoring balance to a transportation system long dominated by the automobile, and at improving overall

mobility for residents and visitors whose reliance chiefly on the automobile would result in severe transportation deficiencies. The Transit-First Policy encourages multimodal transportation facilities, the use of transit, and other alternatives to the single-occupant vehicle as modes of transportation, and gives priority to maintaining and expanding the local transit system and to improving regional transit coordination.

The following 10 principles constitute the City's Transit-First Policy<sup>4</sup>:

1. To ensure quality of life and economic health in San Francisco, the primary objective of the transportation system must be the safe and efficient movement of people and goods.
2. Public transit, including taxis and vanpools, is an economically and environmentally sound alternative to transportation by individual automobiles. Within San Francisco, travel by public transit, by bicycle, and on foot must be an attractive alternative to travel by private automobile.
3. Decisions regarding the use of limited public street and sidewalk space shall encourage the use of public rights-of-way by pedestrians, bicyclists, and public transit, and shall strive to reduce traffic and improve public health and safety.
4. Transit policy improvements, such as designated transit lanes and streets and improved signalization, shall be made to expedite the movement of public transit vehicles (including taxis and vanpools) and to improve public safety.
5. Pedestrian areas shall be enhanced wherever possible to improve the safety and comfort of pedestrians and to encourage travel by foot.
6. Bicycling shall be promoted by encouraging safe streets for riding, convenient access to transit, bicycle lanes, and secure bicycle parking.
7. Parking policies for areas well served by public transit shall be designed to encourage travel by public transit and alternative transportation.
8. New transportation investment should be allocated to meet the demand for public transit generated by new public and private commercial and residential developments.
9. The ability of the City and County of San Francisco to reduce traffic congestion depends on the adequacy of regional public transportation. The City and County shall promote the use of regional

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<sup>4</sup> San Francisco Charter, Section 8A, 115, Transit-First Policy. Available: <http://library.municode.com/index.aspx?clientId=14130&stateId=5&stateName=California>. Accessed May 30, 2010.

mass transit and the continued development of an integrated, reliable, regional public transportation system.

10. The City and County shall encourage innovative solutions to meet public transportation needs wherever possible and where the provision of such service will not adversely affect the service provided by the Municipal Railway. (*Added November 1999.*)

**Consistency:** Section 4.5, “Transportation and Circulation” (beginning on page 4.5-53), analyzes issues related to the Transit-First Policy, including parking associated with development under the proposed LRDP. Section 4.5 also includes discussion and analysis of potential construction-related and operational impacts on pedestrians, bicycle facilities, and transit as a result of implementing the proposed LRDP. The proposed project is generally consistent with the City’s Transit-First policy because a TDM program would be implemented to encourage alternatives to single-occupant vehicles as a primary mode of transportation—for example, by providing free shuttle service to and from each campus and subsidies to employees who carpool or vanpool. In addition, each campus is accessible by public transit. See page 4.5-61 of Section 4.5, “Transportation,” for public transit options; page 4.5-98 for more details about CPMC’s TDM program; and pages 4.5-117, 4.5-168, 4.5-180, 4.5-187, and 4.5-201 for analyses of the LRDP’s transit impacts on each CPMC campus.

## URBAN DESIGN ELEMENT

The Urban Design Element of the General Plan addresses San Francisco’s physical character and environment with respect to development and preservation. Urban design policies require proposed projects to take into account the surrounding urban context through building design and placement. Policies strive to integrate proposed buildings with existing buildings by designing building height and bulk that respects adjacent buildings, establishing and protecting visual relationships and transitions, and respecting older or historic structures. Policies emphasize visual amenities, including landscaping and pedestrian areas that are human scale.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the applicable Urban Design policies. The General Plan would allow for heights up to 161–240 feet at the Cathedral Hill Hospital site.<sup>5</sup> As specified in Map 4 of the Urban Design Element, the currently allowed height of buildings in the Cathedral Hill project area is 161–240 feet. A General Plan amendment to create VNAP Subarea 4 would allow the height of the Cathedral Hill Hospital to extend up to 265 feet. As noted in Table 2-3, “Required Project Approvals” (page 2-13), the proposed Cathedral Hill Campus would require a General Plan amendment for the VNAP, Planning Code Section 243 text and zoning map amendments, and a CU authorization. (See Appendix C for amendment to the VNAP map and General Plan Map 4 at the Cathedral Hill Campus).

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<sup>5</sup> San Francisco Planning Department. 2005. *San Francisco General Plan*. Urban Design Element. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=41416](http://www.sfgov.org/site/planning_index.asp?id=41416). Map 4, “Urban Design Guidelines for Height of Buildings.”

As specified in Map 4 in the Urban Design Element, the currently allowed height of buildings at the St. Luke's Campus is a maximum of 88 feet. The proposed LRDP would require an amendment to the General Plan to allow a height up to 105 feet (with a corresponding Planning Code change to a 105-E Height and Bulk District) for the development of the proposed 99-foot-tall St. Luke's Replacement Hospital and 100-foot-tall MOB/Expansion Building. [As noted in Table 2-3, "Required Project Approvals" (page 2-13), required approvals for the proposed St. Luke's Replacement Hospital and MOB would include a General Plan amendment, vacation and sale of San Jose Avenue and a lot merger, height and bulk reclassification, and modification of an existing planned unit development under a CU authorization. (See Appendix C for General Plan Map 4 at the St. Luke's Campus.)]

Implementing the LRDP would result in the demolition and construction of buildings at the site of the proposed Cathedral Hill Campus and at the Pacific, Davies, and St. Luke's Campuses. The visual character of the proposed LRDP and potential visual and aesthetic impacts at each of the campuses are analyzed in Section 4.2, "Aesthetics." Historic resources are analyzed in Section 4.4, "Cultural and Paleontological Resources." The consistency of the proposed LRDP with the Planning Code is summarized in Section 3.2.5, "San Francisco Planning Code (Zoning Ordinance)" (page 3-12), and described further in Section 4.1, "Land Use and Planning."

### 3.2.2 VAN NESS AVENUE AREA PLAN

In 1995, the City adopted the VNAP as part of the General Plan, and the Van Ness Special Use District (SUD), which established land use, urban design, and transportation policies and regulations to preserve the character of Van Ness Avenue. The focus of the plan is to revitalize the area by encouraging new retail and housing to facilitate the transformation of Van Ness Avenue into an attractive mixed-use boulevard. To encourage residential development, the Van Ness SUD eliminates density limits for housing and establishes a required ratio for new development of 3 square feet (sq. ft.) of residential use for every 1 sq. ft. of nonresidential uses.<sup>6</sup> Because the proposed Cathedral Hill Hospital and Cathedral Hill MOB are medical uses, the proposed LRDP would seek modification of the residential requirement. The VNAP seeks to guide development in a manner that is sensitive to architectural resources in the area and avoid demolition or inappropriate alteration of historically and architecturally significant buildings.

**Consistency:** The site of the proposed Cathedral Hill Campus is located within the boundaries of the VNAP and the associated Van Ness SUD, an area designed for high-density mixed-use development because of its central location, convenient access to transit, and proximity to downtown.<sup>7</sup>

A General Plan amendment would be required for the proposed development of the Cathedral Hill Hospital up to 265 feet in height. Specifically, amending the General Plan to create VNAP Subarea 4 would allow the hospital's

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<sup>6</sup> San Francisco Planning Code. Section 243, "Van Ness Special Use District."

<sup>7</sup> San Francisco Planning Department. 1995 (July 6). *Van Ness Avenue Area Plan*. San Francisco, CA.

height to extend to 265 feet. The proposed Cathedral Hill Campus would generally be consistent with the VNAP and the associated Van Ness SUD, as proposed to be amended as part of project approvals. See Appendix C for VNAP Maps 1 and 2.

The visual character of the proposed Cathedral Hill Campus and potential visual and aesthetic impacts at each of the CPMC campuses are analyzed in Section 4.2, “Aesthetics.” Under the proposed LRDP, five residential units and 20 residential hotel units would be demolished at the site of the proposed Cathedral Hill MOB, in an area prioritized in the VNAP for new housing development. The loss of five residential units and 20 residential hotel units would not affect the larger objective of the VNAP. Impacts on housing and population are analyzed in Section 4.3, “Population, Employment, and Housing.” Historic architectural resources are analyzed in Section 4.4, “Cultural and Paleontological Resources.” The consistency of the proposed LRDP with the Planning Code is summarized in Section 3.2.5, “San Francisco Planning Code (Zoning Ordinance)” (page 3-12), and described further in Section 4.1, “Land Use and Planning.”

The VNAP discourages parking access along Van Ness Avenue and, whenever feasible, other major streets. The proposed Cathedral Hill Hospital and Cathedral Hill MOB would provide parking entrances/exits along Geary Boulevard and Franklin Street, potentially conflicting with the VNAP. Additionally, the VNAP and Van Ness SUD encourage a pedestrian environment and transit use and discourage commuter parking. Potential impacts related to parking access, pedestrian environment, and transit use are discussed in Section 4.5, “Transportation and Circulation.” The Cathedral Hill Campus would generally be consistent with the VNAP and the associated Van Ness SUD, as amended.

### 3.2.3 MARKET & OCTAVIA AREA PLAN

In 2008, the San Francisco Planning Department adopted the *Market & Octavia Area Plan*,<sup>8</sup> which amended the General Plan.<sup>9</sup> The area plan focuses on an area in the center of San Francisco, anchored by the major Market Street corridor. The main goals of the *Market & Octavia Area Plan* are to “respond to the need for housing, repair the fabric of the neighborhood, and to support transit-oriented development.” The plan contains new zoning and SUDs to shape the area as a mixed-use urban neighborhood, as well as streetscape and open space improvements.<sup>10</sup> The plan area borders the Davies Campus to the north and east, along Duboce Avenue and Noe Street. These provisions do not apply to the Davies Campus, which lies beyond the area covered by the *Market & Octavia Area Plan*.

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<sup>8</sup> San Francisco Planning Department. 2008. *Market & Octavia Area Plan*. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=25188](http://www.sfgov.org/site/planning_index.asp?id=25188). Accessed May 5, 2009.

<sup>9</sup> San Francisco Planning Department. 2009. *Better Neighborhoods 2002*. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=25162](http://www.sfgov.org/site/planning_index.asp?id=25162). Accessed April 28, 2009.

<sup>10</sup> San Francisco Planning Department. 2008. *Market & Octavia Area Plan*. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=25188](http://www.sfgov.org/site/planning_index.asp?id=25188). Accessed May 5, 2009. Plan Summary.

### 3.2.4 MISSION AREA PLAN

Adopted in 2008, the *Mission Area Plan* seeks “to increase opportunities for new housing development, particularly affordable housing, retain space for production, distribution and repair activities, protect established residential areas, and build on the vibrant neighborhood commercial areas around Mission, Valencia and 24th Streets.”<sup>11</sup> The area directly north of the St. Luke’s Campus is within the area of the *Mission Area Plan*, which extends north-south from Division Street to Cesar Chavez Street and east-west from Potrero Avenue to Guerrero Street.<sup>12</sup> These provisions do not apply to the St. Luke’s Campus, which lies beyond the area covered by the *Mission Area Plan*.

### 3.2.5 SAN FRANCISCO PLANNING CODE (ZONING ORDINANCE)

The Planning Code, which incorporates by reference the City’s zoning maps, implements the General Plan and governs permitted uses, densities, and configuration of buildings within the city.<sup>13</sup> Permits to construct new buildings (or to alter or demolish existing ones) may not be issued unless (1) the proposed project conforms to the Planning Code, (2) allowable exceptions are granted pursuant to provisions of the Planning Code, or (3) amendments to the Planning Code are approved as part of the project. The Planning Code provides location-specific development and use regulations that govern density and configuration of buildings.

#### ZONING DISTRICTS AND HEIGHT AND BULK DISTRICTS

The zoning district and applicable height and bulk districts of each CPMC campus are summarized in Table 3-1, “Zoning and Height and Bulk Districts” (page 3-13). See also Figure 2-2, “Cathedral Hill Campus Area” (page 2-49); Figure 2-38, “Pacific Campus Area” (page 2-120); Figure 2-41, “California Campus Area” (page 2-133); Figure 2-43, “Davies Campus Area” (page 2-152); and Figure 2-57, “St. Luke’s Campus Area” (page 2-194), in Chapter 2, “Project Description.” Adjacent uses are generally zoned for residential uses, residential and commercial, or mixed use. The adjacent zoning district and applicable height and bulk district are summarized in Table 3-2, “Adjacent Zoning and Height and Bulk Districts” (page 3-14); see also the figures referenced above.

The CPMC campuses are located in the height and bulk districts listed in Tables 3-1 and 3-2. The number represents the maximum building height permitted (e.g., the 130-V Height and Bulk District allows a maximum building height of 130 feet), and the letter represents the bulk designation. The following requirements apply in each of the bulk designations applicable to CPMC campuses and are listed in Section 270 of the Planning Code, as noted in Table 3-1:

<sup>11</sup> San Francisco Planning Department. 2008. *Mission Area Plan*. San Francisco, CA. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=97131](http://www.sfgov.org/site/planning_index.asp?id=97131). Accessed April 16, 2009.

<sup>12</sup> San Francisco Planning Department. 1996. *San Francisco General Plan*, Eastern Neighborhoods Planning Area Map. San Francisco, CA.

<sup>13</sup> City and County of San Francisco. Municipal Code and Planning Code. Codified through Ordinance No. 35-09, File No. 090097, approved March 9, 2009.

**Table 3-1  
Existing Zoning and Height and Bulk Districts**

Campus	Zoning District(s) <sup>a</sup>	Height and Bulk Districts <sup>b</sup>
Cathedral Hill	<i>Cathedral Hill Hospital and MOB</i> : RC-4 (Residential-Commercial, High Density) <i>1375 Sutter MOB</i> : Van Ness SUD; NC-3 (Neighborhood Commercial, Moderate Scale); Automotive Special Use District	<i>Cathedral Hill Hospital and MOB</i> : 130-V <sup>c</sup> <i>1375 Sutter MOB</i> : 130-E <sup>d</sup>
Pacific	RM-1 and RM-2 (Residential—Mixed Districts, Low and Moderate Density)	40-X and 160-F <sup>e</sup>
California	RM-2 (Residential—Mixed Districts, Moderate Density) and RH-2 (Residential—House District, Two Family)	80-E <sup>f</sup> and 40-X
Davies	RH-3 (Residential—House, Three Family)	130-E <sup>d</sup> and 65-D <sup>g</sup>
St. Luke's	RH-2 (Residential—House, Two Family)	105-E <sup>h</sup> and 65-A <sup>i</sup>

Notes: MOB = Medical Office Building; SUD = Special Use District

- <sup>a</sup> Under Sections 253(a) and 253(b) of the Planning Code, in any R District (except RTO Districts), wherever a height limit exceeds 40 feet is prescribed by the height and bulk district in which the property is located, any building or structure exceeding 40 feet in height shall be permitted only by a conditional use authorization. In reviewing any such building exceeding 40 feet in height, the Planning Commission may permit a height of such building or structure up to but not exceeding the height limit prescribed by the height and bulk district in which the property is located.
- <sup>b</sup> Maximum building heights are specified under Section 260 of the Planning Code; bulk designations are specified under Section 270.
- <sup>c</sup> The 130-V Height and Bulk District allows a maximum building height of 130 feet. The "V" bulk designation, which only applies to the Van Ness SUD pursuant to Section 253.2(a)(1), allows the Planning Commission to require a 20-foot setback for portions of buildings above 50 feet. The "V" designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings over 40 feet in height.
- <sup>d</sup> The 130-E Height and Bulk District allows a maximum building height of 130 feet. The "E" bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings over 65 feet in height.
- <sup>e</sup> The 40-X and 160-F Height and Bulk Districts allow maximum building heights of 40 and 160 feet, respectively. The "F" bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 80 feet in height.
- <sup>f</sup> The 80-E Height and Bulk District allows maximum building heights of 80 feet. The "E" bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings over 65 feet in height.
- <sup>g</sup> The 65-D Height and Bulk District allows maximum building heights of 65 feet. The "D" bulk designations allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings over 40 feet in height.
- <sup>h</sup> The 105-E Height and Bulk District allows a maximum building height of 105 feet. The "E" bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings over 65 feet in height.
- <sup>i</sup> The 65-A Height and Bulk District allows a maximum building height of 65 feet. The "A" bulk designation allows a maximum building length of 110 feet and a maximum diagonal dimension of 125 feet for portions of buildings above 40 feet in height.

Source: Data compiled by AECOM in 2009

**Table 3-2  
Adjacent Zoning and Height and Bulk Districts**

Campus	Adjacent Zoning Districts	Adjacent Height and Bulk District(s)
Cathedral Hill	RC-4 (Residential—Commercial, High Density); Van Ness SUD; NC-3 (Neighborhood Commercial, Moderate Scale); RM-4 (High Density Residential); Automotive SUD; Polk Street Neighborhood Commercial; North of Market Residential SUD	130-V, 130-E, 240-E, and 240-G
Pacific	RM-1 (Residential—Mixed Districts, Low Density); RH-2 (Residential—House, Two Family)	40-X
California	RH-2 (Residential—House, Two Family); RH-1 (Residential—House, One Family); RH-1D (1 Unit per Lot, Detached); RM-1 (Residential—Mixed Districts, Low Density)	40-X
Davies	RH-3 (Residential—House, Three Family); RM-1 (Residential—Mixed Districts, Low Density); RH-2 (Residential—House, Two Family)	40-X
St. Luke's	RH-2 (Residential—House, Two Family); RH-3 (Residential—House, Three Family); RM-1 (Residential—Mixed Districts, Low Density); NC-3 (Moderate-Scale Neighborhood Commercial); Valencia Street Neighborhood Commercial Transit	40-X, 50-X, 55-X, and 65-X
Note: SUD = Special Use District Source: Data compiled by AECOM in 2009		

- ▶ The “V” bulk designation, which only applies to the Van Ness SUD pursuant to Section 253.2(a)(1), allows the Planning Commission to require a 20-foot setback for portions of buildings above 50 feet.
- ▶ The “E” bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 65 feet.
- ▶ The “F” bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 80 feet.
- ▶ The “D” bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 40 feet.
- ▶ The “X” bulk designation is applicable in cases where the height limit is 65 feet or less and a street from which height measurements are made slopes laterally along the lot, or the ground slopes laterally on a lot that also slopes upward from the street. In such cases, there shall be a maximum width for the portion of the building or structure that may be measured from a single point at curb or ground level, according to the definition of “height,” as specified in Section 260 of the Planning Code.<sup>14</sup>

<sup>14</sup> San Francisco Municipal Code. Section 260, “Height Limits: Measurements.” Approved December 19, 2008.



The consistency of the proposed LRDP with the Planning Code is summarized below and described further in Section 4.1, “Land Use and Planning,” and Section 4.2, “Aesthetics.” The list of Planning Code approvals can be found in Table 2-3, “Required Project Approvals” (page 2-13).

### **Cathedral Hill Campus**

The sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB are located in a RC-4<sup>15</sup> (Residential-Commercial, High Density) zoning district, which encourages a mixture of high-density dwellings with supporting commercial uses (Table 3-1)<sup>16</sup> and within the Van Ness SUD. The RC-4 district allows medical institutions, including medical offices, as a conditional use.<sup>17</sup> The site of the proposed 1375 Sutter MOB is zoned NC-3 (Neighborhood Commercial, Moderate-Scale). Conversion of the existing Pacific Plaza Office Building into the 1375 Sutter MOB would require only interior renovation, and the building would continue to comply with the existing zoning and height and bulk requirements for the site.

The proposed Cathedral Hill Hospital tower would be 15 stories in height, totaling approximately 265 feet in height, based on the Planning Code’s methodology for measurement.<sup>18</sup> Because of its architectural design, different portions of the hospital building would have varying heights on the project block. The proposed hospital’s podium structure would be approximately five stories and approximately 43–123 feet in height, because of the site’s varying slope. The proposed Cathedral Hill MOB would be nine stories and about 130 feet tall, as measured from the building’s midpoint along Van Ness Avenue based on the Planning Code’s methodology. However, because the site is sloped, the structure would vary in height relative to the side from which it is viewed. As noted previously, the 1375 Sutter MOB would require only interior renovation, and the building would only consist of interior renovations. The 1375 Sutter MOB site is in the 130-E Height and Bulk District, which also has a maximum height of 130 feet. As noted earlier, the General Plan amendment would allow up to 265 feet in height for development of the hospital under the VNAP.

The proposed Cathedral Hill Campus is located within two height and bulk districts. The sites of both the proposed Cathedral Hill Hospital and Cathedral Hill MOB are in the 130-V Height and Bulk District, which allows building heights of 130 feet but requires a CU authorization for any building above 40 feet because of the

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<sup>15</sup> The hospital site was formerly within the Western Addition A-2 Redevelopment Area, which sunset on January 1, 2009, reverting the site back to Planning Code controls.

<sup>16</sup> San Francisco Planning Code, Section 206.3, “RC (Residential-Commercial Combined) Districts.”

<sup>17</sup> San Francisco Planning Code, Section 209.3(a), “Institutions.”

<sup>18</sup> The final determination of height calculations would be made by the City’s Zoning Administrator. This EIR conservatively assumes a height of 265 feet, which would be the height to the top of the mechanical equipment. The exhaust stacks would be approximately 16 feet taller than the mechanical equipment. This is because the stacks are measured from the uphill portion of the site, and the equipment would be measured against the lower, theoretical slope of the site.

residential zoning.<sup>19</sup> The requested project approvals and consistency of the proposed Cathedral Hill Campus with the Planning Code are described in Section 4.1, “Land Use and Planning,” beginning on page 4.1-47.

### **Pacific Campus**

The main Pacific Campus block (generally bounded by Clay, Buchanan, Sacramento, and Webster Streets) is zoned RM-2 (Moderate Density Residential, Mixed). The remaining portions of the campus, south of Sacramento Street and west of Webster Street, are zoned RM-1 (Low Density Residential, Mixed). Although the zoning is intended for residential use, a medical center is permitted as a conditional use, as has been the case at the Pacific Campus since the 1960s.<sup>20</sup> The campus is located within two height and bulk districts (Table 3-1). The 160-F district applies to the main campus block, which includes the 2333 Buchanan Street Hospital, Stanford Building (2351 Clay Street), Pacific Professional Building (2100 Webster Street), Gerbode Research Building (2200 Webster Street), Annex MOB (2340–2360 Clay Street), 2324 Sacramento Street Clinic, and Stern Building (2330 Clay Street). The southern half of the parking lot located north of the 2333 Buchanan Street Hospital lies within the 160-F district, but the northern portion is in the 40-X district. The Clay Street/Webster Street Underground Parking Garage, located west of Webster Street, is also in the 160-F district. The remainder of the campus, including the 2400 Clay Street MOB, 2300 California Street MOB, and those buildings on the block bounded by California, Webster, Sacramento, and Buchanan Streets (Health Sciences Library, Mental Health Center, and the 2315 and 2329 Sacramento Street Residential Buildings) are in the 40-X Height and Bulk District.

No near-term projects are proposed at the Pacific Campus. Once the proposed Cathedral Hill Hospital is completed and operational in 2015, the existing 2333 Buchanan Street Hospital would be converted into the Ambulatory Care Center (ACC), the ACC Addition and associated parking garages would be constructed, and the Pacific Campus would be a primary outpatient facility. Pursuant to Section 209.3(a) for residential districts, a medical center or other medical institution is currently permitted only if it includes inpatient care. Therefore, the proposed LRDP at Pacific Campus would require a text amendment to Section 209.3(a) of the Planning Code. The new 138-foot ACC Addition and 85-foot North-of-Clay Aboveground Parking Garage would be located within the 160-F Height and Bulk District and would be consistent with the height and bulk district. The entire campus is located within the 80-E Height and Bulk District, but because of the residential zoning, a CU authorization would be required for buildings over 40 feet in height<sup>21</sup>; Table 3-1 provides additional detail.

With the requested text amendment to Section 209.3(a) of the Planning Code, implementing the proposed CPMC LRDP at the Pacific Campus would be consistent with zoning and adopted plans and policies of the Planning

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<sup>19</sup> San Francisco Planning Code, Section 253, “Review of Proposed Buildings and Structures Exceeding a Height of 40 Feet in R Districts.”

<sup>20</sup> Ibid.

<sup>21</sup> San Francisco Planning Code, Section 253, “Review of Proposed Buildings and Structures Exceeding a Height of 40 Feet in R Districts.”

Code. The requested project approvals and consistency with the Planning Code of the proposed LRDP at the Pacific Campus are described in Section 4.1, “Land Use and Planning,” beginning on page 4.1-53.

### **California Campus**

Most of the California Campus is zoned RM-2 (Moderate Density Residential, Mixed), with the southeast and southwest corners of Cherry and Sacramento Streets in the RH-2 District (Residential—House, Two Family). Although the zoning is intended for residential use, a medical center is permitted as a conditional use, as has been the case at the California Campus since the 1960s.<sup>22</sup> Buildings on the California Campus range from three to nine stories; the MOB at 3838 California Street is the tallest, at approximately 103 feet in height. The entire campus is located within the 80-E Height and Bulk District, but because of the residential zoning, a CU authorization would be required for buildings over 40 feet in height<sup>23</sup>; see Tables 3-1 and 3-2 (pages 3-13 and 3-14, respectively).

CPMC plans to sell and lease back a small portion of the California Campus in the long term. This would not conflict with any land use plans, policies, or regulations. No new developments are proposed at this campus. However, an amendment to Planning Code Section 209.3(a) would be required to continue operating medical uses at the California Campus without inpatient care. With the requested Planning Code text amendment, implementation of the proposed CPMC LRDP at the California Campus would be consistent with zoning and adopted plans and policies of the Planning Code.

### **Davies Campus**

The entire Davies Campus is zoned RH-3 (Residential—House, Three Family) and is within the 130-E and 65-D Height and Bulk Districts. Although the zoning is intended for residential use, a medical center is permitted as a conditional use, as has been the case at the Davies Campus over the years.<sup>24</sup> Buildings on the Davies Campus range from two to five stories, with the North Tower at 66 feet in height. The campus is located within two height and bulk districts—130-D and 65-D (Table 3-1). Because of the residential zoning a CU authorization is required to allow buildings over 40 feet tall, even though the site is within the 130-D and the 65-D height and bulk districts. With a CU authorization, buildings over 40 feet and up to 130 feet in height are allowed in the 130-D district, and buildings up to 65 feet are allowed in the 65-D district. The “D” bulk district limits building elements greater than 40 feet in height to a maximum building length of 110 feet and a maximum diagonal dimension of 140 feet unless a CU authorization grants greater dimensions.

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<sup>22</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. Accessed August 18, 2009. This document is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

<sup>23</sup> San Francisco Planning Code, Section 253, “Review of Proposed Buildings and Structures Exceeding a Height of 40 Feet in R Districts.”

<sup>24</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. Accessed August 18, 2009. This document is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

Near-term construction at the Davies Campus would include the proposed Neuroscience Institute building. Long-term plans include demolition of the existing 283-space garage at Castro and 14th Streets and construction of a second medical office building (the Castro Street/14th Street MOB) by 2020. The new Neuroscience Institute would be constructed within the existing medical campus, which allows medical use. The 40-foot-tall building would be within the 65-D Height and Bulk District, which permits building heights up to 65 feet. Construction of the Neuroscience Institute would require a CU authorization to modify the existing planned unit development and allow for a rear-yard exception, and an exception from independently accessible off-street parking requirements to allow for valet parking. Under the long-term project, the proposed three-story, 45-foot-tall, Castro Street/14th Street MOB would be located within the 65-D Height and Bulk District, which would be permitted with a CU authorization. Therefore, the long-term project would not conflict with any land use plans, policies, or regulations. With CU authorization, implementation of the proposed CPMC LRDP at the Davies Campus would be consistent with zoning, adopted plans and policies of the General Plan, and the Planning Code. The requested project approvals and consistency with the Planning Code of the proposed LRDP at the Davies Campus are described in Section 4.1, “Land Use and Planning,” beginning on page 4.1-49.

### **St. Luke’s Campus**

The St. Luke’s Campus is zoned RH-2 (Residential—House, Two Family). Although the zoning is intended for residential use, a medical center is permitted as a conditional use.<sup>25</sup> The campus is located within two height and bulk districts—105-E and 65-A (Table 3-1). Most of the campus, which lies east of San Jose Avenue, lies within the 105-E Height and Bulk District, and the parking lot on the northwest corner of the campus is in the 65-A Height and Bulk District. Because of the residential zoning, a CU authorization is required to allow buildings greater than 40 feet tall. With a CU authorization, buildings exceeding 40 feet and up to 105 feet in height are allowed in the 105-E district, and buildings up to 65 feet are allowed in the 65-A district. Bulk limits in the 105-E district apply to buildings greater than 65 feet tall, with a maximum building length of 110 feet, and maximum diagonal dimension of 140 feet. In the 65-A district, bulk limits apply to building elements greater than 40 feet in height with a maximum length of 110 feet and maximum diagonal dimension of 125 feet.

Proposed near-term development includes construction of the new five-story St. Luke’s Replacement Hospital, which would be approximately 99 feet in height, based on the Planning Code’s methodology for measurement. The existing 12-story St. Luke’s Hospital tower would then be demolished and the new five-story, 100-foot-tall MOB/Expansion Building would be constructed. The St. Luke’s Replacement Hospital would be located east of San Jose Avenue, within the existing 65-A Height and Bulk district. Therefore, in addition to the General Plan amendment (noted on page 3-9), a Planning Code amendment from 65-A to 105-E would be required for the construction of the 99-foot tall St. Luke’s Replacement Hospital, which would be consistent with the eastern part

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<sup>25</sup> San Francisco Planning Code, Section 209.3(a), “Institutions.”

of the project site, where the proposed 100-foot-tall St. Luke's MOB/Expansion Building would be located. With CU authorization and approval of the height and bulk amendment, implementation of the proposed CPMC LRDP at the St. Luke's Campus would be consistent with zoning, adopted plans and policies of the General Plan, and the Planning Code. Table 2-3, "Required Project Approvals" (page 2-13), indicates the required approvals for the proposed St. Luke's Replacement Hospital and MOB/Expansion Building. The requested project approvals and the consistency of St. Luke's Campus development under the LRDP with the Planning Code are described in Section 4.1, "Land Use and Planning," beginning on page 4.1-50.

### 3.2.6 ACCOUNTABLE PLANNING INITIATIVE

In November 1986, the voters of San Francisco approved Proposition M, the Accountable Planning Initiative, which added Section 101.1(b) to the Planning Code to establish eight priority policies. These policies are:

- ▶ preservation and enhancement of neighborhood-serving retail uses,
- ▶ protection of neighborhood character,
- ▶ preservation and enhancement of affordable housing,
- ▶ discouragement of commuter automobiles,
- ▶ protection of industrial and service land uses from commercial office development and enhancement of resident employment and business ownership,
- ▶ maximization of earthquake preparedness,
- ▶ preservation of landmark and historic buildings, and
- ▶ protection of open space.

**Consistency:** Section 101.1 of the Planning Code requires that the City find that the proposed project or legislation would be consistent with the priority policies before it issues a permit for any project that requires an initial study under CEQA, or for any demolition, conversion, or change of use, and before it takes any action that requires a finding of consistency with the General Plan. The case report and approval motions for the project would contain the Planning Department's comprehensive project analysis and findings regarding consistency of the project with the priority policies. The environmental issues associated with these policies are addressed further in Section 4.1, "Land Use and Planning"; Section 4.2, "Aesthetics"; Section 4.3, "Population, Employment, and Housing"; Section 4.4, "Cultural and Paleontological Resources"; Section 4.5, "Transportation and Circulation"; Section 4.10, "Recreation"; Section 4.14, "Geology and Soils"; and Section 4.16, "Hazards and Hazardous Materials."

### 3.2.7 TRANSIT EFFECTIVENESS PROJECT

The Transit Effectiveness Project (TEP) is an 18-month project being undertaken by the San Francisco Municipal Transportation Agency (SFMTA) and the San Francisco Controller's Office to review, evaluate, and make recommendations on the San Francisco Municipal Railway (Muni) system. The TEP is anticipated to make recommendations to improve service, attract more riders, and increase efficiency. Participants include the Citizen Advisory Committee; the Policy Advisory Group, which includes representatives from the mayor's office, Board of Supervisors, transit unions, the Citizen Advisory Committee, the SFMTA Citizens Advisory Council, the San Francisco County Transportation Authority, and the Metropolitan Transportation Commission; and the Technical/Regional Advisory Committee, which includes representatives from various City departments and local and regional transit agencies. The SFMTA Board of Directors will be responsible for review and approval of the TEP's findings and recommendations.

The TEP includes numerous proposals for service and street-network changes that address issues related to reliability, travel times, and service areas. In August 2008, SFMTA presented a refined set of TEP proposals, the *Staff Recommendations*, developed based on feedback provided by SFMTA employees and members of the public. The TEP proposals were submitted to the SFMTA Board of Directors in October 2008 for approval. Reliability improvements, delay-reduction efforts, and related pilot projects will continue in the months ahead, while route and line changes could be implemented in the future, depending on the required environmental assessment. SFMTA staff is in the process of finalizing technical adjustments to the package of service changes.

Additionally, the Van Ness and Geary Bus Rapid Transit (BRT) studies are incorporated in the TEP analysis. The *Van Ness Corridor Bus Rapid Transit Study*<sup>26</sup> report identified and assessed four alternatives for bus improvements along Van Ness Avenue, including dedicated bus lanes, distinctive boarding stations, real-time bus arrival information, and urban design treatments. Implementation of BRT may result in the reconfiguration of the travel lanes and curb parking on Van Ness Avenue. The *Geary Corridor Bus Rapid Transit Study*<sup>27</sup> report identified and assessed five alternatives for bus improvements along Geary Street, including dedicated bus lanes, distinctive boarding stations, real-time bus arrival information, and urban design treatments.

**Consistency:** The analysis of the proposed CPMC LRDP assumed implementation of the TEP-recommended measures as part of the modified baseline. Potential impacts related to transit, including the proposed BRTs, are discussed in Section 4.5, "Transportation and Circulation."

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<sup>26</sup> San Francisco County Transit Authority. 2007 (April). *Van Ness Corridor Bus Rapid Transit Study*. San Francisco, CA.

<sup>27</sup> San Francisco County Transit Authority. 2007 (April). *Geary Boulevard Street Corridor Bus Rapid Transit Study*. San Francisco, CA.

### 3.2.8 SAN FRANCISCO BICYCLE PLAN

On June 26, 2009, the SFMTA Board of Directors and the Board of Supervisors voted to adopt the 2009 San Francisco Bicycle Plan Project<sup>28</sup> and the *San Francisco Bicycle Plan Final Environmental Impact Report*. The 2009 *San Francisco Bicycle Plan* is a citywide bicycle transportation plan (consisting of a “Policy Framework” and a “Network Improvement” document) and calls for implementation of specific bicycle improvements identified within the plan. The 2009 *San Francisco Bicycle Plan* includes objectives and identifies policy changes that would enhance the city’s bikeability. It also describes the existing bicycle route network (a series of interconnected streets in which bicycling is encouraged) and identifies gaps within the citywide bicycle route network that require improvement.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the policies of the *San Francisco Bicycle Plan*. Policies supporting bikeability have been incorporated into the LRDP, including bicycle facilities at the CPMC campuses, bike path/lane improvements, and amenities to transit and bicycle users. CPMC currently has a well-established TDM program that promotes alternative transportation options. CPMC is proposing to enhance its existing TDM program to accommodate the proposed LRDP. Section 4.5, “Transportation and Circulation,” provides an analysis of the proposed LRDP and bicycle facilities.

### 3.2.9 CLIMATE ACTION PLAN FOR SAN FRANCISCO

In February 2002, the San Francisco Board of Supervisors passed the Greenhouse Gas Emissions Reduction Resolution (Number 158-02) that set a goal for the City to reduce GHG emissions to 20% below 1990 levels by the year 2012. In September 2004, the San Francisco Department of the Environment and the San Francisco Public Utilities Commission published the *Climate Action Plan for San Francisco: Local Actions to Reduce Greenhouse Gas Emissions* (Climate Action Plan).<sup>29</sup> The Climate Action Plan provides the context of climate change in San Francisco and examines strategies to meet the 20% GHG reduction target. Although the Board of Supervisors has not formally committed the City to perform the actions addressed in the plan, and many of the actions require further development and commitment of resources, the plan serves as a blueprint for GHG emissions reductions, and several actions have been implemented or are now in progress.

**Consistency:** The proposed CPMC LRDP would generally be consistent with the Climate Action Plan. The project would support the Climate Action Plan’s goals related to the reduction of GHG emissions, including seeking LEED® Silver rating for the proposed Cathedral Hill MOB and St. Luke’s MOB/Expansion Building, as well as seeking LEED® certification for the proposed Cathedral Hill Hospital and St. Luke’s Replacement

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<sup>28</sup> San Francisco Municipal Transportation Agency. 2009 (June 26). *2009 San Francisco Bicycle Plan*. San Francisco, CA.

<sup>29</sup> San Francisco Department of the Environment and San Francisco Public Utilities Commission. 2004 (September). *Climate Action Plan for San Francisco, Local Actions to Reduce Greenhouse Emissions*. San Francisco, CA.

Hospital. Section 4.8, “Greenhouse Gas Emissions,” includes a discussion and analysis of the proposed LRDP’s GHG reduction components and consistency with the Climate Action Plan.

### 3.2.10 SUSTAINABILITY PLAN FOR THE CITY OF SAN FRANCISCO

In 1993, the San Francisco Board of Supervisors established the Commission on San Francisco’s Environment. Among other things, the commission was charged with drafting and implementing a plan for San Francisco’s long-term environmental sustainability. The notion of sustainability is based on the United Nations definition: “A sustainable society meets the needs of the present without sacrificing the ability of future generations and nonhuman forms of life to meet their own needs.” The *Sustainability Plan for the City of San Francisco* (Sustainability Plan) was a result of community collaboration with the intent of establishing sustainable development as a fundamental goal of municipal public policy.<sup>30</sup>

The Sustainability Plan is divided into 15 topic areas. Ten of these topic areas address specific environmental issues: air quality; biodiversity; energy, climate change, and ozone depletion; food and agriculture; hazardous materials; human health; parks, open spaces, and streetscapes; solid waste; transportation; and water and wastewater. Five are broader in scope and cover many issues: economy and economic development, environmental justice, municipal expenditures, public information and education, and risk management. The Sustainability Plan also contains indicators, which are numerical measurements that are designed to create a base of objective information on local conditions, to illustrate trends toward or away from sustainability. Examples of these indicators are the number of square feet of the worst invasive species removed from natural areas, the number of existing buildings that join the Building Air Quality Alliance Program (or similar voluntary programs), or the number of neighborhood green street corridors created annually. The complete list of indicators is available on the Sustainable City Web site.<sup>31</sup>

Although the Sustainability Plan became official City policy in July 1997, the Board of Supervisors has not committed the City to perform all of the actions addressed in the plan. The Sustainability Plan serves as a blueprint, with many of its individual proposals requiring further development and public comment.

**Consistency:** Implementation of the proposed CPMC LRDP would generally be consistent with the Sustainability Plan. The proposed new buildings would be constructed in compliance with the City’s Green Building Ordinance and other requirements for construction projects as applicable. CPMC intends to attain LEED® certification for the proposed Cathedral Hill Hospital and the St. Luke’s Replacement Hospital. CPMC would be required to attain LEED® Silver certification for the proposed Cathedral Hill MOB and the St. Luke’s MOB/Expansion Building.

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<sup>30</sup> San Francisco Department of the Environment. 1997 (July). *Sustainability Plan for the City of San Francisco*. San Francisco, CA. Available: <http://www.sustainable-city.org/>. Accessed August 18, 2009.

<sup>31</sup> Ibid.



The proposed LRDP also includes improvements to CPMC's existing systemwide TDM program. In addition, the LRDP includes GHG-reducing project design features and analysis of mobile and stationary sources as related to GHGs, discussed in Section 4.8, "Greenhouse Gas Emissions." CPMC would incorporate physical features and operational measures that would sustain and improve environmental efficiencies.

Additionally, CPMC intends to provide more bicycle parking spaces than required by the Planning Code, to obtain credits toward LEED® certification. Section 4.8, "Greenhouse Gas Emissions," includes a discussion and analysis of the proposed LRDP's GHG reduction components and consistency with the Sustainability Plan.

### 3.2.11 SAN FRANCISCO GREEN BUILDING ORDINANCE

On August 4, 2008, Mayor Gavin Newsom signed into law San Francisco's Green Building Ordinance for newly constructed residential and commercial buildings and renovations to existing buildings. The ordinance specifically requires newly constructed commercial buildings exceeding 5,000 sq. ft., residential buildings greater than 75 feet in height, and renovations of buildings exceeding 25,000 sq. ft. to be subject to LEED® requirements and green building certifications, which makes San Francisco the city with the most stringent green building requirements in the nation. Cumulative benefits of this ordinance include reducing carbon dioxide (CO<sub>2</sub>) emissions by 60,000 tons, saving 220,000 megawatt-hours of power, saving 100 million gallons of drinking water, reducing waste and stormwater by 90 million gallons of water, reducing construction and demolition waste by 700 million pounds, increasing the valuations of recycled materials by \$200 million, reducing automobile trips by 540,000, and increasing green power generation by 37,000 megawatt-hours.<sup>32</sup>

The Green Building Ordinance also continues San Francisco's efforts to reduce the city's GHG emissions to 20% below 1990 levels by the year 2012, a goal outlined in the City's 2004 Climate Action Plan. In addition, by reducing San Francisco's emissions, this ordinance furthers the state's efforts to reduce GHG emissions statewide, as mandated by the California Global Warming Solutions Act of 2006 (Assembly Bill [AB] 32).

**Consistency:** The proposed CPMC LRDP would be generally consistent with the Green Building Ordinance. New construction subject to the ordinance (i.e., in the near term, the Cathedral Hill MOB and St. Luke's MOB/Expansion Building)<sup>33</sup> would be designed, constructed, and operated in accordance with the City's green building requirements. The proposed Cathedral Hill Hospital and the proposed St. Luke's Replacement Hospital are under the jurisdiction of the Office of Statewide Health Planning and Development (OSHPD) and not subject to the Green Building Ordinance. However, CPMC intends to attain LEED® certification for these new hospital

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<sup>32</sup> The Mayor's Task Force on Green Building for the City and County of San Francisco. 2007 (June). *Reports and Recommendations*. San Francisco, CA. Available: <http://www.sfenvironment.org/downloads/library/gbtfrreleasev1.3.pdf>. Accessed June 2, 2010.

<sup>33</sup> A site permit application for the proposed Neuroscience Institute building (former Noe Street MOB, Planning Department Case No. 2004.0603E) was filed in May 2006, before implementation of San Francisco's Green Building Ordinance, which became effective in November 2008. Therefore, the proposed Neuroscience Institute building is exempt from regulations under the Green Building Ordinance.

developments. Section 4.8, “Greenhouse Gas Emissions,” includes a discussion and analysis of the proposed LRDP’s consistency with the Green Building Ordinance.

### 3.2.12 JAPANTOWN BETTER NEIGHBORHOOD PLAN

The draft *Japantown Better Neighborhood Plan* was acknowledged by the Planning Commission on July 25, 2009, but has not been adopted. The draft plan will continue to be revised and reworked with the community, based on the acknowledgement resolution adopted by the Planning Commission. Although the *Japantown Better Neighborhood Plan* has not yet been adopted, and a consistency analysis is not required, the draft plan is described here for informational purposes. The *Japantown Better Neighborhood Plan* represents a 20-year vision for the area that is generally bounded by California Street to the north, Gough Street to the east, Ellis Street to the south, and Steiner Street to the west.<sup>34</sup> The overarching goals of the proposed *Japantown Better Neighborhood Plan* focus on retaining the area’s historic and cultural character while making physical improvements and allowing for new development.<sup>35</sup> The plan area is in the vicinity of two CPMC campuses—one block west of the proposed Cathedral Hill Campus and directly south of the existing Pacific Campus. The recommendations of the *Japantown Better Neighborhood Plan* would not apply to the proposed Cathedral Hill Campus or the existing Pacific Campus, which lie beyond the proposed plan area.

### 3.2.13 DRAFT SAN FRANCISCO BETTER STREETS PLAN

The *San Francisco Better Streets Plan* (Better Streets Plan) presents a vision for improving San Francisco’s pedestrian environment. The Planning Department, SFMTA, San Francisco Department of Public Works, and San Francisco Public Utilities Commission are joint project sponsors of the Better Streets Plan, on behalf of the City.

Major project concepts related to streetscape and pedestrian improvements in the draft plan include (1) pedestrian safety and accessibility features, such as enhanced pedestrian crossings, corner or midblock curb extensions, pedestrian countdown and priority signals, and other traffic calming features; (2) universal pedestrian-oriented streetscape design with incorporation of street trees, sidewalk planting, streetscape furnishing, street lighting, efficient utility location for unobstructed sidewalks, shared single surface for small streets/alleys, and sidewalk/median pocket parks; (3) integrated pedestrian/transit functions using bus bulb-outs and boarding islands (bus stops located in medians within the street); (4) opportunities for new outdoor seating areas; and (5) improved ecological performance of streets and streetscape greening with incorporation of stormwater management techniques and urban forest maintenance.

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<sup>34</sup> San Francisco Planning Department. 2008 (April 10). *Japantown Better Neighborhood Plan*, Proposed Project Area Map. Available: [http://www.sfgov.org/site/uploadedfiles/planning/Citywide/Japantown/japantown\\_poster.pdf](http://www.sfgov.org/site/uploadedfiles/planning/Citywide/Japantown/japantown_poster.pdf). Accessed May 4, 2009.

<sup>35</sup> Ibid.

The Better Streets Plan would involve the adoption of a set of citywide streetscape and pedestrian policies and guidelines, which include a variety of design treatments classified by street typology, to provide for an implementation framework for those policies and guidelines. Near the St. Luke's Campus, Cesar Chavez Street would be characterized as a "Residential Thoroughway." The draft Better Streets Plan does not affect any other CPMC campuses, because no other streets near the CPMC campuses have been identified as part of this program. The draft Better Streets Plan presents and acknowledges the following considerations for Residential Thoroughways: extant high traffic volumes and speed of through traffic, increased public open space needs, need for improved pedestrian buffering from through traffic, and frequent driveway curb cuts. The draft plan is currently under environmental review and is expected to be adopted in 2010.

**Consistency:** The proposed CPMC LRDP would be generally consistent with the proposed Better Streets Plan. The proposed LRDP includes streetscape improvements at the Cathedral Hill, Davies, and St. Luke's Campuses. Proposed streetscape improvements are discussed in Section 4.5, "Transportation and Circulation."

### 3.2.14 DRAFT MISSION DISTRICT STREETScape PLAN

The proposed *Mission District Streetscape Plan* is a community-based planning process to identify improvements to streets, sidewalks, and public spaces in the city's Mission District. The draft plan is currently under environmental review. A preliminary draft mitigated negative declaration was published on April 28, 2010 (Planning Department Case No. 2008.1075E). The St. Luke's Campus is within the project boundary of the proposed *Mission District Streetscape Plan*, which extends roughly from Division Street to the north to U.S. Highway 101 to the east; Precita Avenue, Mission Street, and San Jose Avenue to the south; and Dolores Street to the west.<sup>36</sup> The proposed *Mission District Streetscape Plan* also identified one of the potential open space gateways at the intersection of Valencia and Mission Streets, which is just south of the St. Luke's Campus.

The goal of the *Mission District Streetscape Plan* is to design Mission District streets as vital public spaces that serve the needs and priorities of the community. The proposed *Mission District Streetscape Plan* aims to create a system of neighborhood streets with safe and green sidewalks, well-marked crosswalks, widened sidewalks at corners, creative parking arrangements, bike paths and routes, close integration of transit, and roadways that accommodate automobile traffic but encourage appropriate speeds. The *Mission District Streetscape Plan* would reuse excess rights-of-way to create gateway plazas to serve as entrance gateways to the neighborhood.<sup>37</sup> The *Mission District Streetscape Plan* also aims to improve pedestrian safety and comfort, increase the amount of usable public space in the neighborhood, and support environmentally sustainable stormwater management. The

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<sup>36</sup> San Francisco Planning Department. 2009. *Mission Streetscape Plan*. City Design Group. San Francisco, CA. Available: [http://www.sfgov.org/site/uploadedfiles/planning/City\\_Design\\_Group/CDG\\_mission\\_streetscape.htm#Materials](http://www.sfgov.org/site/uploadedfiles/planning/City_Design_Group/CDG_mission_streetscape.htm#Materials). City Design Group. San Francisco, CA. Accessed September 2009.

<sup>37</sup> San Francisco Planning Department. 2009. *Mission Streetscape Plan*, Draft Street Design Tool Kit. Available: [http://www.sfgov.org/site/uploadedfiles/planning/City\\_Design\\_Group/MSP\\_draft\\_design\\_toolkit.pdf](http://www.sfgov.org/site/uploadedfiles/planning/City_Design_Group/MSP_draft_design_toolkit.pdf). Accessed August 10, 2009.

draft streetscape design policies for the *Mission District Streetscape Plan* related to land use focus on creating new community spaces and connecting open spaces throughout the neighborhood. The priority policies recommend that streets be multimodal, green, community focused, safe and enjoyable, well maintained, and memorable.<sup>38</sup>

**Consistency:** The proposed LRDP includes streetscape improvements at the St. Luke's Campus, as shown in Figure 2-77, "St. Luke's Streetscape Plan" (page 2-233), and would be generally consistent with the proposed *Mission District Streetscape Plan*. The proposed streetscape improvements are discussed in Section 4.5, "Transportation and Circulation."

### 3.2.15 DRAFT CESAR CHAVEZ STREETScape PLAN

The *Cesar Chavez Streetscape Plan* is a detailed design effort to reenvision Cesar Chavez Street from Hampshire Street to Guerrero Street in the Mission District. The St. Luke's Campus fronts on Cesar Chavez Street. The outreach and design process would identify ways to make Cesar Chavez Street a safe, pleasant, and attractive corridor for people, bikes, and transit.

The plan's goals are to (1) make Cesar Chavez Street a safer place for people by improving crossings, widening sidewalks, and enhancing lighting; (2) redesign Cesar Chavez Street with high-quality landscaping, gracious trees, pedestrian lighting, and other design treatments; (3) reconnect the neighborhood by making Cesar Chavez Street a destination, rather than a divide; (4) improve the area's natural ecology by integrating stormwater design elements into the street; (5) improve bicycle connections and safety in both directions; and (6) ensure that traffic does not spill over into surrounding neighborhoods.

**Consistency:** The proposed LRDP includes streetscape improvements at the St. Luke's Campus and the project would be generally consistent with the proposed *Cesar Chavez Streetscape Plan*. The proposed streetscape improvements are discussed in Section 4.5, "Transportation and Circulation."

## 3.3 REGIONAL PLANS AND POLICIES

### 3.3.1 AIR QUALITY PLANS

BAAQMD prepares plans to attain ambient air quality standards in the San Francisco Bay Area Air Basin (SFBAAB), including ozone attainment plans (OAPs) for the national ozone standard and clean air plans (CAPs) for the California standard, in coordination with the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG). Past plans include the 2001 OAP and the 2000 CAP. The 2001 OAP is a revision to the SFBAAB part of the State Implementation Plan and was prepared in response to the U.S.

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<sup>38</sup> Ibid.

Environmental Protection Agency's (EPA's) partial disapproval of the 1999 OAP. The 2001 OAP for the national 1-hour ozone standard included two commitments for further planning: (1) conduct a midcourse review of progress toward attaining the national 1-hour ozone standard by December 2003 and (2) provide a revised ozone attainment strategy to EPA by April 2004.

The 2000 CAP was adopted by BAAQMD on December 20, 2000, and was submitted to the California Air Resources Board. The 2000 CAP is the third triennial update of BAAQMD's original 1991 CAP. The 2000 CAP includes a control strategy review to ensure that the CAP includes all feasible measures to reduce ozone, updates to the emissions inventory, estimates of emission reductions, and assessments of air quality trends.

In July 2003, EPA proposed an interim final determination that the 2001 OAP corrected the deficiencies of the 1999 OAP and proposed approval of the 2001 OAP. After 3 years of low ozone levels (2001, 2002, and 2003), in October 2003 EPA proposed a finding that the SFBAAB had attained the national 1-hour standard and that certain elements of the 2001 OAP (attainment demonstration, contingency measures, and reasonable further progress) were no longer required. In April 2004, EPA made final the finding that the SFBAAB had attained the 1-hour standard and approved the remaining applicable elements of the 2001 OAP: emissions inventory, control measure commitments, motor vehicle emissions budgets, reasonably available control measures, and commitments to further study measures. However, as part of a transition from the national 1-hour standard to an 8-hour standard, the 1-hour standard was revoked on June 15, 2005, and that standard is no longer applicable.<sup>39</sup>

In April 2004, EPA designated regions for the new national 8-hour standard. These designations took effect on June 15, 2004. EPA formally designated the SFBAAB as a nonattainment area for the national 8-hour ozone standard and classified the region as "marginal," one of five classes of nonattainment areas for ozone ranging from "marginal" to "extreme." Compliance with the standard is determined at each monitoring station using an average of the fourth-highest ozone reading for 3 years. A violation at any monitoring station results in a nonattainment designation for the entire region because ozone is a regional pollutant. Monitoring data for the San Martin station, located 27 miles south of the San Jose Airport in the Santa Clara Valley, for the years 2006, 2007, and 2008 show an average of the fourth highest ozone values of 76 parts per billion (1 part per billion above the standard), hence the SFBAAB's "marginal" nonattainment classification. See Section 4.7.2, "Regulatory Framework," on page 4.7-17 in Section 4.7, "Air Quality," for additional information about marginal areas.

The California Clean Air Act (CCAA) requires BAAQMD to update the CAP for attaining the state 1-hour ozone standard every 3 years. Nonetheless, a need still exists for continued improvement to meet the state 1-hour ozone standard. BAAQMD, in cooperation with MTC and ABAG, updated the 2005 Bay Area Ozone Strategy (BAOS), which was previously adopted by BAAQMD's Board of Directors on January 4, 2006. The updated BAOS (i.e.,

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<sup>39</sup> Bay Area Air Quality Management District. 2006. Air Quality Plans. Available: <http://www.baaqmd.gov/Divisions/Planning-and-Research/Plans.aspx>. Accessed August 2009.

2010 Clean Air Plan<sup>40</sup>) describes current conditions, reviews the SFBAAB's progress in reducing ozone levels to attain state 1-hour and 8-hour ozone standards, and describes how the SFBAAB's proposed control strategy will fulfill the CCAA's planning requirements for the state 1-hour ozone standard and mitigation requirements for transport of ozone and ozone precursors to neighboring air basins. The 2010 Clean Air Plan also considers the impacts of ozone control measures on particulate matter, TACs, and GHGs in a single integrated plan. The control strategies include stationary-source control measures to be implemented through BAAQMD regulations; mobile-source control measures to be implemented through incentive programs and other activities; and transportation-control measures to be implemented through programs in cooperation with MTC, local governments, transit agencies, and others.

Overall, the BAOS is a comprehensive document that describes the SFBAAB's strategy for compliance with state 1-hour ozone standard planning requirements, and an important component of the region's commitment to achieving clean air to protect public health and the environment.<sup>41</sup>

**Consistency:** The proposed CPMC LRDP would generally be consistent with the regional air quality plans. Potential impacts and analysis of the proposed LRDP as it relates to air quality emissions are addressed further in Section 4.7, "Air Quality," and Section 4.8, "Greenhouse Gas Emissions."

### **3.3.2 BAY AREA AIR QUALITY MANAGEMENT DISTRICT CLIMATE PROTECTION PROGRAM**

BAAQMD established a climate protection program to reduce pollutants that contribute to global climate change and affect air quality in the SFBAAB. The climate protection program includes measures that promote energy efficiency, reduce vehicle miles traveled, and develop alternative sources of energy, all of which assist in reducing emissions of GHGs and in reducing air pollutants that affect the health of residents. BAAQMD also seeks to support current climate protection programs in the region and to stimulate additional efforts through public education and outreach, technical assistance to local governments and other interested parties, and promotion of collaborative efforts among stakeholders. On June 2, 2010, BAAQMD updated and adopted its CEQA guidelines, which include proposed significance thresholds for GHG emissions.

**Consistency:** The proposed CPMC LRDP would generally be consistent with the BAAQMD climate protection program. Potential impacts and analysis of the proposed LRDP as it relates to air quality emissions are addressed further in Section 4.7, "Air Quality," and Section 4.8, "Greenhouse Gas Emissions."

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<sup>40</sup> Bay Area Air Quality Management District. 2010. Draft 2010 Clean Air Plan. Available: <http://www.baaqmd.gov/Divisions/Planning-and-Research/Plans/Clean-Air-Plans.aspx>. Accessed May 2010.

<sup>41</sup> Bay Area Air Quality Management District. 2006. *Bay Area 2005 Ozone Strategy*. Available: <http://www.baaqmd.gov/Divisions/Planning-and-Research/Plans/Bay-Area-Ozone-Strategy.aspx>. Accessed August 2009. page 1.

## 4 ENVIRONMENTAL SETTING, IMPACTS, AND MITIGATION

Sections 4.1 through 4.18 of this chapter of the EIR contain a discussion of the potential environmental impacts of implementing the CPMC *Long Range Development Plan* (LRDP). Each section includes a brief introduction to the resource area, followed by discussions of existing conditions (“Environmental Setting”); resource-specific plans and policies (“Regulatory Framework”); conditions contributing to potential cumulative impacts (“Cumulative Conditions”); and thresholds of significance (“Significance Criteria”). Potential environmental impacts of the LRDP and associated mitigation and improvement measures are described together (“Impact Evaluations”), and are followed by a cumulative impacts analysis (“Cumulative Impacts”).

The organization of Sections 4.1 through 4.18 follows the outline discussed below.

**Introduction:** Each section includes a brief introduction and description of types of impacts analyzed in the section. Technical reports prepared for the proposed CPMC LRDP on the specific resource area are also referenced in the introduction.

**Environmental Setting:** The environmental setting includes a description of existing conditions at and near the site of each existing or proposed CPMC campus, in the following order: Cathedral Hill, Pacific, California, Davies, and St. Luke’s. This description provides the “baseline condition” against which the project-related impacts are compared. The baseline condition is generally the physical conditions that existed at the time the notice of preparation is published, which for the CPMC LRDP was in May 2009 (see Appendix A, “Notice of Preparation”). There may be a reason why a modified baseline condition should be used for a specific analysis.

**Regulatory Framework:** The regulatory framework provides a discussion of federal, state, and local regulations, plans, and policies that are directly applicable to the environmental topic being analyzed.

**Cumulative Conditions:** Where applicable, the cumulative conditions subsection provides a discussion of the cumulative context—the past, present, and reasonably foreseeable probable future projects in the project vicinity that, in conjunction with the proposed LRDP, may contribute to potential cumulative impacts.

**Significance Criteria:** The significance criteria used in this EIR are based on the guidance of the San Francisco Planning Department’s Major Environmental Analysis Division (MEA), which is generally based on the environmental checklist in Appendix G of the State CEQA Guidelines. The significance criteria for each environmental resource topic are listed.

**Impact Evaluations:** As described in Section 1.3, “CEQA Analysis of CPMC Long Range Development Plan: Near-Term versus Long-Term Project Components,” on page 1-12 in Chapter 1, “Introduction and Background,”

the EIR for the proposed CPMC LRDP is both a project-level and program-level EIR. The environmental analyses account for construction and operational impacts, where relevant, that would result from implementing the proposed LRDP.

Each impact is summarized in a numbered impact statement that addresses the significance criteria; the appropriate number(s) for the MEA significance criterion or criteria are presented in parentheses. The ultimate level of significance<sup>1</sup> of the impact at the Cathedral Hill, Pacific, Davies, and St. Luke's Campuses is presented immediately below the impact statement.

Because no construction would occur at the California Campus and almost all CPMC-related use of this campus would cease by 2020 (with existing services being transferred to other CPMC campuses), no impacts would occur at the California Campus as a result of the CPMC LRDP. Therefore, effects on the California Campus are not addressed in the impact evaluations in this EIR, with the exception of transportation and circulation impacts. In Section 4.5, "Transportation and Circulation," the assessment of transportation-related impacts conservatively assumes that traffic volumes associated with operation of the existing California Campus would continue into the future even though almost all of the existing CPMC-related use at the California Campus would cease by 2020. Relevant information on population and employment regarding the transfer of existing CPMC services from the California Campus to other CPMC campuses is also provided in Section 4.3, "Population, Employment, and Housing." This information is provided to demonstrate how CPMC employment would shift from the California Campus to other campuses as a result of the CPMC LRDP.

For each impact, the analysis is split into separate discussions of near-term projects and long-term projects. The proposed LRDP includes near-term projects at the Cathedral Hill, Davies, and St. Luke's Campuses, most of which are scheduled for completion before January 2015 (at the St. Luke's Campus, the MOB/Expansion Building would not be constructed until after demolition of the existing St. Luke's Hospital tower). These near-term projects (and the project variants proposed for the Cathedral Hill and St. Luke's Campuses) are analyzed at a project-specific level. The effects of the No Van Ness Avenue Pedestrian Tunnel Variant for the proposed Cathedral Hill Campus, and the Alternate Emergency Department Location Variant and the Cesar Chavez Street Utility Line Alignment Variant are analyzed for all resource areas, but the effects of the Two-Way Post Street Variant and the MOB Access Variant at the proposed Cathedral Hill Campus are analyzed only in Section 4.1, "Land Use and Planning"; Section 4.5, "Transportation and Circulation"; and Section 4.6, "Noise," because only land use and planning and traffic and circulation effects (including related noise effects) would result from these variants.

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<sup>1</sup> The "ultimate level of significance" means the level of significance of an impact after mitigation is applied, if implementation of a mitigation measure is required. The ultimate level of significance presented will be either "no impact" or "less than significant" (if no mitigation is required) or "less than significant with mitigation" or "significant and unavoidable" (if the impact would be potentially significant or significant, thus requiring mitigation).



Long-term projects initiated at the Pacific and Davies Campuses after January 1, 2015, are analyzed at a programmatic level. The long-term projects would require additional or supplemental project-level environmental review at a later date.

Each impact statement and list of significance levels is followed by a detailed impact analysis, generally in the following format:

► Near-Term Projects

- Cathedral Hill Campus [including a brief separate discussion of the No Van Ness Avenue Pedestrian Tunnel Variant for this campus in all resource sections, and discussions of the Two-Way Post Street Variant and the MOB Access Variant in Section 4.1, “Land Use and Planning”; Section 4.5, “Transportation and Circulation”; and Section 4.6, “Noise”]
- Davies Campus [Neuroscience Institute]
- St. Luke’s Campus [Replacement Hospital and MOB/Expansion Building, including brief separate discussions of the Alternate Emergency Department Location Variant and the Cesar Chavez Street Utility Line Alignment Variant for this campus]

► Long-Term Projects

- Pacific Campus
- Davies Campus [Castro Street/14th Street MOB]

In some instances, the impact for a certain resource area and significance criterion would be identical under both near-term and long-term projects. In this case, the impact discussion for the long-term projects simply states that the impact would be identical and provides a cross-reference to the discussion of near-term impacts.

Mitigation measures are identified to avoid, eliminate, or reduce potentially significant adverse impacts of the proposed LRDP. Where appropriate, improvement measures are identified to further reduce less-than-significant impacts of the LRDP. Mitigation and improvement measures are numbered to correspond to the applicable impact number; mitigation measures for impacts of near-term projects are designated with the letter “N” and measures for impacts of long-term projects are designated with the letter “L.” All mitigation measures are presented immediately following the discussion of the impacts they would mitigate. The significance of each impact after implementation of mitigation is reiterated after the mitigation discussion.

**Cumulative Impacts:** Cumulative impacts of the proposed LRDP are also analyzed for each relevant environmental topic at an appropriate level of detail. Section 15130 of the State CEQA Guidelines requires that an EIR evaluate potential impacts that are individually limited but cumulatively considerable. Section 15130(a)(1) states that a “cumulative impact consists of an impact which is created as a result of the combination of the

project evaluated in the EIR together with other projects causing related impact.” The analysis of the potential for the proposed LRDP’s incremental effects to be cumulatively considerable is based upon a list of related projects identified by the City and County of San Francisco. The geographic scope of the cumulative impact analysis may vary depending on the resource area being analyzed.

## 4.1 LAND USE AND PLANNING

This section evaluates the potential impacts of the proposed CPMC *Long Range Development Plan* (LRDP) on land use and planning. Existing land uses at and near the locations of the one proposed and four existing CPMC campuses are described, and the existing regulatory framework is discussed below. The potential impacts of implementing the proposed LRDP on neighborhood character and established communities, and the plan's compatibility with applicable land use plans, policies, and regulations, are addressed. This section identifies any potential impacts related to land use and planning, along with mitigation and improvement measures, if applicable. Any required special authorizations or changes to the San Francisco Planning Code (Planning Code) or zoning map are also discussed.

### 4.1.1 ENVIRONMENTAL SETTING

The proposed LRDP involves implementing changes at four existing campuses and creating one proposed campus to consolidate and refocus services and allow CPMC to meet state seismic safety requirements. The following subsection describes existing land uses in and around the proposed Cathedral Hill Campus and the four existing campuses (Pacific, California, Davies, and St. Luke's). For each campus, the discussion begins with an overview of the existing site conditions, including the location and applicable zoning and height and bulk districts. A more detailed description of the existing land uses in the vicinity of each campus, generally a two-block radius, follows.

#### CATHEDRAL HILL CAMPUS

##### Existing Site Conditions

###### Overview

The proposed Cathedral Hill Campus would occupy 3.85 acres on both sides of Van Ness Avenue in San Francisco. The proposed campus would include three distinct sites: two on the west side of Van Ness Avenue and one on the east side, generally between Sutter Street and Geary Boulevard/Geary Street. Figure 2-2, "Cathedral Hill Campus Area" (page 2-49), and Figure 4.1-1, "Cathedral Hill Campus—Surrounding Land Uses" (page 4.1-2), illustrate the location of the proposed Cathedral Hill Campus, land use designations, and the land uses immediately adjacent to the proposed campus. Van Ness Avenue is a major north-south thoroughfare and a designated segment of U.S. Highway 101 (U.S. 101) that runs through San Francisco, from Mission Street in the south to Lombard Street in the north, providing access to both the San Francisco Peninsula to the south and the Golden Gate Bridge and Marin County to the north. To the west is the Western Addition neighborhood, and the Downtown/Civic Center neighborhood is located east of the proposed campus.<sup>1</sup> Several other major streets bound

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<sup>1</sup> San Francisco Planning Department. 2009. Neighborhood Groups Map: San Francisco Neighborhoods. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=99924](http://www.sfgov.org/site/planning_index.asp?id=99924). Last updated January 16, 2009. Accessed April 16, 2009.



Sources: Google Earth 2010; data compiled by AECOM in 2010

**Cathedral Hill Campus—Surrounding Land Uses**

**Figure 4.1-1**

the proposed campus, creating a busy area where transportation is a key component. Sutter, Post, and Geary Streets are all major one-way roadways that traverse the city from east to west. Geary Street/Boulevard is the most direct through street between downtown and the Pacific Heights neighborhood and the Richmond District. Franklin Street and Gough Street, one block and two blocks to the west, respectively, are major north-south roadways that run one-way on timed traffic signals.

The proposed Cathedral Hill Campus would be constructed in an area that is bustling with activity and composed primarily of high-density residential and commercial uses, with moderate-scale commercial uses located northwest of the proposed campus. The area is a focal point for high-density mixed-use development because of its central location within the jurisdiction of the *Van Ness Avenue Area Plan* (VNAP) and the associated Van Ness Special Use District (SUD) (Planning Code Section 243) with access to transit, and proximity to downtown.<sup>2</sup> Portions of Van Ness Avenue also fall within the Automotive SUD, which seeks to support the automobile-related uses that historically developed along the Van Ness Avenue corridor. The existing uses of individual sites at the location of the proposed Cathedral Hill Campus are discussed in greater detail below, followed by a discussion of the land uses in the vicinity of the proposed campus.

### ***Cathedral Hill Hospital***

The proposed Cathedral Hill Hospital would occupy the entire block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street. The 10-story (plus one basement level), 402-room Cathedral Hill Hotel occupies most of the site, totaling approximately 445,400 square feet (sq. ft.).<sup>3</sup> Located in the northwest corner of the site is the 1255 Post Street Office Building, an 11-story (plus one basement level) office building that totals approximately 209,700 sq. ft. Both buildings contain ground-floor retail and share a 405-space underground parking garage with access from Van Ness Avenue that occupies one level beneath the hotel and office building.<sup>4</sup> The site is zoned RC-4<sup>5</sup> (Residential-Commercial, High Density), which encourages a mix of high-density residential dwellings with supporting commercial uses<sup>6</sup> (Figure 4.1-2, “Cathedral Hill Campus Vicinity—Existing Zoning,” page 4.1-4). The RC-4 district allows medical institutions, including hospitals and affiliated medical office buildings, with a conditional use, and allows noninstitutional medical office use as a principally permitted use on the ground floor and as a conditional use on the upper floors of buildings.<sup>7</sup>

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<sup>2</sup> San Francisco Planning Department. 1995. *Van Ness Avenue Area Plan*. Amendment by Resolution 13907 adopted July 6, 1995. San Francisco, CA.

<sup>3</sup> The Cathedral Hill Hotel ceased operations on October 31, 2009, and is now closed.

<sup>4</sup> The Cathedral Hill Hotel, 1255 Post Street Office Building, and associated underground parking garage ceased operations in late 2009 and are currently closed.

<sup>5</sup> The hospital site was formerly within the Western Addition A2 Redevelopment Area, which sunset January 1, 2009, reverting the site back to Planning Code controls.

<sup>6</sup> San Francisco Planning Code, Section 206.3, “RC (Residential-Commercial Combined) Districts.”

<sup>7</sup> San Francisco Planning Code, Section 209.3, “Institutions,” and Section 209.8, “Commercial Establishments.”



Cathedral Hill Campus Vicinity—Existing Zoning

Figure 4.1-2

### ***Cathedral Hill Medical Office Building***

The site of the proposed Cathedral Hill Medical Office Building (MOB) is on the east side of Van Ness Avenue, opposite the site of the proposed Cathedral Hill Hospital. The site comprises seven lots on the block bounded by Cedar Street, Polk Street, Geary Street, and Van Ness Avenue. Seven two- or three-story buildings—one per lot—currently occupy the site, totaling approximately 100,400 sq. ft.<sup>8</sup> Current uses at the site include retail, nightclubs, a restaurant, residential hotel units, and residential units. A medical clinic at the site of the proposed MOB (the Geary Street Clinic) is now closed. The remaining lot on the easternmost portion of the block is occupied by Episcopal Community Services, a nonprofit organization that assists the homeless and is not included within the proposed LRDP. The site of the proposed Cathedral Hill MOB is also zoned RC-4 (Figure 4.1-2, page 4.1-4), which is described above for the site of the proposed Cathedral Hill Hospital.

### ***1375 Sutter Medical Office Building***

The site of the proposed 1375 Sutter MOB is west of Van Ness Avenue, two blocks north of the proposed Cathedral Hill Hospital site. The site occupies the western portion of the block bounded by Sutter Street, Van Ness Avenue, Daniel Burnham Court, and Franklin Street. The Pacific Plaza Office Building occupies the site and is five stories (plus two underground levels), totaling approximately 167,400 sq. ft. The existing office building contains a near-equal mix of medical office and general office use (approximately 42,000 sq. ft. each), with some ground-floor retail space and a 172-space parking garage. The three lots on the eastern portion of the block are not included in the proposed LRDP and contain a church and a mix of moderate- and large-scale two- and three-story commercial and residential uses. The 1375 Sutter MOB site is zoned NC-3 (Neighborhood Commercial, Moderate-Scale), which is intended to serve areas beyond the immediate neighborhood (Figure 4.1-2, page 4.1-4).<sup>9</sup> The NC-3 zoning district allows a range of uses, including medical office use.

### ***Height and Bulk Districts***

The proposed Cathedral Hill Campus would be located in two height and bulk districts (Figure 4.1-3, “Cathedral Hill Campus Vicinity—Existing Height and Bulk Districts,” page 4.1-6). The sites of both the proposed Cathedral Hill Hospital and the proposed Cathedral Hill MOB are in the 130-V Height and Bulk District, which allows building heights of 130 feet but requires conditional use (CU) authorization for any building taller than 40 feet

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<sup>8</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. This information is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

<sup>9</sup> San Francisco Planning Code, Section 712.1. NC-3—Moderate Scale Neighborhood Commercial District.





Source: City and County of San Francisco Department of Public Works GIS

**Cathedral Hill Campus Vicinity—Existing Height and Bulk Districts**

**Figure 4.1-3**



because of the residential zoning.<sup>10</sup> Bulk regulations in the 130-V Height and Bulk District allow a maximum building length of 110 feet, with a maximum diagonal measurement of 140 feet. The “V” bulk designation, which only applies to the Van Ness SUD pursuant to Section 253.2(a)(1), allows the Planning Commission to require a 20-foot setback for portions of buildings above 50 feet. The 1375 Sutter MOB site is in the 130-E Height and Bulk District, which has a maximum height of 130 feet. The “E” bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 65 feet.

### **Existing Land Uses in the Vicinity**

Many of the streets in the vicinity of the proposed Cathedral Hill Campus—Franklin, Gough, Post, Sutter, Bush, and Pine Streets and Geary Boulevard—are one-way streets with timed lights, reflecting the busy character of the area. The area immediately surrounding the proposed Cathedral Hill Campus supports several high-density uses, including mixed-use and residential development, a fair amount of which is for senior citizens. Please see Figure 4.1-1, “Cathedral Hill Campus—Surrounding Land Uses” (page 4.1-2), for a detailed illustration of the land uses immediately adjacent to the site of the proposed campus, described further below.

Van Ness Avenue (designated as U.S. 101) is a major thoroughfare that contains a mix of high-density residential and commercial uses. A wide variety of commercial activity occurs along Van Ness Avenue near the proposed Cathedral Hill Campus, an area that was historically used for automotive-related industries. Several establishments continue this use; other newer businesses, such as furniture dealers and retail clothing stores, occupy former automobile showrooms. Commercial activity on Van Ness Avenue near the campus site typically occurs on the ground level, with residential uses above, in buildings that range from two stories to high-rise towers.

### ***Land Uses to the North***

Directly north of the proposed Cathedral Hill Hospital and south of the proposed 1375 Sutter MOB is 1 Daniel Burnham Court. This large-scale mixed-use building range from two to 16 stories and occupies the entire block bounded by Daniel Burnham Court to the north, Van Ness Avenue to the east, Post Street to the south, and Franklin Street to the west. The building contains high-density residential uses above offices on the lower floors, as well as ground-floor commercial on Van Ness Avenue and Franklin Street that also includes retail and offices. The western portion of the block directly to the north (bounded by Sutter Street, Van Ness Avenue, Daniel Burnham Court, and Franklin Street) is the site of the proposed 1375 Sutter MOB. The eastern portion of the 1375 Sutter MOB block contains the San Francisco Lighthouse Church, a moderate-scale commercial-use building, and

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<sup>10</sup> San Francisco Planning Code, Section 253. “Review of Proposed Buildings and Structures Exceeding a Height of 40 Feet in R Districts.” This section authorizes San Francisco’s Planning Commission to grant approval of a CU permit for building heights to exceed 40 feet in any Residential (R) District, except Residential Transit Oriented (RTO), not to exceed the height limit prescribed by the applicable height and bulk district.

a larger scale mixed-use building with medical and general office uses above restaurants on the ground floor along Van Ness Avenue.

Directly north of the 1375 Sutter MOB site, the block bounded by Fern Street, Van Ness Avenue, Sutter Street, and Franklin Street contains three buildings with a mix of office, residential, and commercial uses. Going from east to west, the eastern portion of this block contains a two-story building with a chain liquor store and retail store along Van Ness Avenue and office use on the upper floors along Fern and Sutter Streets. Directly west of this two-story building is a moderate-scale, five-story multifamily residential building. The western half of the block is occupied by a third building that is 12 stories, containing a mix of general and medical offices, along with a café on the ground floor. A similar mix of high-density residential, office, and ground-floor commercial uses continues farther north of the proposed Cathedral Hill Campus, in the area generally bounded by Pine Street to the north, Van Ness Avenue to the east, Sutter Street to the south, and Franklin Street to the west. Exceptions include the automobile dealership on Van Ness Avenue between Fern and Bush Streets. Buildings in the area range in scale and height from smaller, two-story buildings to larger, high-rise towers up to 12 stories tall.

The block directly north of the proposed Cathedral Hill MOB (bounded by Post Street, Polk Street, Cedar Street, and Van Ness Avenue) is east of Van Ness Avenue, where densities (as far east as Larkin Street) are considerably lower and buildings are smaller in scale than they are to the west. The block north of the proposed MOB contains a mix of multifamily residential, general office, and commercial uses; a hotel; and a private club. Buildings range from one to four stories and front on Post Street, with the exception of a ground-floor pet store that fronts on Cedar Street, located directly across from the site of the proposed Cathedral Hill MOB. Ground-floor office, retail, and commercial uses (some of which are vacant) occupy the portion of the block along Polk Street. A similar pattern of mixed use continues north of the proposed Cathedral Hill MOB site up to Pine Street and east up to Larkin Street.

### ***Land Uses to the East***

Directly east of the proposed Cathedral Hill Hospital is the site of the proposed Cathedral Hill MOB. East of the proposed MOB site is a four-story office building, occupied by Episcopal Community Services, a nonprofit organization that assists the homeless, and occupies the remainder of the project block. The Polk Street Neighborhood Commercial District (NCD) is east of the proposed Cathedral Hill Campus, extending along Polk and Larkin Streets from approximately Post Street to the south to Filbert Street to the north, beyond the campus vicinity. The area of Polk Street in the campus vicinity falls within the lower Polk Street corridor, which extends from Sacramento Street south to Turk Street. The lower Polk Street corridor is characterized by a diverse array of restaurants, cafes, bars, art galleries, and independent music venues that create a vibrant commercial district.<sup>11</sup>

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<sup>11</sup> San Francisco Office of Economic and Workforce Development. 2010. Neighborhood Marketplace Initiative: Polk Street. Available: <http://sanfrancisco.cciconstellation.net/Polk-Street.aspx>. Accessed February 26, 2010.

These uses are typically on the ground floor with residential uses above, in buildings that range in scale and are typically two to six stories tall. Polk Street between Post and Geary Streets also exhibits a pattern of mixed-use and multifamily residential uses; however, buildings are typically on larger lots and four to five stories tall.

Larkin Street, one block east of Polk Street, also contains a mix of ground-floor commercial uses, such as restaurants and specialty retail shops, although the commercial activity occurring on Larkin Street is not as concentrated as that occurring on Polk Street. This pattern on Larkin Street extends between Geary and Sutter Streets; north of Sutter Street, multifamily residential buildings predominate. The Redding Elementary School and a branch of the U.S. Post Office are also in the Polk Street NCD, both on Austin Street between Polk and Larkin Streets. A similar pattern and scale of mixed uses with ground-floor commercial uses exists one block south of the Polk Street NCD, along Larkin Street between Post and Geary Streets. An exception to this is the small Chinese Grace Church on the northwest corner of Cedar and Larkin Streets.

### ***Land Uses to the South***

The southern boundary of the proposed Cathedral Hill Campus is Geary Boulevard/Geary Street. The block directly south of the site of the proposed Cathedral Hill MOB (bounded by Geary Street, Polk Street, Alice B. Toklas Place, and Van Ness Avenue) is dominated by six-story multifamily residential buildings and hotels, such as the Monarch Hotel and the Opal San Francisco Hotel. However, an auto repair establishment at the corner of Polk Street and Alice B. Toklas Place—a one-story building—contributes to the variety in scale and height.

The area southeast of the proposed campus falls within the Tenderloin, a neighborhood generally bounded by Geary, Mason, Turk, and Polk Streets that extends beyond the vicinity of the site of the proposed Cathedral Hill Campus. The Tenderloin is one of San Francisco's most densely populated neighborhoods and is characterized by a wide variety of land uses, including motels, residential hotels, multifamily residential uses, restaurants, and neighborhood commercial uses that reflect the area's international community of residents and businesses.<sup>12</sup> Densities along Polk Street between Geary Street and O'Farrell Street increase considerably to include several large-scale buildings with residential and office uses above ground-floor commercial, around 13-stories tall. The AMC Van Ness 14, a large-scale, 14-screen movie theater with an underground parking garage, occupies the western portion of the block bounded by Geary Street, Polk Street, Alice B. Toklas Place, and Van Ness Avenue. South of O'Farrell Street, Polk Street contains one- to three-story mixed-use buildings, including multifamily residential uses, automotive service, retail, a theater, and several motels and residential hotels. Larkin Street in the Tenderloin is also known as Little Saigon, because it has the highest concentration of Vietnamese businesses in the city.<sup>13</sup> The street is characterized by a large number of small-scale restaurants, neighborhood services (e.g.,

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<sup>12</sup> San Francisco Office of Economic and Workforce Development. 2010. Neighborhood Marketplace Initiative: Tenderloin. Available: <http://sanfrancisco.cciconstellation.net/Tenderloin.aspx>. Accessed February 26, 2010.

<sup>13</sup> Ibid.

dry cleaners, convenience stores), and specialty retail stores, often with multifamily residential uses above. Buildings in this area are between one and seven stories, with the bulkier, taller buildings occupying corner lots. Sergeant John Macauley Park, a small, neighborhood playground, is also in this area, located on the eastern portion of the block bounded by Myrtle, Larkin, O'Farrell, and Polk Streets, two blocks southeast of the site of the proposed Cathedral Hill MOB.

The block directly south of the site of the proposed Cathedral Hill Hospital (bounded by Geary Boulevard, Van Ness Avenue, Myrtle Street, and Franklin Street) contains a mix of uses. Facing the proposed hospital from the south side of Geary Boulevard are (from east to west) a two-story restaurant, a three-story building with commercial uses (several art stores, a bookstore, and a printing store) and medical office uses on the ground floor with multifamily residential above, and a four-story, large-scale general office building. The remaining southern portion of this block contains a large-scale, eight-story senior housing building and a moderate-scale, two-story multifamily residential building. Farther south toward Ellis Street are several automotive dealerships between Van Ness Avenue and Franklin Street that reflect the area's Automotive SUD, discussed previously in this section. An exception is the large-scale, three-story television news station at the northwest corner of O'Farrell Street and Van Ness Avenue.

### ***Land Uses to the West***

Southwest of the proposed Cathedral Hill Campus, Geary Street transitions to become the wider Geary Boulevard leading into Japantown. The area generally surrounding the intersection of Geary Boulevard and Gough Street is known as Cathedral Hill, because of the many churches that still exist in the area.

The Hamilton Square Baptist Church and the First Unitarian Universalist Church are located directly west and southwest of the proposed Cathedral Hill Hospital site, respectively. The Cathedral of St. Mary of the Assumption is also located on Geary Boulevard and occupies the eastern and southern portions of the block bounded by Geary Boulevard, Gough Street, Ellis Street, and Laguna Street, southwest of the proposed campus. Most of the churches in the vicinity have adjacent surface parking lots. West of Gough Street, Geary Boulevard also contains several high-density, residential towers up to 25 stories tall. A similar pattern of churches and high-density residential uses continues farther southwest of the campus, between Geary Boulevard to the north and Ellis Street to the south.

Franklin Street is the western boundary of the proposed campus and contains a mix of residential, commercial, and other uses. In addition to the Hamilton Square Baptist Church (and adjacent parking lot) directly west of the proposed Cathedral Hill Hospital site is a moderate-scale, four-story office building (on the block bounded by Peter Yorke Way, Franklin Street, and Geary Boulevard). One block north (bounded by Sutter, Franklin, Post, and Gough Streets) and directly west of the proposed 1375 Sutter MOB is a moderate-scale, three-story multifamily

residential building; the southern portion of this block contains a two-story pharmacy with an adjacent parking lot. The area directly west of the proposed campus falls within the moderate-scale neighborhood commercial district that extends along Franklin Street, generally from Geary Boulevard north to California Street, beyond the campus vicinity. This NCD also includes retail stores, restaurants, automotive, and other uses (e.g., laundromat), typically on the ground floors of buildings with residential and some office uses above that range from two to six stories. The 11-story multifamily residential building on Franklin Street between Austin and Pine Streets and 1 Daniel Burnham Court, discussed above, are the exceptions.

West of Franklin Street and north of Post Street, northwest of the site of the proposed Cathedral Hill Campus, uses are primarily multifamily residential, although several churches can be found in this area as well: the Trinity Episcopal Church, on the block bounded by Austin, Franklin, Bush, and Gough Streets; and the Buddhist Church of San Francisco and Buddhist Church of America, on the block bounded by Pine, Gough, Austin, and Octavia Streets. On the northeast corner of Sutter and Octavia Streets is the four-story Queen Anne Hotel, which is an exception to this pattern. Buildings northwest of the proposed campus are typically moderate scale and range from two to seven stories, with the exception of the 12-story residential building on Post Street between Gough Street and Octavia Street. North of Geary Boulevard, the area between Gough Street and Octavia Street is within the eastern portion of the Japantown neighborhood, which continues west to Steiner Street and beyond the campus vicinity.

## **PACIFIC CAMPUS**

### **Existing Site Conditions**

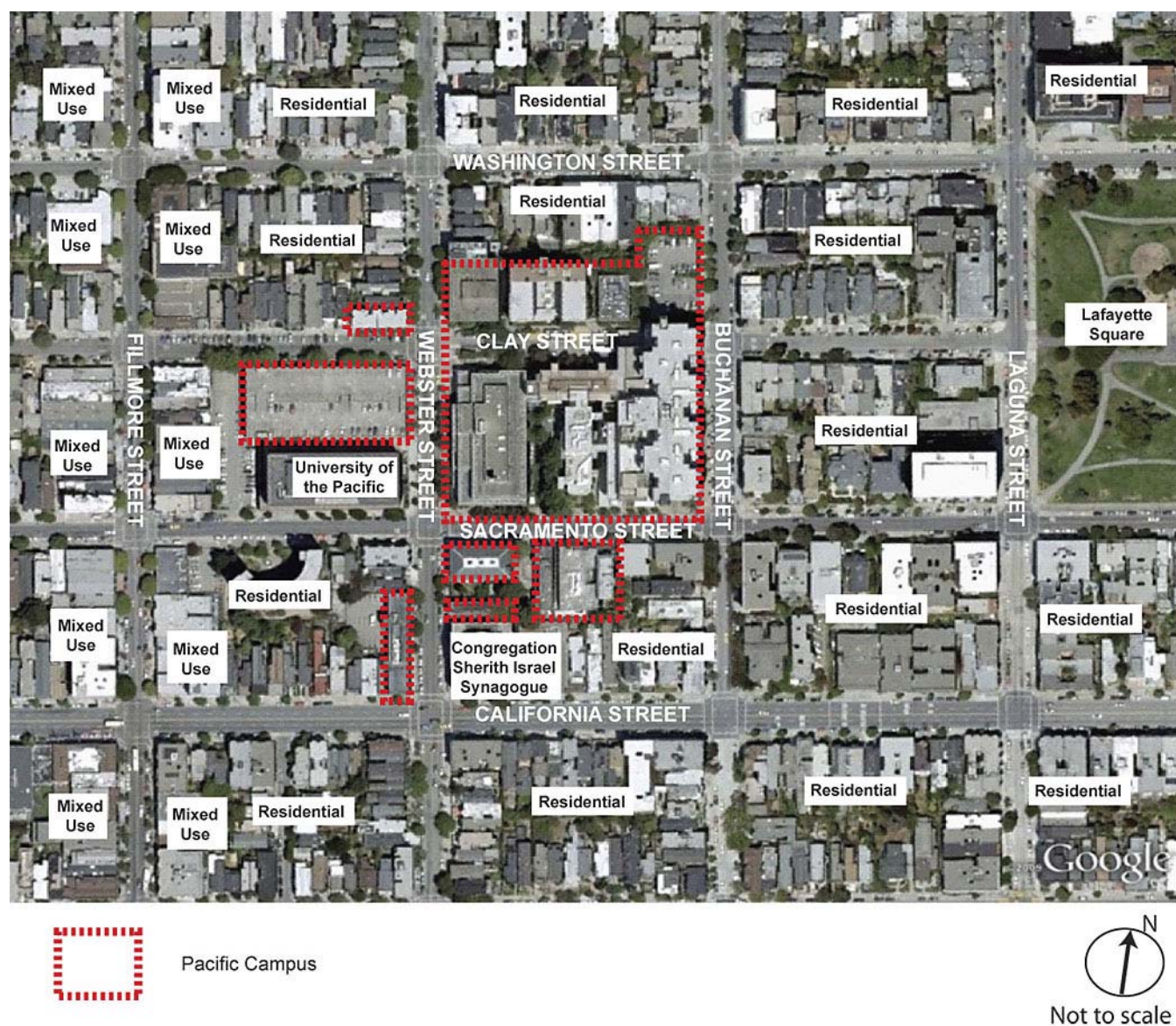
#### **Overview**

CPMC's Pacific Campus occupies 4.6 acres in San Francisco's Pacific Heights neighborhood. The campus is generally bounded by Washington Street to the north, Buchanan Street to the east, California Street to the south, and Webster Street to the west. Figure 2-38, "Pacific Campus Area" (page 2-120), and 4.1-4, "Pacific Campus—Surrounding Land Uses" (page 4.1-12), illustrate the Pacific Campus's location, land use designations, and the land uses immediately adjacent to the existing campus.<sup>14</sup> Medical care has been provided on the Pacific Campus for more than 150 years.<sup>15</sup> Currently, 14 buildings on the Pacific Campus provide approximately 1.1 million sq. ft. of space, which include hospital, medical office, research, residential, and other uses.

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<sup>14</sup> CPMC also incorporated the segment of Clay Street that formerly ran between Webster and Buchanan Streets into the center of the campus, restricting through access on this portion of Clay Street. The City and County of San Francisco vacated the segment of Clay Street between Webster and Buchanan Streets and sold it to CPMC in 1969.

<sup>15</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. This information is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.



Sources: Google Earth 2010; data compiled by AECOM in 2010

**Pacific Campus—Surrounding Land Uses**

**Figure 4.1-4**

The immediate area surrounding the site is primarily residential, composed mostly of multifamily residential buildings. The main campus block (bounded by Washington, Buchanan, Sacramento, and Webster Streets) is zoned RM-2 (Moderate Density Residential, Mixed) (Figure 4.1-5, “Pacific Campus Vicinity—Existing Zoning,” page 4.1-14). The remaining portions of the campus south of Sacramento Street and west of Webster Street are zoned RM-1 (Low Density Residential, Mixed). Although the zoning is intended for residential use, a medical center is allowable under a CU, as has been the case at the Pacific Campus since the 1960s.<sup>16</sup>

### ***Height and Bulk Districts***

Existing buildings on the Pacific Campus range from three to nine stories, with the 2333 Buchanan Street Hospital rising to a maximum height of 120 feet plus 18-foot mechanical penthouse (138 feet, nine stories). The campus is located within two height and bulk districts: the 160-F District and the 40-X District (Figure 4.1-6, “Pacific Campus Vicinity—Existing Height and Bulk Districts,” page 4.1-15). The 160-F District applies to the main campus block, which includes the hospital, Stanford Building (2351 Clay Street), Pacific Professional Building (2100 Webster Street), Gerbode Research Building (2200 Webster Street), Annex MOB (2340–2360 Clay Street), 2324 Sacramento Street Clinic, and Stern Building (2330 Clay Street). Although the southern half of the parking lot located north of the hospital lies within this height and bulk district, the lot’s northern portion is in the 40-X District. The Clay Street/Webster Street Parking Garage, located west of Webster Street along Clay Street, is also in the 160-F District. The remainder of the campus, consisting of the 2400 Clay Street MOB, Health Sciences Library (2395 Sacramento Street), 2329 Sacramento Street Residential Building, Mental Health Center (2323 Sacramento Street), 2315 Sacramento Street Residential Building, vacant building at 2018 Webster Street, and 2300 California Street MOB, are in the 40-X Height and Bulk District. Because of the residential zoning, the maximum height allowed for both the 160-F and 40-X Districts is 40 feet.<sup>17</sup> Buildings in the 160-F District may exceed the 40-foot height limit with a CU. Bulk limits in the 160-F District apply to buildings greater than 80 feet in height. The “F” bulk district designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 80 feet. There are no bulk restrictions in the 40-X District.

### **Existing Land Uses in the Vicinity**

The Pacific Campus is surrounded primarily by a mix of single-family and multifamily residential uses, typically between two and three stories tall, and some larger scale residential buildings between five and nine stories tall. With the exception of two buildings, the campus’s buildings are adjacent to moderate-scale residential uses. The seven-story University of the Pacific’s Arthur A. Dugoni School of Dentistry (which, though located on the campus, is not affiliated with CPMC) abuts the Clay Street/Webster Street Parking Garage to the south, and

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<sup>16</sup> San Francisco Planning Code, Section 209.3, “Institutions.”

<sup>17</sup> San Francisco Planning Code, Section 253.

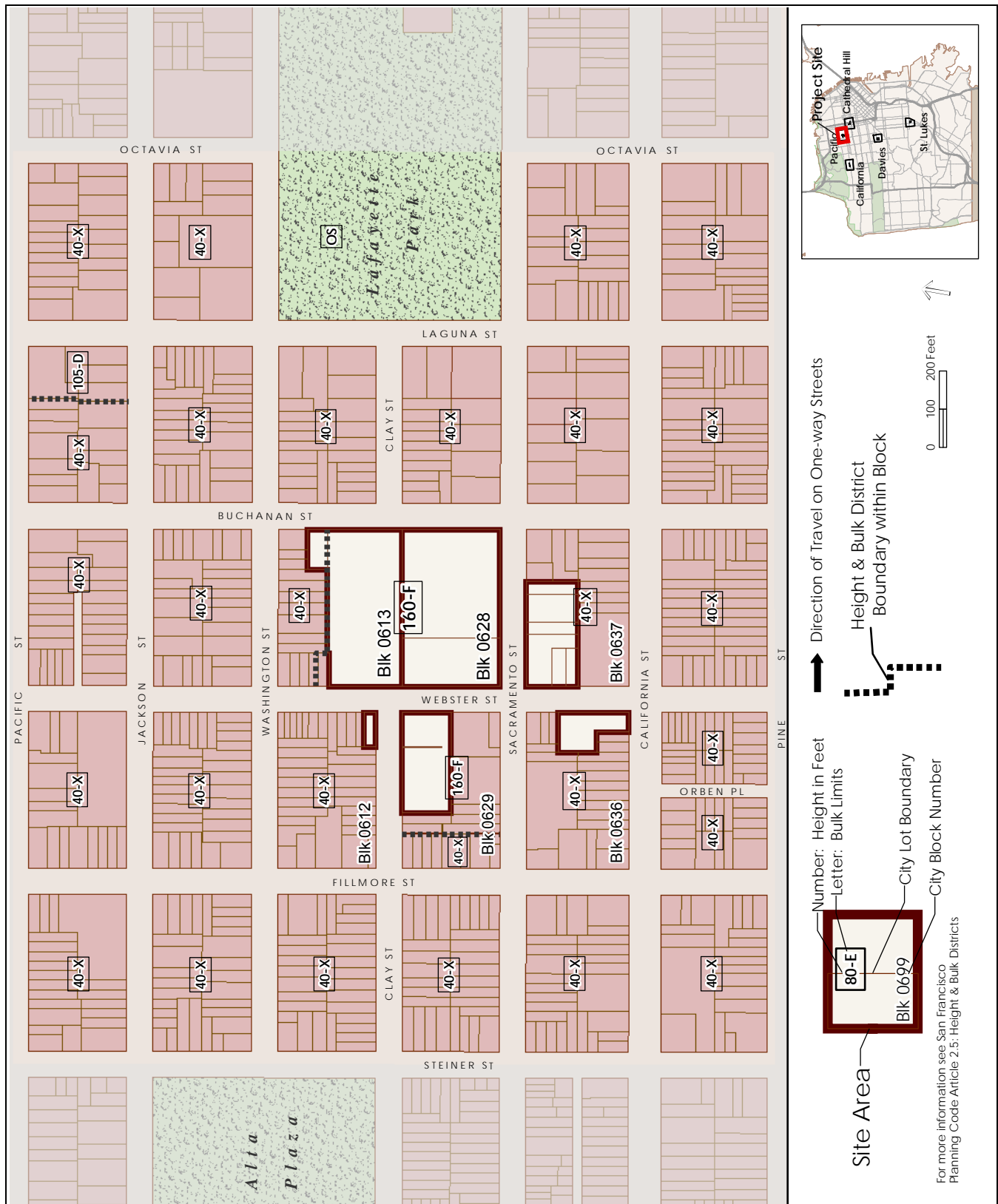




Pacific Campus Vicinity—Existing Zoning

Figure 4.1-5





Source: City and County of San Francisco Department of Public Works GIS

**Pacific Campus Vicinity—Existing Height and Bulk Districts**

**Figure 4.1-6**

Congregation Sherith Israel, a large synagogue, lies directly east of the 2300 California Street MOB. Please see Figure 4.1-4, “Pacific Campus—Surrounding Land Uses” (page 4.1-12), for an illustration of the land uses immediately adjacent to the existing campus.

The area north of the campus contains a mix of residential uses with some small commercial uses such as corner stores. Immediately north of the campus, abutting the Gerbode Research Building at 2200 Webster Building is the Smith-Kettlewell Eye Research Institute (along the east side of Webster Street). The area directly north of the campus along Washington Street, generally between Webster and Buchanan Streets, contains a mix of three- and four-story multifamily residences; the buildings directly north of the 2400 Clay Street MOB that front Webster Street are all two stories tall. An exception is the seven-story residential building that occupies a large lot on the northeast corner of Webster and Washington Streets. Jackson and Pacific Streets located one and two blocks farther north, respectively, contain a number of larger-scale, seven- to eight-story multifamily residential buildings than the streets immediately north of the campus. Newcomer High School, a public high school, is also one block north of the Pacific Campus, at the corner of Webster and Jackson Streets.

Directly east of the campus, Buchanan Street, between Washington and California Streets, contains moderate-scale multifamily residential uses between three and five stories tall. Directly east of the Pacific Campus’s 2315 Sacramento Street Residential Building on Buchanan Street are two three-story multifamily residential buildings and a single-story building that contains a dry cleaners and food market. Farther east of the campus along Laguna and Octavia Streets, densities generally increase to larger four- to six-story multifamily residential buildings. An exception is the Pacific Heights Towers, a 20-story residential building at the northwest corner of Sacramento and Laguna Streets. Also east of the campus is Lafayette Park, which occupies an entire city block, bounded by Washington, Gough, Sacramento, and Laguna Streets.

Directly south of the campus at the southeast corner of California and Webster Streets is Congregation Sherith Israel, a large synagogue. A mix of small-scale and moderate-scale two- and three-story multifamily residential uses compose the remainder of the area directly south of the Pacific Campus on California Street. California and Pine Streets to the south are relatively busy thoroughfares and contain primarily two- to four-story multifamily buildings that occupy larger lots than along the smaller residential streets near the campus. The San Francisco Fire Department’s Station 38 is southeast of the campus on California Street, between Buchanan and Laguna Streets.

The western portion of the Pacific Campus is adjacent to the University of the Pacific’s Arthur A. Dugoni School of Dentistry at the northwest corner of Sacramento and Webster Streets. On the south side of Sacramento Street, west of CPMC’s Health Sciences Library and the 2018 Webster Street building, are a moderate-scale, four-story multifamily residential building; several small-scale, two-story residential buildings; and the large-scale, 11-story John F. Kennedy Towers residential building. Farther west of the campus, the typical pattern of two- to three-

story multifamily residential buildings continues. The segments of Jackson and Pacific Streets between Steiner and Webster Streets, northwest of the campus, contain a number of large-scale, taller residential buildings (up to 11 stories).

The main commercial activity in the Pacific Campus vicinity occurs in the Upper Fillmore NCD, one block west of the campus along Fillmore Street. This medium-scale, neighborhood commercial district includes bars, restaurants, specialty groceries, and retail uses, and serves the neighborhood and the wider area.<sup>18</sup> The district extends generally south from Jackson Street to Bush Street beyond the campus vicinity. Although primarily a shopping district, Fillmore Street also contains other uses that occupy larger lots, such as the pet hospital and medical office building between Clay and Washington Streets and the Calvary Presbyterian Church on the northwest corner of Jackson and Fillmore Streets. Building heights along Fillmore Street typically range from one to three stories, with residential uses above ground-floor commercial uses, where multiple levels exist. Exceptions to the typical height include the five- and six-story mixed-use buildings on the northwest corners of Fillmore and Sacramento Streets and Fillmore and California Streets, respectively. South of Sacramento Street, the Upper Fillmore NCD extends one block west to Steiner Street; uses are similar to those on Fillmore Street (e.g., medium-scale neighborhood retail and restaurants). Mollie Stone's, a specialty supermarket, and its associated surface parking lot are located just west of Fillmore Street on the southeast corner of California and Steiner Streets.

## **CALIFORNIA CAMPUS**

### **Existing Site Conditions**

#### ***Overview***

CPMC's California Campus occupies 4.9 acres in San Francisco's Presidio Heights neighborhood. The campus is generally bounded by Sacramento Street to the north, Maple Street to the east, California Street to the south, and Cherry Street to the west.<sup>19</sup> Figure 2-41, "California Campus Area" (page 2-133), and Figure 4.1-7, "California Campus—Surrounding Land Uses" (page 4.1-18), illustrate the California Campus's location, land use designation, and the land uses immediately adjacent to the existing campus. The California Campus has provided medical care since 1875, with a focus on women's and children's services.<sup>20</sup> Currently, nine buildings provide approximately 944,000 sq. ft. of space on the campus, which includes hospital, outpatient, skilled nursing, medical office, residential, and other uses.

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<sup>18</sup> San Francisco Planning Code, Section 718.1, "Upper Fillmore Street Neighborhood Commercial District."

<sup>19</sup> Portions of the campus lie along the east and west sides of Maple and Cherry Streets.

<sup>20</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. This information is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.



California Campus



Not to scale

Sources: Google Earth 2010; data compiled by AECOM in 2010

### California Campus—Surrounding Land Uses

Figure 4.1-7

The immediate area surrounding the California Campus is mainly residential, composed primarily of multifamily residential buildings along the California Street corridor and a mix of two- and three-story single-family and multifamily uses along the narrower Sacramento, Cherry, and Maple Streets. Most of the California Campus is zoned RM-2 (Moderate Density Residential, Mixed), with the southeast and southwest corners of Cherry and Sacramento Streets in the RH-2 District (Residential House, Two-Family) (Figure 4.1-8, “California Campus Vicinity—Existing Zoning,” page 4.1-20). Although the zoning is intended for residential use, a medical center is allowable with CU authorization, as has been the case at the California Campus since the 1960s.<sup>21</sup>

### ***Height and Bulk Districts***

Buildings on the California Campus range from three to nine stories; the MOB at 3838 California Street is the tallest at approximately 103 feet in height. The entire campus is located within the 80-E Height and Bulk District (Figure 4.1-9, “California Campus Vicinity—Existing Height and Bulk Districts,” page 4.1-21), which allows a maximum building height of 40 feet because of the residential zoning.<sup>22</sup> However, building heights of up to 80 feet are allowed with CU authorization. Bulk limits apply for buildings greater than 65 feet in height. The “E” bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 65 feet.

### **Existing Land Uses in the Vicinity**

The area immediately surrounding the campus contains a mix of moderate-scale multifamily residential and commercial uses. California Street, a main east/west city corridor, supports the greatest residential densities and is a major commercial area in the vicinity of the California Campus. Please see Figure 4.1-7, “California Campus—Surrounding Land Uses” (page 4.1-18), for a detailed illustration of the land uses immediately adjacent to the existing campus.

The area immediately north of the campus along Sacramento Street includes a mix of two- to four-story, single-family and multifamily residential uses. The two four-story multifamily residential buildings on the northeast and northwest corners of Sacramento and Maple Streets are considerably larger than surrounding uses. The Madison Campus of the Claire Lilienthal Alternative School, a public elementary school, is also north of the campus on Sacramento Street, between Cherry Street and Arguello Boulevard, and is zoned Public. North of Clay Street, residential densities decrease and large, detached single-family residences predominate. This pattern of single-family uses continues northeast of the campus to Locust Street in the east.

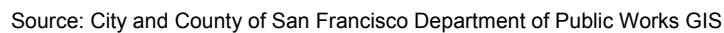
Directly east of the California Campus, the eastern portion of the block bounded by Sacramento, Spruce, California, and Maple Streets is composed primarily of moderate-scale, two- to three-story, single-family and

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<sup>21</sup> San Francisco Planning Code, Section 209.3, “Institutions.”

<sup>22</sup> San Francisco Planning Code, Section 253.





**Figure 4.1-8**



California Campus Vicinity—Existing Height and Bulk Districts

Figure 4.1-9

multifamily residential uses, with the occasional four-story residential building. Two buildings on the northwest corner of Spruce and Sacramento Streets also contain ground-floor commercial uses, which include a hair salon, mailing/shipping store, and laundry service. These uses fall in the western portion of the Sacramento Street NCD, which extends east from Spruce Street along Sacramento Street, beyond the campus vicinity. This medium-scale shopping area provides a mix of daytime-oriented retail, including home furnishing stores, boutiques, and salons, along with medical and other general office uses.<sup>23</sup> Commercial activity typically occurs on the ground floors of two- and three-story buildings, with residential uses above. Directly south of this commercial district, the northeast corner of Spruce and California Streets contains a moderate-scale, three-story MOB and surface parking lot. Three- to four-story multifamily residential uses continue farther east along the north side of California Street, which supports residential buildings on larger lots than on other more minor streets in the campus vicinity.

On the south side of California Street, southeast of the campus, is the Laurel Village Shopping Center. This commercial district is primarily for car-oriented shoppers,<sup>24</sup> with larger scale retail occupying larger lots than the Sacramento Street NCD. The westernmost portion of this commercial area (west of Spruce Street) is directly south of the campus and includes a pharmacy and several restaurants that occupy two-story buildings; several one-story medical offices lie directly west of these commercial uses. East of Spruce Street, the Laurel Village Shopping Center is generally composed of one-story buildings occupied by a supermarket, bank, and hardware store, as well as several chain retail and restaurant establishments. South of this commercial district and farther southeast of the campus, the area generally between Spruce Street and Iris Avenue contains moderate-scale, two- to three-story multifamily residential uses. South of California Street, between Palm Avenue and Spruce Street, moderate-scale and large-scale, one- to two-story detached, single-family homes are the primary use. Densities increase to the west along Palm Avenue and Arguello Boulevard, a north/south major arterial south of California Street.<sup>25</sup> South of the campus, uses in this area are primarily moderate-scale multifamily residential uses in buildings that are two to three stories tall.

Directly west of the campus, along California Street, is a row of three-story multifamily residential buildings that is adjacent to the gas station at the intersection with Arguello Boulevard, an exception to this area's typical residential pattern. This pattern of multifamily residential uses continues north along Arguello Boulevard to California Street, with the addition of two-story buildings. Exceptions include St. John's Presbyterian Church and Temple Emanu-El, a large synagogue, both at the intersection of Arguello Boulevard and Lake Street, northwest of the campus. Just north of the synagogue is Presidio Terrace, a gated cul-de-sac that contains large, detached single-family residences. Southwest of the campus, heading south on Arguello Boulevard, two blocks south of California Street is Clement Street NCD, where a mix of retail, commercial, and restaurant uses are located on the

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<sup>23</sup> San Francisco Planning Code, Section 724.1, "Sacramento Street Neighborhood Commercial District."

<sup>24</sup> San Francisco Planning Code, Section 713.1, "NC-S—Neighborhood Commercial Shopping Center District."

<sup>25</sup> San Francisco Planning Department. 1996. *San Francisco General Plan*, Map 6, Vehicular Street Map. San Francisco, CA.



ground floor with residential uses above. The buildings along Clement Street are of moderate scale and range from two to three stories in height.

## **DAVIES CAMPUS**

### **Existing Site Conditions**

#### **Overview**

CPMC's Davies Campus occupies 7.2 acres in San Francisco's Castro/Upper Market neighborhood,<sup>26</sup> in the Duboce Triangle area. The campus occupies an entire city block and is bounded by Duboce Avenue to the north, Noe Street to the east, 14th Street to the south, and Castro Street to the west. Figure 2-43, "Davies Campus Area" (page 2-152), and Figure 4.1-10, "Davies Campus—Surrounding Land Uses" (page 4.1-24), illustrate the Davies Campus's location, land use designation, and the land uses immediately adjacent to the existing campus. The Davies Campus has provided medical care since 1878; the focus at Davies Campus is now on physical rehabilitation and neurosciences.<sup>27</sup> Currently, five buildings provide approximately 500,000 sq. ft. of space on the campus, which includes hospital, outpatient, skilled nursing, rehabilitation services, physicians' offices, and other uses.

The immediate area surrounding the Davies Campus is primarily residential, composed of single-family and multifamily residential buildings. The entire Davies Campus is zoned RH-3 (Residential, House, Three-Family) (Figure 4.1-11, "Davies Campus Vicinity—Existing Zoning," page 4.1-25). Although the zoning is intended for residential use, a medical center is permitted as a conditional use, as has been the case at the Davies Campus over the years.<sup>28</sup>

#### **Height and Bulk Districts**

Buildings on the Davies Campus range from two to five stories, with the Davies Hospital North Tower being the tallest, at 66 feet in height. The campus is located within two height and bulk districts—130-D and 65-D (Figure 4.1-12, "Davies Campus Vicinity—Existing Height and Bulk Districts," page 4.1-26). The North Tower is within the 130-D Height and Bulk District, and the remainder of the campus (South Tower, Rehabilitation Center, 45 Castro MOB, and Castro/14th Street Parking Garage) is within the 65-D Height and Bulk District. Both districts limit building heights to 40 feet because of the residential zoning; however, CU authorization may allow buildings of up to 130 feet in height in the 130-D District and 65 feet in the 65-D District. The "D" bulk designation allows

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<sup>26</sup> San Francisco Planning Department. 2009. Neighborhood Groups Map: San Francisco Neighborhoods. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=99924](http://www.sfgov.org/site/planning_index.asp?id=99924). Last updated January 16, 2009. Accessed April 16, 2009.

<sup>27</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. This information is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

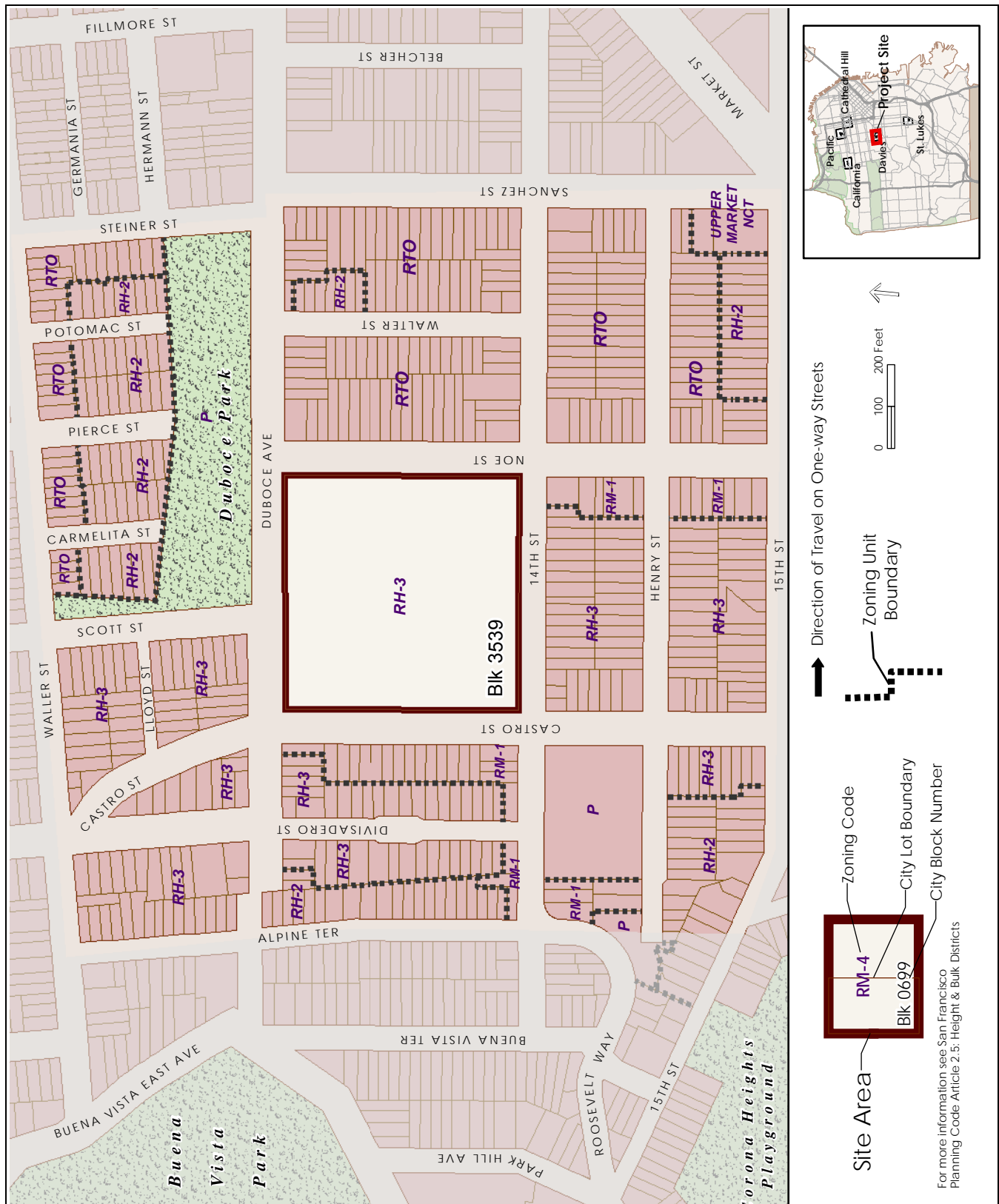
<sup>28</sup> San Francisco Planning Code, Section 209.3, "Institutions."



Sources: Google Earth 2010; data compiled by AECOM in 2010

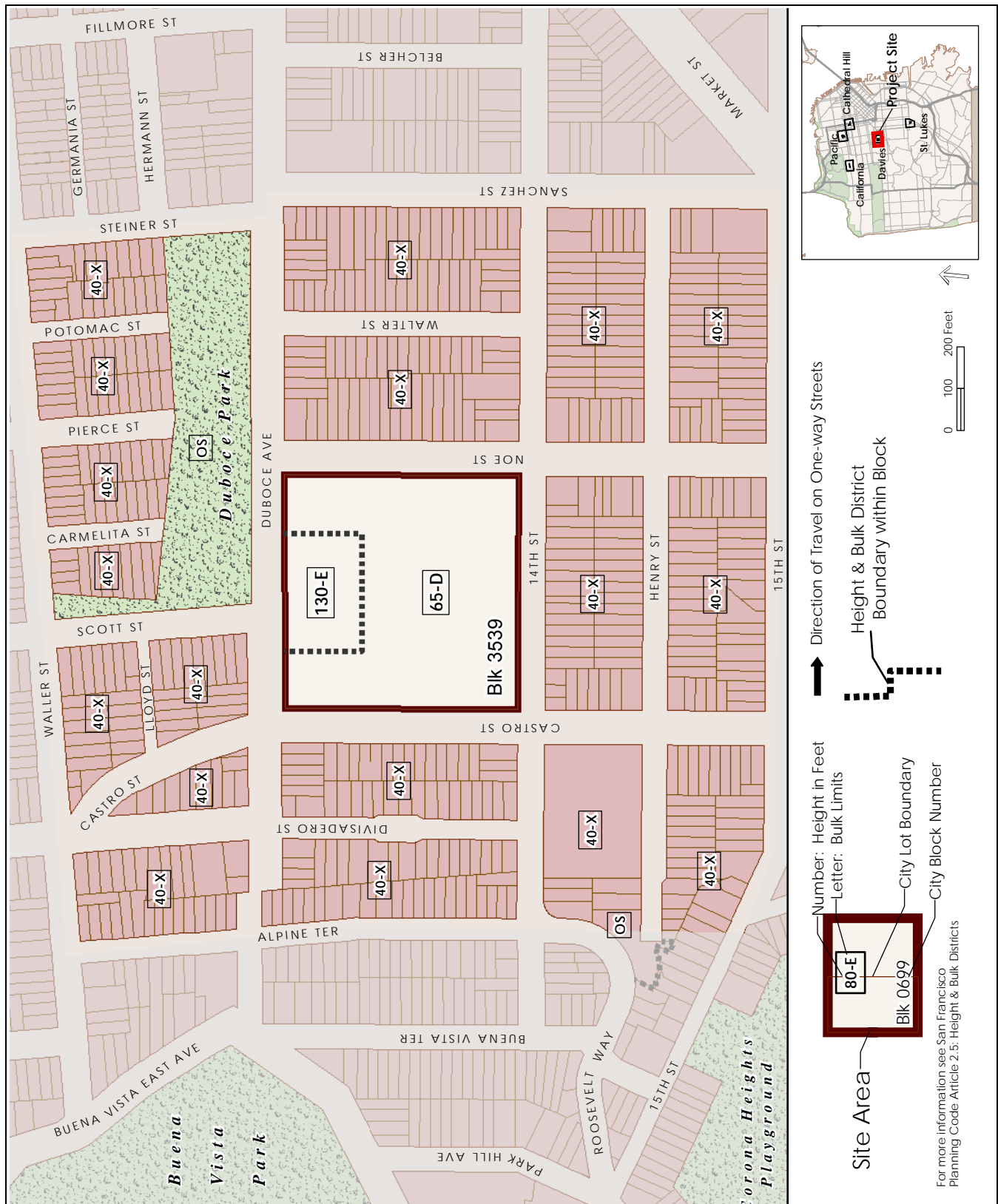
**Davies Campus—Surrounding Land Uses**

**Figure 4.1-10**



Davies Campus Vicinity—Existing Zoning

Figure 4.1-11



Davies Campus Vicinity—Existing Height and Bulk Districts

Figure 4.1-12



a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 40 feet.

### **Existing Land Uses in the Vicinity**

The area immediately surrounding the entire campus is primarily residential, with the exception of Duboce Park, a San Francisco Recreation & Park Department property immediately to the north and northeast of the campus; and small areas of commercial uses, such as corner stores near the park and also south of the campus along Castro and Noe Streets. Please see Figure 4.1-10, “Davies Campus—Surrounding Land Uses” (page 4.1-24), for a detailed illustration of the land uses immediately adjacent to the existing campus.

The area immediately north of the Davies Campus along Castro and Scott Streets contains moderate-scale, two- to three-story multifamily residential uses, with the large-scale, four-story residential building directly across from the campus on Duboce Avenue as an exception. Directly north and east of the campus and the proposed Neuroscience Institute building is the San Francisco Recreation & Park Department’s Duboce Park, which forms the southern portion of the block bounded by Waller Street, Steiner Street, Duboce Avenue, and Scott Street. In addition to multiuse play areas and dog parks, the Harvey Milk Center for Recreational Arts is located in Duboce Park, which is directly opposite the campus. The N-Judah Muni line, which runs from downtown San Francisco to Ocean Beach, also stops directly north of the campus just outside the entrance to the Sunset Tunnel,<sup>29</sup> alongside the southern edge of Duboce Park. Carmelita, Pierce, and Potomac Streets, farther north of the campus, terminate on the north side of Duboce Park and contain a pattern of multifamily residential use similar to that adjacent to the campus, although the short Carmelita Street also contains two- and three-story single-family uses as well. Multifamily residential uses continue farther north of the campus, from Alpine Terrace in the west to Steiner Street in the east.

The area directly east of the campus, including the site of the proposed Neuroscience Institute building, is composed mainly of moderate-scale, two- to three-story single- and multifamily residential uses, with the exception of the First Christian Church at the southeast corner of Noe Street and Duboce Avenue. A similar pattern of residential uses continues east to Sanchez Street and south to 15th Street, with larger scale buildings typically occupying corner lots. Walter Street, one block east of the campus, also contains several single-story residential uses. An exception to the general pattern of residential use includes the San Francisco Fire Department’s Station 6 on Sanchez Street, between 14th and Henry Streets and a ground-floor café with residential uses above at the southwest corner of Duboce Avenue and Sanchez Street.

The major commercial activity in the campus vicinity occurs southeast of the campus, along Market Street (between Sanchez and Fillmore Streets), a main transportation and commercial corridor that traverses the city well

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<sup>29</sup> The Sunset Tunnel is a Muni-dedicated tunnel that connects Duboce Park to Cole Valley.

beyond the vicinity of the Davies Campus. The Upper Market Street Neighborhood Commercial Transit-Oriented District extends along Market Street, between Noe and Church Streets. This medium-density district includes a mix of residential and commercial uses, the latter serving both the immediate neighborhood and a wider area.<sup>30</sup> Buildings in this district are typically one to three stories tall, with residential above ground-floor commercial uses, such as the art gallery, household appliance store, and barber shop at the southeastern corner of Market, Sanchez, and 15th Streets. However, most of this intersection (i.e., the portion of the district nearest the Davies Campus) contains larger lots with detached, single-story buildings and surface parking; uses include a restaurant, bank, and vacant land.

Directly south of the campus, the 14th Street corridor contains small-scale and moderate-scale single-family and multifamily residential uses that range from one to three stories. A produce market occupies the ground floor of the multifamily residential building at the southeast corner of 14th and Castro Streets. A similar pattern of single-family and multifamily residential uses continues south to 15th Street and west to the alignment of Alpine Terrace, with the addition of larger scale two- to three-story multifamily residential uses typically on corner lots. McKinley Elementary School, a K–5 public school, occupies the southwest corner opposite the campus, on Castro Street between 14th and Henry Streets.

Castro Street borders the Davies Campus to the west and contains moderate-scale multifamily residential uses between two and three stories, with larger scale residential uses on corner lots. This pattern continues west of the campus along Divisadero Street and Alpine Terrace. Residential uses along the western side of Castro Street, between Waller Street and Duboce Avenue and northwest of the campus, are on an upslope heading up toward Buena Vista Park; therefore, the buildings appear taller than buildings to the east, toward the Davies Campus, which is down gradient.

## **ST. LUKE’S CAMPUS**

### **Existing Site Conditions**

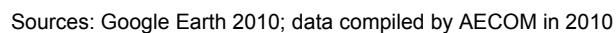
#### **Overview**

CPMC’s St. Luke’s Campus occupies 4.4 acres on the edges of San Francisco’s Mission and Bernal Heights neighborhoods.<sup>31</sup> The campus occupies an entire city block, generally bounded by Cesar Chavez Street to the north, Valencia Street to the east, Duncan Street to the south, and San Jose Avenue to the west. Figure 2-57, “St. Luke’s Campus Area” (page 2-194), and Figure 4.1-13, “St. Luke’s Campus—Surrounding Land Uses”

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<sup>30</sup> San Francisco Planning Code, Section 733.1, “Upper Market Street Neighborhood Commercial Transit District.”

<sup>31</sup> San Francisco Planning Department. 2009. Neighborhood Groups Map: San Francisco Neighborhoods. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=99924](http://www.sfgov.org/site/planning_index.asp?id=99924). Last updated January 16, 2009. Accessed April 16, 2009. This information is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.



**Figure 4.1-13**

(page 4.1-29), illustrate the St. Luke's Campus's location and land use designation, and the land uses immediately adjacent to the existing campus.

The St. Luke's Campus also includes a surface parking lot west of San Jose Avenue, within the eastern portion of the block bounded by Cesar Chavez Street to the north, San Jose Avenue to the east, 27th Street to the south, and Guerrero Street to the west. Additional surface parking on the campus is located within the portion of San Jose Avenue located between Cesar Chavez and 27th Streets. The St. Luke's Campus has provided medical care since 1871; currently, its focus is on providing affordable, accessible, and culturally sensitive medical care.<sup>32</sup> At present, eight buildings provide approximately 450,000 sq. ft. of space on the campus, which includes hospital, emergency, diagnostics and treatment, medical offices, and other uses.

The immediate area surrounding the St. Luke's Campus contains a mix of automotive-related, commercial, mixed-use, medical, and general office uses along Cesar Chavez and Valencia Streets to the north and east, respectively. Directly south and west of the campus are primarily multifamily residential uses, in addition to the medical office directly south of the campus. The entire St. Luke's Campus is zoned RH-2 (Residential, House, Two-Family) (Figure 4.1-14, "St. Luke's Campus Vicinity—Existing Zoning," page 4.1-31). Although this zoning is intended for residential use, a medical center is permitted as a conditional use.<sup>33</sup>

### **Height and Bulk Districts**

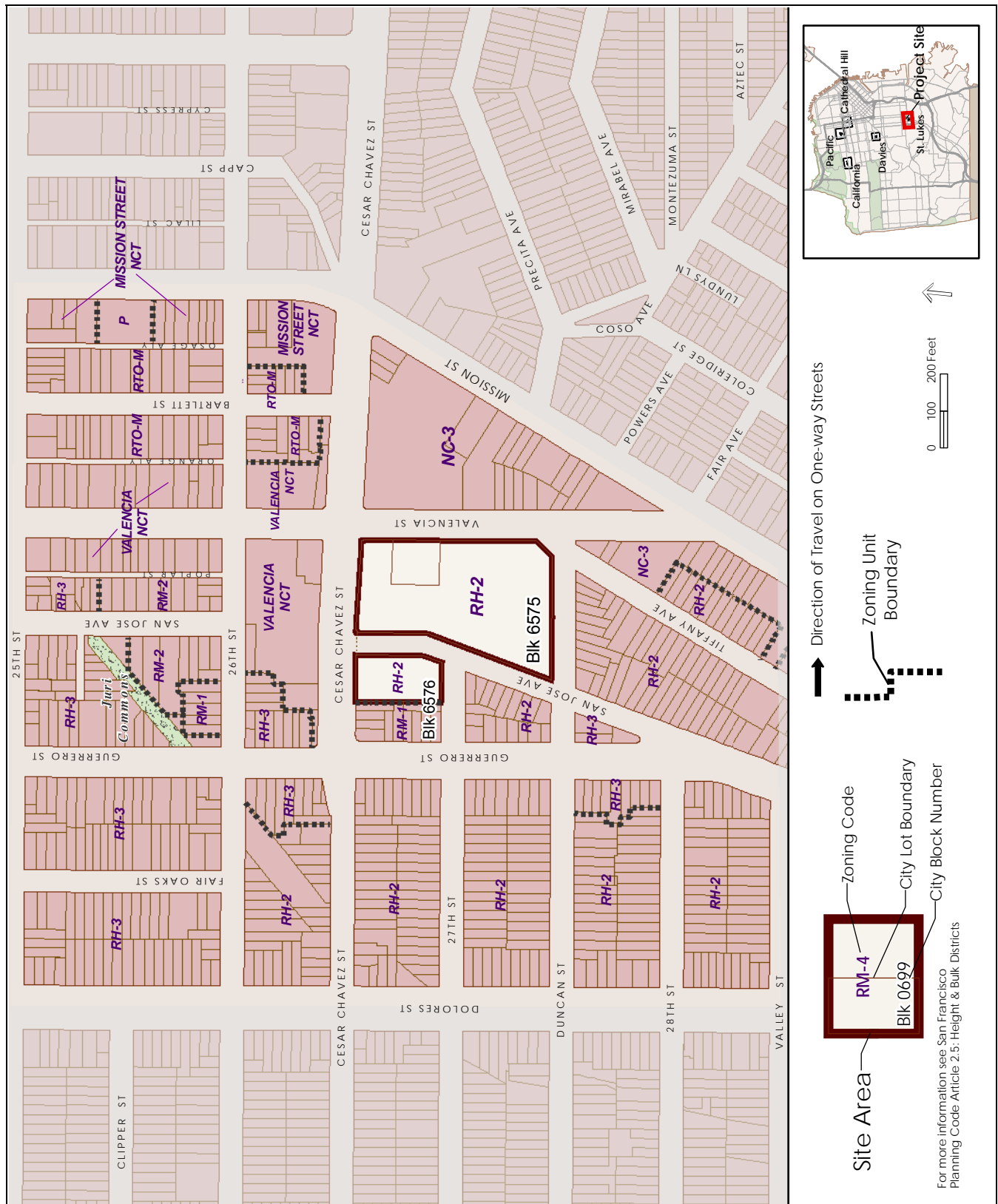
Buildings on the St. Luke's Campus range from one to 12 stories, the tallest of which is the St. Luke's Hospital tower, at approximately 158 feet in height plus an 11-foot mechanical penthouse. The campus is located within two height and bulk districts—105-E and 65-A (Figure 4.1-15, "St. Luke's Campus Vicinity—Existing Height and Bulk Districts," page 4.1-32). Most of the campus, which lies east of San Jose Avenue, is within the 105-E Height and Bulk District, and the parking lot located on the northwest corner of the campus is in the 65-A Height and Bulk District. Both districts limit building heights at 40 feet because of the residential zoning; however, a CU may allow buildings up to 105 feet tall in the 105-E district and 65 feet tall in the 65-A district. The "E" bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings over 65 feet tall. The "A" bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 125 feet for portions of buildings over 40 feet tall.

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<sup>32</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, Inc., San Francisco, CA. Available: <http://www.cpmc.org/plans/links/>. This information is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

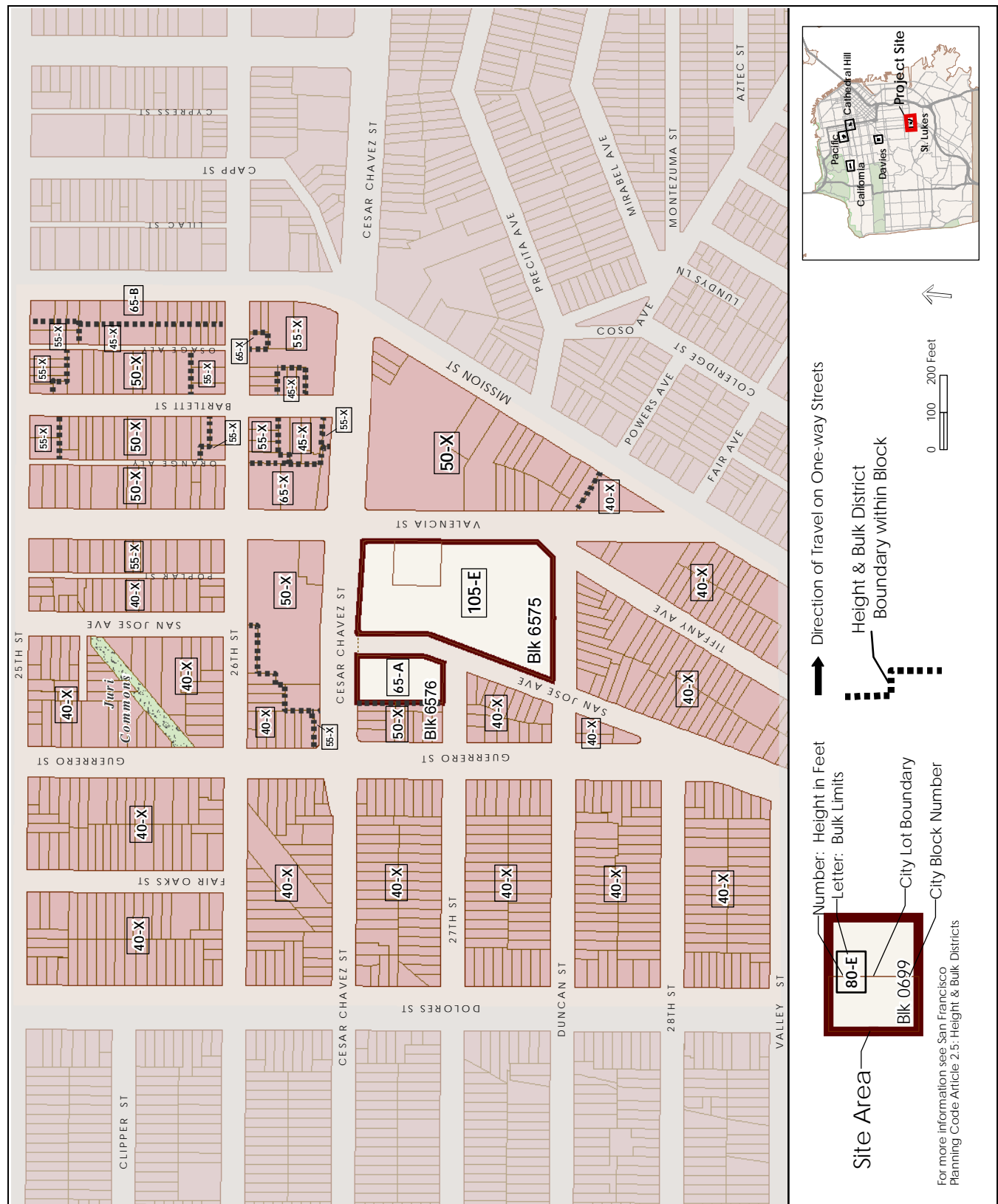
<sup>33</sup> San Francisco Planning Code, Section 209.3, "Institutions."





St. Luke's Campus Vicinity—Existing Zoning

Figure 4.1-14



St. Luke's Campus Vicinity—Existing Height and Bulk Districts

Figure 4.1-15

## Existing Land Uses in the Vicinity

The area immediately surrounding the campus contains a mix of residential, commercial, industrial, and medical uses, which reflects the combination of major roadways, such as Cesar Chavez, Guerrero, Valencia, and Mission Streets, and residential streets, such as 27th and Duncan Streets. Please see Figure 4.1-13, “St. Luke’s Campus—Surrounding Land Uses” (page 4.1-29), for a detailed illustration of the land uses immediately adjacent to the existing campus.

Cesar Chavez Street frames the campus’s northern edge and is a major east/west thoroughfare that provides access to U.S. 101, approximately three-quarters of a mile to the east. Uses directly north of the campus are mainly medical, notably the large-scale Salvation Army Adult Rehabilitation Center, which occupies more than one-half of the block between Guerrero and Valencia Streets and ranges from two to four stories. Single-story medical offices and a pharmacy are also located directly north of the campus. These uses fall within the Valencia Street Neighborhood Commercial District, which extends along Valencia Street between Cesar Chavez and 14th Streets, in addition to the block north of campus along Cesar Chavez Street.

The portion of the Valencia Street NCD bounded by 26th, Valencia, Cesar Chavez, and Guerrero Streets is composed entirely of the large, one- and two-story Salvation Family Store and the Salvation Army Adult Rehabilitation, discussed above. North of 26th Street along Valencia Street is a more typical mixed-use neighborhood commercial district, composed of one- to four-story buildings, with larger buildings that are up to five stories tall on corner lots. Some buildings are entirely residential and others have ground-floor office and commercial uses such as bars, restaurants, specialty stores, with residential uses above. Exceptions include the large, two-story mortuary and small, two-story Tabernacle of Faith Missionary Baptist Church, both on Valencia Street between 25th and 26th Streets.

The area north of Cesar Chavez Street, between San Jose Avenue and Dolores Street, contains a mix of moderate-scale, single-family and multifamily residential uses, typically between two and four stories tall. Some corners have larger scale residential uses or ground-floor commercial, such as corner stores. Small-scale, one-story residential uses are also in the area, although less common. Two blocks northwest of the campus is a large-scale, six-story multifamily building on the northeast corner of Fair Oaks and 25th Streets; it is an exception to the typical scale of residential uses north of the campus. The First Samoan Congregational Church on 26th Street and Abounding Grace Church on Cesar Chavez Street are also in the campus vicinity, between Dolores and Guerrero Streets. The 25-foot-wide San Francisco Recreation & Park Department’s Juri Commons Mini Park<sup>34</sup> cuts diagonally across the block bounded by 25th Street, San Jose Avenue, 26th Street, and Guerrero Street. A similar

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<sup>34</sup> San Francisco Neighborhood Parks Council. 2006. Juri Commons. Available: <http://www.sfnpc.org/juricommonshistory>. Last updated December 2006. Accessed August 4, 2009.

pattern of predominantly moderate-scale, multifamily residential uses can also be found on Bartlett Street, northeast of the campus and one block east of Valencia Street.

Cesar Chavez Street continues northeast of the campus, where a mix of residential, commercial, and industrial uses between Valencia and Mission Streets typically occupy large lots, such as the automobile wholesaler directly northeast of the campus and the large surface parking lot directly east of the St. Luke's Campus. Immediately to the east of this parking lot is the former Sears, Roebuck & Company department store (also called 3435 Army, named after its former address, before Army Street became Cesar Chavez Street), the building is now used for commercial space (including a dance studio, real estate, and interior decorating establishments). Several large three- and four-story multifamily residential buildings with some ground-floor commercial and office also exist along this portion of Cesar Chavez Street, including the four-story building with ground-floor retail and pharmacy currently under construction between Bartlett and Mission Streets. The Mission Street corridor contains a neighborhood commercial district that extends from 15th Street in the north to Randall Street in the south, 10 blocks north and five blocks southwest of the St. Luke's Campus vicinity, respectively. In the campus vicinity, this neighborhood commercial district is composed primarily of small-scale and moderate-scale, two- to five-story buildings, with commercial and some office uses on the ground floor and residential uses above. Commercial uses along Mission Street between Cesar Chavez and 25th Streets include retail (including for automobiles), restaurants and bars, nightclubs, produce markets, and dry cleaning services. An exception is the Mission Development Center, between 25th and 26th Streets, which provides early childhood education.

Directly east of the St. Luke's Campus, in addition to the large parking lot described above, a large-scale, four-story multifamily residential building (1648 Valencia Street) occupies the southern portion of the block bounded by Cesar Chavez, Mission, and Valencia Streets. Additional uses on this block include one- to two-story commercial and industrial uses, such as automobile-related businesses, a printing shop, a medical office, and a laundromat. This block is within the neighborhood commercial district that extends along Mission Street, described above, and exhibits a similar mix of moderate-scale mixed use. The large, three-story career center and two-story video store along Mission Street between Cesar Chavez and Valencia Streets are stand-alone buildings and exceptions to the typical mixed-use pattern in this area.

Directly south of the campus, the two-story St. Luke's Heath Care Center, which is not a part of the CPMC campus or program, occupies the large lot on the corner of Valencia Street and Tiffany Avenue. Uses farther south along Valencia Street to Mission Street include a stand-alone fast-food restaurant with an adjacent parking lot, auto parts store, and clothing retailer. South along Tiffany Avenue, small-scale and moderate-scale, single-family and multifamily residential uses, which are one to two stories tall, predominate. This residential pattern continues along Duncan Street, which borders the campus to the south, and San Jose Avenue to the southwest; buildings are larger scale and slightly taller, between two and three stories on corner lots. At the corner of San

Jose Avenue and Guerrero Street is Guerrero Park, a newly created pedestrian plaza that was part of the City's Pavement to Parks project.<sup>35</sup>

Guerrero Street is directly west of the St. Luke's Campus and is composed almost entirely of residential uses between 25th Street and Valley Street. Moderate-scale, two- to three-story multifamily residential buildings are typical along this segment of Guerrero Street, with larger scale buildings on corner lots. This pattern continues west along 27th and Cesar Chavez Streets up to Dolores Street in the west. Exceptions west of the St. Luke's Campus include occasional four-story multifamily residential buildings on Cesar Chavez and Dolores Streets.

## 4.1.2 REGULATORY FRAMEWORK

### CITY/LOCAL

The following plans have been adopted as part of the *San Francisco General Plan (General Plan)* and relate to land use for the proposed CPMC LRDP:

- ▶ *Van Ness Area Plan,*
- ▶ *Market & Octavia Neighborhood Plan,*
- ▶ *Mission Area Plan,*
- ▶ *Japantown Better Neighborhood Plan,* and
- ▶ *Mission District Streetscape Plan.*

Please refer to Chapter 3, "Plans and Policies," for a discussion of these plans and their respective applications to the implementation of the proposed LRDP.

## 4.1.3 CUMULATIVE CONDITIONS

This section presents a description of past, present, planned, and foreseeable future projects in the vicinity of the Cathedral Hill, Pacific, Davies, and St. Luke's Campuses, later addressed in Section 4.1.6, "Cumulative Impacts," on page 4.1-66. (The California Campus is excluded because no new development is proposed at this campus.)

### CATHEDRAL HILL CAMPUS

Projects in the vicinity of the proposed Cathedral Hill Campus include the 30-story residential tower at 1333 Gough Street, the 13-story mixed-use building at 1285 Sutter Street, the 28-unit condominium building at 1521 Sutter Street, the two residential buildings (14 and six stories) at 1545 Pine Street, the 14-story mixed-use building at 1634 Pine Street, the 13-story residential mixed-use building at 1581 Bush Street, the six- to eight-

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<sup>35</sup> SF Pavement to Parks. 2010. Guerrero Park. Available: [http://sfpavementtoparks.sfplanning.org/guerrero\\_park.htm](http://sfpavementtoparks.sfplanning.org/guerrero_park.htm). Accessed April 20, 2010

story residential mixed-used building at 1401 California Street, and other potential projects identified in the proposed *Japantown Better Neighborhood Plan*.

### **PACIFIC CAMPUS**

The area surrounding the Pacific Campus is in a developed residential neighborhood. There are no large-scale vacant sites in the campus vicinity that could result in considerable construction in the future. Foreseeable projects in the area could include minor additions and renovations of existing residential buildings.

### **DAVIES CAMPUS**

Planned projects in the area surrounding the Davies Campus include those within the area bounded by Page Street to the north, Fillmore Street and Church Street to the east, 16th Street to the south, and generally along Broderick Street and Buena Vista Terrace to the west. Planned projects involving considerable construction include the six-story, 60-unit mixed-use building at 2175 Market Street; the six-story, 20-unit residential building at 2210 Market Street; and the new three-family residential building at 52 Alpine Terrace. Minor additions and renovations of existing residential structures are also proposed in the area.

### **ST. LUKE'S CAMPUS**

Planned projects in the area surrounding the St. Luke's Campus include the four-story, 60-unit mixed-use building at 3400 Cesar Chavez Street; the five-story, three-unit residential building at 3424 26th Street; the three- to five-story eight-unit residential building at 1491-1495 Valencia Street; and the four-story, four-unit residential building at 353 San Jose Avenue. Other projects include residential projects (the 555 Bartlett Street condominium project), and infrastructure projects such as the *Cesar Chavez Streetscape Improvement Plan*, the *Mission District Area Plan*, and the Cesar Chavez Street Sewer System Improvement Project. Minor additions and renovations of existing structures are also proposed in the area.

## **4.1.4 SIGNIFICANCE CRITERIA**

The thresholds for determining the significance of impacts in this analysis are consistent with the environmental checklist in Appendix G of the State CEQA Guidelines, which has been adopted and modified by the San Francisco Planning Department. For the purpose of this analysis, the following applicable thresholds were used to determine whether implementing the project would result in a significant impact on land use and planning. Implementation of the proposed project would have a significant effect on land use and planning if it would:

- ▶ 4a—physically divide an established community;
- ▶ 4b—conflict with any applicable land use plan, policy, or regulation of an agency with jurisdiction over the project (including but not limited to the general plan, specific plan, local coastal program, or zoning ordinance); or
- ▶ 4c—have a substantial impact upon the existing character of the vicinity.

#### 4.1.5 IMPACT EVALUATIONS

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**IMPACT LU-1**     *The project would not physically divide an established community. (Significance Criterion 4a)*

*Levels of significance:*

- *Cathedral Hill (with or without project variants): Less than significant*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*

## Near-Term Projects

### ◆ Cathedral Hill Campus

The proposed Cathedral Hill Campus would be located within an established community along Van Ness Avenue that includes several neighborhoods. In the campus vicinity, the area west of Van Ness Avenue is within the Western Addition neighborhood, and the area east of Van Ness Avenue is within the Downtown/Civic Center neighborhood. As noted in Section 4.1.1, “Environmental Setting,” smaller communities have developed within these larger neighborhoods. The Cathedral Hill neighborhood, located west of Van Ness Avenue and southwest of the proposed campus, is a busy area characterized by a mix of historic churches, high-density housing, and neighborhood commercial uses. Major roadways, such as Geary Street/Boulevard, Franklin Street, and Gough Street, extend through this neighborhood and further contribute to its busy character. The area directly east of the proposed campus has developed around the segment of Polk Street known as the lower Polk Street corridor. The Tenderloin neighborhood is southeast of the proposed Cathedral Hill Campus, along Polk and Larkin Streets. Both of these neighborhoods are one block from Van Ness Avenue, where smaller streets are more conducive to neighborhood-scale commercial uses and pedestrian activity.

The proposed LRDP involves constructing the Cathedral Hill Hospital and Cathedral Hill MOB, and renovating an existing building (Pacific Plaza Office Building) to become the 1375 Sutter MOB on city blocks separated by busy streets, rather than creating a single campus block. Van Ness Avenue would bisect the campus and separate the Cathedral Hill Hospital and 1375 Sutter MOB (located west of Van Ness Avenue) from the Cathedral Hill MOB (located east of Van Ness Avenue). Post Street, a three-lane, one-way roadway, and the smaller Daniel Burnham Court to the north, lie between the sites of the proposed Cathedral Hill Hospital and the 1375 Sutter MOB. Upon implementation of the LRDP, Cedar Street, which is currently a narrow, one-way street, would become a two-way street west of the Cathedral Hill MOB garage's ramp (see Section 4.5, "Transportation and Circulation"). This proposed change to the street network would not physically divide the existing neighborhoods because Cedar Street would continue to be a small street that is conducive to neighborhood-scale commercial uses and pedestrian activity.

The proposed Cathedral Hill Hospital would replace the existing (and now vacant) Cathedral Hill Hotel building and the 1255 Post Street Office Building, located on a busy block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street, without altering existing uses immediately to the north, south, or west. Immediately east of the proposed hospital site, the area bounded by Cedar Street to the north, Polk Street to the east, Geary Street to the south, and Van Ness Avenue to the west would be occupied by the new Cathedral Hill MOB, under the proposed LRDP. The Cathedral Hill Hotel and 1255 Post Street Office Building both closed in 2009, and the vacant buildings are not currently serving the community. The proposed shift in land use from vacant hotel and office to hospital would not divide an established community, but instead would provide medical services to the community and also serve as a prominent center of activity within the community. The proposed hospital, which would involve employees, patients, and visitors traveling to and from the site 24 hours a day, would fit in with the diverse uses in the area and would be compatible with existing land uses in this busy section of the city along Van Ness Avenue.

The proposed Cathedral Hill MOB would occupy the majority of the block bounded by Cedar Street, Polk Street, Geary Street, and Van Ness Avenue. This building would occupy the western portion of the block, with frontage along Van Ness Avenue (there is no portion of the proposed MOB that has frontage on Polk Street). The community that has developed along the lower Polk Street corridor, directly east of the proposed Cathedral Hill MOB site, actively uses the existing neighborhood commercial area on Polk Street, which includes restaurants, nightclubs, and retail stores. Although the Cathedral Hill MOB would replace seven buildings, some of which have uses similar to those in the lower Polk Street corridor, the new building would not alter existing neighborhood commercial uses on Polk Street. The proposed MOB would be located on the edge of the neighborhood associated with the lower Polk Street corridor and would not affect the community's relationship to or active use of the neighborhood commercial corridor along Polk Street. The new Cathedral Hill MOB would be similar to existing large-scale uses along Van Ness Avenue that do not interfere with businesses within the lower



Polk Street corridor. Similarly, the proposed Cathedral Hill MOB would not alter existing uses in the Tenderloin neighborhood to the southeast (along Polk and Larkin Streets, south of Geary Street). The community's relationship to the existing Tenderloin restaurants, motels, and neighborhood commercial uses would continue with construction of the proposed Cathedral Hill MOB. The Vietnamese businesses that define Little Saigon along Larkin Street would also continue, unaffected by the proposed Cathedral Hill MOB. As with the proposed Cathedral Hill Hospital, the proposed shift in land use from various commercial and residential uses to the Cathedral Hill MOB would serve the existing neighborhoods and would not physically divide them.

The proposed pedestrian tunnel beneath Van Ness Avenue would connect the Cathedral Hill Hospital and the Cathedral Hill MOB internally. No aboveground development related to the tunnel would obstruct Van Ness Avenue, and no changes to the existing street network are proposed with development of the Van Ness Avenue pedestrian tunnel; the tunnel would not physically divide the established community.

The proposed 1375 Sutter MOB, which would be located within the existing Pacific Plaza Office Building at 1375 Sutter Street, would not involve any alterations to the building's exterior. The proposed shift in land use from a mix of general office and medical uses to entirely medical office uses would serve the existing surrounding neighborhoods and the city, and would not physically divide them. Because the building's exterior would not change and general office uses and medical office uses are similar, the effects of this shift in land uses on the established community would be minimal.

Although the proposed Cathedral Hill Campus would change some of the existing land uses and the existing street network in the area, and increase the density and intensity of development, it would include several features that would help improve the pedestrian environment and facilitate connections between the proposed Cathedral Hill Campus and the surrounding community. Widened sidewalks along Van Ness Avenue, Geary Boulevard/Geary Street, Franklin Street, and Post Street would help improve pedestrian circulation in the area surrounding the proposed Cathedral Hill Hospital. The lighting treatment that is proposed for the northeast corner of the Cathedral Hill Hospital building near the corner of Post Street and Van Ness Avenue is intended to create a façade that is activated both during the day and at night. Vehicular entrances and drop-off zones serving the proposed Cathedral Hill Hospital would be *portes cochères*<sup>36</sup> and these are intended to create inviting entries for hospital users and other pedestrians. The proposed Emergency Department drop-off zone (off of Franklin Street) would be designed to be more like a pedestrian plaza for hospital uses than a vehicular drive-through area. Similarly, the Cathedral Hill MOB would have passenger drop-off zones on Cedar Street and on Van Ness Avenue.

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<sup>36</sup> Roofed structures extending from the entrance of a building over an adjacent driveway and sheltering those getting in or out of vehicles.

The west end of Cedar Street near Van Ness Avenue would serve as an entry plaza for the Cathedral Hill MOB, with a curbless drop-off area defined by tactile warning tiles<sup>37</sup> and lighted bollards.<sup>38</sup> Concrete or special paving is being considered that would extend from the north side of the Cathedral Hill MOB to the existing Concordia Club building (1142 Van Ness Avenue) north of Cedar Street. New public spaces, such as the entry plazas proposed for the new hospital and Cathedral Hill MOB, are expected to improve the pedestrian environment in this busy, high-density area of the city. Interior renovations of the 1375 Sutter MOB would not change the existing vehicular or pedestrian circulation patterns in the vicinity of the proposed campus.

The proposed Cathedral Hill Campus would provide medical services and also serve as a prominent center of activity within the community; it would not physically divide or disrupt an established community. Therefore, **this impact would be less than significant.**

**Cathedral Hill Campus with No Van Ness Avenue Pedestrian Tunnel Variant:** The proposed pedestrian tunnel beneath Van Ness Avenue would be eliminated from the Cathedral Hill Campus under this project variant. With the tunnel eliminated, a larger number of doctors, visitors, and patients who would otherwise use the tunnel would cross Van Ness Avenue at the Post Street or Geary Boulevard/Geary Street intersection to travel between the proposed Cathedral Hill Hospital and Cathedral Hill MOB, but this would not physically divide or disrupt the established community. **This impact would be less than significant.**

**Cathedral Hill Campus with Two-Way Post Street Variant:** The Two-Way Post Street Variant is being studied to provide flexibility to allow vehicles exiting the Cathedral Hill Hospital onto Post Street the option of traveling westbound or eastbound. The Two-Way Post Street Variant would create two-way vehicular access on Post Street between Van Ness Avenue and Gough Street. Entry points into the Cathedral Hill Hospital and Cathedral Hill MOB would be similar to the entry points under the proposed near-term LRDP projects at this campus, with the exception of the Post Street entrance to the hospital. Because Post Street would become a two-way street under the Two-Way Post Street Variant, vehicular access to the hospital from Post Street would be available to both eastbound traffic (similar to the access under the proposed near-term projects) and westbound traffic (via a left- turn into the hospital). Vehicular exit points from the Cathedral Hill Hospital and Cathedral Hill MOB would remain similar to those under the LRDP projects as proposed. This proposed change to the street network under the Two-Way Post Street Variant would not physically divide the existing neighborhood because Post Street would continue to be conducive to neighborhood-scale commercial uses and pedestrian activity. **This impact would be less than significant.**

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<sup>37</sup> Studded surface treatments installed to assist the visually impaired.

<sup>38</sup> Outdoor security lights mounted on small poles.

**Cathedral Hill Campus with MOB Access Variant:** The MOB Access Variant is being studied to provide flexibility, particularly if the proposal to change Cedar Street to two-way west of the MOB driveways is not approved. Under the MOB Access Variant, Cedar Street would maintain the one-way eastbound restriction. Vehicular entry points to the Cathedral Hill MOB would be located along Cedar Street (eastbound traffic) and Geary Street (westbound traffic). Vehicular exit points for the MOB would be located at Cedar Street (eastbound exit) and Geary Street. There would be no change to the Cathedral Hill Hospital egress or ingress from the proposed near-term projects; i.e., the Cathedral Hill Hospital driveway onto Post Street would be configured to allow right-in/right-out only access from Post Street (i.e., Post Street would remain eastbound east of Gough Street). Access from Geary Street would be ingress-only for the Cathedral Hill Hospital and both ingress and egress for the MOB. Emergency egress onto Geary Street would be allowed at the hospital. All driveways would be single lanes, and access from Geary Street would be allowed using a revocable curb cut permit. The MOB Access Variant would not physically divide the existing neighborhood, because Cedar Street would continue to maintain the one-way eastbound restriction that exists under current conditions and would continue to be conducive to neighborhood-scale commercial uses and pedestrian activity. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies Campus

Development proposed for the Davies Campus under the LRDP would occur within the existing campus, which is located in the Duboce Triangle area. The campus occupies an entire city block that is bounded by Duboce Avenue to the north, Noe Street to the east, 14th Street to the south, and Castro Street to the west. The existing land uses surrounding the campus are primarily residential, with the exception of Duboce Park to the north and some neighborhood commercial uses, such as corner grocers and cafes.

As stated in Section 2.5.2, “Proposal for the Davies Campus” (page 2-143), the proposed four-story Neuroscience Institute building would be constructed on the portion of the Davies Campus currently occupied by a surface parking lot at the corner of Noe Street and Duboce Avenue (Figure 2-45, “Davies Campus—Proposed Site Plan,” page 2-155). Although the land use would shift from parking to medical uses, the facility would not introduce an entirely new land use to this medical campus. The proposed Neuroscience Institute building would be located within the existing Davies Campus boundaries and would not physically divide or disrupt an established community.

The design of the Davies Campus under the proposed LRDP includes features that are intended to improve the campus’s relationship to the surrounding neighborhood by providing a transition between the existing, large-scale

concrete buildings on campus and the neighborhood's smaller-scale residential buildings. Along the west side of Noe Street, the proposed Neuroscience Institute building would be three stories in height, similar to the scale of the existing two- and three-story buildings directly to the east across Noe Street. The first floor of the proposed Neuroscience Institute building would be enclosed by a glass wall. The building's second and third floors would be clad in wood siding and would incorporate vertically oriented windows, the pattern of which would relate to the medical campus's existing buildings and the windows on surrounding residences. The fourth floor would be set back from both Noe Street and Duboce Avenue and would be enclosed by a glass wall. The existing Noe Street sidewalk along the campus would be widened by approximately 7 feet, and a new publicly accessible entry plaza would be constructed immediately south of the proposed Neuroscience Institute building, extending into the sidewalk space. The plaza would incorporate varying pavement surfaces, plantings, and trees. East of the campus, the widened sidewalk would also receive improved surfaces, plantings, and new trees. In addition to these features, the proposed Neuroscience Institute building would include a retail pharmacy that would serve the surrounding neighborhood and the campus.

The proposed Neuroscience Institute building would be located entirely within the existing Davies Campus boundaries and would include features that would help improve the campus's relationship to the surrounding neighborhood. Therefore, none of the near-term development plans for the Davies Campus under the proposed LRDP would physically divide an established community. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the near term.

## ◆ St. Luke's Campus

Located in the Mission District, the St. Luke's Campus occupies one city block that is bounded by Cesar Chavez Street to the north, Valencia Street to the east, Duncan Street to the south, and San Jose Avenue to the west. The campus also contains a surface parking lot west of San Jose Avenue that occupies a portion of the block that is generally bounded by Cesar Chavez Street to the north, San Jose Avenue to the east, 27th Street to the south, and Guerrero Street to the west.

Directly north of the St. Luke's Campus, across Cesar Chavez Street, exist a mix of residential and commercial uses. A local branch of the Salvation Army and a pharmacy front the northern half of Cesar Chavez Street between Guerrero Street and Valencia Street. Just east of the campus is a surface parking lot and other commercial uses, including an auto parts store, nail salon, and City-run career center. Immediately south and west of the campus are mainly single-family and multifamily residential uses.

Construction at the St. Luke's Campus would occur entirely within the existing campus footprint. Construction of the St. Luke's Replacement Hospital would require the City to vacate the section of San Jose Avenue between

Cesar Chavez Street and 27th Street and to relocate existing utilities within the San Jose Avenue right-of-way. This segment of San Jose Avenue has been closed to the public under an encroachment permit since 1968 and currently operates as an internal street used primarily for CPMC staff parking, so existing vehicular traffic patterns would not be affected. However, this segment of San Jose Avenue currently provides through access to Cesar Chavez Street for pedestrians. Bicycle access has been available occasionally through the years because CPMC has closed the Cesar Chavez end of San Jose Avenue with a chain to prevent vehicular access. Under the proposed LRDP, a portion of the St. Luke's Replacement Hospital would be constructed on the existing 3615 Cesar Chavez Street surface parking lot as well as on this section of San Jose Avenue (see Figure 2-59, "St. Luke's Campus—Proposed Site Plan," page 2-197). Under the LRDP, a staircase would be constructed along the right-of-way between the St. Luke's Replacement Hospital and the MOB/Expansion Building to maintain a public pedestrian connection between Cesar Chavez Street and 27th Street. This staircase would also be open to bicyclists wishing to carry their bicycles up or down the staircase and through the campus. Therefore, although construction of the St. Luke's Replacement Hospital would alter the existing configuration of the segment of San Jose Avenue between Cesar Chavez and 27th Streets, pedestrian and bicycle access would be provided as under existing conditions. Although the land use would shift from parking to medical uses, the LRDP development at the St. Luke's Campus including the Replacement Hospital would not introduce a new land use to the campus that would alter the campus's relationship to the surrounding neighborhood.

Construction of the MOB/Expansion Building at the St. Luke's Campus would occur at the site of the existing St. Luke's Hospital tower. Other potential projects (e.g., removing the MRI Trailer and enclosed passageway connecting the trailer to the 1912 Building) would likewise take place entirely within the existing campus footprint. As with the St. Luke's Replacement Hospital, the proposed MOB/Expansion Building would not introduce a new land use to the campus that would alter the campus's relationship to the surrounding neighborhood. Because the existing St. Luke's Hospital tower would be functional until construction of the St. Luke's Replacement Hospital is completed, there would be no disruption to hospital service to the community at large. Therefore, none of the near-term development proposed for the St. Luke's Campus under the LRDP would physically divide or disrupt an established community. **This impact would be less than significant.**

**St. Luke's Campus with Alternate Emergency Department Location Variant:** With implementation of this project variant, the Emergency Department and ambulance bay for the St. Luke's Replacement Hospital would be relocated to Cesar Chavez Street (i.e., at the location of the replacement hospital's loading dock under the proposed LRDP). CPMC would seek an "emergency access only" cut-through to the Cesar Chavez Street median to allow emergency vehicles to make left turns into the ambulance bay at the Emergency Department. A walk-in entrance to the Emergency Department would be located at the northeast corner of the St. Luke's Replacement Hospital on the first floor, and the loading dock would be located at the southwest corner of the second floor. Service vehicles would enter the loading dock from 27th Street. Although the cut-through to the Cesar Chavez

Street median would introduce left turns along a segment of the street where they do not currently occur, only emergency vehicles would be allowed to make the left turn, so traffic patterns in the existing street network and in the neighborhood are not expected to be substantially affected. Please see Section 4.5, “Transportation and Circulation”, for further discussion of traffic impacts associated with this project variant. The alternate Emergency Department location would reconfigure the campus, but it would not introduce new land uses to the campus and would not physically divide or disrupt the established community. Furthermore, the cut-through to the Cesar Chavez Street median would not result in a substantial change to the traffic patterns in the neighborhood. Therefore, this impact would be similar to the impact described above. **This impact would be less than significant.**

**St. Luke’s Campus with Cesar Chavez Street Utility Line Alignment Variant:** With implementation of this project variant, a more direct alignment (out to Valencia Street) would be used for the realigned storm sewer and electrical utilities currently located within the San Jose Avenue right-of-way than under the proposed LRDP for the St. Luke’s Campus (Figure 2-61, “St. Luke’s Campus Variant 2—Cesar Chavez Street Utility Line Alignment Variant,” page 2-201). The relocated storm-sewer utilities would connect with the City’s Cesar Chavez Storm Sewer Upgrade Project, operated by the San Francisco Department of Public Works (DPW). This project variant would shift the location of utility lines; however, these utilities would be located underground, with no aboveground change, and no change to the existing street network. Therefore, implementation of this project variant would not physically divide or disrupt an established community. Thus, this impact would be similar to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke’s Campus in the near term.

## Long-Term Projects

In the interim period before design of the long-term projects is completed, thresholds of significance could change or the project design and siting could be substantially revised. Accordingly, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, after more detailed design information is available; this subsequent environmental review would take into account any changes in the environmental setting that could affect the significance determination. However, impacts for long-term projects are presented below based on the current proposal.

### ◆ Pacific Campus

Development at the Pacific Campus under the proposed LRDP would occur within the existing campus, which is located in the Pacific Heights neighborhood. The campus is surrounded by small-scale and moderate-scale residential and neighborhood commercial uses, the latter located primarily along Fillmore Street. The main

campus block is bounded by Washington, Buchanan, Sacramento, and Webster Streets. The remainder of the campus occupies portions of surrounding blocks and is integrated into the surrounding neighborhood.

Washington, Buchanan, Sacramento, and Webster Streets are generally small, residential streets that facilitate pedestrian access and connectivity to commercial activity on Fillmore Street. California Street, along the campus's southern edge, is a four-lane roadway that accommodates higher volumes of vehicular traffic.

As stated in Section 2.3.2, "Proposal for the Pacific Campus" (page 2-114), the proposed LRDP calls for renovation of existing buildings and demolition and construction of new buildings within the Pacific Campus, with a shift of the acute-care and Emergency Department functions to the proposed Cathedral Hill Campus and reconfiguration of the existing on-campus medical uses to establish the new Ambulatory Care Center (ACC) at this campus. Four buildings (plus the Clay Street Tunnel) currently on the Pacific Campus would be demolished under the proposed LRDP: the Stanford Building (2351 Clay Street), 2324 Sacramento Street Clinic, Annex MOB (2340–2360 Clay Street), and Gerbode Research Building (2200 Webster Street). A new ACC Addition and two new parking garages—the Webster Street/Sacramento Street Underground Parking Garage and North-of-Clay Aboveground Parking Garage—would replace these demolished buildings. The existing 2333 Buchanan Street Hospital and currently vacant 2018 Webster Street building would also be renovated and converted to a new ACC and administrative offices, respectively.

As noted in Section 4.1.1, "Environmental Setting" (page 4.1-1), medical uses have existed at the Pacific Campus since the 19th century. Under the proposed LRDP, CPMC would reconfigure the campus and shift acute-care and Emergency Department functions to the proposed Cathedral Hill Campus; however, medical institutional uses would continue and new uses would not be introduced to the campus. Renovation and construction would occur entirely within the existing campus boundaries and would not physically divide the established community. Although the new ACC Addition and North-of-Clay Aboveground Parking Garage would be taller than the existing buildings to be replaced, they would not alter the surrounding residential, commercial, or other uses (e.g., the University of the Pacific's Arthur A. Dugoni School of Dentistry, Congregation Sherith Israel). New and relocated access points (mainly along Campus Drive and Clay Street) proposed for the Pacific Campus would change the current street network and circulation patterns, but this would facilitate rather than restrict access to the reconfigured campus, and the traffic patterns in the surrounding neighborhood would not be substantially affected (see Section 4.5, "Transportation and Circulation"). The street network would otherwise remain intact and would continue to allow vehicular and pedestrian access in the area surrounding the campus.

As stated previously, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, after more detailed design information is available. Mitigation would be provided if needed to reduce any significant impacts to a less-than-significant level. Therefore, it is anticipated

that none of the development plans for the Pacific Campus under the proposed LRDP would physically divide the established community. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

In the long term under the LRDP, the existing 290-space parking garage at 14th and Castro Streets would be demolished and a new MOB (the proposed Castro Street/14th Street MOB) would be constructed on the parking garage site to meet the future need for medical office space at the Davies Campus. The three-story Castro Street/14th Street MOB would contain medical offices, lobby space, and mechanical and electrical spaces, and would include four levels of parking with 490 parking spaces.

Like the proposed Neuroscience Institute building, the proposed Castro Street/14th Street MOB would be constructed within the existing campus boundaries. Although this long-term project would shift land use on the southwest portion of the campus from parking to medical uses, the proposed MOB would not introduce a new land use to the campus and thus would not change the campus's relationship to the surrounding neighborhood.

As stated previously, however, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, after more detailed design information is available. Mitigation would be provided if needed to reduce any significant impacts to a less-than-significant level. Therefore, it is anticipated that the long-term development plans for the Davies Campus under the proposed LRDP would not physically divide the community. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

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<b>IMPACT LU-2</b>	<i>The project would not conflict with any applicable land use plan, policy, or regulation of an agency with jurisdiction over the project. (Significance Criterion 4b)</i>
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*Levels of Significance:*

- *Cathedral Hill (with or without project variants): Less than significant*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*



## Near-Term Projects

### ◆ Cathedral Hill Campus

Applicable plans that direct or regulate development on the site of the proposed Cathedral Hill Campus include the VNAP of the *General Plan* and the Planning Code. Section 2.2.4, “Required Project Approvals for the Cathedral Hill Campus,” beginning on page 2-43 in Chapter 2, “Project Description,” discusses required project approvals for the proposed Cathedral Hill Campus.

The proposed Cathedral Hill Campus would be constructed within the area covered by the VNAP, which does not specifically encourage medical centers but does encourage high-density mixed-use development, including nonresidential uses in the Cathedral Hill Campus area. The proposed Cathedral Hill Hospital would exceed the currently applicable height and bulk limits for the site, as described previously in this section. The proposed LRDP project approvals would include an amendment to the VNAP to request creation of a new Van Ness Medical Center District (Subarea 4) (see Appendix C for amendment to VNAP map), as discussed in Section 2.2.4, “Required Project Approvals for the Cathedral Hill Campus” (beginning on page 2-43). The subarea, if allowed by decision-makers, would allow medical uses at the proposed Cathedral Hill Hospital and Cathedral Hill MOB sites and would create a new 265-V Height and Bulk District to accommodate the proposed height of the hospital. The VNAP amendment would also exempt medical uses within Subarea 1A from the required development of residential uses at a certain ratio (35 sq. ft. of residential use for every 15 sq. ft. of nonresidential uses) along Van Ness Avenue and would increase the current allowable floor area ratio (FAR) of 7.0:1 to an FAR of 9:1.

The proposed VNAP amendment would be accompanied by corresponding changes to the Planning Code, including the creation of a new Van Ness Medical Institution subdistrict within the existing Van Ness SUD. This new subdistrict would be located on two different blocks: both the site of the proposed Cathedral Hill Hospital and the site of the proposed Cathedral Hill MOB (see Appendix C for new subdistrict map). This new subdistrict would allow medical institution use (medical center) as a CU, modify residential requirements (development of 3 sq. ft. of residential uses for every 1 sq. ft. of nonresidential development) applicable to nonresidential uses, and increase the maximum FAR to 9:1. The Height and Bulk District map (see Appendix C for the Height and Bulk District changes for the VNAP Map 2) would be amended to reclassify the block that composes the site of the proposed Cathedral Hill Hospital from the 130-V Height and Bulk District to a 265-V Height and Bulk District, which would allow a maximum building height of 265 feet.

The project approvals would include CU authorization for a Planned Unit Development (PUD) for the proposed Cathedral Hill Hospital and Cathedral Hill MOB in an RC-4 zoning district, to allow buildings taller than 40 feet

within the Van Ness SUD, and an exception from the minimum off-street loading space dimension. The proposed project would also require CU authorization to exceed the allowable parking, as allowed under Planning Code Section 151, for accessory parking at the Cathedral Hill Hospital. The Cathedral Hill MOB would also require Proposition M office allocation findings under Planning Code Sections 321 and 322, which would allow development of office space. With the proposed LRDP, CPMC would convert and demolish the existing 20 residential hotel units at the proposed MOB site under Chapter 41 of the Administrative Code (which requires 1:1 replacement of the residential hotel units). The Cathedral Hill Campus development would also require lot merger subdivision approvals.

Conversion of the existing Pacific Plaza Office Building into the 1375 Sutter MOB would consist of only interior renovation. The converted 1375 Sutter MOB would comply with the existing zoning and height and bulk limits for the site. Project approvals for this building would include CU authorization to allow excess parking at the Cathedral Hill Hospital to accommodate a parking deficiency at the 1375 Sutter MOB and an exception from independently accessible parking requirement to allow valet parking.

The proposed Van Ness Avenue pedestrian tunnel would require an encroachment permit for construction and a long-term lease agreement with the California Department of Transportation (Caltrans) for long-term occupancy of subsurface right-of-way under Van Ness Avenue. The proposed pedestrian tunnel would require approval from DPW, Caltrans District 4, and the San Francisco Board of Supervisors. This component of the proposed Cathedral Hill Campus, if approved, is not expected to conflict with land use plans, policies, or regulations because it would not entail any aboveground development or change in existing circulation patterns.

The amendments to the *General Plan's* VNAP and amendments to the Planning Code text and zoning and height and bulk district maps; the PUD and CU authorizations; and other approvals, as discussed above, are part of the proposed LRDP. Therefore, if they are approved by decision-makers, the proposed LRDP would be consistent with the applicable plans and policies. The proposed LRDP at the Cathedral Hill Campus with the requested amendments and approvals would therefore not conflict with any applicable land use plan, policy, or regulation. **This impact would be less than significant.**

**Cathedral Hill Campus with No Van Ness Avenue Pedestrian Tunnel Variant:** Eliminating the proposed pedestrian tunnel beneath Van Ness Avenue from near-term projects under this project variant for the Cathedral Hill Campus would not result in any conflict with land use plans, policies, or regulations. Therefore, this impact would be similar to the impact described above. **This impact would be less than significant.**

**Cathedral Hill Campus with Two-Way Post Street Variant:** The Two-Way Post Street Variant is being studied to provide flexibility to allow vehicles exiting the Cathedral Hill Hospital onto Post Street the option of traveling westbound or eastbound. The Two-Way Post Street Variant would create two-way vehicular access on

Post Street between Van Ness Avenue and Gough Street. The City would need to approve the change in operation of Post Street to two-way traffic. Assuming that these approvals are granted, this variant would not result in any conflict with land use plans, policies, or regulations. Therefore, this impact would be similar to the impact described above. **This impact would be less than significant.**

**Cathedral Hill Campus with MOB Access Variant:** The MOB Access Variant is being studied to provide flexibility, particularly if the proposal to change Cedar Street to two-way west of the Cathedral Hill MOB driveways is not approved. Under the MOB Access Variant, Cedar Street would maintain the one-way eastbound restriction. Vehicular entry points to the Cathedral Hill MOB would be located along Cedar Street (eastbound traffic) and Geary Street (westbound traffic). This variant would not result in any conflict with land use plans, policies, or regulations. Therefore, this impact would be similar to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies Campus

Applicable plans that direct or regulate development on the Davies Campus include the *General Plan* and the Planning Code. Section 2.5.4, “Required Project Approvals for the Davies Campus,” on page 2-151 in Chapter 2, “Project Description,” discusses required project approvals for the Davies Campus.

Implementation of the proposed LRDP at the Davies Campus would not conflict with any applicable land use plan, policy, or regulation in the near term. The proposed Neuroscience Institute building would be constructed within the existing campus boundaries, in an area that is zoned RH-3 and allows medical uses. The proposed 40-foot-tall building would be within the 65-D Height and Bulk District, which permits building heights up to 40 feet; the “D” bulk designation allows a maximum building length of 110 feet and a maximum diagonal building dimension of 140 feet for portions of buildings above 40 feet tall. The proposed building would require CU authorization to modify an existing PUD for addition of a new medical building to a previously approved PUD. It would also require a rear-yard exception and exception from independently accessible off-street parking requirements to allow for valet parking. If these changes to the existing entitlements are approved, the near-term development at the Davies Campus under the proposed LRDP would be consistent with the relevant City plans and policies.

No area plan or specific plan applies to the Davies Campus; however, the *Market & Octavia Neighborhood Plan* area is located directly north and east of the campus along Duboce Avenue and Noe Street. Although the Davies Campus is not within the plan area, the proposed LRDP’s near-term plans for the campus are compatible with that

plan's policies related to creating an open space network and enhancing the pedestrian environment. Creating new open space adjacent to the proposed Neuroscience Institute building would complement the plan's goal of providing open space improvements, particularly because the new open space would be located directly south of Duboce Park. As described in Section 2.5.2, "Proposal for the Davies Campus" (page 2-143), the proposed landscape improvements along the eastern edge of the Davies Campus (i.e., the planting of approximately 35 new trees and new sidewalk paving) would also improve the pedestrian environment. Therefore, the proposed near-term project at the Davies Campus would not conflict with any applicable land use plan, policy, or regulation. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the near term.

## ◆ St. Luke's Campus

Applicable plans that direct or regulate development on the St. Luke's Campus include the *General Plan* and the Planning Code. Section 2.6.4, "Required Project Approvals for the St. Luke's Campus," on page 2-191 in Chapter 2, "Project Description," discusses required project approvals for the St. Luke's Campus.

Near-term development plans proposed for the St. Luke's Campus under the LRDP focus on constructing the St. Luke's Replacement Hospital and MOB/Expansion Building. The proposed St. Luke's Replacement Hospital would replace the existing St. Luke's Hospital tower and would be constructed on the site of the existing surface parking lot that occupies the eastern half of the block bounded by Cesar Chavez Street, San Jose Avenue, and 27th Street. After the demolition of the existing St. Luke's Hospital tower, the proposed MOB/Expansion Building would be constructed on the site of the demolished hospital.

The proposed St. Luke's Replacement Hospital would be approximately 99 feet in height and would exceed the current height and bulk limits of the new hospital site (currently zoned 65-A), described previously in this section. An amendment to the *General Plan* map (see Appendix C for *General Plan* Map 4) would be required to increase the maximum allowable height for development to 105 feet to permit development of the new hospital in the area on campus that is bounded by Cesar Chavez Street, Valencia Street, 27th Street, and the 1912 Building. This *General Plan* amendment would also necessitate text changes to the Planning Code, to reclassify the area that includes the St. Luke's Replacement Hospital site as a 105-E Height and Bulk District, which would allow a maximum building height of 105 feet. The proposed MOB/Expansion Building would be 100 feet tall and would comply with the existing 105-E Height and Bulk District classification that is applicable to the portion of the campus where the proposed MOB/Expansion Building would be developed.

The near-term projects proposed for the St. Luke's Campus would require CU authorization to modify the existing PUD to allow for medical uses in the RH-2 District, exceptions to rear-yard requirements and height and

bulk restrictions for buildings taller than 40 feet in the RH-2 District, and an exemption from off-street parking requirements to allow valet and off-site parking during the interim period until completion of the St. Luke's Replacement Hospital. Construction of the St. Luke's Replacement Hospital would also require the City's approval of a street vacation of the portion of San Jose Avenue between Cesar Chavez Street and Duncan Street, CPMC's acquisition of the vacated street area, and the relocation of existing on-campus utilities within the San Jose Avenue right-of-way. As discussed in Section 2.6.4, "Required Project Approvals for the St. Luke's Campus" (page 2-191), the LRDP development on this campus would require a *General Plan* (consistency) referral and lot merger in compliance with the Subdivision Map Act and the San Francisco Subdivision Code.

The adopted *Mission Area Plan*'s land use policies and zoning do not apply to the St. Luke's Campus. The boundaries of the plan extend north-south from Division Street to Cesar Chavez Street and east-west from Potrero Avenue to Guerrero Street. St. Luke's Campus is adjacent to but outside of the plan area. However, the campus is in a mixed-use area, and implementation of the proposed LRDP would not interfere or directly conflict with this area plan's adopted plans and policies, which seek to strengthen the neighborhood's residential, commercial, and industrial uses.

The proposed *Mission District Streetscape Plan*, currently in the planning stages, encompasses an area that includes the St. Luke's Campus.<sup>39</sup> The design framework of the proposed *Mission District Streetscape Plan* does not propose any improvements within the St. Luke's Campus; however, it identifies a potential new public space and gateway plaza at the intersection of Valencia and Mission Streets, one block southeast of the campus. All construction and demolition under the proposed LRDP would occur within the existing St. Luke's Campus. Implementing the LRDP would not alter the southeastern corner of the St. Luke's Campus, which is closest to the new public space and gateway plaza proposed under the *Mission District Streetscape Plan*. Furthermore, the proposed LRDP would create a "campus plaza," open space that would serve as an entrance between the St. Luke's Replacement Hospital and MOB/Expansion Building, creating a connection to the *Mission District Streetscape Plan*'s streetscape improvements. CPMC is also working with the City to ensure consistency of the LRDP at the St. Luke's Campus with the open space and streetscape improvements underway on Valencia Street. Therefore, the proposed LRDP would not conflict with the proposed *Mission District Streetscape Plan*'s draft policies encouraging the creation of improved streetscapes and public realm areas. Please refer to Section 4.5, "Transportation and Circulation", for a discussion of the proposed LRDP's street improvements and a discussion of pedestrian and bicycle access.

The *General Plan* amendments and Planning Code text and map amendments, the PUD and CU authorizations, and other approvals described above are proposed as part of development at the St. Luke's Campus under the

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<sup>39</sup> San Francisco Planning Department. 2009. Preliminary Mitigated Negative Declaration for the *Mission District Streetscape Plan*. San Francisco, CA. Available: [http://www.sf-planning.org/ftp/files/MEA/Final\\_042810\\_PMDSP\\_2PM.pdf](http://www.sf-planning.org/ftp/files/MEA/Final_042810_PMDSP_2PM.pdf). Accessed June 15, 2010.

proposed LRDP. Therefore, if these amendments and authorizations are approved, the LRDP would be consistent with the relevant amended plans and policies, and implementing the LRDP at the St. Luke's Campus would not conflict with any applicable land use plan, policy, or regulation. **This impact would be less than significant.**

**St. Luke's Campus with Alternate Emergency Department Location Variant:** With implementation of this project variant (Figure 2-60, "St. Luke's Campus Variant 1—St. Luke's Alternate Emergency Department Location," page 2-199) at the St. Luke's Campus, the Emergency Department and ambulance bay for the St. Luke's Replacement Hospital would be relocated to be near Cesar Chavez Street, rather than near 27th Street as under the proposed LRDP. The loading dock would be moved to the southwest corner of the hospital, instead of the northwest corner of the new replacement hospital as under the LRDP. These changes would require City approval of an "emergency access only" cut-through to the Cesar Chavez Street median to allow emergency vehicles to make left turns into the ambulance bay at the Emergency Department. However, the location and footprint of the proposed St. Luke's Replacement Hospital would be the same under this variant as under the proposed LRDP. For the same reasons as discussed above, this project variant, if approved, would not conflict with plans, policies, or regulations. Therefore, **this impact would be less than significant.**

**St. Luke's Campus with Cesar Chavez Street Utility Line Alignment Variant:** With implementation of this project variant (Figure 2-61, "St. Luke's Campus Variant 2—St. Luke's Cesar Chavez Street Utility Line Alignment," page 2-201), a more direct realignment (out to Valencia Street) would be used for the realigned storm sewer and electrical utilities currently located within the San Jose Avenue right-of-way than under the near-term projects proposed for the St. Luke's Campus under the LRDP. Under this variant, the relocated storm-sewer utilities would better connect with the City's proposed new Cesar Chavez Storm Sewer Upgrade Project. Implementation of the proposed LRDP at the St. Luke's Campus, if approved with this variant related to the utility realignment, would not conflict with plans, policies, or regulations. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

## Long-Term Projects

In the interim period before design of the long-term projects is completed, thresholds of significance could change or the project design and siting could be substantially revised. Accordingly, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, after more detailed design information is available; this subsequent environmental review would take into account any changes in the environmental setting that could affect the significance determination. However, impacts for long-term projects are presented below based on the currently proposed projects.

## ◆ Pacific Campus

Applicable plans that direct or regulate development on the Pacific Campus include the *General Plan* and the Planning Code. Section 2.3.4, “Required Project Approvals for the Pacific Campus,” on page 2-119 in Chapter 2, “Project Description,” discusses required project approvals for the Pacific Campus.

In the long term, the proposed LRDP would continue and expand existing medical uses at the existing Pacific Campus, converting it to CPMC’s primary outpatient-care campus north of Market Street. Long-term development under the proposed LRDP includes the renovation of two existing buildings to create a new ACC and administrative offices. The demolition of four existing buildings would make way for construction of the new ACC Addition, North-of-Clay Aboveground Parking Garage, and Webster Street/Sacramento Street Underground Parking Garage. Nearly all changes at the Pacific Campus would occur within existing campus boundaries and would be compatible with the current zoning (RM-1 and RM-2) for the campus, which permits medical uses under Planning Code Section 209.3; the exception is that nonacute-care medical uses would require a Planning Code text amendment and CU, as described below.

Conversion of the 2333 Buchanan Street Hospital and 2018 Webster Street buildings would maintain the existing building heights; therefore, the renovated buildings would comply with the height and bulk districts for the campus. The proposed 138-foot ACC Addition and 85-foot North-of-Clay Aboveground Parking Garage would be located within the 160-F Height and Bulk District and would require CU authorization to construct over 40 feet in height. The proposed Webster Street/Sacramento Street Underground Parking Garage would be entirely below ground and, therefore, would comply with the applicable height and bulk district limits.

Planning Code Section 209.3 allows medical use as a conditional use in a residential (R) district (if inpatient care is the primary use). Once the major acute-care functions (most of which are inpatient care) at the Pacific Campus are relocated to the proposed Cathedral Hill Hospital under the proposed LRDP, an amendment to the Planning Code and CU authorization would be required to continue operating the previously approved medical center use without the accompanying primary acute-care uses at the Pacific Campus.

The Pacific Campus is not located within the boundaries of any area plan or specific plan, although it is directly north of the proposed *Japantown Better Neighborhood Plan* area. Because the Pacific Campus is beyond the boundaries of this plan area, development at this campus under the proposed LRDP would not be affected by any land use or zoning changes that could result from adoption of the proposed *Japantown Better Neighborhood Plan*. The proposed LRDP would result in reconfiguration of medical uses that have existed at the Pacific Campus for 151 years; most of the inpatient acute-care medical services would be converted to outpatient or other non-inpatient uses. This would not conflict with the proposed *Japantown Better Neighborhood Plan*, particularly because the campus is not in the plan area.

In general, implementation of long-term development at the Pacific Campus under the LRDP would be consistent with the *General Plan*. Text amendments to the Planning Code and CU are proposed as part of the project.

Therefore, if these changes are approved, the long-term development proposed for the Pacific Campus would be consistent with the relevant plans and policies. As stated previously, however, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, once more detailed information is available. Any additional conflicts with land use plans, policies, and regulations arising from more specific, project-level design issues related to long-term project components at the Pacific Campus would also be addressed in the future, during detailed project-level planning. Mitigation would be included if needed to reduce any significant impacts to a less-than-significant level. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

Long-term development at the Davies Campus under the proposed LRDP would focus on construction of the proposed Castro Street/14th Street MOB. The existing Castro Street/14th Street Parking Garage would be demolished to make way for the proposed MOB, which would be constructed on the site of the former parking garage. The new building would comply with the existing zoning (RH-3) for the campus, which allows medical uses. The proposed three-story MOB would be in the 65-D Height and Bulk District, which would allow the 45-foot-tall building with a CU. Based on the initial massing studies for the proposed Castro Street/14th Street MOB, it does not appear that this building would require any amendments to the *General Plan* or Planning Code height and bulk maps. The Davies Campus is not located within the boundaries of any area plan or specific plan.

In general, implementation of long-term development at the Davies Campus under the LRDP would be consistent with the *General Plan*. As stated previously, however, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, once more detailed information is available. Any potential conflicts with land use plans, policies, or regulations arising from more specific, project-level design issues related to long-term project components at the Davies Campus would be addressed in the future, during project-level planning. Mitigation would be provided if needed to reduce any significant impacts to a less-than-significant level. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.



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**IMPACT**     *The project would not have a substantial impact on the existing character of the vicinity.*  
**LU-3**         *(Significance Criterion 4c)*

*Levels of Significance:*

- *Cathedral Hill (with or without project variants): Less than significant*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*

## **Near-Term Projects**

### **◆ Cathedral Hill Campus**

In the near term, demolition of the existing Cathedral Hill Hotel, the 1255 Post Street Office Building, and the seven buildings currently on the site of the Cathedral Hill MOB and construction of the proposed Cathedral Hill Campus buildings would intensify uses on the existing area designated for Cathedral Hill Campus development, with a net increase of approximately 905,000 sq. ft. of new space. Medical uses would increase by approximately 634,000 sq. ft., and the remaining approximately 271,000 sq. ft. would be dedicated to new structured parking for medical uses. Although there would be an increase in medical uses on the Cathedral Hill Campus, medical uses currently exist on portions of the campus and in the project vicinity. The proposed LRDP would not introduce an entirely new land use to the existing neighborhood, which is already diverse. The campus currently provides about 68,000 sq. ft. for medical uses at the Pacific Plaza Office Building (site of the proposed 1375 Sutter MOB) and the Geary Street Clinic at 1040–1052 Geary Street (part of the site of the proposed Cathedral Hill MOB). Additional medical uses, including an oral surgery center and skin institute, exist in the campus vicinity directly north of the site of the proposed Cathedral Hill Hospital (at One Daniel Burnham Court). Farther north of the Cathedral Hill Hospital, at the northeast corner of Sutter and Franklin Streets, and directly south of the site of the proposed Cathedral Hill Hospital (at the southeast corner of Geary Boulevard and Franklin Street), are other medical uses. Therefore, the proposed Cathedral Hill Campus would not be out of character with existing land uses in the vicinity.

Construction and operation of the proposed Cathedral Hill Campus would substantially expand the existing medical uses at the 1375 Sutter and Cathedral Hill MOB sites (as discussed above), and it would eliminate space for certain existing residential, residential hotel, hotel, commercial, general office, and light industrial uses. Therefore, development of the proposed campus would result in an extensive change in existing on-campus uses.

Demolition of about 445,000 sq. ft. (402 rooms) of hotel space, the 1255 Post Street Office Building, and associated parking would result in a shift in uses on the site of the proposed Cathedral Hill Hospital. The Cathedral Hill Hotel, the 1255 Post Street Office Building, and an associated parking garage closed on October 31, 2009, and are currently vacant. As discussed above in Section 4.1.1, “Environmental Setting,” numerous hotels and motels (e.g., the Monarch Hotel, Opal San Francisco), and office buildings populate the area surrounding the campus. As a result, the demolition of one vacant hotel and one office building would not likely have a substantial effect on the existing mixed-use character of the vicinity.

The proposed Cathedral Hill Campus would contain three buildings located at three distinct sites. Creating the campus on existing city blocks as proposed, rather than consolidating them into a larger campus block, would reduce the effect of a large hospital/MOB development on the surrounding area’s existing character by distributing development of hospital and MOB uses among the three proposed sites (Cathedral Hill Hospital, Cathedral Hill MOB, and 1375 Sutter MOB). Only interior renovations would be required to convert general office uses to medical office uses at the existing Pacific Plaza Office Building to the 1375 Sutter MOB, which would have no effect on the existing physical character of the project vicinity. Construction of the proposed underground pedestrian tunnel beneath Van Ness Avenue would not affect the existing aboveground physical character of the area surrounding the proposed Cathedral Hill Campus because the tunnel would be constructed entirely underground.

Construction and operation of the proposed Cathedral Hill Hospital would considerably intensify the use of the site, (a net increase of approximately 509,000 sq. ft. of new space) by replacing the existing hotel, office building, and associated parking garage. Introducing a new, large-scale medical use would change the character of the existing site; however, the proposed hospital would be compatible with the diverse mix of uses in the project area, which currently includes some medical uses. Although the hospital would change the character of the site, it would include features that would improve the pedestrian environment and facilitate connections between the proposed campus and the surrounding neighborhood. Widened sidewalks along Van Ness Avenue, Geary Boulevard/Geary Street, Franklin Street, and Post Street would improve pedestrian circulation in the area surrounding the proposed hospital. Substantial landscaped areas would also be added to offer visual relief to pedestrians and provide a buffer between pedestrians and traffic lanes. The proposed streetscape design is shown in Figure 2-37, “Cathedral Hill Campus—Proposed Streetscape Plan” (page 2-101).

The proposed entry plaza for the new hospital would also improve the pedestrian environment, providing easy pedestrian access to the proposed hospital from Van Ness Avenue as opposed to the Cathedral Hill Hotel, which had no direct pedestrian access from any surrounding streets.

The proposed Cathedral Hill Hospital would be 15 stories and 265 feet tall and would replace the existing 10-story, 120-foot-tall hotel and 11-story, 180-foot-tall office building. As discussed in Section 4.1.1, “Environmental Setting,” buildings of this size and scale are not uncommon in the vicinity. The 16-story One Daniel Burnham Court is directly north of the hospital site, and several high-rise residential towers up to 25 stories tall exist south and west of the proposed campus along Gough Street and Geary Boulevard. As a result, the scale of the proposed hospital building would not be out of character with other buildings in the vicinity. The hospital’s three underground floors of parking would not be visible and would therefore have a minimal effect on the character of the surrounding area. The location of the Emergency Department and ambulance bay in the proposed hospital would be off of Post Street near Franklin Street. Ambulances would access the hospital from this location which may increase the amount of noise from ambulances at nearby residences. Thus, may change the character of the area and potentially result in adverse land-use noise compatibility effects. As a typical practice, ambulances would turn off sirens within a few blocks of the proposed hospital to minimize the noise disturbance effects on residential uses in the vicinity. Please see Section 4.6, “Noise” (beginning on page 4.6-43), for a discussion of potential noise impacts in the vicinity of the Cathedral Hill Campus.

Construction and operation of the proposed Cathedral Hill MOB would considerably intensify use on the site with a net increase of approximately 396,000 sq. ft. of new medical office space, replacing the existing mix of residential, residential hotel, neighborhood commercial, and retail uses. As discussed in Section 4.1.1, “Environmental Setting,” the area surrounding the proposed campus contains a diverse mix of residential, neighborhood commercial, office, and other uses, including the four-story office building occupied by Episcopal Community Services, a nonprofit organization that assists the homeless, directly east of the MOB site, on the same block. The Cathedral Hill MOB would replace seven small-scale, two- and three-story buildings with one larger scale nine-story building; however, the proposed MOB would be similar in character to other large-scale buildings along Van Ness Avenue, where high-density, mixed-use development, including some nonresidential use, is encouraged by the VNAP. Other large-scale buildings include the AMC Van Ness 14 movie theater one block to the south and the eight-story senior housing building to the southwest. Therefore, the proposed Cathedral Hill MOB would be consistent with the existing neighborhood character.

Daily population at the Cathedral Hill Campus would increase as a result of increased development on campus under the LRDP, as described above (see Table 4.1-1, “Daily Populations at CPMC Campuses under Existing Conditions and the Proposed LRDP,” page 4.1-58). This increase in daily population could increase on-campus activity, as perceived by occupants of nearby off-campus uses, as well as the intensity of traffic at the Cathedral Hill Campus with implementation of the proposed LRDP (see Section 4.5, “Transportation and Circulation”). However, this would not be a substantial adverse change to the character of this area, because it is already a bustling, densely developed and active area. For the reasons presented above, **this impact would be less than significant.**

<b>Table 4.1-1 Daily Populations at CPMC Campuses under Existing Conditions and the Proposed LRDP</b>					
	Physicians	Staff	Patients	Visitors	Total Daily Population
<b>Cathedral Hill Campus</b>					
Existing Daily Population	NA	NA	NA	NA	NA
LRDP Daily Population	382	3,397	2,894	2,740	9,569
<i>Population Growth</i>	<i>NA</i>	<i>NA</i>	<i>NA</i>	<i>NA</i>	<i>NA</i>
<b>Pacific Campus</b>					
Existing Daily Population	305	1,797	3,214	2,726	8,042
LRDP Daily Population	200	1,401	3,327	1,663	6,591
<i>Population Growth</i>	<i>-105</i>	<i>-396</i>	<i>113</i>	<i>-1,063</i>	<i>-1,451</i>
<b>California Campus</b>					
Existing Daily Population	186	1,287	1,883	1,790	5,146
LRDP Daily Population	58	244	872	436	1,610
<i>Population Growth</i>	<i>-128</i>	<i>-1,034</i>	<i>-1,011</i>	<i>-1,354</i>	<i>-3,536</i>
<b>Davies Campus</b>					
Existing Daily Population	77	779	937	931	2,724
LRDP Daily Population	101	1,250	1,291	1,233	3,875
<i>Population Growth</i>	<i>24</i>	<i>471</i>	<i>354</i>	<i>302</i>	<i>1,151</i>
<b>St. Luke's Campus</b>					
Existing Daily Population	58	563	731	1,012	2,364
LRDP Daily Population	105	788	1,360	1,307	3,560
<i>Population Growth</i>	<i>47</i>	<i>225</i>	<i>629</i>	<i>295</i>	<i>1,196</i>
Notes: LRDP = Long Range Development Plan; NA = not applicable Source: Data provided by Adavant Consulting and compiled by AECOM in 2010					

**Cathedral Hill Campus with Project Variants:** The impact on existing character discussed above would not change with implementation of either the No Van Ness Avenue Pedestrian Tunnel Variant, the Two-Way Post Street Variant, or the MOB Access Variant for the proposed Cathedral Hill Campus because no change would occur with any of these variants that would affect the character of the surrounding neighborhood. As a result, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies Campus

In the near term, existing medical uses at the Davies Campus would intensify by about 50,000 sq. ft. from construction of the proposed Neuroscience Institute building. The Davies Campus would continue to provide 201 licensed beds in its Davies Hospital North and South Towers. Medical uses have occupied the Davies Campus since 1878 and have been part of the neighborhood, otherwise composed primarily of residential uses and Duboce Park. Therefore, the increase in medical uses within the existing campus would not have a substantial impact on the existing character of the vicinity.

The proposed four-story Neuroscience Institute building would replace an existing surface parking lot on the Davies Campus. This proposed building would be located opposite the two-story (plus bell tower) First Christian Church and two- and three-story multifamily residential uses directly across Noe Street. Although the addition of the proposed Neuroscience Institute building may be perceived as a change to the surrounding area, the new building would be a continuation and expansion of existing medical uses on the Davies Campus and would not adversely alter the character of the surroundings. In addition, the building would be designed to be compatible with the surrounding neighborhood's character, including its 40-foot height, which would also be compatible with the existing height and bulk district. Landscaping associated with the building, widened sidewalks, and a public plaza would potentially improve the character of the site and its surroundings (see Figure 2-45, "Davies Campus—Proposed Site Plan," page 2-155). In addition, the new open space adjacent to the proposed Neuroscience Institute building would create a publicly accessible facility that improves connectivity to Duboce Park. The other existing buildings on the Davies Campus would be retained, and the existing Davies Hospital North Tower would remain the most prominent building on campus. As a result, near-term projects at Davies Campus would not have a substantial effect on the existing character of the vicinity. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the near term.

## ◆ St. Luke's Campus

Near-term plans under the proposed LRDP include construction of the St. Luke's Replacement Hospital, demolition of the existing St. Luke's Hospital tower, and construction of the MOB/Expansion Building. Implementing the proposed LRDP at the St. Luke's Campus would increase the total medical uses by approximately 146,000 sq. ft., relative to existing conditions.

The proposed St. Luke's Replacement Hospital would be shorter in height and smaller in footprint than the existing St. Luke's Hospital tower; under the LRDP, the number of licensed hospital beds at St. Luke's would be reduced from 229 to 80. Despite this reduction in licensed beds, the overall decrease in space dedicated to medical

use within the St. Luke's Replacement Hospital would be minor (an approximate reduction of 53,000 sq. ft.). Although the proposed MOB/Expansion Building would be seven stories shorter than the hospital currently on the site, the new building would provide slightly more space because of the building's larger footprint and four levels of underground parking (an approximate gain of 3,100 sq. ft.). The St. Luke's Campus would continue to provide medical care, as it has for more than 130 years, and the shift in the type of medical uses on campus would not substantially alter the existing character of the vicinity. Parking supply on the St. Luke's Campus would also increase with implementation of the proposed LRDP. A four-level, approximately 111,000 sq. ft., belowground parking structure would be built below the proposed MOB/Expansion Building, providing the campus with an additional 220 parking spaces. The overall parking supply on the St. Luke's Campus would be 450 spaces, a net gain of 113 new spaces.

The St. Luke's Replacement Hospital would be constructed in the northwest corner of the St. Luke's Campus and would replace the two surface parking lots (the 3615 Cesar Chavez Street surface parking lot and associated surface parking along San Jose Avenue) currently on the campus. The proposed five-story, 99-foot-tall building would be the most prominent on the campus, although this would be a considerable reduction in height compared to the existing 12-story, 158-foot-tall St. Luke's Hospital tower proposed for demolition. The proposed MOB/Expansion Building would then be constructed on the site of the existing hospital tower and the surface parking lot directly north of the existing hospital. At five stories and 100 feet in height, the new MOB/Expansion building would be considerably shorter than the 12-story, 158-foot-tall hospital currently on the site.

The shorter five-story St. Luke's Replacement Hospital and five-story MOB/Expansion Building would be compatible with existing uses to the north and east of the St. Luke's Campus vicinity, which are typically up to five stories tall. The construction of the proposed St. Luke's Replacement Hospital and MOB/Expansion Building would increase development on St. Luke's Campus along its Cesar Chavez Street frontage. This major transportation corridor consists of six lanes, a median, and one parking lane on both the north and south sides of the street. Consequently, Cesar Chavez Street acts as a physical barrier between the moderate-scale and large-scale medical and commercial uses on the north side of the street and the St. Luke's Campus directly to the south. Because of this physical division and the overall reduction in height on the campus, the uses north of the St. Luke's Campus would not likely experience a substantial change in existing character as a result of construction of the two new buildings on the campus. In addition, the proposed LRDP would include a landscape and streetscape plan on and around the St. Luke's Campus that would be compatible with the City's proposed improvements along Cesar Chavez Street (Figure 2-77, "St. Luke's Streetscape Plan," page 2-233).

With implementation of the proposed LRDP, commercial and industrial uses east of the existing St. Luke's Hospital tower would be adjacent to the MOB/Expansion Building. Although this new building would differ in physical appearance from the existing on-site St. Luke's Hospital tower, proposed to be demolished under the

LRDP, it would continue to provide medical uses on the site. The new five-story, 100-foot-tall building would be substantially shorter than the 12-story, 158-foot-tall hospital that currently occupies the site. The large surface parking lot directly east of the site of the proposed MOB/Expansion Building (i.e., across Valencia Street) currently acts as a buffer between the St. Luke's Campus and the one-story commercial and industrial uses farther east. However, the shorter MOB/Expansion Building would be more consistent with the scale (height and massing) of surrounding uses, such as the four-story 3435 Army Building (3435 Cesar Chavez Street) east of the one-story commercial and industrial uses mentioned above and the four- and five-story mixed-use buildings along Cesar Chavez Street to the east. Furthermore, the LRDP would incorporate pedestrian-friendly streetscape and landscape design elements along Valencia Street compatible with City improvements along this roadway, which would help improve the character for existing land uses east of the proposed MOB/Expansion Building.

Small-scale residential uses immediately west and southwest of the site of the proposed St. Luke's Replacement Hospital site may experience a change in character with the construction of the proposed replacement hospital in place of the surface parking lot currently on the site. The six-story St. Luke's Replacement Hospital would be considerably taller and larger in scale than the two-story residential uses in the campus vicinity. However, as discussed in Section 4.2, "Aesthetics", although the proposed St. Luke's Replacement Hospital would stand out among the surrounding buildings, the replacement hospital's visual contrast with surrounding, existing developments (such as the parking lot) would not be significant and adverse, and would be reduced in comparison to the existing taller St. Luke's Hospital building. The western portion of the proposed St. Luke's Replacement Hospital would be 51 feet tall and would be set back from the residential units to the west that front Guerrero Street. Locating the Emergency Department and ambulance bay so that the proposed replacement hospital would be accessed from 27th Street near San Jose Avenue may increase the amount of noise from ambulances heard at residences, which may change the character of the area and potentially result in adverse land use noise compatibility effects. Normal practice would be to turn off sirens within a few blocks of the proposed hospital to minimize the noise disturbance effects on residential uses in the vicinity. Please see Section 4.6, "Noise" (beginning on page 4.6-51), for a discussion of potential noise impacts in the vicinity of the St. Luke's Campus.

Construction of the St. Luke's Replacement Hospital would require the City to vacate the section of San Jose Avenue between Cesar Chavez Street and 27th Street and to relocate existing utilities within the San Jose Avenue right-of-way. This segment of San Jose Avenue has been closed to the public since 1968, and currently operates as an internal street used primarily for CPMC staff parking. However, this segment of San Jose Avenue currently provides through access to Cesar Chavez Street for pedestrians. Bicycle access has been available occasionally through the years because CPMC has closed the Cesar Chavez end of San Jose Avenue with a chain to prevent vehicular access. Under the proposed LRDP, a portion of the proposed St. Luke's Replacement Hospital would be constructed on this section of San Jose Avenue. A staircase would be constructed along the right-of-way between the St. Luke's Replacement Hospital and the MOB/Expansion Building to maintain a public pedestrian

connection between Cesar Chavez Street and 27th Street. This staircase would also be open to bicyclists wishing to carry their bicycles along the right-of-way. Therefore, although construction of the St. Luke's Replacement Hospital would alter the existing configuration of the segment of San Jose Avenue between Cesar Chavez Street and 27th Street, pedestrian and bike access would be provided as under existing conditions.

As described above, daily population at the St. Luke's Campus would increase as a result of the increased development on campus under the LRDP (see Table 4.1-1, "Daily Populations at CPMC Campuses under Existing Conditions and the Proposed LRDP," page 4.1-58). This increase in daily population could increase on-campus activity, as perceived by occupants of nearby off-campus uses, as well as the intensity of traffic at the St. Luke's Campus with implementation of the proposed LRDP (see Section 4.5, "Transportation and Circulation"). Given the urban setting of this campus, the increased activity on campus would not result in a substantial adverse change in the character of the area.

Operation of the existing St. Luke's Hospital tower would continue throughout construction of the proposed St. Luke's Replacement Hospital. The Blue Ribbon Panel, convened to develop a vision for the future of the St. Luke's Campus, recommended against disrupting continuous acute-care service at the St. Luke's Campus.<sup>40</sup> Until completion of the proposed St. Luke's Replacement Hospital, preservation of the existing St. Luke's Hospital tower would avoid any temporary disruptions or change in character that could result by terminating acute care on the St. Luke's Campus for the 3-year construction period. For the reasons described above, **this impact would be less than significant.**

**St. Luke's Campus with Alternate Emergency Department Location Variant:** With implementation of this project variant, the proposed St. Luke's Replacement Hospital and MOB/Expansion Building would still be located opposite commercial and medical uses on Cesar Chavez Street, as under the proposed LRDP. These nearby uses would not experience a substantial change in character as a result of the shift in the location of the hospital's Emergency Department and ambulance bay facilities from the south side of the St. Luke's Replacement Hospital (the location under the proposed LRDP) to the north side of the hospital under this variant. As under the proposed LRDP, residential uses immediately west and southwest of the site of the proposed replacement hospital may experience a change in character with the construction of a new building in place of the existing surface parking lot. However, relocating the hospital's Emergency Department and ambulance bay to the north side of the building on Cesar Chavez Street under this variant would further reduce the noise from ambulances heard at residences in the vicinity of the St. Luke's Campus, compared to noise levels expected under the proposed LRDP. Please see Section 4.6, "Noise" (beginning on page 4.6-87), for a discussion of potential noise impacts related to land use noise compatibility and sensitive receptors in the vicinity of the St. Luke's Campus. This impact would be similar to or less than the impact described above. **This impact would be less than significant.**

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<sup>40</sup> The Blue Ribbon Panel. 2008. *Consensus Positions for Recommendations to CPMC's Board of Directors*. San Francisco, CA.



**St. Luke's Campus with Cesar Chavez Street Utility Line Realignment Variant:** With implementation of this project variant, the relocated storm-sewer utilities would connect with the upgraded sewer line proposed under the City's Cesar Chavez Storm Sewer Upgrade Project. This impact would be similar to the impact described above because this variant would cause any change to existing character that would not occur under the proposed LRDP. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

## Long-Term Projects

In the interim period before design of the long-term projects is completed, thresholds of significance could change or the project design and siting could be substantially revised. Accordingly, long-term projects described in this EIR would be subject to additional project-specific environmental review under CEQA, after more detailed design information is available; this subsequent environmental review would take into account any changes in the environmental setting that could affect the significance determination. However, impacts of long-term projects are presented below based on the currently proposed projects.

### ◆ Pacific Campus

Long-term development plans at the Pacific Campus include the demolition of four buildings (plus the Clay Street Tunnel) and construction of one new building (ACC Addition) and two new parking garages—the North-of-Clay Aboveground Parking Garage and the Webster Street/Sacramento Street Underground Parking Garage.

Implementing the proposed LRDP would increase the amount of on-campus development by approximately 228,000 sq. ft. (although some of this square footage would be underground parking). The projects proposed for the Pacific Campus under the LRDP would also result in an increase of approximately 648 parking spaces compared to existing conditions. The overall amount of space for medical uses (including medical office) would be reduced slightly, by about 24,000 sq. ft., as a result of the transfer of uses to the proposed Cathedral Hill Campus and the new ACC-related uses.

The proposed LRDP involves converting the existing 2333 Buchanan Street Hospital into the ACC, which would eliminate the 295 licensed acute-care beds currently provided by this hospital. However, medical uses would continue in the converted former hospital building. Because medical services would still be provided and the size and scale of the buildings on the Pacific Campus would not change substantially compared to existing conditions, the shift in the type of medical use (outpatient nonacute-care uses instead of acute-care uses) on the campus would not have a substantial impact on the existing character of the surrounding neighborhood.

At nine stories and totaling approximately 138 feet in height, the proposed ACC Addition would be taller than the 99-foot-tall Stanford Building currently located on the ACC Addition site. However, this building would be on the main campus block, adjacent to the existing 2333 Buchanan Street Hospital, which is 120 feet tall (plus 18-foot mechanical penthouse). This building would be converted to an ACC in the same long-term time frame as under the proposed LRDP, and would be surrounded by other similarly scaled buildings on the Pacific Campus. Buildings of comparable size and scale, such as the 76-foot-tall (plus 16-foot mechanical penthouse) Annex MOB, the 80-foot-tall plus 16-foot mechanical penthouse) Pacific Professional Building, and the seven-story University of the Pacific Arthur A. Dugoni School of Dentistry currently exist in the project vicinity. Therefore, the proposed new structures would not substantially change the scale with the surrounding residential neighborhood. As noted above, the overall medical uses and floor area at the campus would not increase, but would decrease with implementation of the proposed LRDP and would be compatible with the size and scale of buildings in the vicinity of the Pacific Campus.

Although the proposed six-story, 85-foot-tall North-of-Clay Aboveground Parking Garage would be constructed within the existing campus property, it would be adjacent to residential uses that front Washington and Webster Streets. Adjacent residents and others in the neighborhood may experience a change in character with the construction of a parking garage that would be larger in scale and taller than some of the buildings currently in that location. Furthermore, the proposed parking structure would replace existing buildings on the northern portion of the campus that currently provide office, medical office, research, support, and hospital administration uses. The northeastern portion of the campus contains the three-story, 51-foot tall Stern Building and a surface parking lot, which would be retained and would buffer the new parking structure from residential uses on the eastern side of Buchanan Street.

The six-story, 85-foot-tall proposed North-of-Clay Aboveground Parking Garage would be similar in scale to the existing seven-story, 76-foot-tall (plus 16-foot mechanical penthouse) Annex MOB, but slightly taller than the five-story, 60-foot-tall (plus 11-foot mechanical penthouse) Gerbode Research Building, which would be demolished to make way for the proposed parking garage. Residential buildings adjacent to the proposed garage (directly to the north and west) are on smaller lots and range from two to four stories tall. Of the two buildings (Annex MOB and Gerbode Research Building) to be replaced by this garage, the Gerbode Research Building is the most visible from campus to the surrounding neighborhood, because it fronts on Webster Street and partially obscures the Annex MOB directly to the east. However, the height, size, and scale of the proposed garage would not be substantially out of character with other buildings that would remain on the campus and in the area, and would be of similar height compared to other buildings within its immediate surroundings, as described above. Therefore, overall, occupants of nearby residences may experience an incremental development or change in character related to the proposed North-of-Clay Aboveground Parking Garage, but this new structure would not have a substantial adverse impact on the overall existing character of the vicinity. The character of the

surrounding community would continue to be defined by the small-scale and moderate-scale residential uses and the neighborhood commercial activity on Fillmore Street, surrounding a larger-scale medical institution (the Pacific Campus). Therefore, the proposed North-of-Clay Aboveground Parking Garage would not substantially change the existing character of the vicinity.

The Webster Street/Sacramento Street Underground Parking Garage would have no effect on the existing character of its surroundings, because it would not be visible above ground. Other long-term projects at the Pacific Campus would include renovation of existing buildings, which would be internal in character. This would not alter building heights or exteriors.

As described above, the daily population at the Pacific Campus would be less than the population under existing conditions because of the transfer of acute-care medical services to the Cathedral Hill Campus and other development under the LRDP (see Table 4.1-1, “Daily Populations at CPMC Campuses under Existing Conditions and the Proposed LRDP,” page 4.1-58). This would lessen the intensity of on-campus activity, as perceived by occupants of nearby off-campus uses, and the intensity of daily traffic at the Pacific Campus with implementation of the proposed LRDP.

As stated previously, long-term LRDP projects described in this EIR would be subject to additional project-specific environmental review under CEQA. Mitigation would be provided if needed to reduce any significant impacts to a less-than-significant level. Therefore, implementing the proposed LRDP at the Pacific Campus is not anticipated to have a substantial effect on the existing character of the vicinity. For the reasons described above, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

In the long term, the proposed LRDP would increase the density of development on the Davies Campus by approximately 202,000 sq. ft. relative to campus conditions expected at that time (in 2030, approximately 500,000 sq. ft. of LRDP-related development, which includes near-term and long-term buildout). Replacing the existing Castro Street/14th Street Parking Garage with the proposed Castro Street/14th Street MOB would intensify both medical uses and associated parking on the campus. This increase in intensity of existing uses would occur within the existing boundaries of the Davies Campus.

The three-story Castro Street/14th Street Parking Garage currently occupies the proposed Castro Street/14th Street MOB site. The proposed change in use from parking garage to MOB may be perceived as a change to the site relative to adjacent uses, which include multifamily residential, the McKinley Elementary School, and a corner

store; however, the proposed Castro Street/14th Street MOB with underground parking would represent a continuation of existing institutional uses on the Davies Campus and would not substantially alter the character of the campus or surroundings. In addition, although the proposed MOB would differ in physical appearance from the existing parking garage structure, the scale of the new three-story, 45-foot-tall building would be similar in scale to the existing on-site three-story parking structure and the surrounding buildings in the area. As a result, the Castro Street/14th Street MOB would not have a substantial effect on the existing character of the area.

As described above, the daily population at the Davies Campus would increase as a result of increased development on campus under the LRDP (see Table 4.1-1, “Daily Populations at CPMC Campuses under Existing Conditions and the Proposed LRDP,” page 4.1-58). This increase in daily population could increase on-campus activity, as perceived by occupants of nearby off-campus uses, and the intensity of traffic at the Davies Campus with implementation of the proposed LRDP (see Section 4.5, “Transportation and Circulation”). This change would not be a substantial adverse change to the character of the area, given the urban setting of this campus.

As stated previously, however, long-term projects described in this EIR, such as the Castro Street/14th Street MOB, would be subject to additional project-specific environmental review under CEQA. Mitigation would be provided if needed to reduce any significant impacts to a less-than-significant level. Therefore, implementing the proposed LRDP at the Davies Campus in the long term is not anticipated to have a substantial impact on the existing character of the vicinity. For the reasons described above, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

## 4.1.6 CUMULATIVE IMPACTS

### CATHEDRAL HILL CAMPUS

Implementation of the cumulative projects and the proposed LRDP at the proposed Cathedral Hill Campus would not be expected to physically disrupt or divide an established community because these projects altogether would develop mixed-use, residential, and medical uses in the busy, high-density, and diverse Cathedral Hill neighborhood along Van Ness Avenue. The existing neighborhood includes a variety of mixed-use and residential development and medical uses. These cumulative projects would not introduce new land uses to this proposed campus area.

The cumulative projects, like the proposed LRDP, must be found to be generally consistent with the City’s adopted plans and policies or they will not be approved by decision-makers. The LRDP differs from other residential projects proposed in the Cathedral Hill area in that it would create new and additional medical and medical office uses in the area of the proposed Cathedral Hill Campus; therefore, it would not directly affect the

residential population density in the surrounding area as would the other cumulative residential projects. Although new jobs would be created at the proposed Cathedral Hill Campus, new employees associated with the proposed campus would be expected to live in various parts of San Francisco and surrounding Bay Area communities (see Section 4.3, “Population, Employment, and Housing”). The cumulative changes in land use generated by the foreseeable future development and the proposed LRDP at the Cathedral Hill Campus would be generally consistent with the *General Plan*’s goals to increase housing in the area while also allowing development of other nonresidential uses; they would also be required to be consistent with the VNAP, which encourages high-density, mixed-use development, including nonresidential uses.

Changes to the existing street pattern proposed as part of the LRDP,<sup>41</sup> when considered together with other cumulative projects, would be compatible with the surrounding neighborhood, which is composed of mixed-use, residential, and medical uses within the busy, high-density, and diverse Cathedral Hill neighborhood. The proposed alterations in street patterns would allow for additional directions of traffic along Cedar Street (which would become a two-way street west of the Cathedral Hill MOB garage’s ramp) and Post Street (which would become a two-way street between Van Ness Avenue and Gough Street). Therefore, these proposed changes would not substantially change existing street patterns and traffic patterns or establish any physical barriers to pedestrian or vehicular traffic within the community cumulatively.

Cumulative foreseeable future development would result in an intensification of land uses in the area surrounding the proposed Cathedral Hill Campus because it would include high-density developments ranging from six to 30 stories in height. As discussed in Section 4.1.1, “Environmental Setting,” buildings in this range of size and scale already exist in the Cathedral Hill area; thus, the proposed buildings would be compatible with the existing high-density character of the area. The 16-story One Daniel Burnham Court is directly north of the proposed Cathedral Hill Hospital site, and several high-rise towers up to 25 stories tall are located along Gough Street and Geary Boulevard. Therefore, the scale of cumulative projects altogether would not be out of character with that of the existing surroundings. As a result, **the proposed LRDP, along with other foreseeable future developments in the area surrounding the proposed Cathedral Hill Campus, would not result in any cumulatively considerable land use impacts.**

## PACIFIC CAMPUS

As stated on page 4.1-35 in Section 4.1.3, “Cumulative Conditions,” no known major cumulative projects are planned in the vicinity of the Pacific Campus, which is located in the Pacific Heights neighborhood. Foreseeable development could include minor additions and renovations of residential buildings. Because the cumulative projects would involve minor construction on existing buildings, they would not be expected to physically disrupt

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<sup>41</sup> As described above, this refers to the proposal for Cedar Street to be two-way access west of the Cathedral Hill MOB garage’s ramp, and to the Two-Way Post Street Variant.

or divide the established community in terms of the proposed long-term development at the Pacific Campus. Any new construction would be required to be generally consistent with the City's adopted plans and policies. The proposed LRDP would not create new or additional medical or offices uses in the near term. In the long term, the existing medical uses at the Pacific Campus would continue under the proposed LRDP, albeit at a reduced density and intensity of uses, because the acute-care and Emergency Department uses at the Pacific Campus would be shifted to the proposed Cathedral Hill Campus. Therefore, **the proposed LRDP, along with other foreseeable future development in the Pacific Campus area, would not result in any cumulatively considerable land use impacts.**

### **CALIFORNIA CAMPUS**

No construction is planned at the California Campus in the near term or long term under the proposed LRDP, so there would be no intensification of uses that would contribute to cumulative impacts. The cumulative projects in the vicinity of the California Campus, in combination with implementation of the proposed LRDP at the California Campus, would have a negligible effect on intensification of land uses within the vicinity of the campus; the new mixed-use building at 3657 Sacramento Street would create 18 new residential units and construction at 331 Arguello Boulevard would create two new condominiums. In addition, these planned future residential projects would be consistent with other existing and planned land uses in the vicinity. Implementing these projects would not be expected to physically disrupt or divide an established community, and would be generally consistent with the City's adopted plans and policies. As a result, **the proposed LRDP, along with other foreseeable future development in the California Campus area, would not result in any cumulatively considerable land use impacts.**

### **DAVIES CAMPUS**

All of the cumulative projects identified in the vicinity of the Davies Campus are small-scale residential developments, with the exception of the proposed mixed-use building at 2175 Market Street. These cumulative projects and the LRDP as implemented at the Davies Campus, when considered together, would not introduce substantial new incompatible land uses to the area; further, they would not change the existing street network or traffic patterns, or establish any physical barriers to pedestrian or vehicular traffic within the community (see Section 4.5, "Transportation and Circulation"). Therefore, implementing these cumulative projects while also implementing the LRDP at the Davies Campus would not be expected to physically disrupt or divide an established community. The cumulative projects would be required to be generally consistent with the City's adopted plans and policies. The proposed LRDP differs from other cumulative projects proposed for the vicinity of the Davies Campus in that it would create new and additional medical and medical office uses; therefore, the LRDP would not directly affect the area's residential population density as would the other residential cumulative projects. New employees at the Davies Campus would be expected to live in various parts of San Francisco and

surrounding Bay Area communities (Section 4.3, “Population, Employment, and Housing”). The cumulative changes in land use would be consistent with the *General Plan*’s goals to create mixed-use residential development in transit-oriented areas such as the Davies Campus’s neighborhood. The cumulative development would be consistent in scale and character with existing development in the neighborhood. Therefore, **the proposed LRDP, along with other foreseeable future development in the Davies Campus area, would not result in any cumulatively considerable land use impacts.**

## ST. LUKE’S CAMPUS

Cumulative projects in the area surrounding the St. Luke’s Campus include the four-story, 60-unit mixed-use building at 3400 Cesar Chavez Street; the five-story, three-unit residential building at 3424 26th Street; the three-to five-story, eight-unit residential building at 1491–1495 Valencia Street; and the four-story, four-unit residential building at 353 San Jose Avenue. Other projects include residential projects (the 555 Bartlett Street condos) and infrastructure projects including the *Cesar Chavez Streetscape Improvement Plan*, the *Mission District Area Plan*, the *Mission District Streetscape Plan*,<sup>42</sup> and the Cesar Chavez Street Sewer System Improvement Project. Implementing the proposed LRDP at the St. Luke’s Campus, along with the cumulative projects, would not be expected to physically disrupt or divide an established community. The cumulative projects, along with the St. Luke’s Campus development, would be generally consistent with the City’s adopted plans and policies related to land use because they would not significantly affect land uses within the campus area or its surroundings. The proposed LRDP differs from other cumulative projects proposed for the area in that it would create new and additional medical and medical office uses, and therefore would not directly affect the area’s residential population density or layout of the area’s infrastructure substantially, as would the residential and infrastructure cumulative projects in the area.

The St. Luke’s Campus development, along with cumulative infrastructure projects (e.g., *Cesar Chavez Streetscape Improvement Plan*, *Mission District Area Plan*, *Mission District Streetscape Plan*, and Cesar Chavez Street Sewer System Improvement Project), when considered together, would not introduce substantial new incompatible land uses to the area; further, they would not substantially change the existing street network or traffic patterns, or establish any new physical barriers to pedestrian or vehicular traffic within the community (see Section 4.5, “Transportation and Circulation”). Therefore, implementing these cumulative projects, while also implementing the LRDP at the St. Luke’s Campus, would not be expected to physically disrupt or divide an established community. Construction of the St. Luke’s Replacement Hospital would require the City to vacate the section of San Jose Avenue between Cesar Chavez Street and 27th Street and to relocate existing utilities within the San Jose Avenue right-of-way. However, this segment of San Jose Avenue has been closed to the public under

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<sup>42</sup> San Francisco Planning Department. 2009. *Preliminary Mitigated Negative Declaration for the Mission District Streetscape Plan*. San Francisco, CA. Available: [http://www.sf-planning.org/ftp/files/MEA/Final\\_042810\\_PMDSP\\_2PM.pdf](http://www.sf-planning.org/ftp/files/MEA/Final_042810_PMDSP_2PM.pdf). Accessed June 15, 2010.

an encroachment permit since 1968 and currently operates as an internal street used primarily for CPMC staff parking, so the existing street network and traffic patterns would not be substantially affected under cumulative conditions.

Although new jobs would be created at the St. Luke's Campus, these new employees would be expected to live in various parts of San Francisco and surrounding Bay Area communities (Section 4.3, "Population, Employment, and Housing"). The cumulative changes in land use would be consistent with the *General Plan's* goals to encourage mixed-use residential and transit-oriented development in the area. The cumulative development would be consistent in scale and character with existing buildings and land uses in the vicinity. Therefore, **the proposed LRDP, along with other foreseeable future development in the St. Luke's Campus area, would not result in any cumulatively considerable land use impacts.**



## 4.2 AESTHETICS

This section identifies and evaluates key visual and aesthetic resources at and near each of the CPMC campuses (i.e., four existing campuses and one proposed new campus). Existing visual conditions, visual character, and architectural and urban context are described in detail for each campus and surrounding areas. Views from various public spaces and other vantage points are described with associated photographs of the existing condition and visual simulations of the proposed development features to illustrate the effects of the CPMC *Long Range Development Plan* (LRDP) on the existing physical environment. All visual simulations of the LRDP at various CPMC campuses were prepared by Square One Productions, with the exception of the simulation depicting the nighttime view, which was prepared by SmithGroup.

The analysis in this section assesses the degree of impacts of the proposed CPMC LRDP on the existing landscape and built environment of each campus and its surroundings (specifically, the compatibility of the proposed development with existing conditions), and then considers cumulative visual impacts. The visual impacts are related to the potential of the LRDP to adversely affect the existing site character and public views. Public views are defined as views from publicly accessible locations such as streets, public rights-of-way, and public open space. The visual landscape and aesthetic environment are generally analyzed according to the constituent elements: visibility and context, form, bulk, pattern, texture, color, and composite quality. Section 4.2.1, “Environmental Setting,” and Section 4.2.5, “Impact Evaluations,” together describe the visual changes in the existing setting that would result from the proposed LRDP. Existing structures proposed for demolition, modification, or replacement under the LRDP are described in greater detail than those for which the exterior physical appearance would be unchanged. The visual changes resulting from the exteriors of all new development, modified structures and street landscaping proposed in the LRDP are described. Glare and lighting also are important considerations of the visual landscape and are discussed in this section.

### 4.2.1 ENVIRONMENTAL SETTING

#### OVERVIEW OF URBAN AESTHETICS

Several factors contribute to the physical appearance and visual character of the urban environment:

- ▶ nature and quality of the area’s built form, especially architecture;
- ▶ collective appearance of the area’s built form;
- ▶ compatibility between uses and activities, as reflected in the built environment;
- ▶ quality of the area’s streetscape, including roadways, sidewalks, plazas, parks, and street furniture;
- ▶ quality and nature of landscaping, including on private property, that is visible to the general public; and
- ▶ views and vistas in the area.

These factors are considered in the following discussion of existing conditions at the CPMC campus sites and in the impact analysis presented in Section 4.2.5, “Impact Evaluations.”

### **CATHEDRAL HILL CAMPUS**

The Cathedral Hill area of San Francisco is bounded by Post Street to the north, Van Ness Avenue to the east, Eddy Street to the south, and Laguna Street to the west. The proposed Cathedral Hill Campus is centrally located between the Nob Hill neighborhood to the north, Union Square and the Commercial District to the east, the Civic Center to the south, and Japantown to the west. The site is located on the easterly slope of Cathedral Hill, which is steep west of Van Ness Avenue and gently sloping to its east. The slope drops approximately 30 vertical feet between Franklin Street on the west and Van Ness Avenue on the east.

The proposed Cathedral Hill Campus is located on both sides of Van Ness Avenue, which is a wide thoroughfare that forms the center of one of the primary commercial, residential, and office districts in the city. Those uses underlie the highly urban visual character of the area, including many mid-rise and high-rise buildings, busy well-lit streets, and numerous retail stores, restaurants, and theaters, many of which display prominent, colorful signage. The area is characterized by a diverse mix of building types (small two- and three-story buildings to large high-rise buildings), ages (early 20th century to modern structures), and styles (Edwardian to contemporary). The area has many urban structures of high scenic quality and is included in the city’s 49-Mile Scenic Drive (see the discussions of Views 1, 2, and 4 and the “Scenic Highway and Natural Resources” section on page 4.2-26, respectively). Because the Cathedral Hill area is densely developed and fully urbanized, no parks exist in the immediate vicinity. Buildings and streets in the higher elevation areas immediately to the west and north of the proposed campus have a tidy appearance, including mostly well-maintained buildings and street landscaping. By comparison, the area immediately to the east and off Van Ness Avenue has the appearance of being less maintained. It has a mix of both new and old well-maintained buildings and old poorly maintained buildings, which in some cases are abandoned buildings painted with graffiti; plain security bars are present on many doors and windows.

In general, in the vicinity of the proposed Cathedral Hill Campus, few trees and little street-front landscaping are present in the area east of Van Ness Avenue, whereas most streets have trees and landscaping in the area west of Van Ness Avenue. Van Ness Avenue has extensive street trees and a landscaped center median in the area of the proposed campus.

A high level of ambient nighttime lighting is concentrated immediately along Van Ness Avenue, in the vicinity of the proposed campus, as a result of street lighting, illumination of building façades, and lit-up signage. All other streets bordering the proposed campus have subdued lighting. Along the proposed Cathedral Hill MOB site,

Geary Street has subdued lighting (except at 1020 Geary Street) and Cedar Street has low nighttime ambient light conditions.

Refer to Figure 4.1-2, “Cathedral Hill Campus Vicinity—Existing Zoning,” and Figure 4.1-3, “Cathedral Hill Campus Vicinity—Existing Height and Bulk Districts,” on pages 4.1-4 and 4.1-6 in Section 4.1, “Land Use and Planning,” for additional information regarding the existing land uses in the vicinity of the proposed Cathedral Hill Campus.

## **Visual Characteristics of the Cathedral Hill Campus**

### ***Cathedral Hill Hospital Site***

#### **Cathedral Hill Hotel and 1255 Post Street Office Building (*proposed for demolition*)**

The Cathedral Hill Hospital site is occupied by the Cathedral Hill Hotel (built in 1959) and 1255 Post Street Office Building (also built in 1959). These structures occupy the entire city block on top of the slope rise facing Van Ness Avenue. The city block is bounded by Post Street to the north, Van Ness Avenue to the east, Geary Boulevard to the south, and Franklin Street to the west. Most of the site for the proposed Cathedral Hill Hospital is currently occupied by the large Cathedral Hill Hotel (which closed October 31, 2009, and is now vacant) and the 1255 Post Street Office Building (which is also vacant). Both of these buildings would be demolished under the proposed LRDP; therefore, they are described in detail in this analysis.

The hotel building is 10 stories and 120 feet tall (including a 16-foot-tall mechanical penthouse). The hotel is representative of a minimal modernist design from the late 1950s and is not considered a uniquely pure prototype of its class.<sup>1</sup> The hotel building is a separate structure and is subtly differentiated from the adjoining 11-story, 180-foot-tall (including a 25-foot-tall mechanical penthouse) 1255 Post Street Office Building by its lower height, roof form, and slightly different fenestration. Because of their similar architectural form, style, and color, the two buildings appear to be a single development. The office building was built at the same time as the hotel and designed to complement its design. The overall shape of the hotel is that of a shortened “T,” with the top of the “T” running along Geary Boulevard and the foreshortened stem extending north toward the 1255 Post Street Office Building (see Figure 2-3, “Cathedral Hill Campus—Existing Site Plan,” on page 2-51 of Chapter 2, “Project Description”). The north wing of the hotel is parallel to Van Ness Avenue, perpendicular to the mass of the hotel’s south wing. The north wing of the hotel extends almost to the 1255 Post Street Office Building, which creates the perception that the hotel and the office building are connected. However, these buildings are not

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<sup>1</sup> California Pacific Medical Center. 2008 (September). *Historic Resource Evaluation Report for Cathedral Hill Campus, California Pacific Medical Center, San Francisco*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Page 6. This document is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

connected—they are approximately 9 feet apart—and an attached exterior stairway climbs the northernmost elevation of the hotel.

The Cathedral Hill Hotel and 1255 Post Street Office Building both feature plain red brick façades at the ground level on almost all sides of the block. The lower levels of the hotel and office building are expressed as a podium in most places, but vary in form. This element is most prominent along Geary Boulevard, where the hotel's brick podium is two stories tall on the east end (along Van Ness Avenue). On the side of the block fronting Van Ness Avenue, the entire hotel/office building complex is set back from the street. Along Van Ness Avenue, the buildings partially enclose a large central court, with hotel wings to the south and west and an office wing to the north. The eastern façade of the south wing of the hotel is located closer to Van Ness Avenue than the similar office building façade fronting Van Ness Avenue.

The street façades of the hotel and office building are strongly based on undifferentiated rectangular forms, such as the overall block forms of the building wings, and uniform patterns created by rows of repeated, evenly spaced, plain, rectangular windows and panels. Two vertical columns of small balconies are part of the hotel's southern wing and the northern-wing façades fronting on Van Ness Avenue, breaking the uniform pattern of rectangular windows and panels. The hotel's windows are uniformly rectangular and are taller than they are wide, whereas the windows of the office building are uniformly square and smaller in dimension than those on the hotel building. The top floor of the office building is set back from the edge of the building and has a continuous row of floor-to-ceiling windows.

The rooflines and tops of the mechanical penthouses of both the hotel and office building are level and straight. The hotel roof form is not articulated to differentiate it from the rest of the hotel façade. A plain mechanical penthouse is set back on all sides from the edges of the roof of the hotel. In contrast, the office building's uppermost floor recedes slightly from the edge of the main building and has a thin, wide, overhanging flat roof above it. The mechanical penthouse of the office building, with a narrow vertical pattern, rises directly above the roof. The horizontal lines of the office building's façade are repeated in the projection of the upper stories of the hotel and office building, above the podium level. Consistent with functional modern design, ornamentation of the hotel and office building is largely absent. Color treatment of the hotel and office building is a relatively uniform beige. The large and substantially undifferentiated mass of this hotel and office building development is its most notable visual element, lending it a somewhat monolithic character.

The hotel entrance is set back from Van Ness Avenue, elevated above street level, and is accessed by traveling up a short incline off surrounding streets. An awning extends from the entrance door of the hotel into the driveway. A rounded glass pavilion in the modern style is located in the southern corner of the building's front entranceway. The pavilion has tall fixed windows and a lower brick podium, designed to match stylistically with the 1255 Post

Street Office Building. Landscaping and trees in large planters are located along the street side of the hotel's elevated entrance driveway. A large tree is located at the northwest corner of the court.

At street level along Van Ness Avenue, an on-site parking garage accessed from Van Ness Avenue is featured prominently in the view in the center of the block in front of the hotel. A small awning over a stairway leading to the hotel's elevated front entrance is located adjacent to the garage entrance. Along Van Ness Avenue, the pedestrian-level view also includes a plain red brick wall with landscaping trees along the hotel's entrance driveway. At the southeast corner of the hotel, at the intersection of Van Ness Avenue and Geary Boulevard, the main body of the building extends on large piers over the entrance driveway. At the northeast corner of the block at Van Ness Avenue and Post Street, the office building's ground floor is occupied by commercial space (a video store) that is painted in red, similar to the podium, and displays large lettering and a contiguous window front.

A plain red brick wall is located at street level on almost all sides along the perimeter of the block. A plain red brick podium wall is located along Geary Boulevard, and the beige-colored hotel building rises directly above it. The south façade of the hotel has a slight inflection that in midblock draws the façade slightly back from the top of the flat walled podium. Because of the grade change, the podium is tallest at its east end, near Van Ness Avenue, and is shortest at the west end at Franklin Street because of the downward slope of Geary Boulevard from west to east. Toward its taller eastern part along Geary Boulevard, the brick podium wall is broken by rectangular windows above the street level; this plain brick wall is blank (no windows) at street level. Toward the shorter western part along Geary Boulevard, the podium's street-level façade is broken by openings to the parking garage, including the garage entrance. Street trees are located along the length of the block bordering Geary Boulevard and Franklin Street.

Franklin Street borders the west side of the block, and wide openings to the hotel's parking garage are at street level along the southern part of the podium that faces the street. The concrete wall and supports are gray with green trim, and the large openings in the wall have metal screens. Above the podium that contains the parking garage, the Franklin Street side of the block is open to an approximately 30,000-square-foot (sq. ft.) raised courtyard, partially enclosed by the south façade of the 1255 Post Street Office Building and the western and northern façades of the hotel's south wing. Because the courtyard is above street level, only the edge of the courtyard is visible from Franklin Street. Landscaping runs along the street-side edge at the top of the podium. Although not visible from street level, within the courtyard are an approximately 4,500-sq.-ft. outbuilding (containing pool supplies, a lounge area for hotel guests, and other amenities) and a small circular swimming pool, as well as landscape trees and shrubs. The northern part of the Franklin Street façade at street level consists of the plain red brick podium wall of the 1255 Post Street Office Building. The visual composition of the 1255 Post Street Office Building is similar to that of the Cathedral Hill Hotel and also features an overall block building

form with a wide thin roof overhang, level rooflines, and repeated patterns of rows of alternating rectangular window and enamel panels in a uniform beige.

Following the slope of the street, the red brick podium wall along Post Street is tallest at Van Ness Avenue and shortest at Franklin Street. The beige-colored 1255 Post Street Office Building rises above the podium and is set back from its edge. At street level along Post Street, the plain red brick podium wall is prominently visible to pedestrians, and this blank podium façade is broken by the entrance to the office building and the garage entrance at midblock. The entrance to the 1255 Post Street Office Building is recessed into the podium, making a simple, square-shaped break in the wall, surrounded by plain gray concrete. As noted, the eastern end of the office building is set well back from Van Ness Avenue, and an inclined entrance driveway ramp is located at the corner of Post Street and Van Ness Avenue.

A total of 53 street trees line the perimeter of the Cathedral Hill Hospital site. The trees vary in appearance but generally have thin trunks and foliage, indicating immature development or poor health. Additional landscaping, including 24 trees, is located within the hotel's raised courtyard on the west (Franklin Street) side of the site, and at the hotel's front entrance along Van Ness Avenue. An additional row of trees and shrubs, contained in large planters, is located above street level, along the hotel's entrance drive off Geary Boulevard and elsewhere on-site.

### ***Cathedral Hill Medical Office Building Site***

The site of the proposed Cathedral Hill MOB is located on the east side of Van Ness Avenue, east of the Cathedral Hill Hotel building. The site is bordered on the south by Geary Street and on the north by Cedar Street. The east side of the site abuts existing buildings; only the west end of the block is the proposed MOB site (the off-campus part of the block extends to Polk Street to the east). Seven commercial and mixed commercial/residential properties, six of which front on Geary Street, are currently located on this site: the three-story, 40-foot-tall 1100–1128 Van Ness Avenue building; the two-story, 28-foot-tall 1062 Geary Street building; the two-story, 28-foot-tall 1054–1060 Geary Street building; the three-story, 36-foot-tall 1040 Geary Street building; the two-story, 32-foot-tall 1034–1036 Geary Street building; the three-story, 36-foot-tall 1030 Geary Street building; and the two-story, 30-foot-tall 1020 Geary Street building. Each of these buildings would be demolished with the construction of the proposed Cathedral Hill MOB; therefore, they are described in detail in this analysis. The buildings have varied façade forms, colors, patterns, and decoration and display few features that make any one of them visually notable.

#### **1100–1128 Van Ness Avenue (proposed for demolition)**

This building was built in 1913 and is a three-story commercial building with three retail storefronts on Van Ness Avenue. Because of the grade change, only two stories are above grade along Van Ness Avenue. The lowest story is visible only at the rear of the building, along the Geary Street and Cedar Street frontages of the building,

because those streets slope downward to the east. The building is occupied in the center and upper floor by a retail furniture store and is flanked on each side by food service establishments.

The 1100–1128 Van Ness Avenue building has large rectangular windows on its upper floor, and glass and panel entrances dominate most of its street-level façade. The building has one continuous level and straight roofline and no cornices. The 1100–1128 Van Ness Avenue building's façade lacks a unified visual composition. The northern side of this building faces Cedar Street. The northern façade of the building consists of simple, large window openings in beige-colored walls with a row of large windows set in a blue-colored upper story.

A bakery/café occupies the ground floor of the northern end of the building (with frontage on Van Ness Avenue and a side wall on Cedar Street). The bakery/café's façade is visually dominated by a maroon awning with large lettering and by large windows fronting on Van Ness Avenue. The 1100–1128 Van Ness Avenue building's main façade is dominated by a retail furniture store that has its entrance at 1100 Van Ness Avenue. The furniture store occupies the center part of the building at ground level, as well as the entire top story of the building. The southwest corner of the building at Geary Street and Van Ness Avenue is occupied by a restaurant. The restaurant has a recessed entry with an arched door head, set in beige walls, and a large window that displays colored neon lighting. The restaurant has a row of decorative features simulating beam ends facing Van Ness Avenue. Most of the building front on Van Ness Avenue lacks decorative elements. Much of the Van Ness Avenue façade of the building is painted blue with very large white lettering, identifying it as a furniture store. The south façade of the 1100–1128 Van Ness Avenue building faces Geary Street, and displays a continuation of the large rectangular windows set into the plain blue-colored top-story wall (third level on Geary Street) with more large white lettering (this forms the second story on the Van Ness Avenue façade because of the change in grade). A fire escape runs from the roof down to the beige-colored second story on the Geary Street side of the building. A row of small windows are on the beige-colored wall fronting Geary Street (the same as the ground floor on the Van Ness Avenue frontage). The lowest story is visible at the street level along Geary Street; its façade is beige-colored, and has a small side door and a large garage/loading dock door.

The other six buildings on the site of the proposed Cathedral Hill MOB that front on Geary Street were built between 1906 and 1921. They are not set back from the street and are a mix of two- and three-story brick structures with narrow frontages. The façades of the other six buildings have doorways opening onto Geary Street, with window fronts common to older commercial businesses. Some of the buildings appear to be unoccupied. The general visual character of the six buildings fronting on Geary Street is summarized below, from west to east. The general character of these buildings' rear facades along Cedar Street is summarized at the end of this discussion of the Cathedral Hill MOB site. As noted above, the large three-story beige and blue 1100–1128 Van Ness commercial building is located at the corner of Geary Street and Van Ness Avenue. Part of the upper floor, the plain, beige and blue eastern façade of the building, and its flat roofline are visible from Geary Street.

#### 1062 Geary Street (proposed for demolition)

The façade of this narrow two-story building, constructed in 1913, is comprised at street level (Geary Street) of an entrance door to the upper floor and an adjacent garage door (from a former vehicle repair shop). The façade has some decoration, including narrow classical style pilasters that are painted white. The wall color is gray with a blue band and commercial lettering. The upper floor façade is painted green and is composed of a row of simple rectangular windows. A small overhanging cornice with some architectural detailing forms the flat roofline. A remnant frame of commercial signage is attached to the front façade along Geary Street.

#### 1054–1060 Geary Street (proposed for demolition)

This narrow two-story building, constructed in 1913, has a bright red façade at street level (Geary Street), with a wood shingle facing above. An entrance leads to the commercial space, with no windows and an adjacent gray-colored door that provides access to the upper floor. Vertical wood panels painted gray extend above the doorway to the second story. The second-story façade is composed of pink-tan colored brick with two sets of rectangular windows. The roofline is flat and formed by a small overhanging cornice. Commercial signage is attached to the front façade at the center of the building.

#### 1040–1052 Geary Street (proposed for demolition)

This wide three-story building, constructed in 1921, has a façade with symmetrical architectural features. At street level (Geary Street), the façade incorporates uniform, gray-green faux stone. The central part of the building has an entrance doorway in the middle of the façade, flanked by rectangular windows that are painted over. Plain barrier security bars cover the windows and entrance doorways. On the west side of the Geary Street façade, an entrance door leads to the upper floors, and its arched top form is repeated in a window on the east side of the same façade. The second-story and third-story façades have faux stone in a more reddish color. The center part of the building's front façade has three vertical recesses with an arch-like top, which contain rectangular windows; to either side, a recessed square window opens on both the second and third floors. The flat roofline is formed by a small overhanging tile cornice.

#### 1034–1036 Geary Street (proposed for demolition)

This narrow two-story building, constructed in 1907, consists of street-level (Geary Street) commercial frontage and an entrance door to the upper floor. Barrier bars cover the windows and doorways. The building is gray and light beige, and it has some simple architectural detailing. The upper floor is turquoise-green with a row of three rectangular windows. The windows have architectural detailing, painted dark green. A row of small rectangular features that are painted beige provides additional architectural detail above the windows. The flat roofline is formed by a small overhanging cornice. A large sign is attached to the front façade of the structure on the second floor.



### 1028–1030 Geary Street (proposed for demolition)

The first floor of this wide three-story building, constructed in 1912, has a brick treatment at street level (along Geary Street) and brown wood planks above. A simple center door leads to the commercial space and is flanked by small windows. A smaller door that provides access to the upper floors has a simple arched opening. The upper two floors have symmetrical architectural features. The façade is gray with rows of windows, including three center windows slightly recessed in the façade. The center three windows of the second floor have simple rectangular form, and the three center windows on the top floor have recessed arch-form heads with a keystone. The center windows are flanked on both the second and third floors by rectangular recessed windows. On the second floor, each of these flanking windows has an architectural pediment and sill, and on the third floor, the recessed rectangular flanking windows have a simple sill and a keystone but no pediment. The top of the building has horizontal architectural lines and the roofline is flat. The center part of the front façade has a fire escape going from the roof down to the bottom of the second floor. A large hotel sign is attached to the façade. Two small street trees are located in front of the building.

### 1020–1022 Geary Street (proposed for demolition)

This narrow two-story building, constructed in 1912, has a gray façade along Geary Street that includes second-story window openings that are also painted gray. The lower floor has commercial space with a simple center doorway, flanked by gray walls, and a door to the upper floor. The upper floor has a row of window openings that are painted over. A cornice with some architectural detail forms the flat roofline. The front façade of the building has a large, lighted marquee and signage. One street tree is present in front of the building.

### Landscaping and Overall Summary of Cathedral Hill Medical Office Building Site

The rear sides of the above six buildings on the site of the proposed Cathedral Hill MOB, which front on Geary Street (as described above), are located along Cedar Street. Each of the buildings has a street-level garage entrance with windows above. The rear sides of the buildings are undecorated, plain façades. Some windows are boarded up and others have plain security barrier bars. Heating, ventilation, and air conditioning (HVAC) pipes and fire escapes are located on the exterior rear walls of many of the structures. One structure has a sign attached to the exterior along Cedar Street. Color treatment is varied, including gray, beige, turquoise-green, and green, generally with darker colors at street level and lighter colors above. HVAC conduits are attached to the exterior wall. A green garage door is also present at the lowest level, on Cedar Street.

Landscaping along the site of the proposed Cathedral Hill MOB is composed of four small street trees located along the Van Ness Avenue frontage and three small street trees along the Geary Street frontage. There are no street trees on either side of Cedar Street and the sidewalks are narrow.

In total, there are 84 trees at the Cathedral Hill Hospital and Cathedral Hill MOB sites (see Table 4.13-2, “Summary of Trees at the Cathedral Hill Campus,” on page 4.13-7 in Section 4.13, “Biological Resources”).

### ***1375 Sutter Street Medical Office Building Site***

The site of the proposed 1375 Sutter MOB is located two blocks north of the site of the proposed hospital, at the southeast corner of the intersection of Franklin and Sutter Streets. The existing on-site building, known as the Pacific Plaza Office Building, is approximately 65 feet (not including an approximately 15-foot-tall mechanical penthouse) and five stories tall and was built in 1975, and would be retained without exterior physical change under the proposed LRDP. This modern concrete building is rectangular in shape and includes a large (3,100-sq.-ft.) open-air courtyard in the central portion of the building. The exterior of the ground floor is tan and the upper floors are beige. The entrance is recessed with a glass and steel canopy at the street. This building has a modern design, with plain horizontal and vertical lines and minimal decoration. The key visual character is provided by its windows, which are arranged in a series of forward bays from the second story upward that project from the façade wall and provide pattern and texture to the façade. Approximately 22 street trees are located along the sidewalks adjacent to the Pacific Plaza Office Building.

### **Visual Characteristics in the Vicinity of the Cathedral Hill Campus**

The Cathedral Hill neighborhood is centered around the approximately 120-foot-tall St. Mary’s Cathedral (1111 Gough Street), which is located on the corner of Geary Boulevard and Gough Street (one block west of the proposed Cathedral Hill Campus). This cathedral has a prominent location, is surrounded by an open plaza, and has a visually distinctive form. The cathedral is constructed of white reinforced concrete and stained glass in the Structural Impressionist Modern style. Because of these features, it is the most prominent visual landmark in the area. Although less prominent and less massive than St. Mary’s Cathedral, the area is also home to several other structures that are important because of their historic status and visual quality: St. Mark’s Lutheran Church (1111 O’Farrell Street), the First Unitarian Church of San Francisco (1187 Franklin Street), and Hamilton Square Baptist Church (1212 Geary Boulevard). St. Mark’s Lutheran Church was constructed in 1895 in the Romanesque Revival style and is designated City and County of San Francisco (City) Landmark No. 41. The First Unitarian Church of San Francisco was constructed in 1889 and is designated City Landmark No. 40.

The vicinity of the Cathedral Hill Campus has a wide range of structures, including high rise, mid-rise, low-rise, and single-story structures occupied by a mix of residential, commercial, office, and institutional uses. The structures encompass a range of age, architectural styles, and visual characteristics.

Along Post Street, immediately north of the Cathedral Hill Hotel and 1255 Post Street Office Building, are a group of modern high-rise residential towers that are 13–17 stories tall, including the Daniel Burnham Plaza; these buildings also accommodate office uses on their lower floors. The Pacific Plaza Office Building at 1375

Sutter Street (the site of the proposed 1375 Sutter MOB) is located directly north of these high-rise residential towers. A 12- to 13-story modern-style office building is north of the Pacific Plaza Office Building.

To the east, Van Ness Avenue is a wide, heavily traveled thoroughfare. One of San Francisco's principal north-to-south corridors in the city, Van Ness Avenue is designated as U.S. Highway 101 in this area. In the vicinity of the proposed campus, Van Ness Avenue includes landscaped medians, including colorful plants, shrubs, and small trees. The east side of Van Ness Avenue includes the site of the proposed Cathedral Hill MOB described above. Current development east of Van Ness Avenue consists of older structures with varied visual features: one three-story office building, several small two-story retail or office establishments, three four-story residential buildings, and one three-story residential hotel building with retail on the ground floor. The eastern part of the block is not part of the Cathedral Hill MOB site. The east end of the block is occupied by a well-maintained four-story, beige-colored office building known as the Pierce Arrow Building. The Pierce Arrow Building occupies the full frontage along Polk Street between Geary Street and Cedar Street. Three- to five-story, mostly older, well-maintained residential and commercial buildings on the north side of Cedar Street directly face the Cathedral Hill MOB site. One-story to five-story, well-maintained older buildings located on the south side of Geary Street face the Cathedral Hill MOB site and have hotel, multiunit residential, and commercial uses.

To the south, on Geary Boulevard, the Cathedral Hill Hotel faces a diverse set of buildings, including an elaborately painted, one-story sandwich shop; a recently built, approximately 130-foot-tall assisted living facility (named The Avenue); a large three-story, well-maintained early-20th-century building with residential and commercial uses in the Goodman Building, which is a City Landmark building (Landmark #71); and a modern concrete four-story office building. Farther south, on the south side of Myrtle Street, are a three-story brick office building and adjoining surface parking lot, and a large three-story concrete building that includes a television news studio.

To the west of the Cathedral Hill Hotel, on Franklin Street, are the three-story Hamilton Square Baptist Church (1212 Geary Boulevard) and its adjacent parking facility. The church's frontage is attractively landscaped with small plants, flowers, shrubs, and bushes. Street trees line the sidewalks of both sides of Franklin Street, including those adjacent to the east side of the church building. North of the church, on the west side of Franklin Street are a modern, two-story commercial building housing a drugstore; a two- to three-story, light green 20th-century building that includes commercial uses on the ground floor and residential uses above; and a six-story building that includes commercial uses on the ground floor and residential uses above.

Vistas are closely tied to topography and the distance from visual features or resources. The proposed Cathedral Hill Campus and its vicinity are in a densely developed, highly urbanized, commercial and residential area of San Francisco. Because of the presence of multistory intervening development in the proposed campus area, no unique

or important topographical features or visual resources are clearly visible from the proposed campus area at street level. The proposed Cathedral Hill Campus site does not have a scenic vista point. Two hillside parks, Alta Plaza and Alamo Square, are not visible from street level at the immediate periphery of the proposed campus, but they are somewhat visible in the distance from certain areas in the vicinity of the proposed campus. These parks' higher elevation provides vistas toward the proposed campus site.

Architecturally interesting buildings, such as the upper portion of the San Francisco City Hall, are visible along Van Ness Avenue in the vicinity of the proposed campus. The visual character of the vicinity of the proposed Cathedral Hill Campus is diverse because of its variety of architectural styles and exterior building textures; building heights and massing; types and consistency of landscaping and pedestrian spaces; building setbacks and sidewalk widths; and visual conditions of existing buildings (i.e., some are dilapidated and others need maintenance). In the vicinity of the proposed Cathedral Hill Campus, buildings on the east side of Van Ness Avenue tend to have a more unifying, early-20th-century architectural character and form than on the west side. In addition, a high level of ambient lighting exists in the vicinity of the proposed Cathedral Hill Campus as a result of required building security lights, vehicular lights, and pedestrian street light standards. The street light standards located along Van Ness Avenue in the vicinity of the proposed campus are considered to be unique and historic. Glare is not currently an issue in this area, because most of the existing structures are composed of nonreflective materials such as concrete, brick, and low-reflection window glass.

### **Existing Views of the Cathedral Hill Campus Area**

The proposed Cathedral Hill Campus would be visible from many vantage points in the vicinity and at a distance. To assess the LRDP's effects on public scenic views and vistas, including street-level views in the vicinity of the proposed campus, seven viewpoints were selected to illustrate existing views and to demonstrate the visual effects on the Cathedral Hill Campus. Simulations were developed depicting the LRDP development as seen from those same viewpoints. Figure 4.2-1, "Map of Cathedral Hill Campus Viewpoint Locations" (page 4.2-13), provides the locations of the eight viewpoint locations. Each of the seven figures following this map (Figures 4.2-2 through 4.2-8, on pages 4.2-14 through 4.2-20) identifies the existing view described in this section (labeled as "Existing View"). Each figure also illustrates the visual condition from the same viewpoint with the simulated LRDP buildings (labeled as "Proposed View") to provide a comparison between the "before" (existing) and "after" (LRDP development) conditions. The following seven figures are presented for the Cathedral Hill Campus: Figure 4.2-2, "Cathedral Hill Campus: View 1—Looking East on Starr King Way at Gough Street"; Figure 4.2-3, "Cathedral Hill Campus: View 2—Looking West on Geary Street near Larkin Street"; Figure 4.2-4, "Cathedral Hill Campus: View 3—Looking North on Van Ness Avenue at Fulton Street"; Figure 4.2-5, "Cathedral Hill Campus: View 4—Looking East on Geary Boulevard at Fillmore Street"; Figure 4.2-6, "Cathedral Hill Campus: View 5—Looking Southeast from Alta Plaza Park"; Figure 4.2-7, "Cathedral Hill Campus: View 6—Looking





Source: Data compiled by AECOM in 2009

- View 1: Looking east on Starr King Way at Gough Street
- View 2: Looking west on Geary Street near Larkin Street
- View 3: Looking north on Van Ness Avenue at Fulton Street
- View 4: Looking east on Geary Boulevard at Fillmore Street
- View 5: Looking southeast from Alta Plaza Park
- View 6: Looking northeast from Alamo Square Park
- View 7: Looking south on Van Ness Avenue at California Street
- View 8: Looking southwest on Van Ness Avenue at Post Street (close-up nighttime view)

**Map of Cathedral Hill Campus Viewpoint Locations**

**Figure 4.2-1**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking east along Starr King Way from Gough Street toward the existing Cathedral Hill Hotel on Geary Boulevard



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking east along Starr King Way from Gough Street toward the proposed Cathedral Hill Hospital on Geary Boulevard

**Cathedral Hill Campus: View 1—Looking East on Starr King Way at Gough Street**

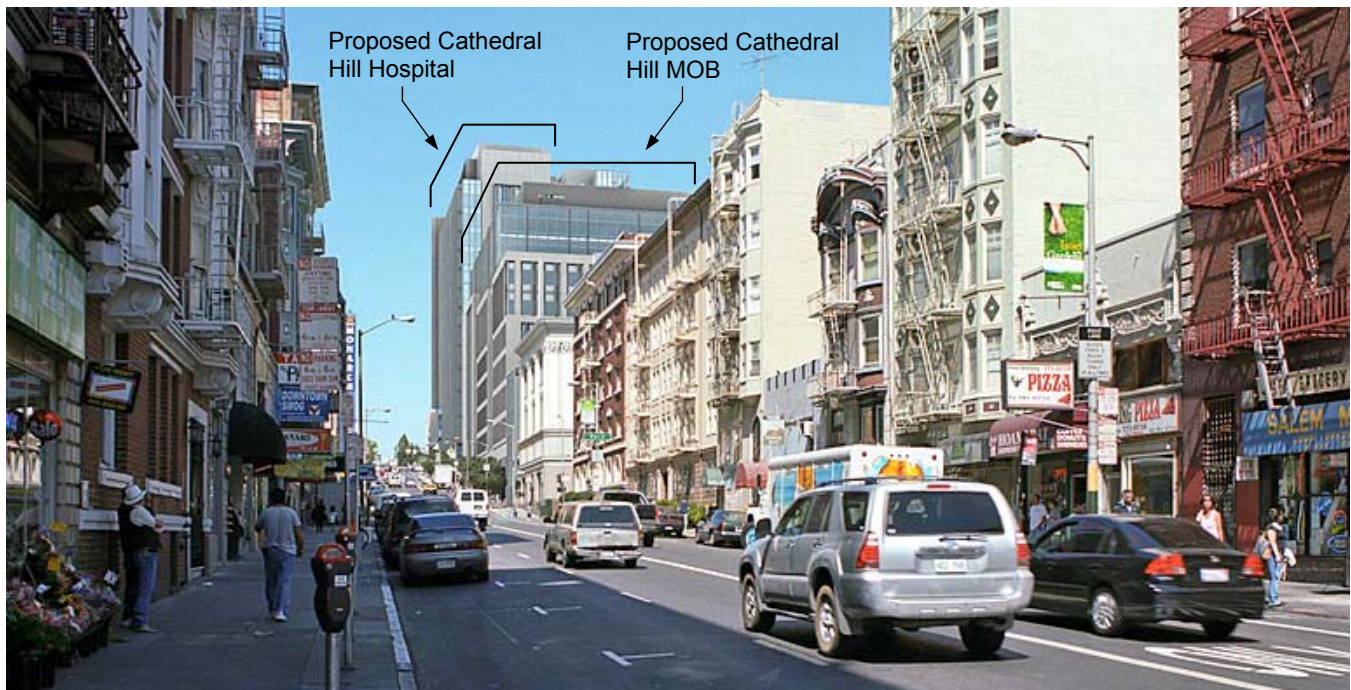
**Figure 4.2-2**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking west along Geary Street from just west of Larkin Street toward the existing Cathedral Hill Hotel and site of the proposed Cathedral Hill MOB



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking west along Geary Street from just west of Larkin Street toward the proposed Cathedral Hill Hospital and Cathedral Hill MOB

**Cathedral Hill Campus: View 2—Looking West on Geary Street near Larkin Street**

**Figure 4.2-3**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking north along Van Ness Avenue toward the site of the proposed Cathedral Hill Hospital (existing Cathedral Hill Hotel)



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking north along Van Ness Avenue toward the proposed Cathedral Hill Hospital

**Cathedral Hill Campus: View 3—Looking North on Van Ness Avenue at Fulton Street**

**Figure 4.2-4**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking east along Geary Boulevard from Fillmore Street toward the site of the proposed Cathedral Hill Hospital (existing Cathedral Hill Hotel)



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking east along Geary Boulevard from Fillmore Street toward the proposed Cathedral Hill Hospital

**Cathedral Hill Campus: View 4—Looking East on Geary Boulevard at Fillmore Street**

**Figure 4.2-5**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking southeast from Alta Plaza Park toward the site of the proposed Cathedral Hill Hospital (existing Cathedral Hill Hotel)



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking southeast from Alta Plaza Park toward the proposed Cathedral Hill Hospital

**Cathedral Hill Campus: View 5—Looking Southeast from Alta Plaza Park**

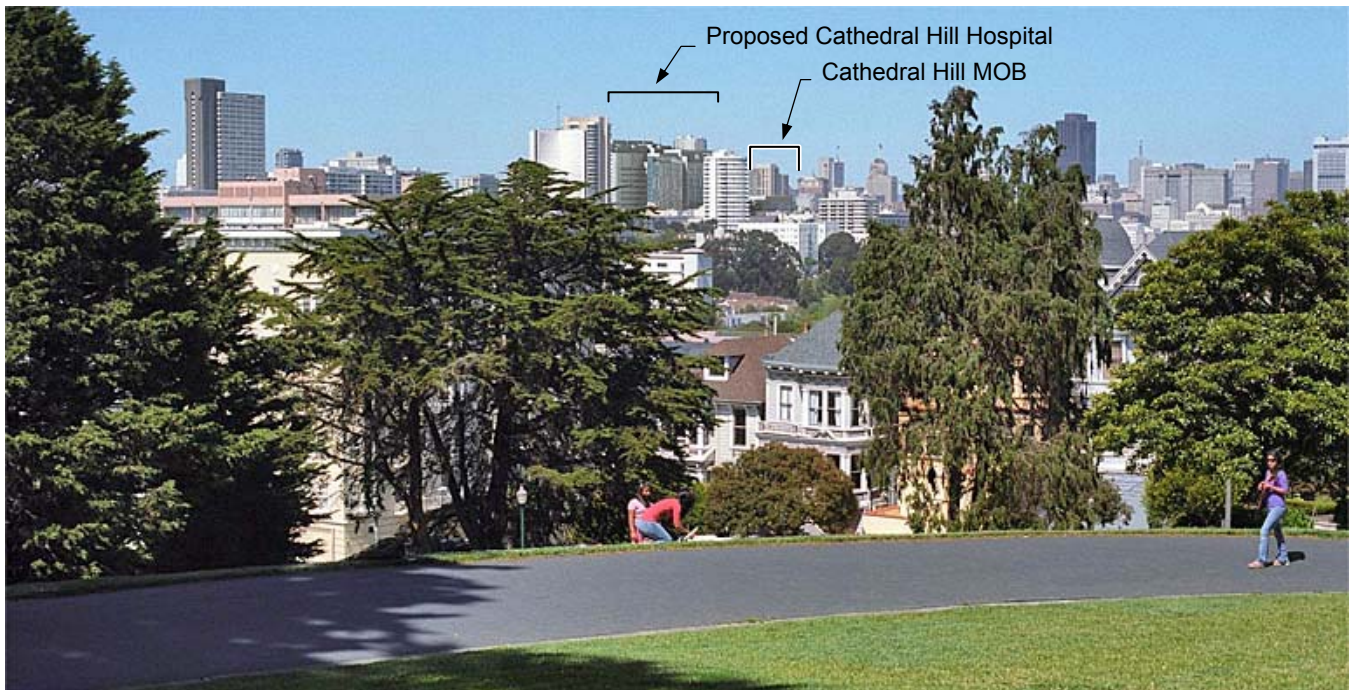
**Figure 4.2-6**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking northeast from Alamo Square Park toward the proposed Cathedral Hill Campus (existing 1255 Post Street Office Building)



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking northeast from Alamo Square Park toward the proposed Cathedral Hill Campus, including the Cathedral Hill Hospital and Cathedral Hill MOB

**Cathedral Hill Campus: View 6—Looking Northeast from Alamo Square Park**

**Figure 4.2-7**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking south along Van Ness Avenue from California Street toward the site of the proposed Cathedral Hill Hospital (existing Cathedral Hill Hotel)



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking south along Van Ness Avenue from California Street toward the proposed Cathedral Hill Hospital

### Cathedral Hill Campus: View 7—Looking South on Van Ness Avenue at California Street Figure 4.2-8

Northeast from Alamo Square Park”; and Figure 4.2-8, “Cathedral Hill Campus: View 7—Looking South from Van Ness Avenue at California Street.”

An additional figure, Figure 4.2-9, “Cathedral Hill Campus: View 8—Looking Southwest from Van Ness Avenue at Post Street (close-up nighttime view) (page 4.2-22), shows only a visual simulation of the proposed Cathedral Hill Hospital and is provided to depict just the nighttime appearance of the proposed Cathedral Hill Hospital.

These view figures depict the existing visual character and views available in the vicinity of the proposed Cathedral Hill Campus. The existing views are summarized below. The degree of change in the existing visual character and views that would result from implementing the CPMC LRDP at the Cathedral Hill Campus site is assessed in Section 4.2.5, “Impact Evaluations” (page 4.2-94).

### **View 1: Looking East on Starr King Way at Gough Street**

This viewpoint is located one block (approximately 600 feet) west of the proposed Cathedral Hill Campus. The viewpoint is located at the intersection of Starr King Way and Gough Street. In general, this viewpoint receives low to moderate pedestrian use, but the street is a major west-east vehicular travel route and thus is seen by numerous drivers. However, this location is close to the plaza of St. Mary’s Cathedral, a destination point for local residents and tourists. This intersection is located on the 49-Mile Scenic Drive. From Viewpoint 1, the existing area for the proposed Cathedral Hill Campus is visible in the middle ground. From this vantage, a portion of the red brick podium, the hotel’s western façade above, and the mechanical penthouse of the south wing of the Cathedral Hill Hotel are visible. The 1255 Post Street Office Building is not visible because of a large building in the foreground. The western façade of the hotel above the red podium appears as a simple beige wall that displays a single column of openings. A portion of the red brick podium fronting on Franklin Street also is visible. The southern façade facing Geary Boulevard is partly visible. The height of the hotel appears to visually recede in comparison with the existing structures that are visible in the foreground and high-rise buildings in the distant background. A residential high-rise building with a red roof is visible to the north of the proposed Cathedral Hill Campus. The low two- and three-story buildings on the site of the proposed Cathedral Hill MOB are barely visible in the existing view, and their roofs are located far below the skyline, formed by contiguous row of high-rise buildings seen in the distant background.

### **View 2: Looking West on Geary Street near Larkin Street**

This viewpoint is located two blocks (about 1,000 feet) to the east of the proposed Cathedral Hill Campus along Geary Street, near its intersection with Larkin Street. In general, this area receives moderate pedestrian use and both streets have considerable vehicular traffic. The viewpoint is located on the 49-Mile Scenic Drive, but it is not a major tourist or visitor destination. From Viewpoint 2, the area for the proposed Cathedral Hill Campus is



Source: SmithGroup 2009

**Cathedral Hill Campus: View 8—Looking Southwest on Van Ness Avenue  
at Post Street (close-up nighttime view)**

**Figure 4.2-9**



visible in the distance on the northern side of the street. From this vantage point, only a portion of the eastern façade and mechanical penthouse of the Cathedral Hill Hotel is visible. The eastern façade of the hotel's south wing appears mainly as a beige monolithic wall, displaying a repetitive linear pattern of windows and panels above a plain red brick podium. Street trees along Geary Street are visible along the hotel's south side. The southern façade of the hotel is visible in the distance, and the southwestern corner of the hotel forms part of the skyline along Geary Boulevard. From this viewpoint, the skyline is formed by the rooflines of buildings that front the north side of Geary Street. The skyline retreats with distance from the viewpoint in a relatively uniform manner, at about a 45-degree angle, because the street wall of buildings along Geary Street has relatively uniform height. The Cathedral Hill Hotel's south wing and mechanical penthouse appear taller in the view, in the context of the street wall along Geary Street. The roofline of these structures presents a small deviation from that skyline recession line and generally retains the consistency of the receding skyline form. Because of this and the distance from the viewpoint, the Cathedral Hill Hotel occupies only a small, visually subdominant part of the skyline along this part of Geary Street.

From this viewpoint, the 1255 Post Street Office Building is not visible because of large buildings along Geary Street in the middle ground that block it from view.

The buildings occupying the site of the proposed Cathedral Hill MOB are visually recessive because of their lower heights. The rooflines are well below the skyline, formed by a street wall of the taller buildings along the north side of Geary Street. Because of the distance from the viewpoint and the larger mass and height of the Cathedral Hill Hotel, which rises behind and above them, the buildings on the site of the proposed MOB are visually subdominant. From this viewpoint, the existing structures at the site of the proposed Cathedral Hill MOB mostly provide visual texture and color variation to the streetscape.

### **View 3: Looking North on Van Ness Avenue at Fulton Street**

This viewpoint is from the western side of City Hall about six full blocks (about 2,600 feet) from the proposed Cathedral Hill Campus, looking northward along Van Ness Avenue. This viewpoint receives a large volume of visitors (both residents and tourists) because City Hall is a key city destination. From Viewpoint 3, the proposed Cathedral Hill Campus is located in the distance on the western side of the street. However, the Cathedral Hill Hotel and 1255 Post Street Office Building are not visible from this vantage point because they are set back from Van Ness Avenue, and because an intervening high-rise building and street trees in the middle ground obscure the view. The existing buildings on the site of the proposed Cathedral Hill MOB also are not visible because of an intervening building in the middle ground of this viewpoint.

#### **View 4: Looking East on Geary Boulevard at Fillmore Street**

This viewpoint is located on Geary Boulevard at Fillmore Street approximately six full blocks (about 3,000 feet) to the west of the proposed Cathedral Hill Campus. The Japanese Cultural and Trade Center, a popular attraction for both residents and tourists, is visible on the north side of Geary Boulevard (at the left side of the view). In general, the area receives moderate pedestrian use, but Geary and Fillmore Streets have considerable vehicular traffic. This viewpoint also is located on the 49-Mile Scenic Drive. The view looks toward the east along Geary Boulevard. The proposed Cathedral Hill Campus is located in the distance in this view, but none of the existing structures (the Cathedral Hill Hotel, 1255 Post Street Office Building, and buildings on the Cathedral Hill MOB site) are visible. The existing buildings at the proposed Cathedral Hill Campus are not visible from this viewpoint because of a change in grade between the viewpoint and the area, and because the view is blocked by intervening tall buildings and trees.

#### **View 5: Looking Southeast from Alta Plaza Park**

This viewpoint is located at the southeastern corner of Alta Plaza Park, above the intersection of Clay and Steiner Streets. Alta Plaza Park is popular, but it is used primarily by local residents and is not considered a key visitor destination. The viewpoint is approximately 13 full city blocks walking distance (4,200 feet direct-line distance) from the proposed Cathedral Hill Campus and is looking toward the southeast. Because it is located on the slope of the park, the viewpoint is elevated compared to the proposed campus area. The entire area of the proposed Cathedral Hill Campus (including the existing Cathedral Hill Hotel, 1255 Post Street Office Building, and site of the proposed Cathedral Hill MOB) is completely blocked from view from this vantage point by an intervening, large high-rise residential tower in the middle ground and the dome of a church behind it.

#### **View 6: Looking Northeast from Alamo Square Park**

This viewpoint is located at the northeastern side of Alamo Square Park, above the intersection of Fulton and Steiner Streets. Alamo Square Park is popular, but is used primarily by local residents and is not considered a key visitor destination. The viewpoint is approximately 14 full blocks walking distance (4,500 feet direct-line distance) from the proposed Cathedral Hill Campus and is looking toward the northeast. Because it is located on a higher altitude part of the park, the viewpoint is elevated compared to the proposed Cathedral Hill Campus. The proposed campus area's existing development is visible in the distance in this view amid a mix of high-rise structures on Cathedral Hill and its vicinity. The large, white, distinctively shaped form of St. Mary's Cathedral dominates the center background in this view. The Cathedral Hill Residential Tower high-rise is located to the right of St. Mary's Cathedral and is also in the center background view. The upper floors and the mechanical penthouse of the 1255 Post Street Office Building are visible below the skyline to the right of St. Mary's Cathedral and to the left of the residential tower. The view of the Cathedral Hill Hotel is obscured by the Cathedral Hill Residential Tower. Because of its location on the lower slope of Cathedral Hill, the proposed



Cathedral Hill Campus recedes below the skyline. The skyline in this view is composed of other high-rise buildings of varying heights in the far distance. The 1255 Post Street Office Building appears to merge into the surrounding building forms and colors and is a weak element of the visual landscape from this viewpoint. Existing buildings at the site of the proposed Cathedral Hill MOB also are not visible in this view.

#### **View 7: Looking South on Van Ness Avenue at California Street**

This viewpoint is located at the intersection of Van Ness Avenue and California Street, four full blocks (approximately 1,400 feet) from the proposed Cathedral Hill Campus. In general, the area receives high pedestrian use and has considerable vehicular traffic. This area is not known to be a major tourist/visitor destination. The viewpoint looks southward, along Van Ness Avenue. The proposed Cathedral Hill Campus is located in the middle ground of the view. None of the existing development on the site of the proposed hospital is visible in this view as a result of the setback of the Cathedral Hill Hotel and 1255 Post Street Office Building from Van Ness Avenue. High-rise buildings to the north of the proposed Cathedral Hill Campus, along the western side of Van Ness Avenue, block the view of the Cathedral Hill Hotel and 1255 Post Street Office Building. Buildings on the site of the proposed Cathedral Hill MOB also are not visible in this view.

#### **Lighting and Glare**

The site of the proposed Cathedral Hill Campus is located in a wholly urbanized, densely developed area; thus, nighttime lighting is an expected common element. Van Ness Avenue and Geary Boulevard are brightly lit thoroughfares. Post Street and Franklin Street are somewhat less brightly lit, but constitute well-lit streetscapes. The façade of the Cathedral Hill Hotel has had little architectural lighting since the hotel's closure and is unobtrusive. When the hotel was operating, light emanating from hotel windows was subdued and contributed to the area's overall lighting landscape. Since the hotel's closure the amount of light emanating from hotel windows has been reduced substantially. Because the 1255 Post Street Office Building has been vacated, it contributes little light to its surroundings. Buildings at the site of the proposed Cathedral Hill MOB emit light levels common to the area or very low light. Some of the buildings are not occupied and emit no light. Others have lit exterior signage or neon lights in their windows. The marquee of the building at 1020 Geary Street is a highly visible light source in the immediate area.

None of the façades of existing buildings in the area of the proposed Cathedral Hill Campus, including the site of the proposed Cathedral Hill MOB, have reflective building materials or fenestration with highly reflective glass. Thus, this area is currently not a source of light and glare.

## Scenic Highway and Natural Resources

The City has two highways eligible for inclusion under California's Scenic Highway Program: Interstate 80 (I-80) and State Route (SR) 1. At present, I-80 and SR 1 are not officially designated, nor are they located near the proposed Cathedral Hill Campus. California's Scenic Highway Program was created in 1963, with the purpose of preserving and protecting scenic highway corridors and the aesthetic values of lands adjacent to these highways. The Scenic Highway Program is governed by Section 260 et seq. of the Streets and Highways Code. Aside from designated scenic resources, views from scenic highways also are considered scenic resources and discussed in this section. Views to the proposed Cathedral Hill Campus from I-80 are very limited and distant, and the existing structures on the campus do not stand out as strong visual features in the views from I-80. The proposed campus is not visible from SR 1.

The area of the proposed Cathedral Hill Campus is bordered on two sides by the 49-Mile Scenic Drive: Geary Boulevard/Geary Street to the south and Post Street to the north. The 49-Mile Scenic Drive was created as a promotion for the 1939 Golden Gate International Exposition. The original route started near the Civic Center downtown and meandered through the city, ending at Treasure Island. The current route is essentially the same, except that it makes a loop through the city rather than ending at Treasure Island. The 49-Mile Scenic Drive is featured in many visitor guides and maps, including *The San Francisco Book—Official Guide to the City* (San Francisco Convention and Visitors Bureau, Winter/Spring 2010). Although no data are available on how many people purposefully follow the route of the 49-Mile Scenic Drive, it is presumably an attraction of the city for residents and visitors because the route specifically features many of San Francisco's key sights and notable scenic qualities. The visitor guides referring to the 49-Mile Scenic Drive do not specifically mention or map the existing structures on the proposed Cathedral Hill Campus. Because the proposed campus is located directly along the 49-Mile Scenic Drive, viewers have close views of this area.

Because the site of the proposed Cathedral Hill Campus is fully developed at present, no natural-environment features or landscape are present, such as stands of trees, streams, or natural rock outcrops. Because of the topography and the many structures surrounding the site that block prevalent views of the proposed campus, the immediate area around the proposed Cathedral Hill Campus provides no street-level vistas of San Francisco and the wider Bay Area.

## PACIFIC CAMPUS

The Pacific Campus is located in the Pacific Heights neighborhood of San Francisco. One of the city's most scenic and park-like settings, the area offers panoramic views of the Golden Gate Bridge, San Francisco Bay, Alcatraz, and the Presidio. The neighborhood is bounded approximately by Broadway to the north, Van Ness Avenue to the east, California Street to the south, and Presidio Avenue to the west. The Cow Hollow

neighborhood is located to the north, the Fillmore neighborhood is located to the southwest, Japantown is located to the south, and Nob Hill is located to the east.

### **Visual Characteristics of the Pacific Campus**

The Pacific Campus occupies an overall area of 4.6 acres. The campus is generally bounded by Washington Street to the north, Buchanan Street to the east, California Street to the south, and Fillmore Street to the west. The campus slopes in a southwesterly direction, with an approximately 25-foot elevation change from Buchanan Street to Webster Street, where Webster Street is lower than Buchanan Street. The campus consists of 15 buildings, the most prominent being the nine-story, 120-foot-tall (not including an 18-foot-tall mechanical penthouse) 2333 Buchanan Street Hospital building. Two other prominent medical buildings on the Pacific Campus are the approximately 140,200-sq.-ft., seven-story, 99-foot-tall (not including a 16-foot-tall mechanical penthouse) Stanford Building at 2351 Clay Street and the approximately 232,600-sq.-ft., five-story, 80-foot-tall (not including a 16-foot-tall mechanical penthouse) Pacific Professional Building at 2100 Webster Street. Both of these buildings are located downhill from and west of the 2333 Buchanan Street Hospital building. The 2333 Buchanan Street Hospital, Stanford Building, and Pacific Professional Building constitute the center of Pacific Campus operations and are described below.

#### ***2333 Buchanan Street Hospital Building (proposed for conversion without exterior change)***

This large, 138-foot-tall (including mechanical penthouse), nine-story, modern hospital building (constructed in 1972) occupies the eastern side of the Pacific Campus, fronting on Buchanan Street. Because of a large, open airway at street level at its northern end, the building also is accessible from Clay Street. The building is located at the highest elevation on the Pacific Campus, which enhances its visibility. Along its Buchanan Street frontage, the building displays a massive, striking, gray concrete façade in a modern style that provides a distinctive contrast in scale and style to the neighboring older off-campus buildings and residences on the opposite side of Buchanan Street. The Buchanan Street façade is uniform in color and material and is unadorned; thus, its varied form is its main aesthetic characteristic. The lower three levels present a strong horizontal pattern of concrete walls with rows of short windows. The walls are all substantially cantilevered to overhang the floor beneath, and the window rows are located immediately below each overhang. Because of the shadow formed by the overhang on the Buchanan Street façade at street level, the massive building appears to float above grade, and the short window rows appear to support the much larger structure above them. Above the third floor, the Buchanan Street façade design changes to strongly vertical forms of wall surface and fenestration. The façade wall above the third floor is divided into four large bays and recesses that appear as a series of blocks, stacked on the lower three floors. Each bay is further divided and contains rectangular windows.

The western façade of the hospital building is partially visible from Clay Street and from parts of Webster Street and Sacramento Street, where it is mostly blocked from views by intervening buildings. The western façade is arranged in several bays with a simpler treatment of the façade than that of the eastern façade on Buchanan Street. Much of the western façade is obscured from street views by the Stanford Building, located immediately west of the hospital building. On Clay Street, the airway at the north end of the hospital building is a strong visual feature of the building. Viewed from the west, the central portion of the building rises above and west of the main structure and has mostly plain walls, painted in a light tan color. The center higher portion of the building is flanked on either side by the western façade of the main hospital building, which is composed of forward and receding bays, all with gray concrete walls and contiguous window rows. The northern and southern façades of the hospital building have relatively plain, angular forms, composed of gray concrete walls in varied planes. Rectangular windows provide some façade relief, but overall the northern and southern façades have a monolithic appearance.

A ground-level parking lot is located north of the 2333 Buchanan Street Hospital building. A fence and landscaping screen border most of this parking lot along Buchanan Street. At the parking lot entrance, the view is open to the west. In the middle-ground view, the eastern façades of the Stern Building (2330 Clay Street) and the upper floors of the taller Annex MOB (2340–2360 Clay Street) behind it are visible. Four moderate-sized street trees are located along Buchanan Street in front of the parking lot.

### ***Stanford Building (2351 Clay Street) (proposed for demolition)***

The 115-foot-tall (including mechanical penthouse) seven-story Stanford Building was built in 1917 and is the oldest surviving structure of what was a cluster of hospital-related buildings built on the campus as early as 1882<sup>2</sup> (see “Pacific Campus” under “Historical Setting of the CPMC Campuses” on page 4.4-9 in Section 4.4, “Cultural and Paleontological Resources”). The Stanford Building is located on the block bounded by Clay, Buchanan, Sacramento, and Webster Streets. The building extends from Clay Street at the northern end of the block to Sacramento Street at the southern end of the block, and is located within a complex of diverse buildings (displaying a wide range of ages and styles). The Stanford Building is 99 feet tall and the 16-foot-tall mechanical penthouse is on the roof. The building is laid out in an approximate “T” form, with the front on Clay Street running east-west and parallel to the street, whereas the southern part runs north-south and is perpendicular to Sacramento Street. The Stanford Building would be demolished under the proposed LRDP.

The Clay Street façade of the Stanford Building is a symmetrical, regular composition consisting of a base, center, and top, with the base partially below street level to accommodate the change in grade. The building

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<sup>2</sup> California Pacific Medical Center. 2008 (September). *Historic Resource Evaluation Report for Pacific Campus, California Pacific Medical Center San Francisco*. Prepared by Knapp Architects. Page 18. This document is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

façade has a pattern of balanced vertical and horizontal rectangular lines that make up the exterior architectural detailing of the floors, fenestration, and narrow ledges of this building. A forward bay with large windows is located near both the eastern and western ends of the building. The windows are arranged in columns above the ground floor and framed by vertical pilasters with a lighter tan color than the adjacent, slightly darker tan walls. All but one of the windows is rectangular and each is set back into the façade and has a small sill. The window frames are brown. One large window on the second floor above the entrance has a flattened arch head and keystone architectural feature at the top. The north and south wings of the building (built at the same time) are both five stories tall and have a large amount of fenestration (placement of windows) puncturing otherwise plain façade walls. A narrow ledge with underlying brackets is located at the base of a tall, simple cornice that runs across most of the façade. The roofline of the building is level. The wall is brown-tan at street level and a lighter beige on the floors above. The color is varied within a palette of brown, tan, beige, and lighter beige, used to differentiate the architectural details. The entrance door has a plain design and is set back from the front of the building. A small blue awning is located above the entrance. A seating bench and small decorative tree are located at the entrance and four moderate-sized landscape trees are located in front of the building.

The south side of the Stanford Building, which faces Sacramento Street (2324 Sacramento Street), has five stories because the building drops down in height on its southern side. The corners of the building are angled back from the street frontage. The Sacramento Street façade is composed of rectangular, well-inset windows. A simple narrow ledge, located above the second floor, is an architectural detail. The windows provide much of the detail of the façade because of their division into three parts, above which is a run of shorter windows also arranged in three parts. The building is painted uniformly in pale colors (white–light beige). Two small street trees are located in front of the building and are part of the row of street trees along the north side of Sacramento Street. In addition, large, tall mature pine trees are located at the southwest corner of the building in a landscaped area raised above street level. Shrubs from that landscaped area hang over the retaining wall at street level. In addition, several large mature pines are located along a gated driveway located along the western side of the Stanford Building between it and the adjacent Pacific Professional Building. Little of the eastern or western façades of the Stanford Building are visible from the street because of the adjacent buildings on the Pacific Campus.

***Pacific Professional Building (2100 Webster Street) (proposed for retention without exterior change)***

The five-story Pacific Professional Building (2100 Webster Street) is a medical office building. It is located on Webster Street directly west of the Stanford Building. Opened in 1987, the 96-foot-tall (including mechanical penthouse) building has a modern-style construction. Like the Stanford Building, the Pacific Professional Building extends from Clay Street at the northern end of the block to Sacramento Street at the southern end of the block, but its footprint covers more surface area than the Stanford Building. Its street façades are located along Webster Street, Sacramento Street, and Clay Street. Its mostly unpainted concrete façades are offset by a series of

horizontal, gray and blue, plain sculptured bands that wrap around the building underneath each floor's row of windows. These architectural details provide color and the window arrangement provides a pattern of horizontal layering. The building's upper floors are "stepped back" from the street to create variety in form and profile and to reduce its visual bulk. The main building entrance is located at the building's northwest corner, on a plaza at the intersection of Clay and Webster Streets. The main entrance is a wide, two-story-tall opening with the exterior wall set at an angle well back from the street under the overhanging third story. Over the entrance, multiple step-back forms of the floors create an intricate roofline. On its eastern side, an elevated pedestrian bridge connects the fifth floor of the Pacific Professional Building to the third floor of the Stanford Building. Moderate- to large-sized street trees are located along the façades facing Webster, Clay, and Sacramento Streets, and a row of large pine trees is located along the eastern façade between this building and the western side of the Stanford Building.

### ***Pacific Campus Buildings along the Perimeter of the Central Campus Area***

Twelve associated campus buildings are located at the perimeter of the three most prominent buildings of the Pacific Campus discussed above. The 12 buildings are located along Clay Street, Sacramento Street, California Street, and Webster Street, and are described below.

#### **Stern Building (2330 Clay Street) (proposed for retention without exterior change)**

The three-story Stern Building was constructed in 1939, and is made of stucco-coated concrete. The 51-foot-tall (including mechanical penthouse) building has a simple block form and displays a pair of distinctive projecting vertical concrete fins that divide the elevation into roughly three equal parts. Its architectural design in the spare Streamline Moderne style sets it apart from its more classical and late-20th-century commercial neighbors as well as from its residential neighboring buildings, none of which display the same style. It is one of only a small number of remaining Streamline Moderne architectural style buildings in San Francisco. The building has plain horizontal lines, formed by a contiguous row of windows on each floor and plain architectural detail. The roofline is flat. The vertical fin structures provide visual balance to the façade. The building is painted light beige.

#### **Annex MOB (2340–2360 Clay Street) (proposed for demolition)**

The seven-story, 92-foot-tall (76-foot-tall building and 16-foot-tall mechanical penthouse) Annex MOB is located directly across Clay Street from the Stanford Building and the Pacific Professional Building. The Annex MOB opened in 1922. Because of its size and location on the hill, this building has a prominent presence on Clay Street. Above the ground floor, the building is laid out in a U-shaped plan: its western and eastern wings form two sides of the building and are connected by a central northern wing. The building façade is painted concrete with rows of unadorned rectangular wood-framed windows. The linear pattern of the fenestration is repeated on each of the façades. The south-facing façades of the west and east wings are each divided into three portions, a center bay that projects slightly forward compared to the two flanking portions. Each of the three portions of the façade has three

windows for each story. The center column of window rows has an exterior fire escape on both wings. The building has a moderately detailed cornice with balustrade features along a flat roofline. The building is beige with white trim on the window frames, and the color variation is carried upward between the windows on each floor. Under the proposed LRDP, the Annex MOB would be demolished. One large tree and four small trees are located in front of the main façade of the Annex MOB on Clay Street, and several large trees are located along the building's eastern façade between this building and the Stern Building. Landscaping also includes shrubs at the front of the building on Clay Street.

#### **Gerbode Research Building (2200 Webster Street) (proposed for demolition)**

This five-story, 71-foot-tall (60-foot-tall building and 11-foot-tall mechanical penthouse) modern-style building (built in 1964) has its main façade on Webster Street, but it also has a secondary façade along Clay Street. The building has a simple block form and is constructed of concrete with a uniform brown color on the façades. The first story has simple treatment, with contiguous openings of glass and concrete extending the full height of the floor. Along the Webster Street frontage, the façade is broken by contiguous rows of rectangular windows at the upper four stories. The structural windows are set fairly deep, creating shadow effects that provide pattern and texture to the otherwise unadorned façade. On its southern (Clay Street) side, the façade is divided into three portions, with rows forming the central portion, which has inset windows similar to those of the Webster Street façade. The central portion of the southern façade is flanked by plain walls with some linear architectural detailing. The roofline is level with no cornice. The building's mechanical penthouse is not visible from street level on Clay and Webster Streets. The Gerbode Research Building's northern side is directly adjacent to the modern-style Smith Kettlewell Eye Research Building (not part of the Pacific Campus). Under the proposed LRDP, the Gerbode Research Building would be demolished. There are five moderate-sized street trees located along the Webster Street frontage, and four moderate-sized trees are planted along the Clay Street frontage along with landscaped shrubs.

In addition to the 2333 Buchanan Street Hospital, the Pacific Professional Building, and the Stern Building (all of which would be retained without physical change under the LRDP, and some of which would have interior renovations), other buildings on the Pacific Campus would be retained without a change to their exteriors. These buildings, located to the south and southwest of the central part of the Pacific Campus, are described briefly below.

#### **2315 Sacramento Street Residential Building (proposed for retention without exterior change)**

This three-story, 47-foot-tall wood building was constructed in 1904 and is composed of Edwardian "stick" style decoration. A garage, lower podium wall, and entranceway are located at street level on Sacramento Street. The main part of the building is set back from the street. The main façade's windows are tall with slightly rounded

form at the top. The building is greenish-gray with white decorative trim. This building is located across Sacramento Street and directly opposite the south side of the Stanford Building.

#### **Mental Health Center (2323 Sacramento Street) (proposed for retention without exterior change)**

This three-story, 20-foot-tall structure (including ground-level garage entrance along Sacramento Street) is made of wood and has a textured stucco exterior (constructed in 1965). The building style is contemporary modern, with the main façade divided into 13 vertical portions by simple pilaster forms with straight lines and arched tops. Simple rectangular windows are part of the building's main façade. The roofline is level and topped by a simple decorative rail. The structure is tan and brown in color. This building is located across Sacramento Street and directly opposite the south side of the Stanford Building.

#### **2329 Sacramento Street Residential Building (proposed for retention without exterior change)**

This four-story, 40-foot-tall wood structure, with ground-level garage entrances along Sacramento Street, was constructed in 1963. The entrance is located at the western end of the main façade and has decorative stone facing. The main building's façade is divided into three portions; the central portion of the façade is angled out from the flat wall plane and has small windows on each floor; the center part is bordered on each side by a flat wall with double windows and a small iron balcony. An exterior fire escape is located in front of the western portion of the façade. The roofline is level. The structure is brown. The eastern side of the building has a flat wood wall with no windows. This building is located across Sacramento Street and directly opposite the south side of the Stanford Building.

#### **Health Sciences Library (2395 Sacramento Street) (proposed for retention without exterior change)**

This three-story, 48-foot-tall building is located at the corner of Sacramento and Webster Streets and serves as the medical library for the Pacific Campus. The building was constructed in 1912 and is designated City Landmark No. 115. On both street frontages, the building has gracefully decorated façades in the Beaux Arts style. The main entrance is located on Sacramento Street and is set in a decorative stone frame. Small square windows are located at street level at the lower grade of the street. On the main floor, pilasters with Doric capitals divide the façade into five parts along Sacramento Street, and the form is repeated on the southern façade, overlooking a garden. Along the Webster Street frontage, the same architectural detail is present, but the façade is divided into three portions. Within the façade on each side of the building's main floor, large windows with round tops and a key are set deeply into the wall. A large bracketed ledge is located over the main floor windows. The top floor retains the pilaster forms and the windows are square. The building has a decorated cornice, and the roofline is symmetrical and gently sloping. The entire building's façade, on all sides, is faced with tan colored stone. This building is located on Sacramento Street opposite the Pacific Professional Building and has close-up views of that building and the Stanford Building.



Several street trees are located along the south side of Sacramento Street in front of the three campus buildings described above. A small, publicly accessible garden with trees and other landscaping is located to the immediate south of the Health Sciences Library building, between that building and the building at 2018 Webster Street.

#### **2018 Webster Street (proposed for retention without exterior change)**

This three-story, 54-foot-tall, wooden building was constructed in the Edwardian stick style in 1900. It has a projecting bay with tall windows on the second and third stories of the main façade. The main entrance is set back on the northern side of the building and the ground floor has a plain window. The building has a bracketed cornice and detailed ornamental form at the top of the bay window feature. The building is painted gray with white trim on the decorative elements. A small street tree is located in front of the building.

#### **2300 California Street Medical Office Building (proposed for retention without exterior change)**

This long, three-story, 40-foot-tall medical office building was designed in the modern style and built in 1962. The building façade along Webster Street consists of long rows of rectangular windows and dark gray panels. The façade on California Street is a blank tan wall. The building appears to rest on piers over an underground parking level. The roofline is level with a moderate overhang. Consistent with the modern style, the façade is composed of simple pattern and color without decorative detail. A simple fence and landscaping are located in front of the building. Four moderate-sized street trees are located in front of the Webster Street façade of the building.

### ***Pacific Campus Buildings Located North, West, and Northwest of the Central Campus Area***

Buildings to be retained under the proposed LRDP without physical change to their exteriors, located to the north, west, and northwest of the central portion of the Pacific Campus, are described below.

#### **2400 Clay Street Medical Office Building (proposed for retention without exterior change)**

This three-story, 39-foot-tall medical office building is located at the northwest corner of the intersection of Clay and Webster Streets (constructed in 1910). This modern-style renovated façade of the building has four bays facing Clay Street and two bays facing Webster Street. Windows are rectangular and unadorned. The building decoration is plain, with a simple cornice and ledge, and windows with plain white frames. The roofline is level, but from street level the pattern of bays creates the visual perception of horizontal and angular lines set on different planes. The building is peach-tan and pale yellow in color. Moderate-sized street trees are located on both the Webster Street and Clay Street frontages.

#### **Clay Street/Webster Street Underground Parking Garage (2405 Clay Street) (proposed for retention without exterior change)**

This two-story, 30-foot-tall parking garage is located on the southwest corner of the intersection of Clay and Webster Streets. The modern building was constructed in 1970 with gray concrete with wide rectangular openings

at each level. The building also has a rooftop parking level. The building has long horizontal lines, a level roofline, and no decoration. Because it occupies nearly a quarter of the block on which it is located, it has a high degree of visual prominence on the campus. Moderate-sized street trees are planted along both the Clay Street and Webster Street façades.

### ***Landscaping and Overall Summary of the Pacific Campus Site***

None of the existing buildings at the Pacific Campus are strong sources of lighting and none have reflective glass.

In general, street landscaping (mostly trees) are present along all streets at the Pacific Campus. Several mature trees are located on the Pacific Campus, particularly near the Stanford Building and the Annex MOB. A dense line of mature trees and a small area of open space exist directly west of and adjacent to the Stanford Building. Numerous street trees of varying sizes are located along the public sidewalk of each street that traverses and adjoins the Pacific Campus. As noted, a small public garden is located on Webster Street, immediately south of the Health Sciences Library building and north of the residential building at 2018 Webster Street. Flower beds and shrubs are present as landscaping elements aside many of the street frontages of the Pacific Campus buildings. In total, there are 177 trees on the Pacific Campus (see Table 4.13-3, “Summary of Trees at the Pacific Campus,” on page 4.13-8 in Section 4.13, “Biological Resources”).

### **Visual Characteristics in the Vicinity of the Pacific Campus**

According to the Urban Design Element of the *San Francisco General Plan* (General Plan), the Pacific Heights neighborhood is designated as an “Outstanding and Unique Area” because of its composition of contrasting buildings of various heights, the views of San Francisco Bay available down various streets, and views of the bay available across the landscaped grounds of many residential properties.<sup>3</sup>

The area immediately surrounding the Pacific Campus is composed of many stately, well-maintained, primarily two- to four-story buildings dating from the late 19th and early 20th centuries, situated on hilly San Francisco streets. Primarily residential and institutional uses surround the Pacific Campus boundaries. The large, modern 2333 Buchanan Street Hospital building has little in common, in terms of scale and visual character, with the surrounding residential buildings. Four-story multiunit residential buildings are located along the east side of Buchanan Street directly opposite the hospital building and parking lot to the north. Residential buildings north of Clay Street on Buchanan Street are generally two to four stories tall. In the general area, two- to four-story residential buildings are widespread, with few multilevel residential buildings including a public senior housing development (JFK Towers) reaching 12 stories tall. The Pacific Campus buildings located on or close to Webster Street are generally compatible in scale and style with other buildings in the area, especially those fronting on

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<sup>3</sup> San Francisco Planning Department. 2005. *San Francisco General Plan*. Urban Design Element. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=41416](http://www.sfgov.org/site/planning_index.asp?id=41416). Accessed April 15, 2009. Policy 2.7.

Webster Street. The large, institutional buildings on Webster Street, including the eight-story University of the Pacific building, a historic Romanesque-style synagogue with a large central dome, and the other buildings along Webster Street are visually compatible with the existing Pacific Campus buildings. Existing Pacific Campus buildings fronting on the northern side of Sacramento Street are not visually compatible or of similar scale with the much smaller structures on the southern side of the street; however, most of the latter buildings are part of the campus.

The Pacific Campus is located near two city parks, Alta Plaza Park two blocks to the west and Lafayette Park one block to the east.

In addition, a high level of ambient light exists in the Pacific Campus vicinity as a result of required building security lights, vehicular lights, and pedestrian street light standards. Glare is not currently a problem in this area because most of the façades of existing on-campus structures are composed of nonreflective materials, such as concrete, stucco, wood, and low-reflection window glass.

### **Views of the Pacific Campus**

The Pacific Campus is visible from many vantage points in the vicinity and at a distance. To assess the proposed LRDP's effects on public scenic views and vistas, seven viewpoints were selected to illustrate the existing views of the Pacific Campus and the proposed Pacific Campus development under the LRDP in the context of the surrounding area, using visual simulations. Figure 4.2-10, "Map of Pacific Campus Viewpoint Locations" (page 4.2-36), provides an overview of the locations of the seven viewpoints. Existing views and views after the proposed LRDP development at the Pacific Campus are shown for purposes of comparison in the following seven figures, beginning on page 4.2-37. Figure 4.2-11, "Pacific Campus: View 9—Looking East on Clay Street at Fillmore Street"; Figure 4.2-12, "Pacific Campus: View 10—Looking East on Sacramento Street between Webster Street and Fillmore Street"; Figure 4.2-13, "Pacific Campus: View 11—Looking North on Webster Street at Sacramento Street"; Figure 4.2-14, "Pacific Campus: View 12—Looking West on Sacramento Street near Buchanan Street"; Figure 4.2-15, "Pacific Campus: View 13—Looking Southwest on Buchanan Street at Washington Street"; Figure 4.2-16, "Pacific Campus: View 14—Looking South on Webster Street between Washington Street and Jackson Street"; and Figure 4.2-17, "Pacific Campus: View 15—Looking East from Alta Plaza Park." These figures show the existing visual character and views currently available in the Pacific Campus area, and are summarized in the text below. The degree of change in visual character and views that would result from implementing the proposed CPMC LRDP at the Pacific Campus is assessed in Section 4.2.5, "Impact Evaluations" (page 4.2-93).



Source: Data compiled by AECOM in 2009

View 9: Looking east on Clay Street at Fillmore Street

View 10: Looking east on Sacramento Street between Webster Street and Fillmore Street

View 11: Looking north on Webster Street at Sacramento Street

View 12: Looking west on Sacramento Street near Buchanan Street

View 13: Looking southwest on Buchanan Street at Washington Street

View 14: Looking south on Webster Street between Washington Street and Jackson Street

View 15: Looking east from Alta Plaza Park

**Map of Pacific Campus Viewpoint Locations**

**Figure 4.2-10**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking east along Clay Street from Fillmore Street toward the existing Clay Street/Webster Street Parking Garage and 2333 Buchanan Street Hospital



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking east along Clay Street from Fillmore Street toward the proposed ACC Addition

**Pacific Campus: View 9—Looking East on Clay Street at Fillmore Street**

**Figure 4.2-11**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking east on Sacramento Street from between Webster Street and Fillmore Street toward the existing Stanford Building and 2333 Buchanan Street Hospital



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking east along Sacramento Street from between Webster Street and Fillmore Street toward the existing 2333 Buchanan Street Hospital (proposed ACC) and the ACC Addition

**Pacific Campus: View 10—Looking East on Sacramento Street  
between Webster Street and Fillmore Street**

**Figure 4.2-12**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking north along Webster Street from Sacramento Street toward the existing Gerbode Research Building (2200 Webster Street)



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking north along Webster Street from Sacramento Street toward the proposed North-of-Clay Aboveground Parking Garage

**Pacific Campus: View 11—Looking North on Webster Street at Sacramento Street**

**Figure 4.2-13**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking west along Sacramento Street from between Buchanan Street and Laguna Street toward the existing 2333 Buchanan Street Hospital



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking west along Sacramento Street from between Buchanan Street and Laguna Street toward the existing 2333 Buchanan Street Hospital (proposed ACC) and proposed ACC Addition

**Pacific Campus: View 12—Looking West on Sacramento Street near Buchanan Street      Figure 4.2-14**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking southwest along Buchanan Street from Washington Street toward the existing 2333 Buchanan Street Hospital and Buchanan Street parking lot



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking southwest along Buchanan Street from Washington Street toward existing 2333 Buchanan Street Hospital (proposed ACC) and proposed North-of-Clay Aboveground Parking Garage

**Pacific Campus: View 13—Looking Southwest on Buchanan Street  
at Washington Street**

**Figure 4.2-15**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking south on Webster Street from between Washington Street and Jackson Street toward the existing Pacific Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking south on Webster Street from between Washington Street and Jackson Street toward the proposed North-of-Clay Aboveground Parking Garage

**Pacific Campus: View 14—Looking South on Webster Street  
between Washington Street and Jackson Street**

**Figure 4.2-16**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009  
Existing View—looking east from Alta Plaza Park toward the Pacific Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009  
Proposed View—looking east from Alta Plaza Park toward the Pacific Campus

**Pacific Campus: View 15—Looking East from Alta Plaza Park**

**Figure 4.2-17**

### **View 9: Looking East on Clay Street at Fillmore Street**

This viewpoint is located one block (approximately 500 feet) west of the Pacific Campus at the northwest corner of the Fillmore Street/Clay Street intersection. This locale receives substantial use by residents, visitors, hospital visitors, and staff, and moderate local-vehicle traffic. Fillmore Street is a neighborhood center for shopping and restaurants, and it is noted as a “low profile” visitor destination.<sup>4</sup> From this vantage point, the northern portion of the existing on-campus 2333 Buchanan Street Hospital is visible in the left center background of the view. A small portion of the upper floors of the Stanford Building is also visible from this vantage point, although the view of the building is mostly obscured by trees along the southern side of Clay Street. During winter, when the intervening trees have fewer leaves, more of the on-campus Stanford Building and Pacific Professional Building are visible. The Clay Street/Webster Street Parking Garage (2405 Clay Street) is screened from view by the trees along its frontage. A small part of the southern façade of the 2400 Clay Street MOB is visible to left center in the view. The Gerbode Research Building and Annex MOB are located behind the 2400 Clay Street MOB to the left of the viewpoint and are not visible because of intervening buildings in the foreground.

### **View 10: Looking East on Sacramento Street between Webster Street and Fillmore Street**

This viewpoint is located one-half block (approximately 200 feet) to the west of the Pacific Campus, looking east from Sacramento Street between Webster Street and Fillmore Street. This locale primarily receives use by residents and hospital users and employees, and moderate local-vehicle traffic. It is not a major tourist or visitor destination area. From this vantage point, the modern building of the University of the Pacific School of Dentistry (not part of the Pacific Campus) along the northern side of Sacramento Street is the dominant building in the foreground in the left part of the view. The existing southwest corner of the on-campus Pacific Professional Building (2100 Webster Street) is located in the center of the view (with gray and blue horizontal striping and contiguous windows), and the upper part of the southern façade of the Stanford Building is located directly behind (with light colored walls, cornice, and windows). Towering behind the Stanford Building, the western façade of the 2333 Buchanan Street Hospital building is visible at the center of the view, displaying broad gray concrete walls in block forms and rectangular windows. The 2333 Buchanan Street Hospital building constitutes a large part of the skyline from this vantage point. In the distance, a portion of a high-rise residential building located at the northwest corner of Sacramento and Laguna Streets is visually prominent on the skyline above Sacramento Street, behind the 2333 Buchanan Street Hospital building. On the right side of the view, the ornate roofline of the building located at the southwest corner of Sacramento and Webster Streets (not part of the Pacific Campus) is visible. This view depicts the diverse architectural styles, building forms, and scales of buildings along Sacramento Street in the vicinity of the Pacific Campus. This view also includes many street trees typical of the

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<sup>4</sup> San Francisco Convention and Visitors Bureau. 2010. *The San Francisco Book—The Official Guide to the City, Winter/Spring 2010*. San Francisco, CA. Page 10.

neighborhood that are visible along both sides of Sacramento Street, including those along the Pacific Campus frontages on both the northern and southern sides of the street.

#### **View 11: Looking North on Webster Street at Sacramento Street**

This viewpoint is located immediately across the street from the Pacific Campus. The view is looking north along Webster Street from Sacramento Street. This locale primarily receives use by local residents, dental school attendees and employees, and hospital users, and moderate local-vehicle traffic. It is not a major tourist or visitor destination area. From this vantage point, the eastern façade of the modern building housing the University of the Pacific School of Dentistry (not part of the Pacific Campus) is located to the left of the viewpoint in the foreground. The Gerbode Research Building (modern-style brown block-like structure) is visible in the center middle ground of this vantage point. The Pacific Professional Building and Gerbode Research Building are the dominant buildings from this viewpoint. A very small portion of the on-campus, two-story concrete Clay Street/Webster Street Parking Garage is visible center left from this viewpoint, to the left of the street tree in front of the University of the Pacific building. Also, a part of the top floor and roofline of the on-campus 2400 Clay Street MOB (light-colored building with horizontal architectural detail lines below the roofline) is visible above the same small tree. The street tree in front of the University of the Pacific building obscures most of the view of those on-campus structures. During winter, when the trees have less foliage, more of those two on-campus structures are visible.

This view also includes many street trees typical of the neighborhood that are visible along both sides of Webster Street, including those along the Pacific Campus frontages on both the eastern and western sides of the street.

#### **View 12: Looking West on Sacramento Street near Buchanan Street**

This viewpoint is located about one-quarter block (about 100 feet) east of the Pacific Campus. This locale receives use by local residents, hospital users and employees, and moderate vehicle traffic. It is not a major tourist or visitor destination area. The view is looking west along Sacramento Street from just east of Buchanan Street (the intersection of the two streets is visible in the foreground). From this vantage point, the combined eastern and southern façades of the on-campus 2333 Buchanan Street Hospital building are the most prominent features in the view. The massive gray concrete façade of the lower three stories of the 2333 Buchanan Street Hospital building occupies the center of the view. The strong horizontal forms of the cantilevered walls and contiguous windows of the eastern façade of the hospital building are evident in this view. The upper, more vertical component of the hospital building's façade is partly visible (cut off in the image but fully visible at the viewpoint). The mostly gray concrete walls (with few windows) of the southern façade of the 2333 Buchanan Street Hospital building are visible in the center of the view. In this view, a very small part of the southern façade of the on-campus Stanford Building is visible immediately adjacent to the edge of the hospital building, seen from this viewpoint. The

Stanford Building is set back from Sacramento Street, and therefore is mostly blocked from view by the large hospital building in front of it, from this viewpoint. Only a small portion of the windows and a little of the architectural detail of the cornice of the Stanford Building are visible in this view. A very small part of the roof of the on-campus Pacific Professional Building is visible above the trees in the center middle ground of the vantage point. The eastern and southern façades of the University of the Pacific building dominate the skyline in the distance, from this viewpoint.

This view also includes many street trees typical of the neighborhood that are visible along both sides of Sacramento Street, including those along the Pacific Campus frontages on both the northern and southern sides of the street.

### **View 13: Looking Southwest on Buchanan Street at Washington Street**

This viewpoint is located about one-quarter block (approximately 100 feet) from the Pacific Campus. This locale receives use mainly from residents, hospital users, and employees, and has moderately low vehicle traffic. It is not a major tourist or visitor area. The view is looking south along Buchanan Street from its intersection with Washington Street. From this vantage, the existing on-campus 2333 Buchanan Street Hospital and Buchanan Street parking lot are visible. A three-story residential building (not part of the Pacific Campus) is located at the southwest corner of Buchanan and Washington Streets in the foreground. From this viewpoint, the 2333 Buchanan Street Hospital building dominates the view. In this view, the massive, gray, northern façade of the hospital, with largely blank walls and four rows of windows, is exposed in the center middle ground. The eastern façade of the hospital also is visible, notably the vertical elements of this building form (upper floors) that rise above the more horizontal elements of the lower floors of the façade. The hospital building dominates the skyline.

In this view, the parking lot to the north of the 2333 Buchanan Street Hospital is visible at street level in the center middle ground. The lot is mostly hidden from view by street trees, hedges, and the fence along its eastern side. The Stanford Building, Stern Building, and Annex MOB, located approximately to the center and right in the view, are not visible from this viewpoint because they are blocked by the residential building in the foreground.

### **View 14: Looking South on Webster Street between Washington Street and Jackson Street**

This viewpoint is located about one-half block (approximately 250 feet) north of the Pacific Campus. This locale receives use by local residents, hospital users, and employees, and has moderate vehicle traffic. It is not a major tourist or visitor destination area. The view is looking south along Webster Street from between Washington Street and Jackson Street. From this vantage point, the residential building at the corner of Webster and Washington Streets is prominent in the foreground. The concrete building in the center middle ground of the view is the slender, slab-like façade of the Smith Kettlewell Eye Institute (not part of the Pacific Campus), and the



darker, modern, block-form building immediately beyond it is the on-campus Gerbode Research Building (2200 Webster Street). These two buildings form part of the skyline in the center portion of the view. A portion of the upper floors of the Pacific Professional Building is barely visible above the street trees in the distant background view. Other buildings on the Pacific Campus are not visible from this vantage point because they are blocked by intervening buildings and street trees in the foreground.

#### **View 15: Looking East from Alta Plaza Park<sup>5</sup>**

This viewpoint is located about 2½ blocks (about 1,250 feet) from the Pacific Campus. Alta Plaza is visited by numerous local residents but is not a major tourist or visitor destination. Looking east from Alta Plaza Park affords a relatively long-range view of the campus. The viewpoint is located at a high elevation in the park. From this vantage point, multiple existing buildings on the Pacific Campus are visible in the center of the view. The view is dominated by the towering western façade of the 2333 Buchanan Street Hospital building, also the key component of the skyline. The gray concrete walls with long rows of contiguous windows and the central portion make the building appear bulky and massive against the skyline. The western façade of the Stanford Building is visible immediately in front of and below the 2333 Buchanan Street Hospital building. The detail of the northern and western façades of the Stanford Building, including columns and rows of windows, its vertical forms and the light color, and some of the architectural details, are visible. In front of and immediately below the Stanford Building, the long horizontal concrete façade and long window rows of the western façade of the Pacific Professional Building also are very visible in the center of the view. To the left of the Stanford Building and Pacific Professional Building, the western façade of the Annex MOB is recognizable in this view by three rows of rectangular windows in the light-colored upper stories of the building and its cornice, and level roofline. In this view, located immediately in front of and below the Annex MOB is the Gerbode Research Building. That on-campus modern building has the darker brown block form and rows of rectangular windows on its visible western façade.

#### **Lighting and Glare**

The Pacific Campus is located in a fully urbanized area; thus, nighttime lighting is an expected common element of the area. Overall, nighttime light conditions are low to moderate, with the 2333 Buchanan Street Hospital building being the most lighted part of the Pacific Campus. The 2333 Buchanan Street Hospital building and Clay Street/Webster Street Parking Garage are sources of nighttime lighting, but the lighting is subdued. The Pacific Campus does not include substantial architectural lighting. The on-campus medical office buildings and other service buildings are mostly not used at night, and therefore are dark or have only low nighttime light emanation. Surrounding streets are primarily residential areas with low light conditions. Street lighting is typical of that in

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<sup>5</sup> Views 16 through 21 are intentionally omitted.

residential areas of San Francisco and overall have low levels of lighting. None of the buildings on the Pacific Campus have fenestration with reflective glass. Thus, the campus site is not a source of substantial light and glare.

### **Scenic Highway and Natural Resources**

No views to the Pacific Campus are available from I-80 or from SR 1, both of which are eligible State Scenic Highways in San Francisco. The campus is visible from the 49-Mile Scenic Drive only in a very distant (about 2½ miles) vista from Twin Peaks. From that vantage point, the existing Pacific Campus structures do not stand out visually from the myriad surrounding structures.

Because the Pacific Campus is fully developed, no natural-environment landscape is present, such as stands of trees, streams, rocky outcrops, or other natural features.

### **CALIFORNIA CAMPUS**

The California Campus occupies an overall area of 4.9 acres in the Presidio Heights neighborhood. The neighborhood is primarily residential in character, with two- and three-story single family and multiunit buildings. Many are closely positioned (zero-lot-line formation) buildings that present a continuous building façade to the street. The campus, which occupies nine buildings, is bounded by Sacramento Street to the north, Maple Street to the east, California Street to the south, and Cherry Street to the west. The campus slopes downward in a southwest direction, with an approximately 30-foot elevation change from Sacramento Street to California Street, with Sacramento Street at the higher elevation. No physical change to buildings and streetscapes on the California Campus would occur under the LRDP.

### **Visual Characteristics of the California Campus**

#### ***3700 California Street Hospital (proposed for retention without exterior change)***

The 3700 California Street Hospital building, constructed in 1965, is the most visually dominant building on the California Campus because of its location at the center of the campus and its large size. It is six stories (91 feet tall) and occupies approximately three-fourths of a city block. The rest of this city block is occupied by the 3801 Sacramento Street Outpatient/Research Building, described below. Although it is a single building, from various vantage points near its perimeter, the 3700 California Street Hospital building appears to be a cluster of multiple structures. This effect is accomplished through the use of no building setback (similar to a majority of buildings along Cherry Street) in tandem with setbacks along portions of the building's façade along California, Maple, and Sacramento Streets. Areas where this building is set back from the street have become open spaces generally occupied by ornamental landscaping; these include the southeast corner of the buildings at the Sacramento Street/Cherry Street intersection and along the building's California Street entrance.



In addition to setbacks, the 3700 California Street Hospital building has variable heights, ranging from one story along portions of its California Street frontage to six stories for the portions set well back from the street. The varied use of architectural texturing and coating throughout the building's exterior also gives the impression that what a viewer observes from the street is a cluster of buildings instead of one large structure. The California Street façade presents varied forms of shallow bays and relatively small square windows, which are mostly flush with the wall plane of the higher façade back from the street. Ornamentation is absent. Color treatment is tan and terra-cotta earth tones with some tan-gray concrete parts. The first floor's red brick façade along California Street is broken midblock (across from Commonwealth Street) as a reentrant that is landscaped. The main entrance is large reentrant with steps and landscaping, including large trees. The building façade presents several angles, with rows of contiguous windows. The hospital's upper stories (Levels 2–5) are stepped back from the California Street entrance and the single-story terraces. The building colors vary, from terra cotta to brown and gray green. The Sacramento Street façade consists of a tall gray concrete face with a very small set back from the street. The Cherry Street side continues the concrete façade, but is broken into a series of bays with windows and also employs the use of brick cladding along the first story. This reddish brick cladding is also used along the lower portions of the building's California Street frontage, especially on the façades of two single-story terrace structures located midblock. The Sacramento Street façade is a tall wall with windows only at the upper two floors. The building is painted gray with terra cotta stripes, similar to those of the adjoining 3801 Sacramento Street building. The northwest corner of the building at the Sacramento Street/Cherry Street intersection is set well back from the corner to accommodate an entrance. Trees are closely planted in the public open space in front of the entrance.

### ***3698 California Street (proposed for retention without exterior change)***

The building at 3698 California Street (Marshall Hale Building) is located on the southwest corner of the block, with its main façade along California Street. Maple Street borders the building on the west, and residential buildings fill out the eastern portion of the block. The original H-shaped portion of the building, constructed in 1939, is three stories tall, and the more recent additions to the building that face Sacramento Street, built in 1971, are six stories tall. The older portion is an Art Deco institutional building with transitional elements from the Art Moderne movement, including rounded edges and smooth walls. It is composed of a central pavilion with two slightly recessed wings that extend along California Street to the east and west and a rear wing that connects with the later-constructed addition to the north. The California Street façade is divided into three parts: a slightly forward central portion is flanked on each side by similar structures, form, and color. The central part has more architectural detail and color contrast in the form of four light-colored pilasters, an entrance with rounded sculptured details, and narrow windows on center. A short rise also occurs in the roofline over the center. The flanks to each side display evenly balanced rows of square windows, set into the façade and framed with vertical shallow reentrants from the wall plane. The reentrants are painted terra cotta, providing color contrast and vertical

balance. The roofline is level along the flank portions of the California Street façade. A tall, evenly cut hedge is located along much of the flanks at the ground level. The building is stepped down at its eastern side. An open surface parking lot with landscaping is located east of the original 1939 building along California Street.

The newer 1971 addition to the 3698 California Street building is a four-story structure, set over a below-grade garage (3773 Sacramento Street). The building is the modern style with overall block form, rectangular openings, and level roof lines; decoration is absent. The main features of the façade along Sacramento Street are the balconies of the recovery rooms on the upper two stories. As a safety measure, netting has been hung from the top of the building to cover all open areas of the balconies. The 3698 California Street/3773 Sacramento Street building is set back from Sacramento Street.

***3773 Sacramento Street Parking Garage (proposed for retention without exterior change)***

The existing 3773 Sacramento Street parking garage is immediately north of and attached to the 3698 California Street building. The parking garage is an underground parking facility that is one level below grade. The roof of the garage is at the same grade as Sacramento Street. An iron decorative fence and walking garden feature (on top of part of the parking garage) is located at street level along Sacramento Street in front of the rooftop garden. The below-grade parking lot is visible from Sacramento Street and is entered from a plain gated entrance along Maple Street. The garage is listed as 3773 Sacramento Street. The roof of the garage is a garden with walking paths, shrubs, and decorative small plants. Ten moderate-sized street trees are located along its Sacramento Street frontage.

***3901 Sacramento Street (proposed for retention without exterior change)***

This building is a four-story, 38-foot-tall, early-20th-century residential building. Three of the floors are located above grade at the intersection of Sacramento and Cherry Streets. The walls are made up of several bays (some of them overhanging the street level), supporting large rectangular windows. The multisided corner bays extend over part of the sidewalk. The wood building has a green stucco finish and limited decorative details. A bracketed cornice forms a level roofline.

***3905 Sacramento Street (proposed for retention without exterior change)***

This building is a three-story, 40-foot-tall MOB. The building has modern construction with repeated, evenly spaced rectangular panels and small rectangular windows. The façade has minimal decoration, consisting of narrow vertical pieces between the wall panels. The roofline is level. The structure is tan in color. The building is set back from the street and the area in front is partly landscaped and is partly used for parking. An open parking lot is located at lower grade behind the building. The parking lot is accessed from Sacramento Street by a

driveway adjacent to the building entrance and forms a pass-through under the building. Trees are planted along much of the street frontage.

***460 Cherry Street Parking Garage (proposed for retention without exterior change)***

This building is a six-story, 51-foot-tall, tan-gray concrete parking garage that includes rooftop parking. The building is of modern concrete construction. Large wall openings are located at each street side of the building (California Street and Cherry Street). Repeated square concrete panels compose the wall part of its façade. At street level, the openings have metal screens. A low trimmed hedge fronts the building along the sidewalks. Trees are planted all along Cherry Street, but few street trees are located along the California Street frontage.

***3838 California Street (proposed for retention without exterior change)***

This building is a nine-story, 103-foot-tall MOB. The building is of modern concrete construction and has a block form. The façade displays a uniform pattern of rectangular windows set well into the façade and with sloping sills. The street level has a mostly concrete wall exposed with larger rectangular windows fronted by trimmed shrubs. A podium is located above the ground floor and overhangs it. The podium is topped by a concrete rail. The building is uniformly light gray concrete. The roofline is level. A below-grade garage entrance is located at the western end of the building. A few street trees are located along the building front.

***3848–3850 California Street (proposed for retention without exterior change)***

This building is a three-story, 37-foot-tall office building. The building is an early-20th-century wood construction. A tan brick façade is located at ground level, with a garage to the east and the entrance to the west. The entrance is on the second floor, up a set of stairs that is recessed into the building under a decorative arch. The façade consists of two rounded bays with large windows. A detailed ledge separates the floors. The façade is painted light green and is decorated with columns supporting Corinthian-order capitals and molded forms. The bracketed cornice repeats the two rounded forms of the façade.

***3801 Sacramento Street Outpatient/Research Building (proposed for retention without exterior change)***

This building is a block-form, seven-story, 99-foot-tall building that houses outpatient and research facilities. The building directly adjoins the 3700 California Street Hospital on its western side. The Sacramento Street façade consists of seven stories (an additional lower story is visible at the service entrance along Maple Street, where the grade drops) and is painted concrete with terra-cotta tan bands on the second and fifth floors and with a cream color on the rest of the façade. The windows are flush with the wall surface and vary in arrangement from individual squares and rectangles to contiguous rows. Linear vertical fin forms run between floors to separate groups of four windows, providing the primary architectural decoration. The main entrance is located at midblock

on Sacramento Street, west of Cherry Street. Large trees are planted all along Sacramento Street. The building has a level roofline.

### ***Landscaping Summary of the California Campus***

In general, landscaping is present along the street fronts of most of the buildings on the California Campus. In total, 248 trees are located on the California Campus (see Table 4.13-4, “Summary of Trees at the California Campus,” on page 4.13-8 in Section 4.13, “Biological Resources”).

### **Visual Characteristics in the Vicinity of the California Campus**

The area north of the campus beyond Sacramento Street is composed primarily of well-maintained late-19th- and early-20th-century attached single-family homes in Victorian, Edwardian, and Craftsman styles. The areas surrounding the California Campus are occupied primarily by single-family detached homes of the same architectural styles. The surrounding area is characterized by a moderate amount of landscaping that includes well-maintained landscaping not only on private residential properties, but also along public sidewalks in the form of large numbers of young to mature trees of varying types. Aside from the types of ornamental landscaping found on the California Campus and in the surrounding neighborhood, the California Campus and its surrounding areas have little in common in terms of visual character compatibility.

Existing views and visual simulations are not provided for the California Campus because external changes to the California Campus are not proposed and no change to the visual character of the campus would occur.<sup>6</sup>

### **Lighting and Glare**

The California Campus is located in a wholly urbanized area; thus, lighting is an expected common element of the area. Surrounding streets constitute typical lighting of San Francisco residential streetscapes. The 3700 California Street Hospital is a nighttime source of lighting, but the lighting is subdued. Other facilities on the campus are primarily in day use, and although some nighttime lighting occurs, it is at low level and unobtrusive.

Glare is not currently a problem in this area because most of the existing façades of structures are composed of nonreflective materials, such as wood, concrete, or brick, and have low-reflection glass. None of the buildings in the California Campus have fenestration with highly reflective glass. Thus, the campus site is not a source of light and glare.

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<sup>6</sup> However, existing visuals of the existing California Campus and surrounding area (Views 16–21) are available for review at the San Francisco Planning Department’s MEA Division for review.

## **Scenic Highway and Natural Resources**

No views to the California Campus are available from I-80 or from SR 1, both of which are eligible State Scenic Highways in San Francisco. The 49-Mile Scenic Drive does not pass by or afford views of any part of the California Campus.

Because the California Campus is entirely developed, no natural-environment landscape is present, such as stands of trees, streams, or rock outcrops.

### **DAVIES CAMPUS**

The Davies Campus is located in San Francisco's Duboce Triangle neighborhood, which is near the center of the city on the eastern hill slopes of Buena Vista Park approximately between Market Street, Castro Street, 14th Street, and Duboce Avenue. The Duboce Triangle neighborhood is bounded by the following neighborhoods: Lower Haight to the north, Upper Market to the east, the Castro to the south, and Buena Vista Park/Corona Heights to the west. The Duboce Triangle neighborhood is characterized primarily by residential uses located along quiet, tree-lined streets. A wide variety of homes are located in the area, dating mostly from the early to mid-20th century, and mixed with some new construction. Most of the neighborhood is composed of single-family, two- to three-story homes, mixed with multiunit dwellings of similar scale, sometimes four or five stories tall. The buildings are arranged closely (often with zero-lot-line formation); thus, most streets have a continuous, uninterrupted row of building façades and narrow front yards. High-rise buildings are absent from the area. Commercial retail and service uses in the area are limited primarily to Upper Market Street and its immediate vicinity, and few such uses are located near the Davies Campus.

Duboce Park is the central public open space for the Duboce Triangle neighborhood, with Buena Vista Park and Corona Heights Park located nearby to the west. The Duboce Triangle does not have visitor/tourist attractions; thus, it does not attract large groups of visitors. However, the Duboce Triangle is close to key visitor/tourist destinations at the nearby Upper Market Street and Castro neighborhoods, and Mission Dolores. Of note, 14th Street is part of the 49-Mile Scenic Drive, which is a visitor attraction and is discussed later in this section.

The Davies Campus occupies a single lot, located on an entire block bounded by Duboce Avenue to the north, Noe Street to the east, 14th Street to the south, and Castro Street to the west. The campus is located on a site that slopes upward to the west at an increasingly steep grade. Duboce Avenue rises steeply between Noe Street and Castro Street, with approximately an 80-foot change in grade. West of Castro Street, the slope becomes very steep in the off-campus residential area.

## Visual Characteristics of the Davies Campus

The Davies Campus is an institutional medical complex constructed between 1965 and 1971, principally in the “Brutalist” architectural style.<sup>7</sup> Because the campus buildings are oriented inward, the Davies Campus is visually and physically separated from surrounding streets by surface parking lots and a parking structure, and by the trees and fencing near its perimeter. The Davies Campus slopes steeply, rising by about 80 feet from its east side (at Noe Street) to its west side (at Castro Street). The Davies Campus is composed of four structures: the 84-foot-tall (66-foot-tall building with an 18-foot-tall mechanical penthouse) Davies Hospital North Tower and the 84-foot-tall (66-foot-tall building with an 18-foot-tall mechanical penthouse) South Tower, which are joined together at their lower level; the 67-foot-tall (not including a 10-foot-tall mechanical penthouse) 45 Castro Street MOB; and the 30-foot-tall Castro Street/14th Street Parking Garage. The visual characteristics of these buildings are described below.

### ***Davies Hospital North Tower and South Tower (proposed for retention without exterior change)***

Because the Davies Hospital is located on a hillside, the height of the buildings varies depending on the grade location. The North Tower’s first floor sits at elevation 212 feet msl (mean sea level) and the building projects up 66 feet to an overall elevation of 278 feet msl; an 18-foot-tall mechanical penthouse rises above the roof, which brings the total building height to 84 feet. The building has five stories above ground and four belowground levels. Along Duboce Avenue, the North Tower appears set back on a large podium that increases in height with the dropping grade to the east. The North Tower has a repeated grid of rectangular patterns on all façades, with long narrow rectangular windows between narrow concrete uprights. The building façade is unadorned and has a straight, level roofline. The 18-foot-tall mechanical penthouse is located above the tower’s roof and is a block-form structure with a straight, level roofline. The base structure presents a largely blank façade to the east and appears as a large podium. Small windows penetrate part of the base structure below the podium roof and near ground level. The entire building is constructed of gray concrete.

The South Tower’s first floor sits at an elevation of 212 feet msl and the building projects up approximately 36 feet to an elevation of 248 feet msl. The building also projects down from the first floor approximately 30 feet to elevation 182 feet msl. Thus, the South Tower also is a 66-foot-tall building, but its height appears lower than that of the North Tower. The South Tower has four aboveground stories and an 18-foot-tall mechanical penthouse above the tower’s roof, which brings the total building height to 84 feet. Each tower is modern-style construction with block-like massing, joined at the center at the ground, level with the North Tower. A grid of rectangular patterns also characterizes the façades of the South Tower. The windows of both the Davies Hospital North and South Towers are recessed behind a cast-concrete grid that contributes depth and texture to their

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<sup>7</sup> From the French *beton brut*, or “raw concrete,” a subset of Modernism characterized by the use of rough-textured, unadorned poured concrete, and block-like abstract, repeated forms.

façades. The South Tower has a straight, level roofline and a box-form mechanical penthouse, located above the top floor. Like the North Tower, the construction of the South Tower is uniform gray concrete.

The main entrance to both the North and South Towers and the main entrance to the 45 Castro Street MOB are accessed by central landscaped driveways from Duboce Avenue and Castro Street. The main entrances to these three campus buildings face inward to the central access drive and, thus, are not generally visible from surrounding streets except from Duboce Avenue at the driveway entrance.

The Davies Hospital North and South Towers dominate the visual character of the campus. The towers are visible from all sides of the campus, but are most prominent in views from the north (Duboce Avenue) and east (Noe Street) sides. Although the towers are visible from the west (Castro Street) side, the visibility is limited because of partial blockage by large trees located along the western side of the campus, the 45 Castro Street MOB, and the Castro Street/14th Street Parking Garage. Similarly, views from the south side are partially blocked by trees.

#### ***45 Castro Street MOB (proposed for retention without exterior change)***

This four-story, 67-foot-tall (57-foot-tall building and 10-foot-tall mechanical penthouse) 45 Castro Street MOB is located at the northwestern part of the Davies Campus, at the corner of Castro Street and Duboce Avenue. The building is set back from both Castro Street and Duboce Avenue. The building entrance is accessed off a drive from Duboce Avenue. The building is of modern construction and simple block form. A somewhat higher box-form extension of the façade is located at each of the northern and southern façades, and each displays plain concrete walls. The building has a gray exterior of concrete and repeated vertically set, rectangular glazing and panels. The roofline is level and straight. A block-form mechanical penthouse is located above the main roof.

A contiguous row of large, tall, mature pine trees is located on campus, along the entire west side of the building, and forms a strong visual buffer between the building and Castro Street. A low ivy-covered fence is located along the edge of the campus at the sidewalk and screens the ground-level portion of the building from street views. At its north end, the base of the building is located several feet below the grade of the adjacent sidewalk. In addition, numerous moderate-sized broad-leaf street trees are located along the public sidewalk along Castro Street and 14th Street. The western façade of the existing 45 Castro Street MOB is located behind these street and on-campus trees and partially screen the building from view along Castro Street. The south façade is partially visible from Castro Street at the entrance drive to the campus, located midblock. However, large pines partially screen the south façade from the Castro Street view. The east façade faces inward on the main access drive. The north façade is located along Duboce Avenue and close-up views from the street are present.

### ***Castro Street/14th Street Parking Garage (proposed for demolition)***

This is a large, three-story (30-foot-tall) modern-style concrete building, located at the northeast corner of Castro and 14th Streets, directly west of the existing Davies Hospital South Tower. The building is constructed of gray concrete, with wide openings on its sides. Some of the openings have plantings that break the monotonous repeated patterns of gray concrete panels and openings. The building is divided into two parts, which are divided by a central landscaped strip. The building has a level roofline except for two box-form stairwell housings, one each at the north and south ends of the structure.

Although the building is large, its visibility from adjacent streets is partially screened by numerous large, tall, mature pine trees along the perimeter of the campus, lining the east side of Castro Street and the north side of 14th Street. These trees form a strong visual buffer against the parking garage, as well as against the nearby the Davies Hospital North and South Towers and 45 Castro Street MOB, in views from both Castro Street and 14th Street. An ivy-covered fence is located at the edge of the campus along the Castro Street sidewalk. In addition, numerous moderate-size broadleaf street trees are located within the public sidewalk and parkway along Castro Street and 14th Street, and provide an additional visual buffer against most of the buildings along Castro Street. About midblock on Castro Street, between the entrance drive and 14th Street, the trees are fewer in number and the west façade of the garage structure is quite visible from the street. The northwest corner of the building is partially visible from Castro Street at the entrance drive to the campus, located midblock. However, large pines partially screen that façade from the Castro Street view. At the northeast corner of Castro and 14th Streets, the combination of large trees and an ivy-covered fence on the campus perimeter, as well as street trees, obscure some of the view of the garage from the adjacent streets.

### ***14th Street Parking Lot (proposed for partial demolition)***

The North and South Towers are bordered on the east by a long surface parking lot, accessed on the north from Noe Street and on the south from 14th Street. That parking lot composes most of the eastern portion of the Davies Campus, as it is adjacent to Noe Street from Duboce Avenue on the north to about two-thirds of the distance to 14th Street on the south. Three single-story modular buildings (one being a double modular unit) occupy the area immediately south of the parking lot along Noe Street and near 14th Street. The paved parking lot is flat to very gently sloping, but because the grade is steep, it is divided into two levels separated by an approximately 15-foot-high, steep concrete retaining wall and landscaping.

Mature trees, shrubs, and an ivy-covered fence are located along the entire eastern, northern, and southern edges of the Davies Campus. The trees are a mix of evergreen and broadleaf trees, and most are tall with broad canopies. Most of the trees are located along the eastern, northern, and southern perimeters of the parking lot and



modular building area, but some are planted the long, narrow landscaped area on the retaining wall to the west in the parking area.

Along Duboce Avenue, the north side of the 14th Street parking lot is bordered by a cluster of five large, mature redwood trees and a cypress tree on the west side of the entrance drive and a large mature broadleaf tree on its eastern side, as well as shrubs and a low (approximately 3-foot-tall) ivy-covered fence. The east side of the parking lot is bordered by about 20 large, mature trees (mostly pines) and an approximately 6½-foot-tall ivy-covered fence. The trees and ivy-covered fence are located on the campus, adjacent to the wide public sidewalk along the west side of Noe Street. Because of these trees, views of the parking lot along Noe Street are partially screened by the ivy-covered fence, with the row of tall trees immediately behind; however, vehicles in the parking lot area are easily seen from the adjacent street. There are no street trees along the west (campus) side of Noe Street. The south entrance to the parking lot also is bordered by three large trees and the ivy covered fence. Although the parking lot is easily viewed from the street, the trees and ivy-covered fence on the north, east, and south sides of the parking lot form a visually strong buffer that obscures views of the parking lot from each of the adjacent streets (Duboce Avenue, Noe Street, and 14th Street). The vines, trees, and shrubs located below and above the plain gray concrete retaining wall break its plain appearance. By contrast, the western upper-level portion of the parking lot has a sparse vegetation cover. Public visibility is limited along that backside of the campus east parking lot, because no public streets are located there.

The perimeter trees and landscaped vegetation cover partially screen views of the parking lot from Duboce Park and the entire length of Noe Street, between Duboce Avenue and 14th Street. The varied forms, colors, and textures of the canopy of the trees provide strong visual contrast to, and soften views of, the blank gray, concrete façade of the Davies Hospital podium and the box-form hospital towers that compose the backdrop to the parking lot.

Three wooden, single-story modular buildings are located immediately to the south of the east parking lot. Two of the buildings are located along the eastern perimeter of the Davies Campus close to the street, and one building (a larger double-modular unit) is located to their west on the same upper level of the western part of the parking lot. Each of the two eastern modular buildings has plain tan-colored wood siding with small windows. On each building, the roof edge is aluminum sheathing. The roof of each building has a very low pitch and the roofline is level. The buildings have no decoration. The upper level double-modular building is similar in form to the other two modular structures, but it is painted a light cream color. Several trees are located along the eastern side of the double-modular unit, but these modular buildings are mostly surrounded by pavement. The existing perimeter trees and ivy-covered fence, described above, partially obscure the views of these buildings from Noe Street and 14th Street.

Another (smaller) adjacent surface parking lot is located along the south side of the Davies Hospital South Tower, bordering 14th Street, which provides access to the lot. This paved parking lot has several large pine trees located along its northern side and, like the larger parking lot to the east, is well screened from street views by numerous large trees on the campus, as well as street trees located along the north side of 14th Street.

### ***Landscaping Summary of the Davies Campus***

In sum, landscaping is present along the street fronts of most of the buildings on the Davies Campus. Along most of the periphery of the campus, trees, shrubs, and an ivy-covered fence form a strong visual buffer in views from public streets looking toward the buildings on the campus. In total, 287 trees are located on the Davies Campus, 42 of which are street trees (see Table 4.13-5, “Summary of Trees at the Davies Campus,” on page 4.13-9 in Section 4.13, “Biological Resources”).

There are 68 trees located along Castro Street on the campus and 17 street trees, of which 40 campus trees and eight street trees are located between 14<sup>th</sup> Street and the mid-block entrance driveway, that is, along the existing Castro/14<sup>th</sup> Street parking garage building. There are 25 additional trees located in the campus area immediately adjacent to the northern and eastern sides of the garage building and in the center opening between the two parts of the garage.

There are 43 trees located on campus along 14<sup>th</sup> Street between Castro Street and Noe Street and 16 street trees, of which 11 campus trees and four street trees are located along the southern side of the existing Castro/14<sup>th</sup> Street parking building.

There are 35 on-campus trees located along Noe Street between Duboce Avenue and 14<sup>th</sup> Street, of which 15 are located along the northern portion of the block fronting on the site of the proposed Neuroscience Institute building. There are no street trees along Noe Street in this block. There are an additional 10 trees located along the retaining wall at the rear side of the parking lot.

There are approximately 34 on-campus trees located along Duboce Avenue, of which 14 are located along the northern perimeter of the eastern parking lot, and 11 street trees, all of which are located westerly of the parking lot.

### **Visual Characteristics in the Vicinity of the Davies Campus**

Immediately north of the Davies Campus, across Duboce Avenue, is Duboce Park, a 4.31-acre public park that contains lawns, a playground, a basketball court, and the three-story Harvey Milk Recreational Arts Center. A residential area is located to its west, opposite the campus along Duboce Avenue, between Scott Street and Castro

Street. In that area are located three-story, single-unit and multiple-occupant, 19th-century and 20th-century residential buildings.

Directly east of the campus are the First Christian Church, the church's garden, and two- and three-story 19th-century and early-20th-century residences along Noe Street opposite the campus (the 14th Street parking lot on its eastern edge). Some of the residences are detached and others are tightly spaced (with zero-lot-line formation). Some are single-unit residences and others are multiple-occupant residences. All the buildings are well maintained. The east side of Noe Street has many well-maintained street trees in front of the buildings. Large, mature trees are planted in a small center median strip at each end of Noe Street, near its intersections with Duboce Avenue on the north and 14th Street on the south.

Residential development occupies the area to the immediate south of the campus fronting on the south side of 14th Street and facing the campus. The residential buildings are similar in general type, height, and size to those located to the immediate east of the campus. An almost-continuous row of street trees is located in front of the buildings along 14th Street. Well-maintained street trees are located on both sides of 14th Street in this block between Noe Street and Castro Street (in front of the residences on the south side and along the campus periphery on the north side of the street). A small grocery store is located at the corner of 14th and Castro Streets. The 49-Mile Scenic Drive follows 14th Street in this block.

West of the campus is the primarily residential Buena Vista neighborhood, which rises in elevation toward Buena Vista Park, 0.25 mile west of the campus. The eastern edge of the Buena Vista neighborhood is generally considered to be Castro Street. In the San Francisco General Plan, it is identified an Outstanding and Unique Area of the City notable for hilltop parks easily seen from below, views, diverse street patterns, mix of building types and styles, and highly visible planting on steep slopes<sup>8</sup>. Two- and three-story houses and three- to four-story multiple-occupant residential buildings are closely arranged (with zero-lot-line formation) on the west side of Castro Street. Like the east (campus) side of Castro Street, the west side of the street has many well-maintained street trees in front of the residences. The three-story McKinley Elementary School is located at the southwest corner of 14th and Castro Streets, and to the immediate southwest of the campus. The school is a large building set back from Castro and 14th Street, behind a parking lot and trees. A three-story multi-unit residential building is located along the west side of Castro Street at 14<sup>th</sup> Street, directly across from the campus.

South of the Davies Campus, a three-story multi-unit residential building with ground floor retail is located along the south side of 14<sup>th</sup> Street at Castro Street, directly across from the campus. Neighborhood-serving retail uses are located amid housing and other neighborhood-oriented businesses. Restaurants and coffee shops are located on Noe Street to the southwest of the Davies Campus. The Duboce Triangle's landscaped, traffic-calmed north-

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<sup>8</sup> San Francisco Planning Department. 2005. *San Francisco General Plan*. Urban Design Element. Available: [http://www.sfgov.org/site/planning\\_index.asp?id=41416](http://www.sfgov.org/site/planning_index.asp?id=41416). Accessed April 15, 2009. Policy 2.7

south streets (e.g., Noe and Sanchez Streets) contain intimately scaled public gathering spaces or mini-plazas along sidewalk edges. Mature street trees that are approximately 30–60 feet tall create a thick cover along the street, define the street’s scale, and provide separation between the private and public realms. Corona Heights Park is located one block southwest of the school and uphill. Nearby at Duboce Avenue and Market Street are the U.S. Mint and a large Safeway supermarket. The nearest neighborhood commercial areas to the Davies Campus are Market Street and Castro Street to the south, Haight Street to the north, and Church Street to the east; each are located about two blocks from the campus.

In contrast to the medical facilities of the Davies Campus, with its large modern buildings, the aesthetic character of the surrounding Duboce Triangle and Buena Vista neighborhoods is primarily residential, consisting of single-family homes and apartment buildings from the Victorian (late-19th-century) and Edwardian (early-20th-century) eras. These buildings are generally two to three stories, painted wood or stucco, and often ornately detailed. The Buena Vista and Upper Market Area is noted in the General Plan as an “Outstanding and Unique Area” because of “a diverse mixture of building styles and roof types,” with its “finely scaled building pattern of small wall surfaces and pastel colors, with highly visible planting on steep slopes” and “houses of varied sizes and individual forms having interesting setbacks, cornices, and bay windows, many of notable architectural quality.” These physical characteristics are visible in the architectural features of the neighborhoods around the Davies Campus, expressed in buildings that frequently have bay windows, stoops, porticos, gables, and decoration that is visible from the street or sometimes screened behind stands of trees.

In addition, compared with the subdued lighting of the Duboce Triangle neighborhood, a higher level of ambient light exists on the Davies Campus as a result of required hospital building security lights, vehicular traffic lights, and pedestrian street light standards. Castro Street is a major north-south street, running through the center of San Francisco and carrying substantial vehicular traffic. Glare is not currently a problem in this area because most of the façades of existing structures are composed of nonreflective materials, such as wood, stucco, concrete, brick, or low-reflection glass.

### **Views of the Davies Campus**

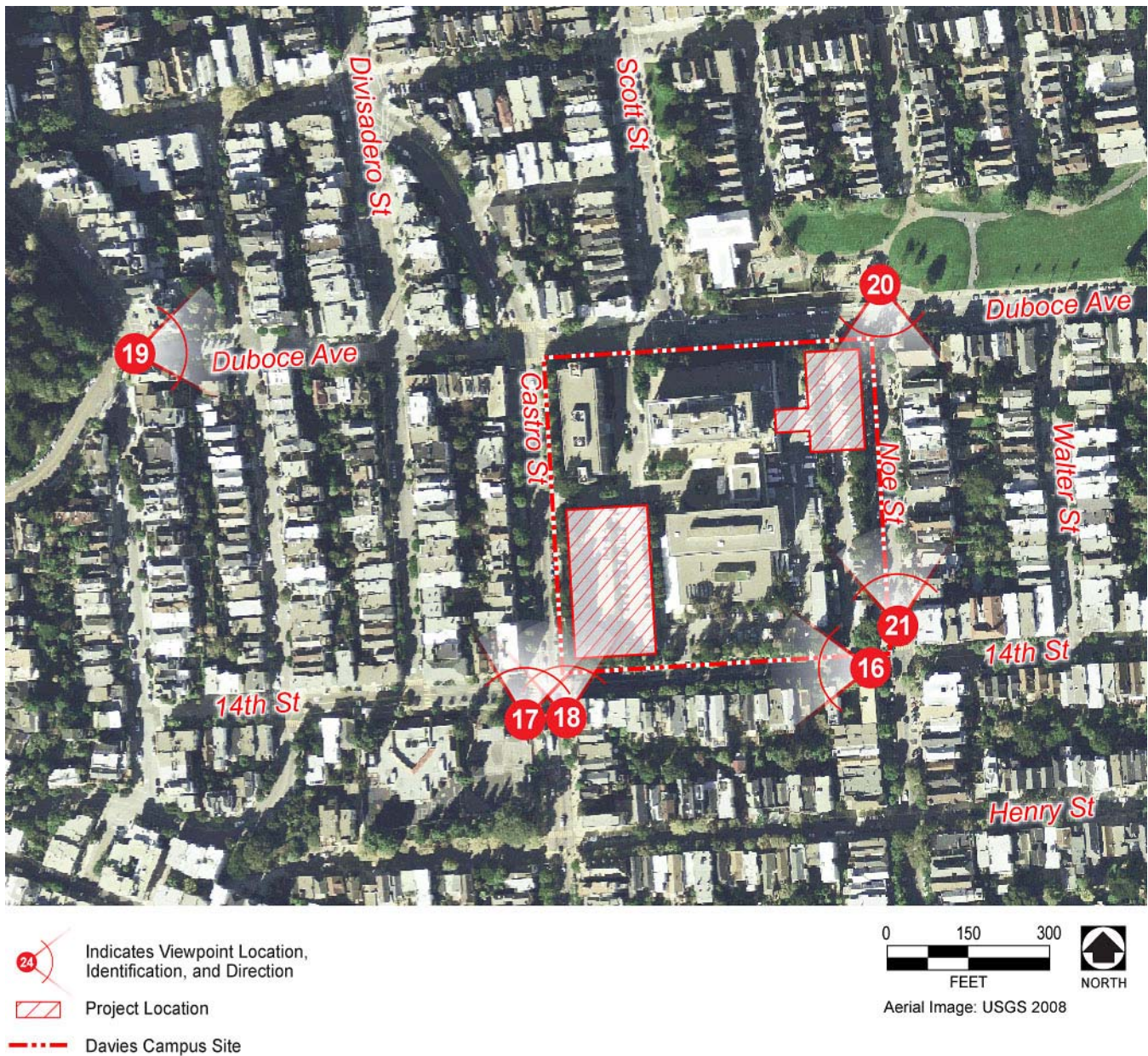
The Davies Campus is visible from many vantage points in the vicinity and at a distance. To assess the effects of the proposed LRDP on public scenic views and vistas, six viewpoints were selected to illustrate existing views of the Davies Campus and demonstrate visual effects using simulations of the facilities proposed for this campus under the LRDP, as seen from those same viewpoints. Figure 4.2-18, “Map of Davies Campus Viewpoint Locations” (page 4.2-62), provides an overview of six viewpoint locations represented by the subsequent visual simulations. Existing views and views after the proposed LRDP development, as depicted in the simulations of the Davies Campus, are shown in the following six figures (beginning on page 4.2-61): Figure 4.2-19, “Davies Campus: View 16—Looking West on 14th Street at Noe Street”; Figure 4.2-20, “Davies Campus: View 17—

Looking Northeast on Castro Street near 14th Street”; Figure 4.2-21, “Davies Campus: View 18—Looking North on Castro Street near 14th Street”; Figure 4.2-22, “Davies Campus: View 19—Looking East on Duboce Avenue at Buena Vista Avenue”; Figure 4.2-23, “Davies Campus: View 20—Looking Southwest on Noe Street at Duboce Avenue”; and Figure 4.2-24, “Davies Campus: View 21—Looking Northwest on Noe Street at 14th Street.” The existing visual character of the campus and views available in the Davies Campus area shown in these figures are summarized below. The degree of change in visual character and views that would result from implementing the proposed LRDP at the Davies Campus are assessed in Section 4.2.5, “Impact Evaluations” (page 4.2-94).

#### **View 16: Looking West on 14th Street at Noe Street**

This viewpoint is located at the immediate southeast corner of the Davies Campus. The view is from 14th Street at Noe Street, looking northwest toward the Davies Campus; looking west, 14th Street appears in the center right of the view and rises toward the background. The viewpoint is located in a residential area. This area receives low





Source: Data compiled by AECOM in 2009

View 16: Looking west on 14th Street at Noe Street

View 17: Looking northeast on Castro Street near 14th Street

View 18: Looking north on Castro Street near 14th Street

View 19: Looking east on Duboce Avenue at Buena Vista Avenue

View 20: Looking southwest on Noe Street at Duboce Avenue

View 21: Looking northwest on Noe Street near 14th Street

**Map of Davies Campus Viewpoint Locations**

**Figure 4.2-18**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009  
Existing View



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009  
Proposed View

**Davies Campus: View 16—Looking West on 14th Street at Noe Street**

**Figure 4.2-19**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking northeast along Castro Street from near 14th Street toward the existing Castro Street/14th Street Parking Garage



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking northeast along Castro Street from near 14th Street toward the proposed Castro Street/14th Street MOB

**Davies Campus: View 17—Looking Northeast on Castro Street near 14th Street**

**Figure 4.2-20**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking north on Castro Street from near 14th Street toward the Davies Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking north on Castro Street from near 14th Street toward the proposed Castro Street/ 14th Street MOB

**Davies Campus: View 18—Looking North on Castro Street near 14th Street**

**Figure 4.2-21**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking east along Duboce Avenue from near Buena Vista Park toward the Davies Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking east along Duboce Avenue from near Buena Vista Park toward the Davies Campus  
(Note: Only a small portion of the proposed Neuroscience Institute building would be visible from this view)

**Davies Campus: View 19—Looking East on Duboce Avenue at Buena Vista Avenue**

**Figure 4.2-22**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking southwest along Noe Street from Duboce Park toward the Davies Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking southwest along Noe Street from Duboce Park toward the proposed Neuroscience Institute building

**Davies Campus: View 20—Looking Southwest on Noe Street at Duboce Avenue**

**Figure 4.2-23**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking northwest on Noe Street north of 14th Street toward the Davies Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking northwest on Noe Street north of 14th Street toward the Davies Campus

**Davies Campus: View 21—Looking Northwest on Noe Street near 14th Street**

**Figure 4.2-24**

use by local residents, hospital visitors, and employees. The location is not a key destination for visitors, although 14th Street is part of the 49-Mile Scenic Drive in this block. This residential street receives mostly local-vehicle traffic on this quiet residential street. From this vantage point, the southern portion of the Davies Campus is visible on the right side of the street in this view. The dense foliage of mature trees on the Davies Campus and street trees on both sides of 14th Street dominate the view. As a result, the existing campus buildings are screened from view by trees and an ivy-covered fence located along the southern perimeter of the campus. Only a small portion of the upper level of the Davies Hospital South Tower is visible between the trees immediately above the street corner in front of the viewer.

A freestanding campus identification sign is visible (see lower right in the view). This sign is located at the northwest corner at the intersection 14th and Noe Streets. The entrance to the 14th Street Parking Lot is also visible just beyond the sign on 14th Street. A two-story residential building located at the southwest corner of 14th and Noe Streets is visible in the foreground in the left side of the view.

Tall mature trees on the Davies Campus are seen in the center of the view and to the far right from the viewpoint. Small and moderate-sized street trees are visible on both the north side (campus) and south side (residential area) of 14th Street. The southern end of the 14th Street parking lot is located in the center of this view, but is completely hidden from view by the foliage of street trees and campus vegetation. A small portion of one of the tan-colored, wooden, modular one-story buildings located at the southern end of the parking lot is visible through the thick foliage (just behind the stop sign to the left in the view). The landscaping is less dense and more open at the time of publication of this EIR than when the photograph was taken, and the plain wooden modular unit is highly visible from this viewpoint. The dark green, dome-form canopy of tall trees is visible in the left center of the view, towering above the north side of 14th Street. This is the canopy formed by the tall mature pine trees located along the western edge of the Davies Campus on Castro Street.

In the far distance, directly above 14th Street from this vantage point, a portion of the pink-colored southern façade and red-colored roof of the large Park Hill Condominium building is visible on the hillside. This large building is located at 355 Buena Vista Avenue East, about 0.4 mile from this vantage point. The Park Hill Condominium occupies the building that was formerly St. Joseph's Hospital (constructed in 1928), which is Landmark No. 85001016 on the National Register of Historic Places and City of San Francisco Landmark No. 1985001016. The hill behind the Park Hill Condominium building is the tree-covered summit of Buena Vista Park and forms the horizon above 14th Street from this vantage point.

#### **View 17: Looking Northeast on Castro Street near 14th Street**

This viewpoint is located about 100 feet from the southwest corner of the Davies Campus. The view is looking northeast and uphill along the street grade of Castro Street from a point south of 14th Street. The view is looking

toward the existing Castro Street/14th Street Parking Garage on the Davies Campus, located on the north side of 14th Street. This area receives low use mostly by hospital visitors and employees, as well as local residents. The location is not a key destination for visitors, but 14th Street is part of the 49-Mile Scenic Drive. Because this vantage point is located at a lower elevation than 14th Street, it is not visible; however, the top of the grade of Castro Street is located at its intersection with 14<sup>th</sup> Street. Castro Street receives substantial vehicle traffic because it is a key north-south street in the center of the city.

From this vantage point, the southwest portion of the Davies Campus is visible in the center portion of the view. The canopy of dense dark-green foliage of tall mature trees on the Davies Campus' perimeter dominates the view. The two large pine trees in the center of the view compose the dome-form tree canopy visible at a distance in View 16. The Castro Street/14th Street Parking Garage and other existing buildings on the campus are mostly screened from view by these trees. A portion of the level roofline of the gray garage building is visible in shadow below the tree canopy in the center of the view. Portions of the western and southern façades of the Davies Hospital building are partially visible through the trees in the distance. A San Francisco Municipal Railway (Muni) stop is visible at the northeast corner of Castro and 14th Streets, and a neighborhood grocery store is visible at the southeast corner of this intersection.

#### **View 18: Looking North on Castro Street near 14th Street**

This viewpoint is located about 100 feet south of the Davies Campus and is across the street from the viewpoint of View 17 on Castro Street. This view is looking north along Castro Street on the east side of the street. The intersection of Castro and 14th Streets is in the center of the view, which is directed toward the southwest corner of the Davies Campus. This area receives low use by local residents, hospital visitors, and employees. The location is not a key destination for visitors. 14th Street is part of the 49-Mile Scenic Drive. Castro Street receives substantial vehicle traffic because it is a key north-south street in the center of the city. A neighborhood grocery store on the east side of Castro Street is visible in the foreground.

Moderate-sized broadleaf street trees along Castro Street—and behind them large, mature pine trees at the southwest corner of the campus—dominate the view from this location. The trunks and lower part of the canopy of the large pine trees are parts of the same trees at the intersection of Castro and 14th Streets visible in View 16 and View 17 (the entire tree canopy would be visible from this viewpoint). These mature trees planted along the perimeter of the campus obscure the view of on-campus buildings. The level roofline of the existing Castro Street/14th Street Parking Garage is visible, but it is the dark shadow cast by the large pine trees overhead. Other campus buildings are not visible because they are blocked from view by the trees. A free-standing blue-colored identification sign for the Davies Campus is visible in the center of the view. One of the large trees located on the western perimeter of the campus along Castro Street is visible in the distance, directly above the bus-stop shelter structure in the center of the view.



### **View 19: Looking East on Duboce Avenue at Buena Vista Avenue**

This viewpoint is located about two blocks (about 600 feet) to the west of the Davies Campus. The view is looking east along Duboce Avenue from Buena Vista Avenue at the eastern edge of Buena Vista Park toward the northern part of the Davies Campus. The viewpoint is located at a high elevation, looking over and down the very steep street toward the campus. This viewpoint is located in a residential area that receives low use mostly by local residents. The location is not a key destination for visitors. Duboce Avenue receives mostly low levels of local traffic on the quiet residential street. Buena Vista Park is used mainly by local residents and is not a key visitor destination.

Existing buildings on the campus are screened entirely by trees along the south side of Duboce Avenue (trees located on the right) in this view, as well as by the upper floor of a residential building located off the campus in the center middle ground of the view. An expansive vista of the city and San Francisco Bay are seen from this viewpoint. Only a very small portion of the tops of the redwood trees located at the north side of the eastern parking lot are visible, but it is difficult to discern from the trees in the center of the view that are closer to the viewpoint.

### **View 20: Looking Southwest on Noe Street at Duboce Avenue**

This viewpoint is located at the northeastern corner of the Davies Campus (and south-central edge of Duboce Park), immediately across the intersection of Duboce Avenue and Noe Street. The view is looking south along Noe Street from Buena Vista Avenue, along the northern and eastern edges of the Davies Campus. This viewpoint receives low use by local residents. The location is not a key destination for visitors. Noe Street and Duboce Avenue receive mostly local-vehicle traffic in this quiet residential area. The heavily used Muni light-rail N-Judah route is located along the north side of Duboce Avenue at Duboce Park. A light-rail transit stop (located in the foreground of the view) near the portal to the belowground section of the route, which is located just out of view to the right, directly across Duboce Avenue from the northeast corner of the campus's 14th Street parking lot. Duboce Park is mainly used by local residents and is not a key visitor destination. The approximately 40-foot-tall tower of the First Christian Church is visible to the right, and is located directly across Noe Street from the campus. A small part of the façade of a residential building fronting Noe Street is visible directly behind the church.

The Davies Campus is visible in the center and to the right side of the view. The Davies Hospital North Tower is in view behind the Muni stop's shelter structure. The podium and block form of the Davies Hospital North Tower building dominate the view. The eastern façade and part of the northern façade of the North Tower are visible. The view is dominated by the Davies Hospital North Tower's large box-form, gray concrete building, with its rectangular window and wall patterns and straight flat rooflines. A portion of the top two floors of the Davies

Hospital South Tower's northern façade also is visible, but is mostly screened by the mature trees at the northeast portion of the Davies Campus that are in the center middle ground of the view. The eastern parking lot is visible at street level, but is obscured by the thick foliage of landscaping trees and an ivy-covered fence along the eastern and northern perimeters of the campus. In this view, a grouping of redwood trees is visible above the Muni stop's shelter structure. That grouping of redwood trees is located at the west side of the Duboce Avenue entrance to the east parking lot, and their thick foliage blocks a large part of the concrete podium's eastern façade from view from this vantage point. Broadleaf trees located on the east side of the Duboce Avenue parking lot entrance, and at the northeast corner of the campus, as well as a tall redwood tree located behind them, also obscure most of the northern façade of the Davies Hospital South Tower from view. That redwood tree in the background of the view is located at the foot of the retaining wall dividing the lower and upper parking lots, and from this vantage point forms part of the skyline. The tree breaks the angular forms of the skyline created by the rooflines of the Davies Hospital's North and South Towers to the right and center in the view.

A large mature eucalyptus tree, and a smaller tree behind it, are located in a median strip on Noe Street at the intersection with Duboce Avenue. The large eucalyptus tree is not part of the Davies Campus, but it contributes to the area's visual character and is highly visible from this vantage point. Behind that tree is seen a large mass of greenery, composed of the canopies of multiple mature trees located along the eastern perimeter of the campus and receding into the background. The long ivy-covered fence is visible at street level along the campus and the west side of Noe Street. On the opposite (east) side of Noe Street, located to the left in the view, large street trees are visible and have form, color, and foliage mass similar to those on the eastern perimeter of the campus.

From this viewpoint, the vegetation screens much of the parking lot from view. In this image of the existing condition, the vehicles in the parking lot are not noticeable; however, at most times, parked cars and trucks are easily seen in the parking lot from this viewpoint. Overall, the trees and vegetative landscaping cover in the view from this vantage point create a strong green buffer between the large Davies Hospital towers and the adjoining streets (Duboce Avenue and Noe Street). For this reason, the existing visual character of the site is compatible with both the greenery along Noe Street and the green open space provided by Duboce Park.

#### **View 21: Looking Northwest on Noe Street near 14th Street**

This viewpoint is located at the immediate eastern edge of the Davies Campus. The view is looking northwest across Noe Street from 14th Street toward the Davies Campus. The view is located just north of View 16. This area receives low use by local residents, hospital visitors, and employees. The location is not a key destination for visitors. Although nearby 14th Street (to the left but not in view) is part of the 49-Mile Scenic Drive, this residential street (Noe Street) receives mostly local vehicle traffic.



Mature trees located along the eastern edge of the Davies Campus dominate this view. In this view, the campus buildings are located in the center middle ground behind the trees. A portion of the eastern and southern façades of the Davies Hospital South Tower is visible behind the trees. The repeated rectangular patterns of the southern and eastern façades of the Davies Hospital South Tower are visible, and are created by the windows and wall forms and by the straight, level rooflines. From this vantage point, the eastern and northern façades of the North Tower are almost fully screened from view by the mature trees; a small amount of the east façade is barely visible just below a low point in the center skyline formed by the treetops. The ivy-covered fence and trees screen the eastern surface parking lot entirely from view on the Davies Campus along Noe Street, and no vehicles are visible in the lot. The gray concrete retaining wall that divides the lower and upper parking areas is visible in the left middle ground of the view. Trees are located at the base of the retaining wall, and the vines located on top of the retaining wall also are visible. On-street parking along both sides of Noe Street is visible in the foreground.

In this view, the trees located along the eastern edge of the Davies Campus visually form a wall of greenery that recedes into the background along Noe Street. The treetops form the skyline. Street trees located along the east side of Noe Street also are visible to the right in the view.

### **Lighting and Glare**

The Davies Campus is located in a wholly urbanized, primarily residential area; thus, lighting is an expected common element of the area. Night lighting is used at the Davies Hospital throughout the year. Because the light emanating from the hospital is low and largely screened by trees located at the perimeter, the overall effects are subdued. Surrounding streets constitute streetscapes with standard street lighting and generally low lighting associated with residential neighborhoods. The gray concrete structures on the campus do not reflect light strongly. None of the buildings in the Davies Campus have fenestration with highly reflective glass. Thus, the campus site is not a source of light and glare.

### **Scenic Highway and Natural Resources**

No views to the Davies Campus are available from I-80 or SR 1; both are eligible State Scenic Highways in San Francisco. The entire southern edge of the campus is visible along 14th Street, which is part of the 49-Mile Scenic Drive (see View 16). Most of the view of the campus along 14th Street is of landscape trees, shrubs, and vines that have thick foliage and block views of the campus buildings. Furthermore, the Davies Campus buildings are set back from 14th Street, making them difficult to see from the street. Most views of the campus buildings from 14th Street are small glimpses created by openings in the vegetation and at the three driveway entrances to the parking lots along the street. The Davies Hospital South Tower is the only building that is easily viewed through those openings. The modular single-story buildings located on the lower parking-lot level, near the 14th Street south entrance to the east parking lot, is highly visible from 14th Street at the intersection with Noe Street and is

visually discordant with the surrounding scenery. The eastern and southern façades of the Castro Street/14th Street Parking Garage are visible from 14th Street but are partially screened by trees on the campus and street trees.

Because the Davies Campus is fully developed, no natural-environment landscape is present, such as stands of trees, water features, or rocky outcrops.

## **ST. LUKE'S CAMPUS**

### **Visual Characteristics of the St. Luke's Campus**

The St. Luke's Campus is located in the southern portion of the Mission District. The Mission District is bounded to the north by the Central Mission neighborhood, to the east and south by Bernal Heights, to the southwest by Diamond Heights, and to the northwest by Noe Valley. The neighborhood around the St. Luke's Campus is a mix of residential and commercial uses. Residential areas include a mix of single-family homes and multiunit buildings, located along moderately busy thoroughfares and quiet streets. The larger, busy thoroughfares are lined by commercial businesses and offices. Cesar Chavez Street (Army Street) is a busy east-west thoroughfare that connects U.S. 101 to the east to the neighborhoods from Diamond Heights and Noe Valley to the west. Mission Street (located one block east of the campus) is the major north-south arterial street in the area. Guerrero Street and Valencia Streets also are busy north-south streets. The area around the St. Luke's Campus receives substantial use by local residents, but it is not a visitor/tourist destination. Cesar Chavez Street is part of the 49-Mile Scenic Drive.

The irregularly shaped St. Luke's Campus is bounded by Cesar Chavez Street to the north, Valencia Street to the east, Duncan Street to the south, and San Jose Avenue to the west. Tiffany Avenue extends southward from Duncan Street west of Valencia Street. The campus area is gently sloping, and higher elevation topography is located to the immediate west and south. The campus is occupied by seven distinct structures of varying heights and ages, some linked by enclosed connectors and others freestanding: the 53-foot-tall (not including 14-foot-tall mechanical penthouse) 1957 Building, the 158-foot-tall (not including 11-foot-tall mechanical penthouse) St. Luke's Hospital tower, the 53-foot-tall 1912 Building, the 102-foot-tall (not including 11-foot-tall mechanical penthouse) Monteagle Medical Center building, the 28-foot-tall Duncan Street Parking Garage, the 34-foot-tall Hartzell Building, and the 12-foot-tall Redwood Administration Building. In addition, there is a 12-foot-tall MRI Trailer, located in the center of the campus between the 1912 Building and the Hartzell Building.

### ***St. Luke's Hospital Tower (3555 Cesar Chavez Street) (proposed for demolition)***

The St. Luke's Hospital tower is located at the northeast corner of the St. Luke's Campus on the south side of Cesar Chavez Street and the west side of Valencia Street. The site of the hospital tower is generally flat and is at

the campus's lowest elevation. The hospital tower is used for patient rooms, surgery, laboratories, and offices. The 12-story, 158-foot-tall tower was constructed in 1972, and is a modern, rectangular box-form structure that is oriented east-west. The rooflines are flat and straight. An 11-foot-tall mechanical penthouse sits above the flat roof making the total height of the hospital tower 169 feet. To the north of the St. Luke's Hospital tower is a surface parking and drop-off area that is accessed from Cesar Chavez Street. A service and loading dock, which may be entered from San Jose Avenue, is located on the western side of the building.

The northern and southern façades of the St. Luke's Hospital tower are composed of poured-in-place concrete columns that run the full height of the structure and provide vertical definition to the building. The wall planes are mostly flat, with only minor variation. The façades are composed of repetitive geometric patterns and, consistent with modern architectural style, have minimal ornamentation. Tan concrete vertical risers and dark brown brick are used above and below the windows to provide architectural detail. The eastern and western façades of the tower are divided into three sections made of three poured-in-place, flush concrete slabs running the height of the building. The three sections are plain walls separated by two vertical columns of windows. All of the façade's concrete is painted; the first floor is dark tan, the contiguous concrete face above the first floor is light pinkish-tan, and the recessed mechanical penthouse is mauve-colored.

A four-story connector structure extends south from the St. Luke's Hospital tower to the adjacent 1957 Building and is well recessed from the façades of both buildings along the east (Valencia Street) side. The connector has plain walls. The recessed area is planted with shrubs and two very small trees. A one-story extension on the west side of the hospital tower serves as a loading dock and service area. An exposed concrete-aggregate walkway along the north side of the St. Luke's Hospital tower connects to Valencia and Cesar Chavez Streets. The main entrance (south side of Cesar Chavez Street) has a projecting concrete slab roof, supported by two columns.

The front of the St. Luke's Hospital tower is located along and set back from Cesar Chavez Street to accommodate a drop-off area and parking area. The vehicular entry access is from Cesar Chavez Street and the exit is located at Valencia Street. A small paved parking lot is located in front of the hospital building along Cesar Chavez Street. The entire front of the parking area along Cesar Chavez Street has landscaping, including trimmed vegetation trained as screens and a row of mature moderate-sized broadleaf trees that screen and soften the view of the parking lot area. Decorative short evergreens are located near the façade and east sides of the hospital tower.

### ***1957 Building (proposed for retention with minor exterior change)***

This four-story modern building is located to the immediate south of the St. Luke's Hospital tower and is connected to it. The 1957 Building is set back from the west side of Valencia Street. The flat-roofed 1957 Building is rectangular in form, with its axis running from east to west. Only the narrower façade is seen from

Valencia Street and is mostly obscured from view by landscaping trees. On the east side of the campus is a low, natural-finish concrete wall, perpendicular to the eastern façade of the 1957 Building, which extends east to Valencia Street, where it intersects the 1912 yellow-brick retaining wall that runs along Valencia Street. Protruding stair towers are asymmetrically located at the east and west ends of the 1957 Building. The stair tower on the east end is just short of the full height of the structure, and the stair tower on the west protrudes above the roof level. The stair towers have a vertical feature that is slightly recessed from their façades; it is in the form of decorative panels that express its floor levels. On the roof, a 14-foot-tall mechanical penthouse is recessed from all edges of the 1957 Building, except on the south side, where it extends to the building connector. The building's window openings form a symmetrical grid on the northern and southern façades, interrupted only by the building's connectors on its north and south sides. The exception is along the southern façade, near the western corner, where only a few windows are set in an otherwise blank façade. A connector extends to the north to the St. Luke's Hospital tower and to the south for access to the 1912 Building.

A brick retaining wall located along the Valencia Street frontage of the campus starts about midblock and continues south to the intersection of Duncan and Valencia Streets. The wall's yellow brick is laid in an English bond with the face battered (slightly angled). The landscaping in the raised area behind the retaining wall is composed of a variety of mature trees and shrubs that screen the St. Luke's Campus buildings from Valencia Street. A large fig tree is located close behind the wall near the sidewalk east of the 1957 Building. The area between the 1957 Building and the St. Luke's Hospital tower is a relatively shady area that has low-growing shrubs, grass, and two small-sized trees. The retaining wall is interrupted by a double flight of red brick stairs that ascends to the entrance of the 1912 Building, which fronts Valencia Street just south of the midblock point, and farther south by the entrance to the Montecale Medical Center building (1580 Valencia Street).

### ***1912 Building (proposed for retention without exterior change)***

This symmetrical U-shaped building opens to the east, toward Valencia Street, onto a raised, enclosed plaza. The 1912 Building was built in the Neo-Gothic style, displaying verticality, arches, and decorative tracery detail on its eastern façade. The gracefully decorated eastern façade of the building can be seen from Valencia Street above the stairs. Access to the stairway to the 1912 Building along Valencia Street is secured with a white vertical rail fence that spans the width of the stairway and is connected to two eight-sided brick posts with faceted terra-cotta caps, located at the bottom of the stairway. The 1912 Building is four stories tall and is oriented north-south. The building has a steeply pitched hipped roof on the eastern (Valencia Street) façade. The roof is nearly flat west of the ridge that runs along the main building spine, and the west elevation (the base of the U) of the 1912 Building is three stories tall. The two-story north wing extending slightly west of the main 1912 Building is capped by a three-sided hipped roof.

The brick stairway on the eastern side of the 1912 Building ascends from Valencia Street to an approximately 2,700-sq.-ft. main entry plaza. The plaza is red brick laid in a herringbone pattern, with a large Celtic cross in painted concrete in the middle, set flush in the surface of the pavement. The plaza is surrounded by landscaped planting beds that are edged in a single-layer curb of yellow brick, laid as headers. Several mature trees and bushes line portions of the plaza, as well as both sides of the red brick stairway.

***Monteagle Medical Center Building (1580 Valencia Street) (proposed for retention without exterior change)***

This building is located south of and connected to the 1912 Building; it is sited near the southeast corner of the campus, with Valencia Street to the east, Tiffany Avenue to the southeast, and Duncan Street to the south. The building contains suites of doctors' offices and clinics. Built in 1973, the eight-story modern building is square in plan and cube-like in form. A remnant of the 1912 English bond-style yellow brick retaining wall runs along the eastern boundary of the St. Luke's Campus, near the Monteagle Medical Center building. The building has a four-story connector to the 1912 Building on the northern side. A modern-style steel and glass entry to the Monteagle Medical Center building is located on the east side along Valencia Street.

Each façade of the Monteagle Medical Center building is similar in appearance, with an equally spaced grid of rectangular window openings punctuating a flat plane. Each window has a sloping sill of lighter color. The façades are plain walls of brown concrete. Horizontal tan dividers are located at each floor and along the narrow plain cornice. The same tan material also is used along vertical edges of the building. The roofline is flat and straight on all sides. Street trees are located on the sides, along both Valencia Street and Duncan Street.

***Duncan Street Parking Garage (proposed for retention without exterior change)***

This parking garage is located immediately west of the Monteagle Medical Center building on a level portion of the site at the northeast corner of Duncan Street and San Jose Avenue. The parking garage, built in 1973, consists of a rectangular building with indents in each corner, each indent being a different proportion. The structure is gray, poured-in-place concrete in a natural finish. The decoration is minimal; the exterior-wall façade, visible from San Jose Avenue, is broken into a grid created by linear reveals in the concrete. Part of the façade is covered by ivy. Tall street trees are located along both the Duncan Street and San Jose Avenue sides of the Duncan Street parking garage. A remnant of an English bond-style yellow brick retaining wall, dating from 1912, runs along the south side of the parking garage at Duncan Street. The garage entrance is located at the southwest corner, with a short access drive from San Jose Avenue.

***Hartzell Building (555 San Jose Avenue) (proposed for retention without exterior change)***

This building is located north of the Duncan Street parking garage on San Jose Avenue. The building is currently leased to an outside school (Samuel Merritt University). This modern two-story building was completed in 1976.

The building is mostly orthogonal in plan. The roof is level and has a parapet surrounding all sides; a loading dock is on the western side of the building and is covered by a cantilevered roof. The eastern façade has a series of windows along the first floor, with a low wall surrounding an area along most of this eastern façade. The stucco exterior is plain and painted tan, and its metal window sashes are painted. An exterior-mounted smokestack can be seen above the northern façade and rises well above the parapet. The western façade fronts on San Jose Avenue and has plain walls painted tan, with no decoration. Two plain rectangular windows are located on the second floor. The ground floor has three doorways and a larger loading roll-down doorway and a recessed wall with two windows. An access ramp leads to the main entrance on the side of the building. No landscaping is located in front of the Hartzell Building along San Jose Avenue.

***Redwood Administration Building (proposed for removal/demolition)***

This 12-foot-tall, modular building is located near the western boundary of the St. Luke's Campus, just north of the Hartzell Building and west of the 1957 Building and St. Luke's Hospital tower. The building is used for offices. Its plan form is a reverse L-shape, consisting of two separate rectangular single-story structures that are joined together at right angles. The metal roof of each structure is a low-pitched gable. The southern structure's axis runs from east to west, and the northern structure's axis runs from north to south. Sliding aluminum windows are located along the long façades of each structure. The building exterior is vertical redwood siding, with the top and bottom edges of the building trimmed in painted plain-board stock. Heating, ventilation, and air conditioning units are mounted on the exterior wall of the building. A chain link metal fence is located along the perimeter of the building at San Jose Avenue on its western side and along the emergency vehicle entrance along its southern side. A few shrubs are located near the building.

***3615 Cesar Chavez Street Parking Lot (proposed for demolition)***

This 74-space parking lot is located at the western side of the St. Luke's Campus, west of the Redwood Administration Building. The lot is bordered on the north by Cesar Chavez Street, on the east by San Jose Avenue, and on the south by 27th Street (with access to the lot). The west side of the parking lot abuts the rear side of residential lots that front on Guerrero Street. The gated access is located at 27th Street. The parking lot is enclosed on all sides by a tall, black, metal chain link fence, and portions are topped with barbed wire. Tall four-armed light stations are located in the center of the lot. Mature landscaping trees are located along all sides of the parking lot. Five tall eucalyptus trees are located along the western edge of the lot. A row of 10 broadleaf, moderate-sized trees are planted along the east side of the parking lot and five similar trees are located along the Cesar Chavez Street side of the parking lot. Two small and two moderate-sized street trees are located on the south side of the parking lot along 27th Street.

### ***Service Area on Cesar Chavez Street (proposed for demolition)***

An enclosed service area is located along the south side of Cesar Chavez Street, between the 3615 Cesar Chavez Street parking lot and the drop-off parking lot in front of the St. Luke's Hospital tower. The area is enclosed by a concrete wall, topped by a metal chain link fence with red-colored strips to reduce visibility into the service area. The entry area is accessed from the south side of Cesar Chavez Street and is not gated. Shrubs are planted along the base of the wall, fronting Cesar Chavez Street.

### ***Landscaping and Overall Summary of the St. Luke's Campus Site***

Each existing building within the St. Luke's Campus would remain in place with implementation of the LRDP, except the St. Luke's Hospital tower and the Redwood Administration Building, which would both be demolished.

Landscaping is present along the street fronts of most of the buildings on the St. Luke's Campus. Along Valencia Street, trees and shrubs form a strong visual buffer in views from the streets to the buildings of the campus. In total, 112 trees are located on the St. Luke's Campus, nine of which are street trees (see Table 4.13-6, "Summary of Trees at the St. Luke's Campus," on page 4.13-10 in Section 4.13, "Biological Resources"). One City-designated landmark tree is currently located in front of the existing 1957 Building along Valencia Street (see Section 4.13, "Biological Resources"). In addition, street trees are also located within the public sidewalk adjacent to the campus, primarily along Cesar Chavez and Duncan Streets.

### ***Visual Characteristics in the Vicinity of the St. Luke's Campus***

The St. Luke's Campus is located in a low-lying area along which Cesar Chavez Street occupies the approximate center, with higher land to the west, south, north, and southeast. The campus is located on gently sloping ground. The topography near the campus rises steeply to the west at Guerrero Street. Guerrero Street also demarcates the area with a largely residential character to the west from the mixed residential, commercial, and industrial character, prevalent to the east. The general area surrounding the St. Luke's Campus is composed of residential structures and low-rise commercial and industrial buildings facing the large thoroughfares (Cesar Chavez Street, San Jose Avenue, Valencia Street, and Mission Street). There are no high-rise buildings in the vicinity. The two mid-rise buildings of the St. Luke's Campus (the 169-foot-tall St. Luke's Hospital tower and the 113-foot-tall Monteagle Medical Center building) stand out visually because of their height and bulk in comparison to surrounding smaller-scale structures, which are mostly less than 40 feet tall.

The area east of the St. Luke's Campus along Valencia Street consists of a mix of older buildings that contain commercial businesses. Although the buildings are not tall, they are visually prominent, given that they are generally not set back from the street and that little to no landscaping softens or screens them from street views.

Farther east from the St. Luke's Campus are older two- to four-story residential buildings that have minimal setbacks, as well as automobile-related uses and surface parking lots fronting Cesar Chavez Street, a wide four-lane arterial with a narrow median. Ornamental street trees up to about 20 feet tall are situated along the sidewalks along Cesar Chavez Street east of the campus.

The areas south and west of the St. Luke's Campus are occupied by densely clustered (with zero-lot-line formation) two- to four-story, multiunit residential buildings with little to no setback from the streets and minimal landscaping. The buildings range in age and façade style from Victorian to mid-20th century. A four-story, wooden, late-19th-century multiunit residential building is located on the south side of 27th Street directly opposite the fenced parking lot. Two- and three-story residential buildings immediately adjoin the west side of the campus (which is a parking lot) and range in age from Victorian to modern-era construction. The eastern façade and rear yard of a three-story wood-construction residence that fronts on Cesar Chavez Street immediately adjoins the northern part of the campus parking lot. The rear yards of residences fronting on Guerrero Street are located immediately adjacent to the chain link fence and tall eucalyptus trees located along the west side of the campus parking lot. The eastern façade and rear yard of a two-story wood-construction residence that fronts on 27th Street immediately adjoins the southern part of the campus parking lot. Areas to the west of Guerrero Street include largely well-maintained residential structures ranging from Victorian to modern styles.

The area north of the St. Luke's Campus includes a four-story office building fronting on Cesar Chavez Street and older two- to three-story multifamily residential buildings that have minimal setback from the streets and landscaping. Many of the residential buildings include garages on the ground floor with the dwelling units above. There have been recent City neighborhood efforts to improve the streetscape and calm traffic on San Jose Avenue, Guerrero Street, and currently Cesar Chavez Street. The proposed *Cesar Chavez Street Design Plan* is a detailed design effort to re-envision Cesar Chavez Street from Hampshire Street to Guerrero Street in the Mission District, and will identify ways to make Cesar Chavez Street a safe, pleasant, and attractive corridor for people, bikes, and transit that unifies, rather than dividing, the neighborhood. The proposed *Mission District Streetscape Plan* is a community-based planning process to identify streetscape improvements to streets, sidewalks, and public spaces in the Mission District. The boundaries of the plan area are roughly Division Street on the north; U.S. 101 on the east; Precita Avenue, Mission Street, and San Jose Avenue on the south; and Dolores Street on the west.

In addition, a high level of ambient light exists in the St. Luke's Campus vicinity as a result of required building security lights, vehicular lights, and pedestrian street light standards. Glare is not currently a problem in this area because most of the façades of existing structures are composed of nonreflective materials, such as concrete, stucco, brick, or wood and low-reflection windows.



## **Views of the St. Luke's Campus**

The St. Luke's Campus is visible from many vantage points in the vicinity and at a distance. To assess the effects of the proposed LRDP on public scenic views and vistas and street-level views in the St. Luke's Campus vicinity, five viewpoints were selected to illustrate the existing views and demonstrate visual effects with simulated views of the LRDP development, as seen from those same viewpoints. Figure 4.2-25, "Map of St. Luke's Campus Viewpoint Locations" (page 4.2-82), provides the locations of the five viewpoint locations. Each of the following five figures (Figures 4.2-26 through 4.2-30, beginning on page 4.2-83), show these existing and simulated viewpoints: Figure 4.2-26, "St. Luke's Campus: View 22—Looking Northeast on San Jose Avenue at Duncan Street"; Figure 4.2-27, "St. Luke's Campus: View 23—Looking East on Cesar Chavez Street at Guerrero Street"; Figure 4.2-28, "St. Luke's Campus: View 24—Looking South on Valencia Street between 25th Street and 26th Street"; Figure 4.2-29, "St. Luke's Campus: View 25—Looking Northwest from Bernal Heights Park"; and Figure 4.2-30, "St. Luke's Campus: View 26—Looking West on Cesar Chavez Street at Capp Street." These figures show the existing visual character and views available in the St. Luke's project area, and are summarized below. The degree of change in visual character and views that would result from implementing the proposed CPMC LRDP at the St. Luke's Campus is assessed in Section 4.2.5, "Impact Evaluations" (page 4.2-94).

### **View 22: Looking Northeast on San Jose Avenue at Duncan Street**

This viewpoint location is just southwest of the St. Luke's Campus site at the intersection of San Jose Avenue and Duncan Street. From this area, viewers are mainly local residents, patients, and hospital employees. The area is not a visitor destination. The local vehicular traffic is limited to local residents and hospital users. From this viewpoint, the existing St. Luke's Hospital tower and the Monteagle Medical Center building dominate the visual environment. The St. Luke's Hospital tower (158 feet tall, not including 11-foot-tall mechanical penthouse) and the Monteagle Medical Center building (102 feet tall, not including 11-foot-tall mechanical penthouse) appear to be of approximately equal height from this vantage point; however, the exterior color and texture of the building exteriors differ on each building. The light-colored western façade of the 12-story St. Luke's Hospital tower and a small part of its southern façade (obscured in part by trees along the eastern side of San Jose Avenue) are visible in the approximate center of the view. The plain western façade has two columns of windows. The grid pattern of the southern façade is mostly hidden from view. The recessed mechanical penthouse also can be seen from this vantage point. In the left side of the view, the brown western façade of the eight-story Monteagle Medical Center building is visible. The plain wall and repeated pattern of rows of windows on the façade of the Monteagle Medical Center building are visible, as are part of its recessed mechanical penthouse and venting pipes. In the foreground, the entrance to the Duncan Street Parking Garage is visible; however most of the garage structure is screened by the mature trees located on the western and southern perimeter of the St. Luke's campus. A three-story, multi-unit residential building is seen to the far left in the view in the foreground, and other houses fronting



Source: Data compiled by AECOM in 2009

View 22: Looking northeast on San Jose Avenue at Duncan Street

View 23: Looking east on Cesar Chavez Street at Guerrero Street

View 24: Looking south on Valencia Street between 25th Street and 26th Street

View 25: Looking northwest from Bernal Heights Park

View 26: Looking west on Cesar Chavez Street at Capp Street

**Map of St. Luke's Campus Viewpoint Locations**

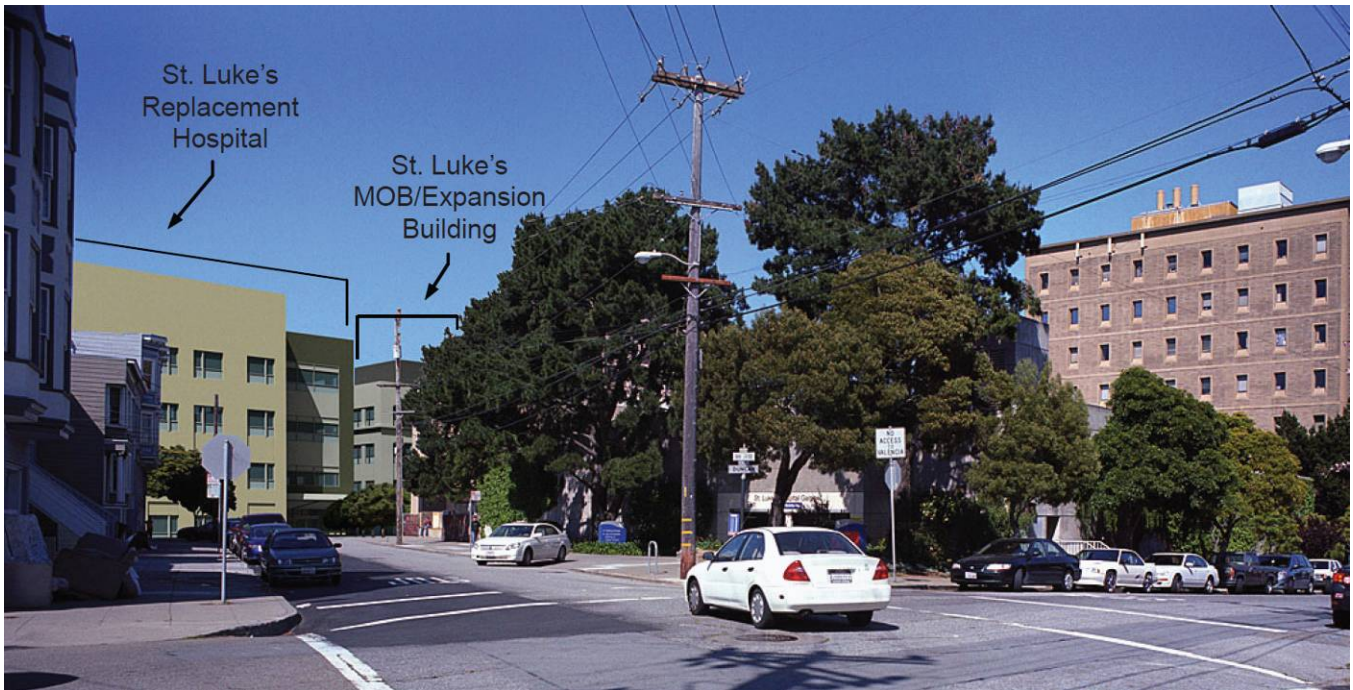
**Figure 4.2-25**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking northeast along San Jose Avenue from Duncan Street toward the existing St. Luke's Hospital tower



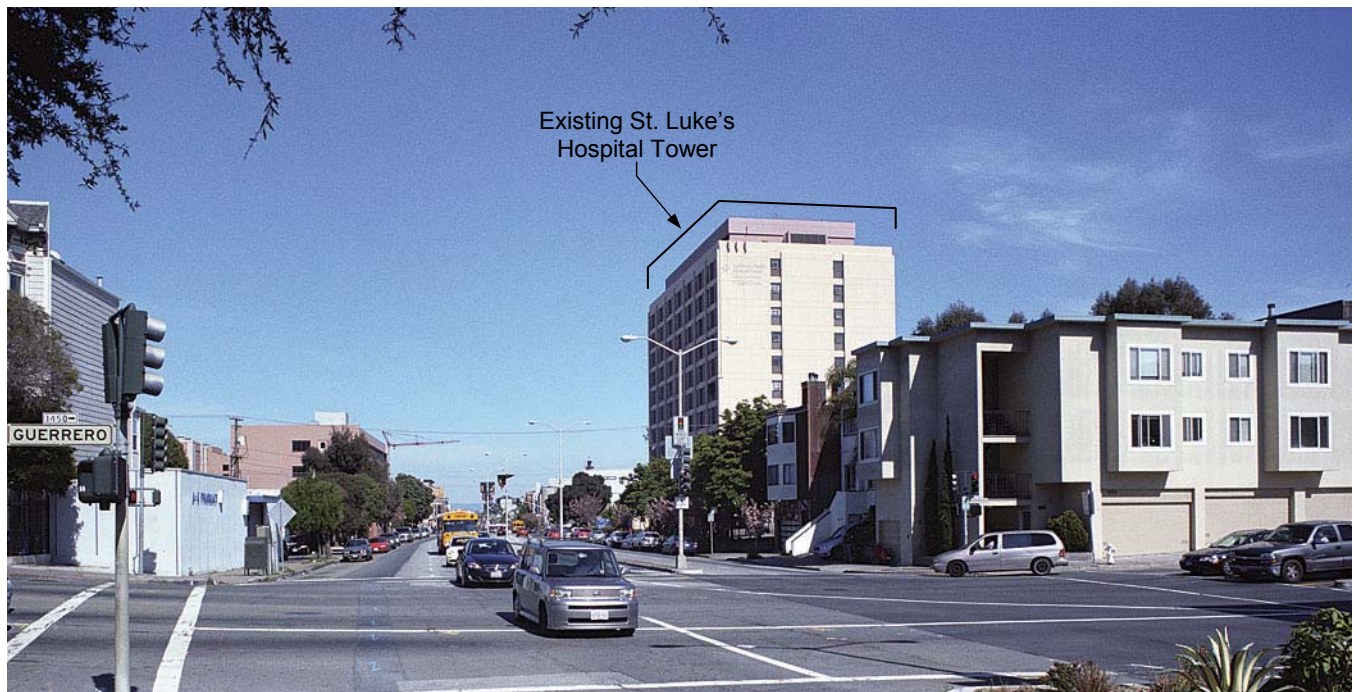
Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking northeast along San Jose Avenue from Duncan Street toward the proposed St. Luke's Replacement Hospital

**St. Luke's Campus: View 22—Looking Northeast on San Jose Avenue at Duncan Street**

**Figure 4.2-26**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking east along Cesar Chavez Street from Guerrero Street toward the existing St. Luke's Hospital tower



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking east along Cesar Chavez Street from Guerrero Street toward the proposed St. Luke's Replacement Hospital

**St. Luke's Campus: View 23—Looking East on Cesar Chavez Street at Guerrero Street**    **Figure 4.2-27**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking south along Valencia Street from between 25th Street and 26th Street toward the existing St. Luke's Hospital tower



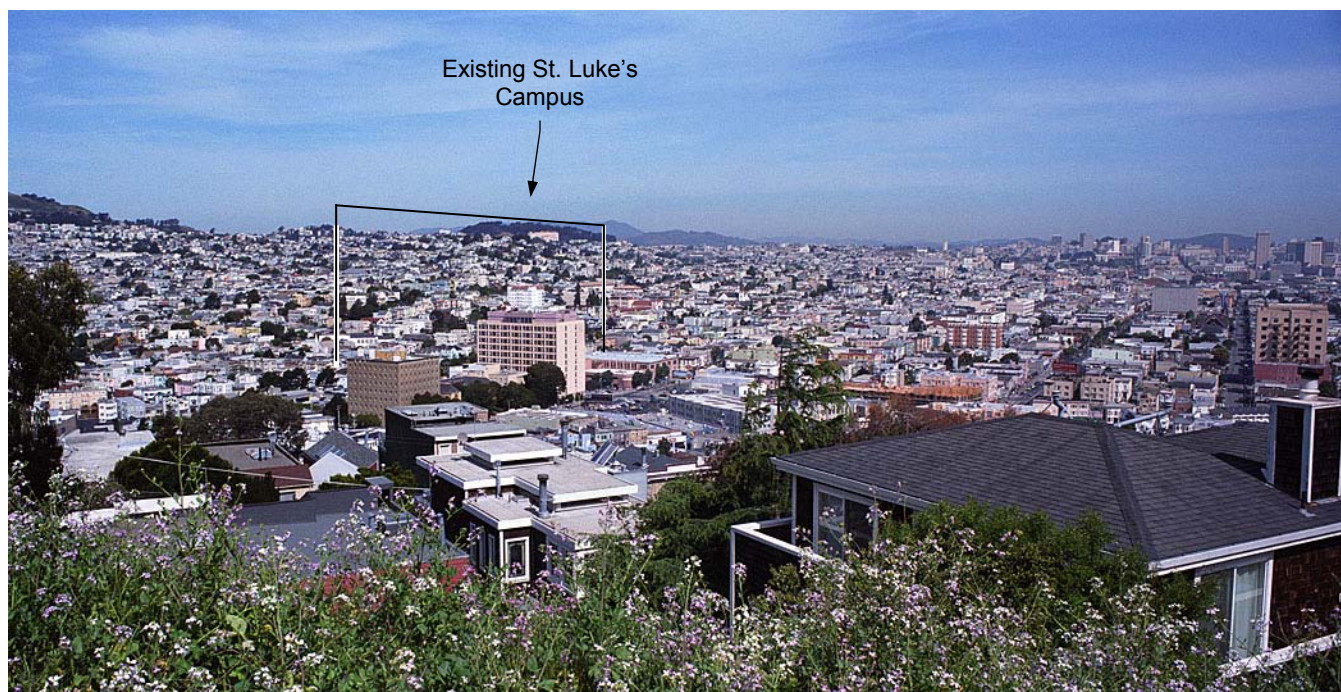
Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking south along Valencia Street from between 25th Street and 26th Street toward the proposed MOB/Expansion Building

**St. Luke's Campus: View 24—Looking South on Valencia Street  
between 25th Street and 26th Street**

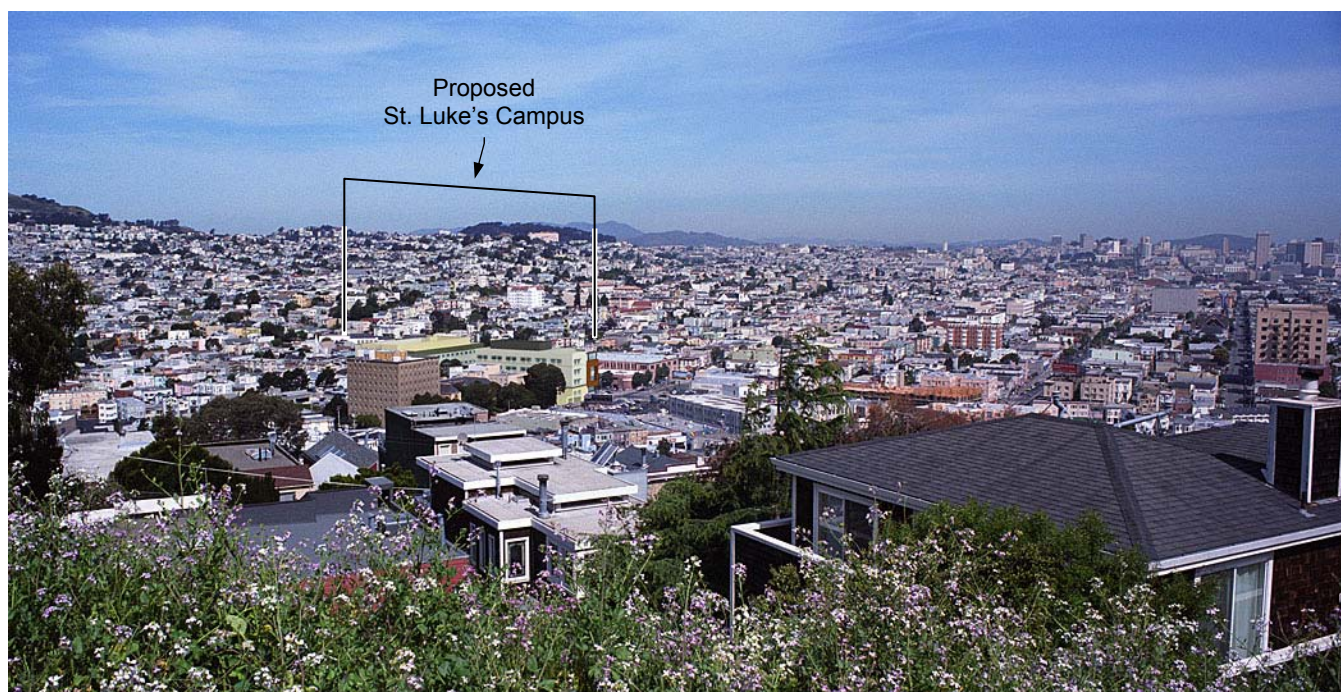
**Figure 4.2-28**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking northwest from Bernal Heights Park toward the existing St. Luke's Campus



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking northwest from Bernal Heights Park toward the St. Luke's Campus

**St. Luke's Campus: View 25—Looking Northwest from Bernal Heights Park**

**Figure 4.2-29**





Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Existing View—looking west along Cesar Chavez Street from Capp Street toward the existing St. Luke's Hospital tower



Sources: Photograph by SquareOne Productions; data compiled by AECOM in 2009

Proposed View—looking west along Cesar Chavez Street from Capp Street toward the proposed MOB/Expansion Building

**St. Luke's Campus: View 26—Looking West on Cesar Chavez Street at Capp Street**

**Figure 4.2-30**

on the western side of San Jose Avenue are located in the middle ground. These two- and three-story residential buildings are typical of the neighborhood on the south and west sides of the St. Luke's Campus.

### **View 23: Looking East on Cesar Chavez Street at Guerrero Street**

This viewpoint is located one-half block (about 200 feet) west of the St. Luke's Campus, at the intersection of Cesar Chavez and Guerrero Streets and is looking east along Cesar Chavez Street from the northwest corner of the Guerrero Street/Cesar Chavez Street intersection. Viewers from this viewpoint area are mainly local residents. The area is not a visitor destination. Cesar Chavez Street is part of the 49-Mile Scenic Drive at this location. The local vehicular traffic is substantial because both Cesar Chavez Street and Guerrero Street are important thoroughfares. From this viewpoint, the existing St. Luke's Hospital tower dominates the visual environment. The light-colored, plain west side of the 12-story St. Luke's Hospital tower faces the viewer. The grid pattern of the northern façade of the hospital tower also is visible. The recessed mauve-colored mechanical penthouse of the hospital also is seen in this view. Street trees along the Cesar Chavez Street frontage of the St. Luke's Campus are visible in front of the CPMC parking lot and drop-off parking area in front of the hospital. In the foreground of the view along the south side of Cesar Chavez Street, four multiunit residential buildings are in the view between the St. Luke's Hospital tower and Guerrero Street. Along the north side of Cesar Chavez Street, low-rise commercial buildings are also in view, to the viewer's left.

### **View 24: Looking South on Valencia Street between 25th Street and 26th Street**

This viewpoint is located about one block (about 600 feet) north of the St. Luke's Campus on Valencia Street. The view is looking south along Valencia Street from between 25th Street and 26th Street, toward the St. Luke's Campus. Viewers from this viewpoint area are mainly local residents. The area is not a visitor destination. The local vehicular traffic is substantial because Valencia Street is an important north-south thoroughfare. From this viewpoint, the existing St. Luke's Hospital tower dominates the visual environment. The grid pattern of the northern façade of the 12-story hospital faces the viewer, and an oblique view of the plain eastern façade of the hospital also is visible. The rooftop mechanical penthouse is also fully visible from this viewpoint. Landscape trees along the Valencia Street frontage of the St. Luke's Campus are seen behind the St. Luke's Hospital tower. The trees obscure the view of the Montecagle Medical Center building along its Valencia Street frontage. Two- and three-story commercial and residential buildings occupy the area in the foreground along both sides of Valencia Street, including the Salvation Army building on the western side of the 1500 block of Valencia Street.

### **View 25: Looking Northwest from Bernal Heights Park**

This viewpoint is located about nine blocks southeast of the St. Luke's Campus, at the northwest side of Bernal Heights Park. The view from the northwest portion of the park is looking northwest toward the St. Luke's Campus. Bernal Heights Park is a 26-acre park located on Bernal Heights Boulevard. The park mainly is used by



local residents and is not a key destination site for visitors. The park is at a higher elevation than the surrounding area and has expansive views of the city (Cathedral Hill in the far distance on the right, Buena Vista Park in the distant center, and Mt. Tamalpais in Marin County along the center's far horizon). From this viewpoint, the east side of the St. Luke's Campus is visible, with the existing 12-story St. Luke's Hospital tower and the eight-story Monteagle Medical Center Building being the most prominent buildings because of their sizes and heights. Trees planted along the Valencia Street and Duncan Street frontages of the campus are visible in front of these two large campus buildings. Small portions of the upper floors of both the 1957 Building and 1912 Building are visible above the trees.

In this view, the St. Luke's Campus is seen to occupy a low-lying area that is densely developed. The St. Luke's Hospital tower and the Monteagle Medical Center Building appear to tower over the surrounding smaller-scaled buildings. The roofs of residential buildings in the foreground appear large because they are close to the vantage point.

#### **View 26: Looking East on Cesar Chavez Street at Capp Street**

This viewpoint is located about 1¼ blocks (about 700 feet) east of the St. Luke's Campus. The view is looking west along Cesar Chavez Street from Capp Street toward the St. Luke's Campus. Viewers from this viewpoint area are mainly local residents. The area is not a visitor destination. Cesar Chavez Street is part of the 49-Mile Scenic Drive at this location. The local street traffic is substantial because Cesar Chavez Street is a key east-west thoroughfare. From this viewpoint, the existing eastern façade of St. Luke's Hospital tower dominates the long-range view down Cesar Chavez Street. The light-colored blank wall of the hospital tower, with two columns of windows, is visible from the upper floors of the hospital. Part of the mauve mechanical penthouse also is visible. In this view, four- and five-story multistory residential buildings, painted various shades of terra cotta, are visible in the foreground along the south side of Cesar Chavez Street. Between the terra cotta-colored residential building and the existing St. Luke's Hospital tower, a mixed-use building at the southwestern corner of Cesar Chavez and Mission Streets is prominent in this view because of its distinctive cylindrical building form and red awning. Because of their foreground and middle ground locations, respectively, the residential building on the viewer's left and the mixed-use buildings in the center of the view appear to be approximately the same building height as the existing St. Luke's Hospital tower, but they are substantially shorter than the hospital tower in the distance.

#### **Lighting and Glare**

The St. Luke's Campus is located in a wholly urbanized commercial and residential area; thus, lighting is an expected common element of the area. St. Luke's Hospital operates 24 hours a day, and thus is a regular source of night lighting. The light emanating from the hospital windows is relatively subdued. Surrounding streets

constitute streetscapes with standard street lighting, and generally low lighting is associated with residential neighborhoods. Cesar Chavez Street and Valencia Street have commercial development and are more brightly lighted. None of the buildings in the St. Luke's Campus have reflective building materials and fenestration with highly reflective glass. Thus, the campus site is not a source of substantial light and glare.

### **Scenic Highway and Natural Resources**

No views to the campus are available from I-80 or SR 1, both of which are eligible State Scenic Highways in San Francisco. The campus is located on Cesar Chavez Street, which is part of the 49-Mile Scenic Drive. Close views of the campus are available from Cesar Chavez Street, as shown in Views 27 and 30. More distant views of campus buildings are also afforded from Dolores Street, which also is part of the 49-Mile Scenic Drive, near its intersection with Cesar Chavez Street. Distant views of the campus are available from Twin Peaks, also a part of the 49-Mile Scenic Drive, and the existing St. Luke's Hospital tower is an identifiable feature in the vista from that vantage point.

Because the St. Luke's Campus is fully developed, no unique natural-environment or landscaping-related scenic resources are present on campus, such as stands of trees, water bodies, or rocky outcrops. There is an existing large landmark tree on the St. Luke's Campus just east of the 1957 Building near Valencia Street (see Section 4.13, "Biological Resources", page 4.13-14).

## **4.2.2 REGULATORY FRAMEWORK**

### **CITY/LOCAL**

#### **San Francisco General Plan**

The Urban Design Element of the General Plan is the most relevant of the General Plan elements to an assessment of the potential aesthetic impacts of the CPMC LRDP, and it is applicable to all CPMC campuses. Policies in the Urban Design Element require proposed projects to take into account the surrounding urban context through building design and placement. Policies strive to integrate proposed buildings with existing buildings by (1) designing buildings of a certain height and bulk so that they respect adjacent buildings; (2) establishing and protecting visual relationships and transitions, and (3) respecting older structures. These policies also emphasize provision of visual amenities, including landscaping and pedestrian areas that are user friendly. For a discussion on these policies, see the "Urban Design Element" section on page 3-9 of Chapter 3, "Plans and Policies."

The General Plan also contains 10 area plans that specify more localized urban-design goals and objectives for selected San Francisco neighborhoods and districts. The site of the proposed Cathedral Hill Campus is subject to the *Van Ness Avenue Area Plan*, and the Davies Campus is located immediately outside the western boundary of the *Market & Octavia Area Plan*. Similarly, the St. Luke's Campus sits immediately outside the southern

boundary of the *Mission Area Plan*. The General Plan is discussed in detail in Chapter 3, “Plans and Policies,” of this EIR (see Section 3.2.1, “San Francisco General Plan,” beginning on page 3-2).

### **San Francisco Planning Code**

As described in Chapter 3, “Plans and Policies” (see Section 3.2.7, “San Francisco Planning Code [Zoning Ordinance],” on page 3-20), the San Francisco Planning Code (Planning Code) (i.e., the Zoning Ordinance) implements the objectives and policies of the General Plan and area plans by regulating land uses and development forms through use districts and height and bulk districts. Height and bulk districts pertain to the physical development of a site and restrict maximum allowable building heights and massing or bulk. Zoning designations and height and bulk districts applicable to each CPMC campus are described below.

### ***Cathedral Hill Campus***

The site of the proposed Cathedral Hill Campus is located within the Van Ness Special Use District. The sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB are zoned RC-4 (Residential-Commercial, High Density) and are located within the 130-V Height and Bulk District. According to Section 260 of the Planning Code, the 130-V Height and Bulk District allows a maximum building height of 130 feet; however, Section 270 requires conditional use (CU) authorization for portions of a building over 40 feet in height to exceed length and diagonal horizontal dimensions of 110 feet and 140 feet, respectively. In addition, according to Section 253.2, the “V” bulk designation within the Van Ness Special Use District would allow the Planning Commission to require a 20-foot setback for portions of buildings above 50 feet tall along Van Ness Avenue.

The site of the proposed 1375 Sutter MOB is zoned NC-3 (Neighborhood-Commercial, Moderate Density) and the existing height and bulk district for this site is 130-E. According to Section 260 of the Planning Code, the 130-E Height and Bulk District allows a maximum building height of 130 feet. Section 270 states that the “E” bulk designation requires CU authorization for portions of buildings above 65 feet tall to exceed length and diagonal horizontal dimensions of 110 feet and 140 feet, respectively.

### ***Pacific Campus***

The existing zoning of the Pacific Campus is a mix of RM-1 and RM-2 (Residential—Mixed Districts, Low and Moderate Density). The portion of the campus bounded by Buchanan, Sacramento, and Webster Streets is primarily zoned RM-2, and adjacent campus portions are primarily zoned RM-1. The portion of the campus bounded by Buchanan, Sacramento, and Webster Streets is located primarily within the 160-F Height and Bulk District, and adjacent campus portions are located mainly within the 40-X Height and Bulk District. According to Section 260 of the Planning Code, the 40-X and 160-F Height and Bulk Districts allow maximum building heights of 40 feet and 160 feet, respectively. Section 270 states that the “F” bulk designation requires CU

authorization for portions of buildings above 80 feet tall to exceed length and diagonal horizontal dimensions of 110 feet and 140 feet, respectively.

### ***California Campus***

The existing zoning of the California Campus is RM-2 (Residential—Mixed Districts, Moderate Density). The campus is located within the 80-E Height and Bulk District, with the exception of the northwest portion of the campus, which is located within the 40-X Height and Bulk District. According to Section 260 of the Planning Code, the 80-E and 40-X Height and Bulk Districts allow maximum building heights of 80 feet and 40 feet, respectively. Section 270 states that the “E” bulk designation requires CU authorization for portions of buildings above 65 feet tall to exceed length and diagonal horizontal dimensions of 110 feet and 140 feet, respectively.

### ***Davies Campus***

The entire Davies Campus is zoned RH-3 (Residential—House, Three Family) and is within the 130-E and 65-D Height and Bulk Districts. According to Section 260 of the Planning Code, the 130-E and 65-D Height and Bulk Districts allow maximum building heights of 130 feet and 65 feet, respectively. Section 270 states that the “E” and “D” bulk designations require CU authorization for portions of buildings above 65 feet and 40 feet tall to exceed length and horizontal dimensions of 110 feet and 140 feet, respectively.

### ***St. Luke’s Campus***

The entire St. Luke’s Campus is zoned RH-2 (Residential—House, Two Family). The existing St. Luke’s Hospital tower and seven other buildings on this campus are located within the 105-E Height and Bulk District. According to Section 260 of the Planning Code, the 105-E Height and Bulk District allows a maximum building height of 130 feet. Section 270 states that the “E” bulk designation requires CU authorization for portions of buildings above 65 feet tall to exceed length and diagonal horizontal dimensions of 110 feet and 140 feet, respectively. The surface parking lot at the northwest portion of this campus is located within the 65-A Height and Bulk District. According to Section 260 of the Planning Code, the 65-A Height and Bulk District allows a maximum building height of 65 feet. Section 270 states that the “A” bulk designation requires CU authorization for portions of buildings above 40 feet tall to exceed length and diagonal horizontal dimensions of 110 feet and 125 feet, respectively.

### **Planning Commission Resolution No. 9212**

Planning Commission Resolution No. 9212 (1981) established guidelines aimed at limiting glare from proposed buildings and was also intended to allow people outside buildings to be able to see activity within the building on the ground floor. The resolution requires the use of clear, untinted glass at and near street level and restricts the use of mirrored, highly reflective, or densely tinted glass except as an architectural or decorative element.

## Green Building Ordinance

Proposed new construction subject to the Green Building Ordinance (i.e., in the near term, the Cathedral Hill MOB and St. Luke's MOB/Expansion Building)<sup>9</sup> would be designed, constructed, and operated in accordance with the City's green building requirements (see Section 3.2.12, "The San Francisco Municipal Green Building Ordinance," on page 3-23 in Chapter 3, "Plans and Policies").<sup>10</sup> The proposed Cathedral Hill Hospital and St. Luke's Replacement Hospital are under the jurisdiction of the Office of Statewide Health Planning and Development (OSHPD) and are not subject to the Green Building Ordinance. However, CPMC intends to attain Leadership in Energy and Environmental Design (LEED®) certification for these projects.

### 4.2.3 CUMULATIVE CONDITIONS

Cumulative impacts related to aesthetics are localized and are determined on a site-specific basis. They depend on the distance between the cumulative projects in relation to the proposed LRDP development site. The cumulative analysis for aesthetic impacts considers a relatively small area within the vicinity of each of the five CPMC campuses. This cumulative context for aesthetic resources is an area within approximately one-quarter mile of each campus. Because of the distance between the CPMC campuses, the cumulative contexts for the respective campuses do not overlap; therefore, the analysis does not consider the effect of all the campuses together, cumulatively.

### 4.2.4 SIGNIFICANCE CRITERIA

The thresholds for determining the significance of impacts in this analysis are consistent with the environmental checklist in Appendix G of the State CEQA Guidelines, which has been adopted and modified by the San Francisco Planning Department. For the purpose of this analysis, the following applicable thresholds were used to determine whether implementing the project would result in a significant impact on aesthetics. Implementation of the proposed project would have a significant effect on aesthetics if it would:

- ▶ 2a—have a substantial adverse effect on a scenic vista;
- ▶ 2b—substantially damage scenic resources, including but not limited to trees, rock outcroppings, and other features of the built or natural environment that contribute to a scenic public setting;
- ▶ 2c—substantially degrade the existing visual character or quality of the site and its surroundings; or

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<sup>9</sup> A Site Permit application for the proposed Neuroscience Institute building (former Noe Street MOB, Planning Department Case No. 2004.0603E) was filed in May 2006, before implementation of San Francisco's Green Building Ordinance, which became effective in November 2008. Therefore, the proposed Neuroscience Institute building is exempt from regulations under the Green Building Ordinance.

<sup>10</sup> Acute-care hospital buildings are exempt from Chapter 13C of the San Francisco Building Code (San Francisco Green Building Requirements).

- ▶ 2d—create a new source of substantial light or glare which would adversely affect day or nighttime views in the area or which would substantially impact other people or properties.

## 4.2.5 IMPACT EVALUATIONS

### METHODOLOGY

The extent of the potential impact of a particular visual change is subjective and depends on the degree of alteration, the scenic quality of the area disturbed, and the sensitivity of the viewers in the area. The degree of alteration is dependent upon the extent of change, including changes to the building height, building setback, and landscaping.

The proposed CPMC LRDP includes new construction and renovation of existing development on properties composing the proposed Cathedral Hill Campus, as well as new development and/or renovation of the existing buildings on the Pacific, Davies, and St. Luke's Campuses. The aesthetics/visual section is focused on the changes in the physical landscape related to demolition of existing buildings, removal of landscaping, and construction of proposed new structures and landscaping. On each of these CPMC campuses, some existing buildings would be demolished; these existing buildings have been described in detail in Section 4.2.1, "Environmental Setting." Buildings and landscaping on all of the California Campus, and on parts of the proposed Cathedral Hill Campus and existing Pacific, Davies, and St. Luke's Campuses, would be retained in their current exterior physical condition. As a result, no impact would occur that would affect the aesthetic/visual environment of the California Campus, or of unaltered portions of the other CPMC campuses. No further discussion of these areas is presented in this impact evaluation, beyond noting which structures would remain unchanged in their physical exteriors at each campus.

The features of the near-term and long-term development proposed under the CPMC LRDP are described in Chapter 2, "Project Description, " Detailed descriptions of the salient features of the proposed building designs, landscaping, and related campus features, as they would appear in their local settings, are presented under Impact AE-3, which assesses effects of the proposed LRDP on local visual character and quality for each campus. Because the properties that make up the CPMC campuses are located within the highly urbanized area of San Francisco, the new and renovated buildings and structures would be part of different city settings. To assess their potential response to the proposed LRDP development, it is important to identify and categorize different types of users or viewers depending on their sensitivity to changes in the physical environment. Viewer groups who currently experience each CPMC campus include local residents, patrons, visitors, and employees of the campuses; patrons and employees of local commercial businesses; and motorists/transit users and bicyclists passing the campuses. Viewer sensitivity varies, depending on the location of the viewer at the time the view is experienced, the duration of that view, and the typical activities being undertaken while the view is experienced.

The local residents who reside near each campus are considered moderately to highly sensitive to visual changes on each site, primarily because they would have the most frequent exposure to new and renovated buildings and structures on the CPMC campuses. The patrons, visitors, and employees at each CPMC campus are considered to have a moderate to low sensitivity to visual changes, and may also be interested in the aesthetics of the facilities. In addition, the patrons and employees of the commercial businesses and other land uses surrounding each campus may have some sensitivity to visual changes on the campus. Finally, motorists and others passing by each CPMC campus are considered to have some sensitivity to visual changes on these campuses. The views experienced by motorists are generally fleeting and temporary as they pass the area.

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**IMPACT**     *The project would not have a substantial effect on a scenic highway or scenic vista.*  
**AE-1**        *(Significance Criterion 2a)*

*Levels of significance:*

- *Cathedral Hill (with or without project variants): Less than significant (Cathedral Hill Hospital and Cathedral Hill MOB), no impact (1375 Sutter MOB)*
- *Pacific: No impact (ACC and 2018 Webster Street building), less than significant (ACC Addition and North-of-Clay Aboveground Parking Garage)*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*

## ◆ Cathedral Hill Campus

Because the proposed Cathedral Hill Campus is not located adjacent to or near a state scenic highway, it would not affect related views. Distant views of the Cathedral Hill Campus are afforded from limited parts of I-80, as described in Section 4.2.1, "Environmental Setting"; however, the development of this proposed campus under the LRDP would result in minor changes to the view from I-80. From a distance of about 1½ miles, the change resulting from the proposed Cathedral Hill Hospital and Cathedral Hill MOB buildings would be minimally discernible among the dense urban development in the view from I-80. The site is not visible from SR 1.

Although the 49-Mile Scenic Drive passes directly by the proposed Cathedral Hill Campus, the campus site itself is not considered a scenic resource, and no specific mention of the existing site is included in the scenic-drive guides. Although located on the 49-Mile Scenic Drive, the immediate area of the proposed campus does not provide any notable scenic destination (e.g., stopping) point on the route. The existing vacant Cathedral Hill Hotel and 1255 Post Street Office Building, located along two segments of the 49-Mile Scenic Drive (Geary Boulevard on the south and Post Street on the north), do not have notable visual features that contribute to the scenic environment. Though perhaps notable for their size, those existing buildings do not display outstanding visual

characteristics (architecture and landscaping) that would attract notice from drivers who purposefully take the 49-Mile Scenic Drive to enjoy the scenery. Similarly, the façades of the smaller existing buildings located east of Van Ness Avenue along Geary Street on the Cathedral Hill MOB site (also part of the 49-Mile Scenic Drive) do not possess notable, outstanding visual characteristics. Further, some of those buildings are vacant and not well maintained, and landscaping is absent. Therefore, proposed demolition of the existing Cathedral Hill Hotel, 1255 Post Street Office Building, and buildings on the Cathedral Hill MOB site under the LRDP's near-term projects would not result in the loss of any notable scenic features that contribute substantially to the 49-Mile Scenic Drive, nor would the loss of these buildings diminish the scenic quality of this section of the 49-Mile Scenic Drive.

The increased height and bulk associated with the proposed Cathedral Hill Hospital and Cathedral Hill MOB would not substantially alter views from the 49-Mile Scenic Drive. This is because the proposed structures would be compatible with the context of the dense mid- to high-rise development that already exists in the development vicinity (Van Ness Avenue). As noted, the proposed new buildings would replace existing structures that have few aesthetic attributes, especially the old buildings (not well maintained) that are located on the site of the proposed Cathedral Hill MOB. The proposed campus buildings would include new architecture and design features that likely would attract the notice of many drivers on the 49-Mile Scenic Drive. Additionally, proposed rows of street trees would be located on Geary Street, Geary Boulevard, and Post Street that would be visible in the close-up views along the 49-Mile Scenic Drive. The proposed landscaping would replace street trees that in some places of the campus (notably along Geary Street east of Van Ness Avenue) are not well maintained and at present contribute little to visual quality to the streetscape. The proposed street trees and landscaping at the campus would provide a visually softened edge to the LRDP proposed large buildings at street level, and would be characteristic of modern urban streetscapes in San Francisco. Therefore, the result of the proposed LRDP development is expected to not be a substantial adverse visual change, but likely would contribute to an improved visual environment at the proposed Cathedral Hill Campus as seen from the 49-Mile Scenic Drive. Thus, overall, **the impact of the LRDP on the 49-Mile Scenic Drive would be less than significant.**

Scenic vistas in the vicinity of the proposed Cathedral Hill Campus include distant views of the hillside parks Alta Plaza Park and Alamo Square Park, the landmark Civic Center buildings, and other buildings located along Geary Boulevard just west of the site of the proposed campus. The proposed Cathedral Hill Campus does not have a scenic vista point at street level. Scenic vistas are also available from elevated distant viewpoints in the city. Figure 4.2-1, "Map of Cathedral Hill Campus Viewpoint Locations" (page 4.2-13), shows the locations of eight viewpoints that are presented for the visual analysis of the proposed Cathedral Hill Campus. Representative scenic vistas depicting the proposed Cathedral Hill Campus and adjacent Cathedral Hill area skyline, viewed from Alta Plaza Park (Figure 4.2-6) and Alamo Square Park (Figure 4.2-7), are discussed in this section under Impact AE-3. Other viewpoints depicting the proposed Cathedral Hill Campus (Figures 4.2-2 through 4.2-5, and Figures



4.2-8 and 4.2-9, beginning with Figure 4.2-2 on page 4.2-14) do not show scenic vistas, but show the visual character of the development area from street-level views, both before (existing condition) and after construction (proposed view) of the proposed Cathedral Hill Campus. The effects of the LRDP on public street-level views are discussed in detail under Impact AE-3.

Figure 4.2-6, “Cathedral Hill Campus: View 5—Looking Southeast from Alta Plaza Park,” and Figure 4.2-7, “Cathedral Hill Campus: View 6—Looking Northeast from Alamo Square Park” (pages 4.2-18 and 4.2-19), show the southeast and northeast views of the proposed Cathedral Hill Campus from Alta Plaza Park and Alamo Square Park, respectively. Both figures show two elevated vistas of the building skyline of the Cathedral Hill area - the existing view and the visual alteration after the construction of the proposed Cathedral Hill Hospital and Cathedral Hill MOB. From Alta Plaza Park (Figure 4.2-6), the proposed Cathedral Hill Hospital (as depicted by the visual simulation) would almost be completely screened from view by the intervening large high-rise residential building in the center of the view. A small portion of the mechanical-screen roofline would be visible; however, the small increment added to the overall skyline visible from this long-range viewpoint would be barely discernable. Overall, the proposed Cathedral Hill Hospital development would blend into the existing surrounding dense development as viewed from Alta Plaza Park. The proposed Cathedral Hill MOB would not be visible from this viewpoint at Alta Plaza Park.

From Alamo Square Park (Figure 4.2-7, page 4.2-19), most of the upper floors and the mechanical screen of the proposed 269-foot-tall Cathedral Hill Hospital would be visible in the distant city skyline. The southern and western façades of the proposed Cathedral Hill Hospital building occupy the view field between St. Mary’s Cathedral and the nearby high-rise residential development. Patterns and some of the texture of the façades of the proposed hospital are discernible even at this distance (about 4,500 feet). The change in the skyline created by the proposed Cathedral Hill Hospital building would be noticeable. The proposed hospital building appears to densify the skyline between St. Mary’s Cathedral and the nearby high-rise residential building. The overall effect under the LRDP would be that Cathedral Hill would have the appearance of a more densely developed mound of high-rise buildings from this viewpoint. The proposed Cathedral Hill Hospital would be comparable in height and bulk to the existing high-rise buildings of the Cathedral Hill area that are visible in the city skyline from this vantage point. Although the hospital building would add to denser development of the skyline in the Cathedral Hill area, this would not result in any blockage of important scenic resources or diminish visual landscape elements that are currently seen in long-range vistas of the Cathedral Hill area from this view. Thus, the height and bulk dimensions of the proposed Cathedral Hill Hospital would not constitute a substantial adverse change in the visual landscape with respect to long-range scenic vistas.

In this same viewpoint from Alamo Square Park, a portion of the proposed Cathedral Hill MOB also is visible. The proposed Cathedral Hill MOB is not visually prominent in the skyline, and it appears to recede into and blend

with the many high-rise towers around it. Overall, the proposed Cathedral Hill MOB would not stand out visually within the existing building skyline in the vicinity, and the scenic views from Alta Plaza (southeast view) and Alamo Square (northeast view) would not be substantially altered.

Overall, development at the proposed Cathedral Hill Campus under the LRDP would not result in any view blockage of important scenic vistas, resources, or visual landscape elements that are currently seen in long-range vistas of the Cathedral Hill area, such as those from Alta Plaza Park and Alamo Square Park, as discussed above. The increased height and bulk associated with the proposed Cathedral Hill Hospital and Cathedral Hill MOB would not substantially alter distant or close views from the 49-Mile Scenic Drive, as noted. For the reasons discussed above, **this impact would be less than significant at the Cathedral Hill Hotel and Cathedral Hill MOB, and no impact would occur at the 1375 Sutter MOB.**

**Cathedral Hill Campus with Project Variants:** Scenic vistas would not be affected by construction of the Van Ness Avenue pedestrian tunnel for the proposed Cathedral Hill Campus because the tunnel would be constructed entirely underground and thus would not affect views in any direction. Therefore, the overall effect on scenic vistas would not change with implementation of the No Van Ness Avenue Pedestrian Tunnel Variant. Implementing the Two-Way Post Street Variant or MOB Access Variant also would not change the overall effect on scenic vistas. As a result, this impact would be identical to the impact described above. **This impact would be less than significant at the Cathedral Hill Hospital and Cathedral Hill MOB, and no impact would occur at the 1375 Sutter MOB.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Pacific Campus

Because the Pacific Campus is not located adjacent to or near a state scenic highway, it would not affect related views. No views of the Pacific Campus are available from I-80 or SR 1. The Pacific Campus is visible from the 49-Mile Scenic Drive only in a very distant vista from Twin Peaks. From that distant vantage point, proposed development and existing campus structures would be difficult to distinguish amid the myriad structures of the urban landscape.

Scenic vistas in the vicinity of the Pacific Campus include distant views of the Golden Gate Bridge, San Francisco Bay, Alcatraz, and the Presidio. However, these specific views are not available from the Pacific Campus itself at street level; rather, scenic vistas are available from elevated distant viewpoints in the campus vicinity.

Figure 4.2-10, “Map of Pacific Campus Viewpoint Locations” (page 4.2-36), shows the locations of the seven viewpoints presented for the visual analysis of the proposed Pacific Campus development. A representative scenic

vista analyzed in this EIR is shown in Figure 4.2-17, “Pacific Campus: View 15—Looking East from Alta Plaza Park” (page 4.2-47), which shows an elevated east-facing view of the Pacific Campus from Alta Plaza Park both in the existing view and after implementation of the LRDP at this campus, as depicted by the visual simulation. Other viewpoints shown and discussed previously for the Pacific Campus (Figures 4.2-11 through 4.2-16, beginning on page 4.2-37) do not depict scenic vistas, but show the visual character of the LRDP development area from street-level views both before and after implementation of the LRDP at the Pacific Campus. The impacts of the proposed LRDP developments on street-level views are discussed in detail later in this section under Impact AE-3.

Under the LRDP, the vista from Alta Plaza Park would be changed modestly. From this vantage point, the visible structures would be the proposed 138-foot-tall nine-story ACC Addition and the 70-foot-tall North-of-Clay Aboveground Parking Garage. The LRDP would replace older buildings on campus that have somewhat intricately detailed western façades (the 92-foot-tall Annex MOB and the 115-foot-tall Stanford Building) with two new buildings that would be somewhat more massive and present more uniformly patterned façades. Part of the western façade of the existing 120-foot-tall 2333 Buchanan Street Hospital building (converted to the ACC under the LRDP) also would be blocked by the proposed ACC Addition in this view. The proposed buildings would fill in only a small portion of the skyline to the right of the 2333 Buchanan Street Hospital building and to the left of the eight-story University of the Pacific building. Several buildings in the current skyline appear to have height and massing similar to those of the proposed ACC Addition and North-of-Clay Aboveground Parking Garage. The change in the skyline under the LRDP would not be substantial, and the overall visual character of the area in this view would not be altered substantially. In addition, the buildings proposed for the Pacific Campus under the LRDP would not substantially block existing views of open space or visually unique buildings.

Also, no existing street-level scenic vistas would be substantially blocked, changed, or disrupted by the proposed ACC Addition or the proposed parking garage, because unique views do not exist from the street-level perspective in the LRDP development area. (For the ACC Addition building, see Figure 4.2-12, “Pacific Campus: View 10—Looking East on Sacramento Street between Webster and Fillmore Streets,” and Figure 4.2-15, “Pacific Campus: View 13—Looking Southwest on Buchanan Street at Washington Street” [pages 4.2-38 and 4.2-41]. For the North-of-Clay Aboveground Parking Garage, see Figure 4.2-13, “Pacific Campus: View 11—Looking North on Webster Street at Sacramento Street,” Figure 4.2-16, “Pacific Campus: View 14—Looking South on Webster Street between Washington Street and Jackson Street,” and Figure 4.2-17, “Pacific Campus: View 15—Alta Plaza” [pages 4.2-39, 4.2-42, and 4.2-43].) The ACC Addition also would not block existing higher elevation or long-range scenic vistas because the building would be constructed on a site with existing development (which is proposed for demolition) and adjacent to the nine-story 2333 Buchanan Street Hospital building, which currently dominates views of the campus. Further, a majority of the buildings in the skyline appear to be taller and bulkier than the proposed North-of-Clay Aboveground Parking Garage, therefore the

proposed garage would not interrupt, block, or change a unique high-elevation or long-range scenic view in the development area or substantially block any visually unique buildings in the skyline. The development proposed for the Pacific Campus under the LRDP would be visually consistent with the forms, styles, massing, and density of other existing development in the area, as seen from scenic vistas. Therefore, for both the proposed ACC Addition and the North-of-Clay Aboveground Parking Garage at the Pacific Campus, **this impact would be less than significant.**

No substantial visible changes to the exterior of either the 2333 Buchanan Street Hospital building or the 2018 Webster Street Building are anticipated as part of the LRDP proposed building renovations and conversions. These buildings would not affect a scenic vista. Therefore, **no impact would occur** with regard to these buildings.

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

Because the Davies Campus is not located adjacent to or near a state scenic highway, it would not affect related views. No views of the campus are available from I-80 or SR 1.

Although the 49-Mile Scenic Drive passes directly by the Davies Campus along 14th Street, there is no specific mention of the Davies Campus in the scenic-drive guides. The immediate campus also does not provide any notable scenic destination (e.g., stopping) point or scenic vista point on the route. At the intersection of 14th and Noe Streets, the proposed LRDP would retain the existing row of pine trees and ivy-covered fence, and thus the close-up views from that location would not change appreciably. The most important change at that intersection would be the removal of modular one-story buildings, which at present are partially visible behind the screen of vegetation. The buildings are utilitarian in character and have plain façades that contribute no visual qualities of interest to the scenery. Removing these one-story modular buildings from the campus would not diminish the scenic quality of the view toward the campus from the 49-Mile Scenic Drive.

The four-story, 56-foot-tall (to the top of the parapet) Neuroscience Institute building, proposed for construction in the near term, would be visible from 14th Street; however, the building would be only partially visible at the intersection of 14<sup>th</sup> and Noe Streets, and in a brief glimpse from the street at the east parking lot entrance off 14th Street. The view of the proposed building would be largely screened by existing dense trees and landscaping that are proposed to be retained under the LRDP along 14th Street. In the view along Noe Street north of the 14th Street intersection, the existing row of pine trees, located along the east side of the Davies Campus and south of the proposed plaza by the main building entrance, would be retained in its current condition under the LRDP. Therefore, the close-up view of the campus's eastern edge from the 14th Street/Noe Street intersection would not

be substantially altered, and the existing trees would partially obscure views of the proposed Neuroscience Institute building. Additionally, although the southern and eastern façades of the proposed Neuroscience Institute building would be partially visible from 14th Street, the location of the building would place it in the distant view field from 14th Street. Thus, the proposed Neuroscience Institute building would have low visibility from the 49-Mile Scenic Drive along 14th Street. The increased height and bulk associated with the near-term development proposed at the Davies Campus would appear to be compatible with the height and bulk of other existing buildings on the campus and existing buildings along Noe Street to the north of 14th Street, and would not substantially alter views from the 49-Mile Scenic Drive. This is because the proposed building would be compatible with the scale of existing buildings that already exist on the campus.

In the long term, a new, approximately three-story, 45-foot-tall Castro Street/14th Street MOB is proposed at the site of the existing 30-foot-tall parking structure, located along 14th Street at Castro Street. The intersection of Castro and 14th Streets has a stop light, and thus drivers would likely be stopped at the intersection and would have close-up views of the immediately surrounding visual conditions. As noted in Section 4.2.1, “Environmental Setting,” views of the existing on-campus parking structure at the northeast corner of the Castro Street/14th Street intersection are partially obscured by dense landscaping along the campus perimeter along 14th Street, and the building is not a prominent visual feature. The existing block-form garage building at Castro and 14th Streets has plain-concrete southern and western façades facing the intersection, and thus does not possess architectural elements that notably contribute quality to the quality of the existing scenery. Demolishing the existing garage building would not result in a substantial adverse effect on the scenery of this part of the 49-Mile Scenic Drive.

The proposed three-story Castro Street/14th Street MOB at the Davies Campus would be similar in scale to the existing parking structure, but it would have a higher degree of visibility. The proposed MOB would be visible in close-up views from 14th Street. The proposed Castro Street/14th Street MOB would be similar in scale to the three-story buildings directly opposite it on each corner of the intersection. Because it is a long-term LRDP development, the proposed design of the MOB is not known at this time. It is assumed that the proposed MOB would be compatible in style, form, and character with other existing campus buildings. Thus, the proposed appearance of the building likely would not be discordant with its immediate surroundings and would not aesthetically detract from them,

As discussed under Impact AE-3 (page 4.2-117), the proposed removal of a row of tall, mature pine trees along the east side of Castro Street would represent a considerable change in the visual character of the landscape, as seen from the 49-Mile Scenic Drive at the intersection of Castro and 14th Streets. As noted, streets with a contiguous row of tall pine trees and broad canopies are an unusual streetscape for San Francisco outside of parks, streets alongside parks, and boulevards with tree-planted median strips. The loss of a substantial part of the row of pine trees along Castro Street at the Davies Campus in the immediate vicinity of the 49-Mile Scenic Drive could

slightly diminish the aesthetic experience of some people purposefully driving the 49-Mile Scenic Drive, when they view the campus at or near this intersection. Under the long-term LRDP development, the drivers on the 49-Mile Scenic Drive instead would see the proposed row of smaller, moderate-sized (e.g., 50-foot-tall), broadleaf trees along the east side of Castro Street and the southern and western façades of the Castro Street/14th Street MOB in close-up views. Rows of moderate-sized broadleaf trees are more common in San Francisco streetscapes than rows of tall pine trees, and thus are less likely to attract attention than the existing tall pine trees. Nonetheless, the proposed view of the east side of the campus would continue to be scenic, with green streetscapes present on both Castro Street and 14th Street along the campus periphery. Thus, **the overall effects on views along the 49-Mile Scenic Drive on 14th Street would not be substantial.**

Figure 4.2-18, “Map of Davies Campus Viewpoint Locations” (page 4.2-62), shows the locations of the five viewpoints presented for the visual analysis of the development of the Davies Campus. Scenic vistas are available from elevated distant viewpoints in the vicinity of the Davies Campus. Views of the Duboce Triangle neighborhood and distant views of San Francisco Bay are available when looking east from Buena Vista Park, located approximately 0.15 mile west of the campus. A representative scenic vista is depicted in Figure 4.2-22, “Davies Campus: View 19—Looking East on Duboce Avenue at Buena Vista Avenue” (page 4.2-66), which presents a view of the Davies Campus looking east from Duboce Avenue at Buena Vista Avenue at the lower edge of Buena Vista Park (which is an elevated viewpoint looking down at the campus). Other viewpoints shown and discussed for near-term development of the Davies Campus (Figures 4.2-19, 4.2-20, 4.2-21, 4.2-23, and 4.2-24, beginning on page 4.2-63) do not depict scenic vistas, but show the visual character of the development area from street-level views both before (existing view) and after (proposed view) the implementation of the near-term LRDP development at the Davies Campus. The street-level views are discussed in detail later in this section under Impact AE-3.

In the near term, the proposed 50,100-sq.-ft. Neuroscience Institute building would be constructed on the northern portion of the surface parking lot at the corner of Duboce Avenue and Noe Street. The new building would be four stories tall; however, because of the change in grade, the new building’s maximum height (56 feet tall as measured to the top of the parapet wall of the fourth floor) would appear to vary depending on the location from which the building is viewed and the direction of the view.<sup>11</sup> As shown in Figure 4.2-22, “Davies Campus: View 19—Looking East on Duboce Avenue at Buena Vista Avenue (Buena Vista Park)” (page 4.2-66), which shows a vista from Buena Vista Park, the proposed Neuroscience Institute building would not be visible from this viewpoint. Existing mature street trees along Duboce Avenue and on the Davies Campus (proposed to be retained under the LRDP) would screen all of the proposed Neuroscience Institute building. In addition, the new building

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<sup>11</sup> Looking to the north from 14th Street, the Neuroscience Institute would be 61 feet tall; to the west from Noe Street, 56 feet from the midpoint; to the east from Castro Street, 44 feet; and to the south from Duboce Avenue, 40 feet plus elevator parapet.

would be modest in scale and would not interrupt or block the view of the Duboce Triangle neighborhood, San Francisco Bay, or any other scenic vistas in the vicinity of the Davies Campus.

The proposed thinning of an existing group of redwood trees located near the northern (Duboce Avenue) entrance to the existing eastern parking lot would result in a smaller canopy in that area. In the existing view, an extremely small portion of the top of that group of redwood trees is visible, but it is difficult to discern from the foliage of other trees that are closer to the viewpoint. In the proposed view, the reduced number of trees in that group of redwoods under the LRDP would result a reduction in the crowns of the trees. The resulting effect would be an imperceptible change in the appearance of the visible tree tops, as seen from this distant vista. Therefore, **the impact related to the near-term development at Davies Campus (the proposed Neuroscience Institute building) would be less than significant.**

Under the LRDP, in the long term the existing three-story Castro Street/14th Street Parking Garage would be demolished and replaced with the new, approximately three-story, 45-foot-tall, 264,000-sq.-ft. Castro Street/14th Street MOB by 2020. The proposed Castro Street/14th Street MOB would not be visible from the viewpoint at Buena Vista Park. Furthermore, the proposed MOB would conform to the existing rooflines of the buildings in the campus vicinity and would not disrupt distant views of San Francisco Bay or any other scenic vistas in the vicinity. Because the proposed Neuroscience Institute building would barely be visible in the vista from Buena Vista Park, and the proposed Castro Street/14th Street MOB would not be visible, in combination they would not contribute to any cumulative visual impact in this vista. Therefore, **the impact related to the long-term development at Davies Campus (proposed Castro Street/14th Street MOB) would be less than significant.**

In conclusion, for the reasons discussed above, **scenic vista impacts related to both near-term and long-term developments at the Davies Campus would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in either the near term or the long term.

## ◆ St. Luke's Campus

The St. Luke's Campus is not located adjacent to or near a state scenic highway; thus, it would not affect related views. No views of the St. Luke's Campus are available from I-80 or SR 1.

The campus is located on Cesar Chavez Street, which is part of the 49-Mile Scenic Drive in this area. Figure 4.2-25, "Map of St. Luke's Campus Viewpoint Locations" (page 4.2-82), shows the locations of the five viewpoints presented for the visual analysis of the development of the St. Luke's Campus. Close-up views of the campus are available from Cesar Chavez Street (see Figure 4.2-27, "St. Luke's Campus, View 23—Looking West on Cesar Chavez Street at Guerrero Street") and at greater distance from the campus (Figure 4.2-30, "St. Luke's Campus,

View 26—Looking East on Cesar Chavez Street at Capp Street”). Although located on the 49-Mile Scenic Drive, the immediate area of the St. Luke’s Campus does not provide any notable scenic destination (e.g., stopping point) on the route. The existing campus, as viewed from Cesar Chavez Street, does not have buildings or landscaping that contribute substantially to the scenic quality of the immediate area along the 49-Mile Scenic Drive. The primary portions of the campus that are visible from Cesar Chavez Street are the existing St. Luke’s Hospital tower and the adjacent drop-off parking area at the entrance, and to its west are a fenced enclosed service area and fenced surface parking lot. All of these campus structures and landscaping fronting Cesar Chavez Street would be demolished under the LRDP’s near-term development at the St. Luke’s Campus.

The existing 169-foot-tall (including mechanical penthouse) St. Luke’s Hospital building dominates the view of the campus from Cesar Chavez Street. The building’s height and size are its most notable visual features, but these do not create visual interest in and of themselves, nor do they contribute to scenic quality. The building has a block form, topped by a block-like mechanical penthouse, and the resulting overall building form is common. The northern, eastern, and western façades are visible in close-up views from the 49-Mile Scenic Drive. The eastern and western façades are plain walls with simple double columns of windows and uniform colors, and are visually uninteresting. The northern façade is more interesting visually because of its modern-style rectangular patterns and color variation on the walls and mechanical penthouse. However, the façade does not possess outstanding or unusual architectural features that lend it a notable appearance or create a special visual quality. Overall, the existing St. Luke’s Hospital tower is a noticeable feature of the landscape, as seen along Cesar Chavez Street, but it does contribute substantially to the quality of the scenery in this segment of the 49-Mile Scenic Drive. Therefore, loss of the existing St. Luke’s Hospital tower would not adversely affect the quality of the scenic resources of the 49-Mile Scenic Drive.

Similarly, the loss of the drop-off parking lot in front of the hospital, the enclosed service area, and the existing parking lot that front on Cesar Chavez Street would not contribute substantially to scenic quality along the street front. The west parking lot is surrounded by a chain link fence and topped with barbed wire on some sides, and is unattractive. The enclosed service area has both a wall and a metal chain link fence with red metal strips. Though well maintained, it appears utilitarian and visually uninteresting. Thus, these features contribute little to scenic quality. The moderate-sized trees and other plantings that screen the hospital drop-off area and parking lot provide a visual green buffer from the street to the paved area in front of the St. Luke’s Hospital tower; their removal would be noticeable but not substantially adverse because these trees and landscaping would be appropriately replaced with development of the proposed MOB/Expansion Building. Similarly, removal of the existing moderate-sized broadleaf trees located along the street and the east side of the parking lot, as well as the tall eucalyptus along its west side, would be a noticeable change in the view from Cesar Chavez Street. However, replacement street trees and landscaping would be provided along the entire Cesar Chavez Street frontage, thus reducing the effects of the LRDP on the streetscape. Therefore, loss of the above-noted landscape features would



not be a substantial and adverse change to scenic resources at the site and would not diminish the scenic quality of the 49-Mile Scenic Drive in the St. Luke's Campus area.

Along Cesar Chavez Street, the proposed 98-foot-tall St. Luke's Replacement Hospital and 100-foot-tall MOB/Expansion Building would present a much larger massing on campus than is seen in the view of the existing St. Luke's Hospital tower and CPMC parking lot, which would be demolished. These two large buildings (the MOB/Expansion Building and St. Luke's Replacement Hospital) would be located on Cesar Chavez Street and visible both at close range and at a greater distance. A change in the view along the 49-Mile Scenic Drive would be noticeable at close range because of the greater mass of the buildings (Figure 4.2-27, "St. Luke's Campus: View 23—Looking East on Cesar Chavez Street at Guerrero Street," page 4.2-84). However, the proposed buildings would have more varied forms, color treatment, rooflines, and fenestration than the existing St. Luke's Hospital tower. Additionally, the proposed buildings would not be discordant with other medium-scale commercial and office structures located along Cesar Chavez Street in the vicinity of the St. Luke's Campus. Proposed landscaping with a row of moderate-sized broadleaf trees along Cesar Chavez Street would soften the visual effect of the new building façades in close-up views. Street-level views are discussed under Impact AE-3. At a greater distance along Cesar Chavez Street, the effects related to building massing would be much less noticeable, because the proposed St. Luke's Replacement Hospital and MOB/Expansion Building would appear to be equivalent in scale to other buildings facing the street and would blend into the surrounding dense urban forms (Figure 4.2-30, "St. Luke's Campus: View 26—Looking West on Cesar Chavez Street at Capp Street," page 4.2-87). The proposed buildings would block views of a small portion of the hills in the distant horizon (Diamond Heights), but the change in the view would not be substantial at this distance. More distant views of campus buildings are also afforded from Dolores Street, which is also part of the 49-Mile Scenic Drive, near its intersection with Cesar Chavez Street. As discussed above, development at the St. Luke's Campus under the LRDP would be compatible with similar buildings nearby and would blend in with them, and street trees would provide a green buffer between the campus development and surrounding streetscapes. As a result, the scenic quality of the 49-Mile Scenic drive would not be diminished by the LRDP. **The overall effect of the LRDP on the scenery would be modest and would constitute a less-than-significant impact on the scenic quality along Cesar Chavez Street.**

Distant views of the St. Luke's Campus are available from Twin Peaks (about 1.6 miles away), also a part of the 49-Mile Scenic Drive. Twin Peaks is a popular, frequently visited destination point for residents and visitors. The existing St. Luke's Hospital tower is an identifiable feature from vista points on Twin Peaks. However, no specific mention of the St. Luke's Campus is included in the scenic-drive guides. The LRDP development proposed for the St. Luke's Campus would be visible from Twin Peaks; however, at the great distance of the campus from the Twin Peaks vista points, the proposed buildings would recede visually into the dense urban

development of the surrounding area. The effect on the scenic vista from Twin Peaks would be of minor significance.

Scenic vistas in the vicinity of the proposed St. Luke's Campus include distant views from Bernal Heights Park and various higher elevation hills. Scenic vistas are available from elevated distant viewpoints in the campus vicinity. A representative scenic vista analyzed in this EIR is a view of the St. Luke's Campus area from Bernal Heights Park (Figure 4.2-29, "St. Luke's Campus: View 25—View Northwest from Bernal Heights Park," page 4.2-86), located 0.3 mile southeast of the campus. The view from this vista point is that of a densely developed urban landscape. The existing campus buildings contribute to the character of dense development in the view. The existing St. Luke's Hospital tower is a noticeable structure in the city landscape. Demolishing the existing St. Luke's Hospital tower would result in a noticeable change in the vista, but it would not substantially adversely alter the overall visual character and quality of the view of the densely developed urban landscape. The proposed St. Luke's Replacement Hospital Building and MOB/Expansion Building would not contrast substantially with the surrounding forms, massing, and colors of buildings in the cityscape, as seen from this vantage point. In fact, the proposed buildings would blend into the surroundings to a greater degree than does the existing St. Luke's Hospital tower. Removal of the taller existing St. Luke's Hospital tower and replacement with the shorter proposed MOB/Expansion Building and St. Luke's Replacement Hospital would create a more open view in the center of the cityscape behind the campus from the Bernal Heights Park vista point.

The proposed St. Luke's Replacement Hospital building and MOB/Expansion Building would not substantially alter other vistas from the streets. As noted, the proposed buildings would block a small portion of the hills in the distant horizon (Diamond Heights), but the change in the view would not be substantial at this distance (see Figure 4.2-30, "St. Luke's Campus: View 26—Looking West on Cesar Chavez Street at Capp Street," page 4.2-87). Similarly, the proposed MOB/Expansion Building would not affect the vista of distant hills along Valencia Street (see Figure 4.2-28, "St. Luke's Campus: View 24—Looking South on Valencia Street between 25th Street and 26th Street," page 4.2-85). The street-level views are discussed in detail later in this section under Impact AE-3.

### **Conclusion**

In sum, the proposed LRDP would not result in diminished scenic quality of the 49-Mile Scenic Drive. The proposed St. Luke's Replacement Hospital building and MOB/Expansion Building would not stand out in the vista of the St. Luke's Campus from Bernal Heights Park, nor would these buildings substantially alter or create adverse changes in the long-range view from existing or unique scenic vistas of the city. Additionally, the buildings proposed for the St. Luke's Campus under the LRDP would not substantially block or adversely alter the scenic vistas from local streets. For the reasons described above, implementation of near-term developments

proposed for the St. Luke's Campus would not have a substantial adverse effect on a scenic vista. **This impact would be less than significant.**

**St. Luke's Campus with Project Variants:** Neither of the project variants for the St. Luke's Campus would include any aboveground changes to the development of the proposed campus under the LRDP. With the Cesar Chavez Street Utility Line Alignment Variant, no new aboveground or overhead utility lines would be installed that would alter or block any scenic vistas in the campus area. Therefore, this impact is identical to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

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**IMPACT**     *The project would not substantially damage scenic resources, including but not limited to trees, rock outcroppings, and other features of the built or natural environment that contribute to a scenic public setting. (Significance Criterion 2b)*  
**AE-2**

*Levels of significance:*

- *Cathedral Hill (with or without project variants): Less than significant*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*

## ◆ Cathedral Hill Campus

As discussed under “Visual Characteristics of the Cathedral Hill Campus Site” on page 4.2-3 of Section 4.2.1, “Environmental Setting,” the site of the proposed Cathedral Hill Campus includes no unique natural scenic resources or features, with the exception of landscape trees. No naturally occurring trees are present on the site. All trees on the site were planted as part of the landscaping of the area. The Cathedral Hill Hospital site includes a substantial amount of existing landscaping. A total of 53 street trees are located along the perimeter of the site of the proposed Cathedral Hill Hospital; additional landscaping, including various types of trees, bushes, and shrubs, exists near the parking garage entrance on Van Ness Avenue, and in the raised courtyard of the Cathedral Hill Hotel on the west side along Franklin Street. The courtyard is elevated one to two stories above street level along Franklin Street; therefore, much of the landscaping in the courtyard area is not directly visible to passersby along Franklin Street. Seven of the 53 street trees located on the site of the proposed hospital are considered significant based on the City's criteria (see “City and County of San Francisco Urban Forestry Ordinance” on page 4.13-13 in Section 4.13, “Biological Resources”). The site of the proposed Cathedral Hill MOB, by contrast, has no on-

site landscaping or trees and only a few (mostly small) scattered street trees, most located along the east side of Van Ness Avenue.

With implementation of the LRDP at the proposed Cathedral Hill Campus, all existing trees and landscaping currently located on the sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB would be removed. The street trees surrounding these sites would also be removed; however, the street trees along the 1375 Sutter Street frontage would remain. In addition, the section of Van Ness Avenue directly adjacent to the sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB currently includes a median with landscaping that consists primarily of small bushes or shrubs. Under the LRDP, an underground pedestrian tunnel would be constructed beneath Van Ness Avenue in an east-west direction, requiring excavation to a depth of up to 30 feet below the ground surface. The excavation activities may remove a portion of the landscaped median along this section of Van Ness Avenue. Removal of the landscaping in the median strip at the tunnel site is assumed in this impact assessment. The median landscaping includes one small tree, low shrubs and decorative plantings in the vicinity of the proposed Cathedral Hill Campus. The LRDP would include a landscaping plan that would outline the full replacement of trees, including the seven significant trees, located on the proposed Cathedral Hill Campus and within the Van Ness Avenue median. This would assure consistency of the LRDP with applicable City requirements related to trees, particularly with regard to the designated significant trees on the proposed campus (see page 4.13-6 in Section 4.13, “Biological Resources”). The types and species of trees proposed to replace the existing trees are detailed in Section 4.13, “Biological Resources.” The replaced trees and other landscaping would require some time to reach maturity. For purposes of the visual impact assessment, the visual simulations of the proposed view with LRDP development assumed approximately 7 years growth of trees to reach maturity. In the long term, the proposed replacement of trees and vegetated landscape would offset the removal of trees and landscaping from the development sites. No other scenic natural resources currently exist on or near the Cathedral Hill Campus site; thus, none would be damaged by LRDP development activities. **This impact would be less than significant.**

No landmark trees, as defined by the City’s Urban Forestry Ordinance, would be affected by development proposed at the Cathedral Hill Campus (see Impact BI-2 on page 4.13-23 in Section 4.13, “Biological Resources”). CPMC would apply for a permit to remove all the street trees and would comply with any requirements set by the City for street-tree replacement. As part of the proposed CPMC development, replacement trees would be planted (at a 1:1 replacement ratio pursuant to Planning Code Section 143) along the proposed development frontage, replacing each street tree that would be removed. A draft streetscape plan for the Cathedral Hill Campus site is described in Section 2.2 of Chapter 2, “Project Description”; this plan includes a planting plan for street trees along all streets bordering the sites of the proposed Cathedral Hill Hospital and Cathedral Hill MOB. New landscaping also would be placed in the interior of the hospital site, within the roof garden, courtyards, and other areas that would be publicly accessible, as well as private open space for hospital patients

and employees. Thus, no net decrease in the vegetation cover of the campus area's streetscapes and streetscapes that immediately surround the campus would result under the LRDP compared to the existing condition. **This impact would be less than significant.**

Effects on scenic highways are discussed under Impact AE-1. The structures proposed for the Cathedral Hill Campus would be visible only in limited distant views from I-80. Views of the campus from that highway would reveal only the upper levels of the proposed Cathedral Hill Hospital amid the ensemble of other high-rise buildings in the vicinity that are visible from these areas. **The impact on scenic resources related to views from I-80 would be less than significant.** As noted, no part of the Cathedral Campus is visible from SR 1 in San Francisco.

The proposed Cathedral Hill Campus would present a considerable change to the two segments of the 49-Mile Scenic Drive that pass directly by it on two sides (Geary Boulevard and Post Street). Close-up views of the proposed Cathedral Hill Hospital and Cathedral Hill MOB would be available from Geary Boulevard/Geary Street and Post Street, as discussed under Impact AE-1. Drivers would notice the new large structures and their contemporary architecture. The considerable bulk and height of the proposed structures would be noticeable compared to the existing relatively small-scale buildings, especially on the Cathedral Hill MOB site. However, the new structures would appear similar to and visually compatible with the comparable scale of densely developed properties that compose the campus and the vicinity. The proposed structures would replace existing older buildings that, in many cases, do not have notable visual qualities, particularly the old, not well-maintained buildings located on the MOB site. Pedestrians and drivers also would have close-up views of new streetscape with its rows of trees and other street improvements, which would help to improve the visual quality of the streetscape around the Cathedral Hill Campus as compared to existing conditions. **The impact on scenic resources in views along the 49-Mile Scenic Drive would be less than significant.**

No rock outcropping and no other natural unique scenic resources or features, other than the landscape trees discussed here, are found on the proposed Cathedral Hill Campus; therefore, no effect related to this would result from development under the LRDP. All excavation for the proposed development would occur below existing grade level on the campus. As a result, no visible topographic impact or impacts on unique natural scenic resources would occur at the Cathedral Hill Campus and no impact would occur. **This impact would be less than significant.**

**Cathedral Hill Campus with Project Variants:** Under the No Van Ness Avenue Pedestrian Tunnel Variant, the pedestrian tunnel beneath Van Ness Avenue would not be constructed and no trees or shrubs would need to be removed from the median landscaping along Van Ness Avenue at the location where the underground tunnel is proposed under the LRDP. As a result, implementing this project variant would not damage scenic natural

resources. Implementing the No Van Ness Pedestrian Tunnel Variant would reduce this less-than-significant impact relative to the near-term projects as proposed because removal of the existing landscaped vegetation in the Van Ness Avenue median strip would no longer be required. Also, the Two-Way Post Street Variant and MOB Access Variant would not result in a change to the physical environment that would not result from implementation of the near-term projects as proposed. Thus, with any of the project variants, this less-than-significant impact would be similar to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Pacific Campus

The proposed long-term development of the Pacific Campus would result in the demolition and construction of several buildings, as well as excavation activities on campus. Long-term developments at the Pacific Campus would require further environmental review when project-specific designs are completed, and the final design for this development would be considered as part of the permit approval process. As discussed in Section 4.2.1, “Environmental Setting,” various types of small-, moderate-size, and large trees are currently located on the campus adjacent to buildings proposed for demolition, including the Stanford Building (2351 Clay Street), Annex MOB (2340–2360 Clay Street), and Gerbode Research Building (2200 Webster Street). Some of the trees in areas to be disturbed for construction are located on the campus; others are street trees located along Sacramento Street, along the southern frontage of the Stanford Building; and others are located on Webster Street in front of the Gerbode Research Building. Trees located both within the campus perimeter and along the streets contribute to the scenic public setting.

Landscaping is located adjacent to the existing Stanford Building on the south side of Clay Street between Webster Street and Buchanan Street, on the north side of Sacramento Street, and between the Stanford Building and the adjacent Pacific Professional Building. Most of these trees would likely be removed during the Stanford Building demolition and excavation activities for the proposed ACC Addition. Landscaping adjacent to the existing Annex MOB and Gerbode Research Building includes trees and other landscaping on the north side of Clay Street between Webster and Buchanan Street and along the east side of Webster Street in front of the Gerbode Research Building. Demolition of the Annex MOB and Gerbode Research Building and excavation for the proposed North-of-Clay Aboveground Parking Garage would remove most of the existing trees and other landscaping in those areas. However, the CPMC LRDP would include a landscape plan or tree protection plan that would identify the specific designated significant or protected trees on-site and recommend a plan for the preservation, removal, and/or replacement of these trees in accordance with applicable City regulations. A preliminary evaluation is included on page 4.13-28 in Section 4.13, “Biological Resources,” that indicates that 86 trees in total would be removed for the LRDP long-term development at the campus, none of which are

significant trees. Although the landscape plan would reduce the effect on scenic resources, it would take several years for new plantings to mature and effectively replace the mature trees that would be removed. This delay would affect the landscape setting, but it would be a temporary effect and would be considered less than significant. The replacement trees at full maturity would be approximately the same size as the trees to be removed.

Effects on scenic highways are discussed under Impact AE-1. The Pacific Campus is not located near any part of the 49-Mile Scenic Drive; thus, close-up views of the proposed LRDP development are not available. Distant views of the Pacific Campus are available from Twin Peaks, a popular destination vista point along the 49-Mile Scenic Drive. The bulk and height of the proposed ACC Addition and North-of-Clay Aboveground Parking Garage would be noticeable compared to existing buildings, but they also would appear visually compatible with the comparable scale of densely developed properties on the campus and in the vicinity. The effect on the vista from Twin Peaks would be of minor significance and would be difficult to distinguish from the surrounding dense development.

The proposed Pacific Campus structures would not be visible from I-80. Views of the campus from SR 1 would be very distant, primarily from the Golden Gate Bridge and the scenic overlook on its north side. Because of the great distance, the proposed ACC Addition and North-of-Clay Aboveground Parking Garage would be barely perceptible from the Golden Gate Bridge scenic vista point. Thus, **the impact on views from the 49-Mile Scenic Drive and SR 1 would be less than significant.**

No rock outcropping and no other natural unique scenic resources or features, other than the landscape trees discussed here, are found on the proposed Pacific Campus; thus, no impact related to such features would occur with LRDP development. All excavation for the proposed development would occur below existing grade level on the campus. As a result, no visible topographic effect or effects on unique natural scenic resources would occur at the campus. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

Under the LRDP, the proposed four-story, 56-foot-tall (to the top of the parapet), approximately 50,100-sq.-ft. Neuroscience Institute building would be built at the existing eastern parking lot on the Davies Campus in the near term. In the long term, the three-story, 112,608-sq.ft., 30-foot-tall Castro Street/14th Street Parking Garage, currently located in the southwestern portion of the campus, would be demolished and replaced by the three-story, 264,900-sq.ft., 45-foot-tall Castro Street/14th Street MOB. There are 287 trees located on the Davies Campus, including 42 street trees that currently exist along the perimeter of the campus. Most of the perimeter of the

campus is lined by fairly contiguous rows of mature trees including mature pines, redwood trees, and broadleaf trees located on the campus property. Tree and landscape cover within the campus also is extensive. All the trees that border the campus, and many that are visible within the campus contribute to a scenic public setting that is enjoyed by those passing through.

LRDP short term (approximately 35 trees) and long term (approximately 76 trees) development combined would remove approximately 111 trees of various types. For the short term LRDP development, approximately 35 trees (mostly mature pines and some redwood trees) that currently border the Davies Campus along Duboce Avenue and Noe Street would be removed. Additionally, ten existing trees located within the parking lot and along the rear (campus side) perimeter of the parking lot would be removed. Seventeen of these 35 trees are considered significant according to City's tree removal criteria and 16 of those trees are located along the eastern edge of the campus along Noe Street. The Davies Campus does not contain any designated landmark trees; therefore, no designated landmark trees would be removed during construction. Twenty existing trees located along the southern half of the block along Noe Street, three trees in a grouping of redwood trees and one cypress located along the eastern parking lot entrance along Duboce Avenue, would be retained under the LRDP. Effects related to tree removal and replacement are described in Impact AE-3, below. Under the short term LRDP landscape plan, 35 trees removed for construction would be replaced at the proposed Neuroscience Institute Building site. A draft streetscape plan for the proposed Neuroscience Institute building is included in Section 2.5 (page 2-171 in Chapter 2, "Project Description"), and shows existing and proposed trees in the vicinity of the building. Some of the replacement trees at full maturity eventually would be approximately the same size as the trees to be removed. Most of the replacement trees would be located along the perimeter of the development site, or would be visible from adjacent streets (part of Duboce Avenue, Noe Street, and part of 14th Street). Although the planting of new trees and shrubs would reduce the effect on scenic resources, it would take 5–7 years for new plantings to mature and effectively replace the mature trees that would be removed. This delay would affect the landscape vegetation setting of the campus and area around it in the years that it would take the replacement trees to mature; however, this would be a temporary effect and would be considered a less-than-significant impact. Although the change in the visual landscape related to tree removal and replacement would be considerable in that area, as a result of new replacement trees and retained existing trees, the scenic quality of the streetscape along Noe Street and Duboce Avenue would be retained. Therefore, **the impact at the Davies Campus would be less than significant in the near term.**

In the long term (by 2020), it is expected that 76 trees would be removed when the existing Castro Street/14th Street Parking Garage is demolished and its site is developed as the Castro/14th Street MOB. The most important tree removal would occur on the west (Castro Street) and south (14th Street) sides of the existing parking garage, where tall, mature, pine trees with broad canopies would be removed. Removal would include approximately 40 trees, including all the tall pine trees, located on the campus perimeter along the east side of Castro Street from



14th Street on the south to the campus entrance driveway at midblock. The remaining 28 trees in the row of pines to the north along the east side of Castro Street would remain in place. Approximately 11 trees, including all the existing large pine trees, also would be removed along the southern frontage of the existing parking garage along the north side of 14th Street. The remaining 25 trees to be removed would be located within the campus and back from the street frontage of the campus. Removal of the large pine trees would result in a considerable change to the scenic environment, because those trees dominate the visual street environment of the block and because rows of tall mature pine trees are an unusual scenic resource along streets in San Francisco. Similar streets lined by a row of tall mature pines occur mostly only in parks, along the edges of parks, and in the median strips of boulevards. Under the LRDP, 32 trees of the total 43 trees located along the southern side of the campus, and 16 street trees along 14<sup>th</sup> Street would be retained. Under the LRDP, 25 of the total of 34 trees located along the northern side of the campus along Duboce Avenue would be retained as well as 11 street trees located to the west of the eastern parking lot.

As described on page 4.13-25 of Section 4.13, “Biological Resources,” the proposed CPMC LRDP would include a landscape plan that would outline the placement and full replacement of trees throughout the Davies Campus to assure consistency with any applicable City requirements (1:1 replacement ratio pursuant to Planning Code Section 143). Under the LRDP, the existing tall pine trees along Castro Street to be removed would be replaced by smaller broadleaf trees that are more common along San Francisco’s urban streets. Because of their smaller space for growth, the replacement street trees along Castro Street (and 14th Street in front of the proposed Castro Street/14th Street MOB) would not likely be as large and tall, nor have as wide a canopy, as the existing mature pine trees they would replace. The replacement trees would be approximately 50 feet tall and would partially screen the proposed MOB and other campus buildings from street views, including those from the adjacent 49-Mile Scenic Drive. The proposed southern and western façades of the Castro Street/14th Street MOB would be located in close-up view from 14th Street. The change from tall pine trees to smaller broadleaf trees would be noticeable; however, the proposed replacement trees would provide a scenic visual resource along Castro Street and 14th Street and thereby would retain an important scenic buffer between the proposed Castro/14th MOB and other buildings on the campus and the surrounding streetscape. For this reason, **the impact at the Davies Campus would be less than significant in the long term.**

Effects on scenic highways are discussed under Impact AE-1. The proposed Davies Campus structures would not be visible from I-80 or SR 1. Thus, no impact on those eligible scenic highways would occur under the LRDP. As discussed in Impacts AE-1 and AE-3, the Davies Campus is located along 14th Street, which is a part of the 49-Mile Scenic Drive. Close-up views (from the 49-Mile Scenic Drive) are present along the entire block bordering the southern side of the campus, with oblique views of the campus at Castro Street and Noe Street. The existing campus trees and row of street trees along the north side of 14th Street would be retained in their current locations and condition under the LRDP. An exception would be the removal of 11 trees located along 14th Street,

including all the large pine trees located near the intersection of Castro and 14th Streets, as described above. Removal of these few trees along 14th Street would result in a noticeable change to the scenic tree resources along 14th Street where viewed close-up near the intersection with Castro Street. The changes to the scenic tree resources along Castro Street as viewed from the 49-Mile Scenic Drive would be considerable, as noted above. The change to the scenic tree resources along Noe Street, as viewed from 14th Street, would be less substantial, because all existing pine trees along Noe Street close to 14th Street would be preserved, and the area of tree replacement along the proposed Neuroscience Building would be in the distant view at the far end of the street. However, LRDP-proposed tree replacement along both Castro Street and Noe Street would substantially retain the scenic quality with the new trees, and the streetscapes seen from the 49-Mile Scenic Drive near the campus would retain their character as scenic tree-lined urban neighborhood streets. For this reason, **the impact of the LRDP on the scenic resources of the 49-Mile Scenic Drive would be less than significant.**

No rock outcropping and no other natural unique scenic resources or features, other than the landscape trees discussed here, are found on the proposed Davies Campus; thus, no impact related to this would occur with LRDP development. All excavation for the proposed development would occur below existing grade level on the campus. As a result, no visible topographic impact or impacts on unique natural scenic resources would occur at the campus. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in either the near term or the long term.

## ◆ St. Luke's Campus

A new, five-story, 99-foot-tall (including the mechanical penthouse), approximately 145,000-sq.-ft. St. Luke's Replacement Hospital and a five-story, 100-foot-tall (including the mechanical penthouse), approximately 201,000-sq.-ft. MOB/Expansion Building would be built at the St. Luke's Campus in the near term under the LRDP. The MOB/Expansion Building would be built at the site of the existing 12-story, 158-foot-tall St. Luke's Hospital tower, which would be demolished after construction of the replacement hospital. As discussed in Section 4.2.1, "Environmental Setting," the existing campus currently includes medium-sized or mature trees, shrubs, and bushes along Cesar Chavez Street, San Jose Avenue, 27th Street, and Valencia Street. All the trees are landscaping trees. Of the approximately 112 trees that currently exist at the St. Luke's Campus, 28 would be removed (see page 4.13-26 in Section 4.13, "Biological Resources"). Of the 37 significant trees on the campus, 14 of them are located along San Jose Avenue and Cesar Chavez Street would be removed for the proposed LRDP development. One existing large City-designated Landmark Tree is located in front of the existing 1957 Building along Valencia Street. This tree is visually prominent from the street because of its large size and canopy and location close to the sidewalk. The landmark tree would be preserved and protected in place during development at the St. Luke's Campus under the proposed LRDP. Although these 112 trees and landscaping are

located within the boundaries of the St. Luke's Campus, they are considered to contribute to a scenic public setting because they are enjoyed by passersby. The existing 1912 Building would undergo exterior renovations where the MRI Trailer is proposed to be removed, but these renovations would not involve the removal or construction of any buildings or mature trees.

Tree and landscaping removal would occur on the north, east, and south sides of the existing St. Luke's Hospital tower to allow for construction of the MOB/Expansion Building. This includes eight trees (five are significant trees) that are located adjacent to the existing St. Luke's Hospital Tower and would be removed at the time of the building's demolition. These trees are a row of street trees located along Cesar Chavez Street in front of the main drop-off and entrance areas of the hospital and small parking lot. These are moderate-sized broadleaf trees. Trees located around the perimeter of the west parking lot, including moderate-sized broadleaf trees located along the south side of Cesar Chavez Street, would be removed for construction of the St. Luke's Replacement Hospital building. A couple of small street trees located along the south side of the parking lot along 27th Street also would be removed for the proposed St. Luke's Replacement Hospital. However, no tree removal would be required for the utility relocation as part of the proposed LRDP.

CPMC would prepare a landscaping plan that would identify the designated significant or protected trees on the campus, and would recommend a plan for the preservation, removal, and full replacement of trees throughout the St. Luke's Campus to assure consistency with the existing built environment and compliance with applicable City requirements (1:1 replacement ratio pursuant to Planning Code Section 143). A draft streetscape plan for the St. Luke's Campus site is provided in Section 2.6 (page 2-233 in Chapter 2, "Project Description"), which includes a planting plan for street trees along all streets bordering the campus, as well as new trees proposed as part of City developments along Valencia and Cesar Chavez Streets. Although the landscaping plan would reduce the effect on scenic resources, it would take five to seven years for new plantings to mature and effectively replace the mature trees that would be removed. This delay would affect the landscape setting in the years that it would take the replacement trees to mature; however, this would be a temporary effect and the impact would be considered less than significant. The replacement trees at full maturity would be approximately the same size as the trees to be removed. No other scenic resources currently exist on the St. Luke's Campus or would be substantially damaged by near-term development activities. Therefore, **this impact would be less than significant.**

Effects on scenic highways are discussed under Impact AE-1. The proposed St. Luke's Campus structures would not be visible from I-80 or SR 1. Thus, no impact would occur at those eligible scenic highways under the LRDP.

As noted under Impact AE-1, the St. Luke's Campus is located along Cesar Chavez Street, a part of the 49-Mile Scenic Drive. The immediate St. Luke's Campus area does not provide any notable scenic destination (e.g., stopping) point on the route. Existing broadleaf street trees along Cesar Chavez Street in front of the campus are

arranged in a discontinuous row. The trees soften the streetscape in front of the large St. Luke's Hospital tower and screen the view of the fenced parking lot to its west. For this reason, the existing trees contribute to the scenic quality of the streetscape along Cesar Chavez Street.

The proposed St. Luke's Replacement Hospital and MOB/Expansion Building would present a much larger massing than is seen in the view of the existing St. Luke's Hospital tower and CPMC parking lot, which would be demolished under the LRDP. A landscaping plan for the campus would include a row of trees located along the front of the proposed St. Luke's Replacement Hospital and MOB/Expansion Building, both of which would be highly visible in close-up views from Cesar Chavez Street. The overall effect on the scenic quality of the 49-Mile Scenic Drive would be modest. The proposed plan would present a more contiguous row of broadleaf trees along the street front and would visually buffer the façades of the large buildings from street level views. Additionally, trees would be planted in an area between the two buildings that would be visible from Cesar Chavez Street. The result of the LRDP development would be that of a tree-lined urban streetscape, which would be fully visible in close up views to those purposefully driving the 49-Mile Scenic Drive, as well as for other drivers. For these reasons, **the overall impact of the LRDP development at the St. Luke's Campus on the 49-Mile Scenic Drive's scenic resources would be less than significant.**

No rock outcropping and no other natural unique scenic resources or features, other than the landscape trees discussed here, are found on the proposed St. Luke's Campus; thus, no impact related to this would occur with LRDP development. All excavation for the proposed development would occur below existing grade level on the campus. As a result, no visible topographic impact or impacts on unique natural scenic resources would occur at the campus. **This impact would be less than significant.**

**St. Luke's Campus with Project Variants:** With implementation of either project variant for St. Luke's, the overall construction footprint for the St. Luke's Replacement Hospital would not change, and all other near-term developments proposed for the campus would remain the same. In addition, with implementation of the Cesar Chavez Street Utility Line Alignment Variant, no new aboveground or overhead utility lines would be installed that would alter any additional scenic resources in the development area. Excavation for utility lines could uproot or damage roots of existing trees, but CPMC would replace any severely damaged trees. Severely damaged trees potentially would diminish the existing landscape tree resources of the campus. While the potential impact of root damage existing trees retained in the LRDP would be a less-than-significant impact, an improvement measure (Number I-BI-N2, tree protection plan, in Section 4.13. Biological Resources, page 4.13-27) has been identified (with or without either project variant) for the proposed development. Construction would occur within the street right-of-way and is not anticipated to require the removal or alteration of additional trees or other unique scenic natural resources on the campus or in its vicinity. Therefore, with either project variant, this impact would be identical to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

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**IMPACT**     *The project would not substantially degrade the existing visual character or quality of the*  
**AE-3**         *site and surroundings at the sites of the existing and proposed CPMC campuses.*  
                    *(Significance Criterion 2c)*

*Levels of significance:*

- *Cathedral Hill (with or without project variants): Less than significant (Cathedral Hill Hospital and Cathedral Hill MOB), no impact (1375 Sutter MOB)*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant (St. Luke's Replacement Hospital and MOB/Expansion Building), no impact (1957 Building and 1912 Building)*

For the evaluation of the impact of the LRDP on the existing visual character and quality at each campus site, detailed information about the proposed short-term and long-term developments is presented separately for each campus. First, the salient characteristics of the proposed designs of structures and associated landscaping are described as they would appear from the surrounding areas. The focus of the assessment is on views of the proposed LRDP developments at each campus from surrounding public streets. The impact evaluation describes what changes would occur in the existing environment at each campus as a result of the proposed LRDP building and landscape plans. The changes in the existing environment include demolition or removal of existing buildings, landscape features (e.g., trees), and other facilities. The visual impacts of those construction-related changes to each campus and surrounding environment (e.g., removal of buildings and landscaping) are discussed. Next, the visual impacts of the proposed LRDP development at each campus are assessed based on the proposed building and landscaping plans for short-term development and conceptual plans for long-term development. Variants to proposed LRDP development also are evaluated. Lastly, the overall impacts on the visual environment from full buildout of each campus under the combined short term and long term components of the LRDP are discussed.

To assist in understanding the visual impacts of the proposed LRDP, visual simulations of the proposed development at each campus were prepared to illustrate the effects of specific proposed LRDP developments on the existing visual environment. The existing visual conditions of the context of proposed LRDP developments are described using specific viewpoints, which are presented in images for each campus in Section 4.2.1, "Environmental Setting." An accompanying image of the simulated proposed LRDP development, as seen from the same viewpoint, is presented with the existing condition in Section 4.2.1 for purposes of comparison (that is,

“existing condition” and simulated “after LRDP development” conditions). Please refer back to the discussion of each campus in Section 4.2.1, “Environmental Setting,” to see the simulated condition. Referring to the visual simulations of the proposed LRDP developments, a narrative description is provided to describe how the appearance of the environment would be changed by the proposed LRDP developments from the same viewpoint. Although the visual simulations reliably depict how the proposed LRDP development would look on the campus, the simulations are limited in the sense that they only provide representative viewpoints and cannot demonstrate all possible views of the campus with the proposed development. In addition, they cannot provide the more dynamic views that are created when one moves (i.e., driving, walking, cycling) along the perimeter of the campus sites. However, the visual simulations depict the massing, height, bulk, and other component characteristics of proposed new buildings and structures in sufficient detail to make an assessment of the proposed LRDP impacts on the visual environment. For short term LRDP development, the visual simulations and visual impact assessment are based on plans and designs developed by CPMC for the campus on which they would be located. For long term LRDP development, plans and designs have not yet been developed and would be made in the future and, therefore, the impact assessment is programmatic in nature in this EIR. For long term development, assumptions are made regarding general sizes, massing and footprint of individual projects to provide a general sense of what those projects would entail. However, architectural and landscape design details are not presented or assumed for the present visual impact assessment. It is recognized that further environmental review of the visual (and other) impacts of those long term components would be conducted at the time when a specific development plan is prepared by CPMC and submitted to the City.

Under the LRDP for the California Campus here are no proposed new development projects, demolition of or changes to the exteriors of existing buildings, or changes to landscaping. As a result, no discussion of the California Campus is presented in this impact assessment.

## ◆ Cathedral Hill Campus

Under the proposed LRDP, the building at 1375 Sutter Street would remain as is and no change to its physical exterior would occur. Thus, no visual impact of the LRDP would result there. No further discussion of 1375 Sutter Street is included in this analysis. The following descriptions are provided for the other elements of the proposed near-term development of the Cathedral Hill Campus: the proposed Cathedral Hill Hospital, Cathedral Hill MOB, and Cathedral Hill Campus landscaping plan.

### ***Cathedral Hill Hospital Building***

#### **Overview of the Cathedral Hill Hospital**

The proposed new Cathedral Hill Hospital would occupy the entire city block bordered by Post Street on the north, Van Ness Avenue on the east, Geary Boulevard on the south, and Franklin Street on the west. The existing

Cathedral Hill Hotel and 1255 Post Street Office Building, which together occupy the entire block, would be demolished to provide space for construction of the proposed Cathedral Hill Hospital.

The approximately 1,163,800-sq.-ft. hospital tower would be 15 stories tall and would have a maximum height of 269 feet (including mechanical penthouse). However, because the site is sloped downward to the east, the structure would vary in height relative to the side from which it is viewed (see discussion regarding site slopes in Section 2.2.1, “Existing Conditions,” on page 2-19). The proposed hospital building’s footprint would be rectangular at the street level (based on the Level 2 plan) with the long axis being 385 feet running east-west, and the short axis 280 feet running north-south. Because of its architectural design, different portions of the hospital building would have varying heights on the project block. The proposed hospital’s podium structure would be approximately five stories and would range in height from approximately 43 feet to 123 feet, because of the site’s varying slope, the building setbacks, and varying heights. The hospital’s approximate height, as measured from the locations specified below, would be:

- ▶ 248 feet to the top of the mechanical screen at the south portion of the tower, as measured from the top of the sidewalk on Post Street at Van Ness Avenue (north elevation) (Figure 2-8, page 2-61);
- ▶ 269 feet to the top of the mechanical screen, as measured from the top of the sidewalk on Van Ness Avenue at Post Street (east elevation) (Figure 2-9, page 2-62);
- ▶ 257 feet to the top of the mechanical screen at the south portion of the tower, as measured from the top of the sidewalk at the corner of Van Ness Avenue and Geary Boulevard (south elevation) (Figure 2-10, page 2-63); and
- ▶ 239 feet to the top of the mechanical screen, as measured from the top of the sidewalk at the corner of Post and Franklin Streets (west elevation) (Figure 2-11, page 2-64).

The Cathedral Hill Hospital’s emergency generators and a cooling tower would be located on the roof of the 15-story hospital tower (Figure 2-24, “Cathedral Hill Hospital Roof Plan,” page 2-87). Figures 2-8 through 2-11 (pages 2-61 through 2-64) illustrate the locations of various roof and podium levels of the proposed hospital tower and mechanical screens.

The proposed Cathedral Hill Hospital would include three levels of at- or below-grade parking, which would not be visible from street level (except at the parking entrance access). A belowground pedestrian tunnel would connect the main hospital building to the proposed Cathedral Hill MOB on the opposite (east) side of Van Ness Avenue; however, the tunnel beneath Van Ness Avenue would not be visible at the surface.

The proposed main entrance to the Cathedral Hill Hospital building would be located centrally on Level 2 and would be located within the building. A one-way northbound drive-through the vehicular access area would connect Geary Boulevard with Post Street for main vehicular access and the hospital's passenger drop-off area. Level 3 would have access from Franklin Street for service and emergency vehicles, as well as a separate drop-off zone for emergency-room patients arriving by car. The loading area would have four loading docks, an area for dumpsters, and four ambulance drop-off bays adjacent to the Emergency Department.

In plan view, Levels 2 – 4 would occupy the full block or most of it. Beginning at Level 5, the tower portion of the building would rise above the roofs of two of the podium portions. Level 5 would contain an interior courtyard, and open roof structures of the podium portions at both the northeast (Van Ness Avenue podium) and southwest (southwest podium) portions of the building. Level 6 and floors above would be occupied only by the tower portion of the building. At Level 6, the roof of the Post Street podium would occupy most of the northern part of the block and would be at a higher level than the adjacent Van Ness Avenue podium roof. The southern half of the block would be occupied mostly by the proposed tower. The tower would have a long axis running east-west between Van Ness Avenue on the east and Franklin Street on the west. The short axis running north-south would extend from Geary Boulevard on the south to about the middle of the block on the north, that is, the northern façade of the tower would be recessed a half-block south of Post Street.. However, the step-back of the north façade would not be in a single plane. Instead, the north side of the tower would be set back approximately 125 feet from Post Street along its western (Franklin Street) side, whereas the setback from Post Street on the eastern (Van Ness Avenue) side would be approximately 180 feet. The south side of the tower would rise directly above Geary Boulevard. As a result of this plan, the mass of the upper part building (the tower) would be located only on the southern half of the site, and the approximate northern half of the site would be occupied by the lower podium levels. An additional set back of the tower from Geary Boulevard would be located on the south side of the building at its southwest corner. Figure 2-22 (page 2-83) shows the typical floor plan of the proposed hospital's tower levels (i.e., Levels 7–14).

The central utility plant would be located on Level 15 of the tower (Figure 2-23, page 2-85). Air handler units would be located on the roof above Levels 14 and 15 (Figure 2-24, page 2-87). The screened mechanical penthouses and cooling towers would be located atop the roof. The roof top level also would have three vent structures, which would be the highest part of the structure.

The hospital's exterior design would be composed primarily of nonreflective metal and low-reflection glass. Various low-reflection glass materials of the hospital façade would be used to create a composition intended to be visually interesting both during the day and at night. The metal facing would be light gray. Windows would be bluish in color.



The façades of the proposed Cathedral Hill Hospital would be visible as a series of planes and edges that are related to the floor plan at the various levels. These façade planes would be articulated into projecting and recessed walls, but would be primarily related to the overall form of the building. (It is recommended that the reader look at Figure 4.2-9, Cathedral Hill Campus: View 8 – Looking Southwest on Van Ness Avenue at Post Street, page 4.2-22, which helps to visualize the forms described herein.) In overall form, the building would consist of a central tower, a podium at two levels located on the north side of the building (the Post Street podium and the Van Ness Avenue podium) and at the southwestern corner of the building (the southwestern podium). The Post Street podium and Van Ness Avenue podium would occupy approximately the northern half of the building footprint. The Post Street podium would be located at the higher elevation of the hill along Franklin Street. To its east, the Van Ness Avenue podium would be at a lower elevation, and would front along Van Ness Avenue and its north side would occupy the lower portion of Post Street. The southwestern podium would be smaller in area than the two north-side podium structures and would occupy the corner of the building bordered by Geary Boulevard and Franklin Street.

The central tower of the building would be a single structure, but the tower floor plan would be arranged on its north and south sides in parallel “wing” components that would be offset in tandem from each other (see Figure 2-22, “Cathedral Hill Hospital Level 10,” page 2-83). Each wing component would be similar in layout, but would be arranged to “mirror” the other. Thus, in profile view, the northern wing would extend from Franklin Street on the west to the podium level on the east, thereby placing its eastern façade well back from Van Ness Avenue. The southern wing would be the mirror arrangement: in profile view, it would extend from Van Ness Avenue on the east to the podium on the west, thereby placing its western façade well back from Franklin Street. A shallow bay would be located at the east and west sides of the tower to separate the façades of the wings.

### North Elevation

At street level along Post Street, the northern façade of the Post Street podium would be located to the west and the northern façade of the Van Ness Street podium would be located to the east at a lower elevation (see “Figure 2-8, Cathedral Hill Hospital—Proposed North Elevation,” page 2-61). Refer also to Figure 4.2-9, “Cathedral Hill Campus: View 8—Looking Southwest on Van Ness Avenue at Post Street” (page 4.2-22), for a nighttime visual simulation of the eastern and northern façades of the proposed Cathedral Hill Hospital. The Post Street podium would be visible as a 67-foot-tall building at the western end (Franklin Street) of the block and seen from there as a five-story façade. A mechanical penthouse screen would rise 26 feet above the roofline. The mechanical penthouse screen would be recessed slightly back from the northern edge of the Post Street podium, and would be visible from street level along Post Street in the block between Franklin Street and Van Ness Avenue and at the street corners of the east and west ends of the block. A long opening for the drive-through, interior parking, and emergency vehicle exit would be located midblock at street level immediately adjacent to each other. The façade

would be constructed of low-reflection metal and glazing arranged in three horizontal planes. Repeated rectangular patterns for the glazing would cross the entire façade, but would be divided into a taller section of glazing separated by long horizontal rows of metal surface. Where the grade drops farther to the east, just to the east of the drive-through opening, a glass and metal entry would be located along Post Street near the east end of the five-story portion of the building. The façade of the five-story Post Street podium would have a flat plane. The roofline of this portion of the building would be level and straight, except for a forward bay located along the west end of the building at Franklin Street. There would be no cornice or overhang on it, or any other roof of the building.

At the east end on Post Street, the Van Ness Avenue podium would be a block-form 63-foot-tall portion of the building occupying the northeastern corner of the building. This part of the building would be stepped-down from the adjacent Post Street podium to its west. The form and façade treatment would be unique to that part of the building. The roofline would be lower than that for the proposed podium floors, which are located to the west fronting Post Street, as described above. The wall plane of the corner podium would be flat. The façade of the lower level of this part of the building would be mostly windows, which would have a high degree of verticality and have narrow metal dividers. In contrast, the treatment of the façade for the upper stories would have narrower windows with more metal paneling continued with strong verticality in the pattern, but with window widths varied for each floor. Refer to Figure 4.2-9, “Cathedral Hill Campus: View 8—Looking Southwest on Van Ness Avenue at Post Street” (page 4.2-22), for a nighttime visual simulation of the eastern and northern façades of the proposed Cathedral Hill Hospital. The roofline of this part of the building would be level and straight.

Above the Van Ness Avenue podium described above, the metal screens for the two mechanical penthouses on top of the Post Street podium would be visible, set back from the northern and eastern wall façades. The mechanical penthouse located to the east, but they would have similar heights and widths. As illustrated by Figure 4.3-9, these mechanical penthouse screens would be visible from street level. Similarly, a (smaller) screened mechanical penthouse would be located on the roof of the Van Ness Avenue podium.

The north-facing façades of the Cathedral Hill Hospital’s tower floors would be set back about one-half of the width of the block from the Post Street and Van Ness Avenue podium levels. The tower building’s northern and southern wing components would be offset in tandem from each other (see Figure 2-22, “Cathedral Hill Hospital Level 10,” page 4.2-66 and Figure 4.2-9, “Cathedral Hill Campus: View 8—Looking Southwest on Van Ness Avenue at Post Street” (page 4.2-22). Viewed from the north in profile, the two wing components would be located with the northern wing of the tower rising directly above Franklin Street but set back from Van Ness Avenue; whereas the southern wing of the tower set back behind it, would extend all the way to Van Ness Avenue (however, its western end would be blocked from view by the northern wing component. Each of the tower façades would have very different visual characteristics. The more forward positioned northern wing component

closer to Post Street would be composed of all low-reflection glass across the entire façade. A single vertical divider in the center of the tower would divide it into two portions. At its top, the vertical divider would be set near the east end of a mechanical screen. The forward-positioned glass façade, as viewed from the north, would have a level, straight roofline that would be 203 feet above Franklin Street. A 36-foot-tall mechanical penthouse screen would be above the tower, and located at the edge of the building façade would obscure the tower's mechanical penthouse from view. Three 14-foot-tall vent structures would also be located at the top the building. In the close-up view of the building from street level at Van Ness Avenue and Post Street, the broad expanse of the glass façade of the tower's northern wing component, as well as a small part of the mechanical screen along the northern edge of the tower would be visible from the street (see Figure 4.2-9, "Cathedral Hill Campus: View 8—Looking Southwest on Van Ness Avenue at Post Street" (page 4.2-22). However, the vent structures would not be visible from this viewpoint.

The north-facing façade of the hospital tower would also include the eastern part of the southern wing component. The façade of that portion of the tower would be set back farther from Post Street and visually set "behind" the north-facing northern wing component of the tower. The north-facing façade of the southern wing component of the tower would appear as repeated rows of rectangular windows in a nonreflective metal-faced wall. The low-reflection windows would be grouped in pairs so as to appear as grouped columns to offset the horizontal arrangement in rows. The roofline would rise to 212 feet above Van Ness Avenue, and a mechanical screen would rise an additional 36 feet, bringing the total height of the structure for that wing to 248 feet.

### East Elevation

The eastern façade of the hospital building would front directly on Van Ness Avenue. The eastern façade would also be divided into the podium and the tower portions of the building. In this elevation, the view in profile shows the basic arrangement of the building into the northside, podium portion and the southside, tower portion that is set back from Post Street (Figure 2-9, "Cathedral Hill Hospital Proposed West Elevation," page 2-62). The northern part of the Van Ness Avenue podium portion would be the same block-form podium structure, located at the northeastern corner of the campus, described previously. The façade of this part of the structure would have the same window and metal panel arrangement as the building's northern façade; these would be arranged vertically, with more glazing than solid wall on the lower floor, and more metal wall paneling than glazing on the upper two floors. The roofline would be straight and level. A building entrance would be located at street level near midblock between Post Street and Geary Boulevard. The eastern façade of the Post Street podium (described previously) would be visible behind and above the Van Ness Avenue podium and would be composed of a mostly metal-faced wall with a thin row of windows. Above that roofline would be the east-facing side of the mechanical screen, which would be set back from the edge of the podium.

As viewed from the east side of the building in profile, the substantial setback of the Cathedral Hill Hospital tower above the roofs of the podium structures on the north (Post Street) side of the hospital building would be visible, whereas the south side of the tower would rise straight above Geary Boulevard. As viewed from the east, the tower portion of the hospital would rise in two wing components separated by a shallow bay. As seen in frontal view, the northern wing component of the tower would be set back behind the block-form Van Ness Avenue podium, described above. Most of the east-facing façade of the northern wing component of the tower would be a glass façade divided into two parts, one with uniform glazing across the surface, and one with regular rectangular floor-to-ceiling vertical windows. This part of the façade would be the tallest part of the building (269 feet including 14-foot-tall mechanical screen at the top). The rear of the shallow bay formed by the two hospital tower wing components would have walls and fenestration arranged in horizontal rows up to the roof. The metal-faced eastern wall of the cooling tower would be visible behind it, as would the top vents, which would form the highest part of the structure. The rooftop cooling tower would be located on the hospital roof, about 283 vertical feet above Post Street. As seen in frontal view, the southern wing component would rise directly above the Van Ness Avenue, thereby placing it forward of the setback northern wing component. The façade of this part of the hospital tower would have rectangular vertical windows and walls set slightly forward of the building edges. The main street entrance to the Cathedral Hill Hospital would be located at the southeast corner of the building, near the intersection of Van Ness Avenue and Geary Boulevard. The façade at the main pedestrian entrance would be vertical glass, and the wall would be slightly recessed from the floors above. The southeastern edge of the hospital building would be floor-to-ceiling glass on both the eastern and southern façades. The eastern side of the screened mechanical penthouse and the vent structures would be visible at the top of the building.

### South Elevation

Because of the grade change, the south-facing façade would have a shorter podium than that on the north side of the building, with two floors along the west portion of the block along Franklin Street and four floors at the east end of the block at Van Ness Avenue (Figure 2-10, “Cathedral Hill Hospital Proposed South Elevation,” page 2-63). At the southwest corner of the building, a level, straight roofline would be at the top of the second story of the southwestern podium, rising 43 feet above Franklin Street. The southern wing component of the hospital tower would rise directly above Geary Street in frontal view, but would be set back in profile view from the Franklin Street side. In contrast, the northern wing component of the tower would be set back in frontal view from Geary Boulevard side and would rise behind the southwestern podium, and in profile view would extend to Franklin Street. The drive-through entrance opening for the hospital would be located about midblock. The southern wing component of the tower would have a façade of low-reflection glass that would be similar to that on the north-facing side of the tower’s northern wing component. The broad all-glass façade of the southern wing component of the tower would rise 221 feet directly above Geary Boulevard, as measured at Van Ness Avenue. A 35-foot-tall mechanical screen would be located at the top of the straight, level roofline of the southern wing

component of the tower. The south-facing façade of the tower's northern wing component in frontal view would be set behind the south wing of the tower. This façade would rise 213 feet above Franklin Street, with rows of rectangular windows along most of the façade. The uppermost floors would have narrow vertical windows. The roofline would be straight and flat. A mechanical screen would rise 36 feet above the roof of the north wing of the tower. The top of the cooling tower and vents would also be visible at the top of the north wing of the tower.

### West Elevation

The western façade of the Cathedral Hill Hospital would front along Franklin Street (Figure 2-11, "Cathedral Hill Hospital Proposed West Elevation," page 2-64). At the southern end of the facade, which is the southwest corner of the building at Geary Boulevard/Franklin Street, the two-story southwestern podium façade would rise 43 feet above the street level. A loading dock would be located at street level just west of Geary Boulevard, and another loading dock door would be located about midblock. The emergency drop-off area would be located off Franklin Street along the north part of the street-level façade. The western façade of the 67-foot-tall Post Street podium structure would extend from the northern end of the block, at the Post Street side, to about midblock. A 26-foot-tall mechanical screen would be located above its roof. The Post Street podium would have a level, straight roofline, as would the mechanical screen above it. The west-facing façade of the Post Street podium would be similar in appearance to its northern façade, with rows of windows and metal panels in rectangular patterns. The two wing components of the Cathedral Hill Hospital's tower would rise above the podium structure separated by a shallow bay. Each wing would repeat similar fenestration and wall features with all glass walls, and rows of windows and metal panels, similar to those features that would appear on the other façades.

## ***Cathedral Hill Medical Office Building***

### Overview of the Cathedral Hill Medical Office Building

The proposed Cathedral Hill MOB would occupy 36,200 sq. ft. on the west end of the block bordered by Cedar Street on the north, an office building that is located on Polk Street to the east, Geary Street on the south, and Van Ness Avenue on the west. Seven existing buildings would be demolished to provide space for the construction of the Cathedral Hill MOB: 1100 Van Ness Avenue, 1062 Geary Street, 1054–1060 Geary Street, 1040–1052 Geary Street, 1034–1036 Geary Street, 1028–1030 Geary Street, and 1020 Geary Street. These existing older buildings range from two to three stories in height (26–40 feet) and are approximately 5,000–40,000 sq. ft. in size (Table 2-4, "Cathedral Hill Campus: Existing Site Characteristics," page 2-20). The remaining building on this block, 1001 Polk Street, occupies the eastern end of the block between Geary and Cedar Streets. This building is the four-story Pierce Arrow Building, and is currently occupied by Episcopal Community Services.

The site of the proposed Cathedral Hill MOB slopes downward at moderate grade to the east along Cedar and Geary Streets, and downward to the south at a gentle grade along Van Ness Avenue. There are approximately 22-

foot and 20-foot changes in grade from Van Ness Avenue on the west to the eastern edge of the Cathedral Hill MOB site along Cedar Street and Geary Street, respectively. There are approximately 4-foot and 2-foot changes in grade from Cedar Street (on the north) to Geary Street (on the south) along the western Van Ness Avenue edge and the eastern edge of the project site near Polk Street, respectively.

The proposed nine-story, approximately 496,300-sq.-ft. Cathedral Hill MOB would be approximately 132 feet tall to the top of the roof, as measured from the building's southwest corner at Van Ness Avenue and Geary Street, and the mechanical screen would rise an additional 16 feet, such that the total maximum height from that measuring point would be 149 feet. However, because of the slope of the site, the structure would vary in height visually relative to the side from which it is viewed and the maximum height to the top of the mechanical screen would be 169 feet. The grade at the Cathedral Hill MOB site slopes downward to the east and south (see Section 2.2.1, "Existing Conditions," page 2-19). For instance, the building's approximate height, as measured from the locations specified below, would be:

- ▶ 145 feet to the top of the mechanical screen, as measured from the top of the sidewalk at the corner of Cedar Street and Van Ness Avenue (north elevation) (Figure 2-25, page 2-89);
- ▶ 169 feet to the top of the mechanical screen, as measured from the top of the sidewalk on Geary Street at the southeast corner of the building (near Polk Street) (east elevation) (Figure 2-26, page 2-90);
- ▶ 149 feet to the top of the mechanical screen, when measured from the top of the sidewalk on Van Ness Avenue at Geary Street (south elevation) (Figure 2-27, page 2-91); and
- ▶ 149 feet to the top of the mechanical screen, as measured from the top of the sidewalk on Geary Street at the Van Ness Avenue (west elevation) (Figure 2-28, page 2-92).

The footprint of the proposed Cathedral Hill MOB would be a rectangle with an east-west long axis approximately 165 feet long and a north-south short axis that is 120 feet long. The proposed MOB's footprint would occupy most of the site, but would have a setback located at the corner of Van Ness Avenue and Sutter Street. The building mass would have three parts: a taller western block-form component, a stepped-down middle component, and a stepped-down eastern component. The taller western component would rise to nine stories above grade, whereas the middle component would be seven stories above grade and the eastern component would rise to three stories. The four façades are fundamentally formed by setback in plan along the long axis (east-west) of the upper floors for the taller western part of the building and the middle section. The façades have varied styles and arrangements of glass and metal with some articulation. The exterior design of the Cathedral Hill MOB would be composed primarily of nonreflective metal, glass fiber reinforced concrete panels, and low-

reflection glass, similar to the materials that would be used at the proposed Cathedral Hill Hospital. A screened mechanical penthouse would rise above the roof.

Figures 2-25 through 2-28 (pages 2-89 through 2-92) illustrate that the western portion of the Cathedral Hill MOB would be nine stories or approximately 132 feet in height to the roofline above Van Ness Avenue and the mechanical equipment above its roof would be screened by a 16-foot-tall screen above that would be set back from the edge of the building. The eastern portion of the Cathedral Hill MOB would be three stories in height, as measured from the sidewalk on Geary Street.

The main access floor would have a pedestrian entrance from Van Ness Avenue and a vehicular drop-off area. A secondary building entrance would be located along Cedar Street. Screened mechanical equipment would be located on the roof above the ninth floor and would be set back from the building's edge. The roof would also include green-roof elements, boilers, and emergency generators.

The Cathedral Hill MOB would contain below-grade parking levels that would not be visible at street level. Vehicular access to the MOB's parking structure would be from Geary Street (from the east) and Cedar Street (from the west). The aboveground portion of the lowest above-grade story (Level G1, which would be located toward the east side of the building where the street grade drops to lower elevation, but below grade at the Van Ness Avenue side) would include a loading area with access from Cedar Street. The Cathedral Hill MOB would provide two loading spaces at this level. An underground pedestrian tunnel beneath Van Ness Avenue would connect the Cathedral Hill MOB to the Cathedral Hill Hospital, but it would not be visible at the surface.

### North Elevation

The northern façade of the Cathedral Hill MOB would be located on Cedar Street (see Figure 2-35, "Cathedral Hill MOB—Proposed North Elevation," page 2-99). The grade drops along the northern façade from Van Ness Avenue downward to the eastern end of the proposed MOB. Along the northern façade, in profile, the building would be divided into three parts. The west side of the MOB building would be the tallest side, and its nine stories would rise 129 feet above Van Ness Avenue at Cedar Street to the roofline. The roofline would be level and straight. The screen of the mechanical penthouse would rise 16 feet above the roof; thus, the top of the tallest visual form of the building would be 145 feet above Van Ness Avenue. The upper three floors would be set back slightly from the lower floors. At midblock, the middle component of the building would be three stories lower than the western component. To the east of the middle component, the building would be another step lower again, to a height of 60 feet above the nearby elevation of Polk Street. The east side of the proposed Cathedral Hill MOB would abut the adjacent western wall of the existing Pierce Arrow Building. The rooftop of the MOB would be approximately at the same level of the roof of that adjacent building.

The Cathedral Hill MOB would have general design and façade treatment styles similar to those proposed for the Cathedral Hill Hospital. The northern façade would mostly have rows of nonreflective metal panels between rows of low-reflection rectangular windows: the arrangements would be varied in different parts of the façade and would create varied patterns. The lower floors near the west side of the building would have strongly vertical rectangular windows, with part of the façade having floor-to-ceiling glazing. The lowest level along Cedar Street would have a drop-off glass-walled entrance located near the Van Ness avenue frontage. At the west (Van Ness Avenue) end of the building, tall vertical floor-to-ceiling windows would be located along the street, which would be a continuation of the style and pattern from that on the front façade (located on Van Ness Avenue). A glass-front drop-off entrance would be located to the east of Van Ness Avenue. To the east of the drop-off entrance, the lower street level (Level G1) façade would have a concrete wall with a green screen and stone veneer in some areas that would contain a service entry toward the eastern part of the building. At the far eastern end of the building, the garage entry would be located below the shortest part of the building. Each component roofline of the façade at the three roofline levels would be level and straight, as would be the top of the mechanical screen.

### East Elevation

Along the east side of the Cathedral Hill MOB, only the upper seven floors of the middle and western components of the MOB would be visible, because the easternmost portion of the building would have a roofline at approximately the same height as the adjacent Pierce Arrow Building. In frontal view, the building would have the appearance of two stacked block-forms, with the taller western component of the building set back from the middle part of the building. The lowest component on the east side of the MOB would be located directly adjacent to the Pierce Arrow Building, and thus would not be visible. The east-facing wall of the middle component of the eastern façade would be composed of glass fiber reinforced concrete panels with glass windows and low-reflection glass windows in regular rectangular patterns. The wall plane would be flat and the roofline would be level and straight. The roofline would be 124 feet above the Geary Street side of the building. In profile, the taller western component of the building would be slightly stepped back on its northern (Cedar Street) and southern (Geary Street) sides. The step-back would be the same on each side of the building. The highest part of the building would have a mostly glass façade and a level and straight roofline. The roofline would be 153 feet above the Geary Street side of the building. The mechanical penthouse screen would rise an additional 16 feet above the top roof level and would be set back from the edge of the building on both sides fronting above Geary and Cedar Streets. It would have a level, straight top. The eastern façade would have the most limited visibility because of its location behind the Pierce Arrow Building, which occupies the Polk Street frontage. Thus, the eastern façade could be viewed only obliquely from street level along Geary Street or Cedar Street.



## South Elevation

The southern façade of the Cathedral Hill MOB would be located along Geary Street. Viewed in profile, the varied heights of the three components of the Cathedral Hill MOB from Van Ness Avenue on the west toward Polk Street on the east side would be of the same scale and arrangement as described for the northern façade. However, because of the grade change, the southern façade at the west (Van Ness Avenue) end of the building would appear as nine stories, while the middle section and eastern end would have 10 stories (the G1 level shown in floor plans (see Figure 2-32, “Cathedral Hill MOB—Level G1,” page 2-96) would be the lowest above-grade floor). The southern façade would have slightly more variety in wall and glazing style than the façade of the north side. At street level, the southern façade would have vertical rectangular windows along the street front in the center of the building. A garage entry would be located near the east side of the building. At the west end (Van Ness Avenue) of the building, tall floor-to-ceiling windows would be located along the street and would be a continuation of the style and pattern from the front façade (located on Van Ness Avenue). A plain glass fiber reinforced concrete wall would rise from street level to the top of the eighth floor and would contain a single column of narrow windows on the east and a wider set of windows and glass fiber reinforced concrete panels toward the west. All glass walls would be located along much of the upper part of the building. The roofline of the highest part of the building would be level, straight, and flat and would rise 110 feet above Van Ness Avenue. The east side of the 16-foot-tall mechanical screen would be located at the top of the building and would have a level, straight top.

## West Elevation

The western facade of the Cathedral Hill MOB, located on Van Ness Avenue, would be the front of the building and have the main entrance. Viewed from the west, the building profile would have an approximate block-form, but with a narrow cantilever along the north side and narrow setbacks in the higher floors. The full height of the Cathedral Hill MOB would be visible from the street. Because of the slight grade of Van Ness Avenue downhill toward the south, the roofline would be 129 feet tall above Cedar Street on its north side and 133 feet tall above Geary Street on its south side. The main entrance would be located close to Geary Street on Van Ness Avenue. At street level on Van Ness Avenue, the ground floor would be low-reflection glass. The façade of the higher floors would be all glass, except for two vertical metal bands between the three glass bays, in regularly patterned rectangular glazing features. The highest floor would have an all-glass façade.

## ***Cathedral Hill Campus Landscaping Plan***

Under the proposed plan, all 77 existing campus perimeter trees (mostly street trees) would be removed (as discussed on page 4.13-6 in Section 4.13, “Biological Resources”) during demolition of the Cathedral Hill Hotel and the 1255 Post Street Office Building. The seven existing street trees located at the Cathedral Hill MOB site would also be removed. The street trees would be replaced after construction of the Cathedral Hill Hospital in

accordance with Planning Code Section 143. Of the 77 existing trees, 53 are street trees and are considered significant trees. The proposed landscape design would involve planting rows of street trees along each street on which the campus would front:

- ▶ the east side of Van Ness Avenue between Geary Street and Cedar Street,
- ▶ the west side of Van Ness Avenue between Geary Boulevard and Post Street,
- ▶ Geary Boulevard between Van Ness Avenue and Franklin Street,
- ▶ Franklin Street between Geary Boulevard and Post Street,
- ▶ Post Street between Franklin Street and Van Ness Avenue,
- ▶ Geary Street between Van Ness Avenue and the eastern edge of the campus, and
- ▶ Cedar Street between Van Ness Avenue and the eastern edge of the campus.

In addition, because construction of the proposed pedestrian tunnel under Van Ness Avenue would require removal of vegetation in the Van Ness Avenue median strip, replacement landscaping would be provided within the median strip.

Under the LRDP, the existing Cathedral Hill Hotel, the 1255 Post Street Office Building, and all buildings on the site of the proposed Cathedral Hill MOB (1100–1128 Van Ness Avenue, 1062 Geary Street, 1054–1060 Geary Street, 1040–1052 Geary Street, 1034–1036 Geary Street, 1028–1030 Geary Street, and 1020 Geary Street) would be demolished, and the associated landscaping on these properties would be removed. These buildings are described in detail in Section 4.2.1, “Environmental Setting.” None of the buildings proposed for demolition are considered visually important structures, and they do not have attributes that contribute substantially to scenic quality in the vicinity of the proposed campus. Thus, demolition of these buildings would not result in a significant adverse impact on visual resources at the Cathedral Hill Campus and in its vicinity. Removal of existing trees would not represent a substantial loss because the trees are common types and sizes used in decorative landscaping and street trees in San Francisco. The removal permit for a street tree or significant tree requires that an appropriate replacement tree be planted on the project site or along the street, or that an in-lieu fee be paid. Section 143 of the Planning Code dictates that street trees be replaced at the rate of one tree for every 20 feet of street or alley frontage, and specifies a minimum size of a 24-inch box. All perimeter trees would be replaced after construction in accordance with the Urban Forestry Ordinance and Section 143 of the Planning Code. A more continuous and integrated street-tree landscaping plan than exists at present, particularly for the Cathedral Hill MOB site, would be implemented under the LRDP.

### ***Effects on Visual Character and Quality at Specific Viewpoints for the Cathedral Hill Campus***

The effects of the proposed LRDP developments at the Cathedral Hill Campus on visual character and quality of the site and surroundings are discussed below, using visual simulations prepared for eight viewpoints. For the following discussion, Figure 4.2-1, “Map of Cathedral Hill Campus Viewpoint Locations” (page 4.2-13), shows the location of each of the eight viewpoint locations. Figures 4.2-2 through 4.2-8 (beginning on page 4.2-14) present the visual simulations, each comparing the “proposed view” (with implementation of the proposed LRDP development) with the “existing view” of the Cathedral Hill Campus and surrounding area. The visual simulations of the changes proposed under the LRDP are superimposed onto the existing views to present conditions as they would appear from those viewpoints after implementation of the LRDP. An eighth visual simulation (Figure 4.2-9, page 4.2-22) is a nighttime view of the proposed Cathedral Hill Hospital, presented without an existing-condition image.

#### **View 1: Looking East on Starr King Way at Gough Street**

Because View 1 is nearest to the proposed Cathedral Hill Campus (see Figure 4.2-2, page 4.2-14), it provides the best vantage point to see the proposed forms, patterns, textures, and colors of the proposed campus buildings in detail. From this viewpoint, the existing view reveals the west side of the 10-story, 120-foot-tall (including 16-foot-tall mechanical penthouse) Cathedral Hill Hotel. This existing view would be replaced by the substantially larger form of the 263-foot-tall (including mechanical penthouse) western and southern façades of the proposed Cathedral Hill Hospital, which are simulated in this proposed view. Unlike the existing Cathedral Hill Hotel, which in this view appears to be similar in scale or smaller than existing surrounding buildings, the proposed Cathedral Hill Hospital would occupy a large part of the view area and would be taller than all of the surrounding off-campus structures as seen in this view. In the simulated view, the proposed hospital structure dominates. The top of the tallest mechanical screen above the roof of the proposed hospital building would reach a height of 249 feet above Geary Boulevard and would become the visually dominant part of the skyline in View 1. The generator vent would be the tallest feature of the proposed building (an additional 14 feet above the top of the mechanical screen). The generator vent would be visible; however, because of the perspective from this viewpoint, the location of the generator vent—set back from the western edge of the building—would make it less prominent and would provide an appearance of equivalent height to the top of the mechanical screen (at 249 feet above the street).

The Cathedral Hill Hospital building’s western and southern façades, depicted in the simulated view, would include several components. The tower portion of the proposed hospital would dominate the view from View 1. A variety of geometric, rectangular forms makes up these façades, and their details would be clearly seen from this viewpoint. The façades are composed of light-colored metal facing and bluish glazing. Because of the setbacks and different horizontal and vertical arrangements of the fenestration and walls of the tower wing components ,

the proposed Cathedral Hill Hospital building would appear to be composed of multiple wall planes, with varied rooflines and patterns. The western façade of the tower's northern wing component would appear to be in a more forward position from this viewpoint. The southern wing component of the tower would be located farther back. The strong verticality of the columns of windows on the westernmost façade would contrast with the horizontality of the window rows on the southern façade. The patterns created by these structural forms, the varied façade textures, and the varied color treatments of glass, panels, and walls would provide visual variety.

Replacing the existing Cathedral Hill Hotel with the proposed Cathedral Hill Hospital would create a considerable increase in the visual bulk of the structure at this site, and would replace the receding skyline with a dominant skyline form. The proposed hospital would also replace the less intricate and uninteresting visual quality of the existing hotel façades with more interesting forms, patterns, color, and texture in a more contemporary architectural style.

From View 1, the podium at the southwest corner of the building is visible in the center middle ground. The podium's level roofline would rise 43 feet above the corner of Franklin Street and Geary Boulevard. From this viewpoint, a small part of the proposed Cathedral Hill MOB would be visible behind the hospital. A small part of the western façade would face the viewer, and the top of the mechanical screen (located 145 feet above Van Ness Avenue) would be visible.

Because of the grade change and distance from the viewpoint, the top of the Cathedral Hill MOB would appear to be located well below the southern façade of the hospital's southeastern edge. The southern façade of the MOB would also be visible obliquely. Because of the visual dominance of the proposed hospital building, the Cathedral Hill MOB would recede in the view and would occupy only a small part of the skyline against high-rise buildings in the far background.

From this viewpoint, only the crowns of a few of the proposed Geary Boulevard landscape trees would be visible.

#### View 2: Looking West on Geary Street near Larkin Street

From View 2 in the simulated view (see Figure 4.2-3, page 4.2-15), the eastern and southern façades of the proposed Cathedral Hill Hospital and Cathedral Hill MOB would be visible in the near center of the view. Architectural details of the MOB would be particularly visible, because this building would be closer to the viewpoint than the proposed hospital behind it. The form and architectural detail of the Cathedral Hill MOB's façade would be a visually strong part of the view, but the proposed Cathedral Hill Hospital tower would dominate the skyline. The top of the mechanical screen of the proposed hospital building would rise 257 feet above Van Ness Avenue. From this viewpoint, the southern wing component of the hospital tower would be fully visible above Geary Boulevard. Most of the eastern façade of the hospital building would be blocked from view

by the Cathedral Hill MOB, which would be closer to the viewpoint, but the upper part of the southern wing component and a little of the top part of the northern wing component would be visible behind the top of the MOB. The glass curtain walls of the MOB's upper floors would be prominently visible in this view. The top of the MOB's mechanical screen would rise 148 feet above Geary Street and also would fill part of the skyline.

Together, the two structures would considerably increase the bulk and density of development, compared to existing conditions, where the existing development on the campus is either the same scale (in the case of the Cathedral Hill Hotel and 1255 Post Street Office Building or smaller in scale (in the case of the low-rise development on the MOB site). The existing four-story Pierce Arrow Building is visible near the center of the view on the north side of Geary Street, and is recognizable by its light-colored eastern and southern façades with pilasters with Corinthian capitals, and wide cornice. The proposed Cathedral Hill MOB would be located immediately adjacent to the Pierce Arrow Building, and the western taller section and middle section of the MOB would be taller than this existing building, as seen from this vantage point. However, the easternmost part of the proposed Cathedral Hill MOB would be approximately the same height as the Pierce Arrow Building and would separate the taller components of the MOB from it. That portion of the building would be visible from this vantage point as a narrow glass-walled southern façade positioned to the immediate west (left in the view) of the Pierce Arrow Building. The lower stories of the eastern and western MOB façades would display primarily rectangular features (rows and columns of windows), and the upper stories of the eastern façade would be all glass. Because of the view angle, the geometric forms of the proposed window arrangement would be more visually subdued from View 2. The rectangular patterns and textures of the proposed façades of both the Cathedral Hill Hospital and Cathedral Hill MOB would contrast with the more intricate and ornamental façades of the older buildings fronting the north side of Geary Street in the foreground.

The dominant change in the visual landscape from this viewpoint would be the change in the skyline created by the mass and heights of the proposed hospital and MOB structures. The existing, evenly receding (descending) skyline of the buildings on the north side of Geary Street would be replaced by the rooflines of the larger (taller and bulkier) Cathedral Hill Hospital and Cathedral Hill MOB. From this vantage point, a much larger part of the skyline would be filled by the hospital and MOB. The change in the amount of sky occupied by the structures is considerable, although not unexpected in a densely developed urban area like this one. Under existing conditions, the buildings at the site of the proposed campus are set back from the street; by contrast, under the LRDP, the proposed buildings on the Cathedral Hill Campus would be generally built to the property lines. Therefore, as shown in View 2, the proposed new buildings would be larger in scale than adjacent buildings, but would better create a sense of a continuous street wall along Geary Street and help create pedestrian interest at the street levels compared to existing conditions.

### View 3: Looking North on Van Ness Avenue at Fulton Street

From View 3 in the simulated view (see Figure 4.2-4, page 4.2-16), the upper floors on the south side of the proposed Cathedral Hill Hospital tower would be visible in the background. This would contrast with the existing conditions for which none of the development currently on the proposed Cathedral Hill Campus is visible, because of its relatively smaller scale. The proposed hospital building's southeastern edge, southern roofline, and mechanical screen would be seen rising 239 feet along Van Ness Avenue above the trees located in the distant background of the photograph. The small 14-foot-tall vents at the top of the hospital would not be visible at this distance. The rectangular patterns of the fenestration of the southern façade's upper portion (part of the southern wing component) would be visible, although most of the façade would be obscured by the trees and other tall buildings located between the viewpoint and the proposed hospital. The contemporary design of the proposed Cathedral Hill Hospital building would be visually compatible with the contemporary structures in the view along the west side of Van Ness Avenue (such as the state office building in the near foreground and other buildings located farther north of the viewpoint). The proposed hospital would be bulkier and would densify the distant skyline. The distant open sky above Van Ness Avenue in the distance appears reduced in area. The proposed Cathedral Hill MOB would not be visible from this vantage point.

### View 4: Looking East on Geary Boulevard at Fillmore Street

From this viewpoint in the simulated view (see Figure 4.2-5, page 4.2-17), the proposed 269-foot-high Cathedral Hill Hospital would appear in the distant background. This would contrast with the existing conditions for which none of the development currently on the proposed Cathedral Hill Campus is visible, because of its relatively smaller scale. The proposed vent structures on the roof would not be visible from this distance. Because of the distance, although the overall form would be partially visible, details of the façade would be difficult to discern. The visual effect would be based primarily on the bulk of the hospital structure, its height and light color. The western façade of the proposed hospital would occupy a greater amount of the skyline than the existing Cathedral Hill Hotel building, but it nonetheless would make up only a minor amount of the skyline. The proposed Cathedral Hill MOB would not be visible at all from this vantage point.

### View 5: Looking Southeast from Alta Plaza Park

View 5, depicted in Figure 4.2-6 (page 4.2-18), was described previously under Impact AE-1 (page 4.2-94). Under existing conditions, none of the development on the Cathedral Hill Campus is visible from this vantage point. In the simulated proposed view, little of the proposed Cathedral Hill Hospital building would be visible from this distant vista point because of blockage by an intervening large high-rise building. A small amount of the mechanical-screen roofline would be discernible in the skyline above an existing high-rise building in the middle ground of the photograph. The same building would block almost all view of the entire proposed Cathedral Hill

Campus. The small increment to the skyline, created by the top of the hospital, would have a minimal impact on the view. The Cathedral Hill MOB would not be visible from this vantage point.

#### View 6: Looking Northeast from Alamo Square Park

View 6, depicted in Figure 4.2-7 (page 4.2-19), was described previously under Impact AE-1 (page 4.2-94). Under existing conditions, only a small part of the development on the Cathedral Hill Campus is visible from this vantage point. In the simulated proposed view from this viewpoint, most of the upper floors of the proposed 269-foot-tall Cathedral Hill Hospital (top of the mechanical screen) and the shorter Cathedral Hill MOB would be visible from Alamo Square Park, as part of the distant city skyline. The southern and western façades of the proposed hospital building would occupy the view between St. Mary's Cathedral and a nearby high-rise residential tower. Patterns and some of the texture of the southern façade of the hospital would be discernible even at this distance, but the overall form and light color of the proposed building would be its most defining elements. The most important visual effect would be the change in the skyline that would be created by the proposed Cathedral Hill Hospital building. The hospital building would fill in the skyline between St. Mary's Cathedral and the nearby high-rise residential tower. From this viewpoint, the proposed Cathedral Hill Hospital would create the appearance of a more densely developed mound of high-rise buildings.

As noted above, from View 6 only a part of the Cathedral Hill MOB would be visible to the right of the high-rise residential tower. In that area, the top of the MOB would be located well below the background skyline and would recede into the many high-rise towers around it.

#### View 7: Looking South on Van Ness Avenue at California Street

In the simulated view from View 7 (Figure 4.2-8, page 4.2-20), the proposed Cathedral Hill Hospital building would be located in the central background. Part of the northern façade of the hospital building would be visible and the rest would be obscured by trees and other intervening structures. The proposed hospital building would appear considerably taller and bulkier than the other nearby buildings of relatively moderate scale on the west side of Van Ness Avenue. The top of the mechanical screen would rise 239 feet above Van Ness Avenue. Because of the distance, the 14-foot-tall vent features at the top of the building would be visible, but barely noticeable. This would be a considerable change from existing on-site conditions, where the Cathedral Hill Hotel and 1255 Post Street Office Building are not discernible in the view from the Van Ness Avenue/California Street vantage point. Though not visible, the existing on-site development is more similar in size and scale to the other nearby buildings; however, the existing buildings on the hospital site do not help create a continuous street wall along Van Ness Avenue because of their deep setbacks from the street. In contrast with existing conditions, the proposed Cathedral Hill Hospital would be built to the property lines, contributing to the creation of a continuous street wall and thereby activating pedestrian interest at street level. The eastern edge of the proposed hospital

tower's southern wing component would rise directly above Van Ness Avenue. The horizontal pattern of fenestration of its northern side would be visible. The mechanical-screen roofline would also form a strong horizontal line in the distant skyline. A portion of the northern wing component of the tower also is visible, but set back from Van Ness Avenue, and its mechanical screen roofline also fills in part of the skyline. The proposed hospital would result in considerable new bulk and massing relative to the existing condition. The visual impact, however, would be consistent with the developed character of Van Ness Avenue, as seen in the bulk of the structures in the foreground and middle ground of the view. From this viewpoint, the Cathedral Hill MOB would not be visible.

#### **View 8: Looking Southwest on Van Ness Avenue at Post Street (close-up nighttime view)**

View 8 (a simulated view only) depicts a nighttime view from the corner of Van Ness Avenue and Post Street, and shows the lighting treatment proposed for the northeast corner of the Cathedral Hill Hospital building. The view from this viewpoint is described in the preceding description of the proposed hospital building's northern and eastern facades, and is not repeated here. The lighting treatment is intended to create a façade that would be interesting both during the day and at night. This would be achieved by integrating light-emitting diode (LED) fixtures within the glass façade at Levels 1, 3, and 4 of the hospital building's podium structure. The higher elevation of the Post Street podium structure that would front along Post Street would be visible to the right from this viewpoint. The lower elevation Van Ness Avenue podium structure that would front on Van Ness Avenue would be seen closer to the viewpoint. The interior lighting of the Van Ness podium structure would dominate the nighttime view. However, the LED fixtures would be positioned within the insulated glazing assembly and would be screened to create a soft, diffused, and uniform appearance. The northern and eastern facades of the hospital tower would have noticeable interior lighting emanating from the windows. The patterns of light for the northern wing component would be more subdued than those of the rows of windows on the façade of the southern wing component. However, the light emanating from the floor-to-ceiling windows along the eastern façade of the northern wing component would provide a well-defined edge to that part of the hospital tower during the nighttime.

#### ***Summary of Impacts related to Visual Character and Quality at the Cathedral Hill Campus***

##### **Cathedral Hill Hospital**

The proposed 15-story Cathedral Hill Hospital would have a maximum height of approximately 269 feet to the top of mechanical screen, measured from the top of sidewalk on Van Ness Avenue at Post Street. The hospital would replace the existing nine- to 10-story, 120-foot-tall (including mechanical screen) Cathedral Hill Hotel and the 11-story, 180-foot-tall (including mechanical screen) 1255 Post Street Office Building. The proposed hospital's building massing, height, and square footage would be most intense on the southern half of the hospital site along Geary Boulevard, where a large-scale, 15-story rectangular tower would be constructed. This hospital



tower would be considerably taller and bulkier than the existing medium-scale, one- to five-story commercial and residential buildings located on the south side of Geary Boulevard, as well as the one- to three-story Hamilton Baptist Church located at the northwest corner of Geary Boulevard and Franklin Street. The proposed 15-story, up to 269-foot-tall (including mechanical screen) hospital tower would visually contrast with the existing surrounding buildings, which are nine to 11 stories tall; however, it would be visually consistent with the existing 13- to 17-story Daniel Burnham Court residential towers located directly north of the site of the proposed hospital on the north side of Post Street, as illustrated in Figure 4.2-2, “Cathedral Hill Campus: View 1—Looking East on Starr King Way at Gough Street” (page 4.2-14) and Figure 4.2-5, “Cathedral Hill Campus: View 4—Looking East on Geary Boulevard at Fillmore Street” (page 4.2-17):

- ▶ Figure 4.2-2 shows the existing and proposed visual character of the proposed Cathedral Hill Hospital looking east along Starr King Way from Gough Street. As shown, the proposed hospital would represent a change in visual character for the site in comparison to the existing on-site hotel building that would be removed. Other buildings shown include the four- to five-story Archbishop of San Francisco building located west of the site, the 13- to 17- story residential towers located north of the site, and the one- to two-story First Unitarian Universalist Church located southwest of the site.
- ▶ Figure 4.2-5 shows the Cathedral Hill Campus from a viewpoint looking east along Geary Boulevard from Fillmore Street. As shown, the proposed Cathedral Hill Hospital would not represent a substantial change in visual character along Geary Boulevard because there are other existing dominant structures in the area, such as the approximately 26-story Sequoias San Francisco building located two blocks west of the site along Geary Boulevard. Other buildings shown include several multistory structures located farther west from the Sequoias San Francisco building, including the 16-story Japanese Shopping Center building, located three blocks west of the site.

As illustrated in Figure 4.2-4, “Cathedral Hill Campus: View 3—Looking North on Van Ness Avenue at Fulton Street” (page 4.2-16), the height and massing of the proposed Cathedral Hill Hospital would also not be out of context with the larger-scale development of existing development to the south along Van Ness Avenue. From this viewpoint along Van Ness Avenue at Fulton Street, the proposed hospital would not represent a substantial change in visual character along Van Ness Avenue because there are other dominant visual structures in the campus area, such as the circular five-story Public Utilities Commission building complex (shown on the left in Figure 4.2-4) and other taller multilevel buildings to the north toward the site, along Van Ness Avenue.

The proposed Cathedral Hill Hospital would be taller and larger in scale and bulk than the existing 10-story, 120-foot-tall hotel that would be removed from the site; therefore, the new 15-story, 269-foot-tall hospital tower (top of the mechanical penthouse screen) would result in a greater contrast in visual character with the existing

commercial and residential development on the south side of Geary Boulevard and with the low- to mid-scale Hamilton Baptist Church. Also, the proposed hospital would be constructed of low-reflection glass and metal with stone at the base, and would appear to be relatively modern compared to the existing commercial and residential development on the south side of Geary Boulevard, and to the church buildings to the west, all of which have a more traditional appearance. The height and massing of the proposed Cathedral Hill Hospital building would not be out of context with the visual character of the commercial development along Geary Boulevard, which generally increase in height west of Van Ness Avenue, as well with the civic development to the south along Van Ness Avenue. In addition, as shown in Figure 4.2-8, “Cathedral Hill Campus: View 7—Looking South on Van Ness Avenue at California Street” (page 4.2-20), the Cathedral Hill Hospital would generally be consistent in terms of height and bulk with existing development located north of the site along Van Ness Avenue, and it would not result in a substantial contrast with the existing visual character with respect to height, massing, and bulk along this segment of Van Ness Avenue. As shown in Figure 4.2-8, other large-scale buildings are currently located along Van Ness Avenue, including an approximately 13-story residential building on the west side of the street three blocks north of the site, as well as several other multistory commercial and residential buildings. Overall, the visual change, while considerable, is not unexpected in a dense urban environment such as this, and remains in context. In addition, the building would replace the existing uninteresting, set back buildings with more interesting focus and interest at the street level.

The proposed Cathedral Hill Hospital would not substantially degrade the existing visual character or quality of the area because the new building would not result in a substantial adverse visual contrast with the area’s existing buildings. Therefore, **this impact would be less than significant.**

#### Cathedral Hill Medical Office Building

The proposed nine-story (169-foot-tall, including the mechanical penthouse screen) Cathedral Hill MOB would replace the existing seven two- to three-story commercial buildings directly east of the site of the proposed Cathedral Hill Hospital, on the east side of Van Ness Avenue (see Impact AE-1 for further details).

As shown in Figure 4.2-3, “Cathedral Hill Campus: View 2—Looking West on Geary Street near Larkin Street” (page 4.2-15), the nine-story portion of the proposed Cathedral Hill MOB (with the proposed 15-story Cathedral Hill Hospital in the background) would contrast visually with the existing buildings in the vicinity, including buildings located east of the MOB site along Geary Street. This visual contrast is primarily because of the difference in height and bulk between the proposed Cathedral Hill MOB and the two- to five-story commercial buildings located along Geary Street, shown on the right side of Figure 4.2-3. In addition, the proposed nine-story Cathedral Hill MOB would represent a visual change in comparison to the existing two- to three-story commercial buildings on the MOB site that would be removed for LRDP development.

The adjacent existing medium-scale commercial and residential uses located directly north of the site of the proposed Cathedral Hill MOB are approximately two to four stories tall, with no setbacks. The visual contrast of the proposed building would decrease when compared to the existing medium-scale commercial and residential buildings located directly south, on the south side of Geary Boulevard. These existing buildings range from five to six stories tall and also have no setbacks. The nine-story portion of the proposed Cathedral Hill MOB would contrast visually with the commercial and residential development adjacent to and north and east of the site, and would contrast when compared to the existing two- to three-story commercial buildings that would be removed. The proposed building would be constructed of concrete and low-reflection glass, and would have a more modern appearance than the surrounding older buildings. However, the resulting change would not be substantial, because other modern, similarly scaled buildings are located along Geary Boulevard in this area (e.g., Archbishop of San Francisco Building, Citibank building, new nine-story residential building at Geary and Polk Streets). Further, the proposed building would be consistent with the visual character of the commercial and civic buildings along Geary Boulevard, which generally increase in height west of Van Ness Avenue. Therefore, **this impact would be less than significant.**

#### Cathedral Hill Campus at Full Buildout

Under the LRDP, the Cathedral Hill Campus would be fully developed. The site of the campus would be completely occupied by buildings and would have the appearance of a dense urban development. The buildings would have greater massing and height than the existing buildings on the campus and would have visually strong character. The scale and height of the buildings would be generally large but compatible with the surrounding buildings. The proposed 269-foot-tall 15-story hospital building would be located adjacent to and in the vicinity of other high-rise buildings along Van Ness Avenue. The proposed 169-foot-tall 9-story MOB would be set back down toward its eastern side to match the height of the shorter buildings which are present in that area. The proposed new Cathedral Hill Hospital Building and MOB would be compatible in general design, having similar form elements, modern architectural design and similar façade materials. The result would be an integrated, visually harmonious composition for the campus as a whole. The proposed campus would appear consistent in scale with development in the surrounding areas and along the Van Ness Avenue corridor. Street trees would line all the streets surrounding the campus on each side and would be landscaped in a unified manner that does not exist at present. The landscaping plan would be consistent with the City's plan for streetscapes, and for the Van Ness Avenue corridor in particular. Therefore, **this impact would be less than significant.**

**Cathedral Hill Campus with Project Variants:** The overall effect on visual character or quality would not change with the elimination of the Van Ness Avenue pedestrian tunnel from the Cathedral Hill Campus under the No Van Ness Avenue Pedestrian Tunnel Variant, or with implementation of the Two-Way Post Street Variant or

MOB Access Variant. Therefore, this impact is identical to the impact described above. **This impact would be less than significant for both the Cathedral Hill Hotel and the Cathedral Hill MOB.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Pacific Campus

With long-term development under the proposed LRDP, no physical changes would be made to the exteriors of several existing buildings on the Pacific Campus, and thus no visual impact related to these buildings would occur. These buildings are the 2333 Buchanan Street Hospital, 2300 California Street MOB, Stern Building (2330 Clay Street), 2400 Clay Street MOB, Clay Street/Webster Street Underground Parking Garage (2405 Clay Street), 2315 Sacramento Street Residential Building, Mental Health Center (2323 Sacramento Street), 2329 Sacramento Street Residential Building, Health Sciences Library (2395 Sacramento Street), vacant retail space at 2018 Webster Street, and Pacific Professional Building (2100 Webster Street). The library garden would also not be affected. Because no visual impacts would occur, no further discussion of these campus facilities is included in this analysis. The following descriptions are provided for the other elements of the proposed long-term development of the Pacific Campus: demolition of the Annex MOB, Stanford Building, and Gerbode Research Building and construction of the ACC Addition and North-of-Clay Aboveground Parking Garage.

### ***Annex Medical Office Building, Stanford Building, and Gerbode Research Building***

Under the LRDP, the Annex MOB (2340–2360 Clay Street), Stanford Building (2351 Clay Street), 2324 Sacramento Street Clinic, and Gerbode Research Building (2200 Webster Street) would be demolished. Each of these Pacific Campus buildings has been described in detail in Section 4.2.1, “Environmental Setting.” Demolition of these buildings would result in impacts on the existing visual environment, because the buildings would be replaced by new structures.

Loss of the above noted buildings to be demolished would result in diminished diversity of the Pacific Campus’s visual environment, to which these existing campus buildings contribute at present to varying degrees. The older buildings, specifically the Annex MOB and Stanford Building, provide visual connection to the surrounding neighborhood of older residential buildings. However, little of the Stanford Building is exposed to surrounding areas with close-up views of the building. Only the southern façade, which fronts on Sacramento Street, is exposed to viewers on Sacramento Street, and as noted in Section 4.2.1, much of that building’s façade has limited visibility, except when the viewer is directly in front of the building. The other façades of the Stanford Building are directed inward to the campus for close-in views. The upper part of the western façade of the Stanford Building, as well as that of the Annex MOB, is visible at a distance from Alta Plaza Park.

The most important front façade of the Annex MOB faces inward on the Pacific Campus. The building's eastern façade is only partly visible at a distance from Buchanan Street and is mostly blocked by the intervening Stern Building, which would remain in place under the LRDP. At street level along Webster Street, the western façade is mostly blocked in close-up views by the large Gerbode Research Building. The north side of the building is the back side of the Annex MOB and has less visual interest. The upper part of the Annex MOB's western is visible at a distance from Alta Plaza Park, but at that distance, the architectural details are difficult to discern in the view. Thus, the loss of the Stanford Building and Annex MOB would not cause a significant adverse impact on the visual environment at the Pacific Campus.

The Gerbode Research Building along Webster Street is a modern building and does not possess visually notable characteristics. The repeated rectangular patterns of the façades fronting on Webster and Clay Streets are typical of many modern buildings; thus, the façades lack strong visual interest to any viewer. Therefore, demolishing the Gerbode Research Building would not cause a substantial adverse impact on the visual environment at the Pacific Campus.

The proposed LRDP would include substantial new construction on the proposed ACC Addition, which would replace the Stanford Building, and the North-of-Clay Aboveground Parking Garage, which would replace the Annex MOB and Gerbode Research Building. The impacts caused by replacing the existing structures on the campus with the proposed new development are described below and in the subsequent discussion of viewpoints. As noted previously, these proposed designs are general in nature, and specific designs would be developed at a later time.

### ***Ambulatory Care Center Addition***

The approximately 205,000-sq.-ft. ACC Addition, and associated Webster Street/Sacramento Street Underground Parking Garage, would be located in the area of the campus currently occupied by the Stanford Building and the adjoining 2324 Sacramento Street Clinic. The existing Stanford Building and 2324 Sacramento Street Clinic would be demolished to accommodate the proposed ACC Addition. An underground parking structure would be located at the site (and in the area to the north), but aside from the entrance, it would not be visible at the surface. A new street, Campus Drive (located between the existing Pacific Professional Building and the proposed ACC Addition), would be built to support existing vehicular access to the campus from Webster Street and allow egress from Sacramento Street for loading and unloading.

The site of the proposed ACC Addition is bounded by Clay Street to the north, the west side of the 2333 Buchanan Street Hospital Building (which would become the ACC under the LRDP) to the east, Sacramento Street to the south, and the Pacific Professional Building (2100 Webster Street) to the west. The ACC Addition would be located immediately west of the proposed ACC (the current 2333 Buchanan Street Hospital building)

(Figure 2-40, “Pacific Campus—Proposed Site Plan,” page 2.4-123). The ACC Addition would be built above the proposed Webster Street/Sacramento Street Underground Parking Garage, on the site of the current Stanford Building and 2324 Sacramento Street Clinic, which would be demolished.

The existing 2333 Buchanan Street Hospital (proposed to be converted to the ACC) and ACC Addition buildings would both be nine stories and would be connected at the three lower floors, with no connection on the upper floors. The ACC building is 120 feet tall (including mechanical penthouse) and 18 feet shorter than the proposed 138-foot-tall (including mechanical penthouse) ACC Addition building. However, due to the grade change and location of the ACC Addition building at higher elevation from most viewpoints, the existing ACC building would appear to be taller than the proposed ACC Addition building. Access from the Webster Street/Sacramento Street Underground Parking Garage to the ACC Addition would be available along the northern portion of the proposed Campus Drive.

The proposed 138-foot-tall, nine-story ACC Addition structure would have a footprint in the general form of a rectangle, with the approximate 240-foot-long axis running north-south and the 100-foot-wide short axis running east-west. The northern façade would be angled back from the northeast corner of the building to the northwest corner along Clay Street, and the southwest corner of the building along Sacramento Street would be slightly recessed. The northern façade of the ACC Addition building would be set back approximately 50 feet from the northeast corner of the existing 2333 Buchanan Street Hospital building (proposed ACC building); the southern façade of the ACC Addition building would align with the southern façade of the existing hospital (proposed ACC) building along Sacramento Street. The east side of the ACC Addition building would connect directly to the existing 2333 Buchanan Street Hospital proposed ACC building. The west side of the ACC Addition building would be aligned along the proposed Campus Drive and would directly face the east side of the Pacific Professional Building.

Because this is a long-term development under the LRDP, no architectural designs have been prepared for the proposed ACC Addition building. For purposes of this visual impact assessment, it is assumed that the design would be generally consistent with the modern-style architecture of existing campus buildings, such as overall box-form massing, level rooflines, mechanical penthouse, rectangular patterns of façade wall and window features, and subdued color. The visual simulations are intended only to convey the general massing of the proposed building and the characteristics noted above. Therefore, the visual impact assessment for the proposed ACC Addition building is programmatic. It is assumed that a supplemental aesthetics evaluation would be conducted in the future when the design is developed.

### ***North-of-Clay Aboveground Parking Garage***

The 70-foot-tall North-of-Clay Aboveground Parking Garage would be located in the northwestern part of the Pacific Campus. The proposed garage would be located in the areas currently occupied by the 92-foot-tall Annex MOB and 71-foot-tall Gerbode Research Building, both of which are located between the northern edge of the campus and Clay Street. Webster Street is located along the west side of the Gerbode Research Building. CPMC would demolish the existing Annex MOB and Gerbode Research Building, as well as the Clay Street Tunnel (which is not visible at the ground surface), to construct the proposed parking garage.

The north side of the proposed North-of-Clay Aboveground Parking Garage would be located along the northern edge of the campus. Toward the west end, the building would abut an existing approximately 70-foot-tall building occupied by the Smith Kettlewell Eye Institute (not part of the Pacific Campus). The east side of the proposed parking garage would be set back from the northern campus property line and would be retained as open space. That portion of the campus is located adjacent to the rear yards of residential properties, which front on Washington Street. The east side of the proposed garage would be located along a landscaped area and would face the western façade of the existing 51-foot-tall Stern Building. The south side of the North-of-Clay Aboveground Parking Garage would be located along Clay Street, and the west side would be located along Webster Street.

### ***Effects on Visual Character and Quality at Specific Viewpoints for the Pacific Campus***

The effects of the proposed LRDP developments at the Pacific Campus on the visual character and quality of the site and its surroundings are discussed below, using visual simulations prepared for seven viewpoints. For the following discussion, Figure 4.2-10, “Map of Pacific Campus Viewpoint Locations” (page 4.2-36), shows the location of each of the seven viewpoint locations. Figures 4.2-11 through 4.2-17 (beginning on page 4.2-37) present the visual simulations, each comparing the “proposed view” (with implementation of proposed LRDP development) with the “existing view” of the Pacific Campus and surrounding area. The visual simulations of the changes proposed under the LRDP are superimposed into the existing views to present conditions as they would appear from those viewpoints after implementation of the LRDP.

#### **View 9: Looking East on Clay Street at Fillmore Street**

View 9 (Figure 4.2-11, page 4.2-37) is located one block west of the Pacific Campus at the northwest corner of the Fillmore/Clay Street intersection. In the simulated view from this vantage point, the western façade of the nine-story, 138-foot-tall ACC Addition would face the viewer and the northern façade would be seen obliquely. The relatively complicated block-like forms of the existing seven-story, 99-foot-tall Stanford Building would be replaced by the relatively simple block forms of the ACC building (i.e., the main building and its mechanical penthouse). The proposed nine-story ACC Addition, with its mechanical penthouse, would not rise above the roofline of the 2333 Buchanan Street Hospital building, which would rise directly behind it in this view. The ACC

Addition would block more of the façade of the nine-story, 120-foot-tall 2333 Buchanan Street Hospital building than the existing Stanford Building does. In this view, façade style and color treatment would only be indicative of the façade treatment, rather than constituting an actual design. The proposed North-of-Clay Aboveground Parking Garage would be hidden by existing buildings fronting the north side of Clay Street on the viewer's left.

#### View 10: Looking East on Sacramento Street between Webster Street and Fillmore Street

From the vantage point of View 10 (Figure 4.2-12, page 4.2-38), the existing University of the Pacific School of Dentistry (not part of the Pacific Campus) is the dominant building in the foreground. The existing nine-story, 120-foot-tall 2333 Buchanan Street Hospital Building is visible at the center of the image. In the simulated view, the proposed nine-story (138-foot-tall) ACC Addition would result in the primary effect on the view. The small visible portion of the southern façade of the Stanford Building would be replaced by the larger, more visible western façade of the ACC Addition. The ACC Addition building would be much bulkier than the Stanford Building that it would replace, and thus would block most of the visible portion of the western façade of the 2333 Buchanan Street Hospital (i.e., ACC building under the LRDP). The roofline of the ACC Addition would be located below the southern portion of the roofline of the 2333 Buchanan Street Hospital building (i.e., proposed ACC building). Under the LRDP, the 138-foot-tall ACC Addition would be taller than the 120-foot-tall proposed ACC (former 2333 Buchanan Street Hospital); however, because of the site's east-to-west downward slope, the proposed ACC building would appear taller. However, the roofline of the proposed ACC Addition would rise slightly above the ACC's roofline in the portion that would be located back from Sacramento Street and above the Pacific Professional Building (which is located in the center of the view and recognized by its contiguous windows and blue and gray concrete walls).

As noted previously, the proposed design of the ACC Addition is general in nature, and specific designs would be developed at a later time. View 10 shows that the scale and general form of the AAC Addition would be greater than those of the existing Stanford Building, but that overall, the proposed ACC Addition would be visually consistent with the adjacent Pacific Campus buildings along Sacramento Street.

#### View 11: Looking North on Webster Street at Sacramento Street

View 11 (Figure 4.2-13, page 4.2-39) is looking north along Webster Street from Sacramento Street. From this vantage, the University of the Pacific School of Dentistry (not part of the Pacific Campus) is a prominent building in the left foreground of the viewer. On the right side of the view is the five-story, 80-foot-tall Pacific Professional Building; farther in the distance in the middle of the view, the five-story, 60-foot-tall Gerbode Research Building is visible. In the simulated view, the proposed six-story, 85-foot-tall North-of-Clay Aboveground Parking Garage would replace the Gerbode Research Building and would cause the primary visual effect on this view. In this view, the roofline of the proposed garage would rise slightly higher than the equivalent existing roofline of the



Gerbode Research Building, and thereby would result in a slightly higher skyline as seen from this vantage point. The proposed parking garage would be somewhat bulkier than the Gerbode Research Building.

As noted previously, the proposed design of the North-of-Clay Aboveground Parking Garage is general in nature, and specific designs would be developed at a later time. View 11 shows that the scale and general form of the proposed garage would be slightly greater than those of the existing Gerbode Research Building, but that overall, the proposed building would be visually consistent with the adjacent Pacific Campus buildings and off-campus buildings fronting along Webster Street.

#### View 12: Looking West on Sacramento Street near Buchanan Street

View 12 (Figure 4.2-14, page 4.2-40) is looking west along Sacramento Street from between Buchanan Street and Laguna Street. From this vantage point, the existing nine-story, 120-foot-tall 2333 Buchanan Street Hospital Building (which would become the ACC under the proposed LRDP) is most prominent. In the simulated view, the proposed nine-story (138-foot-tall) ACC Addition would cause the primary effect from this viewpoint. The small, hardly visible portion of the southern façade of the Stanford Building would be replaced by the larger, more visible western façade of the ACC Addition. The ACC Addition would appear much bulkier than the Stanford Building that it would replace, and the southern façade would be located closer to the street. In comparison to the existing Stanford Building, the proposed ACC Addition would block more of the visible portion of the eastern façade of the University of the Pacific building in the background, and most of the visible upper story of the five-story, 80-foot-tall Pacific Professional Building (hardly visible because of trees). In this view, the building and roofline of the nine-story, 138-foot-tall ACC Addition would rise higher than that of the seven-story, 99-foot-tall Stanford Building and would occupy more of the skyline.

As noted previously, the proposed design of the ACC Addition is general in nature, and specific designs would be developed at a later time. View 12 shows that the scale and general form of the ACC Addition would be greater than those of the existing Stanford Building, but that overall, the proposed building would be visually consistent with the adjacent Pacific Campus buildings and University of the Pacific building along Sacramento Street.

#### View 13: Looking Southwest on Buchanan Street at Washington Street

From this vantage point (Figure 4.2-15, page 4.2-41), the existing 2333 Buchanan Street Hospital and Buchanan Street parking lot are visible. In the foreground, a residential building at the southwest corner of Buchanan and Washington Streets (not part of the Pacific Campus) is the dominant building in the foreground. In the simulated view, a small part of the upper floor and roofline of the northeast corner of the proposed nine-story, 138-foot-tall ACC Addition would be visible to the right of the proposed nine-story, 120-foot-tall ACC (existing 2333 Buchanan Street Hospital). The proposed ACC Addition would create a slightly higher skyline in the view. In this view, the proposed ACC Addition would cause only a minor effect on the visual environment. The east entrance

to the proposed six-story, 85-foot-tall North-of-Clay Aboveground Parking Garage would be located approximately where the existing open parking lot is located (street trees and fence), and adjacent to the existing residential building, blocking the view of the proposed garage from this viewpoint.

#### View 14: Looking South on Webster Street from between Washington Street and Jackson Street

From this vantage point (Figure 4.2-16, page 4.2-42), the 7-story residential building at the corner of Webster and Washington Streets is prominent. The concrete building in the center of the view is the Smith Kettlewell Eye Institute (not part of the Pacific Campus); the Gerbode Research Building (darker building) can be seen beyond. In the simulated view, the proposed six-story, 70-foot-tall North-of-Clay Aboveground Parking Garage would replace the five-story, 71-foot-tall Gerbode Research Building and would cause the primary visual effect. The roofline of the proposed garage would rise slightly higher than the equivalent existing roofline of the Gerbode Research Building (as seen by the relative change in its height compared to the fourth-story edge of the residential building in the foreground). Therefore, the proposed parking garage would result in a slightly higher skyline, as seen from View 14. The proposed North-of-Clay Aboveground Parking Garage would be somewhat bulkier than the Gerbode Research Building it would replace.

As noted previously, the proposed design of the North-of-Clay Aboveground Parking Garage is general in nature, and specific designs would be developed at a later time. View 14 shows that the scale and general form of the proposed garage would be slightly greater than those of the existing Gerbode Research Building, but that overall, the proposed structure would be visually consistent with the adjacent Pacific Campus buildings and off-campus buildings fronting along Webster Street.

#### View 15: Looking East from Alta Plaza Park

From this long-range vantage point (Figure 4.2-17, page 4.2-43), the Pacific Campus appears across the skyline with the 2333 Buchanan Street Hospital building rising prominently in the background. The impacts of the proposed buildings of the Pacific Campus on the vista from Alta Plaza Park were described previously under Impact AE-1 (page 4.2-94). Under the LRDP, the view from Alta Plaza Park would be changed modestly. In the proposed view from this vantage point, the visible proposed new structures would be the nine-story, 138-foot-tall ACC Addition building and the six-story, 70-foot-tall North-of-Clay Aboveground Parking Garage. These two structures would replace older buildings that have somewhat intricately detailed western façades (the Annex MOB and Stanford Building) with new buildings that would be somewhat more massive and present more uniformly patterned façades. From this viewpoint, part of the western façade of the proposed ACC (existing 2333 Buchanan Street Hospital) also would be blocked by the ACC Addition. The proposed buildings would fill in only a small portion of the skyline to the right of the proposed ACC building and to the left of the University of the Pacific building. Several buildings in the current skyline, such as the University of the Pacific building on the

viewer's left, the on-campus 2333 Buchanan Street Hospital, and other off-campus buildings in the distance, appear to have height and massing similar to those of the two buildings proposed under the LRDP. The impact of the LRDP on the skyline would not be substantial, and the overall visual character of the area in this view would not be altered substantially. In addition, the buildings proposed for the Pacific Campus under the LRDP would not block existing views of open space or visually unique buildings.

### ***Summary of Impacts related to Visual Character and Quality at the Pacific Campus***

#### **Ambulatory Care Center Addition**

Under the LRDP, the seven-story, 99-foot-tall Stanford Building (2351 Clay Street) would be demolished to accommodate the proposed nine-story, 138-foot-tall, 204,900-sq. ft. ACC Addition (see Impact AE-1 for further details). The height and massing of the proposed ACC Addition would be taller but consistent with that of the existing Stanford Building, which would be demolished under the LRDP, and of the nine-story, 138-foot-tall (including mechanical penthouse) 2333 Buchanan Street Hospital building, which would remain (and would be converted into the ACC). The proposed ACC Addition would be two stories taller than, and would represent an increase in bulk relative to, the existing Stanford Building that it would replace. However, the 138-foot tall ACC Addition building would not create a substantial visual contrast, because there are several large existing buildings in the area or adjacent (i.e., the 138-foot-tall 2333 Buchanan Street Hospital building and the Pacific Professional Building).

The height and massing of the ACC Addition would contrast visually with the existing small-scale, three- to four-story residential and medical buildings located to the south, on the south side of Sacramento Street; however, a visual contrast already exists between these uses and existing buildings on the main site of the Pacific Campus (i.e., 2333 Buchanan Street Hospital building, Stanford Building, and Pacific Professional Building). Therefore, the ACC Addition would not result in a new substantial visual contrast in comparison to the existing smaller-scale buildings located to the south. Although visual contrast would occur, the ACC Addition would be of a similar height and massing as the existing 2333 Buchanan Street Hospital building, which would remain in place. Therefore, the ACC Addition would generally be consistent with the visual character of the other buildings on the main site of the Pacific Campus.

The new Campus Drive, which would be located between the proposed ACC Addition and the existing Pacific Professional Building, would represent a new visual element on the main site of the Pacific Campus. Construction of this new street may displace the mature trees currently located adjacent to the Stanford Building. However, the CPMC LRDP would include a tree protection plan or landscape plan outlining the placement and replacement of mature trees that may be affected by development activities.

For the reasons described above, **this impact would be less than significant.**

### North-of-Clay Aboveground Parking Garage

The proposed six-story, 85-foot-tall, 172,500-sq.-ft. North-of-Clay Aboveground Parking Garage would be constructed in place of the seven-story, 76-foot-tall Annex MOB (2340–2360 Clay Street) and the five-story, 60-foot-tall Gerbode Research Building (2200 Webster Street), and a portion of the Buchanan Street surface parking lot (2315 Buchanan Street). The three-story, 51-foot-tall Stern Building (2330 Clay Street), which has been determined to be a historically significant building, would remain in place. The Buchanan Street parking lot, located east of the Stern Building and directly north of the 2333 Buchanan Street Hospital (the site of the proposed ACC discussed above), would be partially retained; this lot would be reconfigured to allow access to the North-of-Clay Aboveground Parking Garage from Buchanan Street, north of the Stern Building.

The North-of-Clay Aboveground Parking Garage would be 85 feet tall (including a 15-foot-tall mechanical screen). This parking garage would be located on the north side of Clay Street and would extend along a considerable portion of the block, from the Stern Building west to Webster Street, resulting in a large structure with minimal to no setbacks. The proposed parking structure would not contrast visually with the development located along Webster Street south of this site (Figure 4.2-16, “Pacific Campus: View 14—Looking South on Webster Street between Washington Street and Jackson Street,” page 4.2-42), some of which is included as part of the Pacific Campus. At six stories (85 feet) in height, the proposed North-of-Clay Aboveground Parking Garage would not result in a substantial visual contrast with the existing three- to seven-story (up to 75-foot-tall) buildings that this structure would replace. The parking garage’s building massing and bulk would contrast with the massing and bulk of those buildings, however, because two detached buildings would be replaced by one large contiguous parking structure, increasing the intensity of visual bulk and massing on the site. The proposed North-of-Clay Aboveground Parking Garage would be slightly taller than the existing buildings that it would replace, but it would not substantially alter the skyline from close or distant views.

As shown in Figure 4.2-13, “Pacific Campus: View 11—Looking North on Webster Street at Sacramento Street” (page 4.2-39), and Figure 4.2-16, “Pacific Campus: View 14—Looking South on Webster Street between Washington Street and Jackson Street” (page 4.2-42), the proposed North-of-Clay Aboveground Parking Garage would contrast visually with the existing two- to four-story, small- to medium-scale residential buildings that generally surround the parking structure site to the west and directly adjacent to the north. The garage would appear visually consistent in scale in with the taller and bulkier buildings in street views along Webster Street.

Because the proposed North-of-Clay Aboveground Parking Garage is part of the long-term development proposed for at the Pacific Campus, detailed massing and design plans are not currently available, and the representations of the parking structure in Figure 4.2-13 and Figure 4.2-16 are at a conceptual level. Based on the conceptual design used for this programmatic level assessment, the North-of-Clay Aboveground Parking Garage does not appear to result in a substantial adverse visual impact, because it would not substantially alter the skyline, and it would be

consistent with the street views along Webster Street. Any potential visual effect on the surrounding residential buildings would be analyzed in more detail in the future, during development-level planning when a detailed design is finalized. Mitigation measures could be proposed and implemented to reduce any impacts determined at that time. Long-term developments described in this document would be subject to a separate development-specific environmental review under CEQA, once more detailed design information is available. Therefore, **this impact would be less than significant.**

### Pacific Campus at Full Buildout

Under the LRDP, the Pacific Campus would be fully developed. The campus would be more densely developed with somewhat less open space that exists at present. The proposed buildings would have greater massing and height than the existing buildings on the campus that they would replace. Thus, the campus would appear to have denser more intense development than exists at present. The scale and height of the buildings, however, would be compatible with the surrounding buildings on the campus and immediate vicinity of the campus. The proposed 138-foot-tall ACC Addition building would be located adjacent to buildings similar in height and scale including the 138-foot-tall 2333 Buchanan Street Hospital. However, because of the proposed ACC Addition Building's position downhill of the existing hospital building, the overall appearance would be that of a building of lower height than the existing 2333 Buchanan Street Hospital building, that reflects the slope of the campus, consistent with the City's urban design policy. The proposed 70-foot-tall North-of-Clay Aboveground Parking Garage would be shorter than the two buildings which it would replace (the 92-foot-tall Annex MOB and the 71-foot-tall Gerbode Research Building), and therefore, would not substantially alter the arrangement of building roofline height from existing conditions in that part of the campus. The proposed garage building would appear more bulky than the existing buildings it would replace because it would present a continuous building façade to Clay and Webster Streets. There are no designs for the proposed new buildings on the Pacific Campus, and therefore, the effect on visual composition of the campus cannot be assessed at this time. It is assumed that the proposed building designs would be modern in style and therefore visually compatible with surrounding buildings on the Pacific Campus. Landscaped areas and street trees would be included in the landscape plan for all the streets, notably Clay Street along which most of the proposed development would be focused. The landscaping plan would be consistent with the City's plan for streetscapes. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

Under the proposed LRDP, the five-story, 84-foot-tall (66-foot-tall building and 18-foot penthouse) Davies Hospital North Tower and 84-foot-tall (66-foot-tall building and 18-foot penthouse) Davies Hospital South Tower and the four-story, 67-foot-tall (57-foot-tall building and 10-foot-tall penthouse) 45 Castro Street MOB would not

be physically changed; thus, the LRDP would not cause visual impacts related to these buildings. These buildings are not discussed further in this analysis. The following descriptions are provided for the proposed LRDP near-term and long-term development of the campus—the proposed Neuroscience Institute Building, landscaping plan, and surface parking lot (all near term) and the Castro Street/14th Street MOB and associated landscaping (long term).

### ***Neuroscience Institute Building, Landscaping Plan, and Surface Parking Lot (near term)***

#### **Overview of the Neuroscience Institute and Landscaping Plan**

The most important proposed near-term development under the LRDP at the Davies Campus is the proposed four-story Neuroscience Institute building, which would be located at the northeast corner of the campus. The proposed 50,100-sq.-ft. building would occupy most of the site currently used as a surface parking lot with landscaped areas.

The proposed Neuroscience Institute building would have four stories and would be a total of 61 feet tall, as measured from Noe Street to the top of the parapet of the elevator structure, which would be set back from Noe Street. Because of its setback, the 5-foot-tall parapet would be visible from street level only at an angle from a couple of viewpoints, as discussed below. Thus, most of the Neuroscience Institute building's mass would be 56 feet tall, as measured from Noe Street. At street level, most views of the building would be of the lower three stories of the building, which would be a total of 40 feet tall.

The long axis of the proposed Neuroscience Institute building would be approximately 150 feet long and parallel to Noe Street, and the building's three-story eastern façade would rise 40 feet along the street front. The main pedestrian entrance would be located on the south side of the building, from Noe Street and an adjacent parking lot located to the immediate south. A secondary pedestrian entrance would be located at the southwest corner of Noe Street and Duboce Avenue, and would be located in a one-story, 40-foot-long extension of the main part of the building northward of the eastern façade. Thus, the full eastern façade of the building along Noe Street would extend approximately 190 feet from its north end to its south end. The northern and southern façades of the lower three floors would be 75 feet wide. The fourth floor would be stepped back 22 feet from the eastern façade, rising an additional 16 feet in height (not including the elevator housing parapet). The long axis of the fourth floor would be perpendicular to Noe Street and would connect to the east side of the existing Davies Hospital North Tower. The eastern façade of the fourth floor would be 60 feet wide, and its northern and southern façades would be 130 feet long. Both the lower three floors and the fourth floor of the main Neuroscience Institute building would have a general box form, with the long axes at right angle to each other. The proposed building's rooflines would be straight and level, although in a stepped-back arrangement at varied levels.

As discussed below, the most visible façades of the proposed Neuroscience Institute building from public streets would be the northern and eastern façades, because they would be close to the street and would directly face Duboce Avenue and Noe Street, respectively.

### North Elevation

The proposed northern façade of the proposed Neuroscience Institute would have three parts (see Figure 2-46, “Davies Campus Neuroscience Institute—Proposed North Elevation,” page 2-157:

- ▶ *A one-story, 75-foot-long, plain-concrete façade* would be located along Duboce Avenue. The façade, in fact, would be a wall enclosing a courtyard that would include the building entrance and landscaping with seven trees. From Duboce Avenue the upper canopies of the seven trees would be visible above the top of the wall.
- ▶ *The three-story main building* would be 75 feet wide and 40 feet tall. The proposed façade would have concrete walls and tall rectangular windows with low-reflection glass. The wall plane would be slightly recessed from the walls on the east and west sides and the roof (see View 20 in Figure 4.2-23, page 4.2-66), such that they would appear set into a square concrete frame. The windows would be arranged in a regular pattern across the entire northern façade. The windows would have strong verticality, reflecting an analogous form and arrangement on the nearby Davies Hospital North Tower. The roofline would be level and straight. The two upper floors of this part of the proposed façade would be visible from street level along Duboce Avenue.
- ▶ *The fourth floor* would be set well back from Duboce Avenue. The façade would have vertically oriented low-reflection glazing and concrete. The eastern portion of the fourth-floor façade would be located over part of the lower three-story main building. The western portion of the fourth-floor façade would span a service drive, thereby connecting the main Neuroscience Institute building with the Davies Hospital North Tower. Both the roofline of the fourth floor and the floor line in the span section would be level. Because of the change in grade, the fourth floor would appear to be suspended over two floors of the western façade from where it is visible from Duboce Avenue.

A landscaped area would be located along the west side of the building’s lower floors along Duboce Avenue and the service driveway at the base of the Davies Hospital North Tower podium. That landscaped area would retain three of the existing redwoods and a pine tree, and would include new trees. The trees in the proposed landscaped area would partially screen the view from Duboce Avenue of both the western façade and the northern façade, including the northern façade of the fourth floor.

## East Elevation

The eastern façade of the Neuroscience Institute building would be oriented along the long axis of the proposed building and would be located immediately next to the Noe Street sidewalk (see Figure 2-47, “Davies Campus Neuroscience Institute—Proposed East Elevation,” page 2-158). At street level, floor-to-ceiling low-reflection glass would compose the entire ground-floor façade. The eastern façade would have a secondary building entrance at its north end on Noe Street, near its intersection with Duboce Avenue. The second and third floors would have a façade of concrete and teak-colored wood siding and vertical, rectangular low-reflection glass windows. The windows would be arranged into groupings of three and four on the second floor. On the third floor, there would be a single window near the north end of the façade and groupings of four windows. The arrangement of the third-floor window groupings would be offset from those of the lower second-floor groupings. The wall and windows of the Neuroscience Institute building’s eastern façade would be on one plane and there would be no roof overhang. The roofline would be level and straight. The first three floors of the proposed building would be highly visible from street level along Noe Street. Because of the street-level viewing angle, the roofline of the third floor would block the view of the fourth floor, which would be set back 22 feet from the eastern edge of the proposed building along Noe Street. The fourth floor would have the same treatment of the façade as that on the northern façade.

Low hedges would be located along Noe Street in five groupings at the base of the Neuroscience Institute building’s eastern façade. The terraced hedges would also continue to the south of the building along Noe Street. Eleven trees would be planted along the eastern façade along Noe Street, replacing the 11 existing trees removed from that location. The existing 15-foot, 6-inch-wide sidewalk along Noe Street would be widened into the campus property by an additional 7 feet, thereby resulting in a 22-foot-wide sidewalk along the east side of the Neuroscience Institute building. The sidewalk would have new paving. The existing width of both Noe Street and Duboce Avenue would remain unchanged by the proposed LRDP development. Street parking would continue to be provided along the west side of Noe Street, adjacent to the campus.

## South Elevation

The southern façade of the proposed Neuroscience Institute building would be generally similar in appearance to that of the northern façade (see Figure 2-48, “Davies Campus Neuroscience Institute—Proposed South Elevation,” page 2-159). The southern façade would be the main entrance to the building from a landscaped plaza. The publicly accessible plaza would be open to Noe Street on its east side and to the existing campus parking lot located to the south. As with the eastern façade, the entire ground floor of the southern façade would have floor-to-ceiling low-reflection windows. The doorways to the main building entrance would be located near the east side of the façade. The wall treatment and fenestration of the upper two stories would be similar in style, pattern,



and color to those on the northern façade. The roofline of the three-story southern façade would be level and straight.

On the west side of the building's southern façade, a plain-surface concrete wall would be the façade of the proposed elevator housing. That wall would be set back slightly from the southern façade of the lower three stories. The wall would extend from the ground surface to 5 feet above the roofline of the fourth floor to house the elevator (which would provide service to all four floors); the top of the parapet would be level and straight. The fourth floor would be set back from the southern façade, and would retain the same arrangement of glass and concrete materials and pattern as used for the building's northern and eastern façades. The eastern part of the fourth floor would rise above the main Neuroscience Institute building; the western part would span the service drive along the west side of the building, thereby connecting it to the Davies Hospital North Tower. Because the fourth floor would be set back from the main building's southern façade, and because of the plain-wall façade of the elevator housing, there would be only limited views of the fourth floor from street level along Noe Street south of the Neuroscience Institute building. The existing tall trees located south of the building, which would be retained under the LRDP, would also screen most views of the fourth floor from Noe Street, but partial views of the floor would be available from the street. The southern façade of the fourth floor would be visible from 14th Street at the entrance to the parking lot located south of the Neuroscience Institute building, as well as from the parking lot itself.

A publicly accessible, landscaped entry plaza would be located in front of the southern façade of the Neuroscience Institute building. The plaza would be the building's main entrance area. Twelve trees would be arranged in a grid plan of three rows, each with four trees. The row of trees closest to Noe Street would be aligned with the existing row of trees along the east side of the campus to the south. New paving would be laid in the plaza.

### West Elevation

The proposed western façade of the Neuroscience Institute building would face the podium of the existing Davies Hospital North Tower and would be visible from public streets only along Duboce Avenue. Because of the change in grade, the western façade would appear as two stories in its northern portion and three stories in its southern portion (see Figure 2-49, "Davies Campus Neuroscience Institute—Proposed West Elevation," page 2-160). The western façade would include repeated rectangular patterns of concrete and low-reflection glass windows in contiguous rows in the northern portion. The southern portion of the western façade would have three floors with plain-surface concrete, which would be similar in appearance to those on the southern façade. The central section of the western façade would be one floor with low-reflection glass windows and an entrance door from a drop-off driveway, which would be beneath the fourth-floor span between the proposed Neuroscience Institute Building and the existing Davies Hospital North Tower.

The west façade of the proposed building would include landscaping from the Duboce Avenue sidewalk on the north approximately to the area beneath the fourth-floor span section. The landscaping would include a grouping of five existing redwood trees and a Monterey cypress, as well as four new trees and a shrub cover. Paved areas without landscaping would be located along the western façade beneath and to the south of the fourth-floor span section of the building.

### **Surface Parking Lot**

Under the proposed LRDP, the existing three one-story modular buildings located to the south of the existing parking lot would be demolished or relocated off campus, and their sites would be converted to surface parking. The existing 20 trees located along the periphery of the campus along Noe Street and five trees along 14th Street plus one street tree would be retained without change. The ivy-covered fence located along Noe Street and 14th Street would be removed and replaced with hedges similar to those along the eastern façade of the proposed Neuroscience Institute building. The hedges would form a contiguous row of greenery along the sidewalk of the west side of Noe Street. The hedgerow would be slightly shorter than the existing ivy-covered fence that it would replace. As a result, the campus parking lot would be visible to the street. The existing trees located along the east façade of the double-modular building also would be removed. The entire south end of the east side of the Davies Campus would be a paved surface parking lot. The entrance to the parking lot would remain at its current location on 14th Street.

### ***Castro Street/14th Street MOB and Associated Landscaping (long term)***

Under the LRDP long term development, the existing three-story, 30-foot-tall Castro Street/14th Street Parking Garage would be demolished and replaced by the proposed Castro Street/14th Street MOB. The existing garage is not a structure with architectural characteristics that make it visually notable. Additionally, the building is largely screened from public view along Castro Street and 14th Street by dense trees and shrubs located along the perimeter of the campus. Thus, removing the Castro Street/14th Street Garage would not result in a substantial change in the visual environment of the Davies Campus and its immediate vicinity.

The key proposed long-term development under the LRDP at the Davies Campus is the three-story, 45-foot-tall Castro Street/14th Street MOB, to be located at the southwest corner of the campus. Because this MOB is a long-term development project under the LRDP, specific design details are not proposed. The proposed building footprint would be approximately 300 feet long by 180 feet, with the long axis parallel to Castro Street and the short axis parallel to 14th Street. The proposed Castro Street/14th Street MOB would have approximately 264,900 sq. ft. of floor space (including parking). It is assumed that the design would be generally consistent with the modern-style architecture of existing campus buildings, such as overall box-form massing, rectangular patterns of façade wall and window features, level and straight rooflines, and a subdued (gray or brown) color. Because the

specific design details are not available at this time, only the assumed general characteristics of the proposed Castro Street/14th Street MOB are evaluated here at a programmatic level. It is assumed that a supplemental aesthetics evaluation would be conducted in the future when the design is further developed.

The proposed Castro Street/14th Street MOB would have a larger building footprint than the existing Castro Street/14th Street Parking Garage. To accommodate the proposed building footprint, the proposed western and southern façades of the MOB would be located closer to Castro Street and 14th Street, respectively, than the similar façades of the existing garage structure. Because of the expanded area required for the MOB, the existing surrounding landscaped area on the west and south sides of the existing garage structure would be removed to provide space for the proposed MOB. The landscaped area on these two sides of the existing garage are occupied at present by large, tall, mature pine trees that border the campus along Castro Street and 14th Street. An ivy-covered fence also is located in this expansion area, immediately adjacent to the sidewalks on both streets. All of the existing trees and the ivy-covered fence would be removed for construction of the proposed Castro Street/14th Street MOB.

A landscape plan for the proposed long-term MOB development has not been prepared. It is expected that landscaped areas would be located along the west and south sides of the proposed Castro Street/14th Street MOB along Castro Street and 14th Street, respectively. For this analysis, it is assumed that a row of street trees would be planted along the west side of the proposed MOB along Castro Street between 14th Street on the south and the midblock entrance driveway from Castro Street on the north. Similarly, it is assumed that a row of street trees would be planted along the south side of the proposed MOB along 14th Street from Castro Street on the west to its proposed eastern edge.

### ***Effects on Visual Character and Quality at Specific Viewpoints for the Davies Campus***

The effects of the proposed near-term and long-term LRDP developments at the Davies Campus on the visual character and quality of the site and surroundings are discussed below, using the visual simulations prepared for six viewpoints. Figure 4.2-18, “Map of Davies Campus Viewpoint Locations” (page 4.2-61), shows the viewpoint locations for the Davies Campus. Figures 4.2-19 through 4.2-24 (beginning on page 4.2-62) present the visual simulations, each comparing the “proposed view” (with implementation of proposed LRDP development) with the “existing view” of the Davies Campus and surrounding area. The visual simulations of the changes proposed under the LRDP are superimposed onto the existing views to present conditions as they would appear from those viewpoints after implementation of the LRDP. The Castro Street/14th Street MOB (proposed for development in the long term) has no proposed design at present, and only general massing was available for the analysis.

### View 16: Looking West on 14th Street at Noe Street

This viewpoint (Figure 4.2-19, page 4.2-62) is from 14th Street at Noe Street, looking west toward the Davies Campus. From this vantage point, the southern portion of the Davies Campus is visible on the right. In the existing view, mature trees on the Davies Campus dominate the view; existing buildings on the campus are screened from view by shrubs and trees along the perimeter of the site. From this viewpoint, changes in the visual landscape from the proposed LRDP short-term development would be minor. The proposed Neuroscience Institute building would not be visible because it is located far to the right of the viewpoint and out of the view field. From this viewpoint, the existing trees and ivy-covered fence, visible behind the opposite street corner to the right, would remain in place. The existing large trees on the right in the foreground and middle ground of the view would remain under the proposed LRDP. Under the LRDP, the area immediately behind the foreground trees would be converted to a surface parking lot. The existing brown modular building, which is barely visible to the right in this view through the trees (although it is much more visible at present than in the image), would be removed. Vehicles in the parking lot would be partially visible from this viewpoint, although substantially screened from view by the trees and ivy-covered fence located along the western and southern perimeters of the campus.

In the proposed view, the long-term LRDP development would include distant views toward the proposed three-story, 45-foot-tall Castro Street/14th Street MOB, which is indicated in its approximate location. Under the LRDP the existing mature large pine trees that are located at the corner of the campus at 14th and Castro Streets would be removed for the construction of the proposed MOB. Removing the large pine trees would increase the visibility of that location (for a close-up view, see Figure 4.2-20, “Davies Campus: View 17—Looking Northeast on Castro Street near 14th Street,” page 4.2-63). The southern façade of the Castro Street/14th Street MOB would be located close to 14th Street and street trees would be planted along the sidewalk. From this viewpoint, none of the proposed MOB likely would be visible along 14th Street because of the intervening dense foliage of mature trees on the campus, which would be retained, and other existing street trees along the north side of 14th Street, which also would be retained. Depending on the eventual mature growth form of the proposed street trees (about seven years after planting), a very small part of the upper portion and roof of the southern façade of the proposed Castro Street/14th Street MOB possibly could be visible along the 14th Street frontage. Because detailed plans are not available for the MOB and street trees, only the potential location of the possibly visible part of the proposed MOB is indicated in the image of the proposed view. If the proposed Castro Street/14th Street MOB’s southern façade would be barely visible from this distant viewpoint, it would not result in a substantial effect on the view.

Under the proposed LRDP, the existing large, mature pine trees located along Castro Street and on 14th Street near Castro Street would be removed to provide space for the proposed Castro Street/14th Street MOB. Thus, the large dark green, dome-form canopies of the pine trees at the corner of Castro Street and 14th Street, which are

visible in the distance along the north side of 14th Street, would be removed under the LRDP. Those large trees, which are proposed for removal, would be replaced by smaller street trees proposed under the LRDP to be planted along 14th Street and Castro Street. The mature growth form of those replacement trees likely would not reach the size, height, and large-canopy forms of the existing large pine trees they would replace. The proposed street trees on the south side of the proposed Castro Street/14th Street MOB would be barely visible in the distance along the 14th Street in this view, and the proposed street trees on the Castro Street side of the MOB would not be visible. Removing the existing large pine trees at 14th and Castro Streets would open the distant background view, such that much more of the pink façade and red roof of the historic landmark Park Hill Condominium building (former St. Joseph's Hospital) would be visible from this viewpoint. Under the existing condition, the domes of the large pine trees at Castro/14th Streets are part of the skyline; by contrast, under the proposed condition, after the tree removal the roofline of the Park Hill Condominium building and a slightly greater amount of the summit of Yerba Buena Park would form the skyline at the horizon.

This block of 14th Street is part of the 49-Mile Scenic Drive. The proposed changes related to the LRDP development would not substantially alter the scenic quality of the view along this part of the 49-Mile Scenic Drive. Under the LRDP, the single-story modular units, which have a plain, utilitarian appearance, would be removed, and thus would improve the visual quality at this viewpoint. Their replacement with parking use would not be obtrusive, because much of the view of the parking lot would be screened by the vegetation that is located in the center of the view. Although the proposed short-term and long-term LRDP developments would change the vegetation, as described above, overall the effect on the view would not be substantial or adverse.

#### View 17: Looking Northeast on Castro Street near 14th Street

This viewpoint (Figure 4.2-20, page 4.2-63) is looking northwest and up the street grade along Castro Street from south of 14th Street toward the existing southwest corner of the Davies Campus at the intersection of Castro and 14th Streets. From this vantage point, the existing large mature pine trees occupying the southwestern portion of the Davies Campus are visible in the center portion of the image. These are the same large pine trees proposed to be removed as noted under the impact discussion for View 16.

No part of the proposed short-term campus development of the LRDP would be visible from this viewpoint. From this viewpoint, only proposed long-term LRDP development of the Castro/14th Street MOB and associated landscaping changes would be visible. As noted, no specific design for the proposed MOB and landscaping has been prepared; thus, the visual simulation is only conceptual.

In the proposed view, the existing Castro Street/14th Street Parking Garage would be demolished and replaced by the proposed Castro Street/14th Street MOB. Loss of the existing garage structure would not have a substantial visual effect from this viewpoint, because the existing façade of the building has only moderate visibility as a

result of partial screening by the existing trees, and the parking garage façades have no notable architectural attributes that contribute to the local scenic quality. Therefore, demolishing the existing Castro Street/14th Street Garage from would not have a substantial effect on the quality of the view from this viewpoint.

In the proposed simulated view (as seen in the center of the view), under the proposed LDRP, the three-story, 45-foot-tall Castro Street/14th Street MOB would occupy the southwest corner of the campus, where the existing large pine trees are located. The approximately 40 existing, large, tall, mature trees with broad canopies on the perimeter of the Davies Campus, which currently dominate the view, would be removed along Castro Street and 11 trees would be removed along the proposed MOB's southern façade on 14th Street and Castro Street. The 40 large mature trees that are located along the east side of Castro Street would be replaced by a continuous row of new trees closer to the street than the existing trees. The new trees would be located in front of the proposed Castro Street/14th Street MOB (one of the proposed trees is visible in the center of the view) and along its entire Castro Street frontage. The new broadleaf trees would be smaller than the existing pine trees that they would replace. The proposed trees are depicted at mature growth in the visual simulation. Because of their limited space for growth along the periphery of the campus between the proposed Castro Street/14th Street MOB and the street, the proposed trees are not likely to achieve the size, height, and canopy spread of the existing pine trees. Rows of tall pine trees, which are of similar size and height to the existing campus pine trees along Castro Street, are relatively unusual for San Francisco streets; they are common only in parks, along streets bordering parks, and along large boulevard medians. Rows of large tall pine trees, such as those located at present along the east side of Castro Street on the Davies Campus, are not seen elsewhere on local streets in the Duboce Park neighborhood, along other segments of Castro Street, or along its northern extension as Divisadero Street, nor anywhere along Upper Market Street. Thus, the proposed permanent removal of the tall pines along the west side of the Davies Campus along the frontage of the proposed Castro Street/14th Street MOB would result in the loss a part of an unusual streetscape for this area of San Francisco. The row of 28 existing (mostly large pine) trees on the campus fronting on Castro Street to the north of the proposed Castro Street/14th Street MOB would remain in place. Additionally, as indicated by the height of the simulated MOB, the proposed replacement broadleaf street trees would reach heights of about 50 feet and would form a contiguous green buffer to the proposed MOB in this view. Although tree forms would be changed compared to the existing trees, the proposed trees would retain the character of a tree-lined urban streetscape.

Because of their smaller forms, the proposed new trees would not screen as much of the existing Davies Campus buildings from view as the existing mature trees. Removing the existing large trees would open the view of the sky considerably and permanently because the replacement trees would be smaller. The change in the skyline also would make the overhead power wires more noticeable from this viewpoint.

The southwest corner of the Castro Street/14th Street MOB would be located close to the street corner at the Castro Street/14th Street intersection. The three-story, 45-foot-tall MOB would be visible and noticeable from Castro Street and 14th Street at this intersection. Because the proposed Castro Street/14th Street MOB would be closer to the street and less screened by trees than the existing parking garage, it would be more visible than the garage, which it would replace. The proposed Castro Street/14th Street MOB would replace the existing large trees at the intersection of Castro Street and 14th Street as the dominant visual feature in this viewpoint. The MOB would be compatible with the scale of the existing nearby two- to four-story (no more than about 40 feet tall) buildings, located on the opposite (south) side of 14th Street at Castro Street, seen to the right, and on the opposite (west) side of Castro Street (the nearby school buildings are located behind this viewpoint and thus not visible in the image).

The 49-Mile Scenic Drive passes through the Castro Street/14th Street intersection. This intersection has a stop-light, and thus drivers would likely be stopped at the intersection. At the intersection, the drivers would see the smaller tree forms along Castro Street and the southern and western façades of the Castro Street/14th Street MOB in close-up views. As noted, streets with tall large trees and broad canopies are a somewhat unusual streetscape for San Francisco outside of parks, and their loss at the Davies Campus could diminish the aesthetic experience of some people driving the 49-Mile Scenic Drive when at this intersection. While there would be a loss of scenic resources in this area of the city, the level of development proposed under the LRDP would not be unusual or unexpected for a densely developed urban area, such as San Francisco. In addition, the LRDP would include replacement landscaping along these streets to provide a visual buffer between the campus development and the surrounding streetscapes. Thus, the proposed view would continue to be scenic, with green streetscapes present on both Castro Street and 14th Street along the campus periphery. The proposed Castro Street/14th Street MOB would be visible but would be similar in scale to the buildings directly opposite it on each corner of the intersection.

The combined changes from the proposed LRDP's conceptual long-term development on the views at this vantage point would be considerable and noticeable in certain resources, as noted above, but overall the visual landscape would retain its essential character as a scenic tree-lined urban street, and the proposed trees and new landscaping would provide a visual green buffer to the adjacent proposed buildings on the campus, including the proposed Castro Street/14th Street MOB.

#### View 18: Looking North on Castro Street near 14th Street

This viewpoint (Figure 4.2-21, page 4.2-64) is looking north on Castro Street from near 14th Street toward the Davies Campus. A street-level neighborhood grocery store is visible in the foreground of the image. Like View 17 (which is directly across Castro Street from this viewpoint), no part of the proposed near-term Davies Campus development under the LRDP would be visible from this viewpoint. From this viewpoint, only the proposed

(long-term) Castro Street/14th Street MOB and associated landscaping changes would be visible. As noted, no specific design for the proposed Castro Street/14th Street MOB and landscaping has been prepared; thus, the visual simulation is only conceptual.

In the simulated proposed view, the Castro Street/14th Street MOB proposed in the LRDP would occupy the street corner, as seen in the center of the view. The large mature trees on the perimeter of the Davies Campus that currently dominate the view along Castro Street would be removed along the street and at the corner of 14th and Castro Streets. A contiguous row of trees would instead be planted along Castro Street, as seen in the center of the view. From this vantage point, the thick, dark-green foliage of the existing large trees, which casts considerable shadow, would be replaced by the smaller canopies of the proposed street trees, through which more sunlight would pass. Whereas the existing trees appear as a dense wall of foliage, the smaller canopies of the proposed trees would open more of the sky to view. The massive trunks of the existing pine trees would be replaced by the smaller boles of the replacement trees. The proposed tree row would be closer to Castro Street than the existing trees, and the canopies would be lower in height above the street. Those proposed changes would be more typical of common San Francisco urban streetscapes than the existing row of pine trees. The tall canopies of the existing tall pines are relatively unusual along San Francisco urban streets and in this part of the city; thus, its visual character is somewhat more unique than that which would result from the proposed tree row along Castro Street. The proposed trees would not screen as much of the existing Davies Campus buildings from view as the existing trees. The southwest corner of the four-story Castro Street/14th Street MOB would be highly visible from Castro Street and 14th Street. The western façade of the proposed MOB would be highly visible in the center of the view and would be only partially screened by the proposed trees. The southern façade of the proposed Castro Street/14th Street MOB would not be visible, because it would be blocked by the edge of the building in the middle ground of the view.

The proposed change in the visual landscape from this vantage point would be considerable, in that the unusual existing aesthetic character of the existing streetscape, created by tall trees with a high overhead canopy, would be replaced permanently by a more common streetscape in San Francisco, in which smaller trees, sunnier sidewalks, and more open sky overhead are characteristic. The location of the proposed Castro Street/14th Street MOB close to the street would be typical of urban areas of the city. The overall visual character of the area would be changed noticeably by the LRDP, but it would remain a scenic area, with the visual landscape retaining its essential character as a scenic tree-line urban street.

#### View 19: Looking East on Duboce Avenue at Buena Vista Avenue

This viewpoint (Figure 4.2-22, page 4.2-65) is looking east along Duboce Avenue from Buena Vista Avenue at the edge of Buena Vista Park toward the Davies Campus. This view was described previously under Impact AE-1, regarding impacts on scenic vistas (page 4.2-94). The existing buildings on the Davies Campus are screened from



view by thick foliage of numerous mature trees along Duboce Avenue, both on campus and off campus, and blocked from view by a residential building in the middle ground of the view. In the simulated view, no part of the proposed Castro Street/14th Street MOB or Neuroscience Institute building would be visible from this vantage point because of blockage by the intervening trees and buildings. The proposed thinning of the existing group of redwood trees located near the north (Duboce Avenue) entrance to the existing eastern parking lot would result in a smaller canopy in that area. In the existing view, a very small portion of the top of that group of redwood trees is visible, but this would be difficult to discern from the foliage of other trees that are closer to the viewpoint. In the proposed view, the reduced number of trees in that group of redwoods under the LRDP would result in an imperceptible change in the appearance of the visible tree tops, as seen from this distant viewpoint.

#### View 20: Looking Southwest on Noe Street at Duboce Avenue

This viewpoint (Figure 4.2-23, page 4.2-66) is looking southwest along Noe Street from Buena Vista Avenue toward the Davies Campus. From this viewpoint, the proposed near-term development of the Neuroscience Institute building and its associated landscaping would be visible. The proposed (long-term) Castro/14th Street MOB and associated landscape changes would be visible from this vantage point.

The existing eastern parking lot that would be removed is visible in the center of the existing view (as seen from across the intersection from Duboce Park). The existing 66-foot-tall Davies Hospital North Tower (not including the mechanical penthouse, which is not visible from this viewpoint) is in view behind the parking lot. A portion of the top two floors of the Davies Hospital South Tower is visible. In the simulated proposed view, the existing parking lot would be replaced by the proposed Neuroscience Institute building, located in the center of the view. The proposed Neuroscience Institute building would be four stories tall (40 feet tall to the top of the third floor). Only three stories of the proposed building would be visible from this viewpoint. The fourth floor and the top of the highest parapet (61 feet tall) for the proposed building's elevator structure would be recessed from the northern and eastern edges of the proposed building, and therefore would not be visible from this viewpoint. The proposed Neuroscience building would co-dominate the view with the existing Davies Hospital North Tower. The proposed Neuroscience Institute building would be highly visible from this viewpoint because it would be located near the street, and the 39 existing mature trees at the northeast portion of the Davies Campus, which surround the eastern parking lot, would be removed. A new row of trees would be planted along the eastern façade of the proposed Neuroscience Institute building. The scale of the proposed Neuroscience Institute building would be compatible with the existing scale of the church (the First Christian Church is about 30 feet tall and has about a 40-foot-tall tower) directly across Noe Street and the existing two- to four-story residential buildings that are located on the opposite (east) side of Noe Street (barely visible in the image).

The proposed Neuroscience Institute building would have a general block-form and a façade with rectangular features (vertical windows, wall panels, and wood panels). The level-roofed, first-story, secondary entrance to the

building would be visible near the center of the view. The walled courtyard at the entrance would be located to its right and mostly obscured by the Muni stop shelter and a truck in the image. The visible Neuroscience Institute building rooflines would be straight and level, and they would appear similar to those of the larger Davies Hospital North Tower behind and to the right in the view. The proposed architectural elements would be visually consistent with (although smaller in scale than) the existing rectangular forms and façade features visible from this vantage point on the eastern and northern façades of the Davies Hospital North Tower and the northern façade of the South Tower. Thus, the proposed Neuroscience Institute building would be generally consistent with the design context and would extend the general visual similarity (unity) in the overall architecture seen on the campus.

The proposed change in the appearance of the site's landscaping would be considerable. The existing northern and eastern edges of the Davies Campus are composed of 29 trees and an ivy-covered fence, which screen much of the parking lot and vehicles from view. Under the LRDP, 25 of these trees and the ivy-covered fence would be removed along the north side of the campus, and for a distance of about 500 feet to the south along Noe Street. With LRDP development, the density of the tree canopy would be greatly reduced compared to the existing condition in the northeastern part of the campus, which is visible from this viewpoint. The portion of the view area currently occupied by existing trees and the ivy-covered fence would be replaced by the proposed Neuroscience Institute building and considerably different landscaping. The proposed row of trees along the west side of Noe Street, adjacent to the eastern façade of the proposed building, would be smaller broad-leaved trees. The replacement trees would be about 30 feet tall, whereas the existing pines that would be removed are much taller. The single tall eucalyptus tree and the shorter broadleaf tree behind it on the median strip on Noe Street would become more isolated visually from the tree canopy of the campus. The visual character created by the thick foliage of existing trees along the north side of the campus along Duboce Avenue would be replaced by a greater amount of hard surface related to the northern façade of the proposed Neuroscience Institute building. This noticeable change in visual character of the northeastern campus edge would be partly addressed by new broadleaf trees proposed to be located along Duboce Avenue, and by retention of some of the existing group of redwood trees visible in the center right of the view. However, the proposed thinning of the existing group of redwood trees to the right of the proposed Neuroscience Institute building would reveal more of the eastern façades of the podium and the Davies Hospital North Tower (at the right of the view) than exists at present. However, in comparison to the existing condition, in which the Davies Hospital is somewhat visible from this vantage point, the proposed Neuroscience Institute building would block more of the view of the Davies Hospital South Tower's northern façade and the mechanical penthouse visible behind it in this view.

The proposed design of the Neuroscience Institute building and landscaping plan includes a wider sidewalk along Noe Street and discontinuous plantings of low hedges, which would be set against the glass-walled ground floor, and a row of street trees along the edge of the sidewalk. (Note: Due to scale, the visual simulation only includes

trees along a widened sidewalk.) The resulting streetscape would include vegetation that would be more spatially integrated with on-campus development than under the existing condition. Specifically, at present the ivy-covered fence and the trees behind it constitute both a physical barrier and a strongly defined visual barrier between the sidewalk and the campus (parking lot), in effect separating the public sidewalk from the campus. With the proposed landscaping, the campus edge would be brought forward and would be visually more integrated with the sidewalk through placement of landscaping on both the inner side of the sidewalk (hedges along the building façade) and the outer side (street trees). This would likely contribute to activating the streetscape for pedestrians in this area. The sidewalks also would have more access to sunlight than under current conditions.

In addition, the east side of the Davies Campus, along Noe Street, would be visually differentiated into three parts: the row of street trees at the northern end of the street, the row of recessed trees at the main entry plaza on the south side of the Neuroscience Institute building (not visible because they would be recessed from the sidewalk), and the existing pine trees at the south end of the block, which would be visible in the distance. The proposed visually differentiated landscape would replace the existing uniform eastern edge of the campus, which is composed of one, contiguous, tall, ivy-covered fence, and behind that, a row of mostly large pine trees, extending the full length of the block. The current configuration of the landscaping creates a visual barrier to the east side of the campus. The proposed configuration of vegetation would integrate the sidewalk into the campus and open it to the public in the center of the block. The visual change in character of the west side of Noe Street would be considerable, but the visual balance of the tree-lined streetscape on each side of Noe Street would be maintained and would be more differentiated.

In sum, overall, the proposed Neuroscience Institute building and its associated landscaping would result in a considerable change to the visual character of the area from this viewpoint because a surface parking lot would be replaced with a four-story building. The existing general visual perception of thick greenery on an undeveloped parking lot would be changed to that of a fully developed site. However, the proposed Neuroscience Institute building would be visually compatible with other nearby buildings on the Davies Campus and would be relatively modest in scale in a manner that is consistent with the pattern of development, that is, the existing three- and four-story buildings in the immediate vicinity.

Under the LRDP, the tree-lined urban streetscape along Noe Street and Duboce Avenue would be sustained and made more diverse. The public sidewalk along Noe Street would be widened, and the block-long existing fence and vegetation barrier separating the sidewalk from the campus would be replaced by a differentiated treatment of the landscaping and an opening of the campus to the sidewalk. There would be more access to sunlight compared to existing conditions created by the dense tree cover. For these reasons, the overall effect on scenic quality would not be adverse.

### View 21: Looking Northwest on Noe Street near 14th Street

This viewpoint (Figure 4.2-24, page 4.2-67) is looking northwest on Noe Street from a location north of 14th Street. The view is toward the east side of the Davies Campus. In the existing-view condition, mature pine trees along the western edge of the Davies Campus dominate this view. A portion of the Davies Hospital South Tower is visible behind the trees; the Hospital North Tower is almost entirely screened by the row of mature trees in the middle ground of the view. A long contiguous ivy-covered fence screens the existing surface parking lot at the Davies Campus, and diagonal street parking along Noe Street is visible in the foreground.

From this viewpoint, the proposed (near-term) Neuroscience Institute building and its associated landscaping would be visible from Noe Street. The proposed (long-term) Castro/14th Street MOB and associated landscape changes would be visible from this vantage point.

In the simulated proposed view, portions of the eastern and southern façades of the proposed Neuroscience Institute building would be visible in the distance along Noe Street to the viewer's right. The rectangular forms of teak-colored wooden siding, concrete, and windows of the proposed façades of the first three stories of the building would be seen in the background right part of the view. In this view, the southern façade would be visible and the design of the first three floors would be generally similar to that of the northern façade depicted in View 20. A small portion of the fourth floor, with its glass and concrete eastern façade, would be visible from this vantage point, but most of the building would be obscured by existing trees along Noe Street that would be retained under the LRDP.

There are 15 existing mature pine trees located along the west side of Noe Street at its northern end, would be removed and a row of new broadleaf trees would be visible in their place. The replacement trees would be on the order of 30 feet tall, and their crowns would be much lower and smaller than those of the existing pine trees they would replace. At midblock, in the center right part of the view, a proposed plaza would open to Noe Street. The plaza would be located in front of the main entrance to the building, thereby opening the view from Noe Street of the southern façade. South of the proposed plaza, the existing row of 20 large pine trees would remain along the edge of the surface parking lot. Removing the large trees would open the sky view somewhat along Noe Street at the plaza, (as well as providing more access to sunlight). It would reveal a portion of the eastern façade of the Davies Hospital North Tower behind the proposed Neuroscience Institute building, as well as the eastern façade of the Davies Hospital South Tower (neither of these views from the proposed plaza would be visible from this viewpoint).

A subtle, but important, change in the streetscape along Noe Street south of the proposed plaza would result from removing the existing ivy-covered fence running along Noe Street and replacing the fence with a hedge. The ivy-covered fence, located at present in front of the pine trees, would be removed and would be replaced by a

contiguous hedge that would be placed behind the trees. The proposed hedge would be similar in form to the hedge that is proposed along the sidewalk adjacent to the eastern façade of the proposed Neuroscience Institute building (although it would be discontinuous there). The view line of the hedge would appear slightly reduced in height compared to the existing ivy-covered fence, because it would be placed farther back from the edge of the sidewalk. As a result, the hedge would open the view under the trees somewhat into the adjacent parking lot (the southern part of the existing eastern parking lot) from Noe Street. The overall change to the view would be noticeable to viewers on the street because the proposed hedge would appear less like a barrier to the campus at the edge of the sidewalk and more like a backdrop to the large trees, which would remain in the foreground at this viewpoint with the bases of their trunks fully visible. The hedge, of course, would still form a physical barrier between the sidewalk and the parking lot, but it would be of shorter length and visually it is intended to be more like a street amenity than the existing visual barrier of the ivy-covered fence. The change in the visual character along this part of Noe Street south of the plaza would not be substantially adverse.

The greater degree of differentiation of the vegetation along the west side of Noe Street compared to the existing condition, as previously addressed for View 20, would be apparent from this viewpoint. Under the proposed LRDP, the existing retained large pine trees, located in the foreground of the view, would dominate the view and skyline. The trees would obscure much of the southern and eastern façades of the Davies Hospital North and South Towers, which also form part of the skyline. The existing retained trees and the proposed hedge would partially screen the existing surface parking lot behind them, and the concrete retaining wall behind the parking lot. In the center of the block, the proposed contiguous hedge line and row of pine trees would terminate at the opening for the proposed landscaped plaza. From this vantage point, that opening would be visible where the tree types and forms noticeably change, and the proposed southern façade of the proposed Neuroscience Institute building would be partially visible from the street. Proposed trees in the plaza would be set back from the edge of the sidewalk, thereby opening the street view into the campus, including the main entrance and south façade of the proposed Neuroscience Institute building (visible in the center right from this vantage point). The plaza also would open up views of the eastern façades of the Davies Hospital North and South Towers (that view from the plaza would not be visible from this vantage point). Starting above the location of the plaza, the rooflines of the proposed building would form the skyline in the distance. The northern end of the Noe Street streetscape would be dominated by the proposed building and its border of broadleaf street trees, which would be lighter green in color and lower in height than the existing pine trees visible in the foreground of the view. The tops of the crowns of the broadleaf trees that would be located along the eastern façade of the proposed Neuroscience Institute building would form the far distant skyline above the north end of this block of Noe Street.

### ***Summary of Impacts related to Visual Character and Quality at the Davies Campus***

#### **Neuroscience Institute Building**

The near-term development of the Davies Campus would include the proposed 50,100-sq.-ft., four-story Neuroscience Institute building and associated changes to the vegetated landscape. To allow for construction of the proposed building, the existing surface parking lot located at the northeastern corner of the campus (bordered by Duboce Avenue and Noe Street) would be fully demolished and almost all of the existing landscaping in that area would be removed. The proposed building and new trees and shrubs would be located on the entire northeast corner of the site, east of the existing Davies Hospital North Tower.

The proposed (up to 61-foot-tall) Neuroscience Institute building would be four stories tall and would represent an increase in the intensity of height, scale, and massing of the development on the site relative to the undeveloped surface parking lot that it would replace. The greatest bulk of the building would be composed of its lower three stories, which would be 40 feet tall. Most close-up street views of the building would be of the lower three stories of the northern façade (facing Duboce Avenue) and the eastern façade (facing Noe Street). The southern and western façades would be visible only at oblique angles from the adjacent streets. The façades would be modern in style, with rectangular forms and patterns, and concrete and teak-colored wood and windows with low-reflection glass. The rooflines would be level and flat. The fourth story of the proposed Neuroscience Institute building and a parapet for an elevator housing would rise to 61 feet tall above street level; however, because it would be set well back from the edges of the lower three stories, it would have limited visibility from street views. The fourth floor would span a service drive to connect the building with the existing Davies Hospital North Tower, and the span section would be visible from Duboce Avenue. The south façade would provide the main entrance to the proposed building and a landscaped plaza in front of it would open to Noe Street.

The height and massing of the proposed Neuroscience Institute building would be generally compatible with the existing church that is located directly across Noe Street from the building, and the building's height would be visually compatible with the scale of existing two- to four-story, small-scale residential townhome-style buildings located to the east, on the east side of Noe Street.

The proposed Neuroscience Institute building would be much reduced in height and mass compared with the existing buildings on the campus that would remain, notably the adjacent Davies Hospital North Tower and, to a lesser extent, the less visible South Tower. The Davies Hospital North Tower visually dominates the street-level views from Duboce Avenue, Duboce Park, and Noe Street because of the tower's large, prominent high-lying location overlooking the east side of the campus; its mass; its 84-foot-tall height above the podium; the building's box form; and the tower's eastern and northern façades, which exhibit uniform rectangular patterns of fenestration, and uniform color. In that context, the proposed Neuroscience Institute building would offer a

transition in height and bulk between the existing Davies Hospital and the adjacent residential area. The Davies Hospital North Tower would continue to be the dominant visual feature of the landscape. The proposed new Neuroscience Institute building would include building articulation that is consistent with the existing modern-style façades of other campus buildings; the building would have a stepped-back design that reduces its visible mass, and façades with visual interest provided by varied treatment with varied concrete, wood, and glass materials. Thus, although the proposed Neuroscience Institute building would result in a considerable change to the visual environment of the site compared to the existing use, it would be visually pleasant and would not adversely affect the character or quality of the visual environment.

The proposed landscaping and open space would further reduce the effects related to the contrast in visual character. Loss of the existing parking lot on which the proposed Neuroscience Institute building would be located would not in and of itself constitute a substantial adverse change to the visual environment because the paved parking lot has no form, structures, or qualities of note. Much of the parking lot is not visible from adjacent streets (Duboce Avenue and Noe Street) or from nearby Duboce Park because it is bordered by perimeter landscaping that is intended to screen it from public view.

There are 39 existing pine trees, redwoods, and other trees located in the peripheral areas of the parking lot. Additionally, an approximately 6½-foot-tall, ivy-covered fence runs along the entire length of the parking lot along Noe Street as physical barrier and visual screen in front of the parking lot. The proposed removal of 35 of the existing large trees and ivy-covered fence along the parking lot's periphery and their replacement with the proposed Neuroscience Institute building and its new landscaping would result in a considerable change to the visual environment. The proposed removal of the trees and ivy-covered fence along the northeast side and part of the east side of the Davies Campus would reduce the general character of the existing green buffer area around the parking lot, as viewed from Duboce Avenue and Duboce Park, and Noe Street from Duboce Avenue on the north to the midblock area north of 14th Street. Most of the existing mixed evergreen conifers and broadleaf trees located in the northern half of the eastern portion of the campus would be removed and replaced by new broadleaf trees that would be located along all four sides of the Neuroscience Institute Building. Half of the existing large redwoods located at the north entrance to the existing parking lot from Duboce Avenue would be retained in their current condition. Approximately 36 new trees and a hedge would be planted around the proposed Neuroscience Institute building. Although the primarily green park-like appearance of the northeast portion of the campus along Duboce Avenue and Noe Street would be lost, the proposed retention of some of the redwoods in the grouping along Duboce Avenue and the proposed planting of new trees around the proposed building would soften the visual character and effect of the building. Additionally, the proposed differentiation of the landscaping along the eastern edge of the campus along Noe Street would provide visual interest along the streetscape, as discussed below.

Under the LRDP, the tree-lined urban streetscape along Noe Street and Duboce Avenue would be sustained and would be made more diverse. The public sidewalk along Noe Street would be widened, and the existing block-long fence and vegetation barrier separating the sidewalk from the campus would be replaced by a differentiated treatment of the landscaping and an opening of the campus to the sidewalk. The landscaping plan for the proposed Neuroscience Institute building includes a wider sidewalk along Noe Street and discontinuous plantings of low hedges, which would be set against the glass-walled ground floor, and a row of street trees along the edge of the sidewalk. The resulting streetscape would include vegetation that would be more spatially integrated than under the existing condition. Specifically, at present the ivy-covered fence and the trees behind it constitute both a physical barrier and a strongly defined visual barrier between the sidewalk and the campus (parking lot), in effect separating the public sidewalk from the campus. With the proposed landscaping, the campus edge would be brought forward and would be visually more integrated with the sidewalk through placement of landscaping on both the inner side of the sidewalk (hedges along the building façade), and the outer side (street trees). This would likely contribute to activating the streetscape for pedestrians in the area. The sidewalks also would have more access to sunlight than under existing conditions. In addition, the east side of the campus, along Noe Street, would be visually differentiated into three parts: the row of proposed broadleaf street trees at the north end of the street, the row of recessed broadleafed trees at the main entry plaza on the south side of the building at midblock, and the retention of existing pine trees at the south end of the block. This visually differentiated landscape would replace the existing uniform eastern edge of the campus, which is composed of one, contiguous, tall, ivy-covered fence, and behind that, a row of mostly large pine trees, extending the full length of the block. The current configuration of the landscaping creates a visual barrier to the east side of the campus. The proposed configuration of vegetation is intended to help integrate the sidewalk into the campus and open it to the public in the center of the block.

The visual change in character of the west side of Noe Street would be considerable, but the visual balance of the tree-lined streetscape on each side of Noe Street would be maintained and more differentiated. Thus, the northeastern corner of the Davies Campus would have a more developed urban appearance under the LRDP, but the proposed landscape treatment would be consistent with that elsewhere on the campus and would provide a visual green buffer to the proposed Neuroscience Institute building, and its associated landscaping would retain the primary visual characteristics of a tree-lined urban street. Therefore, the change in the visual landscape on this part of the Davies Campus under the proposed near-term LRDP development would be considerable, but overall it would not adversely affect the scenic quality of the area.

The LRDP would include demolition or removal of three single-story, wooden, modular buildings located at the south end of the existing east parking lot. Because these three existing, plain, utilitarian structures exhibit minimal visual quality, the demolition and removal of these buildings would not result in a substantial effect on the visual quality of that part of the campus. Removing several existing small landscape trees located along the eastern



façade of the existing double-modular building (which would also be removed) would not result in a substantial change to the visual environment of the southeastern part of the campus. Thus, **this near-term impact would be less than significant.**

#### Castro Street/14th Street Medical Office Building

The proposed long-term LRDP development of the Davies Campus would include the new, approximately 264,000-sq.-ft. Castro Street/14th Street MOB at the southwest corner of the campus at Castro and 14th Streets. That area of the campus is occupied by the existing three-story, 112,600-sq.-ft. Castro Street/14th Street Parking Garage, which would be demolished and replaced with the new MOB by 2020. The existing Castro Street/14th Street Parking Garage is not a structure with architectural characteristics that make it visually notable. Additionally, because of adjacent landscaping that substantially screens it from view, the garage building is not a prominently visible feature, where viewed from Castro Street and 14th Street. Therefore, its demolition would not constitute a significant impact.

The proposed new building would be three stories (45 feet) tall, plus a 12-foot mechanical penthouse. The footprint, scale, height, and massing of the proposed Castro Street/14th Street MOB would be somewhat larger than those of the existing Castro Street/14th Street Parking Garage, which would be demolished to provide space for it. The height and scale of the proposed MOB would be generally compatible with those of the existing buildings along 14th Street and Castro Street. The proposed Castro Street/14th Street MOB has not yet been designed, and thus only general massing of the structure is analyzed at a programmatic level. It is assumed that the proposed MOB would have a modern style, form, and façade treatment that are generally consistent with those of existing buildings on the Davies Campus.

There are 51 existing large, mature trees located on the Davies Campus along its Castro Street frontage and on 14th Street near its intersection with Castro Street would be removed to accommodate the proposed Castro Street/14th Street MOB. The contiguous row of existing tall, mature, broad-canopied pine trees along the entire east side of Castro Street between Duboce Avenue and 14th Street define the existing visual character of this portion of the street. These trees currently provide a visual buffer between the existing parking structure, other Davies Campus buildings, and the street view, as well as for views from the two- to four-story residential buildings located on the west side of Castro Street and south side of 14th Street, opposite the site of the proposed MOB. Under the LRDP, all 40 pine trees along Castro Street from 14th Street north to the midblock campus entrance driveway would be removed in effect removing the trees from about half the length of the row on Castro Street (the 28 existing trees in part of the tree row, north of the midblock entrance drive to Duboce Avenue would be retained). The proposed removal of the contiguous row of 40 existing tall, large, broad-canopied trees along Castro Street would result in the partial loss of a streetscape that is relatively unusual in San Francisco, except in and along parks, and one that does not occur elsewhere in the general Duboce Triangle, elsewhere along Castro

Street or its northern extension as Divisadero Street, or along nearby Upper Market Street. The loss of the 40 trees in the southern part of the large pine tree row on Castro Street, as well as 11 trees along 14<sup>th</sup> Street, would occur in the area near the Castro Street/14th Street intersection, which is along the 49-Mile Scenic Drive, and could diminish the aesthetic experience of some drivers of that route.

New broadleaf trees are proposed for planting along the campus perimeter, fronting on Castro Street. The proposed replacement trees would be approximately 50 feet tall, and would form a visual green buffer along Castro Street to the existing campus buildings and the western façade (and part of the southern façade) of the proposed Castro Street/14th Street MOB. The smaller canopies of the proposed trees would allow more sunlight to reach street level and would open sky more than do the existing large trees. Although the contiguous row of tall pine trees fronting the east side of Castro Street would be reduced by half, the proposed broadleaf trees would provide visual diversity on that block.

Overall, the proposed change in the visual landscape along Castro and 14th Streets would be considerable, but not unexpected for densely developed urban areas in San Francisco. The unusual existing visual character of the existing streetscape, created by a block-long contiguous row of tall pine trees with a high overhead canopy, would be replaced under the proposed LRDP development with a more common streetscape in San Francisco in which smaller trees, sunnier sidewalks, and more open sky overhead are characteristic. The location of the proposed Castro Street/14th Street MOB close to the street would be typical of how office buildings are located in dense urban areas. The proposed row of broadleaf trees would partially screen the proposed Castro/14th Street MOB from street view, adding visual variety to the development site. The proposed trees would provide a green border to the campus's periphery along its west side. The overall visual character of the area would be changed noticeably by the LRDP, but it still would remain a scenic area. Therefore, the long-term development proposed for the Davies Campus under the LRDP would not substantially diminish the scenic resources of the campus and vicinity. Therefore, **this long-term impact would be less than significant.**

#### Davies Campus at Full Buildout

Under the LRDP, the Davies Campus would be more fully developed than it is at present. The site of the campus would be more fully occupied by buildings with less open space that exists at present. The proposed buildings would occupy an existing parking lot and would replace an existing parking garage with a structure of greater massing and height. Thus, the campus would appear to be more densely developed than exists at present. The scale and height of the buildings, however, would be compatible with the surrounding buildings on the campus and immediate vicinity of the campus. The proposed Neuroscience Institute Building would be 56 feet tall to the top of the fourth floor and substantially shorter than the adjacent Hospital North Tower, which is located higher on the slope to the west. The building would be taller than existing off-campus buildings located to the east across Noe Street; however, the fourth floor would be well-recessed from the Noe Street. The proposed 40-foot-

tall roofline of the eastern façade directly on Noe Street would be generally compatible with the heights of buildings along Noe Street as well as a building that is located across from the campus on Duboce Avenue. Overall, the building would present the visual appearance of a somewhat smaller building than it is, because of the transition in the height and bulk of this development on the eastern side of the campus. The proposed Neuroscience Institute Building would have modern design that is consistent with other campus buildings.

The proposed 45-foot-tall three-story Castro/14<sup>th</sup> Street MOB would appear taller and more bulky than the existing 30-foot-tall parking garage building that it would replace. The MOB building edge would be located closer to Castro and 14<sup>th</sup> Streets than the existing garage building, with its development, the campus would be more densely developed, and this increase would be apparent from the nearby surrounding streets. However, the proposed MOB would be generally consistent with the existing 67-foot-tall 45 Castro MOB which is located along Castro Street at the northwestern corner of the campus. Since this is a long term LRDP development, there are no designs for the proposed MOB, and therefore, the effect on visual composition of the campus cannot be assessed at this time. It is assumed that the proposed building designs would be modern in style and therefore visually compatible with surrounding buildings on the Davies Campus.

The most substantial effect of the proposed LRDP on the campus would be the change in landscaping along its periphery. The Davies Campus is bordered on all four sides by rows of trees, although the tree types and sizes vary on each side of the campus. The existing rows of predominantly large pine trees located along both the northeastern and southwestern corners of the campus would be replaced by new, shorter, broad-leaf trees. The existing row of tall pine trees located the northern side of the block along Castro Street on the western side of the campus would be retained, whereas the southern part of the same block would have the replacement trees. The existing row of pine trees located along the southern half of the block along Noe Street on the eastern side of the campus would be retained, whereas the northern part of the same block would have the replacement trees. Overall this creates a general symmetry for the arrangement of trees on the campus at its opposite corners. This would result in a notable change in the character of the streetscapes along both Castro and Noe Streets, but as described in detail above, it would not be a substantially adverse change or unexpected in the densely developed urban areas of the city, and the streetscape would remain scenic. Therefore, while the proposed change in the type of tree rows along the campus periphery would be visually substantial, the landscape plan would be generally consistent with the City's overall planning concept of retaining urban tree-lined streets. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in either the near term or the long term.

## ◆ St. Luke's Campus

At the St. Luke's Campus, the 1957 Building, 1912 Building, Monteagle Medical Center building, Duncan Street Parking Garage, and Hartzell Building would not be physically changed; thus, the LRDP would not cause visual impacts related to those buildings. Those buildings are not discussed further in this analysis.

Under the LRDP, the existing St. Luke's Hospital tower (169 feet tall including the mechanical penthouse) and the connector structure to the 1957 Building would be demolished, and the Redwood Administration Building would be removed or demolished. The existing CPMC parking lot and drop-off parking area in front of the St. Luke's Hospital tower would be removed to provide space for construction of the proposed St. Luke's Replacement Hospital and MOB/Expansion Building with parking garage. The buildings to be demolished or removed and the visual character of the parking lots are described in Section 4.2.1, "Environmental Setting," (page 4.2-71).

Demolishing the existing St. Luke's Hospital Tower would not cause a substantial adverse impact on the visual environment. Although the building is an easily identified structure because of its size and prominent location at Cesar Chavez and Valencia Streets, the existing St. Luke's Hospital tower is not a defining element of the visual character of the neighborhood, and its design is not visually notable. The façades of the hospital tower present visual characteristics generally common to buildings of its era and do not display any outstanding aesthetic qualities. The connector structure between the existing St. Luke's Hospital tower and the 1957 Building is located in a visually inconspicuous part of the campus and provides no definition to the campus's visual character. Although the connector structure is visible from Valencia Street, it is located far back from the street and partly screened from view by landscape trees, and it has minimal visual interest. The Redwood Administration Building is not located in an area with visual prominence from street views, and the building has no aesthetic attributes of note. The two parking areas to be demolished possess no strong visual characteristics. Some landscaping would be removed with the parking lot demolition, but its loss would not result in a substantial impact on a visual resource. Therefore, the proposed demolition of buildings and parking areas with associated landscaping would not cause a significant adverse visual impact on the environment.

The proposed LRDP includes the construction of the St. Luke's Replacement Hospital building, which would front on Cesar Chavez Street, and the adjacent MOB/Expansion Building. These two structures would create the most substantial physical effect on the visual landscape of the St. Luke's Campus. Landscape trees would be planted along the Cesar Chavez and Valencia Street frontages of these buildings.

## ***St. Luke's Replacement Hospital***

### **Overview of the St. Luke's Replacement Hospital**

The approximately 145,000-sq.-ft., seismically compliant St. Luke's Replacement Hospital would be located adjacent to and west of the existing St. Luke's Hospital tower. Specifically, the replacement hospital would occupy the site of the existing 3615 Cesar Chavez Street surface parking lot in the northwestern part of the campus. A portion of the new replacement hospital also would be constructed across the vacated section of San Jose Avenue, between the 1957 Building and the existing 3615 Cesar Chavez Street surface parking lot. Removal of the portable Redwood Administration Building from the campus would be required before the start of hospital construction.

The proposed new, five-story St. Luke's Replacement Hospital would be 99 feet in height; however, because the lot is sloped, the structure would vary in height relative to the location from which it is viewed. The St. Luke's Campus slopes downward to the east and north. For instance, the replacement hospital's approximate height measurements to the top of the roof parapet would be:

- ▶ 99 feet, as measured at the site's northwest corner from the top of the sidewalk on Cesar Chavez Street (Figure 2-63, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed North Elevation," page 2-205) (north elevation);
- ▶ 82 feet, as measured at the site's southeast corner from the top of the sidewalk on 27th Street (Figure 2-64, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed South Elevation," page 2-207) (south elevation);
- ▶ 98 feet, as measured at the site's northeast corner from the top of the sidewalk on Cesar Chavez Street (Figure 2-65, "St. Luke's Replacement Hospital—Proposed East-West Elevation," page 2-209) (east elevation); and
- ▶ 54 feet, as measured at top of the sidewalk on the site's southwest corner at 27th Street (Figure 2-66, "St. Luke's MOB/Expansion Building—Proposed East-West Elevation," page 2-211) (west elevation).

The main St. Luke's Replacement Hospital building entrance would be located on the north side of the first story, providing covered access from the drop-off area on Cesar Chavez Street through a lower-level plaza. The first story also would contain an off-street loading area, mechanical area, lobby, and other uses. The off-street loading area would be enclosed and located on the north side of the building, and would include three truck loading docks, three service van spaces, and two spaces for dumpsters. The second story (which would be at ground level to the south) would contain the main lobby, diagnostic and treatment space, and the Emergency Department. A two-vehicle ambulance bay would be located adjacent to the Emergency Department on the south side of the

replacement hospital. The upper four levels of the building would provide hospital facilities. The roof level would contain mechanical equipment.

The proposed St. Luke's Replacement Hospital would occupy the northwestern part of the St. Luke's Campus and would front on Cesar Chavez Street, and the building's south side would be on 27<sup>th</sup> Street. A landscaped area between the St. Luke's Replacement Hospital and the proposed MOB/Expansion Building would be located on its east side. The west side of the building would be located along the campus's property line. Residential buildings are located immediately to the west of the proposed replacement hospital building. The proposed five-story St. Luke's Replacement Hospital building would have an approximately rectangular footprint with recessed corners on the north and south ends of the east side of the building, and a westerly extension for the loading dock on the west side of the building at its north end. The long axis would be north-south and about 225 feet long, and the short axis would run east-west and about 180 feet long. The upper stories would be stepped back from the building's west side. The north and south sides would have flat walls. Rooflines would be level, but their heights would vary along various parts of the façade. A mechanical screen would be located above the roof and would rise to 99 feet above ground surface at Cesar Chavez Street.

The façades of the St. Luke's Replacement Hospital would be composed of various exterior materials including stucco, lightweight glass fiber reinforced concrete wall panels, clear vision glass, and metal panels. Figures 2-63 through 2-66 (page 2-205 through page 2-211) also illustrate the varying roofline of the St. Luke's Replacement Hospital, parapets, and mechanical equipment that would be screened.

### North Elevation

The roofline of the St. Luke's Replacement Hospital's northern façade (top of the parapet) would rise 99 feet above Cesar Chavez Street. The façade would be composed of varied rectangular shaped faces. The main entrance would be located at the east side of the façade and would have a canopy that extends to the front of the building from the east side of the building. A wall with windows and panels would rise above the entrance. The broader central part of the façade would have rows of square individual windows and the glass reinforced concrete façade would have a light earth-tone color. At street level, the window row would be positioned above the sidewalk. The top of the façade would have a level, straight roofline. The east side of the central part of the façade would be a little shorter, and have metal panels with a darker earth-tone color with windows. The west side of the northern façade would step down from the taller central portion of the building and would be 51 feet tall. This part of the façade would have a box form. A loading dock would be located at street level. A large rectangular window with a mixture of vision and spandrel glass would be located in the upper floors and would be surrounded by flat walls with an earth-tone color. This area also would have a level, straight roofline. Part of the rear side of the building would be visible behind this area, and it would be a blank wall with a level straight roofline.

A landscaped plaza would be located adjacent to the east side of the St. Luke's Replacement Hospital building and would form an open space area between this building and the MOB/Expansion Building to the east. The upper-level plaza would be one floor higher than the street-level entry to the plaza, and stairs would be located adjacent to both buildings. An entry to a community room would be located at street level directly below the landscaped area, and would provide a visual connection between them.

### East Elevation

The eastern façade of the proposed St. Luke's Replacement Hospital would have a block-form with a long, level, straight roofline across the entire façade at a height of 99 feet above ground level. The slope along the site drops toward the north; thus, along the eastern façade, the south end of the building would be 81 feet to the top of the roof from the upper level plaza and the north (Cesar Chavez Street) end would be 84 feet to the top of the roofline. The ground level and second level would be accessible from the entries located at two different levels. The main entrance would be located off a lower plaza located at the north end of the building near Cesar Chavez Street. Two access points to the upper level plaza would be located off an upper plaza to the south.

The entire east façade of the St. Luke's Replacement Hospital would have a structural canopy that would run in a gently undulating manner, as viewed from the east side. The canopy would wrap around the northern façade at the main entrance along Cesar Chavez Street. The wall below the structural canopy would be composed of glass. The upper stories would have rows of rectangular windows that would be divided across the façade into seven groupings separated by metal panels. The projecting portion of the eastern façade with fenestration would be four stories tall. The central portion of the building would rise another floor (i.e., fifth floor) above the eastern façade and would be recessed behind it. From the eastern façade, the fifth floor would appear as a blank wall that would be set back from the south side, would extend beyond the north side of the building, and would have a level, straight roofline.

### South Elevation

The southern façade of the St. Luke's Replacement Hospital building would have block-form arrangements that would be analogous to those of this building's northern façade, but with some differences. The east side of the southern façade would have a secondary entrance that would also open to the upper level plaza. The structural canopy would wrap around the façade from its larger form along the eastern façade. The wall above the secondary entrance and canopy would be three stories tall and would have rows of rectangular windows set between light colored wall panels. The metal panels surrounding the windows would be plain and dark green in color. The roofline would be level and straight and the top of the roof would be 82 feet above ground level of the upper-level plaza on this side of the building. The central portion of the southern façade would be similar in appearance to the facade on its north side. The flat wall in this part of the façade would have individual square windows in a glass

reinforced concrete wall. On this façade, windows would be located on the ground floor. The wall would be an earth-tone color. The roofline would be 82 feet tall above the upper-level terrace and would have a level, straight roofline. The western portion of this façade would be similar in scale and block form to that of its counterpart on the north side of the building; however, the fenestration would be different. In this part of the façade, the wall is set back at the ambulance bay, located at the west side. The two floors above the ambulance bay would each have four individual windows. The roofline would be level and straight, and the top of the roof would be 51 feet above the adjacent (sidewalk) ground surface.

### **Western Building Façade**

Along the western façade of the St. Luke's Replacement Hospital, an earth-tone colored block-form structure would form the northwest corner of the building. West-facing windows would be located in the lower two stories facing Guerrero Street. The upper floors would be recessed from the northwest corner of the building. At its north end, a plain stucco wall with muted color would extend to the roof. The remainder of the façade would have long rows of individual rectangular (almost square) windows on a flat, light colored, plain glass reinforced concrete façade wall. The long roofline would be level and straight. Most of the lower floors of the western façade would be located directly opposite the adjacent residential properties to the west, and thus would not be visible from the street. Only the upper floors would be visible.

### ***Medical Office Building/Expansion Building***

#### **Overview of the Medical Office Building/Expansion Building**

Under the LRDP, soon after the existing 12-story St. Luke's Hospital tower is vacated, the hospital tower would be demolished. After demolition of the St. Luke's Hospital tower, a new, approximately 201,000-sq.-ft., five-story MOB/Expansion Building would be constructed at the site of the former hospital tower. The new building would have belowground parking, but only the entrance and ramp would be visible at the ground surface.

The new five-story MOB/Expansion Building would be 100 feet tall; however, because the lot is sloped and the building would have setbacks and varied heights, the structure would vary in height relative to the location from which it would be viewed. The St. Luke's Campus slopes downward to the east and north. For instance, the approximate height measurements to the top of the roof parapet of the MOB/Expansion Building would be:

- ▶ 100 feet, as measured at the site's northeast corner from the top of the sidewalk on Cesar Chavez Street (Figure 2-63, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed North Elevation," page 2-205) (north elevation);



- ▶ 82 feet, as measured at the building's southwest corner from the top of the plaza on San Jose Avenue (Figure 2-64, "St. Luke's Replacement Hospital and MOB/Expansion Building—Proposed South Elevation," page 2-207) (south elevation);
- ▶ 100 feet, as measured at the site's southeast corner from the top of the sidewalk on Valencia Street (Figure 2-65, "St. Luke's MOB—Proposed East-West Elevation," page 2-209) (east elevation); and
- ▶ 99 feet, as measured at top of the sidewalk on the site's northwest corner at Cesar Chavez Street (Figure 2-66, "St. Luke's MOB/Expansion Building—Proposed East-West Elevation," page 2-211) (west elevation).

The façades of the MOB/Expansion Building would be composed of various exterior materials, including stucco, lightweight glass fiber reinforced concrete wall panels, clear vision glass, and metal panels, similar to those used on the façade of the Replacement Hospital. Figures 2-63, 2-64, and 2-65 (pages 2-205 through 2-209) also illustrate the varying roofline of the building, parapets, and mechanical equipment that would be screened. The mechanical penthouse would be an extension of the building's form.

The ground level would provide pedestrian and vehicular access to the MOB/Expansion Building and would contain the main lobby, a retail outlet, and parking. The four upper stories would have office and other uses.

The proposed MOB/Expansion Building would be located at the northeastern edge of the St. Luke's Campus, bordered by Cesar Chavez Street on the north and Valencia Street on the east. A proposed 55-foot-wide landscaped area between the MOB/Expansion Building and the proposed St. Luke's Replacement Hospital would be located to the west. Along the south side of the MOB/Expansion Building would be a landscaped area between the building and the existing north side of the 1957 Building. The long axis of the building would be east-west and about 200 feet long; the short axis would be north-south and about 120 feet long. The building footprint would be generally rectangular; however, the north side would be angled away from the front of the building on Cesar Chavez Street. Additionally, recessed walls would be located at the northeast and northwest corners of the proposed MOB/Expansion Building. At Valencia Street, at the southeast side of the proposed building, a vehicle entrance and ramp would extend down to the underground parking structure.

### North Elevation

The northern façade of the proposed MOB/Expansion Building would extend 200 feet along Cesar Chavez Street and would rise 100 feet above street level to the top of the mechanical screen. The roofline of the northern façade would rise to 85 feet above Cesar Chavez Street. The façade would be composed of varied rectangular faces that are consistent with the design theme of the adjacent proposed St. Luke's Replacement Hospital. The main entrance would be located on the west side of the façade along Cesar Chavez Street and near the landscaped area

between the two proposed buildings. The stairs to the upper plaza level and the street-level community room entry would be located immediately to the west of the main entry of the MOB/Expansion Building.

On most of the northern façade, the lower two floors would have rows of rectangular windows arranged in 10 groups with plain glass fiber reinforced concrete dividers, and would project slightly forward toward the street compared to the rest of the building's northern facade. The walls of the lower two floors also would be angled back from the street from a near-central divide. Thus, the western part of the wall (and six of the window groups) would face slightly to the northwest, whereas the eastern part of the wall (and four of the window groups) would face slightly to the northeast. A parking entry would be located approximately to the west of the center of the building. The third and fourth stories would be slightly stepped back from the lower floors and would have metal panel walls with rows of windows arranged in five groups. The top floor would be stepped back from the floors below and would have similar groups of windows, although the windows would be divided somewhat differently.

The top of the building would be the mechanical penthouse screen, which would be set back from the overall northern façade wall. Like the roofline, the mechanical screen would have a level, straight top. The east and west sides of the mechanical screen would be set back from the edges of the building. The screen would be gray in color on this and all its other sides. The façade would otherwise have a light earth-tone color. The east side of the building would have a recessed wall and a repeated pattern of rectangular windows and walls extending from the street level to the roof. The color would be muted earth tones.

### East Elevation

The eastern façade of the proposed MOB/Expansion Building would face Valencia Street and would be the short axis of the building. At street level, the façade would be similar to the eastern corner of the north façade, with a repeated pattern of rectangular windows and walls from street level to the roof. However, the third and fourth floors would project slightly forward from the main wall and would have a wide rectangular surround of plain, earth-toned colored metal panel wall. The south side of the eastern façade would have an entrance at street level with a row of double-grouped windows on the upper floors on a flat wall plane. Two horizontal narrow ledges would divide the wall surface. The top of the eastern façade's wall would be 85 feet above the street, and the roofline would be level and straight. The east side of the gray-colored screened mechanical penthouse would be set back from the east side of the building as well as from the north and south sides. At the street level, the façade wall would extend further to the south and the main underground parking garage entry would be located immediately just south of the southern edge of the building.

### South Elevation

The southern façade of the proposed MOB/Expansion Building would be the building's long side and would face toward the St. Luke's Campus and the segment of San Jose Avenue that traverses the campus. The entire southern

façade wall would be flat and would rise 67 feet above the ground surface of the upper level terrace, the top of the mechanical screen would be 15 feet higher above the roof. The first floor would be located off the landscaped area south of the building and would have a contiguous row of glass windows in five groups. A secondary entrance would be located at the western end of the façade off the upper level plaza. The upper floors would have rectangular windows in six groups. Two narrow horizontal ledges, continued onto this façade from the eastern façade, would provide architectural detail. The wall would be a plain surface of stucco with an earth-tone color. The roofline would be level and straight for the full length of the building. The gray-colored screened mechanical penthouse would be above the roof of the building, and would be recessed from the façade as well as from the eastern and western façades.

### **West Elevation**

The western façade of the MOB/Expansion Building would be the shortest of the building and would face onto the landscaped plaza between this building and the proposed St. Luke's Replacement Hospital. The four stories of the southern end of the eastern façade would have a flat wall plane and fenestration similar to that on its southern façade. The narrow horizontal ledges on the southern façade would continue part of the way along the western façade. The northern end of the western façade would have five stories because of the drop in grade from the upper plaza level to the Cesar Chavez Street level. The lower floor fronting Cesar Chavez Street would have rectangular glass extending up to the second floor, as a continuation of the similar style on the front (north) side of the building. An entrance to the MOB/Expansion Building would be located at the ground floor, at the foot of the stairs between the upper and lower plazas. The third and fourth stories near the north side of the western façade would project slightly out from the main wall plane. In that part of the façade, the windows would be rectangular and grouped together within a rectangular stucco wall surround. The upper floor would thus appear to be slightly set back from the top of the fourth floor. A rectangular window would be located at the fifth floor on the same wall plane as the south side of the façade. The roofline would be level and straight, and it would be 99 feet tall above Cesar Chavez Street.

### ***Modification of the 1957 Building***

Construction of the proposed MOB/Expansion Building would require removal of the connector to the existing St. Luke's Hospital tower at the time it would be demolished. This would result in minor replacement of the north wall of the 1957 Building. Additionally, landscaping on the north side of the 1957 Building would be removed for construction of the entry ramp to the below-grade/underground parking facility.

### ***Landscaping Plan***

The LRDP would include substantial landscaping to replace lost trees on the St. Luke's Campus and street trees as well as other features. The area surrounding the proposed St. Luke's Replacement Hospital and MOB/Expansion

Building on their south sides and in the plaza area between these two buildings would be landscaped with trees and other plantings. The proposed 55-foot-wide plaza located between the Replacement Hospital and the MOB/Expansion Building would be the central landscaped area of the campus. Street trees would be planted along Cesar Chavez Street, Valencia Street, and 27th Street. An existing large landmark fig tree located near the 1957 building would be preserved by the proposed development plan.

### ***San Jose Avenue Utilities Relocation***

This proposed component of the LRDP would involve mostly underground utilities. Underground facilities would not be visible at the ground surface, except potentially fire hydrants and small facilities for electrical and communications. These surface facilities would be minor parts of the visual environment and are not discussed further. Undergrounding of overhead power and telephone lines is proposed. These improvements would result on demolition of existing overhead lines that are unsightly. This component of the proposed LRDP is not discussed further.

### ***Effects on Visual Character and Quality at Specific Viewpoints for the St. Luke's Campus***

The effects of the proposed LRDP developments at the St. Luke's Campus on the visual character and quality of the site and surroundings are discussed below, using visual simulations prepared for eight viewpoints. For the following discussion, Figure 4.2-25, "Map of St. Luke's Campus Viewpoint Locations" (page 4.2-81), shows the location of each of the five viewpoint locations. Figures 4.2-26 through 4.2-29 (beginning on page 4.2-82) present the visual simulations, each comparing the "proposed view" (with implementation of proposed LRDP development) with the "existing view" of the St. Luke's Campus and surrounding area. The visual simulations of the changes proposed under the LRDP are superimposed into the existing view to present conditions as they would appear from those viewpoints after implementation of the LRDP.

#### **View 22: Looking Northeast on San Jose Avenue at Duncan Street**

This viewpoint (Figure 4.2-26, page 4.2-82) is located at the southwest corner of the St. Luke's Campus, at the intersection of San Jose Avenue and Duncan Street. From this viewpoint, the western façades of the existing 169-foot tall (including mechanical penthouse) St. Luke's Hospital tower (center of the view) and the 113-foot-tall existing Montecagle Medical Center building (to the viewer's right) dominate the visual environment. As shown in the simulated view, the proposed 100-foot-tall MOB/Expansion Building would be visible immediately to the left of the large trees in the center of the view. The proposed 99-foot-tall St. Luke's Replacement Hospital would be visible to the left. The buildings would be 55-feet apart from one another with the St. Luke's Replacement Hospital building located closer to the viewer than the MOB/Expansion Building. The two buildings would have similar visual characteristics of their façades. Both buildings would possess rectangular forms and features, such as simple wall planes, windows, and level straight rooflines. The forms and

arrangements of these features would be varied on different parts of the façades, intended to add visual interest. The muted earth tones of the color treatment of the façades of the two buildings also would be varied but visually complementary.

In View 22, the view and skyline would be filled by the bulk massing of the proposed buildings, compare to the existing campus condition, which in the existing view is less densely developed. The view would be fully blocked along San Jose Avenue to the north, across Cesar Chavez Street, and thus the existing buildings located on the north side of Cesar Chavez Street (in the distance for the existing view) would not be seen from this viewpoint under existing conditions. The space separating the two buildings is indicated by the visible part of the western façade of the MOB/Expansion Building and the proposed landscape trees at its base. The height of the proposed (100-foot-tall) MOB/Expansion Building would be considerably shorter than that of the existing 169-foot-tall St. Luke's Hospital tower that it would replace. From this viewpoint, the proposed buildings would substantially increase the density of site development on this part of the campus. Overall the two proposed buildings would fill more of the skyline directly north of the viewpoint, compared to existing conditions. A notable change in the proposed view, compared to the existing conditions, would be the substantial reduction in overhead wires across the sky.

#### **View 23: Looking East on Cesar Chavez Street at Guerrero Street**

This viewpoint (Figure 4.2-27, page 4.2-83) is looking east along Cesar Chavez Street from the northwest corner of the Guerrero Street/Cesar Chavez Street intersection. As seen in the simulated proposed view, the substantial bulk of the combined proposed St. Luke's Replacement Hospital and MOB/Expansion Building would become the dominant visual feature and would replace the dominate existing hospital building. The expansive western and northern façades of the 100-foot-tall replacement hospital, with a visually prominent row of square windows in the upper floor, would fill the view to the right in this view. The roofline of the replacement hospital would rise substantially above that of the adjacent three-story residences fronting Cesar Chavez Street and the larger three-story, multi-unit residential building located closer to and on the right in the view. The broad expanse (bulk) of the western façade of the St. Luke's Replacement Hospital building would be taller and larger-scaled compared to those residential buildings. The roofline of the 100-foot-tall replacement hospital would appear to reach the same height in the skyline attained by the existing 169-foot-tall St. Luke's Hospital tower, but the lateral extent of the proposed replacement hospital would be much greater. The colors of the proposed building (muted earth tones and light color above) would enhance the difference in the scale of the proposed buildings and that of the residential buildings. From this viewpoint, the rectangular forms of the walls and windows appear visually compatible with the similar rectangular forms of the residential buildings. Overall, although the proposed new development on the campus would be more dense than with the existing conditions on-campus, the proposed design of the new development is intended to help make it more compatible with surrounding development.

In the distant center of the proposed view, the skyline also would be filled to a greater degree than under the existing condition, because the proposed MOB/Expansion Building would be located closer to Cesar Chavez Street than the existing St. Luke's Hospital tower (which is set back from the street behind the landscaped drop-off area and parking lot). The projecting canopy of the new roof would be visible in this view, adding visual detail to the profile of the proposed MOB/Expansion Building.

In this view, the existing large trees located along the south side of Cesar Chavez Street in front of the St. Luke's Campus would be removed and replaced by smaller trees, proposed for planting in approximately the same location. The proposed street trees would present a more continuous row of greenery along the street than those in the existing view.

As shown in Figure 4.2-27, "St. Luke's Campus: View 23—Looking East on Cesar Chavez Street at Guerrero Street" (page 4.2-83), the height and massing of the proposed St. Luke's Replacement Hospital building would be greater than those of most of the two- to three-story residential buildings and medium-scale commercial buildings that generally surround the campus. The St. Luke's Replacement Hospital building, when viewed along with the other existing and proposed buildings at the St. Luke's Campus, would contrast with the existing buildings in the campus vicinity. As shown in Figure 4.2-28, "St. Luke's Campus: View 24—Looking South on Valencia Street between 25th Street and 26th Street" (page 4.2-84), although the St. Luke's Replacement Hospital building and the MOB/Expansion Building would result in a visual contrast in regard to building height, the new buildings would not substantially block any recognized unique views from the street-level perspective in the development area. The LRDP would increase the density of development on the St. Luke's Campus with development of two large-scale buildings (the St. Luke's Replacement Hospital and MOB/Expansion Building), compared to one large-scale building currently on the campus (the St. Luke's Hospital tower); however, large-scale development would not be an entirely new condition for the St. Luke's Campus, with its existing 12-story hospital tower on campus.

#### View 24: Looking South on Valencia Street between 25th Street and 26th Street

This viewpoint is looking south along Valencia Street toward the St. Luke's Campus (Figure 4.2-28, page 4.2-84). From this viewpoint, the existing 169-foot-tall St. Luke's Hospital tower dominates the visual environment. Commercial and residential uses occupy the area in the foreground of the view along Valencia Street, including the Salvation Army building on the west side of the 1500 block of Valencia Street. In the simulated view, the northern façade of the proposed 100-foot-tall MOB/Expansion Building would directly face the viewer in the center distance. From this viewpoint, the reduced height (difference of 69 feet) of the proposed building compared to that of the existing St. Luke's Hospital tower would be noticeable. The proposed building would appear much less massive than the existing hospital tower and would be more compatible in scale with the heights and massing of the nearby structures seen in the view. Unlike the existing hospital building, which does not present a

continuation of a similar scaled street wall along Valencia Street, the proposed MOB/Expansion building would be within the range of scale of adjacent existing buildings along the west side of the street. The level roofline of the proposed MOB/Expansion Building would form a lower, more contiguous skyline. The varied color treatment of the proposed northern and eastern façades of the proposed buildings (muted earth-tones) also would be visible. Proposed street trees would be visible along Valencia Street at the base of the building.

#### **View 25: Looking Northwest from Bernal Heights Park**

This viewpoint (Figure 4.2-29, page 4.2-85) is located in the northwest portion of Bernal Heights Park, looking northwest toward the St. Luke's Campus. The park is at a higher elevation than the surrounding area and has expansive views of the city and the surrounding area. From this viewpoint, the east side of the St. Luke's Campus is visible, with the existing 169-foot-tall St. Luke's Hospital tower and 113-foot-tall (cube-like form) Monteagle Medical Center building being the most prominent buildings currently on campus because of their size and height. In the proposed (simulated) view, the St. Luke's Hospital tower, visually dominant in the existing view, would be replaced by the lower, although bulkier, buildings of the 100-foot-tall MOB/Expansion Building (seen to the right of the existing Monteagle Medical Center building) and 99-foot-tall St. Luke's Replacement Hospital (which appears directly above the Monteagle Medical Center building). The visually dominant structure on the St. Luke's Campus in the proposed (simulated) view would be the existing Monteagle Medical Center building, whereas the proposed buildings would visually subdominant. The light colored southern and eastern façades of the MOB/Expansion Building, with its distinctive long rows of double windows, would be prominent features on the campus in View 25. However, the lower height of the MOB/Expansion building and its level horizontal roof appear to merge visually into the forms of surrounding buildings. Only a small part of the eastern and southern façades of the proposed St. Luke's Replacement Hospital building would be visible, and it would recede visually into the dense development around it. Although the horizontal spread and massing of the proposed buildings would be greater than those of the existing surrounding buildings, overall the St. Luke's Campus would appear to be more visually integrated into the surrounding development than the existing campus buildings, especially compared to the St. Luke's Hospital that would be replaced.

#### **View 26: Looking West on Cesar Chavez Street at Capp Street**

This viewpoint is looking west along Cesar Chavez Street toward the St. Luke's Campus (Figure 4.2-30, page 4.2-86). From this viewpoint, the existing 169-foot-tall St. Luke's Hospital tower dominates the long-range view down Cesar Chavez Street. From this viewpoint, the existing hospital tower interrupts the street wall. Multistory residential buildings painted various shades of terra cotta are visible in the foreground along the south side of Cesar Chavez Street. In the proposed (simulated) view, the eastern façade of the 100-foot-tall MOB/Expansion Building is seen to replace the existing St. Luke's Hospital tower. The height of the proposed building would appear to be substantially less than that of the existing hospital tower, which appears more monolithic and

dominates the existing view. The rooflines of the proposed MOB/Expansion Building, and the St. Luke's Replacement Hospital behind it, would be somewhat lower in height and more varied in form than that of the existing St. Luke's Hospital tower. The result is that the proposed development would appear to merge into the existing development that front on the south side of Cesar Chavez Street and, thereby, presents a more contiguous street wall. The varied color treatment of the proposed buildings also would add texture and pattern to the appearance of the buildings, in particular, replacing the visually plain and less interesting eastern façade of the existing St. Luke's Hospital tower. Street trees would replace the existing trees located along the Cesar Chavez Street and Valencia Street sides of the campus, thereby maintaining the visual green buffer which the trees currently provide.

### ***Summary of Impacts related to Visual Character and Quality at the St. Luke's Campus***

#### **St. Luke's Replacement Hospital**

The near-term development of the St. Luke's Campus would include a new, approximately 145,000-sq.-ft., five-story, 99-foot-tall St. Luke's Replacement Hospital located on the northwest corner of the campus (see Impact AE-1 for further details). The proposed development of the St. Luke's Replacement Hospital and the adjacent MOB/Expansion Building would change the visual character of the northern half of the St. Luke's Campus and increase the amount of building frontage on campus as viewed from Cesar Chavez Street. After completion of the replacement hospital, the existing 12-story St. Luke's Hospital tower, currently located in the northeastern corner of the campus, would be demolished to make way for a new 201,000-sq.-ft. MOB/Expansion Building, discussed below.

The proposed St. Luke's Replacement Hospital would represent an increase in density of development and building massing in the area, primarily because it would be constructed in place of an existing surface parking lot that is adjacent to two- to four-story residential buildings located west of the St. Luke's Campus along Guerrero Street. The existing eight-story Monteagle Medical Center building would remain in place. The proposed St. Luke's Replacement Hospital would be considerably shorter than the existing 12-story, 169-foot-tall St. Luke's Hospital tower located along Cesar Chavez Street at Valencia Street. The St. Luke's Replacement Hospital would be a substantial new campus building that would be close to the adjacent two- to three-story residential buildings located directly west of the site. From the perspective of these residences, a new six-story-tall hospital building would replace the open expanse of the existing CPMC surface parking lot and its trees, and would close in the view from the side and rear of the residential buildings. However, these residences would not face or front toward the proposed replacement hospital building (toward the east).

Along Cesar Chavez Street, the proposed St. Luke's Replacement Hospital and adjacent MOB/Expansion Building façade would present a more continuous street wall that would be positioned close to the street, resulting



in a considerable change in visual character. Figure 4.2-27, “St. Luke’s Campus: View 23—Looking East on Cesar Chavez Street at Guerrero Street” (page 4.2-83), shows the proposed St. Luke’s Replacement Hospital and the front of the MOB/Expansion Building, looking east on Cesar Chavez Street from Guerrero Street. At close range, the proposed buildings would appear large and the proposed replacement hospital would appear to be of large scale than the adjacent two- and three-story residential buildings on its west side, when viewed close- up from the street. However, in other more distant viewpoints, the proposed buildings would appear smaller and more compatible with the surrounding residential and commercial buildings that are located on Cesar Chavez Street and Valencia Street. The proposed buildings also present façades to the street that are more contemporary and have more visually interesting patterns, colors, and texture than those of the facades of the existing St. Luke’s Hospital tower. Existing street trees along Cesar Chavez Street and Valencia Street would be replaced with new trees, thereby maintaining a green buffer between the street and the campus buildings. Although the proposed St. Luke’s Replacement Hospital would stand out among surrounding developments, the visual contrast would not be substantial or adverse when compared to the existing conditions because the site is currently developed with a large hospital tower and the new structure has been designed to be more visually integrated into the surrounding development. Therefore, **this impact would be less than significant.**

#### Medical Office Building/Expansion Building

The near-term development of the St. Luke’s Campus would include a new 201,000-sq.-ft. MOB/Expansion Building at the site of the existing 12-story, 169-foot-tall St. Luke’s Hospital tower, which, as stated above, would be demolished after the proposed St. Luke’s Replacement Hospital is in operation. The MOB/Expansion Building would be approximately five stories (100 feet) tall. Figure 4.2-28, “St. Luke’s Campus: View 24—Looking South on Valencia Street between 25th Street and 26th Street” (page 4.2-84), shows views of the existing St. Luke’s Hospital tower and proposed MOB/Expansion Building, looking south on Valencia Street from between 25th and 26th Streets. The proposed MOB/Expansion Building would appear taller than the three- and four-story commercial and residential buildings across Cesar Chavez Street and Valencia Street from the campus; however, a reduced contrast in height and visual character would result, compared to existing conditions because the proposed MOB/Expansion Building would be seven stories (69 feet) shorter, although bulkier with a greater horizontal spread than the existing St. Luke’s Hospital tower. Therefore, the proposed MOB/Expansion Building would better relate to the overall visual character of the existing buildings immediately surrounding the campus. The visual contrast that currently exists between the 12-story-tall hospital tower and the two- to four-story office buildings located directly north of the site, on the north side of Cesar Chavez Street, would be similar or reduced with the construction of the proposed five-story MOB/Expansion Building. As with the replacement hospital, existing street trees along Cesar Chavez Street and Valencia Street would be replaced, thereby maintaining the green buffer that exists at present. Therefore, **this impact would be less than significant.**

### 1957 Building and 1912 Building

The existing 1912 Building would undergo exterior renovations where the MRI Trailer is removed. The north wall of the 1957 Building would be refinished after removal of the connector structure. The exteriors of the existing 1957 Building and 1912 Building would be minimally altered. Therefore, no contrast in visual character is anticipated. **No impact on visual resources would occur.**

### St. Luke's Campus at Full Buildout

Under the LRDP, the St. Luke's Campus would be more fully developed than it is at present. The site of the campus would be more fully occupied by buildings with less open area than exists at present. The proposed buildings would occupy two existing parking lots, other paved over areas, and a street area, and would replace an existing large hospital building with two structures of greater massing. Thus, the campus would appear to have denser development than exists at present. The scale and height of the buildings, however, would be compatible with the surrounding buildings on the campus and immediate vicinity of the campus. The proposed Replacement Hospital Building would be 99 feet tall and would be located in an area that is a parking lot and street. The proposed 99-foot-tall MOB/Expansion Building would replace, and would be substantially shorter than, the existing 169-foot-tall St. Luke's Hospital Tower. The buildings would be generally consistent in height with other campus buildings, such as the 113-foot-tall large Monteaule Building, located in the southeastern part of the campus. The buildings would be generally consistent with existing off-campus buildings located to the north and east of the campus, but would be substantially taller than the existing residential buildings located to the west and south of the campus. The buildings would present the visual appearance of a greater mass of development in the northern part of the campus. The proposed buildings would have modern designs that are different than other campus buildings, although the campus has a wide range of existing building types, forms, architectural styles and appearance. The two proposed buildings would be generally similar in height, massing and modern architectural style, and therefore would have a compatible architectural composition for the entire northern part of the campus fronting on Cesar Chavez Street.

The proposed landscaping plan would provide a greater amount of landscaped area on the campus than exists at present. Existing landscaping is varied in different parts of the campus) by tree type and form and other landscape features). Much of the western side of the existing campus has little landscaping (parking lot, street, paved over areas). The proposed plan would create landscaped areas with trees around the proposed buildings and in a plaza area between the proposed buildings. Rows of street trees would replace the discontinuous existing trees along street fronts (Cesar Chavez, Valencia, 27<sup>th</sup> Streets). Therefore, the landscape plan would be generally consistent with the City's design concept of retaining urban tree-lined streets. The landscape design would present a more unified integrated design composition than exists at present. Therefore, **this impact would be less than significant.**

**St. Luke's Campus with Project Variants:** The design and height of new buildings at the St. Luke's Campus would not change with implementation of either of the project variants for this campus. Therefore, this impact is identical to the impact described above. **This impact would be less than significant for the St. Luke's Replacement Hospital and MOB/Expansion Building, and no impact would occur with renovation of the 1957 Building and 1912 Building.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

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**IMPACT**     *The project would not create a new source of light or glare that would adversely affect*  
**AE-4**        *day or nighttime views in the area or that would substantially affect other people or*  
                  *properties. (Significance Criterion 2d)*

*Levels of significance:*

- *Cathedral Hill (with or without project variants): Less than significant*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*

## ◆ Cathedral Hill Campus

The sites that compose the proposed Cathedral Hill Campus are surrounded by densely developed commercial, residential, and institutional uses and brightly lighted streets, notably Van Ness Avenue. Because of the high level of lighting generated by currently existing buildings surrounding the various Cathedral Hill Campus sites, the lighting required for the development at the proposed campus would not result in a substantial increase in ambient lighting in the area. Spillover light is common and expected in dense urban environments such as this area. Although the existing Cathedral Hill Hotel and 1255 Post Street Office Building are currently vacant and generally dark, these buildings—particularly the hotel—had uses for many years that generated nighttime lighting all year long, including bright architectural lighting. The existing darkened condition of the buildings is a recent occurrence. Similarly, at present the site of the proposed Cathedral Hill MOB mostly has uses that generate subdued light conditions, although in the recent past greater light was generated, especially on the Van Ness Avenue and Geary Street frontages.

New security and building-entrance lighting would be required for the proposed Cathedral Hill Hospital and Cathedral Hill MOB. The Cathedral Hill Hospital and Cathedral Hill MOB would include lit signage, entry lighting, wayfinding lighting, roof terrace lighting, other accent lighting, street-level lighting, entry lighting, and parking entry lighting. Exterior lighting would include shielded fixtures to reduce light trespass or spillover.

As described above, a lighting treatment is proposed near the corner of Van Ness Avenue and Post Street, which is intended to create a façade that is interesting both during the day and at night. This would be achieved by integrating LED fixtures within the glass façade at Levels 1, 3, and 4 of the podium structure of the Cathedral Hill Hospital building. The LED fixtures would be positioned within the insulated glazing assembly and screened to create a soft, diffused, and uniform appearance. The LED fixtures would be controllable, allowing the light intensity to be managed and gradually dimmed as appropriate. As a result, the effect of the LED lighting would not be substantial because it would not result in a significant increase of the ambient light level. Figure 4.2-9, “Cathedral Hill Campus: View 8—Looking Southwest from Van Ness Avenue at Post Street (close-up nighttime view)” (page 4.2-22), depicts the nighttime appearance of this LED lighting feature.

It is anticipated that exterior building materials, such as low-reflection metals and glass, would be used in construction of the new buildings at the Cathedral Hill Campus site. When installed properly, these types of exterior building materials are not considered reflective. Exterior materials for the proposed buildings would be installed in compliance with all applicable local standards related to the use of nonreflective materials, including Planning Commission Resolution No. 9212 (1981), which requires the use of clear, untinted glass at and near street level and restricts the use of mirrored, highly reflective, or densely tinted glass except as an architectural or decorative element. As a result, the potential for glare from sunlight to reflect off of these windows would be minimal and within City building code requirements.

For these reasons, proposed development at the Cathedral Hill Campus site would not create a new source of light or glare that would adversely affect day or nighttime views in the area or that would substantially affect other people or properties. **This impact would be less than significant.**

**Cathedral Hill Campus with Project Variants:** No new source of substantial light or glare would be created by construction of the underground Van Ness Avenue pedestrian tunnel for the proposed Cathedral Hill Campus. Therefore, with the tunnel eliminated from near-term developments at this campus under the No Van Ness Avenue Pedestrian Tunnel Variant, no new sources of light and glare would be created or eliminated. No light or glare sources would be created or eliminated with implementation of the Two-Way Post Street Variant or MOB Access Variant. As a result, this impact is identical to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Cathedral Hill Campus in the near term.

## ◆ Pacific Campus

The Pacific Campus is surrounded primarily by a dense area of commercial and residential land uses. The surrounding area currently has a moderate level of ambient lighting generated by lights and fixtures required for building security and illumination of parking lots, streets, and sidewalks, as well as decorative landscape and building-façade lighting. All developments proposed for the Pacific Campus under the LRDP are long-term developments and would require further environmental review at the time that a development-level design has evolved. However, it is anticipated that new security, building entrance, and parking lighting would be required for the proposed ACC, ACC Addition, Webster Street/Sacramento Street Underground Parking Garage, and North-of-Clay Aboveground Parking Garage. Because of the high level of lighting generated by the existing buildings on the Pacific Campus, the lighting required for the proposed buildings and parking garages would not result in a substantial increase in the ambient lighting of the area. Spillover light is common and expected in dense urban environments such as the campus area. In addition, the new lighting would not be directed toward any light-sensitive land uses, such as residential buildings, and would be installed and operated in compliance with the City's Lighting Guidelines and the California Building Standards Code (Title 24). In addition, compliance with applicable lighting standards would help to prevent the new sources of light from potentially spilling over from the campus onto existing residential buildings located adjacent to the site of the proposed North-of-Clay Aboveground Parking Garage.

The northern façade of the North-of-Clay Aboveground Parking Garage may be designed to be open for ventilation purposes. In this case, the residences located directly adjacent to and north of the proposed garage may be affected by spillover light created from the security lighting within the structure. Numerous residential windows would face the south, toward the northern façade of the proposed parking garage; thus, residents would potentially have views from their windows directly into the structure. Currently, several mature trees are located on the site directly north of the existing Annex MOB and Stern Building and adjacent to the northern property line; these trees provide a landscaped buffer between several of the residences to the north and these existing buildings. It is anticipated that the proposed North-of-Clay Aboveground Parking Garage would require the removal of a majority of these mature trees because the proposed garage would have a larger building footprint than the existing Annex MOB (the Stern Building would remain in place), extending nearer to the northern property line and the residences to the north. As a result, the landscaped buffer between the residences and the proposed parking garage would be reduced and would not likely block potential spillover light from the proposed parking garage onto the residential properties. However, compliance with the City's Lighting Guidelines, the California Building Standards Code (Title 24), and applicable lighting standards in regard to interior parking-garage lighting, as well as exterior security lighting, would reduce any potential spillover light effects. The

proposed development of the Pacific Campus would result in glare-related effects similar to those described for the proposed near-term developments at the Cathedral Hill, Davies, and St. Luke's Campuses.

For these reasons, long-term development at the Pacific Campus under the LRDP would not create a new source of light or glare that would adversely affect day or nighttime views in the area or that would substantially affect other people or properties. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

The Davies Campus is surrounded by a dense area of primarily residential land uses, with some commercial uses. The surrounding area currently has a low level of ambient lighting generated by lights and fixtures required for building security; illumination of parking lots, streets, sidewalks, and parks; security lighting associated with the light-rail transit line on the north side of Duboce Avenue; and decorative landscape and building-façade lighting. New security, building entrance, and parking lighting would be required for the proposed Castro Street/14th Street MOB. Because of the higher level of existing lighting generated by the existing buildings on the Davies Campus compared to that of the surrounding residential and park areas, the lighting required for the Castro Street/14th Street MOB would result in a moderate increase in the ambient lighting of the area. The proposed MOB would mostly be occupied in daytime, so night lighting would be reduced. The proposed Neuroscience Institute building also would receive primarily daytime use.

Spillover light is common and expected in dense urban environments such as the campus area. The proposed trees to be planted at the perimeter of the Davies Campus at the proposed Neuroscience Institute building and Castro Street/14th Street MOB, in addition to the many existing mature trees to remain at the perimeter of the campus, would assist in blocking any potential spillover light from the campus onto the residential uses that surround the campus in each direction. In addition, the new lighting would not be directed toward any light-sensitive land uses, such as residential buildings, and would be installed and operated in compliance with the City's Lighting Guidelines and the California Building Standards Code (Title 24). Compliance with applicable lighting standards would require shielding of interior parking garage and exterior security lighting fixtures, to reduce spillover onto other properties. The proposed long-term development of the Davies Campus would not result in substantial glare-related effects and would be similar to those described for the proposed near-term developments at the Cathedral Hill, Davies, and St. Luke's Campuses.

It is anticipated that exterior building materials, such as low-reflection metals and glass, would be used in construction of the new buildings at the CPMC campuses. When installed properly, these types of exterior building materials are not considered reflective. Exterior materials for the proposed buildings would be installed

in compliance with all applicable local standards related to the use of low-reflection materials, including Planning Commission Resolution No. 9212 (1981), which requires the use of clear, untinted glass at and near street level and restricts the use of mirrored, highly reflective, or densely tinted glass except as an architectural or decorative element. As a result, the potential for glare from sunlight to reflect off of these windows would be minimal.

For these reasons, developments at the Davies Campus would not create a new source of light or glare that would adversely affect day or nighttime views in the area or that would substantially affect other people or properties.

**This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in either the near term or the long term.

## ◆ St. Luke's Campus

The St. Luke's Campus is surrounded by dense residential and commercial uses. Because of the moderate level of lighting generated by existing buildings at the St. Luke's Campus and surrounding areas, the lighting required for the proposed new development at St. Luke's Campus would not result in a substantial increase in ambient lighting in the area. The proposed development would be located in the northern part of the campus, close to Cesar Chavez Street and Valencia Street, both of which have high ambient light levels. Spillover light is common and expected in dense urban environments such as this area.

New security and building-entrance lighting would be required for the St. Luke's Replacement Hospital and MOB/Expansion Building. The proposed new development at the campus would include lit signage, entry lighting, way finding lighting, other accent lighting, street-level lighting, entry lighting, and parking entry lighting. Exterior lighting would include shielded fixtures to reduce light trespass or spillover.

It is anticipated that exterior building materials, such as low-reflection metals and glass, would be used in construction of the new buildings at the St. Luke's Campus. When installed properly, these types of exterior building materials are not considered reflective. Exterior materials for the proposed buildings would be installed in compliance with all applicable local standards related to the use of nonreflective materials, including Planning Commission Resolution No. 9212 (1981), which requires the use of clear, untinted glass at and near street level and restricts the use of mirrored, highly reflective, or densely tinted glass except as an architectural or decorative element. As a result, the potential for glare from sunlight to reflect off of these windows would be minimal and within City building code requirements.

For these reasons, proposed development at the St. Luke's Campus would not create a new source of light or glare that would adversely affect day or nighttime views in the area or that would substantially affect other people or properties. **This impact would be less than significant.**

**St. Luke's Campus with Project Variants:** Neither of the project variants proposed for the St. Luke's Campus would introduce additional lighting or glare effects to the campus area. As a result, this impact is identical to the impact described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

## 4.2.6 CUMULATIVE IMPACTS

In general, it is not anticipated that the cumulative developments for any of the CPMC campuses (described below) would result in increased lighting spillover or glare effects, because the campus areas are all highly urbanized and moderate levels of ambient lighting typical of San Francisco, given the lighting requirements for security, building entrances, streets, and other lighting. Further, the cumulative developments may potentially damage scenic resources, such as trees or other features that contribute to a scenic public setting; however, these effects would be assessed on a development-by-development basis, and each development would be required to comply with applicable City regulations related to the removal and replacement of trees.

Other cumulative aesthetics impacts are typically site-specific and depend on the proximity of other planned cumulative developments to the specific campus. Therefore, these other cumulative impacts, along with the cumulative developments contributing to those impacts, are discussed separately by CPMC campus site below.

### CATHEDRAL HILL CAMPUS

Cumulative developments in the vicinity of the proposed Cathedral Hill Campus include a 30-story residential tower at 1333 Gough Street; a 13-story mixed-use building at 1285 Sutter Street; a 28-unit condominium building at 1521 Sutter Street; two residential buildings (14 and six stories tall) at 1545 Pine Street; a 14-story mixed-use building at 1634 Pine Street; a 13-story, residential mixed-use building at 1581 Bush Street; a six- to eight-story, residential mixed-use building at 1401 California Street; and the *Japantown Better Neighborhood Plan*.

These cumulative developments would generally increase the height of development in the vicinity of the Cathedral Hill Campus site. In addition, most of the buildings included in these cumulative developments would be taller than the existing buildings they would replace. In general, the cumulative developments would occur in a highly urbanized area of San Francisco where residential and commercial buildings reach up to approximately 28 stories, and the new buildings would not result in a substantial visual contrast with existing development in the area. In addition, there are no designated or unique scenic vistas in the vicinity of the proposed Cathedral Hill Campus. As a result, the cumulative developments would not have a substantial adverse effect on a scenic vista.

The cumulative developments would not result in significant cumulative impacts. Construction and renovation of the buildings that would make up the proposed Cathedral Hill Campus would result in either no impact or less-



than-significant impacts, as discussed above. Therefore, **cumulative impacts related to aesthetics associated with implementing the CPMC LRDP at the proposed Cathedral Hill Campus would be less than significant.**

## **PACIFIC CAMPUS**

The area surrounding the Pacific Campus is a developed residential neighborhood. There are no large-scale vacant sites in the campus vicinity that could result in considerable construction in the future. Foreseeable development in the area could include minor additions and renovations of existing residential structures. Therefore, these cumulative developments are not expected to increase the height of development in the vicinity of the Pacific Campus. In general, the cumulative developments would be developed in a highly urbanized area of San Francisco where residential and commercial buildings vary substantially in height, and the cumulative developments would not result in a substantial change visually, compared to existing development in the area. In addition, there are no designated or unique scenic vistas in the vicinity of the Pacific Campus. As a result, the cumulative developments would not have a substantial adverse effect on a scenic vista.

The cumulative developments would not result in significant cumulative impacts. The proposed development of the Pacific Campus would result in less-than-significant impacts, as discussed above. Therefore, **cumulative impacts related to aesthetics associated with implementing the CPMC LRDP at the Pacific Campus would be less than significant.**

## **DAVIES CAMPUS**

Foreseeable future development that may contribute to cumulative aesthetics impacts in the area surrounding the Davies Campus include those within the area bounded by Page Street to the north, Fillmore and Church Streets to the east, 16th Street to the south, and generally along the alignments of Broderick Street and Buena Vista Terrace to the west. Foreseeable pipeline development would include the six-story, 60-unit mixed-use building at 2175 Market Street; the six-story, 20-unit residential building at 2210 Market Street; and the new three-family residential building at 52 Alpine Terrace. Minor additions and renovations of existing residential structures are also proposed in the area. All of these developments are for residential developments, with the exception of the mixed-use building at 2175 Market Street. These developments would cumulatively increase the height of development in the vicinity of the Davies Campus. These developments would be developed in a highly urbanized area of San Francisco where residential buildings reach up to four stories, and the similarly scaled new buildings under cumulative development would not result in a substantial visual contrast with existing development in the area. In addition, there are no designated or unique scenic vistas in the vicinity of the Davies Campus. Therefore, the cumulative developments would not have a substantial adverse effect on a scenic vista.

Full buildout at Davies Campus under the LRDP would result in less-than-significant aesthetic impacts, as discussed above. Therefore, **cumulative impacts related to aesthetics associated with implementing the CPMC LRDP at the Davies Campus would be less than significant.**

### **ST. LUKE'S CAMPUS**

Foreseeable future development that may contribute to cumulative aesthetic impacts in the area surrounding the St. Luke's Campus development site would include the four-story, 60-unit mixed-use building at 3400 Cesar Chavez Street; the five-story, three-unit residential building at 3424 26th Street; the five-story mixed-use building at 1491 Valencia Street; and the four-story, four-unit residential building at 353 San Jose Avenue. Minor additions and renovations of existing residential structures are also proposed in the campus area. The *Mission Area Plan* changes under the adopted Eastern Neighborhoods Rezoning may allow increased development in the future at parcels immediately adjacent (to the north of) St Luke's Campus. These developments would cumulatively not increase the height of development in the vicinity of St. Luke's Campus. These developments would be developed in a highly urbanized area of San Francisco where existing residential and commercial buildings reach up to five stories, and the similarly scaled new buildings under cumulative development would not result in a substantial visual contrast with existing development in the area. In addition, there are no designated or unique scenic vistas in the vicinity of the St. Luke's Campus. Therefore, the cumulative developments would not have a substantial adverse effect on a scenic vista.

The cumulative developments would not result in significant cumulative impacts. Construction of buildings on the St. Luke's Campus under the LRDP would result in less-than-significant impacts, as discussed above. Therefore, **cumulative impacts related to aesthetics associated with implementing the CPMC LRDP at the St. Luke's Campus would be less than significant.**

## 4.3 POPULATION, EMPLOYMENT, AND HOUSING

This section documents existing conditions related to population, employment, and housing on the proposed and existing CPMC campuses in the context of citywide conditions and trends, and estimates the changes that would result from the proposed CPMC *Long Range Development Plan* (LRDP). With regard to employment, this section describes the services offered by the CPMC campuses and provides the existing and forecasted numbers of employees by campus, based on current employment estimates and projected employment. With regard to housing and population, this section includes information about housing conditions in San Francisco and the Bay Area as a whole. For purposes of this analysis, baseline conditions are represented by data mainly from 2006, the most current data consistently available across all population, employment, and housing indices for the CPMC campuses, except for St. Luke's where 2008 data is used.

Project effects on population, employment, and housing are not considered impacts on the environment unless they would result in adverse physical environmental effects. Therefore, information about population, employment, and housing increases under the LRDP is presented in this section to help evaluate the potential for physical impacts on the environment considered in other EIR sections, such as transportation and circulation, noise, and air quality. A discussion of cumulative impacts is also presented.

### 4.3.1 ENVIRONMENTAL SETTING

The discussion below uses data from the California Department of Finance; *Projections 2007*, published by the Association of Bay Area Governments (ABAG); and the 2004 Housing Element of the *San Francisco General Plan* (General Plan).<sup>1</sup> Information was also derived from the 2000 U.S. Census, which is the most recent census information available.<sup>2</sup>

#### POPULATION

##### Citywide Population Trends

San Francisco's population grew steadily from before the turn of the 20th century until World War II. Between 1890 and 1950, the city grew by an average of approximately 80,000 residents per decade; the Great Depression in the 1930s was the only period when the population level stagnated.<sup>3</sup> During the latter half of the 20th century,

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<sup>1</sup> The Planning Department's 2009 Draft Housing Element has not yet been adopted and is not likely to be adopted until the end of 2010.

<sup>2</sup> The 2010 U.S. Census officially commenced on January 25, 2010; the results of the census will be submitted to the President of the United States in December 2010.

<sup>3</sup> California Department of Finance. 2005 (January 1). *Demographic Research Unit, Table 2: E-5 City/County Population and Housing Estimates*. Sacramento, CA.

San Francisco’s population experienced modest declines (1950–1980) and moderate growth (1990–2000), resulting in a population of approximately 776,000<sup>4</sup> in 2000, nearly the same as in the 1950s.<sup>5</sup>

According to the California Department of Finance (DOF), San Francisco contained approximately 813,000 residents in 2006, having grown by approximately 36,000 persons since 2000. Based on 2007 ABAG projections, San Francisco is expected to experience an increase in total population of approximately 10,920 (a modest 1.3%) between 2006 and 2015. The year 2006 is considered the baseline for purposes of the analysis in this section; thus, in the following discussion, “currently” refers to conditions at each CPMC campus site as they existed in 2006.<sup>6</sup> Between 2015 and 2030, the city’s population is anticipated to grow by approximately 98,800 residents (13%). Overall, San Francisco is estimated to grow by approximately 15% in total population from 2006 to 2030, adding approximately 109,720 residents by 2030. For the purposes of this analysis, 2006 estimates represent a comparison point for CPMC employment estimates. Table 4.3-1, “Population Trends and ABAG Projections, San Francisco, 1990–2030,” displays these trends.

<b>Table 4.3-1</b> <b>Population Trends and ABAG Projections, San Francisco, 1990–2030<sup>1</sup></b>							
	1990	2000	2006 <sup>2</sup>	2010	2015	2020	2030
Total Population	723,959	776,733	812,880	808,700	823,800	857,200	922,600
Population Change	–	52,774	36,147	(4,180)	15,100	32,675	65,400
% Population Change	–	7.3%	4.7%	-0.5%	1.9%	6.0%	7.6%
Notes: ABAG = Association of Bay Area Governments. <sup>1</sup> Data are from ABAG projections except where noted. <sup>2</sup> 2006 numbers are from California Department of Finance estimates of population and households in 2006. Sources: Association of Bay Area Governments. 2007. <i>Projections 2007</i> . Oakland, CA; Data compiled by California Department of Finance in 2006.							

### Population by CPMC Campus (2006)

The properties within the proposed Cathedral Hill Campus currently contain 20 residential hotel units. These average one person per hotel unit. There are also five residential units, which also average one person per unit. Thus, in 2006 approximately 27 permanent residents lived on properties that make up the proposed Cathedral Hill Campus. More than six but fewer than 27 residents lived on these properties at the time of the notice of preparation (NOP) (2009). No permanent residents lived at the Pacific, California, Davies, and St. Luke’s Campuses in 2006, nor do any permanent residents currently live there; however, two residential buildings

<sup>4</sup> San Francisco Planning Department. 2008 (June 19). *San Francisco General Hospital Seismic Compliance Hospital Replacement Program Final Environmental Impact Report*. San Francisco, CA. Chapter 4, Environmental Setting, and Impacts—Population, Housing, and Employment. Page 69.

<sup>5</sup> Ibid.

<sup>6</sup> The 2006 data are the most current data consistently available across all population, employment, and housing indices for the CPMC campuses.

containing a total of 18 units at the Pacific Campus are used for temporary hospital guests and families of patients. In 2006, according to the latest data available from the Office of Statewide Health Planning and Development, San Francisco hospitals (excluding the Veterans Affairs Medical Center) had a total of 2,736 staffed inpatient beds and a total average daily census of 1,892 inpatients. Information about average daily population by campus can be found in Section 4.1, “Land Use and Planning,” in Table 4.1-1, “Existing and Proposed LRDP Population” (page 4.1-58). CPMC, including the then-independent St. Luke’s Campus, had approximately 29% of San Francisco’s daily hospital census, with approximately 940 inpatient beds and a total daily census of 560 inpatients. The University of California, San Francisco Hospital maintained approximately one-quarter and San Francisco General Hospital another 19% of the daily hospital census (Table 4.3-2, “San Francisco Inpatient Care [2006]”).<sup>7</sup> In 2004, the three CPMC campuses (Pacific, California, and Davies) plus St. Luke’s recorded a total of approximately 648,530 outpatient visits and approximately 70,220 Emergency Department visits, nearly one-third of the annual total for all San Francisco hospitals (Table 4.3-3, “San Francisco Outpatient Care [2004]—Total Number of Annual Visits,” page 4.3-4).<sup>8</sup>

**Table 4.3-2  
San Francisco Inpatient Care (2006)**

Hospital(s)	Staffed Beds	% City Total	Daily Census	% City Total
CPMC (Pacific, California, and Davies Campuses)	791	28.9	489	24.9
St. Luke’s <sup>a</sup>	145	5.3	138	7.0
<i>Total (CPMC and St. Luke’s)</i>	<i>936</i>	<i>34.2</i>	<i>627</i>	<i>31.9</i>
University of California, San Francisco	587	21.5	486	24.8
San Francisco General	383	14.0	374	19.1
Kaiser	217	7.9	203	10.3
St. Mary’s	322	11.8	116	15.9
Saint Francis	239	8.7	123	6.3
Chinese	52	1.9	32	1.6
<b>Total (all hospitals, including CPMC and St. Luke’s)</b>	<b>2,736</b>	<b>–</b>	<b>1,961</b>	<b>–</b>

Note:

<sup>a</sup> St. Luke’s is listed separately because it became a part of CPMC in 2007.

Source: California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA.

Prepared by The Marchese Company, San Francisco, CA. Page 12. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

**Table 4.3-3  
San Francisco Outpatient Care (2004)—Total Number of Annual Visits**

Hospital(s)	Emergency Department Visits	% City Total	Outpatient Visits	% City Total
CPMC (Pacific, California, and Davies Campuses)	46,522	21.1	608,119	25.8
St. Luke's <sup>a</sup>	23,697	10.8	40,415	1.7
<i>Total (CPMC and St. Luke's)</i>	70,219	31.9	648,534	27.5
San Francisco General	52,914	24.0	651,924	27.6
University of California, San Francisco	35,092	15.9	665,445	28.2
Kaiser	22,691	10.3	41,537	1.8
St. Francis	17,576	8.0	180,137	7.6
St. Mary's	16,533	7.5	114,005	4.8
Chinese	5,210	2.4	59,935	2.5
<b>Total (all hospitals, including CPMC and St. Luke's)</b>	<b>220,235</b>	<b>—</b>	<b>2,361,517</b>	<b>—</b>

Note:

<sup>a</sup> St. Luke's is listed separately because it became a part of CPMC in 2007.

Source: California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA.

Prepared by The Marchese Company, San Francisco, CA. Page 12. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

## EMPLOYMENT

### Citywide Employment Trends

Table 4.3-4, “San Francisco Employment Trends and Projections, 1990–2030” (page 4.3-5), presents the citywide employment trends and employment projections. Two types of employment data are described below: (1) total jobs, which indicate the number of jobs within the community; and (2) employed residents, which indicate the number of residents of working age who actively participate in the civilian labor force. Table 4.3-5, “San Francisco Employed Residents and Jobs, 2000–2003” (page 4.3-5), and Table 4.3-6, “2006 CPMC Full-Time Equivalent (FTE) Personnel and Share of Citywide Employment” (page 4.3-6), include citywide and campuswide employment data.

Comparison of these data can provide an indication of commute patterns in a community (i.e., whether substantial out-commuting or in-commuting is occurring). It can also provide insight into the jobs/housing balance within a given community, which ideally would equal one job for one employed resident.

According to ABAG, job growth from 2010 to 2030 is projected to be strongest in the “Professional and Managerial Services” industry (41,460 new jobs), followed by the “Health and Educational Services” category (32,150) and the “Arts, Recreation, and Other Services” segment (30,820). The projected growth between 2010

**Table 4.3-4  
San Francisco Employment Trends and Projections, 1990–2030**

Year	Total No. of Jobs	Growth (Loss)	% Change
1990	579,180	26,980	4.9%
2000	634,430	55,250	9.5%
2006 <sup>a</sup>	524,400	-110,030	-17.3%
2010 <sup>b</sup>	593,370	68,970	13.2%
2015 <sup>b</sup>	636,840	43,470	7.3%
2020 <sup>b</sup>	684,310	47,470	7.5%
2030 <sup>b</sup>	782,560	98,250	14.35%

Notes:

<sup>a</sup> The California Employment Development Department estimates jobs by county.

<sup>b</sup> Association of Bay Area Governments data.

Sources: Association of Bay Area Governments. 2007. *Projections 2007*. Oakland, CA. Page 12. California Employment Development Department, Labor Market Information for San Francisco County. Accessed June 25, 2009.

**Table 4.3-5  
San Francisco Employed Residents and Jobs, 2000–2030**

Year	Total No. of Jobs	Total No. of Employed Residents	Jobs/Employed Resident Ratio
2000	634,430	437,533	1.45
2006 <sup>a</sup>	524,400	400,600	1.31
2010 <sup>b</sup>	593,370	395,500	1.50
2015 <sup>b</sup>	636,840	404,700	1.57
2020 <sup>b</sup>	684,310	421,700	1.62
2030 <sup>b</sup>	782,560	481,800	1.62

Notes:

<sup>a</sup> The California Employment Development Department estimates jobs and employed persons by county.

<sup>b</sup> Association of Bay Area Governments data.

Sources: Association of Bay Area Governments. 2007. *Projections 2007*. Oakland, CA. Page 12. California Employment Development Department, Labor Market Information for San Francisco County. Accessed June 25, 2009.

**Table 4.3-6  
2006 CPMC Full-Time Equivalent Personnel and Share of Citywide Employment<sup>a</sup>**

Hospital	Full-Time Equivalent Personnel	% of All Campuses	% of Citywide Employment <sup>b</sup>
Pacific <sup>c</sup>	2,641	45.5%	0.5%
California <sup>c</sup>	1,638	28.2%	0.3%
Davies <sup>c</sup>	925	16.0%	0.2%
St. Luke's <sup>d, e</sup>	597	10.3%	0.1%
<b>Total<sup>f</sup></b>	<b>5,801</b>	<b>100%</b>	<b>1.1%</b>

Notes:

<sup>a</sup> The personnel estimates presented in this table are based on the estimated total number of people working at one or more of the CPMC campuses in San Francisco. The estimates are based on full-time equivalent (FTE) personnel. For example, an employee working half time counts as 0.5 FTE. This approach is different from that used in the traffic analysis, where a part-time employee counts as one employee because the number of trips generated would be relatively the same for a full-time employee. Further, although the traffic analysis includes volunteer trips, the personnel estimates exclude volunteers. The personnel projections are also a total of those employees working at CPMC campuses in San Francisco, including people who may be on vacation, out sick, or taking other paid time off. Thus, these projections deviate from traffic estimates, which account for active personnel on campus on any given day.

<sup>b</sup> Represents percentage of employees within San Francisco in 2006, as estimated by the Association of Bay Area Governments in *Projections 2007*.

<sup>c</sup> Personnel estimates for the Pacific, California, and Davies Campuses are based on Navigant Consulting's personnel model developed for the CPMC campuses in 2008. The estimates are a combination of bed activity, timecard information, and employment density factors.

<sup>d</sup> The total estimated personnel at St. Luke's Campus is based on timecard information from September 9 and 10, 2008, combined with the average proportion of people not working at the hospitals at the Pacific, California, and Davies Campuses. The timecard information helps to estimate the distribution of employees by shift. The current estimates do not include personnel who did not clock in using the timecard system, but represent the best estimate of personnel distribution.

<sup>e</sup> The St. Luke's Campus personnel estimates are based on 2008 calculations, as there are no data available for 2006, before the St. Luke's Campus joined CPMC. Still, the personnel estimates in 2008 are likely a good reflection of personnel levels at the St. Luke's Campus in 2006, as activities at St. Luke's Campus have not changed substantially since the campus became a part of CPMC.

<sup>f</sup> Totals may not sum due to rounding.

Source: Data compiled by AECOM in 2009.

and 2030 in the Health and Educational Services category can be partially attributed to the growth at CPMC campuses. CPMC is the second largest private (nongovernmental) employer in San Francisco, and the fourth largest employer overall if both governmental and private employers are considered, according to the 2008 Book of Lists published by the *San Francisco Business Times*.<sup>9</sup>

## Employed Residents and Jobs/Housing Balance

The number of employed residents compared to the number of jobs can inform the relative jobs/housing balance within a given region. Generally, a community plans to achieve a balance of jobs with the number of employed residents, thereby reducing the need for inflow or outflow of workers. San Francisco has historically had a high jobs/employed resident ratio. As shown in Table 4.3-5, approximately 524,400 people worked in San Francisco in

<sup>9</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by The Marchese Company, San Francisco, CA. Page 46. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.



2006 compared to 400,600 employed San Francisco residents, resulting in a jobs/employed person ratio of approximately 1:1.31. ABAG projects the jobs/employed person ratio to increase to 1:1.50 by 2010 and reach 1:1.62 by 2020. This figure can be compared to the Bay Area overall, which had a jobs/employed resident ratio of 1:1.07 in 2005 and is estimated to have a jobs/employed resident ratio of 1:1.05 in 2010.<sup>10</sup>

## **Employees by CPMC Campus (2006)**

### ***Existing Medical Campuses***

In 2006, approximately 5,200 full-time equivalent (FTE) personnel were working at the three existing CPMC campuses—Pacific, California, and Davies. Another 600 FTE personnel worked at the St. Luke’s Campus, which became part of CPMC in 2007.<sup>11</sup> It is important to note that St. Luke’s personnel estimates are based on 2008 calculations, as no data are available for 2006, before St. Luke’s joined CPMC. Still, the personnel estimates in 2008 are likely a good reflection of personnel levels at St. Luke’s in 2006, as employment activity at St. Luke’s has not changed substantially since the campus became a part of CPMC.

Although most hospital staff are employed by CPMC, a portion of doctors and medical professionals at CPMC facilities are in private practice. These professionals use CPMC facilities to serve their patients. Thus, this section uses “personnel” to describe the estimated number of CPMC and non-CPMC employees who work at each CPMC hospital in San Francisco.<sup>12</sup>

Combined, the five campuses contained approximately 5,800 FTE personnel in 2006 (Table 4.3-6, “2006 CPMC Full-Time Equivalent Personnel and Share of Citywide Employment”), or 1.1% of the total 2006 employment for San Francisco (524,400) as estimated by ABAG in *Projections 2007*. According to the 2006 personnel estimates, approximately 45% of the total daily full-time personnel for the five campuses was located at the Pacific Campus (2,641 FTE personnel); approximately 28% at the California Campus (1,640 FTE personnel); approximately 16% at the Davies Campus (930 FTE personnel); and approximately 10% at the St. Luke’s Campus (600 FTE personnel).

### ***Existing Employment at the Proposed Cathedral Hill Campus***

In addition, approximately 760 people were employed by the businesses operating in 2006 at the properties composing the proposed Cathedral Hill Campus (i.e., businesses located within the 1255 Post Street Office

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<sup>10</sup> Note that the Bay Area jobs-to-employed resident comparison references 2005 data available from ABAG, which are marginally different from 2006 levels.

<sup>11</sup> It should be noted that unlike many hospitals, CPMC does not directly employ many of the doctors and nurses that work within CPMC facilities. While Kaiser and the University of California, San Francisco, employ the vast majority of their doctors, nurses, and support staff in their hospitals, CPMC only employs a portion, and a majority of its doctors are part of smaller medical practices. This creates difficulty in estimating existing and future employment. Thus, the employment estimates provided in this section are based on available building capacity and hospital beds. Staffing ratios and employment density factors are used to estimate current and future employment. In addition, available timecard data provide partial records of persons working at CPMC campuses in San Francisco.

<sup>12</sup> Note that one FTE personnel is the equivalent to one full-time employee.

Building, retail operations, car repair businesses, office building, and the then-operational Cathedral Hill Hotel, which closed on October 31, 2009).

## HOUSING AND HOUSEHOLDS

### Citywide Trends in Housing and Households

According to ABAG's *Projections 2007*, the number of San Francisco households grew from 305,584 in 1990 to 329,700 in 2000, an increase of more than 24,100 new households, or about 7.9% (Table 4.3-7, "Household Trends and ABAG Projections for San Francisco, 1990–2030"). ABAG's *Projections 2007* also reported that the average household size in San Francisco has been relatively constant, hovering at approximately 2.3 persons, and tending to be smaller than the Bay Area average of 2.7.

<b>Table 4.3-7</b> <b>Household Trends and ABAG Projections for San Francisco, 1990–2030<sup>a</sup></b>							
	1990	2000	2006 <sup>b</sup>	2010	2015	2020	2030
<b>Household Population</b>	<b>699,330</b>	<b>756,976</b>	<b>792,550</b>	<b>787,800</b>	<b>802,700</b>	<b>835,900</b>	<b>900,800</b>
% Household Population Change	–	8.2%	4.7%	4.1%	1.9%	6.1%	7.8%
<b>No. of Households</b>	<b>305,584</b>	<b>329,700</b>	<b>339,470</b>	<b>348,330</b>	<b>357,810</b>	<b>367,430</b>	<b>386,680</b>
Change in No. of Households	–	24,116	9,770	8,860	9,480	9,620	19,250
% Change in No. of Households	–	7.9%	3.0%	2.6%	2.7%	2.7%	5.2%
Average Household Size	2.29	2.30	2.34	2.26	2.24	2.27	2.33
Average Household Size (Bay Area)	2.61	2.69	2.71	2.69	2.69	2.69	2.69
Notes: <sup>a</sup> Estimates are from the Association of Bay Area Governments (ABAG) <i>Projections 2007</i> , except where noted. <sup>b</sup> 2006 estimates originate from the California Department of Finance (DOF) <i>E-5 Population and Housing Estimates for Cities and Counties</i> , revised in 2009. The sharp difference in household size between the DOF estimates and the 2007 ABAG projections reflect different methodologies and estimates. The 2010 U.S. Census, which is currently under way, will ultimately determine the number of households and population in San Francisco. Until the census is completed, all projections and estimates are the best available approximation of San Francisco's household and population characteristics. Sources: Association of Bay Area Governments. 2007. <i>Projections 2007</i> . Oakland, CA. California Department of Finance. 2009. <i>E-5 Population and Housing Estimates for Cities and Counties</i> . Sacramento, CA.							

In 2006, San Francisco had approximately 339,500 households.<sup>13</sup> ABAG's *Projections 2007* estimates that the number of total households, or occupied housing units, will continue to increase. Between 2006 and 2015, households are anticipated to grow by almost 5%, an increase of 18,340 households; between 2015 and 2030, households in San Francisco are anticipated to grow by approximately 8%, an increase of 28,870 households (Table 4.3-7).<sup>14</sup> San Francisco's average household size in 2006 was estimated at 2.34 persons per household,

<sup>13</sup> California Department of Finance estimates of population and households in 2006.

<sup>14</sup> San Francisco Planning Department. 2009 (April). *Draft Housing Element—Part 1: Data Needs and Analysis*. San Francisco, CA.

which is less than the estimated average of 2.71 persons per household for the nine-county Bay Area. In 2015, San Francisco's average household size is anticipated by ABAG to be 2.24. By 2030, San Francisco's average household size is projected to increase slightly, to 2.33.<sup>15</sup> Housing vacancy trends are also presented below in Table 4.3-8, "Housing Occupancy and Vacancy in San Francisco in 2000, 2006, and 2009."

<b>Table 4.3-8 Housing Occupancy and Vacancy in San Francisco in 2000, 2006, and 2009</b>			
	2000	2006	2009
Total Number of Housing Units	346,527	356,985	365,050
Number of Occupied Housing Units	329,700	339,472	347,916
Number of Vacant Units	16,841	17,528	17,121
Percent Vacant	4.86	4.91	4.69
Note: Number of vacant units was calculated by multiplying the total number of housing units by the percent vacant (i.e., 365,050 x 0.0469). Sources: California Department of Finance. 2000, 2006, and 2009, adjusted in 2010. <i>E-5 Population and Housing Estimates for Cities and Counties</i> , Sacramento, CA.			

### Housing by CPMC Campus (2006)

Buildings at each CPMC campus, including those used for housing, are described below. 2006 is considered the baseline for purposes of the analysis in this section<sup>16</sup>; thus, in the following discussion, "currently" refers to conditions at each CPMC campus as they existed in 2006.

- ▶ **Cathedral Hill Campus:** This proposed campus site currently consists of 10 buildings. On the western portion of the site, at the location of the proposed Cathedral Hill Hospital, are the Cathedral Hill Hotel (a 402-room hotel, retail) and the 1255 Post Street Office Building (office, ground-floor retail). The Pacific Plaza Office Building at 1375 Sutter Street (retail and offices, including medical offices) is located north of the proposed Cathedral Hill Hospital site, a block north, at Sutter and Franklin, where it is proposed for conversion into the 1375 Sutter Medical Office Building (MOB). On the eastern portion of the site, at the location of the proposed Cathedral Hill Medical Office Building, are the following buildings:
  - 1100 Van Ness Avenue (retail);
  - 1062 Geary Street (light industrial);
  - 1054–1060 Geary Street (four residential dwelling units, retail);
  - 1040–1052 Geary Street (vacant medical office);
  - 1034–1036 Geary Street (six residential hotel units, one residential dwelling unit, retail);

<sup>15</sup> Ibid.

<sup>16</sup> As stated previously, 2006 data are the most current data consistently available across all population, employment, and housing indices for the CPMC campuses.

- 1030 Geary Street (14 residential hotel units, retail); and
  - 1020 Geary Street (retail).
- **Pacific Campus:** This site consists of 15 buildings, including two residential buildings. 2315 Sacramento Street contains six residential units and 2329 Sacramento Street contains 12 residential dwelling units; both buildings are used by families of patients.
- **California Campus:** This site consists of nine existing buildings, including one residential building. 3901 Sacramento Street<sup>17</sup> is located at the corner of Sacramento and Cherry Streets and is an eight-unit multifamily residential building.
- **Davies Campus:** This site is occupied by four buildings: the Davies Hospital North Tower, the Davies Hospital South Tower, the 45 Castro MOB, and a parking garage. There are no residential uses on the Davies Campus.
- **St. Luke's Campus:** This site contains eight structures—the St. Luke's Hospital tower, the 1912 Building, the 1957 Building, the Montegale Medical Center, the Hartzell Building, the Redwood Administration Building, the Duncan Street Parking Garage, and the MRI Trailer. There are no residential uses on the St. Luke's Campus.

### **Residential Location of CPMC Employees**

As summarized in the *California Pacific Medical Center 2008 Institutional Master Plan* (IMP), approximately 49% (3,286) of CPMC employees reside in San Francisco, 22% (1,468) reside in the South Bay/Peninsula, 19% (1,236) in the East Bay, 8% (531) in the North Bay, and 2% (141) of CPMC employees reside outside of the Bay Area (Figure 4.3-1, “Employee Housing by CPMC Campus [2006]”).<sup>18</sup>

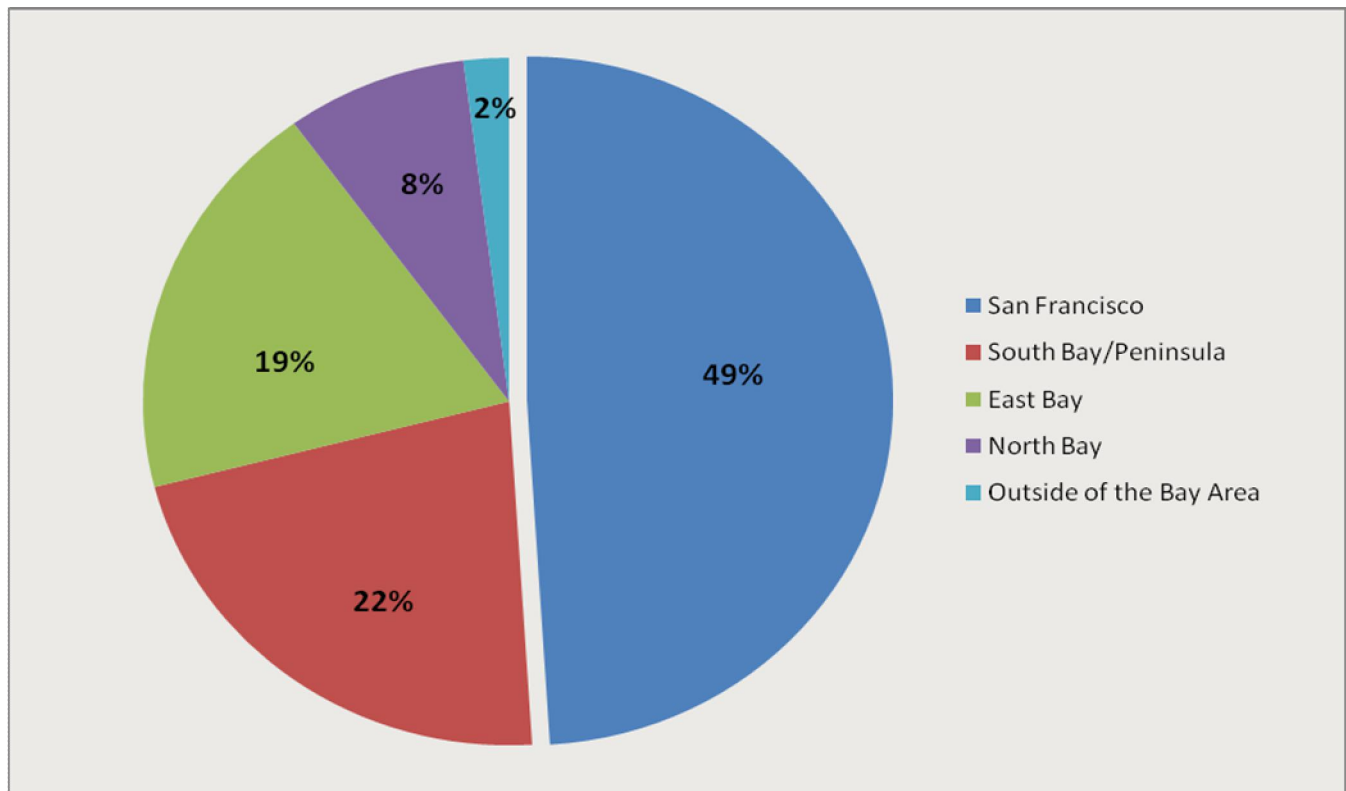
## **4.3.2 REGULATORY FRAMEWORK**

Chapter 3, “Plans and Policies” describes San Francisco’s regulatory framework for population, employment, and housing as it relates to the proposed CPMC LRDP. Specifically, Chapter 3 discusses the General Plan’s Housing Element and Commerce and Industry Element as well as the *Van Ness Avenue Area Plan*, which are applicable to the proposed Cathedral Hill Campus (see Section 3.2, “City and County of San Francisco Plans and Policies,” beginning on page 3-2). In addition, the following City regulations are specifically applicable to demolition, conversion, or relocation of housing, including residential hotels:

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<sup>17</sup> This building is identified as 401–419 Cherry Street by the Assessor's Office.

<sup>18</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by The Marchese Company, San Francisco, CA. Page 47. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.



Source: Data compiled by AECOM in 2009

**Employee Housing by CPMC Campus (2006)**

**Figure 4.3-1**

- ▶ **San Francisco Administrative Code.** Section 41.13, “One-for-One Replacement,” in Chapter 41, “Residential Hotel Unit Conversion & Demolition,” of the San Francisco Administrative Code.
- ▶ **San Francisco Planning Code.** Section 317, “Loss of Dwelling Units through Merger, Conversion, and Demolition,” of the San Francisco Planning Code prescribes similar replacement in kind for demolition of residential dwelling units.

### 4.3.3 CUMULATIVE CONDITIONS

The proposed CPMC LRDP’s potential contribution to cumulative impacts on population, employment, and housing are evaluated in the context of existing, proposed, and reasonably foreseeable future development or projections of growth expected in San Francisco.

### 4.3.4 SIGNIFICANCE CRITERIA

The thresholds for determining the significance of impacts in this analysis are consistent with the environmental checklist in Appendix G of the State CEQA Guidelines, which has been adopted and modified by the San Francisco Planning Department. For the purpose of this analysis, the following applicable thresholds were used to

determine whether implementing the project would result in a significant impact on population, employment, and housing. Implementation of the proposed project would have a significant effect on population, employment, and housing if it would:

- ▶ 3a—induce substantial population growth in an area, either directly (for example, by proposing new homes and businesses) or indirectly (for example, through extension of roads or other infrastructure);
- ▶ 3b—displace substantial numbers of existing housing units or create demand for additional housing, necessitating the construction of replacement housing; or
- ▶ 3c—displace substantial numbers of people, necessitating the construction of replacement housing elsewhere.

Section 15064(e) of the State CEQA Guidelines clarifies the relationship between economics and social changes and the physical environment:

Economic and social changes resulting from a project shall not be treated as significant effects on the environment. Economic or social changes may be used, however, to determine that a physical change shall be regarded as a significant effect on the environment. Where a physical change is caused by economic or social effects of a project, the physical change may be regarded as a significant effect in the same manner as any other physical change resulting from the project. Alternatively, economic and social effects of a physical change may be used to determine that the physical change is a significant effect on the environment. If the physical change causes adverse economic or social effects on people, those adverse effects may be used as a factor in determining whether the physical change is significant. For example, if a project would cause overcrowding of a public facility and the overcrowding causes an adverse effect on people, the overcrowding would be regarded as a significant effect.

### **4.3.5 IMPACT EVALUATIONS**

#### **METHODOLOGY**

The analysis below compares the population, employment, and housing that would result from implementing the proposed CPMC LRDP programwide to the existing and projected conditions for San Francisco overall. The analysis reviews the growth in these categories (population, housing, and employment) and assesses the extent to which the proposed LRDP would contribute to San Francisco's future population, housing, and employment growth. The analysis also evaluates whether the General Plan anticipates the projected population, housing, and employment growth and corresponding growth inducement. Baseline conditions are represented mainly by data from 2006, the most current data consistently available for the CPMC LRDP campuses across all population,

employment, and housing indices (except for St. Luke's, where 2008 data are used). ABAG's 2007 projections, which estimate future population, employment, and housing growth for 2010, 2015, 2020, and 2030, were also used. Overall, the population, employment, and housing analysis uses a four-step process to estimate future population, employment, and housing in San Francisco:

- (1) **CPMC Employment:** Estimate personnel at each campus in 2006, 2015, and 2030 using a combination of CPMC employment density factors, available bed counts, and projected increases in CPMC business volume for its San Francisco campuses.
- (2) **SF Employment:** Calculate the percentage of workers that are likely to live in San Francisco based on existing commute patterns of CPMC personnel (see Figure 4.3-1).
- (3) **SF Households:** Determine the number of San Francisco households formed by dividing the CPMC personnel choosing to live and work in San Francisco by average number of workers per household, estimated by ABAG at 1.37 employed persons per household.
- (4) **SF Population:** Project the growth in San Francisco by multiplying the average number of persons per household in San Francisco as projected by ABAG in 2015 (2.24 persons per household) and in 2030 (2.33 persons per household).

The population and household analysis then considers whether implementation of the proposed LRDP would result in housing demand and contribute substantially to residential population growth in San Francisco.<sup>19</sup> The analytical methods used to analyze population, employment, and housing impacts are described below.

## Population

As a result of the development projects included in the LRDP, the increased personnel at CPMC would induce demand for housing in the city and elsewhere in the Bay Area.<sup>20</sup> Table 4.3-9, "CPMC Household and Population Growth Projections for San Francisco," displays the projected growth in households and population in 2015 and 2030 resulting from projected personnel growth from the LRDP. As previously discussed, the projected growth in households is based on projected CPMC personnel for each campus and the percentage of CPMC employees anticipated to live in San Francisco and commute to CPMC campuses, based on existing commute behavior. As stated in the CPMC IMP and summarized below, approximately 49% of CPMC employees reside in San

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<sup>19</sup> For the purpose of this analysis, "substantial" population growth is defined as increases in population that are unplanned—that is, without consideration of or planning for infrastructure, services, and housing needed to support proposed residents, employees, and visitors.

<sup>20</sup> "Indirect growth" is defined as the employment-induced population growth that is generated from expansion of employment opportunity that drives in-migration into the city.

**Table 4.3-9**  
**CPMC Household and Population Growth Projections for San Francisco**

CPMC Campus	San Francisco Households				Increase in Population			
	Change, 2006–2015	% of SF Growth	Change, 2006–2030	% of SF Growth	Change, 2006–2015	% of SF Growth	Change, 2006–2030	% of SF Growth
Cathedral Hill	1,440	7.9%	1,650	4%	3,230	30%	3,850	4%
Pacific	(660)	-3.6%	(210)	0%	(1,480)	-14%	(480)	-0.4%
California	(410)	-2.2%	(580)	-1%	(920)	-8%	(1,360)	-1.1%
Davies	60	0.3%	300	1%	140	1%	690	0.6%
St. Luke's	210	1.2%	330	1%	480	4%	770	0.6%
<b>Total</b>	<b>640</b>	<b>4%</b>	<b>1,490</b>	<b>3%</b>	<b>1,450</b>	<b>13%</b>	<b>3,470</b>	<b>3%</b>

Notes: SF = San Francisco (area within the jurisdictional limits of the City and County of San Francisco)  
Baseline household and population estimates for San Francisco in 2006 use the California Department of Finance estimates, adjusted in 2009. Household and population projections for years 2015 and 2030 use the Association of Bay Area Governments' *Projections 2007*. Numbers related to projections have been rounded to the nearest 10th.  
Sources: California Department of Finance. 2009. *E-5 Population and Housing Estimates for Cities and Counties*. Sacramento, CA. Association of Bay Area Governments. 2007. *Projections 2007*. Oakland, CA.  
CPMC personnel projections provided by Navigant Consulting in 2008 and CPMC in 2010; data compiled by AECOM in 2010.

Francisco, 22% reside in the South Bay/Peninsula, 19% live in the East Bay, and 8% live in the North Bay.<sup>21</sup> These estimates are then compared to ABAG population and household projections for San Francisco overall. Table 4.1-1, "Existing and Proposed LRDP Population" (page 4.1-58), is provided in Section 4.1, "Land Use and Planning," to show the average daily population at each campus, to convey a sense of the number of people and related activities both under current conditions and as anticipated with development of the LRDP.

## Employment

Existing and future CPMC personnel numbers were calculated using an eight-step process, which included projecting employment estimates by business volumes, density factors, and productivity factors. Personnel estimates for years 2006, 2015, 2020, and 2030 were used.<sup>22</sup> The personnel estimates generated by Navigant Consulting for the Cathedral Hill, California, Pacific, and Davies Campuses under the LRDP used average daily census counts, shift distributions, service line projections, critical-care distributions, building space projections, business volumes, and productivity metrics to determine future FTE staffing at these campuses to 2020. A 6% growth factor for each campus (except California, where CPMC operations would largely cease by 2020) was used to obtain employment estimates for 2025 and 2030. The growth factor is based on the projected increase in

<sup>21</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by The Marchese Company, San Francisco, CA. Page 47. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

<sup>22</sup> Navigant Consulting. 2008 (July 14). *CPMC Employment 2006*. San Francisco, CA.



hospital demand over time due to the overall increase in population in San Francisco as well as the increasing number of aging San Franciscans who will require medical care.

In 2008, AECOM developed a separate FTE personnel projection for the St. Luke's Campus, using similar assumptions about employment densities to determine future personnel at that campus. For 2015, the employment analysis conservatively assumes that the Cathedral Hill Campus would be in full operation. When the proposed Cathedral Hill Hospital opens, approximately 70% of the existing CPMC population from the Pacific Campus is expected to move to the new hospital, with the remainder 30% staying at the Pacific Campus to serve outpatients. In 2015, approximately 70% of the California Campus population would also relocate to the Cathedral Hill Campus. The remainder would stay at the California Campus to serve outpatients, gradually moving to the Pacific Campus after the 2333 Buchanan Street Hospital has been converted into the Ambulatory Care Center (ACC) and the ACC Addition has been built by 2016. At the St. Luke's Campus, the St. Luke's Replacement Hospital would be fully operational by 2015, while the MOB/Expansion Building would not be operational until 2018. However, as a conservative estimate and for purposes of this analysis, it is assumed that the CPMC personnel associated with the MOB/Expansion Building would occur at the same time as the CPMC personnel associated with replacement hospital. This would result in a projected personnel increase from 600 FTE in 2006 and 1,190 FTE by 2015 for St. Luke's. Overall, total personnel would increase from an estimated 6,558 FTE personnel in 2006 to approximately 8,350 FTE personnel by 2015, as reflected in Table 4.3-10, "Projections of CPMC Full-Time Equivalent Personnel and Share of Citywide Employment." Table 4.3-10 displays the employment anticipated for each CPMC campus and each campus's share in total citywide employment, as projected by ABAG for 2015 and 2030. Between 2006 and 2015, total personnel for the proposed CPMC campuses is projected to increase by approximately 1,800 FTE personnel. In addition, CPMC is expected to experience an increase in personnel between 2015 and 2030 of another 2,380 FTE personnel. The projected increase is due to anticipated growth in CPMC hospital demand and corresponding personnel needs, as well as full buildout of the Pacific and Davies Campuses. It is anticipated that by 2030, the proposed LRDP would result in approximately 10,730 total FTE personnel at CPMC campuses in San Francisco (Table 4.3-10). As a result, full buildout of the proposed LRDP is projected to increase total FTE personnel by approximately 4,170 on CPMC campuses between 2006 and 2030. This growth in personnel related to the LRDP could create additional housing demand, both in San Francisco and in the region overall.

## Housing

The analysis below considers whether the proposed LRDP would displace substantial numbers of residents or housing units. This analysis considers both temporary and permanent displacement. Displacement of residents would occur if residents were forced to leave their homes without being provided temporary housing, monetary

**Table 4.3-10**  
**Projections of CPMC Full-Time Equivalent Personnel and Share of Citywide Employment<sup>a</sup>**

CPMC Campus	Full-Time Equivalent Personnel			Change			
	2006	2015	2030	2006–2015	% of Citywide Employees	2006–2030	% of Citywide Employees
Cathedral Hill <sup>b</sup>	757	4,790	5,380	4,030	3.6%	4,620	1.8%
Pacific <sup>c</sup>	2,641	790	2,060	(1,850)	-1.6%	(580)	-0.2%
California	1,638	490	10	(1,150)	-1.0%	(1,630)	-0.6%
Davies <sup>c</sup>	925	1,090	1,750	170	0.2%	830	0.3%
St. Luke's <sup>d</sup>	597	1,190	1,530	600	0.5%	930	0.4%
<b>Total</b>	<b>6,558</b>	<b>8,350</b>	<b>10,730</b>	<b>1,800</b>	<b>1.6%</b>	<b>4,170</b>	<b>1.6%</b>

Notes: ABAG = Association of Bay Area Governments. The California Department of Finance estimated population and households in 2006. The California Employment Development Department estimated jobs in San Francisco in 2006.

<sup>a</sup> Numbers related to 2015 and 2030 projections have been rounded to the nearest 10th. Totals may not sum due to rounding.

<sup>b</sup> 2006 personnel numbers are based on existing employment at the site of the proposed Cathedral Hill Campus. Personnel numbers represent employees at the Cathedral Hill Hotel, 1255 Post Street Office Building, retail, car repair, and residential uses. These estimates were developed by BKF Consulting for CPMC.

<sup>c</sup> Personnel projections for the Cathedral Hill, Pacific, and Davies Campuses are based on the projected number of beds, projected increase in business activity, and employment density factors. These estimates were developed by Navigant Consulting for CPMC.

<sup>d</sup> St. Luke's personnel projections are based on employment density factors for hospital, office, and retail uses planned for the campus. All personnel totals by category are rounded to the nearest integer. The number of retail personnel is based on the City and County of San Francisco's (City's) employment density factors generated in 2002 by use category. Based on Navigant Consulting's employment density factors for patient care and medical office, St. Luke's would average 225 square feet per employee and 300 square feet per employee, respectively. Using the City of San Francisco's Planning Department estimate for retail, St. Luke's retail space would average 350 square feet per employee. Based on the building program proposed at St. Luke's, the campus will average approximately 264 square feet per employee across all use categories. Note that there are some small changes to the density because of the change in the building program (more medical office). It is still relatively close to the overall employment density calculator as described by the City (257).

Sources: California Department of Finance. E-5 *Population and Housing Estimates for Cities, Counties and the State, 2001–2009*.

Sacramento, CA. Data provided by CPMC, Navigant Consulting, and San Francisco Planning Department; data compiled by AECOM in 2009 and 2010.

compensation, or other means to help with the relocation process, and were not given the right to return.

Displacement of housing units would occur if units were demolished and replaced with an alternative land use.

In addition to analyzing housing displacement, the analysis evaluates the impacts of population and household growth due to housing demand in San Francisco, which could lead to additional housing development. To evaluate the effects on housing demand, the analysis presented here first determines the projected growth in households as a result of new CPMC personnel under the proposed LRDP. The projected growth in San Francisco households translates into additional housing demand, which can be accommodated either within the existing vacant housing supply or through additional residential development. According to DOF and summarized above in Table 4.3-8, "Housing Occupancy and Vacancy in San Francisco in 2000, 2006, and 2009," there were approximately 17,100 vacant housing units in 2009. In addition, the 2004 General Plan Housing Element

identifies a planned capacity to support an additional 45,450 housing units in San Francisco.<sup>23</sup> By subtracting housing production since adoption of the Housing Element, it was determined that San Francisco has a current capacity to support development of approximately 34,100 new housing units.<sup>24</sup> Thus, the City has a total planned capacity of approximately 51,000 housing units by 2030.

The housing demand estimates generated from the addition of new personnel at CPMC campuses were compared to the projected ABAG household growth and the available housing capacity in San Francisco. This comparison was performed for each campus, as well as systemwide. Because employees generally decide where to live at a regional level rather than simply choosing to reside near their employer, effects on housing demand are likely to be experienced throughout the city and not limited to areas surrounding each campus. Thus, the growth in employment at one campus in San Francisco and the decline at others would change housing demand across the entire city, rather than affecting housing demand in a specific neighborhood.

## **PRESENTATION OF IMPACTS IN THIS SECTION**

As described in Chapter 2, “Project Description,” the LRDP would be implemented in two phases: the “near term” and the “long term.” For the purpose of this EIR analysis, population and personnel projections are provided for years 2015 and 2030. However, the increase in personnel at the CPMC campuses, and the resulting population growth in San Francisco that could result from implementation of the LRDP, would occur incrementally between 2015 and 2030. Once the proposed Cathedral Hill Hospital and Cathedral Hill MOB are completed and operational in 2015, a shift of services among all of the existing CPMC campuses would occur. For example, the acute-care services currently offered at the Pacific Campus and the Women’s and Children’s Center at the California Campus would be relocated to the proposed Cathedral Hill Hospital. Once this transfer of services occurs, the existing 2333 Buchanan Street Hospital would be converted into the ACC, the ACC Addition would be constructed, and the Pacific Campus would be converted to the CPMC’s primary outpatient-care campus north of Market Street. By 2020, nearly all of the existing services at the California Campus would be transferred to other campuses.

Although it is expected that construction and renovation at the Cathedral Hill, Davies, Pacific, and St. Luke’s Campuses would be completed by 2020, it would take several years longer for the total growth in personnel and population to be realized at the CPMC campuses.

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<sup>23</sup> San Francisco Planning Department. 2004 (May). *Adopted Housing Element—Part 1: Data Needs and Analysis*. San Francisco, CA. American and Community Survey, 2006–2008, San Francisco County, U.S. Census.

<sup>24</sup> Best estimate based on information available. The Planning Department’s 2009 Draft Housing Element is currently under environmental review, and adoption of the 2009 Housing Element is anticipated for the end of 2010. Housing capacity is estimated by subtracting the housing units in the 2004 DOF report (353,717 units) from the housing units in the 2009 DOF report (365,050 units). This calculated number (11,333 units) is then subtracted from the potential new housing capacity (45,450 units) listed in the 2004 Housing Element to obtain approximately 34,100 in available housing capacity.

Implementation of the proposed LRDP would incrementally increase population and personnel at the CPMC campuses, in San Francisco, and in the Bay Area as a whole, as further discussed on page 4.3-4.

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**IMPACT PH-1** *The project would not induce substantial population growth in an area, either directly (for example, by proposing new homes and businesses) or indirectly (for example, through extension of roads or other infrastructure). (Significance Criterion 3a)*

*Levels of significance:*

- *Cathedral Hill (near term [with or without project variant] and year 2030): Less than significant*
- *Pacific (year-2015 operations): No impact*
- *Pacific (long term): Less than significant*
- *California (year-2015 operations): No impact*
- *California (year-2030 operations): No impact*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (near term [with or without either project variant] and year-2030 operations): Less than significant*
- *CPMC LRDP projects at full buildout (2030): Less than significant*

## Near-Term Projects

### ◆ Cathedral Hill Campus

All facilities in the proposed Cathedral Hill Campus development would be constructed or converted by mid-2015. Much of the projected growth in the overall population of the CPMC campuses can be attributed to the near-term construction of the Cathedral Hill Hospital and MOB:

- Building a new hospital and medical office building at the Cathedral Hill site would intensify the existing uses at the intersection of Van Ness Avenue and Geary Street/Geary Boulevard. The proposed Cathedral Hill Hospital and Cathedral Hill MOB would be larger than the buildings that they would replace, and would generate more employment than generated by previous (non-CPMC) uses at the site.<sup>25</sup> The uses at 1375 Sutter Street would be converted from mixed office and medical office use to solely medical office use, and physical improvements would be limited to interior renovation.

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<sup>25</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by The Marchese Company, Inc., San Francisco, CA. Page 89. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

- ▶ The services currently offered at the acute-care hospital at the Pacific Campus and the Women's and Children's Center and acute-care facility at the California Campus would be relocated to the proposed Cathedral Hill Hospital. Consolidating these services at Cathedral Hill would redistribute personnel from the Pacific and California Campuses:
  - Approximately 70% of the existing Pacific Campus population would move to the Cathedral Hill Hospital, with the remaining 30% staying at the Pacific Campus to serve outpatients.
  - Approximately 70% of the California Campus population would also relocate to the Cathedral Hill Campus; the remaining 30% would stay to serve outpatients, before gradually moving to the Pacific Campus after the conversion of the 2333 Buchanan Street Hospital into the ACC and construction of the ACC Addition.

As stated earlier in this section, personnel at the proposed Cathedral Hill Campus is projected to be approximately 4,790 FTE by 2015, which would account for 60% of the total CPMC personnel in that year (see Table 4.3-10, "Projections of CPMC Full-Time Equivalent Personnel and Share of Citywide Employment," above)—an increase in employment of approximately 4,030 FTE personnel at Cathedral Hill from 2006. A portion (49%) of the projected increase of 4,030 FTE personnel at the Cathedral Hill Campus would result in additional residential demand in the city. Using the methodology described on page 4.3-12 of this section, approximately 1,970<sup>26</sup> additional people would work and live in San Francisco, resulting in approximately new 1,440 San Francisco households. Based on the projected average household size (2.24) in 2015, the increase in households resulting from the LRDP would generate approximately 3,230 new San Francisco residents.

This above-noted projected growth in households and residents would be consistent with and within the citywide projection of ABAG's household and population projections, accounting for approximately 8% and 30% of San Francisco's household growth and population growth, respectively, from 2006 to 2015. Note, however, that this growth at the Cathedral Hill Campus does not account for the estimated 3,000-FTE-personnel decrease at the Pacific and California Campuses by 2015. These existing personnel at the Pacific and California Campuses would move to the new Cathedral Hill Campus by 2015 (approximately 4,280 FTE less approximately 3,000 FTE from the California and Pacific Campuses equals 1,280 FTE net new employees at the Cathedral Hill Campus). The personnel decrease of approximately 3,000 FTE employees at the Pacific and California Campuses by 2015 and the net increase of approximately 1,280 new CPMC employees at the Cathedral Hill Campus would result in approximately 630 CPMC new workers that would choose to live in San Francisco. These workers would generate approximately 370 new city households and 830 new city residents,<sup>27</sup> accounting for 2% of household

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<sup>26</sup> Approximately 2,350 persons is based on 4,790 FTE employees projected x 49% of current CPMC employee who live in San Francisco.

<sup>27</sup> Using data presented in Table 4.3-7, these figures were calculated by taking "Population and Household Change, 2006–2015" for Cathedral Hill and subtracting the totals for the Pacific and California Campuses.

growth and 8% of total projected population growth from 2006 to 2015. Overall, the increase in CPMC personnel from near-term development and operation of the Cathedral Hill Campus is estimated to account for approximately 0.6% of San Francisco's total population and 0.4% of San Francisco's households by 2015. This projected increase in households could be accommodated within the existing supply of vacant housing units, estimated at approximately 17,100 units in 2009 (Table 4.3-8, "Housing Occupancy and Vacancy in San Francisco in 2000, 2006, and 2009").

In addition, based on the 2004 General Plan Housing Element and using the 2004 and 2009 DOF housing estimates to compare housing units built, San Francisco has available capacity to support development of up to approximately 34,100 residential housing units during the 2009–2014 Regional Housing Needs Plan period.<sup>28</sup> Thus, with the availability of vacant housing and the additional inventory of sites that could accommodate future housing in San Francisco as is estimated within the adopted Housing Element, the projected increase in population and housing in San Francisco as a result of development of CPMC LRDP by 2015 would not be substantial.<sup>29</sup> As a result, implementing near-term projects at the proposed Cathedral Hill Campus would not induce substantial population growth in the area, either directly or indirectly. **This impact would be less than significant.**

**Cathedral Hill Campus with Project Variant:** Eliminating the proposed pedestrian tunnel under Van Ness Avenue from near-term projects for the Cathedral Hill Campus under this project variant would not affect the Cathedral Hill Campus's personnel levels. Therefore, for the same reasons as discussed above, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies Campus

Implementing the proposed LRDP at the Davies Campus is not expected to induce substantial population growth in the area, either directly or indirectly, in the near term. Employment at the Davies Campus is projected to be approximately 1,090 FTE personnel by 2015, which would account for 13% of the total CPMC personnel in that year (Table 4.3-10, "Projections of CPMC Full-Time Equivalent Personnel and Share of Citywide Employment") and would represent an increase of approximately 170 FTE net new personnel since 2006. Using the methodology described earlier in this section, approximately 80 of the 170 new CPMC personnel would also live and work in

<sup>28</sup> This is the best estimate based on information available. The Planning Department's 2009 Draft Housing Element is currently under environmental review, with adoption anticipated for the end of 2010. Housing capacity is estimated by subtracting the housing units in the 2004 DOF report (353,717 units) from the housing units in the 2009 DOF report (365,050 units). This calculated number (11,333 units) is then subtracted from the potential new housing capacity (45,450 units) listed in the 2004 Housing Element to obtain approximately 34,100 in available housing unit capacity.

<sup>29</sup> As mentioned in Section 4.3.6, "Cumulative Impacts" (page 4.3-44), the overall impact of population growth and on housing is a regional/citywide impact, not a localized, campus neighborhood one.

San Francisco (Table 4.3-10).<sup>30</sup> The projected increase in local workers at the Davies Campus by 2015 under the LRDP would result in approximately 60 net new households, or slightly more than 130 net new residents, in San Francisco in 2015.

The projected near-term employment growth at the Davies Campus is anticipated to account for approximately 0.3% and 0.7% of San Francisco's total household growth and population growth, respectively, from 2006 to 2015. Overall, effects of near-term projects at the Davies Campus on population and household growth are estimated to account for less than 0.1% of San Francisco's total population and households by 2015. This is well within San Francisco's available residential supply capacity (approximately 34,100 housing units), as estimated by the 2004 Housing Element, and its available vacant housing supply, estimated at 17,100 units in 2009. Thus, the proposed development at the Davies Campus is not anticipated to contribute substantially to overall household growth in San Francisco by 2015. The near-term projects at the Davies Campus are not expected to result in substantial population growth in the context of San Francisco's overall population and anticipated growth. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the near term.

## ◆ St. Luke's Campus

The proposed St. Luke's Replacement Hospital would expand the existing uses on the St. Luke's Campus. CPMC's plans for St. Luke's Campus in the LRDP represent a continuation and intensification of an existing institutional use. As shown in Table 4.3-10, the intensification and proposed new construction at St. Luke's Campus under the LRDP is projected to increase personnel by approximately 600 FTE personnel by 2015. Under the LRDP, the St. Luke's Campus would grow from an estimated 600 FTE personnel to 1,190 in 2015. (As mentioned previously on page 4.3-15, as a conservative estimate and for purposes of the analysis, it is assumed that the respective CPMC personnel increases associated with the MOB/Expansion Building and with the St. Luke's Replacement Hospital would occur at the same time.) This growth in FTE personnel would account for 14% of total San Francisco CPMC personnel in 2015 (Table 4.3-10). A portion of the projected increase of approximately 600 FTE net new personnel (since 2006) would result in additional residential demand. Using the methodology described earlier in this section (see page 4.3-12), approximately 290 new CPMC personnel would also live in San Francisco. The projected increase in local workers with the LRDP at the St. Luke's Campus would result in approximately 210 net new households and approximately 480 net new residents in San Francisco by 2015.

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<sup>30</sup> The approximately 80 additional CPMC employees at the Davies Campus who would live in San Francisco were calculated by multiplying the increase of approximately 170 FTE employees by the percentage of CPMC workers who would live in San Francisco (49%, or 0.49).



This projected growth in households and residents is consistent with ABAG's household and population projections, accounting for approximately 1.2% and 4.4% of San Francisco's household growth and population growth, respectively, from 2006 to 2015. Overall, effects of near-term development at St. Luke's on population and household growth are estimated to account for approximately 0.1% of San Francisco's total population and less than 0.1% of total households in 2015. The projected increase in households could be accommodated within the existing supply of vacant housing, estimated at approximately 17,100 units in 2009. In addition, as discussed on page 4.3-15, it is estimated that San Francisco has a capacity to build up to approximately 34,100 housing units during the 2009–2014 planning period. Thus, with the availability of vacant housing and the additional inventory of sites that could accommodate future housing as estimated, the effect of the projected increase in population and housing demand on San Francisco would not be substantial. **This impact would be less than significant.**

**St. Luke's Campus with Project Variants:** The project variants proposed for the St. Luke's Campus call for changes to the campus's physical layout and design, but neither variant would change the overall development program in a manner that would reduce or increase its personnel capacity. Thus, for the same reasons as discussed above, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

## Operations at Other Campuses in 2015

### ◆ Pacific Campus

No near-term projects at the Pacific Campus are identified under the proposed LRDP. Personnel at the Pacific Campus is projected to decrease by approximately 70%, or approximately 1,850 FTE personnel by 2015, from approximately 2,640 in 2006 to approximately 790 by 2015 (see Table 4.3-10). These existing personnel (approximately 1,850 FTE) at this campus would move to the newly opened Cathedral Hill Hospital, with the remaining 30% (or approximately 790 personnel) staying at the Pacific Campus to serve outpatients by 2015. However, an overall systemwide decrease in CPMC personnel would not occur. The shift of personnel from the Pacific Campus is anticipated to result in a decrease of approximately 660 households and approximately 1,480 residents in 2015 related to CPMC personnel decreases at the Pacific Campus, which would be offset by the same growth in city residents, households, and housing demand caused by the opening of the Cathedral Hill Campus. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in 2015.



## ◆ California Campus

The proposed LRDP does not include any near-term plans for the California Campus. The closing of some functions at the California Campus is projected to result in a loss of approximately 1,150 FTE personnel by 2015, which would account for a decrease of 6% of the total CPMC personnel in that year (Table 4.3-10). As detailed in Table 4.3-10, the projected number of personnel (approximately 1,150 FTE personnel) at the California Campus would decrease between 2006 and 2015, as various medical functions and programs and associated personnel would be redistributed to the Cathedral Hill Campus by 2015. Approximately 70% (or approximately 1,150 personnel) of the California Campus personnel would relocate to the Cathedral Hill Campus. The remaining 30% (or approximately 490 personnel) would stay at the California Campus to serve outpatients. Then, after 2015, once the Pacific Campus's existing 2333 Buchanan Street Hospital building has been converted into the ACC—and with the eventual development of the ACC Addition at the Pacific Campus (between 2015 and 2020)—all remaining personnel (approximately 490 FTE personnel) at the California Campus would gradually move to the Pacific Campus. The California Campus is not anticipated to result in any growth in population and households within San Francisco by 2015.

The anticipated decrease in personnel at the California Campus with implementation of the LRDP at this campus is expected to result in a loss of 410 households and 920 residents in 2015; however, this decrease would be offset by the increase in households and residents from personnel working at the proposed Cathedral Hill Campus by 2015. Overall, the California Campus's remaining 490 personnel would account for approximately 0.1% of San Francisco's total population in 2015. The shift of personnel from the California Campus to Cathedral Hill Campus is not anticipated to contribute to overall household growth in San Francisco by 2015 or to induce population growth. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the California Campus in 2015.

## Long-Term Projects

### ◆ Pacific Campus

With implementation of long-term projects at the Pacific Campus, the uses at this campus would continue to be medical/institutional. CPMC would construct a new ACC facility, which would be constructed and occupied by 2020, and would move its remaining acute-care facilities to Cathedral Hill. By 2015, the Pacific Campus would be substantially reduced in personnel, with an estimated 790 personnel compared to 2,640 in 2006. With the development of the ACC, as well as other Pacific Campus facilities, total personnel at the Pacific Campus are expected to increase (between 2015 and 2030) by approximately 1,270 FTE personnel, for a total of

approximately 2,060 FTE personnel by 2030. Overall, Pacific Campus personnel levels at 2030 buildout (approximately 2,060 FTE) would remain below 2006 personnel levels (approximately 2,641 FTE) but would rebound from 2015 Pacific Campus personnel levels (approximately 790 FTE). From 2015 to 2030, the projected increase in Pacific Campus personnel would indirectly generate population and housing demand of approximately 1,000 new residents and 450 new households in San Francisco. The projected increases in population and households represent approximately 2% and 1% of projected population and household growth for San Francisco from 2015 to 2030. These projected changes in population and households are well within the planned population and household projections for San Francisco as estimated by ABAG. **Therefore, this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

By 2015, the Davies Campus would contain approximately 1,090 FTE personnel; from 2015 to 2030, the campus is projected to grow to approximately 1,750 FTE personnel, which would account for 16% of CPMC personnel by 2030 (Table 4.3-10). This would be a result of the proposed Castro Street/ 14<sup>th</sup> Street MOB proposed for the Davies Campus under the LRDP, as well as projected increases in overall activity at the campus as hospital demand grows over time. The increase in personnel from 2015 to 2030 would have the potential to indirectly induce population and household growth. Using the population and housing demand methodology described beginning on page 4.3-12, the increase in personnel at Davies Campus from 2015 to 2030 would result in approximately 240 net new households and 560 net new residents in San Francisco. The projected increase is well within ABAG's population and household projections for San Francisco for 2030, accounting for 0.6% of total projected population and household growth.<sup>31</sup> In addition, the projected increase in housing demand and growth in population related to implementing the LRDP at the Davies Campus from 2015 to 2030 could be accommodated within San Francisco's existing supply of vacant housing, estimated at approximately 17,100 housing units in 2009, as well as the available inventory of sites for additional residential development estimated in San Francisco and planned capacity of approximately 34,100 housing units.

Overall, the long-term projects at the Davies Campus are not expected to result in a substantial level of population growth in the context of San Francisco's overall population and anticipated growth or to lead to unplanned development. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

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<sup>31</sup> To clarify, both population *and* household growth from new employment at Davies would represent approximately 0.6% of the projected population *and* household growth in San Francisco. In other words, the percent share of growth is the same for both population and households.

## Operations at Other Campuses in 2030

### ◆ Cathedral Hill Campus

No long-term projects at the proposed Cathedral Hill Campus are identified in the CPMC LRDP; the campus would be operational by 2015 with an estimated 4,790 FTE personnel. After 2015, personnel levels at this campus would incrementally increase as overall medical demand increases within San Francisco. From 2015 to 2030, personnel levels at the proposed Cathedral Hill Campus are projected to increase by approximately 590 FTE new personnel, for a total of approximately 5,380 FTE at buildout (2030). Cathedral Hill would then be CPMC's largest San Francisco medical campus, accounting for 50% of the total CPMC personnel (Table 4.3-10).

The increase in personnel at the Cathedral Hill Campus in the long term would incrementally increase San Francisco's population because a portion of new CPMC workers would choose to locate in the city (49% of approximately 590 equals approximately 300 workers choosing to live and work in San Francisco). The projected increase in San Francisco residents would be well within the projected population and household growth from 2015 to 2030 as estimated by ABAG. Using the methodology described beginning on page 4.3-12, the projected increase in local workers between 2015 and 2030 (approximately 590 new FTE personnel) would result in approximately 210 new households or approximately 620 new residents. Note that the increase in households and residents at Cathedral Hill would be partially offset by decreases in employment at the California Campus, which is projected to decrease by approximately 480 FTE personnel from 2015 to 2030, reducing overall San Francisco housing demand by approximately 170 housing units in this same time period.

The personnel growth and associated population, household, and residential growth projected on Cathedral Hill Campus is well within ABAG's household and population projections, accounting for approximately 1% of San Francisco's projected household and population growth, respectively, from 2015 to 2030.<sup>32</sup> Overall, the effects of an increase in CPMC personnel on San Francisco population and household growth inducement resulting from operation of the proposed Cathedral Hill Campus would account for less than 0.1% of San Francisco's total population and total households in 2030. **Thus, this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in year 2030.

### ◆ California Campus

No new developments are proposed at the California Campus as part of the CPMC LRDP. All inpatient functions at the California Campus would be transferred to the Cathedral Hill Campus once the Cathedral Hill Hospital has

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<sup>32</sup> The 3.5% represents Cathedral Hill's share for both projected population and households.

opened in 2015. The remaining CPMC uses and programs would continue at the California Campus until completion of the proposed ACC and ACC Addition at the Pacific Campus (expected in 2016 and 2020, respectively), at which time the Pacific Campus would absorb almost all remaining CPMC-related uses at the California Campus. However, CPMC would lease a small amount of CPMC-operated space at the 3838 California Street MOB (primarily diagnostics and treatment space for outpatient imaging and blood drawing) from the buyer of the California Campus property indefinitely. Approximately 10 FTE personnel would be retained at the diagnostics and treatment space by 2030. Thus, it is expected that by 2030 almost all CPMC-related use of the California Campus would have ceased.

The result would be decreased employment and a corresponding on-campus population decline at the California Campus by 2030. However, this decline in employment would be offset by equivalent employment growth and on-campus population growth at the Cathedral Hill Campus. In 2015, a total of approximately 490 FTE personnel are projected to work at the California Campus (Table 4.3-10). The number of FTE personnel at the California Campus is projected to decrease by approximately 480 FTE personnel by 2030, as functions are transferred to the Cathedral Hill and Pacific Campuses and operations at the California Campus are phased out. Therefore, the California Campus is not anticipated to contribute to overall household and population growth in the region by 2030. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the California Campus in year 2030.

## ◆ St. Luke's Campus

No long-term projects are proposed at the St. Luke's Campus. However, personnel levels would incrementally increase in the long term because of incremental increases in hospital demand and because the proposed MOB/Expansion Building would be completed and occupied by 2018. In 2015, the St. Luke's Campus is projected to have approximately 1,190 FTE personnel (Table 4.3-10). By 2030, staffing at this campus is expected to increase by approximately 330 FTE personnel to approximately 1,530 FTE personnel, which would account for approximately 14% of total CPMC personnel in 2030. Of these, 49%, or approximately 160 FTE employees, would choose to live and work in San Francisco. The growth in personnel levels at St. Luke's Campus from 2015 to 2030 would result in additional residential demand. Using the population and housing demand methodology described beginning on page 4.3-12, the projected increase in local workers would result in approximately 120 net new households or approximately 300 net new residents.

The growth would be well within ABAG's household and population projections, accounting for less than 1% of San Francisco's projected household and population growth from 2015 to 2030. In addition, the projected increase of 120 households could be accommodated by the available supply of vacant housing and San Francisco's inventory of housing sites, estimated at 17,100 and 34,100 units, respectively. Thus, the projected household and

population growth is well within the population projections for San Francisco. **This impact would be less than significant.**

## Combined LRDP Projects at Buildout (2006–2030)— By Campus

This section describes the combined near- and long-term population and housing impacts generated under the LRDP for each campus. It uses baseline population, housing, and employment information available at the time of the NOP (2006) and compares the baseline estimates to changes in population, housing, and employment by 2030.

### ◆ Pacific Campus

With implementation of long-term projects at the Pacific Campus, the uses at this campus would continue to be medical/institutional. In 2006, a total of approximately 2,640 FTE personnel worked at the Pacific Campus (Table 4.3-10). The number of FTE personnel is projected to decrease to approximately 2,060 FTE remaining on the campus by 2030. This would be a decrease of approximately 580 FTE personnel, or a 22% decline from 2006 Pacific Campus personnel levels by 2030. This decrease reflects shifting of some functions to the proposed Cathedral Hill Campus by 2015. As a result, the Pacific Campus is not anticipated to contribute to overall household and population growth in San Francisco or the Bay Area. Therefore, implementing long-term projects at the Pacific Campus would not induce population growth. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

### ◆ Davies Campus

In 2006, personnel at the Davies Campus consisted of approximately 925 FTE personnel; the campus is projected to grow by approximately 830 FTE personnel (see Table 4.3-10 on page 4.3-16) to approximately 1,750 FTE<sup>33</sup> personnel by 2030, which would account for 16% of CPMC personnel by 2030 (Table 4.3-10). The increase in personnel (830 new FTE personnel between 2006-2030) would slightly increase San Francisco's population as a portion of new CPMC workers locate in the city for housing. A portion (an estimated 49% of the 830 new FTE personnel, or approximately 410 FTE personnel) of the projected increase of approximately 830 FTE personnel would choose to live and work in San Francisco (410 FTE personnel) would result in additional residential demand in the city, but this would not be substantial when compared to overall projected population and household growth for San Francisco during this same period (2006–2030).

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<sup>33</sup> Totals do not sum due to rounding.

Using the methodology described earlier in this section (beginning on page 4.3-12), the projected increase in local workers (approximately 410 net new FTE personnel living and working in San Francisco from 2006 to 2030) would result in approximately 300 net new households, or slightly more than 690 net new residents. This projected growth would be well within ABAG's household and population projections, accounting for approximately 0.6% of San Francisco's household and population growth for 2030, respectively.<sup>34</sup> This projected increase in housing demand and growth in population related to Davies LRDP could be accommodated within San Francisco's existing supply of vacant housing, estimated at approximately 17,100 housing units in 2009, as well as the available inventory of sites for additional residential development estimated in San Francisco and building capacity for approximately 34,100 planned housing units too.

Overall, the long-term projects at the Davies Campus are not expected to result in a substantial level of population growth in the context of San Francisco's overall population and anticipated growth or to lead to unplanned development. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

## Operations at Other Campuses in 2030

### ◆ Cathedral Hill Campus

CPMC personnel levels at the Cathedral Hill Campus would experience a sharp rise in 2015, when the proposed Cathedral Hill Hospital and MOB would become operational. After 2015, employment at Cathedral Hill would incrementally increase as a result of growth in San Francisco's overall medical demand. Employment at the proposed Cathedral Hill Campus is projected to reach approximately 4,790 FTE personnel by 2015 and approximately 5,380 FTE personnel by 2030. Cathedral Hill would be CPMC's largest San Francisco medical campus, accounting for 50% of the total CPMC personnel by 2030, with total personnel growth of approximately 4,620 FTE personnel between 2006 and 2030 (Table 4.3-10).

The projected increase in CPMC personnel at Cathedral Hill by 2030 would result in additional residential demand; however, this would be well within the projected population and household growth from 2006 to 2030 as estimated by ABAG. Using the methodology described beginning on page 4.3-12, approximately 2,260 new CPMC personnel are anticipated to live and work in San Francisco. The projected increase in local workers would

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<sup>34</sup> To clarify, both population *and* household growth from new employment at Davies would represent approximately 0.6% of the projected population *and* household growth in San Francisco. In other words, the percent share of growth is the same for both population and households.

result in approximately 1,440 households, or approximately 3,850 new residents<sup>35</sup>. Note that the increase in households and residents at Cathedral Hill would be partially offset by decreases in employment, and therefore, population and housing demand related to the Pacific and California Campuses. By 2030, the number of employees at the Pacific and California Campuses is projected to decrease by approximately 2,200, thus reducing housing demand by approximately 790 households.

Regardless of decreases in personnel at the Pacific and California Campuses, the personnel growth projected at Cathedral Hill would be within ABAG's household and population projections, accounting for approximately 3.5% of San Francisco's projected household and population growth, respectively, from 2006 to 2030.<sup>36</sup> Overall, the effects of an increase in CPMC personnel on citywide population and household growth inducement resulting from operation of the proposed Cathedral Hill Campus would account for approximately 0.6% and 0.4% of San Francisco's total population and total households, respectively, in 2030. As stated earlier (page 4.3-15), it is estimated that there is an available capacity to build approximately 34,100 new housing units in San Francisco. In addition, San Francisco currently (in 2009) has a supply of 17,100 vacant housing units. Therefore, the City could accommodate the share of housing demand induced by increased households from additional workers at Cathedral Hill Campus under the CPMC LRDP. **Thus, this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in year 2030.

## ◆ California Campus

By 2030, all inpatient functions at the California Campus would be transferred to the Cathedral Hill Campus once the Cathedral Hill Hospital and the proposed ACC and ACC Addition at the Pacific Campus are operational. CPMC would lease a small amount of CPMC-operated space at the 3838 California Street MOB (primarily diagnostics and treatment space for outpatient imaging and blood drawing) from the buyer of the California Campus property indefinitely. Approximately 10 FTE personnel would be retained at the diagnostics and treatment space by 2030. Thus, it is expected that by 2030 almost all CPMC-related use of the California Campus would have ceased.

The result would be decreased personnel at the California Campus by 2030. However, this decline in employment would be offset by equivalent personnel growth at the Cathedral Hill Campus. Overall, the FTE personnel levels at California Campus would decrease by approximately 1,630 from 2006 to 2030.

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<sup>35</sup> Assuming 49% of FTE personnel who choose to live and work in San Francisco (4,620 FTE personnel between 2006-2030- 49%=2,260 new FTE personnel), an existing employed resident to household factor of 1.37 ( ABAG) and average household size of 2.33 in 2030 (ABAG). (approximately 1,650 new households and 3,850 new residents by 2030).

<sup>36</sup> The 3.5% represents Cathedral Hill's share for both projected population and households.

Therefore, the California Campus is not anticipated to contribute to overall household and population growth in the region by 2030. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the California Campus in year 2030.

## ◆ **St. Luke's Campus**

In 2006, the St. Luke's Campus had approximately 600 FTE personnel (Table 4.3-10). Staffing at this campus is expected to increase to approximately 1,530 FTE personnel by 2030, which would account for 14% of total CPMC personnel in 2030. A portion (49%, or approximately 460 FTE personnel who would choose to live and work in San Francisco) of the projected increase of approximately 930 FTE personnel between 2006 and 2030 would result in additional residential and household demand. Based on the methodology described beginning on page 4.3-12, the projected increase in local San Francisco workers (460 FTE personnel) would result in approximately 330 net new households, or approximately 740 net new residents. This growth would be within ABAG's household and population projections, accounting for approximately 1% of San Francisco's projected household and population growth from 2006 to 2030. Overall, the effects of an increase in CPMC personnel on population and household growth inducement from long-term operation at the St. Luke's Campus under the LRDP is estimated to account for approximately 0.2% and 0.1% of San Francisco's total population and total households in 2030, respectively.

Moreover, the additional 330 households could be accommodated by the available supply of vacant housing and San Francisco's planned capacity for new housing development, estimated at 17,100 and 34,100 units, respectively. Thus, the projected household and population growth related to St. Luke's Campus development under the LRDP would be well within the population projections for San Francisco. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in 2030.

## **CPMC LRDP Projects at Full Buildout (2006–2030)**

Under the LRDP, CPMC would design, construct, and operate the proposed Cathedral Hill Campus. This campus would include a newly constructed 15-story, 555-bed Cathedral Hill Hospital at the northwest corner of the intersection of Van Ness Avenue and Geary Boulevard, as well as a new Cathedral Hill MOB at the northeast corner of the intersection of Van Ness Avenue and Geary Street, across Van Ness Avenue from the proposed Cathedral Hill Hospital site. Currently, an existing office building partially used for medical offices at the intersection of Sutter and Franklin Streets; this facility would be converted into full medical office use as the 1375 Sutter MOB. After 2015, employment at this campus would incrementally increase as overall medical demand



increases within San Francisco. Employment at the proposed Cathedral Hill Campus is projected to reach approximately 4,790 FTE personnel by 2015 and approximately 5,380 FTE personnel by 2030. Some employees at the Pacific and California Campuses would be shifted to the Cathedral Hill Campus.

Implementing the LRDP would also result in the interior renovation and conversion of the existing 2333 Buchanan Street Hospital building into a new ACC, construction of a new ACC Addition and additional underground parking, and renovation of other existing buildings at the Pacific Campus. The number of FTE personnel at the Pacific Campus is projected to decrease to approximately 2,060 FTE remaining on the campus by 2030. This would be a decrease of approximately 580 FTE personnel, or a 22% decline from 2006 Pacific Campus personnel levels. This proposed decrease reflects a shift of some functions to the proposed Cathedral Hill Campus by 2015.

New development at the Davies Campus would include the construction of the new Neuroscience Institute building, new Castro Street/14th Street MOB, and related parking improvements. The number of FTE personnel at the Davies Campus is projected to increase to approximately 1,750 FTE on the campus by 2030. This would be an increase of approximately 830 FTE personnel, or an approximately 90% increase from 2006 Davies Campus personnel levels.

Development at the St. Luke's Campus would include demolition of the existing St. Luke's Hospital tower; construction of the new 80-bed, acute-care St. Luke's Replacement Hospital; and construction of the MOB/Expansion Building and underground parking. The number of FTE personnel at the St. Luke's Campus is projected to increase to approximately 1,530 FTE on the campus by 2030. This would be an increase of approximately 930 FTE personnel, or a 156% increase from 2006 St. Luke's Campus personnel levels.

The total number of personnel at all CPMC campuses would grow to approximately 10,730 by 2030. This would be a net new growth of 4,170 FTE personnel CPMC systemwide between 2006-2030 (see Table 4.3-10 on page 4.3-16). This personnel growth would create population growth and household growth, approximately 3,480 people or approximately 3% and 1,490 households or approximately 3% overall, that would be within ABAG's population projections for San Francisco. Also, the increase in housing demand could be accommodated by the city's vacant housing supply (approximately 17,100 vacant housing units) and available capacity to build approximately 34,100 new housing units in San Francisco.

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**IMPACT PH-2**     *The project would not displace substantial numbers of existing housing units or create demand for additional housing, necessitating the construction of replacement housing. (Significance Criterion 3b)*

*Levels of significance:*

- *Cathedral Hill (near term [with or without project variants] and year-2030 operations): Less than significant*
- *Pacific (year-2015 operations): No impact*
- *Pacific (long term): Less than significant*
- *California (year-2015 and year-2030 operations): No impact*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (near term [with or without either project variant]): Less than significant*
- *St. Luke's (year-2030 operations): Less than significant*
- *CPMC LRDP projects at full buildout (2030): Less than significant*

## Near-Term Projects

### ◆ Cathedral Hill Campus

As previously discussed, employment at the proposed Cathedral Hill Campus is projected to be approximately 4,790 FTE personnel (approximately 4,030 net new FTE personnel) by 2015, which would account for 60% of the total CPMC personnel in that year (Table 4.3-10). This projected increase of personnel at Cathedral Hill would result in additional residential demand in the city and elsewhere in the Bay Area. Assuming that commute behavior by CPMC personnel and the proportion of personnel living and working in San Francisco (49%) would remain the same as under existing conditions, approximately 2,260 CPMC personnel would live and work in San Francisco, while the remainder would live elsewhere in the Bay Area. Based on an average employed resident/household ratio of 1.37 and assuming an average household size of 2.24 as projected by ABAG for 2015, the projected increase in local workers related to development at the Cathedral Hill Campus under the LRDP would result in approximately 1,440 households, or approximately 3,230 new residents.

This projected growth would be within ABAG's household and population projections, accounting for approximately 8% and 16% of San Francisco's household growth and population growth, respectively, from 2006 to 2015. Note that the projected increase in employment at Cathedral Hill would be offset by decreases in employment at the Pacific and California Campuses, estimated at a decrease of approximately 2,200 FTE personnel for both campuses altogether over the same period (2006–2030). Thus, the net effect of LRDP

development on San Francisco household/ population growth would be much less than if only a single CPMC campus's development and proposed new operations were considered.

Regardless, an increase in CPMC employment from near-term development and operation of the Cathedral Hill Campus on population and household growth inducement would account for approximately 0.6% and 0.4%, respectively, of San Francisco's total population and total households in 2015. The projected increase in households is expected to be accommodated by the existing supply of vacant housing in the city, estimated at approximately 17,100 units in 2009 (Table 4.3-8). In addition, it is estimated that San Francisco has citywide capacity to build up to approximately 34,100 new housing units (during the 2009–2014 Regional Housing Needs Plan period).<sup>37</sup> Although the entire population increase associated with employment at the Cathedral Hill Campus could be accommodated in San Francisco, it is likely that some CPMC personnel would elect to live elsewhere than San Francisco and in surrounding Bay Area communities. Thus, with the availability of vacant housing and the additional inventory of sites for residential development that could accommodate future estimated demand for housing, the effect of the projected increase in housing demand related to development under the LRDP on San Francisco's population and housing would not be substantial.

Construction of the proposed Cathedral Hill MOB on Geary Street would result in the loss of five dwelling units and 20 residential hotel units. CPMC would provide for the relocation of all affected tenants from these units and residential hotel units who need assistance, in excess of that required by law. Section 41.13 of the San Francisco Administrative Code requires that any demolished residential hotel units be replaced on a 1:1 basis and provides various mechanisms for compliance by the project sponsor. CPMC is continuing to work with the Mayor's Office of Housing to identify the best mechanism under Section 41.13 to meet the City's need to replace the 20 residential hotel units proposed for demolition. Options include providing funding to the Mayor's Office of Housing and/or one or more nonprofit organization(s) to construct replacement units, the details of which are still under discussion. Section 317, "Loss of Dwelling Units through Merger, Conversion, and Demolition," of the San Francisco Planning Code prescribes similar replacement in kind for demolition of residential buildings. The displacement of the tenants in the five dwelling units and 20 residential hotel units for the Cathedral Hill Campus would be compensated, and residents would be offered relocation assistance. CPMC would meet the requirements of Section 41.13, and the loss of those units would not be a significant impact. Therefore, **this impact would be less than significant.**

**Cathedral Hill Campus with Project Variant:** Construction of the proposed pedestrian tunnel beneath Van Ness Avenue under the near-term projects at Cathedral Hill would not affect any residences; therefore, with the

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<sup>37</sup> San Francisco Planning Department. 2004 (May). *Adopted Housing Element—Part 1: Data Needs and Analysis*. San Francisco, CA. American Community Survey, 2006–2008, San Francisco County, U.S. Census.

tunnel eliminated under this variant, this impact would be identical to the impact of near-term projects described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies Campus

The Davies Campus is currently occupied by five institutional buildings, as previously discussed. A portion of the projected increase of approximately 1,090 FTE personnel (169 net new FTE personnel) at this campus by 2015 (see Impact PH-1) would result in additional residential demand of approximately 60 households by 2015. Using the methodology described beginning on page 4.3-12, approximately 530 additional CPMC personnel would live and work in San Francisco, while the remainder would live elsewhere in the Bay Area (Table 4.3-9). This distribution would result in approximately 60 net new households, or approximately 140 net new residents in San Francisco, and the remaining personnel-related households and population would locate elsewhere in the Bay Area. The projected personnel growth at the Davies Campus under the LRDP could be accommodated within the city's available vacant housing supply (approximately 17,100 units) and planned housing unit capacity (approximately 34,100 units), as described in the 2004 General Plan Housing Element (see page 4.3-21 for a more detailed explanation). The Davies Campus is anticipated to account for approximately 0.3% and 0.7% of San Francisco's total household growth and population growth, respectively, from 2006 to 2015 (Table 4.3-9). Overall, the effects on population and household growth from additional CPMC employment as a result of development at the Davies Campus would account for approximately 0.1% of San Francisco's total population by 2015. The projected increase in population and households in San Francisco would be well within the growth projected by ABAG for San Francisco by 2030, as discussed on page 4.3-14.

There are no residential buildings on the Davies Campus, and thus none would be affected. Near-term development would involve construction of the proposed Neuroscience Institute building, which would expand the existing uses on the Davies Campus. The near-term plans for the campus represent a continuation and intensification of an existing institutional use. Project implementation would not displace any existing housing units at the Davies Campus, necessitating the construction of replacement housing. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the near term.

## ◆ St. Luke's Campus

Employment at the proposed St. Luke's Campus is projected to be approximately 1,190 FTE personnel (approximately 590 net new FTE personnel) by 2015, which would account for 14% of the total CPMC personnel

(Table 4.3-10). The approximately 600-FTE-personnel net increase at the St. Luke's Campus would result in additional residential demand in San Francisco. Based on current statistics on residential location of CPMC employees found in the CPMC IMP, approximately 49% (or 290) new CPMC personnel would live and work in San Francisco, resulting in approximately 210 net new households, or approximately 480 net new residents, related to St. Luke's development by 2015 (see page 4.3-9 for a full explanation). The projected personnel growth under the LRDP for the St. Luke's Campus could be accommodated within the city's available vacant housing supply (approximately 17,100 units) and planned housing unit capacity (approximately 34,100 units), as described in the 2004 General Plan Housing Element (see page 4.3-21 for a more detailed explanation).

There are no residential buildings on the St. Luke's Campus, and thus none would be affected. The proposed LRDP would expand existing uses at the St. Luke's Campus; the plans for the campus represent a continuation and intensification of an existing institutional use. Implementation of near-term projects at this campus would not displace any existing housing units, necessitating the construction of replacement housing. **This impact would be less than significant.**

**St. Luke's Campus with Project Variants:** Neither of the two project variants proposed for the St. Luke's Campus would affect housing units or create demand for housing. Construction at the St. Luke's Campus would still occur only within the existing campus footprint. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

## Operations at Other Campuses in 2015

### ◆ Pacific Campus

No near-term projects at the Pacific Campus are identified in the proposed LRDP. The Pacific Campus is not anticipated to result in any household growth by 2015 (Table 4.3-9). FTE personnel at this campus is projected to decrease by approximately 1,850 from 2006 to 2015 (to approximately 790), which would account for a 9% decrease in the total CPMC personnel from the Pacific Campus in that year (Table 4.3-10). Upon opening of the Cathedral Hill Hospital by 2015, approximately 70% (approximately 1,850 FTE personnel) of the existing CPMC population from the Pacific Campus is expected to move to the new Cathedral Hill Hospital, with the remaining 30% (approximately 790 FTE personnel) staying at the Pacific Campus and serving outpatients. Operations at the Pacific Campus are not anticipated to result in any substantial growth in population and households by 2015; rather, a decrease of approximately 660 households and approximately 1,480 residents associated with employment at the Pacific Campus is anticipated by 2015.

There are two residential buildings at the Pacific Campus, totaling 18 units. These buildings are both used by families of patients at CPMC hospitals and would remain on campus with the implementation of the LRDP. As stated earlier, the decrease in citywide household demand and residential population attributed to employment at the Pacific Campus by 2015 would be offset by the increase in employment associated with the increase in household demand and residential population at Cathedral Hill by 2015. Additionally, operations at the Pacific Campus in 2015 under the LRDP would not displace residents or result in displacement of existing housing units, necessitating the construction of replacement housing. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in 2015.

## ◆ California Campus

No construction or development projects are proposed for the California Campus under the LRDP, and no demolition or alteration of existing campus structures would occur. The existing eight-unit multifamily residential building would remain on campus. A decrease of approximately 410 households and approximately 920 residents associated with the employment decrease at the California Campus is anticipated in 2015 from the cessation of several operations at the California Campus under the LRDP by 2015 (Table 4.3-9). Overall, with the decrease in employment, the California Campus would account for approximately 0.1% of San Francisco's total population in 2015. The decrease in housing demand and residents attributed to the decrease in personnel at the California Campus would be offset by the increase in employment and associated increase in housing demand and residents at the Cathedral Hill Campus. The California Campus is not anticipated to contribute to overall household growth in San Francisco by 2015. The existing uses and campus buildings would remain; however, future uses and activities are speculative because once the buildings are sold, it is unknown what the new owners would do with the property. Until completion of the sale of the existing California Campus buildings, CPMC would continue to comply with all land use plans, policies, and regulations. Therefore, in the near term, operations at the California Campus in 2015 under the CPMC LRDP would not result in displacement of existing housing units, necessitating the construction of replacement housing. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the California Campus in 2015.

## Long-Term Projects

### ◆ Pacific Campus

With implementation of long-term projects at the Pacific Campus, the uses at this campus would continue to be medical/institutional. CPMC would construct a new ACC facility at the Pacific Campus, and the proposed ACC Addition would be constructed and occupied by 2020; the remaining acute-care facilities would be moved from

this campus to Cathedral Hill. As discussed earlier, the Pacific Campus would be substantially reduced in personnel by 2015, to an estimated 790 FTE personnel. With the development of the ACC and ACC addition, total personnel at the Pacific Campus is expected to increase again between 2015 and 2030—by approximately 1,270 FTE personnel—for a total of approximately 2,060 FTE personnel at this campus by 2030. Overall, personnel levels at the Pacific Campus at buildout (2030) would remain below 2006 levels, but would rebound from 2015 personnel levels. From 2015 to 2030, the projected increase in Pacific Campus personnel would indirectly induce demand for approximately 450 new households in San Francisco. The increase in city households represents approximately 1% of projected population and household growth for San Francisco from 2015 to 2030. The projected change in households would be well within the planned population and household projections for San Francisco as estimated by ABAG. In addition, the long-term projects at the Pacific Campus would not remove or displace housing units on the campus. **Therefore, this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

By 2015, the Davies Campus would contain approximately 1,090 FTE personnel (Table 4.3-10). From 2015 to 2030, the campus is projected to grow by approximately 660 FTE personnel, to a total of approximately 1,750 FTE personnel. As described earlier in this section, the increase in personnel at Davies from 2015 to 2030 would result in approximately 240 net new households in San Francisco. The projected increase is consistent with ABAG's household projections, accounting for approximately 1% of total projected household growth.<sup>38</sup> In addition, the projected 2015–2030 increase in housing demand related to implementing the LRDP at the Davies Campus could be accommodated within San Francisco's existing supply of vacant housing (approximately 17,100 housing units in 2009) and the city's additional planned residential development (34,100 new units). The long-term projects at the Davies Campus also would not remove or displace housing units on the campus.

Overall, the long-term projects at the Davies Campus are not expected to result in a substantial level of population growth in the context of San Francisco's overall population and anticipated growth or to lead to unplanned development. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

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<sup>38</sup> To clarify, both population *and* household growth from new employment at Davies would represent approximately 0.6% of the projected population *and* household growth in San Francisco. In other words, the percent share of growth is the same for both population and households.

## Operations at Other Campuses in 2030

### ◆ Cathedral Hill Campus

No long-term projects at the proposed Cathedral Hill Campus are identified in the CPMC LRDP; the campus would be operational by 2015 with an estimated 4,790 FTE personnel. By 2015, the housing units and residential hotel would have been demolished. After 2015, personnel levels at this campus would incrementally increase as San Francisco's overall medical demand increases. From 2015 to 2030, personnel levels at the proposed Cathedral Hill Campus are projected to increase by approximately 590 FTE personnel. As described earlier in this section, the projected increase in San Francisco residents would be well within the projected household growth from 2015 to 2030 as estimated by ABAG. Using the methodology described beginning on page 4.3-12, the projected increase in local workers would result in approximately 210 new households, which would translate to new housing demand. Note that the increase in households and residents at Cathedral Hill would be partially offset by decreases in employment at the California Campus, which is projected to decrease by approximately 480 FTE personnel from 2015 to 2030, reducing housing demand in San Francisco by approximately 170 housing units by 2030.

Regardless, the personnel growth projected at Cathedral Hill and its associated household and population growth would be within ABAG's household projections for San Francisco, accounting for approximately 1% of San Francisco's projected household growth from 2015 to 2030.<sup>39</sup> Overall, the effects of an increase in CPMC personnel on household growth inducement resulting from operation of the proposed Cathedral Hill Campus would account for less than 0.1% of San Francisco's total population and total households in 2030. Thus, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in year 2030.

### ◆ California Campus

As discussed earlier in this section, no new developments are proposed at the California Campus by 2015 as part of the CPMC LRDP. California Campus operations would be moved to other CPMC hospitals in San Francisco with the exception of a small amount of diagnostics and treatment space for outpatient imaging and blood drawing. Approximately 10 FTE personnel would be retained at the diagnostics and treatment space by 2030. Furthermore, long-term operations at the California Campus would not displace tenants or remove housing. Therefore, the California Campus is not anticipated to contribute to overall household and population growth in the region by 2030. **No impact would occur.**

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<sup>39</sup> The 3.5% represents Cathedral Hill's share for both projected population and households.



Mitigation Measure: No mitigation or improvement measures are required at the California Campus in year 2030.

## ◆ St. Luke's Campus

No long-term projects are proposed at the St. Luke's Campus, but personnel levels would incrementally increase in the long term because of incremental increases in hospital demand and because the proposed MOB/Expansion Building would be completed and occupied by 2018. In 2015, the St. Luke's Campus is projected to contain 1,190 FTE personnel (Table 4.3-10). By 2030, staffing at this campus is expected to increase by 330 FTE personnel, to a total of approximately 1,530 FTE personnel. The growth in personnel levels at St. Luke's from 2015 to 2030 would result in additional residential demand. Using the population and housing demand methodology described beginning on page 4.3-12, the projected increase in local workers would result in increased demand for approximately 120 new housing units.

The growth would be within ABAG's household projections, accounting for less than 1% of San Francisco's projected household growth from 2015 to 2030. In addition, the projected increase in 120 households could be accommodated by the available supply of vacant housing and San Francisco's inventory of housing sites, estimated at 17,100 and 34,100 units, respectively. Furthermore, long-term operations at St. Luke's would not displace tenants or remove housing units. Thus, the projected household and population growth in San Francisco related to St. Luke's Campus would be well within the population projections for San Francisco. **This impact would be less than significant.**

## CPMC LRDP Projects at Full Buildout (2006–2030)— By Campus

### ◆ Pacific Campus

In 2006, a total of approximately 2,640 FTE personnel worked at the Pacific Campus (Table 4.3-10). This number is projected to decrease to approximately 2,060 by 2030, which is a 22% decline from 2006 personnel levels. This decrease reflects shifting of some functions to the proposed Cathedral Hill Campus. With this shift in functions, the Pacific Campus is not anticipated to contribute to the City's and region's overall household growth. A decrease in personnel at the Pacific Campus in 2030 under the LRDP would result in a decrease of 210 households and 480 residents in San Francisco. As described earlier on page 4.3-14, the decrease of personnel at the Pacific Campus would be offset by increases in personnel at St. Luke's, Davies, and Cathedral Hill Campuses. Therefore, long-term projects specifically at the Pacific Campus would not induce substantial household growth. **This impact would be less than significant.**

As discussed previously, the Pacific Campus consists of 15 buildings, two of which are residential. As noted in the CPMC IMP, renovations to the 2315 Sacramento Street residential building began in 2008 and ended in 2009.<sup>40</sup> Under the CPMC LRDP, this building would be retained as a residential building. No changes are proposed for the 2329 Sacramento Street Building, which would also be retained as a residential building in 2030. In addition, construction at the Pacific Campus would occur only within the existing campus footprint. Therefore, implementation of long-term projects at the Pacific Campus would not displace housing and residents or necessitate the construction of replacement housing. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

## ◆ Davies Campus

Proposed long-term development at the Davies Campus involves construction of the Castro Street/14th Street MOB, which would require the demolition of the existing 290-space parking garage at 14th and Castro Streets. The campus is projected to grow to approximately 1,090 total FTE personnel by 2015 and approximately 1,750 total FTE personnel by 2030, including new personnel from the proposed Neuroscience Institute building at the Davies Campus. Under the LRDP, the Davies Campus would account for 16% of CPMC personnel in 2030 (Table 4.3-10). Using the methodology described on page 4.3-16, approximately 860 additional CPMC personnel would live and work in San Francisco. This personnel increase would result in an increase in housing demand in San Francisco of approximately 300 new housing units and 690 new residents by 2030. Overall, the effects of additional CPMC personnel from development at the Davies Campus on household and population growth would account for approximately 0.6% of San Francisco's total projected population and household growth between 2006 and 2030. As estimated by the City's 2004 Housing Element and using the 2004 and 2009 DOF estimates for housing estimates in San Francisco, this growth could be accommodated within the existing supply of 17,100 vacant housing units and through the planned residential capacity of approximately 34,100 units.<sup>41</sup>

Implementation of long-term projects at the Davies Campus is not expected to result in a substantial level of unplanned population growth in the context of San Francisco's overall population/households and its anticipated growth. **This impact would be less than significant.**

As discussed previously, there are no residential buildings on the Davies Campus that would be affected by implementation of the CPMC LRDP. Construction at the Davies Campus would occur only within the existing campus footprint; the long-term plans represent a continuation and intensification of an existing institutional use

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<sup>40</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by The Marchese Company, San Francisco, CA. Page 89. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

<sup>41</sup> San Francisco Planning Department. 2004 (May). *Adopted Housing Element—Part 1: Data Needs and Analysis*. San Francisco, CA. American Community Survey, 2006–2008, San Francisco County, U.S. Census.

on the campus, and would not displace existing housing units or create a demand for additional housing, necessitating the construction of replacement housing. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

## Operations at Other Campuses by 2030

### ◆ Cathedral Hill Campus

No long-term projects at the proposed Cathedral Hill Campus are identified in the CPMC LRDP. As discussed previously, the proposed Cathedral Hill Campus is projected to have approximately 5,380 FTE personnel by 2030, which would account for 50% of the total CPMC personnel (Table 4.3-10). The projected increase in local workers would result in approximately new 1,650 households and 3,850 new residents. Although this population increase is associated with employment at the Cathedral Hill Campus, it should be noted that the population and household inducement impacts of increased employment at Cathedral Hill would be partially offset by decreases in employment and associated decrease in population/household demands at the Pacific and California Campuses. As discussed earlier, employees generally decide where to live at a regional level, rather than simply deciding to live within a few blocks of their work location. Therefore, shifting employment from one San Francisco location to another is not expected to create substantial shifts in housing demand within the city. Rather, it is the net new cumulative employment impact and the corresponding impacts on housing demand that have more meaningful application to housing and population growth in San Francisco.

The projected increase in employment and its associated increase in population and households at Cathedral Hill would be within household and population projections as estimated by ABAG, accounting for approximately 3.5% of San Francisco's projected household and population growth from 2006 to 2030. Overall, the effects of an increase in CPMC personnel from Cathedral Hill Campus operations on household and population growth are estimated to account for approximately 0.4% of San Francisco's total households and 0.4% of San Francisco's total population, respectively, in 2030. This growth can be accommodated within the existing supply of vacant housing in San Francisco (estimated at 17,100 units) and the estimated planned housing development capacity in San Francisco estimated at approximately 34,100 units. Therefore, operation of the Cathedral Hill Campus in 2030 is not expected to result in a substantial level of population and household growth in the context of San Francisco's overall population and household anticipated growth. **This impact would be less than significant.**

The Cathedral Hill Campus would be fully operational by mid-2015, with personnel incrementally added as CPMC overall business activity increases (see page 4.3-14 for an explanation). As discussed previously, construction of the proposed Cathedral Hill MOB would result in the displacement of existing residents. The proposed projects at Cathedral Hill would result in the loss of five dwelling units and 20 residential hotel units.

Most tenants have already relocated. The tenants are being offered relocation assistance by CPMC before subsequent demolition of existing structures. Operation of the proposed Cathedral Hill Campus would create demand for some additional housing; but this would not be substantial and would not necessitate the construction of large amounts of replacement housing. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in 2030.

## ◆ California Campus

As summarized in the discussion of the California Campus under Impact PH-2 (page 4.3-36), no construction or new development would occur at the California Campus as part of the proposed CPMC LRDP. After the proposed Cathedral Hill Hospital opens in January 2015, all inpatient functions in the California Campus's 3700 California Street Hospital would be transferred to the Cathedral Hill Campus. CPMC plans to sell the California Campus as early as possible after the relocation of inpatient functions. As a result, total CPMC personnel at the California Campus would decrease substantially (by 1,627) by 2020. As discussed on page 4.3-16, the decrease of personnel at the California Campus and corresponding decrease in residents and housing demand would be offset by increases in employment and a corresponding increase in residents and housing demand related to growth at the Cathedral Hill, Davies, and St. Luke's Campuses.

Subsequent operations at the California Campus are not anticipated to contribute to overall household and population growth in the region by 2030, as functions are transferred over to the Cathedral Hill Campus and operations at the California Campus are phased out. It is expected that by 2020 almost all CPMC-related use of the California Campus would cease. Future uses by subsequent purchasers are speculative in nature and beyond the scope of this EIR. Because no construction activities are anticipated for the California Campus, no displacement of housing or residents would occur. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the California Campus in 2030.

## ◆ St. Luke's Campus

As summarized on page 4.3-16, staffing at the St. Luke's Campus is expected to increase to a total of 1,530 FTE personnel by 2030. This would result in an increase of approximately 925 FTE net new personnel. The projected increase in personnel would result in an increase of approximately 770 residents and in demand for approximately 330 housing units in San Francisco. This would account for approximately 0.1% of San Francisco's total population and households in 2030, or 0.7% of projected population and household growth from 2006 to 2030. The projected increase in residents and housing demand would be well within the growth projections for San Francisco. As explained on page 4.3-21, the projected increase in housing demand could be accommodated with

San Francisco's current vacant housing supply and the city's planned housing development capacity (approximately 34,100 units) per the adopted 2004 Housing Element and Draft 2009 Housing Element. Thus, **this impact would be less than significant.**

There are no residential housing units at the St. Luke's Campus site, and no long-term projects are proposed at this campus. Therefore, operation of the St. Luke's Campus in 2030 would not displace existing housing or residents or necessitate the construction of replacement housing. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in 2030.

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**IMPACT PH-3**     *The project would not displace substantial numbers of people, necessitating the construction of replacement housing elsewhere. (Significance Criterion 3c)*

*Levels of significance:*

- *Cathedral Hill (with or without project variant): Less than significant*
- *Pacific: Less than significant*
- *Davies (near term and long term): Less than significant*
- *St. Luke's (with or without either project variant): Less than significant*

As previously stated, no construction or development projects are currently proposed for the California Campus under the proposed LRDP, and no demolition or alteration of existing campus structures would occur. It is expected that by 2020 almost all CPMC-related use of the California Campus would cease. Because no construction activities are anticipated for the California Campus, no displacement of housing or residents would occur. Future uses by entities that may purchase the site are speculative in nature and are beyond the scope of this EIR. Therefore, impacts on the California Campus are not analyzed further. Impacts associated with potential displacement of substantial numbers of people are analyzed below for the Cathedral Hill, Pacific, Davies, and St. Luke's Campuses.

## Near-Term Projects

### ◆ Cathedral Hill Campus

As described on page 4.3-33 in the discussion of the Cathedral Hill Campus under Impact PH-2, the development of the proposed Cathedral Hill MOB on Geary Street would result in the loss of five dwelling units and 20 residential hotel units. However, new housing opportunities would be provided by CPMC for the affected tenants. As noted above, CPMC would provide for the relocation of tenants needing assistance, in excess of that required

by law. CPMC also is currently working with the Mayor's Office of Housing to identify the best mechanism to account for the loss of housing and residential hotel units at Cathedral Hill. Tenants would be offered suitable units elsewhere under the oversight of the Mayor's Office of Housing and the Board of Supervisors. Therefore, the removal of these residential dwelling units and residential hotel units would not lead to a substantial displacement of residents, necessitating the construction of replacement housing elsewhere. As a result, **this impact would be less than significant.**

**Cathedral Hill Campus with Project Variant:** Construction of the proposed pedestrian tunnel beneath Van Ness Avenue under the near-term projects at Cathedral Hill would not affect any residences; therefore, with the tunnel eliminated under this variant, this impact would be identical to the impact of near-term projects described above. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies and St. Luke's Campuses

As stated under "Housing by CPMC Campus (2006)" (beginning on page 4.3-9), there are no residential buildings on the Davies Campus or St. Luke's Campus, and thus none would be affected by development under the LRDP. The proposed near-term projects at the Davies and St. Luke's Campuses would not displace substantial numbers of people, necessitating the construction of replacement housing elsewhere. **This impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus or St. Luke's Campus in the near term.

**St. Luke's Campus with Project Variants:** Construction at the St. Luke's Campus would occur only within the existing campus footprint under either of the project variants proposed for this campus. Therefore, for the same reasons as discussed above, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus or St. Luke's Campus in the near term.

## Long-Term Projects

### ◆ Pacific and Davies Campuses

Long-term projects at the Pacific Campus would occur entirely within the existing campus footprints and none of the existing residential buildings would be demolished or replaced by the proposed LRDP. There are no

residential buildings on the Davies Campus, and thus none would be affected by development under the LRDP. Therefore, no residential displacement by project construction would occur at these campuses. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus or Davies Campus in the long term.

### 4.3.6 CUMULATIVE IMPACTS

The CPMC campuses are located in various locations within San Francisco, and employment-generating uses create impacts on a much larger area, citywide and potentially regionwide. Therefore, cumulative impacts on housing would be citywide. According to the City, and as shown in Table 4.3-11, “Development Proposals on File with the San Francisco Planning Department” (page 4.3-45), proposals for approximately 30,370 residential units were on file with the San Francisco Planning Department as of the third quarter of 2009. Of those units, approximately 8,200 have been approved for construction. In addition, proposals for approximately 8.9 million sq. ft. of office; 700,000 sq. ft. of production, distribution, and repair (PDR); and 2.2 million sq. ft. of retail have been filed with the Planning Department. Of this square footage, approximately 400,000 sq. ft. of office and 200,000 sq. ft. of retail is approved. Using the employment density factors estimated by the San Francisco Planning Department,<sup>42</sup> the approved office and retail development would generate approximately 1,140 and 640 new jobs.<sup>43</sup> Based on San Francisco’s average employed residents/household ratio of 1.37, the new jobs would conservatively generate demand for approximately 1,300 housing units.<sup>44</sup> This is compared to the approved housing supply of approximately 8,200 housing units. Thus, the cumulative housing impact for approved job-generating projects is less than the approved supply of new housing.

<b>Table 4.3-11</b> <b>Development Proposals on File with the San Francisco Planning Department</b>						
Pipeline Status/Stage in the Development Process	Total No. of Projects	Net Housing Units	Net Commercial Square Footage	Commercial Gross Square Feet		
				Office	PDR	Retail
Filed with Planning	108	30,370	13,059,000	8,870,000	722,000	2,186,000
Approved by Planning	119	8,220	989,000	406,000	-243,000	223,000
Note: PDR = Production, Distribution, and Repair Source: San Francisco Planning Department. 2010. Pipeline Snapshot, 2009 Quarter 4. San Francisco, CA. Available: <a href="http://www.sf-planning.org/index.aspx?page=1691">http://www.sf-planning.org/index.aspx?page=1691</a> . Accessed June 22, 2010.						

<sup>42</sup> San Francisco Planning Department. 2002 (October). *Transportation Impact Analysis Guidelines for Review*. San Francisco, CA. Table C-1.

<sup>43</sup> Assumes employment density factors of retail and MIPS (349 and 332, respectively).

<sup>44</sup> This assumes no in-commuting.

## POPULATION, EMPLOYMENT, AND HOUSING

The proposed CPMC LRDP would not induce substantial citywide population or employment growth. As summarized in Table 4.3-10, implementing the LRDP would result in increases in the total number of CPMC personnel: approximately 1,800 net new personnel from 2006 to 2015, and approximately 4,170 net new personnel from 2006 to 2030. The growth in personnel would occur gradually, with the most rapid personnel increase occurring from 2006 to 2015 as the Cathedral Hill Campus is constructed and subsequently occupied. Thereafter, it is anticipated that CPMC personnel in San Francisco would grow in concert with increases in medical service demand and the completion of long-term projects at the Pacific and Davies Campuses.

Because of the incremental nature of personnel increases from the proposed LRDP, implementing the LRDP would incrementally increase population in San Francisco and in the Bay Area as a whole. Using the population and household impact methodology (see the methodology discussion beginning on page 4.3-12), new personnel growth generated from the LRDP would result in approximately 1,440 new San Francisco residents and 640 new San Francisco households from 2006 to 2015. The projected increase would account for 13% of the projected population growth and 4% of the household growth as estimated by ABAG from 2006 to 2015.

Furthermore, the long-term increase in CPMC personnel from the LRDP from 2006 to 2030 would result in 3,480 new San Francisco residents and 1,490 new San Francisco households. The projected increase would account for 3% of the projected increase for both San Francisco residents and households as estimated by ABAG from 2006 to 2030.

As estimated by the City's adopted Housing Element, San Francisco has the capacity to accommodate approximately 34,100 new housing units, in addition to its current estimated planned housing supply of 17,100 units.<sup>45</sup> Thus, the City could accommodate all of the projected growth for housing demand generated by new employment under the proposed LRDP. The projected increase in housing demand from the LRDP (approximately 1,490 households) would account for approximately 2% of San Francisco's available capacity (planned capacity for new residential development), before taking into account the existing available supply of vacant housing units.<sup>46</sup> The City has the capacity to accommodate cumulative housing demand from other cumulative projects given the supply and planned capacity in the city. The overall impacts on population and housing would be regional/citywide, not localized impacts on campus neighborhoods. As a result, implementing the LRDP in combination with the cumulative projects would not cause cumulatively considerable impacts on

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<sup>45</sup> San Francisco Planning Department. 2009 (April). *Draft Housing Element—Part 1: Data Needs and Analysis*. San Francisco, CA. American Community Survey, 2006–2008, San Francisco County, U.S. Census.

<sup>46</sup> The current available housing capacity represents the City's most recently adopted estimate of its available inventory. This inventory is consistently updated as the City updates its General Plan Housing Element pursuant to state housing law. The City is currently updating the Housing Element and has estimated an inventory of approximately 80,000 housing units under its current draft element (i.e., while the current Housing Element reflects San Francisco's available housing capacity, additional development sites may become available, allowing for increases in the city's total population in accordance with the adopted General Plan).



population and employment at the CPMC campuses, in the surrounding neighborhoods, or citywide. **The cumulative population, employment, and housing impact would be less than significant.**

## HOUSING DISPLACEMENT

Construction of the proposed Cathedral Hill MOB at the Cathedral Hill Campus would result in the loss of five residential dwelling units and 20 residential hotel units. As noted above under Impact PH-3 (beginning on page 4.3-43), CPMC would provide for the relocation of tenants needing assistance, in excess of that required by law.<sup>47</sup> For a description of the replacement of units, see the discussion under Impact PH-2 beginning on page 4.3-32. Near-term and long-term projects at the California, Davies, and St. Luke's Campuses would not displace housing units or people. **The cumulative housing displacement impact of the LRDP would be less than significant.**

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<sup>47</sup> California Pacific Medical Center. 2008. *California Pacific Medical Center 2008 Institutional Master Plan*. San Francisco, CA. Prepared by the Marchese Company, San Francisco, CA. Page 187. This information is on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and is available for public review as part of the project file, in Case No. 2005.0555E.

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## 4.4 CULTURAL AND PALEONTOLOGICAL RESOURCES

This section describes the potential impacts of the CPMC *Long Range Development Plan* (LRDP) on cultural and paleontological resources, provides mitigation measures for impacts where applicable, and considers cumulative impacts.

Cultural resources are defined as archaeological resources and buildings, structures, and districts from the historical period. The analysis is based on a series of historic resources evaluation reports prepared by Knapp Architects beginning in 2008, memoranda by the San Francisco Planning Department responding to those historic resources evaluations, and archaeological research design and treatment plans (ARDTPs) prepared by Archeo-Tec and AECOM.

Paleontological resources consist of the fossilized remains of plants and animals that are more than 11,000 years old. The sources of information for the analysis of paleontological resources in this section are described below under “Paleontological Resources,” and in Chapter 7, “References,” of this EIR.

The information presented here is only a summary; more detailed information is available within the technical reports listed in this section, including the ARDTPs, which are on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103. All nonarchaeological technical reports prepared for this project and cited in this section are available for public review as part of the project file, in Case No. 2005.0555E.

### 4.4.1 ENVIRONMENTAL SETTING

#### NATURAL SETTING

Large-scale changes in the geology, topology, and hydrology of the San Francisco Bay Area have occurred over time and have substantially affected the paleontological and archaeological records. Approximately 200 million years ago, the floor of the Pacific Ocean was subducted beneath the western edge of the North American tectonic plate, forming the distinctive rocks of the Franciscan Complex. This melange constitutes the basement for the Coast Ranges east of the present-day San Andreas Fault, including the San Francisco peninsula. The Franciscan Complex consists primarily of greywacke, sandstone, and argillite but also contains smaller amounts of greenstone, radiolarian ribbon chert, limestone, serpentine, and a variety of high-grade metamorphic rocks. Franciscan rocks in the Bay Area range in age from about 200 million to 80 million years. Holocene-age sand dunes mantle the Franciscan Complex in much of the Bay Area.

At approximately 15,000 years Before Present (B.P.), the coastline was nearly 25 kilometers (approximately 15½ miles) west of the current San Francisco coastline. During this time, the present-day San Francisco Bay—or the

Franciscan Valley—was a low-lying plain cut by the now-vanished California River. The valley supported riparian forests and oak savannas and was home to tule elk, deer, and antelope, as well as megafauna before they became extinct. When glaciers began to melt at the end of the Pleistocene (11,000 years B.P.), the sea level rose worldwide, and by 8,000 B.P. waters began to flow into what is now San Francisco Bay, burying the old shore under deep sediments and creating marshlands at the newly developed bay margins and delta systems.

The San Francisco peninsula has been covered with extensive dune fields since the end of the Pleistocene. These dune fields stretched eastward across the peninsula from Ocean Beach to the bay. The dunes are composed of sands that probably originated on the broad coastal plain of the Sacramento–San Joaquin River system and were transported by alluvial processes to the ocean and deposited outside the Golden Gate. The configuration of the San Francisco dunes indicates that they were formed by the prevailing westerly winds that transported loose sand from Ocean Beach across the nearly level and poorly vegetated topography to the east. In their natural state, these dunes formed a series of transverse ridges that were characterized by narrow, almost linear dune crests and wide interdune troughs. Recent geoarchaeological studies have found laterally extensive Middle Holocene–age sand dunes with well-developed buried soils in dunes less than 1 mile from the Cathedral Hill and Pacific Campus sites, and thin Dune Sands in the Davies and St. Luke’s project sites. These formerly stable land surfaces were available for human use and occupation from at least 6,800 B.P. to 3,600 B.P.<sup>1</sup>

The sand dunes in the region of present-day San Francisco, which were stable enough for human occupation between 6,800 and 3,600 B.P., became unstable again about 2,000 years ago. Dates from paleosols and archaeological deposits, such as CA-SFR-112 and CA-SFR-113, indicate that the dunes in that area were once again stable and able to be occupied between 2,000 and 1,000 B.P. The dunes have migrated intermittently over the last thousand years; the most recent period of movement occurred around 1810, just before heavy settlement and urbanization of the area took place. The climate in the San Francisco Bay region also fluctuated from warm and dry to cold and wet during the Holocene, settling into the present-day weather pattern about 3,000 years ago.

## **ARCHAEOLOGICAL AND HISTORICAL CONTEXT**

### **Prehistoric Setting**

Indigenous populations are known to have inhabited the northern San Francisco peninsula as early as ca. 6,000 B.P. Very few sites of great antiquity have been identified within San Francisco. Following is a general description of the major time periods of prehistoric settlement in California.

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<sup>1</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Davies Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA. Page 11.

### ***Early Holocene (11,000–8,000 B.P.)***

Archaeological evidence gathered from Archaic Period sites indicates that a sparse population of possibly Hoka-speaking, semisedentary bands of hunter-gatherers subsisting principally on game and vegetable foods lived in the northern and central regions of present-day California by 11,000 B.P., possibly even earlier. No sites from this era have been identified in San Francisco, but this may be more because of the lack of opportunity than because of the absence of sites.

The earliest known settlement sites in northern California are situated around the former Borax Lake, at the southern end of Clear Lake in Lake County. Fewer details are known about daily life in the Early Holocene than about the lives of peoples who lived more recently in what is now California. Early Holocene peoples probably lived for the most part in open-air shelters, although they also built rock shelters in some areas, such as those at Duncan's Point on the Sonoma County coast between the Russian River and Bodega Bay. Deposits dating to the Early Holocene period uncovered as part of the CPMC LRDP would almost certainly be eligible for listing in the California Register of Historical Resources (CRHR) because of their unique nature and rarity.

### ***Middle Holocene (8,000–4,000 B.P.)***

After about 8,000 B.P., a general shift in subsistence occurred from a focal economy to a more diffuse economy, with specialized technology and exploitation of new ecological niches. In the absence of big-game food sources, people began to exploit more diversified animal species and shifted to an increased reliance on plants and seeds. This resource diversification required a lifestyle of seasonal migrations so that people could access different environments throughout the year. Consequently, the tool kit of prehistoric peoples became more specialized, growing to include more varied methods of food processing. The diverse habitats and year-round availability of food in central California also contributed to the shift to exploitation of resources other than big game. The increasingly prominent role of seed collecting is reflected in the archaeological record by large numbers of food-grinding implements. As the use of acorns became more predominant, heavy, deep-basined mills and handstones came into use. Middle Holocene sites such as CA-SFR-28 have been found in San Francisco; others, including CA-SCL-65, CA-SON-977, CA-MRN-17, the Sunnyvale Skeleton, CA-SCL-033/613, and CA-SCL-613, have been found nearby. Buried prehistoric soil layers (paleosols) appear to lie below historic fill and historic/prehistoric sand dune layers at the various campus sites; these buried soils are old enough that they may contain Middle Holocene archaeological deposits, which could be significant in interpreting San Francisco prehistory.

### ***Late Holocene (4,000–230 B.P.)***

From about 5,000 B.P. on, the general cultural trend throughout California was one of adjustment to the various natural environments, with specially developed tool kits. Many of the sites dating to the Late Holocene in the San

Francisco Bay region are shellmounds, midden sites that contain large quantities of mollusk shells and may have had diverse and complex functions over time. This site type in the Bay Area includes the West Berkeley shellmound (CA-ALA-307), which was occupied as early as 4,000 B.P., as well as many other shellmound sites. The West Berkeley shellmound yielded artifacts such as net sinkers; an abundance of mortars, pestles, and bone implements; rectangular shell beads; weapon tips and knives; and bipointed bone objects. N. C. Nelson recorded more than 400 of these shellmounds around the edge of San Francisco Bay in the early 20th century. This period is characterized by further niche specialization, a refinement of various technologies, specialized exploitation of plant and animal species, more complex social organization and settlement patterns, and higher population densities.

Larger sites, such as shellmounds, may be larger than other prehistoric archaeological sites because of the proportion of waste material generated when the particular food product was processed, but there are indications that they may have been planned landscape features sited in locations important for their visibility and ancestral associations apart from considerations of resource availability. Increased specialization and exploitation are hallmarks of the late prehistoric period, reflected in tool types and the variety of resources used. In San Francisco, Late Holocene sites have been identified principally near the bayshore on lagoons or near tidal wetlands; these include CA-SFR-112, CA-SFR-113, CA-SFR-114, CA-SFR-115, CA-SFR-147, and CA-SFR-155.

### **Ethnographic Setting**

Knowledge of the cultural and societal characteristics (technologies, language, and social organization) of indigenous peoples living during the Late Period (after 230 B.P.) is more detailed than the corresponding knowledge of peoples from earlier periods in California prehistory. A patrilineally extended family household comprising an average of 15 individuals was the basic social unit of the Costanoan (also known as Ohlone) peoples in the San Francisco Bay region during the Late Period. The next level of social organization was the clan, followed by moieties (tribal subdivisions), the Bear and the Deer. The largest social unit throughout most of California was the tribelet. The tribelet, or group of interrelated villages under the leadership of a single headman, consisted of about 200–400 people. Each Costanoan tribelet—of which there may have been several—served as an autonomous political unit, presumably to enforce equal access to resources for its members and to provide protection from hostile neighbors.

The Costanoan people during the Late Period were primarily hunters of fish and game and collectors; generally they were a dispersed and nomadic people. Plant foods probably contributed the most calories to their diet. The staple was the acorn, pounded by stone mortar and pestle to form flour used to make mush or bread. Many species of berries were harvested for direct consumption, to add flavor to the bland acorn starch, and for cider. Roots, shoots, and seeds were derived from wild onion, cattail, wild carrot, dock, tarweed, chia, and other species. Controlled burning of the land was practiced to renew the succession of plant communities. Vegetal resources

also provided the fiber for manufacturing nets and cords and especially for use as basket material. Baskets were used in their various forms as cooking containers and utensils, storage containers, seed beaters, water jugs, cradles, fish traps, and trays for leaching and drying acorn meal, as well as for bearing burdens.

Of substantial importance to the aboriginal diet, as documented both ethnographically and archaeologically, were various molluscan resources. The Costanoan people extensively exploited clams, ocean and bay mussels, and oysters. Many other littoral food resources, including varieties of gastropods and crustaceans, contributed protein to the Costanoan diet. Other sources of meat included many species of land birds and waterfowl as well as terrestrial and sea mammals. Fish also contributed a large measure of protein to the Costanoan diet, and were taken by net, trap, hook, spear, and poison.

Animal parts—bone, tooth, beak, and claw—were used to make awls, pins, daggers, scrapers, knives, and other tools. Pelts and feathered textiles provided clothing and bedding. Sinew was used for bow support and bow strings. Feather, bone, and especially shell were used for items of ornamentation such as beads, pendants, hair bangles, septum inserts, earrings, and religious regalia.

Local rock outcrops and mineral sources provided chert, as well as metamorphic and igneous materials, for manufacturing flaked tools, and highly indurate local sandstone yielded suitable material for grinding and pounding tools. Exotic materials, such as steatite and particularly obsidian, could be obtained in trade. Prehistoric inhabitants of the Bay Area during the Late Period bartered using locally available commodities such as cinnabar and hematite. Other valuable local resources used in trade with inland peoples included salt, shellfish meat, and shell to be used as raw material for ornament manufacture.

## Historic Setting

Unless otherwise noted, the following discussion is taken from the ARDTPs completed for the project by Archeo-Tec Inc. and AECOM<sup>2, 3, 4, 5</sup>; historic resource evaluation reports prepared by Knapp Architects<sup>6, 7, 8, 9, 10</sup>; and

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<sup>2</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Cathedral Hill Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA.

<sup>3</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Pacific Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA.

<sup>4</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Davies Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA.

<sup>5</sup> San Francisco Planning Department. 2010 (June). *Archaeological Research Design and Treatment Plan for the CPMC Project: St. Luke's Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by AECOM, Sacramento, CA.

<sup>6</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Pacific Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 2–8.

<sup>7</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Davies Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 3–4.

<sup>8</sup> California Pacific Medical Center. 2010 (February). *Historic Evaluation Report for Cathedral Hill Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 4–5.

memoranda by the San Francisco Planning Department responding to those historic resource evaluation reports.<sup>11, 12, 13, 14, 15</sup>

### ***Spanish and Mexican Period (1776–1848)***

The first known party of European explorers to discover San Francisco Bay was headed by Don Gaspar de Portola, an agent of the Visitador General of Spain, in November 1769. From 1769 until 1776, several additional exploratory expeditions were mounted by Juan Bautista de Ayala and Juan Bautista de Anza under the auspices of planning a mission and presidio. The Presidio was officially founded on a site near the Golden Gate in 1776, in a place convenient for emplacing an artillery battery at the narrowest part of the harbor entrance. This outpost marked the first nonnative permanent settlement in what would later become San Francisco.

Upon gaining its independence from Spain in 1822, Mexico began to encourage trade within the San Francisco Bay region by opening the port to all international ships. As a result, the number of vessels entering the bay increased considerably. Most of the ships hailed from New England ports and visited the bay chiefly to acquire hides for the growing leather industry on the East Coast of the United States. General practice was for these seafaring vessels to dock at Yerba Buena Cove and then send out smaller launches to various ranchos and missions around the bay for actual trading activities. Thus, Yerba Buena Cove became an early center for commercial ventures.

During the Spanish era in San Francisco, Mission Dolores grew to include numerous structures, most of which were clustered around the church and its immediate vicinity. The nearby Mission Orchard was surrounded by an adobe wall, various structures to house soldiers, and the Mission Mayordomo, which contained adobe “row” houses for Indian neophytes. Agriculture was introduced into the valley where the settlement was located, and additional fields were placed farther down the peninsula.

After Mission Dolores was secularized, its landholdings in the southern and western parts of San Francisco were divided and apportioned off as large ranches, while the central mission complex was subdivided into much

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<sup>9</sup> California Pacific Medical Center. 2009 (May). *Historic Evaluation Report for St. Luke's Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 5–18.

<sup>10</sup> California Pacific Medical Center. 2009 (November 9). *Historic Evaluation Report for California Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 4–5.

<sup>11</sup> San Francisco Planning Department. 2010 (March 18). *Historic Resource Evaluation Response: Cathedral Hill Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA.

<sup>12</sup> San Francisco Planning Department. 2009 (July 21). *Historic Resource Evaluation Response: Davies Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 1–2

<sup>13</sup> San Francisco Planning Department. 2009 (June 17). *Historic Resource Evaluation Response: Pacific Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Page 1

<sup>14</sup> San Francisco Planning Department. 2010 (March 18). *Historic Resource Evaluation Response: St. Luke's Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Page 1

<sup>15</sup> San Francisco Planning Department. 2010 (March 18). *Historic Resource Evaluation Response: Cathedral Hill Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA.



smaller parcels. With the disenfranchisement of the Franciscan order and the failure to create a diocese, all the farmer holdings of the mission fell into private ownership, initially by the principal local Mexican families. The new Mexican government relaxed immigration laws in 1830, and, as a result, many of the newcomers to California in the 1830s and 1840s came from either Europe or the eastern seaboard of the United States.

For more than a decade after its founding, the hamlet of Yerba Buena grew slowly. Although settlement patterns were shifting to the Yerba Buena Cove region during the late 1830s and 1840s, a substantial number of former Presidio soldiers and their families moved to the Mission Dolores area in the 1830s. In 1844, Yerba Buena could boast of perhaps 50 permanent residents; 2 years later, the number had increased to approximately 200 individuals.

### ***Gold Rush Period (1848–1859)***

Even before thousands of gold-seekers began arriving from the U.S. East Coast, Europe, and other places in 1849, the town of Yerba Buena grew rapidly in population after the cessation of the Mexican War in 1847. Within months of the discovery of gold in the Sierra Nevada foothills in late 1848, San Francisco was transformed overnight into what has been called an “instant city.” The city’s population increased dramatically from 2,000 in February 1849 to approximately 25,000 by the end of the same year.

### ***The City Building Period (1860–1869)***

During the 1860s, San Francisco’s population continued to expand at a rapid pace. By 1861, a building boom had started that would continue unabated through 1869. Western areas of San Francisco continued to grow at a steady but slow pace throughout the final three decades of the 19th century. By the mid-1870s, areas such as Pacific Heights became favored residential areas for the city’s well-to-do and witnessed relatively little of the working-class settlement and industrial activity that characterized development in the city’s South of Market, Mission, and North Beach neighborhoods.

Many of these areas also experienced a surge in development after the late 1870s, when wealthy residents funded cable cars to improve access to their mansions. This convenience sparked a flood of middle-class settlement within the city during this period. The history of the neighborhoods within San Francisco during the second half of the 19th century—and well into the 20th century—was shaped by the presence of military facilities such as the Presidio, the increasing pressures to expand as the population of San Francisco continued to grow, and the increasing access to the area by public transportation.

## **20th Century**

### ***The 1906 Earthquake***

One of the well-defined periods of history for San Francisco was during and immediately after the Great Earthquake and Fire of April 18, 1906. The earthquake, with a Richter magnitude of 8.3, sparked a comprehensive fire that took a devastating toll on the most populous areas of the city, including downtown, South of Market, the Mission District, North Beach, and Nob Hill. Western San Francisco was spared from damage because Van Ness Avenue served as a firebreak, although the earthquake and fire resulted in substantial redevelopment throughout the Bay Area to accommodate displaced citizens.

### ***Postearthquake Period***

Development within San Francisco during the 1900s generally followed the same pattern as development in many of the country's larger metropolitan regions. Primary historic events such as the two world wars resulted in the mobilization of numerous types of industry as well as the development and improvement of local military bases (including the Presidio). Increased settlement within the region took place particularly after the Second World War as residents moved into San Francisco and surrounding areas.

## **Historical Setting of the CPMC Campuses**

### ***Cathedral Hill Campus***<sup>16</sup>

The properties composing the site of the proposed Cathedral Hill Campus are located in the Cathedral Hill area within the Western Addition. Initially settled after the Gold Rush of the late 1840s, the Western Addition grew at a steady pace throughout the 1860s, although it was not as dense as the area surrounding Market Street. No development took place within the project area until the mid-1860s. By 1869, most streets in the Western Addition were lined with buildings, and both blocks of the proposed Cathedral Hill Campus site featured development.

In 1863, the Ladies' Protection and Relief Society Orphan Asylum, which was founded in 1853, relocated to the western block of the proposed Cathedral Hill Campus. Although damaged by the 1906 San Francisco Earthquake, the orphan asylum remained in operation until the 1920s. Established by members of several Protestant denominations, the Ladies' Protection and Relief Society Orphan Asylum housed mostly half-orphans (child boarders) and abandoned children, ranging from 100 inmates in 1860 to 250 by 1900. The facility also provided limited housing to small numbers of destitute women. By the late 19th century, this portion of the Van Ness Avenue corridor had become developed with the large multistory homes of wealthy families. Van Ness Avenue itself became a fashionable neighborhood of large homes, boasting such noted residents as the Spreckles,

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<sup>16</sup> The following historic context is taken from California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Cathedral Hill Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 4–5.

Wallaces, and Stetsons. By contrast, other neighboring streets such as Geary and Post Streets contained two-story detached or row houses, occupied by middle-class households, sustained in part by taking in large numbers of boarders. The small interior or alley streets of the area were occupied by working-class households, occupying typically small row houses.

The Western Addition was largely spared from the fire that quickly followed the 1906 earthquake, but not without a great effort. The western side of Van Ness Avenue—as well as blocks farther to the west—was dynamited in the effort to construct a firebreak. Van Ness Avenue was the final battle line, and the last hope for containing the conflagration was placed on the width of the avenue. The area gradually recovered and in the early decades of the 20th century, development focused on a Civic Center largely influenced by the Beaux Arts movement. Civic Center buildings included a new City Hall that replaced the original building destroyed in the earthquake, a library, the War Memorial Opera House and Veterans Building, and the Civic Auditorium. The widespread acceptance of the automobile during this same period led to the establishment of Auto Row on Van Ness Avenue. As a wide roadway, Van Ness Avenue served as the ideal thoroughfare through the city and quickly attracted several auto-centric businesses in addition to the automobile showrooms such as service stations and repair shops. By 1950, the Children's Home was replaced by auto service and gas stations as well as two small stores that fronted Geary Street. Van Ness Avenue was characterized by auto sales and service buildings, several stores, and a union hall.

The neighborhood surrounding the site of the proposed Cathedral Hill Campus is currently in mixed use and is dominated by commercial enterprises. Land use on the project site includes the recently closed Cathedral Hill Hotel, restaurants, auto shops, a bar, and several residences. The present-day Cathedral Hill Hotel building was constructed in 1959. The hotel was originally called the Jack Tar Hotel but was renamed the Cathedral Hill Hotel in 1982. At the time it was built, the hotel was the largest reinforced concrete structure in San Francisco.

### ***Pacific Campus***<sup>17</sup>

The Pacific Campus is located in the Pacific Heights area of San Francisco. The area surrounding the present-day Pacific Campus remained sparsely developed until the final three decades of the 19th century. The first buildings within the Pacific Campus site first appeared on the Coast Survey map in the late 1860s. Pacific Heights grew slowly throughout the late 1860s and early 1870s, with buildings scattered thinly within the project site and its vicinity. By the mid-1870s the area known as Pacific Heights became a favored residential area for San Francisco's well-to-do and witnessed relatively little of the working-class settlement and industrial activity that characterized development in the city's South of Market, Mission, and North Beach neighborhoods. However, the

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<sup>17</sup> The following historic context is taken from California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Pacific Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 2–8.

Pacific Campus area appears to have become developed as a largely middle-class or aspiring middle-class residential area by the late 1880s.

The area was gradually dominated by the Cooper Medical College (1882–1908), located at the northeast corner of Sacramento and Webster Streets, just outside the present-day Pacific Campus. It was named for Elias Samuel Cooper, an Illinois-born Quaker surgeon who started the Cooper Medical College’s predecessor, the Pacific Medical School, in another building in 1855. The Pacific Medical School was the first medical school on the West Coast and was affiliated with the University of the Pacific. Cooper died in 1862, only 3 years after the school graduated its first class. Cooper’s nephew, Levi Cooper Lane, was also a prominent physician who arrived in San Francisco from New York in 1859 and was appointed Professor of Physiology in the medical department at the University of Pacific in 1861. After Cooper died of a brain tumor in 1862, Lane left to join a new medical school called the Toland Medical College. In 1870, Lane resigned from Toland Medical College to restart the Pacific School. In 1882, he built the building at the intersection of Sacramento and Webster Streets as a state-of-the-art medical school and renamed it Cooper Medical College after his uncle Elias Samuel Cooper.

Levi Cooper Lane moved into the large house at 2302 Clay Street, within the site of the present-day Pacific Campus. The 1893 and 1899 Sanborn maps depict dwellings in all areas of the site except the empty lot/yard next to Cooper Medical College.<sup>18</sup>

Stanford University acquired Cooper Medical College in 1908 and later constructed additional medical buildings between 1912 and 1922. Redevelopment of medical buildings and name changes occurred at this campus through the remainder of the 20th century. By midcentury, most of the buildings on the site were clinical buildings or dormitories for Stanford Medical School, which occupied the facilities until 1958, when it moved to Palo Alto. The medical school donated the medical buildings to the Presbyterian Church, the predecessor to CPMC. By 1986, most of the buildings on the present-day Pacific Campus site were affiliated with the medical facilities. The site ultimately became CPMC’s Pacific Campus in 1991.

### **California Campus<sup>19</sup>**

The California Campus is located within the greater Richmond District of San Francisco, on the southern edge of the Presidio Heights residential neighborhood. The development of the area was largely influenced by the presence of the nearby Presidio. As would be expected from an area adjacent to an early military facility, during the 19th century the area east of the Lombard Gate witnessed development of saloons, stores, hotels, and bawdy establishments to serve both the soldiers and visitors. A notable point in the California Campus neighborhood’s

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<sup>18</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Pacific Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 2–8.

<sup>19</sup> The following historic context is taken from California Pacific Medical Center. 2009 (November 9). *Historic Evaluation Report for California Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 4–5.

early growth as a residential area began after the 1867 breakup of the Lone Mountain Cemetery. After the cemetery was removed, many new areas, including the site of the present-day California Campus, became available for development.

The Richmond District was one of the new neighborhoods that developed to its current configuration primarily toward the end of the 19th century and during the first part of the 20th century. It ultimately came to fill a space within the open, rolling sand dunes west of Divisadero Street. This area was situated between the Presidio to the north, Golden Gate Park to the south, and the Pacific Ocean to the west. Architecture in the area is varied and includes late-19th-century bungalows and Victorian and Edwardian flats in addition to single-family and multifamily residential buildings exhibiting the Classical, Mission, and Tudor Revival styles as well as Craftsman and Mediterranean elements. Many of the commercial buildings date to the early to mid-20th century.

Hahnemann Hospital was founded in San Francisco by a group of homeopathic doctors in 1884. The original hospital, Hahnemann Medical College, was a forerunner among California homeopathic colleges, though not the first in the city or state. The American homeopathic medicine movement started in Ohio when the first homeopathic hospital was founded because of cholera outbreaks of the time. Samuel Hahnemann of Germany (1755–1843) is considered the father of homeopathy. Hahnemann Medical College of San Francisco was named after him.

The Hahnemann Homeopathic College (and Hospital) originally sat at Stockton and Geary Streets. The hospital was relocated to California Street by the early 1900s. The first building at this new site incurred damage in the 1906 earthquake and may have been rebuilt. In 1915, the Children's Hospital formally affiliated with the University of California for the teaching of medical students. During this period the Children's Hospital assumed operation of the Hahnemann Homeopathic College and Hospital. In 1974, the hospital was renamed for a notable benefactor, Marshall Hale. In 1988 the Marshall Hale Memorial Hospital was absorbed into the Children's Hospital campus. The complex became part of the newly formed CPMC in 1992 when the campus merged with Pacific Presbyterian Medical Center.

### ***Davies Campus<sup>20</sup>***

The Davies Campus is located in the Duboce Triangle area of San Francisco. The Duboce Triangle, historically known as Gaffney's Triangle, is located on the north side of Market Street, opposite Eureka Valley. Laid out in the 1860s as part of the Mission Dolores subdivision, the Duboce Triangle remained sparsely developed until the 1890s. Today, this neighborhood contains a mixture of single-family and multifamily frame housing developed between the 1870s and early 1900s. Largely built out by 1906, the Duboce Triangle continued to grow after the

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<sup>20</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Davies Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 3–4.

earthquake as speculators redeveloped underused corner lots with larger apartment buildings. Historically the center of the Bay Area's Scandinavian immigrant population, the Duboce Triangle became populated by defense workers during the Second World War, and many of the remaining houses were carved up into smaller apartments. This neighborhood narrowly avoided urban renewal during the 1960s, instead becoming a testing ground for innovative and largely successful code enforcement and street beautification programs. Over the years, a key element of the history of the area was linked to the operation of the German Hospital at the location of the current Davies Campus. This hospital, which opened in 1877, was intended to serve primarily German-speaking populations. The hospital was renamed after World War I in honor of Benjamin Franklin's pioneering work in medicine. In 1968, the hospital complex was rebuilt and renamed the Franklin Medical Center. In 1972 the hospital was again renamed, becoming the Ralph K. Davies Medical Center.

### ***St. Luke's Campus<sup>21</sup>***

The St. Luke's Campus is located in the Mission District. In general, Army Street (now Cesar Chavez Street) represents the southern boundary between the Mission District and Bernal Heights. However, some authors consider the area south of Army Street as Bernal Heights, while others consider the area south of Army Street as the Outer Mission.

The Mission District's Mission Street is symbolically associated with El Camino Real, the trail that connected all California missions. In fact, like all Spanish-Mexico period roads or trails, El Camino Real had no permanent location; rather, the location of the road might vary with the weather, changes in the terrain, or the whims of the travelers. The trail connecting Mission Dolores and the Presidio was established first, but by 1777, a trail connected Mission Dolores to Mission Santa Clara, and the pueblo of San Jose to the south was established. After the establishment of Mission Dolores, a community grew around it, and a settlement took hold later at nearby Yerba Buena Cove. The early development around the Mission far predated the platting that created the current street grid. As homesteads, small farms, and later developments such as racetracks began to occupy the Mission Valley, the route of El Camino Real (later San José Road) survived and was recorded on contemporary maps.

El Camino Real has been designated as California State Landmark No. 784. A portion of San Jose Avenue (a segment of El Camino Real) is within the campus area. This road segment is not a character-defining feature of Landmark No. 784.

The St. Luke's Campus lies within the 4,446-acre Rancho *Rincon de las Salinas y Potrero Viejo* granted to José Cornelio Bernal in 1839. Born in 1796 at Mission Dolores, José Cornelio Bernal became a soldier and married Maria Carmen Cibrian in 1819. In 1834, Bernal was rewarded for his service with a small land grant along

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<sup>21</sup> California Pacific Medical Center. 2009 (May). *Historic Evaluation Report for St. Luke's Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 5–18.

today's 17th and 18th Streets. He petitioned for a larger grant of land in late 1834, but his petition was denied. Bernal served as an elector and militiaman in San Francisco in 1837 and in October 1839. During this time he petitioned for, and received, the previously petitioned land grant, *Rincon de las Salinas y Potrero Viejo*. The northern boundary of the rancho ran along the northern side of the Precita Creek, roughly along today's 26th Street. In 1834, Bernal built an adobe house within the site of the existing hospital campus, near Mission Street. The land was open, rolling pasture, which was considered good for cattle and sheep. José Cornelio Bernal died in 1842. Following José Bernal's death, his widow Carmen Sibrian Bernal constructed a second adobe residence at the northeast corner of modern-day Alemany Boulevard and Ocean Avenue. Through the 1850s and until this second house was completed, Carmen continued to reside in the adobe house constructed by her late husband.

By the late 19th century, the Mission District became increasingly occupied by a rising middle class and, to a lesser degree, working-class households. An area with many religious or social institutions, it was home to many of the skilled workers employed in the manufacturing areas south of Market Street or along San Francisco Bay. There were some professionals and businessmen whose businesses were in the Mission, and some Mission District houses were clearly upper middle class; however, the area became primarily working class. Meanwhile, the Bernal Heights neighborhood remained sparsely settled. A few houses were located on Bernal Heights itself, but for the most part the land was open and the streets unpaved. There were a few larger houses, but smaller residences predominated. Most of the residents were Irish immigrants, with some Italians and Scandinavians; many were employed as stonecutters, ship caulkers, and dairy farmers.

Thomas Woodley Brotherton, rector of the fledgling parish of St. John the Evangelist in 1861–1872, moved to California in 1848, working as a physician in Georgetown, El Dorado County. He founded St. Luke's Hospital after he became concerned about the shortage of health care for underprivileged San Francisco citizens in the area south of Market Street. On July 1, 1871, St. Luke's Hospital opened in a small rented house with outbuildings on Lundy's Lane, on the west slope of Bernal Heights, two blocks east of the intersection of 29th and Mission Streets. This was the first such facility underwritten by the Episcopal Diocese of California. Having outgrown its small capacity, St. Luke's purchased an irregularly shaped lot in the Mission District's Tiffany and Dean Tract on January 6, 1873. This parcel, located at 27th and Valencia Streets, was to be used as a site for a larger facility with funding from San Francisco philanthropists and the Mite Society.<sup>22</sup> By 1875 a new, modern hospital opened with about 100 beds. The third building, a two-story structure called the Main Building, rounded out the complex. All the buildings were wood construction and connected by wide corridors that could double as wards during an epidemic.

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<sup>22</sup> Sixty San Francisco women organized the Mite Society of St. Luke's Hospital in 1873. Although some of the women were Episcopalians, many were not. California Pacific Medical Center. 2010. Historical Timeline of California Pacific Medical Center. Available: <http://www.cpmc.org/about/history/timeline.html>. Accessed May 29, 2010.

When support for St. Luke's Hospital foundered, the hospital closed in 1880. After the buildings stood vacant for more than a year, the Keene Building was leased to the Episcopal Old Ladies' Home and the Mills Building to the Homeopathic Hospital Association. A new enthusiasm emerged about the need for St. Luke's Hospital, and the hospital was revived and reopened in 1885 by a group of Episcopal women, led by Mrs. William Alvord and Mrs. J.G. Clark, under the governance of a Board of Lady Managers. One of the first schools of nursing in the city was set up at St. Luke's in 1889. An internship and residency program was set up in 1891, with affiliations established with the University of California (UC), San Francisco Medical School and Cooper Medical College.

The first building constructed for the replacement campus was in the site's southeast corner. The building was severely damaged by the 1906 earthquake, which left the campus's other buildings—made of wood—mostly intact. Among the later buildings were a cancer clinic (1936) and a training school for nurses (1939).

By 1910, St. Luke's Hospital acquired much of the block surrounded by Valencia Street, Army (later renamed Cesar Chavez) Street, San Jose Avenue, Duncan Street, and Tiffany Avenue. In preparation for a new campus in 1912, older existing buildings were moved to the back (north) of the property, making way for a new hospital, service building, chapel/administration building, and nurses' home. Development within the area surrounding the present-day St. Luke's Campus continued over the remainder of the 20th century with periodic upgrades to the St. Luke's Hospital campus. In 2007, the Episcopal Diocese of California approved the merger of St. Luke's with CPMC.

## PALEONTOLOGICAL RESOURCES

### Geologic Formations Present at the CPMC Campuses

A detailed discussion of the types and depths of sediments underlying each of the CPMC campuses is provided in Section 4.14, "Geology and Soils," of this EIR. Based on the results of site-specific geotechnical reports prepared by Gilpin Geosciences<sup>23</sup> and Treadwell & Rollo,<sup>24, 25, 26, 27, 28, 29, 30, 31</sup> the existing and proposed CPMC campus sites include the geologic formations described below.

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<sup>23</sup> Gilpin Geosciences, Inc. 2008 (January 31). *Geologic Hazard Evaluation, St. Luke's Medical Center, San Francisco, California*. St. Helena, CA. Prepared for Treadwell & Rollo, San Francisco, CA. Appendix A in: California Pacific Medical Center. 2008 (February 20). *Geologic Hazard Evaluation, St. Luke's Hospital, San Francisco, CA*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

<sup>24</sup> California Pacific Medical Center. 2004 (September 30). *Geotechnical Investigation and Geologic Hazard Evaluation, Cathedral Hill Hospital, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

<sup>25</sup> California Pacific Medical Center. 2005 (April 4). *Geotechnical Investigation Report, Cathedral Hill Medical Office Building, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Page 9.

<sup>26</sup> California Pacific Medical Center. 2006 (March 28). *Geotechnical Investigation, Four Campus Master Plan Project, Pacific Campus, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

<sup>27</sup> California Pacific Medical Center. 2006 (March 28). *Geotechnical Investigation, Four Campus Master Plan, California Campus, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

<sup>28</sup> California Pacific Medical Center. 2006 (March 28). *Geotechnical Investigation, Four Campus Master Plan, Davies Campus, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.



- ▶ **Holocene Sediments:** Varying amounts of Holocene-age (11,000 B.P. and younger) nonnative fill material and Dune Sand are present at all CPMC campuses.
- ▶ **Slope Debris and Ravine Fill Sediments:** The St. Luke's Campus contains materials that have eroded from steep slopes and settled in ravines. The age of this material is unknown; however, because it is topographically located between nonnative fill material from the Holocene-age and Jurassic-age Franciscan Formation, its age may range from Pleistocene (12,000 years B.P.) to Paleocene (approximately 65 million years B.P.).
- ▶ **Older Native Sediments:** The Davies Campus contains native sedimentary deposits consisting of alluvium and colluvium. The age of these deposits is unknown; however, because they are topographically located between nonnative fill material from the Holocene-age and the Jurassic-age Franciscan Formation, the age may range from Pleistocene (12,000 years B.P.) to Paleocene (approximately 65 million years B.P.).
- ▶ **Colma Formation:** The sand, silty sand, and sandy clay deposits of Pleistocene age (80,000–125,000 years B.P.) in this formation consist of shallow bay-to-dune (i.e., marine rock to sand) deposits at lower elevations (i.e., below 200 feet) and valley-fill debris at higher elevations, deposited during the last major interglacial period. The Colma Formation is thought to have been deposited in a narrow strait or coastal embayment (i.e., the Colma Strait) that cut across the San Francisco peninsula from the ocean to the bay approximately 125,000 years ago. This strait was likely created by a right step in the main trace of the San Andreas Fault. This formation is present at all CPMC campuses.
- ▶ **Franciscan Formation:** This formation consists primarily of greywacke sandstone and shale, as well as chert (formed from siliceous skeletons of radiolarians), and minor amounts of limestone, greenstone, and serpentinite. The oldest rocks within this formation date from the late Jurassic period (approximately 150 million years B.P.) of the Mesozoic era. This formation is present at all CPMC campuses.

The information presented in this discussion is only a summary; more detailed information is available within the technical reports listed in this section. The technical reports prepared for this project are on file with the San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco 94103, and are available for public review as part of the project file, in Case No. 2005.0555E.

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<sup>29</sup> California Pacific Medical Center (Sutter Health FPD). 2008 (December 19). *Geologic Hazard Evaluation and Geotechnical Investigation, St. Luke's Replacement Hospital, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

<sup>30</sup> California Pacific Medical Center. 2009 (March 24). *Geotechnical Consultation, California Pacific Medical Center (CPMC)—Cathedral Hill Campus, Van Ness Avenue Connector Tunnel, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

<sup>31</sup> California Pacific Medical Center (Sutter Health). 2009 (March 19). *Geotechnical Investigation, Castro/14th Streets Medical Office Building and 14th/ Noe Streets Temporary Parking Garage CPMC—Davies Campus, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

## Paleontological Resource Inventory Methods

The inventory methods detailed below were used to analyze the paleontological attributes of the existing and proposed CPMC campus sites.

- ▶ **Stratigraphic Inventory:** This inventory was completed to develop a baseline inventory by rock unit of the paleontological resources on the project site and surrounding area and to assess the potential paleontological productivity of each rock unit. Research methods included reviewing published and unpublished literature and searching for recorded fossil sites at the UC Berkeley Museum of Paleontology in Berkeley, California. These tasks complied with Society of Vertebrate Paleontology (SVP)<sup>32</sup> guidelines. Geologic maps and reports covering the geology of the project site and surrounding study area were reviewed to determine the exposed rock units and to delineate their respective aerial distributions in the vicinity of each project site.
- ▶ **Paleontological Resource Inventory:** Published and unpublished geological and paleontological literature was reviewed to document the number and locations of previously recorded fossil sites from rock units exposed in and near the project sites and surrounding study area, as well as the types of fossil remains each rock unit has produced. The literature review was supplemented by an archival search conducted at the UC Berkeley Museum of Paleontology on November 12, 2009.
- ▶ **Field Survey:** A field reconnaissance visit for paleontological resources was not conducted for this project because the campus locations are located in areas with previous development or generally covered with buildings and paved parking areas. Those areas not covered with structures or paving consist of landscaped areas underlain by recent nonnative fill material that would not contain fossils.

## Criteria for Assessing Paleontological Resources

The potential paleontological importance of the sites of the proposed CPMC LRDP can be assessed by identifying the paleontological importance of exposed rock units in the area. Because the areal distribution of a rock unit can be easily delineated on a topographic map, this method is conducive to delineating parts of the site that are of higher and lower sensitivity for paleontological resources and to delineating parts of the LRDP that may require monitoring during construction.

A paleontologically important rock unit is one that (1) has a high rating for potential paleontological productivity and (2) is known to have produced unique, scientifically important fossils. The potential paleontological productivity rating of a rock unit exposed at the proposed and existing sites of the CPMC campuses refers to the abundance/densities of fossil specimens and/or previously recorded fossil sites in exposures of the unit in and near

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<sup>32</sup> Society of Vertebrate Paleontology. 1995. Assessment and Mitigation of Adverse Impacts to Nonrenewable Paleontologic Resources—Standard Guidelines. *Society of Vertebrate Paleontology News Bulletin* 163:22–27.

the sites. Exposures of a specific rock unit at the sites are most likely to yield fossil remains representing particular species in quantities or densities similar to those previously recorded from the unit in and near the sites.

For example, identifiable vertebrate marine and terrestrial fossils are generally considered scientifically important because they are relatively rare. The value or importance of different fossil groups varies, depending on the age and depositional environment of the rock unit that contains the fossils, their rarity, the extent to which they have already been identified and documented, and the ability to recover similar materials under more controlled conditions such as part of a research project. Marine invertebrates are generally common, well developed, and well documented. They would generally not be considered a unique paleontological resource.

The following tasks were completed to establish the paleontological importance of each rock unit exposed at or near the project site:

- ▶ The potential paleontological productivity of each rock unit was assessed based on the density of fossil remains previously documented within the rock unit.
- ▶ The potential for a rock unit exposed at the project site to contain a unique paleontological resource was considered.

## Results of the Paleontological Resource Inventory

### ***Stratigraphic Inventory***

Regional surficial geologic mapping and correlation of the various geologic units near the sites of the proposed and existing CPMC campuses has been provided at a scale of 1:250,000 by Wagner, Bortugno, and McJunkin.<sup>33</sup> However, this analysis relies on site-specific geologic mapping conducted by Gilpin Geosciences<sup>34</sup> and Treadwell & Rollo<sup>35, 36, 37, 38, 39, 40, 41, 42</sup> at a scale of 1:24,000 or greater.

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<sup>33</sup> Wagner, D. L., E. J. Bortugno, and R. D. McJunkin. 1991. *Geologic Map of the San Francisco–San Jose Quadrangle*. Regional Geologic Map Series, Map No. 5. Sacramento: California Division of Mines and Geology.

<sup>34</sup> Gilpin Geosciences, Inc. 2008 (January 31). *Geologic Hazard Evaluation, St. Luke's Medical Center, San Francisco, California*. St. Helena, CA. Prepared for Treadwell & Rollo, San Francisco, CA. Appendix A in: California Pacific Medical Center. 2008 (February 20). *Geologic Hazard Evaluation, St. Luke's Hospital, San Francisco, CA*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figures GGI-3 and GGI-5.

<sup>35</sup> California Pacific Medical Center. 2004 (September 30). *Geotechnical Investigation and Geologic Hazard Evaluation, Cathedral Hill Hospital, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figures 3 and 4, and Appendix A, Figure GGI-2.

<sup>36</sup> California Pacific Medical Center. 2005 (April 4). *Geotechnical Investigation Report, Cathedral Hill Medical Office Building, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figure 3.

<sup>37</sup> California Pacific Medical Center. 2006 (March 28). *Geotechnical Investigation, Four Campus Master Plan Project, Pacific Campus, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figures 4, 5, 6, and 7.

<sup>38</sup> California Pacific Medical Center. 2006 (March 28). *Geotechnical Investigation, Four Campus Master Plan, California Campus, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figures 4, 5, 6, and 7.

## ***Paleontological Resource Inventory and Assessment by Rock Unit***

### **Holocene Fill and Dune Sand**

By definition, to be considered a fossil, a specimen must be more than 11,000 years old. Therefore, the Holocene-age fill material and Dune Sand deposits would not contain fossils (i.e., paleontological resources).

### **Colma Formation**

The Pleistocene epoch, known as the “great ice age,” began approximately 1.8 million years ago. Surveys of fossils from late Cenozoic land mammals in northern California have been provided by Hay,<sup>43</sup> Lundelius et al.,<sup>44, 45, 46</sup> Savage,<sup>47</sup> and Stirton.<sup>48</sup> On the basis of his survey of vertebrate fauna from the nonmarine late Cenozoic deposits of the San Francisco Bay region, Savage<sup>49</sup> concluded that two major divisions of Pleistocene-age fossils could be recognized: the Irvingtonian (older Pleistocene fauna) and the Rancholabrean (younger Pleistocene and Holocene fauna). These two divisions of Quaternary Cenozoic vertebrate fossils are widely recognized today in the field of paleontology. The age of the later Pleistocene, Rancholabrean fauna was based on the presence of bison and on the presence of many mammalian species that are inhabitants of the same area today. In addition to bison, larger land mammals identified as part of the Rancholabrean fauna include mammoths, mastodons, camels, horses, and ground sloths.

The Colma Formation consists of Pleistocene-age sand, silty sand, and sandy clay deposits that are of both marine and nonmarine origin. Localities recorded in the UC Berkeley Museum of Paleontology’s database indicate that

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<sup>39</sup> California Pacific Medical Center. 2006 (March 28). *Geotechnical Investigation, Four Campus Master Plan, Davies Campus, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figures 3, 4, and 5.

<sup>40</sup> California Pacific Medical Center (Sutter Health FPD). 2008 (December 19). *Geologic Hazard Evaluation and Geotechnical Investigation, St. Luke’s Replacement Hospital, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Incorporates Figure GGI-3 and GGI-5 from Gilpin Geosciences (2008) above.

<sup>41</sup> California Pacific Medical Center. 2009 (March 24). *Geotechnical Consultation, California Pacific Medical Center (CPMC)—Cathedral Hill Campus, Van Ness Avenue Connector Tunnel, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figure 3.

<sup>42</sup> California Pacific Medical Center (Sutter Health). 2009 (March 19). *Geotechnical Investigation, Castro/14th Streets Medical Office Building and 14th/Noe Streets Temporary Parking Garage CPMC—Davies Campus, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Figures 3, 4, and 5.

<sup>43</sup> Hay, O. P. 1927. *The Pleistocene of the Western Region of North American and its Vertebrated Animals*. Carnegie Institute Washington, Publication 322B. Pages 3–346.

<sup>44</sup> Lundelius, E. L. Jr., R. W. Graham, E. Anderson, J. Guilday, J. A. Holman, D. W. Steadman, and S. D. Webb. 1983. Terrestrial Vertebrate Faunas. Pages 311–353 in H. E. Wright, Jr. and S. C. Porter (eds.), *Late-Quaternary Environments of the United States*, Volume 1, The Late Pleistocene. Minneapolis: University of Minnesota Press. Pages 311–347.

<sup>45</sup> Jefferson, G. T. 1991. *A Catalogue of Late Quaternary Vertebrates from California: Part One, Nonmarine Lower Vertebrate and Avian Taxa*. Natural History Museum of Los Angeles County, Technical Report no. 5. Pages 1–3.

<sup>46</sup> Jefferson, G. T. 1991. *A Catalogue of Late Quaternary Vertebrates from California: Part Two: Mammals*. Natural History Museum of Los Angeles County, Technical Report no. 7. Pages 18–22.

<sup>47</sup> Savage, D. E. 1951. Late Cenozoic Vertebrates of the San Francisco Bay Region. *University of California Publications, Bulletin of the Department of Geological Sciences* 28(10):215–314. Pages 215–308.

<sup>48</sup> Stirton, R. A. 1939. Cenozoic Mammal Remains from the San Francisco Bay Region. *University of California Department of Geological Sciences Bulletin* 24(13). Pages 339–406.

<sup>49</sup> Savage, D. E. 1951. Late Cenozoic Vertebrates of the San Francisco Bay Region. *University of California Publications, Bulletin of the Department of Geological Sciences* 28(10):215–314. Pages 215–308.

vertebrate fossils in the San Francisco Bay Area have been recovered primarily from the east side of the peninsula in the Merced Formation; no UC Berkeley Museum of Paleontology localities are from the Colma Formation. However, other sources have recorded the presence of vertebrate fossils in the area. Jefferson,<sup>50</sup> Hay,<sup>51</sup> Stirton,<sup>52</sup> and Savage<sup>53</sup> suggest that the location of some of those recorded Rancholabrean-age fossils could be correlated with the Colma Formation. Therefore, this rock formation is considered paleontologically sensitive.

### Slope Debris and Ravine Fill Sediments

The age of the slope debris and ravine fill material at the St. Luke's Campus is unknown; however, because it is topographically located between nonnative fill material from the Holocene-age and Jurassic-age Franciscan Formation, its age may range from Pleistocene (12,000 years B.P.) to Paleocene (approximately 65 million years B.P.). As with the Colma Formation, other sources that have recorded the presence of vertebrate fossils in the area, such as Jefferson,<sup>54</sup> Hay,<sup>55</sup> Stirton,<sup>56</sup> and Savage,<sup>57</sup> suggest that vertebrate fossils could be correlated with these sediments. Therefore, these sediments are considered paleontologically sensitive.

### Older Native Sediments

The age of the native sedimentary deposits (alluvium and colluvium) at the Davies Campus is unknown; however, because they are topographically located between nonnative fill material from the Holocene-age and the Jurassic-age Franciscan Formation, its age may range from Pleistocene (12,000 years B.P.) to Paleocene (approximately 65 million years B.P.). As with the Colma Formation, other sources that have recorded the presence of vertebrate fossils in the area, such as Jefferson,<sup>58</sup> Hay,<sup>59</sup> Stirton,<sup>60</sup> and Savage,<sup>61</sup> suggest that vertebrate fossils could be correlated with these sediments. Therefore, these sediments are considered paleontologically sensitive.

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<sup>50</sup> Jefferson, G. T. 1991. *A Catalogue of Late Quaternary Vertebrates from California: Part One, Nonmarine Lower Vertebrate and Avian Taxa*. Natural History Museum of Los Angeles County, Technical Report no. 5.

<sup>51</sup> Hay, O. P. 1927. *The Pleistocene of the Western Region of North American and its Vertebrated Animals*. Carnegie Institute Washington, Publication 322B. Pages 3–346.

<sup>52</sup> Stirton, R. A. 1939. Cenozoic Mammal Remains from the San Francisco Bay Region. *University of California Department of Geological Sciences Bulletin* 24(13). Pages 339–406.

<sup>53</sup> Savage, D. E. 1951. Late Cenozoic Vertebrates of the San Francisco Bay Region. *University of California Publications, Bulletin of the Department of Geological Sciences* 28(10):215–314. Pages 215–308.

<sup>54</sup> Jefferson, G. T. 1991. *A Catalogue of Late Quaternary Vertebrates from California: Part One, Nonmarine Lower Vertebrate and Avian Taxa*. Natural History Museum of Los Angeles County, Technical Report no. 5. Pages 1–3.

<sup>55</sup> Hay, O. P. 1927. *The Pleistocene of the Western Region of North American and its Vertebrated Animals*. Carnegie Institute Washington, Publication 322B. Pages 3–346.

<sup>56</sup> Stirton, R. A. 1939. Cenozoic Mammal Remains from the San Francisco Bay Region. *University of California Department of Geological Sciences Bulletin* 24(13). Pages 339–406.

<sup>57</sup> Savage, D. E. 1951. Late Cenozoic Vertebrates of the San Francisco Bay Region. *University of California Publications, Bulletin of the Department of Geological Sciences* 28(10):215–314. Pages 215–308.

<sup>58</sup> Jefferson, G. T. 1991. *A Catalogue of Late Quaternary Vertebrates from California: Part One, Nonmarine Lower Vertebrate and Avian Taxa*. Natural History Museum of Los Angeles County, Technical Report no. 5.

<sup>59</sup> Hay, O. P. 1927. *The Pleistocene of the Western Region of North American and its Vertebrated Animals*. Carnegie Institute Washington, Publication 322B. Pages 3–346.

<sup>60</sup> Stirton, R. A. 1939. Cenozoic Mammal Remains from the San Francisco Bay Region. *University of California Department of Geological Sciences Bulletin* 24(13). Pages 339–406.

## Franciscan Formation

One of the components of the Franciscan Formation is chert, which is a material that formed from skeletons of radiolarians. A radiolarian is a one-celled deep-sea protozoan (i.e., an invertebrate), the skeleton of which contains silica; these skeletons are themselves considered to be fossils. However, the invertebrate fossils contained within the Franciscan Formation have been well studied over a period of many years, and therefore would not be considered a unique paleontological resource. No recorded vertebrate fossils have been recovered from the Franciscan Formation.

## 4.4.2 REGULATORY FRAMEWORK

### CULTURAL AND PALEONTOLOGICAL RESOURCES

Because no federal undertaking would be involved in implementation of the CPMC LRDP, federal regulations relating to cultural resources do not apply and thus are not discussed here. Cultural resources include a broad range of human-created phenomena such as historic buildings and structures; prehistoric and historic archaeological resources; and buildings, sites, and remains associated with descendant communities. Paleontological resources include fossilized remains of vertebrate and invertebrate organisms, fossil tracks and trackways, and plant fossils. Relevant state and local regulations pertaining to both cultural and paleontological resources are discussed below.

### State

#### **CEQA—Historic Architectural Resources**

CEQA offers directives regarding impacts on historical resources and unique archaeological resources. CEQA states that if implementing a project would result in significant environmental impacts, then public agencies should determine whether such impacts could be substantially lessened or avoided through feasible mitigation measures or feasible alternatives. However, only significant cultural resources (i.e., “historical resources” and “unique archaeological resources”) need to be addressed. The State CEQA Guidelines define a historical resource as, among other things, “a resource listed or eligible for listing on the California Register of Historical Resources” (Section 15064.5[a][1]). As stated in Section 15064.5(a)(3) of the State CEQA Guidelines and specified in Section 5024.1 of the California Public Resources Code (PRC), a historical resource may be eligible for inclusion in the CRHR, as determined by the State Historical Resources Commission or the lead agency, if the resource:

- (1) is associated with events that have made a significant contribution to the broad patterns of California’s history and cultural heritage; or

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<sup>61</sup> Savage, D. E. 1951. Late Cenozoic Vertebrates of the San Francisco Bay Region. *University of California Publications, Bulletin of the Department of Geological Sciences* 28(10):215–314. Pages 215–308.

- (2) is associated with the lives of persons important in our past; or
- (3) embodies the distinctive characteristics of a type, period, region, or method of construction, or represents the work of an important creative individual, or possesses high artistic values; or
- (4) has yielded, or may be likely to yield, information important in prehistory or history.

In addition, a resource is presumed to constitute a historical resource if it is included in a local register of historical resources unless the preponderance of evidence demonstrates that it is not historically or culturally significant (State CEQA Guidelines, Section 15064.5[a][2]).

To be considered a historical resource and be thus significant under CEQA, a resource need only show the potential to yield information important to our understanding of history or prehistory. Resources can show this potential by demonstrating an ability to contribute significantly to topics of scientific or historical importance. The preliminary research presented in this EIR section presents this research context and outlines archaeological data required to address research themes and questions.

For historic structures, Section 15064.5(b)(3) of the State CEQA Guidelines indicates that “generally, a project that follows the *Secretary of the Interior’s Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings* or the *Secretary of the Interior’s Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings* (1995) shall be considered as mitigated to a level of less than significant impact on the historical resource.” Potential eligibility also rests on the integrity of the resource. Integrity is defined as the retention of the resource’s physical identity that existed during its period of significance. Integrity is determined by considering the setting, design, workmanship, materials, location, feeling, and association of the resource.

### **CEQA—Archaeological Resources**

CEQA considers archaeological resources to be an intrinsic part of the physical environment, and thus requires that the potential of any project to result in a significant impact on archaeological resources be analyzed (CEQA Section 21083.2). For a project that may have a significant impact on a historical archaeological resource, CEQA requires preparation of an EIR (CEQA Section 21083.2; State CEQA Guidelines, Section 15065). CEQA recognizes two different categories of significant archaeological resources: a “unique” archaeological resource (CEQA Section 21083.2) and an archaeological resource that qualifies as a “historical resource” under CEQA (CEQA Section 21084.1; State CEQA Guidelines, Section 15064.5). An archaeological resource can be significant as either a “unique” archaeological resource or a “historical resource,” or both; however, under CEQA, the process by which the resource is identified as either one or the other is distinct (CEQA Section 21083.2[g]; State CEQA Guidelines, Section 15064.5[a][2]).

## Significance of Archaeological Resources

An archaeological resource is a “historical resource” under CEQA if the resource is:

- (1) listed in or determined to be eligible for listing in the CRHR (State CEQA Guidelines, Section 15064.5) (this includes archaeological properties listed in or eligible for listing in the National Register of Historic Places [NRHP]),
- (2) listed in a “local register of historical resources,”<sup>62</sup> or
- (3) listed in a “historical resource survey” (State CEQA Guidelines, Section 15064.5[a][2]).

Generally, an archaeological resource is determined to be a “historical resource” as a result of its eligibility for listing in the CRHR/NRHP because of the potential scientific value of the resource, that is, it “has yielded, or may be likely to yield, information important in prehistory or history” (State CEQA Guidelines, Section 15064.5[a][3]). An archaeological resource may be CRHR-eligible under other evaluation criteria, such as Criterion 1, association with events that have made a significant contribution to the broad patterns of history; Criterion 2, association with the lives of historically important persons; or Criterion 3, association with the distinctive characteristics of a type, period, region, or method of construction. Appropriate treatment for archaeological properties that are CRHR-eligible under criteria other than Criterion 4 may be different than that for a resource that is significant exclusively for its scientific value.

Failure of an archaeological resource to be listed in any of these historical inventories is not sufficient to conclude that the archaeological resource is not a “historical resource.” When the lead agency believes there may be grounds for a determination that an archaeological resource is a “historical resource,” then the lead agency should evaluate the resource for eligibility for listing in the CRHR (State CEQA Guidelines, Section 15064.5[a][4]).

A “unique archaeological resource” is a category created by the CEQA statute (CEQA Section 21083.2[g]). An archaeological resource is a unique archaeological resource if it:

- (1) contains information needed to answer important scientific research questions, and there is a demonstrable public interest in that information; or
- (2) has a special and particular quality such as being the oldest of its type or the best available example of its type; or
- (3) is directly associated with a scientifically recognized important prehistoric or historic event or person.

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<sup>62</sup> A “local register of historical resources” is a list of historical or archaeological properties officially adopted by ordinance or resolution by a local government (Public Resources Code, Section 5020.1[k]).



Under CEQA, evaluation of an archaeological resource as a “historical resource” is privileged over the evaluation of the resource as a “unique archaeological resource” in that CEQA requires that “when a project will impact an archaeological site, a lead agency shall first determine whether the site is an historical resource” (State CEQA Guidelines, Section 15064.5[c][1]).

### Evaluation of an Archaeological Resource as Scientifically Significant

In requiring that a potentially affected archaeological resource be evaluated as a historical resource (i.e., as an archaeological site of sufficient scientific value to be CRHR-eligible), CEQA presupposes that the published guidance of the California Office of Historic Preservation (OHP) for CEQA providers is the methodological standard by which the scientific, and thus the CRHR eligibility, of an archaeological resource is to be evaluated. The OHP has issued two guidelines for the evaluation of the scientific value of an archaeological resource: *Archaeological Resource Management Reports* (1989) and *Guidelines for Archaeological Research Designs* (1991).

### Integrity of an Archaeological Resource

Integrity is an essential criterion in determining whether a potential resource, including an archaeological resource, is a historical resource. In terms of CEQA, “integrity” can be expressed, in part, in the requirement that a historical resource must retain “the physical characteristics that convey its historical significance” (State CEQA Guidelines, Section 15064.5[b]).

For an archaeological resource that is evaluated for CRHR eligibility under Evaluation Criterion 4, “has yielded or may be likely to yield information important to prehistory or history,” integrity is conceptually different than the way it is usually applied to the built environment. For a historic building, possessing integrity means that the building retains the defining characteristics from the period of significance of the building. In archaeology, an archaeological deposit or feature may have undergone substantial physical change from the time of its deposition, but it may yet have sufficient integrity to qualify as a historical resource. The integrity test for an archaeological resource is whether the resource can yield sufficient data (in type, quantity, quality, diagnostic potential) to address significant research questions. Thus, in archaeology, “integrity” is often closely associated with the development of a research design that identifies the types of physical characteristics (“data needs”) that must be present in the archaeological resource and its physical context to adequately address research questions appropriate to the archaeological resource.

### Significant Adverse Effect on an Archaeological Resource

The determination of whether an effect on an archaeological resource is significant depends on the effect of the project on those characteristics of the archaeological resource that make the archaeological resource significant.

For an archaeological resource that is a historical resource because of its prehistoric or historical information value—that is, its scientific data—a significant effect is impairment of the potential information value of the resource.

The depositional context of an archaeological resource, especially soils stratigraphy, can be informationally important for dating the resource, reconstructing characteristics of the resource at time of deposition, and interpreting the impacts of later deposition events on the resource. Thus, for an archaeological resource eligible for the CRHR under Criterion 4, a significant adverse effect may not be limited to impacts on the artifact material itself but may include effects on the soils matrix in which the artifactual matrix is situated.

### Mitigation of Adverse Effect on an Archaeological Resource

Preservation in place is the preferred treatment of an archaeological resource (CEQA Section 21083.2[b]; State CEQA Guidelines, Section 15126.4[b][3][a]). When preservation of an archaeological resource in place is not feasible, data recovery, in accord with a data recovery plan prepared and adopted by the lead agency before any soils disturbance, is the appropriate mitigation (State CEQA Guidelines, Section 15126.4 [b][3][C]). In addition to data recovery, under CEQA the mitigation of effects on an archaeological resource that is significant for its scientific value requires curation of the recovered scientifically significant data in an appropriate curation facility (CEQA Section 15126.4[b][3][C])—that is, a curation facility compliant with the *Guidelines for the Curation of Archaeological Collections*.<sup>63</sup> Final studies reporting the interpretation, results, and analysis of data recovered from the archaeological site are to be deposited in the California Historical Resources Regional Information Center (State CEQA Guidelines, Section 15126.4[b][3][C]).

### Effects on Human Remains

Under state law, human remains and associated burial items may be significant resources in two ways: they may be significant to descendants, such as Native Americans or Native Hawaiians, for patrimonial, cultural, lineage, and religious reasons; and human remains may also be important to the scientific community, such as prehistorians, epidemiologists, and physical anthropologists. Beliefs concerning appropriate treatment, study, and disposition of human remains and associated burial items may be inconsistent and even conflicting between descendants and the scientific community. CEQA and state regulations concerning Native American human remains provide the following procedural requirements to assist in avoiding potential adverse effects on human remains within the contexts of their value to both descendants and the scientific community:

- ▶ When an initial study identifies the existence or probable likelihood that a project would affect Native American human remains, the lead agency is to contact and work with the appropriate Native American

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<sup>63</sup> Office of Historic Preservation. 1993 (May 7). *Guidelines for the Curation of Archaeological Collections*. State Historical Resources Commission, California Department of Parks and Recreation. Sacramento, CA.

representative through the Native American Heritage Commission (NAHC) to develop an agreement for the treatment and disposal of the human remains and any associated burial items. (*PRC Section 5097.98*)

- ▶ If human remains are accidentally discovered, the county coroner must be contacted. If the county coroner determines that the human remains are Native American, the coroner must contact the NAHC within 24 hours. The NAHC must identify the most likely descendant (MLD) to provide for the opportunity to make recommendations for the treatment and disposal of the human remains and associated burial items. If the MLD fails to make recommendations within 24 hours of notification or the project applicant rejects the recommendations of the MLD, the Native American human remains and associated burial items must be reburied in a location not subject to future disturbance within the project site. (*PRC Section 5097.98*)
- ▶ If human remains or burial items are believed to have scientific significance, then CEQA requires the identification, evaluation, and (if warranted) data recovery appropriate to an archaeological resource that may be potentially CRHR-eligible. (*State CEQA Guidelines, Section 15064.5[c][2]*)

#### ***Public Resources Code Section 5097.5—Paleontological Resources***

PRC Section 5097.5 prohibits excavation or removal of any “vertebrate paleontological site...or any other archaeological, paleontological or historical feature, situated on public lands, except with express permission of the public agency having jurisdiction over such lands.” Public lands are defined to include lands owned by or under the jurisdiction of the state or any city, county, district, authority or public corporation, or any agency thereof. PRC Section 5097.5 only applies to state or local public land; thus, it is not directly applicable to the proposed LRDP. However, the requirement to analyze potential paleontological effects of a project appears in Appendix G of the State CEQA Guidelines, so this information has been provided for informational purposes. Section 5097.5 states that any unauthorized disturbance or removal of archaeological, historical, or paleontological materials or sites located on public lands is a misdemeanor.

As discussed previously, a paleontologically important rock unit is one that (1) has a high rating for potential paleontological productivity and (2) is known to have produced unique, scientifically important fossils. The potential paleontological productivity rating of a rock unit exposed at the sites of the proposed and existing CPMC campuses refers to the abundance and densities of fossil specimens and/or previously recorded fossil sites in exposures of the unit in and near the sites. Exposures of a specific rock unit at the sites are most likely to yield fossil remains representing particular species in quantities or densities similar to those previously recorded from the unit in and near the sites.

An individual vertebrate fossil specimen may be considered unique or significant if it is identifiable and well preserved and it meets the following criteria:

- ▶ a type specimen (i.e., the individual from which a species or subspecies has been described);
- ▶ a member of a rare species;
- ▶ a species that is part of a diverse assemblage (i.e., a site where more than one fossil has been discovered) wherein other species are also identifiable, and important information regarding life history of individuals can be drawn;
- ▶ a skeletal element different from, or a specimen more complete than, those now available for its species; or
- ▶ a complete specimen (i.e., all or substantially all of the entire skeleton is present).

For example, identifiable vertebrate marine and terrestrial fossils are generally considered scientifically important because they are relatively rare. The value or importance of different fossil groups varies, depending on the age and depositional environment of the rock unit that contains the fossils, their rarity, the extent to which they have already been identified and documented, and the ability to recover similar materials under more controlled conditions such as part of a research project. Marine invertebrates are generally common, well developed, and well documented. They would generally not be considered a unique paleontological resource.

In its standard guidelines for assessment and mitigation of adverse impacts on paleontological resources, the SVP<sup>64</sup> established three categories of sensitivity for paleontological resources: high, low, and undetermined. Areas where fossils have been previously found are considered to have a high sensitivity and a high potential to produce fossils. Areas that are not sedimentary in origin and that have not been known to produce fossils in the past typically are considered to have low sensitivity. Areas that have not had any previous paleontological resource surveys or fossil finds are considered to be of undetermined sensitivity until surveys and mapping are performed to determine their sensitivity. After reconnaissance surveys, observation of exposed cuts, and possibly subsurface testing, a qualified paleontologist can determine whether the area should be categorized as having high or low sensitivity. In keeping with the significance criteria of the SVP,<sup>65</sup> all vertebrate fossils are generally categorized as being of potentially significant scientific value.

### City/Local

The *Van Ness Avenue Area Plan* and the *San Francisco General Plan* contain goals and policies related to urban design. For a detailed list of the goals and policies relevant to the project, please refer to the “Urban Design Element” discussion on page 3-9 of Chapter 3, “Plans and Policies.” Information related to cultural resources and the San Francisco Planning Code and San Francisco Preservation Bulletin No. 16 is provided below.

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<sup>64</sup> Society of Vertebrate Paleontology. 1995. Assessment and Mitigation of Adverse Impacts to Nonrenewable Paleontologic Resources—Standard Guidelines. *Society of Vertebrate Paleontology News Bulletin* 163:22–27.

<sup>65</sup> Ibid.

### ***San Francisco Planning Code***

Article 10, Section 1001 of the San Francisco Planning Code is intended to promote the health, safety, and general welfare of the public through:

- (a) The protection, enhancement, perpetuation and use of structures, sites and areas that are reminders of past eras, events and persons important in local, State or national history, or which provide significant examples of architectural styles of the past or are landmarks in the history of architecture, or which are unique and irreplaceable assets to the City and its neighborhoods, or which provide for this and future generations examples of the physical surroundings in which past generations lived;
- (b) The development and maintenance of appropriate settings and environment for such structures, and in such sites and areas;
- (c) The enhancement of property values, the stabilization of neighborhoods and areas of the City, the increase of economic and financial benefits to the City and its inhabitants, and the promotion of tourist trade and interest;
- (d) The preservation and encouragement of a City of varied architectural styles, reflecting the distinct phases of its history: cultural, social, economic, political and architectural; and
- (e) The enrichment of human life in its educational and cultural dimensions in order to serve spiritual as well as material needs, by fostering knowledge of the living heritage of the past.

Further, Article 11, Section 1101 of the San Francisco Planning Code states that:

It is therefore declared that the protection, enhancement, and perpetuation of buildings and definable subareas of special architectural, historical, and aesthetic interest is necessary to promote the health, safety, prosperity and welfare of the people of the City. Accordingly, the purposes of this Article are:

- (1) The protection, enhancement, and perpetuation of structures and subareas of special architectural, historical, and aesthetic character which contribute to the urban environment;
- (2) The maintenance and improvement of a healthy economy for the City by enhancing both property values and the City's attractiveness as a place to do business;
- (3) The protection and improvement of the City's attractiveness to tourists and other visitors, and the stimulus to business provided thereby;

- (4) The enrichment of the educational, cultural, aesthetic and spiritual life of the inhabitants of the City by fostering knowledge of the heritage of the City's past and retaining the quality of the City's urban environment.

### **San Francisco Preservation Bulletin No. 16**

San Francisco Preservation Bulletin No. 16, "City and County of San Francisco Planning Department CEQA Review Procedures for Historic Resources," provides guidance for the CEQA review process with regard to historic resources. As a certified local government and the lead agency in CEQA determinations, the City and County of San Francisco (City) has instituted guidelines and a system for initiating CEQA review of historic resources. The San Francisco Planning Department's CEQA review procedures for historical resources incorporate the State CEQA Guidelines into the City's existing regulatory framework. To facilitate the review process, the Planning Department has established the following categories to determine the baseline significance of historic properties, based on their inclusion within cultural resources surveys and/or historic districts:

- ▶ Category A.1—resources listed on or formally determined to be eligible for the CRHR,
- ▶ Category A.2—adopted local registers and properties that have been determined to appear or may become eligible for the CRHR,
- ▶ Category B—properties requiring further consultation and review, and
- ▶ Category C—properties determined not to be historical resources or properties for which the City has no information indicating that the property is a historical resource.

### **REGULATORY FRAMEWORK SPECIFIC TO PALEONTOLOGICAL RESOURCES**

The SVP,<sup>66, 67</sup> a national scientific organization of professional vertebrate paleontologists, has established standard guidelines that outline acceptable professional practices in the conduct of paleontological resource assessments and surveys, monitoring and mitigation, data and fossil recovery, sampling procedures, specimen preparation, analysis, and curation. Most practicing professional paleontologists in the nation adhere to the SVP assessment, mitigation, and monitoring requirements, as specifically spelled out in its standard guidelines.

### **4.4.3 SIGNIFICANCE CRITERIA**

The thresholds for determining the significance of impacts in this analysis are consistent with the environmental checklist in Appendix G of the State CEQA Guidelines, which has been adopted and modified by the San

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<sup>66</sup> Society of Vertebrate Paleontology. 1995. Assessment and Mitigation of Adverse Impacts to Nonrenewable Paleontologic Resources—Standard Guidelines. *Society of Vertebrate Paleontology News Bulletin* 163:22–27.

<sup>67</sup> Society of Vertebrate Paleontology. 1996. Conditions of Receivership for Paleontologic Salvage Collections (final draft). *Society of Vertebrate Paleontology News Bulletin* 166:31–32.

Francisco Planning Department. For the purpose of this analysis, the following applicable thresholds were used to determine whether implementing the project would result in a significant impact on cultural and paleontological resources. Implementation of the proposed project would have a significant effect on cultural and paleontological resources if it would:

- ▶ 4a—cause a substantial adverse change in the significance of a historical resource as defined in Section 15064.5 of the State CEQA Guidelines, including those resources listed in Article 10 or Article 11 of the San Francisco Planning Code;
- ▶ 4b—cause a substantial adverse change in the significance of an archaeological resource pursuant to Section 15064.5 of the State CEQA Guidelines;
- ▶ 4c—directly or indirectly destroy a unique paleontological resource or site or unique geologic feature; or
- ▶ 4d—disturb any human remains, including those interred outside of formal cemeteries.

#### 4.4.4 CUMULATIVE CONDITIONS

The cumulative analysis of impacts on cultural and paleontological resources considers a broad regional system within which the existing and proposed CPMC campus sites are located, as described further in Section 4.4.6, “Cumulative Impacts,” beginning on page 4.4-49.

#### 4.4.5 IMPACT EVALUATIONS

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<b>IMPACT CP-1</b>	<i>Project construction would not result in the removal of existing structures that are eligible for listing in the California Register of Historical Resources, and thus would not cause a substantial adverse change in the significance of a historical resource as defined in Section 15064.5 of the State CEQA Guidelines. (Significance Criterion 4a)</i>
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*Levels of Significance:*

- *Cathedral Hill (with or without project variant): No impact*
- *Pacific: Less than significant*
- *Davies (near term and long term): No impact*
- *St. Luke's (with or without either project variant): Less than significant*

## Near-Term Projects

### ◆ Cathedral Hill Campus

#### ***Results of Building Evaluation***

In its historic evaluation report for the proposed Cathedral Hill Campus, Knapp Architects conducted an analysis for historic architectural resources at the properties composing the site of the proposed campus.<sup>68</sup> The analysis for this historic resources survey included all buildings that would be affected by the proposed Cathedral Hill Campus. The buildings included in the report are 1100 Van Ness Avenue, 1101 Van Ness Avenue, 1255 Post Street, 1375 Sutter Street, 1020–1022 Geary Street, 1028–1030 Geary Street, 1034–1036 Geary Street, 1040–1052 Geary Street, 1054–1060 Geary Street, and 1062 Geary Street.

Knapp Architects conducted evaluations of each of the aforementioned buildings and confirmed that the previously evaluated buildings—1100 Van Ness Avenue, 1020–1022 Geary Street, 1028–1030 Geary Street, 1034–1036 Geary Street, 1040–1052 Geary Street, 1054–1060 Geary Street, and 1062 Geary Street—do not currently meet any of the state or local significance criteria for individual historical significance.<sup>69</sup>

Additionally, the Cathedral Hill Hotel (formerly known as the Jack Tar Hotel) at 1101 Van Ness Avenue, the 1255 Post Street Office Building, and the Pacific Plaza Office Building (1375 Sutter Street) did not appear to meet state and local historical significance criteria for individual historical significance.<sup>70</sup>

- ▶ *Cathedral Hill Hotel (1101 Van Ness Avenue)*—This building does not satisfy any of the criteria for listing in the CRHR because it does not have any associations with significant persons or events. It does not meet the criterion for the work of a master and does not embody architectural themes that are historically significant.
- ▶ *1255 Post Street Office Building*—This building has no known historical associations, and is not a rare or unique example of a midcentury office building. The structure is representative of a modern commercial and office building for the late 1950s and is not significant as an example of architectural design ideals or construction.
- ▶ *Pacific Plaza Office Building (1375 Sutter Street)*—This building has no known historical associations, and is not a rare or unique example of an office building. The structure is representative of a modern commercial

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<sup>68</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Cathedral Hill Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA.

<sup>69</sup> California Pacific Medical Center. 2010 (February). *Historic Evaluation Report for Cathedral Hill Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Pages 15–16, 18, 21, 23, 25, and 26.

<sup>70</sup> Ibid, page 2.



and office building for the late 1970s and is not significant as an example of architectural design ideals or construction.

### ***Results of Historic District Evaluation***

The properties composing the site of the proposed Cathedral Hill Campus are located within the jurisdictional boundaries of the *Van Ness Avenue Area Plan*. This area plan is not an established historic district as defined by the San Francisco Planning Department, the CRHR, or the NRHP. Van Ness Avenue extends southward from Fort Mason through the city, eventually becoming South Van Ness Avenue. The north side of the 1020–1022 Geary Street, 1028–1030 Geary Street, 1034–1036 Geary Street, 1040–1052 Geary Street, 1054–1060 Geary Street, and 1062 Geary Street buildings opens to Cedar Street, a midblock alley that runs from Van Ness Avenue to Larkin Street.

The *Van Ness Avenue Area Plan* does not acknowledge any of the buildings on the proposed Cathedral Hill Campus referred to in this impact discussion as being historically significant or contributing to the overall character of the area. The Van Ness Avenue corridor is characterized by remnant residential structures and distinctive automobile showrooms. The commercial buildings that also make up the streetscape are less significant because they tended to be later commercial infill. The Planning Department also identified the area as a potential district composed of a cohesive group of commercial buildings associated with the reconstruction period following the 1906 San Francisco Earthquake and Fire. The Planning Department determined that the buildings on the site of the proposed Cathedral Hill Medical Office Building (MOB) did not retain sufficient integrity to qualify as a district.<sup>71</sup>

The proposed Cathedral Hill Campus would involve development of a 15-story, 555-bed hospital that would replace the existing Cathedral Hill Hotel and the 1255 Post Street Office Building; as reported by Knapp Architects, neither of these buildings meets significance criteria. CPMC proposes to replace seven buildings in the block formed by Cedar Street, Polk Street, Geary Street, and Van Ness Avenue with an MOB; none of those buildings appear to meet state and local criteria for individual historical significance. The existing office building at 1375 Sutter Street would also be renovated and converted into an MOB as part of the LRDP; Knapp Architects did not find that the building is historically significant.

### ***Summary***

Knapp Architects reported that none of the buildings or structures located within the proposed Cathedral Hill Campus are considered historical resources (individually or as part of a district) for the purposes of CEQA, nor would the proposed LRDP have a significant impact on any individual resources in the project vicinity. The San

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<sup>71</sup> San Francisco Planning Department. 2010 (March 18). *Historic Resource Evaluation Response: Cathedral Hill Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 2–3.

Francisco Planning Department concurred with this finding.<sup>72, 73</sup> Therefore, near-term implementation of the LRDP at the proposed Cathedral Hill Campus would not cause a substantial adverse change in the significance of a historical resource as defined in Section 15064.5 of the State CEQA Guidelines. **No impact would occur.**

**Cathedral Hill Campus with No Van Ness Avenue Pedestrian Tunnel Variant:** A pedestrian tunnel beneath Van Ness Avenue would not be built with implementation of this project variant, but the rest of the campus's construction footprint would remain the same. For the same reasons as discussed above, **no impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the proposed Cathedral Hill Campus in the near term.

## ◆ Davies Campus

In its historic evaluation report for the Davies Campus, Knapp Architects conducted an analysis of the campus for historic architectural resources. The report noted that the Davies Campus currently consists of a modern institutional medical complex completed in the late 1960s.<sup>74</sup> The campus is a grouping of buildings of varying height and size and is situated within a single city block. Four buildings, constructed principally in the “Brutalist” architectural style, make up the site. Knapp Architects notes in its evaluation that no buildings on the Davies Campus are more than 50 years old, and that they are thus presumed not to be historical resources under state and local criteria for historical significance.

In its historic evaluation report for the Davies Campus, Knapp Architects reported that none of the buildings or structures on the Davies Campus are considered historical resources (individually or as part of a district) for the purposes of CEQA; the San Francisco Planning Department concurred with this finding.<sup>75, 76</sup> The Planning Department also found that the proposed new building at the site would not substantially change the existing scale and character of the site, and that it would maintain the existing spatial relationship of the campus with the surrounding residential areas so that no historic resources in the surrounding area would be affected. Therefore, implementing the CPMC LRDP at the Davies Campus would not result in an impact as defined in Section 15064.5 of the State CEQA Guidelines. **No impact would occur.**

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the near term.

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<sup>72</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Cathedral Hill Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Page 2.

<sup>73</sup> San Francisco Planning Department. 2010 (February) *Historic Resource Evaluation Response: Cathedral Hill Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 2–3.

<sup>74</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Davies Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA. Page 3.

<sup>75</sup> Ibid., page 2.

<sup>76</sup> San Francisco Planning Department. 2009 (July 21). *Historic Resource Evaluation Response: Davies Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 2–3.

## ◆ St. Luke's Campus

In its historic evaluation report for the St. Luke's Campus, Knapp Architects conducted an analysis of the campus for historic architectural resources.<sup>77</sup> The buildings addressed in this report are the 1912 Building, the 1957 Building, the St. Luke's Hospital tower, and the Redwood Administration Building. Knapp Architects indicated that the 1912 Building (3555 Cesar Chavez Street) appears eligible for listing in the CRHR under Criterion 3 (architecture) as an early San Francisco work of a master architect, Lewis P. Hobart; for embodying the distinctive characteristics of an early-20th-century hospital building type from the Gothic Revival period; and for embodying the distinctive characteristics of the unified hospital building design from the early 20th century.<sup>78</sup> The San Francisco Planning Department concurred with the finding.<sup>79</sup> The 1957 Building does not appear to meet state or local criteria for individual historical significance. The St. Luke's Hospital tower building and Redwood Administration Building are less than 50 years in age and did not display exceptional significance attributes that would be required for recently constructed resources.

Implementation of the LRDP at the St. Luke's Campus would entail rehabilitating and restoring the 1912 Building in keeping with the *Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving Rehabilitating, Restoring, and Reconstructing Historic Buildings* or the *Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings* (1995). Generally a project that follows the Secretary of the Interior's standards must mitigate impacts on the historic resource to a less-than-significant level (State CEQA Guidelines, Section 15064.5[b][3]).

The San Francisco Planning Department conducted a formal evaluation of the projects proposed in the CPMC LRDP for the St. Luke's Campus against the aforementioned standards. The primary considerations of this analysis, with specific regard to the 1912 Building, are as follows:

- ▶ Appropriate assembly and office uses would be created for the building that would not require substantial changes to the building plan.
- ▶ The building's historic character would be retained and preserved through the retention of all distinctive features, spaces, and spatial relationships that characterize the property. No proposed additions or exterior alterations are proposed.

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<sup>77</sup> California Pacific Medical Center. 2009 (May). *Historic Evaluation Report for St. Luke's Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA.

<sup>78</sup> Ibid., pages 33–34.

<sup>79</sup> San Francisco Planning Department. 2009 (May 26). *Historic Resource Evaluation Response: St. Luke's Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 2–3.

- ▶ The building's exterior would be maintained and restored. Roofing repair and replacement and window and door repair would be completed with in-kind materials and details. Likewise, the infill of the nonhistoric opening that currently connects the building to the MRI unit would be repaired with appropriate materials and details.

Additions to the St. Luke's Campus under the LRDP would not directly or indirectly affect the historic 1912 Building. The setting of the building has previously been altered by the addition of new buildings. Therefore, the proposed demolition of the existing 12-story St. Luke's Hospital tower, and subsequent construction of a new 201,000-square-foot (sq. ft.), five-story MOB/Expansion Building at the site of the existing hospital tower, would not further degrade the historic setting of this historic resource.<sup>80</sup>

A portion of San Jose Avenue (a segment of the El Camino Real, California State Landmark No. 784) is located within the campus area. As part of the near-term projects proposed for the St. Luke's Campus under the LRDP, this portion of San Jose Avenue would be permanently closed and the proposed St. Luke's Replacement Hospital would be constructed on top of the roadbed. The road segment is not a character-defining feature of Landmark No. 784, and thus the development of the project on this segment would not adversely impact the resource.<sup>81</sup> Therefore, **this impact would be less than significant.**

The near-term projects proposed for the St. Luke's Campus under the LRDP would alter only buildings that were evaluated by Knapp Architects as not meeting the CRHR criteria. The significance of the adjacent 1912 Building is based primarily on its architectural design, and the previous loss of integrity of setting and feeling did not preclude it from meeting the CRHR criteria. The proposed work would take place outside of the primary viewshed of the 1912 Building. For these reasons, the development proposed for the St. Luke's Campus under the LRDP appears to meet the *Secretary of the Interior's Standards for the Rehabilitation and Guidelines for Rehabilitating Historic Buildings*. Therefore, **this impact would be less than significant.**

**St. Luke's Campus with Project Variants:** Neither of the St. Luke's project variants would change the LRDP development or its building envelopes, and the Alternate Emergency Department Location Variant would not change the construction footprint. Under the Cesar Chavez Street Utility Line Alignment Variant, the area of excavation would increase, but not enough to disturb a property that is eligible for listing in the CRHR or considered a historic property for the purposes of CEQA. Therefore, for the same reasons as discussed above, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the St. Luke's Campus in the near term.

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<sup>80</sup> San Francisco Planning Department. 2009 (May 26). *Historic Resource Evaluation Response: St. Luke's Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 3–4.

<sup>81</sup> San Francisco Planning Department. 2009 (March 18). *Historic Resource Evaluation Response Addendum: St. Luke's Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Page 2.

## Long-Term Projects

### ◆ Pacific Campus

In its historic evaluation report for the Pacific Campus, Knapp Architects conducted an analysis of the campus for historic architectural resources.<sup>82</sup> The analysis included all buildings potentially affected by the proposed long-term projects at the Pacific Campus. The buildings examined in the Knapp Architects survey and evaluations are the Stern Building (2330 Clay Street), Annex MOB (2340–2360 Clay Street), Stanford Building (2351 Clay Street), 2324 Sacramento Street Clinic, 2315 Sacramento Street Residential Building, and the residential/commercial building at 2018 Webster Street. The report also includes information regarding a nearby historic district, which would not be physically affected by implementation of the LRDP at the Pacific Campus.

Based on the research and evaluation presented in the historic evaluation report, it appears that the Annex MOB, Stanford Building, 2324 Sacramento Street Clinic, 2315 Sacramento Street Residential Building, and 2018 Webster Street residential/commercial building are not eligible for the CRHR and do not meet local historical significance criteria; nor does the Pacific Campus appear eligible for listing in the CRHR as a historic district.

The Stern Building (2330 Clay Street) does appear to be individually eligible for listing in the CRHR as a significant example of Streamline Moderne design and construction and is the only building within the Pacific Campus to be eligible for listing.<sup>83</sup> The San Francisco Planning Department concurred with Knapp Architects' finding that the Stern Building appears significant under Criterion 1 (events) for its association with the development of the Stanford University School of Medicine campus; under Criterion 2 (persons) for its association with Lucie Stern, a philanthropist who was part of one of the most historically important families in northern California; and under Criterion 3 (design/construction) because it is an early use of cantilevered concrete construction and is the work of master architects David and Birge Clark.<sup>84</sup> No other historically significant buildings have been identified on the Pacific Campus. The significance of the Stern Building is based primarily on its architectural design, and the previous loss of integrity of setting did not preclude it from meeting the CRHR criteria. Given that project implementation at the Pacific Campus would only change the visual setting of the resource, which has been previously compromised by the introduction of modern construction, there would be no change in the significance or integrity of a historical resource, as defined in Section 15064.5 of the State CEQA Guidelines. Therefore, **this impact would be less than significant.**

Mitigation Measure: No mitigation or improvement measures are required at the Pacific Campus in the long term.

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<sup>82</sup> California Pacific Medical Center. 2008 (September). *Historic Evaluation Report for Pacific Campus: California Pacific Medical Center*. San Francisco, CA. Prepared by Knapp Architects, San Francisco, CA.

<sup>83</sup> Ibid., page 15.

<sup>84</sup> San Francisco Planning Department. 2009 (June 17). *Historic Resource Evaluation Response: Pacific Campus, California Pacific Medical Center*. Case 2005.0555E. Major Environmental Analysis Division. San Francisco, CA. Pages 2–3.

## ◆ Davies Campus

As with the near-term projects at the Davies Campus, the long-term projects proposed at this campus under the LRDP (demolition of the existing parking garage and construction of the Castro Street/14th Street MOB and associated parking) would not substantially alter the existing scale and character of the Davies Campus because the proposed MOB would replace an existing parking garage of similar scale and footprint. Furthermore, the existing spatial relationship between the campus and the surrounding residential buildings in the project area would be maintained such that no historic resource in the surrounding area would be affected. For these reasons, **no impact would occur**.

Mitigation Measure: No mitigation or improvement measures are required at the Davies Campus in the long term.

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**IMPACT**     *Construction under the proposed LRDP could potentially adversely affect the*  
**CP-2**         *significance of subsurface archaeological resources pursuant to Section 15064.5 of the*  
                    *State CEQA Guidelines. (Significance Criterion 4b)*

*Levels of Significance:*

- *Cathedral Hill (with or without project variant): Less than significant with mitigation*
- *Pacific: Less than significant with mitigation*
- *Davies (near term and long term): Less than significant with mitigation*
- *St. Luke's (with or without either project variant): Less than significant with mitigation*

## Near-Term Projects

### ◆ Cathedral Hill Campus

Subsurface excavation and construction activities at the site of the proposed Cathedral Hill Campus could adversely affect subsurface archaeological deposits beneath the site. Construction and demolition of previous buildings, wells, privies, and appurtenant structures would tend to leave physical remnants behind that could be encountered by site preparation and construction at Cathedral Hill.

According to the geotechnical soils report for the proposed Cathedral Hill Campus,<sup>85</sup> the Colma Formation, a soil layer initially developed before the earliest recorded human habitation in the region, extends horizontally

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<sup>85</sup> California Pacific Medical Center. 2004 (September 30). *Geotechnical Investigation and Geologic Hazard Evaluation, Cathedral Hill Hospital, California Pacific Medical Center, San Francisco, California*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA.

throughout the site at an approximate depth of 20–37 feet; planned excavations may go to a maximum of 65.5 feet below surface along Van Ness Avenue, clearly affecting the Colma Formation soils. The Colma Formation was deposited before any human occupation of the San Francisco peninsula; however, recent geoarchaeological studies have shown that much of the Colma Formation's surface remained stable and available for human use and occupation well into the Middle Holocene, until sand dunes buried it. For that reason, the Cathedral Hill project site appears to have the potential to contain prehistoric archaeological deposits associated primarily with the deeply buried Colma Formation. Sites uncovered in or on Colma Formation soils could be eligible for listing in the CRHR for their data potential (Criterion 4).

Development of the Cathedral Hill Hospital block began in the 1860s when the Ladies' Protection and Relief Society Orphan Asylum was erected on the western half of the block. By 1869, buildings along Post Street and possibly along Geary Street (probably residences) had been constructed. Sanborn maps from 1886 to 1899 depict similar land use (Orphan Asylum along Franklin Street, residences filling the other half of the block). These homes were occupied by settlers from a variety of ethnic and socioeconomic backgrounds.

The character and land use of the block remained largely unchanged until the fires following the 1906 earthquake destroyed the block's buildings. By 1913, the residences along Van Ness Avenue were gone (possibly destroyed by dynamite after the 1906 earthquake). The Ladies' Protection and Relief Society Orphan Asylum was repaired and existed until the mid-1920s. By 1950, the block was dominated by auto-related businesses. The Cathedral Hill Hotel was built in 1962. Within Van Ness Avenue between the two parcels on the site of the proposed Cathedral Hill Campus, no substantial modification took place during the historical period.

The former footprint of the Ladies' Protection and Relief Society Orphan Asylum and all of the individual dwellings within the Cathedral Hill project site on Geary Boulevard/Geary Street, Van Ness Avenue, and Cedar and Post Streets have the potential to yield significant archaeological resources, primarily along the back lot lines where residents would have located privies or trash pits. The streets within this project site represent a cross section of the neighborhood and of San Francisco in its earliest phases and could supply important information about this population.

Prehistoric or historic cultural resources related to the site's previous uses that are discovered during construction of the proposed Cathedral Hill Campus may represent historical resources or unique archaeological resources as defined by CEQA. Because of the potential for a substantial change to or destruction of these resources, **this impact would be potentially significant.**

**Cathedral Hill Campus with No Van Ness Avenue Pedestrian Tunnel Variant:** With implementation of this project variant, the proposed pedestrian tunnel would not be built and no excavation beneath Van Ness Avenue would occur, eliminating the removal of 1,700 cubic yards of soil from near-term projects. Even if the pedestrian

tunnel were not built, however, the historical sites related to early settlers of San Francisco would still be affected by construction. Therefore, this impact would be similar to but slightly less than the impact of near-term projects described above. For the same reasons as discussed above, **this impact would be potentially significant.**

## Mitigation Measure for Cathedral Hill Campus (with or without project variant)

M-CP-N2 Based on a reasonable presumption that archaeological resources may be present within the project site, the following measures shall be undertaken to avoid any potentially significant adverse effects from the proposed project on buried or submerged historical resources. CPMC shall retain the services of a qualified archaeological consultant having expertise in California prehistoric and urban historical archaeology. The archaeological consultant shall undertake an archaeological testing program as specified herein. In addition, the consultant shall be available to conduct an archaeological monitoring and/or data recovery program if required pursuant to this measure. The archaeological consultant's work shall be conducted in accordance with this measure and with the requirements of the project archaeological research design and treatment plan completed for this CPMC campus site<sup>86</sup> at the direction of the Environmental Review Officer (ERO). In instances of inconsistency between the requirement of the project's archaeological research design and treatment plan and of this archaeological mitigation measure, the requirements of this archaeological mitigation measure shall prevail. All plans and reports prepared by the consultant as specified herein shall be submitted first and directly to the ERO for review and comment and shall be considered draft reports subject to revision until final approval by the ERO. Archaeological monitoring and/or data recovery programs required by this measure could suspend construction of the proposed LRDP for up to a maximum of 4 weeks. At the direction of the ERO, the suspension of construction can be extended beyond 4 weeks only if such a suspension is the only feasible means to reduce to a less-than-significant level potential effects on a significant archaeological resource, as defined in the State CEQA Guidelines, Section 15064.5(a)(c).

*Archaeological Testing Program.* The archaeological consultant shall prepare and submit to the ERO for review and approval an archaeological testing plan (ATP). The archaeological testing program shall be conducted in accordance with the approved ATP. The ATP shall identify the property types of the expected archaeological resource(s) that could be adversely affected by the proposed LRDP, the testing method to be used, and the locations recommended for testing. The purpose of the archaeological testing program will be to determine, to the extent possible, the presence or absence of archaeological resources and to identify and evaluate whether any archaeological resource encountered on the site constitutes a historical resource under CEQA.

At the completion of the archaeological testing program, the archaeological consultant shall submit a written report of the findings to the ERO. If, based on the archaeological testing program, the consultant finds that significant archaeological resources may be present, the ERO in consultation with the consultant shall determine whether additional measures are warranted. Additional measures that may be undertaken include additional archaeological testing, archaeological monitoring, and/or an archaeological data recovery program. If the ERO determines that a significant archaeological resource is present and that the resource could be adversely affected by the proposed LRDP, at the discretion of CPMC either (a) the proposed LRDP shall be redesigned so as to avoid any adverse effect on the significant archaeological resource; or (b) a data recovery program shall be implemented unless the ERO determines that the archaeological resource is of greater interpretive than research significance and that interpretive use of the resource is feasible.

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<sup>86</sup> This refers to individual archaeological research design/treatment plans prepared by Archeo-Tec and AECOM for the CPMC LRDP in January 2010 and June 2010. Separate plans were prepared for the Cathedral Hill Campus, Pacific Campus, Davies Campus, and St. Luke's Campus. Each of these plans is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103 in Case No. 2005.0555E.



*Archaeological Monitoring Program.* If the ERO in consultation with the archaeological consultant determines that an archaeological monitoring program shall be implemented, the archaeological monitoring program shall, at a minimum, include the following provisions:

- ▶ The archaeological consultant, CPMC, and ERO shall meet and consult on the scope of the archaeological monitoring program at a reasonable period of time before commencement of any project-related soil-disturbing activities. The ERO in consultation with the archaeological consultant shall determine what project activities shall be archaeologically monitored. In most cases, any soil-disturbing activities, such as demolition, foundation removal, excavation, grading, utilities installation, foundation work, driving of piles (e.g., foundation, shoring), and site remediation, shall require archaeological monitoring because of the risk these activities pose to potential archaeological resources and to their depositional context.
- ▶ The archaeological consultant shall advise all project contractors to be alert for evidence of the presence of the expected resource(s), of how to identify the evidence of the expected resource(s), and of the appropriate protocol in the event of apparent discovery of an archaeological resource.
- ▶ The archaeological monitor(s) shall be present on the project site according to a schedule agreed upon by the archaeological consultant and the ERO until the ERO has, in consultation with the consultant, determined that project construction activities could have no effects on significant archaeological deposits.
- ▶ The archaeological monitor shall record and be authorized to collect soil samples and artifactual/ecofactual material as warranted for analysis.
- ▶ If an intact archaeological deposit is encountered, all soil-disturbing activities in the vicinity of the deposit shall cease. The archaeological monitor shall be empowered to temporarily redirect demolition/excavation/pile-driving/construction activities and equipment until the deposit is evaluated. If, in the case of pile-driving activity (e.g., foundation, shoring), the archaeological monitor has cause to believe that the pile driving may affect an archaeological resource, the pile-driving activity shall be terminated until an appropriate evaluation of the resource has been made in consultation with the ERO. The archaeological consultant shall immediately notify the ERO of the encountered archaeological deposit. The archaeological consultant shall make a reasonable effort to assess the identity, integrity, and significance of the encountered archaeological deposit, and to present the findings of this assessment to the ERO.

Whether or not significant archaeological resources are encountered, the archaeological consultant shall submit a written report of the findings of the monitoring program to the ERO.

*Archaeological Data Recovery Program.* The archaeological data recovery program shall be conducted in accordance with an archaeological data recovery plan (ADRP). The archaeological consultant, CPMC, and ERO shall meet and consult on the scope of the ADRP before preparation of a draft ADRP. The archaeological consultant shall submit a draft ADRP to the ERO. The ADRP shall identify how the proposed data recovery program will preserve the significant information that the archaeological resource is expected to contain (i.e., the ADRP will identify what scientific/historical research questions are applicable to the expected resource, what data classes the resource is expected to possess, and how the expected data classes would address the applicable research questions). Data recovery, in general, should be limited to the portions of the historical property that could be adversely affected by the proposed LRDP. Destructive

data recovery methods shall not be applied to portions of the archaeological resources if nondestructive methods are practical.

The scope of the ADRP shall include the following elements: [

- ▶ *Field Methods and Procedures.* Descriptions of proposed field strategies, procedures, and operations.
- ▶ *Cataloguing and Laboratory Analysis.* Description of selected cataloguing system and artifact analysis procedures.
- ▶ *Discard and Deaccession Policy.* Description of and rationale for field and post-field discard and deaccession policies.
- ▶ *Interpretive Program.* Consideration of an on-site/off-site public interpretive program during the course of the archaeological data recovery program.
- ▶ *Security Measures.* Recommended security measures to protect the archaeological resource from vandalism, looting, and unintentionally damaging activities.
- ▶ *Final Report.* Description of proposed report format and distribution of results.
- ▶ *Curation.* Description of the procedures and recommendations for the curation of any recovered data having potential research value, identification of appropriate curation facilities, and a summary of the accession policies of the curation facilities.

*Human Remains and Associated or Unassociated Funerary Objects.* The treatment of human remains and of associated or unassociated funerary objects discovered during any soil-disturbing activity shall comply with applicable federal and state laws. This shall include immediate notification of the county coroner of the City and County of San Francisco and, in the event of the coroner's determination that the human remains are Native American remains, notification of the NAHC, which shall appoint an MLD (PRC Section 5097.98). The archaeological consultant, CPMC, and the MLD shall make all reasonable efforts to develop an agreement for the treatment of, with appropriate dignity, human remains and associated or unassociated funerary objects (State CEQA Guidelines, Section 15064.5[d]). The agreement should take into consideration the appropriate excavation, removal, recordation, analysis, custodianship, curation, and final disposition of the human remains and associated or unassociated funerary objects.

*Final Archaeological Resources Report.* The archaeological consultant shall submit a draft final archaeological resources report (FARR) to the ERO that evaluates the historical significance of any discovered archaeological resource and describes the archaeological and historical research methods employed in the archaeological testing/monitoring/data recovery program(s) undertaken. Information that may put any archaeological resource at risk shall be provided in a separate removable insert within the final report.

Once approved by the ERO, copies of the FARR shall be distributed as follows: the California Archaeological Site Survey Northwest Information Center (NWIC) shall receive one copy, and the ERO shall receive one copy of the transmittal of the FARR to the NWIC. The Major Environmental Analysis Division (MEA) of the San Francisco Planning Department shall receive two copies (bound and unbound) of the

FARR and one unlocked, searchable PDF copy on a compact disc. MEA shall receive a copy of any formal site recordation forms (California Department of Parks and Recreation Form 523 series) and/or documentation for nomination to the NRHP/CRHR. In instances of high public interest in or high interpretive value of the resource, the ERO may require a different final report content, format, and distribution than that presented above.

**Implementing Mitigation Measure M-CP-N2 at the proposed Cathedral Hill Campus would reduce Impact CP-2 to a less-than-significant level** because it would ensure that any potentially affected archaeological deposit would be identified, evaluated, and as appropriate, subject to data recovery by a qualified archaeologist under the oversight of the ERO.

## ◆ Davies Campus

Project construction at the Davies Campus could adversely affect archaeological deposits beneath the site. Various types of archaeological deposits or features associated with the German Hospital (1878–1906), such as artifact-filled wells and privies, trash pits, and building foundations, may be present within the Davies Campus. Excavation for the Neuroscience Institute building would reach approximately 50 feet below current street level and require the removal of 63,000 cubic yards of soil. Construction of the Castro Street/14th Street MOB would incur few subsurface effects other than piers and a 5-foot-deep foundation cut. According to the geotechnical soils report on the Davies Campus,<sup>87</sup> the Colma Formation, a layer initially developed before the earliest recorded human habitation in the region, extends horizontally throughout the site. The Colma Formation was deposited before any human occupation of the San Francisco peninsula; however, recent geoarchaeological studies have shown that much of the Colma Formation's surface remained stable and available for human use and occupation well into the Middle Holocene, before sand dunes buried it. For that reason, the Davies Campus appears to have the potential to contain prehistoric archaeological deposits, which would be associated primarily with the deeply buried Colma Formation. Sites uncovered in or on Colma Formation soils could be eligible for listing in the CRHR for their data potential (Criterion 4).

The site of the present-day Davies Campus was 0.15 mile from Mission Dolores and may have been affected by mission-related activities. The earliest map showing development within the site is the 1869 U.S. Coast Survey map, which depicts what appears to be an orchard (or some other series of regularly arranged, fenced-in trees) planted within the site. The German Hospital was constructed within the project block in 1877, and then was torn down and replaced sometime between 1904 and 1907. The Davies Campus site was not the location of the hospital ward buildings, but was the site of outbuildings such as the laundry, coal shed, wells, and sleeping rooms. By 1913, the site also housed a portion of the hospital's isolation ward, as well as the greenhouse.

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<sup>87</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Davies Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA. Appendix I.

Institutional and residential refuse, and possibly architectural features, from the German Hospital may be found along the rear of the lot (along Castro Street) where trash was likely dumped. The present-day Davies Campus site was the location of various outbuildings, and architectural remains of these may be found. Wells were also shown on the corner of the property on Sanborn maps for this site. Temporary human burials, casualties of the 1906 earthquake, were placed in the corner of the yard, but the corner that housed the mortuary was not located within the Davies Campus site. It is possible, though unlikely, that burials from the earthquake could be found during project construction.

If pit refuse from the German Hospital is located within the project site, a determination would be made about whether the features of this refuse have enough integrity to meet data requirements for CRHR eligibility. Any recovered archaeological evidence of a settlement from the Spanish period would be considered highly significant. Indications of the extent to which San Francisco's native population retained its cultural practices and adapted to or resisted the demands of life at the mission have the potential to add valuable data to, and possibly alter, the historical record. These or similar resources found during construction may represent historical resources or unique archaeological resources as defined by CEQA. Because of the potential for a substantial change to or destruction of these resources, **this impact would be potentially significant.**

## Mitigation Measure for Davies Campus (near term)

M-CP-N2      This mitigation measure is identical to Mitigation Measure M-CP-N2 for the Cathedral Hill Campus.

For the same reasons as described for the Cathedral Hill Campus, **implementing Mitigation Measure M-CP-N2 at the Davies Campus would reduce Impact CP-2 to a less-than-significant level.**

## ◆ St. Luke's Campus

Project construction activities at the St. Luke's Campus could adversely affect subsurface archaeological deposits beneath the site. The CPMC LRDP would result in the construction of the five-story, approximately 145,000-sq.-ft. St. Luke's Replacement Hospital adjacent to and west of the existing St. Luke's Hospital tower. Specifically, the replacement hospital would occupy the site of the existing 111-space surface parking lot along San Jose Avenue and require excavation up to a depth of 19 feet below grade, potentially uncovering features of the early-20th-century Nurse's Home or prehistoric resources.

After demolition of the existing 12-story St. Luke's Hospital tower, the new 201,000-sq.-ft., five-story plus basement MOB/Expansion Building would be constructed at the site of the existing tower. The four belowground parking levels would require excavation up to approximately 45 feet below grade, where features of the Mills building or prehistoric resources may be located.

The geotechnical report for the St. Luke's Campus<sup>88</sup> outlines the thickness of sand fill/dune deposits that overlie Colma Formation slope deposits at the site. The Colma Formation is a layer initially developed before the earliest recorded human habitation in the region but that subsequently provided a stable habitation surface. These slope deposits—or buried layers within dune deposits—have the potential to contain very early prehistoric archaeological sites.<sup>89</sup> Slope deposits have been known to cover prehistoric living surfaces and have yielded archaeological sites in the past. Subtle changes in soil morphology were not detected during geotechnical borings, but more careful geoarchaeological analysis may identify prehistoric cultural soils.

It is also possible that other, more recently deposited soil layers are present within the St. Luke's Campus site; all deeply buried soils that result from stable, long-term depositional intervals have the possibility to contain archaeological materials. For that reason, the St. Luke's Campus appears to have the potential to contain prehistoric archaeological deposits, which would be associated primarily with the deeply buried Colma Formation and more recent soils. These sites could be eligible for listing in the CRHR for their data potential (Criterion 4).

Carmen Sibrian de Bernal and José Cornelio Bernal claimed the 4,446.40-acre *Rancho Rincon de las Salinas y Portrero Nuevo*, granted by Manuel Jimeno in 1839. In 1857 the Bernals ultimately received a patent on the property, which included the area of modern Bernal Heights. Evidence indicates that the Bernal family constructed an adobe upon the large property during this early period, and attributes of their tenure may exist within the St. Luke's project site.

All of the individual structures pictured within the present-day St. Luke's Campus on 19th-century maps have the potential to yield significant archaeological resources. The time period for these resources is from the 1870s, when the first structure was built on the project site, through the first decade of the 20th century. Refuse or structural features would be potentially eligible under Criterion 4 of the CRHR for their ability to address research questions relating to late-19th-century medical practices in San Francisco, and to add to the existing body of comparable data recovered from similar San Francisco sites. **This impact would be potentially significant.**

**St. Luke's Campus with Project Variants:** The Alternate Emergency Department Location Variant would not change the construction footprint. Under the Cesar Chavez Street Utility Line Alignment Variant, the area of excavation would increase, but the potential for project effects on deposits would not change. Therefore, for the same reasons as discussed above, **this impact would be potentially significant.**

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<sup>88</sup> California Pacific Medical Center. 2009 (August 19). *Environmental Contingency Plan St Luke's Hospital Campus Redevelopment Program*. San Francisco, CA. Prepared by Treadwell & Rollo, San Francisco, CA. Pages 4–5.

<sup>89</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Pacific Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA. Page 31.

## Mitigation Measure for St. Luke's Campus (with or without project variants)

M-CP-N2      This mitigation measure is identical to Mitigation Measure M-CP-N2 for the Cathedral Hill Campus.

For the same reasons as described for the Cathedral Hill Campus, **implementing Mitigation Measure M-CP-N2 at the St. Luke's Campus would reduce Impact CP-2 to a less-than-significant level.**

## Long-Term Projects

### ◆ Pacific Campus

Archaeological resource sites are likely to be affected by project construction activities proposed for the long-term at the Pacific Campus because the parcels have been in use at least since the mid-19th century. Construction and demolition of previous buildings, wells, privies, and appurtenant structures would tend to leave physical remnants behind that could be encountered by construction at the Pacific Campus.

The geotechnical report for the Pacific Campus<sup>90</sup> outlines the thickness of sand fill/dune deposits that overlie Colma Formation slope deposits at this campus site. The Colma Formation was deposited before the earliest recorded human habitation in the region but subsequently provided a stable habitation surface. According to the geotechnical report, these slope deposits—or buried layers within dune deposits—have the potential to contain very early prehistoric archaeological sites. Slope deposits have been known to cover prehistoric living surfaces and have yielded archaeological sites in the past. Subtle changes in soil morphology were not detected during geotechnical borings, but more careful geoarchaeological analysis may identify prehistoric cultural soils.

It is also possible that other, more recently deposited soil layers are present within the Pacific Campus site; all deeply buried soils that result from stable, long-term depositional intervals have the possibility to contain archaeological materials. For that reason, the Pacific Campus appears to have the potential to contain prehistoric archaeological deposits, which would be associated primarily with the deeply buried Colma Formation and more recent soils. These sites could be eligible for listing in the CRHR for their data potential (Criterion 4).

All of the individual dwellings pictured within the present-day Pacific Campus site on 19th-century maps have the potential to yield significant archaeological resources, primarily along the back lot lines where residents would have located privies or trash pits. The time period for these resources is from the 1860s, when the first structure was built on the site, through the first decade of the 20th century; deposits from this era reflect post-Gold Rush

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<sup>90</sup> San Francisco Planning Department. 2010 (January). *Archaeological Research Design and Treatment Plan for the CPMC Project: Pacific Campus, City and County of San Francisco, California*. San Francisco, CA. Prepared by Archeo-Tec, Oakland, CA, and revised by AECOM, Sacramento, CA. Appendix I.

settlement into the communities that form the basis for the city today, as well as early urban medical practices. Residential refuse is potentially eligible under Criterion 4 of the CRHR for its ability to address research questions relating to late-19th-century domestic life and medical practices in San Francisco, and to add to the existing body of comparable data recovered from similar San Francisco sites.

Refuse associated with Levi Cooper Lane and his wife Pauline Lane is potentially eligible under both Criterion 1 and Criterion 4 of the CRHR because of the importance of the Lanes in the history of both the Stanford Medical School and the Pacific Campus. Prehistoric or historic cultural resources that are discovered during construction at the Pacific Campus may represent historical resources or unique archaeological resources as defined by CEQA. Because of the potential for a substantial change to or destruction of these resources, **this impact would be potentially significant.**

## Mitigation Measure for Pacific Campus

M-CP-L2        This mitigation measure is identical to Mitigation Measure M-CP-N2, above.

For the same reasons as described for the Cathedral Hill Campus, **implementing Mitigation Measure M-CP-L2 at the Pacific Campus would reduce Impact CP-2 to a less-than-significant level.**

## ◆ Davies Campus

This impact is identical to the near-term impact identified above for the Davies Campus. For the same reasons as described above, **this impact would be potentially significant.**

## Mitigation Measure for Davies Campus (long term)

M-CP-L2        This mitigation measure is identical to Mitigation Measure M-CP-N2, above.

For the same reasons as described for the Cathedral Hill Campus, **implementing Mitigation Measure M-CP-L2 at the Davies Campus would reduce Impact CP-2 to a less-than-significant level.**

**IMPACT**     *Construction-related earthmoving activities would take place in several*  
**CP-3**         *paleontologically sensitive rock formations; therefore, earthmoving activities could*  
                  *damage or destroy previously unknown, unique paleontological resources at the project*  
                  *site. (Significance Criterion 4c)*

*Levels of Significance:*

- *Cathedral Hill (with or without project variant): Less than significant with mitigation*
- *Pacific: Less than significant with mitigation*
- *Davies (near term and long term): Less than significant with mitigation*
- *St. Luke's (with or without either project variant): Less than significant with mitigation*

## Near-Term Projects

### ◆ Cathedral Hill, Davies, and St. Luke's Campuses

By definition, to be considered a fossil, a specimen must be more than 11,000 years old. Therefore, earthmoving activities in the Holocene-age fill material and Dune Sand deposits at any of the sites of the proposed and existing CPMC campuses would have no impact on unique paleontological resources.

Although the Franciscan Formation contains invertebrate fossils, these have been well studied over a period of many years, and therefore would not be considered a unique paleontological resource as defined above under "Significance Criteria." Therefore, earthmoving activities in the Franciscan Formation at any of the CPMC campuses would have no impact on unique paleontological resources.

Results of a paleontological records search at the UC Berkeley Museum of Paleontology indicated that no fossil remains have been previously recorded within the any of the proposed and existing CPMC campus sites. However, the Colma Formation (all CPMC campuses), slope debris and ravine deposits (St. Luke's Campus), and older native sediments (Davies Campus) are considered paleontologically sensitive rock formations because of their potential to contain unique paleontological resources as discussed above under "Paleontological Resource Inventory and Assessment by Rock Unit" (page 4.4-16). Therefore, earthmoving activities in these deposits could damage unique paleontological resources. **This impact would be potentially significant.**

**Cathedral Hill and St. Luke's Campuses with Project Variants:** Implementing the No Van Ness Avenue Pedestrian Tunnel Variant at the Cathedral Hill Campus would slightly reduce the amount of construction at that campus. Thus, this impact would be slightly less than the impact of near-term projects described above.



Implementing the Alternate Emergency Department Location Variant at the St. Luke's Campus would not change the construction footprint at this campus. Under the Cesar Chavez Street Utility Line Alignment Variant, the area of excavation at the St. Luke's Campus would increase. None of the project variants would affect the potential for earthmoving activities in paleontologically sensitive deposits at the Cathedral Hill and St. Luke's sites to damage or destroy unique paleontological resources. Thus, for the same reasons as discussed above, **this impact would be potentially significant.**

## Mitigation Measure for Cathedral Hill, Davies (near term), and St. Luke's Campuses (with or without project variants)

- M-CP-N3 For each of the CPMC campuses where earthmoving activities would occur in the Colma Formation, slope debris and ravine fill sediments, and older native sediments (as identified in the applicable geotechnical reports for each campus), CPMC shall implement the following measures:
- ▶ Before the start of any earthmoving activities, CPMC shall retain a qualified paleontologist or archaeologist to train all construction personnel involved with earthmoving activities, including the site superintendent, regarding the possibility of encountering fossils, the appearance and types of fossils likely to be seen during construction, and proper notification procedures should fossils be encountered.
  - ▶ If paleontological resources are discovered during earthmoving activities, the construction crew shall immediately cease work near the find and notify CPMC and the San Francisco Planning Department. CPMC shall retain a qualified paleontologist to evaluate the resource and prepare a recovery plan in accordance with SVP guidelines.<sup>91</sup> The recovery plan may include a field survey, construction monitoring, sampling and data recovery procedures, museum storage coordination for any specimen recovered, and a report of findings. Recommendations in the recovery plan that are determined by the City to be necessary and feasible shall be implemented before construction activities can resume at the site where the paleontological resources were discovered.

**Implementing Mitigation Measure M-CP-N3 at the proposed Cathedral Hill Campus and at the Davies and St. Luke's Campuses would reduce Impact CP-3 to a less-than-significant level** because construction workers would be alerted to the possibility of encountering paleontological resources, and in the event that resources were encountered, fossil specimens would be recovered and recorded and would undergo appropriate curation.

## Long-Term Projects

### ◆ Pacific and Davies Campuses

This long-term impact is identical to the near-term impact identified above for the Cathedral Hill, Davies, and St. Luke's Campuses. For the same reasons as described above, **this impact would be potentially significant.**

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<sup>91</sup> Society of Vertebrate Paleontology. 1996. Conditions of Receivership for Paleontologic Salvage Collections (final draft). *Society of Vertebrate Paleontology News Bulletin* 166:31–32.

## Mitigation Measure for Pacific Campus and Davies Campus (long term)

M-CP-L3 This mitigation measure is identical to Mitigation Measure M-CP-N3, above.

**Implementing Mitigation Measure M-CP-L3 at the Pacific Campus and Davies Campus would reduce Impact CP-3 to a less-than-significant level** because construction workers would be alerted to the possibility of encountering paleontological resources, and in the event that resources were encountered, fossil specimens would be recovered and recorded and would undergo appropriate curation.

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**IMPACT CP-4** *Project-related construction activities could disturb as-yet-undiscovered human remains. (Significance Criterion 4d)*

*Levels of Significance:*

- *Cathedral Hill (with or without project variant): Less than significant with mitigation*
- *Pacific: Less than significant with mitigation*
- *Davies (near term and long term): Less than significant with mitigation*
- *St. Luke's (with or without either project variant): Less than significant with mitigation*

## Near-Term Projects

### ◆ Cathedral Hill, Davies, and St. Luke's Campuses

Although no human remains have been listed or recorded at any of the proposed or existing CPMC campus sites, they are known to occur on the San Francisco peninsula in Middle and Late Holocene sites. Constructing new facilities at the CPMC campus sites would require excavation through fill and natural Dune Sand soils, exposing the Colma Formation, a Late Pleistocene–Early Holocene landform that offered potential occupation surfaces for Native Americans for a period of several thousand years. As a result, as-yet-undiscovered human remains may be uncovered by excavations at these locations. Because of the potential for disturbance of human remains, **this impact would be potentially significant.**

**Cathedral Hill and St. Luke's Campuses with Project Variants:** Implementing the No Van Ness Avenue Pedestrian Tunnel Variant at the Cathedral Hill Campus would slightly reduce the project footprint and amount of excavation at this campus site, thus slightly reducing the potential for discovery of prehistoric human remains. Implementing the Alternate Emergency Department Location Variant would not change the construction footprint at the St. Luke's Campus; however, under the Cesar Chavez Street Utility Line Alignment Variant, the area of

excavation at St. Luke's would increase. For the same reasons as discussed above, **this impact would be potentially significant.**

## Mitigation Measure for Cathedral Hill, Davies (near term), and St. Luke's Campuses

M-CP-N4      This mitigation measure is identical to Mitigation Measure M-CP-N2, above.

For the same reasons as described for the Cathedral Hill Campus, **implementing Mitigation Measure M-CP-N4 at the Davies Campus would reduce Impact CP-4 to a less-than-significant level.**

## Long-Term Projects

### ◆ Pacific and Davies Campuses

This long-term impact is identical to the near-term impact identified above for the Cathedral Hill, Davies, and St. Luke's Campuses. For the same reasons as described above, **this impact would be potentially significant**

## Mitigation Measure for Pacific Campus and Davies Campus (long term)

M-CP-L4      This mitigation measure is identical to Mitigation Measure M-CP-N2, above.

**Implementing Mitigation Measure M-CP-L4 at the Pacific Campus and Davies Campus would reduce Impact CP-4 to a less-than-significant level** because it would ensure that any potentially affected archaeological deposit would be identified, evaluated, and as appropriate, subject to data recovery by a qualified archaeologist under the oversight of the ERO.

### 4.4.6 CUMULATIVE IMPACTS

The following are the cumulative contexts for the resources discussed in this EIR section, for which cumulative impacts are described below:

- ▶ *Historical resources:* The San Francisco peninsula, which contains both San Francisco and San Mateo Counties, and where common patterns of historic-era settlement and development occurred.
- ▶ *Paleontological resources:* The Quaternary deposits of the bayside portions of the San Francisco Bay Area and Franciscan Complex bedrock throughout the Bay Area.

- *Archaeological resources and human remains:* The northern tip of the San Francisco peninsula where Native American archaeological sites, Mission Period remains, and maritime/gold rush activities were concentrated.

## **ARCHITECTURAL/STRUCTURAL RESOURCES**

Urban development has occurred over the past several decades within San Francisco. Specifically, in areas of continual use such as within the downtown area, redevelopment has resulted in the demolition and alteration of significant historic architectural resources. It is reasonable to assume that identified present and future (identified and unidentified) development activities will continue to result in impacts on significant historic architectural resources, including residential, commercial, and civic properties, that are listed or eligible for listing on national, state, or local registers. Federal, state, and local laws, regulations, and guidelines allow for the protection of historic architectural resources in most instances. However, it is not always feasible to protect historic architectural resources, particularly when preservation in place cannot be reasonably considered during the implementation of projects. For this reason, the cumulative effects of development along the San Francisco peninsula on historic architectural resources are considered significant.

San Francisco features numerous known resources of historic and cultural value. Cultural resources survey coverage is not complete within the city limits, and potential historic architectural resources (generally those that become 50 years in age) are perpetually being created. Undocumented buildings or structures that qualify as historical resources under CEQA may also exist within the city. Enforcement of existing local codes and policies, including the Urban Design Element of the *San Francisco General Plan*, aimed at the preservation and protection of historic architectural resources would ensure that development activities resulting from implementation of the LRDP would undergo rigorous review at the local level. This future project-level review will determine impacts on historic architectural resources in accordance with CEQA and would encourage the avoidance of significant impacts through explicitly defined actions and development incentives. Impacts on historic architectural resources are generally localized and site-specific. Cumulative future development in the project area would be subject to review on a case-by-case basis, as required by CEQA, and pursuant to the Planning Department Preservation Bulletin 16, similar to the review for the proposed project. This process would reduce the cultural impacts of cumulative projects to less-than-significant levels. Therefore, **the proposed LRDP would have a less-than-significant cumulative impact related to cultural resources.**

## **PALEONTOLOGICAL RESOURCES**

Fossil discoveries resulting from excavation and earthmoving activities associated with development are occurring with increasing frequency throughout the state. However, unique, scientifically important fossil discoveries are relatively rare, and the likelihood of encountering them is site-specific and based on the type of specific geologic rock formations found underground. These geologic formations vary from location to location;

therefore, although construction under the LRDP has the potential to encounter unique paleontological resources, the related projects may not be underlain by paleontologically sensitive rock formations and therefore may not have the potential to encounter unique paleontological resources.

When unique, scientifically important fossils are encountered by construction activities, the subsequent opportunities for data collection and study generally provide a benefit to the scientific community. Therefore, because of the site-specific nature of unique paleontological resources; the low probability that any project would encounter unique, scientifically important fossils; and the benefits that would occur from recovery and further study of those fossils if encountered, **development of the proposed LRDP, when considered in combination with development of related projects, is not considered to result in a cumulatively considerable contribution to a significant cumulative impact related to paleontological resources.**

### **ARCHAEOLOGICAL RESOURCES AND HUMAN REMAINS**

Any potential prehistoric archaeological resources, such as shellmounds or occupation sites that are covered by existing development, are generally protected and inaccessible unless such a site is redeveloped. Because the projects proposed for the Cathedral Hill, Pacific, and Davies Campuses would result in demolition, excavation, and installation of foundation improvements, any archaeological sites underlying those locations could be adversely affected. Archaeological sites are nonrenewable resources, and the loss of significant information about the past coupled with the continued loss of archaeological sites in general lead to cumulative erosion of the archaeological record in San Francisco. Failing to recover significant information from any archaeological sites below the Cathedral Hill, Pacific, and Davies Campuses would constitute a potentially significant impact.

CEQA requires the recovery of significant scientific data where otherwise a project would result in the loss of the archaeological resource, either directly or indirectly (CEQA Section 21083.2; State CEQA Guidelines, Section 15064.5). For those archaeological properties potentially eligible or eligible for listing in the CRHR under Evaluation Criterion 4, mitigation through data recovery is generally considered sufficient to reduce impacts to a less-than-significant level. Consequently, development in the recent past has not, and development in the present and the reasonably foreseeable future would not, contribute to a significant adverse cumulative impact on archaeological resources. Similarly, with implementation of Mitigation Measures M-CP-N2 and M-CP-N3, **the proposed CPMC LRDP would have a less-than-significant impact on archaeological resources that are unique and nonrenewable members of finite classes, and the incremental contribution of the LRDP to these cumulative effects would not be cumulatively considerable because it would not contribute to a loss of valuable resources.**

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