



# San Diego Housing Commission

THREE-YEAR WORK PLAN TO

## Facilitate Transit-Oriented Affordable Housing Development

JULY 1, 2011 - JUNE 30, 2014



Prepared for the San Diego Housing Commission by:



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**LETTER FROM SAN DIEGO HOUSING COMMISSION  
PRESIDENT AND CEO RICHARD GENTRY**



The San Diego Housing Commission has played a critical role in enhancing the quality of life for San Diegans for more than three decades. While many view us as the leading organization for providing funding for the development of affordable housing, operating public housing and administering the Section 8 rental assistance program that helps more than 14,000 households every year, our agency does so much more. We are actively engaged in a multitude of programs that advance economic development options and opportunities for individuals and families.

Now we must push ourselves further and pursue our housing activities within a larger state and federal policy and funding environment that is linking urban development to economic prosperity and environmental sustainability. These linkages were formulated by the California voters and the state legislature, replicated at the federal level, and now must be created at the local and regional level in order to be competitive for state and federal resources now available for local and regional planning and sustainability efforts.

For the Housing Commission, this means deepening our existing partnerships and developing new ones to help strategically position San Diego to be aligned with state and national funding priorities. Housing affordability and local leverage are significant point-scoring components of the funding opportunities available and present the Housing Commission with an opportunity to step forward with more visionary planning for affordable housing linked to transit, environmental sustainability and economic prosperity.

Fortunately we are in good company in San Diego. At the American Planning Association's annual conference in New Orleans in April 2010, the City of San Diego won the prestigious Daniel Burnham Award for a Comprehensive Plan. The award was conferred on San Diego for its visionary 2008 General Plan that lays out the City of Villages smart-growth strategy to focus growth into mixed-use villages that are pedestrian friendly, of differing scales across neighborhoods and linked to the transit system. The time has come for the Housing Commission to join more actively with its forward-thinking city partners to help create housing that is linked to our transit system.

It is in this context that we offer this Three-Year Affordable Housing Transit-Oriented Development Work Plan that lays out the critical strategies and accompanying action steps, tasks and timelines that must be achieved and accomplished to align our agency and our city with the policy direction and funding programs of the state and federal governments.

We look forward to helping our city and region create well-planned transit-oriented affordable housing and mixed-use and mixed-income developments that can reduce our carbon footprint and lower energy and transportation cost burdens for our working families.

A handwritten signature in black ink, appearing to read "Richard Gentry". The signature is stylized and includes a long horizontal flourish extending to the right.

August 2011



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## EXECUTIVE SUMMARY

The San Diego Housing Commission is a public agency that works to expand affordable housing opportunities for individuals and families in the City of San Diego. The desire and timeliness of the Commission to produce a three-year work plan for transit-oriented affordable housing development stems from the convergence of work underway at the national, statewide, regional, and local levels that now provides the Commission with a unique opportunity to further carry out the agency mission and create affordable housing that is linked to our transit system.

**Definition of Transit-Oriented Development (TOD):** A compact, mixed-use community located within an average 2,000-foot<sup>1</sup> walking distance of a transit facility that promotes economic prosperity and environmental sustainability by providing people of all ages and incomes with improved access to affordable and convenient public transportation including travel by transit, foot, or bicycle.

This concept has become a key component of land use policy and planning at the community and local levels, regionally, and at the state and national levels of government as a means to reduce green house gas emissions, make better use of public transit and connect housing and employment areas in a more planned and efficient manner.

The goal and context of this work plan is to put the Commission in alignment with state and federal policy and funding priorities, and regional and local planning initiatives. This work plan will aid the development of affordable housing projects that link urban development to economic prosperity and environmental sustainability. The intended outcomes of this work plan are to:

- Ensure the creation of appropriate, available and economically feasible development sites
- Help facilitate completion of 2 or 3 TOD developments with affordable housing components
- Deepen collaborative partnerships with other public and private partners that are critical to TOD development
- Garner state and federal resources available for sustainable development

This work plan formalizes a 5 strategy approach for successful transit-oriented affordable housing development and lays out a series of strategies, best practices, action steps, tasks and measurable outcomes, financing opportunities, and a list of priority areas and sites for development consideration.

### **Summary of Strategies To Facilitate Transit-Oriented Affordable Housing Development**

- 1) Pursue Sites and Priority Areas of TOD
- 2) Strengthen Resource Coordination
- 3) Form and Enhance Creative Partnerships
- 4) Increase Workforce Linkages and Economic Opportunities
- 5) Provide Appropriate Oversight and Collect Data to Inform Practice and Measure Success

At the state and federal levels, affordable housing policy and corresponding funding initiatives are placing affordable housing development within a larger context as a contributing component of smart growth and regional planning strategies that promote environmental sustainability, economic prosperity, healthy communities linked with transit, and reductions in housing/energy and transportation expenses for working families.

Our regional and state smart growth and sustainability efforts for the last decade have positioned San Diego at the forefront of the TOD movement and have put San Diego in a position to be a national model for sustainable communities. This work plan for affordable housing TOD will facilitate additional progress toward our region's sustainability and the improved quality of life for our residents.

### **Federal Policy Direction**

The Partnership for Sustainable Communities was formed in June 2009 by the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT) and the U.S. Environmental Protection Agency (EPA) to “ensure that housing and transportation goals are met while simultaneously protecting the environment, promoting equitable development, and helping to address the challenges of climate change.”<sup>1</sup> The Partnership for Sustainable Communities has six livability principles around which the partners are coordinating their policies and funding programs: provide more transportation choices; promote equitable, affordable housing; enhance economic competitiveness; support existing communities; coordinate policies and leverage investment; and value communities and neighborhoods.<sup>2</sup>

HUD's 2010 Budget titled “Road Map for Transformation” laid out the department's vision for promoting sustainable and inclusive growth through strategies that strengthen communities, drive down carbon emissions and reduce the burden of housing and transportation costs on working families. Fortunately, this vision is continued in the draft HUD FY2012 budget as well.<sup>3</sup> Over the next few years, researchers at HUD are likely to expose us to new and evolving definitions of housing affordability that look at combinations of housing, transportation and energy costs as a percentage of household expenses. Working families in urban areas spend approximately 60% of their income on housing and transportation costs combined.<sup>4</sup>

HUD's vision of serving as a “vehicle for advancing sustainable and inclusive growth patterns at the metropolitan level, communities of choice at the neighborhood scale and energy efficiency at the building scale”<sup>5</sup> is being carried out through its partnerships with other federal agencies to “ensure that the location of affordable housing enhances access to employment and educational opportunities and makes the way we develop and redevelop our communities a key part of the solution to climate change and energy independence.”<sup>6</sup> The HUD FY2010, 2011, and 2012 budgets each included \$150 million for its Sustainable Communities Initiative to support and promote “multi-jurisdictional regional planning efforts that integrate housing, economic development and transportation decision-making in a manner that empowers jurisdictions to consider the interdependent challenges of economic growth, social equity and environmental impact simultaneously.”<sup>7</sup>

The San Diego region was eligible to compete for up to \$5 million in planning grant funding. SDHC participated as part of a collaborative team that included SANDAG; the cities of Chula Vista, National City and San Diego; the County of San Diego; and the San Diego Foundation. This group submitted a proposal to HUD in August 2010. Results for the Sustainable Communities Regional Planning Grant Program were announced in October 2010 and only two California teams, one from the Sacramento area and the other from the Fresno/Modesto area,

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<sup>1</sup> HUD, DOT and EPA. 4/2010. *Leveraging the Partnership: DOT, HUD and EPA Programs for Sustainable Communities*, p.1.

<sup>2</sup> Office of Sustainable Housing and Communities, Office of the Deputy Secretary, HUD. 2/4/2010. *Sustainable Communities Planning Grant Program Advance Notice and Request for Comment*, pages 6,7.

<sup>3</sup> The HUD FY 2012 budget has not yet been approved by Congress.

<sup>4</sup> U.S. Department of Housing and Urban Development. *FY 2010 Budget: Road Map for Transformation*, p. 23.

<sup>5</sup> *Ibid*, p. 1

<sup>6</sup> *Ibid*, p. 1

<sup>7</sup> Office of Sustainable Housing and Communities, Office of the Deputy Secretary, HUD. 2/4/2010. *Sustainable Communities Planning Grant Program Advance Notice and Request for Comment*. Notice and Request for Comment, pages 1, 2.

received awards. The San Diego region can compete for these funds again as the HUD FY2011 budget includes an additional \$150 million for a second round of Sustainable Communities Initiative funding.

### **California Policy Direction**

The California Strategic Growth Council is charged to “encourage sustainable land use planning, and revitalize urban and community centers in a sustainable manner” and to “manage and award grants and loans to support the planning and development of sustainable communities.”<sup>8</sup> Seeming to mirror the timeline of the national Sustainable Communities Initiative, California’s Strategic Growth Council approved the Sustainable Communities Planning Grant Program and subsequently released guidelines for proposals.

The purpose and goals of the grant program are to foster the development of sustainable communities, defined as those that “promote equity, strengthen the economy, protect the environment and promote healthy communities”<sup>9</sup> through the development and implementation of plans that reduce greenhouse gas emissions and achieve as many of the 12 stated objectives that include increasing housing affordability, increasing infill and compact development, revitalizing urban and community centers and reducing automobile usage and fuel consumption.<sup>10</sup>

Over \$63 million was made available for planning grants and planning incentives that promote sustainability, and approximately \$37 million remains available for subsequent funding rounds<sup>11</sup>. Individual proposals are estimated to be funded in the range of \$100,000 to \$1 million. San Diego submitted two applications for funding and both were approved. First, the City of San Diego was awarded \$1 million to update the Southeastern San Diego Plan and conduct a community plan update and a comprehensive planning and zoning update to support compact transit oriented development around existing transit corridors – SDHC was listed as a key stakeholder in this application.<sup>12</sup> Second, SANDAG was awarded \$750,000 in support of its Sustainable Communities Planning Grant & Incentive Program which will support SANDAG activities necessary to implement SB375 and its Sustainable Communities Strategies.

TOD plans are one of the eligible proposal types that can be submitted for funding. Further, local financial leverage is 5% of the point-scoring system. It is in this priority consideration area that the Housing Commission has a special opportunity to demonstrate its value as part of an applicant team if it opted to pre-commit, target or allocate capital funding for TOD affordable housing development.<sup>13</sup>

### **Regional Policy Direction**

San Diego Association of Governments (SANDAG), our region’s Metropolitan Planning Organization comprised of 19 local governments, provides the regional framework to connect land use to transportation systems, monitor and manage population growth, preserve the environment and sustain economic prosperity. This body serves as the forum for regional decision-making and works to build consensus; create strategic plans; obtain and allocate resources; plan, engineer and build public transportation; and provide information about a broad range of topics pertinent to the region’s quality of life.

SANDAG has consistently incorporated smart growth and TOD principals into its regional growth plans, often in advance of state-wide and national efforts. For example, the Regional Comprehensive Plan (RCP) was adopted by

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<sup>8</sup> From the text of SB732 (Steinberg).

<sup>9</sup> Ibid

<sup>10</sup> Ibid

<sup>11</sup> State of California Strategic Growth Council, 7/1/2011. Annual Report. page1.  
<http://sgc.ca.gov/docs/workplan/2011AnnualReport.pdf>

<sup>12</sup> State of California Strategic Growth Council, 7/1/2011. Annual Report. page 7.  
<http://sgc.ca.gov/docs/workplan/2011AnnualReport.pdf>

<sup>13</sup> See Ibid, page 5 for the breakdown of the 100 possible points that can be scored. Leveraged resources account for 5 of the 28 points in the priority considerations category. The 12 program objectives comprise 60 of the 100 total points and an affordable housing TOD project directly responds to 4 of the 12 objectives, and potentially responds to all 12 of them. Thus, the SDHC could be a significant partner bringing point valuable resources to an applicant team applying for these resources.

SANDAG in 2004 and provides incentives and assistance to local jurisdictions to encourage smart growth land use strategies that integrate housing, jobs and transportation choices within communities.

SANDAG is in the process of developing its first Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS), wherein the draft RTP “envision[s] new jobs and homes situated in environmentally sustainable communities that are more conducive to walking, bicycling” and public transit. The draft SCS shows how integrated land use and transportation planning will help the region reduce its greenhouse gas emissions and notes that “new development will be more compact, and more accessible to public transit.”<sup>14</sup>

### **Summary**

The Commission has the potential and experience to step forward and help create the local partnership that mirrors the regional, statewide, and national sustainable development priorities, thereby becoming a key player in advancing the goal of affordable housing as a critical component of good transit-oriented development and sustainable communities. It is within the framework of SDHC’s mission, history, understanding of affordable housing and economic development, and breadth of relationships and partnerships that we have determined to undertake the preparation of this policy and work plan document that outlines an affordable housing, transit-oriented development work plan. This work plan provides the road map for the Commission to become a full partner in helping the San Diego region implement its smart-growth goals.

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<sup>14</sup> San Diego Association of Governments (SANDAG), *Draft 2050 Regional Transportation Plan, Section 3 - Forging a Path Toward More Sustainable Living: A Sustainable Communities Strategy*. Page 3-6.  
[http://www.sandag.org/uploads/2050RTP/Draft\\_2050\\_RTP\\_Chapter\\_3.pdf](http://www.sandag.org/uploads/2050RTP/Draft_2050_RTP_Chapter_3.pdf)

# **SECTION 1**

## **THE ROLE OF SDHC IN AFFORDABLE HOUSING TOD PLANNING**



## SECTION 1: THE ROLE OF SDHC IN AFFORDABLE HOUSING TOD PLANNING

The San Diego Housing Commission (SDHC/the Commission) is an award-winning public agency established by the San Diego City Council in 1979 that works to expand affordable housing opportunities for individuals and families in the City of San Diego. The agency was initially charged with bridging the gap between the high cost of housing in the City of San Diego and the high percentage of low-wage earners, helping to correct an imbalance that threatens the stability of our workforce.

As the City of San Diego has grown, the work of the Commission over the last three decades has also expanded to serve the community. Today the agency annually helps more than 75,000 low-income individuals with affordable housing through programs that benefit the city's economy and help revitalize neighborhoods. Since 1981, the Commission has contributed more than \$1 billion in loans and bond financing to projects that produced more than 20,000 housing units of which approximately 12,500 are affordable.

The Commission owns over 2,200 housing units, provides rental assistance to more than 14,000 families and individuals, offers financial assistance for qualifying first-time homebuyers and offers both financial and technical assistance to low-income owners with older homes in need of rehabilitation.

A core value of the Commission is collaboration. In this spirit, the Commission works directly with nearly 11,000 businesses and investors to provide affordable housing in return for tax credits and other incentives. In addition, it works with nonprofits to help them achieve the housing components of their separate programs which benefit the region.

While the main goal of the Commission is to provide and advocate for housing opportunities for San Diego residents, the agency has also been recognized as a national leader in innovative job training and educational programs that provide learning opportunities so residents can become self-sufficient and free from government assistance.

Through its department of Special Housing Initiatives, the Commission has taken an active role in alleviating homelessness in San Diego. Endorsing the concept of "Continuum of Care," the Commission supports the city's efforts to provide interim housing supportive services, transitional housing, and permanent affordable housing. Major efforts have included the Homelessness Prevention and Rapid Re-Housing Program (HPRP) which assists families at risk for homelessness by making rental payments to landlords on their behalf and the Shelter Plus Care Program which provides permanent housing and supportive services to chronically homeless persons with disabilities. Additionally, the Commission has provided funding and facilitated efforts to create a one-stop homeless service center called, "Connections Housing."

A key function of the Commission is to advise the City Council about housing policy matters. Through active participation and involvement in many local, state, national and international organizations, the agency is able to provide a broad context in which to help formulate housing and urban development policies that affect San Diego. The Commission has taken a leadership role in developing comprehensive housing policy documents for the City. For many years the Commission prepared the City of San Diego Consolidated Plan (a HUD-required strategic plan to determine how the city should be allocated dollars from federal funding sources). The SDHC also assists the City Planning & Community Investment Department in preparing the Housing Element (an element of the state-mandated General Plan outlining a five-year strategy for meeting housing goals). In addition, the agency has taken the lead in developing and administering local housing policies such as inclusionary housing regulations and density bonus. The agency also monitors affordable housing sites and developments to ensure they meet regulatory requirements.<sup>15</sup>

As part of the Commission's broader collaborative work on revitalization and redevelopment efforts in the city, the agency directly supports the San Diego Fair Housing Council. More recently, the Commission has taken over management duties associated with the City-County Reinvestment Task Force, and provides active focus on fair

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<sup>15</sup> San Diego Housing Commission. About Us webpage, <http://www.sdhc.org/About/>.

housing issues through its internal office of Fair Housing and Civil Rights. The Commission works collaboratively with officials, community activists, interest groups and others, including low-income housing advocates, housing industry representatives and individual community planning groups. The Commission has been an integral agency working not only on affordable housing but in community revitalization, redevelopment activities, fair housing, economic development and workforce development issues in the region.

It is within the framework of history, mission, understanding and context outlined above that the San Diego Housing Commission has determined to undertake preparation of a policy document that outlines a transit-oriented development work plan.

The desire and timeliness of the Commission to produce a transit-oriented development policy and three-year work plan stems from the convergence of work underway at the national, state, regional and local levels that now provides the Commission with a unique opportunity to further carry out the agency mission to create affordable housing that is linked to our transit system.

Transit-Oriented Development (TOD) simply put is a compact, mixed-use community located within an average 2,000-foot<sup>1</sup> walking distance of a transit facility that promotes economic prosperity and environmental sustainability by providing people of all ages and incomes with improved access to affordable and convenient public transportation including travel by transit, foot, or bicycle. This concept has become a key component of land use policy and planning at the community and local levels, regionally, and at the state and national levels of government as a means to reduce green house gas emissions, make better use of public transit and connect housing and employment areas in a more planned and efficient manner.

### **National Level Policy Initiatives**

It has been an expressed top priority of President Obama's administration to build economically competitive, healthy, opportunity-rich communities. On June 16, 2009, HUD joined with the Environmental Protection Agency (EPA) and the United States Department of Transportation (DOT) to help improve access to affordable housing, create more transportation options and lower transportation costs while protecting the environment in communities nationwide. They created via a Memorandum of Understanding the Interagency Partnership for Sustainable Communities.

The Interagency Partnership established a set of guiding "livability principles" and a partnership agreement that would guide the agencies' efforts. The partnership is to coordinate federal housing, transportation and other infrastructure investments to protect the environment, promote equitable development and help address the challenges of climate change.

The Livability Principles are:<sup>16</sup>

- Provide more transportation choices;
- Promote equitable, affordable housing;
- Enhance economic competitiveness;
- Support existing communities;
- Coordinate and leverage federal policies and investment; and
- Value communities and neighborhoods.

The Partnership Agreement between EPA/DOT/HUD intends to:<sup>17</sup>

1. Enhance integrated planning and investment;
2. Provide a vision for sustainable growth;
3. Redefine housing affordability and make it transparent;

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<sup>16</sup> Environmental Protection Agency (EPA). HUD-DOT-EPA Interagency Partnership for Sustainable Communities. [www.epa.gov/dced/partnership/index.html](http://www.epa.gov/dced/partnership/index.html).

<sup>17</sup> Ibid.



4. Redevelop underutilized sites;
5. Develop livability measures and tools;
6. Align HUD, DOT and EPA programs; and
7. Undertake joint research, data collection and outreach.

What makes the Partnership Agreement significant for the Commission is threefold:

1. It elevates the issue of providing affordable housing and makes HUD the lead agency in releasing the Notice of Funding Available (NOFA) nationwide to award millions of dollars for regional integrated planning initiatives.
2. The SDHC is well underway with expansion of its real estate division after receiving HUD approval in 2007 for disposition of its public housing, which provides critical financial resources and capacity to enable the agency to expand development of affordable housing.
3. San Diego County has been engaged as one of 18 regions throughout the state identified as Metropolitan Planning Organizations (MPOs) to implement Senate Bill 375 (SB 375), which was passed on September 30, 2008 with the mandate to align planning for transportation and housing with the overarching goal to reduce greenhouse gas emissions through better regional planning and coordination between transportation, land use planning and housing development.

Congress has provided a total of \$300 million to the U.S. Department of Housing and Urban Development (HUD) for their Sustainable Communities Initiative to improve regional planning efforts that integrate housing and transportation decisions and increase state, regional and local capacity to incorporate livability, sustainability and social equity principles into land use and zoning.<sup>18</sup> HUD has requested to continue the Sustainable Communities Initiative in its FY2012 budget request.

### **State Level Policy Initiatives**

The San Diego region is well positioned to participate in the Sustainable Communities Initiative in large part because of the State of California's passage of two pieces of signature legislation: Assembly Bill 32 (AB 32) in 2006 and Senate Bill 375 (SB 375) in 2008. The overall design of these pieces of legislation was to reduce emissions by changing land use planning in a way that creates a Sustainable Community Strategy. By encouraging more compact development near urban and transit centers, the hope is to lessen urban sprawl and encourage better transportation practices to reduce overall vehicle miles traveled, thereby decreasing greenhouse gas emissions.

SB 375 has provided for a more active direct role and opportunity for the Commission to be involved in regional planning efforts to create more sustainable communities in the region. In addition to providing incentives for creating attractive, walkable and sustainable communities as well as revitalizing existing communities, SB 375 has also changed the state housing law to link regional planning efforts for transportation and housing.

The Strategic Growth Council (created in 2008 by Senate Bill 732) is comprised of the agency secretaries from the Business Transportation and Housing Agency, California Health and Human Services Agency, California Environmental Protection Agency, California Natural Resources Agency, the director of the Governor's Office of Planning and Research and a public member appointed by the governor. In addition to coordinating the activities of its member agencies to improve air and water quality and natural resource protection, and to meet the goals of the California Global Warming Solution Act of 2006, the Council is also charged to "*encourage sustainable land use planning and revitalize urban and community centers in a sustainable manner*" as well as to "*manage and award grants and loans to support the planning and development of sustainable communities.*"<sup>19</sup>

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<sup>18</sup> Office of Sustainable Housing and Communities, Office of the Deputy Secretary, HUD. 2/4/2010. *Sustainable Communities Planning Grant Program Advance Notice and Request for Comment*. Notice and Request for Comment. Department of Housing and Urban Development.

<sup>19</sup> State of California Strategic Growth Council. 4/22/2010. Sustainable Communities Planning Grant and Incentives Program "Grant Guidelines and Application," page 1.

Seeming to mirror the timeline of the national Sustainable Communities Initiative, California's Strategic Growth Council approved the Sustainable Communities Planning Grant Program and subsequently released the guidelines for proposals. The purpose and goals of the grant program are to foster the development of sustainable communities, defined as those that "promote equity, strengthen the economy, protect the environment and promote healthy communities,"<sup>20</sup> through the development and implementation of plans that reduce greenhouse gas emissions and achieve as many as possible of the following 12 objectives:<sup>21</sup>

1. Improve air and water quality;
2. Promote public health;
3. Promote equity;
4. Increase housing affordability;
5. Increase infill and compact development;
6. Revitalize urban and community centers;
7. Protect natural resources and agricultural lands;
8. Reduce automobile usage and fuel consumption;
9. Improve infrastructure systems;
10. Promote water conservation;
11. Promote energy efficiency and conservation; and
12. Strengthen the economy.

Over \$63 million was made available for planning grants and planning incentives that promote sustainability, and approximately \$37 million remains available for subsequent funding rounds<sup>22</sup>. Individual proposals are estimated to be funded in the range of \$100,000 to \$1 million. San Diego submitted two applications for funding and both were approved. First, the City of San Diego was awarded \$1 million to update the Southeastern San Diego Plan and conduct a community plan update and a comprehensive planning and zoning update to support compact transit oriented development around existing transit corridors – SDHC was listed as a key stakeholder in this application.<sup>23</sup> Second, SANDAG was awarded \$750,000 in support of its Sustainable Communities Planning Grant & Incentive Program which will support SANDAG activities necessary to implement SB375 and its Sustainable Communities Strategies.

A focus on affordable housing TOD development will directly impact the above objectives 4, 5, 6 and 8 and directly or indirectly support the other objectives. Grant funds are further focused in two distinct ways. First, there is a set-aside of 20% in each funding round for projects targeting economically disadvantaged communities (EDCs). Applicants are limited to submitting two applications, and only one application can be for a non-EDC proposal. Second, applications are submitted in one of three focus areas: 1) Local Sustainable Planning; 2) Regional SB 375 Plus; or 3) Regional Planning Activities with Multiple Partners. TOD Plans are one of the eligible proposal types that can be submitted in the second category, Regional SB 375 Plus. Priority consideration is given in all categories to proposals that include leverage with additional resources. It is in this priority consideration area that the SDHC has a special opportunity to demonstrate its value as part of an applicant team if it chooses to pre-commit, target or allocate capital funding for TOD affordable housing development.<sup>24</sup>

### **Regional Planning Activity**

San Diego is one of 18 regions in the state that has a Metropolitan Planning Organization (MPO). San Diego's MPO is the San Diego Association of Governments (SANDAG), which is made up of the region's 19 local

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<sup>20</sup> Ibid

<sup>21</sup> Ibid

<sup>22</sup> State of California Strategic Growth Council, 7/1/2011. Annual Report. page1.

<http://sgc.ca.gov/docs/workplan/2011AnnualReport.pdf>

<sup>23</sup> State of California Strategic Growth Council, 7/1/2011. Annual Report. page 7.

<http://sgc.ca.gov/docs/workplan/2011AnnualReport.pdf>

<sup>24</sup> See Ibid, page 5 for the breakdown of the 100 possible points that can be scored. Leveraged resources account for 5 of the 28 points in the priority considerations category. The 12 program objectives comprise 60 of the 100 total points and an affordable housing TOD project directly responds to 4 of the 12 objectives, and potentially responds to all 12 of them. Thus, the SDHC could be a significant partner bringing point valuable resources to an applicant team applying for these resources.

governments (the County and 18 cities). Each of the cities and the County are voting members of SANDAG. Other non-voting members participating with SANDAG include representatives from agencies that are specific to issues within the San Diego region, such as the U.S. Department of Defense, Caltrans, San Diego Unified Port District, Metropolitan Transit System, North County Transit District, San Diego County Water Authority, Southern California Tribal Chairmen’s Association and representatives from Mexico.

SANDAG provides the regional framework to connect land use to transportation systems, monitor and manage population growth, preserve the environment and sustain economic prosperity. This body serves as the forum for regional decision-making and works to build consensus; create strategic plans; obtain and allocate resources; plan, engineer and build public transportation; and provide information about a broad range of topics pertinent to the region’s quality of life. SANDAG is the body that prepares the state-mandated Regional Housing Needs Statement (RHNS) for the jurisdictions within their regional boundaries.

Prior to SB 375 and the Sustainable Communities Strategy in which SANDAG is now engaged, the Regional Comprehensive Plan (RCP) was adopted by SANDAG in 2004 and is based on smart growth principles. The plan serves as a blueprint for managing the region’s growth while preserving natural resources and limiting urban sprawl. As part of this regional effort, SANDAG also developed the Smart Growth Concept Map that identifies almost 200 existing, planned or potential smart growth locations within the region. A key component of the RCP Implementation Plan is to provide incentives and assistance to local jurisdictions to encourage smart growth land use strategies that integrate housing, jobs and transportation choices within communities. In essence, SANDAG was ahead of the curve and began smart growth planning prior to statewide and federal efforts and mandates.

Furthermore, SANDAG is in the process of developing its first Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS), which will be considered for adoption in October 2011. The RTP projects to the year 2050 and will be the “blueprint for a regional transportation system that further enhances quality of life, promotes sustainability, and offers more mobility options for people and goods”. By 2050, the San Diego region will have an additional 1.2 million residents, half a million new jobs, and nearly 400,000 newly constructed homes.<sup>25</sup> The draft RTP “envisions most of these new jobs and homes situated in environmentally sustainable communities that are more conducive to walking, bicycling” and public transit. The SCS is a new element of the RTP, the goal of which is to show how integrated land use and transportation planning will help the region reduce its greenhouse gas emissions.<sup>26</sup> The draft SCS accommodates more than 80 percent of the new homes and jobs, and notes that “new development will be more compact, and more accessible to public transit.”<sup>27</sup>

### **Local Planning Activity**

The Commission has recently presented recommendations and a report on affordable housing best practices, wherein among its recommendations were that community plans should specify the incentives and densities allowable for affordable housing development; that the City should conduct a comprehensive review of its list of excess land and identify sites for affordable housing development; and that SANDAG should establish an affordable housing component as a requirement for allocation of competitively awarded local funds.

Local funds for new developments have been drastically diminished due to recent state legislation that eliminated redevelopment agencies or forced these agencies to become alternative redevelopment agencies and pay the State of California a greater share of their funds. San Diego’s redevelopment agencies have all opted to become alternative redevelopment agencies and maintain their existence, but two of the agencies will not have funds available for new unidentified projects for many years to come. This recent development

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<sup>25</sup> San Diego Association of Governments (SANDAG), *Draft 2050 Regional Transportation Plan*, page 1-3. [http://www.sandag.org/uploads/2050RTP/Draft\\_2050\\_RTP\\_Complete.pdf](http://www.sandag.org/uploads/2050RTP/Draft_2050_RTP_Complete.pdf)

<sup>26</sup> San Diego Association of Governments (SANDAG), *Draft 2050 Regional Transportation Plan, Technical Appendix 9: Additional Sustainable Communities Strategy (SCS) Background Material*. <http://www.sandag.org/uploads/2050RTP/TA9.pdf>

<sup>27</sup> San Diego Association of Governments (SANDAG), *Draft 2050 Regional Transportation Plan, Section 3 - Forging a Path Toward More Sustainable Living: A Sustainable Communities Strategy*. Page 3-6. [http://www.sandag.org/uploads/2050RTP/Draft\\_2050\\_RTP\\_Chapter\\_3.pdf](http://www.sandag.org/uploads/2050RTP/Draft_2050_RTP_Chapter_3.pdf)

places a greater onus on the procurement of public grants and creative partnerships for funding of affordable housing developments.

### **In Summary**

Combined, our regional and state smart growth and sustainability efforts for the last decade have positioned San Diego at the forefront of the TOD movement and put us in a position to be a national model for sustainable communities. The national recognition received by both the City<sup>28</sup> and SANDAG highlight why the American Planning Association considers San Diego a model for smart growth sustainable planning.

The Commission has the potential and experience to step forward and help create the local partnership that mirrors the regional, statewide, and national sustainable development priorities, thereby becoming a key player in advancing the goal of affordable housing as a critical component of good transit-oriented development and sustainable communities. Our work plan provides the road map for the Commission to become a full partner in helping the San Diego region implement its smart-growth goals.

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<sup>28</sup> At the American Planning Association's annual conference in New Orleans in April 2010, the City of San Diego won the prestigious Daniel Burnham Award for a Comprehensive Plan. The award was conferred on San Diego for its visionary 2008 General Plan that lays out the City of Villages smart-growth strategy to focus growth into mixed-use villages that are pedestrian friendly, of differing scales across neighborhoods and linked to the transit system.

## **SECTION 2**

### **FIVE KEY STRATEGIES TO PROMOTE AND FACILITATE AFFORDABLE HOUSING TOD PLANNING**

**STRATEGY 1: PURSUE SITES AND PRIORITY AREAS FOR TOD**

**STRATEGY 2: STRENGTHEN RESOURCE COORDINATION**

**STRATEGY 3: ENHANCE AND FORM CREATIVE PARTNERSHIPS**

**STRATEGY 4: INCREASE WORKFORCE LINKAGES AND ECONOMIC OPPORTUNITIES**

**STRATEGY 5: PROVIDE APPROPRIATE OVERSIGHT AND COLLECT DATA TO INFORM PRACTICE AND MEASURE SUCCESS**



## **INTRODUCTION TO SECTION 2: FIVE KEY STRATEGIES TO PROMOTE AND FACILITATE AFFORDABLE HOUSING TOD PLANNING**

All development requires a site, money, partnerships and a workforce to build the buildings. TOD development takes each of these components to a complex extreme because by definition it aspires to benefit both the transit and vertical real estate users. Financing sources are generally discreet for each use and its planners have different orientations and financial goals. Transit planners strive for efficiency in building and operations; vertical real estate developers aim for economic feasibility and profitability.

Today, state and federal policy and financial incentives direct that TOD must go even further in its goals and complexities. TOD must now envision and achieve more livable communities that embrace environmental sustainability, promote and perpetuate economic prosperity, and are planned and implemented in a regional context with “community-completing uses” planned for and spread along corridors across multi-jurisdictional boundaries. “Community-completing uses” means achieving a balance of offerings along corridors including access to employment centers, education, cultural, shopping and services, recreation and places to live.

This section breaks down the components of this 21st century visionary view of TOD into five strategies and each focuses on one of the critical challenges to making TOD development a success. The five strategies are presented in a particular order, but all are equally important and several will move forward on parallel tracks.

By definition, transit-oriented development is driven by sites and their proximity to transit stations, transit districts and corridors. For this reason, the discussion of the five strategies starts with Strategy 1 that is focused on sites and priority areas for transit-oriented affordable housing development and then moves to Strategy 2 that addresses opportunities to begin strategically preparing for and lining up the financing. Strategy 3 discusses the partnerships that need to be formed at the regional, local and site levels in order to bring forward successful TOD development. Strategy 4 discusses how TOD development can and increasingly must make strong linkages to job creation and employment center connectivity. Lastly, Strategy 5 lays out the desire of the San Diego Housing Commission to measure its own success by setting up accountability structures whereby the partners needed to make TOD work are also participants in providing appropriate oversight, contributing to the dialogue that will inform practice, and assisting with measuring the success of the vision and goals.

The Commission’s Three-Year Work Plan to promote and facilitate the development of transit-oriented affordable housing is presented in Section 3 and is derived from the background, context and analytical work presented in this Section 2.

### **LOCAL BEST PRACTICE: SMART CORNER**



Smart Corner is a mixed use development covering a full city block in downtown San Diego. The project includes a 19-story condominium tower with 301 total units, 25 of which are affordable units for households earning 120% AMI or less. Located on the block bordered by Broadway, Park Boulevard, and 11th and C Streets, the award-winning development also houses a five-story office and commercial building owned and occupied by the San Diego Housing Commission as well as an underground parking garage. Sustainable and environmentally friendly design elements such as energy-efficient heating and cooling systems and bicycle storage rooms are among the “green” features of the office building. The site is bisected diagonally by the San Diego Trolley between the two buildings. The City College Trolley Station, the second busiest in the system, serves the Orange and the Blue lines and is within one block of multiple bus stops. The innovative project is an example of a public-private partnership between the Centre City Development Corporation, San Diego Association of Governments, San Diego Housing Commission and San Diego Metropolitan Transit System as well as private investors.





## STRATEGY 1: PURSUE SITES AND PRIORITY AREAS FOR TOD

### Why this Strategy is Important

One of the greatest challenges faced by cities in realizing their TOD development goals is the inability to control land in and around transit station areas and to obtain site control before the land prices around transit centers escalate so high as to make development infeasible.<sup>29</sup> In order for the Commission to serve in a catalytic role to facilitate transit-oriented affordable housing development, it must start with ensuring that there are appropriate, available and economically feasible development sites.

### Best Practices

Over the last decade, TOD projects and districts have not fully achieved the intended ambitions of meeting transit, pedestrian, resident, worker and developer goals.<sup>30</sup> Success has been inhibited by disconnects between the transit planning process and TOD real estate development goals, above-average development costs, high levels of complexity, long development timelines, financiers perceptions of higher levels of risk without compensating profitability and the inability to secure land early in the development process at an economically feasible cost.<sup>31</sup>

Best practices in transit planning and implementation now take into account and plan for vertical development during the transit planning process so that the TOD site locations are designated up front and are based on anticipated potential for selected sites to support market-driven and financed real estate development. TOD planning must also take place in a district and corridor-wide planning context so that optimal, diverse and community appropriate development can occur within the district and along the corridor. This corridor level planning may need to take place at a multi-jurisdictional level so that smart planning can occur, corridor-level livability principals can be realized and mechanisms can be put into place to even out the financial benefits and burdens of various uses.

### LOCAL BEST PRACTICE: THE VILLAGE AT MORENA VISTA



The Village at Morena Vista is a 5.27 acre mixed-use, transit-oriented development project located adjacent to the Linda Vista Trolley Station. The site was developed in partnership with the City of San Diego Redevelopment Agency, Metropolitan Transit Development Board (MTDB), the City of San Diego Housing Commission, CityLink Investment Corporation and Morena Vista, LLC. Alongside commercial lofts, the project includes 184 residential units, 18 of which are affordable units. In addition to retail space and parking facilities, the development features a Park-N-Ride lot serving the trolley station. One trolley stop away from a major transit hub at the Old Town Transit Center, the centrally located Village at Morena Vista also features a number of amenities for residents, including a pool, theater, exercise room and meeting facilities.<sup>32,33,34</sup>

<sup>29</sup> Blair, Catherine Cox, of the Center for Transit-Oriented Development. 2/2009. *Fostering Equitable and Sustainable Transit-Oriented Development: Briefing Papers for a Convening of Transit-Oriented Development: Chapter 3. The Public Sector Perspective.*

<sup>30</sup> Belzer, Dana and Shelley Poticha, Center for Transit-Oriented Development. 2/2009. *Fostering Equitable and Sustainable Transit-Oriented Development: Briefing Papers for a Convening of Transit-Oriented Development: Chapter 2. Understanding Transit-Oriented Development, Lessons Learned 1999-2009.*

<sup>31</sup> Fleissig, William Kohn and Ian R. Carlton. 2/2009. *Fostering Equitable and Sustainable Transit-Oriented Development: Briefing Papers for a Convening of Transit-Oriented Development: Chapter 4. Aligning Transit and Real Estate: An Integrated Financial Strategy.*

<sup>32</sup> City of San Diego Redevelopment Agency. Village of Morena Vista Project Description. <http://www.sandiego.gov/redevelopment-agency/pdf/affhousing/fsvillagemorenavista.pdf>

<sup>33</sup> San Diego Association of Governments. "Smart growth is a smart move." Region: SANDAG's Electronic Newsletter: November 2006. [http://www.sandag.org/enewsletter/archives/november2006/feature\\_7.html](http://www.sandag.org/enewsletter/archives/november2006/feature_7.html)

<sup>34</sup> City of San Diego Redevelopment Agency. North Bay Redevelopment Project Area webpage. <http://www.sandiego.gov/redevelopment-agency/northbay.shtml>

## **Strategy 1 - Work Plan Action Steps**

### Methodology Utilized to Develop a Priority Areas and Sites List

To most efficiently utilize the Commission's staffing resources to implement this work plan, and since TOD by nature is site- and opportunity-driven, we sought to identify the most optimal sites and/or areas that may lead to successful development.

Further consideration was given to sites and areas that are high priority to other regional and city partners since TOD funding requires multiple layers of planning and financing – transit planning, consistency with the general plan and local land use and zoning plans, as well as financial resources to ready the sites for development and to create the firm link to transit.

The action steps for this strategy are derived from the collection and analysis of data that is included in two separate attachments. These attachments are 1) the Priority Areas and Sites List with accompanying regional map and aerial photos of all priority sites, located at the end of this Strategy 1 section; and 2) the Comprehensive List of TOD Areas and Sites, located in Appendix C.

The methodology used to develop the priority sites and areas list was to first develop a comprehensive list of properties that met at least one of several screening criteria – they were publically owned, in redevelopment areas or on SANDAG's Smart Growth Incentive Program awards list, or were on the San Diego Housing Collaborative Funding list, or were on the high priority list for city council members whose districts have high transit ridership and active transit corridors.

The Comprehensive List of TOD Areas and Sites, referenced above and contained in Appendix C, contains four TOD areas and approximately 50 sites. We narrowed down this comprehensive list into the Priority Areas and Sites List, located at this end of this Strategy 1 section. During the refinement process, priority was given to the sites that seem to represent the best opportunities for TOD development based on the ability to work with the site owners; site size; anticipated level of political support; location and proximity to transit; and potential for financing. The Priority Areas and Sites List contains the same four TOD areas but narrows the sites list to 17 sites. The list will need to be narrowed further and this goal is one of the action steps of this strategy. The four priority areas on each list are the same and have been awarded Smart Growth Incentive Program funding by SANDAG and also contain one or more sites from the Priority Areas and Sites List.

### **Findings and Recommendations**

The Commission's best opportunity to actively facilitate the development of affordable and workforce housing at and around transit stations and along key transit corridors is going to be through deepening its working relationships with the San Diego Metropolitan Transit System (MTS), the transit operator for San Diego, and SANDAG, the regional transportation planning body.

MTS has successfully completed several joint development projects and has continued interest in supporting additional TOD and joint development activities. In an MTS Board Meeting held on June 15, 2006, a power point presentation covering Policy and Procedure No. 18 – Joint Use and Development of Property stated: "The policy addresses the Board's intention to maximize the potential of its real estate assets consistent with transportation goals and community development objectives. The policy contains goals, criteria and process format to consider joint use and development. The policy requires a current inventory of properties suitable for joint use or development to be presented to the Board annually."

### **Action Step #1: Develop MOU with MTS**

MTS owns some prime sites in the city along their established transit lines and has as a stated objective to maximize its economic return from these properties. Though many MTS sites are used for park-and-ride purposes and transit parking, these sites could be considered for TOD possibilities and joint development opportunities.

The Commission can overcome the traditional TOD development obstacles of not securing land, or not being able to secure it at an economically feasible cost by working with MTS to accomplish mutual financial and development goals. MTS has the properties and the Commission has the skill set to manage and issue development requests for proposals (RFPs), as well as to supply the needed funding to make affordable housing development possible. Some of these sites are also within Redevelopment Project Areas (RPAs), adding potential access to other financial resources.

The optimal relationship will be one where MTS continues to own the land and retain some transit parking, ground leases it to a development team and receives upfront and/or long-term compensation for use of the land and the Commission utilizes its affordable housing skills to manage an RFP process to solicit developers and negotiate high quality, leveraged affordable housing developments that can meet MTS' financial needs.

#### Tasks and Measurable Outcomes

- Have introductory conversation with MTS to determine if mutually beneficial goals might be achievable through joint development of TOD sites under their ownership; if so, pursue drafting an MOU and prioritize a few sites for preliminary due diligence and feasibility analysis.
- Introductory meeting to be completed by 4th quarter 2011. If MOU possible, to be drafted 1st quarter 2012 and presented for dual approval process 3rd quarter 2012.

#### **Action Step #2: Prioritize Top Three to Five TOD Sites for Development**

The Priority Areas and Sites list must be further reduced to a handful of sites that can undergo site capacity analysis and financial modeling to confirm viability for TOD development. This vetting will entail meeting with city and regional partners to better understand the priorities of the transit agencies and the development priorities and funding capacity of the redevelopment agencies.

#### Tasks and Measurable Outcomes

- Hold meetings with key partner agencies to review and narrow priority sites list to maximum of 10 sites. Meetings to be held by 4th quarter 2011 and sites list to be narrowed in 1st and 2nd quarters 2012. Site capacity analysis and financial modeling to be completed on top three to five sites by end of 3rd quarter 2012.
- Short list of vetted TOD sites to be completed 3rd or 4th quarter 2012.

#### **Action Step #3: Work to Ready TOD Sites for Development**

Transit-oriented affordable housing development projects are likely to be in areas where sites may need to be readied for development and the transit linkages strengthened before the affordable housing development can occur. With a short-list of vetted priority projects in hand, SDHC can more effectively advocate with the City of San Diego for inclusion of these projects in applications to SANDAG for Smart Growth Incentive Program funding. Further, it is reasonable to expect that state and federal affordable housing development capital will increasingly be tied to the goals of the HUD Sustainable Communities Initiative and the California Sustainable Communities goals. Having a vetted list of affordable housing TOD project sites should position the city and region well in the competitive process for state and federal sustainability resources.

#### Tasks and Measurable Outcomes

- Work with San Diego Funding Collaborative to prioritize sites, align resources and request City of San Diego's support for project sites to be submitted to SANDAG Smart Growth Incentive Program for funding when needed. Process to occur in 2011 and 2012.
- Work with San Diego and SANDAG to pursue funds for sites at state and federal levels for application cycles in 2011, 2012 and 2013.





## **Strategy 1 Attachments:**

- **List of Priority Areas**
- **List Priority Sites**
- **Priority Sites Regional Map**
- **Aerial Photos of Priority Sites**



## List of TOD Areas

Area #	Area	Address	Neighborhood/ Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>SANDAG TransNet Smart Growth Incentive Program</b>							
1	<b>Mid-City SR 15 BRT Station Area Planning Study</b>	Meade Ave. (N) Van Dyke Ave. (E) Wightman Ave. (S) Cherokee Ave. (W)	City Heights	QCT(s) (21, 22.01, 22.02, 24.02)	Area served by bus lines 1, 7, 10 15, 210, 960, 965.	Yes Mixed Use Transit Corridor	<b>SGIP Funds Requested:</b> \$225,000 <b>Total Cost:</b> \$450,000 <b>See Site 1: The Boulevard at North Park is located within this area</b>
2	<b>Chollas Triangle Master Plan</b>	University Ave at 54 <sup>th</sup> and Chollas Parkway	Chollas Triangle/ City Heights	[Not QCT]	Area served by bus lines 7, 10, 955. 2.4 miles by bus to SDSU Transit Center (Trolley: Green line; Bus: 11, 14, 15, 115, 856, 936, 955).	Yes	<b>SGIP Funds Requested:</b> \$275,000 <b>Total Cost:</b> \$555,000 <b>See Site 3: Chollas Parkway &amp; University Ave. is located within this area.</b>
3	<b>Euclid and Market Village Master Plan</b>	Market St. Corridor: 805 to Euclid; Euclid Corridor: Guymon St. to Imperial; segment of Chollas Creek from 47 <sup>th</sup> Trolley Station to Euclid Station	Lincoln Park/ Central Imperial (SEDC)	QCT (33.02)	Euclid Avenue Trolley Station (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.	Yes	<b>SGIP Funds Requested:</b> \$400,000 <b>Total Cost:</b> \$440,000 <b>Site 29: Euclid Avenue. Trolley is located within this area.</b>
4	<b>Imperial Ave. and Commercial St. Corridor Plan</b>	Imperial Ave. and Commercial St. between 15 and 32 <sup>nd</sup>	Grant Hill/ Dells Imperial Study Area	QCT (40, 47, 48)	Area served by 25 <sup>th</sup> and Commercial Trolley Station (Orange line) and bus lines 3, 4.	Yes	<b>SGIP Funds Requested:</b> \$400,000 <b>Total Cost:</b> \$440,000 <b>See Site 5: Comm22 is located within this area.</b>





## List of TOD Priority Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Affordable Housing Collaborative Program</b> (A funding collaboration of the City of San Diego Redevelopment Agency, Southeastern Economic Development Corp., Centre City Development Corp., and San Diego Housing Commission)							
1	<b>The Boulevard at North Park</b>	Intersection of Texas Street and El Cajon Boulevard	North Park	TBD/ 4% tax credits possible [Not QCT]	Apx. 200 ft to bus stops on El Cajon Blvd, served by bus line 1 (7 miles to 70 <sup>th</sup> St. Trolley Station, or, walk 0.2 miles to bus 6, 2.5 miles by bus to Mission Valley Trolley Station (Green line).	Yes Mixed Use Transit Corridor	<b>Description:</b> Proposed 175 unit affordable apartment walkable community, designed as a transit oriented development (124 very-low and 49 low income units, 2 managers units) <b>Commercial Space:</b> 19,308 SF <b>Units:</b> 175 <b>Acreage:</b> 1.54 acres <b>Community Facilities:</b> Yes <b>Developer:</b> Community HousingWorks <b>Located within Mid-City SR 15 BRT Station Area Planning Study</b> <b>Sustainability:</b> Yes <b>Parking:</b> 290 spaces <b>Construction Costs:</b> \$60.3 MM
2	<b>Wesley Student Housing</b>		College Community	TBD QCT (29.04 or 28.01)	SDSU Trolley station in area (Green line)	Yes Special Use Center	<b>Description:</b> Mixed Use Student Housing and Campus Ministry. <b>Units:</b> 56 units – 205 bedrooms (101 very low income and 102 low income) <b>Developer:</b> Wesley House Student Residence, inc.
3	<b>Chollas Parkway &amp; University Ave.</b>	(within area defined by Site 34)	Crossroads	TBD/ May apply for 9% tax credits [Not QCT]	Apx. 200 ft to bus stops served by lines 7, 10, 955. 2.4 miles by bus to SDSU Transit Center (Trolley: Green line; Bus: 11, 14, 15, 115, 856, 936, 955).	Yes Community Center	<b>Description:</b> 79 units – 78 affordable and 1 mgr. (2 br) ranging from 30-60% AMI, 1-, 2- and 3- bedrooms. 16 aff. Bdrms <b>Developer:</b> National Community Renaissance <b>Units:</b> 79 <b>Located within Chollas Triangle Master Plan Area</b>
4	<b>Creekside</b>	220 47 <sup>th</sup> St.	Lincoln Park/ Central Imperial (SEDC)	4% TC QCT (33.02)	0.2 miles to 47 <sup>th</sup> Street Trolley station (Orange Line). 0.2 miles to bus stops on Imperial served by bus lines 4 and 955.	No	<b>Commercial Space:</b> N/A <b>Community Facilities:</b> Yes <b>Located within area covered by Site 29: Euclid Avenue</b> <b>Units:</b> 144 <b>Acreage:</b> 14.02 acres <b>Walkable Community:</b> No <b>Sustainability:</b> No <b>Construction Costs:</b> \$29.6 MM

\* Site numbers taken from Comprehensive List of TOD Sites and Areas



## List of TOD Priority Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Affordable Housing Collaborative Program (continued)</b> (A funding collaboration of the City of San Diego Redevelopment Agency, Southeastern Economic Development Corp., Centre City Development Corp., and San Diego Housing Commission)							
5	<b>Comm22 Phase 2:</b>	Commercial and 22 <sup>nd</sup>	Dells Imperial Study Area	QCT (47)	3 blocks to 25 <sup>th</sup> /Commercial Trolley Station (Orange line) Bus stops on Imperial (one block) served by bus line 4.	Potential Mixed-Use Transit Corridor	This phase of COMM 22 is looking to apply for 9% tax credits from HCD to finalize its financing. This is a priority site for SEDC according to their 5-Year Strategic Plan. <b>Ownership:</b> Comm22, LLC, Bridge Housing, Bronze Triangle, MAAC. 70 affordable rental units, 5,447 s.f. day care. <b>Parking:</b> 59 spaces <b>Acres:</b> 3.45 acres for all phases <b>Units:</b> 70  *Phase 1 – Family Housing have received its financing and is moving into the design phase. Phase 1 consists of 127 affordable rental units, 12,945 s.f. service retail (MAAC offices, dental clinic, café), and 393 parking spaces. Construction is targeted to start in Spring/Summer 2012.  Contact: Jeff Williams, SD Bridge Housing
	<b>Comm22 Phase 3: Live/Work Lofts/Office</b>	Commercial and 22 <sup>nd</sup>	Dells Imperial Study Area	QCT (47)		Potential Mixed-Use Transit Corridor	This phase is on-hold as of 8/12/11. Market-rate rental units, 13,434 s.f. office/retail space (BRIDGE, Bronze Triangle offices). <b>Parking:</b> 0 spaces <b>Units:</b> 38
	<b>Comm22 Phase 4: For sale row houses</b>	Commercial and 22 <sup>nd</sup>	Dells Imperial Study Area	QCT (47)		Potential Mixed-Use Transit Corridor	This phase is on-hold as of 8/12/11. Market-rate for sale row homes. <b>Parking:</b> 33 spaces <b>Units:</b> 17
6	<b>Trolley Residential</b>	4981 Market Street	Lincoln Park/ Central Imperial (SEDC)	9% TC QCT (33.04)	Adjacent to Euclid Ave. Trolley Station (Orange line), served by bus lines 3,4,5,13,916, 917, 955,960	No	<b>Commercial Space:</b> 70,340 SF <b>Community Facilities:</b> Yes <b>Units:</b> 52 <b>Acres:</b> 1.84 acres <b>Walkable Community:</b> Yes <b>Sustainability:</b> Yes <b>Parking:</b> 94 spaces <b>Construction Costs:</b> \$23.4 MM



## List of TOD Priority Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Affordable Housing Collaborative Program (continued)</b> (A funding collaboration of the City of San Diego Redevelopment Agency, Southeastern Economic Development Corp., Centre City Development Corp., and San Diego Housing Commission)							
7	<b>Palm Station</b>	Adjacent to 2340 Palm Ave.	Otay Mesa-Nestor	9% TC (Not QCT)	Adjacent to Palm Trolley Station (Blue line), served by bus lines 932, 933, 934	Maybe	<b>Commercial Space:</b> 5,000 SF <b>Community Facilities:</b> Yes <b>Units:</b> 142 <b>Acreage:</b> 4.26 <b>Walkable Community:</b> Yes <b>Sustainability:</b> Yes <b>Parking:</b> 1.76 per residential unit; 4 per retail unit <b>Construction Costs:</b> \$57.2 MM
<b>Redevelopment Agency Owned Sites within Centre City/Horton Redevelopment Areas</b>							
11	<b>13<sup>th</sup> and Broadway</b>	13 <sup>th</sup> and Broadway	East Village/ Centre City	QCT (52)	Bus stop on Broadway served by line 2. One block from City College Trolley Station (Blue, Orange lines).	Yes Metropolitan Center	Future Fire Station site. <b>Gross Bldg:</b> 100,000 <b>Residential:</b> 75,000 <b>Acquisition Date:</b> 9/06 <b>Units:</b> 90 (est.) <b>Acreage:</b> 20,000 sf (.46 acres)
12	<b>13<sup>th</sup> and Market</b>	13 <sup>th</sup> and Market	East Village/ Centre City	QCT (51)	Bus stop on Market served by lines 3 and 5. One block from Park and Market Trolley Station (Blue, Orange lines).	Yes Metropolitan Center	Former Island Market Ctr Site Site assembly not complete. Four parcels remaining. Of the five parcels acquired, three were converted to 80%TI sites due to 5-year expiration rule. DDA with Oak Shelter Systems was executed in 2004 and is in termination process. <b>Gross Bldg:</b> 240,000; <b>Residential:</b> 180,000 <b>Acquisition Date:</b> 5/02-2/06. 3 parcels passed the 5 year limit and were switched with 80% TI sites. <b>Units:</b> 217 (est.) <b>Acreage:</b> 40,000 sf (with 4 remaining parcels) (.92 acres)



## List of TOD Priority Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Redevelopment Agency Owned Sites within the SEDC Redevelopment Areas</b>							
20	Ouchi Courtyards Project Site	5003 Imperial Ave.	Central Imperial	QCT (33.02)	Bus stops on Imperial and Euclid, served by lines 3, 4, 13, 955 0.6 miles to Euclid Ave. Trolley Station (Trolley: Orange line Bus: 3, 4, 5, 13, 916, 917, 955, 960).	Potential Mixed Use Transit Corridor	Southeastern PDO – CT-2 Imperial Ave. Corridor Master Plan area included in the 5 <sup>th</sup> Amendment to the project area plan. Expired ENA; SEDC pursuing market rate rental (≈80% AMI) with developer and new partner. <b>Acreeage:</b> approx 1.0
24	4260-4274 & 4261-4271 Market St.	4260-4274 and 4261-4271 Market St.	Mt. Hope	QCT (34.03)	Bus stops on Market, served by line 5. 0.8 miles to 47 <sup>th</sup> Street Trolley Station (Orange line).	Yes Mixed-Use Transit Corridor	Mt. Hope PDO-Subdistrict 2 Former Urban League site <b>Acreeage:</b> approximately 0.8
<b>Metropolitan Transit Service Joint Development Property Inventory</b>							
27	Grantville	4500 block Alvarado Canyon Rd. between Fairmount and Mission Gorge Place	Grantville	[Not QCT]	Grantville Trolley station (Green line)	Yes Town Center	<b>Entitlement Process Complexity:</b> High <b>Assemblage Opportunities:</b> Yes <b>Investment Return:</b> high <b>Developer Interest:</b> high <b>Local Agency Interest:</b> high Currently used for overflow parking. Developer interest. Grantville Redevelopment Area. Alvarado Creek. Lease of property north of channel. 5 Bus Bays <b>Parking:</b> 246 parking spaces + overflow <b>Acreeage:</b> 9.37
28	Encanto	6200 block Akins Ave, at 62 <sup>nd</sup> Street	Encanto/ Mount Hope	[Not QCT]	Encanto/62 <sup>nd</sup> St. Trolley Station (Orange line) Bus stops on Imperial, served by lines 4, 916, 917, 961.	Yes Mixed Use Transit Corridor	<b>Entitlement Process Complexity:</b> High <b>Investment Return:</b> med <b>Developer Interest:</b> med <b>Local Agency Interest:</b> med Developer interest based on Imperial Avenue redevelopment through SEDC. Bus stops on Imperial. 171 Total Parking Spaces <b>SEDC has 3 top priority sites (#s 6, 30, 31 this list) in their new 5-year strategic plan (draft)—this site is one in the three.</b> <b>Acreeage:</b> 1.67

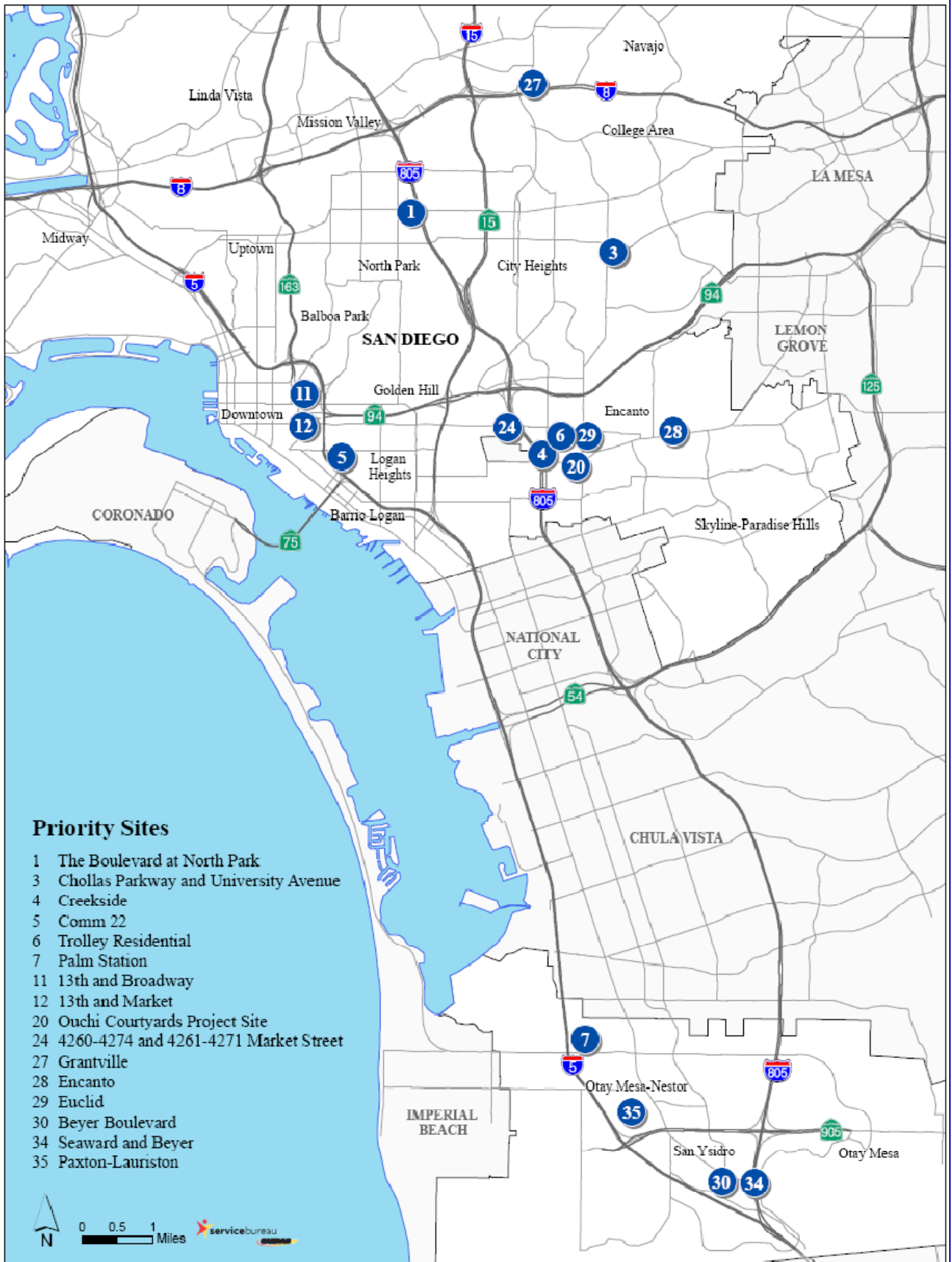




## List of TOD Priority Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Metropolitan Transit Service Joint Development Property Inventory (continued)</b>							
29	<b>Euclid Avenue</b>	Euclid Ave. and Market Street	Encanto/ Mount Hope (SEDC)	QCT(s) (intersection of 34.04, 33.02, 31.11, 30.01)	Euclid Avenue Trolley Station (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.	Potential Community Center	<p><b>Entitlement Process Complexity:</b> Med</p> <p><b>Investment Return:</b> med</p> <p><b>Developer Interest:</b> low</p> <p><b>Local Agency Interest:</b> med</p> <p>Reciprocal Parking Agreement with the Jacobs Center. City of Villages redevelopment area. Vacant property southeasterly is 0.46 acres.</p> <p><b>Parking:</b> 108 parking spaces 12 Bus Bays</p> <p><b>SEDC has 3 top priority sites (#s 6, 30, 31 this list) in their new 5-year strategic plan (draft)—this site is one in the three.</b></p> <p><b>Acres:</b> 2.51</p>
30	<b>Beyer Boulevard</b>	4000 block Beyer Blvd. at Cottonwood Rd.	San Ysidro	QCT (100.05)	Beyer Blvd. Trolley Station (Blue line). Bus stop on adjacent street, served by bus line 932. Bus stop on adjacent street.	Yes Town Center	<p><b>Investment Return:</b> low</p> <p><b>Developer Interest:</b> low</p> <p><b>Local Agency Interest:</b> low</p> <p><b>Parking:</b> 166 parking spaces. Parking lease with San Ysidro Health Center.</p> <p><b>Acres:</b> 1.6</p>
<b>City Council District 8 List of Priority Projects</b>							
34	<b>Seaward and Beyer</b>	123 Seaward Ave. 4235 Beyer Blvd. 325 Mesa Ave. Beyer/Mesa (no parcel address)	San Ysidro	QCT (100.13)	0.2 miles to Beyer Trolley Station (Trolley: Blue line; Bus lines 906, 907).	Yes Town Center	<p>APN# 6381613800 APN# 6381613900 APN# 6381622600 APN# 6381622500</p> <p><b>Units:</b> 52</p> <p><b>Acres:</b> 1.03; 0.53; 1.11</p>
35	<b>Paxton-Lauriston</b>	1221 Paxton Dr 1215-1260 Lauriston Dr. Lauriston Dr./30 <sup>th</sup> St. (no parcel address)	Otay Mesa/ Nestor	[Not QCT]	.48 miles to Iris Ave. Trolley Station (Trolley: Blue line; Bus lines: 901, 905, 906, 907, 929, 932, 933, 934).	Potential Community Center	<p>APN# 6300602400 APN# 6301606200 APN# 6301402700</p> <p>Units: 32</p> <p>Acres: 1.10; 2.20; 5.78</p>







## Affordable Housing Collaborative Sites

### The Boulevard at North Park

<b>Comprehensive List Site #</b>	1
<b>Address</b>	The intersection of Texas Street and El Cajon Boulevard. (Specifically: 2002-40 El Cajon Blvd.; 4316, 4322, and 4328 Alabama St.; and, 4329-31 Florida Street.)
<b>Neighborhood</b>	North Park
<b>Acreage</b>	1.54
<b>Proximity to Public Transportation</b>	Appx. 200 ft to bus stops on El Cajon Blvd, served by bus line 1 (7 miles to 70 <sup>th</sup> St. Trolley Station, or, walk 0.2 miles to bus 6, 2.5 miles by bus to Mission Valley Trolley Station (Green line).
<b>QCT?</b>	No
<b>Current Ownership</b>	TBD. Developer: Community HousingWorks

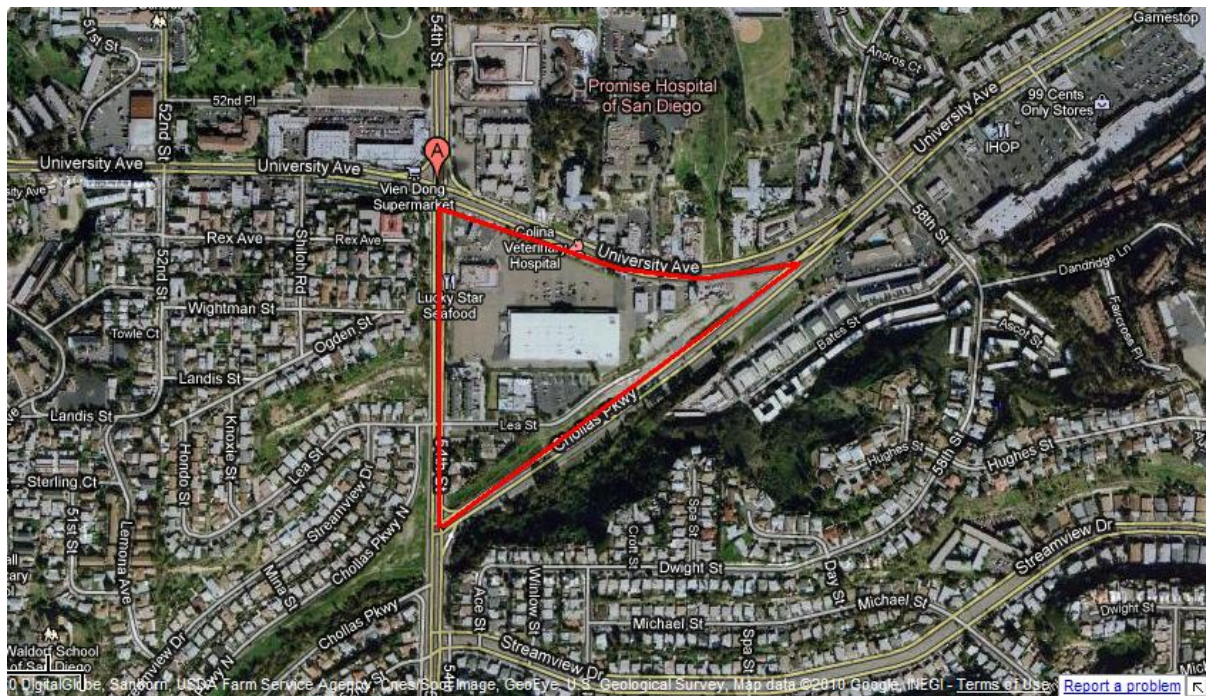


## Affordable Housing Collaborative Sites

### Chollas Parkway and University Avenue

<b>Comprehensive List Site #</b>	3
<b>Address</b>	Chollas Pkwy and University Ave.
<b>Neighborhood</b>	Crossroads
<b>Acreage</b>	
<b>Proximity to Public Transportation</b>	Appx. 200 ft to bus stops served by lines 7, 10, 955. 2.4 miles by bus to SDSU Transit Center (Trolley: Green line; Bus: 11, 14, 15, 115, 856, 936, 955).
<b>QCT?</b>	No
<b>Current Ownership</b>	TBD. Developer: National Community Renaissance

(Image of "Chollas Triangle." No exact address)



**Affordable Housing Collaborative Sites**

**Creekside**

<b>Comprehensive List Site #</b>	4
<b>Address</b>	220 47 <sup>th</sup> Street
<b>Neighborhood</b>	Lincoln Park/Central Imperial (SEDC)
<b>Acreage</b>	14.02
<b>Proximity to Public Transportation</b>	0.2 miles to 47 <sup>th</sup> Street Trolley station (Orange Line). 0.2 miles to bus stops on Imperial served by bus lines 4 and 955.
<b>QCT?</b>	(Yes. 33.02)
<b>Current Ownership</b>	TBD

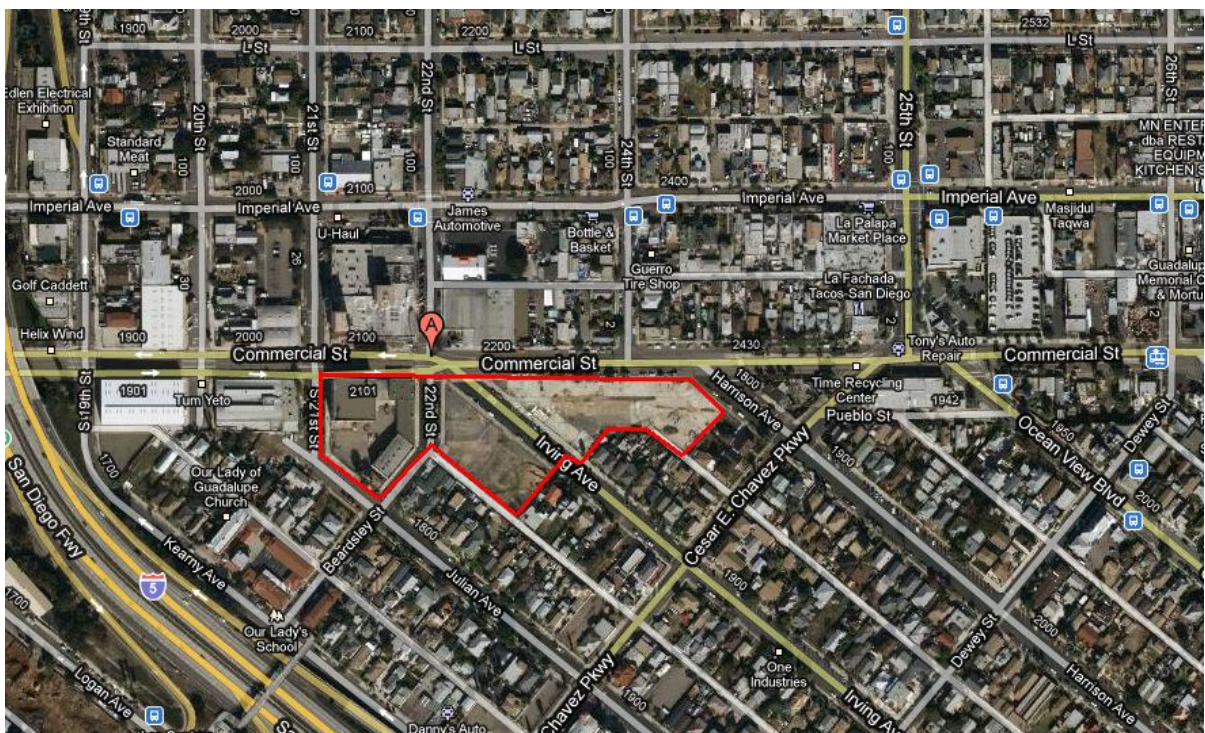
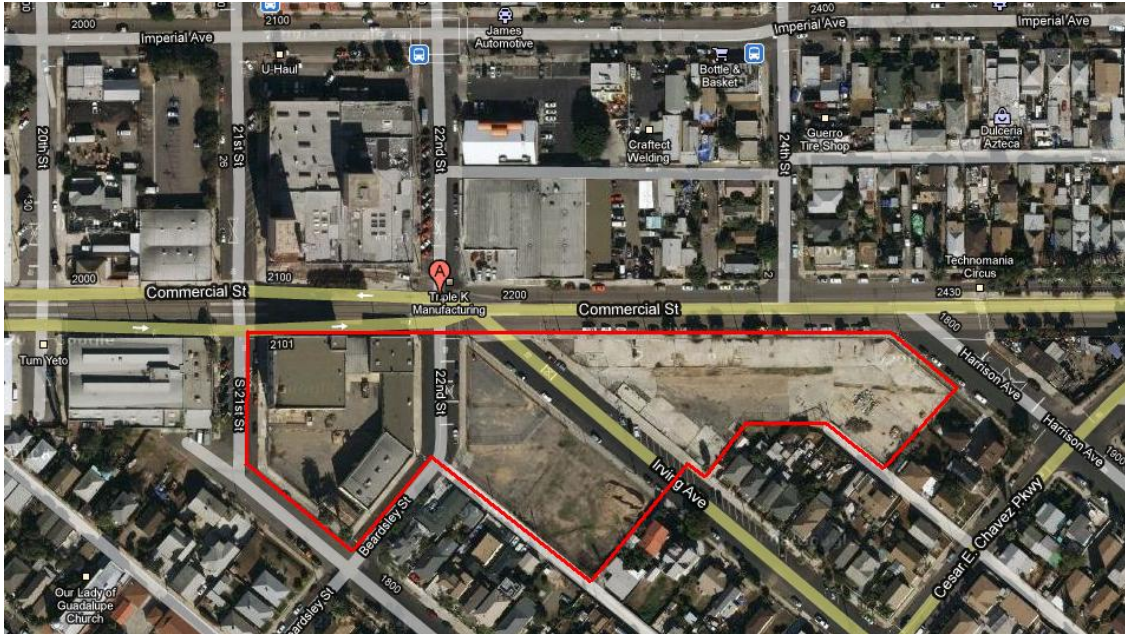
(Image of “Creekside.” No exact address)



## Commercial and 22nd (Comm 22)

### Comm 22

<b>Comprehensive List Site #</b>	5
<b>Address</b>	Commercial and 22 <sup>nd</sup>
<b>Neighborhood</b>	Logan Heights
<b>Acreage</b>	3.45
<b>Proximity to Public Transportation</b>	3 blocks to 25 <sup>th</sup> /Commercial Trolley Station (Orange line) Bus stops on Imperial (one block) served by bus line 4.
<b>QCT?</b>	Yes (47)
<b>Current Ownership</b>	Bridge Housing, Bronze Triangle, MAAC





## Affordable Housing Collaborative Sites

### Trolley Residential

<b>Comprehensive List Site #</b>	6
<b>Address</b>	4981 Market Street
<b>Neighborhood</b>	Lincoln Park/Central Imperial (SEDC)
<b>Acreage</b>	1.84
<b>Proximity to Public Transportation</b>	Adjacent to Euclid Ave. Trolley Station (Orange line), served by bus lines 3,4,5,13,916, 917, 955,960
<b>QCT?</b>	(Yes. 33.04)
<b>Current Ownership</b>	TBD



## Affordable Housing Collaborative Sites

### Palm Station

<b>Comprehensive List Site #</b>	7
<b>Address</b>	Adjacent to 2340 Palm Ave (The Palm Trolley Station)
<b>Neighborhood</b>	Otay Mesa-Nestor
<b>Acreage</b>	4.26
<b>Proximity to Public Transportation</b>	Adjacent to Palm Trolley Station (Blue line), served by bus lines 932, 933, 934
<b>QCT?</b>	No
<b>Current Ownership</b>	TBD



## Redevelopment Agency Owned Sites-CCDC

### 13th and Broadway

<b>Comprehensive List Site #</b>	11
<b>Address</b>	13 <sup>th</sup> and Broadway
<b>Neighborhood</b>	Centre City/East Village
<b>Acreage</b>	0.46
<b>Proximity to Public Transportation</b>	Bus stop on Broadway served by line 2. One block from City College Trolley Station (Blue, Orange lines).
<b>QCT?</b>	Yes (52)
<b>Current Ownership</b>	Agency-owned



**Redevelopment Agency Owned Sites-CCDC**

**13<sup>th</sup> and Market**

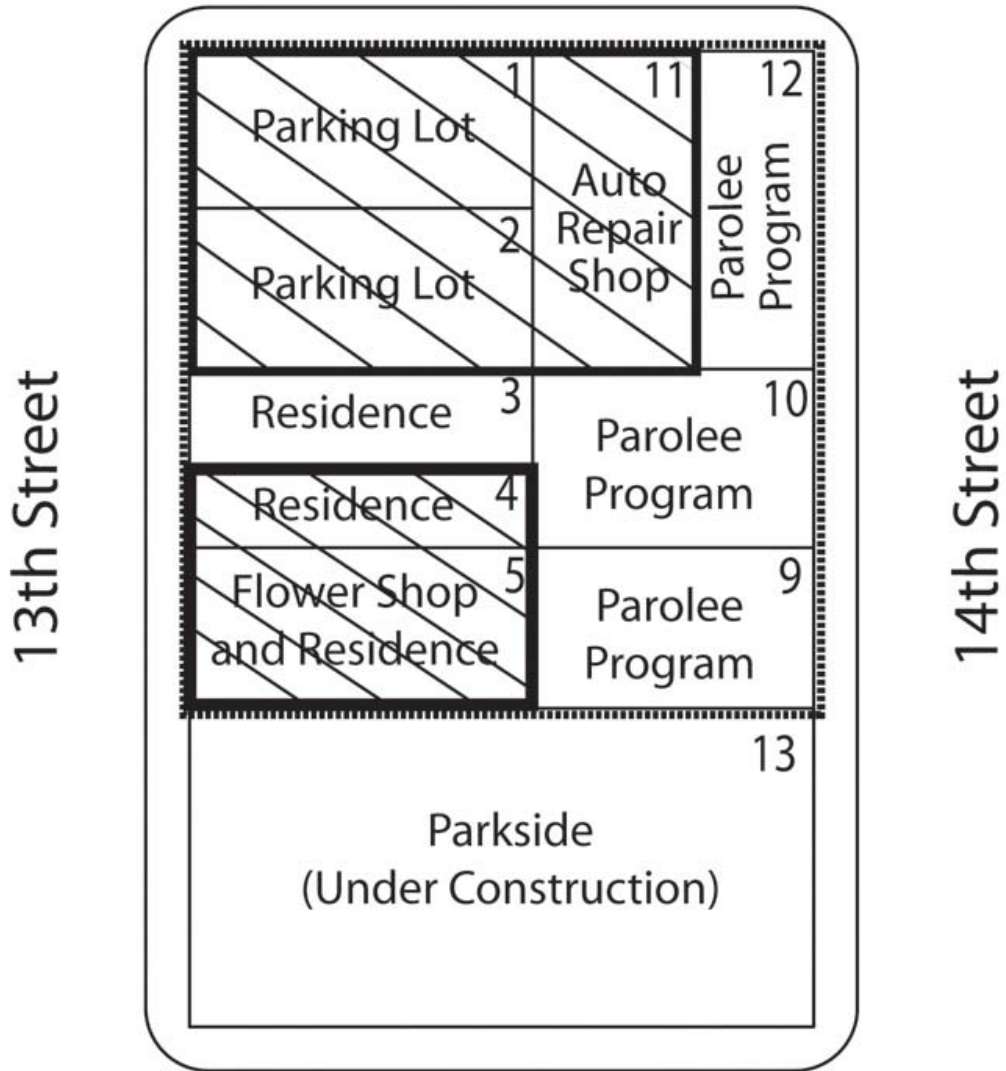
<b>Comprehensive List Site #</b>	12
<b>Address</b>	13 <sup>th</sup> and Market
<b>Neighborhood</b>	Centre City/East Village
<b>Acreage</b>	0.92
<b>Proximity to Public Transportation</b>	Bus stop on Market served by lines 3 and 5. One block from Park and Market Trolley Station (Blue, Orange lines).
<b>QCT?</b>	Yes (51)
<b>Current Ownership</b>	Agency-owned



See next page for more specific details.

# Market Street

535-152



Agency-owned Parcels



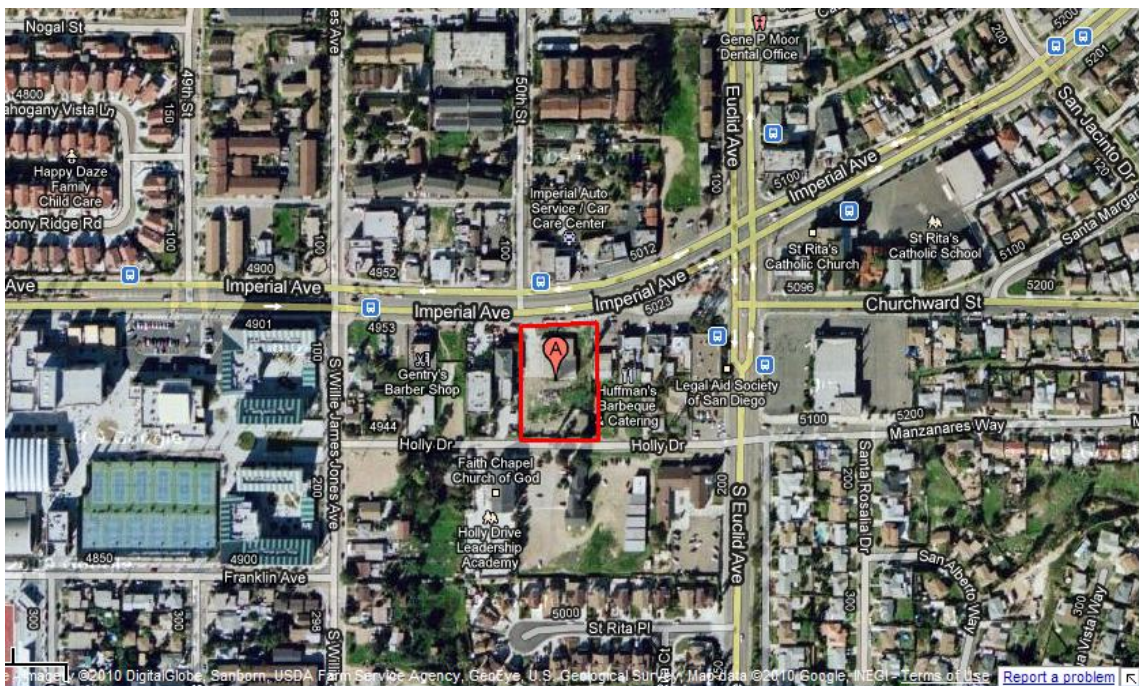
Proposed Development Site



**Redevelopment Agency Owned Sites-SEDC**

**Ouchi Courtyards Project Site**

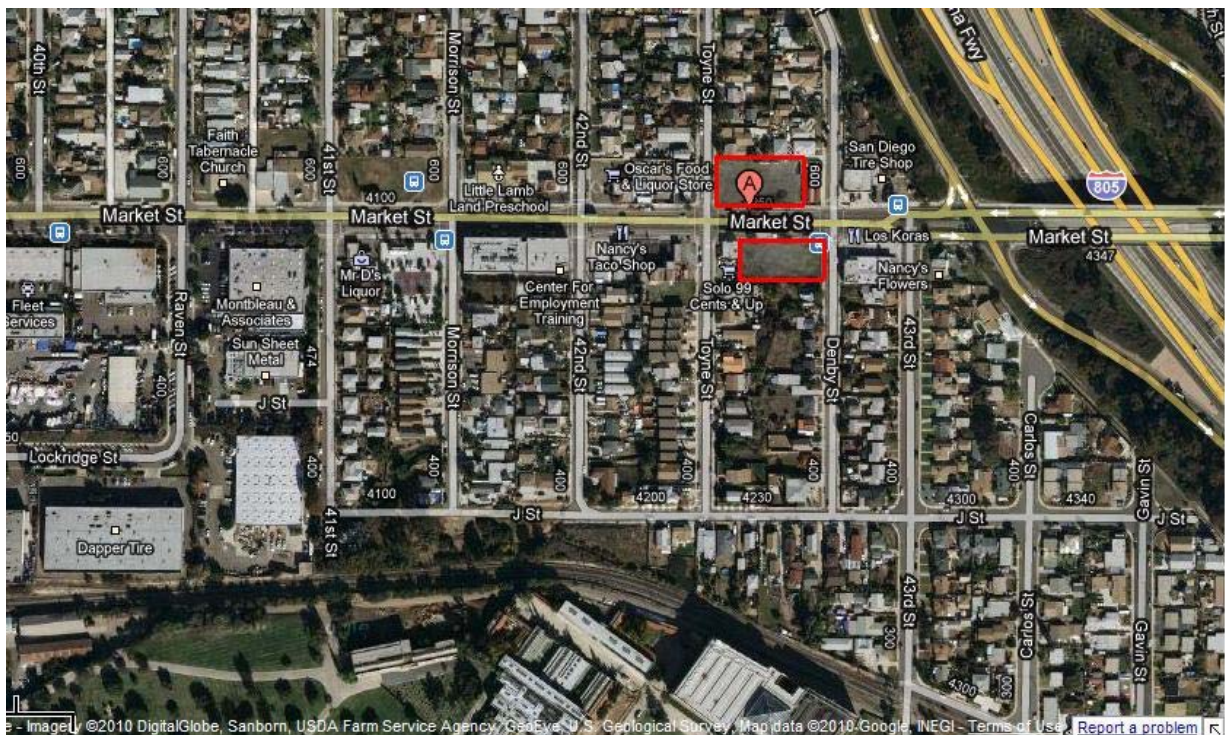
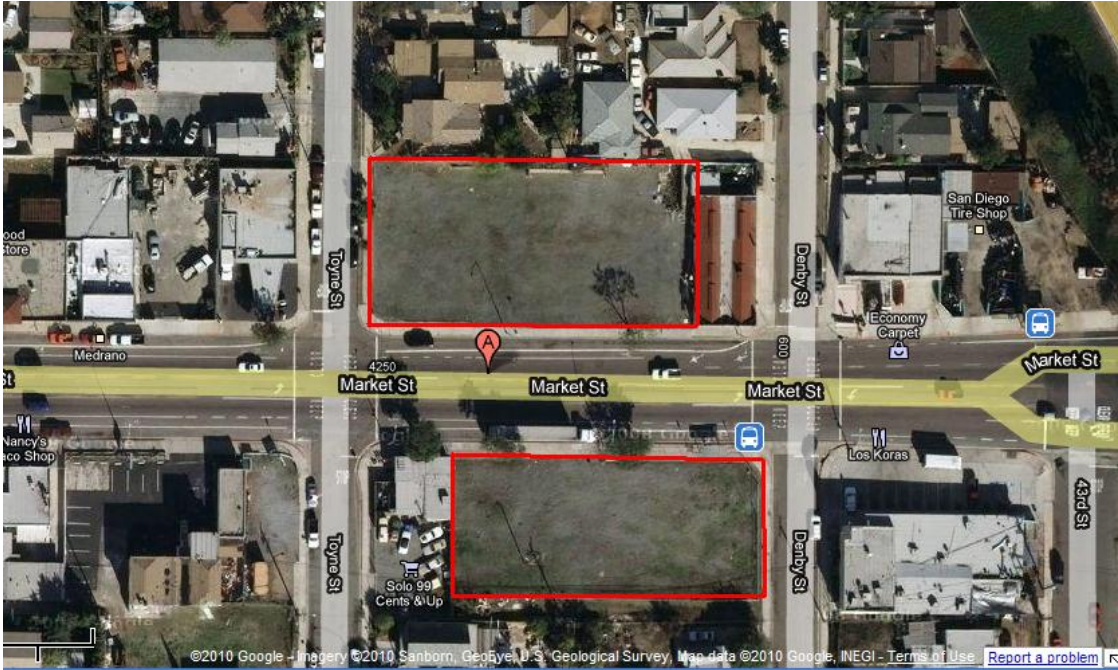
<b>Comprehensive List Site #</b>	20
<b>Address</b>	5003 Imperial Ave.
<b>Neighborhood</b>	Central Imperial
<b>Acreage</b>	Appx. 1
<b>Proximity to Public Transportation</b>	Bus stops on Imperial and Euclid, served by lines 3, 4, 13, 955 0.6 miles to Euclid Ave. Trolley Station (Trolley: Orange line Bus: 3, 4, 5, 13, 916, 917, 955, 960).
<b>QCT?</b>	Yes (33.02)
<b>Current Ownership</b>	Agency-owned



## Redevelopment Agency Owned Sites-SEDC

### 4260-4274 and 4261-4271 Market Street

<b>Comprehensive List Site #</b>	24
<b>Address</b>	4260-4274 & 4261-4271 Market St.
<b>Neighborhood</b>	Mount Hope
<b>Acreage</b>	Appx. 0.8
<b>Proximity to Public Transportation</b>	Bus stops on Market, served by line 5. 0.8 miles to 47 <sup>th</sup> Street Trolley Station (Orange line).
<b>QCT?</b>	Yes (34.03)
<b>Current Ownership</b>	Agency-owned





## MTS Sites

### Grantville

<b>Comprehensive List Site #</b>	27
<b>Address</b>	4500 block Alvarado Canyon Rd.
<b>Neighborhood</b>	Grantville
<b>Acreage</b>	9.37
<b>Proximity to Public Transportation</b>	Adjacent to Grantville Trolley Station (Green line)
<b>QCT?</b>	No
<b>Current Ownership</b>	MTS



## MTS Sites

### Encanto

<b>Comprehensive List Site #</b>	28
<b>Address</b>	Akins Ave. at 62 <sup>nd</sup> St.
<b>Neighborhood</b>	Encanto/Mount Hope
<b>Acreage</b>	1.67
<b>Proximity to Public Transportation</b>	Encanto/62 <sup>nd</sup> St. Trolley Station (Orange line) Bus stops on Imperial, served by lines 4, 916, 917, 961.
<b>QCT?</b>	No
<b>Current Ownership</b>	MTS



## MTS Sites

## Euclid Avenue

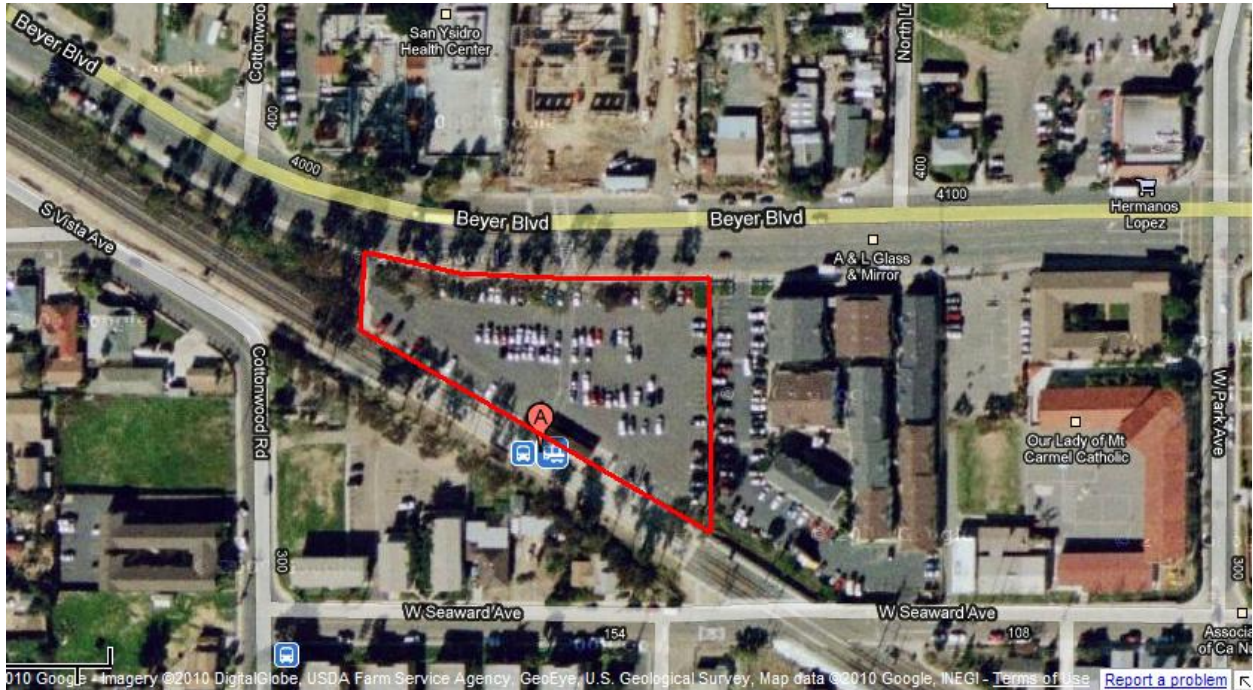
<b>Comprehensive List Site #</b>	29
<b>Address</b>	Euclid Ave. and Market St.
<b>Neighborhood</b>	Encanto/Mount Hope (SEDC)
<b>Acreage</b>	2.51
<b>Proximity to Public Transportation</b>	Euclid Avenue Trolley Station (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.
<b>QCT?</b>	QCT(s) (intersection of 34.04, 33.02, 31.11, 30.01)
<b>Current Ownership</b>	MTS



## MTS Sites

### Beyer Boulevard

<b>Comprehensive List Site #</b>	30
<b>Address</b>	4000 Block of Beyer Blvd. near Cottonwood Rd.
<b>Neighborhood</b>	San Ysidro
<b>Acreage</b>	1.6
<b>Proximity to Public Transportation</b>	Beyer Blvd. Trolley Station (Blue line). Bus stop on adjacent street, served by bus line 932.
<b>QCT?</b>	Yes (100.05)
<b>Current Ownership</b>	MTS



## City Council District 8 Priority Sites

### Seaward and Beyer

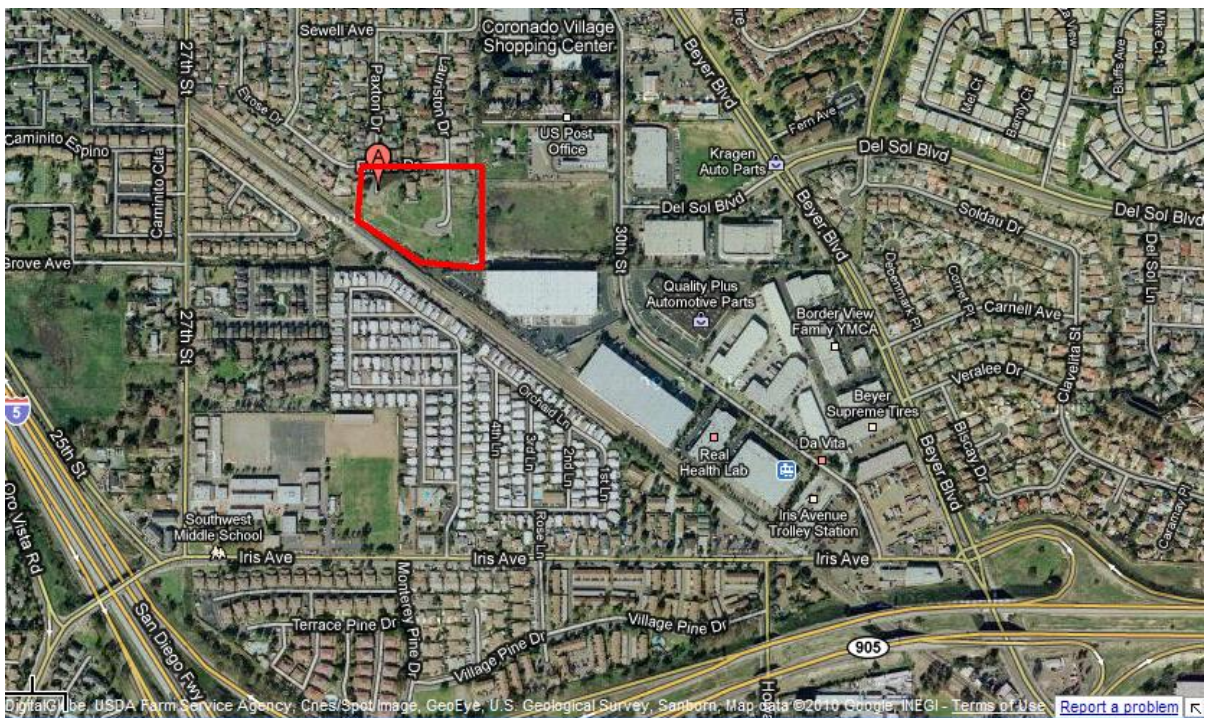
<b>Comprehensive List Site #</b>	34
<b>Address</b>	123 Seaward Ave., 4235 Beyer Blvd., 325 Mesa Ave., Beyer/Mesa (no parcel address)
<b>Neighborhood</b>	San Ysidro
<b>Acreage</b>	123 Seaward Ave. – 1.03 4235 Beyer Blvd. – 0.53 325 Mesa Ave. – 1.11
<b>Proximity to Public Transportation</b>	0.2 miles to Beyer Trolley Station (Trolley: Blue line; Bus lines 906, 907).
<b>QCT?</b>	Yes (100.13)
<b>Current Ownership</b>	Private: San Ysidro Investment Company; C. Clark and Aurora Christian



## City Council District 8 Priority Sites

### Paxton-Lauriston

<b>Comprehensive List Site #</b>	35
<b>Address</b>	1221 Paxton Dr, 1215-1260 Lauriston Dr., Lauriston Dr./30 <sup>th</sup> St. (no parcel address)
<b>Neighborhood</b>	San Ysidro
<b>Acreage</b>	1221 Paxton Dr -- 1.10 1215-1260 Lauriston Dr. -- 2.20 Lauriston Dr./30 <sup>th</sup> St. (no parcel address) -- 5.78
<b>Proximity to Public Transportation</b>	0.2 miles to Beyer Trolley Station (Trolley: Blue line; Bus lines 906, 907).
<b>QCT?</b>	No
<b>Current Ownership</b>	To be determined



## STRATEGY 2: STRENGTHEN RESOURCE COORDINATION

### Why this Strategy is Important

TOD projects and districts have not fully achieved the intended ambitions of meeting transit, pedestrian, resident, worker and developer goals due to a variety of factors including financiers' perceptions of higher levels of risk without compensating profitability. In the past decade, capital markets have been wary of above-average development costs, high levels of complexity, and long development timelines all of which combine to create extraordinary risk. Today, given much lower risk-tolerance in the capital markets than in the previous years, financing strategies must be adapted to the new real estate and capital market realities. Bringing together cohesive partnerships that can coordinate to a) minimize and shield risk, and b) leverage new state and federal sustainability resources, may be one of the most effective means of attracting and retaining private capital partners needed to make TOD projects viable.

### Best Practices

Starting in 2010 and continuing at least into 2012, new infusions of federal and state funding into TOD planning and development activities are changing the financing paradigm. The early successful applicants to these programs will build upon lessons already learned, but will be creating best practices as they go along because the Livability Principals set forth by the HUD/DOT/EPA MOU must be incorporated into today's financing strategies. Specifically this means that in addition to all of the previous TOD goals, the new requirements of the livability principals: issues of mobility, equity, environmental sustainability, public space provision and enhancement, economic development including workforce development and job connectivity, education, services and community serving infrastructure must all be factored into the development planning and corresponding financing strategies at both the corridor and specific site levels.<sup>35</sup>

Thought leaders in the field of TOD financing strategies are proposing concepts such as livability benefits managers for the TOD planning and development process,<sup>36</sup> courting financial partners such as foundations that can provide patient and discounted capital to help lower transaction costs during the long holding periods<sup>37</sup> and the continued need for diverse partnerships.

The action steps set forth in this strategy call for beginning steps at the formation of cross-jurisdictional and multi-agency partnerships that can work together to both leverage new state and federal resources and also better align existing resources.

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<sup>35</sup> Fleissig, William Kohn and Ian R. Carlton. 2/2009. *Fostering Equitable and Sustainable Transit-Oriented Development: Briefing Papers for a Convening of Transit-Oriented Development: Chapter 4. Aligning Transit and Real Estate: An Integrated Financial Strategy*, page 33.

<sup>36</sup> Ibid., page 34.

<sup>37</sup> Wood, David. 2/2009. *Fostering Equitable and Sustainable Transit-Oriented Development: Briefing Papers for a Convening of Transit-Oriented Development: Chapter 5. The Private Sector Perspective*, page 37.

## LOCAL BEST PRACTICE: LA MESA/GROSSMONT STATION FAIRFIELD DEVELOPMENT



A partnership of the City of La Mesa, San Diego Metropolitan Transit System (MTS), San Diego Area of Governments (SANDAG) and Fairfield Residential, this award-winning development consists of 527 apartment units topping two levels of parking located at the Grossmont Trolley Station. Of these units, 15% (80 units) are available to very low and moderate income households and were financed in part with \$2.7 million of La Mesa Redevelopment Agency housing set-aside funds. Improvements to the transit platform are also included in the project, including 2,700 square feet of retail space, making the station more accessible and pedestrian-friendly. These improvements were funded by a \$2 million SANDAG Smart Growth Demonstration Project grant. The 99 year ground lease agreement with Fairfield Residential will provide MTS with \$685 million in operating revenue over the life of the lease.<sup>38,39,40</sup>

### Strategy 2 Work Plan and Action Steps

#### Action Step #1: Create and Execute Local MOU to Parallel Federal HUD/DOT/EPA MOU

Creation and execution of a local MOU to parallel the federal MOU should increase the competitiveness of applications to federal and state sources and will facilitate for working together to coordinate TOD. Local MOU partners include the City of San Diego planning, redevelopment, housing and transportation agencies and departments plus regional partner SANDAG.

##### Tasks and Measurable Outcomes

- A letter of intent was completed August 20, 2010 and utilized as part of the HUD Sustainable Communities grant application. This letter will likely need to be updated for any future federal funding submissions.

#### Action Step #2: Empower the San Diego Funding Collaborative to Proactively Plan for Affordable Housing

The Collaborative has proven successful at breaking down the affordable housing funding and underwriting silos. However, it still serves primarily as an entity responding to developers' funding requests, rather than as a body that could proactively set an affordable housing policy and development agenda, align and allocate funding for a set of priority projects and then seek development partners to help it accomplish its goals. Because TOD development is a lengthy and complex process, affordable housing TOD projects will likely be more successful if SDHC and redevelopment resources are aligned and programmed to a set of TOD priority projects.

##### Tasks and Measurable Outcomes

- Recommend that Director of the Planning Division facilitate a process to develop consensus among San Diego housing funding partners for an affordable housing TOD development strategy. Invite MTS and SANDAG to attend. Complete process in 4th quarter 2011. Further, ask the Collaborative prioritize and plan specifically for affordable housing TOD development by the 4th quarter of 2011.

<sup>38</sup> City of La Mesa. Economic Development Community Profile web document, [www.cityoflamesa.com/DocumentView.aspx?DID=680](http://www.cityoflamesa.com/DocumentView.aspx?DID=680).

<sup>39</sup> City of La Mesa. "What is Happening at the Grossmont Transit Station?" web document, [www.cityoflamesa.com/DocumentView.aspx?DID=785](http://www.cityoflamesa.com/DocumentView.aspx?DID=785).

<sup>40</sup> San Diego Metropolitan Transit System Chief Executive Officer's Statement Proposed Budget Fiscal Year 2010 Section 1.01



- The Collaborative should meet to prioritize TOD locations, align resources, and commence development of funding strategies between the 2<sup>nd</sup> and 4<sup>th</sup> quarters of 2012.
- Measurable outcome is that funding partners will agree on a proactive affordable housing TOD strategy and will begin to align resources for specific projects that meet the city's needs for diversity in geography and product type.

**Action Step #3: Ensure that SDHC Has Meaningful Input into Development of Funding Guidelines at the State Level within HCD, CDLAC and CTCAC**

Tasks and Measurable Outcomes

- Develop strategy for this action step by 4th quarter 2011.

**Action Step #4: Assist the City of San Diego and SANDAG to Prepare Federal and State Sustainable Communities Planning Grant Applications for FY2011 and FY2012**

Tasks and Measurable Outcomes

- Assist the City and SANDAG with needed information about affordable housing projects, resources and potential development opportunities in the pipeline. Process estimated to be completed summer 2011 and summer 2012.
- Obtain examples of successful applications from other California communities, if possible, and de-brief for lessons that can be learned. Complete process in summer 2011 and summer 2012.
- Monitor HUD and California Strategic Growth Council websites for information and timelines on FY2011 and 2012 application rounds. Information likely to be released any time from January to August 2011 and 2012.





## **Strategy 2: TOD Financing Opportunities**

## TOD Financing Opportunities

Sources	Description	Eligible Applicants
<p style="text-align: center;"><b>U.S. Department of Housing and Urban Development (HUD)</b></p> <p style="text-align: center;">Secretary Shaun Donovan portal.hud.gov</p> <p><i>“HUD promotes sustainable communities by coordinating federal housing and transportation investments with local land use decisions in order to reduce transportation costs for families, improve housing affordability, save energy, and increase access to housing and employment opportunities. By ensuring that housing is located near job centers and affordable, accessible transportation, we will nurture healthier, more inclusive communities -- which provide opportunities for people of all ages, incomes, races and ethnicities to live, work, and learn together.”<sup>1</sup></i></p>	<p><b><u>Sustainable Communities Initiative Programs:</u></b></p> <ul style="list-style-type: none"> <li>- The <b>Sustainable Communities Regional Planning Grant Program</b> encourage grantees to support regional planning efforts that integrate housing, land-use, economic and workforce development, transportation, and infrastructure developments in a manner that empowers regions to bring economic competitiveness and revitalization to a community. The program places a priority on partnerships. Funds can be used to support the preparation of regional or execution plans for sustainable development or to support efforts to modify existing regional plans so that they are in accordance with the Partnership for Sustainable Communities’ six Livability Principles.</li> <li>- The <b>Community Challenge Planning Grant Program</b> provides support for efforts such as amending or replacing local master plans, zoning and building codes to promote mixed-use development, building more affordable housing, and the rehabilitation of older buildings and structures with the goal of promoting sustainability at the local and neighborhood levels.<sup>2</sup></li> </ul>	<p><b>Sustainable Communities Regional Planning Grant Program:</b> Multijurisdictional and multi-sector partnership consisting of a consortium of government entities and non-profit partners.</p> <p><b>Community Challenge Planning Grant Program:</b> State and local governments, including political subdivisions such as public housing authorities, transit authorities, and multi-state or multi-jurisdictional groupings.</p>
<p style="text-align: center;"><b>FEDERAL RESOURCES</b></p> <p style="text-align: center;"><b>U.S. Environmental Protection Agency (EPA)</b></p> <p style="text-align: center;">Administrator Lisa P. Jackson <a href="http://www.epa.gov">www.epa.gov</a></p> <p><i>“The U.S. Environmental Protection Agency’s mission is to protect human health and the environment. Where and how you build communities has an impact on the environment.” The EPA offers grants and assistance programs to support activities that improve the quality and sustainability of development and protect human health and the environment.<sup>3</sup></i></p>	<p><b><u>Brownfields Remediation and Development Programs:</u></b></p> <ul style="list-style-type: none"> <li>- <b>Brownfields Assessment Grants</b> – provides funds to inventory, characterize, assess, and conduct planning (including cleanup planning) and community involvement related to brownfield sites.</li> <li>-<b>Brownfields Revolving Loan Fund (RLF) Grants</b> – provides funds for a grant recipient to capitalize a revolving fund and to make loans and provide subgrants to carry out cleanup activities at brownfield sites.</li> <li>-<b>Brownfields Cleanup Grants</b> – provides funds to carry out cleanup activities at a specific brownfield site owned by the applicant.</li> </ul> <p><b><u>Smart Growth Programs:</u></b></p> <ul style="list-style-type: none"> <li>-The <b>Smart Growth Implementation Assistance Program (SGIA)</b> provides direct technical assistance from a team of national experts in policy analysis or public participatory processes.</li> <li>-The <b>Technical Assistance Programs for Sustainable Communities (TAPSC)</b> seeks proposals to create and deliver technical assistance programs to local governments facing common land use and development challenges. Awardees will provide the use of standardized, “ready to go” tools that lead to changes in local policies and development regulations and will increase their capacity to successfully implement smart growth and sustainable communities development.</li> </ul>	<p><b>Brownfields Remediation and Development Programs:</b> Local governments, land clearance Authorities, regional council, or redevelopment agencies.</p> <p><b>SGIA:</b> state, local, regional, and tribal governments</p>

Funding Available	Deadline/Status	How to Access	Other
<p><b>Sustainable Communities Regional Planning Grant Program:</b> \$49.5 million to support regional planning efforts. Awards for large metropolitan areas ranges from \$1 million to \$5 million.</p> <p><b>Community Challenge Planning Grant Program:</b> \$24.6 million for individual jurisdictions and more localized planning. The award amount ranges from \$100,000 to \$3 million.</p> <p>For FY2012, HUD has requested \$150 million to continue the Sustainable Communities Initiative.</p>	<p>Pre-applications for the <b>Regional Planning Grant Program</b> are due August 25, 2011. Full application due 30-45 days after pre-application deadline.</p> <p>Applications for the <b>Community Challenge Planning Grant Program</b> are due September 9, 2011,</p>	<p>HUD Sustainability: <a href="http://www.hud.gov/sustainability">www.hud.gov/sustainability</a></p> <p>Community Development: <a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs</a></p>	<p><u>References:</u></p> <ol style="list-style-type: none"> <li>1. HUD/DOT/EPA Partnership Guide, p. 7</li> <li>2. HUD Press Release, July 28, 2011</li> </ol>
<p>For FY2011, the EPA expects to award approximately \$52.4 million in <b>Brownfield Remediation</b> grants in amounts ranging \$100,000 to \$200,000.</p> <p><b>SGIA</b> selects 3-4 communities per a year and awards \$70,000 per recipient for contractor support and technical assistance</p> <p><b>TAPSC</b> has \$2.5 million to fund 3 applicants over a period of five years.</p> <p>For FY2012, the EPA has requested \$11 million for Sustainable Communities/ Smart Growth programs.</p>	<p>Applications for FY2011 <b>Brownfields Remediation and Development Programs</b> were due on October 15, 2010. A request for applications for FY2011 will likely be announced on September 15, 2011.</p> <p>Applications for <b>SGIA</b> occur annually and are dependent on budget constraints. The request for FY2011 applications has not yet been announced.</p> <p>FY2010 applications for <b>TAPSC</b> were due in March 2011. Awardees will be announced in August 2011.</p>	<p>EPA Grants: <a href="http://www.epa.gov/epahome/grants.htm">http://www.epa.gov/epahome/grants.htm</a></p> <p>Brownfields: <a href="http://www.epa.gov/brownfields/applicat.htm">http://www.epa.gov/brownfields/applicat.htm</a></p> <p>SmartGrowth: <a href="http://www.epa.gov/smartgrowth/grants/index.htm">http://www.epa.gov/smartgrowth/grants/index.htm</a></p> <p>SGIA: <a href="http://www.epa.gov/smartgrowth/sgia.htm#back">http://www.epa.gov/smartgrowth/sgia.htm#back</a></p>	<p><u>References:</u></p> <ol style="list-style-type: none"> <li>3. HUD/DOT/EPA Partnership Guide, p. 10</li> </ol>

## TOD Financing Opportunities

	Sources	Description	Eligible Applicants
<b>FEDERAL RESOURCES Continued</b>	<p style="text-align: center;"><b>U.S. Department Of Transportation (DOT)</b></p> <p style="text-align: center;">Secretary Ray LaHood <a href="http://www.dot.gov">www.dot.gov</a></p> <p style="text-align: center;"><b>Federal Transit Administration (FTA)</b> Administrator Peter M. Rogoff <a href="http://www.fta.dot.gov">www.fta.dot.gov</a></p> <p><i>DOT will work to promote livable communities and enhance the economic and social well-being of all Americans by creating and maintaining a safe, reliable, integrated and accessible transportation network.”<sup>4</sup> The Federal Transit Administration (FTA) is one of 11 operating administrations within the U.S. Department of Transportation.</i></p>	<p><b>- Transportation Investment Generating Economic Recovery (TIGER):</b> Competitive grant program funding infrastructure projects that promote economic competitiveness, improve energy efficiency, reduce greenhouse gas emissions and improve safety, quality-of-life and working environments in communities.</p> <p><b>-Transportation Infrastructure Finance and Innovation Act (TIFIA):</b> Provides federal credit assistance in the form of direct loans, loan guarantees, and standby lines of credit to finance surface transportation projects of national and regional significance. TIFIA can help advance qualified, large-scale projects that otherwise might be delayed or deferred because of size, complexity, or uncertainty over the timing of revenues.</p> <p><b>-Transit Investment in Greenhouse Gas and Energy Reduction (TIGGER)</b> Provides funding for (1) capital investments that assist in reducing the energy consumption of a transit system and (2) capital investments that will reduce greenhouse gas emissions of a public transportation system.</p> <p><b>-New Starts/Small Starts Discretionary Grant Program:</b> these discretionary programs are the Federal government’s primary financial resource (49 U.S.C. 5309) for supporting the planning, development and construction of major transit fixed guideway capital projects. One of the aims of these programs is to foster the development of more viable, safe and livable communities. Funds are to be used for light rail, rapid rail, commuter rail, monorail, or a busway/high occupancy vehicle (HOV) facility</p>	<p><b>TIGER:</b> State, local, and tribal governments, including U.S. territories, tribal governments, transit agencies, port authorities, metropolitan planning organizations (MPOs), other political subdivisions of State or local governments, and multi-State or multijurisdictional groups applying through a single lead applicant.</p> <p><b>TIFIA:</b> State departments of transportation; local governments; transit agencies; special authorities; special districts</p> <p><b>TIGGER:</b> Transit agencies or state DOTs</p> <p><b>New Starts/Small Starts Discretionary Grant Program:</b> public bodies and agencies (transit authorities and other state and local public bodies and agencies thereof)</p>
	<p style="text-align: center;"><b>U.S. Department of Labor (DOL)</b></p> <p style="text-align: center;">Secretary Hilda L. Solis <a href="http://www.dol.gov">www.dol.gov</a></p> <p><i>A strategic goal of the Department of Labor is “to prepare workers for good jobs and ensure fair compensation” and notes that “a good job is sustainable and innovative, such as a green job”. The DOL promotes “regional partnerships and collaboration and sector strategies for high-demand industry sectors – such as the Nation’s investment in green jobs<sup>9</sup> – as an effort to jump start the economy, put Americans back to work, and help make America more energy independent.”<sup>6</sup></i></p>	<p><b>Green Jobs Innovation Fund Grant Program (GJIF)</b> helps workers receive job training in green industry sectors. These funds will help organizations with existing career training programs leverage Registered Apprenticeships, pre-apprenticeship programs and community-based partnerships to build sustainable green career pathways.</p>	<p><b>GJIF:</b> Organizations with existing career training programs</p>

Funding Available	Deadline/Status	How to Access	Other
<p><b>TIGER:</b> \$527 million. However, unlike last year, no planning grants will be awarded this year and all the funding will be for project implementation.</p> <p><b>TIFIA:</b> \$200 million</p> <p><b>TIGGER:</b> \$49.9 million for FY2011</p> <p><b>-New Starts:</b> \$ 44.6 million for FY2011 (the FY2012 budget request is for \$400 million.)</p>	<p><b>TIGER and TIFIA:</b> Pre-applications must be filed between August 23 and October 5, 2011. Final applications are due October 31, 2011.</p> <p><b>TIGGER:</b> August 23, 2011</p> <p>The 2011 <b>New Starts</b> application deadline has not yet been announced.</p>	<p><a href="http://www.fta.dot.gov/funding/grants/grants_financing_263.html">www.fta.dot.gov/funding/grants/grants_financing_263.html</a></p> <p><b>TIGER:</b> <a href="http://www.dot.gov/tiger/index.html">http://www.dot.gov/tiger/index.html</a></p> <p><b>TIFIA:</b> <a href="http://www.fhwa.dot.gov/ipd/tifia/">http://www.fhwa.dot.gov/ipd/tifia/</a></p> <p><b>TIGGER:</b> <a href="http://fta.dot.gov/assistance/research_11424.html">http://fta.dot.gov/assistance/research_11424.html</a></p> <p><b>New Starts:</b> <a href="http://www.fta.dot.gov/planning/newstarts/planning_environment_2608.html">http://www.fta.dot.gov/planning/newstarts/planning_environment_2608.html</a></p>	<p><u>References:</u></p> <p>4. HUD/DOT/EPA Partnership Guide, p. 1</p> <p>5. Reconnecting America. Federal Grant Opportunities.</p>
<p>The <b>GJIF</b> program awards approximately \$40 million to support five to eight grantees with awards ranging from \$5 million to \$8 million each.</p> <p>DOL has requested \$60 million for this program in FY2012 and plans to award 12-15 grants.</p>	<p>The request for <b>GJIF</b> applications was issued in February 2011 and the awardees were announced in June 2011.</p> <p>DOL has requested to continue this program in its FY2012 budget request.</p>	<p><a href="http://www.doleta.gov/grants/">http://www.doleta.gov/grants/</a></p>	<p><u>References:</u></p> <p>6. DOL Strategic Plan, p. 18, p.21</p>

## TOD Financing Opportunities

Sources	Description	Eligible Applicants	
<b>STATE RESOURCES</b>	<p style="text-align: center;"><b>California Department of Housing and Community Development (HCD)</b></p> <p style="text-align: center;">Acting Department Director Cathy E. Creswell  <a href="http://www.hcd.ca.gov">www.hcd.ca.gov</a></p>	<p>Three of HCD’s most promising funding sources for transit-oriented development, the Prop 1C-funded <b>Transit-Oriented Development program</b>, the <b>Infill Infrastructure Grant program</b>, and the <b>CalReUSE Remediation Program</b> have all been fully expended at this time and there are no current plans for obtaining additional funding for these programs. (San Diego County was successful in obtaining more than \$37MM from the TOD program to support 779 housing units; just under \$43MM from the IIG program to support 1,620 housing units; and \$2.2MM from CalReUSE to support 457 units.)</p>	N/A
		<p>The <b>Multi-Family Housing Program (MHP)</b> provides permanent financing for affordable multifamily rental and transitional new construction, acquisition/rehabilitation, and conversion housing developments.</p>	Experienced non-profit or for-profit developers of affordable rental housing.
		<p>The <b>Affordable Housing Innovation Program (AHIP) Loan Fund (also known as the Golden State Acquisition Fund)</b> is expected to launch some time in 2010. It will work through a financial intermediary to provide property acquisition financing for affordable housing. Repayment is expected at construction loan closing</p>	Experienced non-profit or for-profit developers of affordable rental housing
	<p style="text-align: center;"><b>California Debt Limit Allocation Committee (CDLAC)</b></p> <p style="text-align: center;">Executive Director Sean L. Spear  <a href="http://www.treasurer.ca.gov/cdlac">www.treasurer.ca.gov/cdlac</a></p>	<p>CDLAC does not have any resources specifically targeted to TOD. It does, however, provide allocations of <b>tax-exempt bonding authority</b> for affordable rental housing. Obtaining authority to issue tax-exempt mortgage revenue bonds allows projects to obtain a favorable interest rate on both short- and long-term financing.</p>	Typically, limited partnerships apply in order to take advantage of 4% tax credits that are available with a tax-exempt bond allocation. General partners must be experienced non-profit or for-profit developers of affordable rental housing.
<p style="text-align: center;"><b>California Tax Credit Allocation Committee (TCAC)</b></p> <p style="text-align: center;">Executive Director William J. Pavão  <a href="http://www.treasurer.ca.gov/ctcac">www.treasurer.ca.gov/ctcac</a></p>	<p>TOD projects are at least slightly advantaged in the competition for <b>9% tax credits</b> because it is easier to earn all “site amenity” points if the development is located near public transit hubs. Competition for 9% tax credit dollars is high: in the first round of 2011, historically, only 1 in 45 tax credit applications was successful in obtaining an allocation. Developers may apply for <b>4% tax credits</b> on a non-competitive basis concurrently with an application to CDLAC for an allocation of tax-exempt bonds.</p>	Typically, limited partnerships apply. General partners must be experienced non-profit or for-profit developers of affordable rental housing.	



Funding Available	Deadline/Status	How to Access	Other
N/A	Completed: there is a remote possibility that more funds could become available if committed projects fall out.	N/A	TOD Program Manager is Craig Morrow: 916-324-1565.
<p>\$80MM is available in the general pool; \$12MM is available for homeless youth; ; \$65MM is available for supportive housing. (The funding for homeless youth and supportive housing is available through an “open window” process through early 2012 as long as funds remain available. Awards are limited by unit mix: max loan per project is \$10MM.</p>	<p>HCD issued a NOFA on June 14, 2011. Applications are due August 31st and funding announcements will be made in December. Except in the unlikely event that funds are left over, the current round is likely to be the last MHP funding round until/unless a new bond issue is approved by the electorate.</p> <p>It is likely that the 2011 round will be the final round for MHP funding until a new ballot initiative can be passed.</p>	<p>Developers apply through published NOFA process. NOFA is published on the program website at: <a href="http://www.hcd.ca.gov/fa/">www.hcd.ca.gov/fa/</a></p>	<p>Contact: Barbara Stolk: (916) 323-3178</p>
<p>\$23,250,000 is initially available; the maximum loan size is \$5MM.</p>	<p>HCD issued an RFP for a fund manager in the third quarter of 2010; fund will not likely start flowing until early 2012.</p> <p>Applications will be taken on an over-the-counter basis: first-come; first served.</p>	<p>Developer will apply directly to the fund manager.</p>	<p>Contact: Peter Solomon: (916) 324-1484; <a href="mailto:psolomon@hcd.ca.gov">psolomon@hcd.ca.gov</a></p>
<p>For 2011, \$1.06BB is available to be allocated in the remaining Multi-Family pool. Annual limits per developer and per project are \$17MM.</p>	<p>Applications are accepted monthly through an open-window process.</p> <p>Applications are approved approximately 60 days after receipt by action of the California Debt Limit Allocation Committee. The Committee meets monthly.</p>	<p>Developers apply through publication application process. Applications available on the CDLAC website at: <a href="http://www.treasurer.ca.gov/cdlac/">www.treasurer.ca.gov/cdlac/</a></p>	<p>Contact: Sean Spear, Executive Director: 916-653-3255.</p>
<p>In 2011, a total of \$4,651,893 in annual credit is estimated to be available to projects located in San Diego County. Awards are limited to \$2.5MM in annual credit per project.</p>	<p>The next application deadline is expected to be in March 2012, with a second round application deadline in July 2012.</p> <p>Typically, there are 2 funding rounds per year with applications in March and July, with awards in May and September.</p> <p>Applications for 4% tax credits are accepted monthly. Allocations are made at monthly TCAC committee meetings approximately 60 days after the application is received.</p>	<p>Developers apply through published application process. Applications available on the TCAC website at: <a href="http://www.treasurer.ca.gov/ctcac/2010/application.asp">www.treasurer.ca.gov/ctcac/2010/application.asp</a></p>	<p>Staff person assigned to San Diego is David Navarette: (916) 653-4520.</p>

## TOD Financing Opportunities

	Sources	Description	Eligible Applicants
<b>STATE RESOURCES Continued</b>	<b>California Department of Transportation (CalTrans)</b>	<p>The <b>Community Based Transportation Planning Grant</b> program provides small planning grants for coordinating transportation and land-use planning projects for the support of “livable/sustainable” communities.</p>	<p>Metropolitan planning organizations, regional transportation planning agencies, cities, counties, and transit agencies may apply.</p>
		<p>The <b>Environmental Justice Transportation Planning Grant</b> program provides small planning grants to promote the involvement of low-income and minority communities in transportation planning with multiple goals, including improving “opportunities for affordable housing.”</p>	<p>Same as above.</p>
		<p>The <b>Safe Routes to Schools (SR2S)</b> program can provide grants for infrastructure improvements to remove barriers that prevent children from walking to school. This program could provide ancillary support to a TOD family housing development.</p>	<p>Cities and counties are eligible applicants.</p>
	<b>California Strategic Growth Council (CSGC)</b>	<p><b>CSGC Planning Grants:</b> The purpose and goals of the grant program are to foster the development of sustainable communities, defined as those that “promote equity, strengthen the economy, protect the environment and promote healthy communities” through the development and implementation of plans that reduce greenhouse gas emissions and achieve objectives including increasing housing affordability, infill and compact development, and revitalization of urban and community centers.</p>	<p>Cities, counties, MPOs, RTPAs, JPAs, COGs.</p>
<b>REGIONAL RESOURCES</b>	<b>San Diego Association of Governments (SANDAG)</b> www.sandag.org	<p><b>TransNet Smart Growth Incentive Program:</b></p> <p>This program uses funding incentives to encourage coordinated regional planning to bring transit service, housing, and employment together in smart growth development, such as enhancements to streets and public places, funding of infrastructure needed to support development in smart growth opportunity areas consistent with the Regional Comprehensive Plan, and community planning efforts related to smart growth and improved land use/transportation coordination. It is intended that these funds be used to match federal, state, local, and private funding to maximize the number of improvements to be implemented.</p>	<p>Only cities/jurisdictions can apply, but they can have partners, i.e. MTS, SDHC, Private Developers, etc. City must be lead applicant.</p>
	<b>County of San Diego</b> Chief Administrative Officer Walter H. Ekard <a href="http://sdpublic.sdcounty.ca.gov">http://sdpublic.sdcounty.ca.gov</a>	<p>The County of San Diego offers low cost financing and density incentives for affordable housing development, and supportive services funding for special needs and homeless housing units.</p>	<p>Developments that offer have an affordable housing component with preference for projects that are developed or sponsored by a CHDO or CBDO</p>

Funding Available	Deadline/Status	How to Access	Other
The program is allocated \$3MM. The maximum grant amount is \$300M. Ninety percent of the funds come from a CalTrans grant; the locality is expected to provide a 10 percent match.	The next application deadline is April 1, 2012;  Funding awards are made annually with applications due in April and announcements in summer.	The application is published on the CalTrans website at:  <a href="http://www.dot.ca.gov/hq/tpp/grants.html">www.dot.ca.gov/hq/tpp/grants.html</a> .	Minimum 10% local funding match required. For more information call 916-651-6886.
The program is allocated \$3MM. The maximum grant amount is \$250M.	Same as above.	Same as above.	Minimum 10% local funding match required. For more information call 916-651-6889.
In FY2010-11, the program awarded \$24.25MM; the maximum award per project is \$450M.	Program extended indefinitely. Next “call for projects” will likely be issued in late fall 2011 with applications due in Spring 2012.  Funding cycles occur once a year with NOFA’s issued on a roughly 15-month cycle.	The April 2011 application can be found on the CalTrans website at:  <a href="http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/saferoutes.htm">www.dot.ca.gov/hq/LocalPrograms/saferoutes/saferoutes.htm</a> .	Minimum 10% local funding match required. Contact: Dawn Softer: 916-653-6920; dawn.softer@dot.ca.gov
A total of \$63 million was made available for this program and approximately \$37 million remains available for 2 subsequent funding rounds. \$100,000 to \$1 million per application  San Diego was approved for two applications in the first round (the City of San Diego and SANDAG).	First round applications were due August 31, 2010. Given State budget issues, it is unclear whether there will be future funding rounds.  Two funding cycles remain. Round 2 Planning Grant Guidelines have been issued but a solicitation date has not yet been issued. – the announcement is likely to come in Fall 2011.	<a href="http://www.sgc.ca.gov/planning_grants.html">http://www.sgc.ca.gov/planning_grants.html</a>	Program is run by the California Department of Conservation:  916-322-3439; SGCSustainablecommunities@conservation.ca.gov
The program is funded with 2% of annual TransNet revenues. At least 80% of which goes to capital improvement projects and the remaining 20% is allocated for planning grants.	There is a biennial funding cycle. The next cycle will be in 2011, but no call for projects has yet been scheduled.	<a href="http://www.sandag.org/index.asp?projectid=340&amp;fuseaction=projects.detail">http://www.sandag.org/index.asp?projectid=340&amp;fuseaction=projects.detail</a>	Project Managers:  Christine Eary, (619) 699-6928 <a href="mailto:cea@sandag.org">cea@sandag.org</a>  Stephan Vance (619) 699-1924 <a href="mailto:sva@sandag.org">sva@sandag.org</a>
Dependent on federal funding.	Dependent on funding cycles and internal NOFA cycles.  A request for affordable housing proposals was issued on July 15, 2011 with an open submission date.  Dependent on funding cycles and internal NOFA cycles.	Affordable Housing Development: <a href="http://www.sdcounty.ca.gov/sdhcd/">http://www.sdcounty.ca.gov/sdhcd/</a>  Homeless Housing Development: <a href="http://www.sdcounty.ca.gov/sdhcd/homeless/index_homeless.html">http://www.sdcounty.ca.gov/sdhcd/homeless/index_homeless.html</a>	

## TOD Financing Opportunities

	Sources	Description	Eligible Applicants
<b>LOCAL RESOURCES</b>	<p><b>City of San Diego Redevelopment Agency</b></p> <p>Janice Weinrick, Deputy Executive Director <a href="http://www.sandiego.gov/redevelopment-agency">www.sandiego.gov/redevelopment-agency</a></p>	<p>The Redevelopment Division manages redevelopment activities within redevelopment project areas throughout the City. The division also performs general Redevelopment Agency administration including City and corporation activities. The City Redevelopment Division coordinates budget and State reporting requirements and maintaining the Agency's meeting docket, official records and website.<sup>4</sup></p> <p>The Agency administers eleven adopted project areas and one study area:</p> <ul style="list-style-type: none"> <li>• Barrio Logan</li> <li>• City Heights</li> <li>• College Community</li> <li>• College Grove</li> <li>• Crossroads</li> <li>• Grantville</li> <li>• Linda Vista</li> <li>• Naval Training Center</li> <li>• North Bay</li> <li>• North Park</li> <li>• San Ysidro</li> <li>• Barrio Logan Expansion Study Area</li> </ul>	Non profit and for profit affordable housing developers
	<p><b>Centre City Development Corporation (CCDC)</b></p> <p>CFO Frank Alessi <a href="http://www.ccdc.com">www.ccdc.com</a></p>	<p>In 1975 the City Council established the Centre City Development Corporation (CCDC) as a non profit public corporation to manage redevelopment projects and activities in the downtown area. CCDC makes recommendations and reports to the Agency and Council on such matters. The Corporation is governed by a seven member Board of Directors appointed by the City Council.<sup>5</sup> CCDC administers two adopted project areas:</p> <ul style="list-style-type: none"> <li>• Centre City</li> <li>• Horton Plaza</li> </ul>	Non profit and for profit affordable housing developers
	<p><b>Southeastern Economic Development Corporation (SEDC)</b></p> <p>Jerry Groomes, President <a href="http://www.sedcinc.com">www.sedcinc.com</a></p>	<p>In 1982 the City Council established the Southeastern Economic Development Corporation (SEDC) as a non profit public corporation to manage redevelopment projects and activities in the southeastern areas of San Diego. SEDC makes recommendations and reports to the Agency and Council on such matters. The Corporation is governed by a nine member Board of Directors appointed by the City Council.<sup>6</sup></p> <p>SEDC administers four adopted project areas and one study area:</p> <ul style="list-style-type: none"> <li>• Gateway Center West</li> <li>• Central Imperial</li> <li>• Mount Hope</li> <li>• Southcrest</li> <li>• Dells Imperial Study Area</li> </ul>	Non profit and for profit affordable housing developers

Funding Available	Deadline/Status	How to Access	Other
\$13.7 million available for new affordable housing developments for FY2012.	Applications are on-going and over the counter.	<a href="http://www.sandiego.gov/redevelopment-agency/">www.sandiego.gov/redevelopment-agency/</a>  Guidelines: <a href="http://www.sandiego.gov/redevelopment-agency/pdf/affhousing/lowmo-dhsin_gfundtransguide.pdf">http://www.sandiego.gov/redevelopment-agency/pdf/affhousing/lowmo-dhsin_gfundtransguide.pdf</a>	
Due to recent legislation ( <a href="#">AB 1X27</a> ), CCDC will not have funding available for new unidentified housing developments until FY2015 at which point \$3 million will be available and \$15 million will be available in FY2016.	Applications are on-going. However, funds will not be available until FY2015.	www.ccdc.com	
Due to recent legislation ( <a href="#">AB 1X27</a> ), SEDC will not have funding available for new unidentified housing developments in the foreseeable future .	SEDC is not accepting applications as they have no new funds available.	www.sedcinc.com	



## STRATEGY 3: ENHANCE AND FORM CREATIVE PARTNERSHIPS

### Why this Strategy is Important

A strategy around strengthening and nurturing partnerships is important because strong and comprehensive partnerships are needed to leverage the community support, multi-agency coordination and funding resources necessary to bring TOD projects to fruition. While Strategy 2 addresses funding partnerships, this strategy addresses partnerships at the regional, local, community and project levels that will be important to promote the concept of transit-oriented affordable housing development as good smart growth policy as well as to build support for specific projects. Diverse partnerships are required to be competitive for regional and federal planning resources available from the federal and state governments. These new resources strongly favor the creation of transit-oriented affordable housing development. Locally, partnerships continue to be important in applications submitted by member cities for funding at SANDAG through their Smart Growth Incentive Program; this funding is often needed to help ready sites and areas for transit-oriented development.

### Precedent for SDHC forging diverse partnerships




The role of the San Diego Housing Commission is significant due to the key role HUD has in the allocation of federal resources needed to plan for and ultimately build transit-oriented affordable housing.

Fortunately, the Commission's three-decade history includes an extensive network of community partners that have worked together directly or on parallel tracks over the years to provide not only affordable housing but to promote fair housing, environmentally safe housing and support services in and around housing developments which encourage and support self-sufficiency of our residents.

Until more recently, the Commission's partners have almost exclusively been directly linked to other affordable housing nonprofits or service providers to help enhance the quality of life of our residents.

As an example, the agency took an active role in creating a local housing trust fund in 1990, one of only a handful statewide, which has helped sustain agency supported affordable housing developments and other nonprofit housing organizations in their missions to provide affordable housing. Allocation of the trust funds for these developments has fostered a close working relationship between the Commission and the smaller nonprofit affordable housing developers over the last two decades.

### **LOCAL BEST PRACTICE: SAN DIEGO AFFORDABLE HOUSING FUNDING COLLABORATIVE (SDHC, REDEVELOPMENT AGENCY, CCDC AND SEDC)**

	<p>The Comprehensive Affordable Housing Collaborative (Collaborative) was formed in November 2001 to combine and best utilize the resources of four key City of San Diego agencies: the Redevelopment Agency, Centre City Development Corporation, Southeastern Economic Development Corporation and the San Diego Housing Commission. When the San Diego City Council declared a citywide Housing State of Emergency in August 2002, the council approved the Collaborative proposal to leverage the Redevelopment Agency's Low- and Moderate-Income Housing Fund, which created a \$55 million pool to assist in developing affordable housing units citywide. Since that time, the Redevelopment Agency has committed the entirety of these funds to 11 projects, which created 722 affordable units and 1,055 affordable bedrooms. Additionally, the Redevelopment Agency authorized lines of credit in July 2007 in four of the Redevelopment Division's project areas, resulting in \$34 million dedicated to the affordable housing Opportunity Fund to continue assisting with the creation and rehabilitation of affordable housing for low- and moderate-income households.<sup>41</sup></p>
	
	

<sup>41</sup> City of San Diego Redevelopment Agency, [www.sandiego.gov/redevelopment-agency/ah.shtml#collaborative](http://www.sandiego.gov/redevelopment-agency/ah.shtml#collaborative).

As discussed in Strategy 2, which focuses on strengthening resource coordination, partnerships that bring together a diversity of agencies to accomplish the many goals of the federal and state sustainability funding sources are critical for submitting competitive applications that will be successful in the funding rounds. These partnerships are also essential for accomplishing the HUD goals set forth in its Livability Principles and the California Strategic Growth Council goals set forth in its expressed 12 objectives. Both agencies' goals are discussed in Section 1 of this report.

## **OVERVIEW OF EXISTING PARTNERS AND OPPORTUNITIES FOR ENHANCEMENT**

This section first provides an overview of partners that SDHC has existing relationships with and then discusses new partnerships that might be forged by SDHC to help it respond to the changing environment and the focus on sustainability.

### **PUBLIC PARTNERS**



#### **City of San Diego**

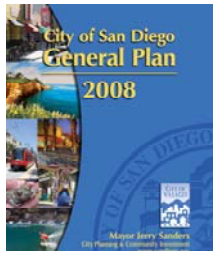
The Commission's key partnership has been with the City of San Diego. The CEO of the Commission and several key staff members maintain close working relationships with the Mayor and members of the City Council. While the San Diego City Council sits as the Housing Authority and approves the Commission's annual budget, the day-to-day working relationship has been with staff from the Planning Division and more recently, the Redevelopment Agency.

The Commission for many years had been the lead on preparing the City's Consolidated Plan for City Council submission to HUD in order for the City to be eligible and receive HUD funds from its various programs, including Community Development Block Grant (CDBG) and HOME funds. The Planning Division is now responsible for the Consolidated Plan and works with the Commission in close collaboration. Likewise, the Commission has been instrumental in assisting the Planning Division with the City's Housing Element required by the California Housing and Community Development Department as part of the City's General Plan.

The California Government Code requires local governments to prepare General Plans within their jurisdictional boundaries and guide citywide land uses and policies. Many cities in California are small enough that their General Plans are single volumes. Larger cities, such as San Diego, often subdivide the city into a number of community plans, or "mini" land use policy plans for more specific geographic areas. In the City of San Diego, because of the sheer size and the diversity of our communities, there are more than 40 community plans.

The Commission has interacted with the City's various planning committees when projects have been presented that have an agency role or participation with an affordable housing developer or with any of the Redevelopment Agency staff. Over the years, various Commission plans and public hearings required by HUD and other regulating bodies have included community groups such as the planning committees in the outreach efforts. This is one set of community partners with which the Commission could enhance the outreach and partnership strategy particularly in the planning committees that fall within the SANDAG Smart Growth Map and meet the transit oriented development definition criteria.





## Planning Division

The City of San Diego's General Plan update was approved on March 10, 2008. The General Plan, as stated in the Executive Summary, is "the City's constitution for development. It is the foundation upon which all land use decisions in the City are based."<sup>42</sup> The State of California requires each city to adopt a general plan and further mandates that it be updated periodically. State law also requires that general plans include seven mandatory elements, one of which is the Housing Element.

Additionally, within the General Plan, the City of San Diego has more than 50 distinct planning areas. The earliest community plans were adopted in the 1960s. Today community plan updates either recently approved or in process cover nearly one third of the city. While the diversity of issues and the different characteristics of each community are distinguished between the plans, the overarching policies and recommendations must be consistent with the General Plan and no one element may take priority over another.

Community plans also are the vehicle for implementing state laws pertaining to provision of housing opportunities and meeting the City's share of regional housing needs. As community plans designate land uses and assign densities they must preserve or increase planned capacity of residential land uses to ensure that the City is able to meet its share of the region's housing needs.

Planning Division staff oversees the community plan update processes. Currently the Midway and Old Town, San Ysidro, Southeastern San Diego, Uptown, North Park, Golden Hill, Barrio Logan, Grantville, Ocean Beach and Otay Mesa plans are in various phases of the update process.<sup>43</sup>



## Redevelopment Agencies

Redevelopment activities in the Redevelopment Agency's 17 project areas are carried out by the City's Redevelopment Division and two nonprofit corporations: Centre City Development Corporation and Southeastern Economic Development Corporation. These project areas, located in various parts of the city, encompass more than 11,700 acres.<sup>44</sup>

The Redevelopment Division of the City of San Diego's Planning Division administers an affordable housing program and 11 of the Redevelopment Agency's 17 project areas that encompass approximately 7,613 acres. Redevelopment project areas include:

- Barrio Logan
- City Heights
- College Community
- College Grove
- Crossroads
- Grantville
- Linda Vista
- Naval Training Center
- North Bay
- North Park
- San Ysidro

[Centre City Development Corporation \(CCDC\)](#)

<sup>42</sup> City of San Diego General Plan Update. Mayor Jerry Sanders and the City Planning and Community Investment Department. March 10, 2008.

<sup>43</sup> City of San Diego General Plan Monitoring Report, April 2010 Draft. Mayor Jerry Sanders and the City Planning and Community Investment Department.

<http://www.sandiego.gov/planning/genplan/pdf/generalplan/gpmonitoringreportapril2010.pdf>

<sup>44</sup> <http://www.sandiego.gov/redevelopment-agency/projarea.shtml>



CCDC was established in 1975 by the City Council to carry out redevelopment activities in Downtown San Diego. CCDC has a seven-member board of directors and a staff to implement programs in its project areas comprising approximately 1,490 acres. CCDC administers two redevelopment project areas:

- Centre City (Core/Columbia, Cortez, East Village, Gaslamp Quarter, Little Italy, Marina)
- Horton Plaza



#### Southeastern Economic Development Corporation (SEDC)

SEDC was established by the City Council in 1981 to carry out redevelopment in southeastern San Diego. SEDC has a nine-member board of directors and a staff to implement programs in its project areas that comprise approximately 1,055 acres. SEDC administers four redevelopment project areas and one study area:

- Central Imperial
- Gateway Center West
- Mount Hope
- Southcrest
- Dells Imperial Study Area



#### San Diego Affordable Housing Collaborative (Collaborative)

In the last 10 years, the Commission has participated in the Collaborative that was formed prior to the City Council's Affordable Housing Day on August 6, 2003 where the Council directed Redevelopment dollars be pooled and bonded to create a \$55 million dollar fund that would go towards development of affordable housing in San Diego. The Collaborative is made up of representatives from the Commission, SEDC, CCDC and the City Redevelopment Agency. The Collaborative implemented a process to review and vet affordable housing funding proposals for approval. The outcome of this Council direction, in addition to the \$55 million allocation of funds for affordable housing was to formulate a direct collaboration between these City entities that had not existed prior. It proved to be the catalyst for breaking down silos between agencies that previously had guarded their resources from each other without a coordinated approach. Since the overarching goal of the national Sustainable Communities Initiative is to encourage partnerships, this existing relationship between funding partners for affordable housing should serve as a model approach and be of benefit to the City of San Diego in competing for resources.

At the request of the City Redevelopment Agency, the Commission has been a partner in development projects within the project areas when funding needs are present and match the mission, goals and criteria of the Commission for funding projects. This partnership has taken Commission staff out to the area Project Area Committees (PACs) for public vetting of projects and community approval. It should be noted that the Commission hasn't had the opportunity to date to participate in every project area in the City. The Commission will need to strategically reach out to PACs in areas where affordable housing TOD projects are anticipated.



### **San Diego Association of Governments (SANDAG)**

SANDAG provides the regional framework to connect greater San Diego's land use to its transportation systems, manage its population growth, preserve its environment and sustain its economic prosperity. As the regional planning agency for transportation, SANDAG allocates millions of dollars each year in local, state and federal funds for the region's transportation network. SANDAG develops the Regional Transportation Plan to implement a long-range vision for buses, trolley, rail, highways, major streets, bicycle travel, walking, goods movement and airport services.

SANDAG is focusing on encouraging smart growth projects that integrate housing, jobs and transportation choices within communities, including planning and building more multi-family homes and mixed-use projects to increase housing choices.<sup>45</sup>

Commission staff has participated in the SANDAG Housing Working Group that acts as an informal body to disseminate regional housing information as well as monitor SANDAG's allocation process of the Regional Housing Needs Assessment (RHNA) numbers and SANDAG's related Policy 33 which outlines the approved formula for the allocation process.

Going forward, the Commission has an opportunity to participate in the 2050 Regional Transportation Plan (RTP) which includes several new components requiring compliance with SB 375's Sustainable Communities Strategy. SANDAG must demonstrate how the development patterns and the transportation network policies and programs will work together to achieve the greenhouse gas emission reduction targets mandated by the California Air Resources Board. One of the key building blocks under the Sustainable Communities Strategy will be the land use component that accommodates the Regional Housing Needs Assessment (RHNA) due to be completed by July 2011. SANDAG has created their Public Participation Plan as a means to provide for community outreach and involvement.

A key recommendation for the Commission's Strategic Outreach Plan should include early involvement in the RTP planning process with SANDAG in anticipation of the RHNA component as part of the Sustainable Communities Strategy.

### **PRIVATE PARTNERS/TRADE ASSOCIATIONS**

Another key group of partners for the San Diego Housing Commission has been the real estate development community and various professional trade associations. These relationships have existed in the cases of for-profit and nonprofit developers who have sought financial subsidies and project support. As public investments in affordable housing TOD projects increase, the private sector will find partnerships with public sector entities more enticing, particularly given incentives such as density bonuses and tax breaks. With the trade associations, relationships have focused more on the different regulatory programs monitored or administered by the Commission or the formulation and approval of City policies or ordinances that regulate development of housing. Some examples of the latter include work on the Single Room Occupancy Ordinance, the Linkage Fees, Inclusionary Zoning and other related policy issues that affect various trade associations. Active trade associations include:

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<sup>45</sup> San Diego Association of Governments (SANDAG), [www.sandag.org/index.asp?classid=12&fuseaction=home.classhome](http://www.sandag.org/index.asp?classid=12&fuseaction=home.classhome)



### **Building Industry Association (BIA)**

BIA is a nonprofit trade association that represents 1,300 member firms and employees who earn their livelihood in the residential and commercial building and development industries. The BIA advocates and lobbies for the building industry. They provide networking opportunities and provide the latest industry news, market information and publications to keep members updated on industry trends.<sup>46</sup>



### **San Diego Association of Realtors (SDAR)**

SDAR is a trade association that exists to serve its membership in developing and promoting programs and services that will enhance members' freedom and ability to conduct their individual businesses successfully and through collective action to promote the preservation of real property rights.<sup>47</sup>



### **San Diego County Apartment Association (SDCAA)**

SDCAA is a nonprofit trade association serving the needs of individuals and companies who own, manage, or provide services and products for rental housing units in San Diego County. They provide members with education and training, business networking opportunities and legislative advocacy.<sup>48</sup>



### **San Diego Housing Federation (SDHF)**

SDHF is an advocacy organization that focuses on affordable housing issues with an emphasis on individuals and families with very low incomes. One of the organization's main guiding principles is to advocate for those households whose housing costs divert resources from other necessities for living, e.g. a healthy diet, healthcare and transportation.

SDHF's purpose is to bring together its members and representatives from all sectors of San Diego County who are interested in the development and management of affordable housing and in community economic development as well as to facilitate the accomplishment of common goals. SDHF analyzes proposed changes in legislation, public policy and private investment which affect affordable housing and educate its members and the larger community to the impacts of those changes. SDHF may take positions on specific legislation, ordinances and ballot measures. SDHF also works to foster and promote better understanding of nonprofits and community development organizations.<sup>49</sup>

<sup>46</sup> <http://biasandiego.org>

<sup>47</sup> <http://sdar.com> and <http://www.car.org>

<sup>48</sup> <http://sdcaa.com>

<sup>49</sup> [www.housingsandiego.org](http://www.housingsandiego.org)



### **San Diego Regional Chamber of Commerce (Chamber)**

The Chamber is a nonprofit business advocacy group with more than 3,000 members in San Diego and has a 130-year history of civic engagement and leadership. The Chamber is influential in local government and economic development policy issues including affordable housing. It has participated in every major housing policy issue and worked closely with the Commission on a number of appointed and/or volunteer task forces and committees.

Specifically, the Chamber has a Housing Committee that advocates for policies that provide new opportunities to increase the supply of for-sale and rental housing of all product types that is affordable for the local workforce. The primary purpose of the Chamber's Housing Committee is to propose or influence measures aimed at rapidly accelerating construction of economically attainable housing in the region.<sup>50</sup>



### **San Diego Regional Economic Development Corporation (EDC)**

EDC unites business and civic leaders around strategies to enhance economic competitiveness. EDC develops and implements strategies to ensure regional capacity in six business mission-critical infrastructure categories: water, housing, energy, transportation, economic competitiveness and environmental stewardship. EDC's Board of Directors is comprised of the region's top executives who drive the direction of the region's business development and policy.<sup>51</sup>



### **San Diego Regional Economic Development Corporation and the San Diego Regional Chamber of Commerce Housing Strategy Work Group**

The San Diego Economic Development Corporation (EDC) and the San Diego Regional Chamber of Commerce (Chamber) have formed a Housing Strategy Work Group to address the business community's concerns about housing supply and affordability. Specifically, the Work Group uses SANDAG forecasts to highlight the region's need for 230,000 new housing units by 2030, which is the equivalent of 11,500 units per year of annual construction. The Chamber and EDC report that San Diego has not achieved that level of production annually in over a decade. Additionally, much like the focus and emphasis on sustainable communities and smart growth concepts, this working group focuses on a critical component that has negatively impacted infill and redevelopment efforts – the issue of upgrading important infrastructure to support housing and community development.

The Work Group has established goals that seek to increase likelihood of moving projects forward by focusing on issues of better zoning to allay fears of communities towards smart growth projects, infill development and redevelopment. They seek to identify infrastructure needs and to develop and infrastructure funding strategy through 2030. The Work Group has three projected outcomes to be presented to the elected officials and citizens/voters during the 2012 election cycle: the infrastructure funding strategy and two model redevelopment projects – one large-scale project entitlement proposal and one large-scale zoning by right model project area.

The intent of the Chamber and EDC is to have a series of their joint working group meetings completed and approved by their various boards of directors with an implementation plan being presented in 2010-2011 and to launch a public information campaign.<sup>52</sup> The very nature of the work being undertaken by these agencies and that it is linked to the SANDAG growth projections may align naturally going forward with the Commission's Transit-Oriented Development Work Plan and therefore the Commission should remain updated on the progress of these efforts.

<sup>50</sup> [www.sdchamber.org](http://www.sdchamber.org)

<sup>51</sup> [www.sandiegobusiness.org](http://www.sandiegobusiness.org)

<sup>52</sup> Housing Strategy Work Group memo, June 1, 2010

## **MOVING FORWARD/CREATING NEW PUBLIC AND COMMUNITY PARTNERS**

As we move forward, it will be equally important for the Commission to build new relationships that help carry out the mission and goals of the agency in the changing environment with consideration for the new direction being put into place at the national and state levels.

Clearly, the Commission will continue to work with and maintain the traditional relationships that have been in place for over three decades of the agency's existence. These partnerships have contributed to the overall success of the Commission and helped lay the strong foundation that has earned the agency the designation of HUD High Performing Agency. In the current environment focused on environmental and economic sustainability, it is important for the Commission to progress and evolve its relationship strategies and, in doing so, to establish new partnerships that will lead the way in developing quality housing to meet the needs for San Diegans that incorporate the livability principles around housing, transportation and economic development and sustainable communities.

It should be noted and emphasized that while work is going on both at the national and State levels on transit oriented development, sustainability and reducing green house gas emissions, a number of trade associations and community based efforts in San Diego are underway that either dovetail directly with the governmental efforts or focus on critical issues of housing development and impediments to development. Some of these efforts are being led by groups listed in this report and are organizations with which the Commission has had an on-going relationship. A few are newly created community-based efforts that are reacting to the federal and State legislation to ensure community participation is included in the processes.

Following is a list of agencies and organizations the Commission will be engaging with in the coming months and years to develop strategic alliances to build support for transit-oriented affordable housing development at the city- and project-specific levels.



### **Metropolitan Transit System (MTS) – public entity partner**

MTS was created in 1975 as the Metropolitan Transit Development Board under SB 101. In 2002, SB 1703 merged MTDB's planning, financial programming, project development and construction functions into the regional agency SANDAG. In 2005, MTDB changed its name to the Metropolitan Transit System, which reflects the new relationship with SANDAG and the reorganization of five separate operations into one agency. The MTS Board is represented by elected officials of the member cities and the County of San Diego. The Chair is elected by members of the Board and is not an elected official representing one of the member cities or the County.

MTS' area of jurisdiction includes about 570 miles of urbanized San Diego County and rural parts of East County – overall about 3,240 square miles serving about 3 million San Diego County residents. MTS provides bus and rail services directly or by contract with public or private operators. They determine routing, stops, frequency of service and hours of operation for its existing services. They also license and regulate taxicabs, jitneys and other private for-hire passenger transportation services by contract with the cities of San Diego, El Cajon, Imperial Beach, La Mesa, Lemon Grove, Poway and Santee.

MTS receives funding from various federal, state and local sources. The primary sources are the California Transportation Development Act (TDA), Federal section 5307 and 5309 funds (preventative maintenance funds), State Transit Assistance (STA) and TransNet funds (local sales tax).<sup>53</sup>

In 2006, MTS staff presented a report and an inventory list of potential joint development properties to its board for consideration. Policy and Procedure 18 addresses the board's intention to maximize the potential of its real estate assets consistent with transportation goals and community development objectives. Previous and active joint use and development projects include:

- Creekside Villas at the 47th Street Trolley Station in San Diego – affordable housing
- Sweetwater Union High School District Adult Education Extension at the 24th Street Trolley Station
- Morena Vista Transit Oriented Development in San Diego – a 5.27 acre mixed-use, transit-oriented development project located adjacent to the Linda Vista Trolley Station. Alongside commercial lofts, the project includes 184 residential units, 18 of which are affordable units.
- Grossmont Trolley Station Transit Oriented Development in La Mesa – 527 apartment units topping two levels of parking located at the Grossmont Trolley Station. Eighty of these units (15%) are available to very low- and moderate-income households.



### **Move San Diego – nonprofit community advocacy and education partner**

Move San Diego is a local expert on transportation policy. For two years, Move San Diego has been a key stakeholder making recommendations to SANDAG and CARB on the preparation of California's first Sustainable Communities Strategy required under SB 375, as part of SANDAG's 2050 Regional Transportation Plan update. They have become a valuable informational resource on smart growth best practices, and transportation fiscal policy at the federal, state and local levels. Locally, they are tasked with public education on how transportation funds are being used, as well as how cities and the County are making land use and transportation decisions for the region. Move San Diego is a clearinghouse of technical information, policy recommendations, and critical legislative updates. They marry diverse perspectives together and provide it to the public in a concise and easily understandable manner.

<sup>53</sup> Metropolitan Transit System, [www.sdmts.com/MTS/About\\_MTS.asp](http://www.sdmts.com/MTS/About_MTS.asp)



### **Sustainable San Diego – nonprofit community advocacy partner**

Sustainable San Diego is a coalition of local, regional and statewide groups dedicated to creating a vibrant future for the San Diego region, as characterized by healthy communities, a thriving environment, and a robust economy. Sustainable San Diego members support a vision for the San Diego region in which all San Diegans can play an active role in reshaping the region into a model of sustainability in which all residents have access to local, quality jobs, a world-class urban transit system. In order to achieve our vision, Sustainable San Diego seeks to serve as a ‘hub of the wheel’, connecting disparate segments working to enhance sustainability in the region in hopes of making the whole of this movement greater than the sum of its parts. To facilitate these connections, Sustainable San Diego is governed by a seven-member Steering Committee made up of nonprofit organizations with expertise in areas of land use, housing, transportation, social equity, public health, economic prosperity and the environment. Working groups, made up of experts from the public, private and nonprofit sectors, participate in each of these areas and provide guidance to the Steering Committee on policies to meet the organizational mission.

The collaborative is working, in the short-term, to engage SANDAG, as well as public officials and the community at-large, on how to use the Sustainable Communities Strategy process required by SB375 as a tool that can make a significant impact on the sustainability, vitality, and future health of the San Diego region, and will help the region meet short and long-term greenhouse gas emission reduction goals as part of the state’s climate goals. Sustainable San Diego supports this work by providing recommendations and best practices to shape this strategy, by building long-term connections among diverse groups concerned with the future of our region, and by challenging one another to meet our highest standards.





## Business Improvement District Council and Business Improvement Districts (BIDs)

The Business Improvement District Council (BID Council) is an association of San Diego Business Improvement Districts (BIDs) whose mission is to assist in the development and dissemination of information, resources and expertise to its member BIDs and to improve the physical, social and economic environments of San Diego's small businesses.

The City of San Diego's BID program, the largest in the State of California and one of the most active in the nation, is administered by the City's Office of Small Business. San Diego's program dates back to 1970 with the creation of the Downtown Improvement Area, California's first metropolitan downtown district. Since that time, the small business community and the City of San Diego have created 18 separate districts, with another two in the preliminary stages of formation. More than 11,000 small businesses participate in these self-assessment districts, raising more than \$1 million annually.

A number of the BIDs are located along transit corridors and within designated smart growth areas on the SANDAG Smart Growth Map. These are the areas where opportunities exist for in-fill and mixed use development which promote revitalization and redevelopment for the business communities and the adjacent residential neighborhoods. Additionally, a number of BIDs are located within Redevelopment Areas which provide increased possibilities for financial resources to be considered for developments that advance economic development as well as affordable housing. To cite several examples, North Park Main Street designated their business district an arts and entertainment area and has been interested in creating affordable arts lofts in the business core for artists to be adjacent to their successful "Ray at Night" monthly event and other entertainment venues that take place in the community. Artists have helped revitalize the business area but tend not to be able to find affordable places to live given the meager incomes they rely on in their trade. A second example is the desire of the Hillcrest Business Improving District to see affordable housing available to workers in the food and restaurant industry given the number of good eateries that are located in their business district.

As part of the Commission's Strategic Outreach Plan, the BID structure and system provide an excellent venue for another viable partnership opportunity. Support of the business community has played an important role in some of the key transit oriented development projects in San Diego. Targeting key areas in which the Commission sees opportunities for transit oriented development and forging those relationships with the business community early would be important.

In summary, we recommend that a plan for strategic outreach<sup>54</sup> be prepared that ensures SDHC will have regional relationships and partners to work with to promote TOD as part of advocating for more sustainable communities as well as local community-based partners to help advocate for approval of proposed TOD developments. The information provided in Strategy 3 is intended to highlight ongoing crucial partners for transit oriented development projects where direct relationships might be necessary and critical community support would be most certainly be needed. Further, it was intended to provide a vision for what could be possible in forging new relationships for the San Diego Housing Commission.

From the federal perspective, this strategy of enhancing creative partnerships has become a focus of federal dollars from HUD/DOT/EPA with a particular focus on sustainability of communities. So, while the State of California has been on the cutting edge of shaping such sustainable communities planning, it is the federal government in the short term that dictates moving in this direction.

<sup>54</sup> Attached at the end of this strategy as a matrix titled "Key TOD-Oriented Planning Areas and Key Local Stakeholders" that lists the BIDs within the community planning areas and further highlights (in light blue) those BIDs in TOD high-potential areas.

### **Action Step #1: Form Regional Housing Council**

The Regional Housing Council should be comprised of housing and redevelopment professionals from the cities in San Diego County along with the County of San Diego itself to work together to promote regional housing solutions and regional affordable housing policies.

#### Tasks and Measurable Outcomes

- Assess interest in forming this Regional Housing Council by 1st quarter 2012.
- If sufficient interest exists to have meaningful representation from cities across the County, convene first meeting by 2<sup>nd</sup> quarter 2012.

### **Action Step #2: Create Strategic Outreach Plan**

The Commission's Strategic Outreach plan will need to include multiple components to achieve the separate goals outlined in the national Sustainable Communities Initiative's Livability Principles established by HUD/DOT/EPA:

1. A workforce component: Groups and organizations focused on job training, promoting policies and programs that lead to good quality jobs with benefits and the emerging green technology and jobs in the region. This includes soliciting involvement from groups such as the Workforce Partnership, Green for All and the Center on Policy Initiatives.
2. A transit component: Groups, organizations and agencies that focus on transit operations, promotion of public transit, and access and expansion of transit. This includes the Metropolitan Transit System, Move San Diego and the newly formed Sustainable San Diego.
3. A development component: Groups that are crucial to specific development projects are stakeholders in the community and whose support the Commission may need. This includes community planning committees, business improvement districts, nonprofit organizations that provide social services, and for-profit and nonprofit affordable housing developers.
  - a. The City of San Diego has completed or is in the process of updating Community Plans covering roughly a third of the City: determination of location and densities of residential land uses is a key part of the Community Plan Update process
4. A regional stakeholder component: A group of supporters of regional smart growth who can help advocate and plan for TOD strategies that integrate affordable housing. This may include the local chapters of the Urban Land Institute, the American Planning Association and the San Diego Housing Federation, the county's affordable housing trade association.

#### Tasks and Measurable Outcomes

- Create a list of key stakeholders within workforce development, transit advocacy, community advocacy and leadership, and regional TOD policy and planning bodies by the 4th quarter of 2011.
- Prioritize outreach list and develop outreach strategy and timeline by 2<sup>nd</sup> quarter of 2012.

### **Action Step #3: Create State and Federal Legislative Strategy Recommendations to be Submitted by SDHC to Mayor's Office**

After the issuance of both the HUD Sustainable Communities Regional Planning Grant and the California Sustainable Communities Planning Grant awards lists, and the receipt of any available debriefing advice, create a legislative agenda that can help San Diego be competitive for these funds. A legislative agenda and program

would also keep the Commission apprised of policy changes that might affect affordable housing projects, such as proposed parking reductions at TOD sites and CEQA reforms that may result from SB 375.

Tasks and Measurable Outcomes

- Legislative agenda recommendations to be crafted for presentation to the Mayor's Office when appropriate.





## **Strategy 3: Key TOD-Oriented Planning Areas and Key Local Stakeholders**

## Key TOD-Oriented Planning Areas and Key Local Stakeholders

Community Planning Area	City Planning Contact for Planning Area	Business Improvement Districts	Community Development Corporations
<b>*Barrio Logan</b>	Lara Gates (619) 236-6006		
<b>*Centre City</b>	Brad Richter (619) 533-7115	Little Italy, Downtown, Gaslamp Quarter	
<b>*City Heights</b>	Michael Prinz (619) 533-5931	City Heights, El Cajon Boulevard	City Heights CDC
<b>Clairemont</b>	Brian Schoenfisch (619) 533-6457		
<b>College Area</b>	Maxx Stalheim (619) 236-6153	College Area	
<b>Encanto</b>	Karen Bucey (619) 533-6404	Diamond	
<b>Linda Vista</b>	Brian Schoenfisch (619) 533-6457	Morena	
<b>Midway Pacific Hwy Corridor</b>	Tait Galloway (619) 533-4550	Midway	
<b>Mission Valley</b>	Brian Schoenfisch (619) 533-6457		
<b>Navajo</b>	Dan Monroe (619) 236-5529		
<b>North Park</b>	Marlon Pangilinan (619) 235-5293	North Park, El Cajon Boulevard	
<b>Peninsula</b>	Tony Kempton (619) 236-6861		
<b>San Ysidro</b>	Sara Lyons (619) 236-6368		
<b>Southeastern San Diego</b>	Karen Bucey (619) 533-6404		
<b>University</b>	Dan Monroe (619) 236-5529		
<b>Uptown</b>	Marlon Pangilinan (619) 235-5293	Hillcrest, Mission Hills	

This is a subjective judgment based on a) existing land use designations; b) political will; and c) saturation/land economics.

Redevelopment Project Area (if Yes, name stated)		
Redevelopment Project Area (if Yes, name stated)	Notes	Council District
Barrio Logan	Existing/Planned Community Center	District 8
Centre City (CCDC)	Existing/Planned Metropolitan Center	District 2
City Heights	Existing/Planned Community Center	District 3
	Potential Community Center	District 6
College Community	Existing/Planned Community Center	District 7
Mount Hope (SEDC)	Potential Community Center	District 4
Linda Vista	Existing/Planned Town Center	District 6
North Bay	Existing/Planned Urban Center	District 2
	Existing/Planned Urban Center	District 6
Grantville	Existing/Planned Town Center	District 7
North Park	Existing/Planned Mixed Use Transit Corridor	District 3
	Existing/Planned Mixed Use Transit Corridor	District 2
San Ysidro	Existing/Planned Town Center	District 8
Dells Imperial Study Area (proposed), Gateway Center West (SEDC)	Potential Mixed Use Transit Corridor	District 4
	Existing/Planned Urban Center	District 1
	Existing/Planned Urban Center	District 3





## STRATEGY 4: INCREASE WORKFORCE LINKAGES AND ECONOMIC OPPORTUNITIES

### Why this Strategy is Important

The national Sustainable Communities Initiative promotes development patterns that seek to achieve improved economic prosperity, environmental sustainability and social equity in both metropolitan regions and rural communities,<sup>55</sup> and place a specific focus on economic development and jobs through “enhancing economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.”<sup>56</sup>

A critical element in San Diego’s successful participation in the Sustainable Communities Initiative will be to link economic development and our traditional workforce strategies to affordable housing, transit and mobility outcomes. These strategies and outcomes must be linked in ways that visibly promote environmental and social justice as contributing factors in creating healthy and sustainable communities.

The Commission has long provided programs aimed at assisting its clients to achieve self-sufficiency and economic independence. For example, the Commission offers a number of programs to Section 8 voucher holders, including the Family Self-Sufficiency Program, the Economic Development Academy, Aspire and The Money Project. The Economic Development Academy focuses on four main areas: educational and vocational training, financial skills education, homeownership and small business development. All of the programs are designed to assist and support individuals moving towards financial and economic independence through educational, vocational and business opportunities

Locally, the Commission is an active member of the San Diego Workforce Partnership and their Workforce Investment Board (WIB), which identifies labor market needs, develops effective and innovative responses to those needs, and funds job training programs. Also, the Workforce Partnership is a partner in the Commission’s newest Achievement Academy that opened in September 2010 at Smart Corner, the Commission’s signature transit-oriented development project. The groundwork that has been laid these last few decades between the Commission and the Workforce Partnership provides a foundation on which to expand partnership opportunities.

Additional federal stimulus funds are coming through the Workforce Partnership from the U.S. Department of Labor and present additional opportunities to craft mutually supportive strategies. The Workforce Partnership faces the challenge of getting these resources out and in use at the ground level in an effective manner that ends long-term unemployment and thereby stimulates the economy and ultimately helps businesses rebound. These funds have allowed the Workforce Partnership to increase resources to the Community College system which hosts a number of apprenticeship and vocational training programs. The Workforce Partnership is seeking to work with agencies such as the Commission to streamline access for individuals in need of jobs and job training.

Our ongoing and enhanced partnership with the Workforce Partnership and our role on the Workforce Investment Board provide the Commission with yet another means to emphasize our key central position to tie mobility and transit, affordable housing and economic development efforts together.

<sup>55</sup> Office of Sustainable Housing and Communities, Office of the Deputy Secretary, HUD. 2/4/2010. *Sustainable Communities Planning Grant Program Advance Notice and Request for Comment*. Notice and Request for Comment, page 5.

<sup>56</sup> Office of Sustainable Housing and Communities, Office of the Deputy Secretary, HUD. 2/4/2010. *Sustainable Communities Planning Grant Program Advance Notice and Request for Comment*. Notice and Request for Comment, page 6.

The next critical link regarding workforce efforts would be to focus on bringing together, along with the existing partners, new and emerging groups that have helped forge pathways and national models that have been successful in leveraging public investments to simultaneously accomplish the goals of building affordable housing, providing better transportation options and creating living-wage jobs with benefits. We should look to link TOD development opportunities that can access the federal and state sustainable communities programs with robust pre-apprenticeship and other workforce development programs aimed at creating career-pathway, family-supporting jobs.

We must also enhance creative partnerships beyond real estate development and tying affordable housing and transit together as outlined in Strategy 3. These types of collaborative, creative partnerships should also extend into the workforce development arena and efforts to weave together the job creation opportunities created by the federal Sustainable Communities Initiative with the Sustainable Communities Strategy at the state level. California and other states boast examples of organizations that are leading the way in integrating the issues of quality jobs and economic, social and environmental justice into the mix of providing affordable housing and linking the housing to transit through transit oriented development.

Here are just a few examples of national and out-of-state organizations focused on the economy and creating quality jobs as part of sustainable communities initiatives that include affordable housing:



#### **Green for All**

Green for All is a national organization working to build an inclusive green economy strong enough to lift people out of poverty.

The mission of Green for All is to improve the lives of all Americans through a clean energy economy. The organization works in collaboration with the business, government, labor and grassroots communities to create and implement programs with the goal of increasing quality jobs and opportunities in green industry – “all while holding the most vulnerable people at the center of our agenda.”<sup>57</sup>

Green For All has pioneered the use of Community Workforce Agreements and High Road Agreements in the design of city-scale energy efficiency upgrade programs to create high quality, family-supporting jobs available to a growing pool of diverse contractors and employees. Green For All is applying this same approach to the development of a financing mechanism for energy efficiency upgrades of multi-family affordable housing units that create family-supporting quality jobs for disadvantaged communities.



#### **FRESA (formerly the Front Range Economic Strategy Center)**

FRESA utilizes policy development and advocacy, academic research, community organizing and non-partisan civic engagement to promote the creation of jobs that pay sustainable wages, affordable for all households, with benefits, housing and healthcare, as well as neighborhoods that are “environmentally safe and sustainable.”<sup>58</sup> FRESA is working to preserve and expand affordable housing along Denver’s regional transit system, while advocating for the expansion of public transit as a way to create thousands of new green construction and operation jobs.

<sup>57</sup> <http://www.greenforall.org>

<sup>58</sup> <http://www.fresc.org>

## San Diego Efforts

In San Diego, there are a number of organizations like the ones listed above who have been working to include the issues of good quality jobs with health benefits, affordable workforce housing, environmental justice and healthy communities along with the effort to create a green jobs economy here locally.



### Center on Policy Initiatives (CPI)

In 2005, the Center on Policy Initiatives (CPI), a San Diego-based think tank, formed a coalition of 27 housing, labor, community, environmental and religious groups called ACCORD – A Community Coalition for Responsible Development.

This coalition negotiated a community benefits agreement with developer JMI/Lennar on Ballpark Village that set out the following requirements: environmentally-friendly design standards and construction practices; living wages for employees of service contractors; a local hiring program for construction employees; responsible contracting requirements; job training for local residents; affordable housing obligations beyond city requirements; funding for arts, youth and culture services in surrounding communities; and a commitment to attract a grocery store operator that pays living wages with benefits. In return, the community groups did not oppose the project before the City Council, which approved it in October 2005.

More recently, CPI issued the *Making Ends Meet in San Diego County 2010* report along with The United Way of San Diego. *Making Ends Meet* sets forth the high cost of living in San Diego and the wages necessary for self-sufficiency in San Diego. The report also revealed that 3 in 10 working age San Diego County households do not earn enough to make ends meet.<sup>59</sup> As a result of this report, the San Diego Workforce Investment Board will be evaluating its investments to ensure that its job training funds are not used to promote jobs that pay poverty-level wage jobs. In addition, CPI is working with the San Diego Unified School District (SDUSD), non-profit community-based organizations and workforce development agencies to ensure the creation of a pipeline of local disadvantaged workers ready and able to work on construction projects under the SDUSD's \$2.1 billion Project Stabilization Agreement.<sup>60</sup>



### San Diego & Imperial Counties Labor Council

San Diego and Imperial Counties Labor Council through their Workforce Development Department has opened opportunities for San Diegans to work in union jobs that provide livable wages and health benefits. Their programs include trade specific training and instruction in construction-related mathematics, mechanical aptitudes, OSHA safety certifications, computer literacy that links workers to several union trades with the electricians, plumbers and pipe fitters, sheet metal workers, iron workers, roofers and carpenters and laborers. The Labor Council partners with several corporations and nonprofit organizations including General Dynamics/NASSCO, SDG&E and the MAAC Project.

Specific programs include:

- MAAC Project: Weatherization Trainee Program with the Department of Labor as part of the Recovery Act funds with the International Brotherhood of Electrical Workers (IBEW), Local 569 whereby low income families receive energy efficiency improvements to their homes at no cost and the work is provided by trainees.
- Synergie Electric: Recovery Act funds that provided \$20 million for solar installation on Marine and

<sup>59</sup> <http://www.onlinecpi.org/section.php?id=377>

<sup>60</sup> <http://www.onlinecpi.org/section.php?id=344>

Navy bases. The contract allowed the company to basically double the number of employees thereby providing good jobs and creating green jobs.

- Veterans in Piping: Plumbers and Pipefitters Union provides an apprenticeship program aimed at Marines transitioning out of the military by offering training before the discharge to help with a smooth transition for the service members back into civilian life with the promise of a good job with benefits.<sup>61</sup>

These are just a few examples of how the transition to a green economy can be leveraged in our region using partnerships between labor groups, private sector corporations and nonprofit social service organizations dedicated to lifting people out of poverty.

Due in large part to the work and lobbying efforts of labor groups, progressive think tanks, environmental groups, affordable housing advocates, transit advocacy groups, smart growth advocates and faith-based organizations, we have seen significant strides at every level of government across the country to link economic development to quality jobs and benefits. This advocacy has resulted in the formulation and implementation of policies and regulations that guide the sustainable communities funding. The effectiveness of strategies at work by these organizations is evident in the expected outcomes being incentivized through the Sustainable Communities Initiative. These goals are outlined clearly in the six federal “Livability Principles” that guide the HUD/DOT/EPA Partnership for Sustainability Communities. Moreover, HUD’s Fiscal Year 2011 Notice of Funding Availability (NOFA) Policy Requirements and General Section sets forth “job creation” as the first policy priority for FY2011. Specifically, it notes that “[o]f particular interest is a focus on access to skills training and partnerships with community-based organizations to develop pathways to career-ladders for low-income populations. Beyond creating construction, housing production, and green industry jobs for low-income residents, applicants should focus efforts on providing mechanisms to ensure that low-income populations have long-term access to the new opportunities created. HUD is interested in creating sustainable community benefits for low-income residents of HUD-assisted housing.”<sup>62</sup>

The following action steps are intended to provide a roadmap on expanding relationships and partnerships as well as best practices for tying affordable housing, transit opportunities, sustainable jobs, economic prosperity and environmental justice together.

### **Action Step #1: Monitor Process for Release of Federal FY2011 Competitive Grants, Particularly at HUD, DOT and EPA**

#### Tasks and Measurable Outcomes

- Determine if there are City of San Diego agencies, nonprofit agencies or consortiums in the City of San Diego that have plans to apply for relevant competitive Federal grants in FY2011. Complete informal analysis by 4th quarter 2011.
- If so, determine if SDHC has any useful role to play in supporting such an application or linking its initiatives to those of the applicant team. Complete analysis by 4th quarter 2011.
- If no applicant team is being formed, discuss this opportunity with relevant City of San Diego leaders to determine if SDHC might assemble a diverse applicant team that could assemble a competitive application that links workforce and jobs development to affordable housing rehabilitation and construction. Complete discussions, if any, in 4th quarter 2011.

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<sup>61</sup> <http://www.unionyes.org>

<sup>62</sup> <http://portal.hud.gov/hudportal/documents/huddoc?id=2011gensec.pdf>

### **Action Step #2: Review the Affordable Housing Funding NOFA to Strengthen Workforce Linkages**

The annual affordable housing NOFA presents the opportunity to link affordable housing construction to the local workforce, particularly to green construction practices and apprenticeship programs training the emerging green construction workforce.

#### Tasks and Measurable Outcomes

- Review NOFA for opportunities to enhance workforce linkages at the next available opportunity – sometime in 2011.

### **Action Step #3: Deepen SDHC’s Role on the Workforce Investment Board**

As an active participant on the WIB, SDHC can ensure that there is meaningful dialogue and discussion around the three components of the Sustainable Communities Initiative: jobs creation, including green jobs; transit access and opportunities; and development of affordable housing. As policies are adopted and job training contracts awarded, SDHC can continually strive to make the nexus with national Sustainable Communities Initiative Livability Principles such as economic prosperity and development of affordable housing using green building principles.

#### Tasks and Measurable Outcomes

- Brief SDHC’s WIB member on the federal and state sustainability initiatives, particularly the workforce and economic prosperity and connectivity goals, by the end of 3rd or 4th quarter 2011.

### **Action Step #4: Better Align SDHC’s Workforce Development Efforts with National Best Practices**

Utilize the expertise of the Center on Policy Initiatives and similar workforce development groups to advise SDHC about how to better align local affordable housing development and workforce connectivity efforts with national best practices.

#### Tasks and Measurable Outcomes

- Form a TOD workforce ad hoc advisory group by 4th quarter 2011.



## **STRATEGY 5: PROVIDE APPROPRIATE OVERSIGHT AND COLLECT DATA TO INFORM PRACTICE AND MEASURE SUCCESS**

### **Why this Strategy is Important**

The Three-Year Work Plan to Facilitate Transit-Oriented Affordable Housing Development requires multiple levels of inter-agency and community partnership formation and/or collaboration in order to have measurable success. The ultimate goal is to produce transit-oriented development sites that will be successful in the capital markets and able to access federal and state resources that can help with planning readiness, affordable housing development and jobs production. This effort will require appropriate oversight for success and will likely necessitate some systems change and reprioritization within SDHC.

### **Best Practices**

Best practices inform us that plans such as this one, which require coordination between many agencies and departments and the focus of many individuals, require clear champions and strong leadership to guide the endeavor to success.

The action steps below propose the creation of a stakeholder group for each of the five strategies. The stakeholder group would serve as the champion for the strategy and would review progress against the work plan. This group would also provide feedback and assistance to accomplish the actions steps, tasks and measurable outcomes as well as to update and amend the work plan when necessary.

### **Action Step #1: Provide Adequate Oversight for Plan Implementation**

Best practices for goal completion calls for clear lines of authority and responsibility at the overall plan level as well as at the task and outcomes delivery level. Effective upon the approval of this Three-Year Work Plan by the SDHC Board of Commissioners, responsibility for oversight, evaluation and the success of this plan is vested with them and delegated to SDHC's President and CEO, who will assign tasks, coordination and outcomes responsibilities internally.

#### Tasks and Measurable Outcomes

- Annotate work plan to reflect any internal assignments for implementation of strategies, action steps and tasks. To be completed by 3rd quarter 2011.

### **Action Step #2: Solicit Community Leadership Input on Stakeholders to be Represented on the Stakeholder Leadership Teams to be Assembled for Each Initiative**

#### Tasks and Measurable Outcomes

- Determine which leadership team(s) should be convened first in response to any time-sensitive funding or development opportunities by end of 3rd quarter 2011.
- Establish timetable to complete the formation of all five Stakeholder Leadership Teams by the end of 4th quarter 2011.
- Confirm that a subset of the Board of Commissioners (perhaps its Real Estate Committee) may be adequate to serve as the Stakeholder Leadership Team for Strategy 5 by end of 3rd quarter 2011.

**Action Step #3: Provide Internal Monitoring System that will Produce Feedback on Opportunities for Enhanced Collaboration Among SDHC's Various Activities and Initiatives**

Tasks and Measurable Outcomes

- Develop monitoring system by 4th quarter 2011 to promote internal collaboration and feedback.



# **SECTION 3**

## **SUMMARY OF STRATEGIES, ACTION STEPS, TASKS AND MEASURABLE OUTCOMES**



### **SECTION 3: SUMMARY OF STRATEGIES, ACTION STEPS, TASKS AND MEASURABLE OUTCOMES**

The Three-Year Work Plan for Affordable Housing TOD lays out a series of strategies, action steps, tasks and measurable outcomes that can be tracked and evaluated throughout the three-year horizon.

The charts on the following pages summarize the strategies, action steps, tasks, responsible parties and measurable outcomes set forth in Section 2 of this work plan. More detail will be added on an ongoing and annual basis to ensure that steady and incremental progress is made toward establishing the SDHC as a leader in the development of affordable housing that embraces and promotes the principles of the sustainable communities movement.



**STRATEGY # 1: PURSUE SITES AND PRIORITY AREAS FOR TOD**

**Action Step #1: Develop MOU with MTS**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>▪ Have introductory conversation with MTS to determine if mutually beneficial goals might be achievable through joint development of TOD sites under their ownership; if so, pursue drafting of MOU and prioritize a few sites for preliminary due diligence and feasibility analysis.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ MOU approved 3rd quarter 2012.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introductory meeting to be completed by 4th quarter 2011. If MOU possible, to be drafted 1st quarter 2012 and presented for dual approval process 3rd quarter 2012</li> </ul>

**Action Step # 2: Prioritize Top Three to Five TOD Sites for Development**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>▪ Hold meetings with key partner agencies to review and narrow priority sites list to maximum of 10 sites.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Priority list shortened to 10 or less sites.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings to be held by 4th quarter 2011.</li> <li>▪ Sites list to be narrowed in 1st and 2nd quarters 2012</li> </ul>
<ul style="list-style-type: none"> <li>▪ Site capacity and financial modeling to be completed on top three to five sites.</li> </ul>	SDHC or its consultants	<ul style="list-style-type: none"> <li>▪ Two or three vetted, feasible sites available on which to pursue development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete 3rd or 4th quarter 2012</li> </ul>

**Action Step #3: Work to Ready TOD Sites for Development**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>▪ Work with San Diego Funding Collaborative to prioritize sites, align resources and request City of San Diego's support for project sites to be submitted to SANDAG Smart Growth Incentive Program for funding when needed.</li> <li>▪ Work with San Diego and SANDAG to pursue funds for sites at state and federal levels for application cycles in 2011, 2012, and 2013.</li> </ul>	SDHC with City of San Diego and SANDAG	<ul style="list-style-type: none"> <li>▪ Top TOD priority sites are included in applications submitted to SANDAG in biennial funding process.</li> <li>▪ Awards received to ready TOD sites for affordable housing development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Processes to occur in 2011, 2012, and 2013</li> </ul>



**STRATEGY # 2: STRENGTHEN RESOURCE COORDINATION**

**Action Step #1: Create and execute local MOU to parallel HUD/DOT/EPA MOU**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Create and execute this MOU in time for submission of HUD Sustainable Communities and state Sustainable Communities Planning Grant due summer 2010.</li> </ul>	City of San Diego's Deputy Director of Redevelopment and Planning	<ul style="list-style-type: none"> <li>MOU executed.</li> </ul>	<ul style="list-style-type: none"> <li>Complete. Letter of intent was completed August 20, 2010</li> </ul>
<ul style="list-style-type: none"> <li>Update MOU for 2011 and 2012 funding cycles when timing is appropriate</li> </ul>	City of San Diego's Deputy Director of Redevelopment and Planning	<ul style="list-style-type: none"> <li>MOU to be updated for 2011 and 2012 funding cycles.</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>

**Action Step #2: Empower the San Diego Funding Collaborative to Proactively Plan for Affordable Housing**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Recommend that Director of the Planning Division facilitate a process to develop consensus among San Diego housing funding partners for an affordable housing TOD development strategy. Invite MTS and SANDAG to attend.</li> </ul>	SDHC CEO	<ul style="list-style-type: none"> <li>Discussion completed.</li> </ul>	<ul style="list-style-type: none"> <li>4th quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>Further, ask that Collaborative prioritize and plan specifically for affordable housing TOD development.</li> </ul>	SDHC CEO	<ul style="list-style-type: none"> <li>Collaborative embraces top TOD sites and plans corresponding funding strategies.</li> </ul>	<ul style="list-style-type: none"> <li>4th quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>Collaborative to meet to prioritize TOD locations.</li> </ul>	Collaborative leadership	<ul style="list-style-type: none"> <li>Collaborative prioritizes top TOD sites; aligns resources and commences development of funding strategies.</li> </ul>	<ul style="list-style-type: none"> <li>2nd quarter to 4th quarter 2012</li> </ul>

**Action Step #3: Ensure that SDHC Has Meaningful Input into Development of Funding Guidelines at the State Level within HCD, CDLAC and CTCAC**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Develop strategy and task list for this action step.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Strategy for this initiated.</li> </ul>	<ul style="list-style-type: none"> <li>Complete strategy for this action step by 4th quarter 2011</li> </ul>

**Action Step #4: Assist the City of San Diego and SANDAG to Prepare Federal and State Sustainable Communities Planning Grant Applications for FY2011 and FY2012**

Tasks	Responsible Organization(s)	Measurable Outcome(s)	Target Completion Date(s)
<ul style="list-style-type: none"> <li>▪ Assist the City and SANDAG with needed information about affordable housing projects, resources and potential development opportunities in the pipeline.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Presence of affordable housing strategy in both applications.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summer 2011</li> <li>▪ Summer 2012</li> </ul>
<ul style="list-style-type: none"> <li>▪ Obtain examples of successful applications from other California communities, if possible, and de-brief for lessons that can be learned.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Other applications are information and help us craft more competitive applications.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summer 2011 and 2012</li> </ul>
<ul style="list-style-type: none"> <li>▪ Monitor HUD and California Strategic Growth Council websites for information and timelines on FY2011 and FY2012 application rounds.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Applications materials are downloaded upon release to provide us maximum response time.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information likely to be released any time from January to August 2011 and 2012.</li> </ul>



**STRATEGY # 3: ENHANCE AND FORM CREATIVE PARTNERSHIPS**

**Action Step #1: Form Regional Housing Council**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>▪ Assess interest in forming a Regional Housing Council.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Input sought from potential members.</li> <li>▪ Council formed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1st quarter 2012</li> </ul>
<ul style="list-style-type: none"> <li>▪ If sufficient interest exists to have meaningful representation from cities across the County, convene first meeting.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ First meeting occurs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2nd quarter 2012</li> </ul>

**Action Step #2: Create Strategic Outreach Plan**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>▪ Create list of key stakeholders within workforce development, transit advocacy, community advocacy and leadership, and regional TOD policy and planning bodies.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Stakeholder list complete.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4th quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>▪ Prioritize outreach list and develop outreach strategy with timeline attached.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Comprehensive strategic outreach strategy completed.</li> <li>▪ Timeline to be completed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2nd quarter 2012</li> </ul>

**Action Step #3: Create State and Federal Legislative Strategy Recommendation to be Submitted by SDHC to Mayor's Office**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>▪ Legislative agenda recommendations to be crafted for presentation to the Mayor's Office when appropriate and potentially include affordable housing policy changes such as CEQA amendments and proposed parking reductions at TOD sites.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>▪ Strategy created. Coordination with City of San Diego achieved.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TBD</li> </ul>



**STRATEGY # 4: INCREASE WORKFORCE LINKAGES AND ECONOMIC OPPORTUNITIES**

**Action Step #1: Monitor Process for Release of Federal FY2011 Competitive Grants, Particularly at HUD, DOT and EPA**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Determine if there are City of San Diego agencies, nonprofit agencies or consortiums in the City of San Diego that have plans to apply relevant competitive Federal grants in FY2011.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Informal determination is completed.</li> <li>Formal determination is completed</li> </ul>	<ul style="list-style-type: none"> <li>4th quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>If so, determine if SDHC has any useful role to play in supporting such an application or linking its initiatives to those of the applicant team.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Role is determined.</li> </ul>	<ul style="list-style-type: none"> <li>4th quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>If no applicant team is being formed, discuss this opportunity with relevant City of San Diego leaders to determine if SDHC might assemble a diverse applicant team.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Applicant team would assemble a competitive application that links workforce and jobs development to affordable housing rehabilitation and construction.</li> </ul>	<ul style="list-style-type: none"> <li>Complete discussion about forming an application team in 4th quarter 2011.</li> </ul>

**Action Step #2: Review the Affordable Housing Funding NOFA to Strengthen Workforce Linkages**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Review NOFA for opportunities to enhance workforce linkages at the next available opportunity.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>NOFA incentivizes workforce linkages.</li> </ul>	<ul style="list-style-type: none"> <li>Sometime in 2011</li> </ul>

**Action Step #3: Deepen SDHC's Role on the Workforce Investment Board**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Brief SDHC's WIB member on the federal and state sustainability initiatives, particularly the workforce and economic prosperity and connectivity goals.</li> </ul>	SDHC and/or its consultants	<ul style="list-style-type: none"> <li>WIB member more effective advocate for linking affordable housing development with workforce development and sustainability goals.</li> </ul>	<ul style="list-style-type: none"> <li>End of 3rd or 4th quarter 2011</li> </ul>

**Action Step #4: Better Align SDHC Workforce Development Efforts with National Best Practices**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Form a TOD workforce ad hoc advisory group.</li> </ul>	SDHC and/or its consultants	<ul style="list-style-type: none"> <li>National best practices understood locally and implemented where practical.</li> </ul>	<ul style="list-style-type: none"> <li>4th quarter 2011</li> </ul>



**STRATEGY # 5: PROVIDE ADEQUATE OVERSIGHT AND COLLECT DATA TO INFORM PRACTICE AND MEASURE SUCCESS**

**Action Step #1: Provide Adequate Oversight for Plan Implementation**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Annotate work plan to reflect any internal assignments for implementation of strategies, action steps and tasks.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Updated and annotated plan is available to SDHC management.</li> </ul>	<ul style="list-style-type: none"> <li>3rd quarter 2011</li> </ul>

**Action Step #2: Solicit Community Leadership Input on Stakeholders to Be Represented on the Stakeholder Leadership Teams to Be Assembled for Each Initiative**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Determine which leadership team(s) should be convened first in response to any time-sensitive funding or development opportunities.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Leadership teams are formed based on timely opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>End of 3rd quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>Establish timetable to complete the formation of all five Stakeholder Leadership Teams.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>All teams formed by 2nd quarter 2012.</li> </ul>	<ul style="list-style-type: none"> <li>End of 4th quarter 2011</li> </ul>
<ul style="list-style-type: none"> <li>Confirm that a subset of the Board of Commissioners (perhaps its Real Estate Committee) may be adequate to serve as the Stakeholder Leadership Team for Strategy 5.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>SDHC Board of Commissioners or another entity to serve as Leadership Team for Strategy 5.</li> </ul>	<ul style="list-style-type: none"> <li>End of 3<sup>rd</sup> quarter 2011</li> </ul>

**Action Step #3: Provide Internal Monitoring System that will Produce Feedback on Opportunities for Enhanced Collaboration Among SDHC's Various Activities and Initiatives**

<b>Tasks</b>	<b>Responsible Organization(s)</b>	<b>Measurable Outcome(s)</b>	<b>Target Completion Date(s)</b>
<ul style="list-style-type: none"> <li>Develop monitoring system to promote internal collaboration and feedback.</li> </ul>	SDHC	<ul style="list-style-type: none"> <li>Feedback systems create additional opportunities for collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>4th quarter 2011</li> </ul>



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## **APPENDIX A: KEY TERMS AND DEFINITIONS**

### **1. 2050 REGIONAL TRANSPORTATION PLAN (SANDAG)**

The initial work on the development of the 2050 Regional Transportation Plan (RTP) that will lead to the adoption of an updated RTP in July 2011 is underway. There are several new components in this RTP update including compliance with Senate Bill 375 (SB 375).

#### **▪ URBAN AREA TRANSIT STRATEGY (SANDAG)**

SANDAG is working to craft a new vision for public transit as part of its 2050 Regional Transportation Plan. This vision of creating a world-class transit system is taking shape now, as SANDAG develops the Urban Area Transit Strategy, an innovative transit network within the San Diego region.

### **2. BUSINESS DEVELOPMENT AND INCENTIVE ZONE MAPPING SYSTEM CITY OF SAN DIEGO**

The Business Development and Incentive Zone Mapping System is a property-based mapping system that allows visitors to enter either a property address or Assessor Parcel Number (APN) to obtain information on special incentive zones and districts that may apply to a particular parcel.

([www.sandiego.gov/economic-development/business-assistance/mapping.shtml](http://www.sandiego.gov/economic-development/business-assistance/mapping.shtml))

### **3. CALIFORNIA ASSEMBLY BILL 32 – GLOBAL WARMING SOLUTIONS ACT**

Signed into law in September 2006, AB 32 requires that California reduce its greenhouse gas emissions to 1990 levels by 2020. The 1990 Greenhouse Gas Emissions Level establishes the actual number of tons of emissions that California is required to reach.<sup>63</sup> The bill directs the California Air Resources Board (ARB) to begin developing discrete early actions to reduce greenhouse gases while also preparing a scoping plan (the main strategies California will use to reduce the greenhouse gases that cause climate change) to identify how best to reach the 2020 limit. The reduction measures to meet the 2020 target are to be adopted by the start of 2011.<sup>64</sup>

Specific requirements<sup>65</sup>:

- ARB shall prepare and approve a scoping plan for achieving the maximum technologically feasible and cost-effective reductions in greenhouse gas emissions from sources or categories of sources of greenhouse gases by 2020 (Health and Safety Code §38561). The scoping plan, approved by the ARB Board December 12, 2008, provides the outline for actions to reduce greenhouse gases in California. The approved scoping plan indicates how these emission reductions will be achieved from significant greenhouse gas sources via regulations, market mechanisms and other actions.
- Identify the statewide level of greenhouse gas emissions in 1990 to serve as the emissions limit to be achieved by 2020 (HSC §38550). In December 2007, the Board approved the 2020 emission limit of 427 million metric tons of carbon dioxide equivalent (MMTCO<sub>2</sub>E) of greenhouse gases.
- Adopt a regulation requiring the mandatory reporting of greenhouse gas emissions (HSC §38530). In December 2007, the Board adopted a regulation requiring the largest industrial sources to report and verify their greenhouse gas emissions. The reporting regulation serves as a

<sup>63</sup> California Environmental Protection Agency Air Resources Board. “Air Board passes two major building blocks in state’s effort to fight global warming” press release. California Environmental Protection Agency: December 6, 2007.

<sup>64</sup> California Environmental Protection Agency Air Resources Board. Climate Change webpage, <http://www.arb.ca.gov/cc/ab32/ab32.htm>.

<sup>65</sup> Ibid.

solid foundation to determine greenhouse gas emissions and track future changes in emission levels.

- Identify and adopt regulations for discrete early actions that could be enforceable on or before January 1, 2010 (HSC §38560.5). The Board identified nine discrete early action measures including regulations affecting landfills, motor vehicle fuels, refrigerants in cars, tire pressure, port operations and other sources in 2007 that included ship electrification at ports and reduction of high GWP gases in consumer products. Regulatory development for the remaining measures is ongoing.
- Ensure early voluntary reductions receive appropriate credit in the implementation of AB 32 (HSC §38562(b)(3)). In February 2008, the Board approved a policy statement encouraging voluntary early actions and establishing a procedure for project proponents to submit quantification methods to be evaluated by ARB. ARB, along with California's local air districts and the California Climate Action Registry, is working to implement this program.
- Convene an Environmental Justice Advisory Committee (EJAC) to advise the Board in developing the Scoping Plan and any other pertinent matter in implementing AB 32 (HSC §38591). The EJAC has met 12 times since early 2007, providing comments on the proposed early action measures and the development of the scoping plan, and submitted its comments and recommendations on the scoping plan in October 2008. ARB will continue to work with the EJAC as AB 32 is implemented.
- Appoint an Economic and Technology Advancement Advisory Committee (ETAAC) to provide recommendations for technologies, research and greenhouse gas emission reduction measures (HSC §38591). After a year-long public process, the ETAAC submitted a report of their recommendations to the Board in February 2008. The ETAAC also reviewed and provided comments on the scoping plan.

#### **4. GREEN BUILDING**

Green building is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's lifecycle from siting to design, construction, operation, maintenance, renovation and deconstruction. This practice expands and complements the classical building design concerns of economy, utility, durability and comfort. Green building is also known as a sustainable or high performance building.

Green buildings are designed to reduce the overall impact of the built environment on human health and the natural environment by:

- Efficiently using energy, water and other resources
- Protecting occupant health and improving employee productivity
- Reducing waste, pollution and environmental degradation

For example, green buildings may incorporate sustainable materials in their construction (e.g., reused, recycled-content, or made from renewable resources); create healthy indoor environments with minimal pollutants (e.g., reduced product emissions); and/or feature landscaping that reduces water usage (e.g., by using native plants that survive without extra watering).<sup>66</sup>

#### **5. GREEN JOBS**

Positions in agriculture, manufacturing, construction, installation and maintenance, as well as scientific and technical, administrative and service-related activities that contribute substantially to preserving or restoring environmental quality.<sup>67</sup> This includes jobs such as retrofitting and weatherization; producing materials for and construction of energy efficient buildings, renewable electric power, energy efficient vehicles and biofuels development.

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<sup>66</sup> U.S. Environmental Protection Agency, Basic Information link at <http://www.epa.gov/greenbuilding/pubs/about.htm>.

<sup>67</sup> United Nations Environmental Programme, *Green Jobs: Towards decent work in a sustainable, low-carbon world*. [www.unep.org/labour\\_environment/PDFs/Greenjobs/UNEP-Green-Jobs-Report.pdf](http://www.unep.org/labour_environment/PDFs/Greenjobs/UNEP-Green-Jobs-Report.pdf).

Green jobs need to be good jobs that meet longstanding demands and goals of the labor movement, i.e., adequate wages, safe working conditions and worker rights, including the right to organize labor unions.<sup>68</sup>

**6. REGIONAL COMPREHENSIVE PLAN (SANDAG)**

Adopted in July 2004 and based on smart growth principles, the Regional Comprehensive Plan provides a blueprint for managing the San Diego region's growth while preserving natural resources and limiting urban sprawl.

**7. REGIONAL HOUSING PROGRAM (SANDAG)**

The Regional Housing Program promotes strategies to increase the supply of, and ensure access to, a variety of housing choices for all residents of the region, regardless of income. Emphasis is placed on implementing strategies that enable local jurisdictions to meet their housing needs and integrating the housing program into the Regional Plan.

State law requires SANDAG to prepare a Regional Housing Needs Statement (RHNS) for agencies within SANDAG's regional boundaries. The Regional Housing Needs Statement (RHNS) quantifies and analyzes the housing needs for the San Diego region.

**8. REGIONAL TRANSPORTATION PLAN (SANDAG)**

Approved in 2007, the 2030 San Diego Regional Transportation Plan: Pathways for the Future was developed to meet the region's long-term mobility needs, better connect transportation and land use policy decisions and create a transportation network that will serve the people of the region well into the 21st century.

**9. SENATE BILL 375**

Senate Bill Number 375 (SB 375), passed on September 30, 2008, is designed to reduce greenhouse gas emissions in the State of California by creating regional emission reduction levels set by the California Air Resources Board (CARB). The design of the bill is to reduce emissions by changing land use planning in a way that creates a Sustainable Community Strategy (SCS). By encouraging more compact development near urban and transit centers, the hope is to reduce urban sprawl and encourage better transportation practices to reduce overall vehicle miles traveled, thereby reducing greenhouse gas emissions.

There are five key provisions in SB 375 to accomplish these goals:

- Creates regional targets for greenhouse gas (GHG) emissions reductions tied to the transportation and land use sectors
- Requires regional planning agencies to create a Sustainable Communities Strategy (SCS) that meets the GHG targets, using updated transportation models that take into account the effects of land use and transit services on vehicle miles traveled
- Connects Regional Housing Needs Allocation (RHNA) planning with the Regional
- Transportation Plan (RTP), by requiring an update every eight years, coincident with every other four-year RTP process
- Requires regional transportation funding decisions be consistent with the RTP
- Streamlines and creates new CEQA exemptions for certain projects that are consistent with a regional plan that meets the GHG targets

The bill applies to the eighteen regions throughout the state that have Metropolitan Planning Organizations (MPO). In our region the San Diego Association of Governments (SANDAG) is the

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<sup>68</sup> Ibid.

MPO and is responsible for updating the RTP, a 40-year transportation plan based upon a set of land use assumptions about future development patterns, and receives state and federal funding to do so.

As the RTP is developed, it must be done in a manner that is in line with the SCS. The SCS must follow a list of requirements that include:

- Identifying residential and building densities within the region.
- Identifying a transportation network capable of serving the needs of the region.
- Identifying areas in the region capable of housing the population over the life of the RTP.
- Set a forecasted development pattern for the region that shows the feasible reduction in greenhouse gasses for the region.

If the SCS meets the list of requirements, it will then be approved by CARB.

As with any land use project, CEQA comes into play but under SB 375 certain projects can be fast-tracked through the CEQA process. Projects that meet the requirements of the SCS and are either deemed “transit priority projects” or meet requirements spelled out for residential mixed-use are streamlined through the process in an effort to reduce redundancy. What they are missing in this phase of the process, they have satisfied by conforming to the SCS.<sup>69</sup>

Key Dates:

- **January 31, 2009:** CARB created a Regional Targets Advisory Committee, which recommended facts to consider and methodologies to use for divvying up the state targets and assigning each region a target for the automobile and light truck sectors for 2020 and 2035.
- **September 30, 2009:** The Regional Targets Advisory Committee submitted a report to CARB with its recommendation regarding the regional targets.
- **June 30, 2010:** CARB must provide each region its GHG emissions reduction targets for use in the region's next RTP update.
- **February/March 2011:** SANDAG targets completion of the Draft RTP with the new SCS, as well as the corresponding Environmental Impact Report (EIR)
- **July 2011:** SANDAG completes final RTP, EIR and the Regional Housing Needs Assessment (RHNA) that must be conducted as part of every other RTP process

## 10. SMART GROWTH

In general, smart growth invests time, attention and resources in restoring community and vitality to center cities and older suburbs. New smart growth is more town-centered, is transit and pedestrian oriented and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities.

The features that distinguish smart growth in a community vary from place to place. But in communities across the nation, there is a growing concern that current development patterns – often referred to as sprawl – are no longer in the long-term interest of our cities, existing suburbs, small towns, rural communities or wilderness areas. Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city, only to rebuild it further out.

Spurring the smart growth movement are demographic shifts, a strong environmental ethic, increased fiscal concerns and more nuanced views of growth. The result is both a new demand and a new opportunity for smart growth.<sup>70</sup>

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<sup>69</sup> Move San Diego, “Summary of Senate Bill 375,” <http://www.movesandiego.org>.

<sup>70</sup> Smart Growth Network. About Smart Growth webpage, <http://www.smartgrowth.org/about/default.asp>.



Based on the experience of communities around the nation that have used smart growth approaches to create and maintain great neighborhoods, the Smart Growth Network developed a set of 10 basic principles<sup>71</sup>:

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair and cost effective
10. Encourage community and stakeholder collaboration in development decisions

#### 11. SMART GROWTH CONCEPT MAP (SANDAG)

The Smart Growth Concept Map contains almost 200 existing, planned or potential smart growth locations. To locate smart growth areas around the region access the interactive map at [www.sandag.org](http://www.sandag.org), Resource/Maps and GIS/Interactive Maps.

Smart Growth Categories 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'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.
- **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, National City, Encinitas, and others.
- **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: Imperial Beach 9<sup>th</sup> and Palm, Otay Ranch Heritage Village.
- **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, La Mesa Blvd. in La Mesa, South Santa Fe Avenue in Vista.
- **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.,

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<sup>71</sup> U.S. Environmental Protection Agency. About Smart Growth webpage, <http://www.epa.gov/smartgrowth/>.

medical or educational). Draws from throughout the region or immediate subregion. Examples: SDSU, Sharp Memorial Hospital, Cal State San Marcos, UCSD.<sup>72</sup>

## **12. SMART GROWTH INCENTIVE PROGRAM (SANDAG)**

In 2005, SANDAG launched a pilot incentive funding program to promote projects that integrate smart growth land uses and transportation facilities.

## **13. SMART GROWTH TOOL BOX (SANDAG)**

A key goal of Regional Comprehensive Plan implementation is to provide incentives and assistance to local member agencies to promote smart growth development in the areas identified on the Smart Growth Concept Map.

## **14. SUSTAINABLE COMMUNITIES STRATEGY (SANDAG)**

The Sustainable Communities Strategy will show how regional greenhouse gas reduction targets will be achieved through development patterns, transportation infrastructure investments and/or transportation measures or policies determined to be feasible.

## **15. SUSTAINABLE DEVELOPMENT**

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

1. The concept of “needs,” in particular the essential needs of the world’s poor, to which overriding priority should be given; and
2. The idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.<sup>73</sup>

## **16. SUSTAINABILITY**

This report uses the definition put forth by HUD Secretary Shaun Donovan for HUD’s purposes: Sustainability means tying the quality and location of housing to broader opportunities such as access to good jobs, affordable transportation, quality schools and safe streets.<sup>74</sup>

## **17. TRANSIT-ORIENTED DEVELOPMENT (TOD)**

Transit Oriented Development (TOD) is compact, mixed-use development near transit facilities that promotes sustainable communities by providing people of all ages and incomes with improved access to transportation and housing choices, reduced transportation costs that reduce the negative impacts of automobile travel on the environment and the economy.<sup>75</sup>

According to the California Department of Housing and Community Development (HCD) TOD Housing Program Guidelines, eligible housing projects must be located within one-quarter mile from a Qualifying Transit Station (a transit station which qualifies a housing development for the award of HCD TOD Housing Program funds and where the transit serving the transit station provides weekday, evening and weekend service), measured in a straight line from the nearest boundary of the housing development parcel to the outer boundary of the transit station site, and measured from the nearest

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<sup>72</sup> SANDAG: *Mapping Smart Growth in the San Diego Region Fact Sheet*.  
[http://www.sandag.org/uploads/publicationid/publicationid\\_1252\\_5841.pdf](http://www.sandag.org/uploads/publicationid/publicationid_1252_5841.pdf)

<sup>73</sup> United Nations General Assembly (1987). [Report of the World Commission on Environment and Development: Our Common Future](http://www.un-documents.net/ocf-02.htm#I). Transmitted to the General Assembly as an Annex to document A/42/427 – Development and International Co-operation: Environment. <http://www.un-documents.net/ocf-02.htm#I>.

<sup>74</sup> U.S. Department of Housing and Urban Development. Sustainable Housing and Communities webpage, [http://portal.hud.gov/portal/page/portal/HUD/program\\_offices/sustainable\\_housing\\_communities](http://portal.hud.gov/portal/page/portal/HUD/program_offices/sustainable_housing_communities).

<sup>75</sup> U.S. Department of Housing and Urban Development Community Planning and Development. Consolidated Planning webpage, <http://www.hud.gov/offices/cpd/about/conplan/tod.cfm>.

boarding point of the Qualifying Transit Station to the entrance of the residential structure in the housing development furthest from the transit station along a walkable route.



## APPENDIX B: KEY CONTACTS LIST

Below is a list of direct contact information for individuals and organizations that the San Diego Housing Commission has worked with in the past and who continue to be valuable partners. Additionally, this list includes organizations that the Commission will consider in relation to the overall Transit-Oriented Development Strategic Outreach Plan over the next three to five years.

### City of San Diego

- Kelly Broughton  
Deputy Services Director, Office of Mayor  
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- Janice Weinrick  
Deputy Executive Director  
City of San Diego Redevelopment Agency  
1200 Third Avenue, Suite 1400  
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- Michele St. Bernard, Affordable Housing  
Affordable Housing Project Manager  
City of San Diego Redevelopment Agency,  
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1222 First Avenue  
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### Centre City Development Corporation

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### San Diego Association of Governments (SANDAG)

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### **Metropolitan Transit System (MTS)**

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1255 Imperial Avenue Suite 1000  
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- Sharon Cooney  
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Community Relations, Director of Planning,  
Scheduling and Performance Monitoring  
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### **Workforce Partnership**

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- D. Todd Philips  
Director, Government Relations and  
Legislative Affairs  
3910 University Avenue #400  
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### **Business Improvement District Council**

- Tiffany Sherer  
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1010 Second Avenue #1835  
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### **San Diego Regional Chamber of Commerce**

- Mike Nagy  
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402 West Broadway, Suite 1000  
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## **San Diego Regional Economic Development Corporation**

- Andrew Poat  
Vice President, Policy  
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## **Center on Policy Initiatives (CPI)**

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## **Green for All**

- Jeremy Hays  
Chief Strategist of State and Local Initiatives  
1611 Telegraph Avenue, Suite 600  
Oakland, California 94612  
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## **San Diego and Imperial Counties Labor Council, AFL-CIO**

- Main Office:  
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Fax: 619-281-1296
- Training Department:  
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## **Move San Diego**

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## **Sustainable San Diego**

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## **Appendix C**

- **Comprehensive List of TOD Areas**
- **Comprehensive List of TOD Sites**
- **Comprehensive List of Planning Areas and Local Stakeholders**



## List of TOD Areas

Area #	Area	Address	Neighborhood/ Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>SANDAG TransNet Smart Growth Incentive Program</b>							
1	<b>Mid-City SR 15 BRT Station Area Planning Study</b>	Meade Ave. (N) Van Dyke Ave. (E) Wightman Ave. (S) Cherokee Ave. (W)	City Heights	QCT(s) (21, 22.01, 22.02, 24.02)	Area served by bus lines 1, 7, 10 15, 210, 960, 965.	Yes Mixed Use Transit Corridor	<b>SGIP Funds Requested:</b> \$225,000 <b>Total Cost:</b> \$450,000 <b>See Site 1: The Boulevard at North Park is located within this area</b>
2	<b>Chollas Triangle Master Plan</b>	University Ave at 54 <sup>th</sup> and Chollas Parkway	Chollas Triangle/ City Heights	[Not QCT]	Area served by bus lines 7, 10, 955. 2.4 miles by bus to SDSU Transit Center (Trolley: Green line; Bus: 11, 14, 15, 115, 856, 936, 955).	Yes	<b>SGIP Funds Requested:</b> \$275,000 <b>Total Cost:</b> \$555,000 <b>See Site 3: Chollas Parkway &amp; University Ave. is located within this area.</b>
3	<b>Euclid and Market Village Master Plan</b>	Market St. Corridor: 805 to Euclid; Euclid Corridor: Guymon St. to Imperial; segment of Chollas Creek from 47 <sup>th</sup> Trolley Station to Euclid Station	Lincoln Park/ Central Imperial (SEDC)	QCT (33.02)	Euclid Avenue Trolley Station (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.	Yes	<b>SGIP Funds Requested:</b> \$400,000 <b>Total Cost:</b> \$440,000 <b>Site 29: Euclid Avenue. Trolley is located within this area.</b>
4	<b>Imperial Ave. and Commercial St. Corridor Plan</b>	Imperial Ave. and Commercial St. between 15 and 32 <sup>nd</sup>	Grant Hill/ Dells Imperial Study Area	QCT (40, 47, 48)	Area served by 25 <sup>th</sup> and Commercial Trolley Station (Orange line) and bus lines 3, 4.	Yes	<b>SGIP Funds Requested:</b> \$400,000 <b>Total Cost:</b> \$440,000 <b>See Site 5: Comm22 is located within this area.</b>



## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Affordable Housing Collaborative Program</b> (A funding collaboration of the City of San Diego Redevelopment Agency, Southeastern Economic Development Corp., Centre City Development Corp., and San Diego Housing Commission)							
1	<b>The Boulevard at North Park</b>	Intersection of Texas Street and El Cajon Boulevard	North Park	TBD/ 4% tax credits possible [Not QCT]	Apx. 200 ft to bus stops on El Cajon Blvd, served by bus line 1 (7 miles to 70 <sup>th</sup> St. Trolley Station, or, walk 0.2 miles to bus 6, 2.5 miles by bus to Mission Valley Trolley Station (Green line).	Yes Mixed Use Transit Corridor	<b>Description:</b> Proposed 175 unit affordable apartment walkable community, designed as a transit oriented development (124 very-low and 49 low income units, 2 managers units) <b>Commercial Space:</b> 19,308 SF <b>Units:</b> 175 <b>Acreage:</b> 1.54 acres <b>Community Facilities:</b> Yes <b>Developer:</b> Community HousingWorks <b>Located within Mid-City SR 15 BRT Station Area Planning Study</b> <b>Sustainability:</b> Yes <b>Parking:</b> 290 spaces <b>Construction Costs:</b> \$60.3 MM
2	<b>Wesley Student Housing</b>		College Community	TBD QCT (29.04 or 28.01)	SDSU Trolley station in area (Green line)	Yes Special Use Center	<b>Description:</b> Mixed Use Student Housing and Campus Ministry. <b>Units:</b> 56 units – 205 bedrooms (101 very low income and 102 low income) <b>Developer:</b> Wesley House Student Residence, inc.
3	<b>Chollas Parkway &amp; University Ave.</b>	(within area defined by Site 34)	Crossroads	TBD/ May apply for 9% tax credits [Not QCT]	Apx. 200 ft to bus stops served by lines 7, 10, 955. 2.4 miles by bus to SDSU Transit Center (Trolley: Green line; Bus: 11, 14, 15, 115, 856, 936, 955).	Yes Community Center	<b>Description:</b> 79 units – 78 affordable and 1 mgr. (2 br) ranging from 30-60% AMI, 1-, 2- and 3- bedrooms. 16 aff. Bdrms <b>Developer:</b> National Community Renaissance <b>Units:</b> 79 <b>Located within Chollas Triangle Master Plan Area</b>
4	<b>Creekside</b>	220 47 <sup>th</sup> St.	Lincoln Park/ Central Imperial (SEDC)	4% TC QCT (33.02)	0.2 miles to 47 <sup>th</sup> Street Trolley station (Orange Line). 0.2 miles to bus stops on Imperial served by bus lines 4 and 955.	No	<b>Commercial Space:</b> N/A <b>Community Facilities:</b> Yes <b>Located within area covered by Site 29: Euclid Avenue</b> <b>Units:</b> 144 <b>Acreage:</b> 14.02 acres <b>Walkable Community:</b> No <b>Sustainability:</b> No <b>Construction Costs:</b> \$29.6 MM

\* TOD priority sites are highlighted in light blue.

## Comprehensive List of TOD Sites

### Affordable Housing Collaborative Program (continued)

(A funding collaboration of the City of San Diego Redevelopment Agency, Southeastern Economic Development Corp., Centre City Development Corp., and San Diego Housing Commission)

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
5	<b>Comm22 Phase 2: Senior Housing</b>	Commercial and 22 <sup>nd</sup>	Dells Imperial Study Area	QCT (47)	3 blocks to 25 <sup>th</sup> /Commercial Trolley Station (Orange line) Bus stops on Imperial (one block) served by bus line 4.	Potential Mixed-Use Transit Corridor	<p>This phase of COMM 22 is looking to apply for 9% tax credits from HCD to finalize its financing. This is a priority site for SEDC according to their 5-Year Strategic Plan.</p> <p><b>Ownership:</b> Comm22, LLC, Bridge Housing, Bronze Triangle, MAAC.</p> <p>70 affordable rental units, 5,447 s.f. day care.</p> <p><b>Parking:</b> 59 spaces</p> <p><b>Acreage:</b> 3.45 acres for all phases</p> <p><b>Units:</b> 70</p> <p>*Phase 1 – Family Housing have received its financing and is moving into the design phase. Phase 1 consists of 127 affordable rental units, 12,945 s.f. service retail (MAAC offices, dental clinic, café), and 393 parking spaces. Construction is targeted to start in Spring/Summer 2012.</p> <p>Contact: Jeff Williams, SD Bridge Housing</p>
	<b>Comm22 Phase 3: Live/Work Lofts/Office</b>	Commercial and 22 <sup>nd</sup>	Dells Imperial Study Area	QCT (47)		Potential Mixed-Use Transit Corridor	<p>This phase is on-hold as of 8/12/11.</p> <p>Market-rate rental units, 13,434 s.f. office/retail space (BRIDGE, Bronze Triangle offices).</p> <p><b>Parking:</b> 0 spaces</p> <p><b>Units:</b> 38</p>
	<b>Comm22 Phase 4: For sale row houses</b>	Commercial and 22 <sup>nd</sup>	Dells Imperial Study Area	QCT (47)		Potential Mixed-Use Transit Corridor	<p>This phase is on-hold as of 8/12/11.</p> <p>Market-rate for sale row homes.</p> <p><b>Parking:</b> 33 spaces</p> <p><b>Units:</b> 17</p>
6	<b>Trolley Residential</b>	4981 Market Street	Lincoln Park/ Central Imperial (SEDC)	9% TC QCT (33.04)	Adjacent to Euclid Ave. Trolley Station (Orange line), served by bus lines 3,4,5,13,916, 917, 955,960	No	<p><b>Commercial Space:</b> 70,340 SF</p> <p><b>Community Facilities:</b> Yes</p> <p><b>Units:</b> 52</p> <p><b>Acreage:</b> 1.84 acres</p> <p><b>Walkable Community:</b> Yes</p> <p><b>Sustainability:</b> Yes</p> <p><b>Parking:</b> 94 spaces</p> <p><b>Construction Costs:</b> \$23.4 MM</p>

\* TOD priority sites are highlighted in **light blue**.



## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Affordable Housing Collaborative Program (continued)</b> (A funding collaboration of the City of San Diego Redevelopment Agency, Southeastern Economic Development Corp., Centre City Development Corp., and San Diego Housing Commission)							
7	Palm Station	Adjacent to 2340 Palm Avenue (the Palm Trolley Station)	Otay Mesa-Nestor	9% TC (Not QCT)	Adjacent to Palm Trolley Station (Blue line), served by bus lines 932, 933, 934	Maybe	<b>Commercial Space:</b> 5,000 SF <b>Community Facilities:</b> Yes <b>Units:</b> 142 <b>Acreage:</b> 4.26 <b>Walkable Community:</b> Yes <b>Sustainability:</b> Yes <b>Parking:</b> 1.76 per residential unit; 4 per retail unit <b>Construction Costs:</b> \$57.2 MM
<b>San Diego Housing Commission Asset Management Master Property List (Land)</b>							
8	(parking lot)	252 16 <sup>th</sup> Street, 92101	Centre City	QCT (51)	0.1 miles to bus stop on Imperial and 16 <sup>th</sup> served by lines 4, 11. 0.3 miles to 12 <sup>th</sup> and Imperial Transit Center (Trolley: Blue, Orange Lines. Bus: 4, 11, 901, 929)	Yes Metropolitan Center	Acreage: .17 (7500 sf.)
9	(vacant land)	2893 Boston Avenue, 92113	Barrio Logan	QCT (39.02)	Apx. 500 feet to bus stop at Main St. and 29 <sup>th</sup> , served by bus line 929. 0.3 miles to Harborside Trolley Station (Blue line)	Yes Community Center	Acreage: Apx. 0.24
10	(vacant land)	Site 428 Nimitz & Famosa, 92107	Loma Portal/ North Bay	[Not QCT]	0.1 miles to bus stops on Voltaire served by bus line 923. 2.7 miles to Old Town Transit Center (Trolley, Coaster, Bus).	Yes Mixed Use Transit Corridor	Appears sloped and in dense SF neighborhood. Acreage: 4.94

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Redevelopment Agency Owned Sites within Centre City/Horton Redevelopment Areas</b>							
11	<b>13<sup>th</sup> and Broadway</b>	13 <sup>th</sup> and Broadway	East Village/ Centre City	QCT (52)	Bus stop on Broadway served by line 2. One block from City College Trolley Station (Blue, Orange lines).	Yes Metropolitan Center	Future Fire Station site. <b>Gross Bldg:</b> 100,000 <b>Residential:</b> 75,000 <b>Acquisition Date:</b> 9/06 <b>Units:</b> 90 (est.) <b>Acreage:</b> 20,000 sf (.46 acres)
12	13 <sup>th</sup> and Market	13 <sup>th</sup> and Market	East Village/ Centre City	QCT (51)	Bus stop on Market served by lines 3 and 5. One block from Park and Market Trolley Station (Blue, Orange lines).	Yes Metropolitan Center	Former Island Market Ctr Site Site assembly not complete. Four parcels remaining. Of the five parcels acquired, three were converted to 80%TI sites due to 5-year expiration rule. DDA with Oak Shelter Systems was executed in 2004 and is in termination process. <b>Gross Bldg:</b> 240,000; <b>Residential:</b> 180,000 <b>Acquisition Date:</b> 5/02-2/06. 3 parcels passed the 5 year limit and were switched with 80% TI sites. <b>Units:</b> 217 (est.) <b>Acreage:</b> 40,000 sf (with 4 remaining parcels) (.92 acres)
13	Seventh And Market	Seventh And Market	East Village/ Centre City	[Census Tract 54- -not a QCT]	Bus stops on Market, served by lines 3, 11. 0.3 miles to Park and Market Trolley Station (Blue, Orange lines).	Yes Metropolitan Center	<b>Gross Bldg:</b> 330,000 <b>Residential:</b> 247,500 Likely to have housing as part of a larger mixed-use development. <b>Units:</b> 298 (est) <b>Acreage:</b> 55,000 sf (1.26 acres)
14	Park and Market	Park and Market	East Village/ Centre City	QCT (52)	Adjacent to Park and Market Trolley Station (Blue, Orange lines). Served by bus lines 3 and 5).	Yes Metropolitan Center	Poplar Market site Switched with 80%TI funds. No longer Low/Mod site. <b>Gross Bldg:</b> 330,000 <b>Residential:</b> 247,500 <b>Acquisition Date:</b> 12/04 <b>Acreage:</b> 55,000 sf (1.26 acres)
<b>Redevelopment Agency Owned Sites within the SEDC Redevelopment Areas</b>							
15	Hilltop and Euclid	922, 932, 942, 1034, 1036, 1038- 1040 Euclid Ave. 5012-5012 ½ Hilltop Dr.	Central Imperial	QCT (34.04)	Bus stops on Euclid, served by lines 917, 955. 0.4 miles to Euclid Ave. Trolley Station (Trolley: Orange line Bus: 3, 4, 5, 13, 916, 917, 955, 960).	Potential Community Center	<b>Current Zoning:</b> SF-5000 Hilltop & Euclid project site included in the 5 <sup>th</sup> Amendment to the project area plan. Mixed-use zoning not approved; needed for MF development to occur. <b>Acreage:</b> Apx. 9.5

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Redevelopment Agency Owned Sites within the SEDC Redevelopment Areas (continued)</b>							
16		4194 San Miguel Ave.	Central Imperial		[Did not complete research: small site with apparent existing SF home]		<b>Current Zoning:</b> SF-5000 Excess Imperial Marketplace/Las Chollas Creek parcel
17		4276 Ocean View Blvd.	Central Imperial		[Did not complete research: small site with apparent existing SF home]		<b>Current Zoning:</b> SF-5000 Excess Imperial Marketplace/Las Chollas Creek parcel
18	Valencia Business Park	Potter Tract, Lots 2-7, Tracts A & B (between Imperial and Market, near 54 <sup>th</sup> )	Central Imperial	QCT (31.11)	Bus stops on Imperial and Market, served by lines 4, 917. 0.5 miles to Encanto/62 <sup>nd</sup> St. Trolley Station (Trolley: Orange line Bus: 916, 917, 961).	Potential Community Center	Southeastern PDO – I-1 Valencia Business Park This is an industrial site, and the HUD section 108 loan prohibits residential development. Acreage: (8-12? Irregularly shaped property)
19	Former Valencia Park Library Site	101 50 <sup>th</sup> St.	Central Imperial	QCT (33.02)	Bus stops on Imperial and Euclid, served by lines 3, 4, 13, 955 0.6 miles to Euclid Ave. Trolley Station (Trolley: Orange line Bus: 3, 4, 5, 13, 916, 917, 955, 960).	Potential Mixed Use Transit Corridor	Southeastern PDO – CSF-2 Former Valencia Park Library; Imperial Ave. Corridor Master Plan area included in the 5 <sup>th</sup> Amendment to the project area plan. Across the street from Site 22. Zoned residential; potential to expand development area. Not a priority today. Acreage: Apx. 0.25
20	<b>Ouchi Courtyards Project Site</b>	5003 Imperial Ave.	Central Imperial	QCT (33.02)	Bus stops on Imperial and Euclid, served by lines 3, 4, 13, 955 0.6 miles to Euclid Ave. Trolley Station (Trolley: Orange line Bus: 3, 4, 5, 13, 916, 917, 955, 960).	Potential Mixed Use Transit Corridor	Southeastern PDO – CT-2 Imperial Ave. Corridor Master Plan area included in the 5 <sup>th</sup> Amendment to the project area plan. Expired ENA; SEDC pursuing market rate rental (~80% AMI) with developer and new partner. <b>Acreage:</b> approx 1.0
21		6395-6397 Imperial Ave.	Central Imperial	[Not QCT]	Bus stops on Imperial, served by lines 4, 961. 2 blocks to Encanto/62 <sup>nd</sup> St. Trolley Station (Trolley: Orange line Bus: 916, 917, 961).	Potential Mixed Use Transit Corridor	Southeastern PDO – CSR-3 Imperial Ave. Corridor Master Plan area included in the 5 <sup>th</sup> Amendment to the project area plan. Acreage: approx. 0.3

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT**	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Redevelopment Agency Owned Sites within the SEDC Redevelopment Areas (continued)</b>							
22		836 33 <sup>rd</sup> . St. SE Corner of Pickwick Ave. & 33 <sup>rd</sup> NE Corner of Pickwick Ave. & 33 <sup>rd</sup> South Side of Pickwick Ave. near 33 <sup>rd</sup> St.	Gateway Center West		[Did not complete research: not conducive for residential dvt; primarily industrial/office area.]		Southeastern PDO – I-1 Formerly part of Gateway Center West Renovation Project
23		Northeast side of 35 <sup>th</sup> St. & E St. 3517 E St.	Gateway Center West		[Did not complete research: not conducive for residential dvt; primarily industrial/office area.]		Southeastern PDO – I-1 Formerly part of Gateway Center West Renovation Project
24	<b>4260-4274 &amp; 4261-4271 Market St.</b>	4260-4274 and 4261-4271 Market St.	Mt. Hope	QCT (34.03)	Bus stops on Market, served by line 5. 0.8 miles to 47 <sup>th</sup> Street Trolley Station (Orange line).	Yes Mixed-Use Transit Corridor	Mt. Hope PDO-Subdistrict 2 Former Urban League site <b>Acreage:</b> approximately 0.8
25		SE corner of 38 <sup>th</sup> St. & Acacia Grove Way	Southcrest		[Did not complete research: small site]		<b>Current Zoning:</b> MF-2500 252 Corridor
26		3947, 3961 Z St. NW corner of 40 <sup>th</sup> & Alpha	Southcrest	QCT (36.02)	0.3 miles to bus stops on National, served by bus line 11. 2.5 miles to Euclid Ave. Trolley Station (Trolley: Orange line; Bus lines: 3, 4, 5, 13, 916, 917, 955, 960).	No	<b>Current Zoning:</b> MF-2500 252 Corridor <b>Also a priority site of Council President Ben Hueso Could be a priority later if 4<sup>th</sup> site can be assembled.</b> <b>Acreage:</b> 0.8
<b>Metropolitan Transit Service Joint Development Property Inventory</b>							
27	<b>Grantville</b>	4500 block Alvarado Canyon Rd. between Fairmount and Mission Gorge Place	Grantville	[Not QCT]	Grantville Trolley station (Green line)	Yes Town Center	<b>Entitlement Process Complexity:</b> High <b>Assemblage Opportunities:</b> Yes <b>Investment Return:</b> high <b>Developer Interest:</b> high <b>Local Agency Interest:</b> high Currently used for overflow parking. Developer interest. Grantville Redevelopment Area. Alvarado Creek. Lease of property north of channel. 5 Bus Bays <b>Parking:</b> 246 parking spaces + overflow. <b>Acreage:</b> 9.37

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Metropolitan Transit Service Joint Development Property Inventory (continued)</b>							
28	<b>Encanto</b>	6200 block Akins Ave, at 62 <sup>nd</sup> Street	Encanto/ Mount Hope	[Not QCT]	Encanto/62 <sup>nd</sup> St. Trolley Station (Orange line) Bus stops on Imperial, served by lines 4, 916, 917, 961.	Yes Mixed Use Transit Corridor	<b>Entitlement Process Complexity:</b> High <b>Investment Return:</b> med <b>Developer Interest:</b> med <b>Local Agency Interest:</b> med Developer interest based on Imperial Avenue redevelopment through SEDC. Bus stops on Imperial. 171 Total Parking Spaces <b>SEDC has 3 top priority sites (#s 6, 30, 31 this list) in their new 5-year strategic plan (draft)—this site is one in the three.</b> <b>Acreage:</b> 1.67
27	<b>Grantville</b>	4500 block Alvarado Canyon Rd. between Fairmount and Mission Gorge Place	Grantville	[Not QCT]	Grantville Trolley station (Green line)	Yes Town Center	<b>Entitlement Process Complexity:</b> High <b>Assemblage Opportunities:</b> Yes <b>Investment Return:</b> high <b>Developer Interest:</b> high <b>Local Agency Interest:</b> high Currently used for overflow parking. Developer interest. Grantville Redevelopment Area. Alvarado Creek. Lease of property north of channel. 5 Bus Bays <b>Parking:</b> 246 parking spaces + overflow <b>Acreage:</b> 9.37
28	<b>Encanto</b>	6200 block Akins Ave, at 62 <sup>nd</sup> Street	Encanto/ Mount Hope	[Not QCT]	Encanto/62 <sup>nd</sup> St. Trolley Station (Orange line) Bus stops on Imperial, served by lines 4, 916, 917, 961.	Yes Mixed Use Transit Corridor	<b>Entitlement Process Complexity:</b> High <b>Investment Return:</b> med <b>Developer Interest:</b> med <b>Local Agency Interest:</b> med Developer interest based on Imperial Avenue redevelopment through SEDC. Bus stops on Imperial. 171 Total Parking Spaces <b>SEDC has 3 top priority sites (#s 6, 30, 31 this list) in their new 5-year strategic plan (draft)—this site is one in the three.</b> <b>Acreage:</b> 1.67

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>Metropolitan Transit Service Joint Development Property Inventory (continued)</b>							
29	<b>Euclid Avenue</b>	Euclid Ave. and Market Street	Encanto/ Mount Hope (SEDC)	QCT(s) (intersection of 34.04, 33.02, 31.11, 30.01)	Euclid Avenue Trolley Station (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.	Potential Community Center	<b>Entitlement Process Complexity</b> Med <b>Investment Return:</b> med <b>Developer Interest:</b> low <b>Local Agency Interest:</b> med Reciprocal Parking Agreement with the Jacobs Center. City of Villages redevelopment area. Vacant property southeasterly is 0.46 acres. <b>Parking:</b> 108 parking spaces 12 Bus Bays <b>SEDC has 3 top priority sites (#s 6, 30, 31 this list) in their new 5-year strategic plan (draft)—this site is one in the three.</b> <b>Acreage:</b> 2.51
30	<b>Beyer Boulevard</b>	4000 block Beyer Blvd. at Cottonwood Rd.	San Ysidro	QCT (100.05)	Beyer Blvd. Trolley Station (Blue line). Bus stop on adjacent street, served by bus line 932. Bus stop on adjacent street.	Yes Town Center	<b>Investment Return:</b> low <b>Developer Interest:</b> low <b>Local Agency Interest:</b> low <b>Parking:</b> 166 parking spaces. Parking lease with San Ysidro Health Center. <b>Acreage:</b> 1.6
<b>City Council District 8 List of Priority Projects</b>							
31	Alpha Street Village	1290-1294 Keeler Court	Southcrest	QCT (36.02)	0.1 mile to bus line 955 on S. 43 <sup>rd</sup> . 1 mile on bus to 8 <sup>th</sup> St. Trolley Station (Blue line)	No	Privately owned. Zone change likely required. <b>Acreage:</b> 1.57
32		3517 E St., 3488 E St. 3504 E St.	Stockton/ Gateway Center West	QCT (41)	0.5 mile to bus line 5. 1 mile to 32 <sup>nd</sup> /Commercial Trolley Station (Orange line).	No	
33		301 Foothill Rd.	San Ysidro	QCT (100.05)	0.5 mile to Beyer Trolley Station (Blue line). Apx. 500 ft to bus stop (bus lines 906, 907)	Yes Town Center	<b>Acreage:</b> 0.69
34	<b>Seaward and Beyer</b>	123 Seaward Ave./4235 Beyer Blvd. 325 Mesa Ave. Beyer/Mesa (no parcel address)	San Ysidro	QCT (100.13)	0.2 miles to Beyer Trolley Station (Trolley: Blue line; Bus lines 906, 907).	Yes Town Center	APN# 6381613800 APN# 6381613900 APN# 6381622600 APN# 6381622500 <b>Units:</b> 52 <b>Acreage:</b> 1.03; 0.53; 1.11

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>City Council District 8 List of Priority Projects (continued)</b>							
35	<b>Paxton-Lauriston</b>	1221 Paxton Dr 1215-1260 Lauriston Dr. Lauriston Dr./30th St. (no parcel address)	Otay Mesa/ Nestor	[Not QCT]	.48 miles to Iris Ave. Trolley Station (Trolley: Blue line; Bus lines: 901, 905, 906, 907, 929, 932, 933, 934).	Potential Community Center	APN# 6300602400 APN# 6301606200 APN# 6301402700 Units: 32 Acreage: 1.10; 2.20; 5.78
36		National and 43rd	Southcrest	QCT (36.02)	Bus stops on corner served by lines 11, 955. 1.3 miles to 47th St. Trolley Station (Orange line)	Potential Mixed Use Transit Corridor	Acreage: approx. 0.5
37		1510 S. 40th St.	Southcrest	QCT (36.02)	0.5 miles to bus stops on 43rd or National (lines 955, 11) 2 miles to 47th St. Trolley Station (Orange line)	No	Acreage: approx. 1.15
38		43rd and Delta	Southcrest	QCT (33.03)	Bus stops on corner served by lines 11, 955. 2 miles to 47th St. Trolley Station (Orange line)	Potential Mixed Use Transit Corridor	Acreage: approx. 1
<b>City Council District 4 List of Priority Projects</b>							
39	69 <sup>th</sup> and Jamacha		Skyline	[Not QCT]	Bus stops on Imperial (one block) served by line 4. 1 mile to Encanto/62 <sup>nd</sup> St Trolley station (Orange line). Buses 916, 917, 961.	No	City-owned land that runs for 2-3 miles; further vetting needed
40	Cardiff and Jamacha		Lomita (Skyline/Paradise Hills)	[Not QCT]	Bus stops on Cardiff and Jamacha, served by lines 4, 936. 2.4 miles (8 minutes) to Encanto/62 <sup>nd</sup> St Trolley station (Orange line). Buses 916, 917, 961.	Potential Community Center	
41	Skyline and Meadowbrook		Skyline/Paradise Hills	[Not QCT]	Bus stops on Meadowbrook, served by bus lines 4, 11. 2.5 miles (15-25 minutes) to Encanto/62 <sup>nd</sup> St Trolley station (Orange line). Buses 916, 917, 961.	Potential Community Center	Acreage: approx 0.33

\* TOD priority sites are highlighted in **light blue**.

## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>City Council District 4 List of Priority Projects (continued)</b>							
<b>42</b>	Meadowbrook at Paradise Valley Road		Skyline/Paradise Hills	[Not QCT]	Bus stops on Paradise Valley Rd., served by bus lines 4, 11, 962 3.4 miles (19-28 minutes) to Encanto/62 <sup>nd</sup> St Trolley station (Orange line). Buses 916, 917, 961.	Potential Community Center	Skyline Hills Library Across the street from Montage development (KB Homes); further understanding of site boundaries and zoning needed.
<b>43</b>	Paradise Valley and Woodman-SE corner		Skyline/Paradise Hills	[Not QCT]	Bus stops on intersection, served by bus lines 961, 962. 3 miles (10 minutes) to Encanto/62 <sup>nd</sup> St Trolley station (Orange line). Buses 916, 917, 961.	Potential Community Center	Likely 1 or more private owners/not in a redevelopment area.
<b>44</b>	Reo Dr. & Albemarle		Paradise Hills	[Not QCT]	Bus stops on Reo, served by bus line 962. 3 miles to Encanto/62 <sup>nd</sup> St Trolley station (Orange line). Buses 916, 917, 961.	Potential Community Center	Site on small side Acreage: approx 0.3
<b>45</b>	Logan and Euclid		Lincoln Park	QCT (33.02)	Bus stops on Logan and Euclid, served by lines 3, 11, 13. 1 mile to Euclid Ave. Trolley station (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.	Potential Community Center	Confirm that this is not the Olsen Company development. Need to acquire additional parcel to make site feasible. Acquisition would be difficult.
<b>46</b>	Fairmont Site	54 <sup>th</sup> and Euclid	Chollas Creek	[Not QCT]	Bus stops on Euclid and 54 <sup>th</sup> , served by lines 955, 917. 1.1 miles to Euclid Ave. Trolley Station. (Orange line). Buses 3, 4, 5, 13, 916, 917, 955, 960.	No	Site boundaries and opportunity potential need to be vetted.
<b>47</b>	47 <sup>th</sup> and Imperial		Lincoln Park/Central Imperial (SEDC)	QCT (33.02)	Bus stops on Imperial and 47 <sup>th</sup> , served by bus lines 4, 955. 0.5 miles to 47 <sup>th</sup> St. Trolley Station (Orange line)	Potential Community Center	Multifamily developments conceptually planned for this area—further information needed. SEDC helped create existing gas station on NE corner; SW corner likely Caltrans-owned.

\* TOD priority sites are highlighted in **light blue**.



## Comprehensive List of TOD Sites

Site* #	Site	Address	Neighbor-hood Redevelopment Project Area	Preliminary Financing Strategy/ QCT?*	Proximity to Public Transportation	SANDAG's Smart Growth Area?	Status and Additional Details
<b>City Council District 3 List of Priority Projects</b>							
48	I-15/ University SW Corner	3900 block of University, at 40 <sup>th</sup>	City Heights	QCT (24.01)	Adjacent to University Av & I-15 Transit Plaza, served by bus lines 7, 10, 965, 210, 960. 3.5 miles (20-30 min.) to Grantville Trolley Station (Green line)	Yes Mixed Use Transit Corridor	<p>These District 4 Sites (48-51) are all excess parcels from I-15 completion. They are City-owned (Real Estate Assets Department-READ).</p> <p>Redevelopment Agency will be purchasing from the City/READ. Mitigation (environmental) may be needed on sites-some contamination.</p> <p>SANDAG is conducting a Smart Growth Study along the I-15 corridor. Consultants will be on board in September; will be a 2-year planning effort to look at TOD development opportunities.</p> <p>These four sites will be more realistic when this is accomplished.</p> <p>*I-15/University NE corner: this site is adjacent to Sally Wong site, which is boarded up. Sally Wong site has to have a more in-depth historic analysis. It was identified in Mid City Historic Survey and now needs additional analysis. The Sally Wong site is owned by the Redevelopment Agency.</p> <p>Approximate respective acreage: 0.25; 0.6; 0.4; and 0.25</p>
49	I-15/ University NE Corner*	4000 block of University, between 41 <sup>st</sup> and 15 onramp	City Heights	QCT (22.02)	Adjacent to University Av & I-15 Transit Plaza, served by bus lines 7, 10, 965, 210, 960. 3.5 miles (20-30 min.) to Grantville Trolley Station (Green line)	Yes Mixed Use Transit Corridor	
50	I-15/El Cajon NW Corner	3900 block of El Cajon at I-15 offramp	City Heights	QCT (21.00)	Adjacent to El Cajon Bl & I- 15 Transit Plaza, served by bus lines 1, 15, 210, 960. 3.3 miles (15 min.) to Grantville Trolley Station (Green line)	No	
51	I-15/El Cajon NE Corner	4000 block of El Cajon at Central Ave/I-15 onramp	City Heights	QCT (21.00)	Adjacent to El Cajon Bl & I- 15 Transit Plaza, served by bus lines 1, 15, 210, 960. 3.3 miles (15 min.) to Grantville Trolley Station (Green line)	No	
<b>Sites Outside the City of San Diego</b>							
52	<b>E Street (MTS site)</b>	750 E Street	Chula Vista	QCT (125)	Adjacent to Trolley Station	Yes Urban Center	<p><b>Entitlement Process Complexity:</b> Med</p> <p><b>Assemblage Opportunities:</b> Yes</p> <p><b>Investment Return:</b> high</p> <p><b>Developer Interest:</b> high</p> <p><b>Local Agency Interest:</b> high</p> <p>Visitor Center operated by the City of Chula Vista. Developer Interest. Adjacent City of Chula Vista development.</p> <p>4 Bus Bays/295 Total Parking Spaces</p> <p>Acreage: 4.15</p>

\* TOD priority sites are highlighted in **light blue**





## **Comprehensive List of Planning Areas and Local Stakeholders**

## Comprehensive List of Planning Areas and Local Stakeholders

Community Planning Area	City Planning Contact for Planning Area	Business Improvement Districts	Community Development Corporations
*Barrio Logan	Lara Gates (619) 236-6006		
<b>Black Mountain Ranch</b>	Michael Prinz (619) 533-5931		
<b>Carmel Mountain Ranch</b>	Tony Kempton (619) 236-6861		
<b>Carmel Valley</b>	Bernard Turgeon (619) 533-6575		
*Centre City	Brad Richter (619) 533-7115	Little Italy, Downtown, Gaslamp Quarter	
*City Heights	Michael Prinz (619) 533-5931	City Heights, El Cajon Boulevard	City Heights CDC
<b>Clairemont</b>	Brian Schoenfisch (619) 533-6457		
<b>College Area</b>	Maxx Stalheim (619) 236-6153	College Area	
<b>Del Mar Mesa</b>	Bernard Turgeon (619) 533-6575		
<b>East Elliott</b>	Dan Monroe (619) 236-5529		
<b>Eastern Areas</b>	Michael Prinz (619) 533-5931		
<b>Encanto</b>	Karen Bucey (619) 533-6404	Diamond	
<b>Fairbanks Ranch Country Club</b>	Lesley Henegar (619) 235-5208		
<b>Greater Golden Hill</b>	Bernard Turgeon (619) 533-6575		Greater Golden Hill CDC
<b>Kearny Mesa</b>	Lesley Henegar (619) 235-5208		
<b>Kensington-Talmadge</b>	Michael Prinz (619) 533-5931	Adams Avenue, El Cajon Boulevard	
<b>La Jolla</b>	Lesley Henegar (619) 235-5208	La Jolla	
<b>Linda Vista</b>	Brian Schoenfisch (619) 533-6457	Morena	
<b>Midway Pacific Hwy Corridor</b>	Tait Galloway (619) 533-4550	Midway	
<b>Miramar Ranch North</b>	Tony Kempton (619) 236-6861		
<b>Mira Mesa</b>	Dan Monroe (619) 236-5529		
<b>Mission Beach</b>	Lesley Henegar (619) 235-5208		
<b>Mission Valley</b>	Brian Schoenfisch (619) 533-6457		
<b>Navajo</b>	Dan Monroe (619) 236-5529		
<b>Normal Heights</b>	Michael Prinz (619) 533-5931	El Cajon Boulevard	
<b>North City Future Urbanizing Area</b>			

TOD high potential areas are highlighted in light blue. This is a subjective judgment based on a) existing land use designations; b) political will; and c) saturation/land economics

Redevelopment Project Area (if Yes, name stated)	Notes	Council District
Barrio Logan	Existing/Planned Community Center	District 8
	Potential Community Center	District 1
	Potential Community Center	District 5
	Potential Community Center	District 1
Centre City (CCDC)	Existing/Planned Metropolitan Center	District 2
City Heights	Existing/Planned Community Center	District 3
	Potential Community Center	District 6
College Community	Existing/Planned Community Center	District 7
		District 1
		District 7
Crossroads, College Grove	Existing/Planned Community Center	District 7
Mount Hope (SEDC)	Potential Community Center	District 4
		District 1
		District 3
	Existing/Planned Town Center	District 6
		District 3
	Existing/Planned Town Center	District 1
Linda Vista	Existing/Planned Town Center	District 6
North Bay	Existing/Planned Urban Center	District 2
		District 5
	Existing/Planned Town Center	District 5
	Existing/Planned Mixed Use Transit Corridor	District 2
	Existing/Planned Urban Center	District 6
Grantville	Existing/Planned Town Center	District 7
		District 3

## Comprehensive List of Planning Areas and Local Stakeholders

Community Planning Area	City Planning Contact for Planning Area	Business Improvement Districts	Community Development Corporations
North Park	Marlon Pangilinan (619) 235-5293	North Park, El Cajon Boulevard	
Ocean Beach	Tony Kempton (619) 236-6861	Ocean Beach	Ocean Beach CDC
Old Town San Diego	Tait Galloway (619) 533-4550	Old Town	
Otay Mesa	Theresa Millette (619) 235-5206		
Otay Mesa-Nestor	Michael Prinz (619) 533-5931		
Pacific Beach	Lesley Henegar (619) 235-5208	Pacific Beach	
Pacific Highlands Ranch	Bernard Turgeon (619) 533-6575		
Peninsula	Tony Kempton (619) 236-6861		
Rancho Bernardo	Brian Schoenfisch (619) 533-6457		
Rancho Penasquitos	Michael Prinz (619) 533-5931		
Sabre Springs	Tony Kempton (619) 236-6861		
San Pasqual Valley	Brian Schoenfisch (619) 533-6457		
San Ysidro	Sara Lyons (619) 236-6368		
Scripps Miramar Ranch	Tony Kempton (619) 236-6861		
Serra Mesa	Brian Schoenfisch (619) 533-6457		
Skyline Paradise Hills	Karen Bucey (619) 533-6404		
Southeastern San Diego	Karen Bucey (619) 533-6404		
Tierrasanta	Dan Monroe (619) 236-5529		
Tijuana River Valley	Maxx Stalheim (619) 236-6153		
Torrey Highlands	Michael Prinz (619) 533-5931		
Torrey Hills	Lesley Henegar (619) 235-5208		
Torrey Pines	Lesley Henegar (619) 235-5208		
University	Dan Monroe (619) 236-5529		
Uptown	Marlon Pangilinan (619) 235-5293	Hillcrest, Mission Hills	
Via de la Valle	Lesley Henegar (619) 235-5208		

Redevelopment Project Area (if Yes, name stated)		
Redevelopment Project Area (if Yes, name stated)	Smart Growth Area?	Council District
North Park	Existing/Planned Mixed Use Transit Corridor	District 3
	Existing/Planned Community Center	District 2
North Bay		District 2
	Potential Urban Center	District 8
	Existing/Planned Town Center	District 8
	Existing/Planned Community Center	District 2
	Potential Community Center	District 1
	Existing/Planned Mixed Use Transit Corridor	District 2
	Potential Community Center	District 5
		District 1
	Potential Community Center	District 5
		District 5
San Ysidro	Existing/Planned Town Center	District 8
	Potential Community Center	District 5
	Existing/Planned Community Center	District 5
	Potential Community Center	District 4
Dells Imperial Study Area (proposed), Gateway Center West (SEDC)	Potential Mixed Use Transit Corridor	District 4
		District 7
		District 8
	Potential Community Center	District 1
		District 1
	Potential Community Center	District 1
	Existing/Planned Urban Center	District 1
	Existing/Planned Urban Center	District 3
		District 1

