



ACADEMY *of* ART UNIVERSITY®

FOUNDED IN SAN FRANCISCO 1929 BY ARTISTS FOR ARTISTS

## 2018 Institutional Master Plan

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## Table of Contents

Executive Summary	2
I. Introduction	4
II. Nature of Institution	8
Mission and Institutional Goals	8
Programs Offered	9
Additional Services Offered	11
Accreditations	11
Student Population	11
Employment Characteristics	14
Equal Opportunity Employment	15
III. Near-Term Development Plans	16
Campus	16
Existing Property Summaries	19
Ground Floor Uses	20
Environmental Impact Report and the Existing Sites Technical Memorandum	22
Strategic Overview	22
Strategy 1: Student Housing	22
Enrollment Trends	22
Student Housing and Metering Relationship to Enrollment	24
Strategy 2: Campus Consolidation: Transition To The Van Ness Cluster	25
Proposed Changes to the Academy Campus	25
Project Approvals	30
Strategy 3: Optimizing Operation and use of Shuttle Service	38
IV. Access and Traffic Circulation Patterns	34
Campus Access	34
Public Transportation	34
Parking	34
Shuttle Service	34
Shuttle System Utilization	38
V. Impact on SF General Plan Priority Policies	39

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List of Tables	
Onsite Full-Time Equivalent (FTE) Enrollment	11
Enrollment Projections by Program	12
Fall 2017 Student Enrollment by Gender	13
Fall 2017 Student Enrollment by Race/Ethnicity	13
Fall 2017 Employee Headcount by Gender	14
Fall 2017 Employee Headcount by Race/Ethnicity	14
Academy of Art University Sites	17
Actual Enrollment vs. Projected (Analyzed) Enrollment	23
On-Campus Student Enrollment Trends	24
Proposed Changes to Academy of Art University Campus	26
List of Maps	
Map 1: Academy of Art University Campus	3
Proposed/Future Shuttle Bus Routes	32
Current Shuttle Bus Routes	36
List of Charts	
Average Daily Ridership by Route	38

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## Executive Summary

The Academy, established in 1929, is one of the largest private, regionally accredited universities of art and design in the United States. The Academy offers both undergraduate and graduate degrees with a mission to offer hands-on, professional training for aspiring artists and designers.

As of Fall 2017, the Academy enrolled approximately 7,588 onsite full-time and onsite part-time students from the United States and around the globe. Supporting this student body are 223 full-time and 616 part-time faculty members onsite. In addition, the Academy employs 710 full-time and 182 part-time non-faculty staff onsite.

The Academy campus comprises 40 properties accounting for 1,961,529 square feet of space for its educational programs, student housing, administrative functions and recreational uses. These properties are connected by an efficient transportation system and are clustered in five areas: the Van Ness Transit Corridor, Fisherman's Wharf/North Beach, Union Square, the Financial District, and South of Market. As described below, some of the Fisherman's Wharf/North Beach uses will be transitioned to the Van Ness Transit Corridor as part of the Academy's plan to concentrate its campus.

In 2018, the Academy is exploring **three strategies** that may affect its facilities within the next ten years:

- The Academy currently provides on-campus housing for approximately 38 percent of its onsite, full-time students. Pursuant to a metering formula, the Academy will **provide additional student housing** when enrollment and demand reach certain levels so as not to burden the City's existing housing stock.
- The Academy plans to **consolidate and centralize its campus** buildings by transitioning some of its uses from the Fisherman's Wharf/North Beach area to the Van Ness corridor. Within the next two years, the Academy will vacate approximately 77,860 sq. ft. of institutional uses and one student housing building. This includes the Academy's withdrawal from five buildings: 700 Montgomery Street, 2295 Taylor Street, 2340 Stockton, 1055 Pine Street, and 1069 Pine Street. 1055 Pine Street will be vacated in order to provide affordable housing, and students from 1055 Pine Street will be relocated to 2550 Van Ness Avenue (aka the "Da Vinci").

As part of this consolidation, the Academy's Industrial Design and Auto Restoration program will include a location at 1946 Van Ness Avenue (aka "the Bakery"), near the existing Industrial Design program located at 1849 Van Ness Avenue and within the historic 'auto row' district. The School of Fashion will transition from 2340 Stockton to 1142 Van Ness Avenue (aka "the Concordia Club"). The transition of the School of Fashion to 1142 Van Ness Avenue is strategically located to be close to 625 Polk Street, which is where the main School of Fashion is currently based.

- The Academy continues to improve its **efficient shuttle system**, which supplements public transit by providing for on-time transportation of students and staff among Academy sites. Ongoing improvements include the elimination or consolidation of stop locations, modification of routes and schedules to better connect classrooms and residences, and minimization of the underutilization of shuttle vehicles. The shuttle system is modified on an ongoing basis as classroom and other locations are changed, based on regular data collection and analysis of ridership. The Academy has also focused on reducing traffic and air emissions by replacing diesel vehicles with gasoline-powered vehicles along with installing new filters on all buses. The Academy continues to constantly monitor demand and reduce service wherever possible.

# Map 1: Academy of Art University Campus



source: AAU 3/5/2018

**● Institutional Sites**

- 1. 601 Brannan St.
- 2. 410 Bush St.
- 3. 58-60 Federal St.
- 4. 150 Hayes St.
- 5. 2225 Jerrold Ave.
- 6. 2801 Leavenworth St.
- 7. 77-79 New Montgomery St.
- 8. 180 New Montgomery St.
- 9. 625 Polk St.
- 10. 491 Post St.
- 11. 540 Powell St.
- 12. 625-629 Sutter St.

- 13. 740 Taylor St.
- 14. 460 Townsend St.
- 15. 466 Townsend St.
- 16. 950 Van Ness/963 O'Farrell
- 17. 1849 Van Ness Ave
- 18. 2151 Van Ness Ave
- 19. 121 Wisconsin St.

**● Residential Sites**

- 20. 168 Bluxome St.
- 21. 1080 Bush St.
- 22. 1153 Bush St.
- 23. 575 Harrison St.

- 24. 1900 Jackson St.
- 25. 736 Jones St.
- 26. 1727 Lombard St.
- 27. 1916 Octavia St.
- 28. 560 Powell St.
- 29. 620 Sutter St.
- 30. 655 Sutter St.
- 31. 680-688 Sutter St.
- 32. 817-831 Sutter St.
- 33. 860 Sutter St.
- 34. 2209 Van Ness Ave
- 35. 2211 Van Ness Ave

**● New Properties**

- 36. 1946 Van Ness Avenue
- 37. 2550 Van Ness Avenue
- 38. 1142 Van Ness Avenue

**● Properties to be vacated**

- 39. 700 Montgomery St.
- 40. 1069 Pine St.
- 41. 2340 Stockton
- 42. 2295 Taylor St.
- 43. 1055 Pine St.

**● Clusters**

- 1. Fisherman's Wharf
- 2. Van Ness Transit Corridor
- 3. Union Square
- 4. Financial District
- 5. South of Market

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## I. Introduction

Academy of Art University (“Academy” or “University”) submits this 2018 Institutional Master Plan (“IMP”) to replace its 2011 IMP currently on file with the San Francisco Planning Department. Since the Academy’s first IMP was accepted in 2011, the Academy has filed timely updates in 2013, 2015 and most recently in May 2017 (revised in July and October 2017). This IMP provides an overview of the Academy’s current programs and facilities and its plans for future growth that will guide the Academy’s decision making regarding future facilities and site improvements in the coming years. The Planning Commission certified an Environmental Impact Report (“EIR”) and approved an Existing Sites Technical Memorandum (“ESTM”) in 2016 for the Academy of Art University Project. The Planning Department is currently preparing an Addendum to the EIR which analyzes changes to the Project in conjunction with a proposed Development Agreement. Those changes are described in this 2018 IMP.

The Academy is an urban campus, with academic buildings and student housing distributed in clusters including the Union Square, the Van Ness Transit Corridor, South of Market, Fisherman’s Wharf/North Beach, and the Financial District. Some of the Academy’s existing uses in the Fisherman’s Wharf/North Beach area will be transitioned to the Van Ness Transit Corridor as part of the Academy’s near-term plan to consolidate its campus.

San Francisco Planning Code Section 304.5(e) requires postsecondary educational institutions to prepare and file an IMP. While the Planning Commission takes no action on the IMP, the IMP itself is an informational document with the primary purpose of informing City officials and the public of an institution’s current and future growth plans.

The Academy currently owns or leases 40 properties accounting for 1,961,529 square feet of space for its educational programs, student housing, administrative functions and recreational uses. These buildings are connected by an extensive transportation system and are clustered in several different neighborhoods; principally in the northeastern sector of the City. Many buildings and functions are clustered in five areas: the Van Ness Transit Corridor, Fisherman’s Wharf/North Beach, North of Market/ Union Square, the Financial District, and South of Market.

### **10-Year Plan Period**

The Academy has seen an overall decline in student enrollment since its 2015 IMP Update. For 2017, the EIR projected an onsite enrollment of 15,452 whereas actual onsite enrollment in the fall of 2017 was 7,588, resulting in the Academy meeting only 49% of enrollment projections.

Notwithstanding the decline in onsite enrollment, the Academy has ongoing efforts to consolidate and centralize its campus buildings. The future plan for the next 10-year period includes the closure of three of the outermost buildings in North Beach located at 700 Montgomery Street, 2295 Taylor Street and 2340 Stockton, as well as 1055 Pine Street and 1069 Pine Street. The closure of these buildings are scheduled to be completed within the next two years, and as a result, the Academy will vacate approximately 77,860 sq. ft. of institutional uses and one student housing building.

As part of its 10-year plan and consistent with the ‘cluster’ concept for future growth, the Academy proposes to concentrate future growth in the Van Ness Area. This area is historically known as “Auto Row” and is cited by a Planning Department Survey of the Van Ness Auto Row Support Structures which highlights the historical importance of not only the automobile showrooms and public garages of “Auto Row” but buildings that housed an automobile engineering college. Future plans are

to occupy 1946 Van Ness Avenue (aka the Bakery) set for Industrial Design, specifically the Auto Restoration program and to occupy 1142 Van Ness Avenue (aka the Concordia Club) for the School of Fashion so it will be in closer proximity to 625 Polk Street, which is currently utilized by the School of Fashion.

The Academy will vacate two properties, 1055 Pine Street currently used for student housing and 1069 Pine Street, currently operated as a gym and storage for the Academy. Students living at 1055 Pine Street will be moved to a current tourist hotel at 2550 Van Ness Avenue. The relocation of students to 2550 Van Ness Avenue will result in a net increase of 117 beds of new student housing and will consolidate students along the Van Ness Corridor enabling the Academy to meet all its housing requirements for onsite students.

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### **Student Housing**

The Academy continues to monitor and provide student housing in coordination with its enrollment to minimize negative effects on San Francisco's general housing supply. The Academy's student housing capacity has remained constant at 1,810 beds<sup>4</sup>. The Academy reserves a portion of its bed spaces for other uses, such as visiting faculty and study rooms, which allows for flexibility to accommodate changes in housing demand year-to-year by utilizing those reserved spaces for students when needed. Approximately 117 beds of new student housing will be added at 2550 Van Ness, increasing the total bed count to 1,927.

### **Transportation**

Impacts on transportation have increased for all San Franciscans due to many factors, including major construction throughout the city, and increased usage of car share services such as Uber/Lyft. The Academy has and continues to promote a policy discouraging automobile use by students and employees, supports bicycle usage by students and employees, operates shuttles to supplement MUNI transit and concentrates most of its facilities around transit corridors. Additionally, the Academy will continue to support bicycle usage by improving onsite bicycle storage and updating its racks throughout its facilities.

The Academy shuttle system provides for efficient, on-time transportation of students and staff among Academy sites with minimal traffic impacts. The shuttle system is modified on an ongoing basis as classroom and other locations are changed, based on regular data collection and analysis of ridership. Current shuttle routes are depicted on the Map entitled "Current Shuttle Bus System Map." The Academy has eliminated or consolidated stop locations, modified routes and schedules to better connect classrooms and residences, and minimized underutilization of shuttle vehicles. The Academy has also focused on reducing traffic and air emissions by replacing diesel vehicles with gasoline-powered vehicles along with installing new filters on all buses.

Overall shuttle usage has decreased. Average ridership per weekday in Spring 2017 was 2,197. This number represents 1,673 fewer per weekday riders than the 2015 IMP Update. The decrease in shuttle ridership is likely the result of a combination of factors including a decrease in onsite student enrollment and the consolidation of course offerings within Academy buildings which necessitates fewer transfers. The Academy continues to constantly monitor demand and reduce service wherever possible.

### **Affordable Housing Public Benefits**

In recognition of the critical need for new affordable housing in San Francisco for the community at large, the Academy will vacate 1055 Pine Street and 1069 Pine Street to provide a total of at least 142-174 units of affordable housing over the long term. The properties will be leased to third party non-profit operators as new affordable housing for 66 year terms.

1055 Pine Street is in its final planning stages to lease this site to Chinatown Community Development Center (CCDC) for conversion into 100% affordable housing. The Academy is finalizing a 66-year ground lease with CCDC to have them operate an affordable housing development at 1055 Pine Street. The 1055 Pine Street conversion provides for substantial building upgrades including improved disabled access, a new building elevator, individual bathrooms for all units and approximately 83 units that will house over 160 residents. It is anticipated that renovations will occur beginning at the later part of 2018.

1069 Pine is in preliminary design stages and will also have an affordable housing operator. This location will have a newly constructed building that will provide for similar affordable housing benefits as in 1055 Pine Street.

**Economic Benefits and Impacts**

Among the many benefits the Academy brings to San Francisco are the adaptive re-use of underutilized, often historic buildings, the contribution of hundreds of millions in direct operational expenditures and in direct student spending, local employment of hundreds of artists and administrators, and participation in numerous charitable and volunteer efforts by both the Academy and its students. The Academy provides business opportunities to neighborhoods that otherwise might not have enough pedestrian and other traffic to support them. Distribution of students throughout the City increases student spending at local businesses; the resulting increase in sales taxes is also an indirect benefit to the City.

## II. Nature of Institution

### **Mission and Institutional Goals**

The Academy prepares aspiring professionals in the fields of design, communication and the arts by delivering excellent undergraduate and graduate degrees and certificate and portfolio development programs.

To achieve its mission, the Academy:

- Maintains an inclusive admissions policy for all persons who meet basic requirements for admission and instruction and who want to obtain higher learning in a wide spectrum of disciplines in art and design;
- Teaches a disciplined approach to the study of art and design that encourages students to develop their own styles that blend their talents, technical skills and creative aspirations with professional knowledge;
- Enlists a dedicated and very able full-time and part-time faculty of career artists, designers, and scholars who are professionals and whose success as educators comes from their ability to teach students through the wisdom and skill they have amassed through years of experience and study;
- Operates in an urban context so that academic programs can draw upon and contribute to the cultural wealth of those communities that are served;
- Provides a creative environment that is at once supportive and challenging and underpinned by excellent personalized teaching and support services that address the needs of students of diverse ages and backgrounds;
- Offers an undergraduate general education program designed to stimulate the development of critical thinking, and communications skills and to encourage emerging artists to draw upon a variety of disciplines, to look at issues from multiple perspectives, and to cultivate the ability to function as educated global citizens;
- Manages in an ethical and efficient manner; administers the finances in a prudent fashion; and
- Fosters optimum quality in all aspects of programs and services.

**Programs Offered**

The Academy currently has 22 academic departments, each with their own unique concentrations.

**School of Acting**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts

**School of Advertising**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Arts  
Master of Fine Arts

**Studio Production for Advertising & Design**

*Undergraduate*  
Associate of Arts

**School of Animation & Visual Effects**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Arts  
Master of Fine Arts

**School of Architecture**

*Undergraduate*  
Bachelor of Architecture  
*Graduate*  
Master of Architecture

## Architectural Design

*Undergraduate*  
Bachelor of Arts  
Advanced Architectural Design  
*Graduate*  
Master of Arts

**School of Art Education**

*Undergraduate*  
Bachelor of Fine Arts  
Master of Arts  
Master of Arts in Teaching

**School of Art History**

*Undergraduate*  
Bachelor of Fine Arts

*Graduate*  
Master of Arts

**School of Communications & Media Technologies**

*Undergraduate*  
Bachelor of Arts  
*Graduate*  
Master of Arts

**School of Fashion**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

## Costume Design

*Undergraduate*  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

## Fashion Journalism

*Undergraduate*  
Associate of Arts  
Bachelor of Arts  
*Graduate*  
Master of Arts

## Knitwear Design

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts

## Fashion Marketing

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts

## Fashion Marketing &amp; Brand Management

*Graduate*  
Master of Fine Arts

## Fashion Merchandising

*Undergraduate*

Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Arts

Fashion Merchandising & Management  
*Graduate*  
Master of Fine Arts

## Fashion Product Development

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts

## Fashion Styling

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts

## Textile Design

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts

## Fashion Visual Merchandising

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts

**School of Fine Art**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Game Development**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts  
Game Programming  
Bachelor of Science

**School of Graphic Design**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Illustration**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Industrial Design**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

Automotive Restoration  
Associate of Arts

**School of Interior  
Architecture & Design**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Jewelry & Metal Art**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Landscape Architecture**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Motion Pictures &  
Television**

*Undergraduate*

Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts

Writing & Directing for Film  
*Graduate*  
Master of Arts

**School of Music Production &  
Sound Design for Visual Media**

Music Production  
*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts

Music Scoring & Composition  
*Undergraduate*  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

Sound Design  
*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Photography**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Visual Development**

*Undergraduate*  
Associate of Arts  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Web Design & New Media**

*Undergraduate*  
Associate of Arts

Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts  
Master of Arts

**School of Writing for Film,  
Television & Digital Media**

*Undergraduate*  
Bachelor of Fine Arts  
*Graduate*  
Master of Fine Arts

### Additional Services Offered

The Academy's Athletics program includes: men's baseball, basketball, cross country, golf, soccer, track and field, and women's basketball, cross country, golf, soccer, softball, tennis, track and field and volleyball. Student athletes use the following facilities: Kezar Pavilion, Kezar Stadium, City College of San Francisco, Beach Chalet Soccer Field, Mission Blue Field, Laney College Baseball Field, Bay Club Tennis San Francisco, College of Alameda, Harding Park golf course, Wentz Vineyards, Paul Goode Field, and Presidio Golf Course.

### Accreditations

- The WASC Senior College and University Commission (WSCUC)
- The National Association of Schools of Art and Design (NASAD)
- The Council for Interior Design Accreditation (CIDA) (BFA Interior Architecture & Design and MFA Interior Architecture & Design programs)
- The National Architectural Accrediting Board (NAAB) (the Bachelor of Architecture and Masters in Architecture Programs)
- CTC Accreditation California Commission on Teacher Credentialing Accreditation

### Student Population

The Academy serves a diverse range of students pursuing advanced and undergraduate degrees. In the Fall 2017 academic semester, there were 7,588 onsite full-time and part-time students enrolled in 22 academic departments. The student population includes traditional college students as well as those seeking personal artistic enrichment. Students range in age from recent high school graduate to those in their thirties, forties, and beyond.

<b>Onsite Full-Time Equivalent (FTE) Enrollment (Fall 2017, data as of 9/18/2017)</b>				
	<b>Headcount</b>			<b>FTE Total (FT + 1/3 PT)</b>
	<b>Full-Time</b>	<b>Part-Time</b>	<b>Total</b>	
<b>Undergraduate</b>	2,243	2,769	5,012	3,166
<b>Graduate</b>	1,407	1,169	2,576	1,797
<b>Total</b>	3,650	3,938	7,588	4,963

The Certified EIR studied a projected onsite enrollment of 17,282 students by 2020, which represented an increase of five percent per year from 2010 onsite enrollment of 11,181 (an increase of 6,100 students). However, actual enrollment is significantly lower than the projected enrollment that was studied in the Certified EIR. For 2017, the Certified EIR projected an onsite enrollment of 15,452 students. Actual onsite enrollment in fall 2017 was 7,588 students. Thus, actual enrollment is currently approximately 49% of projected enrollment.

Current enrollment projections by academic department range from 1.4-3.8%.

<b>Fall 2017 Enrollment: Onsite/Hybrid Only (data as of census, 9/18/17) and Projected Onsite/Hybrid Enrollment - Academic Year Beginning Fall</b>							
<b>Department</b>	<b>(Actual) 2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Annual Growth Rate over Next 5 Years</b>
Acting	198	200	203	208	215	224	2.50%
Advertising	224	226	228	231	235	240	1.39%
Art History	18	18	18	18	19	20	2.13%
Animation	881	899	919	943	975	1019	2.95%
Art Education	44	45	46	48	50	53	3.79%
Architecture	226	230	234	239	246	256	2.52%
Communications & Media Technologies	187	191	196	202	210	221	3.40%
Fine Art	204	208	213	219	227	237	3.04%
Fashion	1302	1318	1336	1358	1387	1426	1.84%
Game Development	467	476	486	499	516	539	2.91%
Graphic Design	604	610	617	632	653	681	2.43%
Interior Arch & Design	371	377	383	391	401	414	2.22%
Industrial Design	323	326	330	334	340	348	1.50%
Illustration	383	391	400	411	425	444	3.00%
Jewelry & Metal Arts	85	86	87	88	90	92	1.60%
Landscape Architecture	53	54	55	56	57	58	1.82%
Motion Picture Television	504	514	525	539	557	582	2.92%
Music Production & Sound design for visual media	269	273	278	284	291	301	2.27%
Photography	335	341	348	356	367	381	2.61%
Visual Development	350	356	363	371	382	397	2.55%
Web Design & New Media	499	509	520	534	552	577	2.95%
Writing-Film/TV/Dig. Med.	59	60	61	63	65	68	2.88%
Major Undeclared	2	2	2	2	2	2	0.00%
<b>Total</b>	<b>7,588</b>	<b>7,710</b>	<b>7,848</b>	<b>8,026</b>	<b>8,262</b>	<b>8,580</b>	<b>2.49%</b>
		1.61%	1.79%	2.27%	2.94%	3.85%	

**Student Diversity**

Nearly 40% of the Academy’s onsite students now list California as their home state, while over 50% of onsite students come to the Academy from overseas. The Academy looks at diversity in terms of international and cultural diversity, racial and ethnic diversity, and socio-economic diversity. These factors, as well as the needs of students with disability and of students who are “at risk” of academic failure (students from diverse learning backgrounds), are part of the Academy’s diversity efforts.

Fall 2017 Student Enrollment by Gender*			
	Undergrad	Graduate	Total
Male	47%	37%	44%
Female	53%	63%	56%
Total	100%	100%	100%
<i>*Numbers represent onsite/hybrid student population</i>			

Fall 2017 Student Enrollment by Race/Ethnicity*			
	Undergrad	Graduate	Total
American Indian or Alaska Native	0.4%	0.2%	0.3%
Asian	8%	4%	6%
Black or African American	5%	2%	4%
Hispanic or Latino	10%	2%	7%
Native Hawaiian or Other Pacific Islander	1%	0.2%	1%
White	12%	5%	10%
Two or More Races	3%	1%	2%
Unknown	20%	7%	16%
International	41%	79%	54%
Total	100%	100%	100%
<i>*Numbers represent onsite/hybrid student population</i>			

### Employment Characteristics

The Academy's success is largely due to its ability to select outstanding members of the art and design community in San Francisco to serve as faculty. During the Fall 2017, the Academy employed 223 full-time faculty and 616 part-time faculty onsite.

The Academy provides employment opportunities for staff in a variety of different education and business-related occupations, from senior administrators to admissions representatives, classroom instructors to maintenance staff. Aside from the outsourcing of certain janitorial jobs, the management of its residential facilities and food services provided to the resident facilities, the vast majority of the positions necessary to operate a large art and design school with several facilities are filled by full- and part-time employees of the Academy. During Fall 2017, the Academy employed approximately 710 full-time and 182 part-time staff onsite.<sup>1</sup>

**Total Faculty: 839 Total Administrative Staff: 892**

Fall 2017 Employee Headcount by Gender*						
Onsite Employees Only	Faculty		Staff		Total	
	#	%	#	%	#	%
Male	505	60%	453	51%	958	55%
Female	334	40%	439	49%	773	45%
<b>Total</b>	839	100%	892	100%	1,731	100%

Fall 2017 Employee Headcount by Race/Ethnicity*			
	Faculty	Staff	Total
American Indian or Alaska Native	0.6%	0.6%	0.6%
Asian	12%	19%	16%
Black or African American	1%	10%	6%
Hispanic or Latino	4%	14%	9%
Native Hawaiian or Other Pacific Islander	1%	3%	2%
White	68%	41%	54%
Two or More Races	3%	6%	5%
Unknown	10%	5%	8%
Total	100%	100%	100%
<i>*Onsite employees only</i>			

**Equal Opportunity Employment**

Equal employment opportunity has been, and will continue to be, a basic principle at the Academy. Employment at the Academy is based upon merit, ability and qualifications. No applicant or employee is to be discriminated against because of the following protected categories: race, color, national origin, religion, age, sex (including pregnancy and childbirth), physical and mental disabilities, veteran status, genetic information, Aids or HIV positive status, marital status, domestic partnership, medical condition or genetic characteristics, gender identity, gender and sexual orientation or other status protected by federal, state, local or other law. All such discrimination is unlawful. The Academy's commitment to equal opportunity employment applies to all persons involved in the operations of the Academy and prohibits unlawful discrimination by any employee of the Academy.

**Disability Accommodation**

The Academy is committed to complying fully with the Americans with Disabilities Act and ensuring equal opportunity in employment for persons with disabilities. All employment practices and activities are conducted on a nondiscriminatory basis.

**Sexual and other Unlawful Harassment**

The Academy's policy prohibits harassment based on race, color, religion, creed, gender, sexual orientation, marital status, age, national origin, ancestry, veteran's status, disability, medical condition, or any other basis that is protected by federal or state law.

**Drug and Alcohol-Free Environment**

The Academy has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by its employees and students on school premises or as part of any of its activities.

**Workplace Violence Prevention**

The Academy is committed to preventing workplace violence and to maintaining a safe working environment. The Academy has adopted guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

**Career Services Nondiscrimination Policy**

In accordance with Academy policy, the Academy does not provide services to any person, organization or agency whose practices discriminate against any person on the basis of race, color, religion, creed, gender, sexual orientation, marital status, age, national origin, ancestry, veteran's status, disability, medical condition, or any other basis that is protected by federal or state law.

Prospective employers are expected to comply with all applicable local, state and federal laws prohibiting discrimination, including, but not limited to, the following: Age Discrimination in Employment Act, Americans with Disabilities Act, California Fair Employment and Housing Act, California Family Rights Act, Title VII of the Civil Rights Act of 1964, Family and Medical Leave Act and the Immigration and Nationality Act.

### III. Near-Term Development Plans

#### **Campus**

The Academy's campus plans for 38 institutional and residential sites in the City. Campus buildings are concentrated primarily in the South of Market, Financial District, North of Market- Union Square, Van Ness Transit Corridor and Fisherman's Wharf/North Beach areas ("clusters"). These clusters provide the structural environment for Academy students and employees to live, work and attend classes.

The Academy campus is depicted on Map 1. Map 1 shows all 40 properties currently used by the Academy, the 3 proposed properties, and the 5 properties that are planned to be vacated. The map grouping of properties into clusters reflects the Academy's strategy to concentrate its operations to the extent feasible.

The Academy continues to optimize the use of its facilities in support of its academic mission. This allows for the effective use of space while inspiring academic and professional success. At present, the Academy is seeking approvals from the City to continue existing uses at various facilities and permits for several scheduled projects. However, other than permits which are required to address life and safety issues, all permit activity for Academy uses has been deferred pending the approval of a Development Agreement.

Academy of Art University Sites – Institutional											
ESTM/EIR Site No.	Address	Academy Use	District	Zoning District	Building Square Feet	Academy Use Square Feet	Department	Current Use	Student Capacity		
									Max. Room Capacity	Peak Use	
ESTM 31	601 Brannan Street (date leased: 2007)	Institutional	South of Market	SLI	73,666	73,666	Architecture, Interior Architecture & Design	Classrooms (36), labs/studios, library, recreation, offices, student and faculty lounges, wood shop	476	134	
ESTM 26	410 Bush Street (date acquired: 1994)	Institutional	Financial District	C-3-O	43,557	43,557	Advertising, Jewelry & Metal Arts	Classrooms (13), labs/studios, offices, student and faculty lounges, wood shop, metal shop, tool room	209	57	
ESTM 30	58-60 Federal Street (date leased: 2005)	Institutional	South of Market	SSO	99,522	91,522	Fine Art Painting & Printmaking	Classrooms (23), labs/studios, offices, student and faculty lounges, frame shop	517	160	
EIR PS-4	150 Hayes Street (date leased: 2012)	Institutional	-	C-3-G	138,460	80,330	Administration	Administrative offices	N/A	N/A	
EIR PS-6	2225 Jerrold Avenue (date leased: 2009)	Institutional	-	PDR-2	91,367	68,684	-	Storage, accessory office	N/A	N/A	
EIR PS-1	2801 Leavenworth Street (date leased: 2011)	Institutional	Fisherman's Wharf-North Beach	C-2	133,675	86,675	Fine Art Sculpture, Landscape Architecture, Administrative Offices, Student Galleries	Administrative offices, classrooms (16), restaurants, retail, academic offices, tool room, student and faculty lounges, galleries	240	47	
ESTM 27	77-79 New Montgomery Street (date leased: 1992)	Institutional	Financial District	C-3-O	147,509	147,509	Communications & Media Technology, Graphic Design, English for Art Purposes, Motion Pictures & Television, Administrative Offices, Student Gallery	Administrative offices, classrooms (30), labs/studios, theater, gallery, academic offices	726	347	
ESTM 28	180 New Montgomery Street (date acquired: 1995)	Institutional	Financial District	C-3-O	190,066	190,066	Fashion, Animation & Visual Effects, Art Education, Web Design & New Media Music, Game Development, Motion Pictures & Television, Advertising, Library	Library, classrooms (74), labs/studios, offices, café, student and faculty lounges	1414	721	
EIR PS-3	625 Polk Street (date leased: 2011)	Institutional	Van Ness Transit Corridor	NC-3	82,281	93,103	Fashion	Classrooms (25), café, academic offices, labs/studios, student and faculty lounges	537	304	
ESTM 23	491 Post Street (date leased: 2002)	Institutional	North of Market-Union Square	C-3-G	37,730	37,730	Art History, Liberal Arts	Auditorium, classrooms (7), offices	1058	131	
ESTM 25	540 Powell Street (date acquired: 1977)	Institutional	North of Market-Union Square	C-3-R	30,900	30,900	Illustration, Traditional Animation, Visual Development	Classrooms (12), labs/studios, offices, student and faculty lounges	278	138	
ESTM 22	625-629 Sutter Street (date leased: 1968)	Institutional	North of Market-Union Square	C-3-G	26,332	26,322	Photography, Student Gallery	Classrooms (6), labs/studios, offices, gallery, darkroom	120	59	



ESTM 18	740 Taylor Street (date leased: 1966)	Institutional	North of Market- Union Square	RC-4	9,100	9,100	Photography	Classrooms (3), labs/studios, offices	60	43
ESTM 33	460 Townsend Street (date leased: 2009)	Institutional	South of Market	SLI	25,920	25,920	Interior Architecture & Design, Landscape Architecture	Classrooms (5), open studio, student and faculty lounges	96	43
ESTM 34	466 Townsend Street (date leased: 2005)	Institutional	South of Market	SLI	113,436	113,436	Acting, Motion Pictures & Television, Foundations, Writing for Film, Television & Digital Media	Classrooms (30), labs/studios, offices, art store, student and faculty lounges, wood shop	635	283
ESTM 10	950 Van Ness Avenue / 963 O'Farrell Street (date leased: 2009)	Institutional	Van Ness Transit Corridor	RC-4	50,700	50,700	Industrial Design	Classic vehicle museum/stor- age, auto garage	N/A	N/A
ESTM 8	1849 Van Ness Avenue (date leased: 1998)	Institutional	Van Ness Transit Corridor	RC-4	107,908	107,908	Auto Restoration, Industrial Design	Classrooms (37), labs/studios, offices, student and faculty lounges, classic vehicle muse- um, reception space, wood shop, tool room	613	100
ESTM 6	2151 Van Ness Avenue (date leased: 2005)	Institutional	Van Ness Transit Corridor	RC-4	27,912	27,912	Photography	Auditorium, classroom (1, photo studio)	989	11
EIR PS-5	121 Wisconsin Street (date leased: 2008)	Institutional	-	UMU	N/A	1,140	N/A	Shuttle bus storage	N/A	N/A
<b>Academy of Art University Sites-Residential</b>										
<b>ESTM/EIR Site No.</b>	<b>Address</b>	<b>Academy Use</b>	<b>District</b>	<b>Zoning District</b>	<b>Building Square Feet</b>	<b>Academy Use Square Feet</b>	<b>Department</b>	<b>Current Use</b>	<b>Capacity</b>	<b>Peak Use</b>
ESTM 32	168 Bluxome Street (date leased: 2007)	Residential	South of Market	SLI	87,895	73,822	-	Live/Work Units (61 units)	219 beds	-
ESTM 12	1080 Bush Street (date leased: 1999)	Residential	North of Market- Union Square	RC-4	24,528	24,528	-	Dwelling Units (42 units) Group Housing (15 rooms)	122 beds	-
ESTM 11	1153 Bush Street (date leased: 1998)	Residential	North of Market- Union Square	RC-4	10,456	10,456	-	Group Housing (15 rooms)	37 beds	-
ESTM 29	575 Harrison Street (date leased: 2007)	Residential	South of Market	SSO	35,491	35,491	-	Live/Work Units (33 units)	132 beds	-
ESTM 7	1900 Jackson Street (date leased: 1997)	Residential	Van Ness Transit Corridor	RH-2	10,798	10,798	-	Dwelling Units (9 units)	28 beds	-
ESTM 15	736 Jones Street (date leased: 1994)	Residential	North of Market- Union Square	RC-4	20,321	20,321	-	Dwelling Units (34 units)	70 beds	-
ESTM 3	1727 Lombard Street (date leased: 2007)	Residential	Van Ness Transit Corridor	NC-3/ RH-2	16,371	16,371	-	Group Housing (52 rooms)	81 beds	-
ESTM 9	1916 Octavia Street (date leased: 1995)	Residential	Van Ness Transit Corridor	RH-2	13,171	13,171	-	Group Housing (22 rooms)	47 beds	-
ESTM 24	560 Powell Street (date leased: 1996)	Residential	North of Market- Union Square	RC-4	18,790	18,790	-	Dwelling Units (27 units)	64 beds	-
ESTM 20	620 Sutter Street (date leased: 2005)	Residential	North of Market- Union Square	C-3-G	67,775	67,775	-	Group Housing (65 rooms)	129 beds	-

ESTM 21	655 Sutter Street (date leased: 1999)	Residential	North of Market-Union Square	C-3-G	37,716	37,716	-	Group Housing (61 rooms) and Retail	177 beds	-
ESTM 19	680-688 Sutter Street (date leased: 1993)	Residential	North of Market-Union Square	C-3-G	15,996	15,996	-	Dwelling Units (28 units), Student Gallery	67 beds	-
ESTM 14	817-831 Sutter Street (date leased: 2006)	Residential	North of Market-Union Square	RC-4	51,990	51,990	-	Group Housing (114 rooms)	222 beds	-
ESTM 13	860 Sutter Street (date leased: 2003)	Residential	North of Market-Union Square	RC-4	35,292	35,292	-	Group Housing (89 rooms)	184 beds	-
ESTM 5	2209 Van Ness Avenue (date leased: 1998)	Residential	Van Ness Transit Corridor	RC-3	11,897	11,897	-	Group Housing (22 rooms)	56 beds	-
ESTM 4	2211 Van Ness Avenue (date leased: 2005)	Residential	Van Ness Transit Corridor	RC-3	5,076	5,076	-	Dwelling Units (3 units) Group Housing (8 rooms)	20 beds	-
ESTM 19	680-688 Sutter Street (date leased: 1993)	Residential	North of Market-Union Square	C-3-G	15,996	15,996	-	Dwelling Units (28 units), Student Gallery	-	-
<b>Academy of Art University Sites – New Property</b>										
<b>ESTM/EIR Site No.</b>	<b>Address</b>	<b>Academy Use</b>	<b>District</b>	<b>Zoning District</b>	<b>Building Square Feet</b>	<b>Academy Use Square Feet</b>	<b>Department</b>	<b>Current Use</b>	<b>Capacity</b>	<b>Peak Use</b>
-	1946 Van Ness Avenue	Institutional	Van Ness Transit Corridor	RC-4	25,389	25,389	Industrial Design	N/A	-	-
-	1142 Van Ness Avenue	Institutional	Van Ness Transit Corridor		52,475	52,475	Fashion	N/A	-	-
-	2550 Van Ness Avenue	Residential	Van Ness Transit Corridor	RM-3/RC-3	54,298	54,298	-	Hotel	272 beds	-
<b>Academy of Art University Sites – To be vacated</b>										
<b>ESTM/EIR Site No.</b>	<b>Address</b>	<b>Academy Use</b>	<b>District</b>	<b>Zoning District</b>	<b>Building Square Feet</b>	<b>Academy Use Square Feet</b>	<b>Department</b>	<b>Current Use</b>	<b>Capacity</b>	<b>Peak Use</b>
ESTM 17	1055 Pine Street (date leased: 2000)	Residential	North of Market-Union Square	RM-4	36,213	36,213	-	Group Housing (81 rooms)	155 beds	-
ESTM	1069 Pine Street (date leased: 2000)	Institutional	North of Market-Union Square	RM-4	1,875	1,875	N/A	Recreation	N/A	N/A
ESTM 2	2295 Taylor (aka 701 Chestnut) Street (date leased: 2003)	Institutional	Fisherman's Wharf-North Beach	North Beach NCD	20,000	10,440	Fine Art	Graduate studios, office (also used as classroom)	8	0
EIR PS-2	700 Montgomery Street (date leased: 2011)	Institutional	Financial District	C-2	11,455	8,159	N/A	Offices (non-Academy), restaurant	N/A	N/A
ESTM 1	2340 Stockton Street (date leased: 1991)	Institutional	Fisherman's Wharf-North Beach	C-2	44,530	44,530	Fashion, Liberal Arts, Motion Pictures & Television	Classrooms (13), labs/studios, offices, faculty and student lounges, wood shop, recreation (ping pong)	310	115

### **Ground Floor Uses**

The Academy plans to activate ground floor uses in key locations such as the Cannery in Fisherman’s Wharf and in the Van Ness corridor. This plan is the result of the work performed in Chapter 4 of the ESTM, which provides more than 700 pages of individual, site-specific analysis associated with the Academy’s campus buildings, including ground floor use, and from the analysis in the EIR. The assessments and analysis offered a comprehensive study that includes photographs of the building (including the ground floor) and property information, and a discussion of the Academy’s use of the building. Consistent with the discussion from these reports, the Academy is seeking ways to create more active ground floor uses, including:

### **Ground-Floor Museums Open to the Public**

The Academy displays its classic automobile collection in the City’s historic Auto Row area, on the ground floor of two buildings (950 Van Ness and 1849 Van Ness). The collection consists of over 200 cars, mostly pre-World War I classics. The collection is well-lit and housed behind transparent glass. The collection is made available to the public by appointment and to students of the University, principally students from the School of Industrial Design. The classic automobiles also serve as educational material for the Associate Degree in Automotive Restoration.



**Galleries**

The Academy proudly displays the work of students, alumni and faculty in several ground floor galleries that are open to the public. The Academy maintains seven gallery spaces at four locations throughout San Francisco; the Atelier (79 New Montgomery), the Cannery (2801 Leavenworth), 625 Sutter, and 688 Sutter.



The Atelier space at 79 New Montgomery showcases the creativity and talent of students and alumni from a range of artistic disciplines. While the walls function as a traditional gallery space, the floor also includes Academy merchandise. Events, merchandise, and featured artists share Atelier throughout the year. Opened in the winter of 2011, the Atelier is open Monday through Saturday 9am-6pm.

The Academy galleries at The Cannery offer a diverse range of art appreciation spaces, ranging from small and intimate to expansive and inviting. Four galleries are in the courtyard of the historic Del Monte Cannery complex. The gallery is open Tuesday to Sunday, 9am to 6pm. The Cannery Galleries offer easy access to the latest works by Academy students and alumni. New exhibitions are installed monthly, and opening night artist receptions are scheduled to coincide with First Thursday Art Walk.

Located on the ground floor of the Academy’s Graduate Photography building at 625 Sutter, this gallery hosts seasonal group photography exhibitions in addition to regular monthly student and alumni shows. Open Monday-Friday 9am-6pm, Saturday 10am-5pm.

The Academy’s 688 Gallery is located at 688 Sutter Street. Together with the gallery located across the street at 625 Sutter, these active ground floor uses create a mini-destination for art enjoyment. New exhibitions are installed monthly, and opening night artist receptions are scheduled to coincide with First Thursday Art Walk. Open Monday-Friday, 9am-6pm.

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### **Environmental Impact Report and Existing Sites Technical Memorandum**

Following the City’s acceptance of the 2011 IMP, the City certified an EIR for the Academy Project on July 28, 2016. The Certified EIR analyzed four components of future Academy growth necessary to accommodate projected onsite student enrollment through 2020: program-level growth; project-level growth; regularization of prior changes of use, and future shuttle system expansion. The Final EIR identified 12 study areas as a way of evaluating a range of growth that can occur within certain geographic areas of the City on a program-level basis. Many of the study areas are identified as areas with the capacity to accommodate growth in which the Academy already has a presence or in which the Academy would like to establish a presence. The study areas are intended to direct the future growth of the Academy by concentrating the Academy into ‘clusters’ – concentrated areas where the Academy can maximize the efficiency of its use, particularly around transportation throughout the City, resulting in less traffic.

In addition to the EIR, the Planning Department prepared the Existing Sites Technical Memorandum (ESTM) to provide information to the Planning Commission about the environmental impacts of previous unpermitted physical changes by the Academy at 34 locations prior to the Notice of Preparation for the EIR. The Planning Department published the ESTM in May 2016, after which a 30-day public review and comment period was provided. Following the close of this period, the Department considered all comments on the ESTM, incorporated necessary changes, and the Final ESTM was accepted by the Planning Commission on July 28, 2016.

### **Strategic Overview**

In 2018, the Academy finds itself in the midst of a rapidly changing urban landscape and an increasingly competitive environment in higher education. No new acquisitions have been made, nor are any planned by the Academy at this time. However, the Academy is exploring three strategies that may affect its facilities within the next ten years:

#### **Strategy 1: Student Housing**

The Academy offers housing in San Francisco for full-time onsite students (“On Campus Students”). On Campus Students take 12 or more credits per semester (undergraduate) or 9 or more credits per semester (graduate), all of which are onsite (not online). The Academy currently uses 17 buildings for this purpose.

The Academy continues to monitor and provide student housing in coordination with its enrollment to minimize any negative effects on San Francisco’s general housing supply. During the reporting period from Fall 2015 to Spring 2017, On Campus Student enrollment declined from prior years and demand for campus housing correspondingly decreased. Surplus bed spaces were offered to other full-time students who enrolled in one online class, with the balance of classes taken onsite (for a total of at least 12 or 9 credits, respectively).

The Academy’s student housing capacity has remained constant since 2007 at approximately 1,810 beds. The Academy reserves a portion of its bed spaces for other uses, such as visiting faculty and study rooms, which allows for flexibility to accommodate changes in housing demand year-to-year by utilizing those reserved spaces for students when needed.

### **Enrollment Trends**

The Certified EIR studied a projected on-site enrollment of 17,282 students by 2020, which represented an increase of five percent per year from 2010 on-site enrollment of 11,181 (total growth of 6,100 students). However, actual enrollment is significantly lower than the projected enrollment that was studied in the Certified EIR. To ensure that the EIR analyzed the

maximum growth potential of the Academy, conservative assumptions were utilized by projecting the greatest enrollment growth. Consequently, resulting actual enrollment was significantly less than what was projected in the EIR. Additional factors also increased the discrepancy between the projected enrollment in the EIR and actual enrollment. The EIR projections were made during a period of recession when, because of the lack of employment, schools often see an increase in matriculation. As a result, the EIR further assumed that there would be an ongoing increase in enrollment.

However, as the economy exited from recession, with low unemployment, the number of students matriculating into higher education significantly decreased. This trend, coupled with conservative projections of maximum growth, in addition to an increase in online education, resulted in a significant difference between enrollment projections in the EIR and actual on-site enrollment figures.

Actual Enrollment vs. Projected (Analyzed) Enrollment Total Onsite students (Full-time & Part-time)											
Fall Terms											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Actual Enrollment <sup>1</sup>	11,181	11,636	11,493	10,766	10,261	9,449	8,406	7,588			
% Change in Actual Enrollment from Prior Year		4.1%	-1.2%	-6.3%	-4.7%	-7.9%	-11.0%	-9.7%			
Projected / Analyzed in the EIR <sup>2</sup>		11,792	12,402	13,012	13,622	14,232	14,842	15,452	16,062	16,672	17,282
Projected Onsite/Hybrid Enrollment(AAU) <sup>3</sup>									7,710	7,848	8,026
Difference of Actual/Projected Enrollment (EIR)		(156)	(909)	(2,246)	(3,361)	(4,783)	(6,436)	(7,864)			
<p>1 Source: Office of Institutional Research, Academy of Art University (data as of Census); confirmed as of 3/22/2018</p> <p>2 Calculations 2010 baseline with 2020 EIR projected approximate increase of 610 students/year (represents roughly 5.5% annual growth)</p> <p>3 Source: Office of Institutional Research, Academy of Art University (see also Fall 2017 Enrollment table)</p>											

**Student Housing and Metering Relationship to Enrollment**

The Academy will monitor and provide student housing in coordination with its enrollment so as not to burden San Francisco’s general housing supply. The Academy will meet all future housing needs for its students through new construction on property that is zoned for such use, or conversion of existing non-residential, non-PDR structures to student housing use, and the Academy will not promise students more housing units than the number of lawful units that are at its disposal. The Academy will occasionally and temporarily house students by the leasing of facilities identified as student housing by third parties.

The Development Agreement will outline a plan for the provision of student housing. As of Fall 2017 the Academy provided housing in San Francisco for approximately 38% of all of its onsite, full-time undergraduate and graduate students. The Academy will offer housing for 45% of its full-time on campus students by 2019 and 50% of its full-time on campus students by 2022, subject to deferral if occupancy rates do not support an increase in supply.

The relocation of student housing from 1055 Pine to 2550 Van Ness will result in a net increase of 117 beds, for a total capacity of 1,927 beds. The Academy will then have the capacity to provide campus housing for approximately 53 % of its full-time onsite students, if all beds are in student use (1,927 beds for 3,650 students [Fall 2017]). As of Fall 2017, approximately 1,373 beds were used by full-time onsite students.

The Academy currently has sufficient student housing to accommodate demand from full-time onsite Students. Additional student housing at 2550 Van Ness will increase overall supply to meet future demand. The Academy will continue to monitor its enrollment in relation to its housing supply needs.

Onsite Student Enrollment Trends <sup>1</sup>						
	Spring 2016		Spring 2017		Fall 2017	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
<b>Undergraduate</b>	2,632	3,165	2,188	3,003	2,243	2,769
<b>Graduate</b>	1,639	1,213	1,430	1,221	1,407	1,169
<b>Total</b>	4,271	4,378	3,618	4,224	3,650	3,938

1 Source: Office of Institutional Research, Academy of Art University (data as of Census); confirmed as of 3/22/2018.

\*For the purposes of this report, since all hybrid students are part-time onsite students by definition, these students are included with the part-time onsite headcount totals.

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**Strategy 2: Campus Consolidation: Transition to the Van Ness Cluster**

As noted in the 2011 IMP, the Academy generally seeks new space through the adaptive reuse of existing vacant or under utilized properties within areas in the northeastern quadrant of the City. The EIR identifies 12 study areas as a way of evaluating a range of growth that can occur within certain geographic areas of the City on a program-level basis.<sup>2</sup> The study areas are helping to direct the future growth of the Academy by concentrating the Academy into ‘clusters’ – concentrated areas where the Academy can maximize the efficiency of its use, particularly around existing transportation systems throughout the city, resulting in less traffic.

**Proposed Changes to the Academy Campus**

The Academy’s plans are to vacate five of its existing campus buildings and convert three existing buildings to Academy use for educational programs and student housing. As part of these changes, the Academy would vacate approximately 77,860 sf of institutional uses at 1069 Pine Street, 700 Montgomery Street, 2295 Taylor Street, and 2340 Stockton Street, and would activate approximately 78,314 sf of new institutional uses at 1946 Van Ness Avenue and 1142 Van Ness Avenue, resulting in a net increase of approximately 454 sf of institutional uses. The Academy also would vacate 81 units/155 beds of existing student housing at 1055 Pine Street, and would relocate those students to 2550 Van Ness Avenue, where 136 rooms would accommodate an estimated 272 beds of student housing. This would result in a net increase of 55 units, for a total of 117 beds, for student housing. Under the revised project, the Academy would also modify its application for 2801 Leavenworth Street (the Cannery) to include retail or other active uses on the ground floor that are physically accessible to members of the public during the normal retail hours of operation customary in the neighborhood, which uses may include Academy galleries, and limiting other uses to the mezzanine, second and third floors of the building. The table on the following page identifies properties where Academy uses are proposed to be vacated or relocated.

<b>Properties no longer considered for AAU use</b>	<b>Square Feet (Institutional)</b>	<b>Properties proposed for AAU use</b>	<b>Square Feet (Institutional)</b>	<b>Net Total Difference</b>
1069 Pine Street	1,875	1946 Van Ness Avenue	25,839	
700 Montgomery Street <sup>1</sup>	11,455	1142 Van Ness Avenue	52,475	
2295 Taylor Street <sup>2</sup>	20,000			
2340 Stockton Street	44,530			
Total Vacated Institutional Use (sq.ft)	77,860	Total Proposed Institutional Use (sq.ft)	78,314	454
Total Vacated Student Housing at 1055 Pine	81 units / 155 beds	Total Proposed Student Housing at 2550 Van Ness	136 units / 272 beds	55 units / 117 beds
<p>1 The Academy is no longer using any space at 700 Montgomery Street.</p> <p>2 As noted in the Existing Sites Technical Memorandum, existing AAU use at 2295 Taylor Street is 10,440 sf.<sup>3</sup></p>				

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Following are more detailed descriptions of the changes proposed at each location.

**1055 and 1069 Pine Street – Withdraw Pending Change-of-Use Applications**

The Academy currently uses 1055 Pine Street for student housing (155 beds), and 1069 Pine Street for recreation (1,875 sf). These sites are both within the RM-4 (Residential-Mixed, High Density) zoning district. Both of these existing sites are located between Jones and Taylor Streets on Pine Street. Under the revised project, the Academy may vacate its use of these two sites to provide affordable housing benefits to the community. The student housing at 1055 Pine Street would be relocated to 2550 Van Ness Avenue (known as the Da Vinci Hotel), and the 1055 Pine Street building would be converted to affordable housing and leased to a third party non-profit affordable housing developer /operator. The one-story recreational building at 1069 Pine Street also would be vacated, and the site would be redeveloped and leased to a third party non-profit affordable housing developer/operator as new affordable housing. The preliminary plan is to build 64 affordable housing studios within a 48,520 square foot building. The building is estimated to house approximately 128 residents. For the purposes of the analysis, the proposal is to build to the 65-A height and bulk limit. The current proposal takes advantage of the State Density Bonus law and includes 8 stories above Pine Street and 2 levels below, occupancy class is R-2, M, B. The conversion of these two sites would add new affordable housing units to the City's housing stock in the future. The relocation of student housing to the Da Vinci hotel would result in a net gain of 117 beds or 55 units of student housing for the Academy. As the Da Vinci Hotel is currently used for tourist rentals, no residential displacement would occur with its conversion to student housing.

**700 Montgomery Street, 2295 Taylor Street, and 2340 Stockton Street – Withdraw Pending Change of Use and Conditional Use Applications**

The following properties would be vacated by the Academy, and all outstanding Change of Use, Conditional Use or Certificate of Appropriateness applications associated with these sites would be withdrawn:

- 700 Montgomery Street: Conditional Use; Certificate of Appropriateness
- 2295 Taylor Street: Conditional Use
- 2340 Stockton Street: Change of Use

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### **1946 Van Ness Avenue (the Bakery) – Change of Use**

1946 Van Ness Avenue is an approximately 25,839 square foot building. It is located at the corner of Jackson Street and Van Ness Avenue. The property is located in an RC-4 (Residential-Commercial, High Density) zoning district. Previously issued building permits established the building use as automobile sales/showroom and office. As part of the revised project, the Academy proposes to convert the property to a post-secondary educational institutional use. The conversion for post-secondary educational institutional use would require minor modifications to the base building core and shell to bring the building into compliance with current life safety codes. The conversion for post-secondary educational institutional would be limited to open flexible space for the Academy's use, consisting of approximately 5,987 sf of educational use on the ground floor, 3,069 square feet on the mezzanine level, 5,907 square feet on the second level, and 5,907 square feet on the third level for a total of approximately 20,870 square feet utilized for a post-secondary education institutional use.

Consistent with the plans submitted to the Planning Department, the proposed ground floor, mezzanine level, and second and third floors will comprise a number of vocational rooms, or classrooms, for the Academy's Auto Restoration and Industrial Design Programs. In order to activate the ground floor, and in association with the Auto Restoration Program, a car museum will be provided on the ground floor, which fronts Van Ness Avenue and Jackson Streets. The museum will include a 2,742 square foot room in the front (fronting the corner of Jackson and Van Ness), and a 2,654 square foot room in the back (fronting Jackson Street). There will be two small labs on the ground floor for students in the Auto Restoration Program; one lab is 179 square feet in size, the other lab is 335 square feet in size. The ground floor also includes a small storage area measuring 77 square feet. The mezzanine level will comprise one large classroom (2,928 square feet) and one small lab (143 square feet), also in association with the Auto Restoration Program. The second and third level will house the Industrial Design program. Both floors propose one single open space measuring 5,888 square feet (second level) and 5,907 square feet (third level). These floors will include movable floating partitions, but not permanent walls. An analysis is currently underway regarding renovations for the building.

Daily student population is estimated to range from 75-100 students at peak period with approximately 6-10 staff on site. The car museum will be open to the public by appointment and available between 9am-4pm, Monday to Saturday. There are 4 different start times for classes commencing at 8am and ending at 10pm. Class start times and duration range, with classes lasting from three to five hours. Future interior improvements for specific industrial design programs would be completed at a later date once the defined school program use is determined by the Academy, and separate permits for these interiors spaces would be provided at a later date. Sign permits would be submitted with the change of use application. The property would be served by the Academy's existing shuttle lines on Van Ness Avenue; the closest shuttle stop is located at 1849 Van Ness Avenue, approximately one block to the south.

### **1142 Van Ness Avenue (the Concordia Club) – Change of Use**

1142 Van Ness Avenue is an approximately 52,475 square foot building. It is located at the corner of Post Street, Cedar Street, and Van Ness Avenue. Previously issued building permits have established the building use as office/club. The property is located within an RC-4 (Residential-Commercial, High Density) zoning district. Under the revised project, the Academy proposes to use 1142 Van Ness for post-secondary educational institutional use. No physical improvements are proposed at 1142 Van Ness Avenue for the change of use, as the current configuration supports educational, office, and as-needed event hosting space. Sign permits would be submitted with the change of use application. The property would be served by existing Academy shuttle lines on Van Ness Avenue; with a shuttle stop serving the property.

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The current configuration of the Concordia Club will remain as is to support the Academy's Fashion program - larger spaces will be used for fashion studios and labs while smaller rooms will be used for classrooms and/or offices. Daily student population is estimated to range from 115-300 students, with approximately 10 staff on site. The schedule is expected to be comprised of four different class periods, one in the morning, two in the afternoon, and one in the evening Monday through Friday. There will be a limited number of classes on Saturday.

**2550 Van Ness Avenue (the Da Vinci Hotel) – Change of Use**

2550 Van Ness Avenue, also known as the Da Vinci Hotel, is an approximately 54,298 square foot building. It is located at the corner of Filbert Street and Van Ness Avenue. Previously issued building permits have established the building use as a tourist hotel/motel. The property straddles two zoning districts: RM- 3 (Residential-Mixed, Medium Density), and RC-3 (Residential-Commercial, Medium Density). The Da Vinci Hotel at 2550 Van Ness Avenue currently has a total of 136 rooms. Under the revised project, the Academy proposes to use all 136 of these rooms (approximately 272 beds) as student housing, on an as-needed basis, including replacement housing for students vacated from the 155 beds at 1055 Pine Street. The proposed change from rooms used by tourist to group housing for students would require approval of a change of use and be pursuant to the metering formula which provides student housing in coordination with student enrollment. The conversion to housing is also dependent upon the schedule for the opening of 1055 Pine Street and the corresponding transfer of students from 1055 Pine Street. The only interior changes at the property would be replacing hotel furnishings with student dormitory furnishings. Sign permits would be submitted with the change of use application. The Academy would make use of existing shuttle lines on Van Ness Avenue to serve the property.

**2801 Leavenworth Street (the Cannery) – Modify Change of Use Application**

2801 Leavenworth Street, located in San Francisco's Fisherman's Wharf at the corner of Beach Street and Leavenworth Street, includes two wings totaling approximately 133,675 sf. the Academy uses a portion of the building (approximately 80,900 sf) for office, gallery and multi-use/event space. The EIR analyzed the Academy's proposed use of 133,675 square feet of this site as post-secondary educational institutional use to accommodate approximately 1,600 students and 18 faculty/staff per day. There are two classroom spaces on the first floor of this building, only one of which is currently in use. As part of the revised project, the Academy would modify the application for 2801 Leavenworth Street to retain retail or other active uses on the ground floor that are physically accessible to members of the public during the normal retail hours of operation customary in the neighborhood, which uses may include Academy galleries, and limiting other uses to the mezzanine, second and third floors of the building.

2801 Leavenworth is comprised of two buildings with approximately, 39,150 square feet on the first level and is separated by a wide public walkway between the two buildings. Of the approximate 39,150 square feet, approximately 22,669 square feet is being utilized for restaurants and approximately 6,880 square feet is being used for retail purposes. The remaining 9,300 square feet which is currently vacant, will be utilized for the Academy's Fine Arts program. Multi-functional space including active retail space will be facing the street levels/sidewalks with a smaller interior space for workshops and lectures (institutional use). Of the current vacant 9,300 square feet, 4,142 sq. ft will be used for retail, 2,303 sq. ft. for institutional space, 2,745 sq. ft. multi-use purpose space including bathrooms and 409 sq. ft for storage. The total occupancy load for the 9,300 sq. ft will be no more than 172 occupants.

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Retail portions will be available to the general public and will include art galleries, visual merchandise and sale of fine arts items created by students and alumni of the Academy. The dynamic multi-functional space will widen the reach of artists and designers to the general public by providing them a platform to showcase their work. Retail space may have rotating installations in conjunction with artists and provide a specialized browsing experience with every visit.

The School of Fine Arts (painting, printmaking, and sculpture), the School of Jewelry & Metal Arts, and the School of Fashion (visual merchandising) would be represented. Retail space will be available for alumni and current students to maintain active sales of their creations. It will also provide opportunities and Academy assistance to help with the commercialization of their studies and works.

As this is primarily a retail use, students/staff are not expected to use the space on a regular basis. The proposed retail use will be open to the public Monday-Saturday 9am-6pm. Bi-monthly events are likely to be held during the weekdays.

The entitlement for the approved uses will be authorized contemporaneously with and through the City's final approval of the Development Agreement.

#### **Project Approvals**

The following is a list of discretionary and nondiscretionary approvals that would or may be required to implement the proposed changes to the Academy campus, if approved, although other approvals may also be necessary.

- **1055 and 1069 Pine Street** – Withdraw Pending Change of Use Applications
- **2801 Leavenworth Street:** Modify the Change of Use Application (application number 201211134023) for 2801 Leavenworth Street to retain retail or other active uses on the ground floor.
- **2550 Van Ness Avenue (the Da Vinci Hotel)** – Change of use from tourist hotel/motel for a postsecondary educational institution within a RM- 3 (residential – mixed, medium density), and RC-3 (residential – commercial, medium density) district requiring Conditional Use (CU) authorization (Planning Code Section 303), and under Section 209.2 and 209.3 and Planning Code Section 171, which requires a building permit to change the Planning Code use category of a property. Therefore, a building permit (i.e., a “change of use” permit from tourist hotel/motel to institutional use) would also be required.
- **1946 Van Ness Avenue (the Bakery)** – Change of use from automobile sales/showroom and office for a postsecondary educational institution within a RC-4 (Residential-Commercial High Density) district requiring CU authorization (Planning Code Section 303), and under Section 209.3 and Planning Code Section 171, which requires a building permit to change the Planning Code use category of a property. Therefore, a building permit (i.e., a “change of use” permit from automobile sales/showroom and office to institutional use) would also be required.
- **1142 Van Ness Avenue (the Concordia Club)** – Change in use from office/club for a postsecondary educational institution within a RC-4 (Residential-Commercial High Density) district requiring CU authorization (Planning Code Section 303), and under Section 209.3 and Planning Code Section 171, which requires a building permit to change the Planning Code use category of a property. Therefore, a building permit (i.e., a “change of use” permit from office/club to institutional use) would also be required.

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**Strategy 3: Optimizing Operation and Use of Shuttle Service**

The Academy continues to constantly monitor demand and reduce service wherever possible. Overall shuttle usage has decreased. Average ridership per weekday as of Spring 2017 was 2,197.<sup>5</sup> This number represents 1,673 fewer riders than the last update in 2015. The decrease in shuttle ridership is likely the result of a combination of factors including a decrease in enrollment, an increase in the use of other private transportation services such as Lyft and Uber, and the consolidation of course offerings within Academy buildings which necessitates fewer transfers. The total number of shuttle buses in use has decreased too, and fewer secondary shuttles are needed to supplement service during peak hours. Based on the reduction in demand, the total number of shuttle buses has been reduced from 42 to 40 since the last update. Back-up shuttles H and I are no longer in use, and a third back-up bus that was formerly used to accommodate overflow is no longer in use. There are minor modifications expected to be made to the Shuttle Bus System– the 2340 Stockton Street stop will be removed when the Academy vacates the property. Current shuttle stops include one located at 1849 Van Ness serving 1946 Van Ness and 2550 Van Ness. 1142 Van Ness Street has a white curb in front which will be used.

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<sup>5</sup> The average weekday ridership count in Spring 2015 was 3,870 riders per day.

# PROPOSED / FUTURE SHUTTLE BUS MAP SYSTEM



# PROPOSED / FUTURE SHUTTLE BUS MAP SYSTEM

## Campus Academic & Administrative Buildings

- 1 1142 VAN NESS [CONCORDIA ARGONAUT]**  
\_Fashion
- 2 1942 VAN NESS**  
\_Auto Restoration  
\_Industrial Design
- 3 2151 VAN NESS AVE. [ST. BRIGID'S]**  
\_Photography
- 4 1849 WASHINGTON ST. [THE WAREHOUSE]**  
\_Auto Restoration  
\_Auto Musuem  
\_Industrial Design
- 5 740 TAYLOR ST.**  
\_Photography
- 6 688 SUTTER ST.**  
\_Student Galleries
- 7 625 SUTTER ST.**  
\_Photography  
\_Student Galleries
- 8 491 POST ST.**  
\_Art History  
\_Liberal Arts
- 9 540 POWELL ST.**  
\_Illustration  
\_Traditional Animation  
\_Visual Development
- 10 410 BUSH ST.**  
\_Advertising  
\_Jewelry & Metal Arts
- 11 79 NEW MONTGOMERY ST. [79NM]**  
\_Communications & Media  
\_Technologies  
\_Graphic Design  
\_English for Art Purposes  
\_Motion Pictures & Television  
\_Administrative Offices  
\_Student Galleries
- 12 150 HAYES ST.**  
\_Administration
- 13 180 NEW MONTGOMERY ST. [180NM]**  
\_Fashion  
\_Animation & Visual Effects  
\_Art Education  
\_Web Design & New Media  
\_Music  
\_Game Development  
\_Motion Pictures & Television  
\_Advertising  
\_Library
- 14 60 FEDERAL ST.**  
\_Fine Art Painting & Printmaking
- 15 601 BRANNAN ST.**  
\_Architecture  
\_Interior Architecture & Design
- 16 466 TOWNSEND ST.**  
\_Acting  
\_Foundations  
\_Motion Pictures & Television  
\_Writing for Film Television & Digital Media
- 17 460 TOWNSEND ST.**  
\_Interior Architecture & Design  
\_Landscape Architecture
- 18 625 POLK ST.**  
\_Fashion
- 19 2801 LEAVENWORTH ST. [THE CANNERY]**  
\_Fine Art Sculpture  
\_Landscape Architecture  
\_Administrative Offices  
\_Student Galleries

## Campus Housing

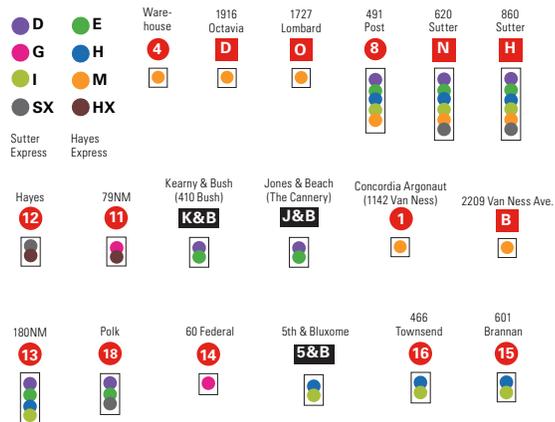
- A 2211 VAN NESS AVE.**
- B 2209 VAN NESS AVE.**
- C 1900 JACKSON ST.**
- D 1916 OCTAVIA ST.**
- E 2250 VAN NESS AVE.**
- F 1080 BUSH ST.**
- G 1153 BUSH ST.**
- H 860 SUTTER ST.**
- I 825 SUTTER ST.**
- J 736 JONES ST.**
- K 680 SUTTER ST.**
- L 655 SUTTER ST.**
- M 560 POWELL ST.**
- N 620 SUTTER ST.**  
\_Acting  
\_Theater
- O 1727 LOMBARD ST.**
- P 575 HARRISON ST.**
- Q 168 BLUXOME ST.**

### Monday - Friday

#### BUS ROUTES

- D** Sutter Express
- E** Hayes Express
- G**
- I**
- SX**
- H**
- M**
- HX**

#### BUS STOPS



### ▲ **Blick Art Supplies**

- \_Academy of Art @ 466 Townsend Street, 3rd Floor
- \_1930 Van Ness Ave.
- \_149 New Montgomery St.

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## IV. Access and Traffic Circulation Patterns

### **Campus Access**

The Academy encourages the use of public transportation for students and employees whenever possible. The Academy operates an efficient campus shuttle system that supplements public transit by providing direct connections to and from campus buildings to ensure that students and faculty arrive to their classes on time. The Academy does not have, and its policy is to not provide, any off street parking for its students.

Based on a comprehensive transportation study, the ESTM found that the Academy's existing campus does not have a substantial effect on transportation and circulation, as it contributes a low level of additional traffic with a wide geographic distribution of vehicle trips and has not substantially altered traffic conditions or parking demand. The EIR studied the potential transportation impacts from future growth and identified mitigations measures. The ESTM and EIR incorporate a Transportation Management Plan ("TMP") to guide the Academy's transportation planning. The Academy is currently working with the City on implementing its TMP and Transportation Demand Management ("TDM") strategies, including: providing required bicycle parking or sufficient bicycle parking to meet demand, and designing, locating, and configuring bicycle parking as required by the Planning Code; continuing to monitor and improve Academy shuttle service pursuant to the Academy Shuttle Policy, and shortening or removing underused shuttle stop zones; and, monitoring and improving highly-used pedestrian areas.

### **Public Transportation**

The Academy's campus buildings are generally located near public transportation systems, with stops and stations for BART, Golden Gate Transit, East Bay Transit, and MUNI bus and subway. According to the ESTM, MUNI use by Academy students, staff and faculty was estimated to be 603 people during a pm peak hour outbound route. Muni service includes: Kearney/Stockton Corridor, Geary Corridor, California, Sutter/Clement, Fulton/Hayes, Balboa, Third Street, Mission Street, San Bruno/Bayshore, Subway lines, and Haight/Noriega. 307 people used public transit to access the east bay, 85 people used public transit to access the north bay, and 158 people used public transit to access the south bay.

### **Parking**

Parking demand generated by the existing Academy sites generally is satisfied by on-street parking and nearby off-street parking facilities when/if space is available. This is consistent with the City's Transit First Policy, established in San Francisco City Charter Article 8A, Section 8A.115, which provides that "parking policies for areas well served by public transit shall be designed to encourage travel by public transportation and alternative transportation."

### **Shuttle Service**

The Academy operates a shuttle system among its various locations in San Francisco to provide for efficient, on-time transportation of students and staff among Academy sites with minimal traffic impacts. The Academy began shuttle bus services in 1990. The Academy shuttle system has evolved over time to reflect the changing needs of its riders and Academy programs, and to improve its efficiency. The Academy operates fixed-route and on-demand shuttle services throughout the year. Fixed-route shuttle service provides connections between residential halls and institutional and administrative buildings for Academy students, faculty, and staff within the City. On-demand shuttle services are provided to transport students to field trips or athletic activities throughout the San Francisco Bay Area and to transport students, faculty/staff, and visitors to performances or campus tours.

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In 2014, the Academy internally adopted a Shuttle Bus Policy which sets general guidelines for establishing and operating shuttle bus services in coordination with its TDM. The Planning Department has noted in past staff reports that the system has “drastically improved.” There are a total of 40 shuttle buses that range in passenger capacity from 6 to 37.

While shuttle stop locations for existing buildings generally remain constant, the Academy modifies routes and schedules to better connect classrooms and residences, and to minimize underutilization of shuttle vehicles as class configurations change each semester. Specific improvements since the 2015 IMP Update include:

- Limiting the G route and Sutter Express to peak-hours only,
- Limiting the G route to Class C driver (a single van) throughout the day,
- Routes D, E and M have been reduced to Class C driver (a single van) after 7pm,
- Route H, I and the Hayes Express have drivers that place their vans on ‘out of service’ to take their own breaks, rather than sending out relievers. This reduces road-time for the vehicles,
- Exploring limiting D, E and M route buses to peak hours only in the Fall,
- Cancelled shuttle services during the “off” periods such as Intersession and Spring Break,
- Monitoring the Hayes Express shuttles – in March 2017 14 student passengers and 19 staff passengers used the shuttle, giving sufficient cause to continue its operation. Continue to monitor.

Currently, the Academy has six regular weekday routes (D, E, G, H, I, and M) that operate between 14 and 17 hours per day and six express routes that operate for a range of times. Four of the express routes (Federal, North Point, Polk/Warehouse, and Warehouse) operate for less than one hour per day. The remaining two express routes (Hayes and Sutter) operate between 9 and 12 hours per day. On Saturday, four regular routes (1, 2, 3, and 4) operate 16 hours per day, while one regular route (1) operates 9 hours per day on Sunday. The Academy has two primary shuttle hubs, 620/860 Sutter Street and 180 New Montgomery Street, and one secondary shuttle hub, 466 Townsend Street. All express routes currently use nine-passenger vans.

To reduce potential effects on traffic and air emissions, several diesel shuttles have been replaced with gasoline-powered vehicles, and new filters have been installed on all buses. As of spring 2017, and consistent with the mitigation measures in the ESTM (and TMP where it overlaps), the Academy is testing the relocation of the shuttle stops from 620 and 860 Sutter Street to 491 Post Street during afternoon commute hours (4:00-6:00 p.m.) to alleviate shuttle stop issues on Sutter Street; the shuttle stop at 60 Federal Street was moved from Second and Taber into the Federal alleyway immediately proximal to the Academy building, to improve vehicular and pedestrian safety at that site; and shuttle stops have been eliminated at 2295 Taylor Street and 1055 Pine Street, due to low demand. The Academy will provide MUNI passes to students and staff to utilize transit where transit can readily provide access between Academy sites and limiting shuttle access to fill in the gaps where MUNI does not provide frequent service to link sites to meet timing constraints of classes.

# CURRENT SHUTTLE BUS MAP SYSTEM



# CURRENT SHUTTLE BUS MAP SYSTEM

## Campus Academic & Administrative Buildings

- 1 2300 STOCKTON ST. [NORTHPOINT]**  
\_Fashion  
\_Liberal Arts  
\_Motion Pictures & Television
- 2 701 CHESTNUT ST.**  
\_Fine Art Graduate Studios
- 3 2151 VAN NESS AVE. [ST. BRIGID'S]**  
\_Photography
- 4 1849 WASHINGTON ST. [THE WAREHOUSE]**  
\_Auto Restoration  
\_Auto Museum  
\_Industrial Design
- 5 740 TAYLOR ST.**  
\_Photography
- 6 688 SUTTER ST.**  
\_Student Galleries
- 7 625 SUTTER ST.**  
\_Photography  
\_Student Galleries
- 8 491 POST ST.**  
\_Art History  
\_Liberal Arts
- 9 540 POWELL ST.**  
\_Illustration  
\_Traditional Animation  
\_Visual Development
- 10 410 BUSH ST.**  
\_Advertising  
\_Jewelry & Metal Arts
- 11 79 NEW MONTGOMERY ST. [79NM]**  
\_Communications & Media Technologies  
\_Graphic Design  
\_English for Art Purposes  
\_Motion Pictures & Television  
\_Administrative Offices  
\_Student Galleries
- 12 150 HAYES ST.**  
\_Administration
- 13 180 NEW MONTGOMERY ST. [180NM]**  
\_Fashion  
\_Animation & Visual Effects  
\_Art Education  
\_Web Design & New Media  
\_Music  
\_Game Development  
\_Motion Pictures & Television  
\_Advertising  
\_Library
- 14 60 FEDERAL ST.**  
\_Fine Art Painting & Printmaking
- 15 601 BRANNAN ST.**  
\_Architecture  
\_Interior Architecture & Design
- 16 466 TOWNSEND ST.**  
\_Acting  
\_Foundations  
\_Motion Pictures & Television  
\_Writing for Film Television & Digital Media
- 17 460 TOWNSEND ST.**  
\_Interior Architecture & Design  
\_Landscape Architecture
- 18 625 POLK ST.**  
\_Fashion
- 19 2801 LEAVENWORTH ST. [THE CANNERY]**  
\_Fine Art Sculpture  
\_Landscape Architecture  
\_Administrative Offices  
\_Student Galleries

## Campus Housing

- A 2211 VAN NESS AVE.**
- B 2209 VAN NESS AVE.**
- C 1900 JACKSON ST.**
- D 1916 OCTAVIA ST.**
- E 1055 PINE ST.**
- F 1080 BUSH ST.**
- G 1153 BUSH ST.**
- H 860 SUTTER ST.**
- I 825 SUTTER ST.**
- J 736 JONES ST.**
- K 680 SUTTER ST.**
- L 655 SUTTER ST.**
- M 560 POWELL ST.**
- N 620 SUTTER ST.**  
\_Acting  
\_Theater
- O 1727 LOMBARD ST.**
- P 575 HARRISON ST.**
- Q 168 BLUXOME ST.**

### Monday - Friday

#### BUS ROUTES

- D** Sutter Express
- E** Hayes Express
- G**
- H**
- I**
- M**
- SX** Sutter Express
- HX** Hayes Express

#### BUS STOPS

- |            |              |              |          |            |            |
|------------|--------------|--------------|----------|------------|------------|
| Ware-house | 1916 Octavia | 1727 Lombard | 491 Post | 620 Sutter | 860 Sutter |
| <b>4</b>   | <b>D</b>     | <b>O</b>     | <b>8</b> | <b>N</b>   | <b>H</b>   |
|            |              |              |          |            |            |

### **Blick Art Supplies**

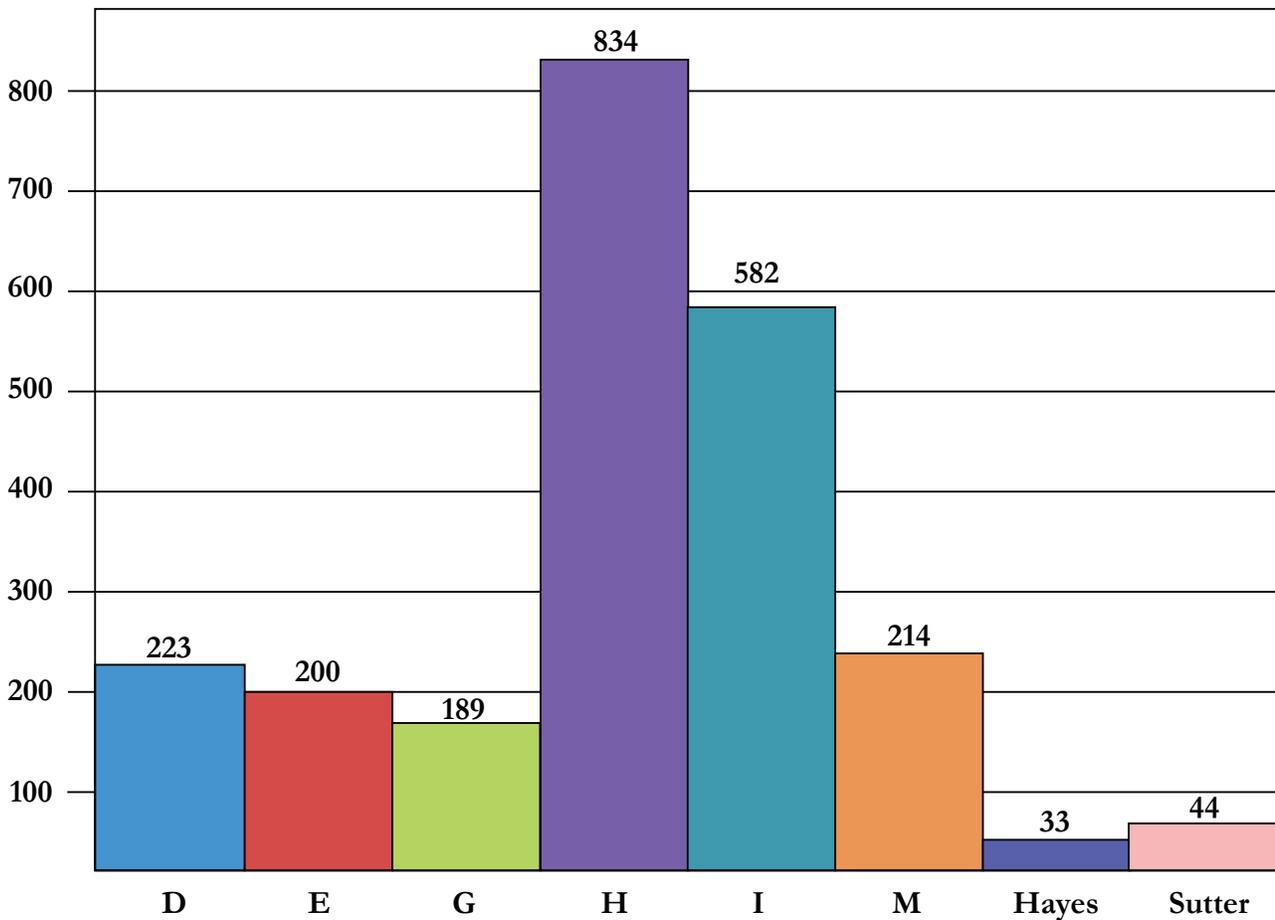
- \_Academy of Art @ 466 Townsend Street, 3rd Floor
- \_1930 Van Ness Ave.
- \_149 New Montgomery St.



**Shuttle System Utilization**

The graph below depicts average daily ridership by route. Using Spring 2017 data, the shuttle bus system is used most on Wednesday, with ridership levels slowly increasing to Wednesday and then decreasing. The H line is the line most often used, with a daily ridership level of 834 passengers, followed by the I line at 582 passengers a day. These two shuttles go from the main dorms on Sutter to the largest academic buildings, including 180 New Montgomery and the cluster on Townsend/Brannan.

## Average Daily Ridership by Route



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## V. General Plan Consistency

Pursuant to Section 304.5 of the San Francisco Planning Code, The Academy is required to analyze its plans for consistency with the City's eight priority policies, along with other provisions of the current San Francisco General Plan and other relevant area plans.

### **San Francisco Priority Policies**

The San Francisco Planning Code and General Plan include eight priority policies which are the basis upon which inconsistencies in the General Plan are resolved. These policies and the Academy's response describing how it complies and will comply with the policies follow.

#### **1. PRESERVATION OF EXISTING NEIGHBORHOOD SERVING RETAIL USES**

The Academy proposes to activate additional retail space in the neighborhoods in which it operates, and will also continue to support a student, faculty, and staff population that in turn supports the local retail economy.

#### **2. PRESERVATION OF EXISTING HOUSING AND NEIGHBORHOOD CHARACTER**

The Academy will provide new student housing as needed to meet demand from future enrollment growth, which will preserve existing housing and neighborhood character. The Academy will vacate two buildings in order to allow new affordable housing for the community.

#### **3. PRESERVE THE CITY'S SUPPLY OF AFFORDABLE HOUSING**

The Academy will vacate two buildings in order to increase the City's supply of affordable housing, and provide new student housing as needed to meet demand from future enrollment growth, both of which will relieve pressure on the City's existing housing supply.

#### **4. COMMUTER TRAFFIC WILL NOT IMPEDE MUNI TRANSIT SERVICE OR OVERBURDEN STREETS OR NEIGHBORHOOD PARKING**

The Academy's campus is accessible via public transportation, bicycle and pedestrian networks and the Academy's shuttle service. Driving alone to campus is strongly discouraged, and student parking is not provided by the Academy.

#### **5. MAINTAIN A DIVERSE ECONOMIC BASE BY PROTECTING INDUSTRIAL AND SERVICE SECTORS FROM DISPLACEMENT DUE TO COMMERCIAL OFFICE DEVELOPMENT**

No commercial office development is proposed. The Academy employs 839 faculty and 892 staff, including working artists trained in the field of industrial art and design, thus contributing to a diverse economic base.

#### **6. ACHIEVE THE GREATEST POSSIBLE PREPAREDNESS TO PROTECT AGAINST INJURY AND LOSS OF LIFE IN AN EARTHQUAKE**

Life safety improvements continue across the campus and all proposed work will comply with current life safety codes.

#### **7. PRESERVATION OF LANDMARKS AND HISTORIC BUILDINGS**

The Academy preserves and enhances any landmark and historic buildings in compliance with the Secretary of Interior State Codes. The Academy has leased and preserved St. Brigid's Church at 2151 Van Ness Avenue, the former First Congregational church at 491 Post Street, and the former YWCA residence designed by Julia Morgan at 620 Sutter Street.

#### **8. PROTECT PARKS AND OPEN SPACES FROM DEVELOPMENT**

The Academy has not built new structures, it has not caused any shadows on or blocked any vistas or open space.

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### Consistency with General Plan Elements

The following is a review of the project's consistency with relevant policies and objectives contained in the Arts, Commerce and Industry, Recreation and Open Space, Transportation, Urban Design, Community Safety, and Housing Elements. There is no discussion of Community Facilities as this element pertains principally to the development of new police facilities and is not applicable to this Institutional Master Plan. Similarly, the Air Quality and Environmental Protection Elements are not discussed at this time – they are being analyzed separately as part of the environmental evaluation for 1069 Pine Street.

#### Arts

As one of the largest private, regionally accredited Academy of art and design in the nation, The Academy provides professional training in the arts, employs 1,040 onsite working artists and designers, provides highly trained employees to San Francisco and Bay Area firms and promotes the arts through collaborations with local schools, non-profits and a variety of business and community groups. It accepts all students meeting high school equivalency standards and provides scholarships to local under-served students. In so doing, it actively promotes:

**Objective I-1, Policy I-1.4 (provide access to the creative process and cultural resources for neighborhoods, cultural communities, and segments of the city and its populations);**

**Objective II-3, 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, Policy IV-1.1 (Advocate for arts education opportunities for all residents of San Francisco);**

**Objective IV-1, Policy IV-1.2 (Strengthen collaborations among artists, art organizations, and teachers, school administrators, and others responsible for arts curricula);**

**Objective IV-2, Policy IV-2.1 (Support and increase the participation of artists in San Francisco's arts education programs); and**

**Objective V-3, Policy V-3.1 (Develop partnerships with the private sector and the business community to encourage monetary and non-monetary support of the arts, as well as sponsorships of arts organizations and events).**

In its operation of the Academy, administrators have implemented a practice and philosophy of locating clusters of buildings throughout San Francisco neighborhoods, thereby embedding art galleries, emerging artist and art programs throughout the City. This philosophy and practice is, perhaps, the most vivid implementation of the General Plan's **Objective VI-1, Policy VI-1.II (Identify, recognize, and support existing arts clusters and, wherever possible, encourage the development of clusters of arts facilities and arts related businesses throughout the city)** in the City's history.

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## Commerce and Industry

The Academy employs roughly 839 onsite from a variety of disciplines. It has provided thousands of scholarships to disadvantaged and under-served youth, to teachers and to the community at large. The Academy and its students are responsible for the contribution of direct, indirect, and induced expenditures to the San Francisco economy. The Academy pays payroll tax and through its leased and owned properties, pays property taxes. In these contributions, it meets the following General Plan objectives:

**Objective 2 (Maintain and enhance a sound and diverse economic base and fiscal structure for the City) and**

**Objective 3 (Provide expanded employment opportunities for city residents, particularly the unemployed and economically disadvantaged).**

Offering coursework and degrees in the high-tech growth fields of multimedia, web design and new media, visual effects and game development. The Academy trains students for jobs with Bay Area films such as Lucas Films, Pixar, Adobe and Industrial Light and Magic – and in doing so contributes to San Francisco’s and the Bay Area’s worldwide reputation in cutting-edge computer arts, promoting **Objective 3, Policy 3.4 (Assist newly emerging activities).**

As an entity concentrated in several clusters which are in a few San Francisco neighborhoods, the Academy contributes to **Objective 6 (Maintain and strengthen viable neighborhood commercial areas easily accessible to City residents).**

Many programs offered by The Academy recall and promote long-established industries in San Francisco. The Industrial Design and Sculpture programs incorporate forging, fabrication, manufacturing, and all forms of industrial production. The Fashion program hosts textile classrooms and makes use of industrial knitting and sewing machines; it is as concerned with manufacture as it is design. Other programs support the expansion of more recent City industries including multimedia and computer graphics. In training employees for these industries, the University improves the viability of these trades, provides firms with highly skilled workers and promotes the City as a venue for their location, in support of **Objective 4 (Improve the Viability of Existing Industry in the City and the attractiveness of the City as a location for new industry).**

Because the Academy houses its students and provides its classes in multiple City neighborhoods, it directly and indirectly benefits many of the City’s neighborhoods. Its students and teachers patronize restaurants and other businesses clustered around its buildings. Its visitors shop in arts-related enterprises such as art supply stores and galleries. Because the Academy leases existing buildings and occupies them in ways not dissimilar to their prior use, it blends into and supports existing neighborhood character, all in concert with **Objective 6, Policy 6.1 (Ensure and encourage the retention and provision of neighborhood serving goods and services in the City’s neighborhood commercial districts, while recognizing and encouraging diversity among the districts).**

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In areas such as the Tenderloin, bordered by neighborhood commercial districts to the west, The Academy is contributing to a renaissance of neighborhood-serving retail uses and providing both a built-in market for businesses emerging to meet the needs of its highly trained, technologically savvy student and faculty population and a place for students themselves to start small businesses, in support of **Objective 6, Policy 6.2 (Promote economically vital neighborhood commercial districts which foster small business enterprises and entrepreneurship and which are responsive to economic and technological innovation in the market place and society).**

Much has been said on the public record regarding the Academy's policy of integrating with existing neighborhoods in existing buildings. The Academy's development has promoted and supported the mixed-use nature of the neighborhood commercial districts in and adjacent to areas in which it has located some of its functions, especially in areas like the Sutter corridor, adjacent to the Polk Street and NC-3 neighborhood commercial districts. It has expanded in a pattern directly mirroring prior use but has brought vitality to building facades and maintenance and security to sites formerly fallen to vagrancy and disrepair, all in support of **Objective 6, Policy 6. 3 (Preserve and promote the mixed commercial-residential character in neighborhood commercial districts. Strike a balance between the preservation of existing affordable housing and needed expansion of commercial activity).**

The Academy seeks out underutilized, often unusual or specialized-functioning older buildings to meet the unique needs of its programs. The large open spaces, with high ceilings and large floor plates are often found in historically and architecturally important structures which the Academy cherishes and rehabilitates in support of **Objective 6, Policy 6.8 (Preserve historically and/or architecturally important buildings or groups of buildings in neighborhood commercial districts).**

The Academy's hosting of an annual fashion show, media awards and spring show, as well as its contribution to a number of events sponsored by local non-profit, government and business entities further General Plan **Objective 8 (Enhance San Francisco's position as a national center for conventions and visitor trade).**

### **Recreation and Open Space**

Most objectives and policies of the Recreation and Open Space Element are not applicable to the Academy's presence or expansion plans in the City. Its focus on leasing existing buildings instead of developing a newly constructed central campus obviate the need for removing existing open space from the City and avoid casting shadows on existing parks and open space. Its representatives hold a seat on the San Francisco Graffiti Advisory Board and its students and faculty volunteer to remove graffiti, plant trees, clean community gardens, and pick up litter from both public and private spaces citywide. Students have designed and painted murals citywide.

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## Transportation

The Academy maintains a policy of not providing parking spaces to students, mirroring the parking policies of the Downtown Plan, in an effort to minimize automobile use. It locates the bulk of its residential and educational buildings along or near existing transit corridors. It supplements City transit with a fleet of shuttle vehicles. It has clustered a number of residential and educational buildings in the Sutter Street corridor, promoting a pedestrian access between some residential and educational uses. These multimodal policies support the following General Plan policies:

**Objective 1, Policy 1.3 (Give priority to public transit and other alternatives to the private automobile as the means of meeting San Francisco’s transportation needs, particularly those of commuters);**

**Objective 1, Policy 1.6 (Ensure choices among modes of travel and accommodate each mode when and where it is most appropriate); and**

**Objective 17, Policy 17.1 (Discourage the provision of new long-term parking downtown and near major employment centers).**

## Urban Design

The Academy’s policy of leasing existing older structures and utilizing their original spatial and functional characteristics promotes and preserves San Francisco’s rich heritage as a City noted worldwide for its historic character. Several the Academy’s structures are registered landmarks, downtown category-designated and identified in historic surveys. Its emphasis on leasing and preserving these buildings promotes the General Plan policies found in the Urban Design Element:

**Objective 2, Policy 2.4 (Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development);**

**Objective 2, Policy 2.4 (Use care in remodeling of older buildings, in order to enhance rather than weaken the original character of such buildings); and**

**Objective 4, Policy 4.7 (Encourage and assist in voluntary programs for neighborhood improvement).**

### **Community Safety**

The Academy promotes a practice of rehabilitating seismically deficient structures, consistent with Objective 2 (Reduce structural and non-structural hazards to life-safety, minimize property damage and resulting social, cultural and economic dislocations resulting from future disasters). Through its National Incident Management System (NIMS) participation it promotes Objective 3 (Ensure the protection of life and property from disasters through effective emergency response. Provide public education and training about earthquakes and other natural disasters and how individuals, businesses and communities can reduce impacts of disasters).

### **Housing**

It is The Academy's policy to provide housing to any full-time onsite student needing it. The Academy provides housing by leasing buildings constructed for and appropriate to residential uses.

**Objective 2, Policy 2.4 (Promote improvements and continued maintenance to existing units to ensure long term habitation and safety);**

**Objective 4 (Foster a housing stock that meets the needs of all residents across lifecycles);**

**Objective 5, Policy 5.4 (Provide a range of unit types for all segments of need, and work to move residents between unit types as their needs change);**

**Objective 11, Policy 11.3 (Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character);**

**Objective 11, Policy 11.7 (Respect San Francisco's historic fabric, by preserving landmark buildings and ensuring consistency with historic districts); and**

**Objective 13, Policy 13.4 (Promote the highest feasible level of "green" development in both private and municipally-supported housing).**

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## Relevant Area Plans

### Van Ness Avenue

The Academy operates several buildings, both institutional and residential, within the corridor addressed by the Van Ness Avenue Area Plan. In that most of the policies of this plan address new mixed-use and residential construction, the Academy's move into this area is unrelated to most plan policies.

#### **Objective 10, Policy 10.1 (Encourage preservation of existing housing structures unless adequate mitigation measures are initiated).**

The Academy has promoted Objective 11, (Preserve the fine architectural resources of Van Ness Avenue) in its rehabilitation of St. Brigid's Church, which was at the threat of demolition, at 2151 Van Ness Avenue, and 2209 Van Ness, both identified as significant buildings and in its rehabilitation of 2211 Van Ness Avenue, a contributory building.

### Northeastern Waterfront

The Academy operates one buildings near the Northeastern Waterfront: The Cannery, at 2801 Leavenworth Street. The Cannery, a historic and visual landmark in this area, has been underutilized and struggling to maintain occupancy for an extended period of time. The Academy uses the Cannery for classrooms, office and gallery space, while also accommodating the office and retail uses housed there during the tenure of previous owners.

The Academy's buildings in this area promote **Objective 1, Policy 1.1 (Accommodate where appropriate, additional activities which strengthen the predominant economic functions of each subarea of the Northeastern Waterfront; Objective 2, Policy 2.2 (Diversify activities to encourage the use of the Northeastern Waterfront by a broad spectrum of the population); and Objective 2, Policy 2.3 (Encourage land uses having different peak periods of activity within each subarea to contribute to the area's diversity, to expand the period of use, to decrease peak period traffic congestions, to facilitate efficient use of the transit system and to preserve and enhance environmental quality of the waterfront).**

### Downtown

The Academy operates several buildings in the Downtown area, including classrooms, art studios, labs, gallery space, offices, and the residential facilities. Previous use categories for these existing buildings were schools and offices. As most of the Downtown Plan policies are directed at new development, they are for the most part not relevant to the Academy.

By adding gallery space where offices and schools had been, the Academy has promoted **Objective 4 (Enhance San Francisco's Role as a Tourist and Visitor Center) and Objective 16, Policy 16.5 (Encourage the incorporation of publicly visible art works in new private development and in various public spaces downtown).**

### **Showplace Square**

The Academy leases 121 Wisconsin Street as a bus lot. The site appears to have been an open storage lot for vehicles previously, thus represents no apparent change of use and does not impact Area Plan policies.

### **East SoMa**

Two of the Academy's properties, 58-60 Federal Street and 575 Harrison Street, are in the East SoMa Area. The Federal property, former office space, is used for classrooms, labs, art studios, office and lounge. The Harrison property was constructed as live/work and used as student housing. East SoMa policies promote a mixed-use character that combine production, distribution and repair (PDR) uses with housing, office, retail and entertainment. It is a vibrant community attractive to students and urban professionals. The Academy uses promote **Objective 1, Policy 1.1.2 (Encourage small flexible, office space throughout the East SoMa and encourage larger office in the 2nd Street Corridor)** and **Objective 1.4 (Support a role for 'Knowledge Sector' businesses in east SoMa).**

### **South of Market**

A cluster of four Academy buildings, 168 Bluxome St., 601 Brannan Street, 460 Townsend Street and 466 Townsend Street, are located in the area subject to South of Market Plan policies. The Bluxome building, currently occupied by students, was constructed as live/work. The other three buildings are in use as classrooms, labs, art studios and offices. Much of the policies and legislation applicable to South of Market is intended to preserve and promote artist space for living and working, uses principal to the Academy's purpose. Although the live/work use did not anticipate student live/work use associated with an institution, it is philosophically an ideal match in purpose and intent and therefore promotes **Objective 1, Policy 1.2 (Facilitate the preservation of and promote the development of affordable 'live/work' loft space).**

### **Bayview Hunters Point**

The Academy's vehicle storage yard with administrative offices is located at 2225 Jerrold Avenue, in the Bayview Hunters Point area. The prior use was similar and there has been no change in character of the use or neighborhood. Consequently, there is no impact on Bayview Hunters Point Area Plan policies.