

REQUEST FOR QUALIFICATIONS FOR BALBOA RESERVOIR PROPERTY

Opportunity

Propose, design, entitle, purchase, and develop approximately 17 acres of property that the City and County of San Francisco owns under the jurisdiction of the San Francisco Public Utilities Commission ("SFPUC").

Location

Bounded by City College of San Francisco's Ocean Campus to the east, Riordan High School to the north, the Westwood Park neighborhood to the west, and the Avalon Ocean Avenue apartments to the south. (San Francisco Assessor's Block Number 3180, Lot Number 190)

Development Concept

Mixed-income housing in buildings of 25 feet to 65 feet high with at least four (4) acres of open space. The housing may be a combination of rental and ownership units. The precise unit count will be determined in conjunction with the developer selection and subsequent community design processes.

Affordable Housing

The development should maximize the proportion of affordable housing for low, moderate, and middle-income households. At least 50% of total units should be permanently affordable, provided that this target can be achieved without compromising feasibility. Specifically:

- At least 18% low-income units (up to 55% AMI)
- At least 15% moderate-income units (up to 120% AMI)
- Remaining 17% affordable to a combination of low, moderate, and middle (up to 150% AMI) income households

Schedule*

RFQ released	Thursday, November 10, 2016
Written questions due	Wednesday, December 7, 2016 at 5:00 PM
Responses to written questions posted online	Wednesday, December 21, 2016
RFQ responses due	Wednesday, January 18, 2017 at 5:00 PM
Finalists announced	Friday, February 17, 2017

* Each date subject to change. Check website for latest schedule.

Financial Requirements

Developer should demonstrate the capacity to secure entitlements, acquire the property, finance and construct improvements, and ensure ongoing maintenance of open space and common areas.

Site Acquisition

The SFPUC desires to sell the property in fee.

Entitlements

Upon completion of environmental review under CEQA and adoption of any necessary findings, entitlements are anticipated to result in site-specific project approvals, including design guidelines and rezoning to allow for housing and other uses and, if applicable, to increase building heights above the current height of 40 feet, as needed.

Selection Process

After an evaluation panel reviews RFQ submittals, qualifying respondents will be invited to submit proposals in an RFP process. The RFP responses will be presented to community stakeholders for public comment and then evaluated by the evaluation panel, which will recommend a developer to enter into exclusive negotiations with the City.

RFQ Submittal Due

Wednesday, January 18, 2017 at 5:00 PM.

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Interested parties, including Respondents, are specifically directed NOT to contact any employees or officials of the City other than those specifically designated in this RFQ and its attachments. Unauthorized contact may be cause for rejection of the response at the City's sole and absolute discretion.

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1. Project Context

The Balboa Reservoir site (“Site”) is an approximately 17-acre parcel that the City owns under the jurisdiction of the SFPUC. The Site is located in the central southern portion of San Francisco, immediately to the west of the City College of San Francisco (“City College”) Ocean Campus, to the south of Archbishop Riordan High School, to the east of the Westwood Park neighborhood, and to the north of the Avalon Ocean Avenue apartments. It is also proximate to the Sunnyside and Ingleside neighborhoods, the Balboa Park BART Station, Interstate 280, and the Ocean Avenue retail corridor.

In 1957, the San Francisco Water Department (now the SFPUC) constructed the Balboa Reservoir with water storage in mind, but the Site has never been utilized as a reservoir. The idea of building new housing at the Balboa Reservoir has been discussed for several decades. The Balboa Park Station Area Plan¹, adopted in 2009, includes Balboa Reservoir in its 210-acre Plan area. The adopted Area Plan, consistent with the project analyzed in the Balboa Park Station Area Plan Final EIR, prioritizes affordable housing, quality open spaces, and development that respects surrounding neighborhoods. For the purposes of analysis, the Plan’s EIR estimated at a programmatic level (i.e. not a “project level”) 1,780 residential units throughout the entire Plan area.

In 2012, a series of land transfers between various City agencies resulted in the reconfiguration of the SFPUC’s original Balboa Reservoir land holdings. Today, City College owns 10.4 acres immediately to the west of Phelan Avenue and the SFPUC controls the remaining land to the west of City College’s property.

The SFPUC-controlled Site resembles a large basin, with sharply sloping western, northern, and eastern edges and a sunken, paved surface at the center. The paved surface functions as a 1,005-space parking lot that City College utilizes under the terms of a revocable license with the SFPUC. The strip of land at the top of the western slope is a popular place for local residents to exercise and walk dogs. There are no permanent structures on the Site.

As illustrated in Attachment A, the SFPUC expects to retain small portions its Balboa Reservoir land holdings in fee (located along the southern edge of the Site) and, adjacent to the Site reserve easements over other portions its property where water transmission pipelines are located. SFPUC routinely issues licenses to adjacent property owners who wish to improve SFPUC

¹ The Balboa Park Station Area Plan and environmental documents can be accessed at <http://www.sf-planning.org/index.aspx?page=1748>.

property as part of larger development plans (e.g. through landscaping), but no structures may be built above the SFPUC pipelines due to the underlying pipeline infrastructure.

2. Development Opportunity Overview

The City owns the Site under the SFPUC's jurisdiction. Through this Request for Qualifications ("RFQ") process and a subsequent Request for Proposals ("RFP") process for respondents that are "short listed" through the RFQ process, the SFPUC intends to select a developer ("Developer") to seek project entitlements, engage with the community, and develop the Site.

The primary objectives for this proposed project are:

1. Under the City's Public Lands for Housing Program, create a mixed-income housing project that maximizes the amount of affordable housing for low, moderate, and middle-income San Franciscans, while enhancing the communities around it;
2. Provide the SFPUC's water utility ratepayers with fair market value for this utility asset, as required by the Charter and applicable law; and
3. Develop the Site with sensitivity to surrounding neighborhoods and in a way that enhances the quality of life and opportunities for those who live, work, study, and visit in the surrounding area.

These objectives are reflected in the Transactional Terms section of this RFQ (Section 7) and in the Development Parameters that are summarized in Section 6 and attached in full as Attachment B. The Development Parameters result from an extensive community engagement process (see Section 2.3).

2.1 Developer Evaluation and Selection Process

The Developer selection process will occur in two phases, beginning with this RFQ and followed by an RFP. Responses to the RFQ are due on or before January 18, 2017 at 5:00 PM.

The RFQ process aims to identify the most qualified prospective developers based on technical ability, financial capacity, and proven experience, with emphasis on projects completed in San Francisco. In order to demonstrate respondents' abilities to complete the Balboa Reservoir project successfully, RFQ submittals should also include brief preliminary concepts for the Site's development. This portion of the submittals should provide insight into respondents' general

approach to development, proven ability to navigate a complex housing project, ability to work within a diverse community that includes surrounding residential and commercial areas, record of community-responsive development, and understanding of creative solutions and financing tools that may be utilized to improve the project's financial profile and to provide public benefits. **Because the subsequent RFP will require a greater level of detail, RFQ responses should focus on these major thematic ideas and should not include precise unit counts, detailed architectural drawings, or financial projections.** (See Section 9, RFQ Submittal Requirements, for further detail.)

As described in Sections 8 through 10 of this RFQ, an evaluation panel will be comprised of City staff with relevant expertise, as well as the Balboa Reservoir CAC Chair and a representative of the City College administration. This panel will review the RFQ responses and recommend finalists for the SFPUC General Manager to invite to participate in the subsequent RFP process.

Responses to the RFP will require a substantially more detailed project proposal, including both design and financial projections. The evaluation panel will recommend the best proposal from among the finalists. The final determination of which proposer, if any, is selected to enter into negotiations will be made by the SFPUC Commission in its sole discretion. Specifically, the SFPUC Commission would do so by authorizing an exclusive negotiating agreement ("ENA") between the SFPUC and the selected Developer.

2.2 City Agency Roles

The City's work on the Site's development is a collaboration led by the SFPUC, the San Francisco Office of Economic and Workforce Development ("OEWD"), and the San Francisco Planning Department ("Planning") in consultation with other City agencies such as the Mayor's Office of Housing and Community Development ("MOHCD"), the Municipal Transportation Agency ("SFMTA"), and the community.

Once a Developer is selected, the three City agencies ("Lead City Agencies") anticipate having the following leading roles:

- **The SFPUC** will participate in the negotiation of land transaction terms consistent with its Charter obligations and jurisdiction over the property. The SFPUC will also engage in project design discussions to ensure that the final project is consistent with the SFPUC policy objectives, such as in the areas of SFPUC's financial return, sustainability, and utility service.

- **OEWD** will serve in an owner's representative capacity on the SFPUC's behalf, which typically involves leading negotiations with the SFPUC on overall disposition and development terms, advising on the development program as it evolves, coordinating among City agencies to ensure that the project is consistent with their practices and policy goals, and facilitating the project's regulatory approvals process.
- **Planning** will provide the City's direction on the project's physical form, including the site plan, building scale and massing, and the development of design guidelines for buildings and the public realm. It will serve as the City's lead in preparing any proposed Planning Code amendments and related land use approval documents, as well as in directing outside consultant preparation of any environmental documents required under the California Environmental Quality Act ("CEQA").

All three agencies will continue to cooperate and coordinate to lead the City's participation in the community engagement process described below.

2.3 Public Participation

Since the City announced the Balboa Reservoir as a Public Lands for Housing site in October, 2014, City staff has participated in over 30 public meetings to provide information and seek feedback on the community's priorities for the Site's development. This engagement began with a series of large public workshops and concurrent meetings with associations and community groups.

In the spring of 2015, the Board of Supervisors passed legislation creating the Balboa Reservoir Community Advisory Committee ("CAC").² The CAC has served as the primary public forum for community feedback during the creation of the project's Development Parameters (Attachment B) and will continue to do so through project approvals. The CAC consists of seven members appointed by the Mayor and the District 7 Supervisor and two representatives of local neighborhood associations. The CAC advises City staff and conducts regular meetings that include opportunities for members of the broader public to make public comment; its role is advisory only.

² The SFPUC CAC's role is defined in Section 5.17 of San Francisco's Administrative Code, accessible online at [http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter5committees?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_Ch.5Art.XVII](http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter5committees?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_Ch.5Art.XVII).

Materials, including agendas and minutes, from CAC meetings held to date are available online at <http://sf-planning.org/balboa-reservoir-cac-meeting-schedule>.

The CAC will also serve as a venue for public participation in the RFP process. RFP finalists will present their land use proposals at a public, CAC-hosted meeting prior to evaluation by the RFP evaluation panel. In evaluating the RFP responses, panelists will be instructed to consider the public feedback received at the CAC meeting and in written public comments.

Once selected, the Developer will be expected to pursue a community engagement program in coordination with the Lead City Agencies, including providing the CAC with regular project updates and opportunities to view and comment on evolving development plans and designs. The Developer should also meet periodically with local stakeholder groups, including neighborhood associations and City College constituent groups, as needed.

In addition to the CAC, City boards and commissions may request occasional project updates, which are typically provided as informational presentations by a combination of City staff and the project sponsor (which in this case would be the Developer or its technical consultants). Section 5 describes the Project's anticipated legislative approvals.

3. Site Conditions

3.1 Physical Conditions

The SFPUC commissioned AECOM to study and produce a report on the Site's physical conditions.³ Prospective RFQ respondents should review this report, which describes adjacent and nearby land uses, site slope and elevation, property ownership and easements, infrastructure connections, zoning, applicable existing City policies, and local in-progress planning efforts. However, the selected Developer will be responsible for conducting independent due diligence concerning the property.

³ Report available online at http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/Balboa-Reservoir-Study_Existing-Conditions-Infrastructure-and-Environment.pdf. All information provided by the City is this RFQ is for general information, and is not a representation or warranty by the City. At the time of any site disposition, the City will transfer the property in its "as is" condition and the Developer will be required to rely upon its own due diligence.

3.2 Transportation

The Site is served by a range of public transit resources, including multiple MUNI lines and the Balboa Park BART station. Traffic congestion is a commonly expressed local concern, however, and several planning efforts are underway to improve travel in the area. A preliminary analysis of the Site's transportation context,⁴ also performed by AECOM, highlights these conditions and the associated planning efforts.

In addition, the City has engaged Nelson\Nygaard, the transportation consulting firm, to conduct a transportation demand management ("TDM") analysis of a larger area that encompasses the Site, several adjacent neighborhoods, and City College. This TDM analysis will propose strategies for managing local transportation impacts and parking demands, with an emphasis on minimizing single-occupant vehicle trips by incentivizing other modes of travel. It will serve as an important tool as the Developer determines how to best ensure that the Balboa Reservoir project does not negatively impact local transportation conditions.

3.3 Site Access

In 2012, SFPUC and City College executed an Access Easement Agreement (in conjunction with a land swap) that requires City College to build two roads, (1) a north-south right-of-way running the length of SFPUC's property, along its eastern edge and (2) an east-west right of way along the northern edge of City College's property, connecting from Phelan Avenue to the northeast corner of the SFPUC's property. City staff has advised City College to temporarily postpone fulfilling these obligations, as it may be preferable to design and build them in conjunction with the greater Balboa Reservoir development. It is conceivable that the Developer, City College, and the City may decide to negotiate an alternative approach to fulfilling these obligations.

Currently, the only known point of vehicular access into the Site is the future east-west right of way required by the Access Easement Agreement. Depending on the proposed Balboa Reservoir development program, the Developer may need to create additional routes for vehicular site access. The SFPUC and the City expect the Developer, at its sole cost, to acquire the property and/or easements and to construct the improvements for any such off-Site access routes.

Possible additional access routes could potentially include: (a) extending Lee Avenue north across Ocean Avenue, thereby connecting to the North-South right of way required by the Access

⁴ Report available online at http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/Balboa-Reservoir-Study_Existing-Conditions-Transportation.pdf.

Easement Agreement or (b) creating additional east-west connections to Phelan Avenue. The creation of any such connections to Phelan Avenue would be subject to agreement by City College and would ideally be designed collaboratively in conjunction with City College's master planning process. Community feedback has expressed opposition to extending San Ramon Way into the Site from the west, except potentially for emergency vehicle access. Although certain potential access points may be determined to be infeasible for vehicular access, they may be appropriate for pedestrian and/or bicycle access.

4. Applicable Land Use Policies

4.1 Balboa Park Station Area Plan

Adopted in 2009, the Balboa Park Station Area Plan⁵ encompasses a 210-acre area that includes the Site. It envisions housing at the Site and requires that major new developments also provide high-quality public open spaces.

4.2 Zoning

The Site is currently zoned P, "Public," and is in the 40-X height and bulk district. Because P zoning is intended for land that is owned by a government agency and used for government purposes, a rezoning would be required to allow for housing and other uses at the Site.

4.3 City College Facilities Master Plan

City College is in the process of updating its Facilities Master Plan⁶ for the first time since 2004. The Facilities Master Plan will articulate City College's future land use vision, which will assist the Developer in understanding how the Balboa Reservoir can be most sensitive to City College. Ideally, the Developer would engage in the Facilities Master Plan's community process, to the extent that it is still in progress at the time of Developer selection, in order to maximize coordination between the Facilities Master Plan and the Balboa Reservoir planning process.

4.4 City College Board of Trustees Resolution

On July 28, 2016, the City College Board of Trustees passed a resolution establishing the College's priorities for how the Trustees wish to see the Site developed (Attachment D). These

⁵ The full Balboa Park Station Area Plan can be downloaded at <http://sf-planning.org/balboa-park-station-area-plan>.

⁶ City College's web page for the Facilities Master Plan process can be accessed at <https://www.ccsf.edu/MP/>.

priorities are generally consistent with the Development Parameters established by the CAC (Attachment B). City College does not, however, have jurisdiction over the Site.

In addition to these policies and plans, Attachment C provides a more comprehensive list of relevant policies and standards. The AECOM existing conditions report⁷ also includes information about many of these plans and policies, as well as about other transportation and land use efforts underway in the neighborhood. In addition, all standard City, state, and federal policies governing land use and urban design will apply, including the Americans with Disabilities Act and other related regulations that ensure accessibility to people with disabilities.

5. Developer's Role

Once selected through the RFP, the Developer will enter into a SFPUC Commission-approved Exclusive Negotiating Agreement (“ENA”). By establishing that the SFPUC will not concurrently negotiate with any other developers, the ENA will give the Developer the assurance needed to begin investing predevelopment funds. Key ENA terms will include performance benchmarks to ensure timely progress and the Developer’s commitment to pay for all predevelopment costs and to reimburse the SFPUC and other City agencies for their staff costs beginning on the date of Developer selection and continuing during the ENA Term. Additional details on the SFPUC’s required ENA terms will be provided in the Balboa Reservoir RFP.

The Developer will work closely with the SFPUC, OEWD, and Planning to refine its proposed development plan into a more detailed development program with a set of design and development controls to ensure that the project proposed to the City for approval will be built as intended. Prior to commencing the environmental review process for this refined project, the Developer will be required to complete a fiscal feasibility report and receive Board of Supervisors approval for findings of fiscal feasibility. These findings provide an early indication of the Board of Supervisors’ comfort with the general project proposal before the Developer must start incurring costs associated with environmental review. Concurrently, the Developer will negotiate with the SFPUC and OEWD on the financial terms of the land sale. Throughout this period, the Balboa Reservoir CAC will provide advisory feedback and serve as a forum for community input, as required by the CAC’s enabling legislation.

⁷ Report available online at http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/Balboa-Reservoir-Study_Existing-Conditions-Infrastructure-and-Environment.pdf.

Pursuant to the ENA, City staff will work with the Developer to negotiate and/or prepare the following documents for consideration by City decision makers during the project approval process:

- Any and all environmental documents as required by CEQA, which may include an environmental impact report (EIR) independently prepared by the Planning Department;
- An agreement setting the land transaction terms (e.g. a Disposition and Development Agreement (DDA));
- An agreement vesting the project's entitlements and memorializing the Developer's development rights and responsibilities, including its obligations around affordable housing and other public benefits (e.g. a development agreement (DA) or a section within the DDA);
- Planning Code amendments and any related documents that would authorize rezoning of the site to allow the project to be built as intended;
- Design and development controls governing the project's physical form, to be incorporated into the Planning Code amendments;
- Additional plan documents (e.g. an infrastructure plan) to be incorporated into the DA or DDA, as deemed appropriate.

After preparation of these documents, the Developer would seek City approval of the project, subject to City adoption of environmental findings under CEQA and including all other regulatory approvals for the project, or "entitlements," from the SFPUC Commission, the Planning Commission, the Board of Supervisors, and other City agencies as required.

Provided that the City approves the proposed project, the Developer would purchase the property from the City upon the issuance of project entitlements, in accordance with a DDA or other transaction documents negotiated during the ENA term. The Developer could then begin development, subject to the negotiated development terms and the City's standard permitting and inspection processes.

6. Development Parameters

As discussed in Section 2, the CAC has been extensively involved in preparing the Development Parameters (Attachment B), which provide programmatic and design direction in the categories of: (1) housing, (2) transportation, (3) the project's relationship to City College, (4) urban design and neighborhood character, (5) parks and open space, (6) sustainability, and (7) additional public benefits.

The first step in generating the Development Parameters was a series of community meetings and accompanying surveys during the first half of 2015, through which City staff gathered feedback regarding community members' desires for the Site. Staff created initial drafts of the Development Parameters based on this community feedback, as well as on staff's professional understanding of best practices in design and development. Staff shared the draft Parameters with the public online and presented them at a series of monthly CAC meetings beginning in summer 2015. These meetings served as a forum for feedback from CAC members and the general public. Staff revised the Parameters in response to this feedback and presented the updated Parameters for further input at the monthly CAC meetings held through the summer of 2016. On September 12, 2016, the CAC voted to move forward with the final version of the Parameters that is attached to this RFQ.

Responsiveness to the Development Parameters will be reviewed as a critical factor in evaluating the final development proposals submitted in response to the RFP. Once the Developer is selected and begins engaging with the City and the community to refine its proposal, these Development Parameters will continue to serve as a guide.

6.1 Development Parameters and this RFQ

This RFQ requires respondents to propose general development concepts, which will be evaluated for general consistency with the Development Parameters. Given the detailed nature of the Development Parameters and the general nature of the development concept responses, it is not anticipated that RFQ responses will directly address all of the Development Parameters. However, RFQ responses should avoid conflicts with the Development Parameters and may highlight opportunities for innovation.

7. Transactional Terms

The City anticipates structuring the transaction and entitlement process as follows. In preparing RFQ responses, and in anticipating future RFP responses, respondents should assume the following conditions. RFQ responses are not, however, expected to explicitly address each of these conditions.

7.1 Predevelopment Process

The Developer will lead the predevelopment process, with the City Lead Agencies (OEWD, SFPUC and Planning) providing input during the negotiation of the DDA and the other transaction documents. Beginning on the date of Developer selection and continuing throughout the negotiation period, the Developer will fund all predevelopment costs, including costs associated with City staff time.

7.2 Land Transaction

Subject to the SFPUC Commission adopting required findings, the SFPUC expects to sell the property in fee. The following transactional details are informational only; RFQ responses should not include a purchase price or other transactional terms, as these will be addressed through the subsequent RFP and negotiations.

Because this is a water utility ratepayer asset, the SFPUC must receive fair market value for the Site. Under current policy and political conditions, a calculation of fair market should assume that the Developer will fund all non-housing public benefits as well as the project's affordable housing up to the 33% threshold described in the Development Parameters (Housing Parameter 1(a)(1)) as follows:

1. *Make at least 33% of total housing units permanently affordable in perpetuity to low or moderate-income households, consistent with Proposition K (2014).*
 - A. *Make at least 18% of total housing units affordable to low-income households (up to 55% of AMI).*
 - B. *Make an additional 15% (or more) of total housing units affordable to low or moderate-income households (serving a range of households up to 120% of AMI, with emphasis on households earning 80% to 120% of AMI).*

The project's additional affordable housing (i.e. any affordable units that cause the project to exceed 33% affordability) should be assumed to be funded by project-generated public financing

sources and therefore should not impact the land value. Parameter 1(a)(2) targets a 50% affordability threshold as follows:

2. *To ensure that the project's overall affordable housing serves a diverse group of households ranging from low-income to middle-income, make an additional 17% of total housing units permanently affordable in perpetuity at a range of affordability levels. The maximum AMI levels for moderate and middle-income households may not exceed 120% and 150% AMI, respectively, and must correspond with housing prices that are at least 15% below local market rate housing prices at the time of project approval.*

The City's selection of a winning RFP response will not mean that the City accepts all of the terms of that response, but instead will result in negotiations under the ENA. Thus, the final negotiated transaction terms may differ from the terms and conditions cited in the winning proposal based on the City's determination of fair market value, adjustments to reflect the development plan's evolution, or new information about projected costs and revenues. The RFP may, however, denote a minimum purchase price that the final negotiated deal terms must meet or exceed.

The sale of the land will occur following City approval of entitlements (i.e., after the project receives the approvals described in Section 5) by the SFPUC, the Board of Supervisors, and the Mayor. Further specifics of the transaction structure will be determined during the negotiation period.

7.3 Housing Affordability in Perpetuity

The project's affordable housing units must remain affordable in perpetuity (i.e. throughout the useful lives of the buildings in which those units are located), as described in the housing section of the Development Parameters. The project's affordable housing will be administered by MOHCD and must be consistent with MOHCD's inclusionary housing program, except if expressly modified through the project's negotiation and approvals process.

7.4 Financing Sources & Negotiation of Enhanced Public Benefits

The Developer is expected to utilize the standard sources of debt and equity commonly available for similar projects. These sources include the potential use of four percent (4%) Low Income Housing Tax Credits and associated tax-exempt bonds to subsidize qualifying affordable units. In addition, the City may consider the use of additional public financing resources not obtainable without City support if such resources would allow the Developer to exceed the project's baseline

Development Parameters (e.g. provide affordable housing above the 33% threshold, enhanced open space, and other extra public benefits).

7.5 Protection of SFPUC Infrastructure

In the sale of the Site to Developer, the SFPUC expects to retain in fee an 80-foot wide strip of land containing a pipeline right of way, located at the southern boundary of the Site. The SFPUC also holds pipeline easements over property bordering the Site's southeastern corner. Please refer to Attachment A for a map of these conditions.

SFPUC routinely fee-based issues licenses to adjacent property owners who wish to improve SFPUC property as an amenity for a larger development plan (e.g. through landscaping), but no structures, trees, or woody shrubs may be built over the surface of the retained SFPUC property due to the underlying pipeline infrastructure. Open space (that is not required for the development project's entitlements) may be placed over the retained SFPUC property and/or easements if designed, approved, and installed according to the SFPUC's requirements and after the SFPUC's review and approval of the open space plans. For Balboa Reservoir, the SFPUC is prepared to issue this fee-based license in conjunction with the transaction documents at project entitlements.

7.6 Project Costs

All horizontal and vertical development costs and most ongoing operation and maintenance costs will be paid by the Developer and subsequent property owners, not the SFPUC or the City, except as described above in Section 7.4 and on the following list. Prospective RFQ and RFP respondents should be aware of the following anticipated costs:

- **Impact Fees:** The Site is subject to all standard City impact fees, including the new Transportation Sustainability Fee and the geographically-specific Balboa Park Community Infrastructure Impact Fee.⁸ Proposals should assume that all impact fees will be paid in full, although the City may consider negotiating in-kind credit for certain community benefits.
- **Operation and Maintenance of Horizontal Infrastructure:** Utilities, street improvements and public rights-of-way may be offered for dedication to the City upon completion, provided that they are designed and constructed to City standards based on approved

⁸ Impact fee rates escalate annually. Current rates can be found at

http://default.sfplanning.org/administration/Master_Impact_Fee_Schedule_2016_DBI_Register-071416.pdf.

plans and specifications. Typically, the City owns, operates and maintains such accepted utilities, street improvements and public rights-of-way, with the exception of sidewalk maintenance (including the maintenance of plantings), which is typically the responsibility of the adjacent property owner. (Note that on November 8, 2016, San Francisco voters considered Proposition E, which would make street tree maintenance the City's responsibility. As of November 9, 2016, the City's unofficial election results showed Proposition E as having passed.)

- ***Operation and Maintenance of Parks and Open Spaces:*** The City makes no commitments to fund the costs of operating and maintaining any publicly accessible parks, open spaces, or pedestrian improvements created as part of the project. These parks and open spaces will be funded by the project's property owner(s) (i.e. not the City) in perpetuity, unless the City and the Developer reach a future agreement around an alternative ownership and/or management structure. The Developer may set up a Community Facilities District (also known as a Mello-Roos District) to ensure an ongoing funding stream to cover these costs. The Developer may also desire to create a master homeowners' association or other similar entity to fulfill this important role.
- ***Transportation Demand Management ("TDM"):*** The project must include a meaningful TDM plan that is consistent with the findings of the Balboa Area TDM Plan, which is currently underway. The Transportation portion of the Development Parameters (Attachment B) details which TDM measures are desired and expected for the Balboa Reservoir project.
- ***Workforce Provisions:*** In December, 2015 the Board of Supervisors passed legislation applying prevailing wage, apprenticeship programs, and local hiring requirements to projects involving the sale of City-owned property for the development of housing (Board of Supervisors File Number 150817).
- ***Community Benefits.*** In 2011, the SFPUC adopted a Community Benefits Policy to ensure that positive local impacts result from the SFPUC's activities involving the operation and improvement of its water, wastewater, and power services. Although the Balboa Reservoir project will not be one of the SFPUC's traditional infrastructure projects, it should be generally consistent with the SFPUC's "triple bottom line" approach of economic, environmental, and social equity. Given that the Development Parameters for the project share this objective and, as such, encourage and require robust community

benefits, any project that meets or exceeds the Development Parameters may also be considered compliant with the SFPUC's Community Benefits Policy.

8. RFQ Schedule

Milestone	Date
RFQ released	Thursday, November 10, 2016
Written questions due	Wednesday, December 7, 2016 at 5:00 PM
Responses to written questions posted online	Wednesday, December 21, 2016
RFQ responses due	Wednesday, January 18, 2017 at 5:00 PM
Finalists announced	Friday, February 17, 2017

Once the RFQ finalists have been, the City will issue the RFP calling for the finalists to submit more detailed design and development proposals. Finalists will prepare written RFP responses and then summarize their RFP responses at a community forum, which will allow City staff and evaluators to hear public feedback on the various proposals. An evaluation panel comprised of City staff will ultimately make a recommendation to the SFPUC Commission for the Developer with which to enter into an exclusive negotiating agreement (ENA). This process will be described in greater detail in the RFP document.

9. RFQ Submittal Requirements

9.1 Pre-Submittal Information and Communications

Interested parties are encouraged to visit the Site, which is undeveloped and publicly accessible in its entirety, prior to responding to the RFQ. The City's December, 2014 study of existing Site conditions is recommended as a guide for this self-directed tour and can be downloaded at http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/Balboa-Reservoir-Study_Existing-Conditions-Infrastructure-and-Environment.pdf. Respondents are expected to conduct due diligence and should not assume that all information provided in this 2014 report remains accurate.

Any questions, requests for information, or other clarifications regarding this RFQ must be submitted in writing before Wednesday, December 7, 2016 at 5:00 PM to: Phillip Wong, Office of Economic and Workforce Development, San Francisco City Hall, 1 Dr. Carlton B. Goodlett Place, Room 448, San Francisco, California 94102-4653 or by email to phillip.c.wong@sfgov.org. No oral inquiries, including voicemail messages, will be answered. Responses to written questions will be posted on the City's RFQ/RFP website at <http://sfwater.org/balboa>.

All interested parties must register on this website and check it periodically to ensure that they have complete and up-to-date information on the RFQ contents (including any potential addenda) and process.

RFQ respondents may consist of single development organization or a team comprised of multiple developer partners, which may include a combination of for-profit and/or nonprofit developers. The evaluation panel will consider each respondent on the strength of its developer team in its entirety and will not suggest rearranging or combining teams as a condition of proceeding to the RFP stage of the selection process. Short-listed respondents may potentially add or remove developer partners to their teams prior to responding to the RFP, provided that the principal developer partner remains the same.

9.2 Submittal Format and Deadline

All submittals must include eight (8) printed sets of the information listed below in Section 9.5. Submittals must fit into an 8.5 x 11-inch format (tables or graphics larger than 8.5 x 11 inches may be included if folded). A digital version of the document, excluding financial information, must be provided on DVD or flash drive in PDF format.

9.3 Deposit

The submittal must also include a \$10,000 earnest money deposit, which may be submitted in the form of a check or cashier's check made out to The City and County of San Francisco. This deposit will be held by the City during the RFQ process and refunded without interest to all RFQ respondents that are not selected as finalists to participate in the RFP.

Note that the Developer will be responsible for a more substantial negotiating deposit at the time that it enters into an ENA with the City.

9.4 Submittal Deadline & Address for Submittals

Submittal Deadline: Wednesday, January 18, 2017 at 5:00 PM

Address for Submittals: **Office of Economic & Workforce Development**
San Francisco City Hall
1 Dr. Carlton B. Goodlett Place
Room 448
San Francisco, California 94102-4653
ATTN: PHILLIP WONG

To ensure that submittals are received on time, respondents are encouraged to deliver submittals by hand to the Office of Economic and Workforce Development's reception area, which is open between 9 a.m. and 5 p.m. on City business days.

A respondent may revise its submittal at its own initiative at any time prior to the submittal deadline, provided that the revised submittal is received in its entirety prior to the deadline.

9.5 Submittal Contents

RFQ responses must provide the following information:

Part 1: Experience

A. Proposer Profile. Identify the development team's lead negotiator, key personnel, and consultants if known, including their contact information and brief descriptions of their respective roles (two-page maximum). Provide resumes for the lead negotiator and key personnel (resumes do not count toward two-page maximum). Identify the legal entity that would enter into the ENA and other contractual agreement(s) with the City, and list the entity's partners, members, and equity holders; this should be the same entity for which financial capacity information is provided. Although the Developer may form a new sole-purpose entity for purposes of taking title to the property, for purposes of this RFQ please provide information of the parent organization(s) currently in existence.

B. Project Profiles. Provide high-level descriptions of three (3) prior projects that demonstrate the development team's experience working on projects of a similar size and scope. **Please limit each profile to two (2) pages or fewer and do not submit more than three (3) profiles.** Each profile should include the following information about the project:

- Location
- Timeline of respondent's initial engagement and key project milestones
- Development program and size
- Cost and financial structure

- Role of respondent
- Role of public sector, including entitlement process
- Community engagement strategy and outcomes
- Project status or, if complete, final outcome
- Challenges faced and solutions achieved

Part 2: Capacity

Responses should include the following information to demonstrate that the development team has the financial capacity to complete the project. **RFQ Responses should not include estimated costs or cash flows.** The City also reserves the right to request that RFQ respondents participate in financial evaluation interviews, to which they may be required to bring additional evidence of financial capacity.

- Evidence from an established financial source of the developer's ability to fund entitlement and predevelopment costs.
- Anticipated sources of funds, current relationships with lenders and equity investors, and ability to obtain necessary financing for the proposed development, including recent history of obtaining debt and equity financing. At the RFP stage, the City may request certified financial statements for the past 2 years or other additional evidence of financial capability. The City may also require participation in a financial evaluation interview.
- The composition of the current real estate portfolio owned or managed by the respondent(s) and, if applicable, parent company, including: project name, location, development cost, date completed, ownership interest, occupancy rate and the amount of any contingent liabilities.
- All projects in the development pipeline including location, status, schedule, estimated cost, financial commitments required of developer, and description of financing structure, sources, and amounts.
- Is the development entity affiliated with a parent company or other functionally related entity, and how would this entity ensure the development entity's financial obligations to the City are fulfilled?

- Is the development entity involved in any litigation that could have a material adverse effect on the development entity's financial condition? If yes, please explain.
- Has the development entity or any affiliated entities filed for bankruptcy during the past five years? If yes, please explain.

The Proposer Profile described in Part 1(A) will also be used to evaluate the development team's technical capacity to complete the project.

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract (i.e. ENA) has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

Therefore, it is important for respondents to clearly identify in their proposals those financial records or other information that the respondent in good faith determines to be a trade secret or confidential proprietary information protect from disclosure under applicable law. To the extent permitted by law, the City will attempt to reasonably maintain the confidentiality of such information, and information so marked will be redacted from copies presented to the public. However, generally, all documentation, including financial information submitted by any respondent to the City, are public records under State and local law, including the City's Sunshine Ordinance, and the City will not under any circumstances be responsible for damages or losses incurred by a respondent or any other person or entity because of the release of such fiscal information.

Part 3: Development Concept

In no more than ten (10) pages. propose a high-level concept for developing the Site. This section of the RFQ response should focus on conceptually framing the development team's vision for meeting and ideally exceeding the Development Parameters. Note that the subsequent RFP process will provide the opportunity to refine and elaborate on the development vision.

RFQ responses should demonstrate creativity, an understanding of the physical and political context, and the ability to work productively with the local community and City College. The

narrative should demonstrate these abilities as they relate to large-scale urban development and maximizing affordable housing.

RFQ responses are not expected to directly respond to all of the Development Parameters. The narrative should, however, demonstrate that the proposer generally understands the Development Parameters and would be able to develop a project that would meet or exceed them. During the RFP process, finalists' responses will be expected to address the Development Parameters directly.

Detailed Site plans, renderings, and other graphics requiring substantial time and expense to prepare should not be submitted at the RFQ stage. Responses may include diagrams and precedent images only if required to communicate ideas that cannot be articulated in writing, and graphics will be counted toward the ten-page limit. Furthermore, evaluation panelists will be instructed not to interpret the inclusion of detailed graphics as an indication of a respondent's capability or commitment.

Responses should describe:

- Commitment to meeting the baseline affordable housing Parameters and potential strategies for exceeding these minimums.
- Key concepts in creating an attractive and cohesive neighborhood while meeting or exceeding the urban design and public realm Parameters. **Providing this information should not require RFQ respondents to engage in architectural analysis or articulate square footage or unit counts.** Programmatic and site planning concepts may instead be discussed in terms of general building typology and open space typology, precedents, and previous work of similar scale or urban context.
- How the project will serve users including residents of various incomes and household types, visitors, City College affiliates, and other neighbors.
- Other amenities and key project features that would make the development an attractive place to live and visit and that respond to or exceed certain Development Parameters.
- General financial structure and financing strategy, including identification of which public financing sources the project may attempt to utilize.
- Community engagement and entitlement strategy.

10. Evaluation Process

The SFPUC and other City staff will review all timely RFQ responses to determine whether they are complete and responsive to all RFQ requirements. Only submittals that are complete and responsive and that meet the following baseline requirements will be evaluated by the RFQ panel and considered for advancement to the RFP stage. The following may result in a determination of non-responsiveness:

1. Does not include all categories of information specified in Section 9 of this RFQ.
2. Contains substantial inconsistencies with the Development Parameters.
3. Is submitted after the identified deadline.
4. Contains information that is false or misleading.
5. Substantially diverges from the format and length requirements described in Section 9.
6. Proposes a development team that includes a principal team member who has violated the Campaign Reform Ordinance and/or Conduct code (see Section 12.8).

The City may, but is not required to, notify noncompliant respondents of their errors or omissions and give them a short period of time to remedy those errors or omissions.

RFQ responses that meet these standards will be evaluated by a selection panel consisting of SFPUC and other City staff with relevant experience. A representative of the City College administration and the Balboa Reservoir CAC Chair will also serve on the panel and will evaluate only the non-financial elements of the RFQ responses. The RFQ selection panel and City staff reserve the right to request clarification and/or additional information from respondents.

The panelists will score and rank the RFQ responses and invite up to three top-ranked respondents to participate in a subsequent RFP process. Once the RFQ process has concluded, the Experience section of each RFQ response may be posted publicly on the RFQ website.

Once the finalists have been selected, the SFPUC and the City intend to proceed to the RFP stage, which will identify single respondent with which to enter into exclusive negotiations. The RFP evaluation and selection process, which the RFP document will describe in detail, is expected to include the presentation of proposals to the community, followed by a similar panel evaluation and scoring process. This process will result in a recommendation to the SFPUC Commission, which has authority to determine in its sole discretion whether to enter into exclusive negotiations with the Developer.

11. Evaluation Criteria

RFQ responses that meet the requirements listed in Section 10 will be scored using the following criteria, which are summarized in the table below and elaborated upon in the scoring guide that follows:

11.1 Overview

Category	Potential Points
1. Experience (35 points total)	
a. Successful track record of developing comparable projects	15
b. Creative, innovative approach to development	5
c. Entitlement experience	5
d. Ability to address community concerns in prior projects	5
e. Ability to work productively with public agencies	5
2. Capacity (35 points total)	
a. Financial capacity to develop site	15
b. Ability to secure capital	10
c. Capability of development team	10
3. Development Concept (30 points total)	
a. Consistency with community's Development Parameters	10
b. Exceeds community's Development Parameters	5
c. Addresses housing crisis	10
d. General economic feasibility	5

11.2 Scoring Guide for Evaluation Panel

Part 1: Experience (35 Points)

1(a): Successful track record of developing complex, multi-phase development projects of comparable type, scope, and envisioned quality, ideally in a master developer/horizontal developer role. (15 points)

1(b): Prior projects demonstrate a creative and innovative approach to design, construction, financing, public benefits, and/or other aspects of development. (5 points)

1(c): Experience securing entitlements, ideally within San Francisco and/or within similarly complex regulatory environments. (5 points)

1(d): Demonstrated ability to address community concerns in prior projects through outreach and engagement before and after entitlement. (5 points)

1(e): Demonstrated ability to work with public agencies to achieve a development that meets both public sector and developer objectives. (5 points)

Part 2: Capacity (35 Points)

2(a): Financial capacity to develop the site, including adequate liquidity to fund predevelopment and withstand unforeseen setbacks. (15 points)

2(b): Proven ability to secure equity and debt capital for a project of this type based on financial status, financing of comparable projects, and relationships with capital sources. (10 points)

2(c): Sufficient and sufficiently qualified staff and, if applicable, anticipated consultant resources to entitle, design, construct, and operate the project. (Note that respondents are not required to identify anticipated consultants in their RFQ responses.) (10 points)

Part 3: Development Vision (30 Points)

3(a): Consistency with Development Parameters, which reflect extensive community input. While RFQ responses are not expected to specifically address all parameters, points may be deducted for significant inconsistencies. (10 points)

3(b): Exceeds the baseline requirements within the Development Parameters, which reflect extensive community input. (5 points)

3(c): Would contribute to alleviating the City's housing crisis by providing a meaningful amount of housing for those who need it, and doing so in such a way that would be financially feasible. (10 points)

3(d): Economically realistic development program that is likely to result in successful project completion. (5 points)

12. Terms and Conditions for Receipt of RFQ Responses

12.1 Errors and Omissions in RFQ

RFQ respondents are responsible for reviewing all portions of this RFQ. Respondents are to promptly notify OEWD, in writing, if they discover any ambiguity, discrepancy, omission, or other error in the RFQ. Any such notification should be directed to OEWD promptly after discovery, but in no event later than five working days prior to the date for receipt of RFQ responses. Modifications and clarifications will be made by addenda as provided below.

12.2 Inquiries Regarding RFQ

Any questions, requests for information, or other clarifications regarding this RFQ must be submitted in writing as set forth in Section 9.1.

12.3 Objections to RFQ Terms

Should a respondent object on any ground to any provision or legal requirement set forth in this RFQ, the respondent must, not more than fifteen calendar days after the RFQ is issued, provide written notice to OEWD setting forth with specificity the grounds for the objection. The failure of a respondent to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

12.4 Changes

The City may modify or terminate the RFQ at any time before the RFQ response due date, by issuing one or more RFQ addenda, which will be posted on the website at

<http://sfwater.org/balboa>. The respondent shall be responsible for ensuring that its RFQ response reflects any and all RFQ addenda issued before the RFQ due date regardless of when the response is submitted. Therefore, the City recommends that the respondent consult the website frequently, including shortly before the RFQ response due date, to determine if the City has made any changes to the RFQ.

12.5 Revision of RFQ Response

A respondent may revise an RFQ response on the respondent's own initiative at any time before the deadline for submission of RFQ responses. The respondent must submit the revised response in the same manner as the original. A revised response must be received on or before the response due date. In no case will a statement of intent to submit a revised response, or commencement of a revision process, extend the response due date for any respondent.

At any time during the RFQ response evaluation process, the City may, but is not required to, ask one or more of the respondents for oral or written clarifications to its response.

12.6. Errors and Omissions in RFQ Response

Failure by the City to object to an error, omission, or deviation in the RFQ response will in no way modify the RFQ or excuse the vendor from full compliance with the specifications of the RFQ or any subsequent contract.

12.7 Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFQ. Submissions of the RFQ will become the property of the City and may be used by the City in any way deemed appropriate.

12.8 Respondent's Obligations under the Campaign Reform Ordinance

Respondents must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such

an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- The officer's re-election campaign;
- A candidate for that officer's office; or
- A committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.
2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.

For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

12.9 Reservations of Rights by the City

The issuance of this RFQ does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or related procedure;
2. Reject any or all responses;
3. Reissue a Request for Qualifications;
4. Prior to submission deadline for RFQ responses, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFQ, or the requirements for contents or format of the RFQ responses;
5. Procure any materials, equipment or services specified in this RFQ by any other means;
or
6. Determine that no project or sale will be pursued.

12.10 No Waiver

No waiver by the City of any provision of this RFQ shall be implied from any failure by the City to recognize or take action. Any City waiver must be in writing.

Attachments

Attachment A: Site Map

Attachment B: Development Parameters

Attachment C: Relevant Policies, Standards, and Codes

Attachment D: City College Board of Trustees Resolution

ATTACHMENT A

SITE MAP



Aerial Photo CCSF/Pictometry flown in 2015

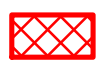
Legend



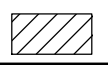
Development Opportunity Site



60' wide SFPUC pipeline easement



No-build zone to ensure SFPUC pipeline integrity



Public access easement to CCSF (50' w.) & SFPUC (60' w.)

— SFPUC Water Transmission Pipeline



SFPUC land (in fee)



SFPUC MOU4242 to SF Public Library for garden



31' wide vehicle turnaround temporary easement to Avalon Bay



24' wide SFPUC water pipeline easement



San Francisco
Water Power Sewer
San Francisco Public Utilities Commission
Real Estate Services

City & County of San Francisco

Balboa Reservoir Site Map

The City does not guarantee that the information is accurate or complete. The City is not responsible for any damages arising from the use of data. Users should verify the information before making project commitments.

Scale 1:2,400



Author: J.Mandella, ed. J.Lukins Date: 10/3/16

ATTACHMENT B

DEVELOPMENT PARAMETERS



BALBOA RESERVOIR

DEVELOPMENT

PRINCIPLES & PARAMETERS

Dear Prospective RFQ Respondents,

September 9, 2016

Over the past year, our team of nine has thoroughly reviewed and discussed a wide range of land use topics. We have listened to feedback from a broad range of community perspectives, and the following Development Parameters are the result of our collective efforts. Separate from these Parameters, we also want to highlight four key areas of overall importance and priority for us: transportation and neighborhood congestion, City College, and affordable housing. To be successful, any project will need to effectively integrate these priorities into their proposal.

- **Transportation and Neighborhood Congestion:** Traffic congestion and the availability of street parking are already major problems facing the local community. The developer must be responsible for addressing new development's transportation and parking impacts, and no development proposal is likely to garner community support if it would worsen these conditions.
- **City College:** The community cares deeply about City College's long-term health and growth. We are especially concerned that the Balboa Reservoir development will displace a surface parking lot currently utilized by City College students. It will be critical for the Balboa Reservoir developer to work with City College to address parking needs by identifying alternative parking and transportation solutions that do not compromise students' ability to access their education.
- **Affordable Housing:** Members of the CAC and the community are deeply concerned about housing affordability. We would like to see a significant proportion of the housing at Balboa Reservoir be affordable to a combination of low, moderate, and middle-income people. However, housing cannot come at the cost of increased congestion.
- **Open Space:** The addition of new public open spaces at Balboa Reservoir is a top priority for many community members. The development parameters go into detail about the qualities that we believe make good parks and open spaces.

In the course of the 16 BRCAC meetings leading to the creation of these Development Parameters, we heard many passionate perspectives from residents of nearby neighborhoods, members of the City College community, representatives of local schools and businesses, and others who care deeply about how this development turns out. Along the way, these participants provided thoughtful and detailed direction on the revisions they wanted to see made to the evolving Parameters document. Two groups, the Westwood Park Association and Communities United for Health and Justice, went a step further and presented the CAC with alternative proposals for consideration.

Not surprisingly, this large and committed group of stakeholders had differing opinions. Where there was not general concurrence, we worked hard to suggest compromises, going through multiple rounds of revisions to arrive at this final document. As we move on to the developer selection phase of this project, we look forward to seeing these Parameters guide the Balboa Reservoir development.

Sincerely,



Lisa Spinali

Chair, Balboa Reservoir Community Advisory Committee

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Background

In spring 2015, Supervisor Norman Yee introduced and the Board of Supervisors approved an ordinance creating the Balboa Reservoir Community Advisory Committee (BRCAC). Among the BRCAC's responsibilities laid out in this legislation was to "provide feedback on what development objectives should be included in the Request for Proposals to be issued by the City for development of the [Balboa Reservoir] Site." The BRCAC is an advisory committee with nine seats, each representing a different constituency of the Balboa Reservoir project, and many additional community members often also attend.

Since then, the BRCAC has met regularly for a year to advise City staff on the development principles and parameters that are found on the following pages. The first drafts of the principles and parameters were produced by staff based on feedback heard at prior community meetings and collected through a survey, as well as on staff's professional knowledge of land use best practices. Members of the CAC and community provided feedback at monthly BRCAC meetings and via email, and staff responded by substantially revising the draft parameters.

All sections of this document have undergone at least two rounds BRCAC review, feedback, and revision, and in many cases more than two rounds. The final version of the document incorporates the feedback of a wide array of stakeholders and perspectives, while also trying to mediate between conflicting opinions and remain consistent with City policies and standards.

Complete documentation of all community feedback, staff responses, and revisions to the principles and parameters is online at <http://sf-planning.org/brcac>.

HOUSING

PRINCIPLE 1

Build new housing for people at a range of income levels.

PARAMETERS

- a. Make at least 50% of total housing units permanently affordable in perpetuity to low (up to 55% of Area Median Income (AMI)), moderate (up to 120% of AMI), and middle-income (up to 150% AMI) households, provided that this can be achieved while also ensuring project feasibility and providing the economic return to SFPUC ratepayers that is required by law.
 1. Make at least 33% of total housing units permanently affordable in perpetuity to low or moderate-income households, consistent with Proposition K (2014).
 - A. Make at least 18% of total housing units affordable to low-income households (up to 55% of AMI).
 - B. Make an additional 15% (or more) of total housing units affordable to low or moderate-income households (serving a range of households up to 120% of AMI, with emphasis on households earning 80% to 120% of AMI).
 2. To ensure that the project's overall affordable housing serves a diverse group of households ranging from low-income to middle-income, make an additional 17% of total housing units permanently affordable in perpetuity at a range of affordability levels. The maximum AMI levels for moderate and middle-income households may not exceed 120% and 150% AMI, respectively, and must correspond with housing prices that are at least 15% below local market rate housing prices at the time of project approval.
 3. Developers should assume that SFPUC will receive a "fair market value" land price based on the 33% affordability scenario described in (1) and should propose additional public financing strategies that would enable the project to meet or exceed the 50% or higher affordability level.
- b. Maximize the amount of affordable housing, exceeding these minimum affordable housing percentages to the greatest extent possible, provided that all other development parameters are also met; do not exceed the minimum number of market-rate units that are necessary to achieve these objectives.
- c. Target middle-income housing to the qualifying households that have the greatest affordability challenges, such families with children that require larger, family-sized, multi-bedroom units.
- d. Provide a mix of rental and ownership units.

- e. Proactively work with City College and/or area schools to explore partnerships that would allocate on-site affordable units to house students, faculty, and/or staff, priced at appropriate AMI levels.

PRINCIPLE 2

Create housing that can serve a diverse group of household types.

PARAMETERS

- a. Provide all affordable housing on-site (as opposed to providing housing off-site or through the developer 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. Proactively work with City College and/or area schools to explore partnerships that would allocate on-site units to house students, faculty, and/or staff.
- e. Identify effective partners and strategies to target 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.

PARAMETERS

- a. Within the confines of other relevant parameters (e.g. Principle 1(a), 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. This includes the affordable housing needs of the employees and students of City College and other area schools.
- b. Create housing without compromising the quality of design or construction or outpacing needed transportation infrastructure.

TRANSPORTATION

PRINCIPLE 1

Manage parking availability for onsite residents while managing parking to meet City College enrollment goals and coordinating with City parking policies for the surrounding neighborhoods.

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. Some residential parking spaces may be part of shared parking facilities and/or in on-site buildings separate from the associated residential buildings.
- b. Build residential parking at ratios that are appropriate for each unit size and/or household type (e.g. senior, student, family, etc.), as well as for a site with access to multiple transit lines and near a transit station area. Parking may not exceed 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 will be determined once the development is proposed and the type and number of units is determined. However, these parameters would like to set a goal for the developer to strive for a site-wide, overall ratio of no greater than 0.5 parking spaces per unit, recognizing that different household types have different parking needs and that parking supply greater than parking demand can invite additional vehicle trips to neighborhood roads. The implementation of TDM and parking management strategies should be monitored at each phase of development to ensure that development does not outpace these strategies.
- c. Working with City College and the City, describe an appropriate parking and transportation demand management plan that accommodates all appropriate City College student and employee demand at full enrollment, including access to the City College’s future Performing Arts and Education Center. The TDM plan (including assumptions such as data and projections) should be coordinated with City College and consistent with recommendations in the forthcoming Balboa Area TDM Plan. If expert analysis demonstrates that shared parking is a viable approach, explore accommodating City College affiliates and other non-residents in shared parking facilities (garages where the same parking spaces are utilized by residents during non-peak hours and accessible to all others, including City College students and employees at other times). See related language in City College parameter 3(b).
- d. On-street parking should be managed by the SFMTA according to best practices for each user group.

PRINCIPLE 2

Create incentives for and improve the experience of utilizing transportation choices between the Balboa Reservoir site, transit, and adjacent neighborhoods.

PARAMETERS

- a. Use the strategies below and other creative proposals to meet the performance target of a maximum 60% automobile mode share (AMS)¹ for the first phase of development, with the goal of reducing AMS to the greatest extent feasible. For all phases of the development, monitor transportation performance on the site, report annually on all transportation demand management (TDM) and parking measures following City standards, 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 should provide funding for a TDM manager to execute transportation strategies and coordinate with relevant City agencies, City College, and other transportation partners, utilizing the findings and recommendations in the forthcoming Balboa Area TDM Plan.² Identify strategies or partnerships for executing TDM measures to meet performance targets.
- b. Maximize car share availability and convenience. Incentivize its use by providing each on-site household with a car-share membership for the household's first full year of residency and by:
 - Meeting or exceeding the number of carshare parking spaces required by local ordinance;
 - Locating car-share parking spaces on streets for easy access;
 - Providing space for other shared motor vehicles (such as scooters);
 - Facilitating the use of shared vehicles by families with children by providing lockers for individual storage of carseats, located adjacent to carshare parking.

1 Automobile mode share (AMS) refers to the portion of all trips to and from the site made by private automobile. Developers design parking and TDM measures to achieve or stay under particular AMS targets. Accompanied by monitoring requirements, reporting and compliance regulations, AMS standards are a way the City can ensure a developer commits to limiting trips and impacts on neighborhood roads.

2 Currently, the Planning Department and SFMTA are co-managing a TDM study for an area that includes the Balboa Reservoir site, City College Ocean Campus, and residential neighborhoods immediately surrounding the project site. The study is expected to be completed by early 2017 and will include information about local transportation usage patterns and related TDM opportunities.

c. Prioritize pedestrian safety and access and encourage transit use by:

- Demonstrating commitment to the City's efforts to improve the safety, comfort and experience 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. Implement projects that enhance the adjacent public realm and projects from the Ocean and Geneva Corridor Design plan³ to the greatest extent feasible. See related language in City College parameter 2(d).
- Maximize safe pedestrian and bicycle connections to transit, into the site, and within the site. Pedestrian networks shall accommodate desired paths of travel (or "desire lines"), connecting to surrounding transit, commerce, street networks, paths and open spaces. *[This bullet was moved here from Transportation Principle 3 to emphasize the importance of pedestrian access and safety.]*
- Street, sidewalk and pedestrian facility designs should be consistent with Better Streets Plan; bicycle facility designs should be consistent with the NACTO Bikeway Design Guide; and all rights of way should adhere to other applicable standards, such as utility separation requirements. Streets will generally fall under Better Streets Plan's Neighborhood Commercial, Neighborhood Residential, Park Edge, Alley or Shared Public Way street types. 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. *[This bullet was moved here from Transportation Principle 3 to emphasize the importance of pedestrian access and safety.]*
- Providing each household with a monthly transit pass or providing each household with a sustainable transportation benefit allowance. The allowance could be used for a variety of sustainable transportation such as transit, bicycle parking, sharing or repair, car share usage fees, etc. Private automobile parking, tolls, maintenance, etc. would not be eligible expenses. The transportation benefit allowance should be provided for the life of the project. At a minimum, the transportation benefit allowance should be equivalent to the cost of one Muni monthly pass per household.
- Encouraging employers to provide a pre-tax transportation benefit program and/or a sustainable transportation allowance for onsite employees (e.g. residential buildings' property managers, construction workers, etc.).
- Providing on-site transit rider amenities such as benches and sheltered bus stops and data/electricity to support real-time displays at bus stops, if applicable.

3 Plan is accessible online at http://208.121.200.84/ftp/files/plans-and-programs/in-your-neighborhood/ocean_ave_corridor/OceanAvenueCorridorDesignFinalReport.pdf.

d. Encourage bicycling by:

- 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.
- 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 and planned bicycle facilities beyond the site.
- Creating a north-south bicycle connection on the Lee Avenue extension or through the site, utilizing bicycle lanes and/or dedicated bicycle tracks, per the San Francisco Bicycle Plan. This connection should be provided early in the site development process.
- Providing visitor bicycle parking at a rate that meets or exceeds Planning Code requirements.
- Providing a bicycle repair facility on-site, with considerations for the existing retail environment (see *Additional Public Benefits, Parameter 2b*).
- Sponsoring an onsite Bay Area Bike Share pod if one is not located within 250 feet of the site, pending agreement on siting with Bay Area Bike Share.
- Considering subsidizing Bay Area Bike Share memberships to residents and employees.
- Providing a once a year “learn how to ride” class, either on site or nearby, offered to all residents. See Principle 4 for additional outreach requirements.

e. Identify and implement additional strategies to increase the utilization of safe and affordable transportation, 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.
- Making electric vehicle parking safe and convenient, as well as lowering barriers to installing future electric vehicle charging stations throughout parking garages if electric vehicle use becomes ubiquitous (see *Sustainability parameters*).

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 along Ocean Avenue and into adjacent neighborhoods.
- Improved bicycle infrastructure along Ocean Avenue and the existing Lee Avenue to close the current gap between bicycle routes.
- Coordination of shuttle service and/or facilities with City College.
- 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.
- Neighborhood mobility and access during construction.
- Maximizing electric vehicle or EV-ready parking spaces (see Sustainability parameter 5d)
- Shared parking facilities.
- Off-site traffic calming measures.

PRINCIPLE 3

Design site access and circulation to minimize the development's congestion impacts, especially on adjacent areas, while also maximizing pedestrian and bicyclist safety.

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 1 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. 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 supply, and access design with the City College master planning effort, including development of the Performing Arts and Education Center and/or other development on City College's property. Address congestion during morning and evening travel peaks, as well as during special events.

PRINCIPLE 4

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

PARAMETERS

- a. Create incentives and 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 bike and bike share demonstrations, other information sessions, or a month-long walking competition. Consider coordinating events with nearby educational institutions to include their populations 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, walking times to transit stops, 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 and employees to utilize sustainable modes of transportation.

PROJECT'S RELATIONSHIP TO CITY COLLEGE

PRINCIPLE 1

Ensure that development at the Balboa Reservoir site does not negatively impact City College's educational mission and operational needs.

PARAMETERS

- a. Do not develop on City College property unless an explicit agreement is reached with City College. *(Note that the developer may not develop on any adjacent property without reaching an express agreement with its owner. Refer to Exhibit C of the RFQ for the City College Board of Trustees' position on this subject.)*
- b. Phase and schedule construction activity to minimize impacts on access, noise, dust, and other air quality impacts to neighbors, including City College and future City College construction projects.
- c. Ensure that neighbors, including City College, Westwood Park, Sunnyside, Archbishop Riordan High School and Ocean Avenue residences, receive substantial advance notice of project schedule and phasing so that they can plan appropriately for access and circulation impacts and changes in parking availability.
- d. Work with City College to establish a process for regular communication between the project and City College, including a means of ensuring completion of the project's commitments to City College and a means of resolving new issues that may arise during construction or after the new development is complete. This process should be established prior to project approvals and should acknowledge the full range of City College stakeholder groups (including Trustees, administrators, staff, instructors, and students).

PRINCIPLE 2

In conversation with City College, identify opportunities for the Balboa Reservoir project's public benefits to serve as resources for the City College community.

PARAMETERS

- a. Consider partnering with City College and/or area schools to allocate a material amount of on-site units to house students, faculty, and/or staff.
- b. To the extent that City College expresses interest in relocating or expanding the City College Child Development Center to the Balboa Reservoir site, examine opportunities to accommodate this request within the new development.

- c. If on-site commercial space is developed, explore including retail and non-profit uses that will serve the needs of the City College students, faculty, and staff in addition to serving residents and the site's immediate neighbors. If proposing any such uses, demonstrate that they will complement the existing commercial and nonprofit environment without negatively impacting existing local retail businesses or non-profit activities.
- d. As described in the Transportation Parameters, create safe, clearly navigable pedestrian and bicycle access, including access for people with disabilities, through the Balboa Reservoir site to connect surrounding neighborhoods to City College and to connect the City College community to on-site public amenities that they are likely to utilize. Allow for safe, comfortable, and convenient pedestrian, bike, and car travel between City College and the Balboa Reservoir project, with particular attention to connections to Balboa Park Station.
- e. As described in the Open Space parameters, when designing parks and open spaces, consider neighbors, including the City College community (students, faculty, and staff), as future user groups.

PRINCIPLE 3

In coordination with City College, design and implement the project's transportation program in such a way that also creates new sustainable transportation opportunities for City College students, faculty, and staff.

PARAMETERS

- a. Prior to the start of development, coordinate with City College to finalize and commit to transportation demand management (TDM) measures required to meet the Balboa Reservoir project's mode split target and other goals identified in the Balboa Area TDM Plan. These measures should include an implementation plan to ensure that development does not outpace TDM.
- b. Working with City College and the City, develop an appropriate parking and TDM strategy that accommodates City College students and employees. If expert analysis demonstrates that shared parking is a viable approach, explore accommodating City College affiliates and other non-residents in shared parking facilities (garages where the same parking spaces are utilized by residents during non-peak hours and accessible to all others, including City College students, faculty, and staff, at other times).
- c. Phase the project in such a way that changes to the current parking lot can occur gradually, allowing for incremental adaptations rather than the wholesale removal of all parking spaces at once.

- d. Explore the 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 bicycle parking to accommodate bicycles' access to both properties. Include, and avoid conflicts with, local bicycle-related businesses in the creation of new bicycle amenities, such as by exploring partnerships to provide on-site bicycle repair facilities.
- e. Identify and actively pursue additional potential partnerships with the City, City College, and other nearby educational institutions to support local efforts to encourage students, faculty, and staff to utilize non-single occupant vehicle modes of transportation. Potential partnerships may include, but are not limited to, capital improvements that increase the safety and attractiveness of walking or biking, including safe routes to transit and safe routes to school projects; coordinating efforts around public communications and outreach regarding alternatives to single-occupancy vehicles; TDM program management; public transit information; shuttles; paratransit; car-sharing; and other potential recommendations from the Balboa Area TDM Plan.

PRINCIPLE 4

To ensure that the Balboa Reservoir project is sensitive to City College's mission and operations, work with the City College administration, community, and master planning consultants to ensure that the Balboa Reservoir site plan and City College's forthcoming new Facilities Master Plan are well coordinated and complementary. Note that the Facilities Master Plan will be subject to approval by the City College Board of Trustees.

PARAMETERS

- a. Remain actively informed about City College's master planning process and receptive to opportunities to participate.
- b. Assume that City College's planned Performing Arts & Education Center, designed for City College property immediately to the east of the Balboa Reservoir site, will be built. Working with City College and the City, describe an appropriate parking and transportation demand management plan that accommodates access to the future Performing Arts and Education Center (see *Transportation parameter 1c*).
- c. Identify opportunities for the Balboa Reservoir project to help City College fulfill its master plan objectives, including but not limited to objectives around enrollment growth, while also meeting all other applicable development parameters.

PUBLIC REALM

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. The public realm, whether softscape or hardscape, should connect transit, gathering places, commercial destinations, and residences on the site and beyond; be visible and activated from adjacent streets and uses; and provide a sense of identity unique to the neighborhood.

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 and/or linear parks, 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 the neighborhoods beyond the Balboa Reservoir. 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 buildings, and create a sense of shared neighborhood identity. This continuous significant open space (which may extend multiple blocks if intersected by pedestrian ways or pedestrian/bike paths), should strive to be at least 2 acres (no less than 1.5 acres). This park will constitute a portion of the minimum 4 acres of at-grade open space referenced in Section 1.a. and should be designed with the community in a public process.
- c. The childcare facility should be adjacent to an open space. The open space should include elements and/or designs appropriate to the ages served in the adjacent childcare facility.
- 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 accommodate desired paths of travel (or “desire lines”), connecting to surrounding transit, commerce, street networks, 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 area along the southern end of the project site, an area in which trees, large shrubs or structures are prohibited since it contains existing SFPUC underground water transmission pipelines.⁴

⁴ Landscape must conform to SFPUC Integrated Vegetation Management Policy, available online at sfwater.org/index.aspx?page=431.

- f. Respect the privacy and scale of all neighboring properties, including Westwood Park, Sunnyside, City College, Archbishop Riordan High School, and other adjacent and nearby residences and schools with a reasonable distance and appropriate public space design, private rear yards, landscape, topography (possibly including a berm), and/or walking routes to serve as a buffer or transition between the new buildings on the Balboa Public Site and Plymouth Avenue homeowners' backyards. Open space shall be preserved in perpetuity, as will be other public spaces on the site.
- g. Build in enough flexibility to the parks and open spaces to allow them 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 should remain unbuilt and open to the public.
- h. Prioritize view corridors from public streets and spaces to Mt Davidson, San Bruno Mountain, and the main entrance to the City College Science Hall. Incorporate view studies into public community design workshops.
- i. Emphasize the special nature of the area through distinctive landscaping and other features that complement and respect adjacent neighborhoods and educational institutions.

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 College affiliates. The Public realm should include generous landscaping, lighting, and greenery as appropriate to the scale and use of buildings and the site.

PARAMETERS

- a. Create public and common open spaces that are active. They should be 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 of this document).
- c. Design new streets as public spaces which create intimate, safe pedestrian environments while encouraging social interactions between diverse users from the site, adjacent neighborhoods, and City College. Use shared streets/public way designs where appropriate.
- d. Design public realm to complement the Ocean Campus, its network of public spaces, and Unity Plaza.
- e. Incorporate linear spaces, smaller common areas, and/or courtyards 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 and playgrounds near daycare.

- f. 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.
- g. 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. Carefully consider and protect against construction impacts on neighboring homes and foundations, many of which are over 90 years old.

PRINCIPLE 3

incorporate the different needs and hours of activity for diverse users in the area, including the members of the City College community.

PARAMETERS

- a. Ensure safe and accessible opportunities for people of all ages and abilities, 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

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.

PARAMETERS

- a. Maximize the percentage of private open space at ground level.
- b. Connect courtyards, mid-block open spaces, and/or streets 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.

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 and in adjacent neighborhoods.
- c. Design open space areas that are protected from winds. Landscaping should withstand winds.
- d. Integrate stormwater management features into the public realm.
- e. Use drought tolerant species that will minimize the need for irrigation.

PRINCIPLE 6

Plan and design in coordination with a long-term, sustainable maintenance plan and community-serving programming.

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, as well as who will be accountable for ongoing maintenance on a daily basis. Identify potential funding sources 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. Working with community and educational partners on this effort is encouraged.

URBAN DESIGN & NEIGHBORHOOD CHARACTER

PRINCIPLE 1

Connect and relate to the surrounding fabric of streets, blocks, and open spaces.

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 neighborhood streets, pedestrian paths, courtyards, or plazas to better connect networks of public and common spaces, including the City College campus.
- c. Orient the site, blocks, streets, and pedestrian connections to maximize pedestrian safety, mobility, and access to transit, housing, recreation, and other destinations.

PRINCIPLE 2

Harmonize the relationships between existing buildings, streets, transit corridors, and open spaces.

PARAMETERS

- a. Design the Site and buildings to integrate with, respect and reflect local character, scale, design, and uses, as well as to support access to transit. Designs should harmoniously integrate with the surrounding built environment, stitching together the varied land uses and urban design on all sides of the site including Westwood Park, Sunnyside, City College, and other nearby residences and schools. Designs shall consider the scale and design of neighboring buildings (especially Westwood Park, prominent buildings on City College campus including the Science Hall and planned Performing Arts and Education Center, Riordan H.S. and along Ocean Avenue), quality of open spaces (such as Unity Plaza and rear yards of Westwood Park), and pedestrian connections (such as to Riordan High School, Library Gardens, City College, and transit).
- 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. Buildings, blocks, and prototypes shall be authored by different architects to ensure variation in design on the site.
- 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 be lower in height than buildings on the eastern side and should respect the scale, privacy and light of adjacent homes to

the west of the Site. Buildings should be separated from Westwood Park rear yards by setbacks or open spaces. Building heights should fall within a range of 25 feet to 65 feet.

- d. Situate and design buildings to enhance public spaces and the openness provided by contiguous private open spaces (e.g. rear yards) while minimizing impacts on existing residential privacy and access to light. Appropriate landscape design and/or a reasonable distance should buffer adjacent properties in order to protect residents' privacy. Minimize impacts on privacy and light, through site orientation, setbacks, breaking lines of sight between buildings, landscape, and topography. (See Public Realm principles for further development parameters relative to adjacent properties.)
- e. Shape the height and bulk of buildings to respect views and vantage points; avoid buildings that are top-heavy or bulky in appearance.
- f. When designing roofs, consider how roof design will impact views to the site from above.

PRINCIPLE 3

Design with and complement the site's natural context.

PARAMETERS

- a. Maximize exposure to sun and protection from wind. Utilize wind-appropriate trees to reduce wind impacts.
- b. Design the site, buildings, and public realm to harmoniously integrate into the surrounding topography and local landscape. The public realm and open spaces shall incorporate natural habitat appropriate for the micro-climate of the neighborhood.

PRINCIPLE 4

Express neighborhood character, celebrate cultural history, and align with neighborhood activities.

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.

SUSTAINABILITY

PRINCIPLE 1

ENERGY Building on the City's robust energy efficiency requirements, reduce or eliminate greenhouse gas (GHG) emissions from new buildings to the greatest extent feasible. Maximize the use of renewable energy (generated on the Balboa Reservoir site, to the extent feasible) and realize 100% of electricity in all new development from renewable (GHG-free) sources.

PARAMETERS

- a. Meet building energy efficiency requirements through attention to building fixtures and appliances (including shared, on-site facilities), lighting, HVAC, and plug loads, per the requirements of the San Francisco Green Building Code and California Title 24 (30% reduction for Residential Buildings and 40% for Non-Residential).
- b. Realize additional energy efficiency through passive design techniques, such as building orientation (to maximize solar energy potential), shading, materials/skins that control solar gain (to minimize interior heat gain), daylighting, and natural ventilation.
- c. Through both site and building design, maximize the use of solar energy generation on the Balboa Reservoir site from rooftop and/or building skin photo voltaic systems (PV) and solar thermal (rooftop solar hot water systems); Title 24 currently requires 15% of rooftop areas be designed as "solar ready" and new San Francisco Better Roofs legislation⁵ requires its installation (PV and/or solar thermal). Other renewable energy technologies may be explored in comparison to solar potential.
- d. Following efficiency and onsite renewable achievements, meet 100% of remaining electricity demand with renewable or GHG-free supplies. Work with SFPUC to confirm the feasibility of the City providing electric service to the development from renewable and GHG-free supplies, consistent with San Francisco Administrative Code Chapter 99.
- e. Potential Innovation: Also in support of Principle #5, reduce or eliminate GHG emissions and air pollutants from natural gas use by substituting electricity in place of natural gas appliances (e.g., space heating, hot water heating, laundry, and cooking appliances).
- f. Potential Innovation: A district-scale (i.e. connecting and serving the entire development) energy center, which may include:
 - i. Individual heating and cooling systems connected with a shared heat loop that improves energy efficiency by enhanced pump operations.

5 <http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances16/o0071-16.pdf>.

- ii. Buildings that share energy by either rejecting or taking heat from the closed water loop, which reduces cooling tower needs in terms of space and energy use and reduces load on central plant.
 - iii. Equipment consolidated in one area onsite, saving space for other uses within individual buildings (including better use of roofs than cooling towers); can be a separate building or housed in basement.
- g. Potential Innovation: Supply multiple buildings or the entire development with renewable energy systems (including solar PV), which may provide renewable generation at a reduced overall cost compared to individual systems and efficiencies in construction costs. This innovation would be enhanced with renewable energy storage technologies and on-site facilities. GHG reduction from vehicles is addressed in the Transportation section.

PRINCIPLE 2

WATER Building on the City's robust water efficiency requirements, maximize non-potable water use in buildings and open spaces.

PARAMETERS

- a. Capture, treat, and reuse rain water, grey water (showers, laundry, and some sinks), and foundation drainage (as available), per current non-potable water regulations applicable to all new development 250,000 SF and larger.
- b. Use treated non-potable water (per parameter 2(a)) in all new buildings for toilet flushing and irrigation for open space/landscaping.
- c. Potential Innovation: District-scale non-potable water system servicing multiple buildings.
- d. Potential Innovation: Use non-potable water for laundry and heating system cooling (laundry reuse would require approval from the San Francisco Department of Public Health).

PRINCIPLE 3

STORMWATER Optimize onsite stormwater management to improve water quality, minimize potential for urban flooding, and help prevent overflows of the City's combined sewage system into the Bay.

PARAMETERS

- a. Comply with the City's Stormwater Design Guidelines performance requirements for total volume and peak flow reduction of the 2-year, 24-hour storm in regards to pre-site conditions.
- b. Design streets and open spaces to include a coordinated network of urban greening to minimize stormwater runoff.

- c. Design streets and open spaces to include context specific low impact development approach and use stormwater management tools, such as rain gardens, bioswales and flow-through planters, and detention ponds.
- d. Coordinating with Principle #4 below, develop up to 100% of usable roof space for one or more feasible uses from the Better Roofs legislation (e.g., solar, living roof/habitat, usable open space, urban agriculture), while meeting requirements for stormwater and non-potable water capture.
- e. Potential Innovation: Maximizing permeable paving materials in parking spaces, play courts, and open spaces (assuming on-site pervious soils).

PRINCIPLE 4

ECOLOGY / GREENING Connect all residents, workers, and visitors to nature by maximizing habitat supportive trees and landscaping.

PARAMETERS

- a. Design a comprehensive network of public parks, public and private open spaces, and green connections that provide continuous ecological corridors to, from, and through the site and City College campus; to be coordinated with public realm parameters.
- b. Limit the use of landscaping to drought tolerant plants and trees that support biodiversity and habitat and/or encourage the use of plants that also provide food production (urban agriculture and fruit trees, if deemed appropriate). (Sfplantfinder.org is a useful resource for identifying appropriate species.)
- c. In support of Principle #5, comply with the San Francisco Reduced Risk Pesticide List and Integrated Pest Management requirements, including preferences for the use of non-toxic organic pesticides and fertilizers in the neighborhood, with special consideration for protecting pollinator species (e.g., bees and butterflies).
- d. Where living/green roof uses can thrive in the micro-climate, they should provide co-benefits to solar power or stormwater management; and they should contribute to habitat creation, air quality improvements, usable open space, urban agriculture, or building cooling.
- e. Potential Innovation: Drought-tolerant living facades (i.e. exterior walls covered with plants) irrigated by non-potable water and maintained through a secure funding strategy, especially for walls facing the public realm.
- f. Potential Innovation: Community garden spaces (indoor or outdoor) and a plan for maintaining them as gardens.

PRINCIPLE 5

AIR QUALITY Support a healthy environment by reducing indoor and outdoor air quality impacts (from toxins in building materials, smoking, cruising for parking, and vehicle idling). Building design and materials should address the neighborhood micro-climate and fog (i.e., mold preventative strategies). (Note that outdoor air quality will also be enhanced through the “greening” parameters discussed in Principle #4.)

PARAMETERS

- a. For residential buildings, apply the Public Health Department’s Article 38 for indoor air quality (enhanced ventilation) and San Francisco Green Building Ordinance’s prohibition of indoor toxins in adhesives and sealants (LEED EQ 4.1), paints and coatings (LEED EQ 4.2), and carpets and floorings (LEED EQ 4.3).
- b. For non-residential buildings, comply with additional green building requirements for non-toxic/ low-emitting composite wood and agrifiber products (LEED EQ 4.4).
- c. Establish the project site as a “no idle” zone, per the Bay Area Air Quality Management District (BAAQMD) policy for local governments to identify and enforce no idle zones for vehicles.⁶
- d. Include electric charging stations for vehicles and bicycles in garages and on-street parking spaces, and building electricity capacity and conduit should maximize EV-ready parking spaces and accommodate adequate energy loads.
- e. Include electric plug-in stations at loading areas to eliminate idling of refrigerated and other diesel trucks.
- f. Potential Innovation: Incorporate external building materials and technologies (building “skins”) that help reduce air toxins, filter pollutants, and control solar gain.

⁶ This policy is available online at http://www.baaqmd.gov/~media/Files/Planning%20and%20Research/CEQA/DraftPlanApproachV3_May%202012.ashx.

PRINCIPLE 6

SOLID WASTE *Achieve the City's Zero Waste goal⁷ and a litter-free public realm.*

PARAMETERS

- a. Per City and LEED requirements, provide sufficient space for sorting and storing recycling (including large cardboard and other bulk items), composting, and trash in all buildings and open spaces.
- b. Per current code, accommodate all three waste streams (recycling, composting, and garbage) in any garbage chute system (may be installed as three separate chutes or a single, programmable chute whereby the user selects the appropriate category); provide flexibility for a future that may only include two streams.
- c. As part of the required LEED Gold and Silver credit totals, achieve at least two of LEED Materials and Resources points for environmental products regarding raw materials sourcing.
- d. Potential Innovation: Install a district-scale (i.e. servicing multiple buildings) pneumatic/ vacuum waste system that serves the entire site, with a central collection facility embedded in an accessible garage or ground floor, or as a stand-alone facility.
- e. Potential Innovation: Conduct a whole-building life-cycle assessment, as defined by LEED Materials and Resources "Building Life Cycle Impact Reduction" credit Option 4.
- f. Potential Innovation: Provide public realm waste bins that accommodate all three waste streams, are easy to use, educate the community, and prevent tampering. These bins could potentially be designed through a design competition.
- g. Potential Innovation: Use organic waste in local energy production/district energy center.

⁷ More information about the Zero Waste goal is available online at <http://www.sfenvironment.org/zero-waste/overview/zero-waste-faq>.

ADDITIONAL PUBLIC BENEFITS

PRINCIPLE 1

Accommodate a childcare facility and additional youth-friendly elements within the project.

PARAMETERS

- a. Make space available for at least one childcare facility. Secure a daycare or preschool provider tenant serving children from infancy to 5 years old. Develop the space according to State requirements for this age group.
- b. Include residential units designed to accommodate in-home childcare.
- c. Design childcare facilities to minimize noise impacts on surrounding residential and educational uses.
- d. To the extent that City College expresses interest in relocating or expanding the City College Child Development Center to the Balboa Reservoir site, work with City College to explore opportunities to accommodate this request within the new development.
- e. Identify additional opportunities and partners for the project to serve youth of all ages, such as by including space for after school programs. Coordinate with City College, other local educational institutions, and community organizations to avoid redundancies.

PRINCIPLE 2

Maximize active ground-floor uses to activate the public realm, create vibrancy, complement the neighborhood's existing retail and ground-floor uses, and avoid vacancies within any ground-floor space.

PARAMETERS

- a. According to the San Francisco Planning Department's guidelines, require ground floor uses, including non-retail uses, which will contribute to an active pedestrian realm. These uses may include childcare, other youth-friendly uses, recreational facilities, arts and cultural facilities, service and social service providers, housing with active entrances, and bicycle storage facilities and/or workshops.
- b. Explore including neighborhood-serving retail uses in the project, which could serve new residents, the site's immediate neighbors, the City College community, and visitors affiliated with other nearby educational institutions. If proposing ground floor retail, developer will be expected to demonstrate that any retail use will complement the current local retail environment without negatively impacting existing retail businesses.

PRINCIPLE 3

Explore including additional programming and/or amenities designed to enhance quality of life for both new residents and neighbors.

PARAMETERS

- a. Demonstrate an understanding of local social, arts, cultural, educational, transit access, pedestrian safety, and other priorities by proposing programming and/or amenities that will appeal to the broader community and City College affiliates (students and employees), as well as to the development's new residents. Integrate the contributions of community organizations, educational institutions, and City College students where possible.
- b. Demonstrate that the project's physical design will be conducive to any such proposed programming and/or additional amenities.
- c. Consider including additional amenities suggested by members of the community, which thus far have included a large and ADA-accessible multi-purpose community space, a meeting place for local nonprofits and neighborhood groups, a senior center, ground-level parking, support for City College's efforts to construct the Performing Arts and Education Center on the adjacent City College-owned property, amenities for college-age adults in addition to youth, ground-floor maker space, view platforms, and a public pool.

ATTACHMENT C

RELEVANT POLICIES, STANDARDS, AND CODES

RELEVANT POLICIES, STANDARDS, & CODES

In addition to the Balboa Reservoir Development Principles and Parameters, the Request for Qualifications (RFQ) and Request for Proposals (RFP) documents will include a number of policies, standards and codes that apply to the Balboa Reservoir site. The following list summarizes the most relevant of these legal obligations, though it is not exhaustive.

The listed items were referenced in previous memoranda to the CAC and are summarized here based on feedback City staff have received, relevance to the Principles and Parameters, and the requirements of the SFPUC.

GUIDING POLICY AND BACKGROUND

Balboa Park Station Area Plan

www.sf-planning.org/index.aspx?page=1748

Balboa Reservoir web page, background studies and community input

www.sf-planning.org/index.aspx?page=3989#materials

Inclusionary Affordable Housing Program Monitoring and Procedures Manual

<http://sf-moh.org/modules/showdocument.aspx?documentid=6983>

Proposition K (passed by San Francisco voters in 2014)

http://sfpl4.sfpd.org/pdf/main/gic/elections/November4_2014.pdf

PUBLIC REALM & SITE PLANNING

Recreation and Open Space Element of the San Francisco General Plan

<http://generalplan.sfplanning.org/index.htm>

SFPUC Utility Standards

sfwater.org/index.aspx?page=574

SFPUC Integrated Vegetation Management Policy

sfwater.org/index.aspx?page=431

San Francisco Stormwater Design Guidelines

sfwater.org/index.aspx?page=446

SF Better Streets Plan

www.sfbetterstreets.org

City and County of San Francisco 2015 Subdivision Regulations

http://www.sfpuc.org/sites/default/files/4740-2015%20Subdivision%20Regulations_final.pdf

URBAN DESIGN

Ground Floor Residential Design Guidelines

www.sf-planning.org/ftp/files/publications_reports/guidelines_for_groundfloor_residential_design.pdf

General Plan's Urban Design Element

www.sf-planning.org/ftp/general_plan/15_Urban_Design.htm

Westwood Park Residential Design Guidelines

(It is the City's legal responsibility to apply the Westwood Park Residential Design Guidelines to the Westwood Park Residential Character District, which is directly adjacent to the Balboa Reservoir site. The Balboa Reservoir building designs should respect the intent of the guidelines, as well as the privacy and character of Westwood Park residences.)

<http://50.17.237.182/docs/DesignGuidelines/Westwood%20Park%20RDG.pdf>

ACCESSIBILITY

Mayor's Office of Disability Project Review Process

<http://sfgov.org/mod/project-review-process-plan-check-and-inspection>

SF Public Works Accessibility Information

<http://www.sfpuc.org/about/accessibility-information>

TRANSPORTATION

Draft Transportation Demand Management Ordinance

<http://sf-planning.org/shift-encourage-sustainable-travel>

Transit First Policy

[http://library.amlegal.com/nxt/gateway.dll/California/charter_sf/tic/leviiiathemunicipaltransportationag?f=templates\\$fn=altmain-nf.htm\\$3.0?f=templates\\$fn=altmain-nf.htm\\$3.0#JD_8A.115](http://library.amlegal.com/nxt/gateway.dll/California/charter_sf/tic/leviiiathemunicipaltransportationag?f=templates$fn=altmain-nf.htm$3.0?f=templates$fn=altmain-nf.htm$3.0#JD_8A.115)

Vision Zero SF Policy

<http://visionzerosf.org/about/what-is-vision-zero/>

SUSTAINABILITY

Non-Potable Water Ordinance

<http://sfwater.org/index.aspx?page=686>

San Francisco Stormwater Management Ordinance and SFPUC Stormwater Design Guidelines

<http://www.sfwater.org/index.aspx?page=446>

Relevant Green Building Codes and Policy:

- Department of Building Inspection Guide.
<http://sfdbi.org/sites/sfdbi.org/files/AB-093.pdf>
- California Title 24.
<http://energy.ca.gov/title24/>
- San Francisco Green Building Code
[http://library.amlegal.com/nxt/gateway.dll/California/sfbuilding/greenbuildingcode2013edition?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_GreenBuilding](http://library.amlegal.com/nxt/gateway.dll/California/sfbuilding/greenbuildingcode2013edition?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_GreenBuilding)
- LEED, Leadership in Energy and Environmental Design.
<http://www.usgbc.org/leed>

Better Roofs Ordinance

<http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances16/o0071-16.pdf>

San Francisco Mayor's Renewable Energy Task Force Recommendations:

http://www.sfenvironment.org/sites/default/files/fliers/files/sfe_re_renewableenergytaskforcerecommendationsreport.pdf

ATTACHMENT D

CITY COLLEGE

BOARD OF TRUSTEES RESOLUTION



ACTION ITEM

AMENDED – JULY 28, 2016

DATE: July 28, 2016

**PRESENTERS: Trustees John Rizzo,
Brigitte Davila, Alex Randolph**

SUBJECT: Resolution on the Development of the Balboa Reservoir Property

ITEM NO. 160728-XI-223

WHEREAS: The property now known as the “Balboa Reservoir” is occupied by City College of San Francisco (CCSF), is known as part of the “West Campus” and is dedicated to the public good; and

WHEREAS: From 1946 to 1956 City College operated student housing for veterans along with many other full campus facilities on the site now proposed for housing by the City; and

WHEREAS: Planning for the long anticipated and voter-approved Performing Arts and Education Center (PAEC) has resumed at CCSF; and

WHEREAS: The PAEC would not only serve CCSF’s mission, but also the residents of San Francisco, by filling a need for small performance spaces that are in short supply, and therefore help revitalize San Francisco’s arts community, particularly in an area of San Francisco not well served by art and performance spaces; and

WHEREAS: Changes to traffic flow on Phelan Avenue by the City and County of San Francisco (the City) in recent years have made traffic worse and slowed Muni buses that our students and staff depend on; and

WHEREAS: The City has proposed to build on the western portion of the Balboa Reservoir a housing development of mixed affordable and market-rate units; and

WHEREAS: The Balboa Reservoir has been the site of existing city college parking for 60 years. Furthermore, the site of the proposed development is currently used by CCSF for the parking of up to 1,000 students and employees, and is often filled to capacity; and

BOARD OF TRUSTEES

RAFAEL MANDELMAN, PRESIDENT • THEA SELBY, VICE PRESIDENT • DR. AMY BACHARACH

DR. BRIGITTE DAVILA • STEVE NGO • ALEX RANDOLPH • JOHN RIZZO • BOUCHRA SIMMONS, STUDENT TRUSTEE

DR. GUY LEASE, SPECIAL TRUSTEE

SUSAN E. LAMB, INTERIM CHANCELLOR

WHEREAS: In its presentation to the Board of Trustees and in its materials posted online, one of the options the City has proposed includes the creation of new streets through the CCSF owned parking lot; and

WHEREAS: CCSF is the central educational, economic and cultural focus of the neighborhood where the Balboa Reservoir property is situated;

WHEREAS: CCSF's interests cannot be secondary and must be taken into account in coordination with City efforts regarding the planned development on the "Balboa Reservoir"; and

WHEREAS: The development of the publicly owned Balboa Reservoir represents a valuable public resource that will provide a unique opportunity for the City to serve the public good, provide badly needed-affordable housing and support the mission of CCSF to provide accessible, quality education to all; therefore be it

RESOLVED: That the City College Board of Trustees submit the following priorities for the continued discussion with the city regarding the proposed "Balboa Reservoir" development:

1. CCSF cannot grant the city a roadway between the Multi-Use Building and the planned PAEC

- o The Board of Trustees may exchange one or more roadway accesses/ easements through CCSF owned property only if the City reimburses CCSF with other land in the reservoir or a monetary payment

2. The City's Balboa Reservoir project should be at least 50% permanent affordable housing with a preference for dedicated faculty and staff housing.

- o The Board of Trustees acknowledges that significant engagement by CCSF staff and administrators is required to create dedicated housing for faculty, staff and, if possible, student dormitories.

3. In order to avoid the loss of enrollment from students who must commute by car and loss of parking for audience members of performances at the PAEC, City College of San Francisco requires important mitigation measures to offset the loss of existing parking with the following:

- o A flexible* parking structure that includes electric car charging stations, bicycle parking, share car parking to accommodate overflow parking and performances at the PAC,

- *(flexible parking structures accommodate transitions from parking alone to a range of other uses as parking ratios decline with further mixed-use development and increased use of shared parking and public transit.), and

- o A comprehensive transit study, **with input from CCSF. As well as** ~~and~~ transit alternatives, including MUNI / BART Passes for all students and residents of any housing structure built on the Balboa Reservoir property, and

- o Car and bike sharing options for residents, neighbors, and members of the CCSF community

4. The City shall prioritize including open, accessible common space throughout the development to be used as parks, gardens, playgrounds or other types of open space that will enhance the CCSF community and neighborhood. The City must recognize that the open

campus of CCSF is designated as a park and any development must be consistent with this designation and the master plan.

5. The City, in coordination with the CCSF master plan, must make improvements to Ocean Ave and Phelan Ave to accommodate increased traffic flow, to ensure timely transit of the Muni buses and streetcars, and to improve pedestrian safety

6. The City, in coordination with the CCSF master plan, must place a new crosswalk on Ocean Avenue near the exit from the Balboa BART station, which is used by thousands of CCSF students, staff and faculty every day,

In addition, the City must undertake measures to overall increase pedestrian and bicyclist safety.

7. CCSF Administration shall work with the City to explore locating the new Child Development Center onsite at any Balboa Reservoir development to provide high quality child care for residents, students, faculty, and staff

8. That the City College of San Francisco – Capital Projects Planning Committee (CCSF-CPPC), which is comprised of all City College stakeholders and is in the best position to review the Balboa Reservoir Development in concert with CCSF Master Planning (now in progress) and the Balboa BART Station Parameters. This committee shall, in coordination with the PGC and the Balboa Reservoir CAC, provide regular feedback and input to the Board of Trustees for further discussion and action, if necessary.

BE IT FURTHER RESOLVED: That the Board of Trustees directs the Chancellor to communicate these priorities to the City and instruct the Administration to ensure that CCSF's interest are acknowledged and recognized **in accordance with the primary stated goals of CCSF's Vision and Mission statements: to continue "to provide an accessible, affordable, and high quality education to all students"**. ~~as we continue our discussion with the City to create a housing development that benefits the whole community without harming CCSF's mission.~~