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IMPLEMENTATION

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INTRODUCTION

The North Park Community Plan will be implemented through a number of different mechanisms which are outlined in this element. It describes the necessary actions and key parties responsible for realizing the plan's vision. Implementing these proposals will require the active participation of the City departments and agencies, regional agencies such as SANDAG, and MTS, and the community.

This plan recommends a number of actions for the City and the Greater North Park community to pursue in order to implement the policies and recommendations of this plan for the entire planning area. These actions include, but are not limited to:

- Process zoning changes to implement the land use element.
- Approve and regularly update an Impact Fee Study (IFS) identifying the capital improvements and other projects necessary to accommodate present and future community needs as identified throughout this Community Plan.
- Implement facilities and other public improvements in accordance with the IFS.
- Pursue grant funding to implement unfunded needs identified in the IFS.
- Apply project design recommendations when properties develop in accordance with the plan.
- Pursue formation of Assessment Districts, Business Improvement Districts, Property Based Business Improvement Districts and Parking Districts, as appropriate, through the cooperative efforts of property owners and the community in order to construct and maintain improvements.

The implementation strategies that have been identified focus on various Incentive Programs, Financing Mechanisms, and Improvement Priorities that could be considered toward this effort. Table 12-4 (Implementation Schedule) begins to define the actions, responsible parties, and timeframes needed to ensure the timely implementation of the plans, policies, and developments envisioned by the Community Plan. This Table is intended to be continually updated and provides a mechanism to monitor progress and can be used to establish project and funding priorities as part of the City's annual budget process.

12.1 COMMUNITY PLAN ENHANCEMENT PROGRAM

The Community Plan Enhancement Program is an integral component of this Community Plan Land Use Element, which consists of the Transit-Oriented Development Enhancement Program and the Pedestrian-Oriented Infill Development Enhancement Program.

- **Pedestrian-Oriented Infill Development Enhancement Program:** This program is intended to create more street and pedestrian friendly projects within the area located between Lincoln Avenue and Howard Avenue.
- **Transit-Oriented Development Enhancement Program:** This program is intended to allow for increased residential density to create more street and pedestrian friendly projects that support transit along the Bus Rapid Transit corridor along Park Boulevard and El Cajon Boulevard.

The Community Plan Enhancement Program allows for the density range for the areas identified in Figure 2-4 to be increased, whereby an applicant may request approval of the increased density on a specific property through a Process 4 Planned Development Permit.

12.2 FINANCING MECHANISMS

This section presents the estimated costs for infrastructure and streetscape improvements for the major transit corridors and village areas and identifies various financing mechanisms that could be used to encourage public and private development and investment in the community. Table 12-1 (City of San Diego Financing Mechanisms) describes potential financing strategies that can be pursued by the City of San Diego, their eligible uses, and parameters in which they can be applied. Table 12-2 (Local Financing Mechanism) describes a potential local funding program, eligible uses, and parameters for application. Table 12-3 (Developer/Property Owner/User Financing Mechanisms) describes financing programs that can be directly or in partnership with the City applied to developers, property owners, and users; eligible uses; and the parameters for their application.

Implementing improvement projects will require varying levels of funding. A variety of funding mechanisms are available depending on the nature of the improvement project:

- Institution of updated impact fees for new development.
- Requiring certain public improvements as part of new development.
- Establishing community benefit districts, such as property-based improvement and maintenance districts for streetscape, lighting, sidewalk improvements, etc.

Table 12-1: *City of San Diego Financing Mechanisms*

Funding Mechanism	Description	Eligible Uses	Funding Parameters
Capital Improvement Program (CIP)	The CIP is the City's multi-year planning instrument used to facilitate the timing and financing of capital improvements. The CIP identifies the sources of funds available for capital improvement projects	<ul style="list-style-type: none"> • Lease or purchase of land and rights-of-way • Construction of buildings or facilities • Public infrastructure construction • Purchase of major equipment and vehicles • Studies and plans associated with capital projects • Projects requiring debt obligation and borrowing 	<ul style="list-style-type: none"> • Additionally, the City can elect to dedicate portions of specific General Fund revenues, e.g., TOT, sales tax, etc. to targeted capital improvements if the City determines that sufficient benefit exists for the assistance
Deferral of Permits/Fees	Deferral of select permits and fees that results in upfront development cost reductions	<ul style="list-style-type: none"> • Permit and fee charges payable to the City 	An application must request fee deferral as part of their project

Table 12-2: Local Financing Mechanism

Funding Mechanism	Description	Eligible Uses	Funding Parameters
TransNet	Half-cent sales tax for local transportation projects that has been instrumental in expanding the transportation system, reducing traffic congestion, and bringing critical transit projects to life. Over the next 40 years, TransNet will generate \$14 billion for transportation improvement projects and programs.	<ul style="list-style-type: none"> The local half-cent sales tax pays for upgrades to streets, highways, and transit systems, as well as environmental protection. It is expected to raise \$14 billion for important upgrades – such as adding high occupancy vehicle lanes and transit facilities – to Interstates 5 and 15, and 805, as well as State Route 94. The TransNet extension also funds local roads, bike and pedestrian paths, smart growth projects, and habitat preservation, as well as new Rapid bus lines and rail service expansion. 	<ul style="list-style-type: none"> Each local agency shall biennially develop a five-year list of projects to be funded with revenues made available for local street and road improvements under Section 4(D). All projects to be funded with revenues made available under must be consistent with the Regional Transportation Plan (RTP). Project priorities or phasing shall also be consistent with the RTP.

Table 12-3: Developer/Property Owner/User Financing Mechanisms

Funding Mechanism	Description	Eligible Uses	Funding Parameters
Landscaping Districts/ Parking Districts	<ul style="list-style-type: none"> Assessment on properties located within a specific district that benefit from landscaping and/or parking Alternatively, collection of parking in-lieu fees on new development in lieu of on-site parking 	<ul style="list-style-type: none"> Landscaping districts allow for the funding of lights, recreational equipment, landscaping, and/or parking Parking districts allow for the acquisition, improvement, and operation of shared parking facilities 	<ul style="list-style-type: none"> Funds are typically collected concurrently with the annual business license tax or property tax bill, with varying formulas for retail vs. nonretail businesses, and residential vs. non-residential property Parking in-lieu fees can be based on cost of off-site parking facilities
Business Improvement Districts (BIDs)	<ul style="list-style-type: none"> Annual fees paid by business owners and/or property owners to fund activities and programs intended to enhance the business environment in a defined area 	<ul style="list-style-type: none"> Marketing and promotion Security Streetscape improvements Operating and maintenance of public improvements Special events 	<ul style="list-style-type: none"> Once established, annual BID fees are mandatory for businesses/ properties located within the BID boundary Business-based BID fees are collected with business license fees; property-based BID assessments are collected on property tax bills
Developer Impact Fees	<ul style="list-style-type: none"> Fees paid by developers to pay all or a portion of the costs of any public facility that benefits their development 	<ul style="list-style-type: none"> Capital facilities or ongoing services, such as: School impact fee, Mitigation fee Water meter installation, Sanitation capacity charge, Water system, facility/ backup facility charge 	<ul style="list-style-type: none"> Fees are paid in the form of a specified amount as a condition to the issuance of building permits, an occupancy permit, or subdivision map approval

Table 12-3: *Developer/Property Owner/User Financing Mechanisms (Continued)*

Funding Mechanism	Description	Eligible Uses	Funding Parameters
Property Owner/Developer Exactions	<ul style="list-style-type: none"> • Payments made by developers or property owners in addition to, or in lieu of, development impact fees • Funds contributed are used to install selected public improvements. • Developers are required to construct specific improvements 	<ul style="list-style-type: none"> • Dedication of right-of-way streets and utilities • Provision of open space • Parks or landscape improvements • Schools and community facilities 	<ul style="list-style-type: none"> • Typically paid or committed as part of the development approval process
Developer Advances/ Reimbursement Agreements	<ul style="list-style-type: none"> • Advance of funds from developers for use toward backbone infrastructure • Alternatively, developers construct and deliver specific improvements • City and developer enter into Reimbursement Agreement 	<ul style="list-style-type: none"> • Infrastructure 	<ul style="list-style-type: none"> • Typically repaid from Community Facilities District (CFD) bond proceeds, and/or development impact fees collected from future developers
Community Facilities Districts (CFDs)	<ul style="list-style-type: none"> • A special tax placed against property located within an established district to fund public facilities and services • Municipal bonds supported by revenues from the special tax are sold by the CFD to provide upfront funding to build improvements or fund services 	<ul style="list-style-type: none"> • Fund capital facilities including: Parks, Schools, Fire stations, Water and sewer systems, Government facilities • Purchase, construction, and improvement or rehabilitation of real property 	<ul style="list-style-type: none"> • Requires 2/3 vote of qualified electors in district. If fewer than 12 residents, vote is conducted on current landowners • Assessment based on allocation formula, not necessarily in proportion to the benefit received • Requires value to lien ratio of 3:1
Special Assessment Districts	<ul style="list-style-type: none"> • Similar to a CFD but shifts the funding of infrastructure from all taxpayers to only those who benefit specifically from the improvement • Sets a fixed lien on every parcel within the assessment district • Municipal bonds supported by special assessments provide upfront funding 	<ul style="list-style-type: none"> • Construction of capital facilities such as roads, water, sewer, and flood control 	<ul style="list-style-type: none"> • Typically property owners petition a City to form a district to finance large-scale infrastructure improvements • Assessments on property owners are determined in proportion to the benefit received
User Fees	<ul style="list-style-type: none"> • Fee imposed by a city, utility, or other franchise for services and facilities they provide 	<ul style="list-style-type: none"> • Water meter hook-ups • Gas, electric, cable, and telephone hook-ups • Park and recreation facilities 	<ul style="list-style-type: none"> • Use of user fee revenues are limited to paying for the service for which the fees are collected • The fee amount may not exceed the cost of providing the service but may include overhead, capital improvements, and debt service

12.3 PRIORITY PUBLIC IMPROVEMENTS AND FUNDING

The proposals for improvements to streets and open spaces described in this plan vary widely in their range and scope— some can be implemented incrementally as scheduled street maintenance occurs, and others will require significant capital funding from city, state, regional, and federal agencies, or are not feasible until significant redevelopment occurs. Grants and other sources of funding should be pursued wherever possible. A complete list of projects is included in the IFS. Following are some of the higher priority recommendations.

12.4 ACTION ITEMS AND PRIORITIES

This section identifies actions that implement the policies and plans for the Community Plan. These encompass administrative strategies and physical improvements for mobility, streetscape, infrastructure, and open space. In undertaking these, the City will be making a significant and visible economic commitment to realize the vision of the planning area. They will add value and improve the visual character of the area, thereby laying the foundation for future private sector investment and new development.

The actions are assigned a priority of High, Medium, or Low and an estimated time frame depending on their importance to help affect or achieve the vision. The highest priorities recognize those items that can be implemented relatively quickly and are within the City's control, as well as those that offer the greatest leverage in stimulating private reinvestment and change. Generally, they fall into three categories: (a) development and implementation of programs to attract developers and secure funding for area improvements; (b) amendment of regulatory requirements and procedural processes to facilitate development consistent with the Plan; and (c) planning for and construction of improvements that provide infrastructure and services sufficient to support planned new development, and improve the quality of place (e.g., pedestrian-oriented streetscape and open space amenities and signage programs).

The actions and priorities are described in Table 12-4 (Implementation Schedule). This is intended to provide a mechanism to establish annual programmatic and budgeting priorities and monitor progress in achieving the Plan's visions. In conjunction with the City's annual budget process, the identified tasks and projects and their priority may be adjusted given funding availability, feasibility of implementation, timing of private development, or as new projects funding opportunities present themselves over time. Detailed mobility improvements are detailed in the Impact Fee Study (IFS).

Table 12-4: *Implementation Schedule (To be provided later)*

No.	Implementation Actions	Policy	Responsible Departments / Agencies	Priority	Timeframe