

## **San Diego Region Revitalization and Reuse: Policies and Trends**

### Context to Support Feasibility of Proposed Sites Inventory for Encinitas

#### **Introduction**

Land availability and demographic trends are reshaping the location and types of residential development in urban areas of the San Diego region. Policy direction at the state, regional and local levels coupled with these trends, along with emerging out of the Great Recession, has begun to result in new projects. The revitalization and reuse of existing underdeveloped areas into multifamily and mixed use projects at higher densities is the primary way in which housing needs will be met in the San Diego region. As a coastal community in the northern San Diego region with little undeveloped and unconstrained land yet in need of more housing, the regional influences pushing revitalization and reuse for accommodating new housing is expected to be mirrored in Encinitas.

#### **Policy Framework**

At the state level, AB 32 (Global Warming Solutions Act of 2006) and SB 375 (Sustainable Communities and Climate Protection Act of 2008) in particular seek to accommodate future growth in a more sustainable manner with fewer impacts on the environment. At the regional level, SANDAG is preparing its periodic update of the Regional Transportation Plan by integrating it with an update to the Regional Comprehensive Plan. Taking a consensus-oriented approach and in response to local land use policy decisions, San Diego Forward: The Regional Plan, both demonstrates past successes in directing substantial growth and development to existing urban areas, while preserving sensitive and outlying areas.

*San Diego Forward: The Regional Plan*

- <http://www.sdfoward.com/regionalplan>

Rather than expanding “out” as we have in the past, the SANDAG Regional Growth Forecast is projecting that we will grow “up,” creating more compact communities (page 15, Attachment 1). Denser neighborhoods, particularly in the western third of the San Diego region, will offer housing, jobs, and services closer to one another – and importantly, closer to the regional transportation network. While the western areas will grow over time through more compact communities, more land in the eastern two-thirds of the region will be preserved as open space (page 15, Attachment 1). More than 82 percent of the growth in housing will be in apartment buildings, condo complexes, and other multifamily dwellings (page 16, Attachment 1). [New housing] should be located in our urban communities close to jobs and transit (page 19, Attachment 1). [One of the five strategies of the Sustainable Communities Strategy section of San Diego Forward: The Regional Plan is to] [f]ocus housing and job growth in urbanized areas where there is existing and planned transportation infrastructure (page 26, Attachment 1). As new kinds of development patterns have emerged, we’ve adjusted our region’s

long-range transportation plans (page 31, Attachment 1). [O]ur region has made great strides in planning for more compact, higher density, and walkable developments situated near transit and in the incorporated areas of the region already served by water, sewer, and other public facilities (page 34, Attachment 1).

#### *Regional Growth Forecast*

- <http://www.sdforward.com/pdfs/DraftAppendixJ-RegionalGrowthForecast.pdf>

As a result of changing local plans, SANDAG forecasts a general intensification of existing land uses within urban communities and along key transportation corridors (page 4, Attachment 2).

#### *Regional Housing Needs Assessment*

- <http://www.sdforward.com/pdfs/DraftAppendixL-RegionalHousingNeedsAssessmentPlan.pdf>

One of the four objectives of state housing element law is “[p]romoting infill development and socioeconomic equity, the protection of environmental and agricultural resources, and the encouragement of efficient development patterns” (page 16, Attachment 3).

#### *Economic Competitiveness Analysis for San Diego Forward: The Regional Plan*

- <http://www.sdforward.com/pdfs/DraftAppendixP-EconomicImpactAnalysisAndCompetitiveAnalysis.pdf>

Comments [from a series of focus group interviews with stakeholders, representing non-profit organizations, local governments, business and trade associations, economic development organizations, public agencies, utilities, educational institutions, and private sector employers] generally reflected an understanding that improved transit system connectivity and higher density in the form of Transit Oriented Development (TOD) will play an important role in accommodating the region’s growth and maintaining its future economic competitiveness (page 108, Attachment 4).

#### *Regional Transit Oriented Districts Strategy*

- [http://www.sandag.org/uploads/projectid/projectid\\_500\\_19413.pdf](http://www.sandag.org/uploads/projectid/projectid_500_19413.pdf)

The draft SANDAG Regional TOD Strategy advocates for continuing existing transit-supportive land use policies and summarizes SANDAG’s smart growth toolkit (pages 11-20, Attachment 5).

#### *Regional TOD Strategy Context Report*

- [http://www.sandag.org/uploads/projectid/projectid\\_500\\_19056.pdf](http://www.sandag.org/uploads/projectid/projectid_500_19056.pdf)

This SANDAG report in support of the draft Regional TOD Strategy describes trends and market analyses that support a transit-oriented and revitalization and reuse

approach to accommodating multifamily and mixed use, higher density housing, including a list of recent TOD projects (pages 13-16, 48-53, 67-71, 75, Attachment 6).

*Regional TOD Strategy Market Feasibility Key Findings*

- [http://www.sandag.org/uploads/projectid/projectid\\_500\\_19057.pdf](http://www.sandag.org/uploads/projectid/projectid_500_19057.pdf)

This SANDAG economic context report in support of the draft Regional TOD Strategy describes key findings in a market feasibility study of the region for higher density housing, which demonstrates the feasibility of housing sites being considered in Encinitas and elsewhere (pages 31-35, Attachment 7).

*Regional TOD Strategy Working Paper on Housing Choices and Affordability*

- [http://www.sandag.org/uploads/projectid/projectid\\_500\\_19060.pdf](http://www.sandag.org/uploads/projectid/projectid_500_19060.pdf)

This SANDAG working paper in support of the draft Regional TOD Strategy includes a case study of a successful, completed high density affordable housing development, which relied on a mix of supportive zoning, development standards and financing tools to achieve in Lemon Grove and has been a catalyst for assemblage of land for market rate high density housing (pages 14-15, Attachment 8).

*SANDAG Smart Growth Concept Map*

- [http://www.sandag.org/uploads/projectid/projectid\\_296\\_13993.pdf](http://www.sandag.org/uploads/projectid/projectid_296_13993.pdf)

This regional map identifies areas for higher density/intensity development in support of transit and is categorized by land use placetype, which includes a location in Encinitas centered at the multimodal Coaster station (Attachment 9).

**Project Exemplars**

Although delayed by the Great Recession, with some projects scuttled by the loss of Redevelopment funds, multifamily and mixed use revitalization and reuse projects are indeed getting developed or are in the pipeline throughout the San Diego region. Higher density projects are also underway in the core areas of remaining master planned communities. Below are at least 25 project exemplars indicative of site conditions and development potential in the proposed Encinitas sites inventory.

*COMM22*

- <http://www.bridgehousing.com/what-we-do/comm22>

A mixed-use, mixed-income, transit-oriented development located at Commercial and 22nd streets in San Diego (Attachment 10).

*Grossmont Trolley Center Court Apartments*

- <http://www.latitude33.com/portfolio/grossmont-trolley-center-court-apartments-san-diego-ca/>

A 527-unit project consisting of one- and two-bedroom residential units and an approximate area of 3,050-square-feet of retail and commercial space, fronting the existing trolley station in La Mesa (Attachment 11).

*Parkview at Aero Court*

- <http://www.latitude33.com/portfolio/parkview-at-aero-court-san-diego-ca/>

A mixed-use project located on a six-acre infill parcel in Kearny Mesa. The project consists of 288 residential units (including affordable housing units) and 200,000 square-feet of office space over a multi-story parking garage (Attachment 12).

*City Scene*

- [http://www.affirmedhousing.com/projects/city\\_scene/index.html](http://www.affirmedhousing.com/projects/city_scene/index.html)

A 31 unit, affordable development in San Diego featuring one, two and three bedroom apartments. Previously an eyesore containing a semi-built, failed market rate development, the site was purchased, redesigned, and the affordable City View was created (Attachment 13).

*Paseo Pointe*

- [http://www.affirmedhousing.com/projects/paseo\\_pointe/index.html](http://www.affirmedhousing.com/projects/paseo_pointe/index.html)

Paseo Pointe in Vista consists of 69 units (Attachment 14).

*Solterra*

- <http://www.affirmedhousing.com/projects/solterra/index.html>

Solterra in El Cajon is a 49 unit, senior affordable community offering 1 and 2 bedroom apartments to seniors ages 55 and up who earn 30-60% AMI. It is located on a formerly blighted site (Attachment 15).

*Riverwalk Apartments*

- <http://www.affirmedhousing.com/projects/riverwalk/index.html>

Located in the Nestor community of San Diego. The site, a previous eyesore, contains a riverbed that has been revitalized and the local habitat, restored (Attachment 16).

*Merge 56*

- <http://www.latitude33.com/portfolio/merge-56-san-diego-ca/>

A proposed mixed-use development in San Diego containing retail, office, residential and affordable housing projects on 45-acres (Attachment 17).

*Corallina*

- <http://www.latitude33.com/portfolio/corallina-san-diego-ca/>

A mixed use and mixed income development in San Diego consisting of 130 multifamily units and 30,000 square feet of commercial on a 5.5-acre site in San Diego involving redevelopment of a single family detached house (Attachment 18).

*Mercado del Barrio*

- <http://www.sheaproperties.com/property.cfm?pid=123>

The project consists of a 35,891 square foot Northgate Market that will anchor the center. A standalone retail building with 12,742 square feet of space is situated on the corner of Main and Cesar Chavez, just across from a new community college. Another building on the corner of National and Cesar Chavez will accommodate 35,171 square feet of street-level retail with 92 affordable apartment units built on the upper levels (Attachment 19).

*The Parkview*

- <http://housingmatterssd.org/wp-content/uploads/2013/07/SDMH-FactSheet-Parkview.pdf>

The project in San Marcos consists of 84 units, 7,023 square feet of street-front retail space and 1,473 square feet of office and community room space (Attachment 20).

*Sofia Lofts*

- <http://www.sofialofts.com/#!about/c1enr>
- [http://uli.org/awards/sofia-lofts/?utm\\_source=twitter&utm\\_medium=social&utm\\_campaign=awards15](http://uli.org/awards/sofia-lofts/?utm_source=twitter&utm_medium=social&utm_campaign=awards15)

Sofia Lofts is a development with 16 studio, one-, and two-bedroom rental units constructed around an existing, historic three-bedroom home, combining midcentury modern architecture with elements of Golden Hill's historic infrastructure and is an Urban Land Institute 2015 Global Awards for Excellence Finalist (Attachment 21).

*Autumn Terrace*

- <http://www.hitkeddevelopment.com/stories.html>

A project in San Marcos with 103 multifamily units and 7,500 square feet of commercial on four acres (Attachment 22).

*Citronica One*

- <http://housingmatterssd.org/wp-content/uploads/2012/12/SDMH-FactSheet-Citronica-One.pdf>

A mixed-use development project with 56 affordable housing units and 3,650 square feet of retail space, located in Lemon Grove, which prepared a specific plan to attract this type of development (Attachment 23).

### *Citronica Two*

- <http://housingmatterssd.org/wp-content/uploads/2012/12/SDMH-FactSheet-CitronicaTwo.pdf>

An affordable housing complex serving the older adult population of Lemon Grove. The building will help continue to spur development in the Downtown Village area. Citronica Two will provide 80 one-bedroom units as well as crucial supportive services to low income seniors earning between 30 and 60 percent of the Area Median Income (AMI) of San Diego County (Attachment 24).

### *Tavarua Senior Apartments*

- <http://housingmatterssd.org/wp-content/uploads/2012/12/SDMH-FactSheet-Tavarua.pdf>

A 50-unit apartment building located in the City of Carlsbad (Attachment 25).

### *Hazard Center*

- [http://thenewhazardcenter.com/details\\_OM.html](http://thenewhazardcenter.com/details_OM.html)

Revitalization and reuse of an existing retail and office center in San Diego's Mission Valley. The revitalized Hazard Center offers an urban lifestyle, with a synergistic blending of quality residential, shopping, dining and hospitality experiences. The aesthetics along Hazard Center Drive will be transformed from existing service areas to an attractive and revitalized urban residential neighborhood. The walkable community is a place to live, work and play. The revitalized Hazard Center adds more than an acre of new parks, plazas and open space land, residential options, pedestrian and bicycle access to the nearby river, traffic congestion relief, and improved public transportation access to an existing commercial center in the heart of Mission Valley. It is the realization of a 50-year-old vision. (Attachment 26).

### *Union-Tribune*

- <http://www.latitude33.com/portfolio/union-tribune-san-diego-ca/>

Union-Tribune is a revitalization and reuse project in San Diego's Mission Valley consisting of adding 200 residential units and a 3,000-square-foot retail space to an existing office building and print facility (Attachment 27).

### *Kensington Commons*

- <http://www.kensingtoncommons.com/>
- <http://sduptownnews.com/kensington-commons-urban-living-fitting-into-a-community/>
- <http://www.sandiegouniontribune.com/news/2014/jan/03/kensington-commons-jansen-planning/>

Located in the heart of the historic Kensington neighborhood in San Diego, Kensington Commons consists of 34 apartment units and mixed use retail that offer urban living. The former two-lot property had been developed with a gas station and a small apartment complex. The lots were purchased separately and consolidated into a single

development. This project is an excellent example of market rate revitalization and reuse at the scale envisioned for many of the sites in Encinitas (Attachment 28).

*University Towne Center*

- <http://docs.sandiego.gov/councildockets/dkt2008/dkt20080729.pdf>

Addition of retail and a maximum of 300 residential condominiums for the redevelopment and renovation of the existing 1,061,400-square-foot Westfield University Towne Center (UTC) regional shopping center in San Diego (Attachment 29).

*Solana Beach Transit Center*

- <http://www.gonctd.com/news/mixed-use-development-planned-for-solana-beach-transit-station>

Request for Proposals issued in December 2014 to revitalize and reuse 2.62 acres of the transit center by adding mixed use to the existing facility. In partnership with the City of Solana Beach, NCTD desires to enter into a public/private partnership to develop the land surrounding the Solana Beach Transit Station as a mixed-use surface-level development consisting of restaurant and retail, and/or low impact residential uses, as well as to construct and maintain a multi-level subterranean parking structure to accommodate the needs of the development (customers and employees), future transit riders and potentially public visitors to the area (Attachment 30).

*240 Landis Avenue*

- <http://www.wakelandhdc.com/communities/projects/lofts-on-landis>

A 33-unit affordable housing development on a formerly developed blighted site in Chula Vista (Attachment 31).

*Pulse Millennia*

- <http://www.pulsemillenia-aps.com/>

A three-story apartment development in the new urban master plan community of Millennia (Eastern Urban Center of Chula Vista) (Attachment 32).

*Civita Westpark*

- <http://www.westparkatcivita.com/>

An apartment development in the Mission Valley area of San Diego involving redevelopment of a former quarry (Attachment 33).

### *Industrial Townhomes*

A revitalization and reuse project in Chula Vista involving a site with existing residential being redeveloped, similar to some of the sites in the inventory of Encinitas (Attachment 34).

### *Mid-City Communities Plan Amendment and Rezone – Chollas Triangle*

- <http://www.sandiego.gov/planning-commission/pdf/pcreports/2015/pc15064.pdf>

The project area is targeted for revitalization and reuse with this major land use plan amendment and rezoning, which was funded in part by a SANDAG smart growth incentive program grant. The area contains a 100,000 square foot retail building with a grocery store and a clothing store along University Avenue. A gas station and restaurant/ballroom are located at the northwest corner of the area at 54th Street and University Avenue. A 21-unit apartment complex, three single-family homes and a residential care facility - the Teen Challenge Center - are located east of 54th Street and north of Lea Street. An SDG&E electric substation is located south of Lea Street on the southern portion of the site, and three single-family residences are located adjacent to the substation. A church, bookstore, used car lot, and a liquor store are located at the eastern edge of the site, and four vacant parcels are located just north of the four-lane Chollas Parkway. The amendment introduces the Neighborhood Village designation to allow for housing, retail and public uses and services in a vertical and horizontal mixed-use setting. It provides policy direction for a commercial and mixed-use development pattern along University Avenue to promote an active, pedestrian-oriented street. The amendment provides policy direction for multi-family residential within the center of the area along Lea Street. The designation would allow for up to 29 dwelling units per acre, and additional density could be obtained using the affordable housing density bonus. (Attachment 35).

### *Transit Tour Brochure*

Prepared by the City of San Diego, this informational tool shows projects that have been implementing the City of Villages strategy of the General Plan, which promotes revitalization and reuse to accommodate housing (Attachment 36).

### **Industry Outlook**

*After Redevelopment: New Tools and Strategies to Promote Economic Development and Build Sustainable Communities*

- <http://sandiego.uli.org/revitalization-resuse/>

This report was prepared by the Urban Land Institute to describe how revitalization and reuse can work in the post Redevelopment era (Attachment 37). Locally, the ULI San Diego - Tijuana Chapter established the Revitalization and Reuse Council to promote understanding and best practices in achieving projects; the City of Encinitas' Deputy Director of Planning & Building is a member of the RRC (Attachment 38), which will facilitate implementation of the Housing Element and its sites inventory.

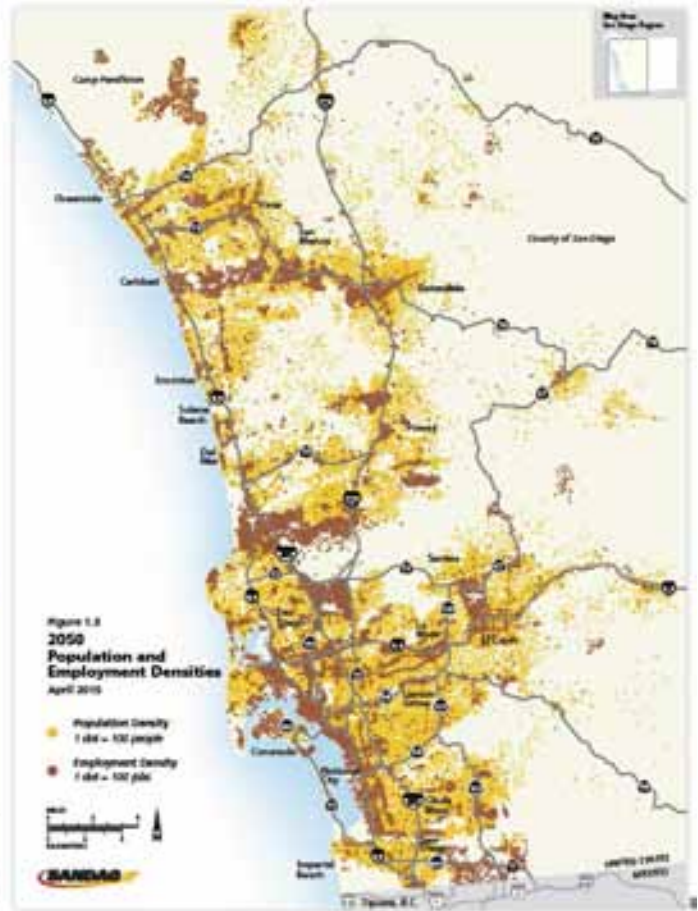
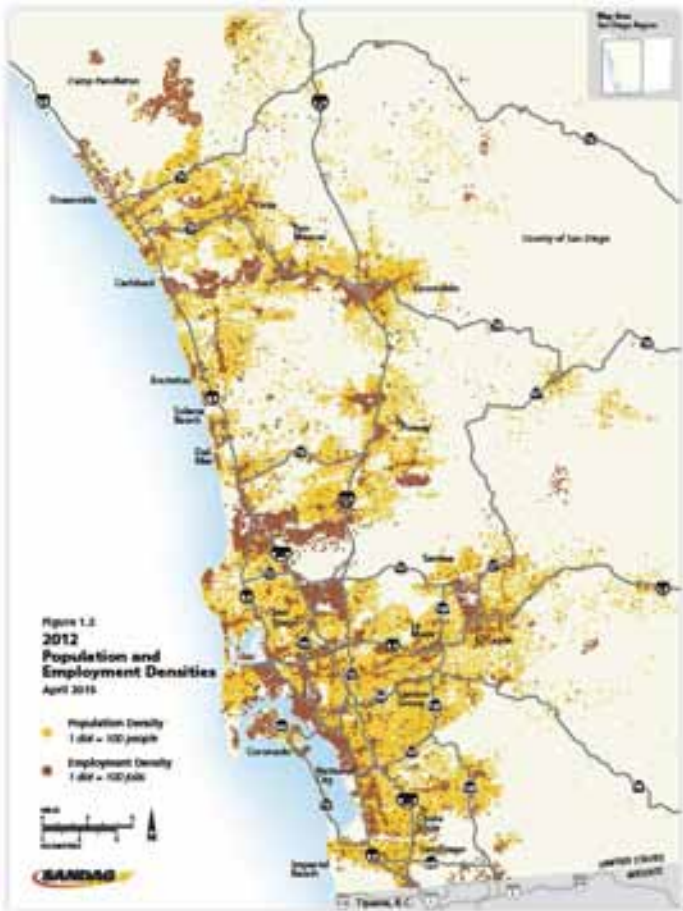


Networking through the RRC resulted in the identification of revitalization and reuse projects analogous to those that could be developed in Encinitas on the sites inventory (Attachment 39). The ULI San Diego - Tijuana Chapter, in partnership with SANDAG, hosted a complete communities marketplace to showcase projects consistent SANDAG's smart growth concept map (Attachment 40).

### **Conclusion**

The San Diego region's policy framework, demographic and market trends support the feasibility of the sites inventory proposed for Encinitas. The entire region has begun a shift to revitalization and reuse, which is forecast to result in over 80 percent of the new housing to be built as multifamily through 2050 and largely located within existing urbanized areas. The development industry, represented by the Urban Land Institute, recognizes this trend. Many of the proposed sites for Encinitas involve revitalization and reuse, consistent with regional policies and trends backed by market analysis. There is also a practical need to rely in part on these types of sites since undeveloped and unconstrained sites are largely lacking in the city.

# ATTACHMENT 1



*Rather than expanding “out” as we have in the past, the SANDAG Regional Growth Forecast is projecting that we will grow “up,” creating more compact communities.*

Our region isn’t just growing, it’s growing in new ways. Figures 1.2 and 1.3 show that rather than expanding “out” as we have in the past, the SANDAG Regional Growth Forecast is projecting that we will grow “up,” creating more compact communities.

The Regional Growth Forecast<sup>3</sup> is based upon the most recent land use planning assumptions from all 18 cities of the region and San Diego County. These planning assumptions are what SANDAG uses to develop the supporting transportation network.

Denser neighborhoods, particularly in the western third of the San Diego region, will offer housing, jobs, and services closer to one another – and importantly, closer to the regional transportation network. While the western areas will grow over time through more compact communities, more land in the eastern two-thirds of the region will be preserved as open space.

Now for some hard numbers: By 2050, our region’s population is projected to grow by nearly a million people. This growth will lead to about 489,000 more jobs and 330,000 more apartments, condos, houses, and other types of housing.



There are some other projections for 2050 that also will influence how we plan for the future:

- Most of the regional population growth will come from growing families that already live here today.
- Our population is aging. Nearly 20 percent of the population will be at least 65 by 2050. That's compared with 12 percent today.
- We'll grow more diverse. Nearly half of the region's population will be Hispanic, more than 15 percent will be Asian, and about 4 percent will be African American.
- More than 82 percent of the growth in housing will be in apartment buildings, condo complexes, and other multifamily dwellings. That's a dramatic change from the way the future looked back in 2000, when 48 percent of the land planned for housing in our region was earmarked for single-family homes.
- By 2050, 55 percent of the region will be preserved as open space and parks, habitat, or farmland<sup>4,5</sup> – an accomplishment driven significantly by the projected shift to multifamily housing and compact development patterns across the region.



Here are a few concrete examples of how development is projected to shift toward urban areas and along key transportation corridors:

- National City’s general plan provides opportunities for more than 10,000 additional multifamily homes near the Blue Line Trolley and the planned Trolley line connecting San Ysidro and Carmel Valley via the Interstate 805 corridor.
- San Marcos has drafted specific plans for the San Marcos Creek and University districts, adding mixed-use developments near California State University San Marcos and the SPRINTER rail corridor.
- More than half of the regional growth in new housing will occur within the City of San Diego. Downtown San Diego will continue to see growth over the next few decades, and it’s also expected in the Barrio Logan, Golden Hill, and Uptown communities.

On the jobs front, today’s centers of employment will continue to expand:

- The University Towne Centre/Sorrento Valley/Torrey Mesa employment cluster will remain the largest job center in the region.
- Downtown San Diego will add another 30,000 jobs by 2050.



- The Otay Mesa border area will become a much larger job center, growing from about 15,000 jobs today to more than 45,000 by 2050.
- Chula Vista will add nearly 50,000 new jobs as the Chula Vista Bayfront, downtown investments, and new planned communities in eastern Chula Vista come online.

The Regional Growth Forecast projects that the San Diego region will continue to grow more sustainably – with more compact and efficient communities paired with a greater variety of transportation options and less sprawl – so that open space and habitat is preserved.

All this information raises two key questions regarding our regional economy in the coming years: Will we successfully invest in transportation to connect our population with an adequate supply of well-paying jobs? And, will we provide an adequate supply of housing that people can afford? More to come on these key questions in the next few chapters.

## **The Importance of Housing**

Providing adequate housing for a growing number of people, from all income levels and at all stages of their lives, continues to be one of the major goals for our region. One way to do this is to provide more housing choices – more apartments, townhomes, condominiums, and single-family homes in all price ranges. These

homes need to be affordable to people of all income levels, and accessible to people of all ages and abilities. They should be located in our urban communities close to jobs and transit. That will help preserve our open spaces and rural areas, bolster our existing neighborhoods, and keep commutes manageable.

How much housing is built, what type is built, and where it gets built will impact our future. The Regional Housing Needs Assessment (RHNA), updated every eight years and last updated in 2011 as part of the 2050 RTP/SCS, helps provide the framework for the planning and construction of housing, particularly affordable housing, in our region.<sup>6</sup> In Chapter 2, we'll delve into more detail about housing.



*By designing communities that better integrate the connections between land use and transportation, we can create more opportunities for developing a wider variety of travel choices.*

### **It's All About Choices**

When we think about the future, most of us would prefer *more* choices over fewer choices. And we would like our range of choices to vary based upon the stages of our lives and our circumstances.

If we are young adults heading off to college, we may want a dorm room or an affordable apartment with lots of travel options to get to class – including safe routes for walking and biking. If we have young children, we may want a home that's close to our children's local school, and in a neighborhood that can support walking, riding a scooter, skateboarding, or biking. If we are empty nesters, we may prefer a condo in an urban area so we can get around easily and enjoy an art show, play, or other cultural event. If we're embarking on a blended family experience, we may need a larger home and more alternative ways of getting around. If we are older, we may need assisted living choices with options for traveling to our medical appointments. If we're facing health issues, we may need to build more physical activity into our daily schedules and have ready access to medical care.

The ways in which our communities are built can make a difference in the kinds of choices available to us. By designing communities that better integrate the connections between land use and transportation, we can create more opportunities for developing a wider variety of travel choices beyond the car, including options like the Trolley, SPRINTER, COASTER, buses, biking, and walking. And emerging technologies can help us optimize our choices by ultimately making it easier and more efficient to use alternative modes of travel.

The societal benefits of having access to a wider range of travel choices are numerous. We can spend less time in our cars and save gas money. We can reduce air pollution and maximize public health. And we can lower the amount of greenhouse gases we emit into the atmosphere.

In the coming chapters of this Regional Plan, we'll talk about our Sustainable Communities Strategy and regional housing needs. We'll review how our region grew in previous decades, and how new thinking about development, transportation, technology, and sustainability is paving the way for the future. We'll outline how more compact development and a greater mix of land uses will create

more vibrant communities, while also supporting existing and new transportation projects. We'll also review what it will take to pay for transportation improvements. Then we'll discuss the benefits of charting this course for the future. Finally, we'll review key actions that will propel us forward, and how we'll keep track of our progress to ensure the Regional Plan's success.

As Yogi Berra once said: *"If you don't know where you're going, you'll end up somewhere else."* As a region, thoughtful and effective planning for how we use land and invest in transportation will determine where we go in the future. Together, we can strive to achieve what we want for our future: a vibrant economy, innovative mobility, a healthy environment, and great communities. Do that, and we'll create a region we'd love to show off to out-of-town family and friends. Most of all, it'll be a great place to live.

Let's work together to move San Diego Forward!





## Endnotes

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- <sup>1</sup> This Regional Plan includes the mandatory policy, action and financial elements, in addition to the SCS as identified in California Government Code Section 65080 and detailed in Appendix C: Sustainable Communities Strategy Documentation and Related Information. The Regional Plan also includes the elements required by numerous other policy documents and regulations such as the Regional Comprehensive Plan (RCP) and the Regional Housing Needs Assessment (RHNA). Given the interrelated nature of these requirements, they are integrated into various chapters of the Regional Plan.
- <sup>2</sup> SANDAG prepared the Public Involvement Plan with input from the general public, community based organizations, SANDAG Working Groups, SANDAG Policy Advisory Committees, and the SANDAG Board of Directors. The Public Involvement Plan, which includes a detailed description of the consultation and participation of interested parties, is included as Appendix F: Public Involvement Program. Additionally, several key policy white papers were developed to inform the Regional Plan and are included as Appendix Q: White Papers.
- <sup>3</sup> Appendix J: Regional Growth Forecast
- <sup>4</sup> Based on the best practically available scientific information regarding resource areas and farmland in the region as additionally shown in Appendix C.
- <sup>5</sup> "Open Space and Parks" include beach-passive (other sandy areas along the coastline with limited parking and access), open space park or preserve, and undevelopable natural area. "Farmland" includes Williamson Act Lands. "Habitat" includes SANDAG conserved lands.
- <sup>6</sup> The RHNA was developed as part of the 2050 Regional Transportation Plan and its Sustainable Communities Strategy, and can be found as Appendix L: Regional Housing Needs Assessment Plan.

## The Five Building Blocks of Our SCS

Consistent with our previous SCS, this updated version includes five building blocks, in accordance with SB 375, which are accompanied by strategies. They include:

- A **land use pattern** that accommodates our region’s future employment and housing needs, and protects sensitive habitats and resource areas.
- A **transportation network** of public transit, Managed Lanes and highways, local streets, bikeways, and walkways built and maintained with reasonably expected funding.
- **Managing demands** on our transportation system (also known as Transportation Demand Management, or TDM) in ways that reduce or eliminate traffic congestion during peak periods of demand.
- **Managing our transportation system** (also known as Transportation System Management, or TSM) through measures that maximize the overall efficiency of the transportation network.
- **Innovative pricing policies** and other measures designed to reduce the number of miles people travel in their vehicles, as well as traffic congestion during peak periods of demand.

## The five strategies to move us toward sustainability

Reducing greenhouse gas emissions, given the potential consequences of climate change, will help build a more sustainable future globally. In the San Diego region, the path toward sustainability requires lowering these emissions locally, and also other strategies. The following section describes our path toward sustainability in five concrete strategies we can understand and build upon. Our SCS is organized around these five strategies.



Focus housing and job growth in urbanized areas where there is existing and planned transportation infrastructure.



Protect the environment and help ensure the success of smart growth land use policies by preserving sensitive habitat, open space, and farmland.



Invest in a transportation network that gives people transportation choices and reduces greenhouse gas emissions.



Address the housing needs of all economic segments of the population.



Implement the Regional Plan through incentives and collaboration.

This evolution illustrated in Figure 2.2, compares the region’s projected housing and job growth based upon local general plans in 1999 against plans in effect in 2013, as well as the growth forecasted in 2013 with an overlay of the transit projects planned in 2050. During the last 15 years, our jurisdictions have changed their land use plans significantly, resulting in development patterns that concentrate future growth in urbanized areas, reduce sprawl, and preserve more land for open space and natural habitats.

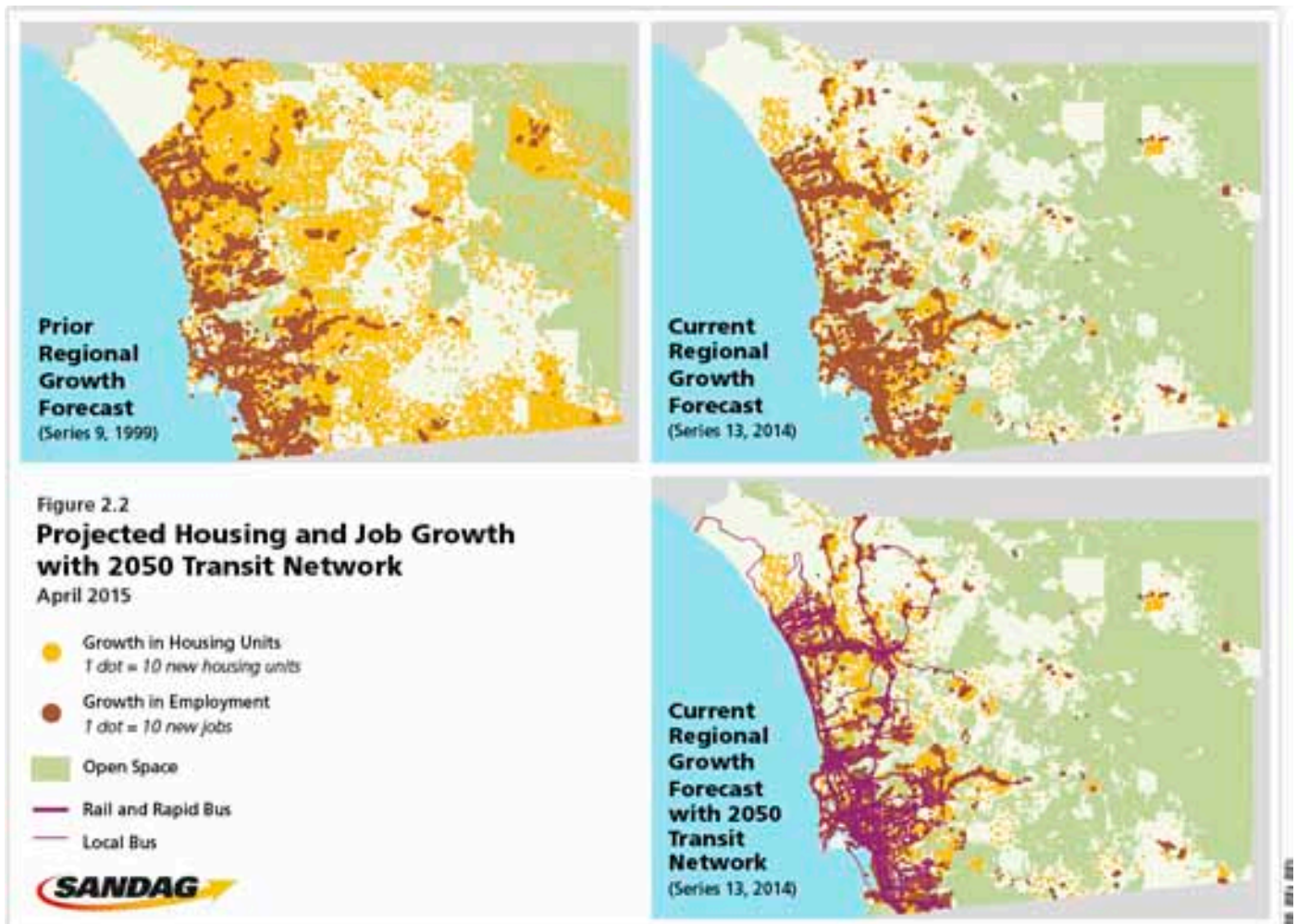
**New thinking on transportation and sustainability**

These were seismic shifts in thinking about how to grow, and with them came new perspectives about how our region should invest in public transit, roads and highways, and other transportation infrastructure. It was becoming clear that people needed more options for getting around than just the car. This is now the basis of the transportation network described later in this chapter.

In 2004, our region’s voters took another major step forward by approving an extension of the *TransNet* half-cent sales tax measure. This regional measure identified specific transportation projects that would give us more travel options. And as described in this chapter, the *TransNet* sales tax measure also provided various incentives. Significantly, it earmarked \$850 million to preserve natural habitats, and it set aside nearly \$600 million for smart growth and active

*During the last 15 years, our jurisdictions have changed their land use plans significantly, resulting in development patterns that concentrate future growth in urbanized areas, reduce sprawl, and preserve more land for open space and natural habitats.*

**Defining Active Transportation:** Active Transportation includes any method of travel that is human-powered, but most commonly refers to walking and bicycling.





**Defining Mixed-Use:** The combining of commercial, office, and residential land uses to provide easy pedestrian access and reduce the public's dependence on driving. It is often implemented in multi-story buildings containing businesses and retail stores on the lower floors, and homes on the upper floors.

transportation. For example, it identified \$280 million in grants to local jurisdictions to promote new mixed-use developments in smart growth areas that combined affordable housing with stores and other commercial buildings – all near existing and planned public transit. It also set aside an additional \$280 million in grants for local jurisdictions to plan and build infrastructure for walking and biking in our urbanized communities.

As new kinds of development patterns have emerged, we've adjusted our region's long-range transportation plans. We've shifted our investment from single purpose highway lanes to Managed Lanes to support carpools, vanpools, and *Rapid* transit service – changes that serve all kinds of communities new and old, including long-established suburbs. We've added miles of new light rail lines to our transportation plans, including the Mid-Coast Trolley, which will connect the U.S.-Mexico border and Downtown San Diego with UC San Diego and University City, the region's largest job center. We've also made investments in regional bikeways and other infrastructure for cycling to connect neighborhoods to job centers, schools, and public transit – including the new \$200 million bicycle Early Action Program to build out the backbone of the system in 10 years. These new investments, along with our existing transportation infrastructure, will use new and emerging technologies to become more accessible and more efficient.



(see Figures 2.4, C.8, and C.9 in Appendix C). Nearly 330,000 new homes and 489,000 new jobs will be added during this time frame. (The base year for the Regional Plan is 2012, the year the data collection effort began to prepare the regional growth forecast. It projects changes expected to occur from 2012 to 2050.)

As pointed out above, our region has made great strides in planning for more compact, higher density, and walkable developments situated near transit and in the incorporated areas of the region already served by water, sewer, and other public facilities. Evidence of the region's success can be found in the Regional Growth Forecast, which is the foundation of the SCS land use pattern. The land use pattern accommodates 79 percent of all housing and 86 percent of all jobs within the portion of the region covered by the Urban Area Transit Strategy (UATS), where the greatest investments in public transit are focused (See Figure 2.4). Over 80 percent of new housing in the region will be attached multifamily. The land use pattern also protects and preserves about 1.3 million acres of land, more than half the region's land area. These open space lands include habitat conservation areas, parks, steep slopes, farmland, floodplains, and wetlands.<sup>10</sup>



### **Address the housing needs of all economic segments of the population**

As we discussed in Chapter 1, providing adequate housing for a growing number of people, from all income levels and at all stages of their lives, continues to be one of the major goals for our region. The land use pattern of the Regional Plan is based on the Regional Growth Forecast, which in turn draws its information from the general plans of the region's local jurisdictions. The Regional Growth Forecast serves as the basis of our SCS.

There are two specific laws pertaining to housing with which the Regional Plan must comply. First, SB 375 requires that areas be identified within the region sufficient to house the entire population of the region, including all economic segments of the population, over the course of the planning period. Second, we must complete a Regional Housing Needs Assessment (RHNA), in accordance with California Housing Element law. The assessment determines the region's housing needs in four income categories – very low, low, moderate, and above moderate. The RHNA process occurs before each housing element cycle, which is required to occur every eight years by SB 375. In the past, the RHNA was completed every five years, and that process occurred separately from the RTP update. SB 375 now links the RHNA and RTP processes to better integrate housing, land use, and transportation planning, helping to ensure that the state's housing goals are met.

**Government Code**

**§ 65080(b)(2)(B)(iii)**

*Identify areas within the region sufficient to house an 8-year projection of the regional housing need for the region.*

**Government Code**

**§ 65080(b)(2)(B)(ii)**

*Identify areas within the region sufficient to house all the population of the region, including all economic segments of the population, over the course of the planning period of the regional transportation plan taking into account net migration into the region, population growth, household formation and employment growth.*

**Government Code**

**§ 65080(b)(2)(B)(vi)**

*Consider the state housing goals.*

*Surveys show that an increasing number of people prefer to live in denser, more walkable neighborhoods with access to a wide variety of stores and services, and, importantly, public transit.*

*Accommodating the Eight-Year Regional Housing Needs Assessment*

In terms of housing, the SCS land use pattern addresses the needs of all economic segments of the population. Our projected land use pattern identifies areas within the region sufficient to meet the needs detailed in the RHNA for the fifth housing element cycle (2010 – 2020), and it accommodates the projected growth between now and 2050 (see Figures J.3, J.4, and J.5 in Appendix J). The SANDAG Regional Growth Forecast projects the need for 330,000 additional homes to serve the expected population growth of nearly one million people. The capacity for future housing in the region, which is based entirely on the capacity in the general plans of the local jurisdictions, currently contains enough capacity for nearly 395,000 new homes. Of these, about 169,000 units are projected to have a housing density of 30 or greater dwelling units per acre, and almost 62,000 units are projected to fall into a density range of 20 to 29 dwelling units per acre.<sup>15</sup> This capacity for planned housing development, particularly for multifamily development, will help the region accommodate the projected housing needs for San Diegans of all income levels.<sup>16</sup>

The SCS land use pattern and RHNA allocation meet the state’s four housing goals – increasing the supply and mix of housing types, promoting infill development and efficient development patterns, promoting an improved relationship between jobs and housing, and creating economically balanced communities. In fact, about 82 percent of the projected new homes to be built by 2050 will be attached multifamily units – condominiums, townhomes, and apartments, and 80 percent of the new homes will be located within the UATS boundary where the greatest investments in public transit are being made (see Figure 2.4). This future, spelled out in local plans for growth, will increase the supply, mix, and affordability of housing regionwide.<sup>17</sup>

The transition toward more multifamily homes throughout the region will benefit everyone. In particular, it will help young adults, single parents, and seniors whose incomes often aren’t enough to afford a single-family home in our high-priced market. Metropolitan areas around the nation are moving toward this kind of development. Surveys show that an increasing number of people prefer to live in denser, more walkable neighborhoods with access to a wide variety of stores and services, and, importantly, public transit.<sup>18</sup> A larger number of multifamily homes situated near public transit options will offer people of all ages – and from all backgrounds, economic circumstances, and physical capabilities – lives enriched by more opportunities to work, shop, study, exercise, and play.



*The transit plan envisioned 30 years ago has been largely realized. Now there's a new vision for the next generation of public transit.*

## **Elements of 21st Century Mobility**

### **An expanded and more efficient public transit system**

#### **Where We've Been – San Diego Trolley Launched a New Era in the '80s**

Back in 1981, the new San Diego Trolley marked a big leap forward for public transit. But a lot has changed since then – for the better. What was a limited collection of local bus routes in the 1970s has evolved into a system of modern local bus services and regional high-speed bus service (*Rapid*), paired up with efficient rail services including the San Diego Trolley, SPRINTER, and COASTER lines. The result? Annual transit boarding on public transit has more than doubled, from 42 million riders in 1981 to just over 100 million riders in 2013.

#### **Where We're Headed – A Transit Strategy Focused on the Most Urbanized Areas**

Over time, plans change to reflect the progress we've made and to incorporate new and changing ideas. The transit plan envisioned 30 years ago has been largely realized. Now there's a new vision for the next generation of public transit. The UATS,<sup>22</sup> developed for the 2050 RTP/SCS in 2011 and used in this Regional Plan as the foundation of the SCS transit network, aims to create a world-class public transit system similar to what many people have experienced in other major cities worldwide. The UATS studied the transit strategies that work best in other cities,



and built upon local market research to help identify what San Diegans want from their transit system. These include:

- Making a strong link between how we design local development projects and how we design the regional transit systems that serve them.
- Focusing improvements to the transit system where the most people and jobs are concentrated, so riders can easily walk and bike to transit stations.
- Making transit more convenient. Market research shows that if trains and buses come by at least every 10 minutes, people don't have to plan their day around transit. Instead, transit is planned around them.
- Offering a range of transit services that fits the needs of riders. Some people use transit for short trips, where local transit services fit their needs. Others use transit for longer trips and where express services with fewer stops are a better option.
- Making the transit trip fast and reliable. Transit-only lanes, traffic lights that give priority to public transit vehicles, and freeway Managed Lanes all can help transit vehicles bypass congested areas.
- Offering lots of ways to get to and from transit stations, including carsharing, bikesharing, and employer shuttles. Infrastructure and safety improvements for bicyclists and walkers also can help.
- Making transit easy to use. Maximizing investments in current technology can make paying fares easier, transit information more readily available, and enhance choices for getting to and from transit stations.

The Urban Area Transit Strategy used market research, along with local land use plans, to identify the most effective places to concentrate transit improvements. The Smart Growth Concept Map included in Chapter 1 shows the Urban Area Transit Strategy Boundary layer, geographically illustrating the areas where our Regional Plan focuses regional transit investments that serve major activity centers, residential areas, and places of employment. In addition, as discussed earlier in this chapter, transit oriented development (TOD) and complete streets policies help complement the performance of our transit network, the friendliness of our streets, and the overall livability of our communities.

### **Looking ahead: The transit investments planned for 2050**

So, what new transit services and improvements are we planning? In our growing region, public transit will play an increasing role in lightening the load on our roads and highways, and getting people where they want to go quickly and safely. The following is a summary of the major transit projects included in the Regional Plan.

# ATTACHMENT 2

## Changing local plans

This forecast represents a continuing trend in the San Diego region to provide more housing and job opportunities in the existing urbanized areas of the region. Since 1999, more than three quarters of the 19 jurisdictions have made or are in the process of making significant updates to their general plans. In 1999, SANDAG projected 21 percent of future housing growth would occur in the unincorporated areas of the county under the local general plans at the time. Today, SANDAG expects 17 percent of growth to occur in the unincorporated areas and much of that is focused in existing villages such as Lakeside, Valley Center, Ramona, and Alpine. As a result of these updates the jurisdictions' general plans provide sufficient housing opportunities in the existing general plans.

The forecasted growth also reflects local general plans that have become more and more sustainable over time and this trend can be expected to continue. At the turn of the century, about 90 percent of vacant residential land in the cities was planned for single family use. The Series 13 Forecast shows 82 percent of housing growth by 2050 being multifamily. Local and regional conservation programs also continue to protect more of San Diego's sensitive lands. Currently, over 50 percent of the region is preserved as open space, parks, or habitat, and SANDAG forecasts that an additional 20,000 acres will be preserved by 2050.<sup>6</sup> Figures J.3 through J.5 show the 2020, 2035, and 2050 land uses, respectively.

## General intensification of existing uses

As a result of changing local plans, SANDAG forecasts a general intensification of existing land uses within urban communities and along key transportation corridors. For example, National City's general plan update results in opportunities for over 10,000 additional multifamily units near the Blue Line Trolley and planned trolley connecting San Ysidro and UTC via National City. San Marcos has drafted Specific Plans for the San Marcos Creek and University districts adding mixed use developments near Cal State-San Marcos and the SPRINTER Rail Corridor. This information was provided by these local jurisdictions to SANDAG in the land use inputs that reflect the jurisdictions' general plans. Finally, over half of the growth in new housing will occur in the city of San Diego. Downtown will continue to thrive over the next few decades and the growth will start to spill over into areas of Barrio Logan, Golden Hill, and Uptown communities. Figure J.6 illustrates the 2050 transit network and higher density land uses.

In terms of jobs, SANDAG expects the existing employment centers to continue to thrive. The University Towne Centre (UTC) / Sorrento Valley / Torrey Mesa employment cluster will continue to be the largest job center in the region. SANDAG expects downtown to add another 30,000 jobs by 2050. The Otay Mesa border area will become a much larger job center growing from just over 15,000 jobs today to over 45,000 by 2050. Finally, Chula Vista will add nearly 50,000 new jobs as the Chula Vista Bayfront, downtown investments, and new planned communities in eastern Chula Vista come online. Figures J.7 through J.9 show the 2020, 2035, and 2050 housing and employment density, respectively.

Tables J.1 through J.3 present base year and forecasted population, employment, and housing data for the 19 local jurisdictions, respectively.

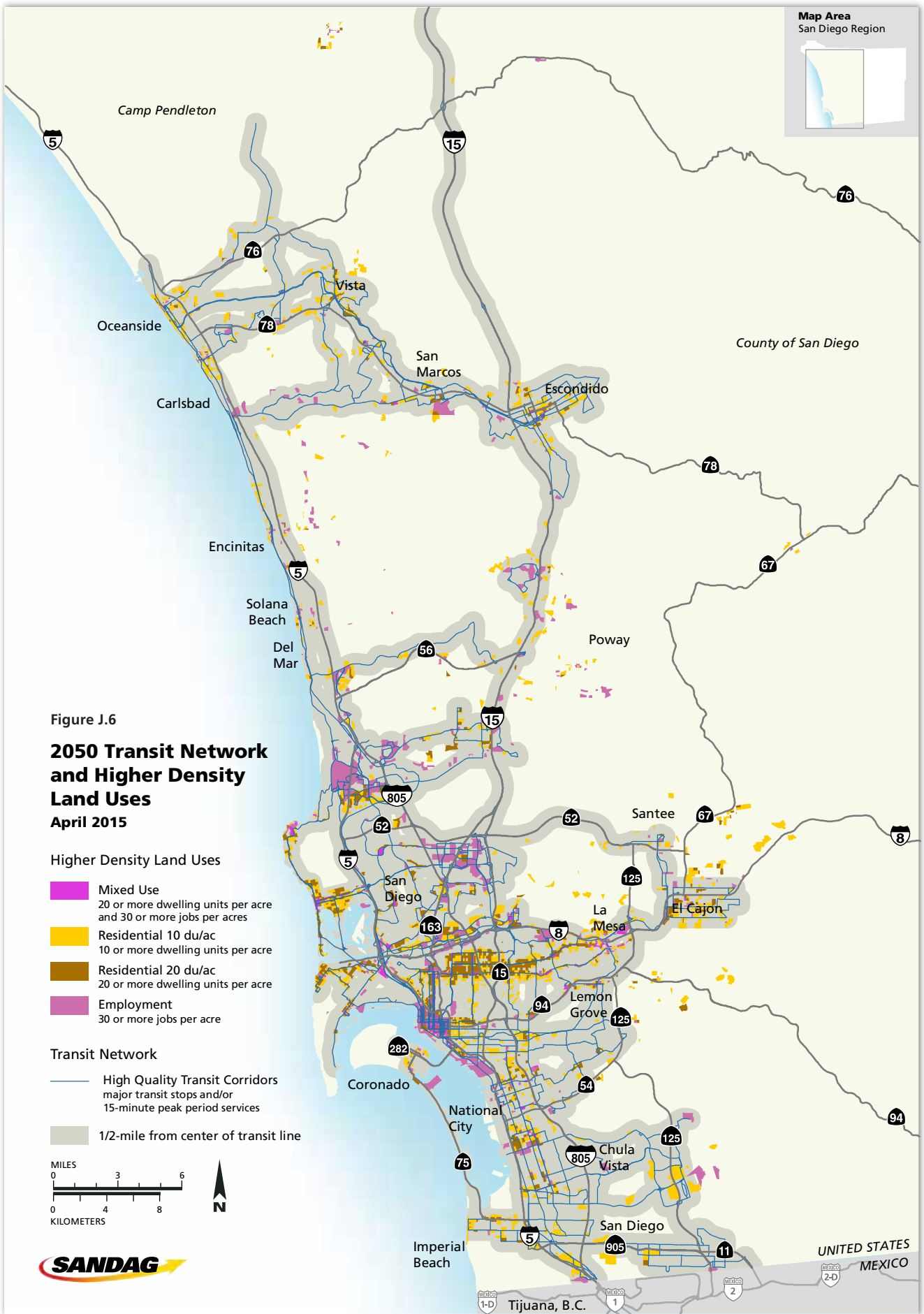


Figure J.6  
**2050 Transit Network  
and Higher Density  
Land Uses**  
April 2015

- Higher Density Land Uses
- Mixed Use  
20 or more dwelling units per acre  
and 30 or more jobs per acres
  - Residential 10 du/ac  
10 or more dwelling units per acre
  - Residential 20 du/ac  
20 or more dwelling units per acre
  - Employment  
30 or more jobs per acre

- Transit Network
- High Quality Transit Corridors  
major transit stops and/or  
15-minute peak period services
  - 1/2-mile from center of transit line



# ATTACHMENT 3

## Allocating the region's housing need: Objectives, factors, and methodology

The RHNA Methodology and Allocation is shown in Table 4. Tables that show and compare the options considered during the development of the methodology and allocation are included in Appendix D.

**Table 4: Regional Housing Needs Assessment for Fifth Housing Element Cycle**

11-Year RHNA (1/1/2010 - 12/31/2020)							
	11 years	RHNA Allocation by Income Category					Est. Existing Plan Capacity
		Very Low	Low	Moderate	Above Moderate	VL + Low**	20+ du/ac
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
Carlsbad	4,999	912	693	1,062	2,332	1,605	1,605
Chula Vista	12,861	3,209	2,439	2,257	4,956	5,648	21,899
Coronado	50	13	9	9	19	22	270
Del Mar	61	7	5	15	34	12	12
El Cajon	5,805	1,448	1,101	1,019	2,237	2,549	13,225
Encinitas	2,353	587	446	413	907	1,033	1,293
Escondido	4,175	1,042	791	733	1,609	1,833	2,582
Imperial Beach	254	63	48	45	98	111	1,784
La Mesa	1,722	430	326	302	664	756	6,498
Lemon Grove	309	77	59	54	119	136	828
National City	1,863	465	353	327	718	818	18,200
Oceanside	6,210	1,549	1,178	1,090	2,393	2,727	4,751
Poway	1,253	201	152	282	618	353	353
San Diego	88,096	21,977	16,703	15,462	33,954	38,680	158,273
San Marcos	4,183	1,043	793	734	1,613	1,836	2,931
Santee	3,660	914	694	642	1,410	1,608	1,621
Solana Beach	340	85	65	59	131	150	262
Vista	1,374	343	260	241	530	603	1,731
Unincorporated	22,412	2,085	1,585	5,864	12,878	3,670	3,670
<b>Region</b>	<b>161,980</b>	<b>36,450</b>	<b>27,700</b>	<b>30,610</b>	<b>67,220</b>	<b>64,150</b>	
<b>11-YEAR RHNA</b>		<b>36,450</b>	<b>27,700</b>	<b>30,610</b>	<b>67,220</b>	<b>64,150</b>	
		22.5%	17.1%	18.9%	41.5%		

State housing element law (found, in part, at Government Code Section 65584 (d)) states that the RHNA shall be consistent with the following four objectives:

1. Increasing the housing supply and the mix of housing types, tenure, and affordability in all cities and counties within the region in an equitable manner, which shall result in all jurisdictions receiving an allocation of units for low-income and very low-income households.
2. Promoting infill development and socioeconomic equity, the protection of environmental and agricultural resources, and the encouragement of efficient development patterns.
3. Promoting an improved intraregional relationship between jobs and housing.
4. Allocating a lower proportion of housing need to an income category when a jurisdiction already has a disproportionately high share of households in that income category, as compared to the countywide distribution of households in that category from the most recent decennial United States census.

The RHNA Methodology and Allocation as shown in Table 4 meets the four objectives listed above.

1. It allocates RHNA numbers in all four income categories to each of the region's 19 jurisdictions, thus addressing the objective of promoting socioeconomic equity throughout the region. Table 2 demonstrates the mix of housing types planned for in the region by jurisdiction and subregion in the four density categories.
2. It utilizes the forecasted pattern of development from the 2050 Regional Growth Forecast, which incorporates policies in local plans that call for higher density housing to be concentrated in urbanized areas adjacent to transit and that protect environmental and agricultural resources. It also demonstrates that the region's local land use plans have significantly increased the region's multifamily housing capacity and ability to accommodate the housing needs of all income levels during the next housing element cycle and out to the horizon year of the 2050 RTP. Table 2 demonstrates the significant housing capacity, particularly in the 20 dwelling units per acre or greater density range, for which local jurisdictions have planned in the future.
3. It promotes an intraregional relationship between jobs and housing because the 2050 Regional Growth Forecast distributes housing and employment growth at a jurisdiction level using a model that considers proximity to job centers, travel times, and commuting choices, as well as land use plans. Figure 1: 2050 Transit Network and Higher Density Land Uses, shows the relationship of higher density land uses (residential, employment, and mixed use) to planned high quality transit corridors in the 2050 RTP/SCS. This map also is included in Chapter 3 of the 2050 RTP/SCS.
4. It also moves toward improving the current distribution of lower-income households in the region to reduce over-concentration. Table 4 in Appendix D compares the RHNA very low and low income allocations considered during the RHNA process and the regional (40 percent) and jurisdiction percentages of existing lower income households based on U.S. Census data (Column (a)). Column (c) is the RHNA allocation of lower income housing by jurisdiction as a percentage of their total RHNA. It shows that the RHNA moves all but two jurisdictions -- the City of Del Mar and the unincorporated area of the county -- closer to the regional percentage of lower income households. The small size of Del Mar (population just over 4,000) and the rural nature and lack of infrastructure in the unincorporated area of the county resulted in RHNA allocations with a lower percentage of lower income housing than the regional percentage of lower income households.



# ATTACHMENT 4



with increased wages totaling \$1.5 to \$1.8 million per year in an average region. The study found that transit service improvements enable increased wages by allowing for higher central city employment densities, thus supporting greater productivity.<sup>45</sup>

*Improved transit access is also associated with reduced employee turnover.*

A preliminary study on employee turnover and BRT in six states in the Upper Midwest found that employee turnover rates were lower in counties with access to BRT, with employee turnover rates decreasing by 0.02 percent to 0.03 percent for each dollar increase in per capita operating spending on BRT. The authors calculate that the reduced employee turnover related to bus transit access resulted in reduced business costs totaling \$5.3 to \$6.1 million a year for the manufacturing industry in the six states studied, and \$1.7 to \$1.9 million for the retail industry.<sup>46</sup>

### **Property Value, Development, and Other Land Use Impacts**

*Transit investments can help support higher property values, resulting in higher tax revenues for local governments.*

A large body of research has shown that property owners and renters are willing to pay a premium to locate where they can take advantage of the improved accessibility and other benefits provided by transit.<sup>47</sup> For example, a recent series of studies on property values around San Diego's rail transit stations found that, all else being equal, a condominium located within 0.25 miles of a rail station was worth 16 percent more than a condominium located 1 mile away from a station; a single-family home located within 0.25 miles of a rail station was worth 6 percent more than one located 1 mile away.<sup>48</sup> Property value premiums were generally higher near transit stations located in more pedestrian-oriented neighborhoods<sup>49</sup> and in higher-density zoning districts.<sup>50</sup>

*Transit can help attract and enable new, higher-intensity development.*

Transit access can improve the marketability of new residential units or commercial space, resulting in higher sales prices and/or rents that can help make higher-intensity development more financially feasible. Transit can also serve as a rationale for local governments to allow higher intensities (resulting in increased development revenues) and reduced parking requirements (resulting in decreased construction costs).<sup>51</sup> Indeed, real estate developers see transit as key priority for future investment. In a recent Urban Land Institute (ULI) survey, 71 percent of private developers ranked improved public transit services (bus and rail) in the region where they work as "one of the very top priorities" or "high priority" for infrastructure improvements over the next 10 years.<sup>52</sup> In general, transit improvements appear to have the greatest impact on property values and new development when the corridor or system significantly improves residents' access to employment and other destinations; provides frequent, high-quality regional service; and is combined with local zoning and land use regulations that facilitate transit-oriented development (TOD), especially in walkable, mixed-use neighborhoods.<sup>53</sup>

*Although most studies have focused on light rail and commuter rail investments, recent research has found that BRT and streetcar lines can also promote higher property values and new development.*

Recent studies of Pittsburgh's and Boston's BRT systems found that, all else being equal, a single-family home located 100 feet away from a Pittsburgh East Busway station is worth approximately \$9,745 more than a

### **III.4 Interviews with Stakeholders and Industry Representatives**

As part of the Economic Competitiveness Analysis for San Diego Forward: The Regional Plan, SANDAG and AECOM conducted a series of focus group interviews with stakeholders, representing non-profit organizations, local governments, business and trade associations, economic development organizations, public agencies, utilities, educational institutions, and private sector employers.

Groups engaged were:

- SANDAG Military Working Group
- Hospital Association of San Diego and Imperial Counties
- San Diego BID Council
- Sempra
- Biocom
- San Diego Housing Federation
- San Diego Tourism Authority
- Port Tenants Association
- San Diego Workforce Partnership
- San Diego Chamber of Commerce
- Community Based Organizations
- City Economic Development Group
- EDC Group
- SANDAG Border Group
- Research and Non-Governmental Organizations
- University and Higher Education Organizations

The purpose of the sessions was to gather targeted, specific feedback on transportation needs and priorities among key regional stakeholders and build an understanding of diverse agency, employer, and community perspectives on the relationship between transportation investments, urban form, and economic competitiveness.

Comments generally reflected an understanding that improved transit system connectivity and higher density in the form of Transit Oriented Development (TOD) will play an important role in accommodating the region's growth and maintaining its future economic competitiveness. The purpose of this summary is to provide an overview of the main themes that emerged from these discussions.

*Transportation improvements and related changes in urban form produce economic benefits for employers, workers, and the region overall.*

Several stakeholders recognized that improved transit connectivity and TOD could generate tangible economic benefits for individual households, as well as the region. More affordable and convenient transportation and housing options increase disposable income, which can then circulate through the broader economy. The compact land use patterns associated with TOD also enable the more efficient use of existing infrastructure. Large employers (specifically the hospitals and the Port) acknowledged parking and traffic congestion-related constraints on current business activity and future growth.

- Housing near transit enables more disposable income
- The connection between housing and the economy need to be clarified: less money spent on housing means more spent elsewhere in the economy
- Density means better utilization of infrastructure
- Accessibility is a key to success
- Parking and transportation are a current and future constraint on growth
- Parking in particular is a big issue at all hospitals

*Denser development and active city and town centers are a positive.*

Multiple stakeholders cited the value of walkable neighborhoods and active streets. They viewed an accessible and connected urban form as a draw for tourists and local businesses, as well as a lifestyle amenity to attract and retain talent, particularly among younger workers, who prefer vibrant urban settings.

- Density downtown is a plus for the tourism industry and a plus to attract talent
- The street is an asset
- Residential growth and creative uses of streetscapes (e.g., town center/promenade) are helpful to local businesses
- There is a desperate need for investment in street infrastructure
- Making streets attractive is business booster
- Younger employees want more city life
- The beach is not enough (for college students)
- Job mobility and sector agglomeration is critical for those seeking advancement in the tech sector. Employees in tech sector want live close to downtown

*Connecting affordable housing, jobs, and transit is important to employers and residents.*

Job access remains a challenge for many employees, especially low to moderate-income workers traveling to jobs north of I-8. Feedback reflected the importance of having affordable, convenient transportation choices available to the region's workforce. Stakeholders also saw increased mobility options as a way to improve

economic opportunity for residents living in city neighborhoods that lack strong connections to jobs and education.

- Want options across incomes and options for families. Support housing near transit
- In long-term, housing will affect our competitiveness
- Reasonable rents in areas with easy transit options is important
- Affordability is a big concern, as is access to high frequency transit
- Affordable housing is a huge issue for employers
- For SD to compete, housing costs need to be addressed
- Emergency needs are addressed, but long-term, housing affordability will affect our competitiveness
- Service industry workers in some communities currently face long travel times to jobs
- Transit and transportation affordability is important for economic recovery for low income people, have few resources, need to get to work
- Must bring transit to current job centers, while developing downtown employment as well

*Transit investments are a positive but the current transit system is not yet a viable alternative to automobile use outside of a few areas.*

Stakeholders generally recognized the importance of future transit investments but also noted that the system's current transit options are not convenient enough to entice people away from their automobiles.

- Transit system is not robust enough to forgo cars/parking, even downtown
- MTS service not good enough to draw people out of cars
- In other places in country, employers see lesser need for cars, translating into lower wages
- In other places, people often get vouchers for transit. Incentives are needed

*Improving connectivity across the US/Mexican border is an economic and transportation priority.*

Multiple stakeholders emphasized the economic benefit of improved transportation links and the efficient movement of people and goods between California and Baja California. The economy of Tijuana and the greater Baja California region have benefited from employment opportunities across the border in the San Diego region, and our region has benefited from employment opportunities in Baja California. Mexico has taken several steps to bolster economic development along its northern border, such as the creation of the maquiladora program (or in-bond industry). The maquiladora industry is a big source of employment opportunities in Baja California and in the San Diego region; you only have to look at the large number of transnational corporations with sister facilities north of the border. Employment in the maquiladora industry in Baja California doubled between 1991 and 2004. In Tijuana, employment in the sector reached its peak in 2008 with more than 200,000 people employed. Since then, employment growth has decreased slightly, and

there are now about 150,000 people employed by 560 maquiladora companies in Tijuana. That number represents 11 percent of Mexico's total number of manufacturing plants.

- Want to expand manufacturing partnerships with Tijuana
- Have cross-border value chains
- Envision another tolled border crossing
- The border itself is, and can be, a huge economic engine
- Planning must be cross-border
- Cross border tourism opportunities are not well integrated
- Connecting coaster to border is great opportunity. Transit connections to South County can help downtown seem more like the center
- Long wait times at border

*There is strong interest in developing mobility hubs.*

Several stakeholders specifically embraced the concept of mobility hubs and saw potential for implementation in San Diego. Comments identified regional airports as anchors for multiple modes (Lindbergh, Gillespie, Tijuana, Brown, Palomar), along with urban neighborhoods/corridors.

- Support public-private mobility hubs including rideshare
- Universal transportation account would be a way to pay for last mile services
- The Tijuana airport and Brown Field need transit connections
- Also important to connect to airport with better service than current shuttle
- Mobility hubs could be a big positive

*There is support for increased rail and freight capacity, including a rail line east.*

Stakeholders cited the potential economic contribution of increased infrastructure to support goods movement.

- Would like to see additional freight traffic through San Diego, which means more truck trips
- Need flyover to get cargo off the waterfront. Previous flyover failed due to funding
- Need more rail: I-15 rail corridor to Barstow, double tracking
- Need larger truck infrastructure/facilities e.g. tunnels
- Need warehouses close to shipyards to reduce truck travel
- Want to separate freight and people movement, grade separation
- Lack of an active E-W rail line is a critical weakness

- Rail improvements are critical
- Rail needs to be expanded north and connected east
- South County needs to improve goods movement and truck capacity; streets in Otay Mesa and San Ysidro are insufficient

*Active transportation can play an important role in expanding access and enhancing quality of life in communities.*

Stakeholders, particularly community-based and university groups expressed strong support for more active transportation investment as part of the broader transportation network. Feedback specifically cited areas with deficient active transportation infrastructure and noted interest among residents in using safe walking and biking options.

- In Logan Heights, there is a lack of active transportation investment, as well as connections to other neighborhoods
- Communities are eager to use active transportation options
- Lack of active transportation facilities, both in San Ysidro and in Tijuana, is a hindrance
- UCSD area is not pedestrian friendly

*The clustering of industries affects transportation access and opportunities for connectivity.*

The health care and biotech sectors emphasized the importance of locating facilities in proximity to capitalize on interdependencies and pooled resources. However, such clustering can pose congestion challenges. Stakeholders noted that these industry clusters are unlikely to relocate so transportation strategies must consider how to improve the connectivity of existing or new job centers.

- Physical clustering of hospitals is important, despite competition for patients. Access difficult at Sharp Memorial, Sharp Mary Birch, Rady Children’s and University, especially in morning.
- Companies want to locate close to one another, to UCSD, and on Sorrento Mesa/golden triangle. Clustering of Biocom businesses is critical, even to the point of synced schedules.
- The locations of the industry clusters will NOT move. The link between urban form and economic prosperity needs to be fully articulated; job centers need to be built/re-built to be transit-friendly/transit-ready.

### **III.5 Case Studies for Analysis of the Economic Competitiveness Effects of Transportation Investments**

This literature review presents three case studies of transportation investments in the U.S. that have facilitated significant economic development. These case studies were selected to examine the economic impacts and associated changes in competitiveness resulting from a variety of transportation infrastructure improvements that may be considered and/or implemented by SANDAG through the agency’s Regional Transportation Plan to 2050. Each case study provides information on the transportation investment in the context of the metropolitan area, the cost, financing strategy, extent and timing of the transportation infrastructure

# ATTACHMENT 5

## Purpose of the TOD Strategy

Creating vibrant communities that are accessible to transit is at the foundation of the region's coordinated land use and transportation planning.

As the San Diego region and its transportation system continue to evolve, with almost 925,000 more people and 460,000 more jobs anticipated in the region by 2050, local jurisdictions have made great strides in planning for more compact development near transit and a large majority of future growth is expected to occur near existing and planned transit stops.<sup>1</sup> In addition to the strides made by local jurisdictions, the region also has made great strides in planning for a more robust transit network as shown in the 2050 Regional Transportation Plan and its Sustainable Development Strategy (October 2011) and now in the most recent plan San Diego Forward: The Regional Plan, of which this strategy is an appendix.

Planning and implementing transit oriented districts in the region can give more people a choice to take transit, walk, or ride bicycles more, and drive less, reducing dependency on vehicles that generate greenhouse gas (GHG) emissions as they go about their daily activities. Transit oriented districts also provide an opportunity to create vibrant community centers and neighborhoods that evolve into mixed-use walkable districts where people can live, work, shop, and recreate.

This Regional TOD Strategy sets forth an approach and recommends strategies to create communities serviceable by transit; implement successful supportive infrastructure; and facilitate development of homes, workplaces, and services that contribute to a rich mix of living, working, and mobility choices. The San Diego region has several successful transit oriented communities, but will need more as the region grows.





## Objectives

This Strategy is organized to address the challenges that hinder successful implementation of more transit oriented districts. The objectives are to:

- Attract investment and enable development near transit so that these areas become centers of activity.
- Increase transit ridership by increasing the number of people that live and work near transit and enhancing accessibility to transit.
- Reduce vehicle miles traveled per capita and contribute to the goals of San Diego Forward: The Regional Plan.
- Meet the challenges of regional growth by creating capacity near transit by using strategic investments and making selected TOD areas “ready” for new development.
- Build upon the existing foundation for TOD in the San Diego region by identifying supportive policies, targeted regulations, and assertive actions to create transit oriented districts.
- Align and coordinate efforts of SANDAG, local governments, transit agencies, developers, community members, and others with an interest in transit oriented development.

## What Are “Transit Oriented Districts”?

Transit oriented districts are areas, neighborhoods, or communities that are conveniently accessible to transit. Districts are larger areas where some people are close enough to walk or bike to and from a transit station while others can get dropped off, carpool, or use shared mobility options.

“TOD” is typically an acronym for “Transit Oriented Development.” This definition focuses on real estate development projects next to transit stations, often as public-private partnerships. However, this report approaches the “D” in TODs in this report stands for “District” to reflect the importance of the relationship between transit stations and the surrounding community. Thinking of TODs in a larger context enables a range of development opportunities that meet various needs, while remaining market feasible.

Each community in the San Diego region is distinct, varying by topography, community characteristics, the pattern and concentration of residential and employment activity, and other site-specific factors. However, transit oriented districts can serve as the center of each community in a unique way, while still having a relative concentration of residential, commercial, and mixed-use development served by high-quality transit.

Development opportunities may include a range of uses from small lot housing and town homes, to low-rise and loft housing, flats and residential towers, main-street commercial, urban flex and campus space, visitor-serving uses, institutional facilities, and taller residential, office, and mixed-use buildings – all within mixed-use environments near transit, most of which are accessible by walking or biking. The mix of uses and densities will depend on the existing fabric and future plans for the district and will vary from place to place. A few examples, among several, include downtown San Diego, smaller city downtowns, and urban centers in larger cities such as downtown Oceanside and Chula Vista, and University City. Many neighborhood districts at smaller scales exist along transit corridors.



### Benefits of TODs

Transit oriented districts have many benefits including:

- Creating neighborhoods that contribute less to greenhouse gas emissions.
- Increasing transit ridership.
- Providing transportation choices.
- Supporting walking, biking, and other mobility options.
- Reducing the number of cars on the road.
- Facilitating housing and employment opportunities for all residents in the region.
- Improving performance of the street, highway, and freeway system by providing mobility options.

## SUMMARY OF RECOMMENDATIONS

Below is a summary of the recommendations that SANDAG, the transit agencies, local jurisdictions, and developers can take to facilitate the creation of more vibrant transit oriented districts throughout the region. These recommendations are described in more detail on pages 31 through 54 of the strategy.

1. Continue to implement a compact, and highly interconnected diversity of land uses and activities in the Smart Growth Opportunity Areas, consistent with the land use targets identified in the regional Smart Growth Concept Map. Consideration should be given to a range of local planning regulatory mechanisms, such as specific plans and overlay zones, and reduced parking ratios, where appropriate.
2. Consider coordinated planning of TODs along single corridors or inter-connected networks of transit lines to better connect people to jobs by taking into account the characteristics of stations and surrounding land uses along a corridor. Coordinated development along a network of TODs can help create housing at costs that are consistent with the wages of industries and jobs within the same network. This would help to create job growth in transit oriented districts and support workforce housing, and help build the market for TODs.
3. Continue to promote walking and biking within transit oriented districts to bridge the first-last mile gap, by placing a priority on supportive walking and biking infrastructure, amenities, and connections within the core of transit oriented districts. The *TransNet* Active Transportation and Smart Growth grant programs and Local Streets and Road funds provide funding for these types of improvements.
4. Consider ways to provide vehicular connections and manage parking within transit oriented districts to connect transit stations to job centers and homes where walking or biking distances are impractical. Vehicles can extend people's ability to get to and from home and work by carpooling, vanpooling, taking a shuttle, or using a car share or ride share service. Parking supply, pricing, and management tools found in the Parking Management Tool Kit also are important mechanisms to get people to and from transit stations. The creation of mobility hubs can help implement this recommendation.
5. Continue to engage a broad range of stakeholders in the planning and design of transit oriented districts and support methods for public involvement. SANDAG can continue its role in presenting examples of successful TODs within and outside the region, including field trips; the ongoing Smart Growth Outreach program; and could consider a testimonial on-line video program of people who use transit, live and work in TODs, and are employers in TODs.

6. Continue to work toward the creation of clear rules that provide a predictable development process and focus on removing regulatory barriers. Reducing risk from the entitlement process, including time delay and political risk, is essential to attracting investors and developers. Each jurisdiction has its own structure for land use regulation and design review; however, priority can be given to context-sensitive design that produces predictable results that are embraced by the public.
7. Continue to explore opportunities to streamline California Environmental Quality Act (CEQA) guidelines and processes to facilitate development projects in transit oriented districts. The region's local jurisdictions should consider amendments to their General Plan policies, traffic impact analysis procedures, and locally adopted CEQA guidelines and significance thresholds to take advantage of recent changes in state law to facilitate infill development and CEQA review.
8. Continue to update transportation impact analysis methodologies to provide refined travel forecasting for infill projects in transit oriented districts. SANDAG transportation models that incorporate walking, biking, and access to transit should continue to be developed and refined with training on their use provided to local jurisdictions and consultants.
9. Consider focusing infrastructure and community facilities to support the success of transit oriented districts. Transit oriented districts may require significant investments to accommodate new development and changes in land uses, and to provide sufficient capacity and necessary public amenities. Enhanced Infrastructure Financing Districts; special facility districts such as single or dis-contiguous TOD community facilities districts, property-based BIDs, storm-water districts, and mobility districts; TOD-specific standards for impact fees; and directed local capital improvement plan investments are among the local mechanisms available.
10. Continue to encourage and monitor public-private partnerships and explore emerging tools for financing development projects and value-capture techniques to help fill gaps in project financing. Leveraging transit agency and publicly owned land near transit stations; investing in a regional pooled fund focused on TOD; utilizing incentive zoning and development agreements, and capitalizing on federal, state, and local grant programs are all ways of catalyzing development.

11. Consider directing affordable housing resources to transit oriented districts to maximize the benefits of locating affordable and workforce housing in proximity to transit. Community Development Block Grant (CDBG), HOME, and other funding can provide supportive infrastructure; sites can be positioned for tax credits and affordable housing grants and bond criteria; and identified as priority receiving areas for inclusionary housing in-lieu fees and housing trust fund expenditures.
12. Continue and consider new ways to promote market readiness and development feasibility of TODs by sharing information, showcasing successful case studies, highlighting emerging opportunities, and monitoring trends over time. Consider working with industry associations and non-governmental organizations (NGOs) to prepare market performance information for development within the region's transit oriented districts and regularly publish a "Market State of TODs" report to inform potential developers and investors (locally and nationally).
13. Consider developing an on-line, interactive tool to evaluate the TOD readiness of sites and districts – a TOD Readiness Dashboard - that can be used by SANDAG, local jurisdictions, transit agencies, developers, community groups, and others.

DRAFT

## CONTEXT OF TODs IN THE SAN DIEGO REGION

As the San Diego region and its transit system continue to evolve, SANDAG and local governments have made strides in planning for compact development near transit and in planning for more transit.

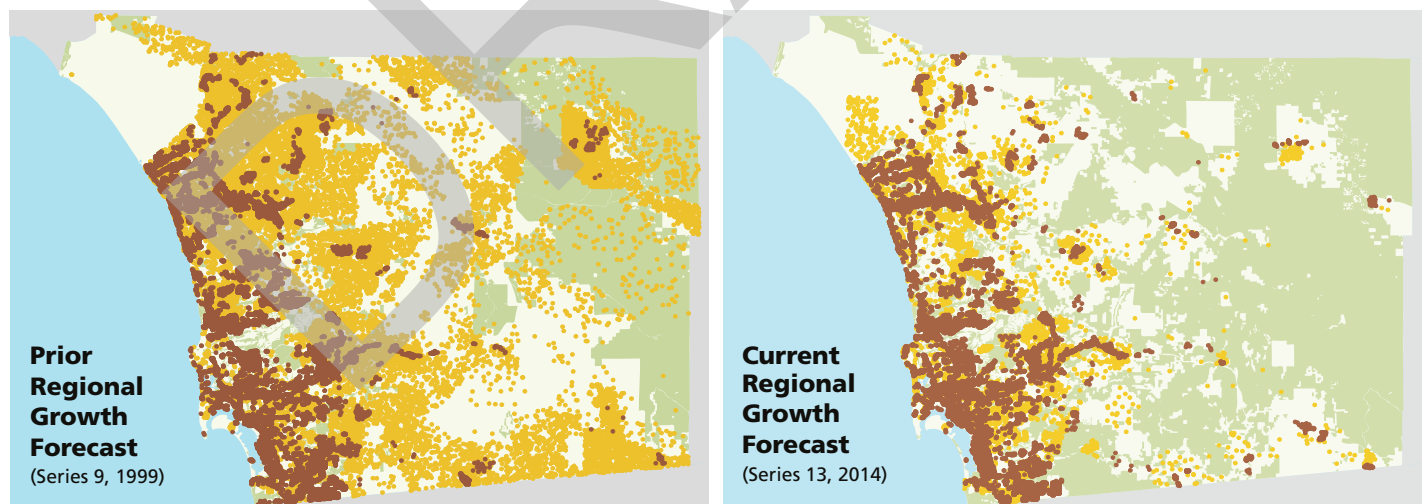
### Our Changing Growth Patterns

In just 15 years, our planned development patterns have shifted significantly – toward more growth in the western and more urbanized areas of our region that are close to our existing and planned transportation network, allowing us to preserve 55 percent of the region (nearly 1.5 million acres) as open space, parks, protected habitat, and farmland.

The first map (on the left) shows the growth patterns that were planned in 1999 when the region's plans called for extensive development in the eastern part of the county (Series 9 Regional Growth Forecast). Since then, plans have changed due to actions by our local cities and county. The second map (on the right) shows our new vision for the future (Series 13 Regional Growth Forecast).

1999 Planned Land Use

2015 Planned Land Use



● Growth in Housing Units  
1 dot = 10 new housing units

● Growth in Employment  
1 dot = 10 new jobs

■ Open Space



## Smart Growth Concept Map

In 2004, SANDAG adopted the Regional Comprehensive Plan (RCP) for the San Diego region. The RCP provides a vision for the region based on smart growth and sustainability. A key component of the RCP is the “Smart Growth Concept Map” illustrating the location of existing, planned, and potential smart growth areas. These areas are potential locations for higher density mixed-use development near existing and planned public transit.

The Concept Map contains more than 200 locations in seven smart growth “place types”: the Metropolitan Center, Urban Centers, Town Centers, Community Centers, Rural Villages, Mixed Use Transit Corridors, and Special Use Centers, reflecting the principle that smart growth is not a “one-size-fits-all” endeavor but a series of land use, design, and mobility strategies that are applicable in varied contexts.

## Local Governments

During the last decade, more than half of local jurisdictions have updated their land use plans and zoning ordinances, collectively moving the region’s vision of the future toward compact development near transit and greater open space preservation. Focusing housing and job opportunities in existing urbanized areas has replaced previous assumptions of more dispersed development patterns (as shown in the maps above). Transit oriented communities will play an important role in accommodating the region’s future population, housing, and employment growth, but challenges remain in market readiness and potential capacity for transit oriented communities throughout the San Diego region.

## Smart Growth Concept Map Minimum Land Use and Transportation Targets

Smart Growth Place Type	Minimum Residential Target	Minimum Employment Target	Minimum Transit Service Characteristics
Metropolitan Center	75 du/ac	80 emp/ac	Commuter Rail, Express Light Rail Transit (LRT), or Bus Rapid Transit (BRT)
Urban Center	40 du/ac	50 emp/ac	LRT or Rapid Bus
Town Center	20 du/ac	30 emp/ac	LRT, Rapid Bus, or Streetcar/Shuttle*
Community Center	20 du/ac	N/A	High-Frequency Peak-Period Local Bus or Streetcar/Shuttle within Urban Area Transit Strategy Boundary
Rural Village	10.9 du/ac	N/A	N/A
Special Use Center	Optional	45 emp/ac	LRT, Rapid Bus, or Peak BRT
Mixed-Use Transit Corridor	24 du/ac	N/A	High-Frequency Peak-Period Local Bus or Streetcar/Shuttle

du/ac = dwelling units per acre emp/ac = employees per acre

\* In Town Centers, areas can be connected to LRT and/or Rapid Bus by a local transit connection or Streetcar/Shuttle Service.

## Smart Growth Tool Box

Implementation is a key goal of the Smart Growth Concept Map. The primary ways that SANDAG supports implementation is to provide incentives and assistance to local member agencies to encourage smart growth development in the areas identified on the Smart Growth Concept Map. The SANDAG Smart Growth Tool Box includes the following planning and financing tools:

### Planning Tools:

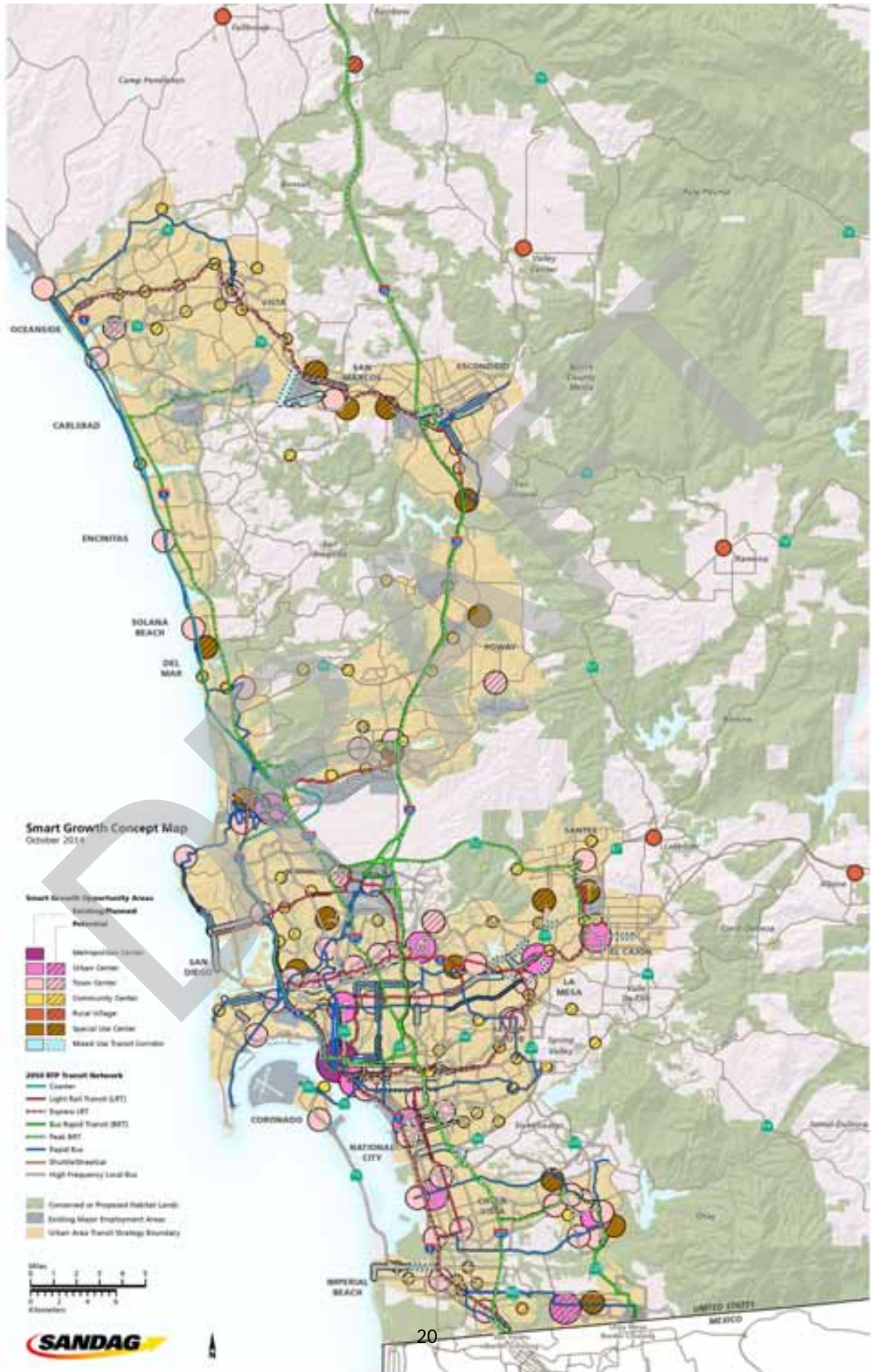
- Smart Growth Concept Map
- Visualization Tools and Photo Library
- Smart Growth Design Guidelines
- Smart Growth Trip Generation/Parking Study
- San Diego Regional Bicycle Plan
- Planning and Designing for Pedestrians
- Integrating Transportation Demand Management Into the Planning and Development Process - A Reference for Cities
- Transportation Demand Management Parking Study and Inventory
- Regional Parking Management Toolbox

### Financing Tools:

- *TransNet* Smart Growth Incentive Program (SGIP)
- Transportation Development Act/*TransNet* Bicycle, Pedestrian, and Neighborhood Safety Program (now Active Transportation Grant Program)



# Smart Growth Concept Map – October 2014



# ATTACHMENT 6

## SECTION 3. POPULATION, HOUSING, AND EMPLOYMENT GROWTH IN THE SAN DIEGO REGION

As the San Diego region grows and continues to change, demographic and employment trends in the San Diego region are anticipated to favor transit-oriented communities. Section 3 provides information about the regional demand for different development types in the San Diego region, and describes demographic, housing, employment, and development trends that support transit-oriented communities.

### Regional Demand for Development Near Transit

Studies have estimated that approximately 25 to 35 percent of U.S. households would prefer to live in a transit-oriented community.<sup>11</sup> However, the extent of demand for development near transit in any particular region depends on the region's demographic characteristics as well as local preference. Surveys indicate that the Baby Boomer (born between 1946 and 1964, and aged 45 to 64 in 2010) and Millennial (born in the 1980s and 1990s, and aged approximately 18 to 34 in 2010) generations, which together are expected to drive housing market trends in the coming decades, are particularly interested in access to transit, amenity-rich neighborhoods, and shorter commutes.<sup>12</sup> Small households, renters, and immigrants are also considered more likely to locate near transit.<sup>13</sup>

Businesses are increasingly choosing locations based on factors such as local quality of life and the productivity and education levels of the local workforce. Firms in the professional, scientific, and financial services, information, and other "knowledge-based" industries are especially likely to locate near transit.<sup>14</sup> These firms are less tied to factors such as the cost of transportation, and more likely to choose locations based on quality of life for their workers.<sup>15</sup>

### 2050 Regional Growth Forecast

The 2050 Regional Growth Forecast, which SANDAG updates every four years, projects that the region's population will expand by nearly one million people by 2050, resulting in the need for more than 330,000 homes. The growth forecast also projects nearly 500,000 new jobs in the region (See: Figure 2 - 2050 Regional Growth Forecast Projections; and, Figure 3 - 2050 Regional Population, Housing, and Jobs Forecast).

The 2050 RTP/SCS provides an integrated land use and transportation plan for how the region would be able to accommodate regional population growth. The 2050 RTP/SCs showed that the number of homes located within one-half mile of public transit services would increase from 45 percent in 2008 to 64 percent in 2050 (See: Figure

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<sup>11</sup> CTOD, September 2004

<sup>12</sup> APA, 2014

<sup>13</sup> CTOD, September 2014

<sup>14</sup> CTOD, May 2011

<sup>15</sup> Salvesen and Renski, January 2003

2 - 2050 Regional Growth Forecast Projections; and, Figure 4 - Housing Near Public Transit). It also projected an increase in housing capacity in areas with densities between 20 and 39.9 dwelling units per acre and 40-plus dwelling units per acre (See: Figure 5 - Housing Capacity).

During the last decade, many local jurisdictions have updated their land use plans and zoning ordinances, collectively moving the region's vision of the future toward more compact development near transit, and toward greater open space preservation. Focusing housing and job opportunities in existing urbanized areas has replaced previous assumptions of more dispersed development patterns. Transit-oriented communities will play an important role in accommodating the region's future population, housing, and employment growth, but challenges remain in market readiness and potential capacity for transit-oriented communities throughout the San Diego region.

This shift in development patterns is critical to creating a more sustainable way of life and helping the region meet GHG reduction targets established by the California Air Resources Board. San Diego Forward: The Regional Plan will include a Sustainable Communities Strategy to guide efforts to meet the GHG targets, while maintaining our quality of life.<sup>16</sup>

### **Demographic Trends Toward Transit-Oriented Communities**

This section describes past and projected demographic and trends in the San Diego region, focusing on the types of households that are often found in transit-oriented communities.

**SANDAG projects that the county's total population will reach 4 million people by 2050, and that the region will see a dramatic shift towards multi-family housing development over the coming decades.** By 2050, multi-family housing is expected to account for 46 percent of the county's total housing stock, compared to 36 percent in 2010. In order to meet this projection, multi-family units will need to account for nearly 80 percent of new units built between 2010 and 2035, and more than 90 percent of new units between 2035 and 2050. In comparison, only 40 percent of new units built in San Diego County between 2000 and 2010 were in multi-family buildings.

**The Millennial and Baby Boomer generations account for the largest shares of the region's population, and are expected to drive housing demand in the coming decade.** The two biggest age groups in San Diego – as in the rest of the state – are the Millennials and the Baby Boomers. These two generations are expected to drive demand for new housing in the coming years, as the Millennials come into adulthood and the Baby Boomers enter retirement, and have been shown to have a particular interest in neighborhoods with access to transit, amenity-rich neighborhoods, and shorter commutes. Figure 6 shows the population by age group in 2008 and a forecast for 2050.

**The region also has a high and growing number of non-family households.** Compared to the state, San Diego County had slightly larger shares of single-person and other non-family (roommate) households in 2010. The number of single-person and other non-family households also grew somewhat faster in the county between 2000 and 2010 compared to the state. Reflecting this household composition, the average household size in San

<sup>16</sup> SANDAG 2050 RTP/SCS, October 2011

Diego County (2.75 persons per household) was lower than the statewide average (2.9) in 2010. Small households and households without children are considered most likely to locate near transit.

**Single-family and owner-occupied units account for most of the region's housing stock.** Single-family homes accounted for 61 percent of San Diego County's housing units in 2010, compared to 65 percent of housing units in the state. However, while single-family homes still make up the majority of units in the county, the size of the multi-family housing stock increased by 14 percent during the 2000s, compared to a 12 percent increase in the number of single-family units. Approximately 55 percent of housing units in the county are owner-occupied and 45 percent are renter occupied, similar to the statewide average. The estimated percent of owner-occupied units is shown for each transit station in Figure 7 and Figure 8. The percent of owner-occupied housing units was calculated for each existing transit station to describe differences throughout the San Diego region.

**The region has a high overall median household income.** In 2010, the region's median household income was \$59,900, above the statewide median of \$57,700. However, there is significant variation in household incomes across the region, with more affluent communities generally concentrated in North County and especially along the coast. Figure 9 and Figure 10 show the estimated median household income in the areas around transit stations in the San Diego region.

### **Employment Trends Toward Transit-Oriented Communities**

This section describes past and projected employment trends in the San Diego region, focusing on the types of jobs that research show have the greatest propensity to locate near transit.

**While San Diego maintains significant employment in government and armed forces, the region's economy has diversified over the past 40 years to include significant employment in knowledge-based jobs, education and healthcare, and tourism-related industries.**

Figure 11 shows the distribution by industry group of the approximately 1.4 million jobs located in San Diego County in 2012. Industries are grouped roughly by land use; for example, knowledge-based industries<sup>17</sup> are typically based in office and/or research and development buildings, while production, distribution, and repair (PDR)<sup>18</sup> jobs tend to be located in manufacturing and warehousing space.

**Knowledge-based industries, a key driver of demand for TOD in most regions, accounted for the highest number of jobs in 2010.**

The knowledge-based industry group, which includes professional and scientific service, finance and real estate, information, and management and administrative support services, accounted for over 300,000 jobs in 2010, or approximately 21 percent of total employment in San Diego County (See: Figure 9 - Employment by Industry Group). National research has shown that firms in these knowledge-based industries have the greatest propensity to locate near transit, and that workers in these industries are most likely to take transit to work.<sup>19</sup> The public sector was the second largest employer at about 230,000 jobs, followed by the leisure and hospitality, PDR, education and medical, and retail industry groups.

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<sup>17</sup> Includes professional, scientific, and business services, finance and insurance, real estate, and information.

<sup>18</sup> PDR includes: wholesale, transportation, warehousing, and utilities.

<sup>19</sup> CTOD Trends in Transit Oriented Development, 2000-2010

**Future employment growth is expected to be driven by the knowledge-based, leisure and hospitality, and education and medical service industry groups.**

SANDAG projects that total employment in the region will increase to 1.7 million by 2035 and 1.9 million by 2050. Figure 12 shows the annual average growth rates projected for each industry group between 2010 and 2035, and 2035 and 2050. In addition to significant growth in the knowledge-based, leisure and hospitality, and education and medical services industries, SANDAG projects rapid growth in the “other” category driven by expected increases in the construction sector.

**Employment in knowledge-based industries is concentrated in North City and North County West, in places that are not currently well-served by fixed-guideway transit.**

Figure 13 shows the geographic distribution of employment in some of the region’s traded industry clusters, including biomedical devices and products, biotech and pharmaceuticals, information and communication tech, publishing and marketing. These clusters include significant employment in knowledge-based industries, as well as jobs in production, distribution, and repair and other industry groups. Employment in these clusters is most highly concentrated in the University Town Center area, with additional, smaller concentrations located in office parks along the I-15 and I-5 corridors and in Carlsbad. With the exception of the Coaster commuter rail line, these areas currently have limited fixed-guideway transit, suggesting that access to transit is not a primary factor in decision-making for these types of businesses in the San Diego region. Downtown San Diego also has smaller concentrations of information and communications tech and publishing and marketing jobs.

**However, there is significant variation in market strength and development activity across the region.**

Figure 29 shows average rents and number of units in the pipeline by Major Statistical Area and market area, as tracked by CoStar. The highest rent areas are concentrated in North City, Central San Diego, and North County West, while significant new apartment development is underway in North City, Central, and North County East. In general, the development in North County East and the East and South Suburban MSAs tend to be garden and low-rise apartments (1-3 stories), while projects under construction in North City and Central include a number of mid-rise (5 to 6 story) buildings. No new units are under construction in North County West, although a 636-unit project is proposed in Carlsbad; this may reflect the regulatory constraints in cities along the North Coast.

### **Ownership Market**

**Following rapid price increases in 2012 and 2013, home prices appear to be stabilizing in 2014.** Prices increased rapidly in 2012 and 2013 – on the order of 20 percent or more a year – but appear to be stabilizing in 2014. In July 2014, the median sales price in San Diego County was \$522,000 for a single-family home and \$359,000 for a condominium. Prices remain below the pre-2008 peak, when the median single-family home prices reached nearly \$600,000 and median condo prices were in the \$400,000 range.

**On a per-square-foot basis, condominiums and single-family homes remain similarly priced and well below pre-2008 levels, suggesting that new condominium development will be limited in the short- to medium-term.** In July 2014, the median per-square-foot price was \$300 for condominiums and \$288 for single-family homes, approximately 20 to 30 percent lower than the pre-2008 peak. The relative affordability of existing single-family homes suggests that buyers will continue to prefer single-family homes in the short- to mid-term, limiting the market for new condo development (which is much more expensive to develop on a per-square-foot basis). Indeed, while there are several early-stage proposals for new condominium development in downtown San Diego are starting to emerge, very little condominium development is occurring anywhere in the region.

**The strongest condominium markets are located along the North Coast and in Downtown.** The zip codes with the highest condominium prices by zip code in 2013 were on the coast, North City, and in Downtown. Condominium prices to the south and east, where transit access is more concentrated, tend to be lower.

**While condominium development activity remains minimal, some development of townhouse and small-lot single family homes is occurring in more suburban locations.** For example, townhouse projects were recently proposed or broke ground in Chula Vista, La Jolla, and downtown Oceanside.

**Research has found that single-family homes and condominiums in the San Diego metro area experience a significant price premium associated with proximity to rail transit.** A recent series of studies on property values around San Diego's Trolley stations found that all else being equal, a condominium located within a quarter-mile of a station was worth 16 percent more than a condominium located a mile away from a station, while a single-family home located within a quarter-mile of a station was worth 6 percent more than one located a mile away.<sup>45</sup> Property value premiums were generally higher near transit stations located in more

<sup>45</sup> Duncan, TRB, 2008

pedestrian-oriented neighborhoods<sup>46</sup> and in higher-density zoning districts.<sup>47</sup> This is consistent with other major metropolitan markets.

## Office Market

**The San Diego office market is gradually recovering from the recession, driven by employment growth in government, telecommunications, technology, health care, professional and business services, and finance.** Average office rents have increased steadily over the last two years, from a low of \$2.10 per square foot per month (full service) in 2012, to \$2.24 per square foot in the second quarter of 2014. Meanwhile, vacancy rates have also decreased slowly but consistently, to 13.4 percent in the county as a whole in the second quarter of 2014, down from a high of nearly 18 percent in 2009. Brokerage firms have observed demand from the government sector and firms in the telecommunications, technology, health care, professional and business services, and finance industries driving leasing activity. Relative to the overall size of the regional office market (82 million square feet), the amount of new development under construction is relatively small (1.2 million square feet); however, significantly more is proposed.

**The strongest-performing office markets are concentrated in North City and North County West, followed by Downtown.** Figure 30 shows office inventory and performance by office market areas as reported by Colliers International, organized by SANDAG's major statistical areas (MSAs). Sixty-one percent of the region's office inventory is located in North City, which also has the highest rents, lowest vacancy rates, and most new office development in the pipeline. North County West also includes several premier office locations, including Carlsbad and the I-5 Corridor. Downtown San Diego, which accounts for about 12 percent of the region's office inventory, posted slightly lower rents (\$2.22 per square foot per month) and a higher vacancy rate (19 percent) in the second quarter of 2014 compared to the regional average. The region's traded industry clusters, including biomedical devices and products, biotech and pharmaceuticals, information and communication tech, and publishing and marketing, are concentrated in the North County West and North City MSAs, with smaller amounts of employment in Downtown.

**Markets to the east and south generally have lower rents and higher vacancy rates.** The North County East, East County, and South County office markets are significantly smaller, with much lower rents and higher vacancy rates.

**Many of the region's larger and higher-rent office markets currently have limited transit service, and development patterns that make providing frequent service challenging.** Service to many of the major employment centers in North City and North County West, including Sorrento Valley, Torrey Pines, University Town Center (UTC), the I-5 Corridor, and Carlsbad, is limited to the Coaster, which provides limited service with long headways (30 to 45 minutes during commute hours, and one to three hours during mid-day and weekends). The Green Line provides more frequent service to Mission Valley. However, many of the region's largest employment centers, including Sorrento Mesa, Kearny Mesa, the I-15 corridor, and most of the Carlsbad market, are not currently served by fixed-guideway transit. Moreover, the low employment densities and/or auto-oriented development patterns in places like Del Mar, La Jolla, Torrey Pines, Encinitas, Kearny Mesa, and Carlsbad make it challenging to provide efficient, high-frequency transit service to these areas.

<sup>46</sup> Duncann, January 2011

<sup>47</sup> Duncan, 2011



**Future transit investments could help support growth by mitigating congestion.** Freeways and arterials in many major employment centers in North City and North County are already congested, and traffic is expected to worsen as population and employment continue to grow in UTC and other major nodes. Employers in Sorrento Valley, Torrey Pines, UTC, and other nearby job centers already run shuttles to the Sorrento Valley Coaster Station during commute hours. Planned transit investments such as the Mid-Coast Corridor have the potential to support future growth while mitigating congestion.

### Conceptual Feasibility Analysis

A pro forma analysis was conducted to explore the impact of variable market conditions, local land use regulations, and transit and place-making investments on the feasibility of market-rate, multi-family development. The analysis tested the financial feasibility of four different building types in a variety of market conditions, and under different parking policies and impact fee levels. The affordable housing section describes the benefits and challenges of building affordable housing near transit, and builds on the development feasibility analysis to explore the potential to use value capture mechanisms to fund affordable TOD. Both analyses are informed by comments received at developer focus groups hosted by SANDAG in July 2014.

### Market-Rate Housing

The development feasibility analysis tested four building prototypes, selected to represent a range of densities, construction types, and parking solutions. The prototypes include:

- **Townhomes:** Townhouses with attached garages; 18 dwelling unit per acre.
- **3-4 Story Podium:** 3-4 stories of residential over tuck-under podium parking, with 10,000 square feet of ground floor retail development; 80-100 dwelling units per acre.
- **5-6 Story Wrapped:** 5-6 stories of residential development wrapped around an interior structured parking garage; 100 dwelling units per acre.
- **15 Story Tower:** 15-story residential tower with subterranean parking; 190 dwelling units per acre.

The prototypes were tested for financial feasibility using a static pro forma model, which calculated the minimum (or “threshold”) rental rate or condominium price required in order for a developer to achieve a reasonable rate of return after paying for all development costs, including land, construction costs, and soft costs (i.e., entitlement costs, architecture and engineering, city fees, sales and marketing, etc.). The threshold rents and prices were then compared against actual rents and prices in different parts of the region in order to determine the likelihood and timing of development. Static pro forma models are frequently used for planning purposes, because they test the impacts of different regulatory policies and other changes on feasibility. The Economic Context Report for this project for more detail on the methodology and key assumptions used in this analysis.<sup>48</sup>

The analysis also tested the sensitivity of development feasibility to different policy levers, including:

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<sup>48</sup> Strategic Economics 2014

- **Standard v. smart growth parking ratios:** The 3-4 story, 5-6 story, and 15-story prototypes were tested using both standard suburban and reduced smart growth parking ratios. Standard suburban parking ratios were estimated based on *Parking Strategies for Smart Growth*, published by SANDAG in 2010. Smart growth parking ratios were modeled based on SANDAG’s suggested smart growth parking ratios, which are intended to reflect the reduced demand for parking in transit-oriented development.
- **Varying impact fee levels:** The Building Industry Association (BIA) of San Diego’s annual fee survey shows that impact fees for residential development vary widely across the region by jurisdiction.<sup>49</sup> In addition, the City of San Diego charges variable impact fees in different community planning areas, reflecting the variable costs of mitigating the impacts of new development in existing urbanized areas and providing new public facilities in master planned communities. The three impact fee levels tested are intended to be generally representative of the range of impact fees charged in different places around the region and within the City of San Diego, rather than specific to any location.

Note that this analysis is based on generalized assumptions about building types, rent levels, developer return, and costs based on a snapshot of current market conditions in the region. In reality, market conditions are dynamic, and highly dependent on changing economic conditions at the local, regional, and national levels. Moreover, each site and development project has unique circumstances, and each developer has his or her own financial objectives. These nuances are not possible to capture in this type of analysis. Rather than being a predictive model of the future or a test of the feasibility of any specific project or site, this analysis is a planning-level tool intended to illustrate the impact of variable market conditions, local regulatory decisions, and regional transit and place-making investments on the potential feasibility of different building types.

Figures 31 and 32 show the rent and sale price thresholds estimated for each building type, by parking scenario and impact fee level. Figure 33 shows the projected timing of development feasibility in each market area, based on comparing the estimated thresholds with the actual rents and condominium prices and a review of apartment projects that are under construction or were recently completed. Note that Figure 33 is not intended to be predictive, but rather to illustrate differences among market areas. In addition to financial feasibility, many other conditions affect where new development occurs. For example, the analysis does not take zoning for each market area into account; not all building prototypes may be allowed in all locations. In addition, most developers specialize in particular types of development (e.g. townhouses versus multi-family) and are likely to select sites based not only on baseline feasibility, but more importantly, on where they can expect the highest returns.

The projected timing of development feasibility is characterized in Figure 33 as follows:

- **Short-term:** Current rents or sales prices are sufficient to justify new development (in real terms adjusted for inflation).
- **Medium-term:** New construction could be justified with a 5 to 10 percent increase in prices, and may in some cases already be feasible in close proximity to a transit station. As discussed above, research has found that condominiums located within a quarter-mile of a rail transit station in San Diego County are worth 16 percent more those located a mile away from a station, while single-family homes located within

<sup>49</sup> BIA, 2014

a quarter-mile of a station experience a 6 percent price premium compared to homes located a mile away. Research on apartment values is more limited, but San Diego developers have found that rents are also willing to pay a significant premium for proximity to rail stations.

- **Long-term:** Significant price increases (more than 10 percent, in real terms adjusted for inflation) are required in order to enable new development.

## Benefits and Challenges of Locating Affordable Housing Near Transit

Locating affordable housing near transit stations can have a number of benefits for individual households and the region as a whole. Perhaps most importantly, households that live near transit can own fewer cars and drive them less, resulting in reduced transportation costs in addition to the savings from living in affordably priced housing. In addition, because low-income households generally own fewer cars and take transit more frequently than high-income households, providing affordable housing near transit can help support and stabilize transit ridership. Recognizing the importance of transit access for affordable housing, the California Tax Credit Allocation Committee (TCAC) provides additional points for proximity to fixed-guideway transit in the competitive scoring process through which low-income housing tax credits are awarded.

However, providing new affordable housing can be challenging, due to a number of factors some of which apply to the region as a whole, and some of which are specific to areas near transit. These factors include:

- **High land costs:** Affordable housing developers may not be able to compete with market-rate developers for sites near existing transit stations, where land prices are often higher than in other areas because of the value premium associated with proximity to transit. Land costs may also go up around planned transit corridors after the routes are announced but before they are built, due to speculation.
- **Size of the affordability gap:** As in other coastal California metropolitan areas, there is a significant gap between the amount that low- and moderate-income households can afford to pay for housing and the cost of construction. Figure 34 shows the gap between the rents required to achieve development feasibility for the different building prototypes, and the maximum affordable rent levels for very-low-, low-, and median-income households in the San Diego region. Because of the size of the gap, particularly for very-low-income households, significant subsidies are required to build affordable housing.
- **Limited funding:** Low-income housing tax credits are one of the most common sources for affordable housing development in California. However, the supply of tax credits is limited and the allocation process is highly competitive. Moreover, tax credits do not fully fund development; in order to make projects possible, affordable housing developers must typically cobble together funding from a number of different sources. Historically, affordable housing developers in the San Diego region and other parts of California relied heavily on funding from the redevelopment agencies' Low and Moderate Income Housing Funds. Proposition 1C, a bond measure passed by voters in 2006, also provided significant funding for affordable housing development. However, Proposition 1C funding is now largely committed, and the state dissolved redevelopment in 2012. Adding to the challenge, recent state court rulings have eliminated the use of inclusionary zoning for rental housing, and are calling into question the long-term viability of requiring

inclusionary units for for-sale housing as well. As a result, local governments are increasingly turning to housing impact fees to fund affordable housing development; this funding source is further discussed below. Other funding sources such as the New Market Tax Credits (NMTC) Program and Housing Trust Fund (U.S. Department of Housing and Urban Development) are increasingly important.

- **Restrictive zoning and other constraints:** Local height and density limits, high parking ratios, and other regulatory requirements can make affordable as well as market-rate housing development more challenging.

## SECTION 7. TRENDS AND CONSIDERATIONS

There has been substantial progress made in regional and local land use planning. SANDAG's Smart Growth Concept Map and updates to general plans, community plans, zoning ordinances and specific plans by local agencies have provided policy and planning support for transit-oriented communities throughout the region. However, implementing projects near transit stations has been a challenge. Successful development projects require stakeholder collaboration, creative funding packages, and must be carefully designed. Financing has been an increasing challenge, especially with the loss of redevelopment in California. Additionally, even economically feasible projects consistent with adopted plans often face political and legal challenges through the California Environmental Quality Act (CEQA) and community opposition.

### Focus Group Interviews

As part of the Transit Oriented Development Strategy for the San Diego Region, SANDAG has conducted a series of focus group interviews with stakeholders representing non-profit organizations, local governments, public agencies, and the private sector. Groups that provided input into include: real estate developers; affordable housing advocates and developers; community-based organizations, design professionals; SANDAG Regional Planning Technical Working Group.

The purpose of these sessions was to gather targeted, specific feedback on TOD challenges and opportunities in the region and build an understanding of diverse agency, professional, and community perspectives on TOD implementation and user experiences.

Through participants noted specific challenges to TOD implementation, they also saw positive opportunities to develop transit-oriented projects and neighborhoods in the region. Comments also generically reflected an understanding that increased density and improved transit system connectivity will play an important role in accommodating the region's growth and maintaining its future economic competitiveness.

#### **1. Community opposition can pose a major challenge for TOD implementation.**

Concerns over change in the community can trigger specific opposition over project-related issues such as traffic, spillover parking, density, infrastructure capacity, and building height. This challenge highlights the need for continued education and outreach, political support, and partnership building. Stakeholders noted that demonstration projects, visuals and graphics, targeted outreach to vocal opponents, and messages framed around aging in place and retaining young people are all useful strategies to build community support.

- Opposition lengthens the approval process and can cause developers to miss market opportunities.
- Put emphasis on community education; it is extremely important to identify successes and failures.
- Build a constituency for TOD by focusing earlier on transit.
- We have to find a way to tell the story of where the region is going and how we will remain competitive; need to help communities to come along.
- Communities need to get the land use regulations in place first and stick with it.
- Infrastructure capacity is often a reason cited for public opposition to infill development.

## **2. There is growing recognition that changing demographics and shifts in market preferences support denser development and vibrant city and town centers.**

Younger residents have different preferences and tend to like density and greater mobility associated with TODs. Employers also see dynamic environments and transit access as selling points for the region.

- Seeing more two person households with one car.
- There is a major transition to multi-family units.
- People are staying longer in urban environments.
- Suburban downtowns are appealing and people are drawn to them.
- The competitive environment of the future is different; to recruit and solicit talent, we need to deliver 24-hour amenities.
- Transit is a regional infrastructure for recruiting.

## **3. Connecting housing to jobs is important to both employers and residents.**

Commute patterns and transportation needs have changed in response to shifts in employment. Job access remains a challenge for many workers, especially low to moderate-income workers.

- Need to connect housing to jobs.
- More employers are open to locating near transit to attract talent.
- System connectivity is important; getting people to job-rich areas in Downtown, Mission Valley and North County.
- Service industry workers in some communities currently face long travel times to jobs.
- Focus on certain corridors that link to jobs not just transit.

## **4. TOD projects can provide more low to moderate-income housing opportunities, but there are continued obstacles to delivering affordable housing.**

There is a recognized need for more low to moderate-income housing in the region. Along with housing, TOD can play a role in improving transportation access and increasing disposable income. Affordable housing projects, however, face challenges related to a lack of reliable funding sources, increasing land costs, and community resistance.

- Project financing for affordable housing is complex, difficult to get, and uncertain.

- Tax credits only fund a small number of projects and are not meeting regional need.
- Local regulations that require the same proportional mix for affordable and market rate units can create a mismatch between need and what developers can do.
- Need to get access to sites along feeders and rapid transit corridors; the window is closing.
- Acquisition costs for infill development are rising.
- Affordable housing should look to healthy community advocates and programs for funding and support.

### **5. The region has promising areas for TOD projects.**

The region has areas with underutilized land that could anchor TOD projects. However, the availability of appropriately zoned land is limited and it is difficult to redevelop existing properties with currently less intense uses due to issues such as assembling and configuring parcels or the low property tax base, which discourages the selling of land. Nonetheless, transit agencies have noted increased developer interest in TOD. Opportunity areas in the region include:

- Mission Valley
- Carmel Valley
- UTC
- Grantville
- E Street Station and L Street
- Morena District
- Kearny Mesa
- The City Yards
- El Cajon Boulevard
- University Avenue
- La Mesa
- Carlsbad
- Western Chula Vista
- San Ysidro/Otay Mesa

### **6. Successful TOD is about the thoughtful design and planning of the broader setting and transportation network.**

Supporting amenities, community-serving uses, a robust transportation network, and an engaging public realm all contribute to the appeal and viability of TOD projects. Stakeholders also noted the importance of active transportation options in bridging first mile/last mile challenges.

- Need a network of walkability to attract people to multi-family units.
- Need uses like shopping and goods and services along transit corridors.
- Public realm is most important, even more than the design of individual buildings.
- We need to get down to the details of connectivity, including the ability of pedestrians to get to transit.

- Building location and orientation is important.
- Parks are very desirable; helps to address density concerns and build a sense of neighborhood.
- Last mile connections to and from transit are important; car sharing arrangements like Car2Go can be helpful in addressing connectivity gaps.
- There is good support for active transportation as a part of the overall transportation system.
- SANDAG’s Active Transportation Working Group has suggested prioritizing transportation funds for first mile/last mile.
- There is some concern that the current transit network is not robust enough yet to make TOD appealing and workable; need to focus on improving the efficiency, frequency, and reach of the existing system.

## **7. The state regulatory environment can create barriers.**

- The CEQA process can deter development and opponents can use mitigation requirements to block TOD projects.
- Traffic forecasting methods with a focus on Level of Service have been a big barrier.
- Trip generation rates have not been updated in a long time and don’t reflect differing geographic contexts.
- Need a model for how for forecasting vehicle miles traveled (VMT)..
- Trip generation should be tied to product type, and unit type.
- On-site drainage is also a major challenge.
- Cities need to update their CEQA thresholds.

## **8. The market economics for TOD remain challenging but flexibility and predictability can help to reduce barriers.**

The viability of TOD projects relies on a balance of land and project costs, market rents, and the type and density of product permissible. Local requirements for project elements such as parking, on-site infrastructure, and building height affect project feasibility.

- Even with rental increases, it is difficult to get the financing.
- Parking ratios are a problem for market rate units; reducing parking ratios for affordable housing in City of San Diego was great; need to extend for market rate.
- Height limit combined with parking ratio can make projects not work.
- Lenders and underwriters often want more parking, regardless of codes.
- The market is starting to accept some parking within walking distance, not just at the project.
- Don't get too proscriptive on style; give an envelope to work within.
- Big infrastructure issue is storm drain and storm water.
- The challenge is infrastructure; impact fees are high and there are infrastructure deficits.
- Impact fees are being driven up by applying suburban standards to urban contexts.
- Having master planning ground rules in place first to get to a ministerial, rather than a discretionary approval process will help.



- Small parcels are a challenge, particularly without redevelopment funding and a lack of tools for assembly.

**9. It is important for the regional strategy to set priorities and focus.**

Advancing TOD implementation planning through large-scale master planning is challenging. A more targeted, prioritized approach may be necessary to support successful implementation.

- Focus on the micro scale to advance implementation.
- Focus on the most ready area and demonstrate success, then build from there incrementally, rather than all of the station areas at once.
- Strategy needs to speak to jobs and economic development on logical corridors; there are good urban spines; work on getting density along these corridors.
- Prioritization of areas on the Smart Growth map or possible consolidation of areas could be helpful.

## SECTION 9. EXAMPLE TOD PROJECTS IN THE SAN DIEGO REGION

Notable TOD Projects in the San Diego Region (For a map, visit: [\">http://cdb.io/1ufb2Bq\](http://cdb.io/1ufb2Bq))

- Mercado del Barrio
- Comm22
- Market Creek Plaza
- Village at Morena Vista
- Citronica
- Mercado Apartments (by MAAC)
- Tavarua Senior Apartments
- Smart Corner
- Autumn Terrace
- Del Rio Apartment Homes
- Millenia
- Little Italy
- Archstone La Mesa & Central Park La Mesa
- Mission Greens
- 6855 Friars Rd.
- Solana Beach
- Hazard Center
- Civita
- Pacific Station
- River Run Village
- Poinsettia Station
- Carlsbad Village
- Oceanside Transit Center
- Vista Affordable Housing

# ATTACHMENT 7

## Discussion of Key Findings

**With the exception of townhouses, TOD is likely to take the form of rental apartments in the short term, with condominium development occurring in the medium to long term.** Townhouse development is relatively affordable on a per-square-foot basis; as a result, home prices in most markets already exceed the threshold level for this product type to be feasible. In some markets (particularly in the North City, Central City, and North County areas), rents for new apartments already meet or exceed the feasibility thresholds for rental, 3-4 story podium or 5-6 story wrapped development. However, with the exception of a few of the strongest condo markets along the coast, condo prices are not generally high enough to justify new for-sale multi-family development. Reflecting these market conditions, Figure 19 assumes that new townhouses would be for-sale, while any higher-intensity development would likely take the form of rental apartments, at least in the short term.

**In most markets, townhouse and 3-4 story podium apartment development is expected to be financially feasible in the short to medium term, with 5-6 and 15-story development occurring in the longer term.** However, in stronger market areas such as parts of North City and Central San Diego, 5-6 story development is currently feasible, and indeed, is already underway. In general, the higher density prototypes must be able to achieve relatively high sales prices or rents in order to be financially feasible, because higher-intensity development is more expensive to build on a per-square foot basis compared to lower-intensity development. Note that some places where 3-4 story podium development is not currently financially feasible may experience other types of low-rise apartment development in the short-term, such as garden apartments with surface parking lots.

**In addition to financial feasibility, many other local conditions affect where and when new development occurs.** The results in Figure 19 illustrate differences among different market areas, but are not meant to be predictive. For example, although townhouses are expected to be feasible in the short-term, this type of development activity is fairly limited today; this may reflect lower returns on townhouses compared to other types of development or other investments. Other constraints may include restrictive zoning regulations, infrastructure deficits, or lack of available opportunity sites.

**Proximity to transit, infrastructure and place-making investments, and other public policy interventions are likely to have the greatest impact on feasibility in places where development of a desired type is projected to be feasible in the medium term.** In market areas where building types are expected to be feasible in the medium term, new construction is expected to be justified with a 5 to 10 percent increase in prices, consistent with the expected price premium associated with proximity to transit. For example, in some places such as La Mesa, there are examples of recent market-rate apartment projects near transit that are achieving rents over \$2,000 a month, significantly above the citywide average. Place-making and infrastructure investments, parking policy adjustments, and other regulatory changes may also help make development feasible sooner by reducing development costs or increasing expected revenues. While these types of improvements may be needed to improve walkability or address existing deficiencies in other markets as well, they are likely to have the greatest impact on feasibility in these “medium term” places.

**Allowing smart growth parking ratios instead of standard parking ratios can have a significant effect on development feasibility, reducing the minimum rent levels required to achieve feasibility by as much as 6 to 9 percent.** Reducing required parking ratios can reduce total development costs, and/or allow a developer to accommodate more housing units on a given site. Providing flexibility on parking standards to encourage TOD works best in places where residents and workers have access to multiple transit options and can walk to shopping, services, and other daily destinations. In areas with lower densities, fewer amenities within walking distance, and more limited transit service, residents and workers may be more auto-dependent and the market may not support lower parking ratios.

**In places with low impact fees, the rents needed to achieve feasibility are approximately 3 to 7 percent lower than in places with high impact fees.** This difference may help create a small but appreciable incentive for developers to consider locations with low or moderate impact fees (e.g., \$15,000 per unit or less – primarily urbanized communities in the City of San Diego). Higher impact fees in other locations likely reflect greater local infrastructure needs. While simply reducing impact fees is likely to result in less funding available for affordable housing, infrastructure, and other needs, local governments could consider shifting the timing or structure of impact fee payments in order to incentivize development in desired locations.

**In some places, other land use policies or zoning standards may be need to be modified in order to allow for financially feasible development.** For example, height or density restrictions in some places may be too low for development to be feasible. Focus group participants commented that three-story development requires a 35-foot height limit, but some jurisdictions cap heights at 30 feet. Conversely, in other locations, the heights or intensities envisioned by local plans and zoning may be far above what the market could support in the near to medium term, potentially fueling land speculation. Cities may also help facilitate TOD by taking advantage of recent changes to the California Environmental Quality Act (CEQA) that 1) exempt from environmental review certain TOD projects that are consistent with an environmental impact report (EIR) performed as part of a specific plan and 2) allow cities to evaluate transportation impacts of infill and TOD projects based on the total amount that a project might cause people to drive (vehicle miles traveled) rather than localized traffic congestion impacts (level of service).<sup>34</sup>

## **AFFORDABLE HOUSING**

This section describes the benefits and challenges of locating affordable housing near transit, and discusses the potential to use value capture mechanisms to fund affordable TOD.

### Benefits and Challenges of Locating Affordable Housing Near Transit

Locating affordable housing near transit stations can have a number of benefits for individual households and the region as a whole. Perhaps most importantly, households that live near transit can own fewer cars and drive them less, resulting in reduced transportation costs in addition to the savings from living in affordably priced housing. In addition, because low-income households generally own fewer cars and take transit more frequently than high-income households, providing affordable housing near transit can help support and stabilize transit ridership. Recognizing the importance of transit access for affordable housing, the California Tax Credit Allocation Committee (TCAC) provides additional points for proximity to fixed-guideway transit in the competitive scoring process through which low-income housing tax credits are awarded.

However, providing new affordable housing can be challenging, due to a number of factors some of which apply to the region as a whole, and some of which are specific to areas near transit. These factors include:

- **High land costs:** Affordable housing developers may not be able to compete with market-rate developers for sites near existing transit stations, where land prices are often higher than in other areas because of the value premium associated with proximity to transit. Land costs may also go

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<sup>34</sup> Governor's Office of Planning and Research, "Changes to CEQA for Transit Oriented Development - FAQ," October 4, 2013, [http://www.opr.ca.gov/s\\_transitorienteddevelopmentsb743.php](http://www.opr.ca.gov/s_transitorienteddevelopmentsb743.php); Stephen E. Velyvis and Amy E. Hoyt, "Big Changes on Horizon for Traffic Impact Analysis Under CEQA," *Northern News: A Publication Of the Northern Section of the California Chapter of APA*, October 2014, <http://norcalapa.org/wp-content/uploads/2014/09/Oct14.pdf>.

up around planned transit corridors after the routes are announced but before they are built, due to speculation.

- **Size of the affordability gap:** As in other coastal California metropolitan areas, there is a significant gap between the amount that low- and moderate-income households can afford to pay for housing and the cost of construction. Figure 20 shows the gap between the rents required to achieve development feasibility for the different building prototypes, and the maximum affordable rent levels for very-low-, low-, and median-income households in the San Diego region. Because of the size of the gap, particularly for very-low-income households, significant subsidies are required to build affordable housing.

Figure 20. Gap Between Affordable Rents and Minimum Threshold Rent for Feasibility: Very-Low-, Low-, and Median-Income Households, San Diego County, 2014

Prototype	Minimum Rent Required for Development Feasibility*	Very-Low-Income Household (50% AMI)**		Low-Income Household (80% AMI)**		Median-Income Household (100% AMI)**	
		Affordable Rent Level	Gap	Affordable Rent Level	Gap	Affordable Rent Level	Gap
Townhomes	\$2,110	\$1,033	-\$1,078	\$1,653	-\$458	\$1,898	-\$213
3-4 Story Podium	\$2,350	\$1,033	-\$1,318	\$1,653	-\$698	\$1,898	-\$453
5-6 Story Wrapped	\$2,520	\$1,033	-\$1,488	\$1,653	-\$868	\$1,898	-\$623
15 Story Tower	\$3,520	\$1,033	-\$2,488	\$1,653	-\$1,868	\$1,898	-\$1,623

AMI: Area median income

\*Assumes medium impact fee levels, standard parking ratios.

\*\*Assumes 4-person households; affordable rent levels are calculated as 30% of the affordable housing income limits for San Diego County.

Sources: California Department of Housing and Community Development, State Income Limits for 2014 (San Diego County); Strategic Economics, 2014.

- **Limited funding:** Low-income housing tax credits are one of the most common sources for affordable housing development in California. However, the supply of tax credits is limited and the allocation process is highly competitive. Moreover, tax credits do not fully fund development; in order to make projects possible, affordable housing developers must typically cobble together funding from a number of different sources. Historically, affordable housing developers in the San Diego region and other parts of California relied heavily on funding from the redevelopment agencies' Low and Moderate Income Housing Funds. Proposition 1C, a bond measure passed by voters in 2006, also provided significant funding for affordable housing development. However, Proposition 1C funding is now largely committed, and the state dissolved redevelopment in 2012. Adding to the challenge, recent state court rulings have eliminated the use of inclusionary zoning<sup>35</sup> for rental housing, and are calling into question the long-term viability of requiring inclusionary units for for-sale housing as well. As a result, local governments are increasingly turning to housing impact fees to fund affordable housing development; this funding source is further discussed below.
- **Restrictive zoning and other constraints:** Local height and density limits, high parking ratios, and other regulatory requirements can make affordable as well as market-rate housing development more challenging.

### Potential to Use Value Capture Mechanisms to Fund Affordable Housing

**In places where rents exceed feasibility thresholds, there may be a potential to use value capture mechanisms to pay for affordable housing or other needs, if the right mechanism is in place.** Value

<sup>35</sup> Inclusionary zoning requires market-rate developers to set aside a certain percentage of units as affordable units for low- or moderate-income households, or pay an in-lieu fee.

capture tools are designed to capture some portion of the increased value created by public investment in transit, infrastructure, or other improvements.

**The range of value capture tools that are available to pay for affordable housing is limited.** Historically, redevelopment tax-increment financing was the primary value capture tool that local governments used to pay for affordable housing, local infrastructure, and other needs. With the elimination of redevelopment and overall trend towards more limited state and federal funding available for affordable housing and capital improvements, local governments are increasingly turning to other value capture tools. However, most remaining district-based value capture tools – including infrastructure financing districts,<sup>36</sup> Mello-Roos community facilities districts, and special assessment districts – cannot be used to pay for affordable housing under state statute. Value capture tools that are available to pay for affordable housing include impact fees, community benefit and density bonus programs, and developer negotiations. Many of these tools are already in use in the San Diego region. For example, the City of San Diego has a long-standing affordable housing impact fee on commercial development, known as a “linkage fee.” The State Density Bonus Law requires local governments to offer increased densities and reduced parking requirements in return for providing affordable housing as part of a development project, and developers in some parts of the region (e.g., Encinitas) frequently take advantage of this program.<sup>37</sup>

**Affordable housing may compete with other infrastructure and public facility needs for value capture funds.** The increased reliance on local sources to fund not only affordable housing, but also infrastructure and place-making improvements, means that affordable housing is increasingly competing with other needs for funding from impact fees and other value capture tools.

**While value capture may supplement local housing trust funds, communities will continue to rely on traditional sources of funding for affordable housing, particularly in weaker market places.** Because value capture tools rely largely on new market-rate development to generate value, they work best in relatively strong real estate markets. For example, local developers report that in some parts of the region, market-rate rents are too low for density bonuses to provide a sufficient incentive to include affordable housing units in a market-rate project. In other instances, permitted densities are already higher than the market can support, or increasing densities may require a change to a more expensive construction type, effectively canceling out the benefits of a density bonus. Given these limitations, existing sources like tax credits – as well as potential new sources of subsidy, such as revenues from California’s cap-and-trade program – will continue to play a key role in making affordable TOD possible.

## **CONCLUSION: IMPLICATIONS FOR TRANSIT-ORIENTED DEVELOPMENT**

**From the perspective of facilitating market-rate TOD, targeting regional infrastructure and place-making investments to moderately strong market areas with supportive land use regulations is likely to have the greatest impact.** Transit enhancements, bicycle and pedestrian access improvements, and other infrastructure and place-making improvements can have the greatest impact on development feasibility in markets where a relatively small increase in real estate values is needed to make development possible, or in places where specific barriers (e.g., infrastructure capacity constraints, pedestrian barriers to transit) are constraining development.

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<sup>36</sup> The state legislature recently passed SB 628, which would create Enhanced Infrastructure Financing Districts that would be able to fund low- and moderate-income housing. The Governor is widely expected to sign the legislation, but had not yet done so as of mid-September 2014.

<sup>37</sup> The City of San Diego has a community benefit program in the Downtown Community Plan Area, known as the FAR Bonus Payment Program, that allows developers to purchase bonus FAR. Revenues from the FAR Bonus Payment Program are used to fund parks and local infrastructure projects, not affordable housing. However, developers using the FAR Bonus Payment Program may also receive bonus densities for providing affordable housing under the State Density Bonus Program.

**High-intensity development may not be feasible or appropriate in every location, but moderate-intensity development can still contribute significantly to transit-supportive land use patterns.** While mid- and high-rise buildings require relatively high rents to be feasible, compact single-family, townhouse, and 3-4 story development may be feasible in the shorter term and can help support the densities required to provide frequent, cost-effective transit service. However, further analysis may be required in order to determine the extent to which townhouse and low- or moderate-intensity multi-family development can help meet SANDAG's target densities for the region's smart growth areas.

**Adjusting local development standards can help enable TOD, particularly in locations with strong real estate markets.** Development standards should be tailored to reflect local market conditions, allow building types that are feasible in a particular location, and avoid creating unintentional burdens for preferred types of development. For example, reducing minimum parking requirements can help facilitate new development, especially if implemented as part of a comprehensive effort to reduce auto dependency and manage parking. Adjusting the timing or structure of impact fee payments may also affect feasibility, but may require tradeoffs with other policy goals such as providing funding for affordable housing and local infrastructure. Other types of regulatory changes, such as adjustments to height and density limits, may also be required to allow financially feasible TOD in certain locations.

**Value capture mechanisms may help provide funding for affordable TOD in strong market places, but traditional and emerging sources of funding remain critical.** The range of value capture tools that can help pay for affordable housing is limited, and affordable housing often competes with infrastructure and public facilities needs for value capture funds.



# ATTACHMENT 8

Programs should also take into account local market conditions; in some places, increased density (over and above the density already permitted by local zoning) may be of limited value to developers. However, if designed correctly, these programs offer a potential opportunity for leveraging new market-rate development to expand affordable housing.

- **Enhanced Infrastructure Financing Districts (EIFDs):** With the dissolution of redevelopment in 2011, local governments began considering infrastructure financing districts (IFDs) as an alternative tool for financing local infrastructure and economic development needs. Like redevelopment tax-increment financing, IFDs allow local governments to capture new property tax revenues (the “increment”) to pay for needed improvements. However, under the original state law, IFD revenue could not be used to pay for affordable housing development. In 2014, the state passed new legislation creating “enhanced” IFDs (EIFDs) that, among other changes, allow the tool to be used to pay for the development of affordable housing. Unlike redevelopment agencies, EIFDs are not required to set aside funding for affordable housing. However, the new tool presents a potential new funding source that local governments could use to help pay for affordable housing, as well as for infrastructure improvements needed to support TOD. Because the tool is new, additional research and education will be required to help local governments with implementation.<sup>32</sup>

### Case Study: Citronica One and Two in Lemon Grove

Citronica One and Two provide a total of 136 units of affordable housing for seniors and families, located adjacent to the Lemon Grove Trolley Depot. Built by Hitzke Development and completed in 2013 and 2014, respectively, the two projects replaced an aging trailer park and scattered single-story commercial buildings with new LEED-certified, mixed-use development. A new pedestrian promenade, funded in part by SANDAG’s SGIP, connects the Citronica buildings to the Trolley Station. Together, the new affordable housing development and the promenade create a gateway monument that welcomes visitors to the City of Lemon Grove and has helped catalyze new market-rate development and economic activity around the Trolley station.

Figure 8. Citronica One



The City of Lemon Grove laid the groundwork for the Citronica projects in 2005 by adopting a new Downtown Specific Plan that envisioned high-intensity, mixed-use development surrounding the Trolley station and a landscaped pedestrian promenade to integrate the transit station with Broadway, the city’s main retail corridor. The Plan also created three new Transit Mixed Use zoning districts immediately adjacent to the station, which

<sup>32</sup> California Economic Summit, “Funding Sustainable Communities: A How-To Guide for Using New ‘Enhanced Infrastructure Financing Districts’ (EIFDs).”

## REGIONAL TOD STRATEGY

allowed for maximum building heights between 3 and 7 stories (45 to 85 feet), specified minimum residential densities, and allowed for reduced parking ratios for mixed-use buildings.<sup>33</sup> For Citronica One, the city originally approved a plan that would have required two levels of subterranean parking for 56 units of affordable housing for family and youth. However, after raising money from a variety of sources – including the federal and state Low-Income Housing Tax Credit program, the state Mental Health Services Act Housing Program, and the Lemon Grove Redevelopment Agency – Hitzke Development faced a funding gap of \$1.5 million out of the estimated \$16 million required to build the project. In order to make the project feasible, the City Council revisited the entitlements and approved a revised development plan that included just 56 structured parking spaces. Citronica Two, which includes 80 units of affordable senior housing, was later entitled with half a space of parking per unit. Both projects consist of five-story, wood-frame buildings over one level of subterranean parking. According to the developer, even with the significantly reduced parking ratios, neither of the parking garages are used to full capacity.<sup>34</sup>

The city contributed to the success of the district by implementing the Main Street Promenade envisioned in the Plan. The project involved closing a segment of Main Street located to the west of the Trolley station, which had provided street parking for Trolley riders but was little used and posed a significant barrier – involving an eight-foot grade change – between the Citronica buildings and the station. The project created a level linear park with updated landscaping, public art, and a play area. All existing street parking spaces were removed, and a kiss-and-ride was created for drop-off and pick-up. As part of the project, the City also reconfigured the intersection of Main Street and Broadway to provide safer access for riders transferring from a nearby bus stop to the Trolley.<sup>35</sup> Funding sources for the \$5 million project included \$1.9 million from SGIP and \$2.6 million from the state’s Infill Infrastructure Grant program, with the remainder paid for by proceeds from redevelopment.<sup>36</sup>

In addition to providing new affordable housing and facilitating easier pedestrian access to transit, the Citronica developments and Main Street Promenade have been credited with helping to make the district more attractive for new businesses and developers. A market-rate developer, CityMark Development, is assembling land adjacent to Citronica Two for an 82-unit, market-rate, multi-family development project. The project benefits from the improved pedestrian infrastructure created as part of the Main Street Promenade, as well as a sewer upgrade that Hitzke Development completed for the Citronica projects. In addition, several new retailers have recently opened adjacent to the Citronica projects, including a new shoe store, tool store, and international food market.<sup>37</sup>

### Ideas for Consideration

As discussed above, SANDAG and many local jurisdictions throughout the region are already taking significant actions to encourage and reward affordable housing production and preservation in TODs. The “Ideas for Consideration” are provided as a starting point for developing recommendations as part of SANDAG’s Regional TOD Strategy. The “Ideas for Consideration” will continue to be refined, added to, and further evaluated.

- Consider how future transit investments can improve connections between affordable housing and the region’s major employment centers in establishing investment priorities.

<sup>33</sup> City of Lemon Grove, *Downtown Village Specific Plan*.

<sup>34</sup> Hitzke, President, Hitzke Development.

<sup>35</sup> City of Lemon Grove, “TransNet Smart Growth Incentive Program Capital Grants Application: Lemon Grove Trolley Plaza.”

<sup>36</sup> City of Lemon Grove, “Main Street Promenade Project Funding.”

<sup>37</sup> Mitchell, City Manager, City of Lemon Grove.

# ATTACHMENT 9



# Smart Growth in the San Diego Region

## What is Smart Growth?

Smart growth is a compact, efficient, and environmentally-sensitive urban development pattern. It focuses future growth and infill development close to jobs, services, and public facilities to maximize the use of existing infrastructure and preserve open space and natural resources.

Smart growth is characterized by more compact, higher density development in key areas throughout the region that is walkable, near public transit, and promotes good community design. Smart growth results in more housing and transportation choices for those who live and work in smart growth areas.



2014

# Preparing the Smart Growth Concept Map

The Regional Comprehensive Plan calls for better coordination between land use and transportation. A key implementation step is the preparation of a “Smart Growth Concept Map” that identifies locations in the region that can support smart growth and transit. The map serves as the foundation for prioritizing transportation investments and determining eligibility for Smart Growth Incentive funds.

The Concept Map contains just over 200 existing, planned, or potential smart growth locations. Transportation and planning professionals from all jurisdictions have provided recommendations for these locations. The SANDAG Board of Directors has accepted the Concept Map for planning purposes and for use in the *TransNet* Smart Growth Incentive Program.

Smart growth in an urban center like University City looks different from a town center in Encinitas or a community center in Imperial Beach. The following defines the types of smart growth areas that are featured on the map.

## Metropolitan Center

The region’s primary business, civic, commercial, and cultural center • Mid- and high-rise residential, office, and commercial buildings • Very high levels of employment • Draws from throughout the region and from beyond the region’s borders • Served by numerous transportation services

Example: [Downtown San Diego](#)

## Urban Center

Subregional business, civic, commercial, and cultural centers • Mid- and high-rise residential, office, and commercial buildings • Medium to high levels of employment • Draws from throughout the region, with many from the immediate area • Served by transit lines and local bus services

Examples: [University City](#), [Uptown/Hillcrest](#), [Chula Vista Urban Core](#), [Downtown National City](#)

## Town Center

Suburban downtowns within the region • Low- and mid-rise residential, office, and commercial buildings • Some employment • Draws from the immediate area • Served by corridor/regional transit lines and local services or shuttle services

Examples: [Downtowns of La Mesa](#), [Oceanside](#), [Encinitas](#), [Vista](#)

## Community Center

Areas with housing within walking/biking distance of transit stations • Low- to mid-rise residential, office, and commercial buildings • Draws from nearby communities and neighborhoods • Served by local high-frequency transit

Examples: [Clairemont Town Square](#), [Palomar Gateway in Chula Vista](#), [Ferry Landing in Coronado](#)

## Rural Village

Distinct communities within the unincorporated areas of San Diego County • Low-rise employment and residential buildings • Draws from nearby rural areas • Concentrated local road network within the village, with possible local transit service

Examples: [Alpine](#), [Fallbrook](#)

## Mixed Use Transit Corridor

Areas with concentrated residential and mixed use development along a linear transit corridor • Variety of low-, mid- and high-rise buildings, with employment, commercial and retail businesses • Draws from nearby communities

Examples: [University Avenue and El Cajon Blvd. in San Diego](#), [Mission Road in Escondido](#), [North Santa Fe in Vista](#), [Seacoast Drive and Palm Ave. in Imperial Beach](#)

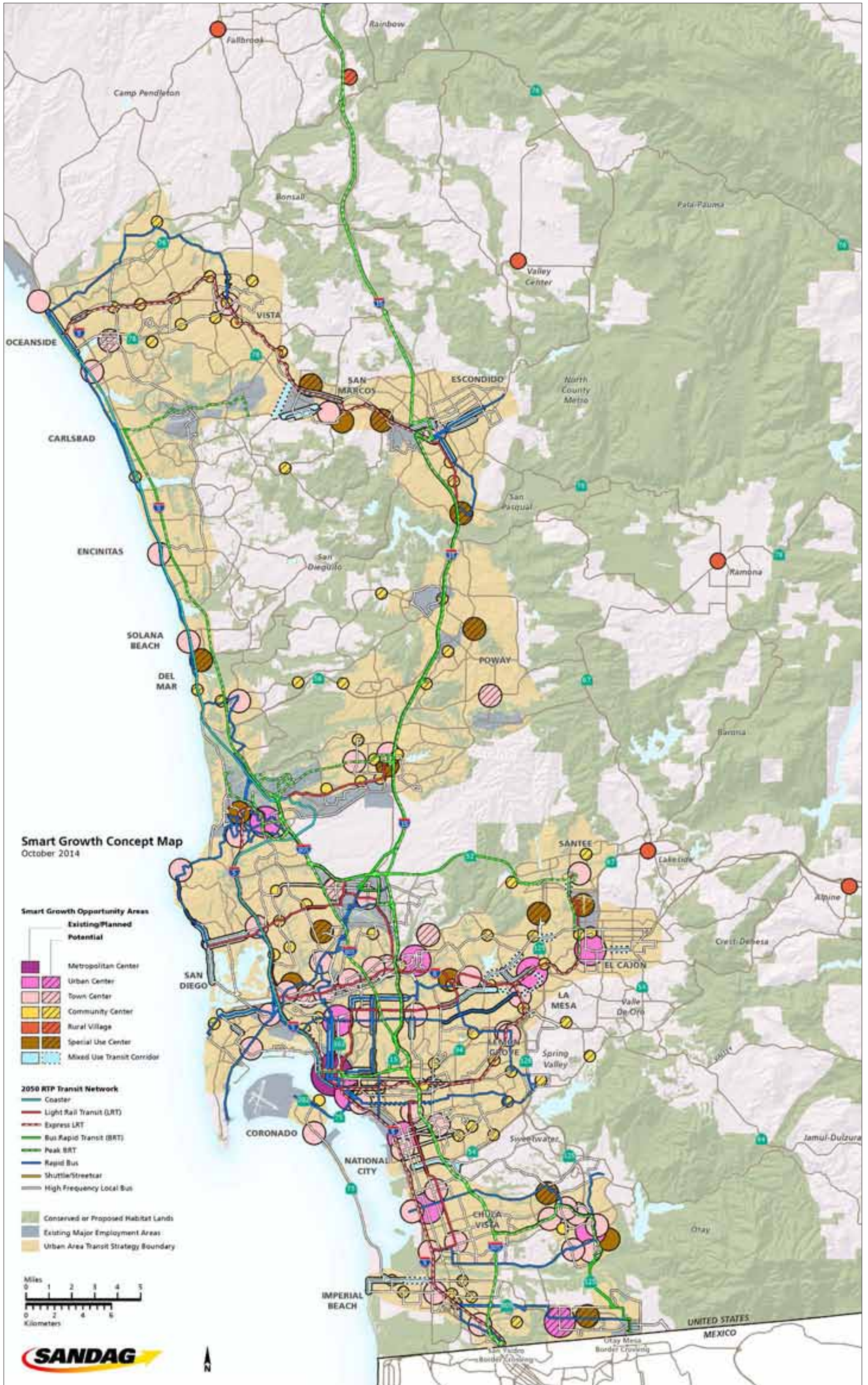
## Special Use Center

Employment areas consisting primarily of medical or educational facilities • Variety of low-, mid- and high-rise buildings • Dominated by one non-residential land use (e.g., medical or educational) • Draws from throughout the region or immediate subregion

Examples: [SDSU](#), [Cal State San Marcos](#), [UCSD](#), [Nordahl SPRINTER Station](#)

For more information on smart growth areas visit [sandag.org/rcp](http://sandag.org/rcp)

# San Diego Regional Comprehensive Plan (RCP) Smart Growth Concept Map



All Smart Growth Opportunity Areas shown on the map have been identified and recommended for inclusion on the map by local jurisdictions.

# ATTACHMENT 10



## COMM22

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COMM22 is a mixed-use, mixed-income, transit-oriented development located at Commercial and 22nd streets in San Diego.



COMM22 combines affordable family and senior rental housing with day care facilities, community-serving commercial and retail space, and ultimately market rate lofts and for-sale townhomes. The master-planned development also features enhanced plaza areas for public gatherings, strong pedestrian connectivity throughout the site and convenient access to public transportation. As part of the development process, area infrastructure received significant upgrades such as streetscape improvements, storm drains, water and sewer lines, and undergrounding of power lines. The site was co-developed by BRIDGE Housing and MAAC, in partnership with San Diego Unified School District.

# ATTACHMENT 11



ABOUT US SERVICES SECTORS CAREERS CONTACT



# Grossmont Trolley Center Court Apartments | San Diego, CA



The Smart Growth Award-winning project is a 527-unit complex, that Latitude 33 provided entitlement, planning, and civil engineering services to turn Metropolitan Transit System (MTS) parking lots into a mixed-use development. The project consists of one- and two-bedroom residential units and an approximate area of 3,050-square-feet of retail and

commercial space, fronting the existing trolley station. The project involved an extensive negotiation with the abutting property owners and neighbors, as well as MTS, its parent organization SANDAG, the City of La Mesa Redevelopment Agency and the City of La



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# ATTACHMENT 12



ABOUT US SERVICES SECTORS CAREERS CONTACT



# Parkview at Aero Court | San Diego, CA.



Parkview is a mixed-use project located on a six-acre infill parcel in Kearny Mesa. The project consists of 288 residential units (including affordable housing units) and 200,000 square-feet of office space over a multi-story parking garage. Latitude 33 provided general plan and community plan amendments, a vesting tentative map and site plan, as well as the preparation of a land study for the large "West Aero Drive" extension.

# ATTACHMENT 13



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- Completed
- Coming Soon
- Housing Map
- Rental Info
- Waitlist Form

**City Scene**  
Completed June 2012

4105 Georgia Street  
San Diego, CA 92103

City Scene apartments is a 31 unit, affordable development featuring one, two and three bedroom apartments. Previously an eye sore containing a semi-built failed market rate development, the site was purchased, redesigned, and the affordable City View was created. The project will feature a community room, on site laundry and a large recreation courtyard with a tot lot and BBQ's for residents. The new apartments will be built with LEED certification in mind. Multiple solar panels will be placed on the roof, there will be light wells throughout and multiple units feature private balconies. The below grade parking lot will feature special parking for those utilizing sustainable driving methods (such as carpooling, biking and motorcycles).



**Apt Count**  
(2) 1-Bedroom  
(5) 2-Bedroom  
(24) 3-Bedroom  
Total: 31 Apts

**Waiting List Inquiry**  
Phone: (619) 296-4333  
Email: [cityscene@solari-ent.com](mailto:cityscene@solari-ent.com)

Click on Photos to View Gallery





# ATTACHMENT 14


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**Paseo Pointe**  
Completion 2015

325 South Santa Fe  
Vista, CA 92083



Paseo Family Housing, or Paseo Pointe, consists of 69 units: 3 studio, 21 one, 24 two and 21 three-bedroom apartment homes. The units are arranged in 2 three-story wood structures connected by a pedestrian bridge atop single level concrete podiums, creating one four-story development. The ground floor of the north building contains retail space and centrally located management offices, while the south parcel hosts a community room and laundry facility.

Residents' needs have been carefully considered during site selection and building programming, ensuring a quality living environment for this community. Building amenities include a computer room, library, onsite management offices, commons kitchen, laundry room and outdoor courtyard with barbeques and adjacent tot lot. The tot-lot is located conveniently within view of the laundry room and other common areas, helping facilitate parental supervision of children at play. Additionally, a large amount of publicly accessible open space is provided for residents and community members alike can enjoy social gathering and relaxation. Paseo Pointe Residences is located within a short walking distance of all necessary amenities, notably a mass transit station to help facilitate independence from the need for vehicle ownership.

**Apt Count**  
(3) Studio  
(21) 1-Bedroom  
(24) 2-Bedroom  
(21) 3-Bedroom  
Total: 69 Apts

**Waiting List Inquiry**  
Phone: (760) 295-5232  
Email: [paseopointe@solari-ent.com](mailto:paseopointe@solari-ent.com)



# ATTACHMENT 15


 Search

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- [Coming Soon](#)
- [Housing Map](#)
- [Rental Info](#)
- [Waitlist Form](#)



**Solterra**

131-155 Chambers Street  
El Cajon, CA

Completed June 2013

Solterra is a 49 unit, senior affordable community offering 1 and 2 bedroom apartments to seniors ages 55 and up who earn 30-60% AMI. Designed to seamlessly fit in with the look of downtown, Solterra is a stunning addition that also offers ground floor retail to promote the El Cajon economy. A beautiful addition to the neighborhood, Solterra is a comfortable residence offering a large community room and kitchen, onsite laundry, gardening planters, an exercise room and numerous lounge, gathering areas. A build it- green community, Solterra has solar photo voltaic panels and solar hot water panels that create the heat and energy to power the onsite community room and heat the onsite water boiler. Energy star appliances are using throughout, and low flow plumbing fixtures as well as drought tolerant landscape, lower the properties water usage. Solterra offers an electric vehicle for tenant use as well as 2 electric car charging stations, one private and one public: for visitors or persons utilizing the ground floor retail located in building 131. A pedestrian friendly community, Solterra is a homey community with numerous gardening areas and the project promotes tenant interaction.

**Apt Count**  
(46) 1-Bedroom  
(3) 2-Bedroom  
Total: 49 Apts

**Waiting List Inquiry**  
Phone: (619) 440-4255  
Email: [solterra@solar-ent.com](mailto:solterra@solar-ent.com)

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# ATTACHMENT 16


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- [Completed](#)
- [Coming Soon](#)
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- [Waitlist Form](#)



**Riverwalk**  
Completed July 2011

1194 Hollister Street  
San Diego, CA 92154

Riverwalk apartments are located in the Nestor community of San Diego. The site, a previous eye sore, contains a riverbed that has been revitalized and the local habitat, restored. Now featuring a pedestrian bridge as well as numerous public trails to enhance the community, The Riverwalk apartments are home to 50 families who earn 30-60% of San Diego county's median income. The property contains five apartment buildings, linked together by the pedestrian bridge over the creek. Riverwalk features a furnished community room, a fully equipped computer room with wireless internet, on site laundry facilities, and a tot lot/ recreation area for residents. A Green Point Rated development, every unit is equipped with water saving fixtures and ENERGY STAR appliances. Solar water heating and photovoltaic power serve the common area and the landscaping is drought-tolerant plants, mostly the native species.

**Apt Count**  
(14) 1-Bedroom  
(12) 2-Bedroom  
(24) 3-Bedroom  
Total: 50 Apts

**Waiting List Inquiry**  
Phone: (619) 628-4702  
Email: [riverwalk@solari-ent.com](mailto:riverwalk@solari-ent.com)



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# ATTACHMENT 17



ABOUT US SERVICES SECTORS CAREERS CONTACT



# Merge 56 | San Diego, CA



Merge 56 is a proposed mixed-use development containing retail, office, residential and affordable housing projects on 45-acres. Planning concepts such as its pedestrian-oriented design and its interconnected circulation layout will make Merge 56 a memorable place. The project's design will add value to the local community by consciously responding to its natural environment and surroundings. Latitude 33 assisted the client and project team by obtaining necessary engineering, grading and entitlement permits for the development of this master plan.

<http://www.delmartimes.net/news/2014/aug/11/scoping-meeting-held-for-planned-new-development/>

















# ATTACHMENT 18





ABOUT US SERVICES SECTORS CAREERS CONTACT



# Corallina | San Diego, CA



Latitude 33 is providing planning and civil engineering for a Vesting Tentative Map, Planned Development Permit, Site Development Permit, Rezoning, and street vacation for this 5.5 acre site. Corallina consists of 130 dwelling units and 30,000 square feet of commercial retail per the Pacific Highlands Road Subarea Plan located in the City of San Diego, California.

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# ATTACHMENT 19



[Home](#) > [Portfolio: Mixed-use](#) > [Mercado Del Barrio](#)

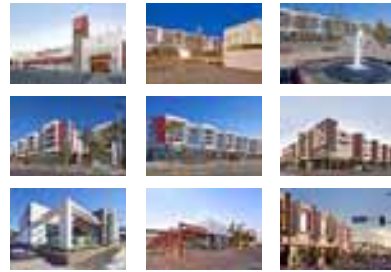
## Mercado del Barrio

## MIXED-USE

Mercado del Barrio is located just under the Coronado Bay Bridge in the heart of Barrio Logan at the eastern edge of downtown San Diego. Adjacent to the historic Chicano Park, the mixed-use site is one block south of Interstate 5 and one block north of a San Diego trolley stop. PETCO Park, the Convention Center, the Gaslamp Quarter and the rest of scenic downtown San Diego are minutes away and accessible via local street, freeway or trolley.

The culturally eclectic mix of people that live and work in Barrio Logan have led to a recent surge of activity. Architects, marketing agencies and law firms are right at home with a Mexican roast coffee house, a barrio winery, new restaurants, and a hip tattoo/barber shop. The historically significant Chicano Park is adorned with the murals of local artists that represent the heritage of people present and past.

The project consists of a 35,891 square foot Northgate Market that will anchor the center. A standalone retail building with 12,742 square feet of space is situated on the corner of Main and Cesar Chavez, just across from a new community college. Another building on the corner of National and Cesar Chavez will accommodate 35,171 square feet of street-level retail with 92 affordable apartment units built on the upper levels.



# ATTACHMENT 20



# The Parkview

Chinaberry Lane and Autumn Drive, San Marcos, CA 92069

San Diego County links homeless San Diegans with mental illness to supportive housing as a first step towards stability and recovery.

**DEVELOPER**

Hitzke Development Corporation  
www.hitzkedev.com

**CONTACT**

Helen Subka  
helen@hitzkedev.com  
(760) 798-9809

**PROJECT DESCRIPTION**

The Parkview is an affordable housing complex stretching across both sides of Chinaberry Lane at the intersection of Autumn Drive, serving families and individuals in San Marcos. The complex consists of 84 one, two and three-bedroom units. One one-bedroom unit and one three-bedroom unit are reserved for two onsite property managers. Fourteen one-bedroom units will be designated for adults with serious mental illness eligible for supportive services under the Mental Health Services Act (MHSA) program. This program is part of a larger initiative by the County of San Diego’s Behavioral Health Services Division (BHS) to link homeless or at risk of homelessness individuals with mental illness to permanent supportive housing and social services.

The 14 MHSA units will be designated for eligible adult participants in Full Service Partnership (FSP) programs operated by Mental Health Systems, Inc. The FSP will provide tenants of The Parkview wrap-around supportive services that include mental health and substance dependence services, case management, supportive employment services, referrals and linkages to health care services and other services as needed.

The remaining 68 units are affordable housing units that are available to low-income families and individuals earning between 30 and 60 percent of Area Median Income (AMI) of San Diego County.

The Parkview will contain 7,023 square feet of street-front retail space and 1,473 square feet of office and community room space. The development includes open space amenities, laundry facilities and a community room.

**TOTAL ESTIMATED COST** \$ 32,311,305  
**MHSA ESTIMATED CAPITAL FUNDS** \$ 1,637,804

The development of The Parkview is made possible through the financial assistance and dedication of City of San Marcos and CalHFA in collaboration with San Diego County BHS. MHSA is contributing an additional estimated \$1,268,448 in operating funds.



The Parkview	
Total Units	84
Number of MHSA Units	14
Number of Affordable Units	68
Number of Manager Units	2
Anticipated Completion Date	August 2014
Full Service Partnership (FSP)	Mental Health Systems, Inc.

## WHY IS THIS PROJECT HERE?

The goal of The Parkview is to provide safe, affordable housing linked to social services to promote residential stability and self-sufficiency. Residents will have access to transportation and other services to live as independently as possible. In addition to the supportive services offered to MHSAs tenants, LifeSTEPS, a statewide nonprofit organization, will provide all tenants of The Parkview services and programs including computer classes, financial literacy, job seeking skills, resume building, crisis intervention and support services.

Mental Health Systems, Inc. will provide MHSAs tenants with Assertive Community Treatment (ACT), an evidence-based treatment and services approach to assist these residents to sustain wellness and their housing. Mental Health Systems, Inc. will assign an ACT team that is available 24/7 to be responsible for structuring a service plan for each client and monitoring the client's progress.



## What is MHSAs "supportive housing?"

Supportive housing is a community-based service model that provides housing integrated with support services such as: mental health services, primary health care, alcohol and drug services, case management, and social services to help homeless individuals with mental illness gain stability and live more productive lives.

Supportive housing consists of two main components: permanent housing, and social and mental health services. The combination of a stable home, coupled with access to mental health and social services, medical care, counseling, education and employment, has been proven to benefit not only the participants, but their neighborhoods and communities as a whole.

In San Diego, an estimated 9,638 people are homeless. Roughly 30 percent of unsheltered homeless individuals suffer from severe mental illness, a major contributing factor to their homelessness.

The County of San Diego Behavioral Health Services Division is partnering with service providers and housing developers to address the dual stigma of homelessness and mental illness. The partnership recognizes that Housing Matters, because a stable home in combination with social and mental health support services can break the cycle of homelessness.

*Home is where recovery begins.*

For more information about:

**MHSAs Housing Matters campaign**  
[www.HousingMattersSD.org](http://www.HousingMattersSD.org)

**Hitzke Development Corporation**  
[www.hitzkedevlopment.com](http://www.hitzkedevlopment.com)  
 (760) 798-9809

**The FSP Provider:**  
**Mental Health Systems, Inc.**  
[www.mhsinc.org](http://www.mhsinc.org)  
 (858) 573-2600



# ATTACHMENT 21

# Sofia Lofts



[Home](#)

[About](#)

[Leasing + Contact](#)

[Tenant Portal](#)



[Watch the Sofia Lofts Video](#)

[About](#)



[Leasing](#)



"Designing + Building projects that create the greatest value for our clients and community."

Nakhshab Development & Design



© 2014 Nakhshab Communities, Inc.



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 About
 

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"Sofia Lofts blends historic charm with modern design to create an appealing micro-community development that uniquely reflects its surrounding neighborhood."

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### Community

- ✦ Coveted Golden Hill neighborhood
- ✦ Minutes away from Downtown, Balboa Park, South Park, and so much more
- ✦ Walkable community with easy access to public transportation and freeways
- ✦ Weekly Farmer's Market, quaint local businesses and beautiful tree lined streets

### Modern Living

- ✦ Open concept designs with modern features and amenities
- ✦ Floor-to-ceiling windows offering bright and airy spaces
- ✦ Historic character blended with contemporary designs
- ✦ Patios, balconies and communal areas
- ✦ Gated community for added privacy
- ✦ Wi-Fi included

### Sustainability

### About

Nakhshab Development & Design introduces historic Golden Hill to a sharply contemporary, distinctively community-oriented approach to urban living. Appealing Mid-Century Modern design and forward-looking sustainability features (including on-site electric vehicle chargers and an innovative bike-sharing program) underline how Sofia Lofts deliberately creates an environment meant to foster both multi-generational living and an "age in place" concept intended to allow residents to move to larger and smaller units with a range of amenities over the decades, as their needs require. This way, they never need to leave home if they wish more or less living space.

A total of 16 studio, one and two-bedroom rentals have been constructed around an existing, historic three-bedroom house that is perfect for a young family. The

- ⋄ LEED Platinum design specifications
- ⋄ Solar photovoltaic system for lower electric bills
- ⋄ Energy Star appliances
- ⋄ Onsite Bike Sharing
- ⋄ Electric vehicle charging stations
- ⋄ Onsite Car2Go

“community within a community” objective is achieved by a layout in which all units surround an intimate common area with a BBQ grill, a lounge area, a space for showing movies outdoors and other shared activities. The idea is for all residents to mingle and interact, very much like a large family of several generations. The “age in place” concept is served by attracting young residents with inexpensive studios, and older residents with larger units, of which five are two stories. At Sofia Lofts, everyone who values Golden Hill’s setting as a quiet neighborhood that enjoys close, ultra- convenient proximity to San Diego’s stellar educational, cultural attractions never will need to leave.

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Home > Latest Posts > Awards & Competitions > Sofia Lofts—2015 Global Awards for Excellence Finalist

## Sofia Lofts—2015 Global Awards for Excellence Finalist

Posted on June 17, 2015 by Daniel Lobo



Photo Credits: Sofia Lofts

**Location:** San Diego, California  
**Developer:** [Nakhshab Development & Design Inc.](#)  
**Designer:** [Soheil Nakhshab](#)

The construction of [Sofia Lofts](#) provides a locally popular “community within a community.” Located in San Diego’s historic Golden Hill neighborhood, Sofia Lofts is a development with 16 studio, one-, and two-bedroom rental units constructed around an existing, historic midcentury modern architecture with elements of Golden Hill’s historic infrastructure, it sought to foster both multigenerational and multigenerational concept, allowing residents to move to larger or smaller units with a range of amenities over the decades as their need:

[Sofia Lofts](#) integrates progressive and forward-looking features into its design to ensure that sustainability is at the heart of the project. Amenities such as on-site electric vehicle chargers, an innovative bike-sharing program, high-efficiency Energy Star appliances and low-flow water designs, and solar photovoltaic installations to offset electricity use, earning it LEED Platinum certification. The “community within a community” objective is achieved through a layout in which all units surround an intimate common area with a barbecue for showing movies outdoors and sharing other activities. The idea is for all residents to mingle and interact, much like generations. Moreover, the project’s large balconies and patios allow residents to enjoy the breezy, shady, and “hip” Golden Hill neighborhood.

This entry was posted in [Awards & Competitions](#), [Global Awards for Excellence](#), [Global Awards for Excellence Finalists](#) by [Daniel Lobo](#) [<http://uli.org/awards/sofia-lofts/>].

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# ATTACHMENT 22



philosophy

stories

testimonials

peeps



**Just the Facts**

Apartments: 100

Gross Square Feet: 7,800

Site Size: 4 acres

Affordability: 30-50% AMI

Units: 100/200/300

**The Story of Autumn Terrace**

Taking a shortcut through San Marcos to avoid an accident on the 78, I drove by an apartment building and remembered a conversation from many years before with a city staff member about needing to do something with that property. I promptly called and asked him about it. This led to a discussion full of big ideas for neighborhood improvement and a proposal to the city a month and a half later.

- citron court
- autumn terrace
- hacienda hills
- citronica one
- citronica two
- the post
- parkview

# ATTACHMENT 23





# Citronica One

3562 Main Street | Lemon Grove, CA | 91945

San Diego County links homeless San Diegans with mental illness to supportive housing as a first step towards stability and recovery.

## DEVELOPERS

Hitzke Development Corporation  
www.hitzkedevlopment.com

## CONTACT

Helen Subka  
helen@hitzkedevlopment.com  
(760) 798-9809

## PROJECT DESCRIPTION

Citronica One is a mixed-use development project that will provide affordable housing and 3,650 square feet of retail space, located at the southwest corner of North Avenue and Main Street in Lemon Grove. Citronica One will provide 56 affordable housing apartment units: 4 studio units, 11 one-bedroom units, 21 two-bedroom units and 20 three-bedroom units. Of the 56 apartment units, 15 will be designated for underserved transition aged youth with mental illness eligible for supportive services under the Mental Health Services Act (MHSA) program. This program is part of a larger initiative by the County of San Diego's Behavioral Health Services Division (BHS) to link homeless or at risk of homelessness individuals with mental illness to permanent housing and social services. The remaining units will be available to low-income families and individuals.

<b>TOTAL ESTIMATED COST</b>	\$15,827,323
<b>MHSA ESTIMATED CAPITAL FUNDS</b>	\$1,413,150

Construction on Citronica One began January 23, 2012 and completion is expected for spring 2013.

The development of Citronica One is made possible through the financial assistance and dedication of Lemon Grove Community Development Agency, California Tax Credit Allocation Committee, Citi, Boston Capital and CalHFA in collaboration with San Diego County Mental Health Services. MHSA is contributing an additional estimated \$1,500,000 in operating funds.



Citronica One	
<b>Total Units</b>	56
<b>Number of MHSA Units</b>	15
<b>Number of Affordable Units</b>	41
<b>Anticipated Completion Date</b>	Spring 2013
<b>Full Service Partnership (FSP)</b>	Providence Community Services

## WHY IS THIS PROJECT HERE?

The goal of Citronica One is to provide safe, affordable housing linked to social services to promote residential stability and self-sufficiency. Residents will need to have access to transportation and other services to live as independently as possible. Amenities in close proximity to Citronica One include light rail and bus stops, a San Diego Trolley stop, grocery stores, clothing stores, hardware stores, Lemon Grove Health Center, Rite Aid Pharmacy, Dan Kunkel Park and Lemon Grove Public Library, providing residents convenient access to regular community destinations as well as potential employment opportunities.

Providence Community Services has partnered with BHS and Citronica One to provide supportive services to the MHSA tenants. Providence Community Services has provided quality mental health and substance abuse services for children, youth, adults and families throughout Southern California since 1996. MHSA tenants in Citronica One will typically be participants in Providence's Catalyst program, a program for homeless or at risk of homelessness transition age youth who have been diagnosed with a serious mental illness. Prior to admission to the Catalyst program, the transition age residents may have been in foster care, juvenile institutions, or been involved in the



justice system. The tenants in these 15 MHSA units will receive all necessary services, including assessment and evaluation, mental health services, emergency assistance with food and clothing, individual goal/service planning, case management, independent living skills development and employment services, to lead them to self-sufficiency and break the cycle of homelessness.

## What is MHSA "supportive housing?"

Supportive housing is a community-based service model that provides housing integrated with support services such as: mental health services, primary health care, alcohol and drug services, case management, and social services to help homeless individuals with mental illness gain stability and live more productive lives.

Supportive housing consists of two main components: permanent housing, and social and mental health services. The combination of a stable home, coupled with access to mental health and social services, medical care, counseling, education and employment, has been proven to benefit not only the participants, but their neighborhoods and communities as a whole.

In San Diego, an estimated 9,641 people are homeless. Roughly 59 percent of unsheltered homeless individuals have mental illness, a major contributing factor to their homelessness.

BHS is partnering with service providers and housing developers to address the dual stigmas of homelessness and mental illness. The partnership recognizes that Housing Matters, because a stable home in combination with social and mental health services can break the cycle of homelessness.

*Home is where recovery begins.*

For more information about:

**MHSA's Housing Matters campaign**  
[www.HousingMattersSD.org](http://www.HousingMattersSD.org)

**Hitzke Development Corporation**  
[www.hitzkedevlopment.com](http://www.hitzkedevlopment.com)  
 (760) 798-9809

**The FSP Provider:**  
**Providence Community Services**  
[www.provcorp.com](http://www.provcorp.com)  
 (619) 640-3266

# ATTACHMENT 24



# Citronica Two

3595 Olive Street | Lemon Grove, CA | 91945

San Diego County links homeless San Diegans with mental illness to supportive housing as a first step towards stability and recovery.

## DEVELOPERS

Hitzke Development Corporation  
www.hitzkedevlopment.com

## CONTACT

Helen Subka  
helen@hitzkedevlopment.com  
(760) 798-9809

## PROJECT DESCRIPTION

Citronica Two is an affordable housing complex serving the older adult population of Lemon Grove. The building will offer residents of Lemon Grove their first LEED certified senior housing development, and will help continue to spur development in the Downtown Village area. Citronica Two will provide 80 one-bedroom units as well as crucial supportive services to low income seniors earning between 30 and 60 percent of the Area Median Income (AMI) of San Diego County. Ten of these units will be reserved for qualifying older adults with mental illness eligible for supportive services under the Mental Health Services Act (MHSA) program. This program is part of a larger regional supportive housing initiative by the County of San Diego's Behavioral Health Services Division (BHS) to link homeless or at risk of homelessness individuals with mental illness to permanent housing and social services. One unit will be reserved for an onsite resident manager.

**TOTAL ESTIMATED COST** \$19,737,933  
**MHSA ESTIMATED CAPITAL FUNDS** \$900,000

The development of Citronica Two is made possible through the financial assistance and dedication of Lemon Grove Community Development Agency and CalHFA in collaboration with San Diego County Mental Health Services. MHSA is contributing an additional estimated \$825,000 in operating funds.



<b>Citronica Two</b>	
<b>Total Units</b>	80
<b>Number of MHSA Units</b>	10
<b>Number of Affordable Units</b>	70
<b>Anticipated Completion Date</b>	TBD
<b>Full Service Partnership (FSP)</b>	Community Research Foundation Senior IMPACT

## WHY IS THIS PROJECT HERE?

The goal of Citronica Two is to provide safe, affordable housing linked to social services to promote residential stability and self-sufficiency. Residents will have access to transportation and other services to live as independently as possible. Amenities in close proximity to Citronica Two include light rail and bus stops, a San Diego Trolley stop, grocery stores, clothing stores, hardware stores, Centro Family Health Center, Rite Aid Pharmacy, Dan Kunkel Park and Lemon Grove Public Library, providing residents convenient access to regular community destinations as well as potential employment opportunities. The developers of Citronica Two have also partnered with the City of Lemon Grove to transform a rarely used city street into a pedestrian-oriented linear park which will run between Citronica Two and the light rail line.

Citronica Two includes community courtyards with elevated vegetable and herb gardens for residents' use as well as a series of exterior living rooms throughout the building with lounge chairs, game tables and planting space for small herb gardening. Additional resident services will be provided in the community room located on the ground floor of the complex. These spaces provide both indoor and outdoor areas for social gathering and relaxation.



Citronica Two, in conjunction with BHS, has partnered with Community Research Foundation's Senior IMPACT program to provide supportive services to the MHSA tenants. Senior IMPACT will provide intensive, personalized care and 24/7 crisis intervention utilizing the evidence-based practice of Assertive Community Treatment (ACT), which provides individuals a high level of community care and support.

## What is MHSA "supportive housing?"

Supportive housing is a community-based service model that provides housing integrated with support services such as: mental health services, primary health care, alcohol and drug services, case management, and social services to help homeless individuals with mental illness gain stability and live more productive lives.

Supportive housing consists of two main components: permanent housing, and social and mental health services. The combination of a stable home, coupled with access to mental health and social services, medical care, counseling, education and employment, has been proven to benefit not only the participants, but their neighborhoods and communities as a whole.

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*Home is where recovery begins.*

For more information about:

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[www.HousingMattersSD.org](http://www.HousingMattersSD.org)

**Hitzke Development Corporation**  
[www.hitzkedevlopment.com](http://www.hitzkedevlopment.com)  
 (760) 798-9809

**The FSP Provider:**  
**Community Research Foundation**  
**Senior IMPACT**  
[www.comresearch.org](http://www.comresearch.org)  
 (619) 275-0822

# ATTACHMENT 25



San Diego County links homeless San Diegans with mental illness to supportive housing as a first step towards stability and recovery.



## Tavarua Senior Apartments

**Total Units** 50

**Number of MHSA Units** 10

**Number of Affordable Units** 40

**Anticipated Completion Date** June 2013

**Full Service Partnership (FSP)** Community Research Foundation Senior IMPACT

# Tavarua Senior Apartments

3568 Harding Street | Carlsbad, CA | 92008

## DEVELOPERS

Meta Housing Corporation  
www.MetaHousing.com

## CONTACT

Chris Maffris  
cmaffris@metahousing.com  
(310) 575-3543

## PROJECT DESCRIPTION

Tavarua Senior Apartments will be a 50 unit apartment building located at 3568 Harding Street in the City of Carlsbad. With more than 43 years of experience developing affordable and market-rate apartment communities for families and seniors, Meta Housing Corporation has designed Tavarua Senior Apartments to meet the needs of San Diego's low income older adults. The development is comprised of one three-level building that includes a large courtyard, a community room, activity room, counseling room, computer and multi-media room, outdoor barbecues and tables, communal kitchen, laundry room and mail room. In partnership with Western Community Housing, Meta Housing Corporation designed Tavarua Senior Apartments to complement the neighborhood while providing a high-quality and safe environment for its residents.

Ten of the 50 units will be designated for qualifying older adults with mental illness eligible for supportive services under the Mental Health Services Act (MHSA) program. This program is part of a larger regional supportive housing initiative by the County of San Diego's Behavioral Health Services Division (BHS) to link homeless or at risk of homelessness individuals with mental illness to permanent housing and social services. Older adults in this program will be "extremely low income," with an annual income not to exceed 30 percent of the Area Median Income (AMI). The remaining 40 units will be leased to qualified seniors from the general population at affordable rent levels in compliance with the low income housing tax credit program.

Construction began February 2012 with the building expected to be completed and occupied by June 2013.

**TOTAL ESTIMATED COST** \$18,019,718

**MHSA ESTIMATED FUNDS** \$1,081,600

The development of Tavarua Senior Apartments is made possible through the financial assistance and dedication of the City of Carlsbad, California Community Reinvestment Corporation, California Housing Finance Agency as Administrator of the Mental Health Services Act Housing Program, Federal Home Loan Bank of San Francisco Affordable Housing Program, Tax Credit Equity (Wells Fargo), Developer Contribution, and JP Morgan Chase. MHSA is contributing an additional estimated \$618,000 in operating funds.

## WHY IS THIS PROJECT HERE?

Low income, older adults living in this community need access to services and transportation to live as independently as possible. Tavarua Senior Apartments will be located less than one fourth of a mile from Albertsons Supermarket, El Camino Pharmacy, Carlsbad City Library, Pine Avenue Park and the Carlsbad Senior Center. Additionally, the building is within 500 feet of a North County Transit District BREZE bus stop. The goal for the Tavarua Senior Apartments MHSAs housing program is to provide safe and affordable housing linked to comprehensive services that support each tenant's self-sufficiency and overall quality of life. Tavarua Senior Apartments will serve as a vital resource for very low-income older adults with serious mental illness.

Tavarua Senior Apartments, in conjunction with BHS, has partnered with Community Research Foundation's Senior IMPACT program to provide supportive services to the MHSAs tenants. Senior IMPACT will provide intensive, personalized care and 24/7 crisis intervention utilizing the evidence-based practice of Assertive Community Treatment (ACT), which provides individuals a high level of community care and support. The Full Service Partnership approach delivers a variety of services and support in a flexible manner with the goal to assist tenants in developing their own plans and essential skills to successfully regain control of their lives.

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## What is MHSAs "supportive housing?"

Supportive housing is a community-based service model that provides housing integrated with support services such as: mental health services, primary health care, alcohol and drug services, case management, and social services to help homeless individuals with mental illness gain stability and live more productive lives.

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*Home is where recovery begins.*

For more information about:

**MHSAs's Housing Matters campaign**  
[www.HousingMattersSD.org](http://www.HousingMattersSD.org)

**Meta Housing Corporation**  
[www.MetaHousing.com](http://www.MetaHousing.com)  
(310) 575-3543

**The FSP Provider:**  
**Community Research Foundation**  
**Senior IMPACT**  
[www.comresearch.org](http://www.comresearch.org)  
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# ATTACHMENT 26

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## Project Details



### View: Hazard Center's New Entry

The surrounding neighborhood will be enhanced by improved trolley access, added shopping and dining choices, a greatly beautified façade, and an expanded YMCA gym facility. Pedestrian access to all the enhancements, including a safer raised pedestrian crossing of Hazard Center Drive to the trolley station, makes the revitalized Hazard Center a smart-growth haven in the heart of Mission Valley.

**Click on image to enlarge.**



### View: Hazard Center Drive Streetscape

The revitalized Hazard Center offers the best of the urban lifestyle, with a synergistic blending of quality residential, shopping, dining and hospitality experiences. The aesthetics along Hazard Center Drive will be transformed from existing service areas to an attractive and revitalized urban residential neighborhood. The walkable community is the perfect place to live, work and play.

**Click on image to enlarge.**



### View: Hazard Center from Union Square

The San Diego Trolley's Hazard Center Station is easily accessible to neighborhood residents, employees and shoppers, making it more convenient and affordable to use public transportation. The façade of the

row homes and the vertical residential building make the revitalized center the prototypical “City of Villages” project.

**Click on image to enlarge.**



## Hazard Center Existing Site Plan

Hazard Center has proven to be one of San Diego’s pre-eminent commercial centers for two decades, with office, retail, dining and hospitality uses centrally located in Mission Valley.

Hazard Center is a 41.3-acre mixed-use development located within the city of San Diego’s Mission Valley Community Plan area. The project area is east of SR 163 and west of Mission Center Road, with Friars Road to the north, and Hazard Center Drive and the San Diego River to the south.

**Click on image to enlarge.**



## Hazard Center Proposed Site Plan

Hazard Center was originally envisioned in the mid-‘80s as a mixed-use project that would combine retail shops, restaurants, a hotel, a Class-A office tower and a multi-family residential neighborhood.

The revitalized Hazard Center adds more than an acre of new parks, plazas and open space land, desirable residential options, pedestrian and bicycle access to the nearby river, traffic congestion relief, and improved public transportation access to an iconic commercial center in the heart of Mission Valley. It is the realization of a 50-year-old vision.

**Click on image to enlarge.**

**OliverMcMillan | 733 8th Avenue | San Diego, California | 92101**  
**Ph: 619.321.1111 | [hazardcenter@olivermcmillan.com](mailto:hazardcenter@olivermcmillan.com)**

# ATTACHMENT 27



ABOUT US SERVICES SECTORS CAREERS CONTACT

## Union Tribune | San Diego, CA



Union-Tribune is a master plan project consisting of an existing office building and print facility, adding 200 residential units and a 3,000-square-foot retail space. Latitude 33 provided land planning, entitlements, and civil engineering for this environmentally sensitive land, located in the Mission Valley area.

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# ATTACHMENT 28

619.280.5888



# KENSINGTON COMMONS

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Located in the heart of the historic Kensington neighborhood in San Diego, Kensington Commons consists of 34 distinguished apartment units that offer the best in urban living. Kensington apartment rentals include modern one bedroom, one bedroom plus den and two bedroom units that offer state of the art finishes. Kensington Commons is the ideal location with close proximity to the I-15, shops, restaurants and parks. Marquee retail tenants include Stehly Farms Market, Pac Dental and the UPS Store.



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## Kensington Commons, urban living fitting into a community

Posted: April 24th, 2015 | [Communities, Feature, Kensington, Top Story](#) | [3 Comments](#)

By Lucia Viti

Upscale living just got gentrified in the heart of historic Kensington.

Kensington Commons, located on the corner of Adams Avenue and Marlborough Drive, celebrates pedestrian- and pet-friendly urban living. The three-story building features 34 one, two, and one plus a den apartments; 65 parking spaces tucked below grade behind the building; and ground floor retail space that includes Stehly Farms Organic Market, Pacific Dental Services, and a UPS Store.

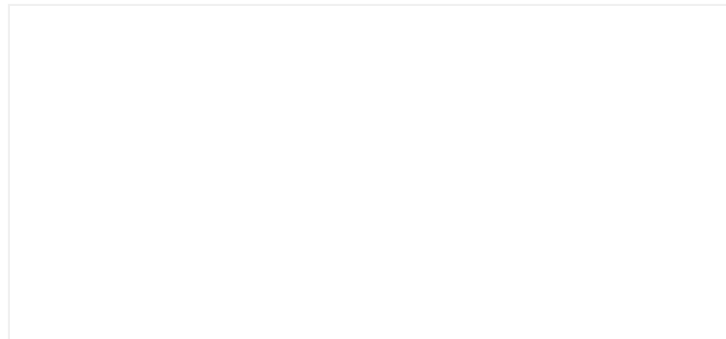
Framed by wide sidewalks and palm trees as tall as the edifice, this Santa Barbara-style structure maintains Kensington's village identity while supporting San Diego's "City of Villages" design strategy, a concept that stunts outward sprawl.



The Kensington Commons project turned a desolate but high-profile corner of Adams Avenue into an oasis of urban living. (Photo by Allard Jansen Architects)

Apartments side two furnished and flowered outdoor courtyards complete with fountains. Spacious rental only, nine-foot ceiling layouts include state-of-the-art kitchens, stainless steel appliances, gas ranges, quartz counter tops, hardwood-style flooring, plush bedroom carpeting, storage closets, and private balconies. Northeast views boast a Tuscan-style church steeple peeking through a blanket of trees. North views include vistas of Mt. Cowles and Mt. Helix as southern exposures lay way to street scenes.

According to Allard Jansen, one of the three principal architects and developers, cues for the eclectic structure were taken from the Kensington community. "The neighborhood calling card is full of Santa Barbara, Spanish colonial features," Jansen said. "The stucco exteriors, tile roofs, exposed eaves, mission details, and courtyards add character and sparkle to the already charming Kensington."



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### READER'S POLL

**Do you think the homeless problem has gotten any better?**

Yes





The interior at an apartment in Kensington Commons (Courtesy of Allard Jansen Architects)

Kensington Commons was designed in collaboration with San Diego architects and developers, Allard Jansen, founding principal of Allard Jansen Architects; Richard Vann, executive vice president at Sunroad Enterprises; and Salomon Gorshtein, president of Alta Development. The former two-lot property hosted a gas station and a small apartment complex. Although the lots were purchased separately, Jansen and his colleagues decided that it made more sense to work as one, full-block boutique.

"We knew that we would have a better impact on the community landscape if we worked together," Gorshtein said. "The final product, taken from the prototype already in Kensington, adds value and fits perfectly. The apartments are spacious and filled with sun. It's important to have light in your life."

Jansen noted that all retail tenants were situated solely on the ground floor to maintain a walkable street frontage. "Kensington Commons is not a strip center with curb cuts for driving cars," he explained. "Street front stores and sidewalks border the entire building for a safe pedestrian experience. Retail space was carefully chosen to add to the community. Stehly Market will be a micro-market of everything organic and healthy with a juice bar and casual seating. The UPS store is welcomed since Kensington is without a Post Office and PAC Dental rounds out the three."

"Although some locals were skeptical about the amount of traffic Kensington Commons would attract, our businesses were chosen to invite people walking, not cars," Gorshtein said. "Now everyone is pleased."

The seven-year odyssey was not without early controversy. Residents feared and fought the original as too high, too big. Both parties reached a satisfying agreement, and Jansen now calls it water under the bridge.

While Kensington Commons does not sport a pool or a gym, amenities are within walking distance. Conveniences include a bus stop steps away, a YMCA, a Public Library, a collection of restaurants and easy access to Interstates 8 and 15. Jansen described Kensington Commons as a prime example of an urban infill project that has residential, working and retail space all in one place. Residents don't have to jump in their cars to run errands or enjoy dinner and a movie.

"I'm really proud of Kensington Commons, which stops outward sprawl by rebuilding neighborhoods," Jansen concluded. "But the true amenity of Kensington Commons is the neighborhood and its residents."

—Contact Lucia Viti at [luclaviti@roadrunner.com](mailto:luclaviti@roadrunner.com).



Kensington Commons replaced an old gas station on the corner of Adams Avenue and Marlborough Drive. (Courtesy of Allard Jansen Architects)



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# Common ground reached at Kensington Commons

Retail, apartment project under construction, 7 years late

 (/staff/roger-showley/) By Roger Showley(/staff/roger-showley/) | 5:15 p.m. Jan. 3, 2014

- 
- (<http://>)
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Kensington Commons, designed in a Santa Barbara style, will include 34 apartments and 10,000 square feet of retail space when completed in August. -- Allard Jansen Architects

Developers and residents have reached common ground in the historic Kensington neighborhood.

It's a seven-year odyssey of how not to do infill development in the San Diego.

Kensington Commons, a \$6.2 million, 47,442-square-foot apartment and retail project, is rising at Marlborough Drive and Adams Avenue with nary a squeak of protest from the neighborhood south of Mission Valley and east of I-15. When finished in August, it

[planning/all/?](#)

## TOP STORIES



New stadium design: 'Essence of San Diego' (/news/2015/aug/10/stadium-chargers-populous-architecture/)



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(/news/2015/aug/10/Iraq-Chaldean-Christians-deported-immigration/)

Iraqi refugees to be deported, ICE says



will sport 34 apartments, 10,000 square feet of retail space -- with one suite leased to Pacific Dental and negotiations nearing completion on a food service and a postal/stationery outlet.

There will be wider sidewalks, leafier landscaping and a Santa Barbara-style architecture by architect-developer Allard Jansen.

Renters, who will pay up to \$2,760 per month, won't have a pool or workout space or other top-drawer amenities to large downtown condo tower complexes. But they will have a movie theater and public library across the street, a collection of popular restaurants up and down Adams, quick access to the freeway two blocks away and a bus stop out front.

"It's a lifestyle being embraced more and more and the wonderful idea that you potentially will run into a neighbor by coincidence and start a conversation," said Jansen, 60, who lives with his wife at Kensington Park Plaza, which he built in 1999 immediately west. "More connecting neighbors with other neighbors will be great!"

But this idyll of urbanity came after a seven-year battle that pitted neighbor against neighbor, city, developer and the economy. No wonder such mixed-use projects happen so rarely, given the hassles faced by competing parties.

Tim Blood, who was active in the Heart of Kensington group that sued the city over the project and quickly won concessions from Jansen, blames lack of communication, lax enforcement of city land-use standards and a "business friendly" attitude at City Hall that runs roughshod over neighborhood concerns.

"The review was very limited and the deck was often stacked against the residents in going through the process," Blood said.

The story began in 2006 when Jansen and his partners acquired the existing gas station site. He designed a 58,567-square-foot complex with offices, retail space and nine condos, all filling the 0.75-acre lot to the property line. A underground parking garage boosted the cost to more than \$14 million.

The City Council blessed it in 2008, but Heart of Kensington objected, saying environmental review did not adequately deal with parking, height and historic preservation issues.

"The residents got the feeling that the city was abandoning them and not supporting the citizens," Blood said. "The council hearing was for show and ended up being a joke."

Ironically, Jansen now says, his opponents did him a favor.

"They saved us from ourselves," he said. "The previous project was very expensive and also had a lot of office use."

Even if had gone forward, Jansen faced a collapsing real estate market that could have tripped up his financing, doomed his leasing plan and landed him in bankruptcy.

Instead, he reached a settlement with his opponents (including their \$47,000 legal fees), redesigned the project and broke ground several weeks ago.



Allard Jansen, the architect-developer of Kensington

+ Read Caption



Carpenters work on the framing construction of the Kensington

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Latest stadium proposal won't work – right now (/news/2015/aug/10/chargers-san-diego-stadium-plan-august-acee/)



## MOST POPULAR

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"We were able to design a project that was financeable, which is important, and (met) the apartment market, which is pretty good," he said.

Kensington, founded in 1910, is  
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On the community side, Blood said Heart of Kensington members made a 180-degree turn and embraced Jansen's new design, helped tweak its details and welcome the addition of a new, architecturally compatible development on the community's main thoroughfare.

"The working dynamic has been very positive," he said. "Everybody is filling not just the letter but the spirit of the (lawsuit) agreement."

Said Jansen: "We've made peace with the neighbors. I'm getting a couple of high-fives once in a while, so I think we're OK. My skin's gotten a little thicker -- I can't please everybody."



A panoramic shot on Adams Avenue shows Kensington Commons under construction between Marlborough Avenue and Edgeware Drive. Roger Showley

### Lessons from Kensington: Do's and don'ts

Kensington Commons' history will be largely forgotten once the project opens, but its lessons may aid other developers and neighborhood groups:

- "You have to connect with the community," architect-developer Allard Jansen said. With social media, websites and email more advanced than just seven years ago, there's no excuse to get the word out about every project with potential controversy.
- Follow the city zoning ordinances and "keep your discretionary approvals to a minimum, if not any," the architect says.
- Watch the constantly changing real estate market and do your best to guess what will sell two or three years after you move forward.
- Avoid underground parking, which can cost \$34,000 per space. At Kensington Commons, 65 parking spaces are tucked below the two apartment unit levels and accessed off the alley, behind the retail space.
- For neighborhoods, constant vigilance is the watchword. Neighborhood activist Tim Blood said the Kensington-Talmadge planning group did not reach out as much as it could have to inform the wider community in 2006 when Jansen first appeared and asked for input. "When big projects come along, everybody is going to want to know about them and provide input," he said
- When you lose, sue - or at least threaten legal action. Blood said the Heart of Kensington was lucky enough to have volunteers expert in land-use planning, grass-roots organizing and effective fund raising. "It was the moment of the lawsuit that they came forward and talked settlement," he said. "That's the game that gets played because of a bad system."



(/staff/roger-showley/)

**Roger Showley()**

(http://twitter.com/rogershowley)

(http://facebook.com/U-T

Business)

#### More from Roger Showley

- New stadium design: 'Essence of San Diego' (/news/2015/aug/10/stadium-chargers-populous-architecture/)
- D23 Expo: A Comic-Con for Disney geeks (/news/2015/aug/10/disney-d23-convention-anaheim/)
- Tennis out, tequila in at Irvine Co. rentals (/news/2015/aug/08/irvine-apartments-mission-valley-upgrade/)



Cross-border airport bridge to open in December

(http://www.sandiegouniontribune.com/2014/12/01/cross-border-airport-bridge-to-open-in-december/)



Business Report



Business Report



Camp Beyond the Scars

(http://www.sandiegouniontribune.com/2014/12/01/camp-beyond-the-scars/)



2015 Unleashed by Petco Surf Dog Competition

(http://www.sandiegouniontribune.com/2014/12/01/2015-unleashed-by-petco-surf-dog-competition/)



Business Report

(/newsletter/essential-california/signupinterstitial/)



# ATTACHMENT 29

**AGENDA FOR THE  
REGULAR COUNCIL MEETING OF  
TUESDAY, JULY 29, 2008, AT 10:00 A.M.  
CITY ADMINISTRATION BUILDING  
COUNCIL CHAMBERS – 12<sup>TH</sup> FLOOR  
202 “C” STREET  
SAN DIEGO, CA 92101**

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**NOTE: The public portion of the meeting will begin at 10:00 a.m. The City Council will meet in Closed Session this morning from 9:00 a.m. – 10:00 a.m. Copies of the Closed Session agenda are available in the Office of the City Clerk.**

**OTHER LEGISLATIVE MEETINGS**

A Special Meeting of the **SAN DIEGO REDEVELOPMENT AGENCY** is scheduled to meet today in the Council Chambers. A separate agenda is published for it, and is available in the Office of the City Clerk. For more information, please contact the Redevelopment Agency Secretary at (619) 236-6256. Internet access to the agenda is available at:  
<http://www.sandiego.gov/redevelopment-agency/index.shtml>

The **SAN DIEGO HOUSING AUTHORITY** is scheduled to meet today in the Council Chambers. A separate agenda is published for it, and is available in the Office of the City Clerk. For more information, please contact the Housing Authority Secretary at (619) 578-7552. Internet access to the agenda is available at:  
<http://sdhc.net/AuthorityAgenMinRpts.shtml>

ITEM-300:

ROLL CALL.

ADOPTION AGENDA, DISCUSSION, HEARINGS (Continued)

## NOTICED HEARINGS: (Continued)

**The following items will be considered in the afternoon session which is scheduled to begin at 2:00 p.m.**

ITEM-337: University Towne Center. Amending the Progress Guide and General Plan, the University Community Plan, rezone portions of CC-1-3 (Community Commercial) to CR-1-1 (Commercial Regional), Vesting Tentative Map with summary vacations of utility, pedestrian and non-motor vehicular easements and public right-of-way to create 36 commercial lots and a maximum of 300 residential condominiums, Master Planned Development Permit (MPDP) and Site Development Permit, amending Planned Commercial Development (PCD) Permit No. 83-0117, and an update for the North University City Public Facilities Financing Plan and Facilities Benefit Assessment, Fiscal Year 2009, for the redevelopment and renovation of the existing 1,061,400-square-foot Westfield University Towne Center (UTC) regional shopping center. (University Community Plan Area. District 1.)

► View referenced exhibit back-up material ([Part 1 of 12](#)); ([Part 2 of 12](#)); ([Part 3 of 12](#)); ([Part 4 of 12](#)); ([Part 5 of 12](#)); ([Part 6 of 12](#)); ([Part 7 of 12](#)); ([Part 8 of 12](#)); ([Part 9 of 12](#)); ([Part 10 of 12](#)); ([Part 11 of 12](#)); ([Part 12 of 12](#))

Matter of approving, conditionally approving, modifying or denying an application for an amendment to the Progress Guide and General Plan, the University Community Plan, rezone portions of CC-1-3 (Community Commercial) to CR-1-1 (Commercial Regional), Vesting Tentative Map with summary vacations of utility, pedestrian and non-motor vehicular easements and public right of way to create 36 commercial lots and a maximum of 300 residential condominiums, Master Planned Development Permit (MPDP) and Site Development Permit, an amendment to Planned Commercial Development (PCD) Permit No. 83-0117, and an update for the North University City Public Facilities Financing Plan and Facilities Benefit Assessment, Fiscal Year 2009, for the redevelopment and renovation of the existing 1,061,400-square-foot Westfield University Towne Center (UTC) regional shopping center. The proposed project would be the renovation and expansion of retail uses by 610,000 to 750,000 square feet of new retail; the development of 250 to 300 multi-family residential units; on-site parking facilities and local region transportation improvements; the expanded development of a regional transit center for bus, taxi, and light rail services; a new pedestrian bridge crossing La Jolla Village Drive, west of Towne Center Drive; and park facilities in support of the residential development. The land use scenarios in the MPDP would be restricted to a mixture of retail and an option for residential uses that would not exceed 17,800 cumulative average daily trips (ADTs) and 256 in-bound AM peak hour/778 out-bound PM peak hour trips. The approximate 75.86-acre UTC site is located south of La Jolla Village Drive, west of Towne Center Drive, east of Genesee Avenue, and north of Nobel Drive. Environmental Impact Report No. 2214. Report No. PC-08-057



ADOPTION AGENDA, DISCUSSION, HEARINGS (Continued)

NOTICED HEARINGS: (Continued)

ITEM-337: (Continued)

**\* Unless otherwise noticed or stated on the record at the hearing, if an ordinance is approved and introduced by the City Council, it will automatically be scheduled for a hearing by the City Council for final passage at 10:00 a.m. on the Tuesday two weeks after the subject hearing.**

(FEIR LDR No. 41-0159/MMRP/PG&GP/CPA/VTM No. 293788 with Summary Vacations/MPDP No. 4103/SDP No. 293783/RZ.)

**STAFF'S RECOMMENDATION:**

Adopt the resolutions in Subitems A, B, C, and D; and introduce the ordinance in Subitem E:

Subitem-A: (R-2009-9)

Adoption of a Resolution certifying that Environmental Impact Report No. 2214 has been completed in compliance with the California Environmental Quality Act of 1970 (CEQA) and State CEQA Guidelines; Adopting the Findings, the Statement of Overriding Considerations and the Mitigation Monitoring and Reporting Program as it relates to the University Towne Center project;

That the City Clerk is directed to file a Notice of Determination (NOD) with the Clerk of the Board of Supervisors for the County of San Diego regarding the above project.

Subitem-B: (R-2008-1213)

Adoption of a Resolution approving an amendment to the General Plan and the University Community Plan for the Westfield University Towne Center Revitalization project.

Subitem-C: (R-2008-1212)

Adoption of a Resolution approving Vesting Tentative Map No. 293788 with summary vacations of the right-of-way and utility easements for the University Towne Center project.

ADOPTION AGENDA, DISCUSSION, HEARINGS (Continued)

NOTICED HEARINGS: (Continued)

ITEM-337: (Continued)

Subitem-D: (R-2008-1214)

Adoption of a Resolution granting Master Planned Development Permit No. 4103/Site Development Permit No. 293783, an amendment to Planned Commercial Development Permit No. 83-0117, for the University Towne Center project.

Subitem-E: (O-2008-172)

Introduction of an Ordinance of the Council of the City of San Diego changing 69.76 acres located south of La Jolla Village Drive, west of Towne Center Drive, east of Genesee Avenue, and north of Nobel Drive, within the University Community Plan Area in the City of San Diego, California, from the CC-1-3 (Commercial-Community) Zone to the CR-1-1 (Commercial Regional) Zone, as defined by San Diego Municipal Code Section 131.0503; and repealing Ordinance No. O-11612 (New Series), adopted May 27, 1975, of the City of San Diego insofar as the same conflicts herewith.

**OTHER RECOMMENDATIONS:**

Planning Commission on June 12, 2008, voted 5-1-1 to approve.

Ayes: Golba, Griswold, Naslund, Ontai, Schultz  
Nays: Otsuji  
Not present: Smiley

The University Community Planning Group (UCPG) on May 13, 2008, voted 11-3-1 and again on June 10, 2008, voted 14-2-1 to recommend denial of the project. The UCPG denial was based upon the project not complying with the adopted Community Plan.

**STAFF SUPPORTING INFORMATION:**

REQUESTED ACTION:

Approval of the University Towne Center project, a request for the development of the phased redevelopment and renovation of the existing 75.86-acre Westfield University Towne Center (UTC) regional shopping center, located south of La Jolla Village Drive, west of Towne Center Drive, east of Genesee Avenue, and north of Nobel Drive in the University Community Plan area.

ADOPTION AGENDA, DISCUSSION, HEARINGS (Continued)

NOTICED HEARINGS: (Continued)

ITEM-337: (Continued)

**STAFF SUPPORTING INFORMATION:** (Continued)

**STAFF RECOMMENDATIONS:**

1. ADOPT resolution and CERTIFY Environmental Impact Report No. 2214, ADOPT the Mitigation Monitoring and Reporting Program, and ADOPT the Findings and Statement of Overriding Consideration;
2. ADOPT resolutions amending the Progress Guide and General Plan, and the University Community Plan;
- 3.
4. ADOPT resolutions and APPROVE Vesting Tentative Map No. 293788 with summary vacations of utility, pedestrian and non-motor vehicular easements and public right of way, Master Planned Development Permit No. 4103, and Site Development Permit No. 293783; and
5. ADOPT ordinance to rezone 69.76 acres from CC-1-3 to CR-1-1.

**EXECUTIVE SUMMARY:**

This project proposes the phased redevelopment and renovation of the existing 1,061,400-square-foot University Towne Center (UTC) regional shopping center. The proposed project includes the renovation and expansion of retail uses by up to 750,000 square feet, and the development of a maximum of 300 multi-family residential units in a structure(s) not to exceed 293 feet in height. The land use scenarios in the proposed permit would be restricted to a mixture of retail with an option for residential uses not to exceed 17,800 cumulative Average Daily Trips (ADTs), with 256 in-bound AM peak hour and 778 out-bound PM peak hour trips. The project proposes 7,163 parking spaces in a mixture of structured and surface parking. Additional project features would include a relocated and expanded bus transit center, the reservation of right-of-way for the proposed transit center and planned extension of a light rail transit line, a new pedestrian bridge crossing La Jolla Village Drive located west of Town Center Drive, and park facilities in support of the residential development.

The relocation and construction of the transit center will benefit the North University area. The anticipated construction cost for the transit center is approximately \$14.0 million and does not include the value of the property. Draft conditions for the UTC redevelopment and renovation project would allow for the applicant to seek reimbursement by any appropriate mechanism including Facilities Benefit Assessment (FBA) funds or other regional funding. Collectively, and through the process to amend the North University Public Facilities Financing Plan and FBA, the City, SANDAG, the applicant, and the University community will determine the fair share of the funding required to finance the community's needed transit center.

ADOPTION AGENDA, DISCUSSION, HEARINGS (Continued)

NOTICED HEARINGS: (Continued)

ITEM-337: (Continued)

**STAFF SUPPORTING INFORMATION:** (Continued)

During the public hearing on May 22, 2008, the Planning Commission requested the applicant consider modifying the project's features related to pedestrian networks, streetscape and frontages, urban parks/plaza street amenities, building height, and the subsequent substantial conformity review process. The Planning Commission continued the project to June 12, 2008 and the applicant revised their project features as recommended, with notable changes restricting the maximum number of residential units to 300 and the height of residential structures not to exceed 293 feet above grade (Attachment 2 and 3).

The project continues to comply with the applicable sections of the Municipal Code and adopted City Council policies. City staff has prepared resolutions, ordinance, and the permit for the project and recommends approval.

**FISCAL CONSIDERATION:**

All costs associated with the processing of this project are paid by the applicant.

**COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:**

On June 12, 2008, the Planning Commission recommended the City Council certify the Final Environmental Impact Report No. 2214, adopt the Mitigation Monitoring and Reporting Program, the applicant's Findings and Statement of Overriding Considerations, and approve the project with the applicant's modifications. The Planning Commissioners cited reasons to support the project due to the applicants' sustainability commitment, the fact that both the existing mall and the University Community Plan are outdated, the site is designated as a high density urban node in the newly adopted General Plan, and the proposed project and design features will transform the mall into an urban mall consistent with the newly adopted General Plan. In addition, the Planning Commissioners motion included conditions to delete "where possible" on page 4 of the Master Planned Development Permit General Design Guidelines to ensure inclusion of street level retail, and to require the City's Public Notices be mailed rather than published in the newspaper for subsequent Process Two, Substantial Conformance Reviews.

The Motion made by Commissioner Golba, second by Commissioner Naslund. Passed by a 5-1-1 vote with Commissioner Otsuji voting NAY, and Commissioner Smiley not present.

On May 13, 2008, the University Community Planning Group (UCPG) voted 11-3-1 and again on June 10, 2008, voted 14-2-1 to recommend denial of the project. The UCPG denial was based upon the project not complying with the adopted Community Plan.

ADOPTION AGENDA, DISCUSSION, HEARINGS (Continued)

NOTICED HEARINGS: (Continued)

ITEM-337: (Continued)

**STAFF SUPPORTING INFORMATION:** (Continued)

**KEY STAKEHOLDERS:**

University Towne Center Venture L.L.C., owner  
Nordstrom Incorporated, owner  
Sears and Roebuck and Company, owner  
CMF University Towne Center South, L.L.C., owner  
CMF University Towne Center North, L.L.C., owner  
Westfield Corporation, applicant  
University Community Planning Group

Anderson/Broughton

**LEGAL DESCRIPTION:**

The subject site is located east of Genesee Avenue, south of La Jolla Village Drive, west of Towne Centre Drive, and north of Nobel Drive, within the University Community Plan Area and is more particularly described as Portions of Parcels 1 and 2 of Parcel Map 12903 and Parcels 1, 3, and 4 of Parcel Map 6481.

Staff: Tim Daly – (619) 446-5356  
Andrea Contreras Dixon – Deputy City Attorney

**NOTE:** This item is not subject to the Mayor's veto.

NON-DOCKET ITEMS

ADJOURNMENT IN HONOR OF APPROPRIATE PARTIES

ADJOURNMENT

# ATTACHMENT 30

**NORTH COUNTY  
TRANSIT DISTRICT**



**PROCUREMENT & CONTRACT ADMINISTRATION DEPARTMENT**

**REQUEST FOR PROPOSALS (RFP)**

**RFP 23885**

**SOLANA BEACH JOINT DEVELOPMENT**

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NORTH COUNTY TRANSIT DISTRICT

810 Mission Avenue

Oceanside, California 92054

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**List of Exhibits**

- EXHIBIT A: SITE PLAN
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- EXHIBIT C: ENVIRONMENTAL TRANSACTION SCREENS
- EXHIBIT D: GEOTECHNICAL INVESTIGATION
- EXHIBIT E: GISH CONCEPTUAL DESIGN
- EXHIBIT F: FTA JOINT DEVELOPMENT POLICY CIRCULAR
- EXHIBIT G: SAMPLE EXCLUSIVE NEGOTIATION AGREEMENT
- EXHIBIT H: SAMPLE DISPOSITION AND DEVELOPMENT AGREEMENT
- EXHIBIT I: SAMPLE GROUND LEASE
- EXHIBIT J: SAMPLE CONSTRUCTION IFB



## 01 NOTICE TO PROPOSERS

Notice is hereby given that the deadline for a proposal submission to the North County Transit District (NCTD) at 810 Mission Avenue, Oceanside, CA 92054, is prior to **3:00 pm on Friday, February 27, 2015** for qualified Proposers to submit a development proposal to NCTD for the property known as the Solana Beach Transit Station located at the corner of Lomas Santa Fe Drive and North Cedros Avenue in the City of Solana Beach, California. The development site, as further described in Section 2.02, consists of the Solana Beach Transit Station and the NCTD-owned land surrounding the Solana Beach Transit Station.

To register to participate in this solicitation, go to [www.gonctd.com](http://www.gonctd.com) and click on “Contracting Opportunities” at the bottom of the page. The Online Bidding System is described and contains a link to the registration page of the PlanetBids Vendor Portal for NCTD. **Registering with PlanetBids for this solicitation is the only way to participate. Email notices from PlanetBids to firms registered for this solicitation are provided as a courtesy. Registered Proposers are responsible for insuring that they have downloaded all documents from PlanetBids that are necessary to submit a responsive proposal package (“Proposal Package”).**

**Pre-Proposal Conference:** Prospective Proposers are strongly encouraged to attend the Pre-Proposal Conference held on **Wednesday, December 17, 2014 at 1:00pm** at 810 Mission Avenue, Oceanside, CA 92054.

### ESTIMATED PROPOSAL SCHEDULE (Subject to Change)

ACTIVITY	DATE
<b>Step 1</b>	
Request For Proposals Opens	12/03/2014
Pre-Proposal Conference	12/17/2014 1:00 p.m.
Mid-Course Discussion 1	1/08/2015-1/13/2015
Questions/Clarification Requests Submittal Deadline	2/16/2015 prior to 3:00 p.m.
Proposal Submittal Deadline	2/27/2015 prior to 3:00 p.m.
Evaluation of Proposals	2/27/2015-3/20/2015
Notification of Short-listed Proposer	3/20/2015
Protest Period (for Step 1 results)	3/20/2015-3/26/2015 prior to 3:00 p.m.
<b>Step 2</b>	
Clarifications with Short-listed Proposers Issued (Optional)	4/03/2015
Clarifications Submittal Deadline	4/10/2015 prior to 3:00 p.m.
Mid-Course Discussion 2	4/13/2015 - 4/17/2015
Final Ranking of Short-listed Proposals	4/17/30/2015 – 4/24/2015
<b>Step 3</b>	
Negotiations of Development Agreements	4/24/2015-9/01/2015
Notice of Intent to Award	9/01/2015
Protest Period	9/01/2015-9/07/2015 prior to 3:00 p.m.
<b>Step 4</b>	
Approval of Development Agreements by Board of Directors	10/15/2015

This timetable is subject to change if determined necessary by North County Transit District. Any changes to this timetable will be issued by addendum via PlanetBids.

## 02 RFP PROPOSAL SUBMISSION REQUIREMENTS AND RESULTING CONTRACT RELATED INFORMATION

### 02.01 INTRODUCTION

NCTD desires to enter into a public/private partnership to develop the land surrounding the Solana Beach Transit Station as a mixed-use surface-level development consisting of restaurant and retail, and/or low impact residential uses, as well as to construct and maintain a multi-level subterranean parking structure to accommodate the needs of the development (customers and employees), future transit riders and potentially public visitors to the area ("Project"). It is NCTD's intent that the Proposer's Proposal Package will provide each Proposer's specific successful experience with past mixed-use developments, a financial plan outline (including lease revenue and other income paid to NCTD), an implementation strategy, and resumes of key team members. This is an NCTD priority project and NCTD staff will strive to complete the RFP and Proposer selection process as expeditiously as possible consistent with the schedule in section 2.05 of this RFP.

### 02.02 SITE INFORMATION

The initial/base development site ("Site") is 2.62 acres of the total 6.88 acres owned and operated by NCTD and presently consists of the iconic award-winning designed Solana Beach Transit Station Building, vacant land, and surface parking at the corner of Lomas Santa Fe Drive and North Cedros Avenue as shown on **Exhibit A** - Site Plan. The City of Solana Beach is a charming, seaside community nestled along the northern coast of San Diego County, and is approximately a 30 minute drive from downtown San Diego. Its main access routes include Interstate 5, Highway 101, Lomas Santa Fe Drive, and Via de la Valle. The City is a favorite destination for those looking for eclectic shops, great dining, golfing, nightlife, and nearby hiking and ocean sports.

The Site is bound by Lomas Santa Fe Drive on the South, North Cedros Avenue on the east, the railroad right-of-way on the west and the terminus of East Cliff Street on the north. The Site is within close proximity to both residential and commercial service areas immediately to the north, south, east and west. Lomas Santa Fe Drive is a major arterial street in Solana Beach, linking Interstate 5 less than one mile to the east and the Coast Highway (Old Highway 101) just west of the railroad right-of-way and Site. The Solana Beach Transit Station site is approximately three blocks from the Pacific Ocean.

The Solana Beach Transit Station serves passengers of the COASTER commuter rail service, BREEZE inter-city buses, and AMTRAK regional rail.

The Solana Beach Transit Station property is a total of 6.88 acres consisting of seven (7) assessor parcels of which one (1) parcel is a portion of the rail right-of-way. This RFP is for development of 2.62 acres of the total 6.88 acres of NCTD property with an option(s) for the selected Developer to be awarded the remaining option(s). Within the footprint of the 2.62 acres, the Developer must provide between 150 to 300 subterranean transit/ public parking spaces north of the Transit Station with ground development consistent with the requirements of this RFP (in addition to any parking spaces required to support the development) for this initial phase. The actual range of subterranean transit parking provided in the initial phase will be determined based on discussions and negotiations between NCTD and proposers. For the complete property development (6.88 acres), including potential options, a minimum of 620 to 770 subterranean transit/ public parking spaces must be provided.

The Site does NOT include the elevator, pedestrian bridge, ramps to the boarding platform or the railroad tracks. Preliminary Title Reports (PTR) and Environmental Transaction Screens for each parcel are contained in Exhibits B and C, respectively. A Geotechnical Investigation for the Site is contained in **Exhibit D**. Proposer acknowledges that these exhibits are being provided for informational purposes only and cannot be relied upon by Proposer.

There is an existing San Diego Gas and Electric (SDG&E) electrical easement across the Site. It is not currently being utilized for electrical service and NCTD will work with the successful Proposer on obtaining a termination of the easement from SDG&E and/or providing an alternate easement.

There are existing cellular utilities (antennae) located on the Solana Beach Transit Station building, which are the subject of a lease in effect until 2020. The location of the cellular utilities are depicted on the attached **Exhibit A**.

The existing drop off area circle depicted in **Exhibit A** does not need to be preserved and can be used as part of the proposed development.

### 02.03 PROJECT VISION

The Site is envisioned to have a collection of public and private uses, which may include retail, restaurants, and/or low impact residential uses to creatively enhance and coincide with NCTD's transit function at the Solana Beach Station and compatible with adjacent land uses situated along North and South Cedros Avenue. The term "compatible" means the scale, mass, bulk and architectural design of the structure. The Developer will be required to provide subterranean parking consistent with the City of Solana Beach requirements for its planned uses of the Project.

**Exhibit E** is a sample conceptual design for the Site. This conceptual design addresses the initial/base area available for development under this RFP (2.62 acres), as well as the option(s) for the remaining 4.26 acres owned by NCTD (located to the north of the 2.62 acres) that the successful Proposer for this RFP will have right of first refusal for under the remaining option(s) based on NCTD's evaluation of the option(s) and subsequent award of the initial area and any or all option(s). The remaining options would be executed within five (5) years of construction completion for the 2.62 acre Site available for development under the current RFP. NCTD may determine, at its sole discretion that it is not in its best interest to award any or all or the option(s) included in this RFP. Any option(s) not awarded as part of this RFP may become available for future development under a separate RFP. The conceptual design included in this RFP is acceptable to the City of Solana Beach and provides a guide for Developers in designing structures and other improvements for a proposed Project. The City of Solana Beach, in its communications with NCTD, clearly expects the Developer to adhere to the Gish Conceptual Design **Exhibit E** and to the Design Guidelines prepared by the City of Solana Beach.

A key component of the Site is the iconic award-winning designed "Transit Station Building" which shall remain on the Site; however, it may be incorporated into the development design or dismantled, relocated, and reassembled at another location within the Site at the expense of the Proposer. Any change, architectural or otherwise, to the Transit Station Building requires approval from NCTD and the City of Solana Beach. The proposed mixed-use development should be designed to capture the Transit Station Building's visual acuity from Lomas Santa Fe Drive. NCTD and the City of Solana Beach envision the mixed-use development, its iconic Transit Station Building, with its associated uses and parking capability, as an attraction for residents of Solana Beach, transit users, and visitors.

The Transit Station Building may be converted or re-purposed into a station-stop restaurant/eatery, transit-oriented shop or retail space. If this occurs, then the Amtrak ticketing function must be relocated. The Amtrak ticketing function may be relocated outdoors adjacent to the existing COASTER ticketing kiosk on the north side of the station building. The design and layout of any proposed location for the ticketing and waiting facility must be coordinated and approved by NCTD with funding provided by the Developer. The Developer may propose changes to the boarding platform access as it currently exists based on the prerequisite that the proposed change(s) comply with all ADA requirements and NCTD grants written approval to the proposed change.

In addition to the property's mixed-use surface development, NCTD desires the Proposer to design, construct and manage a multi-level subterranean parking facility to serve the development patrons, transit customers and potentially the general public. The area available for a subterranean parking structure commences at the assessor parcel line near the existing ticketing kiosk and pedestrian bridge and traversing the existing surface parking area to the northern boundary shown in **Exhibit A**.

NCTD's existing surface parking lot contains 326 spaces over approximately 5.74 acres, almost all of which is currently utilized. It is NCTD's intent that the Proposer's plans ultimately incorporate parking for NCTD transit customers and the parking needs of the City of Solana Beach for the general public in addition to the parking requirements of the Project for employees and customers of the Project. NCTD and NCTD's public partner(s) are willing to make a fair and equitable contribution toward the construction and maintenance of the public and transit parking spaces.

The Proposer can develop the Site available under this RFP (2.62 acres) at one time, or sequentially phase the development as long as commensurate transit parking is provided in each phase of development. If the development will be phased, the first phase must include surface development only on the 1.14 acre southern corner, south of the existing Train Station Building. It must also include subterranean parking north of the Train Station Building sufficient for the proposed development plus a minimum of 150 spaces for transit parking and other approved uses by NCTD ("transit/public" parking). At full development, the Site (2.62 acres) must provide a total of up to 300 transit/public parking spaces (to be determined based on

negotiations with NCTD) within a timeframe and phasing scheme agreed to by NCTD and the Developer. If the Developer chooses to develop in two or more phases, the first phase must consider and must not preclude efficient development of a total of up to 300 transit/public parking spaces on the Site in a later phase(s).

Over the course of the full development of the 6.88 acres of property, NCTD must have sufficient parking capacity to meet its future needs and other ancillary uses. This is currently projected to be between 620-770 parking spaces. Accordingly, Developers must also provide a plan option that provides the maximum number of parking spaces that can be created based on the maximum developable footprint of the designated Project area for subterranean parking. A table showing the sequencing options can be found in **Section 02.15**.

The Developer is required to provide interim parking and/or staging areas during Project construction to allow continued transit parking use at its current level (326 spaces). Also, consideration must be given to the on-street public parking spaces located adjacent to the site on the west side of North Cedros. NCTD and the successful Proposer will coordinate on the sequencing of construction activities and optional sequencing, if elected, as necessary to construct the subterranean parking facility and mixed-use surface development.

NCTD and the Developer will coordinate to ensure the Project uses, parking, and transit facilities are functional safe and efficient.

Any proposed development must ultimately be approved by the City of Solana Beach. Proposer will be responsible for obtaining all necessary permits and approvals.

## **02.04 DEFINITIONS**

Whenever, in the RFP or Development Agreement, the following words are used, the intent and meaning shall be interpreted as follows:

**“Days”** means calendar days unless otherwise specified.

**“Developer” and/or “Development Team”** means a person, firm, corporation whose proposal was deemed to be in the overall best interest of NCTD and has been awarded the exclusive right to negotiate a Development Agreement with NCTD. Notwithstanding the Developer’s selection as such, the Developer has no rights to the Joint Development Site until a Development Agreement has been negotiated and executed by the parties and until the NCTD Board of Directors and the Federal Transit Administration have approved the same.

**“Development Agreement”, “Contract”, “Agreement”** means the legal documents (exclusive negotiation agreement, ground lease, disposition and development agreement) that constitute the binding contract(s) between NCTD and the Developer once it is signed by both parties and approved by the NCTD Board of Directors and the FTA.

**“ENA”** means exclusive negotiation agreement.

**“FTA”** means the Federal Transit Administration.

**“Hazardous Substances” and/or “Contaminated Materials”** means any substance, waste, or material which is determined by any state, federal, or local governmental authority to be capable of posing a risk of injury to health, safety, and/or the environment, including, but not limited to, all substances, wastes, and materials designated or defined as hazardous, extremely hazardous, or toxic pursuant to Section 311 of the Clean Water Act, 33 USC Sections 1321, et seq., Section 1004 of the Resource and Conservation and Recovery Act, 42 USC Sections 6903, et seq., Section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act, 42 USC Sections 9601, et seq.; Section 25141 of the Hazardous Waste Control Law, California Health and Safety Code Sections 25117, et seq.; Section 25316 of the Carpenter Presley-Tanner Hazardous Substance Account Act, California Health and Safety Code Section 25316; Section 25501 of the Hazardous Materials Release Response Plans and Inventory Law, California Health and Safety Code Sections 25280-25299, et seq., as may be hereinafter amended.

**“NCTD” or “Grantee”** means the North County Transit District or its authorized representative or agent.

**“NCTD Board of Directors “Board”** means the Governing Board of the North County Transit District.

**“NCTD’s Representative,” “Engineer,” “Resident Engineer,” “Construction Manager,” “Project Manager,” “Contract Administrator”, Contracting Officer** means the authorized agents or

# ATTACHMENT 31



*Development Services  
Department*

# Affordable Housing Application *240 Landis Avenue*

Presented by:

Stacey Kurz, Senior Project Coordinator  
José Dorado, Project Coordinator



Rebecca Louie, Wakeland Housing & Development Corporation

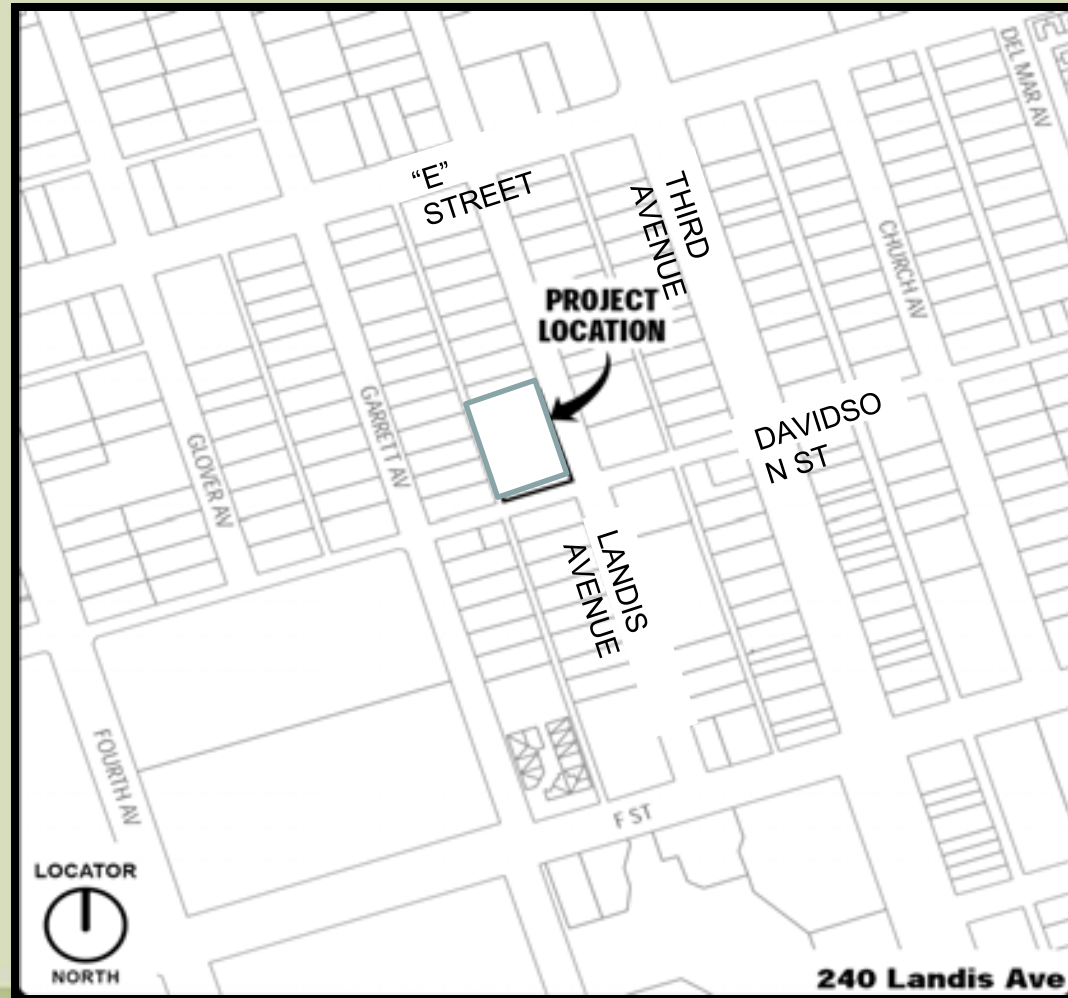
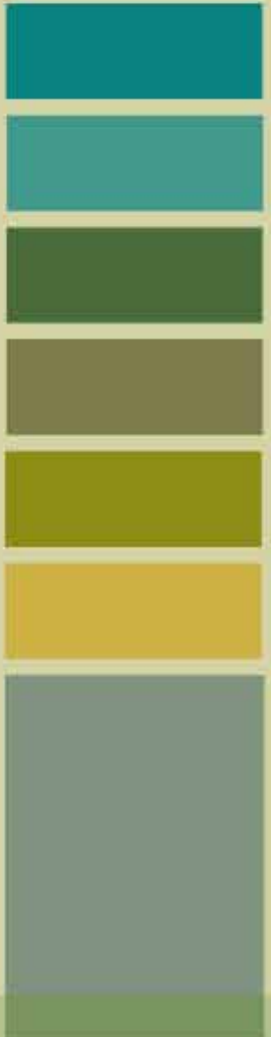




# Development Services Department



## Project Location

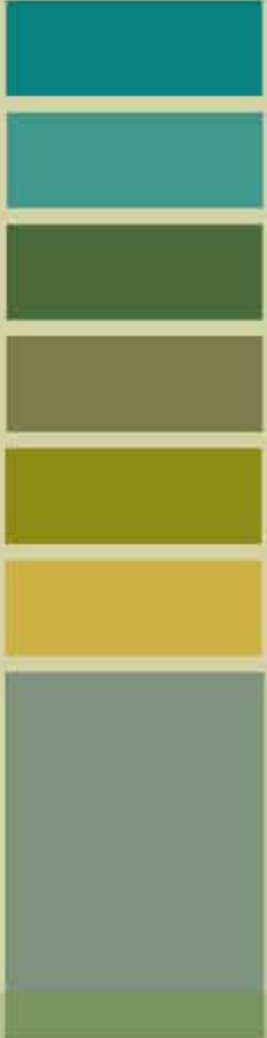




# Development Services Department



## Project Site







# Project Application



DAVIDSON STREET HEALTH CLINIC ENTRANCE RESIDENTIAL ENTRANCE COMMUNITY ROOM STONEFRONTS GARAGE & STAIR ENTRY

LANDIS AVENUE ELEVATION

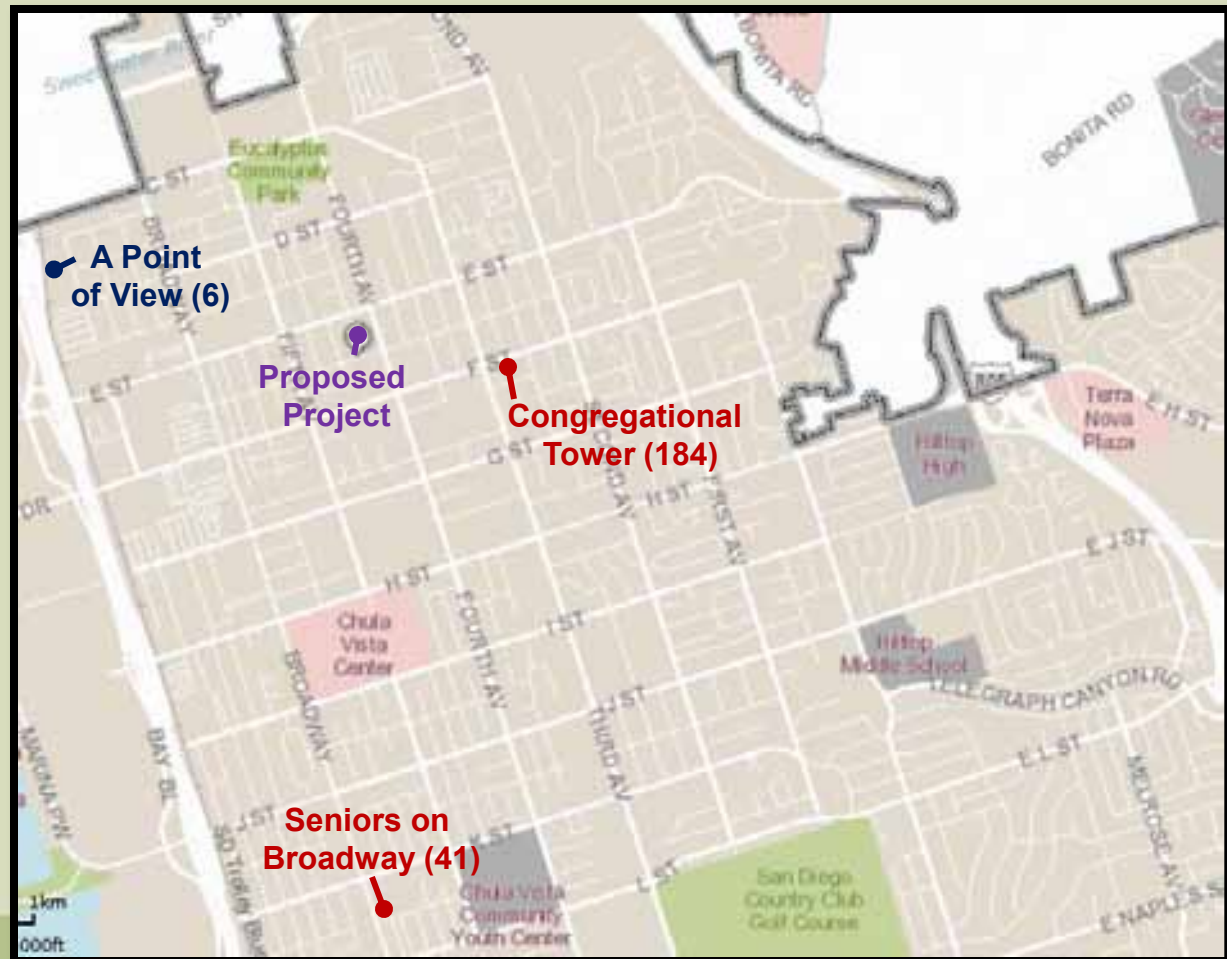
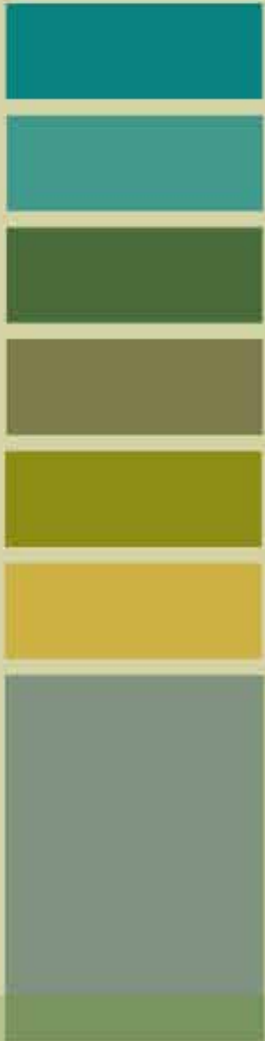
- Parking - subterranean & street level
- 33 affordable units for 30-60% AMI
- Resident community room & open space
- Family Health Center office space & parking



*Development Services  
Department*

  
HOUSING DIVISION

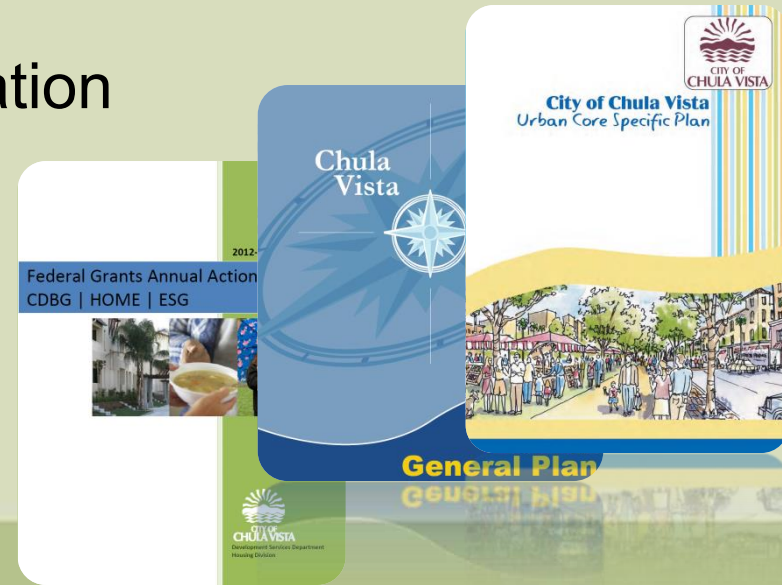
# City Restricted Housing in Northwest Chula Vista





## Project Benefits

- Meet goals of Housing Element, HUD Consolidated Plan, & Urban Core Specific Plan
- Eradicate blighted vacant site
- Neighborhood Revitalization
- Leveraging \$17 to \$1





# *Development Services Department*



## **HOME Investment Partnership**

- Production of affordable housing
  - New construction
  - Acquisition/rehabilitation
- Assist in meeting 5-year action plan goals



# Neighborhood Stabilization Program

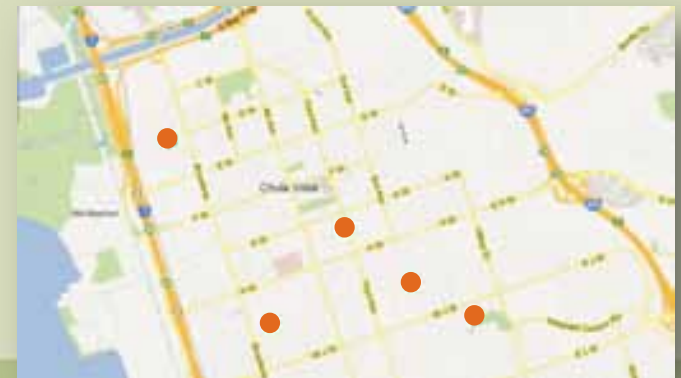
- Eligible uses
  - Foreclosed
  - Abandoned
  - Blighted
- Creation of affordable housing
  - Homeownership - 13 units (4 in west)
  - NSP & HOME Acquisition/Rehabilitation/Rental – 9 units (8 in west)
    - \$2.25M allocated





# Eligible Properties

- Identification
  - Bank first-look programs
  - National Stabilization Trust
  - Realtor/developer/staff
- Limited inventory in current market
  - 76% decrease in notice of defaults
  - 49% decrease in bank owned (REO) properties
- Multi-family properties
  - 0 foreclosures in NW
  - Challenges
    - Displacement/Relocation





## Funding Recommendation

### Available Fund Balance

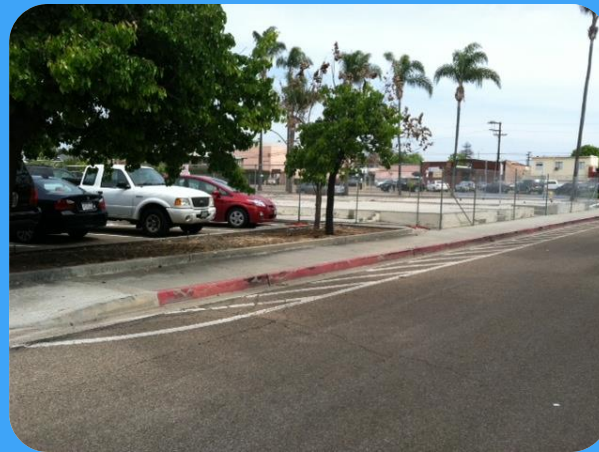
HOME	\$1,500,000
Neighborhood Stabilization Program	\$500,000
<b>Total (up to) Subsidy</b>	<b>\$2,000,000</b>

Today's action conditioned on future actions:

- CEQA & NEPA Review
- Approval of FY 2013/2014 budget
- NSP Action Plan Amendment
- Attainment of 9% tax credits

# Family Health Centers

- Purchased 240 Landis Avenue in December 2012
- Staff parking
- Approached Wakeland for better & higher use of property





# Project Applicant/Developer

Wakeland Housing and  
Development Corporation



*Over 5,000 Units  
Developed, Acquired  
and Rehabilitation in  
California*



# Recent Chula Vista Development



Los Vecinos  
1501 Broadway

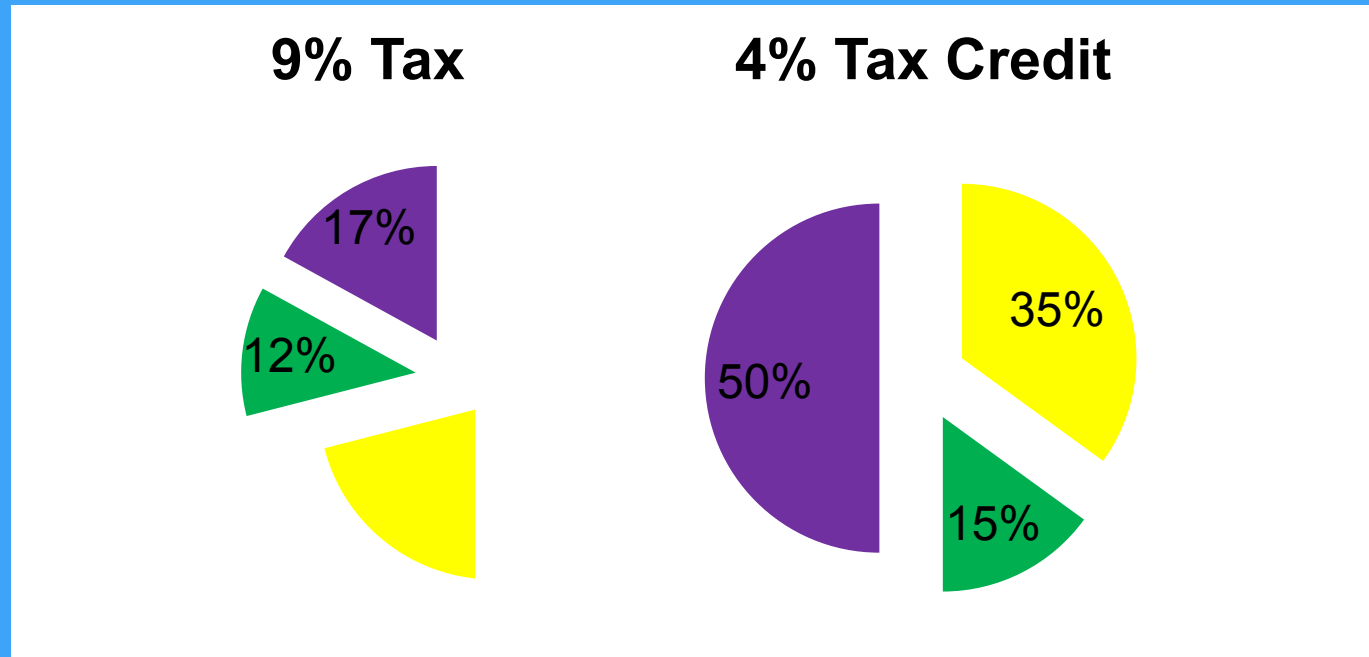





# Landis Proposed Project Amenities

- On-site resident community center & computer lab
  - After school program
  - Workforce development
  - Financial literacy training



# Project Funding



-  Tax Credit Equity
-  Loan
-  City Gap

# 9% Tax Credits

- Highly competitive affordable housing funding source
- Brings largest amount of equity into project
- Criteria – Must have substantial site amenities
- Landis site:
  - Transit Oriented –within  $\frac{1}{4}$  mile of frequent **transit service**
  - Within  $\frac{1}{4}$  mile of **public park**
  - Within  $\frac{1}{4}$  mile of **public library**
  - Within  $\frac{1}{4}$  mile of a **neighborhood market**
  - Within 1 mile of a **public school**
  - Within  $\frac{1}{2}$  mile of **medical clinic**
  - Within  $\frac{1}{2}$  mile of **pharmacy**



# 240 Landis Avenue



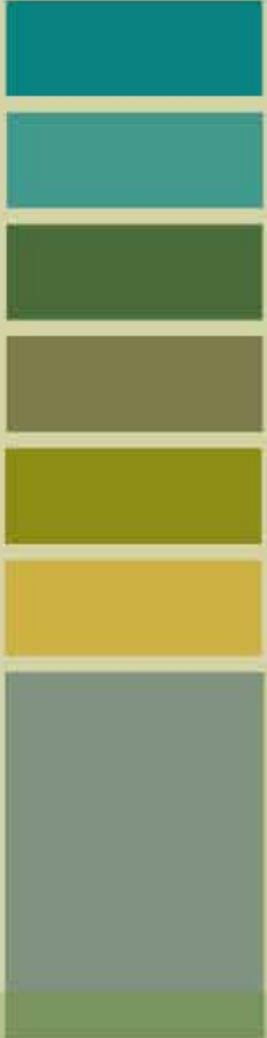


# *Development Services Department*

---



- Backup slides





# Affordable Rental Housing Acquisition & Rehabilitation

469 Units  
all in West

Colorado



2 units  
< 50% AMI

Trenton



7 units  
< 50% AMI

Palomar



167 units  
< 60% AMI

Glover



4 units  
< 50% AMI

Congregational  
Towers



184 units  
< 60% AMI

Oxford  
Terrace



105 units  
< 60% AMI





# Development Services Department

## Affordable Rental Housing New Construction



**Landings I&II**  
235 units  
< 80% AMI

**406 East  
94 West**



**Seniors on Broadway**  
41 units  
Senior < 60% AMI



**Los Vecinos**  
42 units  
< 60% AMI



**Rosina Vista**  
28 units  
Up to 120% AMI

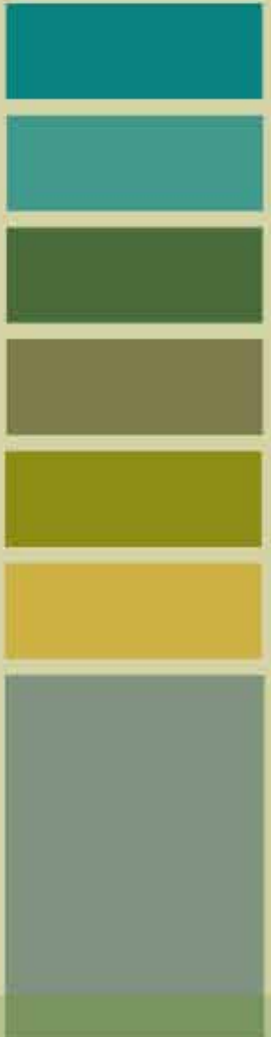


**Brisa del Mar**  
106 units  
Up to 120% AMI



# Area Median Income Limits

Income Category	Using Median Income for Household of Four
Extremely Low Income (30% AMI)	\$24,200
Very Low Income (50% AMI)	\$40,300
Low Income (60% AMI)	\$48,360



# Income, Rents & Disposable Income

Lofts on Landis					
	Monthly Household Income*	Monthly Affordable Rent	Monthly Income Available After Rent	# of Units	Total Monthly Income Available After Rent
1 Bed	\$ 1,550	\$ 418	\$ 1,132	1	\$ 1,132
	\$ 2,066	\$ 570	\$ 1,496	3	\$ 4,487
	\$ 2,581	\$ 721	\$ 1,860	1	\$ 1,860
	\$ 3,098	\$ 872	\$ 2,226	1	\$ 2,226
2 Bed	\$ 1,858	\$ 467	\$ 1,391	1	\$ 1,391
	\$ 2,477	\$ 638	\$ 1,839	3	\$ 5,517
	\$ 3,096	\$ 808	\$ 2,288	4	\$ 9,151
	\$ 3,715	\$ 979	\$ 2,736	4	\$ 10,944
3 Bed	\$ 2,150	\$ 516	\$ 1,634	2	\$ 3,268
	\$ 2,865	\$ 706	\$ 2,159	1	\$ 2,159
	\$ 3,579	\$ 895	\$ 2,684	8	\$ 21,473
	\$ 4,295	\$ 1,085	\$ 3,210	4	\$ 12,840
Total				33	\$ 76,448
<b>Total Annual Income Available After Rent</b>					<b>\$ 917,382</b>
*Income calculated using average household size of 1.5 persons per bedroom.					

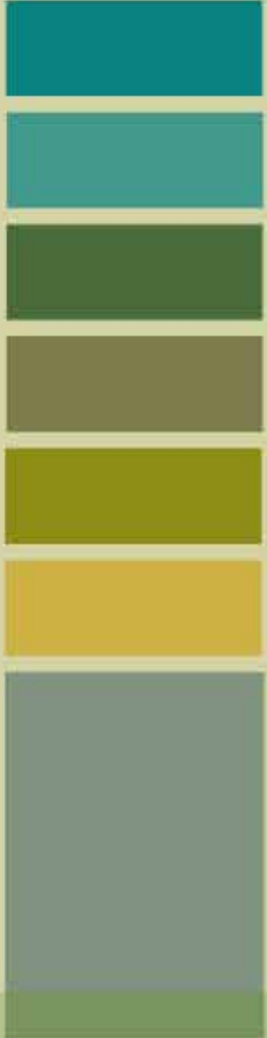


# Development Services Department

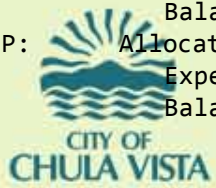
  
HOUSING DIVISION

## Unit Mix

- 30% AMI – 4
- 40% AMI – 7
- 50% AMI – 13
- 60% AMI – 8



Expended: \$172,488  
Balance: \$527,512  
Allocated: \$1,750,000  
Expended: \$1,246,508  
Balance: \$503,492



*Development Services  
Department*



# Acquisition/Rehabilitation Program

## HOME

Allocated: \$700,000

Expended: \$172,488

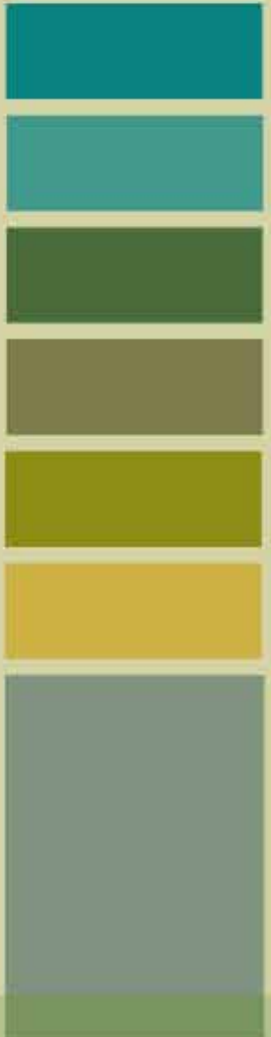
Balance: \$527,512

## NSP

Allocated: \$1,750,000

Expended: \$1,246,508

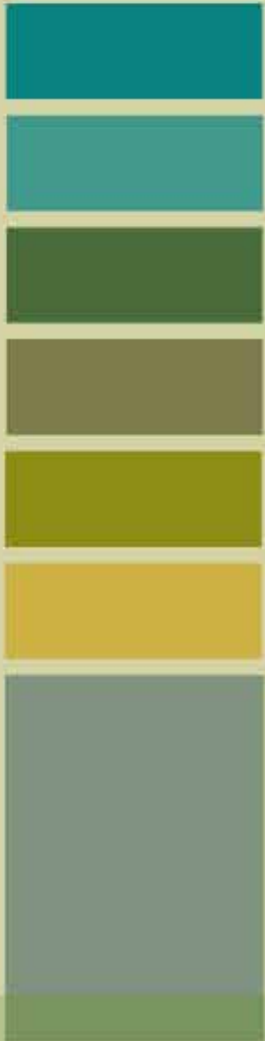
Balance: \$503,492





# Proposed Rent Limits

Target Population Area Median Income	Maximum Restricted Rent Level		
	1 BR Unit	2 BR Unit	3 BR Unit
Extremely Low (30% AMI)	\$418	\$469	\$516
Very Low (50% AMI)	\$721	\$808	\$895
Low (60% AMI)	\$872	\$979	\$1,085





# Development Services Department

HOUSING DIVISION

## City Subsidy Comparison

Unit Size	West of I-805	East of I-805	Landis Project
1 Bedroom	\$ 120,000	\$ 260,000	\$ 60,606
2-3 Bedroom	\$180,000	\$ 290,000	

# ATTACHMENT 32





# MILLENIA

[OVERVIEW](#)[LIFE HERE](#)[HOMES](#)[COMMERCE](#)[ABOUT US](#)[MAP/GALLERY](#)[CONTACT US](#)[SIGN UP](#)

## Apartments



**Preleasing begins July 2015!** Pulse Millenia Apartment Homes offer an array of spacious 1, 2 and 3-bedroom floorplans to choose from. Here you'll find apartment living like you've never seen. Modern, yet warm. Forward-thinking, yet uncomplicated. A welcoming community all its own, surrounded by everything South County has to offer. At Pulse, you can indulge in extraordinary amenities, relax in appealing social spaces and cultivate your ideal life.

Discover an elevated level of luxury when you move into a sparkling new home featuring an inspiring blend of high-end furnishings and designer elements. You'll love the gourmet kitchen, which features beautiful granite countertops and silver metallic and black appliances. Immaculate bathrooms include framed vanity mirrors and oversized soaking tubs. Wood-style plank flooring, custom color accent walls, and high 10' ceilings add natural character. Life is

easy at Pulse, with thoughtful amenities that cater to your modern lifestyle. Cool off in the pool and cabana area. Gather with friends, or make new ones, at the resident social lounge. Get in a good workout in the fitness center, and find your Zen in the Yoga Studio. Maybe try your skills at the Bocce Court or stroll the walking trails and tree-lined streets. It's all waiting for you. That's the vision of Pulse. You're going to love it here.

To sign up for updates and more information, please email us at [leasing@pulsemillenia-aps.com](mailto:leasing@pulsemillenia-aps.com).

[Directions](#) | [Contact us](#) | [FAQ](#) | [Privacy policy](#) | [Terms & Conditions](#)  
| [Site map](#)

# ATTACHMENT 33



# WEST PARK

[RESIDENTS \(RESIDENTS.HTML\)](#)

CALL TO INQUIRE TODAY:  
619-223-7777 (TEL:619-223-7777)

[LIFESTYLE \(AMENITIES.HTML\)](#)

[FLOOR PLANS \(FLOOR-PLANS.HTML\)](#)

[SITE PLAN \(SITE-PLAN.HTML\)](#)

[LOCATION \(LOCATION/\)](#)

[GALLERY \(GALLERY.HTML\)](#)

[CONTACT \(CONTACT.HTML\)](#)



[LEASE NOW \(APPLY.HTML\)](#)

[BOOK A VIEWING \(CONTACT.HTML\)](#)

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# ATTACHMENT 34

# INDUSTRIAL TOWNHOMES

DEVELOPMENT SERVICES DEPARTMENT





**RODRIGUEZ ASSOCIATES**  
ARCHITECTS & PLANNERS, INC.  
10000 SAN DIEGO AVENUE, SUITE 100, SAN DIEGO, CA 92131  
TEL: 619-594-8800 FAX: 619-594-8801 WWW.RODRIGUEZASSOCIATES.COM



RESIDENCES

## INDUSTRIAL BLVD. SCENE

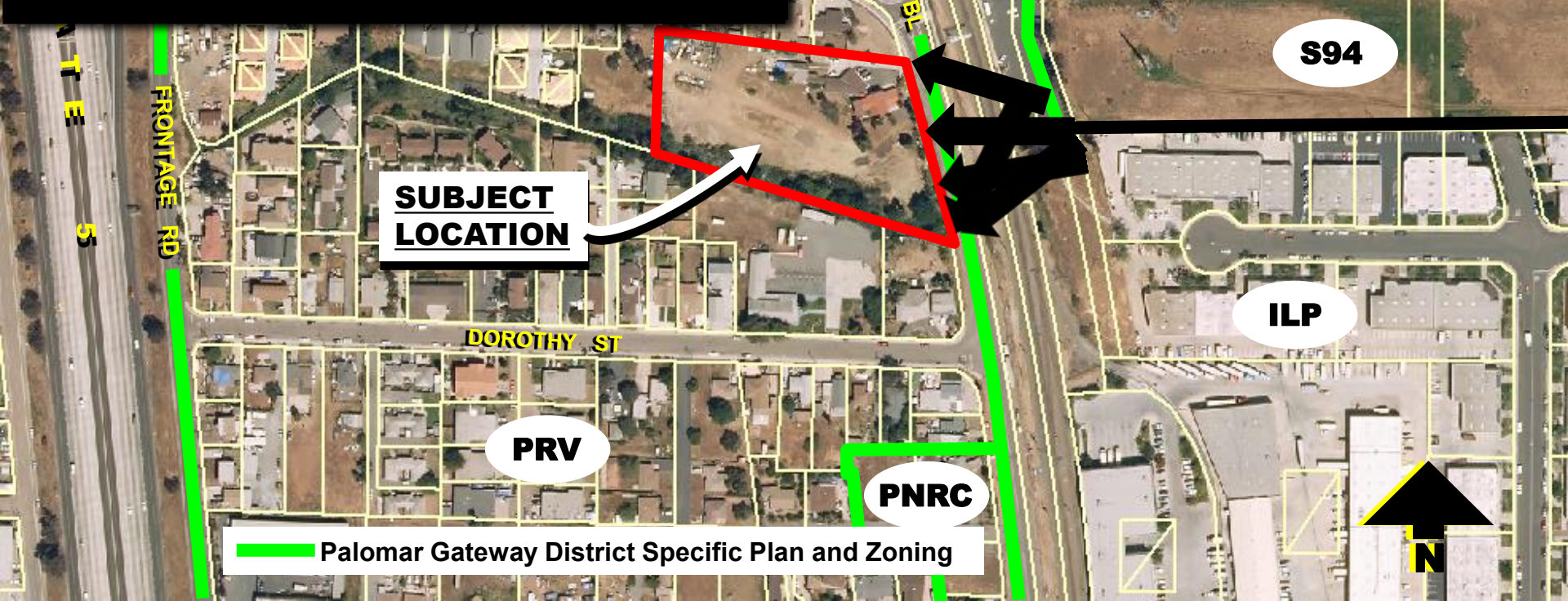
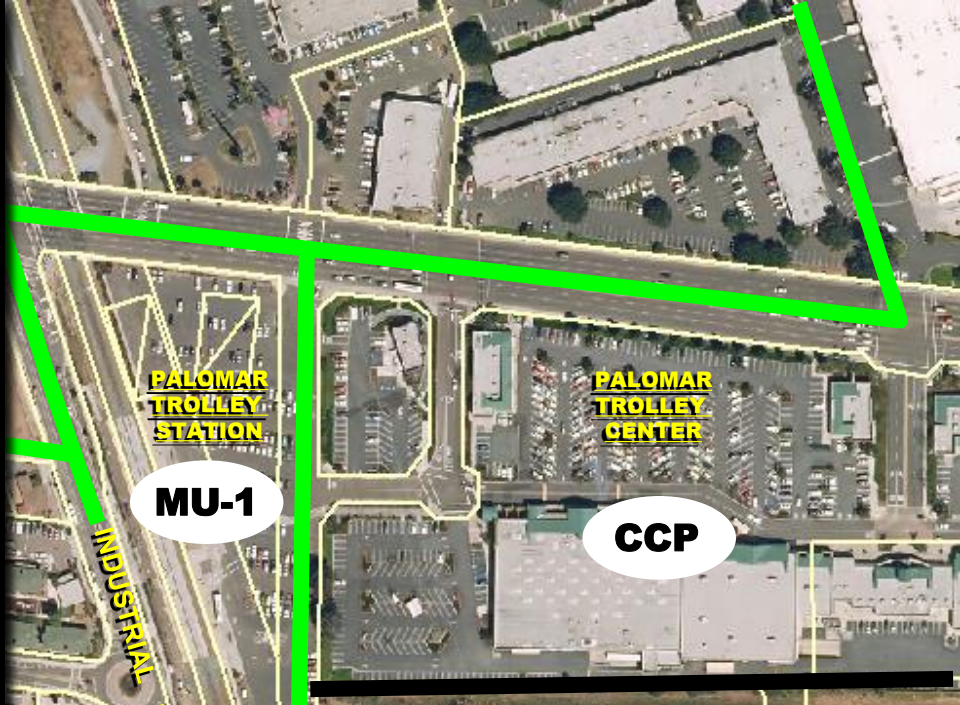
Industrial Townhomes, 1350 Industrial Boulevard  
5/13/15 Planning Commission Item #2  
Case # DRC-14-10 / PCS-14-02

**INDUSTRIAL BLVD. DEVELOPMENT**  
**MAR GROUP**  
INDUSTRIAL BLVD. DEVELOPMENT MAR GROUP  
1350 INDUSTRIAL BOULEVARD, CHULA VISTA, CA 92011  
TEL: 619-594-8800 FAX: 619-594-8801 WWW.RODRIGUEZASSOCIATES.COM

**CHARACTER SKETCH**

DATE: 05/13/15	SCALE: 1/8" = 1'-0"
DESIGNER: [ ]	CHECKED: [ ]
DRAWN: [ ]	DATE: [ ]

**CS.1**



Palomar Gateway District Specific Plan and Zoning





**CONCEPT STATEMENT OF COMPLIANCE**  
 This landscape concept plan is intended to demonstrate compliance with the City of Chula Vista's Ordinance 17.02.01, which requires that all new construction projects include a landscape concept plan. The plan shows a variety of plant species and landscaping techniques that will be used to create a sustainable and aesthetically pleasing environment. The plan also shows how the landscaping will be maintained and watered.

**LANDSCAPE ELEMENT LEGEND**  
 This legend defines the symbols used in the landscape concept plan to represent different landscaping elements. The symbols include trees of various sizes and types, shrubs, ground cover, and hardscape elements like walkways and parking spaces. The legend also includes a key for the plant list on the right side of the plan.

**DISCLAIMER**  
 This landscape concept plan is a conceptual document and does not constitute a contract. The plan is subject to change and is not intended to be used as a basis for construction without the approval of the City of Chula Vista.

- CANDIDATE PLANT LIST**
- SMALL TREE AND SHRUB SPECIES**
    - *Argemone mexicana* - Argemone
    - *Asplenium platyneuron* - Common Rock Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
  - MEDIUM TREE AND SHRUB SPECIES**
    - *Asplenium platyneuron* - Common Rock Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
  - LARGE TREE AND SHRUB SPECIES**
    - *Asplenium platyneuron* - Common Rock Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern
    - *Asplenium nidus* - Maidenhair Fern

**CONCEPT DESIGN STATEMENT**  
 The landscape concept plan is intended to provide a visual representation of the proposed landscaping for the site. The plan shows a variety of plant species and landscaping techniques that will be used to create a sustainable and aesthetically pleasing environment. The plan also shows how the landscaping will be maintained and watered.

**1350 INDUSTRIAL BLVD.**  
**LANDSCAPE CONCEPT PLAN**  
 CHULA VISTA, CA





**CANDIDATE PLANT LIST**

- WETLAND TREE OR SHRUB: PLANT MATERIALS LISTED IN GREEN / SUPPLEMENTED FROM OTHER SOURCES
- WETLAND PLANT: PLANT MATERIALS LISTED IN BLUE / SUPPLEMENTED FROM OTHER SOURCES

**SYMBOLOGY**

	Tree	Quantity	Notes
	Shrub	Quantity	Notes
	Wetland Tree/Shrub	Quantity	Notes
	Wetland Plant	Quantity	Notes

**LANDSCAPE CONCEPT STATEMENT**

The plan shall be designed to provide the best possible site for the project. The landscape design shall be designed to provide the best possible site for the project. The landscape design shall be designed to provide the best possible site for the project.

**IRRIGATION SYSTEM**

A comprehensive irrigation system shall be provided for the site. The irrigation system shall be designed to provide the best possible site for the project.





**BUILDING TYPE III**  
MAR GROUP

**INDUSTRIAL BLVD. DEVELOPMENT**  
RODRIGUEZ ASSOCIATES ARCHITECTS & PLANNERS



UNIT A1

SPACE	AREA (SQ FT)
1.01	1,200
1.02	1,200
1.03	1,200
1.04	1,200
1.05	1,200
1.06	1,200
1.07	1,200
1.08	1,200
1.09	1,200
1.10	1,200
1.11	1,200
1.12	1,200
1.13	1,200
1.14	1,200
1.15	1,200
1.16	1,200
1.17	1,200
1.18	1,200
1.19	1,200
1.20	1,200
1.21	1,200
1.22	1,200
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1.89	1,200
1.90	1,200
1.91	1,200
1.92	1,200
1.93	1,200
1.94	1,200
1.95	1,200
1.96	1,200
1.97	1,200
1.98	1,200
1.99	1,200
1.100	1,200

UNIT A1 - FLOOR PLANS

**RODRIGUEZ ASSOCIATES ARCHITECTS & PLANNERS, INC.**  
10000 W. CENTRAL EXPRESSWAY, SUITE 200, CHULA VISTA, CA 92011

**STORAGE CALCULATIONS**

STORAGE 1 = 1000 SQ. FT.  
 PLAN VIEW

STORAGE 2 = 1000 SQ. FT.  
 PLAN VIEW

STORAGE 3 = 1000 SQ. FT.  
 PLAN VIEW

STORAGE 4 = 1000 SQ. FT.  
 PLAN VIEW

STORAGE 5 = 1000 SQ. FT.  
 PLAN VIEW

TOTAL STORAGE PROVIDED = 5000 SQ. FT.  
 TOTAL STORAGE REQUIRED = 5000 SQ. FT.

**INDUSTRIAL BLDG DEVELOPMENT**  
**MARG GROUP**  
10000 W. CENTRAL EXPRESSWAY, SUITE 200, CHULA VISTA, CA 92011

**UNIT A1 - FLOOR PLANS**

DATE: 08/11/2011

SCALE: 1/8" = 1'-0"

KEY: A0.1

FOR REVIEW ONLY

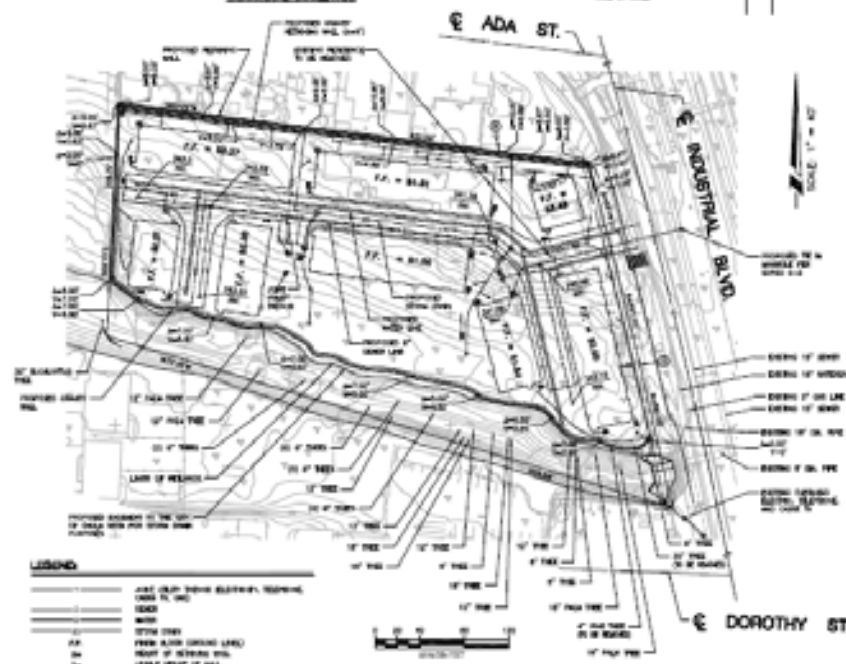
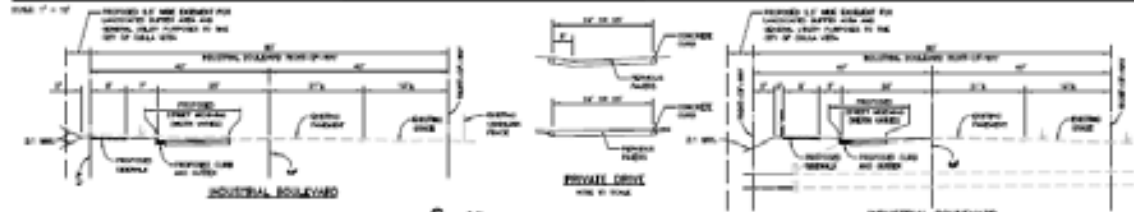


# TENTATIVE MAP CHULA VISTA TRACT NO. 14-XX

## FOR CONDOMINIUM PURPOSES

### TYPICAL SECTIONS

SCALE 1" = 10'



### LEGAL DESCRIPTION

THE LAND HEREIN TO BE PLACED IN THE COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, AND IS DESCRIBED AS FOLLOWS:

LOTS 12 AND 14 OF PARCEL 14 IN THE CITY OF CHULA VISTA, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO SAN DIEGO CO. MAP 14-14-14-14, AS THE SAME ARE SHOWN THEREON IN THE CITY OF CHULA VISTA, SAN DIEGO, CALIF. 12-15-11.

### LEGEND

- 1. BOUNDARY FOR PUBLIC CONTROL, SURVEY AND CORRECTION IN A DOCUMENT TO THE DEPT. OF LAND AND NATURAL RESOURCES, A CORPORATION.
- 2. BOUNDARY FOR A TRACT AS SHOWN ON THE CITY OF CHULA VISTA, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA. EACH LOTLINE MUST BE PLUMPED FROM RECORD.
- 3. BOUNDARY FOR A TRACT PLATTED UNDER A DOCUMENT TO THE DEPT. OF LAND AND NATURAL RESOURCES AND THE LAND IS NOT BOUNDARY.
- 4. BOUNDARY FOR A TRACT PLATTED UNDER A DOCUMENT TO THE DEPT. OF LAND AND NATURAL RESOURCES OF THE STATE OF CALIFORNIA.
- 5. BOUNDARY FOR A TRACT PLATTED UNDER A DOCUMENT TO THE DEPT. OF LAND AND NATURAL RESOURCES OF THE STATE OF CALIFORNIA.
- 6. BOUNDARY FOR A TRACT PLATTED UNDER A DOCUMENT TO THE DEPT. OF LAND AND NATURAL RESOURCES OF THE STATE OF CALIFORNIA.
- 7. BOUNDARY FOR A TRACT PLATTED UNDER A DOCUMENT TO THE DEPT. OF LAND AND NATURAL RESOURCES OF THE STATE OF CALIFORNIA.

### GENERAL NOTES

1. AREA AREA IS 2.81 AC.
2. THE NUMBER OF LOTS IS 10, TOTAL AREA OF LOTS IS 21.
3. LOT AREA IS 2.81 AC.
4. OWNER IS TO BE ADVISED IN ACCORDANCE WITH THE PROVISIONS OF THE UNIFORM ACT.
5. SYSTEMS OF PUBLIC UTILITY SERVICE AND SERVICE TO INDIVIDUAL UNITS OF THE TRACT ARE TO BE PROVIDED BY THE CITY OF CHULA VISTA. THE CITY OF CHULA VISTA IS TO BE ADVISED IN ACCORDANCE WITH THE PROVISIONS OF THE UNIFORM ACT.
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### OWNER/DEVELOPER

**MAR GROUP CALIFORNIA RECOVERY FUNDS, L.L.C.**  
 10000 MAR BLVD, SUITE 100  
 SAN DIEGO, CA 92121  
 (619) 444-1111  
 (619) 444-1112

### PREPARED BY:

**LEE ENGINEERING, INC.**  
 100 N. GARDEN STREET  
 CHULA VISTA, CA 92010  
 (619) 594-1111





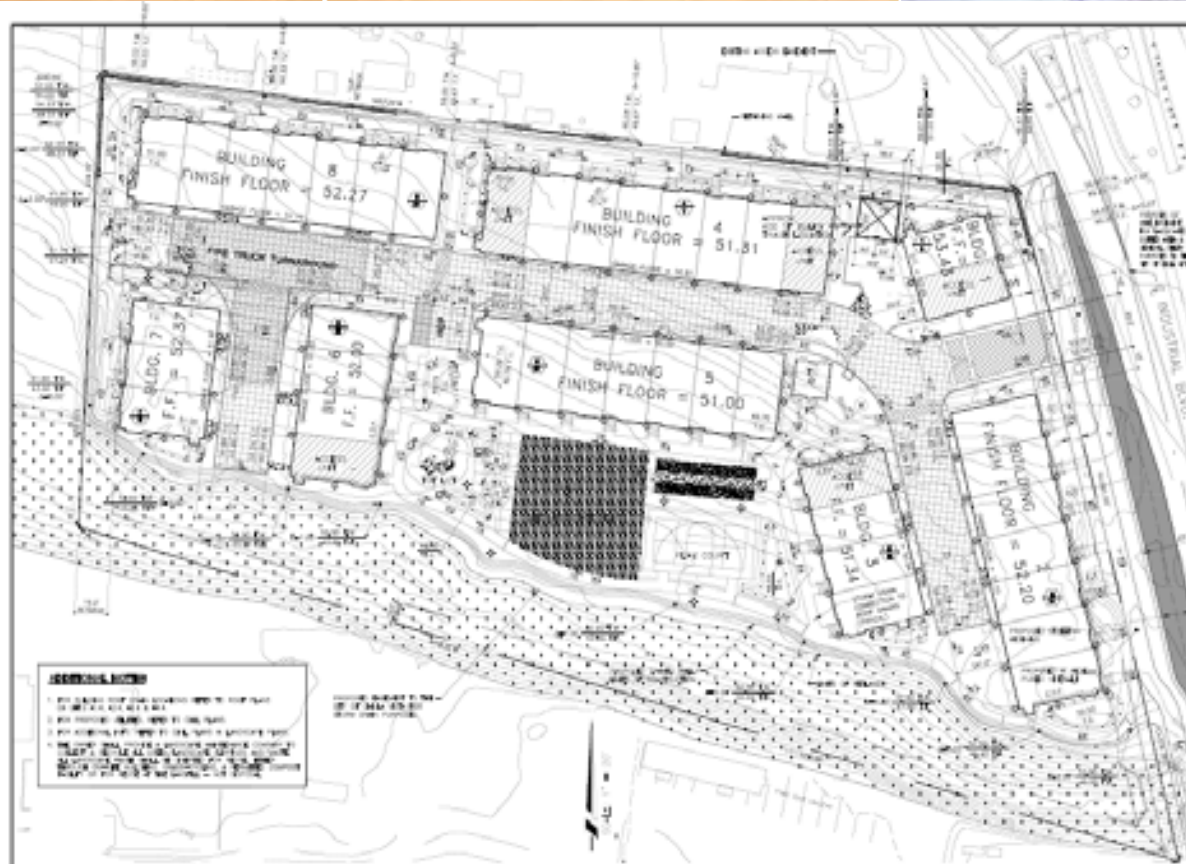
## ENVIRONMENTAL REVIEW

The Development Services Director has reviewed the proposed project for compliance with the California Environmental Quality Act (CEQA) and has determined that the proposed project was adequately covered in the previously adopted Program Environmental Impact Report (EIR-10-05) prepared for the Palomar Gateway District Specific Plan, certified by the City Council on August 6, 2013. Implementation of the Project shall be required to comply with the Mitigation Monitoring and Reporting Program of the PGDSP-EIR.



## CONCLUSION

Staff recommends that the Planning Commission adopt the resolutions approving the Design Review Permit and the Tentative Map to develop the subject site with the proposed project, subject to the conditions listed in the resolutions.



**GENERAL NOTES**

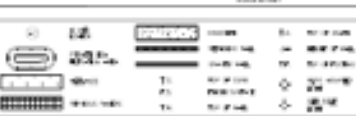
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**ARCHITECTURAL SITE PLAN**

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**RODRIGUEZ ASSOCIATES ARCHITECTS & PLANNERS, INC.**  
ARCHITECTS & PLANNERS

**DEVELOPMENT SUMMARY**

1. Summary of Request

2. Location

3. Local Jurisdiction

4. Type of Development

5. Owner's Parcel No.

6. Zoning

7. Site Plan

8. Site Area

9. Site Area

10. Site Area

11. Site Area

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**PLANNING AND DEVELOPMENT**

1. Planning and Development

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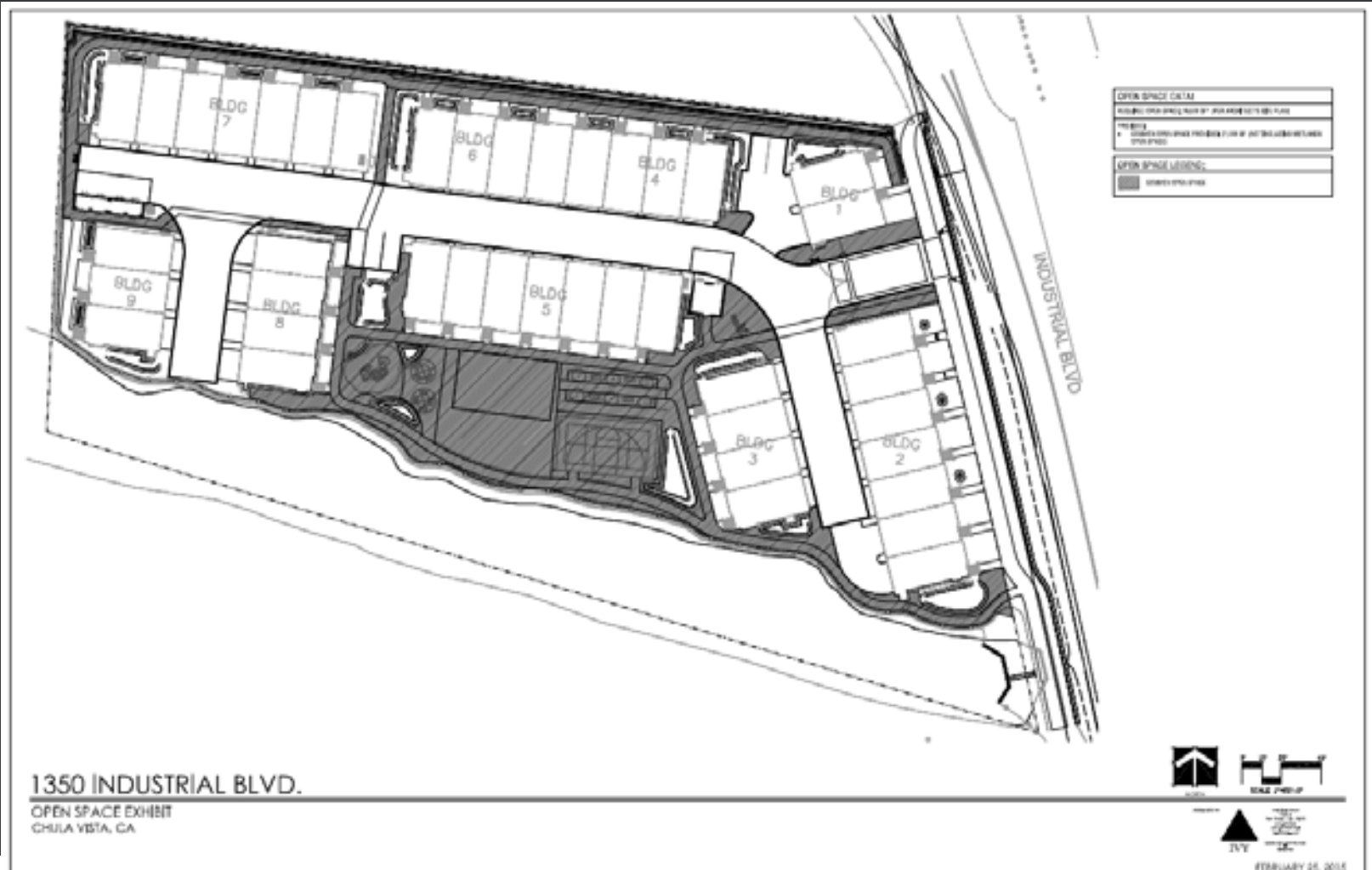
**INDUSTRIAL BLDG. DEVELOPMENT**  
MARGROUP

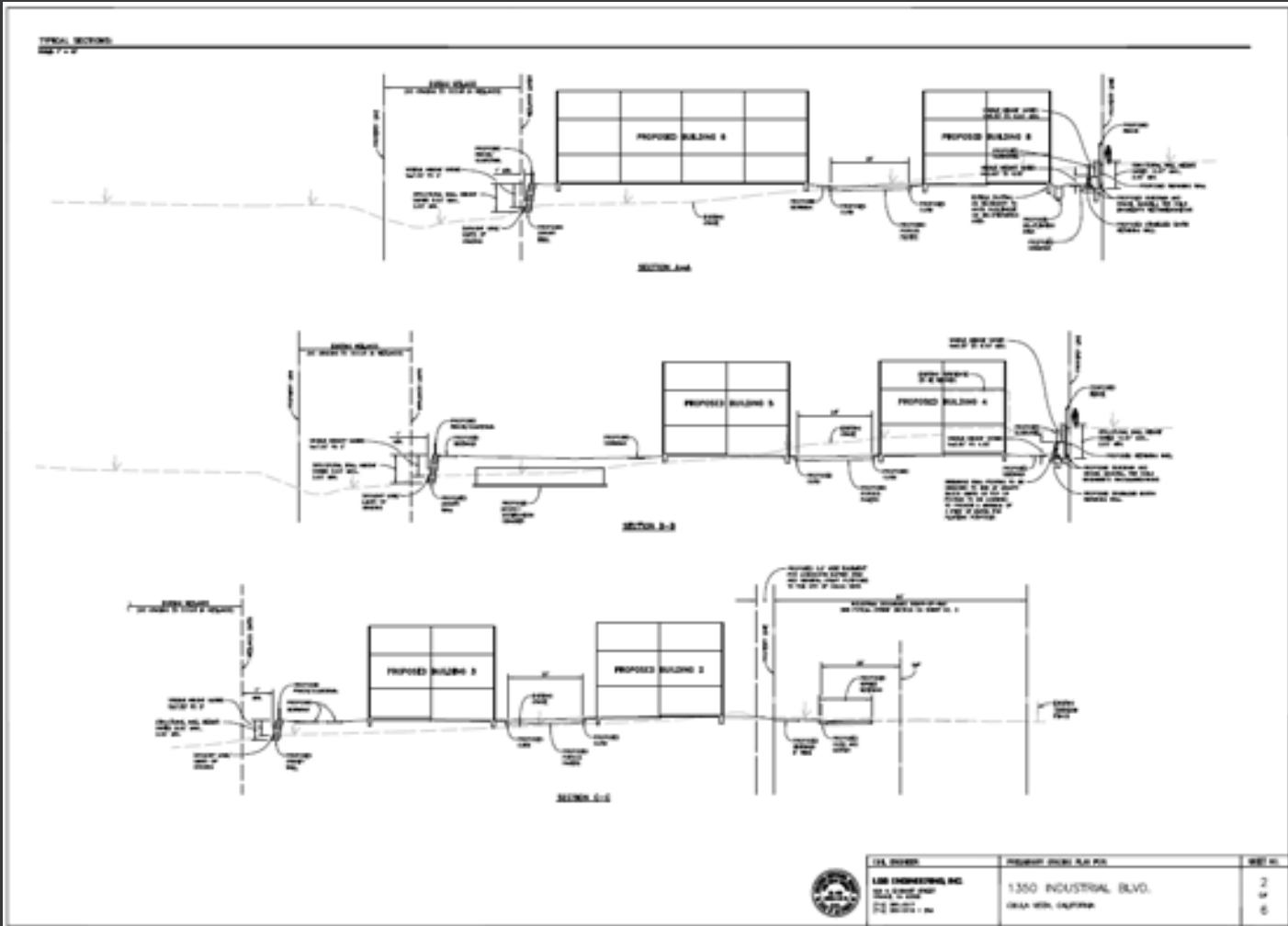
**ARCHITECTURAL SITE PLAN**

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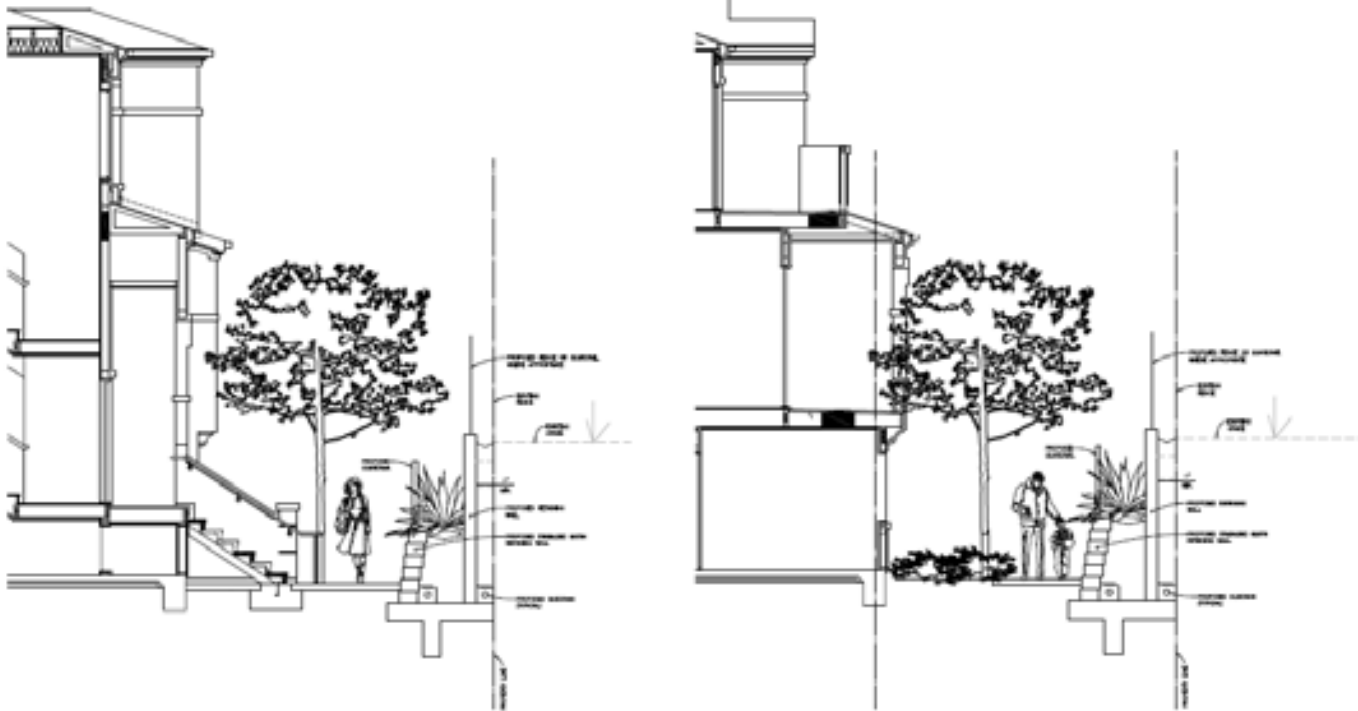








TYPICAL SECTION  
2025.12



ARCHITECTURAL PROJECT LINE SECTION



CIV. ENGINEER <b>LEE ENGINEERING, INC.</b> 501 S. AVENUE 2000 CHULA VISTA, CA 92011	PROJECT: JOURNAL BLDG. #10 1350 INDUSTRIAL BLVD. CHULA VISTA, CALIFORNIA	SHEET NO. 4 OF 6
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**EXTERIOR ELEVATION 3**

BUILDING TYPE III

SCALE: 3/8" = 1'-0"



**EXTERIOR ELEVATION 4**

BUILDING TYPE III

SCALE: 3/8" = 1'-0"

**RODRIGUEZ ASSOCIATES ARCHITECTS & PLANNERS, INC.**  
 300 PINE AVE. SUITE 100, SAN DIEGO, CA 92101 TEL: 619.594.0100 FAX: 619.594.0101

**TYPICAL EXTERIOR FINISHES**

- CONCRETE: MEDIUM SAND/FINE
- EXTERIOR STUCCO: SAND/FINE
- EXTERIOR STUCCO: SAND/FINE
- STUCCO ROOF: SAND/FINE
- METAL: GALV. STEEL ROOFS
- METAL: GALV. STEEL ROOFS
- METAL: GALV. STEEL ROOFS
- METAL: GALV. STEEL ROOFS
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**EXTERIOR COLORS**

- TERRAZZO: TERRAZZO
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**INDUSTRIAL BLVD. DEVELOPMENT**  
**MARGROUP**  
 915 CAMINO DEL MAR, SUITE 200 DEL MAR, CALIFORNIA 92038  
 PHONO: 858.763.5800 FAX: 858.763.1889

**BLDG. TYPE III - EXT. ELEVATIONS**

DATE: FEB 25, 2018  
 SHEET: A3.6  
 FOR DESIGN REVIEW



**EXTERIOR ELEVATION 1**

BUILDING TYPE III

SCALE: 3/16" = 1'-0"



**EXTERIOR ELEVATION 2**

BUILDING TYPE III

SCALE: 3/16" = 1'-0"



**TYPICAL EXTERIOR FINISHES**

- CONCRETE MESH, PARTIAL TIE
- EXTERIOR STUCCO WALL FINISH
- EXTERIOR STUCCO HALL, WINDOW & DOOR TIE
- STUCCO ROOF EDGE, A WARE PARTIAL
- METAL CLAD EXTERIOR DOORS
- METAL CLAD EXTERIOR WINDOWS
- METAL FRAMED WINDOWS
- METAL FRAMED SLIDING GLASS DOORS
- METAL WINDOW PANELS - PAINTED
- METAL ROOF SYSTEMS - PAINTED
- METAL EXTERIOR GARAGE DOORS - PAINTED

**EXTERIOR COLORS**

- EXTERIOR COLORS, SEEN ARE:
    - TERRA COTTA
    - CHARCOAL BROWN
    - GRAPHITE GRAY
    - GRAPHITE BLACK
  - THE EXTERIOR STUCCO COLOR NAME IS:
    - MARY BROWN BROWN TONE
    - WARM TERRA COLOR
    - TERRA COTTA BROWN TONE
    - TERRA COTTA OLIVE TONE
    - WARM / GRAPHITE
    - GRAPHITE GRAY / BLACK
  - METAL FINISHES, SEEN ARE:
    - SLATE RED / CHARCOAL
    - SLATE RED / TERRA
    - SLATE PURPLE / BLACK
- NOTE:  
IMPLY TO MATCH ALL 3 D.E. ELEVATIONS.  
PRIORITY COLOR KEY ELEVATIONS.

**INDUSTRIAL BLVD. DEVELOPMENT**

MAR GROUP

915 CAMINO DEL MAR, SUITE 200 DEL MAR, CALIFORNIA 92038  
PHONE: 619-784-2880 FAX: 619-774-1400

**BLDG. TYPE III - EXT. ELEVATIONS**

PREPARED BY: [ ] DATE: [ ]  
 CHECKED BY: [ ] DATE: [ ]  
 APPROVED BY: [ ] DATE: [ ]

DATE: FEB. 23, 2015

HEET

**A3.5**

PRELIMINARY SUBMITTAL FOR DESIGN REVIEW









# ATTACHMENT 35



THE CITY OF SAN DIEGO

## REPORT TO THE PLANNING COMMISSION

**DATE ISSUED:** June 2, 2015

**REPORT NO. PC-15-064**

**ATTENTION:** Planning Commission, Agenda of June 11, 2015

**SUBJECT:** Mid-City Communities Plan Amendment and Rezone – Chollas Triangle. Process 5

### SUMMARY

**Issue:** Should the Planning Commission recommend to the City Council **Approval** of the Mid-City Communities Plan Amendment and Rezone – Chollas Triangle Area?

**Staff Recommendation:** Staff recommends that Planning Commission forward the Community Plan Amendment to City Council with a recommendation of **Approval** based on the information contained in this report and the evidence offered as part of the public hearing.

### Planning Commission Actions:

1. Recommend to the City Council **Certification** of Final Environmental Impact Report (FEIR) Sch. No. 2013121057 and adoption of the Findings, a Statement of Overriding Considerations, and a Mitigation, Monitoring and Reporting Program (MMRP).
2. Recommend to the City Council **Approval** of a resolution amending the Mid-City Communities Plan and General Plan.
3. Recommend to the City Council **Approval** of an ordinance amending the Land Development Code.
4. Recommend to the City Council **Approval** of an ordinance rezoning affected parcels.

**Other Recommendations:** On February 10, 2015, the Eastern Area Community Planning Committee voted 9-0-1 to support approval of the proposed Community Plan Amendment and Rezone.

**Environmental Review:** An Environmental Impact Report (SCH No. 2013121057) has been prepared in accordance with the California Environmental Quality Act for the project. As described in the EIR, the City has determined that the project would have a significant environmental effect in the following areas: Biology, Historical Resources, Land Use (Multiple Species Conservation Program Land Use Adjacency), Noise, Paleontological Resources, Parks and Recreation, and Transportation/Circulation and Parking. Mitigation measures are proposed to reduce project impacts, however, not to below a level of significance with respect to Transportation/Circulation and Parking.

It is further demonstrated in the PEIR that the project would not result in a significant environmental effect in the following areas: Agricultural Resources, Air Quality and Odor, Geological Conditions, Greenhouse Gas Emissions and Energy, Health and Safety, Hydrology and Water Quality, Mineral Resources, Population and Housing, Public Services and Facilities, Public Utilities, and Visual Effects and Neighborhood Character.

**Fiscal Impact Statement:** All identified public improvements associated with the proposed community plan amendment were included in the recently adopted 2014 Mid-City Communities Public Facilities Financing Plan, which will provide a portion of the funding for the required public facilities. Portions of project costs not funded by new development through impact fees would need to be identified for funding by future City Council actions in conjunction with the adoption of annual Capital Improvements Program (CIP) budgets.

**Code Enforcement Impact:** Not applicable.

**Housing Impact Statement:** The proposed community plan amendment would allow up to 486 dwelling units within the Chollas Triangle area, which would require future development and building permits.

## **BACKGROUND**

The community plan amendment area, known as Chollas Triangle, is located in the Eastern Area of the Mid-City Communities Plan area and is adjacent to City Heights to the west. The Mid-City Communities plan area comprises four communities – City Heights, Eastern Area, Kensington-Talmadge, and Normal Heights – and covers approximately 6,000 acres. The amendment area comprises approximately 43 acres, and is bound by 54th Street to the west, University Avenue to the north, and Chollas Creek and Chollas Parkway to the south and east (Attachment 2).

Currently, the area contains a 100,000 square foot retail building with a grocery store and a clothing store along University Avenue. A gas station and restaurant/ballroom are located at the northwest corner of the area at 54th Street and University Avenue. A 21-unit apartment complex, three single-family homes and a residential care facility - the Teen Challenge Center – are located east of 54th Street and north of Lea Street. An SDG&E electric substation is located south of Lea Street on the southern portion of the site, and three single-family residences are located adjacent to the substation. A church, bookstore, used car lot, and a liquor store are located at the eastern edge of the site, and four vacant parcels are located just north of the four-lane Chollas Parkway.

The Mid-City Communities Plan designates the northern parcels along University Avenue and 54<sup>th</sup> Street for Commercial and Mixed-Use, allowing residential uses up to 29 units per acre. The Community Plan allows for a density bonus of up to 43 dwelling units per acre for mixed-use projects on the commercial/residential designated parcels with a Planned Development Permit. The Community Plan designates the southern parcels adjacent to Chollas Parkway for Industrial Use which allows for light manufacturing with limited commercial uses (Attachment 3).

Chollas Triangle area is within the boundaries of the former Crossroads Redevelopment Project Area and was the subject of a former redevelopment agency effort. The City received a Smart Growth Incentive Program grant from the San Diego Association of Governments (SANDAG) allowing Planning Department staff to work with the community to prepare a planning study that provides specific land use, mobility, and urban design recommendations that would encourage a mixed-use transit-oriented village supported by park space, open space, and creek enhancements within the area. The grant also funded the environmental analysis for the proposed Community Plan amendment and rezone.

## **DISCUSSION**

The proposed amendment to the Mid-City Communities Plan and the General Plan (Attachment 8) and rezone would implement the planning study's vision, goals and recommendations. The Chollas Triangle Planning Study effort involved extensive community outreach, including regular communication with the Eastern Area Community Planning Group and the formation of a stakeholder-working group that included property owners, community planning group members, neighborhood organizations, community councils, and non-profits. In addition to the working group, the outreach effort included surveys, a successful walk audit, and community charrettes to evaluate multiple land use, mobility and open space alternatives.

In working with the community, a vision for the Chollas Triangle area was established that creates a vibrant, mixed-use neighborhood center that celebrates Chollas Creek and promotes the use of multi-modal transit along University Avenue and 54th Street. A primary objective of the Planning Study effort included the potential vacation and reuse of Chollas Parkway, an underutilized four-lane roadway. The Chollas Triangle area has the potential to serve as a major destination for surrounding neighborhood residents. Two primary goals from the Planning Study include:

- Create an active neighborhood village with an integrated mixture of residential, commercial, and recreational uses.
- Create an open space system and development pattern that connects adjacent neighborhoods to and through Chollas Triangle.

The proposed community plan amendment would redesignate approximately 24.46 acres from Commercial and Mixed-Use to Neighborhood Village and approximately 3.56 acres from Industrial to Neighborhood Village. It would redesignate the 11.4-acre portion of the Chollas Parkway right-of-way to 4.99 acres of population-based park, 5.5 acres of open space, and 0.91 acres of Neighborhood Village. The land use designation for the SDG&E substation and three single-family homes, approximately 1.4 acres, would remain Industrial (Attachment 4). Since SDG&E does not have plans to relocate the substation, the plan does not recommend any land use changes for this area.

### *Neighborhood Village*

The proposed amendment introduces the Neighborhood Village designation to allow for housing, retail and public uses and services in a vertical and horizontal mixed-use setting. It provides policy direction for a commercial and mixed-use development pattern along University Avenue to promote an active, pedestrian-oriented street. The amendment provides policy direction for

multi-family residential within the center of the area along Lea Street. The designation would allow for up to 29 dwelling units per acre, and additional density could be obtained using the affordable housing density bonus.

### *Mobility*

The proposed community plan amendment establishes a new mobility network for the area. It introduces a smaller scale street and block pattern to promote multi-modal activity and interfaces with the open space system. The plan recommends street design that enhances pedestrian connections through the site and Chollas Creek Park. Design elements include wide sidewalks, street lighting, generous landscape zones and shade trees that create safe, comfortable pedestrian connection.

The proposed amendment would remove Chollas Parkway from the future street network. The vacation of the right-of-way would need to be done as part of a future action. The amendment would also classify Lea Street as a two-lane collector street and realign to the street to connect University Avenue and 54th Street which is needed for future development and access to the proposed park. Lea Street would align with the existing Promise Drive on the north side of University Avenue. A new signalized intersection at the intersection of Lea Street, University Avenue and Promise Drive would provide full turn movements to Lea Street and improve pedestrian access.

The right-of-way for the extension of Lea Street would need to be acquired from the affected property owner as part of a future development application. The proposed amendment includes policies supporting the transfer of development rights for properties affected by the realignment of Lea Street. Additionally, the Plan redesignates 0.91 acres within the existing Chollas Parkway right-of-way to Neighborhood Village and allows for transfer of this land to the affected property owner.

### *Park and Open Space*

The proposed Community Plan amendment would designate the Chollas Parkway right-of-way to Park and Open Space designations that would allow for active park uses and an expanded open space system. Chollas Creek Park would serve as a major community focal point, designed to accommodate a variety of users. The proposed plan amendment also envisions a series of open, level lawn areas allow for informal active uses such as soccer, lawn games, and picnic areas. An open space buffer that extends 50 feet from the edge of the natural streamline of Chollas Creek to the lands designated for park use is established to serve as a transition between active and passive open space uses. A future general development plan for the park would need to be prepared in collaboration with the community to further design the park.

The plan amendment envisions the restoration of Chollas Creek in a manner that balances the need for native habitat/riparian zones with opportunities for people to interact with the creek consistent with the Chollas Creek Enhancement Program. The proposed open space area is envisioned as a series of ‘expansion’ and ‘compression’ areas adjacent to the creek channel. The expansion areas are broad zones that allow the creek to meander during low flows and serve as detention areas when the creek floods. The compression areas focus the creek channel at strategic locations that will bring people to the water near the plazas or open lawn areas.

### *Zoning*

As part of the proposed action, a rezone (Attachment 6) and establishment of a Community Plan Implementation Overlay Zone (CPIOZ) “Type B” would implement the proposed community plan amendment. The proposed rezone would apply the CC-3-5 zone to the Neighborhood Village designated properties and AR-1-1 to the Park and Open Space designated areas. The CPIOZ would provide supplemental development regulations to ensure that future development proposals are reviewed for consistency with the use, design, and development criteria that have been adopted for the site as part of the community plan amendment. The CPIOZ “Type B” would require a site development permit and allows for a maximum of 486 multi-family dwelling units and 130,000 square feet of non-residential floor area within the Chollas Triangle area (Attachment 7). Future non-residential development could include a mixture and reconfiguration of retail, office, and other commercial or institutional uses.

### **ENVIRONMENTAL ANALYSIS**

On December 20, 2013, in accordance with CEQA Guidelines Section 15082, the City distributed a Notice of Preparation (NOP) of a Environmental Impact Report (EIR) to the State Clearinghouse, local and regional responsible agencies, and other interested parties. Various agencies and other interested parties responded to the NOP. The City’s NOP, associated responses, and comments made during the scoping meeting held on January 14, 2014, are included in Appendix A of the EIR (Attachment 1, EIR).

A Draft EIR for the project was then prepared and circulated for review and comment by the public, agencies and organizations beginning on December 22, 2014 and concluded on February 9, 2015. The City received 10 comment letters on the project from community organizations, resource agencies, other governmental agencies, and property owners. The City completed responses to these comments; they are incorporated in the Final EIR, dated May 2015.

As described in the EIR, the City has determined that the project would have a significant environmental effect in the following areas: Biology, Historical Resources, Land Use (MSCP Land Use Adjacency), Noise, Paleontological Resources, Parks and Recreation, and Transportation/Circulation and Parking. Mitigation measures are proposed to reduce Project impacts, however, not to below a level of significance with respect to Transportation/Circulation and Parking. Draft Findings of Fact and a Statement of Overriding Considerations have been prepared.

It is further demonstrated in the EIR that the project would not result in a significant environmental effect in the following areas: Agricultural Resources, Air Quality and Odor, Geological Conditions, Greenhouse Gas Emissions and Energy, Health and Safety, Hydrology and Water Quality, Mineral Resources, Population and Housing, Public Services and Facilities, Public Utilities, and Visual Effects and Neighborhood Character.

### **COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS**

A comprehensive community outreach strategy was included as part of the process. At the outset of the planning process, the City worked with the community to establish a stakeholder-working group that represented diverse interests in the community. Participants included property owners,

community planning group members, neighborhood organizations and community councils, as well as interested non-profits that work within the area. The working group met regularly throughout the process and helped guide all aspects of the plan.

In addition to the working group, the outreach effort included regular communication with the Eastern Area Communities Planning Committee (EACPC), surveys, a successful walk audit, and community charrettes to evaluate multiple land use, mobility and open space alternatives. On February 10, 2015 the EACPC voted 9-0-1 (with the Chair abstaining) to recommend approval of the plan amendment and rezone (Attachment 9).

## **CONCLUSION**

The proposed community plan would create an active Neighborhood Village with an integrated mixture of residential, commercial, and recreational uses within the Chollas Triangle area. The proposed amendment would also create an open space system and development pattern that connects adjacent neighborhoods to and through Chollas Triangle and promote the use of multi-modal transit along University Avenue and 54th Street. The proposed amendment would be consistent with and further implement the General Plan, would provide guidance on future growth and redevelopment within Chollas Triangle, and provide a more cohesive community to meet the future needs of the community's residents and business owners. The proposed rezone and CPIOZ would provide development regulations to implement the community plan amendment.

**[SIGNED]**

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Michael Prinz  
Senior Planner, Planning

**[SIGNED]**

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Nancy Bragado  
Deputy Director, Planning

### Attachments:

1. Final Programmatic Environmental Impact Report
2. Vicinity Map
3. Existing Land Use Map
4. Proposed Land Use Map
5. Existing Zoning Map
6. Proposed Rezone Map
7. Proposed Community Plan Implementation Overlay Zone Map
8. Draft Mid-City Communities Plan Amendment
9. Eastern Area Communities Planning Committee February Meeting Minutes
10. Draft City Council Resolution to amend the Mid-City Communities Plan and General Plan
11. Draft City Council Resolution to certify the Environmental Impact Report and adopt the Findings, the Mitigation, Monitoring and Reporting Program and the Statement of Overriding Considerations
12. Draft Municipal Code Amendment
13. Draft Rezoning Ordinance
14. Draft Planning Commission Resolution

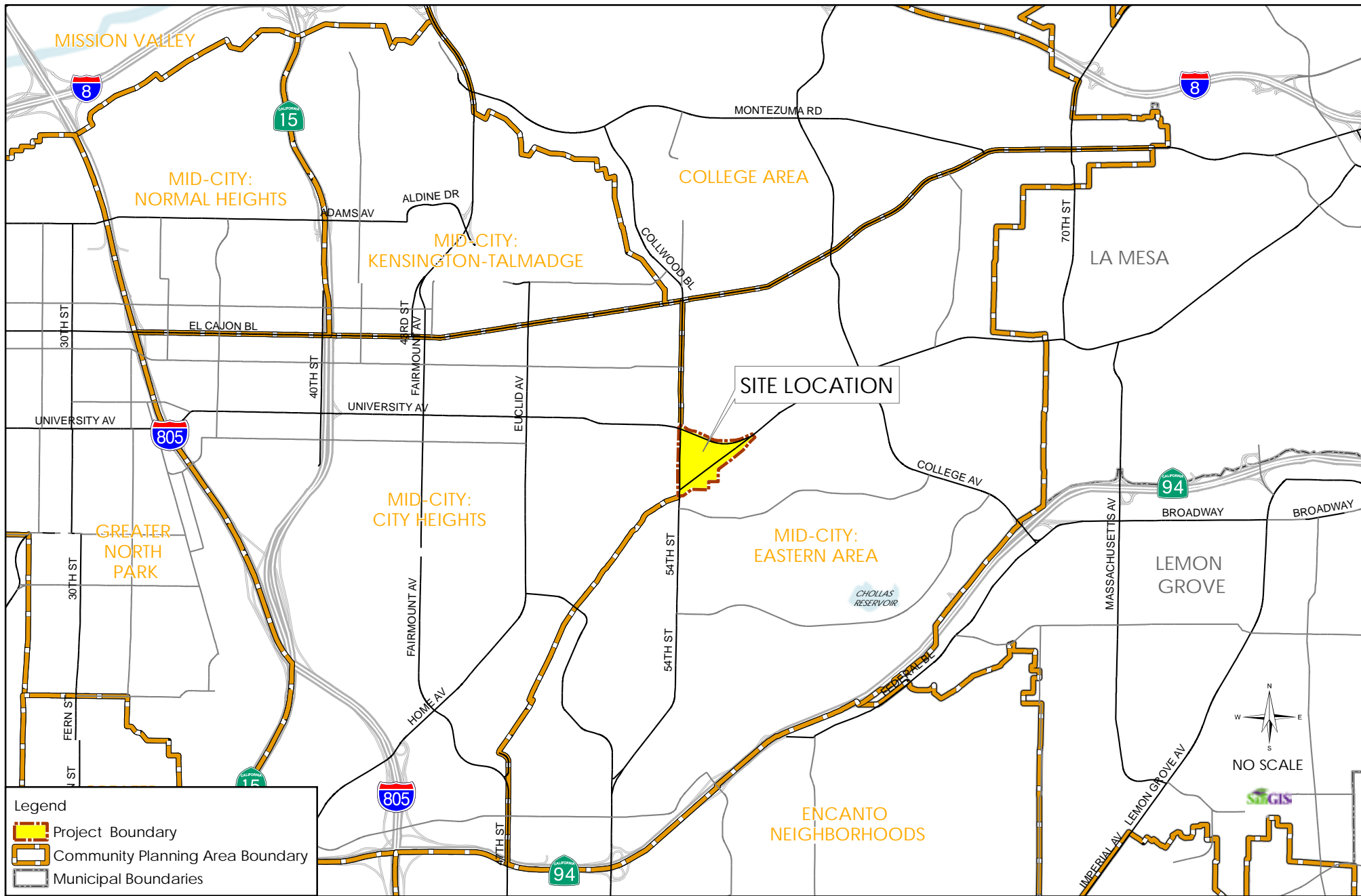
# Attachment 1

Final Programmatic Environmental Impact Report  
for the

Mid-City Communities Plan Amendment and Rezone  
(Available under separate cover at the web link below)

<http://www.sandiego.gov/planning/community/profiles/easternarea/>

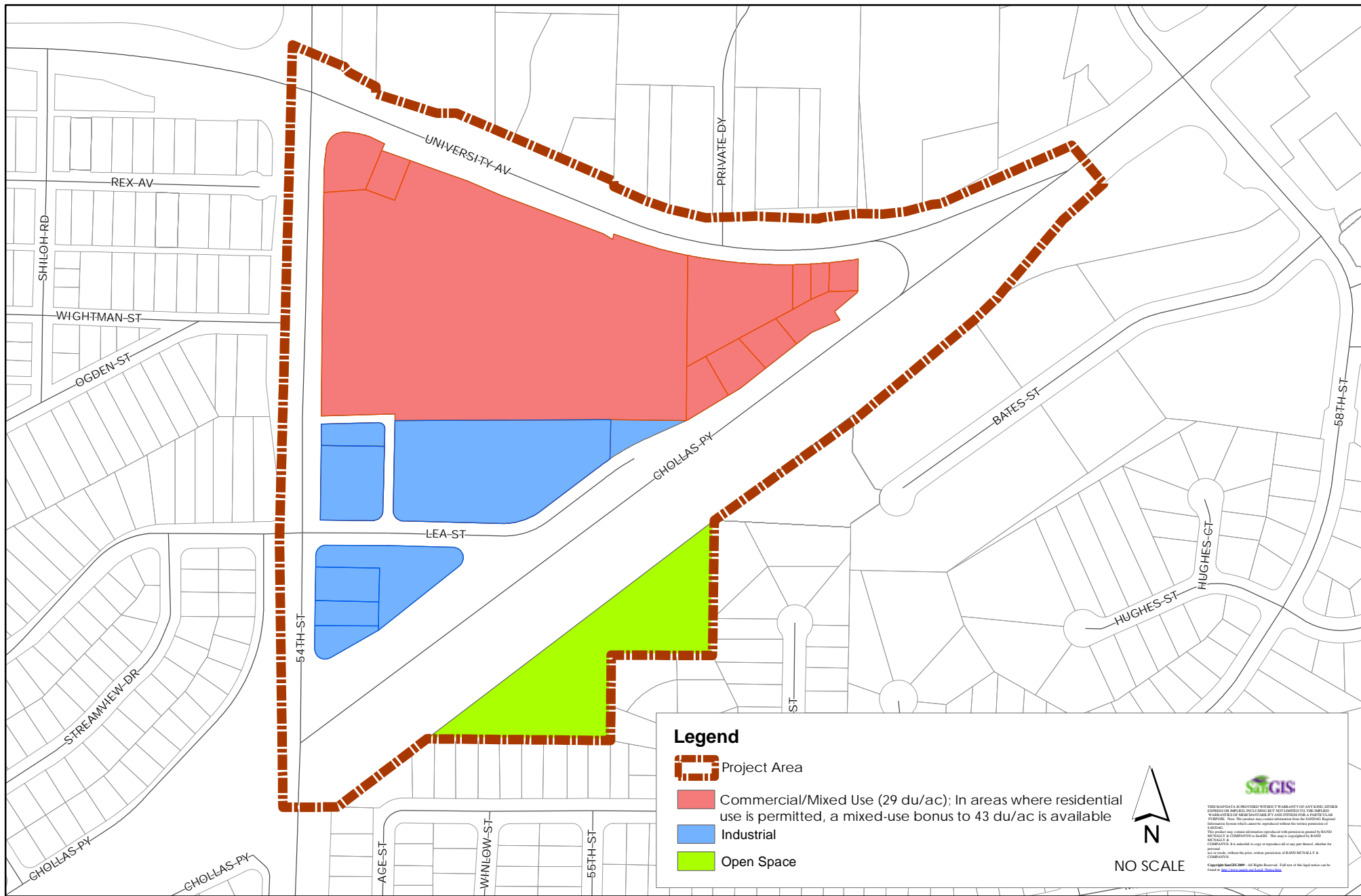




# Chollas Triangle - Project Vicinity Map

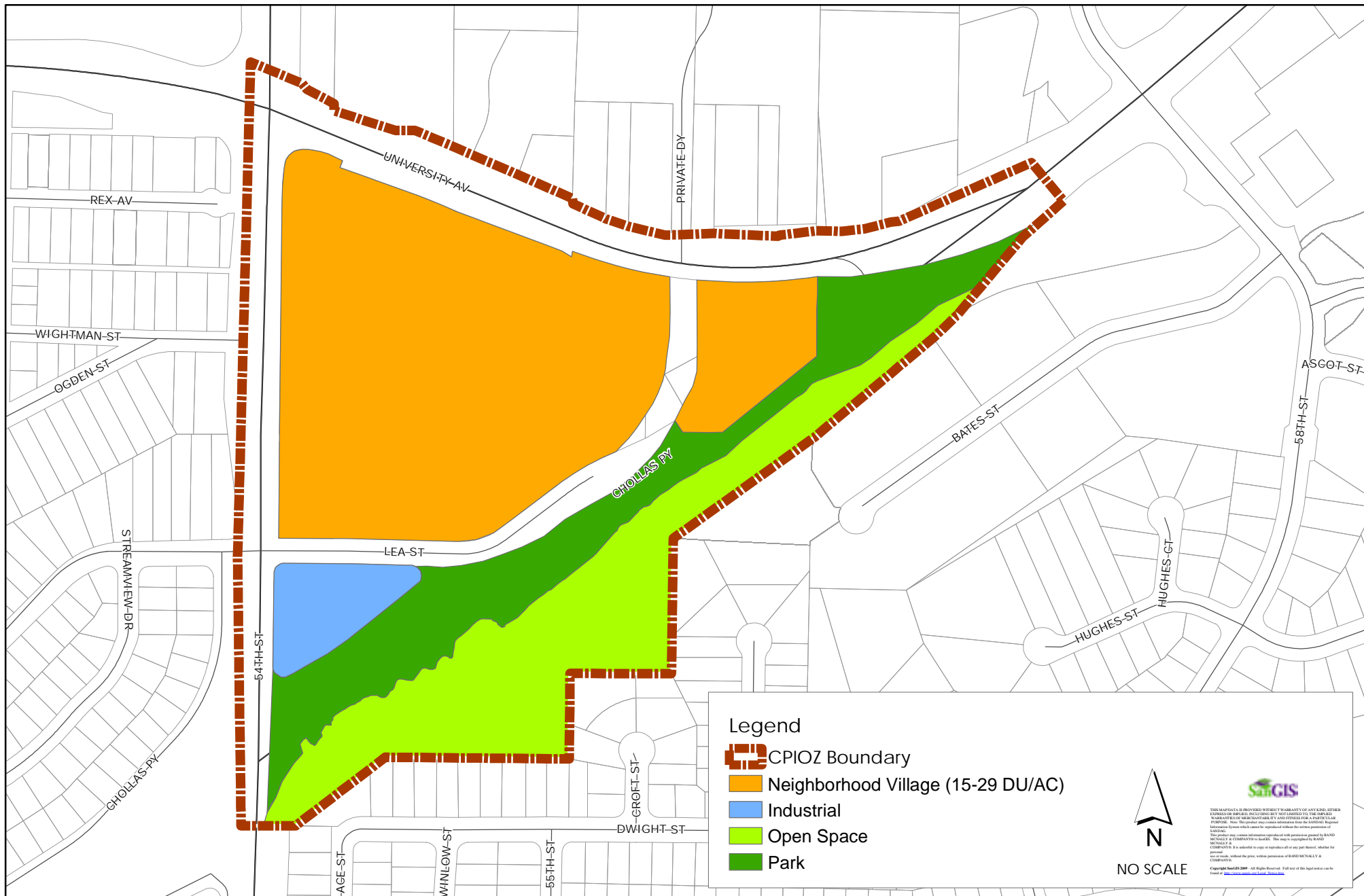
CITY OF SAN DIEGO

City of San Diego, GIS Department, 2015. File: L:\GIS\Community Planning\GIS\Map\Map\_Legend\_SDP\_ChollasTriangle\MapDoc\Plan Map\Chollas\_Triangle\_Vicinity\_Map.aprx



# Chollas Triangle - Adopted Community Plan Land Use

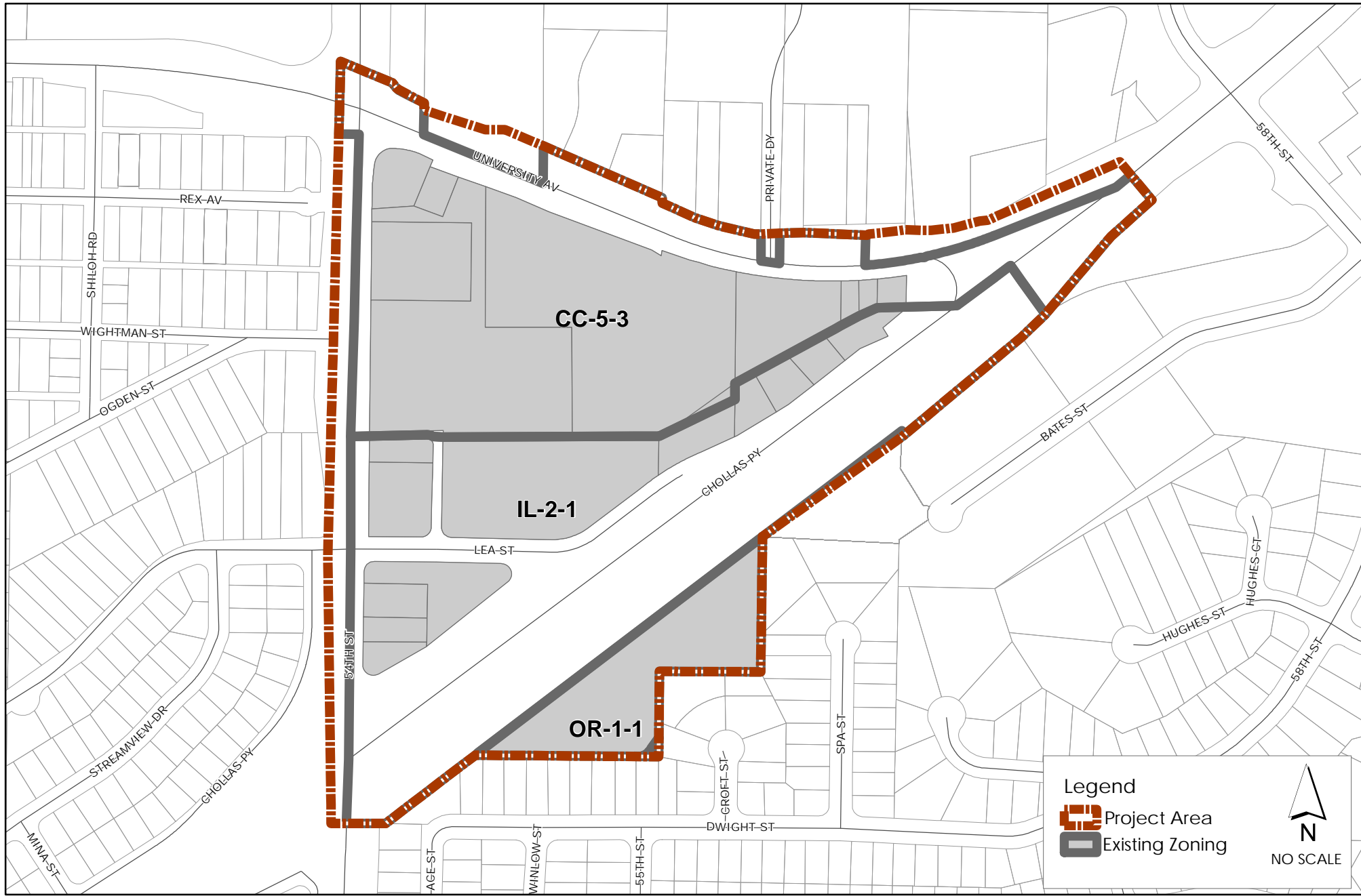
CITY OF SAN DIEGO



# Chollas Triangle - Proposed Land Use Designations

CITY OF SAN DIEGO

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# Chollas Triangle - Existing Zoning

CITY OF SAN DIEGO

**Legend**

- Project Area
- Existing Zoning

**NO SCALE**

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# Chollas Triangle - Proposed Rezone

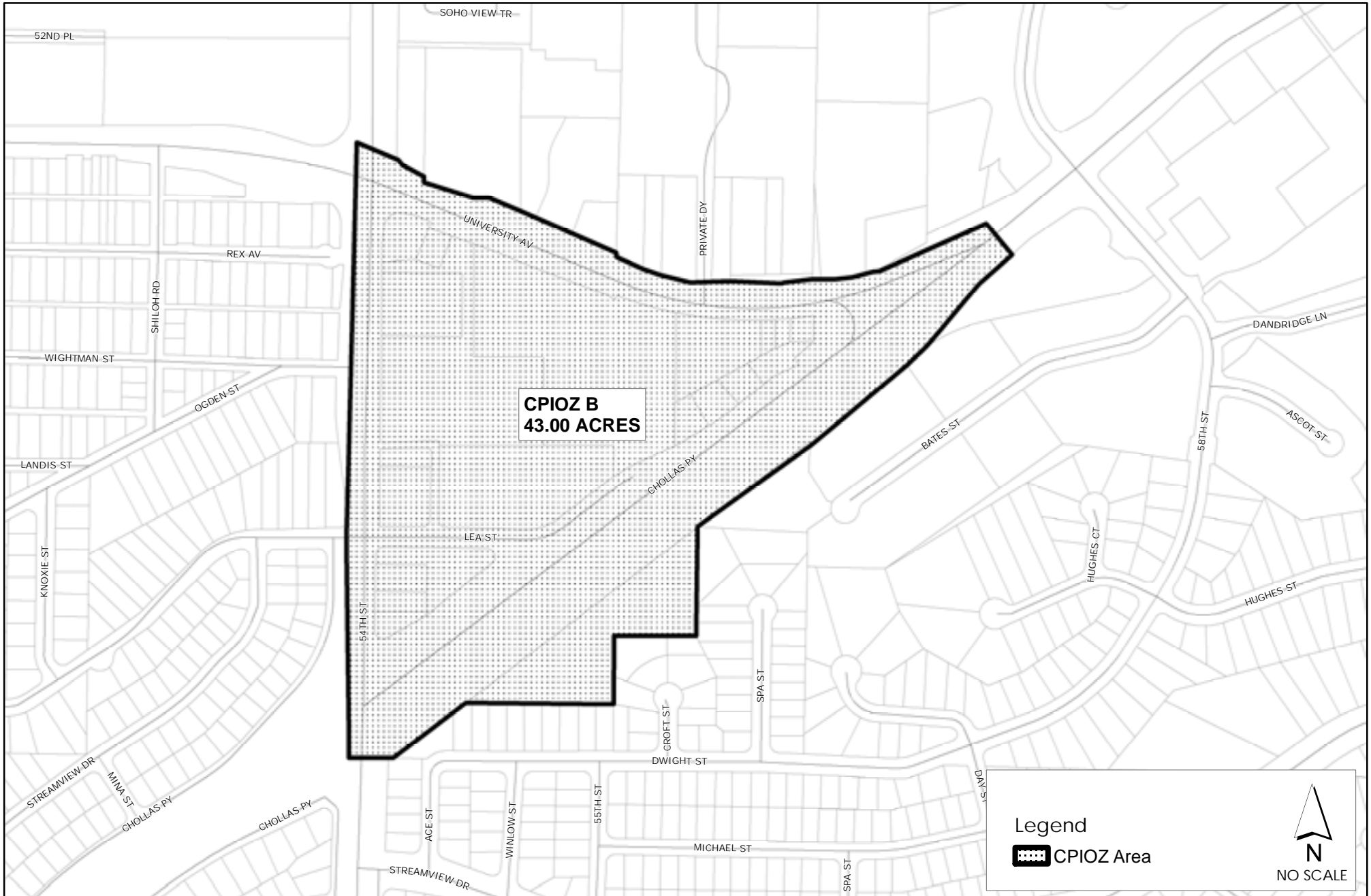
CITY OF SAN DIEGO

**Legend**

- Proposed Rezone
- CPIOZ Boundary

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NO SCALE

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# Chollas Triangle - Proposed CPIOZ

CITY OF SAN DIEGO



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# Mid-City

## COMMUNITIES PLAN

**DRAFT CHOLLAS TRIANGLE CPA  
JUNE 2015**

Prepared by

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## **Chollas Triangle Section of the Eastern Area Neighborhoods Element**

Chollas Triangle is an approximately 36-acre site within the Eastern Area and is bounded by 54th Street to the west, Chollas Creek to the south and east, and University Avenue to the north. The City, working with the community, prepared a study to provide specific land use, mobility, and urban design recommendations to encourage a mixed-use transit-oriented village supported by public/civic/park space, open space, and creek enhancements within the Chollas Triangle Site. Chollas Triangle is envisioned as a vibrant, mixed-use neighborhood center that celebrates Chollas Creek and promotes the use of multi-modal transit along University Avenue and 54th Street. The site has the potential to serve as a major destination for surrounding neighborhood residents. The Community Plan implements the goals and recommendations developed through the process. This section below provides additional recommendations for implementation.

### **GOAL**

- Create an active neighborhood village with an integrated mixture of residential, commercial, and recreational uses.
- Create an open space system and development pattern that connects adjacent neighborhoods to and through Chollas Triangle.

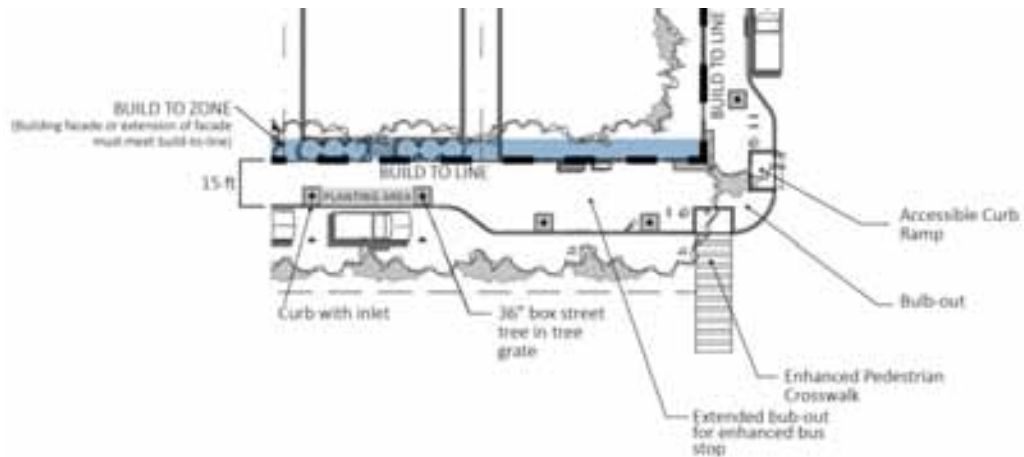
The landscape character of the community is defined by its hills, canyons and bluffs. While these features create a beautiful and dramatic urban pattern, they often create barriers between neighborhoods. A primary goal of this plan is to acknowledge these features and design a harmonious open space system and development pattern that connect adjacent neighborhoods to and through Chollas Triangle.

### **Chollas Triangle CPIOZ**

The Community Plan Implementation Overlay Zone (CPIOZ), Type-B applies to the Chollas Triangle Site (Figure 12.1). CPIOZ Type-B applies to the Chollas Triangle site to refine and help implement the policies of the Community Plan. For properties designated Neighborhood Village, development shall conform to the use and development regulations of the CC-3-5 zone except where superseded by this CPIOZ.

Development proposals on properties identified as CPIOZ Type B require discretionary review to determine if the development proposal is consistent with the community plan and these supplemental regulations. Exceptions from these regulations for development that is minor, temporary, or incidental and is consistent with the intent of this CPIOZ may be granted by the City Manager in accordance with the procedures of the Community Plan Implementation Overlay Zone within the Municipal Code Section 132.1403. Applications for development on a property located in CPIOZ Type-B will require a Process Three Site Development Permit and shall address the design and compatibility of the project in relation to surrounding development, including conformance with the following regulations.

1. A maximum of 130,000 square feet of non-residential development is allowed within lands designated as Neighborhood Village.
2. Building heights shall not exceed 65 feet.
3. Residential use and residential parking are allowed anywhere on the ground floor, except along University Avenue where the ground floor street wall shall be a commercial use.
4. A minimum of 70 percent of the ground floor street wall shall be developed with commercial uses along University Avenue.
5. Build-to-lines are established on University Avenue and 54<sup>th</sup> Street frontages to provide a consistent building edge. The building edges shall be located along these lines. Recessed entries shall be restricted to maintain the continuity of the build-to-line especially on University Avenue. Exception: When a transit stop is present, the building edge may be placed a maximum of 20 feet from the curb.



6. On any drives internal to developments, all building edges, front entries, or stoops shall be located facing the street. Drives internal to developments shall have parallel or angled parking contiguous with the sidewalk. Trees providing shade to pedestrians will be planted every 30 feet and will be planted between the curb and the internal street wall.
7. Design commercial development to attain a 60% ground-floor transparency to highlight interior activity from the street.
8. Transfer of Development Rights - Development rights may be transferred within land uses designated as Neighborhood Village in conjunction with the Site Development Permit required for development in the CPIOZ Type-B area, restricting both the sending and receiving sites. The development intensity may not be transferred to any other land uses.

## **Implementation**

No development that exceeds 4,261 driveway average daily trips (ADT) shall proceed within the Chollas Triangle site until the following improvements are completed and accepted by the City Engineer:

- Provide a raised median on University Avenue from 54th Street to 58th Street, satisfactory to the City Engineer;
- Restripe the southbound and northbound approaches at the intersection of College Avenue and University Avenue to provide dual left turn lanes and modify the traffic signal accordingly, satisfactory to the City Engineer. Provide for Class III bicycle lanes on College Avenue north of University Avenue.

Each development proposal shall be required to submit a trip generation table that tracks the average daily trips generated from each development project within the Chollas Triangle site in order to monitor when the 4,261 ADT will be reached.

## **LAND USE**

The Neighborhood Village designation allows for housing and convenience shopping in a mixed-use setting, public uses and services serving an approximate three mile radius. A more intensive commercial and mixed-use development pattern is identified for the street frontage along University Avenue, with uses transitioning to less intense residential development and Chollas Creek Park to the south. In order to create a vibrant neighborhood, a variety of household types, sizes and price points are encouraged including, rowhomes, condos, apartments, and lofts. The entire site allows for no more than 486 multi-family dwelling units and 130,000 square feet of non-residential square footage.

Development along University Avenue should transition from solely commercial uses near the University Avenue / 54th Street intersection to mixed-use residential further east. This pattern is intended to provide suitable sites for commercial users who desire corners at busy intersections as well as to reduce noise impacts on residential units. All commercial uses along University Avenue should have active ground floor uses and transparent facades to promote an active, pedestrian-oriented street. The land use designation allows for a large format commercial building intended to accommodate a neighborhood grocery store. Commercial uses should front the street and locate parking internally. Residential development should include entrances that front public streets, specifically 54<sup>th</sup> Street and Lea Street, as well as Chollas Creek Park as illustrated in Figure 12.2. Smaller building footprints are better suited along streets with gentle slopes and curves with parking located within the interior of the site.

Figure 12.1 - Land Use Plan



### Recommendations

- Parcels fronting University Avenue should provide a mixture of multi-family housing and commercial uses along a major transportation corridor.
- Commercial uses along University Avenue should have transparent facades to promote an active, pedestrian-oriented street.
- Commercial uses should front the street and locate parking internally.
- Residential development should include entrances that front public streets, specifically 54<sup>th</sup> Street and Lea Street, as well as Chollas Creek Park.
- Encourage convenience shopping with a pedestrian orientation at the corner of 54<sup>th</sup> Street and University Avenue.
- Locate more intense uses, such as office and commercial businesses, along University Avenue.
- Allow for the ability to develop commercial anchor retail, such as a neighborhood grocery store, that fronts University Avenue.
- Provide a variety of housing types adjacent to active park uses located at the southern and eastern areas of Chollas Triangle.

Figure 12.2 - Illustrative Site Design\*



\*For illustrative purposes only – image is shown as an example of how the site could be potentially developed; a community plan amendment would not be required for projects that implement the CPIOZ and recommendations of the Plan, but differs from the above illustration.



University Ave & 54th St

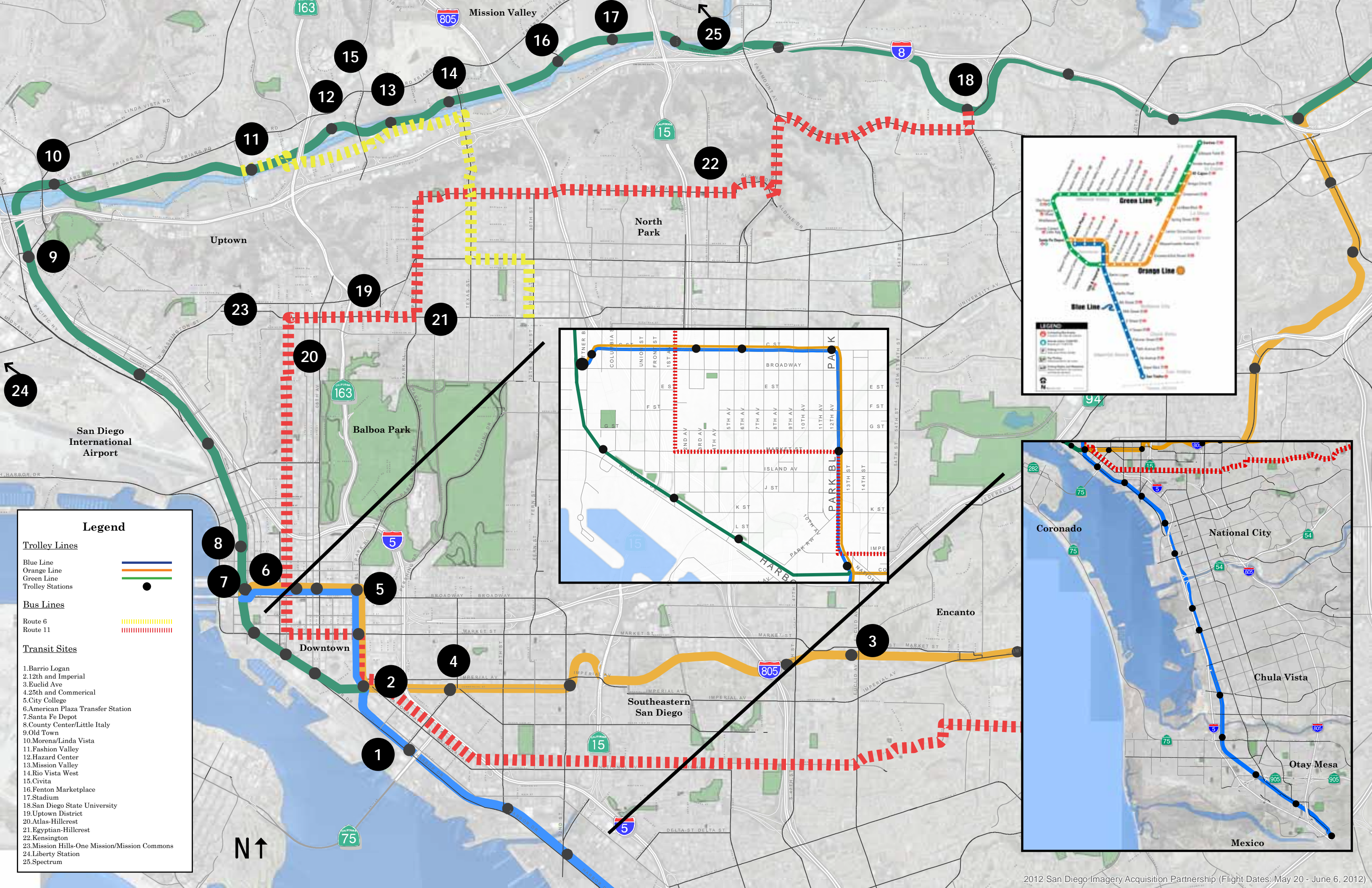


Google earth

1994

Imagery Date: 4/14/2015 32°44'46.15" N 117°01'38.80" W elev. 272 ft eye alt. 2882 ft

# ATTACHMENT 36



### Legend

**Trolley Lines**

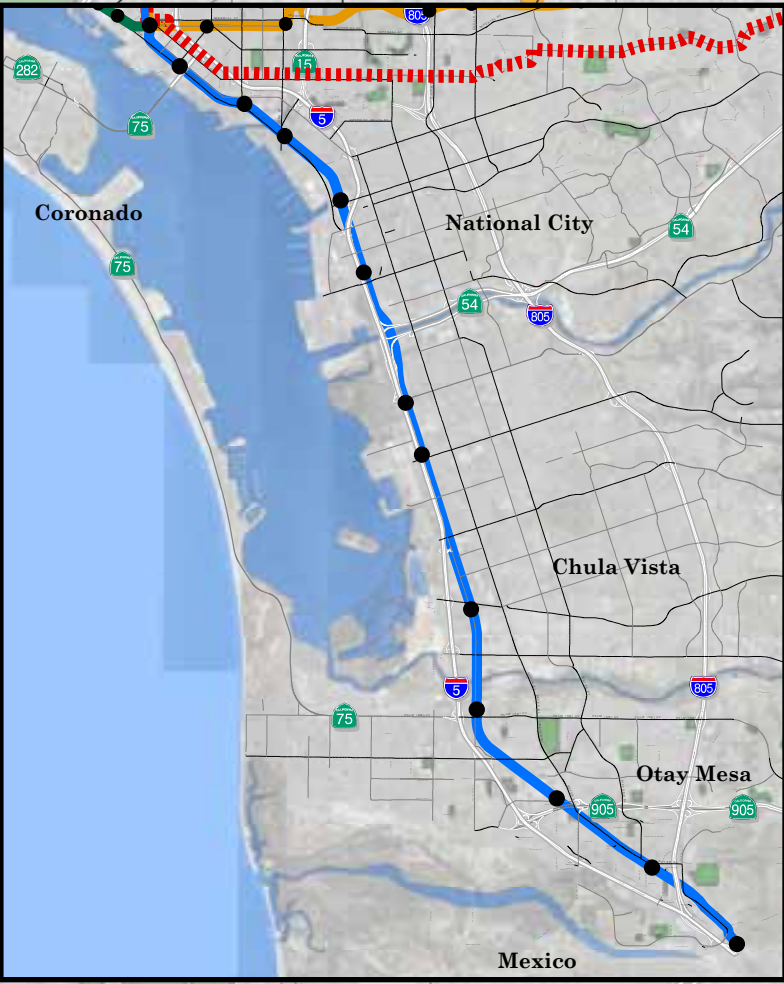
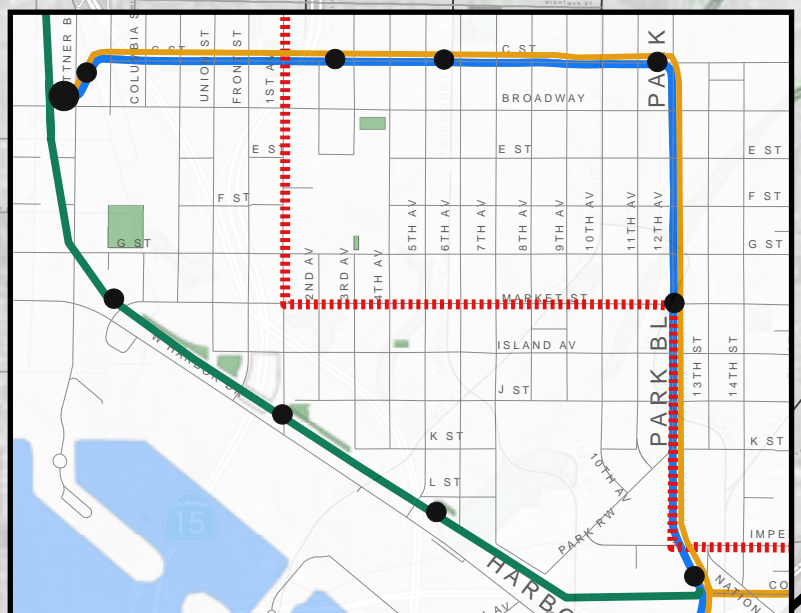
- Blue Line
- Orange Line
- Green Line
- Trolley Stations

**Bus Lines**

- Route 6
- Route 11

**Transit Sites**

1. Barrio Logan
2. 12th and Imperial
3. Euclid Ave
4. 25th and Commerical
5. City College
6. American Plaza Transfer Station
7. Santa Fe Depot
8. County Center/Little Italy
9. Old Town
10. Morena/Linda Vista
11. Fashion Valley
12. Hazard Center
13. Mission Valley
14. Rio Vista West
15. Civita
16. Fenton Marketplace
17. Stadium
18. San Diego State University
19. Uptown District
20. Atlas-Hillcrest
21. Egyptian-Hillcrest
22. Kensington
23. Mission Hills-One Mission/Mission Commons
24. Liberty Station
25. Spectrum





# San Diego Transit Tour



## Selected Sites at San Diego Trolley Stations Include:

- 1 **Blue Line**  
**Barrio Logan:** The **Mercado del Barrio** is a residential and commercial mixed-use district within the “heart” of Barrio Logan. The Mercado site consists of two city blocks totaling ~6.8 acres at César Chávez Parkway near Chicano Park. The Mercado includes a Latino-themed supermarket, retail, restaurants, 91 affordable housing units. Public amenities include art elements, pedestrian walkways, landscaping, and plazas to highlight the culture of Barrio Logan and connections to Chicano Park. The San Diego Community College District is currently constructing the Cesar Chavez Continuing Education Center adjacent to the Trolley Station. ([1910 Harbor Drive](#))
- 2 **Blue/Green/Orange Line**  
**12th and Imperial:** The Metropolitan Transit System Headquarters at the Imperial Avenue Transfer Station features a 180,000 square feet of offices and a six-story, 1,000 car parking garage that not only serves the office building. The ten-story office tower spans directly over a trolley station and provides a regional transportation station where San Diego’s three main trolley lines and major bus lines converge on a distinctive fifteen-story clock tower and open plaza, this project features a pedestrian-oriented, urban environment that is a centerpiece of downtown’s East Village neighborhood. ([1255 Imperial Ave.](#))
- 3 **Orange Line**  
**Euclid Avenue:** The **Village at Market Creek** is envisioned to be a 60-acre mixed use Transit Oriented Development area. The Village currently includes a vibrant retail hub and office complex and is planned for over 1,000 residential units mixed with a hotel, office, commercial and additional employment generating businesses. The Euclid and Market Transit station is one of the busiest transit hubs in the region served by the trolley and eight bus routes. The area is traversed by Chollas Creek which provides opportunities for walking, biking, park land and connections. The Community Center, Library, Multicultural Center and the Elementary Institute of Science are located at the intersection of Market and Euclid. ([450 Euclid Ave.](#))
- 4 **25th and Commercial Street:** The COMM22 project offers 130-unit affordable units at 2225 Commercial Street and a 70-unit affordable senior project located at 690 Beardsley Street. The development will also feature enhanced plaza areas for public gatherings, strong pedestrian connectivity throughout the site and convenient access to public transportation. As part of the development process, area infrastructure will receive significant upgrades. ([10 1/2 25th Street](#))
- 5 **City College Station:** The Smart Corner Project is located at 1080 Park Blvd at the City College Transit Station. The 19-story project consists of a 301 unit residential tower, a 5-story 110,000 SF of office space, 25,000 SF of ground-floor retail space, and a rooftop garden plaza. The Smart Corner Project realigned the track to run diagonally through the development. ([1155 C Street](#))
- 6 **American Plaza Transfer Station:** is located on the ground floor of the American Plaza building, and has a unique, atrium-like quality. The 34-story building was completed in 1992 and includes ground floor uses adjacent to the transit station include shops, restaurants, outdoor plazas, a satellite location for the San Diego Museum of Contemporary Art and 1,250 underground parking spaces. ([1050 India Street](#))
- 7 **Green Line**  
**Santa Fe Depot:** is an outstanding example of the classic Spanish Mission-Colonial Revival style of architecture, including Moorish influences. It is in the Historic America Buildings Survey, San Diego’s Historical Site Board Register, and the National Register of Historic Places. It’s a terminus of the nation’s second-busiest Amtrak rail corridor, San Diego Coaster commuter trains linking downtown with the North County, and of the Mexicoach bus routes. ([1050 Kettner Blvd.](#))
- 8 **County Center/Little Italy:** The County Center/Little Italy station serves the County Administration Building and the Little Italy community. The County building was hailed at the 1935 World’s Fair Exposition as a prototype of American civic center architecture. The building was considered San Diego’s first “skyscraper.”  
The **Little Italy** community was the traditional home of Italian families who formed backbone of San Diego’s once-thriving commercial tuna fishing industry. Although large-scale commercial fishing is now a memory, the district’s southern European character remains. The India Street commercial strip is dominated by Italian restaurants and food purveyors interspersed with art and graphic studios/galleries, retailers and low-rise offices. Little Italy’s distinctive character is reinforced by infill residential and mixed-use projects. ([1550 California Street](#))
- 9 **Old Town Tranist Center:** Old Town is the site of the original San Diego settlements and is considered the birthplace of California. The Old Town San Diego State Historic Park is located here and development in the community is guided by architectural guidelines to enhance the area’s historical context. The station and includes a Coaster commuter rail platform, 18 bus bays, and a 500-car park-and-ride lot. ([4009 Taylor Street](#))
- 10 **Morena/Linda Vista:** The **Village at Morena Vista** is a 5.27-acre mixed-use project north of the trolley station and includes 161 apartments, 18 loft units, 18,500 SF of commercial space, a public plaza, and parking for trolley patrons. The project is intended to be pedestrian-oriented and spark revitalization of the surrounding neighborhood. ([5210 Linda Vista Rd.](#))
- 11 **Fashion Valley:** Fashion Valley is a 1.8 million SF regional shopping mall. The shopping center provided the LRT right-of-way, built a pedestrian bridge connecting the center to the station, and provides 50 parking spaces for the non-exclusive use of trolley patrons. ([1205 Fashion Valley Rd.](#))

## Green Line

- 12 **Hazard Center:** **Hazard Center** is a 41-acre mixed use project containing a 300-room hotel, 136,000 SF of retail, a 300,000 SF office tower, and 120 condominiums. This was the first mixed-use project that was built in Mission Valley. ([7611 Hazard Center Dr.](#))
- 13 **Mission Valley Center/Park Valley Center:** The **Park Valley Center** shopping complex includes 200,000 SF of retail and a trolley plaza that opens to the trolley station. The plaza connects to Mission Valley Center and the regional shopping mall across the street. ([1604 Camino Del La Reina](#))
- 14 **Rio Vista West:** **Rio Vista West** is a 94-acre development which was designed to cluster uses near the trolley station. The most intensive mixed-use portion of the project is at the Trolley station. This 13 acre section includes 970 dwelling units constructed over ground floor retail. A 1.37-acre common open space is central to the project. East of the station is a high-intensity office and hotel complex. ([2020 Qualcomm Way](#))
- 15 **Civita:** North of Rio Vista station at Friars Rd. **Civita** is creating a high-density urban village organized around a network of parks and open space with housing, retail, office, and civic components linked by pedestrian trails, walkable streets, and bike paths. Plans call for 60 to 70 acres of parks and open space; 4,780 residential units; and 900,000 SF of commercial space and a stand-alone office campus with 400,000 SF. ([7894 Civita Blvd](#))
- 16 **Fenton Marketplace:** Is located between the trolley and Friars Road is a 76-acre site containing 725 apartment units, a 525,000 SF retail center and a branch library. New residential units built north of Friars Road are connected to the trolley station by an underground walkway. ([2000 Fenton Parkway](#))
- 17 **Stadium:** The **Stadium** trolley station was developed with the City of San Diego. Qualcomm stadium has a capacity of 73,000 fans, causing traffic snarls and access problems on game days. The bi-level station design can accommodate large crowds. The trolley has carried up to 20 percent of the gate at capacity events. ([9449 Friars Rd.](#))
- 18 **San Diego State University:** View the Trolley’s first underground station at San Diego State University. San Diego State University is planning to construct a mixed-used development to house 600 students along with 35,000 square of retail space. ([5260 Campanile Dr.](#))

## Selected Sites at San Diego Bus Corridors Include:

- 19 **Bus Corridor (Line 11):**  
**Uptown District** is located at Cleveland Ave just off University Ave. between Vermont St. and Richmond St. and is a mixed-use project combining 320 residential units with 140,000 SF of retail space and a 3,000 SF community center. The project successfully extended the existing street grid into the project and is further connected to the community at large by a bicycle/pedestrian bridge.
- 20 **Atlas Hillcrest** is a 5-6 story mixed use development. It includes 140 condos located on 1.55 acres in the core of Hillcrest along 5th Avenue which is home to several of the neighborhood’s bars, restaurants, and shops and is served by 3 very active bus routes. The development contains approximately 5,348 SF of ground floor retail and is located two blocks away from two of the Uptown community’s major employers: Scripps-Mercy Hospital and the UCSD Medical Center. ([3687 4th Ave.](#))
- 21 **The Egyptian** is located along the Egyptian Thematic District along Park Boulevard known for Egyptian Revival buildings. The Egyptian is a 6-story, mixed-use development including 80 units. The Mid-City Rapid Bus line runs adjacent to the Egyptian and will provide high speed, limit stop bus service from Downtown San Diego to San Diego State University. ([1797 University Ave.](#))
- 22 **Kensington:** A 4-block commercial area with a library and pocket park in the center. Projects along Adams Ave at Marlborough such as the new Kensington Commons include multi-story mixed use development. ([4134 Adams Ave.](#))
- 23 **Mission Hills:** Located in Mission Hills along Washington Street between Goldfinch and Falcon Street, **One Mission** is a mixed use project that incorporates 61 condominiums, 8 affordable housing units and commercial and office uses. **Mission Commons**, directly east of One Mission is a 1.38-acre horizontal mixed use project that incorporates 65 residential units along with 5,900 SF of commercial serving uses along Washington Street. Both are located close to the large employment centers including the Hospital Complex, Downtown and Mission Valley and are within a ½ mile from the Washington Street Trolley Station and on a major bus transit corridor. ([4021 Falcon Street](#))
- 24 **Liberty Station:** The former Naval Training Center (NTC) has been transformed into a new urban village called Liberty Station. Following several years of planning and public involvement, the San Diego City Council adopted a final Reuse Plan in October 1998, charting a new course for NTC. It has transformed the former Navy base into a vital waterfront community. ([2640 Historic Decatur](#))
- 25 **Spectrum:** Former Plant of General Dynamics converted into a horizontal mix use development. It provides condos, apartments and light industrial. ([8778 Spectrum Center Blvd.](#))

# ATTACHMENT 37



**Urban Land  
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**San Francisco**

Serving the Greater Bay Area

# After Redevelopment

New Tools and Strategies to Promote  
Economic Development and Build Sustainable  
Communities



**Urban Land  
Institute**

**San Francisco**

Serving the Greater Bay Area

# After Redevelopment

New Tools and Strategies to Promote  
Economic Development and Build Sustainable  
Communities

White Paper by the ULI San Francisco District Council

With input and support from representatives of other ULI district councils in California:  
Los Angeles, Orange County/Inland Empire, Sacramento, and San Diego/Tijuana

November 2013

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**View this report online at:**

<http://sf.uli.org/uli-in-action/california-wide-land-use-reform>

# Executive Summary

A working group of the San Francisco District Council of the Urban Land Institute (ULI) prepared this paper to recommend a comprehensive set of tools to promote economic development and build sustainable and healthy communities in California given the demise of redevelopment. Representatives of other ULI district councils in California provided important input and support for these recommendations.

This paper furthers the mission of ULI, which is “to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.” Among ULI priorities is to help state, regional, and local leaders develop pragmatic policies and tools that will enhance the urban development process and improve the social, economic, and physical infrastructure needed to build thriving communities. In addition, this paper furthers ULI’s initiative to “build healthy places” worldwide—places that offer healthy and affordable housing options, provide convenient transportation choices, and address unique community issues with innovative and sustainable solutions.

This paper begins with an introduction that further describes the paper’s purpose and the process for developing the recommendations. It then provides a brief overview of California’s redevelopment program, which was dissolved as of February 1, 2012, followed by key lessons learned and important redevelopment tools lost in 2012. The paper concludes with recommendations that were guided by four policy objectives developed by the ULI working group.

These recommendations acknowledge the end of redevelopment as it existed and its ultimate financial burden on the state. Thus, the recommended program does not call for the restoration of independent redevelopment agencies, the use of tax increment financing (TIF) without the consent of affected taxing agencies, or any dedication of property taxes needed to fund schools. Instead, local jurisdictions would be empowered to undertake local and regional economic development activities to address local and regional needs by using a more flexible and common set of tools without creating a financial burden on the state or other taxing entities. A draft outline of the elements of potential legislation to implement these recommendations is included as appendix 2.

This paper recommends a comprehensive set of tools to promote economic development and build sustainable and healthy communities in California. Local jurisdictions would be empowered to use a more flexible set of tools, without creating a financial burden on the state or other taxing entities.

“Economic development” as used in this paper is broadly defined as actions at the local level to: (a) create and maintain sustainable communities, build healthy places, and achieve air quality and greenhouse emissions goals; (b) provide for construction and maintenance of infrastructure; (c) create employment opportunities in businesses and industries; (d) preserve and create affordable housing; (e) address needs of distressed or underdeveloped areas; (f) promote transit-oriented and infill development; (g) remediate contaminated sites; (h) protect the environment and enhance open space and other public amenities; (i) generate tax revenues for all levels of government; and (j) promote the general welfare of the inhabitants of the state, through all appropriate means.



The termination of California's 60-year program in redevelopment ended the longest and most successful program in the state to create and preserve jobs, boost local economies, increase revenues to local governments, revitalize areas, and produce affordable housing.

## Background

On February 1, 2012, redevelopment programs in California were abruptly ended as a consequence of the state's challenging budget situation and state legislation enacted in 2011, which was upheld by the California Supreme Court in December 2011. The termination of California's 60-year program in redevelopment dismantled about 400 city and county redevelopment agencies (RDAs), subject only to ongoing administration related to the enforcement of preexisting enforceable obligations and managing the winding down of redevelopment activities in about 750 redevelopment areas. It ended the longest and most successful program in the state to create and preserve jobs, boost local economies, increase taxes and other revenues to local governments, revitalize blighted areas, and produce affordable housing for low- and moderate-income residents.

## Loss of Tax Increment Financing

The termination of redevelopment ended property TIF, a time-tested financing method accepted by the bond markets, under which property owners faced no additional property tax burden and general funds of cities and counties were not at risk. The increase in property taxes of local taxing entities (including schools) resulting from the growth in assessed values of property within a redevelopment project area was annually allocated to the redevelopment agency to repay indebtedness incurred to accomplish the redevelopment program, with a portion of tax increment passed through to affected taxing entities. After the redevelopment plan ended and all debt was repaid, the taxing agencies would receive their full share of the increased taxes stimulated by redevelopment. California's pioneering use of tax increment has been mirrored around the country. Currently all states deploy some form of TIF for a variety of targeted purposes, except Arizona and, now, California.<sup>1</sup>

<sup>1</sup> George Lefcoe, "Redevelopment in California: Its Abrupt Termination and a Texas-Inspired Proposal for a Fresh Start," *Urban Lawyer* 44 (2012): 809.

Overall, redevelopment activity statewide was generating about \$5 billion a year in tax increment revenue, representing 12 percent of statewide property taxes. As California's property tax system became more complex and intertwined with local school funding, TIF became a growing, unsustainable burden on state finances because of the state's obligation to backfill school funding under Proposition 98. According to the Legislative Analyst's Office, the state faced costs exceeding \$2 billion annually to backfill local school districts for property taxes allocated as tax increment to RDAs. Redevelopment was also coming under increasing criticism for the growth and size of new project areas; the expanded use of TIF to attract new shopping centers, sports facilities, and other high-profile projects that appeared to go beyond its original intent to revitalize blighted areas; and the program's opaque and complex procedures that had evolved during 60 years of legislation. This conjunction of needs and circumstances led to the dissolution of redevelopment as a key component of California's state budget trailer bill (AB x1 26) in June 2011.

The loss of redevelopment TIF removed the single most important source of financing for economic development and affordable housing in California.

## Redevelopment Helped Transform California's Urban Landscape

Without redevelopment, California's urban landscape would be materially different, likely favoring even greater urban sprawl to the detriment of more compact development. Redevelopment helped reinvigorate older, distressed commercial, industrial, and residential areas and encouraged new private investment in these areas. Urban development took place more quickly and effectively because RDAs could coordinate land

use approvals for infill sites, acquire and consolidate large parcels for development, finance new infrastructure, and sell land on economically feasible terms for new development. Although critics of redevelopment focused on instances of misuse, overall, redevelopment agencies engaged in revitalization activities and deployed TIF, guided by special legal counsel, bond advisers, fiscal consultants, and other technical specialists to ensure compliance with state law and legal procedures governing their activities.

Before it was terminated, redevelopment was estimated by its proponents to stimulate thousands of jobs annually, in addition to new industrial, commercial, and residential developments in urbanized areas. It also represented the largest source of local funding for affordable housing, generating over \$1 billion annually to develop and preserve affordable housing for very low, low-, and moderate-income residents in severely constrained housing markets throughout the state. Without redevelopment, California's physical, social, and environmental climate challenges would likely be even greater today.

The current challenges for the state's urban areas require moving beyond the revitalization of blighted areas to creating sustainable communities, building healthy places, and promoting strategic economic development within regions by building on the experiences and best practices learned from redevelopment. California's population is projected to grow to 50 million by the middle of this century, and the state has tremendous opportunities and challenges to accommodate this growth, particularly given the state's rapidly changing demographic profile and environmental challenges. As shown in Figure 1 on the next page, residential construction has lagged well behind the statewide need for housing.

*The state is projected to be home to 50 million residents by the middle of this century. Over the next several decades, the state has tremendous opportunities to shape the direction of this growth ... [while] confronting several large environmental challenges, including meeting state and federal air quality standards, managing the state's complex water system, and protecting the state's rich agricultural and working lands and diverse natural habitats. Chief among these challenges is climate change.<sup>2</sup>*

<sup>2</sup> Governor's Office of Planning and Research, State of California, "California @ 50 Million: California's Climate Future," The Governor's Environmental Goals and Policy Report, Draft for Discussion, September 2013.



We need to unleash the places—our cities and metropolitan areas—that are the engines of our economies ... on every single indicator that matters—innovation, human capital, infrastructure.<sup>3</sup>

## Lessons Learned and Tools Lost

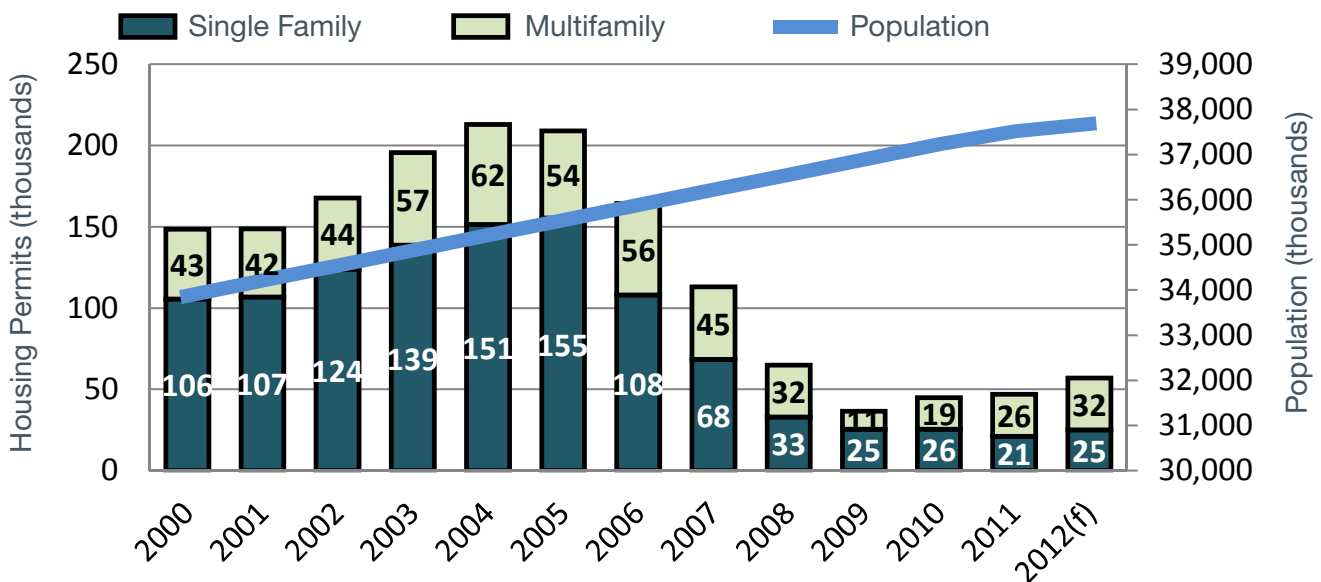
The authority to establish a redevelopment agency in each city and county—and the authority for the agency to function as a distinct legal entity with general powers within the territory of the local jurisdiction—was granted in the Community Redevelopment Law (CRL). The CRL combined an array of powers and flexible tools that could be successfully deployed in the revitalization of blighted areas in cities and counties, large and small, throughout the state. Tax increment financing (including bonds secured by a pledge of tax increment) was the principal source of funding for these tools, often combined with other sources of public funding and private investment to leverage the TIF investment.

RDAs were able to manage land uses and approve public and private development in a designated project area to achieve the objectives of a locally approved redevelopment plan. They could acquire property for public and private redevelopment, remediate and clear sites, and undertake infrastructure improvements. They could also negotiate the sale of property on terms that enabled infill development to be economically feasible and assist existing property owners in the rehabilitation and reuse or expansion of their properties. RDAs were also a major force in assisting in the preservation, rehabilitation, and construction of affordable housing for low- and moderate-income residents. These project implementation tools, combined with the ability to leverage TIF investment, were lost with the termination of redevelopment.

<sup>3</sup> Interview with Bruce Katz, coauthor of *The Metropolitan Revolution: How Cities and Metros Are Fixing our Broken Politics and Fragile Economy* (Washington, D.C.: The Brookings Institution, 2013).

Despite the recession in the early 1990s and the continuing market downturn, California’s population has still grown by approximately 340,000 people annually since 2000. During the past decade, residential new construction has averaged less than 150,000 permits per year, lagging well behind the state’s annual average need.<sup>4</sup>

**Figure 1: California Population Growth and New Housing Permits 2000–2012**



Source: Construction Industry Research Board/California Homebuilding Foundation and DOF, 2012.

<sup>4</sup> Department of Housing and Community Development, Division of Housing, “The State of Housing in California 2012: Affordability Worsens, Supply Problems Remain,” (Sacramento: Business, Transportation and Housing Agency, 2012).

## Policy Objectives

California, its regions, and local communities face a broad range of future challenges and opportunities, including the need for infrastructure investment, sustainable development to meet the state's carbon emission reduction goals, remediation of contaminated sites (including closed military bases), affordable housing for low- and moderate-income residents, and job creation through economic development. These needs present a compelling case for both the creation of new tools and the restoration of key tools lost with redevelopment's elimination.

The ULI working group established four basic policy objectives to guide the recommendations, reflecting redevelopment lessons learned over the years and best practices to address California's development needs in the future:

### 1. Empower existing local governments.

All cities and counties should be empowered to exercise a common set of tools directly, or through such entities as they might create, as a part of a comprehensive local economic development strategy.

**2. Enhance project implementation and financing tools.** Public and private resources may be deployed most effectively with new tools, including a broad range of local financing sources and mechanisms to promote private sector involvement and intergovernmental cooperation.

### 3. Enhance openness and transparency.

Public understanding, community support, and political accountability for decisions are critical components to future success. The recommended program must include findings to support decisions, simplified procedures for noticed public hearings (with documents on file and easily available to the public), and periodic financial and performance audits to monitor progress and evaluate outcomes.

### 4. Foster regional and state cooperation.

By enhancing and providing incentives for local, regional, and state cooperation, cities and counties can craft intergovernmental partnerships to effectively respond to future challenges and opportunities in economic development, affordable housing, and building sustainable and healthy communities.

## Recommendations for New Tools

Based on the preceding four basic policy objectives, the major recommended tools are summarized below. At the top of the list of these new tools are the ability to (a) assemble sites and negotiate the sale of property on terms that are economically feasible for development; (b) use tax increment financing (on a voluntary basis by affected

taxing agencies) and incur indebtedness without creating a burden on the local general fund or credit of the state; and (c) deploy these tools, among others, with local control, flexibility, and accountability.

Figure 2 highlights the differences between the recommended program and the former redevelopment program.

### At the top of the list of recommended new tools are the ability to

- Assemble sites and negotiate the sale of property on terms that are economically feasible for development;
- Use tax increment financing (on a voluntary basis by affected taxing agencies) and incur indebtedness without creating a burden on the local general fund or credit of the state; and
- Deploy these tools, among others, with local control, flexibility, and accountability.

*The tectonic plates ... are shifting. Across the nation, cities and metros are taking control of their own destinies, becoming deliberate about their economic growth.<sup>5</sup>*

**1. Empower existing local governments to adopt and implement local economic development strategies, with flexible authority to take the following actions:**

- Acquire and assemble property, make sites available for development, and negotiate the disposition of property for development on terms that are economically feasible for development.
- Facilitate the remediation of contaminated property.
- Provide and maintain necessary infrastructure for economic development and sustainable communities.
- Assist in the provision of affordable housing, and pursue a dedicated and permanent source of statewide or regional funding for that purpose.
- Enter into agreements with the private sector and other public agencies in furtherance of the common goals and mutual benefits.

**2. Enhance project implementation and financing tools.**

- Without creating a burden on the local general fund or credit of the state, permit a local government, alone or in cooperation with other local entities, to
  - Use tax increment financing (on a voluntary basis by affected taxing agencies) with respect to increased property taxes, sales taxes, transient occupancy taxes or other dedicated local tax sources that are generated from development in a designated area or from one or more development projects, and permit the pledge of such tax increment for payment of bonds or other indebtedness;

- Enter into tax sharing agreements, tax increment, or other revenue sharing agreements for the allocation and pledge of such revenues, in whole or in part, to facilitate financing of common infrastructure, economic development and sustainable communities projects, including green energy and energy efficient programs; and
- Use tax increment financing to leverage private investment in conjunction with other financing mechanisms that exist or can be created at the local level.

- Broaden local voter-approved financing mechanisms to allow 55 percent voter approval (as currently allowed for schools) for bonds or other long-term financing requiring voter approval, for public infrastructure, affordable housing, economic development, and transportation and sustainable communities purposes.
- Simplify land use approval and permitting processes for urban infill and transit-oriented projects.

**3. Enhance openness and transparency.**

- Adopt fiduciary principles and procedures that ensure openness, transparency and accountability for economic development transactions, including public notices with staff reports and supporting documents on file, a public hearing, and findings of the basis and justification for the decisions of the legislative body.
- Perform periodic financial and performance audits to monitor progress and evaluate outcomes.

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<sup>5</sup> Bruce Katz and Jennifer Bradley, *The Metropolitan Revolution: How Cities and Metros Are Fixing our Broken Politics and Fragile Economy* (Washington, D.C.: The Brookings Institution, 2013).

**Figure 2: Comparison of Recommended Program Tools with Former Redevelopment Program**

	<b>Legal Authority and Tools</b>	<b>Recommended Program</b>	<b>Former Redevelopment Program</b>
<b>Legal Authority</b>	Special agency formation required	No. Local jurisdiction can implement, with option to create special entity or Joint Powers Authority with other entities.	Yes. Must activate redevelopment agency.
	Exclusive authority	No. Can be used with other laws, programs.	Yes. Community Redevelopment Law governs.
	Project area land use plan required	No	Yes
	Consistency with General Plan	Yes. Program must be consistent with General Plan and applicable regional plans.	Yes. Permitted land uses must be consistent with General Plan when Redevelopment Plan is adopted.
<b>Powers</b>	Property acquisition	Yes. With limitations on eminent domain.	Yes. With limitations on eminent domain.
	Disposition of property for public or private use	Yes. Can be negotiated; must analyze and find public purpose or benefit if consideration is less than fair market value.	Yes. Can be negotiated; must analyze and find public purpose or benefit if consideration is less than fair market value.
	Negotiated public/private or joint development agreements	Yes	Yes
	Public financial participation in projects; public profit participation permitted	Yes	Yes
<b>Financing</b>	Property tax increment financing and issuance of bonds	Yes. Only with consent of affected taxing entities and without share of property taxes attributable to education entities.	Yes. Without consent of affected taxing entities, limited only by limitations set forth in the applicable redevelopment plan.
	Burden on state	No	Yes. Backfill of school funding.
	Use of other sources of financing	Yes. To extent available.	Yes. To extent available.
	Local voter-approved financing for bonds or other long-term financing requiring voter approval	55 percent voter approval (as currently allowed for schools) for public infrastructure, affordable housing, economic development, transportation, and sustainable communities purposes.	Two-thirds voter approval for all but school financing.
<b>Procedures And Accountability</b>	General level of complexity and administration	Simplified. Less complex procedures and easier to understand documentation.	Complex and opaque. Required procedures and documentation hard to follow and understand without the extensive use of consultants.
	Accountability	Simplified. Straightforward local reporting and fewer reports required to be filed with state.	Complex. Noticed public hearings, findings, annual audits, and extensive reports to be filed with the state.
	Required findings	Yes. For adoption of new program and proposed projects.	Yes. For adoption and amendment of redevelopment plans, disposition and development agreements and public financing.
	CEQA	Yes. For adoption of program and proposed projects to the extent required under CEQA.	Yes. For adoption and amendment of redevelopment plans and for individual development projects to the extent required under CEQA.

*At the regional level, various city and county jurisdictions find they can achieve more by pooling resources for “scarce dollars” rather than fighting at cross purposes. “To get things done, we need lots of jurisdictions to agree and cooperate, doing things in new and different ways.”<sup>6</sup>*

#### 4. Foster regional and state cooperation.

- Within existing powers or new powers granted by legislation, authorize regional governments or associations to use a set of tools and incentives that promote regional collaboration, solutions, and investments among the public and private sectors.<sup>7</sup>
- Authorize state agencies to partner with local governments on state projects benefitting or impacting communities and cooperate in other areas in furtherance of local economic development strategies.

Appendix 2 contains a draft outline of elements of potential legislation to implement these recommendations.

## Conclusion

The ULI working group believes that the four core policy objectives and the tools recommended in this paper offer the best opportunity for state, regional, and local agencies to make significant contributions to economic development and build sustainable communities throughout this highly diverse state. A critical first step is for interested stakeholders to support policies and legislation to provide a common set of tools for local governments and then to participate in the formulation of local economic development strategies for the use of those tools to create jobs, grow the tax base, revitalize neighborhoods, meet the needs for affordable housing, enhance transportation mobility, and build healthy places.

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<sup>7</sup> By way of example, a regional economic development strategy can provide an opportunity to create partnerships between local jurisdictions and utilities to leverage AB 32 investments for incentives to new, relocating companies and small start-up businesses to adopt energy-efficient measures and use alternative green energy sources that will reduce future energy demands and greenhouse emissions resulting from regional growth.



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<sup>6</sup> Urban Land Institute and Ernst & Young, *Infrastructure 2013: Global Priorities, Global Insights* (Washington, D.C.: Urban Land Institute, 2013).

# Introduction

This paper was prepared under the sponsorship of the San Francisco District Council of the Urban Land Institute (ULI) as a broad policy document to recommend new tools and strategies to promote economic development and build sustainable communities given the demise of redevelopment in California.

This paper furthers the mission of ULI, which is “to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.” Among ULI priorities is to help state, regional, and local leaders develop pragmatic policies and tools that will enhance the urban development process and improve the social, economic, and physical infrastructure needed to build thriving communities. In addition, this paper furthers ULI’s initiative to “build healthy places” worldwide—places that offer healthy and affordable housing options, provide convenient transportation choices, and address unique community issues with innovative and sustainable solutions.

The basic content of this paper resulted from a series of meetings by a volunteer working group, representing both the public and private sectors, whose members have a broad range of experience in real estate development, local government, redevelopment, economic development, affordable housing development, and public financing. In draft form it was distributed to ULI’s other California district councils in Los Angeles, Orange County/Inland Empire, Sacramento, and San Diego/Tijuana for additional ideas and recommendations. Representatives of those district councils provided

important input and support for this paper.<sup>8</sup>

Who is our audience? It is you, the reader, whether you represent the public, private, or nonprofit sector; whether your interest is in local government, building sustainable communities, creating jobs, improving education, or protecting the environment. The purpose of this paper is to stimulate your thinking about new ways to meet the current and future challenges facing California at the local and regional levels as an informed and active participant.

This paper looks to the future and does not advocate returning to past redevelopment programs under the California Community Redevelopment Law. Although we recognize that redevelopment has helped transform California during its 60-year history by revitalizing urban areas, creating jobs, and developing affordable housing, the redevelopment program as it previously existed is not likely to be restored in the foreseeable future. As the state assumed more control over property taxes because of Proposition 13, and California’s property tax system became more

This paper looks to the future and does not advocate returning to past redevelopment programs, but focuses on the need for new tools to address the current challenges facing California and its urban areas.

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<sup>8</sup> The working group was formed in the summer of 2012, and its members are listed in appendix 1. Joseph Coomes served as the lead author and Elizabeth Seifel was the lead editor, with extensive editorial input from William Barnes, Jay Paxton, Elliot Stein, Lydia Tan, Robert Thompson, and other members of the working group established by the ULI San Francisco District Council Policy and Practice Committee. The working group received additional input and support from representatives of the other ULI district councils in California who are also listed in appendix 1. The participation by the members of the working group and other representatives of the ULI California district councils in this paper does not necessarily reflect the views of their organizations, associates, or clients.

*Throughout the country, more ULI district councils are pressing for more regional approaches to land use and transportation.<sup>9</sup>*

complex and intertwined with local school funding, tax increment financing (TIF) became a growing, unsustainable burden on state finances because of the state's obligation to backfill school funding under Proposition 98.

Thus, this paper focuses on the need for new economic development tools<sup>10</sup> at the state, regional, and especially the local levels to address the current challenges facing California and its urban areas: the need to create jobs, improve our urban communities, and respond to the changed economic, environmental, demographic, and technological realities of the 21st century.

This tool-based approach differs from the approach underlying redevelopment, which was a program for a specific purpose: the elimination of blight in designated project areas pursuant to locally adopted redevelopment plans. Over the years, the redevelopment program became increasingly complex as the legislature added additional procedures and requirements. Tools, in contrast, can be used to carry out economic development strategies to address local needs as they may change over time and to comply with state-mandated goals and policies such as AB 32 and SB 375.

The recommended tools do not require the adoption of specific project planning areas for the implementation of local economic development strategies, nor do they preclude specific project areas, such as where they may be necessary to employ certain financing mechanisms. Similarly, the recommended tools do not require the creation of specific entities or economic development corporations, nor do they preclude them depending on local circumstances. The decision to deploy these tools would be left to local jurisdictions because we believe that the state's regions are too diversified to impose a single statewide program. Nevertheless, we believe that leadership and coordination by the state is critically needed if California is to meet its goals for economic development and sustainable communities.

The following sections of this paper, which are summarized in the Executive Summary, expand upon the basis for and the recommendations in this paper:

- Background;
- Lessons Learned and Tools Lost;
- Policy Objectives;
- Recommendations for New Tools; and
- Conclusion.

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<sup>9</sup> William H. Hudnut III, *Changing Metropolitan America: Planning for a Sustainable Future* (Washington, D.C.: Urban Land Institute, 2008).

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<sup>10</sup> The economic development tools described in this paper include, but are not limited to, the use of such tools to promote the goals of creating and enhancing sustainable communities and building healthy places, including the development and preservation of affordable housing.

# Background



Mission Bay, San Francisco, Before Redevelopment



Mission Bay, San Francisco, January 28, 2013

Mission Bay Development Group, LLC

Dynamic urban areas are constantly reinventing themselves, whether planned or not, as they have throughout history. California is no exception, and in some respects it has been at the forefront, from the gold rush communities to Silicon Valley and from the small farm towns to the growing and diverse metropolitan areas of today. The driving forces of this constant change have been investments in new technology, public infrastructure, higher education, and urban revitalization, among others, with a diverse array of creative leaders focused on improving the quality of life for California's residents.

Following World War II and after over a decade of limited investment except for the war effort, cities found themselves faced with large slums and blighted areas characterized by dilapidated and overcrowded buildings, obsolete infrastructure, a shortage of decent housing and urban amenities, and a declining tax base. Federal programs, including federally insured mortgages and the Interstate Highway System, encouraged the growth of the suburbs with middle-class families moving out of the older cities to new housing. New shopping malls anchored by department stores often located outside older downtown locations, and core cities suffered from the decline of schools and other urban amenities.

Dynamic urban areas are constantly reinventing themselves. The driving forces of this constant change have been investments in new technology, public infrastructure, higher education, and urban revitalization.



The flexible use of redevelopment as a state-authorized program provided local communities with the authority to undertake and address local problems with local solutions.

In 1945, California adopted a redevelopment enabling act but lacked adequate funding to implement it. Responding to the inability of states to effectively address the problems of urban decay, Congress adopted the Federal Housing Act of 1949, which established the federal urban renewal program and created the basic structures that guided federal urban renewal programs from 1949 until 1974. These federal programs relied on extensive documentation, planning, and local coordination to redevelop blighted areas, and they were funded with federal financial aid that was matched by a specified percentage of local public investment.

In response to the need for local funding, a unique method of financing called “tax increment financing” or “TIF” was created. TIF allowed new property taxes of local taxing entities (including schools) that resulted from increased property values in redevelopment project areas to be pledged for repayment of public investments in these areas. TIF authority was presented to the state’s voters as a constitutional amendment and adopted in 1952 to implement provisions of a codified and renamed Community Redevelopment Law (CRL). TIF was subsequently adopted in a majority of other states, following the California model with some variations.

In 1964, the California Supreme Court favorably ruled on the Los Angeles Bunker Hill redevelopment plan and upheld the provisions of the CRL, including TIF, thus providing a solid legal foundation for redevelopment. A decade later, TIF had gradually replaced federal funding, with its restrictive requirements.<sup>11</sup>

Over time, the vast majority of cities and many counties activated their redevelopment authorities (RDAs) and adopted redevelopment projects to address physically and economically distressed areas in their communities with market-based local strategies that eliminated the problem of “exacerbating blight” under the federal programs, where large areas were acquired and cleared of businesses and residents and then waited years for new development to occur.

The flexible use of redevelopment as a state-authorized program provided local communities with the authority to undertake and address local problems with local solutions. Cities and counties have used redevelopment as a tool to reverse urban decay, enable new market-rate and affordable housing, revitalize downtowns and main streets, remedy infrastructure and transportation deficiencies, clean up toxic sites, improve the environment, create parks and open space, enhance public safety, and make possible new businesses, jobs, and employment opportunities.

As the use of redevelopment increased statewide, particularly after the passage of Proposition 13, critics accused some local jurisdictions and their RDAs of misusing the law without strictly adhering to redevelopment requirements or limitations on the uses of tax increment financing. In many cases, the courts were able to deal with actual violations of the law, and the CRL was amended to strengthen legal requirements to prevent further misuse of the law.

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<sup>11</sup> However, many cities did use the federal Urban Development Action Grants (UDAG) program enacted in 1977, which was based on best practices developed in California to leverage tax increment financing, applying the “but for” test for public financial participation in new developments, and providing for a return on public investment from successful projects.

Ultimately, the termination of redevelopment in 2012 was presaged by the passage of three earlier ballot propositions approved by the state's voters.

- In 1978, Proposition 13 reduced and limited the property tax base of local agencies (including schools) and gave the state control over the allocation of property taxes, which had previously resided at the local level.
- In 1988, Proposition 98 mandated a minimum allocation of state funding of public schools.
- In 2010, Proposition 22 prohibited the legislature from continuing to divert redevelopment tax increment funds to support the state budget, including its mandated school funding.

In December 2011, the California Supreme Court upheld the legislature's power to terminate redevelopment (AB x1 26) but did not uphold the companion legislation (AB x1 27) that would have allowed the continuation of redevelopment if annual payments of a specified amount of tax increment revenues were made to the state. The court found that Proposition 22 prevented the state from requiring such payments as a condition to continuing redevelopment (*California Redevelopment Association v. Matosantos*, 53 Cal. 4th 231 (2011)).<sup>12</sup>

<sup>12</sup> Although both bills were challenged as part of a dual strategy to divert money from redevelopment and circumvent Proposition 22, the supreme court found AB x1 26 was severable, and the legislature could terminate what it had created without violating Proposition 22. See Lefcoe, *supra*, for discussions of the criticisms of redevelopment (pp. 774–79) and a detailed discussion of arguments before the supreme court (pp. 784–96).

The termination of redevelopment in 2012 was foreshadowed by the passage of three earlier state ballot propositions: Proposition 13 in 1978, Proposition 98 in 1988, and Proposition 22 in 2010.



Newcaktown

# Lessons Learned and Tools Lost

*Across the globe, infrastructure is the life-blood of prosperity and economic confidence in the 21st century ... In developed economies, superior and well-maintained infrastructure attracts the best talent as well as dynamic businesses seeking reliable connectivity and a high quality of life for workers.<sup>13</sup>*

In pioneering locally implemented redevelopment and tax increment financing, California has a 60-year history of best practice and innovation on how to encourage community investment in urban areas. The CRL governed and provided the process for redevelopment but left the planning, selection of projects, and implementation strategies and practices largely to local governments. The result was a multitude of approaches and creative practices that evolved over time into a set of best practices to leverage public funds and facilitate public/private partnerships for coordinated financing, construction, and operation of infill development. These practices were adopted by cities across the country and were publicized and supported in various publications of the ULI and national planning associations, among others.

## Key Tools Lost with the Termination of Redevelopment

Based on California's experience, redevelopment's important tools included the ability of a *single entity*—a redevelopment agency activated by a city or county—to revitalize physically and economically distressed areas in the following ways:

### Property improvement, purchase, and sale

- Improve sites for development by the private sector for economic development and affordable housing purposes.
- Invest in infrastructure and public spaces to help promote the restoration of urban areas and stimulate downtown and main street revivals.
- Remediate contaminated urban sites (“brownfields”) and navigate the regulatory process, in cooperation with federal, state, and local environmental entities, for new investment and development without potential liability on the part of new owners for the costs of remediation.

- Acquire and assemble property (with appropriate restrictions on using eminent domain, such as the prohibition under California law for the condemnation of owner-occupied housing for private development purposes).
- Negotiate the transfer of land by sale or lease to private developers on terms that are financially feasible, using the “but for” test (“but for” the writedown of the land costs or other financial assistance, it would not be feasible for the private sector to undertake the project), and enable public participation or sharing in the proceeds of successful projects after a developer has achieved a negotiated reasonable return on investment.

### Public financing, including TIF use

- Incur debt, obtain financing, and issue bonds without requiring voter approval, all payable from and secured by a pledge of property tax increment revenues that does not require any increase in property tax rates and is not a general fund obligation of local governments.

<sup>13</sup> Urban Land Institute and Ernst & Young, *Infrastructure 2013*.

- Combine TIF with other integrated financing structures, such as special taxes or assessments that require voter or landowner approval, and other funding sources that do not require voter approval, such as loans and grants and tax credits for low-income housing, historic preservation, and energy projects.

### **Economic development and affordable housing**

- Assist in the revitalization of distressed communities and specific parcels in distressed areas that are impeding the revitalization of these areas, including the rebuilding of areas badly damaged by natural disasters.
- Engage in economic development activities to revitalize distressed and underdeveloped areas and improve job opportunities.
- Make sites available and assist in the preservation, rehabilitation, and development of affordable housing, one of the most pressing needs in the state.

### **Development of skilled public staffs**

- Develop a highly talented, trained, and skilled set of public employees who could effectively plan and carry out all aspects of difficult and complex development projects, including the negotiation of agreements with developers and other public and private entities and managing both benefits and risks under those agreements.

Although some of these tools may still exist at the local level following the termination of redevelopment, particularly in charter cities, they do not exist in a comprehensive manner for all local governments to be implemented as part of a local economic development strategy.

## **Future Challenges**

Although California is slowly recovering from a deep recession, communities continue to suffer from high unemployment, severe local budget cuts (including municipal bankruptcies), and deep cuts in state-funded programs because of chronic budget deficits, with impacts felt and recovery occurring in varying degrees among the state's diverse economic regions. Old and new challenges face the state, its regions, and local jurisdictions.

A compelling case can be made that the loss of redevelopment has deprived local, regional, and state governments of the ability to respond to the economic and environmental challenges facing California, including, but not limited to, the need to

- Invest in infrastructure and sustainable development;
- Clean up and reuse brownfield properties and military bases;
- Preserve and develop affordable housing to serve the needs of a diverse population and an increasing older population;
- Encourage investment in distressed areas;
- Achieve air quality and greenhouse emissions reduction targets;
- Encourage energy-efficient measures and promote clean energy alternatives;
- Protect the environment and enhance open space and other public amenities; and
- Support industries and businesses that provide good jobs.

These challenges call for the restoration of tools in a manner that avoids the pitfalls that weakened redevelopment over time, including its growing negative economic effects on schools and the state's general fund.

*Maintaining and improving the state's infrastructure remains on our list of high-risk issues. The state's investments in transportation and water supply and flood management infrastructure have not kept up with demands.<sup>14</sup>*

<sup>14</sup> California State Auditor, *High Risk: The California State Auditor's updated Assessment of High-Risk Issues the State and Select State Agencies Face*, Report 2013-601 (Sacramento: California State Auditor, 2013).

# Policy Objectives

The working group established a policy framework to inform its recommendations, based on four fundamental policy objectives to ensure the usefulness and success of future tools:

## 1. Empower existing local governments

All cities and counties should be empowered to exercise a common set of tools directly, or through such entities as they might create, as a part of a comprehensive local economic development strategy.

*Instead of requiring new entities or special districts, this empowerment would consolidate authority and accountability with local legislative bodies to which the citizenry looks for action.*

## 2. Enhance project implementation and financing tools

Public and private resources may be deployed most effectively with new tools, including a broad range of local financing sources and mechanisms to promote private sector involvement and intergovernmental cooperation.

*Communities need enhanced implementation and financing tools to undertake projects that would not be able to occur without focused public and private investment and project management. This will allow the strategic use of limited resources to meet California's future challenges and capitalize on future opportunities.*

## 3. Enhance openness and transparency

Public understanding, community support, and political accountability for decisions are critical components to future success. The recommended program must include findings to support decisions, simplified procedures for noticed public hearings (with documents on file and easily available to the public), and periodic financial and performance audits to monitor progress and evaluate outcomes.

*In the past, some redevelopment agreements and financing transactions appeared opaque and lacking in sound business principles to outside observers. By strengthening public notice, public hearing requirements, and fiduciary standards, public support will be enhanced, and projects will benefit from enhanced accountability and standards.*

## 4. Foster regional and state cooperation

By enhancing and providing incentives for local, regional, and state cooperation, cities and counties can craft intergovernmental partnerships to effectively respond to future challenges and opportunities in economic development, affordable housing, and building sustainable and healthy communities.

*This objective is critical because disinvestment and deterioration of core areas can affect the vitality of an entire region, and we must collectively address statewide economic, environmental, and social challenges and opportunities.*

# Recommendations for New Tools

## New Tools Needed to Meet California's Economic and Environmental Challenges

The challenges described in the prior sections have motivated leaders at the local, regional, and state levels to consider new initiatives to replace tools lost with the demise of redevelopment. For instance, several charter cities have adopted or are considering adopting local economic development ordinances and creating separate economic development entities, incorporating best practices learned from other cities across the United States. The city of Los Angeles has adopted a new approach to its economic development and housing programs.<sup>15</sup> San Francisco has adopted a charter amendment creating a new affordable housing fund from property tax revenues.<sup>16</sup> However, these local initiatives will have limited applicability statewide because many cities and counties are limited under state law in the exercise of economic development and affordable housing tools that might otherwise be available to them.<sup>17</sup>

Other initiatives have involved statewide legislation to enhance the authority of Infrastructure Financing Districts or to create similar special-purpose entities with some of the powers and authority of RDAs, particularly related to infrastructure and property development. These initiatives, however, are not comprehensive or equipped with sufficient financing and implementation tools. In addition, provisions of the California Constitution constrain the ability of local governments to finance infrastructure and economic development in urban areas, often requiring the approval of two-thirds of the voters of the entire local jurisdiction.

Local communities need a broad set of tools to promote economic development and build sustainable communities that can be deployed in unique ways to best meet local and regional needs. At the same time, the efforts of local jurisdictions will be substantially more effective if these efforts are coordinated and supported at the regional and state levels. As a result, the recommendations for new tools are organized and presented by the three levels of government (local, regional, state). Appendix 2 contains a draft outline of the elements of potential legislation to implement these recommendations.

*Since 2003, California has slipped from its position as the world's fifth-largest economy to eighth, a dynamic that bodes ill for California's competitiveness and long-term prosperity. California's people, their ideas and industriousness, and the businesses and jobs they create, are the engine that drives the state's diverse and ever-evolving economy ... [T]he state should provide economic development support to help cities and regions grow existing businesses and industries, retain jobs that could move elsewhere and attract new businesses.<sup>18</sup>*

<sup>15</sup> "CRA/LA Redevelopment Transition," USC Sol Price School of Public Policy, [http://www.slideshare.net/smartgrowth\\_usc/ppd-619-group1finalpaper-12595306](http://www.slideshare.net/smartgrowth_usc/ppd-619-group1finalpaper-12595306).

<sup>16</sup> Section 16.110, Housing Trust Fund, <http://sf-moh.org/modules/showdocument.aspx?documentid=6506>.

<sup>17</sup> Generally, charter cities have plenary power over their municipal affairs, subject only to limitations in their charters and the California Constitution, unless the subject is one of statewide concern that the legislature has made applicable to charter cities. General law cities, counties, and special districts have only those powers provided them under state laws.

<sup>18</sup> Little Hoover Commission, *Making Up for Lost Ground: Creating a Governor's Office of Economic Development*, Report #200 (Sacramento: Little Hoover Commission, 2010).

## Tools to Be Used at the Local Level

Legislation needs to be enacted to provide a comprehensive set of tools and common powers with clear legal authority to cities (charter and general law) and counties to promote economic development and build sustainable communities, and to create special-purpose entities or economic development corporations to assist in those purposes, including the ability to take the following actions:

1. Prepare sites for development, including public infrastructure and the remediation and reuse of contaminated sites by enabling local jurisdictions to exercise authority similar to the Polanco legislation that existed for redevelopment agencies.
2. Broaden the authority of cities and counties to acquire and assemble parcels and sell or lease sites for economic development purposes and affordable housing, including, as a last resort, the use of eminent domain,<sup>19</sup> and negotiate the transfer of sites by sale or lease to private developers on terms that are financially feasible for the project, applying the “but for” test and permitting the negotiation of public financial participation in proceeds from successful projects.
3. Expand the use of agreements with private developers to finance, develop, and manage public projects and infrastructure where demonstrated public savings can be achieved, and to achieve mutual public and private benefits in mixed-use economic development projects.
4. Simplify land use approval and permitting processes for urban infill and transit-oriented projects (time and uncertainty mean money not available for projects).
5. Adopt fiduciary principles and procedures that ensure openness, transparency, and accountability for economic development transactions and avoid any gift of public funds, including public notice with staff reports and supporting documents on file, a public hearing, and findings of the basis and justification for the decisions of the legislative body. Perform periodic financial and performance audits to monitor progress and evaluate outcomes.
6. Leverage public lands and properties that are available for exchange or inclusion in economic development projects.
7. Without creating a burden on the local general fund or credit of the state, permit a local government, alone or in cooperation with other local entities, to
  - Use tax increment financing (on a voluntary basis by affected taxing agencies) with respect to increased property taxes, sales taxes, transient occupancy taxes, or other dedicated local tax sources that are generated from development in a designated area or from one or more development projects, and permit the pledge of such tax increment for payment of bonds or other indebtedness;
  - Enter into tax sharing agreements or tax increment or revenue-sharing agreements for the allocation and pledge of such revenues, in whole or in part, to facilitate financing of common infrastructure, economic development and sustainable communities projects, including green energy and energy-efficient programs; and

<sup>19</sup> In conformance with state law, eminent domain would not be used to acquire owner-occupied residences to be sold for private development. Owner-occupied residences would be defined as real property improved with a single-family residence, including a condominium or townhouse, that is the owner’s principal place of residence for at least one year prior to the state or local government’s initial written offer to purchase the property.

- Use tax increment financing to leverage private investment in conjunction with other financing mechanisms that exist or can be created at the local level.
8. Broaden local voter-approved financing mechanisms to allow 55 percent voter approval (as currently allowed for schools) for bonds or other long-term financing requiring voter approval, for public infrastructure, affordable housing, economic development, and transportation and sustainable communities purposes.
  9. Assist in the provision of affordable housing and pursue a dedicated and permanent source of statewide or regional funding for that purpose.
  10. Facilitate using neighborhood and business improvement districts for improving and maintaining strategic urban areas.
  11. Facilitate partnerships with schools, colleges, and universities for developments with common benefits.
  12. Promote intergovernmental coordination and cooperation in the provision of urban services to combine overlapping and common services.

*Metro area leaders are leading the way in the search for solutions—learning how to do more with less and adjusting their approaches to address the metropolitan scale of poverty, collaborating across sectors and jurisdictions, using data and technology in innovative ways, and integrating services and service delivery.<sup>20</sup>*

## Tools to Be Used at the Regional Level

Within existing powers or new powers granted by legislation, authorize regional governments or associations to use a set of tools and incentives that promote regional collaboration, solutions, and investments, among the public and private sectors, including actions to achieve the following:

1. Integrate transportation funding with regional land use strategies and local economic development strategies to help implement SB 375 to achieve goals of AB 32.
2. Encourage local utilities to partner with local and regional jurisdictions to leverage AB 32 investments for incentives to new, relocating, and small start-up companies to adopt energy efficient measures and promote clean energy alternatives that will reduce future demands for energy and greenhouse emissions resulting from regional growth.
3. Encourage regions to develop, update, and implement a regional economic development strategy.
4. Facilitate the creation of a regional infrastructure bank where needed for cities or part of the region to access capital on reasonable terms.
5. Benchmark the region against other regions and cities for best practices.
6. Create a regional source of funding for housing, infrastructure, and other needs to promote economic development and build sustainable communities, including matching funds for local programs.
7. Expand the Regional Housing Needs Allocation (RHNA) approach to allow subregional allocation of housing needs to facilitate planning and development on a subregional basis, rather than city by city.
8. Encourage the use of tax sharing agreements among jurisdictions to allow land uses to locate in the best locations from a regional perspective, and provide incentives for future sharing of the growth in property taxes and sales taxes among jurisdictions.

<sup>20</sup> Elizabeth Kneebone and Alan Berube, *Confronting Suburban Policy in America* (Washington, D.C.: The Brookings Institution, 2013).



## Tools to Be Used at the State Level

Empower and support local jurisdictions with common and flexible tools and provide incentives for regional collaboration, solutions, and investments, as set forth above, rather than directly control or supervise the management or implementation of individual projects, and support those efforts by state actions, including the following:

1. Partner with local jurisdictions on state projects benefiting or impacting communities, learning from and improving upon best practices from former RDAs and local communities. Create a statewide research and education resource to share best practices for economic development and building sustainable communities.<sup>21</sup>
2. Establish a dedicated statewide source of funding for affordable housing, to be allocated and used at the local level.
3. Assist local governments in project applications for federal grants and tax credits for housing, historic rehabilitation, and other programs such as new market tax credits.
4. Assist local governments in obtaining private investment for infill development, infrastructure investment, and economic development efforts, including the use of federal job-creating programs such as EB-5.
5. Facilitate the ability of regional and local governments to develop and use new public financing tools, revenue programs, and tax sharing arrangements that will facilitate future investment in economic development and sustainable communities while maintaining sufficient funds to meet community services.
6. Promote the use of new legislative and administrative tools, as well as targeted state funding resources and incentives, to accomplish the state's sustainable community goals as promoted by SB 375 in a coherent, effective, and streamlined manner. Provide new statewide funding tools and/or matching grants that could help local governments bridge the predevelopment and infrastructure funding gap for infill development projects, particularly transit-oriented developments.

## Outline Example of Implementing Legislation for Economic Development

Appendix 2 contains a draft outline of the elements of potential legislation to implement these recommendations.

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<sup>21</sup> Refer to Little Hoover Commission, *Making Up for Lost Ground: Creating a Governor's Office of Economic Development*, Report #200 (Sacramento: Little Hoover Commission, 2010), and Legislative Analyst's Office, "Maximizing State Benefits from Public-Private Partnerships," November 8, 2012, [http://www.lao.ca.gov/reports/2012/trns/partnerships/P3\\_110712.aspx](http://www.lao.ca.gov/reports/2012/trns/partnerships/P3_110712.aspx), for key examples.

# Conclusion



California has one of the largest economies in a highly competitive and interconnected world. It has long been a leader in promoting and pioneering sustainable urban development in its cities and core urban areas.

The ULI working group believes that the four core policy objectives and the tools recommended in this paper offer the best opportunity for local governments and regions to make significant contributions to economic development and building sustainable communities throughout this highly diverse state. Many of our opportunities and challenges involve

the broader economic, environmental, social, and infrastructure networks of the entire metropolitan region. For example, providing greater access to transit and affordable places to live near transit will continue to require intergovernmental collaboration and reliable funding sources at the state, regional, and local levels. Many communities and regions are in the process of organizing themselves to take on these challenges in a collaborative manner, but they need new tools, including access to financing mechanisms and the ability to facilitate both public and private efforts.

*A city's true measure goes beyond human-made structures and lies deeper than daily routine. Rather, cities and metro areas are defined by the quality of the ideas they generate, the innovations they spur, and the opportunities they create for people living within and outside the city limits. ... Often when we refer to cities we are actually referring to the broader economic, environmental, and infrastructure networks of the entire metropolitan region of which a city is a part. In this sense, it is difficult to separate the city from its larger metro region—or to separate the metro from the city. In today's world, the two are inextricably linked.<sup>22</sup>*

—Judith Rodin, President,  
Rockefeller Foundation

<sup>22</sup> “Foreword” in Bruce Katz and Jennifer Bradley, *The Metropolitan Revolution: How Cities and Metros Are Fixing Our Broken Politics and Fragile Economy* (Washington, DC: The Brookings Institution, 2013), vii.



We believe the framework is there to find common ground across the environmental, labor, business, nonprofit, education, government, and real estate sectors to implement strategies for economic growth and prosperity while improving the environment and the quality of life for California residents. The first step is for interested state, regional, and local leaders to support policies and legislation to provide a common set of tools for local communities and then participate in the formulation of local economic development strategies.

The needs are pressing. The loss of redevelopment provides a timely opportunity for the public and private sectors to collaborate to deploy new tools to create jobs, grow the tax base, revitalize neighborhoods, meet the needs for affordable housing, create transportation mobility, build sustainable and healthy communities, and overcome the infill development challenges identified in this paper. If the recommendations in this working paper can be successfully implemented, California will once again be a model for innovation and best practices in urban development.

# Appendixes

After Redevelopment: New Tools and Strategies to Promote Economic Development and Build Sustainable Communities

# Appendix 1: Working Group Members and Representatives of Other ULI District Councils in California

Note: The participation by the individuals listed below does not necessarily reflect the views of their organizations, associates, or clients.

## ULI San Francisco

### After Redevelopment Working Group Members

**William A. Barnes**, Barnes Advisers

**Joseph E. Coomes**, Best Best & Krieger LLP

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**Claude Gruen**, Gruen Gruen + Associates

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**Stephen R. Koch**, Baker Street Associates

**Tom Lockard**, Stifel Nicolaus

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**Elliot R. Stein**, ULI San Francisco

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## Representatives of Other ULI District Councils in California

### ULI Los Angeles

**S. Gail Goldberg**, ULI Los Angeles

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**Phyllis Alzamora**, ULI Orange County/Inland Empire

**Bill Ihrke**, Rutan & Tucker LLP

**Michael M. Ruane**, CalOptima; Chairman, ULI Orange County/Inland Empire

**Alexa Smittle**, Rosenow Spevacek Group Inc.

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**Lisa Bates**, California Department of Housing and Community Development

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**Mary Sater**, ULI Sacramento

**Harriet Steiner**, Best Best & Krieger

**David Zehnder**, Economic & Planning Systems

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**Kevin Choquette**, Fident Capital

**Eric C. Crockett**, City of Chula Vista, Economic Development

**Brian C. Fish**, McKenna Long & Aldridge LLP

**Jeff Graham**, Civic San Diego

**Daniel E. Johnson**, SCS Engineers

**Mary M. Lydon**, ULI San Diego/Tijuana

**Richard G. Opper**, Opper & Varco LLP

# Appendix 2: Draft Outline of the Elements of Potential Legislation for Local Economic Development

Note: This is a suggested framework recognizing that any legislation is subject to amendments and compromises during the enactment process. As such, it suggests the types of provisions that could be included in potential legislation but does not purport to be the draft language of such provisions or to exclude other provisions that may be necessary. However, it is hoped that any legislation that is enacted as a result of these recommendations will be consistent with the findings and policies set forth below

## I. Legislative Findings and Policies

Legislation to provide a potential framework for local economic development (“Act”) would include the following findings and state policies:

**(a)** The promotion of economic development at a local level is a matter of statewide concern in achieving the goals of the State to

- Create and maintain sustainable communities, build healthy places, and achieve air quality and greenhouse emissions goals;
- Provide for construction and maintenance of infrastructure;
- Create employment opportunities in businesses and industries;
- Preserve and create affordable housing;
- Address needs of distressed or under developed areas;
- Promote transit-oriented and infill development;
- Remediate contaminated sites;
- Protect the environment and enhance open space and other public amenities;

- Generate tax revenues for all levels of government; and
- Promote the general welfare of the inhabitants of the State, through the employment of all appropriate means.

**(b)** It is State policy to empower cities, counties, and a city and county with a common set of powers and resources that they may elect to use solely or in concert with other local agencies, to pursue local and regional economic development strategies adopted to meet local and regional needs. This State policy is intended to be carried out in furtherance of the following basic policy goals:

- Empower existing local governments to adopt and implement local economic development strategies;
- Enhance project implementation and financing tools;
- Enhance openness and transparency; and
- Foster regional and state cooperation.

**(c)** With the loss of redevelopment funds, local governments need to continue to exercise certain powers afforded to redevelopment agencies that were critical to economic development but will not have an adverse financial impact on schools or the state budget and will not require adoption of redevelopment plans for specific project areas deemed blighted.

**(d)** Whenever an economic development project as authorized by this Act cannot be accomplished by private enterprise acting alone without public participation and assistance, it is in the public interest to advance or expend public funds for such a project and to employ other means by which the desired economic development project and the public benefits it will provide can be achieved.

**(e)** The authority provided in this Act to local governments shall be in addition to, but shall not be limited by, the powers granted in their charters or under other state laws, subject only to constitutional limitations.

**(f)** This Act provides the authority to the State and its agencies, regional governments, and special districts to cooperate and coordinate activities with local governments in manners of common concern or benefit.

**(g)** The exercise of the authority granted by this Act to local governments constitutes public uses and purposes for which public participation may be undertaken, public money may be advanced or expended and private property may be acquired.

## II. Definitions

**“Economic development”** means any or all of the activities authorized in this Act to achieve the goals set forth in (a), above, under Legislative Findings and Policies.

**“Economic development project”** means a public or private development, including without limitation a mixed-use development comprising both public and private uses, which is undertaken in furtherance of an economic development strategy.

**“Economic development strategy”** means a statement of goals, policies and strategies adopted by a local government, as amended from time to time, to carry out economic development.

**“Local government”** means a city, county, or city and county.

**“Participating agency”** means a local government, regional government or association, or a special district, including a school district and community college district, providing services or facilities to the residents of a local government or other participating agency having an interest that will be affected by or will benefit from an economic development project. A special district may also include a regional air quality district, flood control district, reclamation district, water quality control district or other district with authority to regulate or condition land use and development with the area of its jurisdiction. A participating agency may also include a public university or college.



### III. Authority of Local Governments

#### Authority Not Exclusive

The authority granted under this Act shall be in addition to, but shall not be limited by, the powers granted to local governments under their charters and under state laws, subject only to constitutional limitations.

Exercise of authority under this Act is subject to the procedural requirements set forth in V. Local Procedures.

#### Adoption of an Economic Development Strategy

To exercise the authority granted by this Act, a local government is required to adopt an economic development strategy consistent with the local government's general plan and any regional air quality, transportation or land use plan applicable to the local government. The economic development strategy may be amended from time to time in the same manner as its adoption.

An economic development strategy may contemplate or provide for its implementation, in whole or in part, through an economic development corporation, joint powers authority, focused special agency created by the local government, or other organization or agency designated by the local government for such purposes by itself or in collaboration with participating agencies. The functions and authority of such entities shall be defined in their formation documents.

A local government, by itself or under an agreement with a participating agency, may form or participate in a joint powers authority or create a separate entity or economic development corporation to undertake or cooperate with the local government in undertaking actions in furtherance of an economic development strategy.

#### Authorized Actions

- Prepare sites for development, including public infrastructure and the remediation and reuse of contaminated sites, by enabling local governments to exercise authority similar to the Polanco legislation that existed for redevelopment agencies.
- Acquire property for economic development purposes and affordable housing, including, as a last resort, the use of eminent domain, and negotiate the transfer of land by sale or lease to private developers on terms that are financially feasible for the project, applying the “but for” test and permitting the negotiation of public financial participation in proceeds from successful projects.
- Enter into agreements with private developers to finance, develop, and manage public projects and infrastructure where demonstrated public savings can be achieved.
- Leverage public lands and properties that are available for exchange or inclusion in economic development projects.
- Enter into agreements with private developers to achieve mutual public and private benefits in mixed-use economic development projects.
- Enter into cooperation and partnership agreements with schools, community colleges, colleges, and universities for project developments with shared benefits.
- Authorize intergovernmental coordination and cooperation in the provision of urban services to combine overlapping and common services.

## Funding Sources

Local governments and participating agencies shall have access to all financing tools available to them under their charters and general state law in addition to those provided in this Act.

- Permit a local government, alone or in cooperation with other local governments, to
  1. Use tax increment financing with respect to increased property taxes, sales taxes, transient occupancy taxes or other dedicated tax sources that are generated from development in a designated area or from one or more development projects, and permit the pledge of such tax increment for payment of bonds or other indebtedness;
  2. Enter into tax sharing agreements or tax increment or revenue sharing agreements for the allocation and pledge of such revenues, in whole or in part, to facilitate financing of common infrastructure, economic development and sustainable communities projects, including green energy and energy efficient programs; and
  3. Use tax increment financing to leverage private investment in conjunction with other financing mechanisms that exist or can be created at the local level.
- Broaden local voter-approved financing mechanisms to allow 55 percent voter approval (as currently allowed for schools) for bonds or other long-term financing requiring voter approval, for public infrastructure, affordable housing, economic development, and transportation and sustainable communities purposes.
- Authorize local governments to establish neighborhood and business improvement districts for improving and maintaining strategic urban areas.

## IV. Participating Agencies

### Cooperation and Participation

Authorize participating agencies to cooperate with and participate in implementing locally adopted economic development strategies with local governments and other participating agencies on projects of mutual concern or benefit. Authorize participating agencies to enter into agreements to participate in joint powers authorities or other entities formed for such projects.

## V. Local Procedures

### Notice; Public Hearings; Findings

- Adoption or amendment of an economic development strategy: 10 days prior published notice with staff report and other documents providing the basis for decision on file; public hearing; and findings that the economic development strategy is consistent with the local government's general plan and any regional transportation, land use and air quality plans.
- Approval of an economic development project not involving a private party or participating agency: 10 days prior published notice with staff report and other documents providing the basis for decision on file; public hearing; and findings that the economic development project is consistent with the economic development strategy.
- Approval of an economic development project involving a participating agency: 10 days prior published notice with staff report and other documents providing the basis for decision on file; public hearing; and findings that the economic development project is consistent with the economic development strategy.

- Approval of an economic development project involving a private party or developer: 14 days prior published notice with staff report and other documents providing the basis for decision on file; public hearing; and findings that the economic development project is consistent with the economic development strategy; and, if public participation is required, that but for the public participation the project would not be feasible, and the public participation, if financial, is reasonable and prudent in light of the public benefits from the project.
- Approval of bonds or long-term financing for an economic development project where voter approval is not required: 14 days prior published notice with staff report and other documents providing the basis for decision on file; public hearing; and findings that the financing is reasonable and prudent in light of the public benefits from the project.
- Approval of bonds or long-term financing where voter approval is required under applicable law: 14 days prior published notice with staff report and other documents providing the basis for decision on file; public hearing on decision to submit the matter to the voters.
- Financial and Performance Audits—Require periodic financial and performance audits to monitor progress and evaluate outcomes.

## VI. Regional Governments and Association

- Integrate regional transportation plans and funding and regional land use strategies with local economic development strategies to promote implementation of SB 375 to achieve the goals of AB 32.
- Encourage local utilities to partner with local and regional jurisdictions to leverage AB 32 investments for incentives to new, relocating, and small start-up companies to adopt energy-efficient measures and promote clean energy alternatives that will reduce future demands for energy and greenhouse emissions resulting from regional growth.
- Encourage regions to develop, update, and implement a regional economic development strategy.
- Create a regional source of funding for housing, infrastructure, and other needs to promote economic development and build sustainable communities, including matching funds for local programs.
- Facilitate the creation of a regional infrastructure bank where needed for cities or counties in a region to access capital on reasonable terms for economic development projects.
- Benchmark the region against other regions and cities for best practices.
- Expand the Regional Housing Needs Allocation (RHNA) approach to allow subregional allocation of housing needs to facilitate planning and development on a subregional basis, rather than city by city.
- Encourage the use of tax sharing agreements among jurisdictions to allow land uses to locate in the best locations from a regional perspective, and incentivize future sharing of the growth in property taxes and sales taxes among jurisdictions.

## VII. State Agencies

- Authorize state agencies to partner with local jurisdictions on state projects benefiting or impacting communities.
- Create a statewide research and education resource to share “best practices” for economic development and building sustainable communities.
- Establish a dedicated statewide source of funding for affordable housing, to be allocated and used at the local level.
- Assist local governments in project applications for federal grants, and tax credits for housing, historic rehabilitation and other programs such as new market tax credits.
- Assist local governments in obtaining private investment for job creation under the EB-5 and any similar immigration programs.
- Facilitate the ability of regional and local governments to develop and use new public financing tools, revenue programs and tax sharing arrangements that will facilitate future investment in economic development and sustainable communities while maintaining sufficient funds to meet community services.
- Promote the use of new legislative and administrative tools, as well as targeted state funding resources and incentives, to accomplish the state’s sustainable community goals as promoted by SB 375 in a coherent, effective, and streamlined manner. Provide new statewide funding tools and/or matching grants that could help local governments bridge the predevelopment and infrastructure funding gap for infill development projects, particularly transit-oriented developments.

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View this report online at: <http://sf.uli.org/uli-in-action/california-wide-land-use-reform>

# ATTACHMENT 38

**Manjeet Ranu**

---

**From:** ULI San Diego-Tijuana <fiona.lyons@uli.org>  
**Sent:** Monday, June 08, 2015 1:22 PM  
**To:** Manjeet Ranu  
**Subject:** [MARKETING] Congrats & Welcome to the Revitalization & Reuse Council!



---

**Congratulations & Welcome to  
the Revitalization & Reuse Council!**

---

**On behalf of the ULI San Diego-Tijuana District Council, we are  
very pleased to inform you of your appointment as a member of  
the **Revitalization & Reuse Council!****

**Stay tuned for the first meeting!**

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**An annual \$100 Local Product Council Affiliation Fee is charged to all  
Council members.**

**PAY HERE**

**The deadline to pay the Affiliation Dues for the Revitalization &  
Reuse Council is **Fridav. June 19. 2015****

**\*You may only be a member of ONE Local Product Council. If you have any questions, please contact [Mary Lydon](mailto:mary.lydon@uli.org) at [mary.lydon@uli.org](mailto:mary.lydon@uli.org) or [Fiona Lyons](mailto:fiona.lyons@uli.org) at [fiona.lyons@uli.org](mailto:fiona.lyons@uli.org).\***

---

The **Revitalization and Reuse Council** will be providing leadership in the responsible use of land and creating and sustaining thriving communities by exchanging information and sharing best practices with peers and established members of the Urban Land Institute. The Local Council is a collaboration of industry leaders who play critical roles in building communities, developing and redeveloping neighborhoods, envisioning and re-creating business districts, bringing residential, and mixed-use facilities to life located in San Diego's sustainable urban environment.

**[Dan Johnson](#)** -Co-Chairperson - ULI San Diego-Tijuana Revitalization & Reuse Council  
**[Eric Crockett](#)** -Co-Chairperson- ULI San Diego-Tijuana Revitalization & Reuse Council

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## Member Expectations

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### **Please review the Local Product Council Member's Expectations, Code of Ethics, and Priorities.**

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- **Confidentiality:** The foundation for open and honest sharing of detailed information and experience;
  - **Open, honest, specific information and experience:** Participate openly and honestly with specific, detailed information and experience from your current real estate practice;
  - **No self promotion:** Presentations and discussions aimed at delivering real take home value;
  - **Recruit the best and the brightest:** Invite innovative leaders both ULI and non-ULI members as guests. Identify ways to continually add value to the conversation and make an impact in the community.
- 

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The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



# ATTACHMENT 39

## Manjeet Ranu

---

**From:** Eric Crockett <ECrockett@ci.chula-vista.ca.us>  
**Sent:** Monday, August 10, 2015 11:40 AM  
**To:** Manjeet Ranu  
**Cc:** Mary M. Lydon (Mary.Lydon@ULI.org); [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**Subject:** RE: Local examples of revitalization/reuse

Manjeet,

We have a number of infill projects that have received and are in the process of receiving their approvals for Higher density residential and mixed use projects. None of these projects have redevelopment funds, all of them are in areas with approved specific plans and CEQA documents so they only required design review. In addition, we are moving to establish a CFD to allow deferral of development impact fees over a 30 year period that should help most if not all the projects to go vertical.

Let me know what other information you need.

### Eric C. Crockett, AICP

Director  
Economic Development Department  
City of Chula Vista  
276 Fourth Avenue  
Chula Vista, CA 91910  
(p) 619-476-5341  
ecrockett@chulavistaca.gov

---

**From:** Johnson, Dan [mailto:DJohnson@scsengineers.com]  
**Sent:** Monday, August 10, 2015 10:50 AM  
**To:** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**Cc:** Mary M. Lydon (Mary.Lydon@ULI.org)  
**Subject:** FW: Local examples of revitalization/reuse

RRC Members:

Information regarding an upcoming meeting, including a save the date, will be coming out shortly.

In the meantime, we have a question posed by one of our members, please see below if you can help out.

One of the goals of the group is information sharing and collaboration, Thank you!

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

---

**From:** Manjeet Ranu  
**Sent:** Monday, August 03, 2015 5:05 PM  
**To:** 'Johnson, Dan'  
**Subject:** RE: Local examples of revitalization/reuse

Thanks! Text below:

Hello fellow ULI Revitalization and Reuse Council member. I'm putting together a justification about proposed future housing and mixed use sites for the State Department of Housing and Community Development related to our work here in Encinitas to update our Housing Plan, called At Home in Encinitas ([www.AtHomeinEncinitas.info](http://www.AtHomeinEncinitas.info)). I want to show that there are San Diego region projects involving revitalization and reuse of existing shopping centers and low density residential into higher density mixed use and multifamily (around 30 dwelling units per acre). Are there any recent projects, either completed or in the pipeline, which do not involve Redevelopment funds? Thanks.

**Manjeet Ranu, AICP**  
**Deputy Director**  
City of Encinitas Planning & Building Department  
760-633-2712  
[mrnu@encinitasca.gov](mailto:mrnu@encinitasca.gov)

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**From:** Johnson, Dan [<mailto:DJohnson@scsengineers.com>]  
**Sent:** Monday, August 03, 2015 8:28 AM  
**To:** Manjeet Ranu  
**Subject:** RE: Local examples of revitalization/reuse

You bet, get it over and I will forward it.

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**From:** Manjeet Ranu [<mailto:mrnu@encinitasca.gov>]  
**Sent:** Monday, August 03, 2015 7:22 AM  
**To:** Johnson, Dan  
**Subject:** RE: Local examples of revitalization/reuse

Thanks, Dan. And thanks for appointing me to the RRC Council. Since the RRC hasn't met yet, if I draft an email, could you please send it to the RRC membership? I don't have that distribution list.

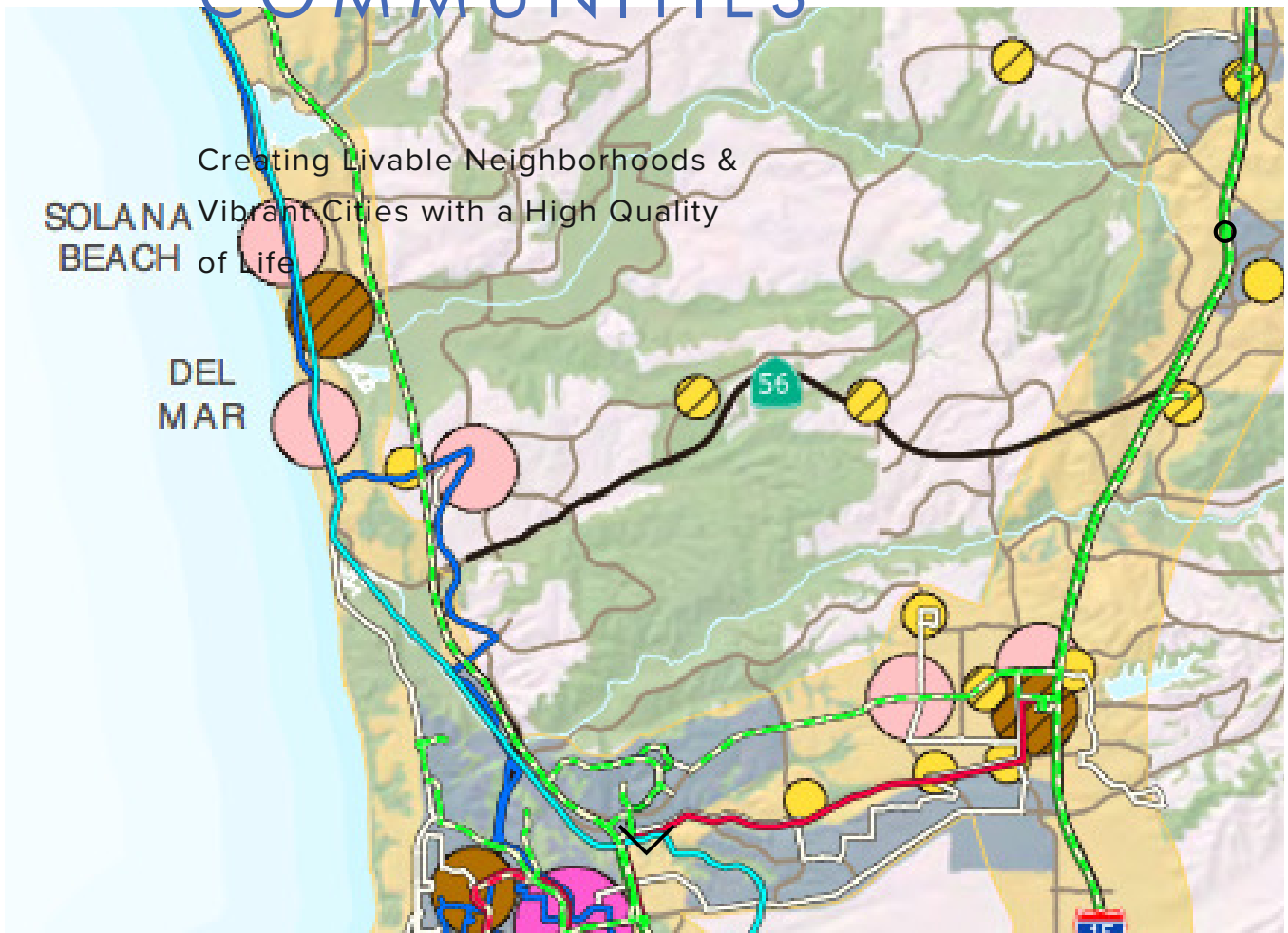
**Manjeet Ranu, AICP**  
**Deputy Director**

# ATTACHMENT 40

COMPLETE  
COMMUNITIES

WELCOME  
SMARTGROWTH-INTERACTIVE  
MAPS  
SHOWCASE PROJECTS

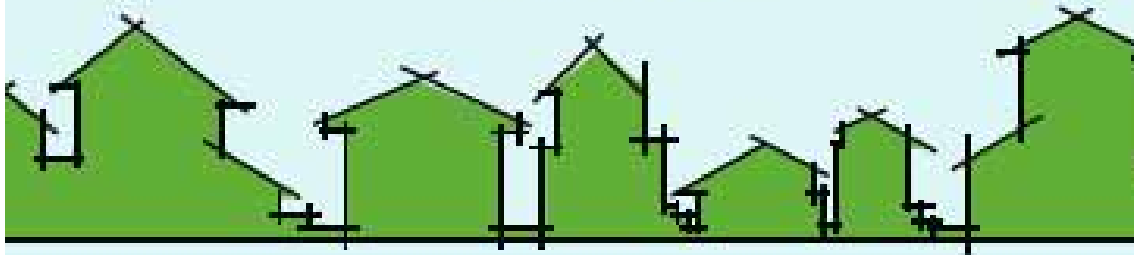
# COMPLETE COMMUNITIES





Urban Land  
Institute

San Diego/Tijuana



## WHAT IS A COMPLETE COMMUNITY?

We define a Complete Community as one that incorporates elements that contribute to the quality and character of the places where people live, work, move and thrive.

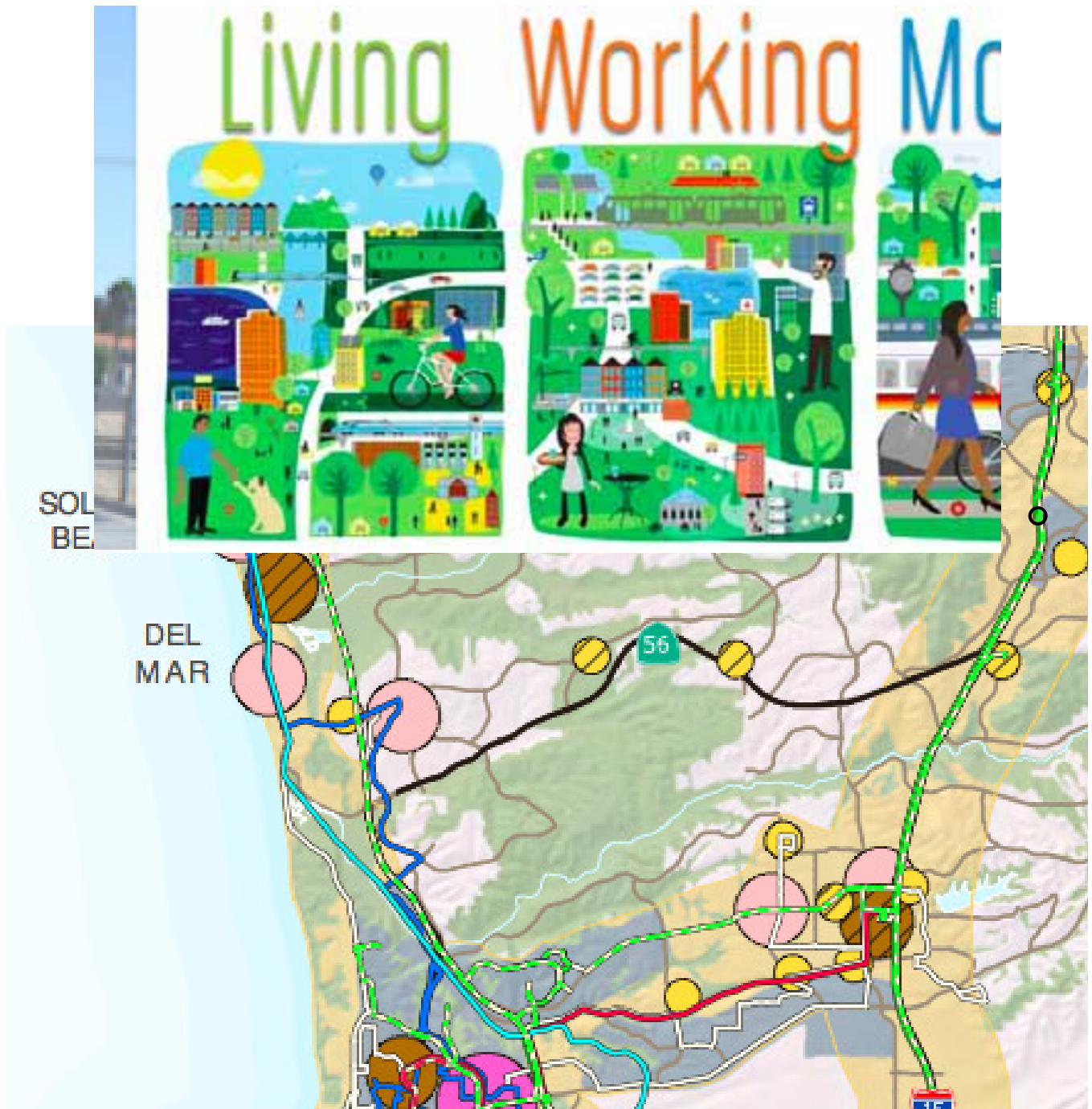
**LIVING** - TO CREATE AND PRESERVE COMMUNITIES THAT PROVIDE AFFORDABLE HOUSING, INTEGRATED TRANSPORTATION SYSTEMS, AND QUALITY EDUCATION

**WORKING** - TO ENHANCE REGIONAL ECONOMIC PROSPERITY THROUGH JOBS, TRAINING AND EDUCATION ACCESSIBLE TO PEOPLE WHICH ARE DESIGNED TO RETAIN AND ATTRACT NEW BUSINESSES

**MOVING** - TO PROMOTE INCREASING AND IMPROVING MOVEMENT AROUND THE REGION USING PUBLIC TRANSIT, ELECTRIC CARS, AND ENCOURAGING WALKING AND BICYCLING TO ACHIEVE BETTER PHYSICAL WELL-BEING

**THRIVING** - TO SUPPORT COMMUNITIES THAT PROVIDE ACCESS TO HEALTHY FOODS, ARTS, RECREATION, AND ENTERTAINMENT, WHICH MAKE US HAPPY AND FEEL MEANINGFUL THROUGH ACTIVE CIVIC ENGAGEMENT

# RECONNECTING AMERICA FRAMEWORK



# COMPLETE COMMUNITIES MARKETPLACE



Click on Image above to Download Keynote Presentation

SOLANA  
BEACH

**FOR THE KEYNOTE PRESENTATION (CLICK HERE)**

**FOR THE MARKETPLACE OVERVIEW SLIDESHOW (CLICK  
HERE)**

**ATTENDEE LIST (CLICK HERE)**

**THE COMPLETE COMMUNITIES MARKETPLACE IS COMPRISED OF TWO  
COMPONENTS:**

- 1) A showcase and panel discussion of three or four successful examples (Case Studies) of communities with projects that successfully demonstrate an integrated approach to creating places for people to live, work and play.
- 2) A marketplace to present real time opportunities in the San Diego region for developers to explore in a Marketplace format.

Local jurisdictions in the San Diego region submitted applications that will be reviewed by a selection committee and posted on an interactive map powered by crowdbrite. We anticipate that there will be 150 ULI members in attendance.



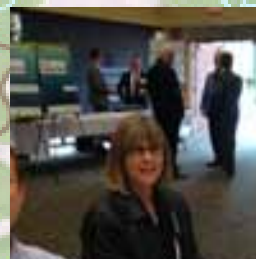
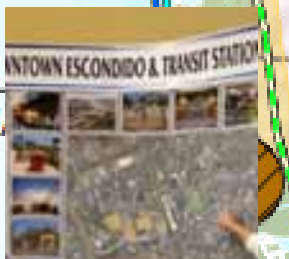
# Sponso



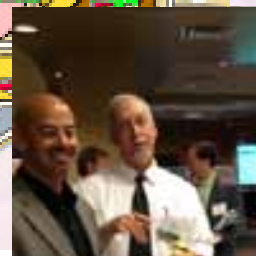
San Diego's Voice in Binational Business



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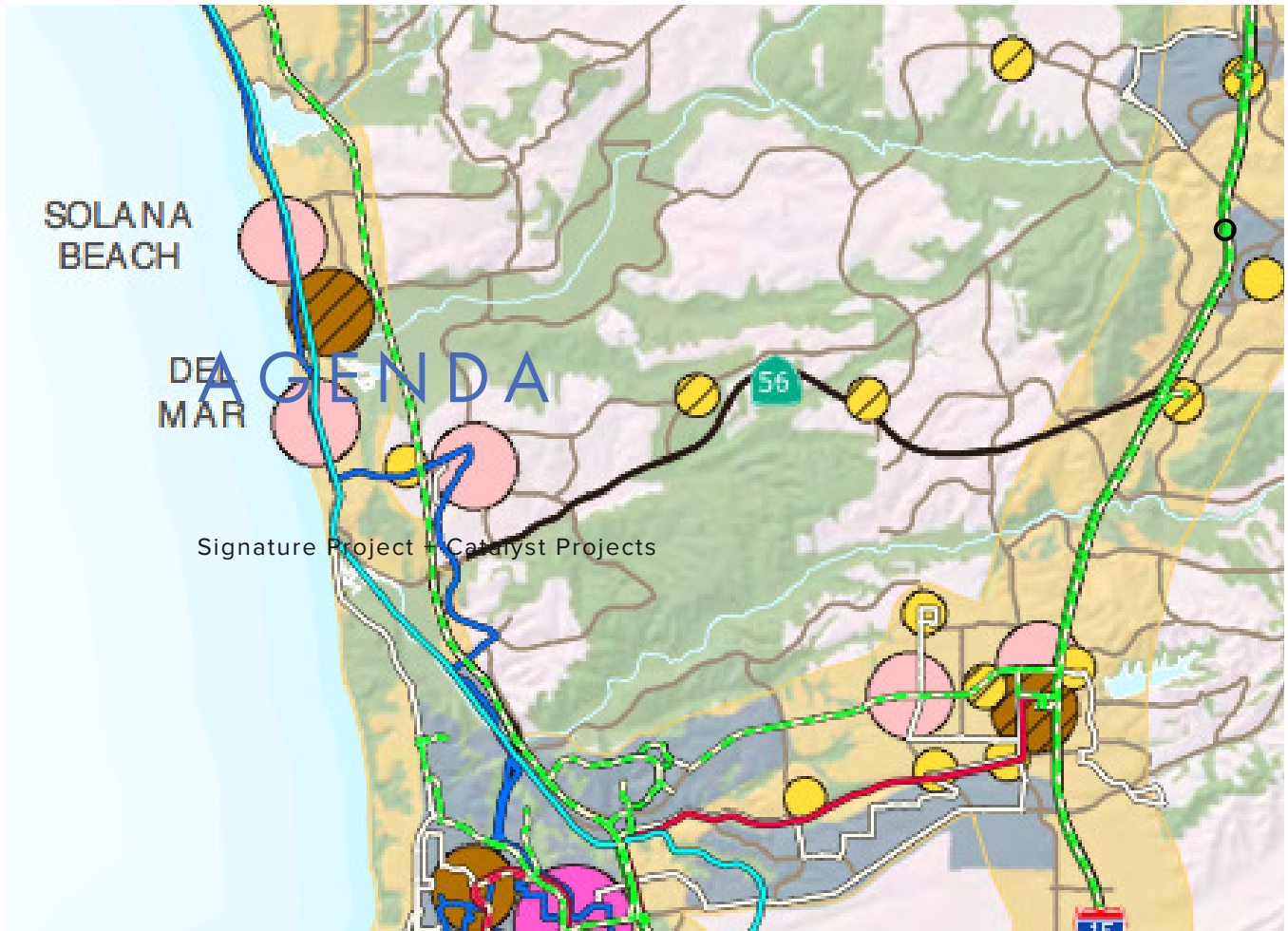
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Urban Land Institute—San Diego/Tijuana  
San Diego Association of Governments  
Complete Communities Marketplace  
November 15, 2013

MIG - Graphic Recording



# HOW IT WORKS

## A Keynote Presentation of Case Studies Marketplace – Jurisdictions to Showcase Opportunities

### 1) Successful Case Studies:

The successful case study needs to be a signature project in your jurisdiction; a project area that has overcome planning, financing, and infrastructure challenges. It needs to be in final design, under construction, or completed.

### 2) Marketplace:

The Marketplace provides an interactive forum for local jurisdictions to showcase opportunities related to the creation of complete communities.

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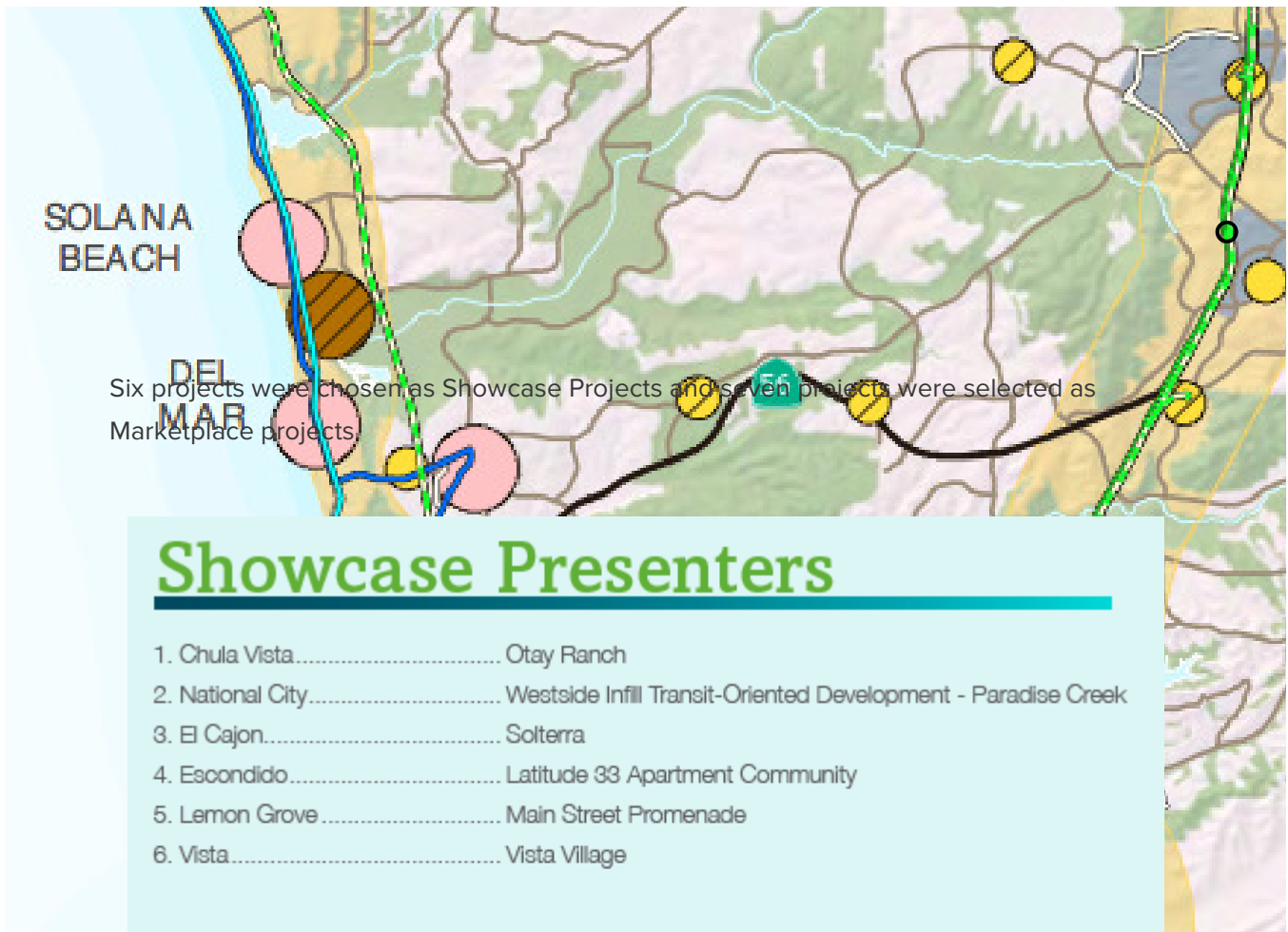
## Agenda

*November 15, 2013*

8:00 – 8:30	Registration
8:30 – 8:40	Welcome and Introductions - Amy Bridge
8:40 – 8:50	Muggs Stoll, Director of Land Use and Transportation, SANDAG
8:50 – 9:20	Will Fleissig, President, Communitas – <i>Implementing Complete Communities</i>
9:20 – 9:30	Break
9:30 – 11:30	Show Case Projects Presentation
11:30 – 12:00	Question and Answer
12:00 – 1:30	Marketplace and Lunch

# THE PROJECTS

Six projects were chosen as Showcase Projects and seven projects were selected as Marketplace projects.



## Showcase Presenters

- |                       |   |
|-----------------------|---|
| 1. Chula Vista.....   | Otay Ranch  |
| 2. National City..... | Westside Infill Transit-Oriented Development - Paradise Creek |
| 3. El Cajon.....      | Solterra  |
| 4. Escondido.....     | Latitude 33 Apartment Community                               |
| 5. Lemon Grove.....   | Main Street Promenade   |
| 6. Vista.....         | Vista Village   |

## Marketplace Presenters

1. City of Chula Vista..... Millennia
2. City of San Diego ..... Encanto: Community Village Area and Village at Market Creek
3. City of La Mesa ..... La Mesa Mixed Use Overlay Zone for Five Trolley Stations
4. City of Escondido..... Downtown Escondido and Transit Station Target Area
5. City of Lemon Grove ..... Downtown Specific Plan and Expansion
6. City of Vista..... Vista Village
7. City of Poway ..... Poway Road Specific Plan
8. City of National City..... Westside Infill TOD

