CHAPTER 3
PROJECT DESCRIPTION

3.1 PROJECT OVERVIEW

San Francisco State University (SF State) proposes to develop the Creative Arts and Holloway Mixed-Use Project (Project) in the southern portion of the SF State campus. The Project would include construction of the Creative Arts replacement building; an associated concert hall; and a mixed-use development including student housing, neighborhood-serving retail, student support services, transportation and parking improvements, utility connections, stormwater improvements, landscaping, and lighting.

3.2 PROJECT LOCATION AND SETTING

The Project is on the existing 144-acre SF State campus located in the southwestern corner of the City and County of San Francisco, in California (see Figure 3-1, Regional Map). The SF State campus is generally bounded by Lake Merced Boulevard and the lake and its associated open spaces, including Harding Park, public and private golf courses, Fort Funston, and the San Francisco Zoo, on the west; 19th Avenue (State Route 1) and residential development in the Ingleside neighborhood on the east; the Stonestown Galleria shopping center, Lowell High School, and Lakeshore Alternative Elementary School to the north; and Parkmerced and other residential development to the south (see Figure 3-2, Project Location). The Pacific Ocean lies to the west of the campus, beyond Lake Merced.

The approximately 3.6-acre Project site is located in the south campus, with one parcel (Block 6) on the south side of Holloway Avenue between Cardenas and Varela Avenues, and one parcel (Block 1), referred to as the Tapia Triangle, bounded by Tapia Drive, Holloway Avenue, and Font Boulevard (see Figure 3-3, Project Setting). The Project site is part of University Park South, which was purchased by SF State between 2000 and 2005 and includes a portion of the original Parkmerced development, which extends beyond the campus boundaries to the south. Block 1 and Block 6 are composed primarily of two-story housing around the perimeter of the block, with an interior courtyard. Of the 46 housing units in Block 1 and Block 6, most are occupied by SF State students and are licensed by the bed space.

The SF State campus is located on state land under the jurisdiction Board of Trustees of the California State University (Trustees of the California State University). Streets and private property surrounding the campus in all directions are under the jurisdiction of the City and County of San Francisco (City).
3.3  PROJECT BACKGROUND

3.3.1  CMP Building Program and Master Plan Map

The CMP, adopted by the Trustees of the California State University in 2007, addresses all aspects of future physical development and land use on the campus to accommodate the enrollment ceiling of 25,000 full-time equivalent (FTE) students (SF State 2007). The CMP provides a comprehensive framework for the physical development of the SF State campus through 2020. It addresses the acquisition of property, older facilities, changing student demographics, and the need for additional academic building space and other support space to accommodate the anticipated growth in enrollment. To accommodate the projected growth in enrollment and academic activities, the adopted CMP accommodates a building program that envisions development of 0.9 million gross square feet (GSF) of new and replacement non-residential building space on campus, and development or conversion of approximately 1,198 additional units of housing on campus for faculty, staff, and students.

The existing adopted CMP includes a land use map and urban design plan map that locate major uses and buildings to guide the siting of future campus facilities. The land use map maintains the current general configuration of land uses on the campus, which consist of a concentrated academic core surrounded by residential and other campus uses. Most of the growth in facilities would occur through demolition and replacement of existing buildings, as a number of existing buildings are at or beyond their useful life.

The 2007 CMP included a new Creative Arts complex located on Lot 41, at the intersection of Font and Lake Merced Boulevards. The current Master Plan map was recently revised and approved in May 2014 to allow for relocation of the planned Mashouf Wellness Center on Lot 41 and relocation of the planned Creative Arts replacement buildings from Lot 41 to two adjacent sites located closer to the academic core. Based on the May 2014 approved map, the Creative Arts complex would consist of four replacement buildings, with an 800-seat auditorium and a building housing the Theatre Arts program located on the West Campus Green, and two buildings to house the Department of Broadcast & Electronic Communication Arts (BECA) and Music & Dance programs located on the Tapia Triangle. Since approval of the Master Plan map revision in 2014, the programs have reorganized into the School of Theatre and Dance and the School of Music.

The 2007 CMP proposed redeveloping the University Park South block on the south side of Holloway Avenue between Cardenas and Arellano Avenues with denser housing and ground-floor retail, and assumed that Block 6 to the east would remain in its current use through the CMP planning horizon (2020).
The Project is consistent with the 2007 CMP building program; however, a Master Plan map revision is required to allow for the proposed uses on the identified sites, as described below. The map revision is required to (1) repurpose the planned auditorium as an 800-seat concert hall, (2) co-locate the 800-seat concert hall on the Tapia Triangle with the building that would house BECA, (3) rename and co-locate the Music building on the West Campus Green with the renamed building for Theatre and Dance, and (4) relocate planned future housing from its current location to Block 6 and re-designate the site for housing/mixed-use development. Figures 3-4 and 3-5 depict the existing approved Master Plan map and the proposed Master Plan map revisions.

3.3.2 CMP Population Growth

As indicated above, the 2007 CMP accommodates an enrollment increase to 25,000 FTE students. The campus is currently at this FTE ceiling and therefore additional FTE cannot be added under the current 2007 CMP and related approvals. For master planning and academic planning purposes, the California State University System uses the FTE unit of measure to calculate enrollment. One FTE is defined as one student taking 15 course units, which represents a full course load. Students taking fewer course units are considered to constitute a fraction of a FTE. Whereas headcount is the total number of students enrolled. Headcount is the unit used for the purpose of conducting various types of analysis in this Draft EIR. For this reason, Table 3-1, below, shows the change in campus total population since the 2007 CMP EIR base year using headcount rather than FTE. As shown in Table 3-1, total headcount has been flat since the base year given that the number of full-time students has been increasing and the number of part-time students has been declining.

<table>
<thead>
<tr>
<th>Year (Fall Semester)</th>
<th>Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Total Campus Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006–2007</td>
<td>29,628</td>
<td>1,783</td>
<td>1,615</td>
<td>33,026</td>
</tr>
<tr>
<td>2007–2008</td>
<td>30,125</td>
<td>1,818</td>
<td>1,669</td>
<td>33,612</td>
</tr>
<tr>
<td>2008–2009</td>
<td>30,014</td>
<td>1,727</td>
<td>1,699</td>
<td>33,440</td>
</tr>
<tr>
<td>2009–2010</td>
<td>30,469</td>
<td>1,506</td>
<td>1,670</td>
<td>33,645</td>
</tr>
<tr>
<td>2010–2011</td>
<td>24,956</td>
<td>1,591</td>
<td>1,620</td>
<td>28,167</td>
</tr>
<tr>
<td>2011–2012</td>
<td>29,541</td>
<td>1,602</td>
<td>1,536</td>
<td>32,679</td>
</tr>
<tr>
<td>2012–2013</td>
<td>30,500</td>
<td>1,724</td>
<td>1,503</td>
<td>33,727</td>
</tr>
<tr>
<td>2013–2014</td>
<td>29,905</td>
<td>1,724</td>
<td>1,519</td>
<td>33,148</td>
</tr>
<tr>
<td>2014–2015</td>
<td>29,465</td>
<td>1,683</td>
<td>1,551</td>
<td>32,699</td>
</tr>
<tr>
<td>2015–2016</td>
<td>30,256</td>
<td>1,728</td>
<td>1,579</td>
<td>33,563</td>
</tr>
<tr>
<td><strong>CMP EIR 2020 (Projected)</strong></td>
<td><strong>32,113</strong></td>
<td><strong>4,139</strong></td>
<td></td>
<td><strong>36,251</strong></td>
</tr>
</tbody>
</table>

Source: SF State 2016

Note: 2020 projections are from the 2007 CMP EIR (SF State 2007).
The Project would not result in substantial increases in SF State campus population over existing 2015–2016 levels reported in Table 3-1, above. The student housing/mixed-use building would serve existing students that are currently commuting to campus. Given that the campus has already reached its FTE ceiling (25,000 FTE students) the Creative Arts replacement building and the concert hall would not result in enrollment growth or associated faculty growth. The concert hall would result in the hiring of four new staff to support the event activities in that building. The Project would not result in any other increases in students, faculty or staff.

3.4 PROJECT OBJECTIVES

CEQA indicates that the statement of a project’s objectives should be clearly written to define the underlying purpose of a project in order to permit development of a reasonable range of alternatives and aid the lead agency in making findings when considering a project for approval. The objectives of the adopted 2007 CMP originate in the obligation SF State has to meet its educational mission as defined by the California Education Code. The Project objectives that are drawn from the CMP are based on the physical planning principles derived from the long-term vision for the SF State campus, consistent with SF State’s strategic plan. The CMP objectives and Project-specific objectives are provided below.

3.4.1 Campus Master Plan Objectives

1. Provide facilities for expansion of academic programs and administrative functions to support the proposed [now adopted] enrollment ceiling increase to 25,000 FTEs, required by the CSU [California State University] and California Education Code.

2. Provide student, faculty, and staff housing to aid in recruitment and retention.

3. Implement the planning principles provided in the proposed [now adopted] Campus Master Plan, as follows:
   - A vibrant on-campus community:
     - Reinforce the academic core and extend it westward.
     - Integrate residential properties to create a unified campus.
     - Provide more close-in, affordable housing that enables faculty, staff, and students to walk to school and work.
     - Redefine Holloway Avenue and Buckingham Way as “college main streets” offering neighborhood retail and services.
• Strong connections to the surrounding city:
  o Strengthen the University’s connections to Lake Merced and the surrounding neighborhoods.
  o Work with neighbors, the City of San Francisco, and other entities to improve public transportation and other services that benefit the entire district.
• Emphasis on the pedestrian and alternative transportation:
  o Cluster development around high-frequency transit connections to encourage transit use.
  o Establish bicycle and pedestrian networks that provide safe, direct and attractive connections to work and school.
  o Develop the 19th Avenue edge as a transit-, bicycle-, and pedestrian-friendly parkway.
  o Implement Transportation Demand Management strategies to reduce parking demand.
  o Decentralize campus parking over time from the current central garage to a series of smaller perimeter parking facilities to disperse traffic and parking impacts, claim the campus core for pedestrians and bicycles, and allow for the eventual removal of the central parking garage from the valley.
• Recognition in the city and region:
  o Position semi-public uses at the corners of campus, creating icons that redefine the University’s external identity and engage the larger community.
  o Create an identifiable and inviting campus perimeter.
• A continuous greenbelt between 19th Avenue and Lake Merced:
  o Establish the valley as the central open space of campus.
  o Provide expanded recreational fields.
  o Restore ecological landscapes in the valley.
• Universal design and access:
  o Ensure that all aspects of the campus physical environment—notably primary circulation routes and main building entrances—are comfortably usable by and inviting to the widest group of people possible.
  o Organize and design primary pathways and graphic signage to facilitate wayfinding, using a combination of visual, tactile, and auditory cues.
3. Establish strong north/south connections across the valley and Buckingham Way and Holloway Avenue that link the University to its residential districts and to the surrounding neighborhoods.

4. Establish clear east/west functional and visual connections across campus and to the surrounding district.

- A campus that models sustainability:
  - Develop transportation and land use patterns that encourage greater use of transit, walking, and bicycle commuting and reduce dependence on automobiles.
  - Make efficient use of redevelopment sites.
  - Promote sustainability through green building and site design, native landscape, natural stormwater management, alternative transportation, higher-density housing, and walkable neighborhood retail.

### 3.4.2 Project-Specific Objectives

1. Replace significant portions of the existing Creative Arts building, which has various deficiencies and no longer supports the academic program, and construct a new concert hall with recording and broadcast capability to provide hands-on learning for BECA students and support SF State and community programs.

2. Reinforce the academic core and extend it westward to create a contiguous, uninterrupted academic core. The Creative Arts replacement building and concert hall would occupy a pivotal location at Holloway Avenue and Font Boulevard, in proximity to residential mixed-use development and adjacent to College of Liberal and Creative Arts facilities to provide for programmatic collaboration.

3. Position semi-public uses, such as the concert hall, at the corners or edges of campus, creating icons that redefine SF State’s external identity and engage the larger community.

4. Provide for the most efficient and effective use of the West Campus Green and the Tapia Triangle for planned future Creative Arts programs.

5. Provide new on-campus student housing to aid in recruitment and retention of students and to provide close-in housing that enables students to walk to school, thereby reducing commute trips to campus and associated greenhouse gas (GHG) emissions.

6. Begin to integrate and make efficient use of more recently acquired residential properties located along the southern edge of the campus.

7. Locate new student housing, neighborhood retail, and support services in proximity to the existing Muni M line and bus lines and to the future planned underground Muni M...
line and station and to planned 19th Avenue bicycle and pedestrian facilities. Additionally, locate the above uses in immediate proximity to the academic core of the campus, where pedestrian access to the core is readily available.

8. Locate higher-density student housing with ground-floor neighborhood retail and services along Holloway Avenue to redefine Holloway Avenue as a “college main street.”

9. Ensure that new construction achieves (LEED [Leadership in Energy and Environmental Design] Gold or equivalent performance and energy efficiency beyond California Energy Commission Title 24 requirements. LEED Platinum certification (or an equivalent rating under WELL or another green building rating system) and ZNE (zero net energy) should be targeted, and the Project should meet other CMP and Climate Action Plan (SF State 2010) sustainability objectives.

3.5 PROJECT COMPONENTS

The Project would include construction of new housing, neighborhood-serving retail, and student support services on the south side of Holloway Avenue, and construction of the Creative Arts replacement building and concert hall on the north side of the Holloway Avenue/Font Boulevard intersection. The Project would also include preparation and implementation of design guidelines, transportation and parking improvements, utility connections, storm drainage improvements, landscaping, lighting, and the implementation of applicable CMP mitigation measures adopted as part of the CMP Mitigation Monitoring and Reporting Program. As described in Section 3.3.1, a revision to the existing Master Plan map would be required to allow for the proposed uses on the identified sites, as shown in Figures 3-4 and 3-5. All elements of the Project are further described below and summarized in Table 3-2.

<table>
<thead>
<tr>
<th>Project Element</th>
<th>Existing Project Site Conditions</th>
<th>Proposed Project Site Conditions</th>
<th>Net Change on Project Site</th>
<th>Campus-wide Development Allowed Under 2007 CMP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student housing (Block 6)</td>
<td>173 beds (Blocks 1 &amp; 6) 7 units (Block 1)</td>
<td>550 beds</td>
<td>355 beds</td>
<td>1,198 units² (approximately 2,995 beds)</td>
</tr>
<tr>
<td>Neighborhood-serving retail/student support services (Block 6)</td>
<td>None</td>
<td>25,000 gross square feet (GSF)</td>
<td>25,000 GSF</td>
<td>CMP calls for neighborhood retail on Holloway Avenue, but specific square footage or location on Holloway Avenue is not identified.</td>
</tr>
<tr>
<td>Parking facilities</td>
<td>53 auto spaces³ 9 motorcycle spaces³</td>
<td>70 parking spaces</td>
<td>0 parking spaces⁴</td>
<td>No net increase in parking</td>
</tr>
<tr>
<td>Creative Arts replacement building (Block 1)</td>
<td>None</td>
<td>75,000 GSF</td>
<td>75,000⁵ GSF</td>
<td>133,500 GSF Creative Arts 149,000 GSF Classroom/Faculty Offices⁶</td>
</tr>
</tbody>
</table>
### Table 3-2

**Project Summary**

<table>
<thead>
<tr>
<th>Project Element</th>
<th>Existing Project Site Conditions</th>
<th>Proposed Project Site Conditions</th>
<th>Net Change on Project Site</th>
<th>Campus-wide Development Allowed Under 2007 CMP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concert hall (Block 1)</td>
<td>None</td>
<td>60,000 GSF 800 seats</td>
<td>60,000 GSF 800 seats</td>
<td>Square footage included in Creative Arts space above</td>
</tr>
</tbody>
</table>

**Source:** Data compiled by SF State in 2016.

1. The seven units are occupied by approximately 3.1 people per unit which is equivalent to 22 beds.
2. CMP EIR Table 3-3 (Final EIR, Chapter 3, Changes to the Draft EIR).
3. Parking located on Tapia Drive.
4. Parking would be removed elsewhere on campus to provide for no net increase in parking with the Project.
5. 22,000 GSF of the total space would be for general classroom space.
6. CMP EIR Table 3-2 (Final EIR, Chapter 3, Changes to the Draft EIR).

### 3.5.1 Housing

The existing residential block on the south side of Holloway Avenue between Varela and Cardenas Avenues (Block 6) contains 27 residential units, which would be demolished and replaced with a multiple-story, mixed-use building with a maximum height of 90 feet. The proposed building would include apartment-style student housing. Redevelopment of the block would allow for a more compact configuration to increase the supply of on-campus housing in conformance with the 2007 CMP’s objectives (see Section 3.4.1, above). This development pattern is also in alignment with the City-approved Parkmerced redevelopment plan, which calls for increasing the density of existing housing in multi-story buildings. Figures 3-6 through 3-8 provide a conceptual site plan, typical housing floor, and massing for the student housing/mixed-use building. See Section 3.5.4 for additional information about height limits in the adjacent Parkmerced area.

The existing residential block at Tapia Triangle (Block 1) contains 27 residential units, which would be demolished and replaced with the Creative Arts replacement building and the concert hall (see Section 3.5.3, below). As listed in Table 3-2, accounting for the loss of existing housing units on the two parcels, the net increase in housing would be 355 beds, which is well within the increase in housing allowed under the 2007 CMP. Most of the 54 units in Block 1 and Block 6 are currently occupied by students and licensed as bed space; however, approximately seven units are currently licensed as apartments to SF State affiliates and non-affiliates.

Given that the Project would involve demolition of existing housing, SF State would comply with the California Relocation Assistance Act (California Government Code 7260 et seq.), which applies to state entities that may displace residents and businesses. This act generally requires that public entities provide relocation assistance to persons who are displaced as the result of the acquisition of property for a public use. Since the acquisition of University Park South by SF State, the number of legacy tenants has declined substantially. Any remaining legacy
tenants would be offered relocation assistance, as required by law. SF State would provide displaced non-university affiliates with the option to relocate to units in other campus housing.

### 3.5.2 Retail and Student Support Services

Up to 25,000 square feet of neighborhood-serving retail and student support services space would be provided with the Project (see Figure 3-6). The area of retail would be primarily confined to building frontages accessible from Holloway Avenue and Varela Avenue and linked to the future retail corridor along Crespi Drive, described in the future Parkmerced vision (Maximus Real Estate Partners 2016). This space would provide for uses such as neighborhood-serving retail, student support services, bike storage, study rooms, a copy center, and retail dining. The retail and student support services would be intended to serve SF State and neighbors in the immediate vicinity. Proposed retail would not have a regional draw that would attract people from outside the Project vicinity.

The 2007 CMP envisioned Holloway Avenue as a campus main street; the Project would be designed to contribute to main street character. Project design would include a gateway presence, including a street that prioritizes pedestrians and bicycles. Where possible, “green” infrastructure would be incorporated in the streetscape design to manage stormwater runoff. The new campus main street character would be reinforced by including retail and/or student support services along Holloway Avenue and Varela Avenues.

### 3.5.3 Creative Arts Replacement Building and Concert Hall

The 2007 CMP included a new Creative Arts complex located on Lot 41, at the intersection of Font and Lake Merced Boulevards. A Master Plan revision approved by the Trustees of the California State University in 2014 relocated the Creative Arts complex, consisting of four replacement buildings housing academic and performance space, to the West Campus Green on Font Boulevard and the Tapia Triangle (Block 1). The 1.7-acre Block 1 site, located on the north side of Font Boulevard and Holloway Avenue, currently contains 27 residential units. The Creative Arts replacement building would accommodate the relocation of the existing BECA program from the existing Creative Arts building, but does not include an increase in enrollment or full-time employees beyond the total campus enrollment increase to 25,000 FTE students analyzed in the 2007 CMP EIR (see Section 3.3.2, above). A concert hall would be located adjacent to the Creative Arts replacement building. Figures 3-9 and 3-10 provide a conceptual site plan and massing for the two buildings on this site. These two buildings are further described below.
Creative Arts Replacement Building

The Creative Arts replacement building would be approximately 51,000 assignable square feet/75,000 GSF, and would include instructional and support space and faculty office space. It would be located on the north side of the Tapia Triangle site, across from the existing Humanities Building (see Figure 3-9). The new Creative Arts replacement building would be two to three stories over a basement, with a maximum height of 90 feet, which is within the height limit of up to 100 feet identified for Creative Arts buildings in the 2007 CMP. The building would house two full-height television studios; a television newsroom; a radio station; video post-production space; audio recording; production and post-production space; and related classroom space for the BECA program. The building would also house interdisciplinary lecture classrooms.

The building would likely be steel-frame construction with concrete, glass, and exterior cladding. Exterior circulation located on the north side of the building would reinforce east/west circulation between the academic core and the new Mashouf Wellness Center at Font Boulevard and Lake Merced Boulevard, and future academic buildings planned to the west.

Concert Hall

An 800-seat concert hall would be located adjacent to the Creative Arts replacement building on the southeast portion of the Tapia Triangle (see Figure 3-9). The concert hall would have recording and broadcast capabilities that would provide hands-on learning for BECA students, and would serve as a performance venue and state-of-the-art recording studio for chamber orchestras, choral/vocal music, instrumental ensembles, and music groups. It also could host and simulcast lecture series, film festivals, and debates. Events may be open only to the campus community or to the neighborhood and larger community, similar to SF State’s current program of performing arts and lectures housed in McKenna and Knuth Theaters.

The concert hall would be approximately 40,000 assignable square feet/60,000 GSF, and would have a maximum height of 90 feet, which is within the height limit of up to 100 feet identified for Creative Arts buildings in the 2007 CMP. The building likely would be steel-frame construction with concrete, glass, and exterior cladding, using materials complementary to the Creative Arts replacement building. Glass would provide views into the building’s lobby and gathering spaces. Located at the intersection of Holloway Avenue and Font Boulevard, the concert hall with its south-facing glass lobby would clearly identify an important entry into the campus from these two major streets.

3.5.4 Design Guidelines

The Project includes design guidelines that would apply to Project development. These design guidelines build on the CMP design guidelines and also ensure compatibility with the adjacent
Parkmerced complex, as specified in CMP EIR Mitigation AES-3 (SF State 2007). These guidelines were prepared for consistency, where relevant, to the Parkmerced Design Standards and Guidelines (SOM 2014), and include building massing, design, exterior treatments and design details, and building heights as specified by CMP EIR Mitigation AES-3.

The student housing/mixed-use building on Block 6 is likely the first in a series of development projects along the Holloway Avenue corridor that would define the southern edge of the campus, as envisioned in the 2007 CMP and contemplated in the future vision for the campus beyond the 2007 CMP 2020 horizon. As the farthest east site, it would also provide a gateway presence at the southern end of the campus near the busy 19th Avenue and Holloway Avenue San Francisco Municipal Transportation Agency Metro stop.

**Height Limits**

After adoption of the 2007 CMP, Parkmerced's development plan received City approval. The Parkmerced plan includes significantly higher density and height limits than the conditions that existed when SF State’s CMP and EIR were approved. Given the anticipated changes at Parkmerced and SF State's interest in providing student housing responsive to demand, the proposed building height would be greater than the 50-foot height limit referenced in the 2007 CMP for residential buildings in UPS, but would not exceed 90 feet. This additional height would also allow for the possibility of a rooftop-mounted solar array to support the goals of zero net energy.

The maximum height of 90 feet, inclusive of parapets and mechanical equipment, is compatible with the Parkmerced Design Standards and Guidelines (SOM 2014) and the City’s Parkmerced Special Use District (CCSF 2011a), which allows for mid-rise buildings of 85 to 145 feet, excluding parapets and mechanical equipment, as well as lower-rise buildings. Adjacent to the SF State campus's southern edge, future Parkmerced mid-rise buildings likely range from 85 feet to 130 feet, according to Parkmerced’s maximum height plan (SOM 2014).

The Creative Arts replacement building and concert hall would not exceed 90 feet, which is within the height limit of up to 100 feet identified for Creative Arts buildings in the 2007 CMP.

**Building Design**

Building placement and orientation is critical to enhancing a development's character and promoting a vibrant and walkable lifestyle. Adherence to build-to lines creates a consistent, but permeable, edge that defines and shapes the public realm. Defining a common setback also reinforces the desired urban development pattern.

As envisioned in the 2007 CMP, the intention is to develop Holloway Avenue as a mixed-use corridor with sufficient frontage to form a consistent streetscape. Thus, the building would abut
the property line along at least half of the length of the block on Holloway Avenue. Recessed plazas may mark points of entry or activity. Bay windows may project above and beyond this street wall in classic San Francisco patterns to take advantage of views up and down the street. Arcades may be employed to hold the street wall, but also to expand the public realm and create opportunities for outdoor seating, merchandise displays, or protection from the elements. Along side streets and Serrano Drive, the building line may be more variable.

Arcades, portals, parklets, and courtyards would be used to provide shade, rain protection, and places to gather. Building entrances would be bright and easy to find, and the transparency would also bring daylighting to interior spaces.

Building roofs might include usable terraces, providing additional open space; these terraces might be planted to reduce heating and cooling loads and reduce stormwater runoff. Roofing material would be light in color to reduce heat gain, and roofs may be used for the placement of solar photovoltaic arrays to reduce the amount of purchased power necessary to operate the buildings. These strategies can be used in combination.

**Lighting and Ventilation**

Natural ventilation would be used for all spaces wherever possible. Mechanical ventilation would be provided where required by code. Because of SF State’s temperate climate and wind patterns, occupant comfort can be achieved primarily through natural ventilation.

Interior corridors would be naturally lit and could provide exterior views or vistas at changes in direction; corridors without natural light are discouraged. Vertical circulation would be placed according to code requirements, with a focus on providing universal access to the buildings. Common areas would be located adjacent to shared amenities or along primary vertical circulation paths, would take advantage of views, and would and be naturally lit and ventilated where possible.

Daylighting as the primary means of illumination is encouraged. Exterior lighting would adhere to LEED–New Construction (NC) guidelines for light pollution reduction and energy efficiency, per CMP EIR Mitigation AES-4 (SF State 2007), and would be Dark-Sky Friendly. Additionally, reflective metal, mirrored glass, or any other reflective building materials shall not be used as primary building materials for facades, consistent with CMP EIR Mitigation Measure AES-4B and the City’s Design Guide Standards for Bird-Safe Buildings (CCSF 2011b).

**Building Materials**

Poured-in-place concrete, natural stone, and unit pavers would be used, with distinctive visual and tactile changes to highlight areas of importance and help with wayfinding. Permeable paving options would be explored and used, if effective.
Construction of the Project would use locally sourced materials with recycled content when possible, whether raw materials or manufactured items, and maximize their use as a means of limiting the environmental impacts of transporting goods. Construction of the Project would explore the possibility of reused construction and demolition materials and maximize their use as a means of limiting the environmental impacts of extracting and manufacturing new materials. Building materials that minimize or avoid chemicals that are harmful to humans or the environment would be used.

3.5.5 Transportation Improvements

Closure of Tapia Drive

SF State is applying to the City to “vacate” or close Tapia Drive. This would allow SF State to incorporate the street right-of-way into the Project site and to integrate the site into the academic core and overall campus. SF State owns the property on both sides of Tapia Drive, and closing the street is consistent with the 2007 CMP, which envisioned a major east/west walkway connecting the central academic core with sites to the west, including the Mashouf Wellness Center. Some vehicular access would be required for loading at the existing Creative Arts and Humanities buildings, but the area currently occupied by the street right-of-way would be developed as part of the site for the proposed Creative Arts replacement building and concert hall, and would be used primarily by pedestrians. (See Loading Facilities below for additional information.)

Any modification of the public right-of-way that deviates from the City’s Public Works Standard Plans and Specifications may require a Major Encroachment Permit from the City Bureau of Street Use and Mapping. Street vacation requests are subject to City Planning Department review for conformity with the City’s General Plan and Better Streets Plan. SF State has submitted an application for street vacation and has determined that no Major Encroachment Permit would be required. See Appendix A, Attachment A-2, Tapia Drive Street Vacation Policy Conformity Analysis, for preliminary information about the conformance of the street vacation with relevant plans. The ultimate determination of conformance would be made by the City during its consideration of the street vacation application.

Automobile Parking

The addition of housing and neighborhood retail services supports SF State’s goal to minimize drive-alone auto trips to reduce traffic congestion and GHG emissions. Consistent with the SF State transportation demand management (TDM) plan (Nelson/Nygaard 2009), new residential and retail development should use strategies that minimize the need for parking, such as car sharing, bike facilities, and access to transit. See the section below for additional information about TDM measures.
Parking would be provided in the basement of the proposed student housing/mixed-use building on Block 6 to serve neighborhood retail, concert hall events, and visitors to campus. Student residential parking would be limited to accessible spaces. Consistent with the 2007 CMP, parking in the new student housing/mixed-use building on Holloway Avenue would relocate a portion of the campus parking supply to the perimeter of campus, removing existing parking along Tapia Drive and from elsewhere on campus, such that the Project would result in no net increase in the overall campus parking supply, as shown in Table 3-2.

The absence of available parking spaces, the available alternatives to vehicular travel (transit, bicycling, and walking), and the dense pattern of urban development would induce many drivers to seek other modes of travel or change their overall travel behavior. Any such resulting shifts to transit service in particular would be in keeping with the City’s “Transit First” policy. The City’s Transit First Policy (CCSF 2007) provides that parking policies for areas well-served by public transit, such as the SF State campus, be designed to encourage travel by public transportation and alternative transportation.

**Pedestrian Improvements**

The Project would include direct pedestrian access from Block 1 to paths accessing the campus core by reallocating street space on Tapia Drive to the pedestrian realm and adding outdoor active space to the site at Block 6 (see Closure of Tapia Drive, above). The Project would also provide for bulb outs and wider sidewalks consistent with the Better Streets Plan, improved crosswalks and new access ramps.

Varela Avenue, adjacent the student housing/mixed-use building site, is envisioned as a shared street. The Project would be designed to connect to the future Parkmerced transit station by adding pedestrian amenities and a courtyard that opens towards the transit hub. The alignment of the courtyard to this potential transit hub would promote movement of visitors through the courtyard from the new transit hub, ultimately connecting pedestrians to the SF State campus via Holloway Avenue. Once the future transit hub is completed, Varela Avenue may be restricted to shuttles and Muni buses as part of that future project such that pedestrians would be prioritized and the courtyard would act as an extension of the transit hub on the opposite side of the street. Improvements would include eliminating parking on Varela Avenue, a strategy to modify and reduce curbs so that ease of movement is promoted across Varela Avenue, and pavers that strengthen the pedestrian connection as well as provide a safe street crossing.

**Transportation Demand Management Measures**

Consistent with the SF State TDM plan (Nelson/Nygaard 2009), new residential and retail development should use strategies that minimize the need for parking, such as bike facilities, car sharing, and access to transit. The new student housing/mixed-use building at the southeast
corner of Holloway Avenue and Varela Avenue would include secure, covered bicycle storage on the first floor of the building. Approximately 185 Class I secure, covered bicycle storage spaces would be provided in the building. Approximately 12 Class II bicycle parking spaces would also be provided in the vicinity of the Creative Arts replacement building and concert hall and would be in a visible location, easily accessible to the buildings. These spaces are part of a campus-wide planning effort to improve bicycle infrastructure and access to campus, addressing routes, safety, and centralized bike parking areas that include a mix of racks and secure facilities.

The Project is directly accessible to 19th Avenue and the M Line as well as Routes 28/28R, 29 and 57. Other TDM measures implemented as part of the Project include car sharing and pedestrian amenities (discussed above). Additionally, the Project is by nature a TDM strategy to reduce vehicle trips as it relocates students who would otherwise live off-campus into on-campus housing.

**Loading Facilities**

The existing commercial loading zone located on Tapia Drive for the College of Liberal and Creative Arts would remain, with access through the bollard or sign controlled pedestrian zone via Holloway Avenue. Therefore, the Project would not change the existing commercial loading access for College of Liberal and Creative Arts. Commercial loading for the Creative Arts replacement building and concert hall would occur on the vacated Tapia Drive and would typically include delivery of materials for the Creative Arts building or preparing for concerts at the concert hall, which would occur throughout the day. The new pedestrian plaza would be designed to accommodate the commercial loading trucks, providing a clear pathway from Holloway Avenue to the loading zone and from the loading zone to Font Boulevard, including adequate curb radii. This would be similar to other loading facilities on campus where the loading zone is located within a shared loading and pedestrian/bicycle zone, such as for the McKenna Theater. Access to these loading zones would conform to SF Planning Code and Better Streets Plan.

Passenger loading for the concert hall should be provided on Font Boulevard. The passenger loading zone would need to be similar in size to the existing passenger loading zone on Holloway Avenue in front of the McKenna theatre, which is approximately 100 feet. This passenger loading zone would be subject to San Francisco Metropolitan Transportation Agency approval because of its location in the public right-of-way.

Residential loading (deliveries and passenger loading) would be accommodated within the existing commercial loading zone on Cardenas Avenue and the new parking garage in the proposed student housing/mixed-use building. In addition, there are existing passenger loading zones along Holloway Avenue, as shown in Figure 4.5-1 (see Chapter 4.5, Transportation).
Emergency and Accessible Access

Emergency and accessible access would be provided via the main building entrances at street level. Emergency access could also be provided via the loading and service areas identified above.

3.5.6 Utilities and Energy Use

Water

The Project would include installation of new potable water infrastructure to support the new buildings. Several 2-inch-diameter lateral pipes would be installed to connect to the existing 8-inch-diameter line along Holloway Avenue and Font Boulevard; 3- to 4-inch-diameter fire service lateral pipes would also be installed to provide fire water services to the buildings. The exact size of these lateral pipes could vary contingent upon pressure and flow requirements and have not undergone final engineering analysis. Any connections with SFPUC mains would be consistent with City standards. The Project would aim to include installation of recycled water infrastructure to accept the supply of recycled water from the City when available and SF State would explore other water reuse strategies for the Project. Targeted strategies could include ultra-water-efficient bathroom fixtures, dual plumbing to allow use of recycled water for toilet and urinal flushing, and recycled water infrastructure for irrigation. The use of non-potable water during construction for soil compaction and dust control would also be considered, if feasible.

Wastewater

The Project would involve installation of new 8-inch-diameter wastewater infrastructure to support the new buildings. A connection to the existing wastewater pipeline located on the north side of Holloway Avenue and Font Boulevard would be installed.

Stormwater

The Project would be located in a City combined sewer area. To minimize impacts of the Project on the combined sewer system, SF State would implement a stormwater management approach compatible with the City’s Stormwater Management Requirements and Design Guidelines (CCSF 2016). The Project site has an impervious area greater than 50%. Accordingly, the Project would implement a stormwater management approach that reduces the existing stormwater runoff flow rate and volume by 25% for a 2-year, 24-hour design storm. The Project would minimize disruption of natural hydrology by implementing low-impact design approaches such as reduced impervious cover, reuse of stormwater, or increased infiltration. The actual design of the stormwater management system would be developed as the design process proceeds, but it is expected that the following types of features would be evaluated to achieve the above criteria: infiltration zones/dry wells, permeable pavement, planted roof, cistern, and bio-retention zones.
By implementing these design criteria, the Project would surpass the requirements of the 2007 CMP, calling for no net increase in storm flow discharge from the campus to the combined sewer system. The stormwater management plan for the Project would be consistent with LEED credit SS 6.1 (as described by the U.S. Green Building Council) and would be compatible with the City’s Stormwater Management Requirements and Design Guidelines (CCSF 2016).

**Energy**

Project buildings would be connected to the existing electrical and natural gas system on campus, though efforts would be made to minimize or eliminate the use of natural gas. New buildings would be designed to achieve at least LEED Gold or equivalent performance, and energy efficiency beyond Title 24 requirements. LEED Platinum and zero net energy would be targeted using a combination of advanced green building and energy efficiency measures, onsite renewable energy, district energy strategies, and/or renewable energy credits. Onsite renewable energy could include roof-mounted solar arrays. The efficiency measures to be incorporated could include high efficiency HVAC equipment, daylight harvesting, highly insulated wall assemblies, high-performance glazing, and similar strategies.

An emergency generator would be provided as required by the California Building Code to power the elevators and emergency lighting in the case of a power outage. No optional standby power is planned for the Project.

**Solid Waste**

All proposed buildings would be provided with traditional trash, composting, and recycling services and associated receptacles.

**3.5.7 Landscaping**

The Project would incorporate water-efficient landscape. The selected plant species would require zero or minimal irrigation after plants are established, and would reflect the landscape zones and plant list detailed in the 2016 San Francisco State University Landscape Framework and Forest Management Plan. In low areas and natural collection points, stormwater management zones would capture, convey, and detain stormwater runoff within vegetated bi detention landscape elements.

Construction of the Project would likely include the removal of all existing on-site trees, but the Project would replace some trees and provide other planting on the site, as described above. If the Project would result in tree removal in the City’s right-of-way, SF State would comply with the permitting requirements of the City’s tree protection legislation.
3.5.8 CMP EIR Mitigation Monitoring & Reporting Program

As part of the 2007 CMP approval, the Trustees of the California State University adopted a Mitigation Monitoring and Reporting Program. The mitigation measures included in this program are already being implemented as part of the CMP, the certified CMP EIR, and the Project and therefore they are considered to be part of the Project and do not need to be readopted. The applicable mitigation measures from the Mitigation Monitoring and Reporting Program are included in Chapter 4 and Appendix A, Attachment A-1 of this EIR. If additional mitigation measures are required to address project-level impacts, those measures are identified in Chapter 4 of this EIR.

3.6 DEMOLITION AND CONSTRUCTION

Demolition of the existing housing on the Tapia Triangle would be anticipated to occur in late summer 2017. Demolition of existing housing at the southeast corner of Holloway Avenue and Varela Avenue would likely occur somewhat later than the demolition on the Tapia Triangle.

Construction staging would occur on the Project site in areas not proposed to support the new buildings. Construction workers would access the construction site primarily via Holloway Avenue and Font Boulevard.

Construction of the Creative Arts replacement building and concert hall would take approximately 24 months to complete, beginning in fall 2017, with completion in fall 2019. Construction of the student housing building would take approximately 24 months, beginning somewhat later than the Creative Arts buildings, with completion in 2019/2020. There could be up to a 24-month overlap in the construction schedules for the Creative Arts buildings and the student housing building.

Construction would be performed by qualified contractors. Plans and specifications would incorporate stipulations regarding standard California State University requirements and acceptable construction practices, including grading and demolition, safety measures, vehicle operation and maintenance, excavation stability, erosion control, drainage alteration, groundwater disposal, traffic circulation, public safety, dust control, and noise generation.

In particular, in accordance with CMP EIR Mitigation HAZ-5A, a construction traffic control plan would be prepared by SF State and/or the construction contractors to address potential lane closures, construction vehicle access routes and parking, hours of construction, etc. The traffic control plan would comply with the City’s Encroachment Permit and/or Construction Permit requirements, if applicable. Given that Phase 1 of the Parkmerced Project would be under construction at the same time as the Project, SF State’s traffic control plan would be coordinated with the traffic control plan for that project to minimize temporary effects on vicinity roadways.
Traffic control would not encroach onto the State right-of-way on 19th Avenue and therefore an encroachment permit from Caltrans would not be required for the Project.

3.7 PROJECT APPROVALS

This section describes actions required for Project approval by state, regional and local agencies. Discretionary approvals include certification of the EIR under CEQA; approval and adoption of the proposed revision to the Master Plan map; and approval of schematic plans for the Creative Arts replacement building, concert hall, and student housing/mixed-use building by the Trustees of the California State University, as summarized in Table 3-3. Other approvals could also be necessary by the Responsible Agencies noted below.

<table>
<thead>
<tr>
<th>Authorizing Jurisdiction or Agency</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board of Trustees of the California State University</strong></td>
<td></td>
</tr>
<tr>
<td>Final EIR</td>
<td>Certification</td>
</tr>
<tr>
<td>San Francisco State University Master Plan Map Revision</td>
<td>Approval and Adoption</td>
</tr>
<tr>
<td>Amendment to the Self-Support Capital Outlay Program</td>
<td>Approval and Adoption</td>
</tr>
<tr>
<td>Schematic Plans for the Creative Arts Replacement Building, Concert Hall, and Student Housing/Mixed-Use Building and other related actions and approvals, as necessary.</td>
<td>Approval</td>
</tr>
<tr>
<td><strong>Division of the State Architect</strong></td>
<td></td>
</tr>
<tr>
<td>Accessibility Compliance</td>
<td>Approval</td>
</tr>
<tr>
<td><strong>State Fire Marshal</strong></td>
<td></td>
</tr>
<tr>
<td>Facility Fire and Life Safety Compliance</td>
<td>Approval</td>
</tr>
<tr>
<td><strong>Regional Water Quality Control Board</strong></td>
<td></td>
</tr>
<tr>
<td>National Pollutant Discharge Elimination System Permit (NPDES) – Storm Water Pollution Prevention Plan (SWPPP) and Notice of Intent to Comply with NPDES Construction Permit</td>
<td>Approval/Enforcement</td>
</tr>
<tr>
<td><strong>Bay Area Air Quality Management District</strong></td>
<td></td>
</tr>
<tr>
<td>Authority to Construct and/or Permits to Operate Hazardous Materials Removal and Asbestos Demolition</td>
<td>Approval</td>
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<tr>
<td></td>
<td>Rule Compliance</td>
</tr>
<tr>
<td><strong>City and County of San Francisco</strong></td>
<td></td>
</tr>
<tr>
<td>Fire Flow and Hydrants – San Francisco Fire Department</td>
<td>Review/Verification</td>
</tr>
<tr>
<td>Tapia Drive Vacation and Street/Sidewalk Improvements – Department of Public Works Bureau of Street-Use and Mapping in coordination with other City departments, including San Francisco Metropolitan Transportation Agency (SFMTA), Bureau of Urban Forestry, and others</td>
<td>Approval</td>
</tr>
<tr>
<td>Water and Sewer Connections/Services/Encroachment – Department of Public Works and San Francisco Public Utilities Commission</td>
<td>Approval</td>
</tr>
</tbody>
</table>
3.8 REFERENCES


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FIGURE 3-2
Project Location
Project Site Location

FIGURE 3-3

San Francisco State Creative Arts & Holloway Mixed-Use Project EIR

SOURCE: Bing Maps (Accessed 2016); Dudek (2016)
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FIGURE 3-5
San Francisco State University Creative Arts & Holloway Mixed-Use Project EIR

SOURCE: San Francisco State University (2016)

San Francisco State University
Master Plan Enrollment: 35,000 FTE

Proposed Master Plan Map

1. Burk Hall
2. Business Building
3. HSS Building
4. Science Building
5. Gymnasium
6. Fine Arts Building
7. Creative Arts Building
8. Children’s Campus
9. Gymnasium
10. Hills South Classroom Replacement Building
11. Hills North Classroom Replacement Building
12. Business Building
13. Ethnic Studies and Psychology Replacement Building
14. Academic Building
15. Academic Buildings/University Club
16. Temporary Library Building
17. Ethnic Studies and Psychology Building
18. Paul Leonard Library
19. The Village at Centennial Square (Buildings 22e-23d)
20. Corporation Yard
21. Central Plant
22A. Waclo Management
23. Student Health Center
24. Residence Dining Center
25. Administration Building
26. Humanities Building
27. Faciliites Building and Corporation Yard
28. Satellite Power Plant
29. Florence Hile Stephenson Field
30. Field House No. 1
31. Field House No. 2
32. Hensel Hall
33. Children’s Campus
34. Science Replacement Building
35. University Park South (Housing/Mixed Use)
36. University Park South (Housing)

Proposed Master Plan Map

SOURCE: San Francisco State University (2016)

FIGURE 3-5

San Francisco State University Creative Arts & Holloway Mixed-Use Project EIR

NOTE: Existing building numbers correspond with building numbers in the Space and Facilities Data Base (SFD)
Holloway Student Housing/Mixed-Use Site Plan (Block 6)
Holloway Student Housing/Mixed-Use Typical Housing Floor (Block 6)

SOURCE: Gould Evans (2016)
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Conceptual Massing for Holloway Mixed-Use Building
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FIGURE 3-10
Conceptual Massing for Creative Arts Building

SOURCE: Mark Cavagnero Associates Architects (2016)

San Francisco State Creative Arts & Holloway Mixed-Use Project EIR
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