

# Shaping the Future of the Euclid-Market Neighborhoods: A Community-Based Plan For Equitable Development

Prepared for:  
Euclid-Market Action Team

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# Executive Summary

## Introduction

A community plan's main purpose is to guide and shape the physical development of a community in a way that meets the present and future needs of its inhabitants. As a community grows, land uses should be compatible and well-balanced, public facilities made available and the natural environment protected. In short, the community plan is supposed to ensure that change will be molded to enhance the quality of life in the community – in all communities of the city.

But not all communities are created the same. Differences in socio-economic status and accompanying political power might affect private investments and public policies unevenly. Uses that the wealthier and more powerful communities do not want might get dumped in other communities or, vice versa, desirable uses such as public facilities or chain supermarkets might go begging in the economically and politically weaker communities. Particular agencies, created to bring more economic activities in poorer neighborhoods might at times pursue any type of investment, with little consideration to other quality of life aspects of development.

Traditional community planning does not usually address equity aspects of planning. This report describes a different planning effort, one that attempts to address equitable development as part of the community planning process. Its origin lies in the attempt to locate a produce distribution center across from the Malcolm X Library in Southeastern San Diego.

A community group, the Euclid-Market Action Team (EMAT) was formed in 1999 to oppose the proposed distribution center. This report and proposed plan is

the result of that community effort. This master plan, then, is offered as the basis for amending the existing *Southeast San Diego Community Plan* for the area surrounding the intersection of Euclid and Market. In addition, the City of San Diego, as part of the City of Villages planning effort, will select in the near future pilot village projects that best demonstrate the City of Villages concept. This plan comes at exactly the right time to be utilized as the basis for a pilot village if the community decides to compete for such designation.

## The Planning Process

The task, then, was the preparation of a **master plan** that would create new strategies for neighborhood development and identify redevelopment opportunities that would expand the choices of existing residents and their children. EMAT, in partnership with the Jacobs' Center for Nonprofit Innovation (JCNI), engaged in a new approach to citizen participation that not only brought new people into the process in an inclusive way, but also provided a strong learning component to create an ongoing core of residents informed about planning.

In addition, at about the same time this planning process was beginning, the City of San Diego Planning Department was awarded a Community-Based Transportation Planning Grant to produce a sustainable development master plan for the same area to implement the concept of sustainability with respect to transportation, urban design, community facilities, housing and environmental issues. The planning grant provided the opportunity for this plan to be prepared in partnership with the City and for other necessary studies, such as a market analysis, to be funded by the City.

The planning process took place in three phases:

- 1) **Planning Circles**
- 2) **Planning Framework**
- 3) **Charrettes**

#### **Planning Circles**

To insure the participation of residents of the neighborhoods involved who are usually left out of the planning process, working groups of residents came together in their own homes to share their vision of the community. These twenty-three “Planning Circles” met weekly over a three-week period to discuss the strengths, weaknesses, and opportunities, in the community.

#### **The Planning Framework**

This second phase bridged the Planning Circles, with the in-depth community-based, consultants-led planning process that would take place with the Charrettes.

#### **Charrettes**

Charrettes were participant-based, consultant-assisted group planning exercises that led to a shared plan. Five charrettes were held over a period of almost two months during the beginning of 2002, all at the Lincoln High School. Following the standard planning process, the charrettes moved from the definition of problems and their causes, to goals and objectives and to alternative land use plans. During the last charrette the plan was tested against the objectives and values of the community.

#### **Problems and Their Causes.**

During the first charrette the “don’t likes” generated through the Planning Circles process were analyzed and possible causes for the perceived problems developed. What follows is a summary of the findings grouped in six categories.

#### **1. Business and jobs**

There was general agreement among all groups that lack of investment from the private sector coupled with low skill and educational levels were the main causes for the scarcity of living wage jobs and business opportunities.

#### **2. Housing**

The lack of affordable housing was related to land and housing costs being too high and wages too low.

#### **3. Streets, roads and pedestrian safety**

Roads and streets designed to encourage high speeds and inadequate infrastructure, including traffic lights, were seen as the major causes of poor street and pedestrian safety.

#### **4. Public facilities**

Insufficient public facilities, especially recreational facilities for youth, were related to lack of political power.

#### **5. Physical environment**

Problems such as trash, litter, graffiti and empty lots were generally seen as resulting from a lack of community involvement, poor education, absentee landlords, impoverished conditions and lack of ownership by the community.

#### **6. Safety and crime**

Street crime, gang activity, too many liquor stores and drug use were linked to lack of opportunities in general and recreational and cultural facilities in particular.

## Goals and Objectives

A summary of the goals and objectives developed through the charrette process includes:

### 1. Business and jobs

Create business opportunities and jobs that pay an adequate wage for people to live in the community. Provide the educational and training tools necessary to start new businesses and obtain good paying jobs.

### 2. Housing

Increase the supply of affordable housing and variety of housing types. Create the organizations and financial mechanisms to make housing affordable.

### 3. Streets, roads and pedestrian safety

Provide safe and convenient facilities for all types of travel. Increase pedestrian safety and improve the pedestrian experience.

### 4. Public facilities

Fill the gaps in commercial and public services, especially recreational facilities.

### 5. Physical environment

Improve and beautify the existing physical environment through landscaping, community identity signs, ethnic architectural themes, mixed-use centers at key intersections, and the protection and restoration of creeks and native open space.

### 6. Safety and crime

Design new development and retrofit existing areas to create defensible space, promote outdoor activities, community pride and responsibility.

## Which Land Uses Where?

Goals and objectives were translated into land use and transportation proposals during the third and fourth charrettes. What groups agreed on was that the area immediately surrounding the intersection of Euclid and Market has many of the ingredients necessary to make it the functional and symbolic center of the community. Vacant parcels in the northwestern corner of the intersection and west of Market Creek Plaza provide the opportunity to bring additional uses such as housing, office, retail and public spaces to create a successful center. Such a place, participants felt, should be designed to elicit a sense of belonging, safety and protection, a place that would confirm and celebrate their community.

Centers on a smaller scale were proposed for the intersections of 47<sup>th</sup> and Market, Euclid and Imperial, Euclid and Logan, and Euclid and Division. The mixed-use proposed at these intersections would include housing and retail and possibly professional offices, but serving the immediate neighborhood.

In addition to the housing proposed as part of the mixed use in the Village and Neighborhood Centers, additional residential development is proposed on the north side of Market between Euclid and 47<sup>th</sup>, at the southwestern corner of Euclid and the MLK Jr. Freeway (SR-94) and on a few smaller sites. Also, townhouses mixed with retail could be located along the streets connecting the Village and Neighborhood Centers.

A major issue related to additional residential development is the scarcity of parkland. The study area is already deficient in parkland by approximately 28 acres, and additional development can only make the situation worse. There is very little open land available that can be utilized for active recreation and no funding for parkland available in the foreseeable future. A possible solution is to develop joint school-

park sites in the existing and future elementary and middle school sites. The Potters Tract was suggested by some of the groups as a possible park site, but it is currently being developed as an industrial park with the U.S. Post Office as the major tenant. Efforts should be made to incorporate parkland into the development to be used jointly by employees and residents. Additionally, passive recreation uses could be developed on suitable portions of the designated canyons in the area.

Manufacturing/industrial uses were considered through the charrette process for the corridors on both sides of the trolley east of Euclid. The groups, however, stressed the importance of making industry more a part of the community through job training partnerships and treating the employment centers as a “campus-like” setting with pedestrian connections and enhanced landscaping. Access over the trolley line in this area, especially at 54<sup>th</sup> Street, needs to be addressed.

There is also need for more school facilities in the community, and participants felt strongly that busing students to other neighborhoods is not a solution. A comprehensive school plan needs to be developed to ensure that quality educational opportunities for all children exist within the community.

### **Equitable Development**

At the last charrette the proposed land use plan was tested against the goals and objectives developed earlier in the process. Participants agreed that the proposed land uses would implement the goals and objectives as established by the community from a land use perspective, but without necessarily insuring equitable development.

For example, the proposed plan would allow more housing to be built without insuring that the new

housing would be affordable to existing residents and their children. In fact, new housing without affordability requirements could hasten the process of gentrification. The implementation of the plan would have to include measures to preserve and expand the supply of affordable housing, including inclusionary housing provisions, community land trusts, limited-equity housing cooperatives and housing trust funds. Just as important, income and asset creation should be tied to land use decisions. For example, public investment should be connected to local-hire and living-wage provisions.

### **Implementation**

Implementation should follow these basic steps:

- Present the proposal to the community and its various stakeholders for general approval.
- Present the plan to the Planning Commission and City Council. Work towards amending the current Southeast San Diego Community Plan to reflect the changes proposed in this document.
- Develop design guidelines and development standards to insure that future development meets the community’s goals and objectives for equitable development and design quality.
- Implement public projects like streetscape improvements and gateways as quick starting points to stimulate new investments.
- Continue encouraging the involvement of all stakeholders, especially community members, throughout the duration of this project.

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# Acknowledgments

Particular thanks and acknowledgement for volunteering to serve the community throughout the process as the Euclid-Market Action Team Core Group Committee are given to:

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\*Denotes Coordinating Committee Members

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## I. Introduction

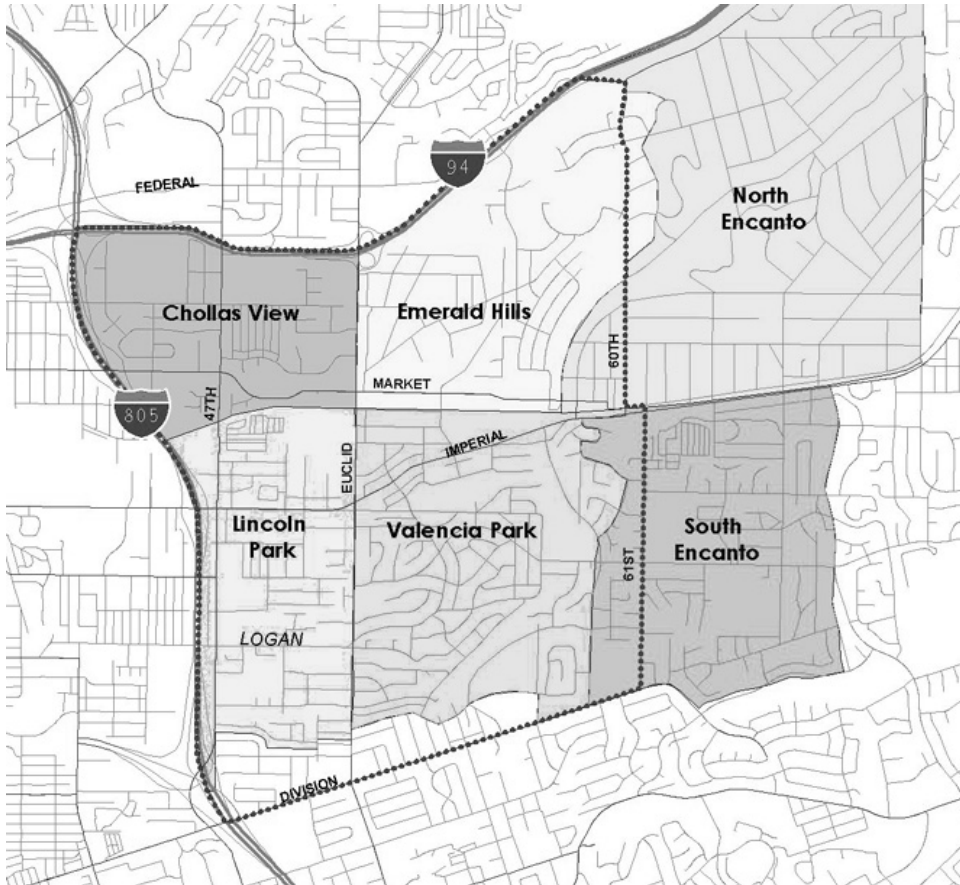
The four neighborhoods (Lincoln Park, Chollas View, Emerald Hills, and Valencia Park) surrounding the Euclid-Market intersection make up a strong and diverse community. As with many urban neighborhoods, they are faced with several concerns, such as the rising costs of housing and services, neighborhood crime, and lack of investment. But the residents of the Euclid-Market community are highly involved in improving their environment. Changes can already be seen in new commercial and educational developments in the area.

This plan is the result of a unique community planning effort led by the Euclid-Market Action Team (EMAT) in collaboration with the Jacobs' Center for NonProfit Innovation (JCNI) and the City of San Diego.

Developing the proposal was a learning experience for all involved. The plan builds upon past planning efforts and incorporates current and future developments in the area. The resulting master plan is based upon the goals of the Euclid-Market community while also addressing the practicalities necessary for implementation.



View from Euclid Trolley Station



## Focus Area

The Euclid-Market area is located in Southeastern San Diego. The boundaries of the Euclid-Market focus area are defined as: the MLK Jr. Freeway (SR-94) to the north, Interstate 805 to the west, Division Street along the south, and 60<sup>th</sup> and 61<sup>st</sup> Streets to the east. The focus area includes the neighborhoods of Chollas View, Emerald Hills, Lincoln Park, and Valencia Park, portions of the Encanto and South Encanto neighborhoods, and a part of National City. The neighborhoods of Chollas View, Emerald Hills, Lincoln Park, Valencia Park, South Encanto, and North Encanto make up a majority of the Encanto Neighborhoods, a part of the City's *Southeast San Diego Community Plan* area.

The Euclid Market area is one of the most diverse areas in San Diego. According to the recently prepared *Market Analysis of Encanto*, the largest ethnic group in the mile surrounding the Euclid and Market intersection is Non-Hispanic Blacks (40%), followed by Hispanics (36%), Asians (20%), and Non-Hispanic Whites (5%).

## Report Organization

It is also a community with a large youth population. Eighty percent of households in the one to two miles surrounding the Euclid and Market intersection are family households, while Citywide family households make up only 58 percent of all households. Also, the number of residents under the age of fifteen is above the City average. The age group of over 65 is the group with the highest projected growth. Planning should consider the needs of these groups and pay special attention to education, recreation facilities, accessible places, and safe streets.

The area's proximity to downtown and low housing prices (the average price of resale home is nearly 38 percent below the Citywide average) make the neighborhood an attractive market for newcomers. The San Diego Association of Governments (SANDAG) estimates that the population of this area will grow by 3.3% between the years 2010 and 2020, a rate significantly higher than the projected Citywide rate. This proposal aims to plan for these changes and growth in a way that benefits the current and future residents.

The report begins with an overview of the issues facing this community, and how this planning process developed in response to these issues (Chapter 2). Then, the community-driven planning process is described in Chapter 3, along with the resulting goals and objectives that formed the basis of the land use decisions. Chapter 4 contains the Euclid-Market Master Plan and a discussion comparing it to past land use plans and recommendations.

Urban design ideas for specific intersections are included in Chapter 5. The hope is that these ideas will be the starting point for the further development of urban design guidelines. Chapter 6 discusses equitable development, policies and procedures that can help ensure that the proposed changes do not make the neighborhoods unaffordable for current residents. Chapter 7 summarizes the recommendations of this proposal, and Chapter 8 discusses implementation.



## II. Background

The City of San Diego is a divided city. The poor and minorities remain concentrated in a few pockets of development south of SR-52, at the same time that the suburban areas of the city – namely North City – have grown extensively.

Well-paying manufacturing jobs were lost during the early to mid-nineties, many of them located south of SR-52. In their place, mostly lower-paying jobs have been created, almost entirely in North City, and the vast majority of new housing built there – or elsewhere for that matter – is not available to lower-income households.

All these changes may be attributed to the vagaries of the market, even though they have certainly been influenced by public policies. Newer sections enjoy public facilities that actually exceed City standards. The older areas, south of SR-52 face decaying infrastructure and a shortage of public facilities. Why?

### **The Origins of the Public Facilities Deficit**

This state of affairs is the result of the 1979 “tier” approach to growth management of the City of San Diego. This strategy encouraged infill and denser development in the already urbanized communities by not assessing fees for development while major new growth was to be accommodated in the “planned urbanizing” tier, where all capital facilities (the parks, libraries, schools, streets, etc.) would be financed through fees paid by the developers.

During the early 1980s, San Diego’s growth management strategy seemed to be working well, perhaps too well. Infill development proceeded at a brisk pace in the urbanized communities with serious repercussion for those neighborhoods. One after another, single-family neighborhoods were invaded by multifamily buildings, many of them insensitively designed, and community facilities were overwhelmed by the onslaught of newcomers. Not until 1987 did the City Council began imposing fees on new development in the urbanized communities, too little and late to avert a huge shortfall in public facilities.

A few years ago, long-term community activist and former planning commissioner, the late Verna Quinn, lamented that “uncontrolled, unplanned, haphazard infill has left a legacy of deficient parks, lack of schools and general deterioration with increased social problems and crime. No one was watching or listening during the decade all this took place – and now the City is faced with a major problem which will require long-term remediation and huge commitments of public resources.” How huge? The City’s most recent estimate for funding the backlog of parks and recreation, transportation, fire, and library needs is \$2.5 billion. San Diego’s past delinquent urban policy intensifies an ominous drift toward becoming a socially, economically, and racially fractured city.

All these factors contribute to a sense of hopelessness and detachment from the political process in many of the neighborhoods south of SR -52. This is not the case in the areas surrounding the intersection of Euclid and Market in the neighborhoods of Valencia Park, Emerald Hills, Chollas View and Lincoln Park. In that area there are many activities and new organizations that are actively working for a better future.

## Community-Based Planning, Organizing and Development

Past planning efforts for the Euclid-Market neighborhoods have involved the City, community members, and various nonprofits and government agencies (see appendix 1 page A-3 for a reference list).

### City Plans

The City of San Diego with the Southeast Development Committee developed the current land use plan (*Southeast San Diego Community Plan*), redevelopment plan (*Central Imperial Redevelopment Project*), and design guidelines (*Project First Class*) for Southeastern San Diego.

#### *Project First Class*

The Southeast Urban Design Group was hired in the early 1980s to study the entire Southeastern area of San Diego. The opportunities provided by the then-proposed trolley line and the growing concern about the quality of new development were the primary issues addressed. The resulting document gives design guidelines for residential areas, commercial districts, parks/open space, and streetscapes, as well as specific development recommendations for key intersections and the new trolley stations.

#### *Southeast San Diego Community Plan*

The *Southeast San Diego Community Plan* (1987) was considered the first step in implementing the *Project First Class* recommendations and incorporated many of its suggestions into the plan. The *Southeast San Diego Community Plan* (see appendix 2 page A-4) serves as the basis for planning decisions in the Encanto neighborhoods.

#### *Redevelopment Plan for the Central Imperial Redevelopment Project*

The redevelopment plan is considered a complementary plan to the *Southeast San Diego Community Plan*. In addition to the land use plan, this document contains the policies and procedures governing redevelopment projects in the area.

Central Imperial Redevelopment Boundary within the Euclid Market focus area

The Southeastern Economic Development Corporation has recently published several new design guidelines for the area, including one for commercial corridors (*Southeastern San Diego Corridor Urban Design Guide*) and one for multi-family housing development (*MultiFamily Development Guidelines*). The *Southeast San Diego Commercial Corridor Urban Design Guide* recommends that land uses conform to the City's land use plan.



## Recent Changes

Recent planning efforts and changes in the community have brought new life to the area's planning process. To name a few of these recent efforts:

### Euclid PLACE<sup>3</sup>S Revitalization Program

In 1997 and 1998 community members participated in a planning effort to develop a land use plan that balanced economic, energy, and environmental sustainability. PLACE<sup>3</sup>S (PLanning for Community Energy, Economic, and Environmental Sustainability) was a joint community planning program of the City of San Diego, the Fourth Council District, the San Diego Association of Governments, the California Energy Commission, and the Lincoln Park, Chollas View, Emerald Hills and Valencia Park Neighborhood Councils. The 12 month planning process focused on energy-efficient development and community involvement and led to a land use and transportation "Community Preferred Plan" (see appendix 3 page A-5) that, if implemented, would require less energy per capita than prevailing plans.



Euclid PLACE<sup>3</sup>S Area Boundary

### Chollas Creek Enhancement Program

The City recently approved \$1.23 million in funds for wetland restoration along the Chollas Creek corridor. The project includes many amenities for the Euclid-Market neighborhoods, including trails, educational facilities, and arts projects (see appendix 4 page A-6).



Chollas Creek

### Euclid-Market Action Team (EMAT)

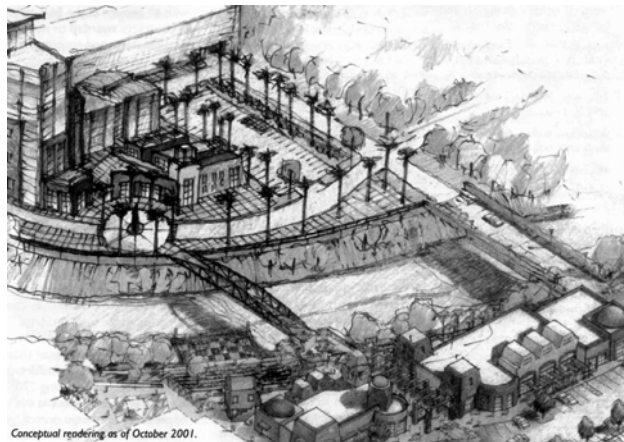
An extended arm of the Coalition of Neighborhood Councils, EMAT was formed in 1999 as a result of community opposition against a proposed produce distribution center that was to be located across from the Malcolm X Library. This report and proposed plan is the result of that community effort.

In addition to helping prepare this plan, EMAT is also involved in developing a land-banking strategy with the Jacobs' Center for NonProfit Innovation, as part of the effort to develop a true community development-resident ownership mechanism, which would allow residents in the project area to establish ownership in the development that comes from this process.

### **Jacobs' Center for NonProfit Innovation (JCNI) and Market Creek Plaza**

JCNI is an operating foundation that explores and implements new ways to partner for community change through entrepreneurial projects, hands-on learning relationships, and the creative investment of resources.

Today, JCNI's primary focus is on work with a network of community teams involving hundreds of residents to develop and build Market Creek Plaza, a cultural and commercial development located in an historically under-invested area of Southeastern San Diego. Market Creek Plaza has been planned, designed, and built by teams of residents working with experts from outside the community. Ultimately, the Plaza will be owned and run by members of the community. In addition, JCNI has engaged in land-banking, acquiring properties in the vicinity of the intersection of Market and Euclid. With land-banking, community residents will have a stronger voice in deciding the best uses of the land in that important area of the community.



Market Creek Plaza Conceptual Rendering

### **Community-Based Transportation Planning Grant**

In 2001, the City of San Diego Planning Department was awarded a Federal Highway Administration Community-Based Transportation Planning Grant to produce a sustainable development master plan for the same focus area to implement the concept of sustainability with respect to transportation, urban design, community facilities, housing and environmental issues. An initial task identified by the Planning Department was the preparation of market and feasibility analysis of the area. The resulting *Market Analysis of Encanto* is summarized in Chapter 7.

### City of Villages

An additional process taking place at the city level that has spurred interest in many communities is the “City of Villages.” This is the concept behind the City of San Diego’s Strategic Framework Element, a proposed amendment to the City’s 1979 General Plan. With the implementation of this strategy, the City of San Diego would be transformed into a mosaic of villages, each with its own village center. The village center would function as “the heart of the community, where housing, jobs, schools, public services and civic uses are integrated.” The draft plan has proposed three neighborhood village centers with mixed-use facilities and public spaces within the Euclid Market focus area.



City of Villages Draft Plan

## Equitable Development

A component of the proposed City of Villages strategy that is relevant for this plan is equitable development. According to a recent City of Villages brochure, equitable development should “Ensure that residents can afford to remain in their community when it is improved” and, “Equitably distribute the costs and benefits of development to create and maintain stable, economically and socially diverse communities.” An additional component of equitable development that is part of the City of Villages process is the principle that no additional development should take place until the inadequacy of public facilities in the urbanized communities is addressed.

Equitable development includes affordable housing

It is unusual that planning documents address the issue of equity, and the City should be commended for this aspect of the strategy. Equity is an essential component of this proposal. It might be helpful to clarify from the outset what is meant by equitable development or equity planning.

According to Joe Brooks, Director of Policy Link, a nonprofit research and advocacy group that focuses on issues of economic and social equity:

“Equitable development boils down to asking the question: Who benefits? Equity is full and meaningful inclusion of all groups in our institutions and systems, economic, educational, social, etc. While equality is a quantitative measure that focuses on parity among groups, equity is a qualitative measure that is fundamentally concerned with justice and fairness, a sense of fair play. Equality means the same for everybody; equity means the same life chances for everybody. Equality means equal access to all groups; equity means equal outcomes for equal efforts for all groups. Focusing on equity can lead to a different set of strategies than equality” (California Futures Network Land Use Lines, May 2002).

Similarly, according to the founder of equity planning, professor Norm Krumholz, during the planning process, “priority attention should be given to the task of promoting wider choices for those individuals and groups who have few, if any, choices.”

The proposal, then, while including features typical of land use, public facilities and transportation plans is driven by the equity aspects of planning and addresses the fundamental question: Who benefits from the plan? At each stage of the planning process, this question was raised and debated, and the question should continue to be asked throughout implementation.

## Preparing for Planning



EMAT, in partnership with JCNI, engaged in a new approach to citizen participation that brought new people into the process in an inclusive way. A list of all participants in this planning process is included in the appendix (see appendix A-8 page A-12). The process also provided a strong learning component to create an ongoing core of residents informed about planning.

The task EMAT tackled was the preparation of a **Euclid Market Master Plan** that, building upon existing plans and documents, would create new strategies for neighborhood development and identify redevelopment opportunities that would expand the choices of existing residents and their children. The new strategies would include changes in land use, transportation, streetscape design and employment patterns to improve and strengthen the livability, quality of life and identity of the community.

Partnership building was the biggest challenge facing the planning process. It could be expected that, without a successful inclusive process, the final plan would not be accepted by the decision makers or the

community at large, insuring its ineffectiveness. There is a large number of groups working in the area without the benefit of a common vision and plan. Stakeholders in the community including the Southeastern Economic Development Corporation and its Project Area Committee (PAC), Jacobs' Center for NonProfit Innovation, Encanto Community Planning Group, Southeast San Diego Development Committee, Diamond Business Improvement District, 4<sup>th</sup> District City Councilman, City Planning Department, Ministerial Alliance, Metropolitan Transportation Development Board and, of course, residents and business at large, were all invited to participate. Given this variety of interests, a partnership team building process was essential.

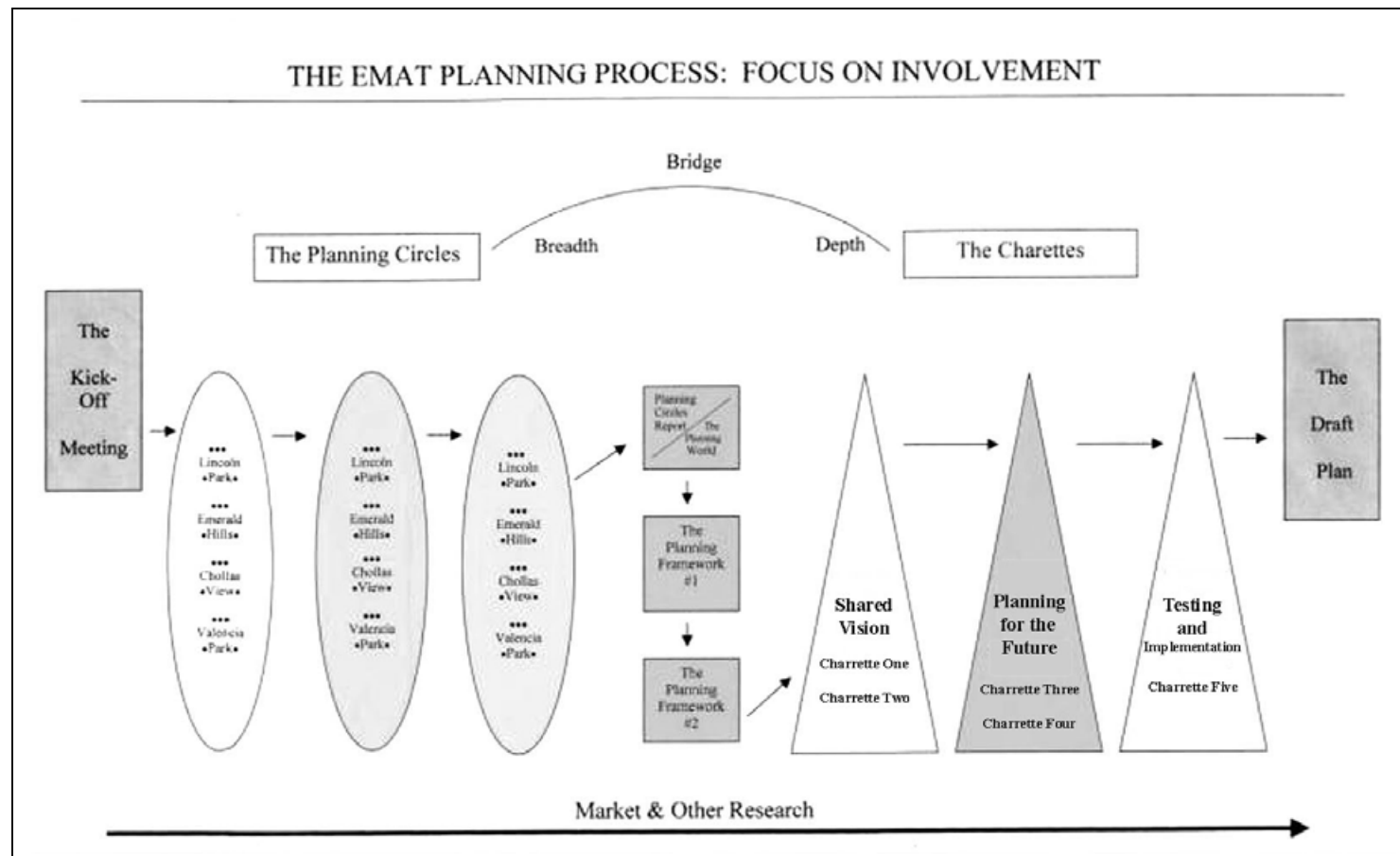
Given the similarity of the goal of EMAT and the City of San Diego Planning Department grant to produce a comprehensive plan for the area, the City and EMAT decided to work together on the project. The City would hire consultants to prepare a market analysis and EMAT's consultants would help guide the planning process. EMAT contracted with the team of Nico Calavita, a professor in the Graduate Program in City Planning at San Diego State University, and Estrada Land Planning in the summer of 2001. The City hired Economics Research Associates in the fall of 2001.



### III. The Planning Process and Public Participation

The planning process took place in three phases:

1. **Planning Circles:** residents organizing and participating in a community assessment effort.
2. **Planning Framework:** an introduction to the planning process and community assessment data.
3. **Charrettes:** participant-based, consultant-assisted group planning exercises that led to a shared plan.



## Planning Circles

One of the most difficult tasks in the planning process was insuring the participation of residents of the neighborhoods who are usually left out of the planning process. Planning Circles were developed to form a more inclusive planning process. In Planning Circles, working groups of residents came together in their own homes to share their vision of the community. They were sponsored by EMAT and supported by JCNI. What follows is a summary of the process and the findings of the Planning Circles.

### Planning Circle One

During the first Planning Circle, participants talked about the history of the community, discussed the current issues they face, and shared their hopes and dreams for the area. When Planning Circle participants talked about the past, the majority mentioned the disappearance of neighborhood businesses, such as the bank on Logan Avenue, the Dolphin Restaurant and the drive-in theater. They also described changes in the neighborhood's cultural diversity. The following lists the five things mentioned most often when residents discussed the present and the future of the community:

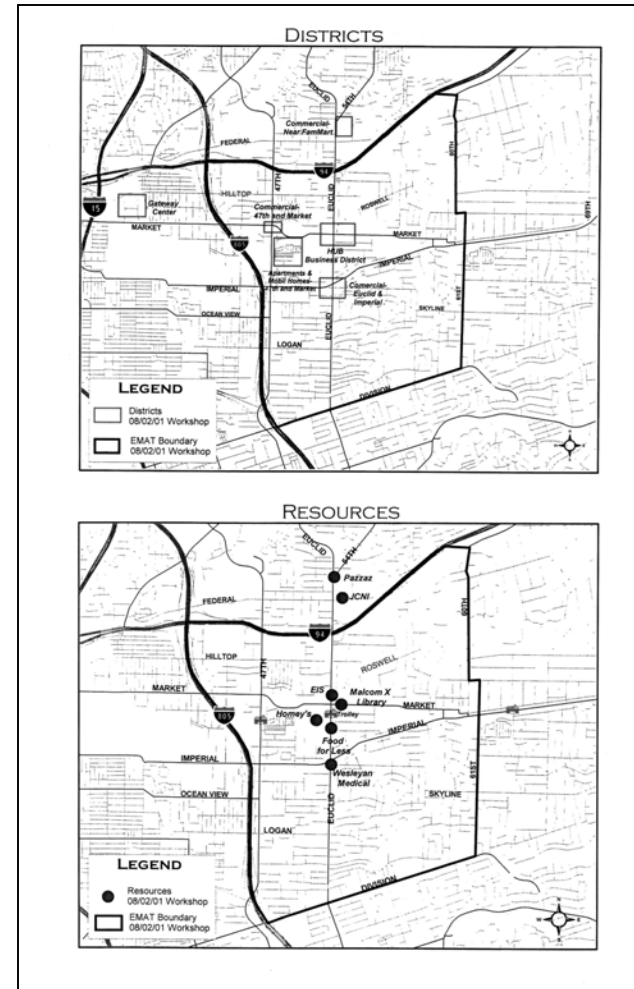
#### Current Concerns:

1. Street crime, gang activity and drug use
2. Cost of housing, food and health care
3. Poor relations among ethnic groups
4. Lack of youth activities
5. Trash, graffiti and vacant lots

#### Hopes for the Future:

1. New businesses like restaurants, copy shops and pharmacies
2. Affordable housing

3. Residents and police working together to reduce crime
4. Recreation areas like parks, sports center and swimming pools
5. Lower cost services like transportation and health care

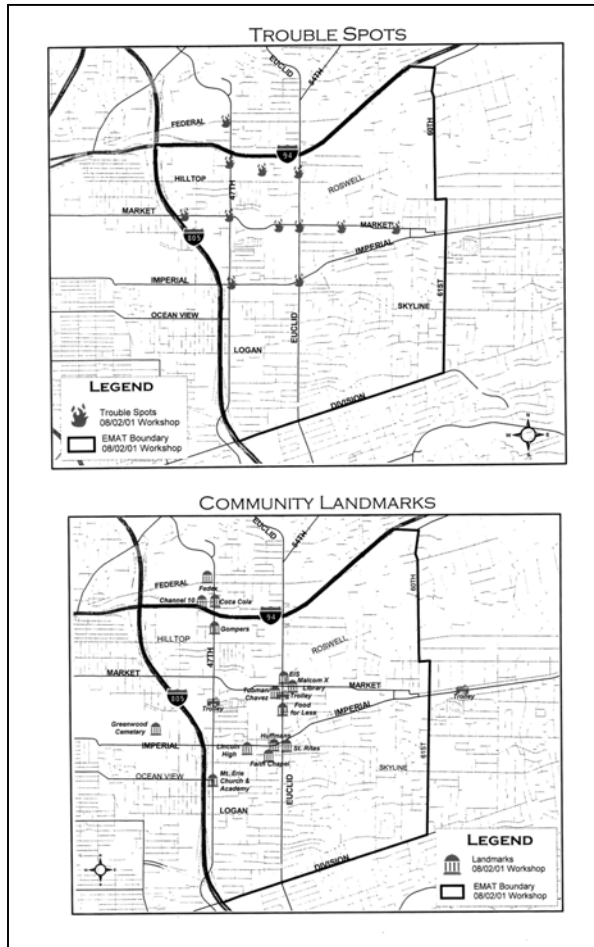


*Planning Our Future Together, Districts and Resources*



## Planning Circle Two

In the second Planning Circle, residents participated in a “SWOT Analysis” workshop. They examined the community’s Strengths, Weaknesses, Opportunities and Threats.



*Planning Our Future Together, Trouble Spots and Community Landmarks*

### Strengths

- Strong faith community
- Residents involved in community issues
- New construction
- Centrally located in the county
- High homeownership

### Weaknesses

- Empty lots – overgrown, trashy, fire hazards
- Lack of affordable housing
- Not knowing legal rights (as immigrants, tenants, homeowners) or where to go to find the information
- Landlord abuses that result in poorly maintained rental housing
- Low expectations for our community by outsiders

### Opportunities

- New developments – Elementary Institute of Science, Market Creek Plaza, etc.
- Resident participation in the city planning process
- Space available for development
- Education resources – Malcolm X Library, Educational Cultural Complex, Lincoln High School
- Business start-ups and new job opportunities

### Threats

- Street crime – people are afraid to go out to do things
- Cultural differences that lead to divisions
- New development – being priced out of the community
- New jobs going to people who live outside the community
- Rising housing cost



New Construction



Malcolm X Library

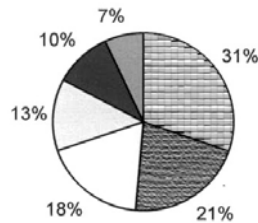
### Planning Circle Three

During the first week of the Planning Circles, participants received cameras and were asked to photograph eight things they don't like in the community, eight things they do like and eight things inside or outside the community that they would like to see in the area in the future. In the third Planning Circle, the participants used their photographs to develop a vision for the community, detailing what they would like to see in the neighborhood and what they'd like to eliminate.



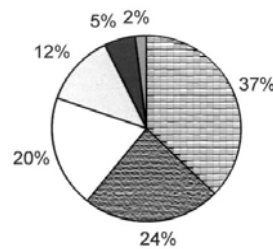
- Litter –vacant – unkempt landscape
- Neglect by city department
- Wasted, undeveloped land

#### Like:



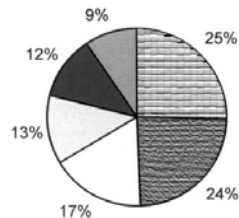
- Clean and Green
- Neighborhood Pride
- Supportive Public Services
- Comprehensive Social Services
- Accessible Commercial Areas
- Signs of New Development

#### Don't Like:



- Trash, Litter, and Graffiti
- Unsafe Environment and Crime
- Abandoned Buildings and Empty Lots
- Neglected Public Infrastructure
- Too Many Liquor Stores
- Poor Rental Housing Conditions

#### Like to See More Of:



- Business and Jobs
- Beautification and Landscaping
- New Development and Infrastructure
- Parks and Recreation
- Targeted Social Services
- Build Shared Values

The Planning Circles provided the breadth and community-based knowledge that would inform the second and third phases of the planning process, the Planning Framework and the Charrettes.



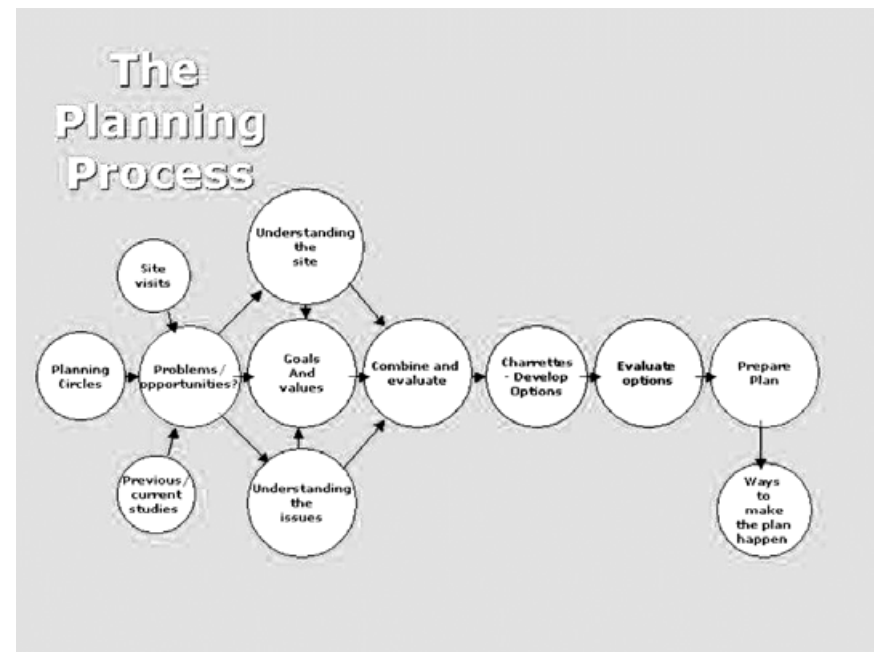
- Greenery is more inviting
- Colorful
- Meets neighborhood's needs if put in the area

## The Planning Framework

This second phase was seen as bridging the community-led data-gathering step (Planning Circles), with the in-depth community-based, consultant-led planning (Charrettes). The consultants would learn about the community from the residents, highlight the importance of their findings, while at the same time presenting information on how plans are prepared and the steps that would follow in the charrette process.

This mutual learning event took place on September 29, 2001 at the Jacobs' Center for NonProfit Innovation. The Planning Circles presented their work and the consultants were introduced. The consultants spoke about the need for a plan that builds on the work of the Planning Circles and previous plans and for a plan that becomes a mechanism for positive change. The next phase, the Charrettes, was then explained.

During the second part of the meeting, EMAT members spoke about their efforts for improving the community and a vivacious question and answer period followed. The meeting ended with many members of the audience signing up for the various committees of EMAT.



## Charrettes

Charrettes are highly participatory events that help determine a community's vision; in this specific case, how it wants the land in the area used. Participants from the community were invited to the Charrettes through an outreach process led by EMAT. The Encanto Neighborhoods Community Planning Group participated in the charrette process as well.

Participants were divided into teams of 8-10 people, and provided with sufficient tools and assistance to develop their own vision and plan. At the end of the charrette exercise, each team presented its proposal to the whole group and participants engaged in a full discussion of one another's ideas and proposals that eventually coalesce into a shared plan.

This process involved five charrettes:

**Charrette One:** Why Plan, Problems and their Causes, What is Possible

**Charrette Two:** Opportunities and Constraints

**Charrette Three:** Planning the Future

**Charrette Four:** Focused Planning Areas

**Charrette Five:** Testing the Vision and Implementation

The first charrette was held on January 24, 2002 at Lincoln High School. A total of five workshops were held in less than two months, with the last one taking place on March 14. It was felt that an intensive involvement and immersion of the community would energize the planning process and that the momentum for planning would be better sustained by an intensive, back-to-back series of meetings.



### **Charrette One: Why Plan, Problems and their Causes, What is Possible**

In the first part of this meeting, participants were introduced to the WHY (the need for a plan) and the WHAT goes WHERE and HOW (the major characteristics of a land use and transportation plan). In addition, the planning process, moving from problems to goals and objectives, was presented.

The problems identified through the planning circles were analyzed by participants working in small groups. Their possible causes were identified. The problems and causes were placed in six categories:

- 1) Business and jobs
- 2) Housing
- 3) Streets, roads, pedestrian safety
- 4) Public facilities
- 5) Physical environment
- 6) Safety and crime



### **Problems and Causes**

#### **Business and Jobs**

##### Problems

- Scarcity of living wage jobs
- Lack of training centers and career opportunities
- New jobs going to people who live outside the community
- Little new development

##### Possible causes

- Not enough training and low educational levels
- Not the appropriate types of industry that provide the jobs
- Perception of crime discourages investment in the community
- Lack of resident ownership
- Lack of community involvement and poor relationship between residents and public officials

#### **Housing**

##### Problems

- Need for affordable housing/cheaper rents
- Poorly maintained rental housing
- New development - becoming priced out of the community

##### Possible causes

- Low wages
- High land costs
- Redlining by banks
- Lack of accountability to renters
- Absentee landlords

### **Streets, roads, pedestrian safety**

#### Problems

- Certain streets are unsafe - cars go too fast, speeds too high
- No sidewalks
- Streets and sidewalks in bad conditions
- Malcom X Library not youth friendly - intersection dangerous
- No crosswalk by YMCA
- Danger at trolley crossings

#### Possible causes

- Not enough lights/cars don't respect traffic lights/stop signs
- Infrastructure incomplete
- Streets are not designed to slow traffic

### **Public facilities**

#### Problems

- Need for more community resources, including recreational and park areas for youth, children, seniors, etc.
- Parks without bathrooms, phones, and trash cans
- No swimming pool
- Need for fire station, library
- Lack of scenic walk/jog areas
- Need of a reputable shopping center – quality

#### Possible causes

- Lack of political power for share of public funding
- Did not plan for the future

### **Physical environment**

#### Problems

- Abandoned buildings, overgrown empty lots, trash, illegal dumping, graffiti
- Need for more inviting greenery, landscaping, flowers, small places with fountains to relax
- Neglected public infrastructure, broken streets and sidewalks, lack of curb cuts, poor lighting.
- Environmental hazards - not good for your health
- Poor conditions of rental housing

#### Possible causes

- Lack of capital investment/lack of money
- Gang activity
- Lack of ownership by community/political non-involvement

### **Safety and crime**

#### Problems

- Street crime - people are afraid to go out to do things
- Unsafe environment and crime - gang activity and drug use
- Too many liquor stores

#### Possible causes

- Lack of activities for high-risk groups
- Liquor stores licenses easy to obtain
- Low education levels
- Relations between racial and ethnic groups.

## What is possible?

During the planning process, the step following the identification of problems and their causes is the establishment of Goals and Objectives. But before engaging in such an effort, it was important for participants to learn about what is possible: Given the host of problems and their entrenched causes that were identified, how does a community think about the future? What is possible under these circumstances?

To provide ideas about what is possible, the consultants gave some examples of what has been achieved in other communities. For example, if the causes for the lack of affordable housing are high land and housing costs and wages too low, what is possible? As a possible solution, the benefits of nonprofit housing development were presented: Housing is affordable to low-income families and remains affordable forever. Examples of nonprofit development were presented.

Examples of possible solutions were presented in other problem areas:

**Problem:** Scarcity of living wage jobs, business opportunities

**Possible solution:** Community Equity Mechanisms (CEMs) and Resident Ownership Mechanisms (ROMs), were described, including the JCNI effort. Other tools mentioned were land banking and linkage programs.

**Problem:** Street and pedestrian safety --- (Roads and streets designed to encourage high speeds and little pedestrian safety).

**Possible solution:** Traffic calming. Examples such as median planting, pop-outs at crosswalks, and street trees were presented.



In the last part of the meeting, the audience, working in small groups prepared and presented a list of Goals and Objectives for the community.

The participants were told that at the next meeting they would be provided with a summary of Goals and Objectives, combining the results of previous studies and their contribution.

### **Charrette Two: Opportunities and Constraints**

The participants were provided with a summary of Goals and Objectives developed in the last charrette, including similar goals developed through the *Euclid PLACE<sup>3</sup>S Revitalization Program* process.

After reviewing the goals and objectives, participants identified vacant parcels in the area that the community feels could be developed and parcels that could be redeveloped (see appendix 6 page A-9 for the map of potential developable parcels).



Vacant lots in the Euclid-Market Focus Area



## GOALS AND OBJECTIVES

### BUSINESSES AND JOBS

**Goal:** Everyone who wants to live in this community will work at a job in the community that pays an adequate wage to support him/herself and the family in the community.

**Objectives:**

- Better and more education choices for everyone who lives here (training centers, high schools, college, adult education)
- Attract new business and assist existing businesses to expand and hire residents and pay adequate wages and benefits.
- Attract a variety of businesses (profession, entry-level, etc.)
- Develop school/business/union partnerships.
- Develop more high school and junior college subjects dealing with entrepreneurial and vocational training
- New jobs must be hired from within
- Patronize our own
- Provide professional marketing and access to capital
- Develop plan to present our area to business interests

*From Euclid PLACE<sup>3</sup>S Revitalization Program:*

- Create industrial employment center at Market & Euclid
- Provide more computer training for training kids and adults
- Provide a job training or trade school
- Encourage local ownership
- Identify and engage out of area property owners

### HOUSING

**Goals:** Increase the supply of affordable housing  
Form a community power-base for housing  
Form a community-based financial institution

**Objectives:**

- Creative/equitable lending processes
- Provide creative loan training/information to residents/community
- Organize resident lead housing forums to include all governmental agencies
- Educate community about financial institutions
- Make a community plan for housing

*From Euclid PLACE<sup>3</sup>S Revitalization Program:*

- Make more housing options available
- Encourage local ownership
- Make it affordable to live, work, shop and play in the neighborhood
- Pursue opportunities for creative financing
- Provide availability of diverse housing types
- Make it affordable to purchase single family homes

### STREETS, ROADS, PEDESTRIAN SAFETY

**Goal:** Increase pedestrian safety and improve the pedestrian experience

**Objectives:**

- Traffic calming: Build pop-outs at intersection
- Plant more landscaping
- Place new buildings close to the sidewalk
- Do face lifts for existing buildings
- More sidewalks with landscaping
- Use over passes to connect the library to the trolley

- Landscape Euclid
- Synchronize traffic lights at pedestrian crossings
- Promote artist design of crosswalk
- Improve mass transit and pedestrian connections to the YMCA and signs indicating its location

*From Euclid PLACE<sup>3</sup>S Revitalization Program:*

- Bicycle lanes on major streets
- Sidewalks on both sides of all streets
- Street extensions
- Safe and convenient facilities for all types of travel (pedestrian, bicycle, transit and automobile)
- Provide landscaping, pedestrian amenities and new paving
- Lessen traffic congestion

### **PUBLIC FACILITIES**

**Goal:** Provide greater public access to schools and facilities

**Objectives:**

- Design schools to encourages public access
- Build a world class Olympic training center
- Create alternative training facilities, i.e. on vocational trades

**Goal:** Improve public facilities

**Objectives:**

- More swimming pools
- Create scenic walkways and bikeways
- Bring Target, Office Depot, clothing stores and financial services to the community

*From Euclid PLACE<sup>3</sup>S Revitalization Program:*

- Fill the gaps in commercial and public services
- Improve recreational facilities
- Neighborhood parks (behind Langley site on Euclid and Imperial & Valencia Parkway)

- Provide places for kids and adults to play and socialize
- Theaters and family restaurants

### **PHYSICAL ENVIRONMENT**

**Goal:** Improve and beautify the existing physical environment

**Objectives:**

- Create walkable streets for the health and safety of pedestrians
- Better lighting
- Resynchronize lights on Euclid to improve traffic flow
- Revitalize the business along Market and Euclid and create new signage
- Create a community identity with signage and coloration
- Signage of business correct and current
- More park-like environment along street-greenery and more community art

*From Euclid PLACE<sup>3</sup>S Revitalization Program:*

- Protect creeks and native open space
- Mixed-use activity center at Market & Euclid and Market & 47<sup>th</sup>
- Density designations (vary by lot size and housing type)
- Chollas Creek restoration, including recreation trail
- Trees and vegetation along all major streets
- Building entrances oriented to pedestrian areas.
- Ethnic architectural themes at Euclid & Market and Euclid & Imperial
- Shade tree planting in new multi-family and commercial developments
- Small scale District Heating/Cooling in new mixed use developments
- Xeriscape landscaping in new developments

- Provide opportunities for children to get involved in neighborhood beautification
- Creating standards for buildings, streets, trees and signage (restrict billboards, above ground wiring, etc.)

## SAFETY AND CRIME

**Goal:** Increase outdoor activity

### Objectives:

- Bring in 24 hr. businesses
- Use amphitheaters
- Provide more public spaces

**Goal:** Promote community pride/responsibility

### Objectives:

- Give good housekeeping awards (onions and orchids) for homes and businesses
- Use billboards to promote local homes and businesses
- Educate media to dispel misperception

**Goal:** Improve sidewalks, streets, and developments for pedestrians

### Objectives:

- Plan for “eyes on the street”
- Provide adequate lighting
- Utilize CPTED - Crime Prevention Through Environmental Design

*From Euclid PLACE<sup>3</sup>S Revitalization Program:*

- Restrict alcohol sales
- Enforce loitering laws at shopping areas and other businesses
- Design new development for safety/security



Malcolm X Library

### **Charrette Three: Planning the Future**

Using the maps of developable areas and existing conditions (including existing land use, the current land use plan, potential areas for development, bus routes, the Chollas Creek concept plan, and steep slopes – see appendix 5 page A-7), participants divided into six groups and drew up land use recommendations for the area.

The groups' proposals form the basis of the Master Plan presented in Chapter 4. The separate group proposals are in appendix 7 page A-10.

### **Charrette Four: Focused Planning Areas**

From the composite plan developed from Charrette Three, areas of special focus called Village Center and Neighborhood Centers were identified. The groups looked at the Village Center and two Neighborhood Centers in more detail, suggesting the types of activities they would like to see in these places, where landscaping is needed, and how circulation could be improved.

The recommendations for the Village Center and Neighborhood Centers are presented in Chapter 5.

### **Charrette Five: Testing the Vision and Implementation**

The last meeting was dedicated to a discussion of the various alternatives, their testing against the goals and objectives, and an analysis of implementation issues. Implementation is discussed in Chapter 7.



## IV. Euclid-Market Master Plan

The ideas expressed in the Euclid-Market Master Plan come from three sources:

- the desires of the community as expressed in group meetings and charrettes
- the existing and proposed developments for the area
- the past land use plans and design guidelines

After the plan was created from a synthesis of the Charrette plans, it was revised to reflect current developments in the proposal process. The school district, park and recreation department, and private developers were consulted in order to include their plans for the area.

The final process was to compare the new land use proposals with current and past plans. These include projects summarized in Chapter 2:

- *Southeast San Diego Community Plan (appendix 2 page A-4)*
- *Euclid PLACE<sup>3</sup>S Revitalization Program(appendix 3 page A-5)*
- *Chollas Creek Enhancement Program (appendix 4 page A-6)*
- Market Creek Plaza
- *City of Villages Draft Plan*

By comparing the proposed Euclid-Market Master Plan with the *Southeast San Diego Community Plan* and the *Euclid PLACE<sup>3</sup>S Revitalization Program*, areas overlooked and areas of conflict were discovered. The community residents did not have time to discuss every parcel of land in the neighborhoods, and it is assumed the areas overlooked were non-controversial and the current land use is acceptable. Areas of conflict will be discussed individually in the rest of this chapter and the reasoning behind the final land use decisions will be explained.

## Master Plan Overview

The Euclid-Market Master Plan, as derived from community-based design, current and future projects, and past plan recommendations, consists of a Village Center located at the intersection of Euclid and Market and Neighborhood Centers at Market and 47<sup>th</sup>, Euclid and Imperial, Euclid and Logan, and Euclid and Division.

### Village Center and Neighborhood Centers

The Village Center and Neighborhood Centers are the activity cores of the community, providing jobs, services, retail, and housing in well-planned, visible, and accessible areas. As the centers develop and increase in activity, the corridors linking these centers (Euclid Avenue, Market Street, Imperial Avenue, Logan Avenue, and 47<sup>th</sup> Street) also will need special consideration. Commercial and office land uses will be concentrated in the Village and Neighborhood Centers.

### Housing

Housing should be of highest density in the Village and Neighborhood Centers, decreasing in density while transitioning into the existing single-family residences.

### Manufacturing

Manufacturing should be concentrated along the trolley line east of Euclid Avenue and not in the Village Center. Manufacturing should also be integrated into the community by including job training, improved landscaping, and possible retail outlets as a part of their facilities.

### Parks and Open Space

There is a need for more parkland in the area and not much open land available. Suggestions to improve this situation include redefining lots near schools for joint school and park use,

improving access to existing open space, and creating community-run and maintained pocket parks.

### Schools

A comprehensive plan for school facilities is needed for the area. Lincoln High School is currently forming expansion plans, but much more school space is needed, especially if new developments encourage population growth.

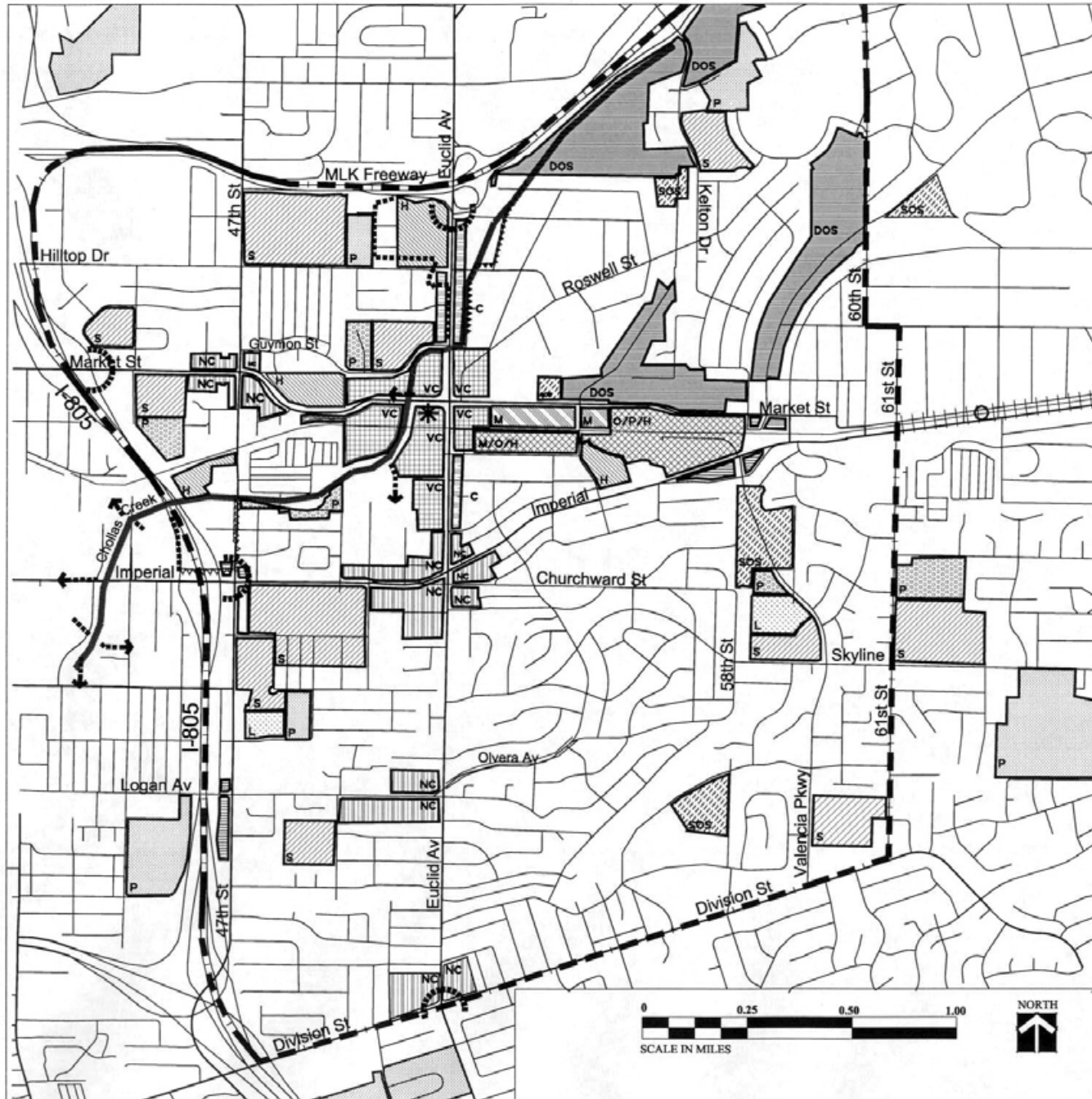
### Urban Design

The Euclid-Market Master Plan also suggests locations for urban design elements such as gateways and pedestrian linkages. Gateways are located at entrances to the Euclid-Market neighborhoods: at Interstate 805 at Imperial and Market, Euclid at Division and the MLK Jr. Freeway. Signage at these points should be designed to reflect the individual neighborhood as well as identifying the area as part of the larger Euclid-Market community. Pedestrian trail linkages suggested in the *Chollas Creek Enhancement Plan* are included in the plan.

The designations of Village Center, Neighborhood Center, Corridors, Housing, Manufacturing, Parks/Open Space, and Schools will be further explained and compared to the *Southeast San Diego Community Plan* and *Euclid PLACE<sup>3</sup>S Revitalization Program* in the rest of the chapter.

The Euclid-Market Master Plan does not rezone property, authorize the taking of private property, or establish new development regulations or ordinances. The plan is intended to serve as the basis for potential amendments to the *Southeast San Diego Community Plan*.

## Euclid-Market Master Plan



### LEGEND\*

-  **Village Center**  
Community core with mixed uses including retail, office, open space, and housing.
-  **Neighborhood Center**  
Smaller-scale community core with mixed uses including small retail, office, open space, and housing.
-  **Corridor**  
Transition area between Centers and existing residential neighborhoods. Mixed use is primarily housing but includes small businesses.
-  **Housing**
-  **Manufacturing**
-  **Commercial**
-  **Proposed Park**
-  **Multiple Proposed Uses**  
Groups proposed different uses for this land.  
O = Office      M = Manufacturing  
H = Housing      P = Parkland
-  **School**
-  **Existing Park**
-  **Dedicated Open Space**
-  **Designated Open Space**
-  **Leased Parkland**
-  **Pedestrian Trails**
-  **Gateways**
-  **Chollas Creek**
-  **Trolley Station**
-  **Study Boundary**



\* Unmarked areas reflect no change in land use recommendations





## Village Center



Example of a Village Center

The Village Center is an active social hub where people come from the four neighborhoods and beyond to participate in cultural events, to use the services offered, to shop, to eat, and to work.

Village Center designation implies certain land uses and transportation recommendations. Each of the listed activities has a corresponding land use – public service, offices, commercial, and public open space – all which should be included in the Village Center.

Because of the many activities offered, the Village Center will also be an attractive place to live. Apartment and condominium housing should be a part of the mixed-use center. Because people come from the entire surrounding community, transportation is also an important element in the Village Center. Access to the Village Center from public transportation, biking, walking, as well as by car, needs to be convenient and pleasant.

A Village Center addresses many of the community's goals and objectives as defined in the Planning Circles and Charrettes. It can attract new businesses, create local jobs, improve access to public facilities, increase pedestrian safety, and improve the existing physical environment. But, for these goals to be

realized, the Village Center must be carefully planned with economic feasibility, clear urban design guidelines, and equitable development standards in mind.

Groups selected the intersection of Euclid Avenue and Market Street to be the location for the Village Center.

The trolley stop, connecting bus lines, and Euclid and Market streets themselves make the place easily accessible. Potential for bike and pedestrian trails exist along the roads as well as along the nearby Chollas Creek.

Many new services are developing near the intersection. Facilities such as the Malcolm X Library, the Elementary Institute of Science (EIS), the Tubman-Chavez Cultural Center will all become important anchors in the Village Center. New commercial developments such as those included in the Market Creek Plaza will complement the services and provide new jobs.



Market Creek Plaza

In Charrette Four, two groups of community residents developed further land use and streetscape suggestions for the Village Center. These will be described in detail in the next chapter.

## Previous Plans

Other plans have also recognized the importance of this intersection. The *Chollas Creek Enhancement Plan* states that the intersection is a “strategic point of community revitalization in Southeastern San Diego”, and the *Euclid PLACE<sup>3</sup>S Revitalization Program* designates it as one of its two “key activity centers”. SEDC’s *Southeastern San Diego Commercial Corridor Urban Design Guide* labels it the “town center” and “heart” of the community.

The *Southeast San Diego Community Plan* recommends commercial uses for the west side of Euclid Avenue and industrial parks for the east side, except for the parcels including the Malcolm X Library, EIS, and the Tubman-Chavez Center. Parcels along Market Street west of the Chollas Creek corridor are also zoned industrial.



Elementary Institute of Science

The *Euclid PLACE<sup>3</sup>S Revitalization Program* recommends multi-family residential, low-rise office, and commercial uses for the northwest corner of Euclid and Market; mixed retail, multi-family residential, and a vo-tech center on the southwest; and to the east of Euclid retaining the existing services and adding more multi-family residential and commercial uses. Light industrial is located to the east of the Tubman-Chavez Cultural Center.

The *City of Villages Draft Plan* designates the Euclid-Market intersection as a Neighborhood Village Center, “a neighborhood or community-oriented area where local commercial, office, and multifamily residential buildings are intermixed or in relative proximity to each other, including some buildings with office or residential over commercial. Contains public gathering spaces and civic uses. The clustering of uses maximizes walkability and supports transit.” It recommends medium to high density (45 to 75 units per acre) housing in the area.



Euclid Avenue Trolley Station

## Conclusion

The diversity of current uses at Market and Euclid suggests a Village Center designation is appropriate. The concept would work well with the existing services and transportation facilities. The diversity of land use in the *Euclid PLACE<sup>3</sup>S Revitalization Program* supports these ideas, as do future plans as reflected in the *City of Villages Draft Plan* and SEDC’s *Southeast San Diego Commercial Corridor Urban Design Guide*. There is concern, though, that the current industrial zoning does not fit within the Village Center idea. Industry should be located nearby, for access to transportation and other services, but it does not belong in the community center.

Euclid Market Master Plan



## Neighborhood Centers



Example of a Neighborhood Center

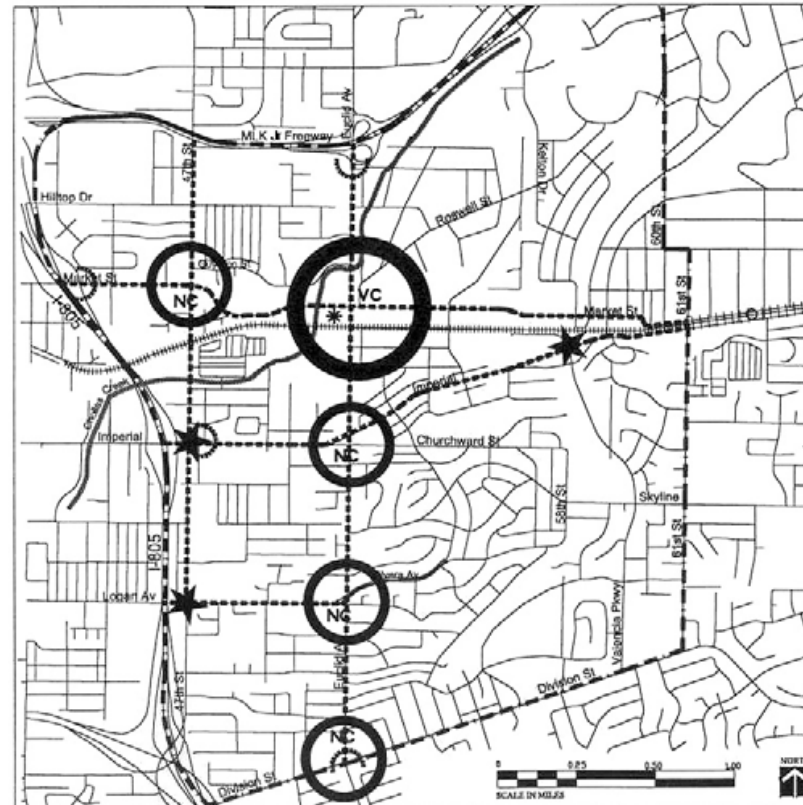
Like the Village Center, Neighborhood Centers are also places of living, shopping, eating, and gathering, but on a smaller scale. These areas are expected to attract people from the immediate neighborhood, hopefully within an easy walk of the services. Services should provide for the daily needs of the residents. Some examples of uses are: affordable housing, beauty salons and barber shops, convenience stores, laundromats, day care, copy shops, small grocery stores, and family restaurants.

As with the Village Center, Neighborhood Centers further the community's goals and objectives by supporting local businesses and providing jobs, encouraging pedestrian activity, and improving the physical environment. But also, successful Neighborhood Centers depend upon intelligent economic planning and well-developed design guidelines, in addition to new land use designations.

Neighborhood Centers are proposed for four intersections: 47<sup>th</sup> and Market, Euclid and Imperial, Euclid and Logan, and Euclid and Division. These intersections are highly visible areas of the

community, along major streets and bus routes with existing retail development and some housing.

Two of the proposed Neighborhood Centers (47<sup>th</sup> and Market, Euclid and Imperial) were the subject of Charrette Four. These areas are discussed in more detail in the following chapter.



Conceptual Plan



Market Street and 47<sup>th</sup> Street

## Neighborhood Center 1: 47<sup>th</sup> and Market

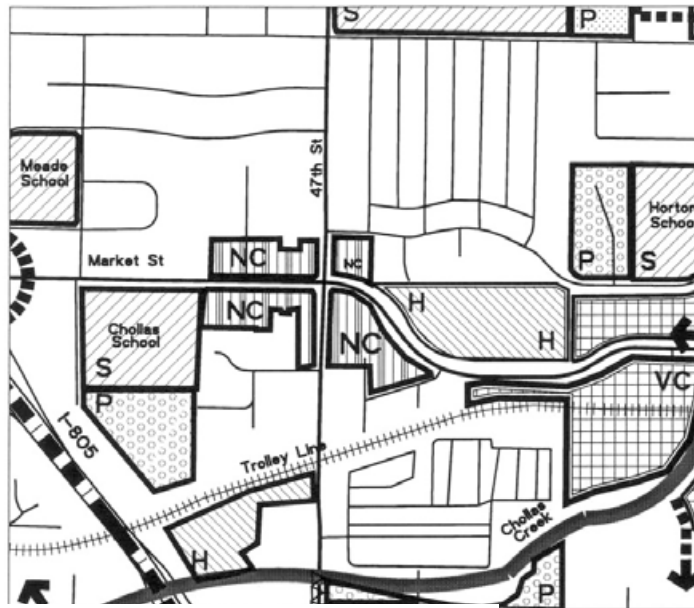
As the first major intersection one experiences when entering the area from west Market Street or I-805, a Neighborhood Center at Market and 47<sup>th</sup> could serve as an entry to the community as well as an active commercial center.

The *Southeast San Diego Community Plan* designates the corner primarily for commercial use, surrounded by low to medium density residences. Although not as mixed in uses as the proposed Neighborhood Center plan, the interface of commercial and housing uses could be the beginning of a Neighborhood Center on this intersection.

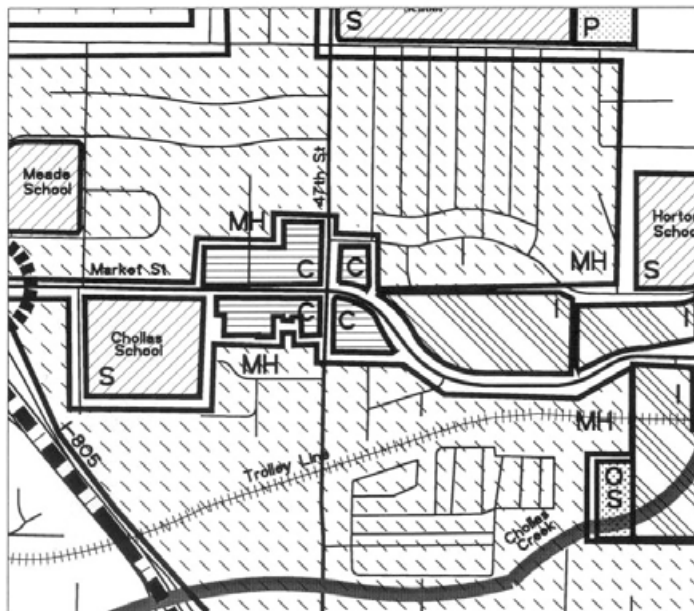
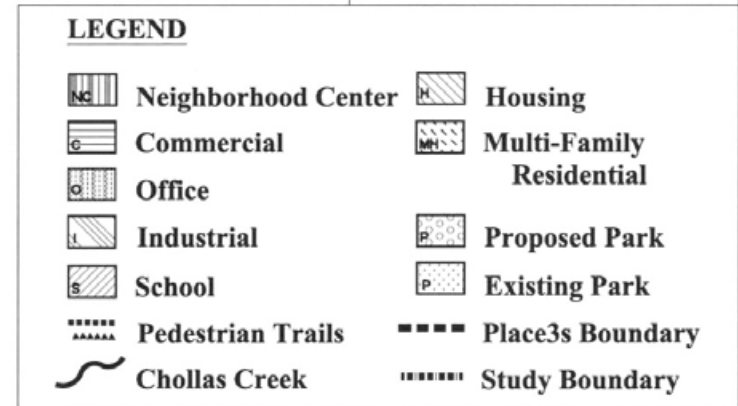
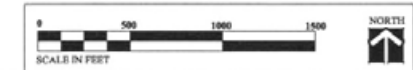
The *Euclid PLACE<sup>3</sup>S Revitalization Program* chose the intersection as the second “key activity center” in the area. The program planned for several uses on the corner, including multi-family residential, office, and commercial.

The *City of Villages Draft Plan* proposes that this area contain a Neighborhood Village Center and Future Village with medium density housing (30 to 45 units per acre).

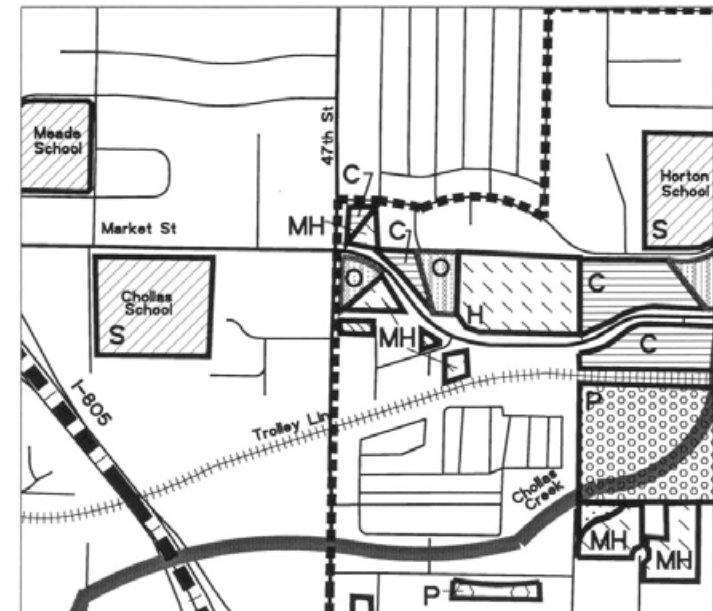
**Neighborhood Center 1:  
 47<sup>th</sup> and Market**



Euclid Market Master Plan



Southeast San Diego Community Plan, 1987



Euclid PLACE3S Plan, 1998



St. Rita's at Euclid and Imperial

## Neighborhood Center 2: Euclid and Imperial

The Euclid and Imperial intersection is another highly visible intersection with potential to become a Neighborhood Center. The *Southeast San Diego Commercial Corridor Urban Design Guide* calls special attention to this intersection as the “Commercial Center at Euclid & Imperial”.

The *Southeast San Diego Community Plan* designates the west side of Euclid as commercial with multifamily residential immediately to the west. The east side, with the exception of one commercial parcel on the northeast corner, is designated as multifamily and single family residential.

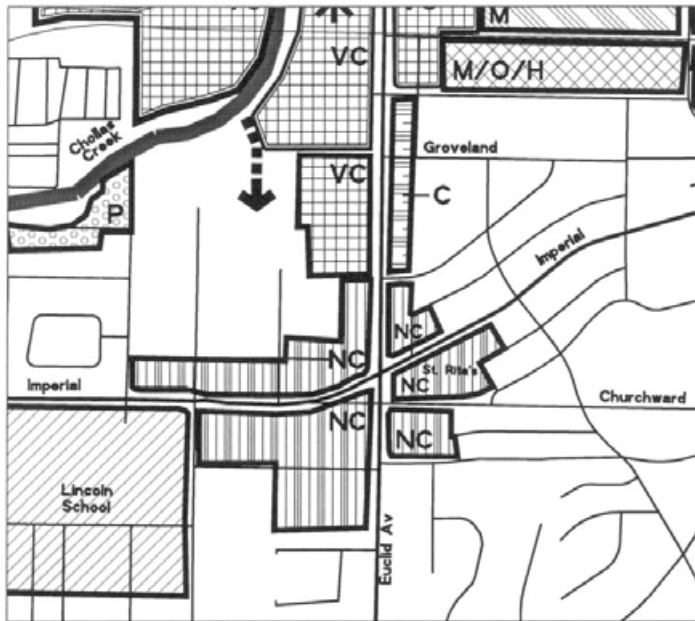
The *Euclid PLACE<sup>3</sup>S Revitalization Program* addresses only the northern half of the intersection and locates mostly commercial uses at the intersection with some multi-family housing near-by.

The area along Euclid from Imperial north to Market Street is also a proposed Neighborhood Village Center in the *City of Villages Draft Plan* with recommended housing density of 30 to 45 units per acre.

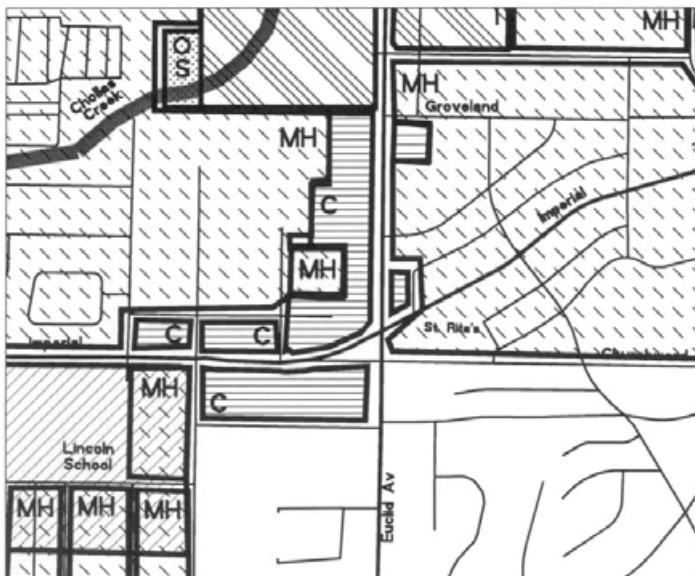
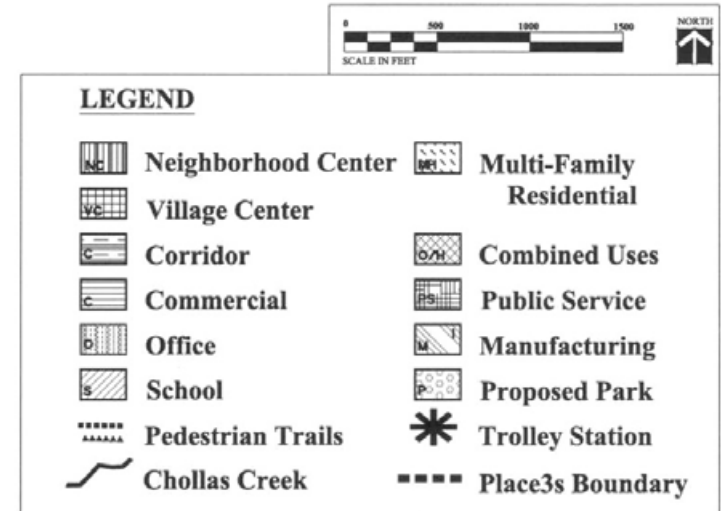
Encouraging more activity, such as mixed use or multi-family housing, on both sides of Euclid will bring the neighborhoods closer together and develop a clearer sense of place.



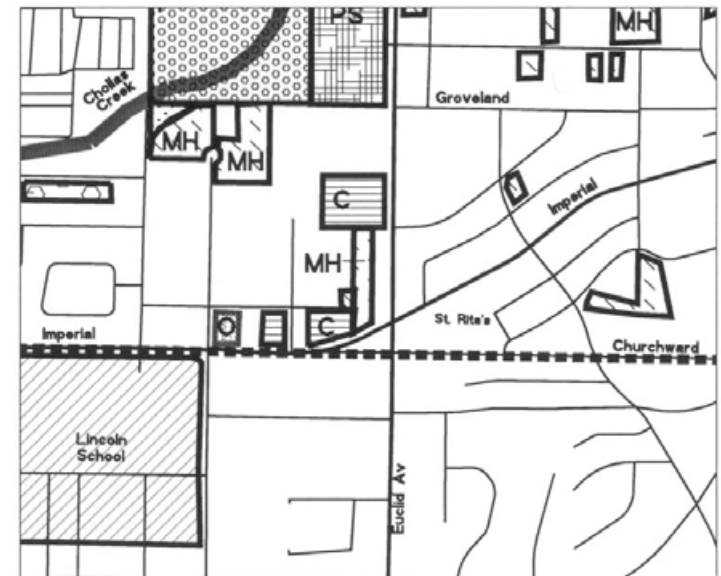
**Neighborhood Center 2:  
 Euclid and Imperial**



Euclid Market Master Plan



Southeast San Diego Community Plan, 1987



Euclid PLACE3S Plan, 1998

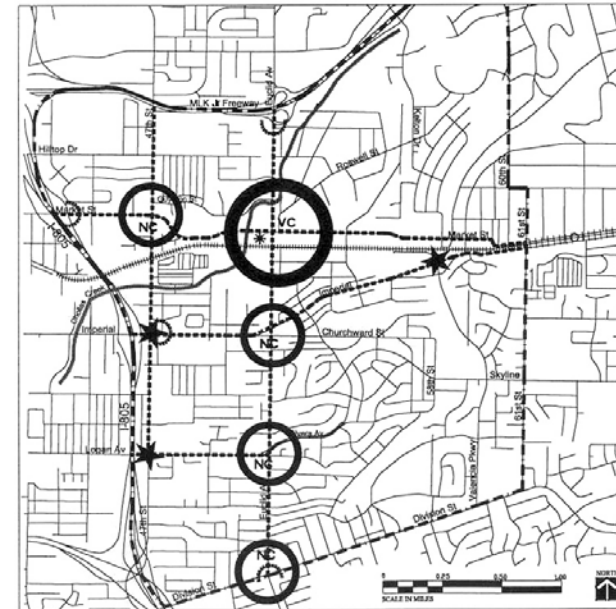
## Neighborhood Centers: Euclid and Logan/Euclid and Division

The two intersections of Euclid and Logan and Euclid and Division also have existing commercial uses and a surrounding housing density that could support Neighborhood Centers. The corner of Division and Euclid, although officially a part of National City, is important as an entrance into the community. The northern half of Division and Euclid is zoned commercial and contains an existing shopping center.

Existing commercial zoning can be potential locations for future community centers. Some intersections with existing commercial uses that might eventually become centers in the community are:

- Imperial and 47<sup>th</sup>
- Logan and 47<sup>th</sup>
- Valencia and Imperial

It would be difficult to develop the intersections on 47<sup>th</sup> Street as high-activity Neighborhood Centers because of the potential conflicts between pedestrians and interstate traffic. But, by keeping the current commercial zoning and creating design recommendations for these specific intersections, these places could become key community focal points.



Conceptual Plan

## Corridors



Example of a Corridor

With increased activity at the Village Center and Neighborhood Centers, the streets connecting these centers (Market, Euclid, 47<sup>th</sup>, Logan, and Imperial) will also increase in activity. In addition to new design guidelines, land uses and densities along these corridors should be compatible with the new Centers’.

Corridors should be a transition between the high-activity Village and Neighborhood Centers and the existing single-family residences in the neighborhoods. Corridors should have a mix of housing and small businesses, with more emphasis on housing. Housing should be of higher density than that of the surrounding neighborhood but less dense than in the Village and Neighborhood Centers; town house-type residences would be appropriate.

There are plans to widen Market Street between Euclid and 32<sup>nd</sup> and to widen 47<sup>th</sup> Street between Market and Imperial. Adding extra lanes to these corridors does not necessarily relieve congestion and actually goes against the community’s goals of creating a pedestrian friendly environment. Street widening should be put on hold until the next process of developing urban design guidelines is completed.

The guidelines can study in depth alternatives that might improve traffic flow while keeping the streets safe for pedestrians.

Euclid Avenue between the MLK Jr. Freeway (SR-94) and Imperial is an important corridor through the Euclid-Market neighborhoods. The vision is to create a street lined with medium density housing (such as town houses), mixed-use, and commercial buildings (including office spaces). The existing single-family homes do not fit well with the increased activity proposed for this corridor. Care must be taken not to displace residents, but when development opportunities occur, more intense activity should be encouraged. The channelized section of Chollas Creek along Euclid limits access and the type of development that can occur along Euclid. Improvement to this section will begin with an arts project along the creek area as proposed by the *Chollas Creek Enhancement Program*. Also, street improvements and beautification programs should be implemented along Euclid Avenue.

The *Euclid PLACE<sup>3</sup>S Revitalization Program* encouraged changing parcels from single-family to multi-family housing along the Euclid corridor. The *Southeast San Diego Commercial Corridor Urban Design Guide* recommends creating a “Euclid Avenue Commercial Corridor”, a “grand boulevard connection” between the MLK Jr. Freeway (SR-94) and Imperial, but current land use designations of single family residences do not correlate with this vision.

## Housing



Small lot homes

Housing is a major concern of residents of the Euclid-Market community. With the area's proximity to downtown and with the rising housing prices throughout the county, residents of the Euclid-Market area are concerned about increased rents and housing prices. Residents suggested increasing the supply of affordable housing and increasing community control over lending procedures as some ways to address housing concerns.

Housing also needs to be considered in relationship to transportation, jobs, and services. This Euclid Market Master Plan recommends higher density housing such as apartments and condominiums at the Village Center and Neighborhood Centers and medium density such as townhouses along the corridors between the centers. Housing would decrease in density as one moves away from the Centers into the existing single-family residences. Adequate public facilities such as schools and parks must be planned for in conjunction with any increase in housing density.

The Master Plan reflects three proposed housing developments. The first [1], near the Euclid exit from the MLK Freeway (SR-94) consists of town houses, 6plexes, and 8plexes. Although community participants expressed interest in developing the site as a large retail store or hotel, the plan reflects the current development proposal. The second [2] along Market just east of 47<sup>th</sup> is zoned for industrial use, but plans are in discussion for a housing development. The third [3] is mobile home site that will be converted into another housing development.

The fourth site [4] is the current trolley station off of 47<sup>th</sup> St. near the I-805. This trolley station is not easily accessible and has low visibility; therefore it is not well-used. It is recommended that the trolley site

and street be redesigned to maximize use, meet anticipated needs for future use of the trolley site, and include transit-oriented housing.

The *Southeast San Diego Community Plan* concentrates medium to high density housing (15 to 30 units per acre) in the Lincoln Park neighborhood. Low to medium density (0 to 15 units per acre) predominates in the other neighborhoods. The density in the Lincoln Park neighborhood supports the commercial uses at surrounding intersections and the proposed Neighborhood Centers, but higher density housing such as apartments and condominiums should be concentrated around Centers and Corridors instead of within blocks in order to activate streets, unify the area, and preserve the existing single-family residential character of the neighborhoods.

The *Euclid PLACE<sup>3</sup>S Revitalization Program* recommendations are similar to those suggested in this Master Plan. They add multi-family residences as a transition between existing single-family neighborhoods and the activity centers (Euclid and Market, Market and 47<sup>th</sup>), with the highest density housing located near the trolley station at Euclid and Market.

### Approximate Housing Densities for Housing Types

Housing Type	Approximate Density (units per acre)
Apartment/Condominiums in mixed-use areas	24 - 45
Townhomes and Small Lot Single-Family Homes	10 - 18
Single-Family Residences	6 - 8

(from: City of San Diego, *Market Analysis of Encanto*, 2002)

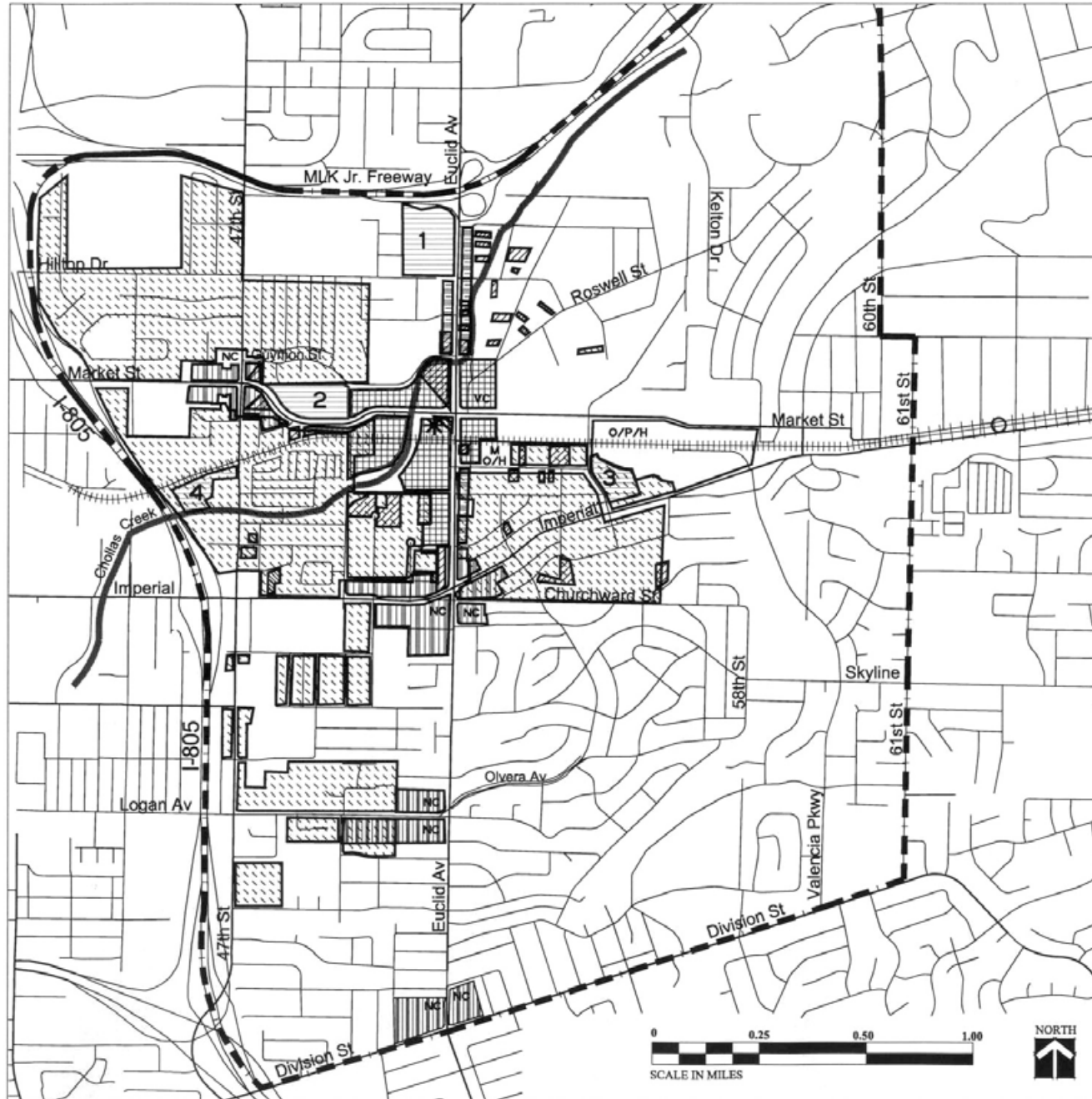
RTKL/Paris Rutherford

Town Homes (10-18 units per acre)













Apartments - 30 dwelling units per acre

## Residential Land Use



Proposed Housing Types	
Village Center	Apt/Condo
Neighborhood Center	Apt/Condo/ Townhouses
Corridor	Townhouses
1	Townhouses/Apts
2	Townhouses/Apts
3	Townhouses
4	Townhouses

**LEGEND**

-  **Village Center**  
Mixed use including medium-high residential density
-  **Neighborhood Center**  
Mixed use including medium residential density
-  **Corridor**  
Mixed use including low-medium residential density
-  **Proposed Housing Developments**
-  **PLACE3S Multifamily Housing**
-  **Community Plan Multifamily Housing**
-  **Multiple Proposed Uses**
-  **Chollas Creek**
-  **Trolley Station**
-  **Study Boundary**

## Manufacturing / Industrial



Industry along Market Street

Industrial development is important to the economic health of the Euclid-Market community. Including industrial uses in a land use plan helps promote economic diversity and supports local job creation. However, the location of industrial land use needs to be rethought and redefined in order for industries to become more of an asset to the community.

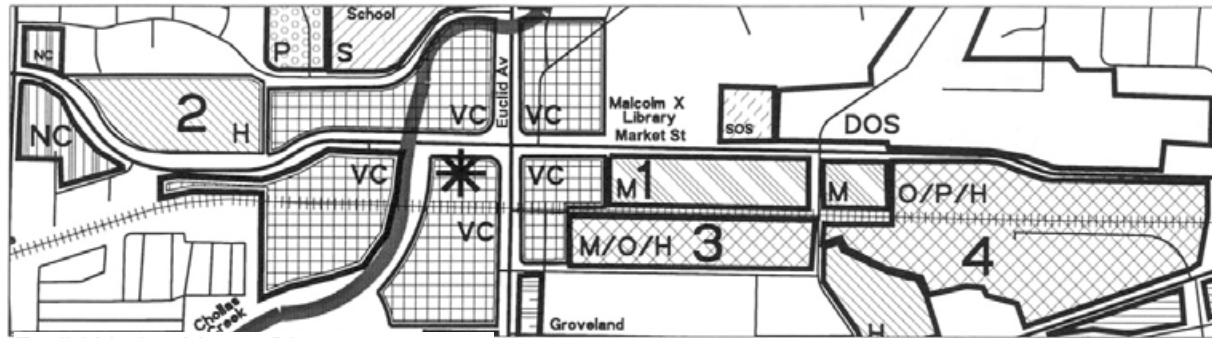
Residents suggested making industry more a part of the community through job-training partnerships, connected retail outlets, and by treating the areas as “campus-like” settings with pedestrian connections and enhanced landscaping. These ideas should be developed further in urban design guidelines. A pedestrian link over the trolley line needs to be implemented to connect these areas.

Industry should be located near transportation centers but not directly in the core of the community. Industrial development along Market should be concentrated to the east of Euclid and the trolley station. The location to the east of the Tubman Chavez Cultural Center [1] is close to the trolley line but does not directly face the Euclid-Market intersection. This plan, the *Southeast San Diego*

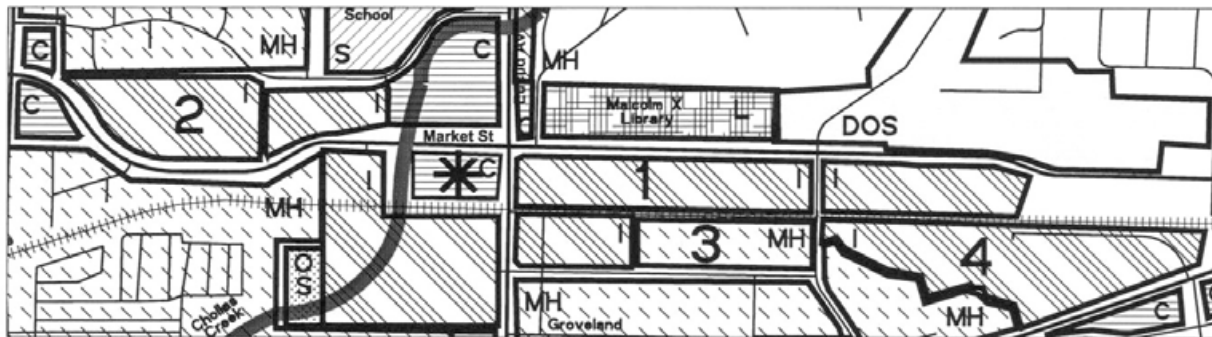
*Community Plan*, and the *Euclid PLACE<sup>3</sup>S Revitalization Program* all zone these parcels as industrial, although this plan extends the Village Center further east to connect with the Malcolm X Library. The areas currently zoned for industrial [2] to the west of Market Creek plaza should become part of the Village Center.

In the community charrettes, groups differed on the recommended land use for two parcels along the trolley line east of Euclid that are currently listed as industrial [3 and 4]

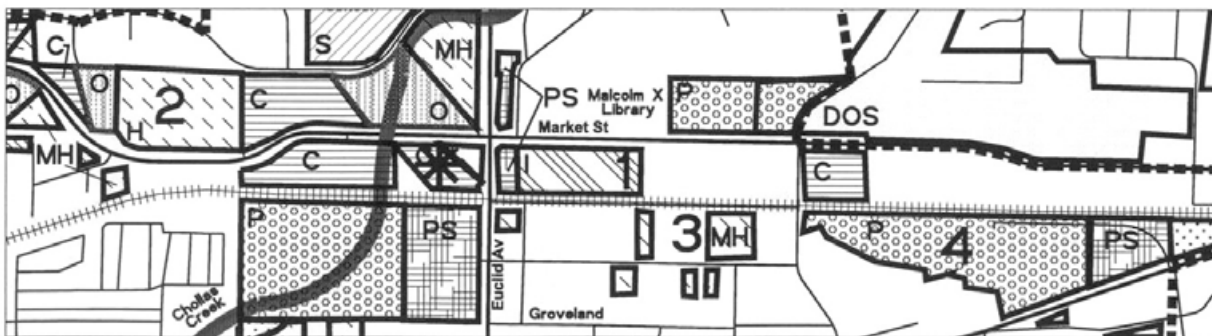
1. The area south of the trolley line east of Euclid [3] is in the *Southeast San Diego Community Plan* as half industrial (near the Euclid-Market intersection) and half housing (near 54<sup>th</sup> Street). The *Euclid PLACE<sup>3</sup>S Revitalization Program* recommends commercial and multifamily residential uses for this area. The community groups suggested three different uses – manufacturing/light industrial, office space, and housing. Further community input and studying economic feasibility should occur to determine the best uses for this area. A combination of the community-suggested uses might be the best solution.
2. The triangular-shaped piece south of trolley east of 54<sup>th</sup> Street, also known as the Potters Tract [4]. The *Southeast San Diego Community Plan* has listed this land industrial while the *Euclid PLACE<sup>3</sup>S Revitalization Program* selected it as location for a large park. The community charrettes came up with three differing ideas: offices, park use, or housing. The site is currently being developed as an industrial park with the U.S. Post Office as its main tenant. The type of industrial use preferred on this site as well as the potential for joint-use park facilities for residents and employees needs to be investigated.



Euclid Market Master Plan



Southeast San Diego Community Plan, 1987



















Euclid Place3s Plan, 1998

## Industrial Land Use



### LEGEND

-  **Village Center**  
Community core with mixed uses including retail, office, open space, and housing.
-  **Corridor**  
Transition area between Centers and existing residential neighborhoods. Mixed use is primarily housing but includes small businesses.
-  **Commercial**
-  **Manufacturing / Industrial**
-  **Public Service / Library**
-  **Office**
-  **Multiple Proposed Uses**  
Groups proposed different uses for this land.  
O = Office      M = Manufacturing  
H = Housing      P = Parkland
-  **Housing**
-  **Multi-Family Housing**
-  **School**
-  **Proposed Park**
-  **Designated Open Space**
-  **Dedicated Open Space**
-  **Chollas Creek**
-  **Trolley Station**
-  **Place3s Boundary**

## Parks / Open Space

According to the city parks division, the Euclid-Market focus area is deficient in parkland by approximately 28 acres. By 2020, as the area's population grows, the projected deficiency of parkland will increase to 42.2 acres. Community residents voiced their desire for improved recreation facilities in the Planning Circles and Goals and Objectives sessions of this process. The following recommendations are based on ideas gathered from community and the Northern Parks Division.



Parks / Open Space

1. Improve existing parks and dedicated open spaces. The area contains two canyons. Although not appropriate locations for active recreation, these areas would be good places for passive recreation, environmental education exhibits, and hiking/biking trails.

Two to four acres could be developed along Market Street east of the Malcolm X Library for walkways and picnic facilities. The Cervantes Canyon Open Space with limited improvements could provide an additional two or three acres of useable land.

A small area along I-805 considered open space in the *Southeast San Diego Community Plan* is currently a dirt lot. Although its location does not recommend it for an active park, landscaping could be enhanced on this parcel.



Chollas Creek at Market Creek Plaza

2. Form joint-use agreements with schools to open up and develop adjacent lots for community park use after school hours. Proposed joint-use parks include:
  - open space adjacent to Horton Elementary School
  - existing park at Chollas Elementary School

- undeveloped land south of Chollas Elementary
- existing park at Gompers Middle School
- existing fields at O'Farrell Middle School
- land adjacent to the existing Valencia Park joint-use area.

The Encanto Neighborhoods Community Planning Group has recommended recently that Meade Elementary be relocated south of Chollas Elementary and the former Meade site be used as a neighborhood park.

3. Implement the *Chollas Creek Enhancement Plan's* recommendations for trails and linkages along the creek corridor. The parcel [3] directly to the east of 47<sup>th</sup> Street owned by the city water department could be leased for the creation of trails and other uses. This parcel has been recommended for park use even as far back as the *Project First Class* report.
4. A new, active use park was suggested by the *Euclid PLACE<sup>3</sup>S Revitalization Program* for the Potter's Tract site. As stated in the industry section, this parcel of land is under development as an industrial park but parts of it could be used as shared park space.
5. Miniparks and enhanced open space areas have high maintenance costs. But small plazas and open spaces should be included in Village Center and Neighborhood Center developments, perhaps maintained by businesses or land owners in the Centers. Small open lots in the neighborhoods could be adopted and maintained by the community for pocket parks and community gardens.
6. Study the possibility of creating a swimming pool/recreation facility in the area. The location of such a facility should be easily accessible from the local schools.



### Schools, Parks, and Open Space



**LEGEND**

- Proposed Park**
- Place3s Proposed Park**
- School**
- Existing Park**
- Dedicated Open Space**
- Designated Open Space**
- Leased Parkland**
- Pedestrian Trails**
- Chollas Creek**
- Trolley Station**
- Study Boundary**

## Schools

### Elementary, Middle, and High Schools

While the northern area of the City of San Diego is anticipated to have the fastest growing school-age population, the San Diego Unified School District's *1999-2013 Long-Range Facilities Master Plan* (LRFMP) reflects that Lincoln and Morse High Schools, the primary high school attendance areas that serve students in the Euclid-Market focus area, are two of the four attendance areas projected to have the largest growth in the district. The Hoover/Crawford and San Diego High School attendance areas, both of which immediately border the Morse and Lincoln boundaries, are the other two regions expected to have the largest growth.

The school district plans to accommodate 3,000 students at the rebuilt Lincoln High School, for which planning is currently underway. It is imperative to note that the plan for an expanded population at Lincoln is merely to reduce overcrowding and realign attendance boundaries. It will not meet the need for the projected student population increase. The school district plans to evaluate and plan for additional high school facilities collectively among these four largest growing high school attendance areas since they border one another. The focus on high schools is due to the attendance feeder patterns that the school district has established (elementary schools and middle schools feed into specific high schools). Further review of the LRFMP reflects the same level of projected attendance at the elementary and middle schools within these feeder patterns.

Rather than tackling the unpleasant and expensive prospect of land acquisition to address the projected growth, the San Diego Unified School District will continue to rely upon residents to bus their children, particularly beginning in the middle school grades, to

schools in other areas of the city where there is more developable land at less expense. Since schools are a community focus point, this erodes the social fabric and cohesiveness of a strong community. Neighborhood schools are a necessity, not a nicety.

Another plan under discussion is creating a new elementary school on existing parkland south of Chollas School. As mentioned in the parks section, the possibility of relocating Meade School to this location and converting the current Meade School to parkland is also currently under discussion.

Since current public school facilities in the Euclid-Market focus area cannot accommodate the number of students who currently reside in the community and are more than inadequate for the volume of students that will accompany additional housing, any development proposals addressing housing and density must include simultaneous active planning for school facilities and replacement housing within the community for those residents who will inevitably be displaced by property acquisition for the school facilities. The planning must be collaborative, including residents, representatives from the City of San Diego, and the San Diego Unified School District. In addition joint-use agreements for park space and play fields must be required.

### Other Educational Facilities

Throughout the Planning Circles and Charrettes, participants expressed strong interest in developing educational and training facilities for adults. A shared higher-education campus that could accommodate vocational training and a four-year college was supported. Day care facilities and after-school activities for school children are also highly desired and should be included in plans for the Village and Neighborhood Centers.

## V. Urban Design

This chapter discusses the participants' design ideas for the areas surrounding the intersections of Euclid and Market (Village Center), Market and 47<sup>th</sup> (Neighborhood Center 1) and Euclid and Imperial (Neighborhood Center 2). Design ideas from *Project First Class* and SEDC's *Southeastern San Diego Urban Design Corridor Guide* will also be presented.

The next step after this report is to develop urban design guidelines. Urban design guidelines are a complementary part of the land use planning process. It is difficult to talk about the type of development the community desires without also talking about its quality and how it relates to the rest of the neighborhood. In addition to beautifying and conserving the character of neighborhoods, urban design guidelines also make streets safer, improve pedestrian access, create attractive places for business, and enhance neighborhood pride.

It is hoped that the proposals from the community outlined in this chapter will be a starting point for the development of such guidelines.



## Village Center



Euclid-Market Intersection

Two separate groups developed ideas for the Euclid-Market Village Center. The Village Center proposal (p 53) is a synthesis of their suggestions.

1. Chollas Creek - Groups saw the Chollas Creek corridor as a unifying element in the area, providing pedestrian links from Market Creek Plaza in the south up to a small, proposed park across from Horton School. They also thought the creek area had the potential to become more than just a pathway; it could become a central focus of the area, a place with a “Riverwalk” atmosphere including cafes and other vendors, drawing people from Market Street into their proposed “Community Center”.
2. Community Center - The groups liked the idea of developing the area west of the current Market Creek plaza development as a community center with an open plaza facing the recently-built amphitheater across the creek, ringed by offices, community space (including a senior center), housing, and small business facilities with parking on the west side.
3. Providing access to the community center from the north is a challenge. The trolley line and the change in topography both provide significant

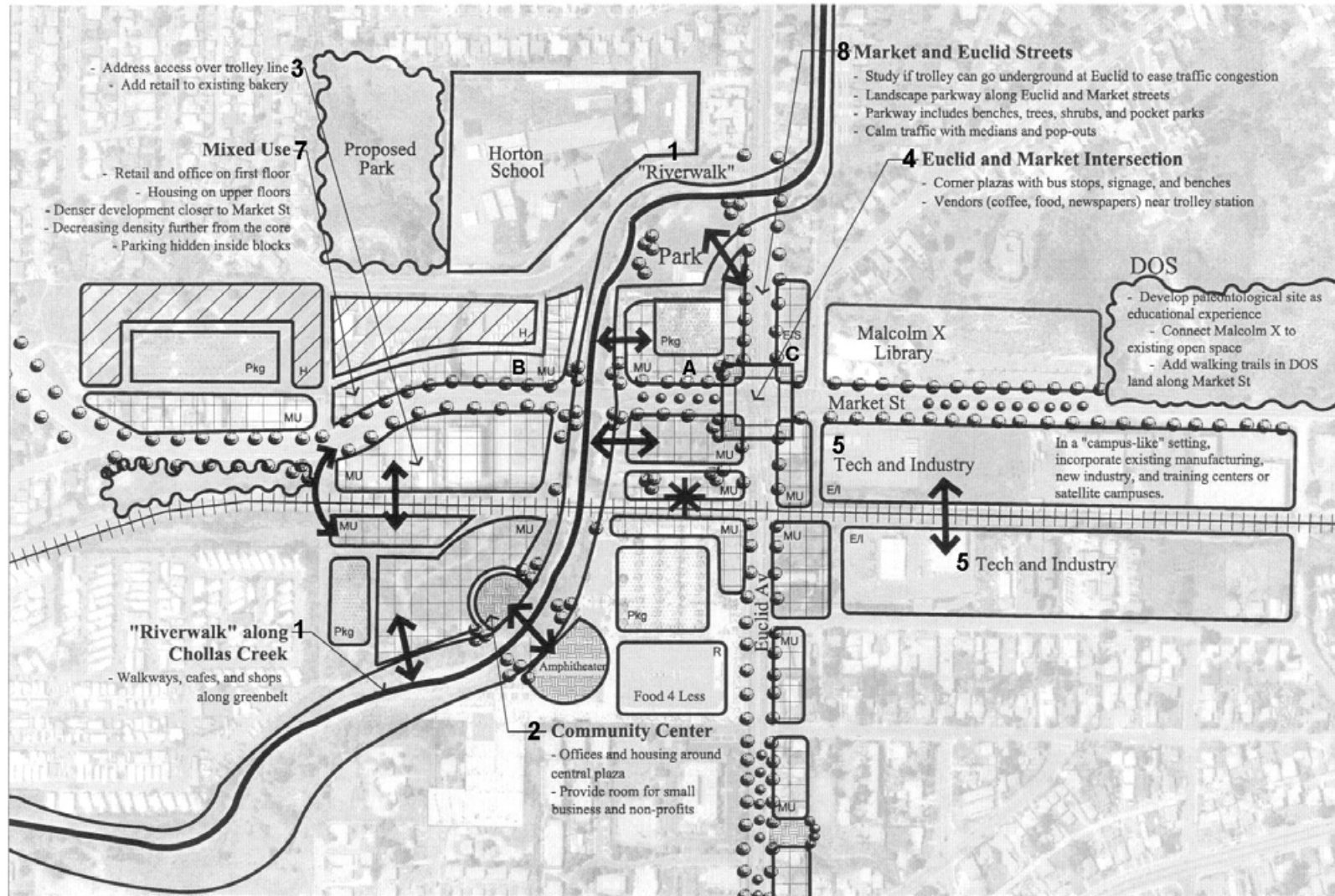
obstacles. One suggestion was to build multi-story buildings on the lot with plaza space on an upper floor that reaches across the trolley line. Another idea was to sink the trolley so that it runs beneath Euclid Avenue. Another possibility is to move the trolley station directly north of this area and incorporate a safe crossing into the station.

On the land directly north of the community center, the community members proposed keeping the existing industry and adding additional services, such as a teen center. Adding retail outlets to the existing industry (especially the bakery) could help make the industrial use more complementary to the surroundings.

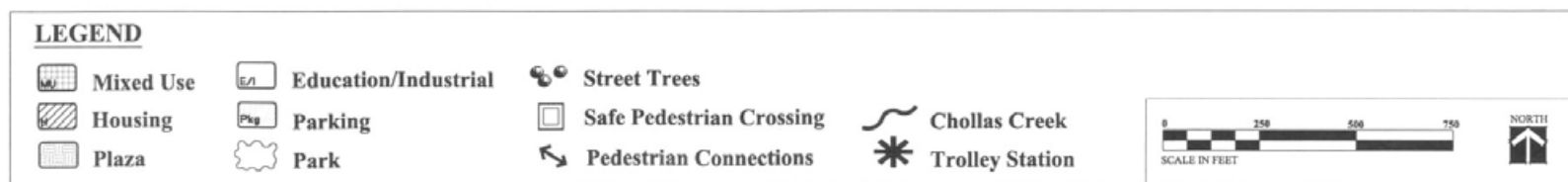
4. The corner of Market and Euclid was recognized as a key center in the area. One group suggested that the corners of this intersection be devoted to small open plaza spaces with benches, landscaping, bus stops and other facilities. Plazas on the corners could frame intersection, give an identity to the Village Center, and provide safe, visible pedestrian crossings. In this area, especially near trolley station, space should be allowed for vendors, a newsstand, coffee shop, or a convenience store to serve people waiting for the trolley and buses.



Chollas Creek



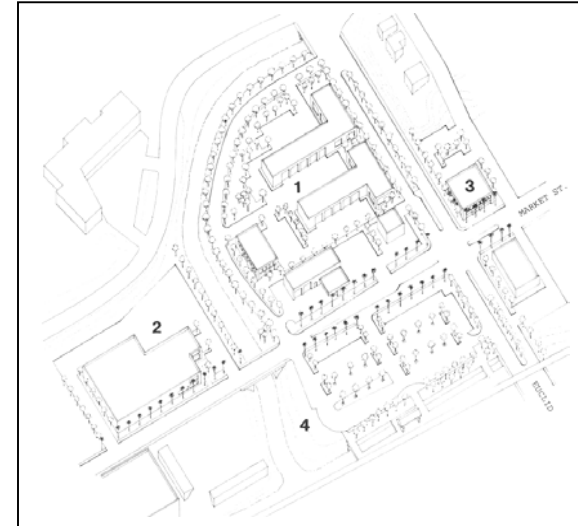
**Village Center at Euclid and Market: Proposals from the Community Charrette**



5. In the industrial area to the east of Market and Euclid, groups saw an opportunity to develop an educational/industrial area. By including existing industry, developing job training programs, starting a satellite campus from a community college or local university, and adding new office space within a park-like campus area, the industrial park could become a primary asset to the community and tie in well to the existing educational and cultural facilities. Again, ways to safely cross the trolley line need to be addressed.
6. The educational and recreational potential of the dedicated open space land to the east of Malcolm X Library could be further developed. With the existing paleontology exhibits, new interpretive signage, and improved trails, the area could be a resource for surrounding schools and residents.
7. Other areas along Market and Euclid were designated as mixed use with commercial and office use facing the street and housing on the upper floors. Parking and more housing would be located behind street-front buildings. The streetscape along both Market and Euclid should be improved with widened sidewalks, street trees, pedestrian pop-outs at the intersection, and a landscaped median along Market Street.



Paleontological Exhibit Area

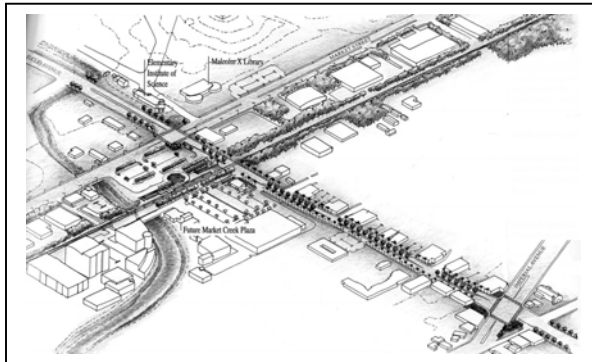


*Project First Class*, Euclid and Market Intersection

### Previous Plans

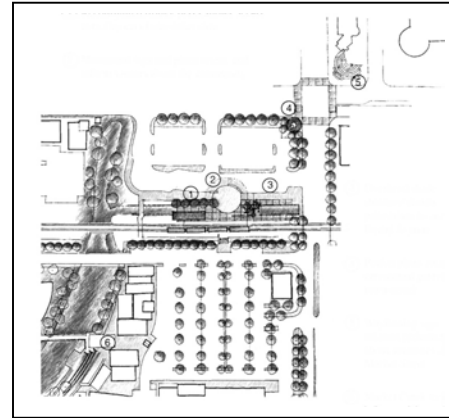
*Project First Class* suggested uses for three potential private development sites at the Euclid-Market intersection, as well as joint development ideas at the trolley station parcel. It recommended that the northwest corner (site A on page 51) be an auto service park, where people could leave their cars for service and ride the trolley to work. It also suggested strong landscape design and possibly other neighborhood commercial services on the lot. On the land north of Market Street west of Chollas Creek (site B on page 51), it recommended a light industrial building; and on the northeast corner of the intersection (site C on page 51), it recommended a small office building, due to the size constraints of site. Commercial uses with low parking demand such as a newsstand, convenience markets, automated banking, postal shop, or restaurant/café could be added to the trolley station area, although some of the existing parking would have to be relocated.

Most of these suggestions are outdated. They were made before the existing cultural and educational services developed around the intersection. Yet, the recommendation for the trolley area is similar to current community suggestions and should be noted.



The *Southeast San Diego Commercial Corridor Urban Design Guide* recognizes the “Town Center at Euclid Avenue and Market Street” as a community node. It suggests creating links to all points of interest in the immediate area, a plaza next to the trolley station with signs about the area’s history and attractions, and a pocket plaza at the southwest corner of Euclid and Market intersection.

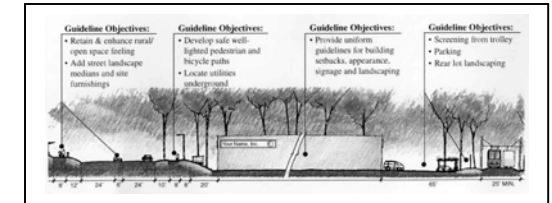
The *Southeast San Diego Commercial Corridor Urban Design Guide* also recommends developing the area east of Euclid Avenue as the “Market Street Commercial Industrial Corridor”. It sees this area as a commercial industrial park with a rural character and pleasant walking environment. Among the recommendations are: adding street medians and site furnishings, providing safe, well-lighted pedestrian and bicycle paths, creating design guidelines for buildings, and screening the area from the trolley line and parking lots.



*Southeast San Diego Commercial Corridor Urban Design Guide, Town Center Plan*

The *Southeast San Diego Commercial Corridor Urban Design Guide* design ideas reflect current developments and respond to the character of the area. They also are similar to the community member’s suggestions for the Euclid-Market intersection as well as for the Market Street educational/industrial area. But the land use designations of strictly industrial and commercial uses in the Community Plan reflect more the ideas generated from *Project First Class*.

The current development around the area indicates that the vision of creating a Village Center at the corner of Market and Euclid is a practical one. This plan hopes to work with these new developments. Market Creek Plaza on the area south of the trolley station is a 20-acre commercial and cultural center designed and built by community teams in collaboration with the Jacobs’ Center for NonProfit Innovation. The current development includes a grocery store, an amphitheatre, community gardens, and creek restoration. Further development plans should consider the ideas and issues brought up in this charrette.



*Southeast San Diego Commercial Corridor Urban Design Guide, Market Street Commercial Industrial Corridor*



Market Creek Plaza Site Plan

## Neighborhood Center 1



Market and 47th

Charrette participants considered the intersection of Market and 47<sup>th</sup> streets an important entrance to the entire Euclid-Market area and an important area for children, due to the schools nearby.

1. The community group proposed mixed-use development along the streets in the southwest and northeast quadrants. This mixed use would include office, retail, and housing. Suggestions for retail uses included a 24-hour pharmacy, a family restaurant, and activities for children.
2. Single-family housing would be located behind the mixed-use, have alley access, and be designed to respect the topography of the surroundings.
3. The group was divided on what use belongs on the vacant lot at the southeast corner of the intersection.

One half thought the central location would be well-used as an education center. The education center would be a three to four story building

with after-school activities for children as well as adult classes and preschool facilities. Locating the education center at the intersection makes it a focal point in the community, and it would be accessible from several schools.

The other half of the group thought the space would be a good location for a family restaurant, using the existing liquor license for the site. They would place the education center in the mixed-use development along Market Street next to the Chollas School, Child Development Center, and the joint-use park.

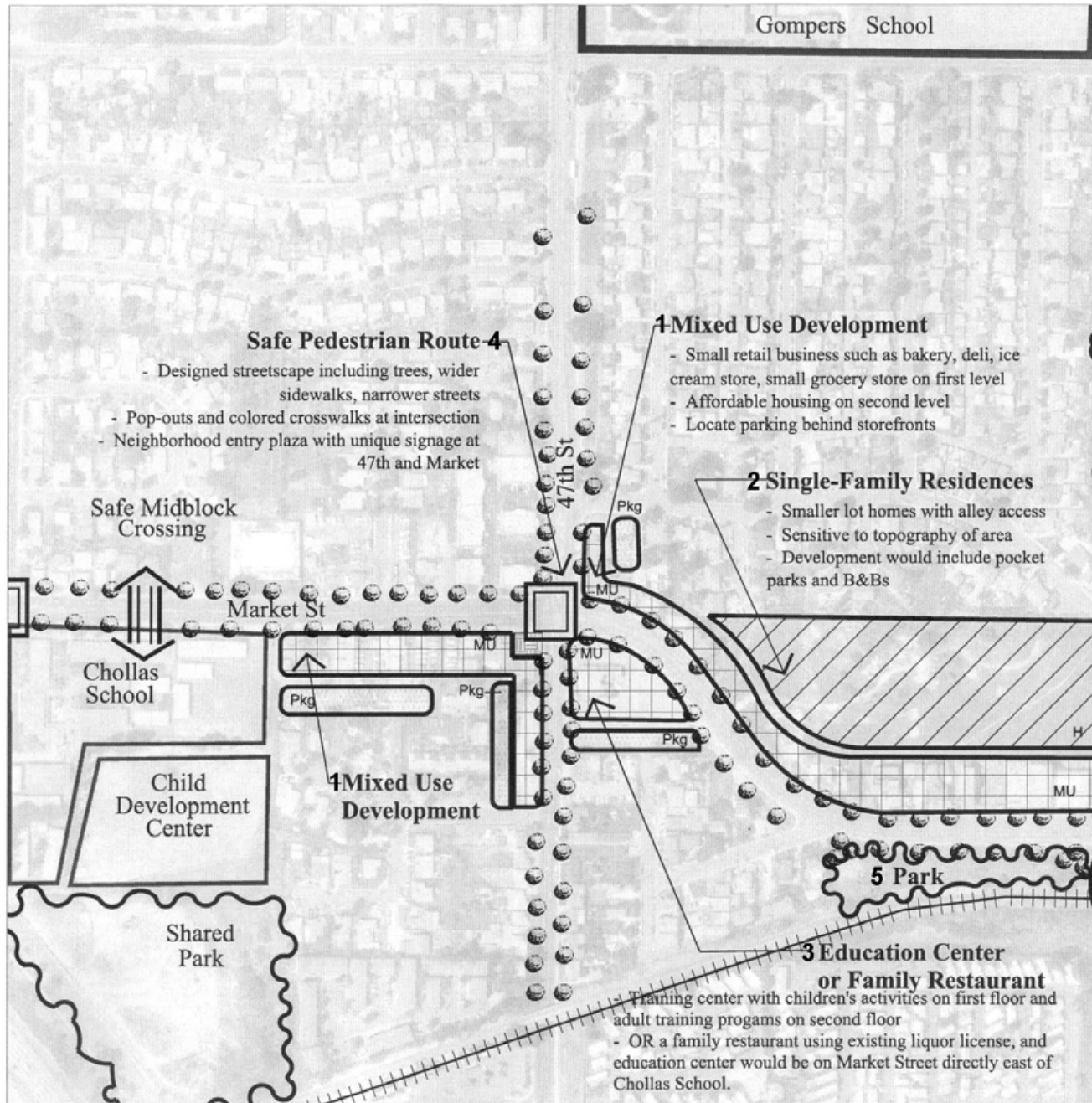
4. A prime concern of the community members was the safety of children walking to and from the schools in the area. Streetscape improvements should be made with children in mind. Suggestions include: widening sidewalks and narrowing the road, providing pop-outs and colored crosswalks at intersections. The group proposed a safe mid-block crossing at Chollas School. At the Market and 47<sup>th</sup> intersection, the street crossing could be a pedestrian bridge that doubles as a neighborhood entry statement.
5. The community suggested leaving the small lot south of Market Street to the east of 47th as parkland.

### Previous Plans

*Project First Class* proposed neighborhood-oriented commercial services and office space surrounding the intersection of Market and 47<sup>th</sup>. Along Market Street to the east of 47<sup>th</sup>, they propose clustered housing with open space to the rear of the buildings.



**Neighborhood  
 Center 1  
 at 47<sup>th</sup> and Market:  
 Proposals from the  
 Community Charrette**



**LEGEND**

- Mixed Use
- Housing
- Plaza
- Parking
- Park
- Education/Industrial
- Community Center
- Safe Pedestrian Crossing
- Pedestrian Connections
- Street Trees
- Chollas Creek
- Trolley Station

**NORTH**

**SCALE IN FEET**

## Neighborhood Center 2



St. Rita's

The community group that designed for the Euclid-Imperial Neighborhood Center saw the area as a link between Imperial and the proposed Village Center to the north. The group members designed a pleasant walk along Euclid containing neighborhood shops, social services, and small plaza spaces.

At the Euclid-Imperial intersection, they chose to place a community center, which would contain a plaza with entry statement and outdoor seating for restaurant use.

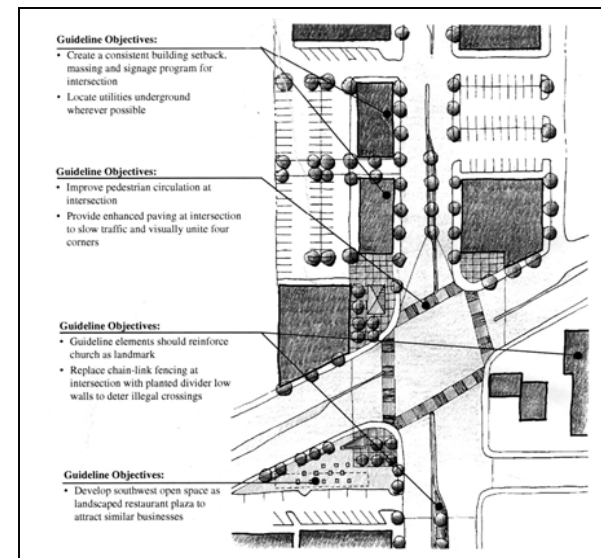
Suggested uses for the buildings along Euclid include: an education center, human resources services, a convenience store, bakery, beauty salon, *fruteria*, clothing store, medical clinic, and pharmacy.

For landscaping improvements, they recommended median plantings, widened sidewalks, street trees, and plazas on empty lots between and in front of buildings.

## Previous Plans

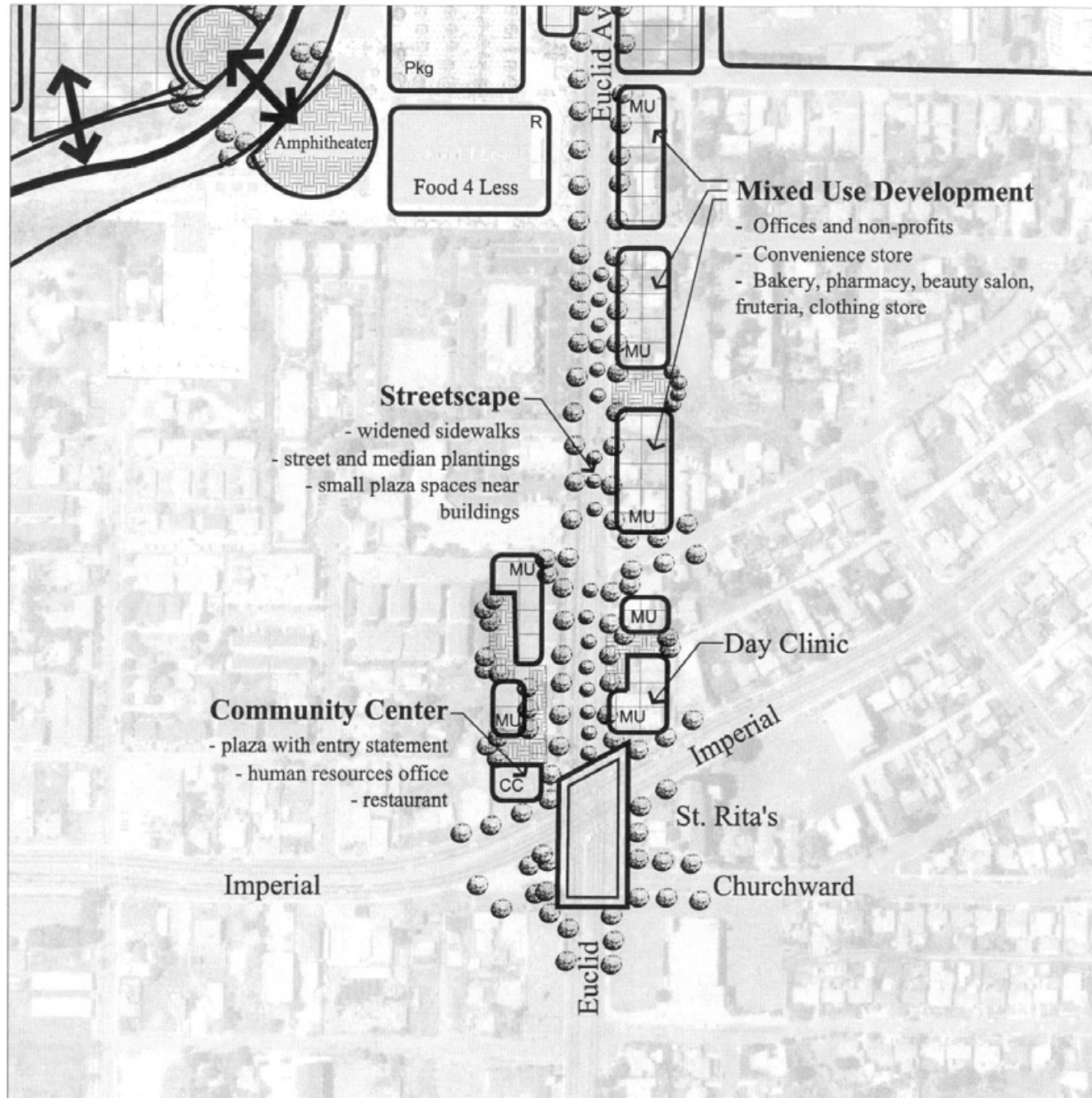
The *Southeastern San Diego Urban Design Southeast San Diego Commercial Corridor Urban Design Guide* names the Euclid-Imperial intersection a “Commercial Center at Euclid and Imperial”. The urban design improvements it suggests are: to install paving to slow traffic and unite the intersection, to reinforce St. Rita’s church as a landmark, to create a landscaped restaurant plaza on the southwest corner of the Euclid-Imperial intersection, and to landscape the center median and add street trees.

Again, these suggestions complement the community members’ interests in creating a corridor between this area and the Village Center and including landscaping improvements and small plaza spaces as part of the design.



*Southeast San Diego Commercial Corridor Urban Design Guide*,  
Commercial Center at Euclid and Imperial

**Neighborhood  
 Center 2  
 at Euclid and  
 Imperial:  
 Proposals from the  
 Community Charrette**



**Mixed Use Development**

- Offices and non-profits
- Convenience store
- Bakery, pharmacy, beauty salon, fruteria, clothing store

**Streetscape**

- widened sidewalks
- street and median plantings
- small plaza spaces near buildings

**Community Center**

- plaza with entry statement
- human resources office
- restaurant

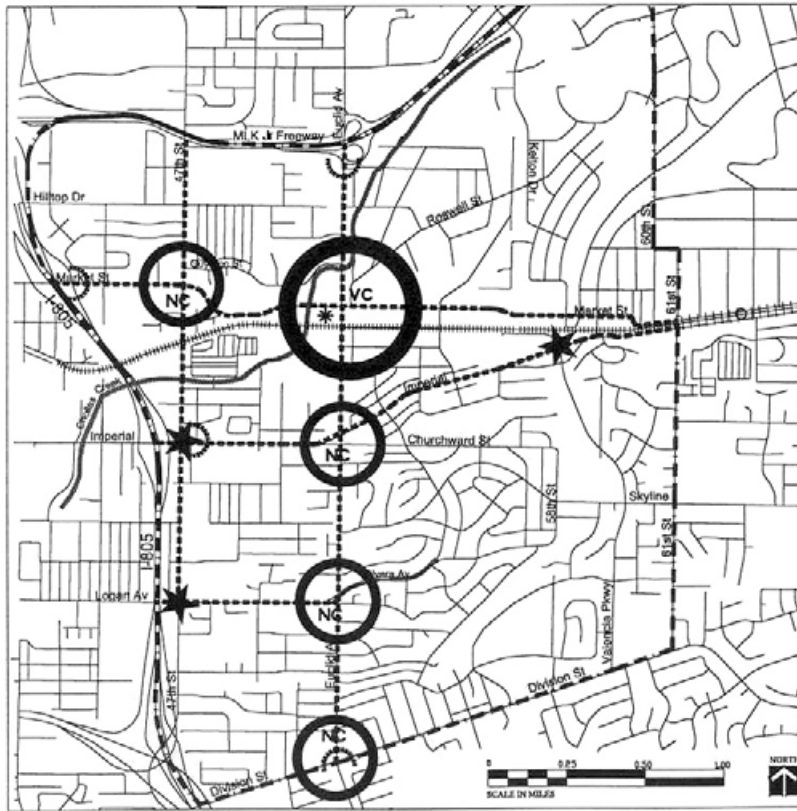
**LEGEND**

- Mixed Use
- Housing
- Plaza
- Parking
- Park
- Education/Industrial
- Community Center
- Safe Pedestrian Crossing
- Pedestrian Connections
- Street Trees
- Chollas Creek
- Trolley Station



## Key Intersections

Other important corridors and intersections in the Euclid-Market Focus Area that should receive more specific urban design recommendations in the next phase of this project are: the Neighborhood Centers at Euclid and Logan and Euclid and Division, the Valencia and Imperial intersection, the 47<sup>th</sup> Street corridor, the Imperial corridor, and the Logan corridor.



Euclid-Market Conceptual Plan

## Previous Plans

*Project First Class* gave development recommendations for the intersections at Euclid and Logan, one of the proposed locations for a Neighborhood Center, and at Imperial and 47<sup>th</sup>. The plan proposed to use the intersection at Logan and Euclid as a demonstration project for joint public and private improvements. Along 47<sup>th</sup> from Imperial north to the trolley station, the plan proposed a mix of housing developments, small office, and commercial use on the corner.



*Project First Class*, Euclid and Logan Intersection

## VI. Equitable Development

As it was mentioned in the background section, equitable development is an integral part of this plan proposal. Skyrocketing housing prices and worsening traffic conditions in suburban areas have made urban living very desirable. The Euclid-Market neighborhoods, with their relative low housing prices, ideal location from an automobile and mass transit point of view and amenities such as magnificent views, could easily become victim of gentrification. Implementation of only the physical planning component of this proposal would increase the allure of the area without insuring that residents can afford to remain in their community as it improves.

What mechanisms are possible to make sure that existing residents will benefit from the proposed plan?

Equitable development mechanisms can be divided into three major categories: preserving and expanding the supply of affordable housing, income and asset creation, and public facility improvement.



### Preserving and Expanding the Supply of Affordable Housing

This effort should start with an assessment of the situation, including renter-to-homeownership rates, affordability indexes (rent or mortgage as percentage of household incomes) and a history of rent increases and evictions. Existing renters need to be stabilized first through just-cause evictions measures and rent stabilization policies. Provisions for the replacement of affordable housing lost to new development should be put in place. In San Francisco, for example, owners of a Single Room Occupancy (SRO) Hotel were required by the city to pay a hefty fee to transform the SRO into a regular hotel and the courts found such a requirement constitutional.

But the most important deterrent to displacement of existing residents is the creation of a substantial stock of housing that is affordable to low-income people in perpetuity. Housing developed by locally-based nonprofit housing developers is the best mechanism to insure stability in the housing market. Non-profit developers or renters of existing apartments can also develop limited-equity housing cooperatives, resident-controlled housing that turns renters into homeowners. Similarly, community land trusts create shared equity models that not only give homeowners an equity stake and a home of their own, but also preserve a stock of affordable homeownership opportunities for the long run. Land banking on the part of community-based organizations is another mechanism that takes land off the speculative market and enhances opportunities for affordable housing or other projects that are beneficial to the community.

The point is that the “market”:

- 1) Cannot generate housing that is affordable to low income families
- 2) Displaces existing residents in situations of high housing demand.

The answer is to take as much housing as possible out of the market and place it under community control. Where is the money going to come from? Two effective mechanisms that link development to affordable housing creation are linkage fees on commercial development and an anti-speculation tax (a tax on the transfer of real estate that goes up for land/homes turned over quickly and at high profit). The idea behind the linkage fee is that when developers build a job-generating building, a portion of those jobs are going to be low-wage, and those workers will not be able to find housing affordable to them. The developer, then, is required to pay a fee that links the low-wage jobs being created and the need for affordable housing. The anti-speculation tax, not only would generate financing for low-income housing, but it would discourage speculation, a major source of housing cost increases.

Finally, market housing developers should be required to build a portion of their development to be affordable to low-income families. This is accomplished through Inclusionary Housing (IH). More than a hundred cities in California have adopted IH. The City of San Diego is scheduled to consider IH in August 2002.

## **Income and Asset Creation**

As neighborhoods improve, income and asset creation become important to insure that residents will benefit from the increased economic activity. Public investment or subsidies should be tied to living wage provisions and the hiring of people from the community. Redevelopment efforts especially should be connected to the creation of good jobs for local residents.

Businesses that are owned and managed by community residents should be encouraged. Cooperative ownership works not only for housing, but for business as well. Based on democratic principles, it can be run by various stakeholders, such as employees or producers. Financial institutions that are community-based are essential for the creation of local businesses and the development of affordable housing.



An example of community-based income and asset creation is Market Creek Plaza, located in the project area. This commercial development project, spearheaded by JCNI, makes sure that the residents will benefit from neighborhood improvements. It

provides opportunities to build financial assets for the community, supports local businesses and creates permanent employment. Profits from the Plaza will flow to individual stakeholders from the community who buy shares in the project, to a neighborhood-controlled community foundation, and to Diamond, Inc., a training business for ongoing development and construction activities in the area. Market Creek Plaza has received national attention as a mechanism for “sharing the wealth.” Its presence in the midst of this community bodes well for equitable development in the Euclid-Market neighborhoods.

Also, the Euclid-Market Action Team is developing standards for new businesses, land uses and housing in the area. Standards would be adopted by community planning groups and would include measures to ensure that new developments live up to the community’s definition of equitable development.

### **Public Facilities**

The community is deficient in public facilities such as parkland or sidewalks. As mentioned earlier in the report, this scarcity of public facilities plagues all urbanized communities of the city. New sources of funding, such as an increase in the real estate transfer tax, need to be approved by City Council. At the same time, joint-use agreements between the school district and the city need to be implemented to make more active-use parkland available to the community.





## VII. Conclusion and Recommendations

The resulting Euclid-Market Master Plan proposes several changes to the *Southeast San Diego Community Plan*.

The main difference is that this plan designates the areas of Village Center and Neighborhood Center at key commercial intersections. The intersection of Euclid and Market was selected for a Village Center, a community hub of many activities and uses. The intersections of Market and 47<sup>th</sup>, Euclid and Imperial, Euclid and Logan, and Euclid and Division were designated as Neighborhood Centers, community centers on a smaller scale.

Designating these areas as Village and Neighborhood Centers encourages people to think of them as a core of the community, instead of just a commercial area. Promoting a mix of uses that includes government services, housing, transportation, offices as well as retail should increase activity in these areas. Compact, mixed-use developments near transportation hubs, like the proposed Village Center, make services and activities easily accessible to all, including the elderly, the young and the poor.

The Village Center and Neighborhood Center designations are also compatible with future city planning efforts. The City of San Diego is currently developing the City of Villages Plan that encourages similar mixed-use transit-oriented developments throughout the city.

Another difference between this plan and the *Southeast San Diego Community Plan* is the location of industrial land use. The existing plan designates land along Market Street on both sides of Euclid Avenue as industrial. The area's high visibility, the

trolley station, and recent developments near the Euclid and Market intersection, all suggest that industrial use is no longer compatible with the new community activities near this intersection.

Changing the parcels close to the Euclid and Market intersection and between Euclid and 47<sup>th</sup> along Market to housing and mixed-use would help develop the area as a Village Center core. Existing industrial uses west of Market with convenient trolley and street access should be kept. Regulatory measures, such as development standards and urban design guidelines, are also needed to improve industry's interface with surrounding community areas.

This proposal also identifies parcels of land where there is not yet a consensus on the preferred uses. Areas needing further study include:

- Southeast corner of Market and 47<sup>th</sup> as an education center or a family restaurant.
- Trolley station at 47<sup>th</sup> Street as housing.
- Parcels south of the trolley line east of Euclid Avenue as industrial, office, and/or housing uses.
- Potters Tract site as joint-use parkland, housing, and/or office use.
- Locating a swimming pool facility in the area.
- School expansion possibilities.

This plan reflects proposals for housing developments currently under discussion or in the planning phase.

Finally, this plan provides the foundation for the revitalization of the Euclid-Market neighborhoods for the benefit of their residents. Too often, revitalization efforts have the unintended

consequence of destabilizing communities that have strong traditional and cultural significance for people of color. This report outlines what kinds of physical changes are necessary to revitalize the community, but it also sounds the warning that without strong equitable development measures and strategies, physical enhancement alone might actually exclude residents from their own community. What is needed is a combination of people-based and place-based strategies as outlined in this report. It is encouraging that some of these strategies are already unfolding, as the residents themselves become increasingly involved in fostering changes in the development process and gain an equity stake in the revitalization of their neighborhood.



Trolley Station at Euclid and Market

## Market Analysis Summary

For a land use plan to be well balanced, the community must be able to economically support the proposed uses. If the amount of space allowed is over or under what can be economically supported, the community can be negatively impacted.

To study the economic feasibility of the new proposed land uses, the City of San Diego commissioned an economic study of the area surrounding the Euclid and Market intersection to work in collaboration with this planning process. The *Market Analysis of Encanto, A Community of the City of San Diego* studied the economic development potential of mixed-use centers at the intersections of Market and Euclid, Market and 47<sup>th</sup>, and Euclid and Imperial. Future demand for retail, office, housing, and industrial space were also evaluated.

The market analysis focused on two areas: the “Neighborhood Market Area” which is a one-mile radius surrounding the Euclid and Market intersections and the “Community Market Area” which is roughly 2 miles surrounding the Euclid Market intersection; its boundaries based on census tracts.

### Mixed-Use in Village and Neighborhood Centers

The market analysis investigated the proposal for a mixed-use center “with commercial, educational, cultural, office, and residential uses integrated into a cohesive district that is served by transit” (8) at the intersection of Euclid and Market. Market and 47<sup>th</sup> and Euclid and Imperial were also evaluated as mixed-use nodes with more of a residential emphasis.

The market analysis recommends that the *Southeast San Diego Community Plan* be amended to allow for

mixed-use. As in this proposal, the market analysis also recommends that retail and office uses be concentrated in these mixed-use centers.

For retail, it was estimated that an additional 220,000 - 250,000 square feet could be supported by the Neighborhood and Community Markets. Retail types that have a potential market in the area include: a stand alone pharmacy that sells general merchandise, a modest restaurant and entertainment cluster, a stationary and book store, discount household appliances outlet, family clothing and shoe outlets, gifts, art supplies, and novelties, sporting goods outlets, musical instruments store, and personal services. A large discount store such as Target is not recommended, first of all because of its requirement for a large lot of land (10 plus acres) and secondly because it could potentially drain business from smaller, local stores.

The potential demand for office space was estimated at 70,000 to 116,000 square feet over ten years. Small, local offices are recommended instead of a regional office complex that would have to compete with established office centers in the city.

The market analysis recommends the following in general for mixed-use developments:

- Mixed-use developments should be designed to share parking and transit access.
- Highly-visible areas of development, such as street and intersection frontage, should be reserved for commercial and retail use. Housing and office uses can be located in back.
- Mixing uses within single buildings should be encouraged but not required. Districts can also mix uses within one site plan.
- Each property should maintain a single, dominant use that generates a minimum of 80 percent of the cash flow to facilitate financing.

- Larger scale developments of mixed use (5 to 7 acres) are more feasible than small developments (0.8 acres). For smaller scale mixed-use to work, subsidies are needed.

### **Village Center and Neighborhood Centers**

The market analysis agrees with this proposal that the intersection of Euclid and Market could be the main center of the community. The analysis suggests a mixed-use development with primary uses of commercial, possibly a modest restaurant and entertainment center, and supporting uses of multi-family residences, offices, and cultural facilities. At Market Street near the phase two of Market Creek Plaza, where the access road goes under the trolley tracks, commercial uses should front the street, while other uses should be set further back. The Metropolitan Transportation and Development Board (MTDB) should be consulted about the possibility on moving the existing trolley parking lot to a parking structure to the west of its current location.

The market analysis agrees with community residents that the Market and 47<sup>th</sup> intersection is a key gateway into the community. The vacant lot on the southeast corner could be the beginning of a mixed-use node and new development there should display good design quality.

The market analysis also states that the intersection of Euclid and Imperial has potential for development as a mixed-use node. In particular, the southwest corner of the intersection could be developed for retail and mixed-use.

### **Corridors**

In general, the market analysis supports the recommendation of developing Euclid Avenue between Imperial and the MLK Jr. Freeway as a corridor connecting mixed-use nodes. The analysis recommends urban design improvements as well as “infill or redeveloped housing and other commercial

uses located between the nodes along the corridor” (p. 12).

### **Housing**

The majority of new development activity in Encanto has been in single-family residences. About two-thirds of the residences in the Neighborhood and Community Market Areas are single-family homes, which is much higher than the citywide average. Yet the price of residential land is significantly below county median.

It is projected that 249-540 new units per year (40 % as multifamily residences) could be added to the area. Within this, the greatest need is for affordable housing. Tax credits or direct subsidies from government housing programs are encouraged for developing affordable housing

### **Industry**

The market analysis concludes that the Euclid-Market area is a healthy market for industrial employment space. The report projects that industrial space could support an additional 11-28 acres over 10 years. The recommended types are light industry, incubator space for small industrial and service company start-ups, build-to-suit for expanding firms, and defense-related firms. Two areas are recommended for a light industry employment and office center, Potters Tract and the existing industrial area south of Market street east of Euclid (excluding the land directly adjacent to the intersection which would be part of the mixed-use center). These two areas contain approximately 15 acres each.

The *Southeast San Diego Land Use Plan* contains approximately 43 acres of industrial land. The Euclid Market Master Plan proposes approximately 8 acres of industrial land, with a potential 8 more on the undecided tract south of the trolley line east of Euclid Avenue.

### **Public Facilities – Parks and Schools**

The key to a sustainable plan is that it balances economic needs with other needs, including environmental, recreational, and educational. Obviously, a market analysis focuses on the private sector and economic needs. As the community residents voiced through the Planning Circles and Charrette process, a healthy community also includes healthy schools and parkland. The parks department plans to improve community and neighborhood parks and to acquire additional 4 to 5 acres for a new park site, as well as developing 8 acres of miniparks. But these plans are not yet funded. The area contains a high percentage of children and large families yet many school children are bused outside of the community for schooling. There is a large need for more schools within the community. A balance needs to be made between these competing land uses, but the lack of undeveloped land in the area makes accommodating all uses difficult.

### **Implementation**

The market analysis concludes that, on purely economic terms, commercial value of land is greater than that of mixed-use land. But with the added social value from Village Center and Neighborhood Centers, including an enhanced pedestrian experience, additional cultural gathering spaces, and an improved community image and identity, mixed-use should be considered more valuable than simple commercial development. But, development of mixed-use centers cannot be successful just through private developers; the community needs to play an active role, especially if equitable development goals are to be reached.

The market analysis summary concludes with these ideas and recommendations:

... the community cannot rely simply on market rate developers to fulfill the

sustainability goals. Development and programming, particularly for community-oriented commercial retail development and affordable housing for low and moderate income households, more than likely require some combination of public intervention (land assembly or cost subsidy), patient and flexible capital, and proactive ownership. Community-based business development requires pro-active participation. Consequently, a community-based developer is required as a catalyst and doer, particularly in the near to mid-term.

Given this condition, the community should consider the following community-based approaches:

- Form a community-based, private, not-for-profit development corporation specifically for the Encanto community and its environs.
- The CDC should collaborate with for-profit developers and SEDC to develop the mixed-use sustainable program, and coordinate with the Diamond BID.
- The CDC should strive to become self-sufficient with earned income from CDC-owned business enterprises, development income, and grants.
- Community developers, including the CDC and other non-profits, should leverage targeted community development bank resources available for interdevelopment in the region for housing and small business development.
- Ensure that private businesses benefiting from public subsidies participate in job training programs and/or hire a portion of their workers

from within the community, in exchange for public subsidies. (p. 15)

In summary, the market analysis supports most of the ideas in this proposal. It supports the establishment of mixed-use Village Center and Neighborhood Centers at proposed intersections, the development of Euclid Avenue as a key corridor between these centers, and the use of subsidies to provide more affordable housing. The amount of industrial land available for future development needs to be weighed against the community needs for parkland and school space. A balance needs to be made that does not damage the economic base of community but also does not deteriorate the community's quality of life. For mixed-use and affordable housing development goals to be realized, community support and financing are needed.

## Recommendations

### Village Center and Neighborhood Centers

**Goal:** Establish a Village Center at Euclid and Market. Establish Neighborhood Centers at the intersections of Market and 47<sup>th</sup>, Euclid and Imperial, Euclid and Logan, and Euclid and Division.

#### Recommendations:

- Amend the *Southeast San Diego Community Plan* to allow for mixed-use facilities (including commercial, government services, housing, transportation, open space) surrounding the intersections of Euclid and Market, Market and 47<sup>th</sup>, Euclid and Imperial, and Euclid and Logan.
- Allow for medium-high housing densities, such as apartments or condominiums, within the Village Center zone and medium densities such as apartments and town houses within Neighborhood Centers.
- Develop concept plans to illustrate economically-feasible development alternatives, combining recommendations from this report and the recently-prepared market analysis.
- Create design guidelines for the Village Center and Neighborhood Center based on the community-approved concept plans, and work with the community and developers to realize these visions.
- Study transportation at these intersections and develop a transportation plan that safely links pedestrian paths and bicycle paths with public transportation facilities and parking.
- Based on transportation plan and the conceptual plan, create streetscape and plaza designs for these intersections. Implement

the streetscape improvements. Include public art in the streetscape improvements.

- Study the problem of access across the trolley line along Market Street, including the possibility of relocating the trolley station at the parking lot to the west of Chollas Creek.
- Study the possibility of developing the lot on the southeast corner of Market and 47<sup>th</sup> as an education center or a sit-down family restaurant.
- Create measures to ensure that local businesses and local hiring practices are an integral part of the new centers.

### Corridors

**Goal:** Improve the links between the Village Center and Neighborhood Centers by creating corridors along Euclid Avenue, Market Street, Imperial Avenue, Logan Avenue, and 47<sup>th</sup> Street.

#### Recommendations:

- Develop urban design guidelines, including building setbacks and streetscape improvements, for the designated corridors.
- Allow for medium-low housing densities such as town houses along these corridors in the long-term. Work with the community to ensure that residents are not displaced.
- Create neighborhood beautification programs for existing housing along the corridors.
- Study transportation connections along the corridors and include in the pedestrian and bicycle plan.
- Implement street tree and streetscape improvements per the new design guidelines.

## Housing

**Goal:** Increase the supply of housing, especially affordable housing, while preserving single-family character of existing neighborhoods.

### Recommendations:

- Provide education programs for residents on housing loans, home ownership, financial institutions, and government housing programs.
- Update the *Southeast San Diego Community Plan* to include new and proposed housing developments in the area.
- Preserve and improve the existing single-family housing character in neighborhoods through development standards, design guidelines, and beautification programs.
- Study how to improve visibility and accessibility to the trolley station at 47<sup>th</sup> Street.
- Develop a pedestrian and bicycle plan that emphasizes safety in residential neighborhoods.
- Require that new housing developments meet community standards for equitable development.

## Manufacturing / Industry

**Goal:** Incorporate industrial development into the community.

### Recommendations:

- Amend the *Southeast San Diego Community Plan* so that industry is concentrated in parcels along Market Street east of the proposed Village Center.

- Work with industries to develop job-training partnerships with local schools and training centers.
- Develop design guidelines for the creation of an “industrial campus” along Market Street east of Euclid Avenue. Investigate the possibility of a trolley crossing in this area.
- Study the economic impact and community responses for the suggested land uses (industry, housing, office space, park land) on the parcels south of the trolley line east of Euclid and on Potters Tract.
- Create and adopt community standards for new industrial development.

## Parks and Open Space

**Goal:** Increase the amount of usable parkland in the Euclid-Market area.

### Recommendations:

- Improve access to and facilities within existing parks and designated open spaces. Develop Market Street east of the Malcolm X Library for walkways and picnic facilities.
- Form joint-use agreements with schools to open up and develop adjacent lots for community park use after school hours.
- Implement the *Chollas Creek Enhancement Plan*’s recommendations for trails and linkages along the creek corridor.
- Study the possibility of converting portions of the Potters Tract into an active use park.
- Include small plazas and open spaces in the Village Center and Neighborhood Centers.
- Encourage the establishment of community-run gardens and parks. Create open space requirements for new housing developments.

- Study the possibility of locating a swimming pool facility in the area.
- Add landscaping to the small open space land near I-805.

### **Schools**

**Goal:** Provide educational opportunities for all ages of residents within the community.

#### **Recommendations:**

- Require that a comprehensive plan for school expansions be in place before new housing developments occur and the population increases. The plan should be developed through a collaborative process and should include possible locations and funding measures.
- Investigate the creation of a shared higher-education campus with vo-tech training and college courses.
- Include day care and after-school activity centers near schools and in Village and Neighborhood Centers.

### **Gateways**

**Goal:** Increase the sense of identity of the Euclid-Market neighborhoods through gateway signage.

#### **Recommendations:**

- Add gateway signage at Euclid and S-94, Market and I-805, Imperial and I-805 and Division and Euclid.
- Develop the design of gateways through community charrettes.

### **Urban Design**

**Goal:** Create design guidelines to improve the identity, beauty and safety of the community.

#### **Recommendations:**

- Create more crosswalks, build pop-outs at intersections, and promote artist design of crosswalks.
- Widen sidewalks and enhance with landscaping and public art.
- Place new buildings close to the sidewalk.
- Do face lifts for existing buildings.
- Synchronize traffic lights at pedestrian crossings and along Euclid.
- Create a community identity with signage, coloration and public art.
- Give good housekeeping for homes and businesses.
- Provide adequate lighting along streets and in public spaces.
- Utilize CPTED - Crime Prevention Through Environmental Design.
- Create a pedestrian crossing at the trolley line at 54<sup>th</sup> Street.

### **Equitable Development**

**Goal:** Work to ensure that the future development of the community evolves in a way that benefits the community residents.

#### **Recommendations:**

- Support new sources of funding for public facilities at the city-wide level
- Conduct a housing affordability assessment
- Support Just-Cause eviction measures and rent stabilization policies



- Support linkage fee increase plus other sources of funding for the City of San Diego Housing Trust Fund.
- Develop community- based non-profit development corporation(s).
- Create community-based financial institutions or credit unions.
- Continue land-banking efforts, create community land trusts and cooperative housing.
- Create and adopt community standards for new development.



## VIII. Implementation Priorities

The first step in implementing the vision created in the Euclid-Market planning process is to present this proposal to the community for final approval. In addition to presenting the report to charrette participants, the report should be shared with community planning groups, business organizations, the Southeast Economic Development Corporation board and its Project Area Committee (PAC).

Once the plan is generally approved by members of the Euclid-Market community, two steps need to be taken to start the implementation of this proposal.

First, urban design guidelines should be developed. The City of San Diego is sponsoring this step of the process with the “Encanto Neighborhoods Urban Design Studies”. Throughout the summer and fall of 2002, a new community-based process will begin to develop urban design guidelines for the community. Plans include creating a pedestrian and bicycle network plan, urban design guidelines, and conceptual plans for the Village and Neighborhood Centers. The Urban Design Studies are scheduled to be completed by December 2002.

Second, the Euclid-Market Master Plan should be presented to the Planning Commission and City Council. The ultimate goal is to amend the current *Southeast San Diego Community Plan* to reflect the changes proposed in this document.



Once the *Southeast San Diego Community Plan* has been modified and urban design guidelines have been approved by the community and city, planning for physical implementation can begin.

For physical implementation, public and private funding sources need to be investigated and business-community-city partnerships need to be further developed.

The changes seen in the community might seem slow to some. Streetscape improvements and gateways can be a quick starting point to stimulate new investments and improvements.

Achieving the goals of equitable development takes political will, political power, and a lot of organizing. Some of the mechanisms necessary to make it happen are community based. Credit unions or other locally based financial institutions, nonprofit housing development corporations and cooperatives, for example, have to be spurred by local activism. Other measures, such as inclusionary housing or linkage fees are enacted at the citywide level, and community-based organization need to create citywide coalitions to have them passed. In both cases, equitable development is possible only if the local community becomes actively involved in the politics of growth and development. EMAT, in conjunction with JCNI, provides a strong base for achieving equitable development as the community revitalizes and thrives. But much more needs to be done.

A project of this size and scope is an on-going process. Successful implementation of the plan recommendations will only be realized by continued strong community support and involvement of all stakeholders throughout the duration of the project.

The Implementation Priorities Matrix (p 75) contains a summary of the first steps needed to implement this proposal. The priorities and key partners are intentionally left open. As this is a community-driven effort, it is felt that the community should fill in their own priorities. Groups or individuals should volunteer to take leadership on certain issues. Since this process has been defined by collaboration and community-input, the key partner on each priority should never be working alone and community

members should always be involved. Some tasks already planned for, such as the development of urban design guidelines by the City of San Diego, have partnership roles already suggested.

	Priority 1	Priority 2	Priority 3	Priority 4	Key Partners
Present the proposed plan to community planning groups, SEDC Board and its PAC, the Diamond Business Improvement District, and other community stakeholders.					Euclid-Market Action Team (EMAT)
Organize public meetings to discuss possible changes resulting from presentations to the community and City of Villages concept					
As a community, decided whether to apply for City of Villages pilot village program (scheduled for Fall 2002).					
Finalize the master plan and complete community standards for new development.					Euclid-Market Action Team (EMAT)
Work with City Planning Department and City Council to amend the <i>Southeast San Diego Community Plan</i> to reflect changes proposed in this document.					
Implement the recommendations in the Chollas Creek Enhancement Plan.					City of San Diego
Incorporate community suggestions into next phases of the Market Creek Plaza development.					Jacobs' Center (JCNI)
Work with developers of proposed new housing developments to incorporate ideas generated in this planning process into their projects.					
Continue community discussions to develop a school expansion plan, especially considering the current proposals for Lincoln High School and Meade Elementary.					School District
Conduct further community outreach and economic studies for specific key parcels in the area.					
Develop community education and training efforts on topics suggested by the community in their Goals and Objectives.					

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## 1. Reference List

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*Chollas Creek Enhancement Program*, Phase 1 – Implementation South Branch Projects, Wetlands Management Plan. Draft, October 2001.

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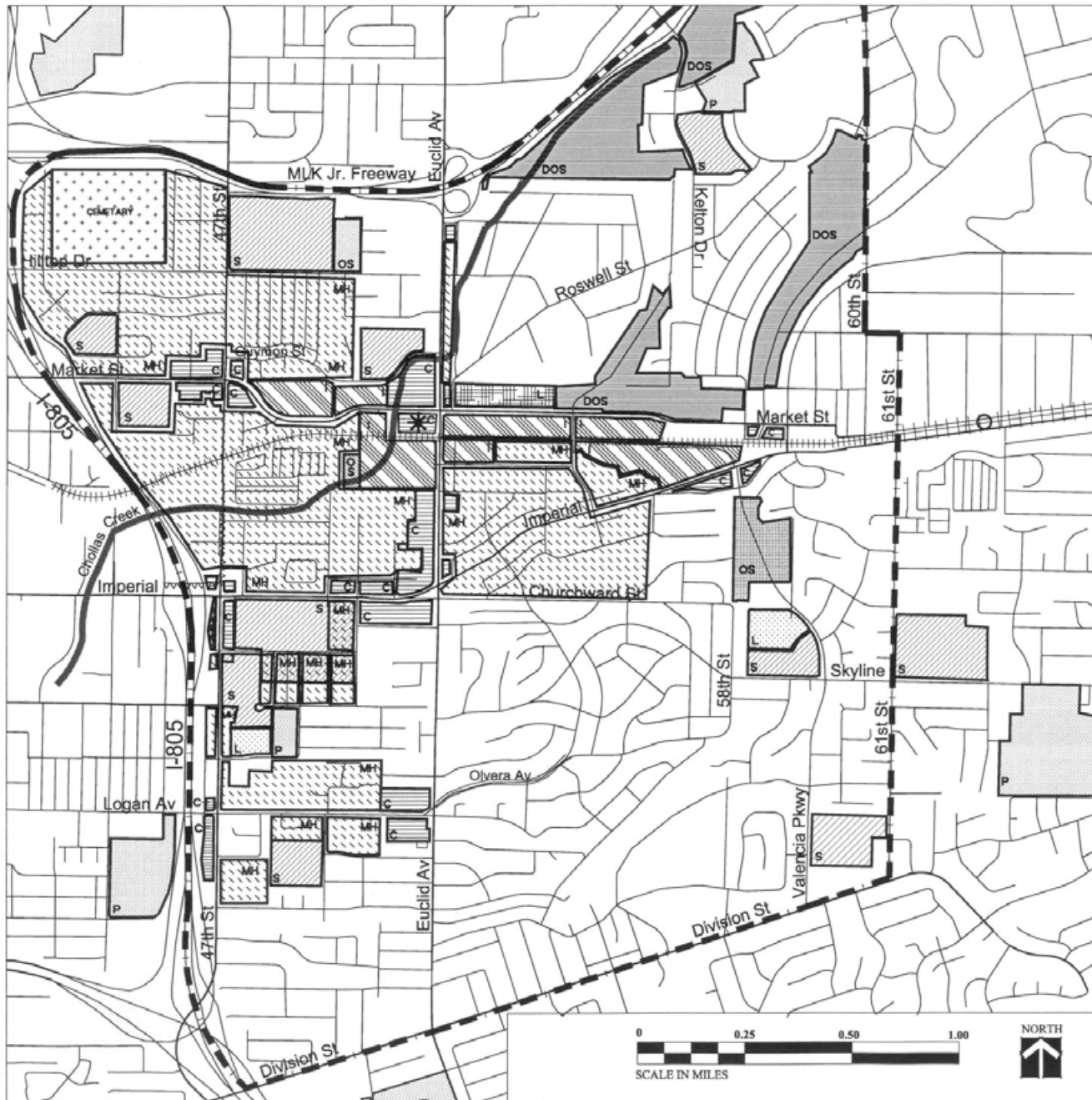
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## 2. Southeast San Diego Community Plan



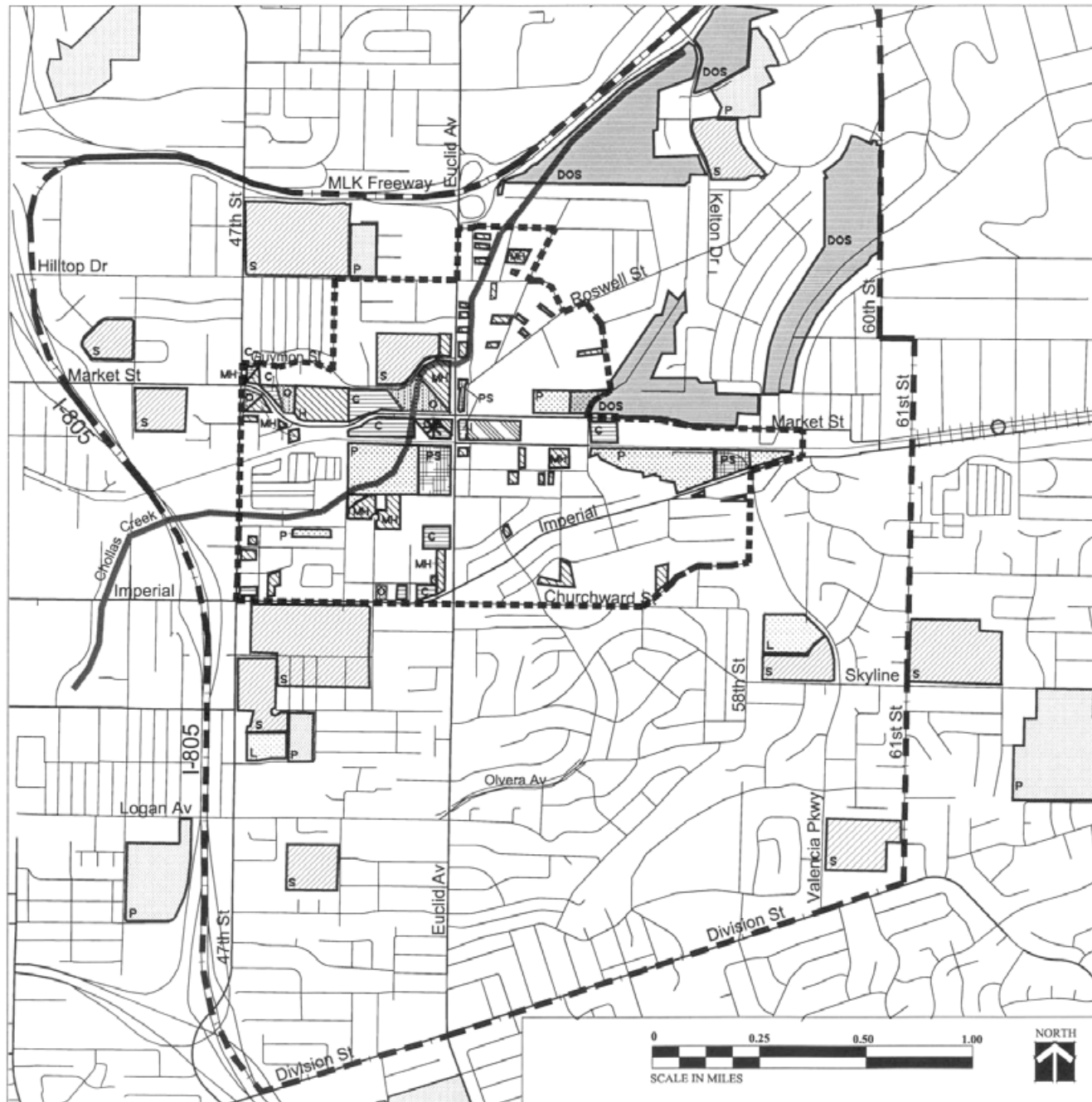
**LEGEND\***

- Commercial
- Multi-Family Residential
- Library
- Industrial Parks
- School
- Open Space
- Dedicated Open Space
- Leased Parkland
- Chollas Creek
- Trolley Station
- Study Boundary

\* Unmarked areas are single-family residential

From: City of San Diego, Planning Department, *Southeast San Diego Community Plan*. 1987, amended 1990, 1992.

### 3. Euclid PLACE<sup>3</sup>S Revitalization Program



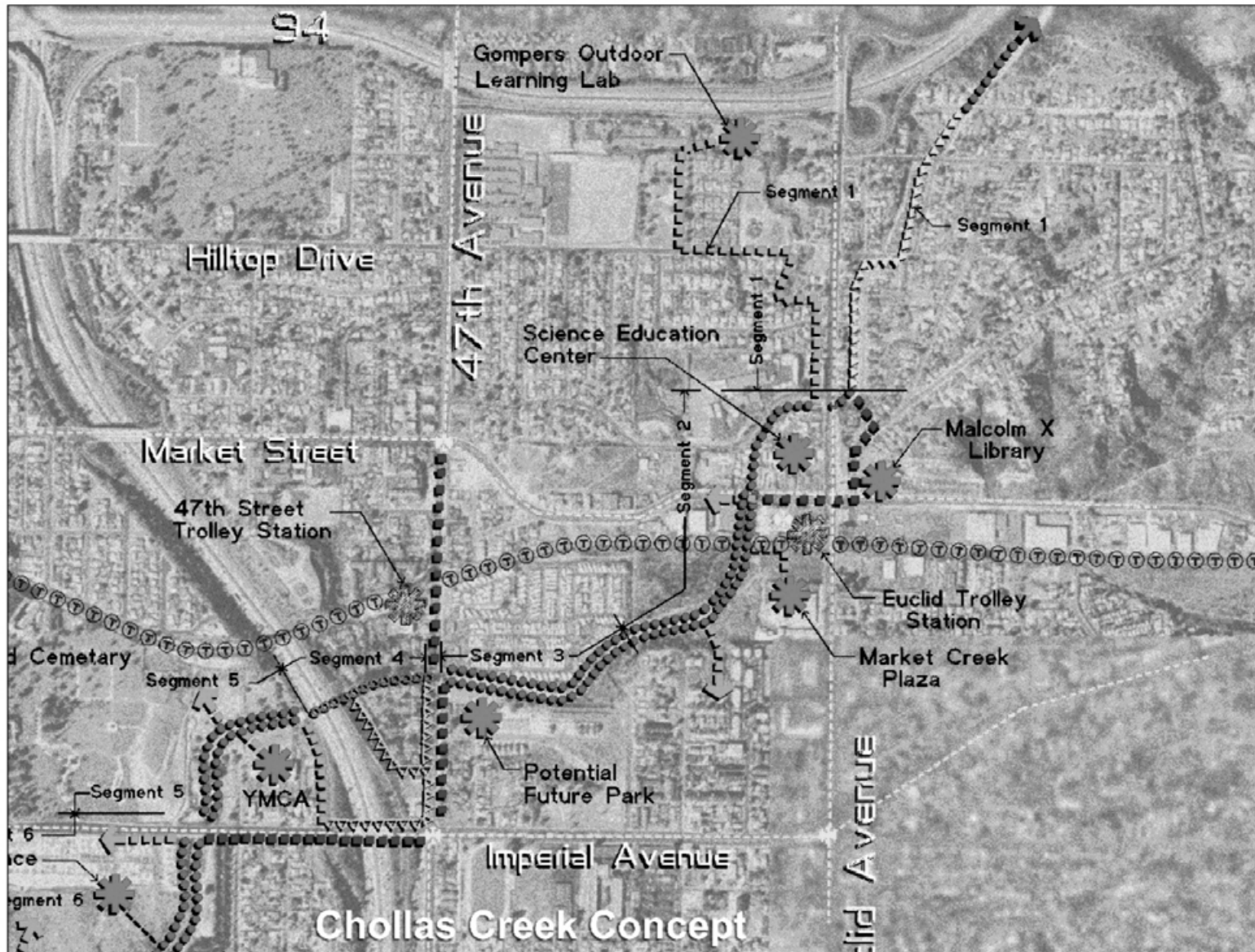
**LEGEND\***

- Commercial
- Multifamily Housing
- Light Industry
- Office
- Proposed Park
- Public Service
- School
- Existing Park
- Dedicated Open Space
- Leased Parkland
- Chollas Creek
- Trolley Station
- Place3s Boundary
- Study Boundary

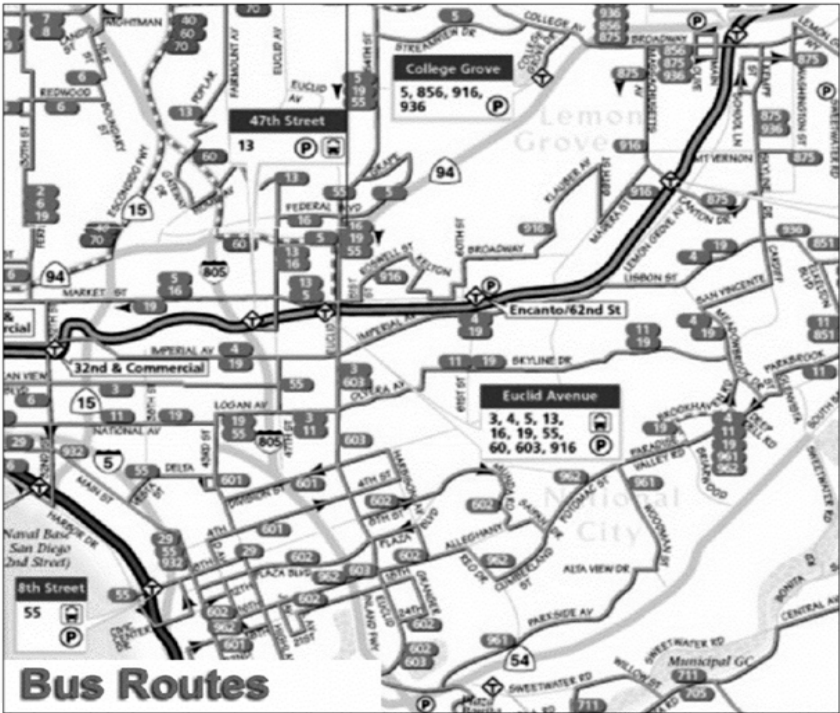
\* Unmarked areas keep the existing city land use designations

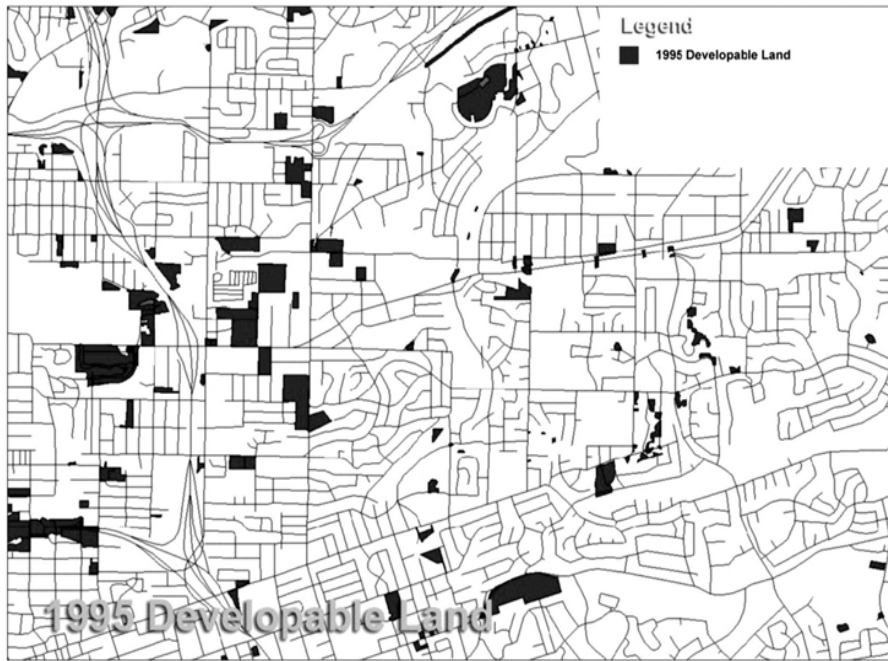
From: Euclid Place3s Revitalization Program, DRAFT March 1998.

## 4. Chollas Creek Concept Plan



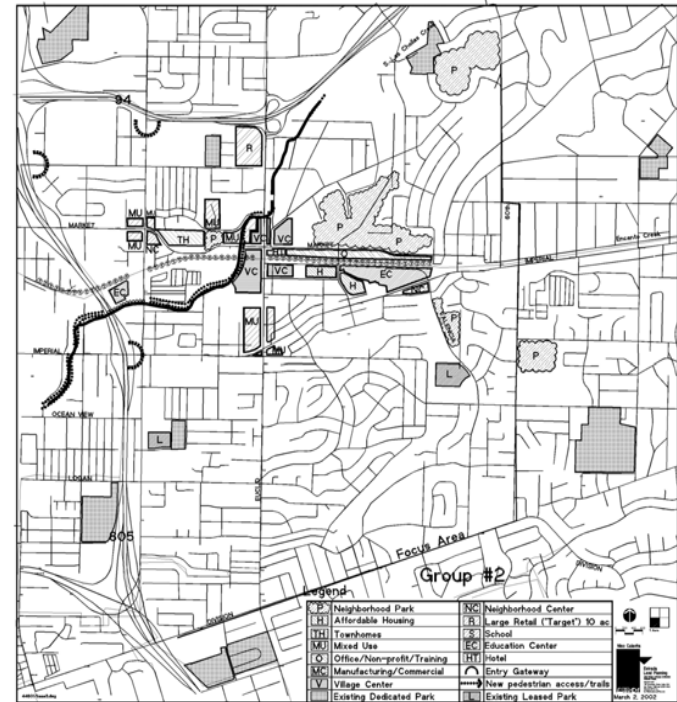
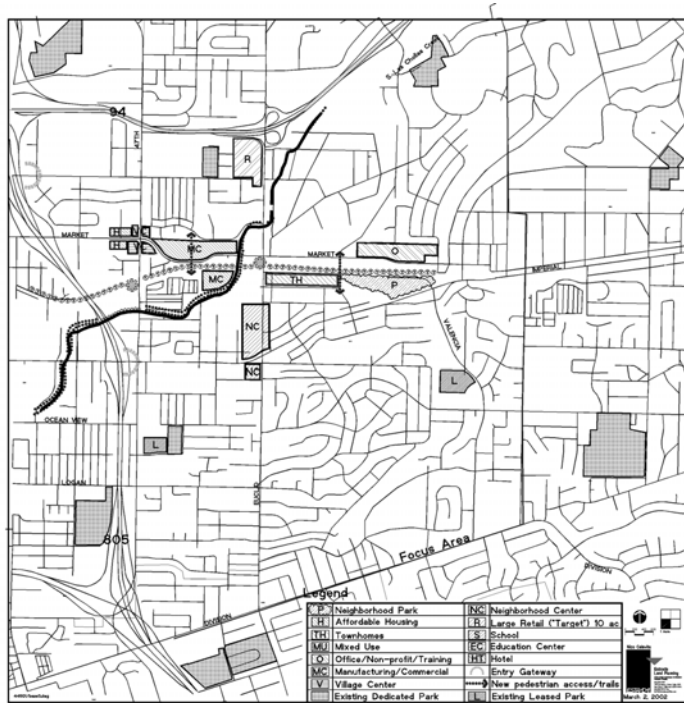
### 5. Existing Conditions

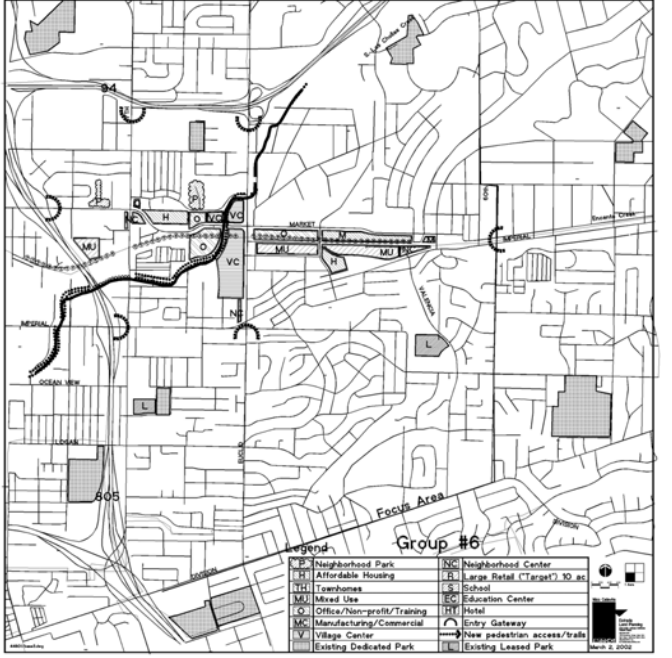
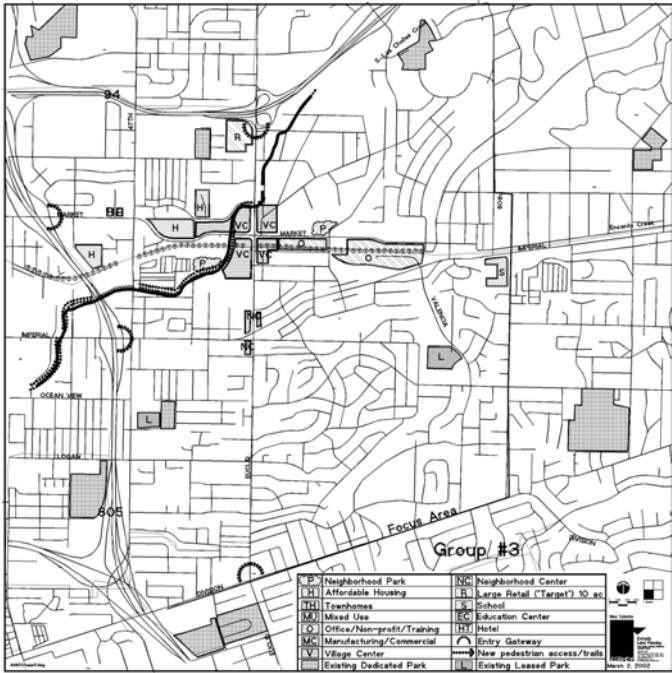






## 7. Charette Group Land Use Recommendations







## 8. List of Participants

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Victor Wray Sr.

Vonda Lynn Steen

Wanjiru Warama

Wesley Etheridge, Sr.

William Charlton

Willie G. Hendersen

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