



To: Members of the Balboa Reservoir Community Advisory Committee

From: Emily Lesk, Office of Economic and Workforce Development

Date: October 9, 2015

**Subject: Revised Housing Parameters**

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At the CAC meeting scheduled for September 14, 2015, City staff proposed development parameters related to housing at Balboa Reservoir. Once finalized, these parameters will be incorporated into a Request for Proposals (RFP) process for the selection of a developer partner for the Balboa Reservoir site.

At the September 14 meeting, CAC members and members of the public provided feedback on these proposed parameters. City staff and the CAC received additional comments from stakeholders via email. This feedback can be found in its entirety within the following files:

- September 14, 2015 meeting minutes
- September 14, 2015 meeting recording
- Written public comment

Links to all of these files will be posted online at <http://www.sf-planning.org/index.aspx?page=4224> during the week of October 12, 2015.

Based on this feedback, City staff proposes revising the housing parameters as follows. At the upcoming CAC meeting scheduled for October 19, 2015, staff will present these changes and respond to the feedback received.

### **Revised Parameters**

***Principle #1: Build new housing for people at a range of income levels.***

*Draft Parameters:*

- a. Make at least 33% of total housing units permanently affordable to low or moderate - income households, consistent with Proposition K (2014). *(Note: This is consistent with Proposition K (2014), which is described above.)*
  1. Make at least 15% of total housing units affordable to low-income households (up to 55% of Area Median Income (AMI)).

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2. Make an additional 18% (or more) of total housing units affordable to low or middle-income (up to 120% of AMI).
- b. Maximize the number of affordable units for low (55% of AMI), moderate (120% of AMI), and middle-income (up to 150% AMI); aim to include at least 50% of affordable to low, moderate, and middle-income households.
- c. Produce sufficient market rate housing to cover costs, provide an economic return to the SFPUC ratepayers, and ensure project feasibility.
- d. Exceed these minimum affordable housing percentages to the greatest extent possible, provided that all other development parameters are also met.
- e. Provide a mix of rental and ownership units.

### ***Principle #2: Create housing that can serve a diverse group of household types.***

#### *Draft Parameters:*

- a. ~~Maximize the proportion of~~ Provide all affordable housing ~~that is provided~~ on-site (as opposed to off-site or through paying an in-lieu fee).
- b. Design a substantial proportion of housing units, common spaces within residential buildings, and public amenities to be suitable for families with children. A key characteristic of “family-friendly” units is that they have at least two bedrooms.
- c. Indicate how family-friendly units will be made accessible to households at a range of incomes.
- d. Consider partnering with City College and/or area schools to allocate on-site units to house students, faculty, and/or staff.
- e. Consider targeting affordable housing to special populations such as seniors, physically and developmentally disabled adults, veterans, and/or public servants, subject to fair housing law, ability to secure required subsidy, and related City housing policies.
- f. Consider including alternative housing ownership models, such as co-operative housing.

### ***Principle #3: Help to alleviate City’s undersupply of housing.***

#### *Draft Parameters:*

- a. Within the confines of other relevant parameters (e.g. neighborhood character, open space, transportation, City College), and subject to the desired unit sizes and family-oriented units cited above, maximize the amount of new housing created to address the current and projected affordability challenges faced by the neighborhood and the City.
- b. Maximize the pace of housing creation without compromising the quality of design or construction or outpacing needed transportation infrastructure.



To: Members of the Balboa Reservoir Community Advisory Committee

From: Jeremy Shaw and Sue Exline, Planning Department, Emily Lesk, OEWD

Date: December 11, 2015

**Subject: Revised Public Realm Parameters for Balboa Reservoir Draft RFP**

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At the October 19, 2015 CAC meeting, City staff proposed parameters related to the public realm in any future development at the Balboa Reservoir. Once finalized, these parameters will be incorporated into a Request for Proposals (RFP) process for the selection of a developer partner for the Balboa Reservoir site.

At the October 19 meeting, CAC members and members of the public provided feedback on these proposed parameters. City staff and the CAC received additional comments from stakeholders via email. This feedback can be found in its entirety within the following files:

- [October 19, 2015 meeting minutes](#)
- [October 19, 2015 meeting recording](#)
- [October 19, 2015 written public comment](#)

Links to all of these files are posted online at <http://www.sf-planning.org/index.aspx?page=4224>. Based on this feedback, City staff proposes revising the public realm parameters as follows. At the upcoming CAC meeting scheduled for January 11, 2015, the CAC will discuss the changes and feedback received.

### PROPOSED PUBLIC REALM PRINCIPLES AND PARAMETERS

**Principle #1:** *Develop a cohesive public realm (network of streets and open spaces) which provides a range of programmed and unprogrammed spaces for functional, recreational and social activities. Public spaces, whether softscape or hardscape, should be visible and activated from adjacent streets and uses; connect gathering places, destinations and residences on the site and beyond; and provide a sense of identity unique to the neighborhood.*

#### *Draft Parameters*

- a. Create a publicly-accessible open space network, totaling at least 4 acres at ground level, including parks, playgrounds, gardens, picnic areas, off-street walking routes or linear parks, and privately owned public open space (POPOS) but excluding streets. Aim to exceed this minimum requirement. Spaces should accommodate multiple types of open space activities or programs within a given day, week, or time of year.
- b. Create one significant open space at ground level to serve as a park for the site and neighborhoods beyond the Balboa Reservoir (aka Balboa Public Site). Include a mix of programmed and unprogrammed spaces based on community input and neighborhood need. Rather than creating a large void, the park should be varied in design and uses, be scaled appropriately with the pattern of blocks and

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buildings, and create a sense of shared neighborhood identity. This contiguous open space (which may extend multiple blocks if intersected by shared public ways or pedestrian-priority streets), should be at least 1.5 acres and would constitute a portion of the minimum 4 acres of at-grade open space referenced in Section 2.a. This park will be designed with the community in a public process.

- c. Consider the childcare facility that may be built on-site and its needs for open space.
- d. Create a walking route or network of walking routes which facilitates walking for recreational purposes, minimizing street crossings and connecting or defining on-site open spaces. Pedestrian networks should connect to surrounding networks of streets, paths and open spaces. Walking routes should be supportive of and consistent with parameters 1(e) and 1(f).
- e. Create a usable linear open space ~~buffer area zone or open space~~ along the southern end of the Balboa Public Site, an area which cannot accommodate new structures or large trees since it contains existing SFPUC underground water transmission pipelines.
- f. Respect the privacy and scale of all adjacent uses, ~~especially Westwood Park neighbors to the west~~ with appropriate public space design, landscape, topography or walking routes to serve as a buffer or transition from the new buildings on the Balboa Public Site.
- g. Build in enough flexibility to the open space network to allow for it to evolve with changing neighborhood needs, incorporating successive layers of programming, public art, and community stewardship over time. As these elements evolve to respond to changing needs, the spaces shall remain unbuilt and open to the public.
- h. Prioritize views from public spaces to of Mt Davidson, Mt Bruno and the main entrance to the City College CCSF Science Hall.
- i. Emphasize the special nature of the area through distinctive landscaping and other features that complement and respect adjacent neighborhoods and educational institutions.

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**Principle #2:** *Design the public realm as a useful, safe and welcoming part of daily experience for diverse neighbors of all ages, visitors to the site, and [City CollegeCSF](#) affiliates.*

*Draft Parameters:*

- a. Create public and common open spaces that are active, well defined by landscape features, streets or walking routes, active pedestrian entries to adjacent buildings, and adjacent building massing.
- b. Design the landscape and buildings so that they complement each other in support of site-wide design public realm and urban design goals (see urban design section).
- c. Incorporate linear spaces, smaller common areas, courtyards and/or mid-block alleys into the site and buildings to moderate building scale, provide intimate spaces and diversify activities in the public realm. Wherever possible, pair spaces with complementary adjacent land uses to help activate the public realm, for example small plazas near natural gathering places, playgrounds near daycare etc.
- d. Avoid corner public areas, fore courts and other designs that are ultimately passed through or observed from outside rather than serving a necessary, recreational or social purpose.
- e. Propose a gradual transformation of the site, maintaining access to usable open space throughout all construction phases to allow people to experiment with new ways of using the site, and to give the community time to adapt to the physical changes of the site. For example, create a nursery for trees to mature on-site in advance of future site construction.

**Principle #3:** *Incorporate the different needs and hours of activity for diverse users in the area.*

*Draft Parameters:*

- a. Ensure [safe and accessible](#) opportunities for people of all ages, including students, seniors and families, to utilize the public realm.
- b. Design for sight lines between caregivers and open spaces or adjacent uses such as daycare, family residential units or other ground-floor uses. Buildings with family units should maximize the number of units overlooking play areas.
- c. Locate gathering places at natural confluences of pedestrian activity, walking routes, and public life, [in support of the privacy concerns addressed in parameter 1\(f\)](#).

**Principle #4:** ~~Privately owned public open spaces (POPOS) should read as part of an overall, coordinated pattern of open space. Recognize that per City policy, buildings will be required to provide a minimum 80 square feet of private open space per unit or 60 square feet of public open space per unit (above and beyond the public open space requirements above).~~

Private open spaces should meet or exceed City regulations that require a minimum of 80 square feet of private open space per unit, or 60 square feet if the space is made publicly accessible, (above and beyond the project-wide public open space area minimums in Principle #1). Any publicly accessible open space associated with an individual building should read as part of an overall, coordinated pattern of open space.

Although detailed building design will occur following the selection of a master developer, the following parameters should guide RFP respondents' general site planning vision, as applicable.

*Draft Parameters:*

- a. Maximize the percentage of private open space at ground level.
- b. Connect courtyards and/or mid-block alleys wherever possible.
- c. Private open spaces should be **human-scale**, intimate and inviting. They should maximize green space, programmable spaces and visibility from residential units.
- d. Consider including residential building(s) with a shared open space designed for children and families, with play equipment and good visibility from larger, family-sized units.

**Principle #5:** *Design a variety of open spaces within the public realm network to create a variety of sensory experiences, incorporating the surrounding natural and/or cultural environment into the siting and design.*

*Draft Parameters:*

- a. If open space includes grade changes, use topography as a means of adding variation or creating a series of intimate spaces, without limiting visibility or accessibility.
- b. Maximize sun exposure in public spaces.
- c. Design open space areas that are protected from **westerly** winds. **Landscaping should withstand winds.**
- d. Integrate stormwater management features, such as bioretention planters and green roofs, into the public realm.
- e. Use drought tolerant species that will minimize the need for irrigation.

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**Principle #6:** *All public rights of way should be attractive, safe and useable public open spaces with generous landscaping, lighting and greenery as appropriate to the scale and use of buildings and the site. Street design should be built to standards established in Better Streets Plan.*

*(See Better Streets Policy. This section addresses street design only; pedestrian, transit, bicycle and auto activity are discussed in the transportation section.)*

### *Draft Parameters:*

- a. Design new streets and alleys as public spaces which create intimate, safe pedestrian environments, while encouraging social interactions between diverse users from the site, adjacent neighborhoods and [City College CCSF](#). Use shared streets/public ways and living alley designs where appropriate.
- b. Street and sidewalk designs should be consistent with Better Streets Plan and other applicable standards, such as utility separation requirements. Streets will generally fall under [Better Streets Plan's Neighborhood Commercial](#), [neighborhood commercial](#), [Neighborhood Residential](#), [neighborhood residential](#), [Park Edge](#), [park edge](#), [alley](#), [Alley](#) or [shared public way](#), [Shared Public Way](#), [Better Streets Plan](#) street types.

**Principle #7:** *Plan and design in coordination with a long-term, sustainable maintenance plan and community-serving programming.*

### *Draft Parameters:*

- a. Describe what types of recreational uses are intended for the various public parks and open spaces included in the proposal.
- b. Describe how parks and open spaces will be managed or programmed to promote safe and active use and enjoyment. Include a funding proposal to support these management and programming activities.
- c. Plan proposed park and open spaces with an eye toward efficient maintenance and management, including establishment of funding sources to support such operations.
- d. Integrate educational or cultural opportunities into the public realm and adjacent community spaces, including funding sources to support such operations; work with community partners on this effort is encouraged.



To: Members of the Balboa Reservoir Community Advisory Committee

From: Jeremy Shaw, Planning Department

Date: December 30, 2015

Subject: **Revised Urban Design & Neighborhood Character Parameters**

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At the November 5, 2015 CAC meeting, City staff proposed parameters related to the urban design of any future development at the Balboa Reservoir Site ("Site"). CAC members and members of the public then provided feedback on these proposed parameters at the November 5<sup>th</sup> meeting. City staff and the CAC received additional comments from stakeholders via email. The feedback can be found in its entirety within the following files:

- [November 5, 2015 meeting minutes](#)
- [November 5, 2015 meeting recording](#)
- [November 5, 2015 written public comment](#)

Links to all of these files are posted online at <http://www.sf-planning.org/index.aspx?page=4224>.

Based on this feedback, City staff proposes revising the public realm parameters as shown on the following pages. At the upcoming CAC meeting scheduled for January 11, 2015, the CAC will discuss the changes and feedback received. Once finalized, City staff will incorporate the revised parameters into a Request for Proposals (RFP) process to select a developer partner for the Site.

## Revised Principles & Parameters: Urban Design & Neighborhood Character

### ***Principle #1: Connect and relate to the surrounding fabric of streets, blocks and open spaces.***

#### *Draft parameters:*

- a. Create a general block scale that respects the scale of nearby neighborhoods, provides permeability, and uses a pedestrian network to connect the surrounding network of streets and open spaces.
- b. Break the scale of blocks by providing mid-block alleys, pedestrian paths, courtyards, or plazas to better connect networks of public and common spaces
- c. Orient the site, blocks, and street and pedestrian connections to maximize pedestrian safety, accessibility and mobility.

### ***Principle #2: Harmonize the relationships between existing buildings, streets and open spaces.***

#### *Draft parameters:*

- a. Design the Site and buildings to integrate with, respect and reflect local character, scale, design, and uses.
- b. Design variation in building architecture, height, scale, massing and materials. Maintain visual interest and limit the extent of uniform, unvaried surfaces on all building facades.
- c. Locate taller buildings where adjacent buildings are tallest, with heights tapering down on approach to single-family neighborhoods. Buildings on the western side of Site should generally be lower in height than building on the eastern side, and should respect the scale, privacy and light of adjacent homes to the west of the Site.
- d. Building heights should fall within a range of 25 feet to 65 feet, allowing for heights of up to 85 feet in the eastern portion of the Site where, due to economic efficiencies, the additional height allows for a substantial set of additional community benefits.
- e. Situate and design buildings to enhance public spaces, while minimizing their impacts on existing residential privacy and access to light.
- f. Shape the height and bulk of buildings to respect views and vantage points; avoid buildings that are top-heavy or bulky appearance.
- g. Design roofs to enhance and not detract views from above.

### ***Principle #3: Design with and complement the site's natural context.***

#### *Draft Parameters:*

- a. Maximize exposure to sun and protection from wind, ~~in particular afternoon winds from the West~~. Utilize trees to reduce wind impacts.
- b. Design the Site, buildings and public realm to accentuate local topography, integrate with local landscape and incorporate natural habitat.

**Principle #4: Express neighborhood character, celebrate cultural history and build on neighborhood activities.**

*Draft Parameters:*

- a. Design amenities and the public realm to align with neighborhood activities, desires or needs, including current uses of the Site for families, dog walking and exercise
- b. Express the cultural and historical elements of the community in the Site or public realm design.
- c. Design the Site and public realm to respect and reflect community heritage, the City College campus, and the role of the intersection of Ocean Avenue and Phelan Avenue as a “gateway” to the neighborhood.



To: Members of the Balboa Reservoir Community Advisory Committee (“CAC”)

From: Jeremy Shaw, Planning Department

Date: December 30, 2015

Subject: **Revised Transportation Development Parameters**

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At the November 30, 2015 CAC meeting, City staff proposed transportation parameters for the Request for Proposals (RFP) process to select a developer partner of the Balboa Reservoir Site (“Site”). This memorandum revises the transportation parameters based on public feedback received at the CAC meeting and from email communications. Once finalized, City staff will incorporate these parameters into the RFP.

Public feedback may be found in its entirety within the [meeting minutes](#) and [written public comment](#) from the November 30, 2015 meeting. Links to all CAC meeting files are posted at [www.sf-planning.org/brcac](http://www.sf-planning.org/brcac).

At the upcoming CAC meeting scheduled for January 11, 2015, the CAC will discuss public feedback and the proposed parameter revisions.

Several parameters refer to a Balboa Area “Transportation Demand Management” (TDM) Plan, while others refer to a “Development Agreement” (DA). For general reference:

As a result of public input, the **Balboa Area TDM Plan** was recently proposed and funded with the support of Supervisor Yee, the Balboa Park Station Area CAC and the San Francisco County Transportation Authority. The intent of the Balboa Area TDM Plan is to study the neighborhood cohesively, rather than site by site, in order to minimize transportation demand impacts from a potential Balboa Reservoir development, as well as from future City College and neighborhood activity. See more at [www.sfcta.org/balboa-area-transportation-demand-management-study](http://www.sfcta.org/balboa-area-transportation-demand-management-study).

A **Development Agreement (DA)** is a binding contract between the City and a developer partner to expressly define the parties’ obligations and a development project’s rules, regulations, and policies. The intent of a DA is to strengthen the planning process by requiring the participation of the developer partner (including consultants and designers) in achieving local planning goals and community participation and in reducing the costs of development.

## DRAFT TRANSPORTATION PRINCIPLES AND PARAMETERS

**Principle #1:** Design Site access and circulation to minimize the development's congestion impacts, especially on adjacent areas, while also maximizing pedestrian and bicyclist safety. ~~---~~Editorial note: this Principle will become Principle number three (3) out of four (4) principles---

Draft Parameters:

- a. Design the site's street network, vehicle circulation pattern, and placement of building and garage entrances to maximize pedestrian and cyclist safety and to minimize traffic congestion within and near the site, including on-street vehicle queuing. This goal may be achieved through designing shorter blocks, sharing off-street parking facilities, meeting Principles 2 through 4, and/or other strategies.
- b. Determine the number and location of Site access points that will best manage congestion impacts to surrounding neighborhoods and roadways, while minimizing or eliminating the need for curb cuts on streets that are heavily traversed by pedestrians and bicyclists. (Note that certain access routes may be subject to negotiation with appropriate parties, such as adjacent landowners. Such negotiations would occur following the selection of a developer partner.)
- ~~c. Circulation strategies should pay particular attention to congestion and public safety impacts on Phelan, Ocean and Plymouth Avenues in the vicinity of the site, which have been identified by the community as key areas of concern.~~
- ~~d.c.~~ Design site circulation to minimize congestion and improve public safety on streets, particularly routes to schools within ½ mile of the site. Coordinate site circulation, parking and access design with the City College master planning effort.
- d. Maximize safe pedestrian and bicycle connections into and within the site. Make bicycle facility designs consistent with the SF Better Streets Plan recommendations. Design or design in support of the missing Lee Avenue extension as per the San Francisco Bicycle Plan. As described in the Public Realm and City College Parameters, coordinate onsite connections with SFMTA pedestrian and bicycle access improvements beyond the site, especially to and from City College.
- e. To ensure attractive, safe and useable public open spaces for all transportation modes, design streets and sidewalks to be consistent with SF Better Streets Plan recommendations, the NACTO Urban Street Design guide, and applicable standards, such as utility separation requirements.

**Principle #2:** Create incentives for increasing transportation choices to and from the Balboa Reservoir Site and adjacent neighborhoods.

Draft Parameters:

- a. Use the strategies herein and other creative proposals to meet the performance target of a maximum 60% automobile mode share after completion of the Site development. Monitor transportation performance on the site, report annually on all transportation demand management (TDM) and parking measures, and deploy measures to improve mode share, vehicle miles traveled (VMT) and other measures as needed. To these ends, establish a TDM budget for the development. The budget shall provide funding for a TDM manager to execute transportation strategies and coordinate with relevant City agencies, City College, and other transportation partners. Creative strategies or partnerships for monitoring, reporting, and executing TDM measures to meet performance targets are encouraged.

- b. Maximize carshare availability and convenience by providing each on-site household with a car-share membership for the household's first full year of residency and by pursuing one or more of the following strategies:
- o Meeting or exceeding the number of carshare parking spaces required by local ordinance;
  - o Locating car-share parking spaces on streets for easy access;
  - o Facilitating the use of shared vehicles by families with children, by providing an on-site lending library of car seats, strollers, and/or other equipment through the property management. ~~and (ii) providing on-site bicycle parking spaces for cargo bicycles and other larger bicycles; and [---Editorial note: this clause was redundant with Parameter 2(d) and therefore removed---~~
- c. Support and encourage transit use by:
- o Providing each household with a monthly transit pass or, subject to the creation of an integrated "transportation benefit allowance," providing each household with a transportation benefit allowance. The allowance could be used for a variety of transportation services other than private automobile parking, such as transit, bicycle parking, sharing or repair, car share usage fees, etc. The transportation benefit allowance should extend at least through the household's first full year of residency. At a minimum, the transportation benefit allowance should be equivalent to the cost of one Muni monthly pass per household;
  - o Encouraging employers to provide a pre-tax transportation benefit program and/or a sustainable transportation allowance for onsite employees (e.g., a residential building's property manager, construction workers, etc.).
  - o Supporting the City's efforts to improve the safety and comfort of bicycle and pedestrian access within the Balboa Reservoir Site and from the Site to the City College Bus Terminal, Balboa Park BART Station, the Muni K-line, other bus stops, community amenities and open spaces in the area;
  - o Providing on-site transit-rider amenities such as benches and sheltered bus stops, if applicable.
- d. Encourage bicycling by:
- o Providing secure onsite Class I bicycle storage facilities at a rate that meets or exceeds planning code requirements of at least 1.5 bicycle parking/storage spaces per residential unit. These bicycle facilities should be secure, contain electric charging stations, and be capable of storing cargo bicycles and other larger bicycles;
  - o Ensuring a safe and convenient path of travel between on-site bicycle facilities (e.g. lanes, paths, parking, repair space, bike share pods) and existing bicycle facilities on Ocean and Phelan Avenues;
  - o Creating a north-south bicycle connection on or through the site, utilizing bicycle lanes and/or dedicated bicycle tracks;
  - o Providing visitor bicycle parking at a rate that meets or exceeds Planning Code requirements;
  - o Providing a bicycle repair facility on-site;

- Providing an onsite Bay Area Bike Share pod if one is not located within 250 feet of the site;
  - Considering the provision of limited-time Bay Area Bike Share memberships to residents and employees.
  - Providing a once a year “how to learn to ride class” either on Site /close by for all residents. See Principle 4 for additional outreach requirements.
- e. Identify and implement additional strategies to support the ability to choose alternative modes of travel, which may include:
- Facilitating deliveries by including a staffed reception area to receive packages or offering reception area cold storage and other forms of temporary storage to receive deliveries of groceries, packages, laundry and other items.
- f. Identify potential partnerships and accommodate capital improvements that can reduce traffic impacts on surrounding neighborhoods and improve safety and mobility for non-single occupant vehicle travel modes. (Note that RFP responses should not assume that the Balboa Reservoir development project will be required to fund off-site improvements other than improvements required as CEQA mitigation measures. However, the City may wish to explore creative partnership and funding arrangements during negotiations with the selected developer partner.) Such improvements may include, but are not limited to the following:
- Stronger pedestrian safety and access into adjacent neighborhoods;
  - Improved bicycle infrastructure along the existing Lee Avenue to close the current gap between bicycle routes;
  - Coordination of bicycle facilities with City College, potentially including shared storage, shared access to repair or charging stations, and appropriate supply of Class I and Class II parking to accommodate bicycles’ access to either property;
  - Improved intersection design, turning controls and signal timing for transit and vehicles;
  - Improved neighborhood mobility and access during construction;
  - Shared parking facilities; and
  - Off-site traffic calming measures.

***Principle #3:*** Manage parking availability for onsite ~~those~~ residents ~~who require it while coordinating~~ parking management with City College enrollment goals and with City parking policies for the surrounding neighborhoods.

*Draft parameters:*

- a. Comply with Planning Code requirement to “unbundle” parking, such that parking spaces are purchased or leased separately from residential units and households opt into the lease or purchase of a parking space. Residential parking spaces may be part of shared parking facilities and/or in on-site buildings other than that which contains the associated residential unit.
- b. Build residential parking at ratios that are appropriate for each unit size and for a site near a transit station area a maximum residential ratio of 0.5 parking spaces per housing

- ~~unit.~~ Parking may be supplied at a rate of up to one parking space per family unit (two bedrooms or greater) and up to one parking space per four units of student housing. The overall site parking ratio should be no greater than 0.5 parking spaces per unit.
- c. Proposals should describe in detail ~~whether and~~ how ~~the creation of~~ shared parking facilities and/or parking management agreements with City College and/or the City may effectively address parking demand and traffic congestion in the area. Shared parking will allow for the same parking spaces to be utilized by residents at night and during weekends and by commuters, visitors, students, faculty and staff during the day Monday through Fridays. In analyzing the potential for shared parking, consider existing parking demand from City College faculty, staff and students and other potential users. Utilize the data which will be identified in the ongoing TDM Study, City College surveys, and the Balboa Reservoir Site Study - Existing Transportation Conditions Report.
  - d. Participate in a combined parking management plan and/or ongoing transportation demand management for the Balboa Reservoir Site with City College and the City.
  - e. Employee, commuter and residential parking should be priced at market rate.

**Principle #4:** *Encourage the use of sustainable modes of transportation (walking, biking, transit ridership, car sharing and carpooling) through coordinated programming and communications.*

*Draft parameters:*

- a. Offer incentive campaigns to encourage the use of non-single occupant vehicle modes of transportation.
- b. Promote the Site's sustainable transportation choices through engagement and communications with new and prospective tenants, residents, visitors, employees, and neighbors. Hold annual sustainable transportation events such as "bike to work day," electric and bike share demonstrations, and other information sessions, or a month-long walking competition. Consider including in the events faculty, staff and students from nearby educational institutions as well as on-site residents and employees.
- c. Implement a wayfinding (e.g. signage, design) program that facilitates transit ridership, biking, and walking.
- d. Install real-time information amenities to assist residents, visitors, employees, and neighbors in utilizing sustainable modes of transportation. Useful types of information may include real-time transit arrivals, availability of shared bikes, and/or availability of shared cars.
- e. Identify potential partnerships with the City, City College, and other nearby educational institutions to support local efforts to encourage students, faculty, and staff to utilize alternative modes of transportation.