

**University of San Francisco  
2012 Institutional Master Plan**

**SUPPLEMENT A  
Proposed Student Residence Hall  
December 2013**

The purpose of this Institutional Master Plan (IMP) Supplement A is to provide (1) a summary of compliance with Planning Code Section 304.5(c) requirements regarding the required format and substance of the IMP and (2) at the City Planning Department's request, additional information about the proposed Upper Campus student residence hall and parking project (the "Student Residence Hall Project").

1. Summary of Compliance with City Planning Code Section 304.5(c)

- Sections 304.5(c)(1) & (2) require information about the nature of the institution, such as its history of growth, services provided, service population, employment characteristics, etc. and a description of the present physical plant, including the location and bulk of buildings, land uses on adjacent properties, circulation and parking and other factors. This information is presented in Chapter 1 of the IMP, pages 14-46.
- Section 304.5(c)(3) requires information about the University's 10-year development plan, in particular the plans for development during the first five years including site area, ground coverage, building bulk, circulation patterns and timing for construction. This information is presented in Chapter 2 of the IMP.
- Section 304.5(c)(3)(A) requires information about how the development plan conforms with the City's General Plan. This discussion can be found in Chapter 3 of the IMP, pages 108-121.
- Section 304.5(c)(3)(B) requires information about anticipated impacts. Chapter 3 of the IMP includes information about the University's neighborhood engagement and impact in the surrounding community. Potential effects on housing, changes in traffic levels and circulation patterns, transit demand, parking availability, and the character and scale of development are described and analyzed on IMP pages 98-108 and in IMP Appendices 1 and 2.
- Section 304.5(c)(3)(C) requires an analysis of alternative scenarios to the overall master plan, including the alternative of no new development. That analysis is described on IMP pages 72-73.
- Section 304.5(c)(3)(D) requires an analysis of proposed mitigating actions to lessen the impacts upon the surrounding neighborhood. That analysis is described on IMP pages 98-108.

2. Proposed Student Residence Hall Project

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Under City Planning Code Section 304.5(c)(5), additional information may be reasonably required to be provided in the IMP by the City Planning Department or City Planning Commission. At the City Planning Department's request, the following additional information<sup>1</sup> has been provided to supplement the existing discussion of the proposed Student Residence Hall Project on IMP page 67. As distinguished from the other new development projects discussed in the IMP, the Student Residence Hall Project is a priority project for the University but has not been developed beyond a conceptual level.

a. Background

The Student Residence Hall Project is intended to address the University's significant need for additional student housing. While the Student Residence Hall Project has not yet been designed, it is expected to be an approximately 300,000 gross square foot facility with approximately 635 bedrooms. The facility would be designed to also accommodate living-learning programs and student life, academic, study and meeting spaces. See IMP page 67. The University proposes to locate the Student Residence Hall Project on the Underhill site on the Upper Campus (on the slope east of the Rossi Wing), which has been identified for new development in University's IMPs since 1993. The site roughly covers the area currently occupied by the Underhill buildings, Loyola parking lot, and two tennis courts. As discussed in detail under Section 2(d) below, this site was chosen after analysis of several alternatives and was judged to have the least adverse impact of those alternatives.

Currently, the University is not able to meet demand for student housing, due to the scarcity of student housing on campus. In fall 2013 over 3000 admitted students applied to live on campus but did not receive campus housing. Most of those students enrolled at other institutions. Additionally, USF found through its 2013 Admitted Student Questionnaire that approximately 75% of those surveyed indicated that the lack of availability of on-campus housing was a factor in their final decision of which college they chose to attend.

The University operates eight residence halls on campus and one off campus, providing a total of about 2,200 beds. See IMP Table 1, page 22. However, the University falls well short of its peer institutions in accommodating the undergraduate population. See IMP Figure 12, page 57. In 2012, the University housed about 38% of the undergraduate population while its competitors ranged from approximately 48% - 98%, a fact which not only challenges the University in attracting students, but indicates the high number of University students who must seek housing elsewhere in the City. The University

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<sup>1</sup> For organizational purposes, the additional information provided mirrors that required for the IMP as a whole under Planning Code Section 304.5(c)(3)(A)-(D).

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determined, based on peer benchmarking, that at least 600-650 new bedrooms are required to house a competitive percentage of undergraduate students on campus.

The Student Residence Hall Project is also an important element in the pursuit of the University's mission, which is to promote learning in the Jesuit Catholic tradition, offering students a "demanding, integrated and holistic education." See IMP Appendix 4. The integration of academic support and student life is a high priority for the University and is achieved in large part through the programs offered through student housing. The purpose of the Student Residence Hall Project is to provide an on-campus residential living and learning experience for a larger proportion of the existing student population, as opposed to increasing the University's overall capacity to accommodate additional students. In sum, regardless of current or future student population, this housing is necessary for the University to meet its mission.

b. Conformity with City Policy

There is currently a shortage of student housing in the City. According to data gathered by the San Francisco Housing Action Coalition, approximately 14 institutions of higher education in the City enroll over 100,000 students and the current housing inventory among those institutions is estimated to provide one bed for every ten students. The remainder must seek housing throughout the City, including the City's family-sized rental housing stock. In recognition of the need for new student housing, the City adopted legislation in 2010 and 2012 to incentivize the development of new student housing. See City Ordinance Nos. 321-10 and 188-12, the latter of which exempts qualified student housing projects from the City's significant inclusionary affordable housing requirements. The proposed additional capacity provided by the Student Residence Hall Project would be an important contribution in meeting the recognized City-wide need for additional student housing.

The Student Residence Hall Project would be in conformity with the City General Plan. City General Plan Housing Element Policy 1.9, cited on IMP page 111 and also copied below, pertains specifically to the Student Residence Hall Project. Policy 1.9 urges higher educational institutions, such as the University, to meet the housing demand they generate and the Student Residence Hall Project would provide approximately 635 additional on-campus bedrooms for students.

*HOUSING ELEMENT POLICY 1.9*

*Require new commercial developments and higher educational institutions to meet the housing demand they generate, particularly the need for affordable housing for lower income workers and students.*

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*New commercial or other non-residential development projects increase the City's employment base, thereby increasing the demand for housing. Similarly, institutions of higher education provide needed services and contribute to the intellectual and cultural life of the City, while at the same time create a demand for housing by students, which can pressure on existing housing stock.*

*The City's Jobs-Housing Linkage Program, which collects fees for affordable housing production from commercial developments, should continue to be enforced and monitored. Higher educational institutions should assist in the provision of additional housing, including affordable housing, as well. The City should use the institutional master plan (IMP) process required by the City's Planning Code to encourage institutions to provide housing, should support new construction of student housing that could reduce pressure on the existing housing stock, and should consider incentives for student housing development.*

c. Anticipated Impacts

The following is a summary of the Student Residence Hall Project's potential impacts on the surrounding neighborhood, including existing housing units, existing commercial or industrial tenants, changes in traffic levels and circulation patterns, transit demand, parking availability and the character and scale of development of the neighborhood.

No existing commercial or industrial tenants would be affected by the Student Residence Hall Project. The Student Residence Hall Project would replace the existing Underhill buildings, which do not house any commercial or industrial tenants.

The Student Residence Hall Project would not remove any existing housing units. Rather, it would increase the availability of additional student housing for the University's students, which would have a favorable effect on the City's housing stock by relieving some pressure on family-sized and lower-income housing stock in the neighborhood and throughout the City. While the overall impact of the Student Residence Hall Project would be positive, the University recognizes that the Student Residence Hall Project is a matter of concern to the adjacent Ewing Terrace neighborhood. Based on recent discussions with those neighbors, the University understands the concerns regarding the Student Residence Hall Project to include potential noise, privacy, building design, potential parking impacts, potential odors, seismic risks and potential construction impacts. Please see the discussion under Section 2(e) below for information about how the University plans to address those concerns.

Fehr & Peers Traffic Consultants evaluated the potential impacts of the Student Residence Hall Project on traffic, transit, bicyclists, pedestrians, loading, and construction activities consistent with the City and County of San Francisco

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Transportation Impacts Analysis Guidelines (SF Guidelines) (October 2002)(See Appendix 6 in the IMP). Additional detail on the methodology and assumptions used for the transportation impact analysis, as well as the City of San Francisco significance criteria for identifying the significance (i.e., significant or less-than-significant) of certain impacts, is provided in Appendix 1 of the USF IMP and the memorandum *USF IMP Transportation Impact Study 2013 Update – Student Residence Hall* (Fehr & Peers, November 2013).

The Student Residence Hall Project would reduce the total number of trips to campus when compared to the IMP as the new students living on-campus would otherwise live in other areas of the City and would therefore arrive to campus via car, public transit or other means. This shift would primarily reduce the number of vehicle trips and transit trips to campus when compared to the IMP, reducing the severity of impacts on the surrounding roadway and transit lines. Pedestrian and bicycle trips are expected to increase due to the Student Residence Hall Project; however, these new trips would be accommodated through the pedestrian and bicycle enhancements proposed as a part of the traffic calming plan and USF Transportation Demand Management (TDM) Plan. Construction, emergency access, and loading conditions are not expected to change due to the proposed Student Residence Hall Project compared to what was analyzed in the IMP.

The Student Residence Hall Project would alter the existing on-campus circulation patterns on the upper campus by realigning the driveways connecting to Turk Boulevard. The primary access into the upper campus would be located within the center of the upper campus and travel in a counterclockwise loop from Roselyn Terrace to Temescal Terrace. This roadway would provide access to the parking garages at the center of the upper campus. Secondary access would be provided at the existing Tamalpais Driveway to a new garage at the existing location of the surface parking lot. Turk Boulevard is expected to operate with minimal congestion in the future, and this shift in automobile circulation is not expected to affect roadway operations as documented in the IMP.

The Student Residence Hall Project would replace the existing 80 space surface parking lot with 160 spaces in an underground garage for faculty and staff. This increase in off-street parking would help relieve some of the parking demand on neighborhood streets. The IMP identified an on-campus parking deficit after the removal of on-street parking due to the traffic calming plan and the Masonic Boulevard project and changes to future on-campus parking supply. This deficit accounts for the future growth in vehicle trips due to the expected campus growth in the IMP. The Student Residence Hall Project would reduce this parking deficit in the following ways: by providing new parking spaces for faculty and staff in the new garage under the residence hall and a reduction in students driving to campus. This reduction in the parking deficit, in addition to the TDM plan's

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goal is to reduce parking demand by 13 percent, would reduce parking demand on adjacent streets compared to existing conditions.

USF restricts students in residence halls from bringing cars to campus and would not provide parking for new on-campus students. Although a majority of the streets in the neighborhood require residential parking permits, some streets are unregulated and can be used by USF students and other residents within and outside the neighborhood to store vehicles without permits. USF will continue to work with the neighborhood and the City through its TDM program to discourage students from bringing cars to campus and monitor the regulation of on-street parking to ensure that new on-campus students do not create new parking demand in the surrounding neighborhoods.

The Student Residence Hall Project is not expected to result in any new significant impacts to the surrounding transportation network in addition to what was analyzed in the IMP; therefore, no additional improvement measures were identified. The Student Residence Hall Project will be subject to additional review by the City to ensure that potential issues with bicycle parking, loading, and construction are addressed in the future design. As noted in the IMP, USF will be implementing a more comprehensive TDM strategy to address increasing travel demand to and from the campus. The University has implemented a loading management plan and construction management plan to minimize loading and construction impacts to adjacent streets.

The Student Residence Hall Project is intended to be designed as consistent with the character and scale of the neighborhood. The building is planned to be four stories over a parking garage, which is consistent with the scale of the campus, the surrounding neighborhood and the existing 40-foot Height District, which limits buildings to 40 feet in height. Nearby residential and campus buildings also reach a height of approximately 40 feet. Under the current initial design concept, the Student Residence Hall Project would step down the slope, fitting within the land form and offering an articulated façade, in keeping with the massing of residential buildings across Turk Boulevard. The aesthetic style of the building would complement the southern European style of the other Upper Campus buildings.

The Student Residence Hall Project would be partially visible from portions of the Ewing Terrace neighborhood [**USF to confirm**], Turk Boulevard and various locations on the Upper Campus. Even so, partial views of the Student Residence Hall Project, in the context of the existing University buildings in the foreground and/or background, would not significantly impact existing views.

d. Alternatives

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The following is a summary of potential alternatives analyzed for the Student Residence Hall Project.

In terms of size, the University had previously contemplated a smaller 300-350 bed residence hall at the Underhill site and another 300-350 bed facility off campus nearby. The off-campus site was yet to be identified and the options uncertain. In late 2012, a University donor approached the University with a proposal to support the construction of a larger facility on campus by offering significant financial support. The larger on-campus facility would eliminate the need to develop an off-campus facility in the foreseeable future. The University disclosed this change in scope with the University Terrace and Ewing Terrace Neighborhood Associations shortly after the University learned of the donor's proposal.

In terms of location, the University considered three locations for the Student Residence Hall Project, including the west side of Lone Mountain, Ulrich Baseball Field and the currently proposed Underhill site. There are no other locations on the campus that could reasonably accommodate this project. Each of the sites are discussed in turn, below.

The University also considered a "no development" alternative, albeit in the context of a clear need for new student housing on campus. See Section 2(a) above for a detailed discussion of the University's need for new student housing. The University has not built a residence hall on campus since Hayes Healy Hall was built in 1966 (Loyola Village was built as staff and faculty housing) and converting existing buildings on campus into residence halls is no longer a viable option. Pedro Arrupe Hall and Fromm Hall have already been converted and there are currently no other campus buildings suitable for conversion.

i. West Lone Mountain

The west Lone Mountain site is located between the Lone Mountain Main building and Parker Avenue. The area is forested and is also the location of a substantial landslide that occurred some decades ago. The site directly faces a long line of residential homes on the west side of Parker Avenue, between Turk and Anza

The estimate for a comparable-sized project on the west Lone Mountain site would cost approximately \$50 million, but would also require additional costs to mitigate the geotechnical risks at the site. The geotechnical challenges associated with the site are significant and would add substantial, possibly prohibitive, expense for any required structural mitigation. Current estimates of that additional costs range from about \$10 to \$20 million.

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The cost of losing the urban forest is more difficult to measure. The area is defined by large groves of pine, cypress and eucalyptus trees. The benefits of retaining this area in its current form include the ecological benefits provided to the urban environment including soil stabilization, water resources protection, carbon storage, habitat enhancement, and microclimate and air quality improvement. There may come a time when the area is identified for development, but currently the benefit of maintaining its current state outweigh the considerable cost of building on the west Lone Mountain site.

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In sum, while the University may consider possible future development on the west side of Lone Mountain, the site does not offer any advantages over the Underhill or Ulrich Field sites.

ii. Ulrich Baseball Field

Ulrich Baseball Field is located on the Lower Campus, at the southwest corner of the intersection of Masonic and Golden Gate Avenues. The University's intercollegiate baseball team currently uses the site for practice and competition. The field also serves as a playing field for the students at the San Francisco Day School, which is located at the northeast corner of Golden Gate and Masonic Avenues.

Ulrich Baseball Field is central to the University's sponsorship of Division I baseball. The University's Intercollegiate Athletic Department is an integral part of the University's campus and culture and, as described in the IMP, the University proposes to upgrade and improve the facility for intercollegiate competition. There is no alternative site on University property for a baseball field; thus, the loss of this space would critically compromise the University's intercollegiate baseball program.

The main benefit that Ulrich Field offers for new development is that it is a large, level site at street level. This however might equally be considered a drawback as the flow of traffic, both by car and foot, would increase in the immediate neighborhood. Contrast the Underhill site, which is already embedded in the Upper Campus with pedestrian traffic patterns already established.

Ulrich Baseball Field is also bordered on three sides by residential properties: residences on Hemway and Atalaya Terraces to the south, residences on the east side of Masonic Avenue, and residences on the north side of Golden Gate Avenue. Therefore, in the context of potential impacts on nearby neighbors, the University concluded that this site, of the three under consideration, would be the least desirable.

The estimate for a comparable-sized project on Ulrich Baseball Field would be between about \$50 and \$60 million, which is approximately the same cost as for the Underhill



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site. However, the additional cost of acquiring new land and constructing a new baseball facility would substantially increase that cost.

For these reasons, the Ulrich Baseball Field site does not have any advantages over the Underhill site and would not reduce potential impacts on the University's neighbors.

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iii. Underhill Site

The Underhill site has been under consideration for future development since the University's 1993 IMP. The site is already developed and is currently occupied by a parking lot, two tennis courts and the deteriorated Underhill buildings. A residence hall at this site would create a desired connection between the Lone Mountain Complex and the academic buildings fronting immediately on Turk Boulevard to the east. This site would also support the existing north-south connection between the Upper and Lower Campuses. Of the three sites under consideration, this site offers the best opportunity to strengthen the connections that foster community on campus.

Additionally, when compared to the alternatives, this site would have the least adverse impact on neighboring homes. Three sides of the site are within the larger Upper Campus and are not near neighboring houses. While the eastern border of the site is near the Ewing Terrace neighborhood, the proposed building would be situated not less than 100 feet from the eastern property line and would be buffered by trees and green space.

The University acknowledges that the Ewing Terrace neighbors have concerns about the Student Residence Hall Project. The University fully intends to address those concerns to the extent possible through the design of the new facility and by involving the neighbors in that process. See Section 2(e) below regarding neighborhood outreach and proposed mitigating actions.

Based on the foregoing, the University has determined that of the possible campus locations, this site would have the least adverse impact.

e. Proposed Mitigating Actions

The following is a summary of potential mitigating actions for the Student Residence Hall Project.

The University is committed to implementing potential mitigation measures to ameliorate perceived potential adverse impacts of the Student Residence Hall Project upon the adjacent properties. Chapter 3 of the IMP outlines in detail the considerable time and resources the University has devoted in recent years to engage with its neighbors to

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identify issues and concerns, develop measures to address those concerns, and programs to insure that those mitigations are systematized in the operations of the University.

As explained above, the University understands the concerns regarding the Student Residence Hall Project to include potential noise, privacy impacts, building design, potential parking impacts, potential odors, seismic risks and potential construction impacts. The University's initial concept drawings for the Student Residence Hall Project deliberately address most of these concerns by locating the building approximately 100 feet from the property line, providing a dense buffer of trees, and orienting building courtyards towards the inside of the site. In addition to the mitigating actions already incorporated in the massing study, further mitigation measures will be implemented through the environmental review process under the California Environmental Quality Act (CEQA), such as measures to reduce other potential impacts on potential archeological resources to a less-than-significant level. The University will also be required to comply with all applicable City ordinances, including but not limited to the City Noise Ordinance and the City Construction Dust Control Ordinance. Furthermore, all applicable California and City Building and Fire Code standards, including seismic standards, would be met.

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As stated directly to the Ewing Terrace neighbors, the University welcomes the opportunity to involve them in meetings with the Student Residence Hall Project's architects and designers to further flesh out neighborhood concerns, hear the designers' proposed solutions, and to brainstorm ways to minimize potential impacts. The University made similar efforts before the construction of the Center for Science and Innovation (CSI) and met with University Terrace neighbors to develop strategies to respond to their specific concerns regarding potential construction impacts. A comprehensive construction mitigation plan was jointly developed. In the end, there was minimal impact to the neighborhood, as evidenced both by the few complaints filed with the University during the construction period and by the feedback from neighbors gained from an August 21, 2013 community meeting, which was specifically held to review the effectiveness of the CSI construction mitigation plan. The University will apply that same level of effort, time and resources in addressing the concerns of its neighbors, including residents of Ewing Terrace, in the context of the Student Residence Hall Project.

**SUPPLEMENT B  
Mixed-Use Buildings at Negroesco Field  
December, 2013**

The purpose of this Institutional Master Plan (IMP) Supplement B is to describe a change in footprint for the proposed project called Mixed Use Buildings at Negroesco Field.

1. Mixed-Use Buildings at Negroesco Field

As explained on pages 66 and 67 of the IMP, the University proposes new athletic support facilities as part of the "Mixed Use Buildings at Negroesco Field" project.. The footprint of the new facilities at Negroesco Field will include an underground basketball practice courts as well as other directly related support facilities, See Figure 16A below, in this Supplement B. The approximately 25,000 gsf subgrade practice facility will not be visible from above ground.