

CALIFORNIA COLLEGE OF THE ARTS

INSTITUTIONAL
MASTER PLAN
JANUARY 2013



California College of the Arts

Institutional Master Plan

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California College of the Arts

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TABLE OF CONTENTS

	<u>Page(s)</u>
INTRODUCTION.....	1
Purpose of the IMP.....	1
CHAPTER 1: OVERVIEW AND NATURE OF THE INSTITUTION	2
Nature of the Institution	2
General Information—CCA at a Glance	2
The College’s Mission.....	2
Educational Characteristics	2
Student Population	2
Accreditations	3
Rankings.....	3
History of the College and Its Growth.....	3
Physical Changes in the Neighborhood.....	5
Services Provided by the Institution.....	5
Degrees Offered	5
Undergraduate Programs	6
Graduate Programs	7
Community Life.....	7
Financial Aid	8
Study Abroad and Exchange Programs.....	8
Service Population.....	8
Employment Characteristics.....	9
Affirmative Action Program.....	9
Diversity Mission Statement	10

Property Owned and Leased In San Francisco	10
CHAPTER 2: PHYSICAL CHARACTERISTICS	12
CCA's Location	12
Description of CCA's Present Physical Facilities	12
Montgomery Campus (Main Building), 1111 8th Street	13
Faculty and Student Center, 80 Carolina Street	13
Graduate Center, 184–188 Hooper Street	14
Graduate Writing Studio, 195 De Haro Street	14
Wattis Institute of Contemporary Art, 350/360 Kansas Street	15
Vacant Parcel, 1140 7th Street	15
Communications Office, 455 Irwin Street	15
Student Housing	23
Adjacent Land Uses	23
Access and Traffic and Circulation Patterns	29
Public Transportation	29
Shuttle Service	29
Alternative Transportation	30
Pedestrian Conditions	30
Bicycle Conditions	30
Parking	30
Traffic Management Plan	31
CHAPTER 3: DEVELOPMENT PLANS	34
5-Year Development Plan	34
Proposed SUD Legislation	34
Opening of Wattis Institute for Contemporary Art	35

Development of Student Housing	35
Reuse of the Vacant Parcel	36
10-Year Development Plan	36
Expansion to Accommodate Projected Growth.....	36
Development of the Vacant Parcel within the “Innovation Corridor”	37
Projected Physical Changes.....	37
CHAPTER 3.A: CONFORMITY WITH GENERAL PLAN.....	39
Priority Policies	39
General Plan.....	40
CHAPTER 3.B: IMPACT TO SURROUNDING NEIGHBORHOOD	43
CHAPTER 3.C: ALTERNATIVES.....	44
CHAPTER 3.D: PROPOSED MITIGATION ACTIONS	45
CHAPTER 4: DEVELOPMENT BY OTHERS.....	46

Tables

Table 1: Inventory and Description of the College’s Properties in San Francisco	11
Table 2: Intercampus Shuttle Service	32-33

Figures

Figure 1: Project Location Map	16
Figure 2: Map of CCA's San Francisco Main Campus Facilities	17
Figure 3: Photographs of CCA's San Francisco Main Campus Facilities	18-22
Figure 4: Photographs of Current Land Uses Adjacent to CCA's Main Campus	25-28

INTRODUCTION

California College of the Arts, hereafter referred to as CCA or the College, is submitting this Institutional Master Plan (IMP) to the City and County of San Francisco in accordance with the requirements of San Francisco Planning Code Section 304.5.

The College is comprised of two campuses: one located in Oakland and the other located in San Francisco. The San Francisco campus is the subject of this IMP. However, the IMP must be understood within the context and framework of CCA's "one college/two campuses" setting. This is important because the impacts related to the operations of the College are shared by both campuses.

The College is filing this IMP for its San Francisco campus because it intends to develop a master plan to better utilize its existing facilities and to address the opportunities presented by its 2011 acquisition of an adjoining 2.4-acre parcel with no structures on it. This IMP will facilitate this planning, further the College's mission to serve its students, and engage the broader public.

Purpose of the IMP

San Francisco Planning Code Section 304.5 requires post-secondary educational institutions to file institutional master plans. This IMP is prepared in accordance with the requirements of Section 304.5 and is intended to serve the three main purposes of Section 304.5 as follows:

1. To provide notice and information to the Planning Commission, community and neighborhood organizations, other public and private agencies, and the general public as to the plans for each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment in property acquisition or building design by the institution;
2. To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new developments proposed in the master plan; and
3. To provide the Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to ensure that costly duplication of facilities does not occur.

CHAPTER 1: OVERVIEW AND NATURE OF THE INSTITUTION

[PLANNING CODE SECTION 304.5(C)(1)]

Nature of the Institution

California College of the Arts is a private, nonprofit institution, offering a curriculum in fine art, architecture, design, and writing.

The College has served the San Francisco Bay Area community through its programs for 105 years, and has endeavored to maintain its campuses as assets to its students and to the surrounding community.

Today the College is comprised of two campuses: the first in the Rockridge neighborhood of Oakland, and the second in the Portrero-Showplace Square neighborhood of San Francisco.

The San Francisco campus was founded in 1986 and is the subject of this IMP.

General Information—CCA at a Glance

The College's Mission

The College educates students to shape culture through the practice and critical study of the arts. The College prepares its students for lifelong creative work and service to their communities through a curriculum in fine art, architecture, design, and writing.

Educational Characteristics

- Private, nonprofit
- Coeducational, residential
- 22 undergraduate programs and 11 graduate programs

Student Population

- 1,917 total degree-seeking enrollment (fall 2012)
- 1,450 undergraduates, 467 graduates
- 61 percent female, 39 percent male
- 29 percent out of state, 18 percent international
- 5 percent African American, 15 percent Asian American, 12 percent Hispanic, 1 percent Native American

Accreditations

- Western Association of Schools and Colleges (WASC)
- National Association of Schools of Art and Design (NASAD)
- National Architectural Accrediting Board (NAAB)
- Council for Interior Design Accreditation (CIDA)

Rankings

- PayScale ranked CCA fourth among San Francisco Bay Area universities in highest-paying degrees (Stanford University, Santa Clara University, and UC Berkeley, respectively, were the top three).
- Named one of the world's best design schools by *BusinessWeek* magazine.
- CCA's Industrial Design Program was ranked one of the top programs in the United States by *DesignIntelligence* magazine.
- Archsoc.com ranks CCA's Architecture Program as "one of the top U.S. architecture schools."
- The Princeton Review designates CCA as "one of the 311 environmentally responsible colleges in the United States and Canada," and has included the college in its annual *Guide to Green Colleges*.
- Named top fashion design college program in the country by the online college resource collegecrunch.org.

History of the College and Its Growth

California College of the Arts was founded in 1907 by Frederick Meyer to provide an education for artists and designers that would integrate both theory and practice. Meyer's vision continues to the present day. President Stephen Beal says, "CCA's history is tied to the Arts and Crafts Movement, a time when artists and designers were producing work that would address the social issues of the time and have a positive impact on the world. This spirit is still very much a part of the college today."

The Arts and Crafts Movement originated in Europe during the late 19th century in response to the industrial aesthetics of the machine age. Meyer was a cabinetmaker in his native Germany, and he was already involved in the movement when he came to live in the Bay Area in 1902. He established a cabinet shop and taught at the Mark Hopkins Institute of Art. The 1906 earthquake and fire destroyed both his shop and the

institute. At a meeting of the Arts and Crafts Society shortly thereafter, he articulated his dream of a school that would fuse the practical and ideal goals of the artist.

In 1907 in Berkeley, Meyer founded the School of the California Guild of Arts and Crafts with \$45 in cash, 43 students, three classrooms, and three teachers: himself, the designer Isabelle Percy West, and the artist Perham W. Nahl. Meyer's wife, Laetitia, was the school secretary. In 1922 Meyer bought the four-acre James Treadwell estate at Broadway and College Avenue in Oakland. Students, faculty, alumni, and the Meyer family all pitched in to transform the dilapidated buildings and grounds into a college campus. Meyer, a skilled horticulturist, did the landscaping, and some of his work is still in evidence today.

In 1936 the school was renamed the California College of Arts and Crafts. Meyer remained president until his retirement in 1944. Enrollment grew dramatically after World War II. New programs were added such as wood design, glass, interior architecture, and film/TV; these, like all the school's programs, would evolve in subsequent decades in response to new technologies and changes in the art and design world.

CCA faculty and alumni have been on the forefront of almost every art movement of the last 50 years. Robert Arneson, Peter Voukos, and Viola Frey helped instigate the ceramics revolution of the 1960s, which established that medium as a fine art. The photorealist movement of the 1970s is represented by current faculty member Jack Mendenhall and alumni Robert Bechtle and Richard McLean. Nathan Oliveira and Manuel Neri were leaders in the Bay Area Figurative art movement. CCA faculty and alumni have also been prominent in Conceptual art (Dennis Oppenheim, David Ireland), minimalist sculpture (John McCracken), painting (Squeak Carnwath), and film (Wayne Wang). Wolfgang Lederer, Michael Vanderbyl, Lucille Tenazas, and Martin Venezky have had a major impact on contemporary graphic design.

The college established a presence in San Francisco starting in the 1980s, using leased space for its architecture and design programs, and the tremendous growth of those departments inspired the establishment in 1996 of a permanent campus in the Potrero Hill neighborhood, which continues to grow.

In 1998 the college established the CCA Wattis Institute for Contemporary Arts, a forum for the discussion and presentation of leading-edge art and culture. Capp Street Project, the renowned artist residency program, became part of the Wattis Institute that same year.

In 2003, in recognition of the institution's growth and the broadening of its focus and offerings, the college changed its name to California College of the Arts. Today, Frederick Meyer's "practical art school" is an internationally respected institution, attracting students and faculty from around the world.

Although CCA has an international reputation, it is not a large college. In fact, with fewer than 2,000 students, CCA is smaller than many of the city's high schools, including Lowell, Abraham Lincoln, Galileo, and George Washington.

CCA has been on a modest but steady growth trajectory for the past decade. The current strategic plan calls for gradual growth to 2,500 students. The average annual incremental growth from 1999 to the present has been 79 students a year. The bulk of this growth has been achieved by adding new programs, including a major one that is a low-residency program, the MBA in Design Strategy. The 120 students in that program are in residence for only one long weekend per month. The total 2011–12 enrollment for the College is 1,917 students.

Physical Changes in the Neighborhood

When CCA moved to Potrero Hill in 1995 from its 17th and De Haro location, the neighborhood was characterized by light manufacturing and there were many underdeveloped parcels. Much has changed in the past 17 years, and CCA has played an instrumental role in these changes. The acquisition and renovation of several buildings; the daily presence of hundreds of students, faculty, and staff; the continued growth of our academic programs; and the wide array of programming open to the public—these and other factors have contributed to transforming the area into an emerging productive and lively urban campus environment.

Services Provided by the Institution

In support of its mission to educate students to shape culture, engage in lifelong creative work, and serve the community through the arts, the College offers a broad curriculum in fine art, architecture, design, and writing.

Today, with the additions of animation, industrial design, fashion design, writing and literature, visual studies, and more, the college offers a total of 22 different undergraduate programs. There are also 11 graduate programs, which include not only the well-respected Graduate Program in Fine Arts, but also the Graduate Program in Curatorial Practice (inaugurated in 2003) and the MBA in Design Strategy (inaugurated in 2008), both of which are among the very first of their kind. The Center for Art and Public Life, inaugurated in 2000, creates community partnerships and serves the Bay Area's diverse populations. Its programming is woven across disciplines and embedded in the curriculum.

Degrees Offered

The College offers the following degree programs to its students:

- Bachelor of Architecture (BArch)
- Bachelor of Arts (BA)
- Bachelor of Fine Arts (BFA)

- Master of Advanced Architectural Design (MAAD)
- Master of Architecture (MArch)
- Master of Arts (MA)
- Master of Business Administration (MBA)
- Master of Fine Arts (MFA)
- Minor (Visual Studies and Writing and Literature programs)

Undergraduate Programs

There are currently just under 1500 students enrolled in these programs and split between the Oakland and San Francisco campuses.

- Animation (BFA)
- Architecture (BArch)
- Ceramics (BFA)
- Community Arts (BFA)
- Fashion Design (BFA)
- Film (BFA)
- Furniture (BFA)
- Glass (BFA)
- Graphic Design (BFA)
- Illustration (BFA)
- Individualized Major (BFA)
- Industrial Design (BFA)
- Interaction Design (BFA)
- Interior Design (BFA)
- Jewelry / Metal Arts (BFA)
- Painting/Drawing (BFA)

- Photography (BFA)
- Printmaking (BFA)
- Sculpture (BFA)
- Textiles (BFA)
- Visual Studies (BA)
- Writing and Literature (BA)

Graduate Programs

There are currently just under 500 students enrolled in these programs. They are all located in San Francisco, however over 120 of these are low residency students who are present for classes only one weekend a month.

- Master of Architecture (MArch)
- Master of Advanced Architectural Design (MAAD)
- Master of Architecture in Urban Design & Landscape (MAUDL) (*launching fall '13*)
- Curatorial Practice (MA)
- Design (MFA)
- Fine Arts (MFA)
- Design Strategy (MBA) (*low residency*)
- Comics (MFA) (*low residency; launching summer '13*)
- Film (MFA) (*launching fall '13*)
- Visual and Critical Studies (MA)
- Writing (MFA)

Community Life

The College offers its student a vibrant, diverse, and engaging community in which to live and study the arts. The 2012 entering class was composed of 426 undergraduates and 236 graduate students from 31 states and 25 countries (not including the United States). Eighty percent of first-year students are living on campus in Oakland.

Financial Aid

The College operates a robust financial aid program in order to serve and create opportunities for students of all economic backgrounds. The following summarizes the highlights of the College's financial aid program:

- 87 percent of undergraduate students receive financial aid in the form of grants, scholarships, loans, work-study, or some combination of these.
- 78 percent of students receive CCA scholarships.
- CCA provides more than \$19 million in scholarships each year.
- 26 percent of full-time undergraduates work on campus, earning an average of \$1,900 a year.

Study Abroad and Exchange Programs

The College believes deeply in the value of study abroad and exchange programs as a means of enriching the education of its students. CCA has developed an extraordinary reputation for high quality, unique study abroad and exchange programs. The following summarizes the highlights of these opportunities:

- Exchange programs with more than 30 associated art schools in more than 14 countries.
- Summer study and travel programs in Argentina, France, Greece, Iceland, Italy, Japan, and Mexico.
- Mobility program with colleges in the Association of Independent Colleges of Art and Design (AICAD).

Service Population

The College serves broad and diverse range of students pursuing education in fine art, design, architecture, and writing. The 2012 entering class was composed of 426 undergraduates and 236 graduate students from 31 states and 25 countries (not including the United States).

The following summarizes the characteristics of the total student population:

- 1,917 total degree-seeking enrollment (fall 2012)
- 1,450 undergraduates, 467 graduates
- 61 percent female, 39 percent male

- 29 percent out of state, 18 percent international
- 5 percent African American
- 15 percent Asian American
- 12 percent Hispanic
- 1 percent Native American

Employment Characteristics

The College employs more than 500 faculty members, including practicing artists, designers, published writers, and scholars. Of the total faculty, 85 percent teach at the undergraduate level. This allows the College to maintain a low student-to-faculty ratio of 9:1, which is critical to the College's educational mission.

The staff at the College is composed of a core of very experienced professional arts educators and administrators complemented by a large team of younger staff, often trained as artists themselves. Across the College the entire staff is committed to creating a great experience for our students and they all share a passion for the arts or they would not choose to work here. As a non-profit organization, the College's salaries are often lower than for-profit workplaces; what attracts the College's staff is the mission of the College and the unique benefits it can provide to staff beyond financial compensation. The College has a creative workplace both architecturally as well as operationally, with teaching, learning and making visible to all. Staff benefit from the traditional academic perks such as longer holiday closures that follow the academic calendar. Perhaps the most popular benefit is the tuition remission policy that allows staff members to take one class a term for free. Because the staff's average age is quite young, many of the staff navigates the College and the city more like students. One result of this is high transit, walking, and bike use by staff that mirrors the low carbon footprints of our students.

Affirmative Action Program

CCA's policy is to recruit, employ, compensate, retain, promote, terminate, and otherwise treat any and all job applicants and employees on the basis of parity, qualifications, and competence. Employment decisions comply with all applicable federal and state laws prohibiting discrimination in employment against applicants or employees.

This policy is applied without regard to any individual's sex, race, color, religion, religious creed, age (over 18 years), mental or physical disability, medical condition as defined by law, national origin, marital status, veteran status, sexual orientation, gender identity, or any other consideration made unlawful by federal, state, or local laws.

Diversity Mission Statement

As an educational and cultural institution, California College of the Arts has a responsibility to provide access and opportunities for all people, with special attention to supporting groups historically underrepresented in higher education.

CCA believes that a culturally diverse campus is integral to academic excellence, and our student, faculty, staff, and trustee bodies should reflect the diverse world in which we live.

Property Owned and Leased In San Francisco

Table 1 provides an inventory of each property currently owned or leased by the College in San Francisco. Detailed information about each property is provided in Chapter 2.

Table 1: Inventory and Description of the College’s Properties in San Francisco

Address	Parcel (Block/Lot)	Current Use	Lot Size (Square Feet)	Floor Area (Square Feet)	Zoning	Owned or Leased
1111-8th	3820/002	Montgomery Campus (Main Building)	102,624	174,240	PDR-1-D	Owned
80 Carolina	3913/002	Faculty and Student Center	20,000	21,845	PDR-1-D	Owned
184–188 Hooper	3808/004	Graduate Center	51,182	42,007	PDR-1-D	Owned
195 De Haro	3913/003	Graduate Writing Studio	9,997	4,332	PDR-1-D	Owned
350/360 Kansas Street	3958/001D 3958/001E	Wattis Institute of Contemporary Art & Event Space	10,000	10,000	PDR-1-D	Owned
1140-7th	3820/003	Vacant Lot	101,705	Vacant	PDR-1-D	Owned
455 Irwin	3958/001E	Communications Office		2,000	PDR-1-D	Leased

CHAPTER 2: PHYSICAL CHARACTERISTICS

[PLANNING CODE SECTION 304.5(C)(2)]

CCA's Location

The College maintains two campuses in the San Francisco Bay Area: one in the City of Oakland, and one in the City and County of San Francisco. As a known global hub for artistic, technological, and cultural innovation, the Bay Area is an ideal location for the College. Each campus offers state-of-the-art facilities and a stimulating environment to inspire its students' creativity.

The San Francisco campus, which is the focus of this IMP, is the more urban of the two campuses. It is located in the Potrero Hill-Showplace Square neighborhood, near the city's design district and the University of California biomedical research campus. The immediacy of both technology and artistry is inspiring.

Description of CCA's Present Physical Facilities

The San Francisco campus houses the Wattis Institute for Contemporary Art, all nine graduate programs, and the following undergraduate programs: Architecture, Fashion Design, Furniture, Graphic Design, Illustration, Industrial Design, Interaction Design, Interior Design, Film, and Painting/Drawing.

The College's main campus is located on five lots on three blocks within an area generally defined by 7th, 8th, Irwin, Channel, De Haro, and 15th Streets in the Showplace Square Design District. The College also owns a separate property at 350/360 Kansas Street (between 16th and 17th Streets). Figure 1 (Project Location Map) shows the locations of the College's properties. Figure 2 (Main Campus Map) shows the locations and configuration of the main campus buildings.

Detailed information about each property is provided in the following discussion. In addition, Table 1 (Inventory and Description of the College's Properties in San Francisco) provides an overview of each of the College's properties, including its address, block/lot number, lot size, floor area, zoning, and current use; and Figure 3 (Photographs of CCA's San Francisco Main Campus Facilities) provides photographs of each property.

Montgomery Campus (Main Building),
1111 8th Street

- Built in 1951
- Purchased by College in 1995
- 174,240 square feet
- The primary building on campus
- Houses studio and fabrication spaces, classrooms, and a lecture hall
- Formerly used as a maintenance shop by Greyhound Bus Lines
- The main building has won several awards for green design. It is among the largest solar-heated facilities in Northern California and was designated as one of the country's top ten green buildings by AIA COTE (American Institute of Architects, Committee on the Environment). (More info is available about the college's commitment to sustainable design and practice at cca.edu/about/sustainability.)

Faculty and Student Center,
80 Carolina Street

- Built in 1983
- Purchased by the College in 2004
- Two-story building
- 21,845 square feet.
- 22 parking spaces for staff and visitors
- Houses the administrative functions of the campus, including Student Affairs, Student Accounts, Student Records, Student Financial Aid, Enrollment Services (Admissions), Career Services, Alumni Relations, Business Office.
- Houses faculty and administrative offices.

Graduate Center,
184–188 Hooper Street

- Renovated and developed in three phases from 2003–07.
- Purchased by the College in 2005.
- Complex features three buildings interconnected through outdoor spaces.
- 21,350 square feet.
- Phase 1: Renovation of single story corner warehouse; completed in 2003. Contains 32 MFA graduate studios for individual artists.
- Phase 2: Renovation of single story warehouse to the east; completed in 2005. Contains 32 MFA graduate studios for individual artists.
- Phase 3: New construction of two-story pre-engineered building to the east. Contains six seminar rooms, a security office, a computer lab, and faculty offices on Level 1 and 36 MFA graduate studios for individual artists on Level 2.
- Three distinct outdoor spaces, including (1) a long courtyard off Hooper where students and faculty meet outdoors, and which provides secure storage for 50 bikes; (2) a square courtyard off Carolina used as a sculpture fabrication area for creating large work; and (3) a service yard along Channel with a trash/recycle/compost center and four parking spaces for staff/faculty.

Graduate Writing Studio,
195 De Haro Street

- Built in 1910
- Purchased by the College in 2008
- Two story building
- 3,950 square feet
- Houses the MFA program in writing.
- Features a beautiful collective workspace offering a capacious, light-filled studio and serene garden.
- Opened to the public throughout the year during a series of free talks by writers.

Wattis Institute of Contemporary Art,
350/360 Kansas Street

- Purchased by the College in 2012
- 10,000 square feet
- Future site of a world-class art gallery
- Free and open to the public
- Opening in 2013
- By locating this community-focused use on the main thoroughfare of Showplace Square, the College hopes to better connect with the thriving street life of that area more easily than it can from its current main campus location.

Vacant Parcel,
1140 7th Street

- Purchased by the College in 2010
- 101,705 square foot lot
- Currently vacant
- Characterized by a large, flat concrete pad
- Formerly used for a Greyhound Bus Lines maintenance facility.

Communications Office,
455 Irwin Street

- Built in 1979
- Leased by the College
- 2,000 square feet
- Houses Marketing and Creative Services, Public Relations, and Website Development

FIGURE 1: PROJECT LOCATION MAP



① **Mission Student Housing** (2015)

1321 Mission

③ **Wattis Institute & Event Space**

350 / 360 Kansas

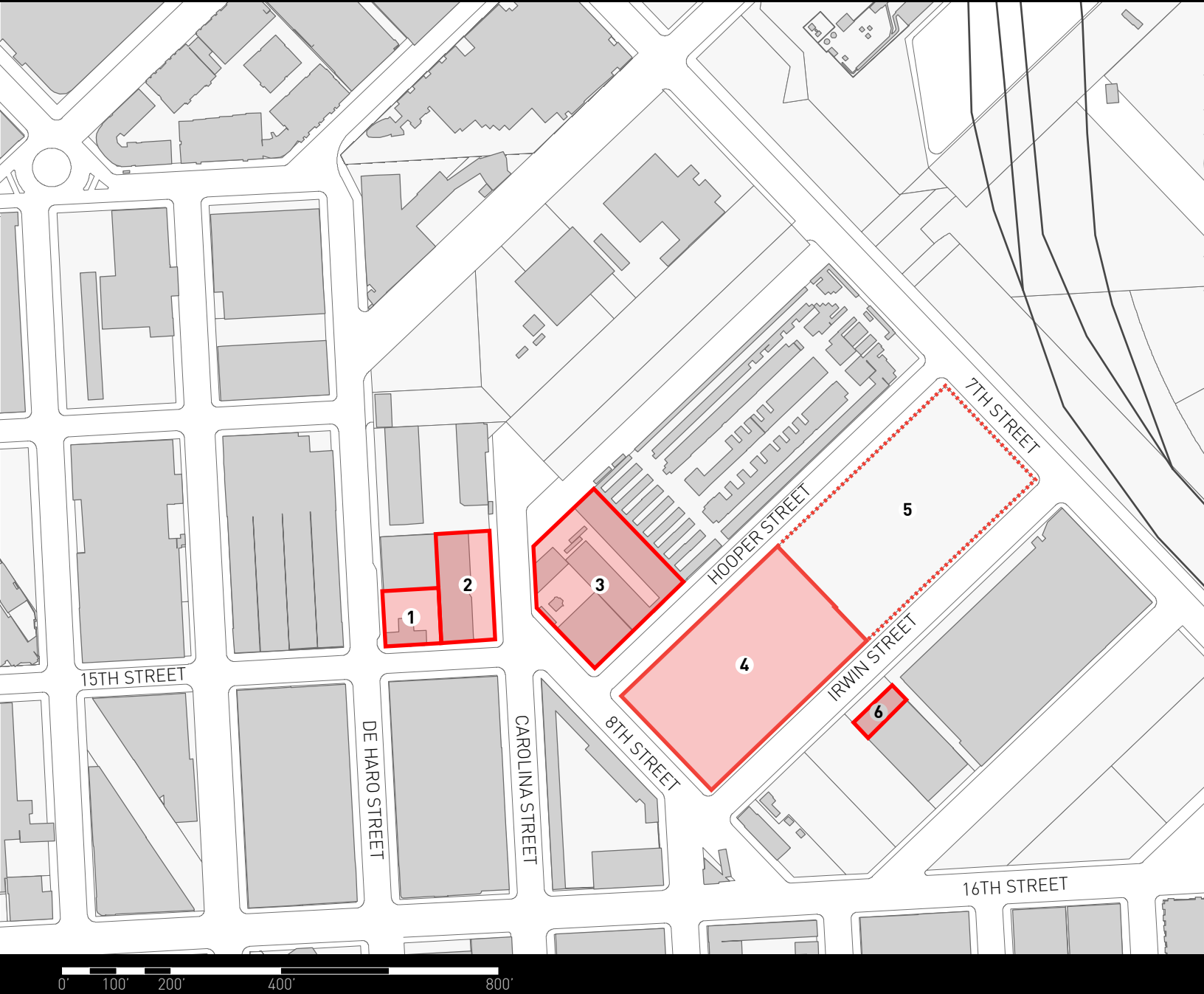
② **Harriet Student Housing** (2013)

38 Harriet

④ **Main Campus**

1111 8th
1140 7th
184 -188 Hooper
455 Irwin
80 Carolina
195 DeHaro

FIGURE 2: MAIN CAMPUS MAP



① Graduate Writing Studio

195 DeHaro
Floor Area: 4,332 sf
Owned (purchased 2008)

② Faculty and Student Center

80 Carolina
Floor Area: 21,845 sf
Owned (purchased 2004)

③ Graduate Center

184-188 Hooper
Floor Area: 42,007 sf
Owned (purchased 2005)

④ Montgomery Campus

1111 8th Street
Floor Area: 174,240 sf
Owned (purchased 1995)

⑤ Vacant Lot

1140 7th Street
Lot Area: 101,705 sf
Owned (purchased 2010)

⑥ Communications Office

455 Irwin
Floor Area: 2,000 sf
Leased

Figure 3: Photographs of CCA's San Francisco Main Campus Facilities



Montgomery Campus, 111 8th Street



Faculty and Student Center, 80 Carolina Street



Graduate Center, 184–188 De Haro Street



Graduate Writing Studio, 195 De Haro Street



Wattis Institute, 350–360 Kansas Street



Vacant Lot, 1140 7th Street



Communications Office, 455 Irwin Street



Future Site of Leased Housing, 1321 Mission



Future Site of Leased Housing, 38 Harriet Street

Student Housing

All student housing owned by the College is located in Oakland at the second campus; the San Francisco campus does not currently have any student housing. CCA's goal, discussed below under its development plans, is to work with private developers to create and lease student housing in San Francisco, and perhaps eventually to develop College-owned student housing in San Francisco. Currently, CCA's students rent off campus housing at market rates. The College's Office of Residential Life helps students locate safe, secure, off campus housing.

Adjacent Land Uses

Land uses in the vicinity of CCA include showrooms, wholesale interior-design-related establishments, galleries, light industrial businesses, offices, a public park, residences (including live/work), retail uses, storage, transportation and utility services, fleet parking lots and warehouses.

Land uses to the west and northwest of CCA, west of De Haro Street, and north of Berry and Division Streets include gallery, retail and showroom, light industrial, warehouse distribution and warehouse retail. The Caltrain right-of-way runs along 7th Street beneath Interstate 280 to the east of CCA, demarcating Showplace Square from Mission Bay. The block to CCA's south (bounded by Hubbell, 8th, Irwin, and 7th Streets) contains predominantly industrial and warehouse-based uses. Along Hubbell Street, from southwest to northeast, are: Axis Cafe (restaurant); parking for AT&T service trucks; Paganini Electronic Corporation (light industrial); Nibbi Brothers Contracting (office); and Economy Restaurant Fixtures (warehouse/retail).

To its southwest, on the block bounded by Hubbell, 16th and 7th Streets, the Planning Commission recently approved a project on a currently vacant site that entails construction of approximately 470 residential units, 15,000 sq. ft. of ground-floor retail and restaurant uses, and approximately 8,000 sq. ft. of small enterprise workspace space in two buildings, plus circulation and other common areas on a currently vacant site. The site will also contain an approximately 0.88-acre public park, contingent on future City approvals, that would be developed by the applicant in the Daggett right-of-way that bisects the site.

At 1150 16th Street, the Planning Commission recently authorized a project that would result in demolition of the site's existing single-story building and construction of two adjoined, mixed-use buildings. The 1150 16th Street building would be a 58 feet tall structure containing ground floor retail and 15 dwelling units above. The adjoining 1201 8th Street building would be a 68 feet tall structure containing ground floor retail and PDR uses above. The two buildings would share a basement level garage containing 14 residential parking spaces and eight commercial parking spaces and are connected by a central staircase.

The blocks further south and southwest of the project site, beyond 17th Street, become progressively more residential, but also include the two-block Jackson Playground,

Anchor Brewing (light industrial), fleet parking for Coach 21 buses (transportation storage), and various office and retail uses.

Figure 4: Photographs of Current Land Uses Adjacent to CCA's Main Campus



Neighboring business at 7th and Hooper looking North



Neighboring business at 7th looking West on Hooper



Neighboring business at Irwin and 7th



Neighboring business looking NW at Carolina and Channel



Neighboring business looking SE at Carolina 15th, 8th



Neighboring business looking SE at De Haro and 15th



Neighboring business on Hooper looking NE



Neighboring lunch shack at 16th and Wisconsin

Access and Traffic and Circulation Patterns

Public Transportation

The north-south 19-Polk bus line traverses 16th Street with a bus stop at Rhode Island Street, one block to the west of the College; and the 10-Townsend traverses 17th Street one block south of the College with a bus stop at Wisconsin Street two blocks south of the College. The east-west 22-Fillmore bus line runs along Mission and 16th Streets west of Kansas Street, along 17th Street between Kansas and Connecticut Streets, with a stop at Wisconsin Street one block south of the College, and then along 18th Street east to Tennessee and 3rd Streets. The 22-Fillmore connects CCA's campus with the 16th Street Bay Area Rapid Transit (BART) station, about 1.3 miles to the west. The 3rd Street Light Rail line runs north-south along 3rd Street, one-half mile east of the campus. There are no transit stops directly in front of any of CCA's buildings.

Shuttle Service

CCA's San Francisco and Oakland campuses are connected by a free intercampus transportation service.

Because all of the student housing owned by the College is located at the Oakland campus, and because some class choices require transit between Oakland and San Francisco, the College operates a free, trans-bay shuttle service.

The shuttle has three pick up and drop off locations: (1) the Oakland campus (5212 Broadway); (2) the San Francisco campus (1111 8th Street); and (3) the Webster Hall Student Residences in Oakland (1511 Webster Street).

All CCA students are eligible to use the shuttle service and must present a current CCA student ID card to board the shuttle. In the event that ridership exceeds shuttle capacity, residential (i.e., CCA housing) students who are waiting for the shuttle are seated first. Nonresidential students are welcome to board after residential students are accommodated. Once students are seated, they will not be removed from the shuttle to accommodate last minute or late passenger arrivals. If space allows, faculty and staff may also use the shuttle.

The shuttle operates while classes are in session during the fall and spring semesters. Shuttle service is not available on holidays or during breaks.

The current shuttle schedule is shown in Table 2.

Alternative Transportation

The College takes specific measures to encourage students and administration to use alternate means of transit. These measures include offering bicycle parking, and informing students and staff of public transit routes and car-share options.

Pedestrian Conditions

Sidewalks exist adjacent to the CCA parcels. Sidewalk widths range from 9 feet on the north side of Irwin Street between 7th and 8th Streets to up to about 20 feet in width on the south side of Hooper Street between 7th and 8th Streets. Average sidewalk widths are approximately 13 feet. Pedestrian volumes within and adjacent to the College are low to moderate – CCA and nearby businesses generate foot traffic, primarily to and from transit stops and other nearby businesses.

In 2009, a public plaza (e.g., “parklet”), also known as Showplace Triangle, was installed as part of the City’s Pavement to Parks program a block southeast of CCA’s campus at 8th, 16th, and Wisconsin Streets. The parklet provides public seating and car-free open space for residents, employees and students.

Bicycle Conditions

Bicycle Route #40 is located on 16th Street about a block south of the College. Route #40 is part of the citywide bicycle route network between 3rd and Kansas Streets. Also in the vicinity is Route #23. In the southbound direction, this bicycle route extends from 8th and Market Streets to Division/Townsend/Henry Adams Streets. In the northbound direction Route #23 extends from 16th and Mississippi Streets to 7th and Market Streets. Both routes operate satisfactorily and bicycle traffic generally occurs without major impedances or safety problems.

Parking

In general, off-street street parking availability in the vicinity of the San Francisco campus is very limited. As a historically industrial area, there are few garages or parking lots. Approximately 28 off-street parking spaces are managed by the College at 80 Carolina Street and 188 Hooper Street. Parking at these sites is assigned to faculty, administrators, and other employees.

In terms of bicycle parking, the College provides a secure bicycle storage area, used primarily by students. The storage area provides 281 bicycle parking spaces, 85 percent of which are indoors. During peak times, demand for bicycle parking exceeds existing supply.

Traffic Management Plan

As a small organization with limited traffic impacts, the College has not published a formal traffic management plan. However, the College has adopted the following policies to encourage public transit and alternative forms of transportation:

- Residential students in the First-Year Community are not permitted to bring vehicles to the college. First-Year Community residents are required to sign an agreement to this effect and are subject to strict disciplinary procedures if a vehicle they are using is found on or near the campus.
- CCA sponsors an employee benefit program known as the “CCA Pre-Tax Commuter Expense Program.” The program gives employees the opportunity to use pre-tax dollars to pay for eligible commuter expenses.
- CCA encourages students to rely on public transportation for their commuting needs, including travel to and between the two campuses. To supplement public transportation options, CCA provides shuttle service between the Oakland and San Francisco campuses and Webster Hall.
- CCA has a strong bicycle culture and encourages students to commute by bicycle. Each campus is located in an urban setting that offers access to public transportation and easy walking or biking routes. Ample indoor and outdoor bicycle parking accommodations exist on either campus. The San Francisco campus includes a bike kitchen equipped with tire pumps, tools for repairs, and even a frame-building jig.

Table 2: Intercampus Shuttle Service

ROUTE	DEPARTURE TIMES	ESTIMATED TRAVEL TIME
Webster Hall to Oakland Campus	Monday–Thursday: <ul style="list-style-type: none"> • 7:00 am • 11:00 am • 3:00 pm • 6:00 pm Friday: <ul style="list-style-type: none"> • 7:00 am • 11:00 am 	15 minutes
Oakland Campus to San Francisco Campus	Monday–Thursday: <ul style="list-style-type: none"> • 7:20 am • 11:20 am • 3:20 pm • 6:20 pm Friday: <ul style="list-style-type: none"> • 7:20 am • 11:20 am 	30 minutes
San Francisco Campus to Oakland Campus	Monday–Thursday: <ul style="list-style-type: none"> • 11:20 am • 3:20 pm • 7:20 pm • 10:30 pm Friday: <ul style="list-style-type: none"> • 3:20 pm • 7:20 pm 	30 minutes

ROUTE	DEPARTURE TIMES	ESTIMATED TRAVEL TIME
Oakland Campus to Webster Hall	Monday–Thursday: <ul style="list-style-type: none"> • 12:05 pm • 4:05 pm • 8:05 pm • 11:15 pm Friday: <ul style="list-style-type: none"> • 4:05 pm • 8:05 pm 	15 minutes

CHAPTER 3: DEVELOPMENT PLANS

[PLANNING CODE SECTION 304.5(C)(3)]

At this time, CCA does not have any specific plans for physical development, which it can discuss in detail this IMP with respect to site area, ground coverage, building bulk, floor area by use, off street parking, circulation patterns, areas for land acquisition, or timing of proposed construction. However, CCA expects to develop both short-term and long-term visions for development, including for the vacant parcel, in the coming years. Future IMPs will provide the details of specific development plans.

The following provides a conceptual overview of CCA's *possible* development opportunities over the next five and ten years.

5-Year Development Plan

Proposed SUD Legislation

The College has been committed to its role as a responsible member of the San Francisco community and to planning for the future of the neighborhood. As such, CCA hosted the majority of the community engagement workshops with the SF Planning Department for the Eastern Neighborhoods Rezoning, the Mission Bay Plan, and the Showplace Square Open Space Plan. The College also worked closely with the city on launching one of the first Pavement to Park initiatives.

CCA representatives have continued this dialogue as to the proposed "Art & Design Educational Special Use District" legislation, which would amend the San Francisco Planning Code by adding Section 249.66 to create the Art and Design Special Use District ("SUD"). CCA and the City are conducting neighborhood notification for this IMP and for the proposed SUD legislation, as required by the Planning Code. The proposed legislation has also been presented to various neighborhood organizations, including the Potrero Boosters Neighborhood Association, Dogpatch Neighborhood Association, Potrero – Dogpatch Merchants Association, Eastern Neighborhoods CAC, Mission Bay CAC, Save the Hill, Neighborhood Coalition to Save Potrero, and Potrero Parents Group.

Currently, all the CCA facilities are located in the Production, Distribution and Repair-1, Design ("PDR-1, Design") Use District. Per Planning Code Section 210.9, the intention of this district is to "retain and encourage less-intensive production, distribution, and repair businesses, especially the existing clusters of design-related businesses. Thus, this district prohibits residential uses and office, and limits, retail and institutional uses. Additionally, this district prohibits heavy industrial uses, which generate external noise, odors, and vibrations and engage in frequent trucking activities. Generally, all other uses are permitted. In considering any new land use not contemplated in this District, the Zoning

Administrator shall take into account the intent of this District as expressed in this Section and in the General Plan.” Secondary schools, either public or private, other than a school having industrial arts as its primary course of study are permitted if less than 20,000 square feet, without associated housing (Planning Code Section 217(i)). Housing is not permitted.

The proposed SUD legislation would eliminate the 20,000-square-foot use limitation for secondary arts schools and permit up to 750 beds of housing within the boundaries of the SUD. Within adoption of the SUD legislation, Postsecondary Educational Institution and Student Housing would become principally permitted uses. Thus, passage of the SUD legislation is a necessary first step toward CCA’s longer term development plans.

Opening of Wattis Institute for Contemporary Art

In 2013, the College will open the Wattis Institute for Contemporary Art at its 350/360 Kansas Street property. This will be a world-class art gallery that is free and open to the public. By locating this community-focused use on the main thoroughfare of Showplace Square, the College hopes to connect with the thriving street life of that area more readily than it can from its current location.

Development of Student Housing

The College currently does not provide any housing for its students in San Francisco. In addition, student housing in the surrounding neighborhood is in short supply. The lack of student housing at the College is important, given the scarcity of affordable housing in San Francisco. Based upon existing and projected enrollment, approximately 250–350 beds are needed.

The proposed SUD legislation would allow for student housing at this location, and the College hopes that at some point in the future it will be able to develop on-campus housing immediately adjacent to the academic facilities at the San Francisco campus. However, it is unlikely that this can happen before transit and services near the campus improve significantly. CCA believes that these are desirable components of its housing portfolio and are needed to create the ideal living-learning environment that is best for its students. This type of housing is especially appropriate for first time freshman who have arrived here from outside the Bay Area and our high school age pre-college students who attend in the summer.

In the short-term, CCA is considering leasing student housing at other locations, including the following.

- **1321 Mission Street (at 9th).** This student housing project is being developed by others. CCA has signed a Letter of Intent with Panoramic Interests, the developer, to execute a 10-year master lease for 5 floors in this 11-story facility. It is a short, flat bike ride

from our campus, but locates the students in a more transit and service friendly neighborhood when they are not at our campus. CCA expects to be able to house close to 200 students at this location starting in 2015.

- **38 Harriet Street (between Folsom and Howard).** CCA is also in negotiations with the same developer, Panoramic Interests, to use this newly constructed, 4-story, 23-unit facility as a 'bridging' strategy to develop the operations and marketing capabilities it will need to fill the larger 1321 Mission project. It is also a short, flat bike ride from our campus. We expect to be able to house approximately 44 students at this location starting in 2013.

Reuse of the Vacant Parcel

In the short term, CCA will likely use the vacant parcel for the open space and annual event needs of the college. For instance, CCA currently closes 8th Street for a few days in May each year to put up a tent for its annual fashion show. This event would be better accommodated on the new parcel once it is cleaned up and resurfaced. In addition, the new parcel could be used to host commencement and other end-of-year events.

10-Year Development Plan

As noted above, CCA does not have any specific development plans on the ten year horizon that it can discuss in this IMP. However, possible areas of future development include the following.

Expansion to Accommodate Projected Growth

CCA recently completed a comprehensive assessment of the current San Francisco campus buildings and determined that in order for the College to continue to be widely regarded as one of the nation's premier fine arts institutions, it needs additional space.

CCA's space needs can be categorized as directly related to the provision of instructional services and enhancing the viability and vitality of the institution by providing critical support ancillary to the College's educational mission (i.e., housing).

CCA anticipates enrollment growth in the coming years. The 2010–15 strategic plan calls for an enrollment target of 2,500 students. The existing facilities are not adequate to meet the academic and administrative space demands associated with that growth.

The College's long-term development plans will likely include projects to expand teaching and learning spaces and to increase our ability to accommodate a growing public audience for our lectures, symposia, and exhibitions. For

instance, CCA's current lecture hall only seats 133 people, and there may be a need to enlarge it in the future.

Development of the Vacant Parcel within the "Innovation Corridor"

Located in an area recently described by Mayor Lee as the "innovation corridor," CCA's San Francisco campus is poised to play a key role in the development of one of the last still-underdeveloped areas of San Francisco. The campus occupies a strategic geographic position between the new biotech and medical research area anchored by UCSF's Mission Bay campus, and the Design District, with its high-tech startups, design firms, and larger companies such as Adobe and Zynga.

The recent purchase of the two-and-a-half-acre lot will allow us to pursue the unification of our programs in San Francisco. We envision a compact, sustainable campus with technologically advanced art and design studios, student housing, restaurants and other retail activity, green space, community space, and "incubator" facilities that will capitalize on our creative relationships with community, academic, and industry partners. It will be a regional hub of creativity and innovation.

CCA has submitted an application to merge lots 3820-002 (Main Campus) and 3820-003 (Vacant Lot), which is currently being processed by the Department of Public Works. The lot merger will allow CCA to eventually provide a cohesive development involving the main campus and the vacant lot.

In addition, while the vacant parcel is being prepared for reuse and development, it is possible that CCA may seek to lease space in nearby facilities on a short-term basis. These temporary leased spaces would be used to create, test, and temporarily house the new uses proposed for the vacant parcel to the extent permitted by the zoning regulations."

Projected Physical Changes

The most visible physical change that will occur as a result of the College's development plans will be improvements to the blighted vacant lot at 1140 7th Street. Since most of CCA's other improvements have occurred by reusing existing buildings in innovative ways, the prospect of developing a new set of structures and open spaces in place of that empty parcel should have a positive impact from the standpoint of property values, eyes on the street, landscaping, open space, and community engagement.

The most likely activity to relocate there would be CCA's end of year activities leading up to commencement each May. These activities are largely free and all open to the public. They include exhibitions of art, design and architecture work by our students. These events currently spill into the street. We pull a weeklong street closure permit for 8th Street and erect an enormous tent that among other things, houses our annual fashion show. We hope to be able to accommodate this within the bounds of our new parcel as we start to program uses for that area.

There are a number of other uses that will be likely candidates for the parcel. These include a limited amount of parking with ZipCar and Van Pool spots, outdoor open space, outdoor studio workspace, indoor studio workspace, lecture and classroom spaces and the support spaces necessary to operate a sustainable, well designed learning environment.

CHAPTER 3.A: CONFORMITY WITH GENERAL PLAN

[PLANNING CODE SECTION 304.5(C)(3)(A)]

CCA's future development plans, as described above, will comply with and support San Francisco General Plan policies and objectives.

Priority Policies

The IMP requirements state that institutions should analyze potential development for consistency with Plans and Policies of the San Francisco Planning Code (Section 101.1). The Eight Priority Policies are as follows:

1. That existing neighborhood-serving retail uses be preserved and enhanced, and future opportunities for resident employment in and ownership of such businesses enhanced.
2. That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.
3. That the city's supply of affordable housing be preserved and enhanced.
4. That commuter traffic not impede Muni transit service or overburden our streets or neighborhood parking.
5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.
6. That the city achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake.
7. That landmarks and historic buildings be preserved.
8. That our parks and open space and their access to sunlight and vistas be protected from development.

Policies 1 & 2—Development plans would be consistent with existing height and bulk, maintaining the neighborhood character.

Policy 3—Development plans to develop student housing units would support the city's goal to enhance the housing supply.

Policy 4— It is not anticipated that development plans would impede Muni transit service. Development plans would result in on-site parking opportunities, thereby reducing the need for on-street parking in the neighborhood.

Policy 5—Development plans would not cause displacement of industrial and service workers.

Policy 6—Development plans would meet all appropriate environmental quality standards and would meet human needs, including those related to parking and safety.

Policy 7—Development plans would not impair the preservation and protection of existing historic uses, since none exist on the site(s) proposed for development.

Policy 8—Development plans would not reduce the size, quantity, or usefulness of important public open space in the area or the vicinity.

General Plan

Future development would conform to the General Plan, including but not limited to the following objectives/policies:

Air Quality Element

Objective 5: Minimize particulate matter emissions from road and construction sites.

Policy 5.1: Continue policies to minimize particulate matter emission during road and building construction and demolition.

Policy 5.2: Encourage the use of building and other construction materials and methods which generate minimum amounts of particulate matter during construction as well as demolition.

Arts

Objective II-3: Promote arts education programs that reflect the cultural diversity of San Francisco.

Policy II-3.1: Encourage arts education offerings in the community and the schools to include art and artists from many cultures.

Objective IV-1: Advocate and assist in providing arts education programming at all levels.

Policy IV-1.2: Strengthen collaborations among artists, arts organizations, and teachers, school administrators, and others responsible for arts curricula.

Objective IV-2: Recognize in arts education programs that a partnership among artists, teachers, and arts organizations is essential to create and maintain quality arts education programming.

Policy IV-2.1: Support and increase the participation of artists in San Francisco's arts education programs.

Commerce and Industry Element

Objective 7: Enhance San Francisco's position as a national and regional center for governmental, health, and educational services.

Policy 7.2: Encourage the extension of needed health and educational services, but manage expansion to avoid or minimize disruption of adjacent residential areas.

Policy 7.3: Promote the provision of adequate health and educational services to all geographical districts and cultural groups in the city.

Community Facilities Element

Objective 9: Assure that institutional uses are located in a manner that will enhance their efficient and effective use.

Policy 9.1: Locate institutional uses according to the Institutional Facilities Plan.

Community Safety Element

Objective 1: Reduce structural and nonstructural hazards to life safety and minimize property damage resulting from future disasters.

Policy 1.3: Assure that new construction meets current structural and life safety standards.

Transportation Element

Objective 11, Policy 11.3: Encourage development that efficiently coordinates land use with transit service, requiring that developers address transit concerns as well as mitigate traffic problems.

Objective 28: Provide secure and convenience parking facilities for bicycles.

Policy 28.3: Provide parking facilities which are safe, secure, and convenient.

Urban Design Element

Objective 1: Emphasis of the characteristic pattern which gives to the city and its neighborhoods an image, a sense of purpose, and a means of orientation.

Policy 1.3: Recognize that buildings, when seen together, produce a total effect that characterizes the city and its districts.

Objective 2: Conservation of resources which provide a sense of nature, continuity with the past, and freedom from overcrowding.

Policy 2.5: Use care in remodeling of older buildings, in order to enhance rather than weaken the original character of such buildings.

Policy 2.6: Respect the character of older development nearby in the design of new buildings.

Objective 3: Moderation of new development to complement the city pattern, the resources to be conserved, and the neighborhood environment.

Policy 3.1: Promote harmony in the visual relationships and transitions between new and older buildings.

Policy 3.2: Avoid extreme contrasts in color, shape and other characteristics which will cause new buildings to stand out in excess of their public importance.

Policy 3.4: Promote building forms that will respect and improve the integrity of open spaces and other public areas.

Policy 3.5: Relate the height of buildings to important attributes of the city pattern and to the height and character of existing development.

Policy 3.6: Relate the bulk of buildings to the prevailing scale of development to avoid an overwhelming or dominating appearance in new construction.

Policy 3.7: Recognize the special urban design problems posed in development of large properties.

Objective 4: Improvement of the neighborhood environment to increase personal safety, comfort, pride and opportunities.

Policy 4.1: Protect residential areas from the noise, pollution and physical danger of excessive traffic.

Policy 4.4: Design walkways and parking facilities to minimize danger to pedestrians.

Policy 4.12: Install, promote and maintain landscaping in public and private areas.

Policy 4.15: Protect the livability and character of residential properties from the intrusion of incompatible new buildings.

CHAPTER 3.B: IMPACT TO SURROUNDING NEIGHBORHOOD

[PLANNING CODE SECTION 304.5(C)(3)(B)]

The development of the College parcels with postsecondary educational uses (including associated student housing) is not anticipated to have any negative impact on the surrounding neighborhood. The proposed Postsecondary Educational Institution and Student Housing uses will be consistent with the character of the surrounding area and will be a principally permitted use in the future Art & Design Educational Special Use District.

The site does not contain any existing housing, so no housing occupants or commercial or industrial tenants would be displaced. Nor is the site in a residential area, so the development will not affect an existing residential neighborhood.

The development and grand opening of the Wattis Institute for Contemporary Art will have a number of positive impacts on the surrounding neighborhood, including strengthening local businesses and reactivating the street front. Moreover, any future development of the currently vacant parcel will generate significant benefits for the neighborhood by eliminating an eyesore that has been present for several years.

CHAPTER 3.C: ALTERNATIVES

[PLANNING CODE SECTION 304.5(C)(3)(C)]

No project alternatives are under consideration since an actual project proposal has not been developed in detail at this time. Once a specific project is developed in greater detail, evaluation of alternatives will be addressed. Future IMPs will be prepared as appropriate.

The proposed location of future development on the adjacent parcel was carefully selected to minimize any potential impacts from the project as well as achieve the particular goals of the College. As discussed above, the development of the College parcels with post-secondary educational institutional uses is not anticipated to have a negative impact on the surrounding neighborhood. The Planning Department has determined that an Addendum to the Eastern Neighborhoods Rezoning and Area Plans Final EIR is appropriate for the proposed SUD legislation, which will allow for future development.

CHAPTER 3.D: PROPOSED MITIGATION ACTIONS

[PLANNING CODE SECTION 304.5(C)(3)(D)]

As described above, the development of the College parcels with post-secondary educational institutional uses is not expected to result in any permanent negative impacts to the surrounding neighborhood that would require mitigation. However, once a specific project proposal is developed, the College will identify any specific issues that may have an adverse impact on the neighborhood, and will develop mitigation plans to address those specific issues.

Any project proposed will implement typical mitigation measures for construction projects, such as the following, as appropriate:

- Restrictions on construction-related noise.
- Restrictions on hours of construction.
- Restrictions on parking by construction workers to limit impacts on the neighborhood.
- Implementation of controls on dust, runoff, or other construction-related impacts
- Restrictions on material deliveries to limit impacts on traffic.

CHAPTER 4: DEVELOPMENT BY OTHERS

[PLANNING CODE SECTION 304.5(C)(4)]

The College is not aware of any related services or physical development by others that will occur as a result of this IMP. In particular, the College is not aware of any new office space or medical outpatient facilities that will be developed by others as a result of the IMP.

However, the College is aware of a potential project at 100 Hooper Street, adjacent to the campus on the north, and the College has been working closely with the developer. At this time, it is uncertain whether and how 100 Hooper Street will ultimately be developed, but the developer's stated objectives include "creating high quality PDR space complementary to the needs of the site's neighbor, CCA, and the neighborhood at large."