

An aerial photograph of San Diego, California, showing the city skyline, the harbor, and the San Diego Bay Bridge. The city is densely packed with buildings, and the harbor is filled with ships and boats. The San Diego Bay Bridge is visible in the background, spanning the bay. The sky is clear and blue.

The City of

SAN DIEGO

Economic Development Department

Annual Report

July 1, 2017 – June 30, 2018

2018



Photo courtesy You & Yours Distillery

WELCOME

“San Diego is positively changing and enhancing the lives of all residents through innovative solutions from our homegrown entrepreneurs, the local expansion of corporate headquarters, the success of small businesses and the valuable contributions of our nonprofit community.

We continue to weave inclusive and sustainable practices into our programs and have made great strides in the past year with policy improvements, new programs and automated processes, making San Diego a fantastic place to live, work and play.”

— Erik Caldwell
Director, Economic Development Department



WHAT WE DO
Together, we cultivate economic and community development opportunities that serve businesses, neighborhoods and residents.

INSIDE

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Awards
- 3

Economic Development Department Dashboard
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Business Expansion, Attraction and Retention (BEAR) Division
Provides business assistance in key economic base sectors of Manufacturing & Logistics; Innovation Economy; Trade, Tourism & Finance; and Military & Defense
- 12

Neighborhood Investment Unit
Administers programs designed to improve and maintain the desirability, economic vitality and character of San Diego's neighborhoods
- 19

Successor Agency
Works with other organizations to complete the contractual obligations of the former Redevelopment Agency
- 20

Community Development Division
Invests in programs that assist low- and moderate-income (LMI) communities, vulnerable populations, the homeless and the San Diego Promise Zone
- 35

Fiscal Operations
Manages invoices and expenditures for programs and projects across all divisions of the Economic Development Department
- 36

San Diego Promise Zone
Engages public- and private-sector organizations to create programs that improve the quality of life in one of the most underserved areas of the City of San Diego
- 40

Sustainability Division
Promotes and reports progress toward Climate Action Plan goals

AWARDS

FY2018 DEPARTMENT DISTINCTIONS

Home to the world's largest concentration of military assets and a deep community commitment to support the second-largest population of military personnel, the San Diego region joined the **Class of 2018 Great American Defense Communities**. The Economic Development Department submitted and championed the region's application.



ASSOCIATION OF DEFENSE COMMUNITIES

Great American Defense Communities Class of 2018: San Diego Region

The region was honored for showing its commitment to active and former military personnel and their families through its programs, notably **STEP** (Support The Enlisted Project), **Veteran Ventures** at the **University of California at San Diego** and **Stand Down San Diego**.

JOHN LYNCH BASE REDEVELOPMENT AWARD

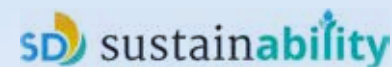
Libby Day, City of San Diego, Economic Development Department
Libby, a Business Development Officer, was honored for project managing the **Naval Training Center's** mixed-use redevelopment into **Liberty Station**, blending art, food, retail and creative workspaces with a rich maritime heritage. Day retired in June 2018 after 17 years with the City of San Diego.



Libby Day (center) joins (from left to right) EDD Deputy Director Lydia Moreno, STEP CEO Tony Teravainen, EDD Community Development Coordinator Meredith Dibden-Brown and U.S. Congressman Juan Vargas.



The 2018 Climate Action Plan Annual Report shows the City's progress toward its goals.



CITY MOMENTUM INDEX 2018

Future-Proofing Global Top 30 Cities
No. 10: San Diego



ENVIRONMENT AMERICA RESEARCH & POLICY CENTER

Shining Cities Report
No. 2 U.S. Solar City for total installed solar PV capacity



IDC SMART CITY NORTH AMERICA

Sustainable Infrastructure Award for largest urban IoT platform



ARBOR DAY FOUNDATION

Tree City USA designation



placesforbikes

2018 PLACESFORBIKES

Top 10 City for Bicycling

FY2018 DASHBOARD

FY2018 ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS EXPANSION, ATTRACTION AND RETENTION

CITY OF SAN DIEGO BUSINESSES

106,032
Registered businesses

99,141
Small businesses
(12 or fewer employees) 94%

38,760
Home-based businesses 37%

544,449
Employees at registered businesses

59,208 Businesses without employees

Source: City of San Diego Business Tax Certificates

BUSINESS ASSISTANCE

2,518
Business assists

2,281
Jobs created/preserved

13,071
Online business portal projects

268
Events representing/presenting

BUSINESS DISTRICTS

18
Business Improvement Districts
15,209 BID Businesses

9
Maintenance Assessment Districts
3,959 MAD Properties

2
Property and Business Improvement Districts
14,114 PBID Properties

PARKING METER UTILIZATION

56% Downtown

51% Uptown

31% Mid-City

Averages reported. Actual utilization varies by location with each district.

COMMUNITY DEVELOPMENT

CITY OF SAN DIEGO POPULATION

1,419,516
Residents

ENTITLEMENT FUNDING

Community Development Block Grant (CDBG)

\$40,046,929 Expended
\$8,143,123 Leveraged
144 Households assisted
43,782 Individuals assisted
153 Businesses assisted

HOME Investment Partnerships Program

\$17,219,105 Expended
\$128,018,311 Leveraged
106 Households assisted

Housing Opportunities for Persons with AIDS/HIV (HOPWA)

\$2,797,854 Expended
\$2,110,389 Leveraged
788 Households assisted
19,609 Individuals assisted

Emergency Solutions Grant (ESG)

\$966,336 Expended
107 Individuals

Source: FY2018 Consolidated Annual Performance and Evaluation Report

FISCAL OPERATIONS

FISCAL OPS PERFORMANCE

\$136.9 million
Total Expenditures

1,420 Invoices
Processed for expenditures

358 Purchase orders
Created for \$38 million

89.79% On-time
Processing of invoices

Top 5 Department
Ranking for on-time processing



SD PROMISE ZONE POPULATION

88,793
Residents

COMMUNITY INDICATORS

12.4%
Unemployment

26.6%
Poverty Rate

40.1%
Opportunity Youth Unemployment

\$9.55 million
Awarded to SDPZ through four grants



CLIMATE ACTION PLAN PROGRESS

117,112 MWh
Megawatt hours saved by San Diegans through energy efficiency

167,000 MWh
Megawatt hours generated by Municipal operations

13%
Reduction in per-capita water use

90 ZEVs
Zero-emission vehicles in the City fleet

42 Hybrid vehicles
in the City fleet

6,800 Linear feet
Sidewalks constructed

31 Miles
Bicycle lanes added or improved

307 Trees
Planted in the City
*** Data reported for Calendar Year 2017*

BUSINESS DEVELOPMENT

BUSINESS EXPANSION, ATTRACTION AND RETENTION

Cultivating a diverse business climate, growing businesses, creating more jobs and helping entrepreneurs thrive are essential to the economic prosperity and quality of life for all San Diegans. The **Business Expansion, Attraction and Retention** (BEAR) Division shepherds business owners from concept to expansion.

In FY2018, the division broadened and promoted its online catalog of valuable City programs, streamlined resources and digitized applications, providing 24/7 access to entrepreneurs and saving them time and money. Check it out: sandiego.gov/economic-development.

FY2018 BEAR PERFORMANCE

- 2,518 Business assists
- 2,281 Jobs created/preserved
- 280 Business walk surveys
- 268 Events representing/presenting
- 13,071 Online business portal projects

NEW TOOLS TO GROW BUSINESS



Quartyard, East Village

Placemaking

sandiego.gov/placemaking

Municipal Code modifications now make it easier and more affordable for San Diegans to create temporary, small-scale projects in their neighborhoods to cultivate a sense of community. *“Placemaking encourages San Diegans to creatively transform forgotten spaces into active public places where neighbors can connect with one another and the community they share. Citizen-driven projects preserve the heart of this incredible city we get to call home.”*

— Alexandra Berenter, Director of Public Affairs
Downtown San Diego Partnership



Urban Agriculture Incentive Zone

sandiego.gov/UAIz

With the June 2018 adoption of the UAIZ Municipal Code ordinance, property tax incentives are now available to property owners who use or lease vacant space for small-scale urban agriculture such as **Project New Village** (above) in the Mount Hope neighborhood.



Capacity Building

sandiego.gov/economic-development/resources/capacitybuilding

Nonprofit organizations, such as the **French-American Chamber of Commerce** (above) can now get up to \$20,000 if they serve the economic development, community development or employment needs of residents within the former San Diego Regional Enterprise Zone.



San Diego Foreign-Trade Zone Fee Schedule

sandiego.gov/FTZ

EDD lowered annual fees for warehouse operators from \$10,000 to \$7,200, sparking interest in the Foreign-Trade Zones program. FTZ helps companies save money on importing goods, keeping U.S.-operating businesses competitive with those overseas.

PARTNERING WITH THE CITY



WE'VE HELPED ...

- Arcturus
- Ajinomoto-Althea
- Armstrong Garden Centers
- Bank of Internet (BofI Holding)
- Cubic
- General Atomics (pictured)
- HCP Life Sciences Estates
- IDS Real Estate
- Illumina
- Meggitt
- Mission Imprintables
- Mitchell1
- Neurozone
- Northrop Grumman
- NuVasive
- Poochie's Hooch Urban Cidery
- Hollister Kitchens
- You & Yours Distillery

The BEAR Division builds relationships, helping our many small businesses as well as San Diego's largest employers. Specialized consulting services in economic base sectors of Manufacturing & Logistics; Innovation Economy; Trade, Tourism & Finance; and Military & Defense facilitate business expansion and retention in San Diego. Services include technical assistance, due diligence, policy/legislative advocacy, utilities coordination and application support for financial incentives, such as loans and tax credits.

FOCUS: California Competes Tax Credit

The BEAR Division identifies and supports applicants for California Competes (Cal Competes), the **California Governor's Office of Business and Economic Development (GO-Biz)** tax credit program that incentivizes companies to stay in California, promoting job creation and capital investment. In FY2018, the City of San Diego showcased its diverse economy. Aerospace manufacturer **Meggitt**, pharmaceutical firms **Retrophin** and **Xeris Pharmaceuticals**, **Bank of Internet (BofI Holding)**, **Bold Brew Coffee** and Rocket League® video-game developer **Psyonix** were among 25 City companies awarded Cal Competes tax credits totaling \$21.1 million, an average of \$844,175 per company.

Cal Competes	FY2016	FY2017	FY2018
City of San Diego businesses awarded	33	33	25
Total tax credits awarded	\$20.8 million	\$29.1 million	\$21.1 million
Total capital investment	\$125.9 million	\$292.6 million	\$87.2 million
Return on investment in Cal Competes	\$1/\$6	\$1/\$10	\$1/\$4
Net increase in full-time employees	2,856 jobs	3,315 jobs	1,684 jobs

Cal Competes awardee: Bank of Internet

EDD consulted with **BofI Holding, Inc.**, parent of Bank of Internet, the top FY2018 Cal Competes recipient (\$5 million) in the San Diego region. The online nationwide bank provides financing for single- and multi-family homes and small businesses in target sectors. It plans to create 160 new jobs and expand operations with offices and an incubator in a 127,000-square-foot, former Qualcomm building as part of a \$22.5 million capital investment.

\$22.5M capital investment
160 net jobs created



Photo courtesy @Bofi_USA, Twitter

EXPANDING IN SAN DIEGO



Northrop Grumman, Rancho Bernardo

FOCUS: Northrop Grumman | Rancho Bernardo

The global security company and aerospace defense contractor partnered with the Economic Development Department for its multiphase, 220,000-square-foot tenant improvement at its hilltop West Bernardo Drive facility. EDD concierge services included due diligence and conflict resolution, working with Northrop Grumman project managers, architects and consultants to create this state-of-the-art Center of Excellence. The research and development facility has both labs and offices and features a mix of classified and unclassified office space.

400 net jobs created

FOCUS: Hollister Kitchens | Otay Mesa

When food entrepreneur Yossi Berrin-Reinstein wanted to create a San Diego food incubator with multiple prep kitchens, he turned to EDD. Plug-and-play commercial kitchen space is rare in the culinary haven of San Diego. But with the help of EDD, Berrin-Reinstein, who runs the successful Los Angeles-based **Reba's Kitchens** and **Fishburn Kitchens**, found a 14,000-square-foot South Bay warehouse site at 780 Hollister St. in Otay Mesa.

With due diligence and permit assistance from EDD, Berrin-Reinstein is renovating the site into Hollister Kitchens: 24 wholesale-approved, private, commercial kitchens, each with hoods, three-comp sinks, grease interceptors, heavy power, dry storage and walk-in cooler/freezer access.

Kitchens range from 250 to 600 square feet, providing the infrastructure for dedicated, large-scale production and distribution. It's an ideal HQ for a food manufacturer, caterer, meal-prep company, virtual restaurant or food truck, opening in early 2019.



Commercial kitchen with equipment
Photo courtesy Hollister Kitchens

\$3M capital investment
75 net jobs created



Rendering and photo courtesy NuVasive

FOCUS: NuVasive | Sorrento Valley

Founded in 1997 as a San Diego medical school startup, NuVasive has pioneered minimally invasive and revolutionary spinal surgery products and techniques. A global spine market leader, NuVasive had nearly \$1 billion in revenue in 2017.

In FY2017, the BEAR Division coordinated directly with this Sorrento Valley medical device manufacturer to ensure that its world headquarters remained in San Diego. In FY2018, NuVasive proceeded with a \$36 million expansion to renovate two buildings and construct an amenities building (rendered above), creating a 250,000-square foot campus.

New features included in the "innovation center of excellence" are an expanded surgeon training lab, prototype design facility, biomedical testing center, cafe, fitness center and a 750-person meeting space.

\$36M capital investment
250 net jobs created



"NuVasive would like to recognize the efforts of the Economic Development Department to expedite permitting and plan review for our various phases of the HQ project.... We were able to save a lot of days in the permitting cycles. We are very happy with the level of commitment and collaboration the City has demonstrated on our behalf."

— **Michael Rosen**, Leader
Global Facilities and Real Estate, NuVasive

ECONOMIC DEVELOPMENT PROGRAM HIGHLIGHTS

Economic Development Funding

The City supports programs and projects fostering base-sector economic development, promoting San Diego as a business and leisure destination and supporting local small businesses. In FY2018, the BEAR Division awarded 46 local nonprofits about \$1.24 million in funding through **Economic Development and Tourism Support (EDTS)**, **Transient Occupancy Tax (TOT)** and the **Small Business Enhancement Program (SBEP)**.

Awardee **Otay Mesa Chamber of Commerce** presents MexPort (right), the Cali-Baja Binational Megaregion’s annual cross-border industrial expo promoting and facilitating trade, manufacturing, freight forwarding and logistics services.

46 Grants in FY2018
\$1.24M awarded



Then-District 8 Councilmember David Alvarez visited EDD’s Foreign Trade Zone exhibitor booth at MexPort in April.

Economic Development Funding	Number of Grants	Total
Economic Development and Tourism Support (EDTS)	18	\$700,000
Citywide Economic Development Support (TOT)	8	\$315,000
Small Business Enhancement Program (SBEP) Citywide	6	\$120,000
Small Business Enhancement Program Microdistricts	14	\$108,240
TOTAL	46	\$1,243,240

FOCUS: San Diego Startup Ecosystem

Enhancing San Diego’s economic standing and reputation as a center for high-impact innovation, entrepreneurship and technological development is a goal of Economic Development Funding. In FY2018, EDD awarded grants to several nonprofits integral to San Diego’s startup ecosystem including incubators **EvoNexus** (left), **CyberHive**, **Hera Labs** and **The Maritime Alliance’s** new **Blue Tech Incubator** (below) in La Jolla, which opened in October 2017.

EDD also funded **LaunchBio** and **Cal Western School of Law’s** **New Media Rights** program for intellectual property and tech law.



Mayor Kevin L. Faulconer joins District 1 Councilmember Barbara Bry at the opening of BlueTech Incubator in La Jolla.

Strengthening the Defense Supply Chain: Propel San Diego

The San Diego region benefits from more than \$25.2 billion in direct defense spending and 338,000 military jobs (*San Diego Military Advisory Council, 2017*). With 1 in 5 jobs and \$50.1 billion (22 percent) of the 2017 regional GDP attributed to the military super cluster, the City has championed the defense supply chain’s resilience through the Propel San Diego initiative. The City received a \$1.6 million Department of Defense’s **Office of Economic Adjustment (OEA)** grant in FY2017 to start Propel (sandiego.gov/propel-sd).

In FY2018, the City was awarded a second OEA grant of \$1.7 million to sustain Propel San Diego and enable key partners (**City of San Diego, San Diego Regional Economic Development Corp., East County Economic Development Council, South County Economic Development Council, SDMAC and San Diego Workforce Partnership**) to collaborate and focus exclusively on defense-sector specific projects, such as:

- **Network analyses:** A social network map, survey and cluster analysis to better understand San Diego’s dependency on defense spending and to identify the workforce and business development for a more resilient supply chain
- **Strategic roadmap:** Developed from survey research and two think-tank meetings of regional stakeholders
- **Business Incentives Matrix:** Online inventory of available regional economic development tools
- **The Connectory (connectory.com):** Online database featuring defense businesses and their company profiles



Capacity Building

Introduced at the end of FY2017 with reprogrammed San Diego Regional Enterprise Zone (SDREZ) funds, this program awards grants up to \$20,000 to nonprofits that 1) operate within the former SDREZ, and/or 2) serve the economic, community or workforce development needs of residents within the former SDREZ. Recipients are also required to attend the City of San Diego Nonprofit Academy (*Page 21*).

The **San Diego French-American Chamber of Commerce** (right), an FY2018 recipient of a \$20,000 Capacity Building grant, supports the trade needs of French and American businesses and attracts French businesses to San Diego by providing market research, regulatory overviews, sourcing, business development, recruitment, relocation services, marketing and communication and site tours.

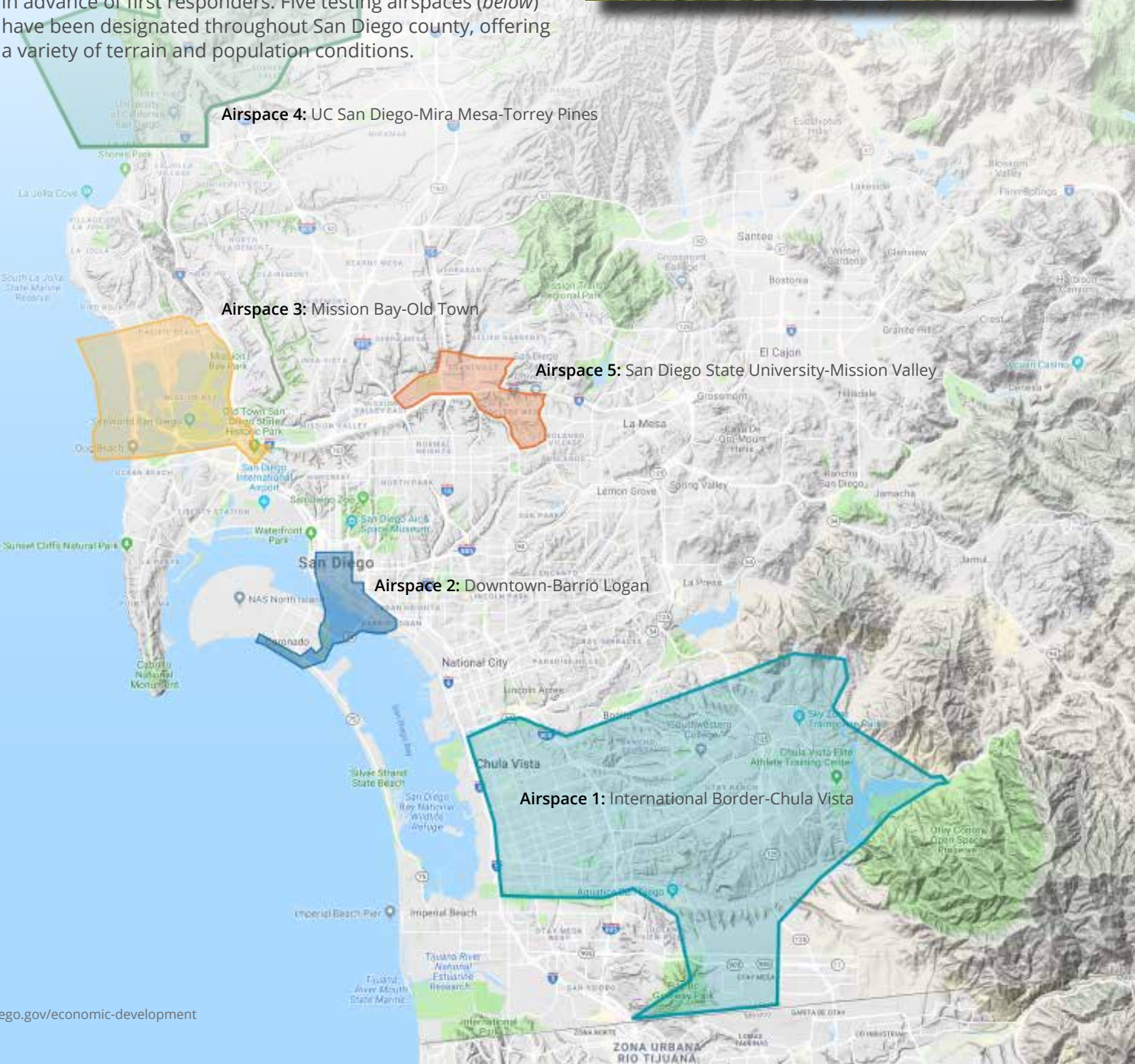


SMART CITY

Unmanned Aircraft Systems Integration Pilot Program

In May 2018, the City of San Diego became one of 10 U.S. cities selected to participate in the Unmanned Aircraft System (UAS) Integration Pilot Program (IPP) from the **Federal Aviation Administration (FAA)** and the **U.S. Department of Transportation (USDOT)**. The IPP is an opportunity for state, local and tribal governments to partner with private sector entities to accelerate safe UAS integration and innovation both regionally and nationally.

IPP is designed to advance the testing of commercial unmanned aircraft operations and technological applications with expedited FAA airspace approval for San Diego projects like flying medical specimens from University of California at San Diego or deploying drones to inspect incident scenes in advance of first responders. Five testing airspaces (*below*) have been designated throughout San Diego county, offering a variety of terrain and population conditions.



GLOBAL BUSINESS



FTZ No. 153 Annual Fee Schedule	
Warehouse Operator	\$7,200*
Subzone Operator	\$10,000
*Reduced fee effective July 1, 2017	

Foreign-Trade Zones Program

Administered by the **U.S. Department of Commerce**, the Foreign-Trade Zones (FTZs) Program keeps U.S. businesses competitive with those operating offshore and overseas, especially with an uncertain trade landscape. Using an FTZ allows a company to defer, reduce or eliminate customs duties on foreign products admitted into U.S.-based facilities for warehousing, exhibition, assembly, manufacturing or processing.

The City of San Diego is the grantee of FTZ 153, which covers all 18 cities in San Diego County and an adjacent portion of southwest Riverside County. It is part of the \$236 billion San Diego-Tijuana binational megaregion. It's home to the busiest land port of entry in the Western hemisphere (San Ysidro) and the third-busiest commercial port of entry on the U.S.-Mexico border (Otay Mesa).

Lower Fees in FY2018

In FY2018, EDD reduced the annual fee for warehouse operators to \$7,200 (down from \$10,000) to make FTZ 153 more competitive with other FTZs. Interest in the program has surged from manufacturers seeking to establish a production site and warehouse operators and third-party logistics firms wanting to activate FTZ space in storage facilities. FTZ Subzone 153D operator **Callaway Golf Company** and FTZ Subzone 153E **General Dynamics-National Steel and Shipbuilding Company (NASSCO)** are already realizing the benefits.

General Dynamics-National Steel and Shipbuilding Company (NASSCO), based in Barrio Logan, operates FTZ Subzone 153E.

SAN DIEGO REGION FTZ 153 2017 PERFORMANCE INDICATORS¹

- 62 Businesses assisted
- 10 FTZ operators (2 Subzones, 8 Warehouses)
- 162.4 Activated acres of FTZ space
- 3,566 Direct jobs
- \$90.8M Merchandise received
- \$191.9M Merchandise forwarded

“As the last full-service shipyard on the West Coast, we’ve taken advantage of having an FTZ for storage, production and supply chain management, and those benefits keep us competitive.”

— **Jesus Murillo**
Logistics and FTZ Specialist
General Dynamics-NASSCO

NEIGHBORHOODS

NEIGHBORHOOD INVESTMENT UNIT

Part of the BEAR Division, the Neighborhood Investment Unit (NIU) administers programs designed to improve and maintain the desirability, economic vitality and character of San Diego's neighborhoods. Among NIU's programs are the three assessment districts, community parking districts, quarterly business walks, the Storefront Improvement Program, Banner Program and—new in FY2018—Placemaking and the Urban Agriculture Incentive Zone.

Business Improvement Districts

The City's Business Improvement Districts (BIDs) strengthen small business communities by creating jobs, attracting new businesses, marketing events and revitalizing older commercial neighborhoods. Business owners within City-designated geographic BID boundaries are assessed annually to fund activities and improvements that directly promote the BID.

The City partners with nonprofit business associations that represent the assessed business owners to implement the BID program. The City has 18 BIDs, making San Diego's BID program the state's largest tenant-based program. In addition to business assistance services, BID associations coordinate such popular City events as the **Pacific Beachfest** (below), **Adams Avenue Street Fair**, Gaslamp's **Mardi Gras** and Hillcrest's **Cityfest**, which draw thousands of attendees from around the region.

FY2018 BID REVENUE SUMMARY

- 18 Business Improvement Districts
- 15,209 Businesses in BIDs
- \$1.59M Assessments collected
- \$15.1M BID revenue generated
- \$1/\$9.21 Return on Investment

BUSINESS IMPROVEMENT DISTRICTS

Adams Avenue	Hillcrest
City Heights	La Jolla
College Area	Little Italy
Diamond	Mission Hills
Downtown	North Park
El Cajon Blvd. Central	Ocean Beach
El Cajon Blvd. Gateway	Old Town
East Village	Pacific Beach
Gaslamp Quarter	San Ysidro



Pacific Beachfest
Photo courtesy John Coccozza



Little Italy Farmers Market

Maintenance Assessment Districts

Property owners can vote to assess themselves to form a Maintenance Assessment District (MAD) that will fund special services beyond the City's general scope. Services include landscaping, lighting, sanitation, trash collection, graffiti removal and more frequent cleaning. The Economic Development Department administers nine MADs self-managed by nonprofit owners associations. With MADs seen as mechanisms to improve commerce, district desirability and beauty, eight projects joined the formation pipeline in FY2018.

FY2018 MAD REVENUE SUMMARY

- 9 Maintenance Assessment Districts
- 3,959 Properties in MADs
- \$2.44M Assessments collected

MAINTENANCE ASSESSMENT DISTRICTS

Adams Avenue	Hillcrest Commercial Core
Barrio Logan	La Jolla
Central Commercial	Little Italy
City Heights	Newport Avenue
College Area	

IN PLANNING STAGES

Bankers Hill	East Hillcrest*
Barrio Logan*	Old Town
Central Commercial*	Otay Mesa
Convoy District	Pacific Beach
* denotes expansion of existing MAD	

Property and Business Improvement Districts

A Property and Business Improvement District (PBID) is a tool available to property owners to improve a downtown or other commercial area. The City has two PBIDs: Downtown (13,622 assessed businesses) and North Park (492).

PBIDs provide improvements, sanitation, maintenance, landscaping, economic development services and activities that directly benefit assessed parcels only.

FY2018 PBID REVENUE SUMMARY

- 2 PBIDs (Downtown, North Park)
- 14,114 Properties in PBIDs
- \$8.75M Assessments collected



Encanto, North Park

BUSINESS COMMUNITY ENGAGEMENT

Business Walks

Staying in touch with local businesses is critical to helping them thrive. In FY2018, the Economic Development Department’s Neighborhood Investment Unit partnered with the Morena Business Association and the BID associations of Adams Avenue, North Park and East Village to canvas their districts for business walks. Each business walk had dozens of volunteers, including representatives from EDD, the BID associations, City Council offices, other City staff and the community. They walked storefront-to-storefront, visiting businesses, speaking with owners and surveying them about their concerns and improvement suggestions. Volunteers also distributed customized materials about City programs and resources. EDD staff followed up on requests for assistance.

The FY2018 walks collected 280 surveys, a 42 percent response rate from businesses visited. Survey results showed that the top challenge facing business owners has been the City’s rising homeless population camped out, loitering or panhandling near storefronts. Available parking and area maintenance (trash, graffiti, etc.) continue to be concerns but optimism about the business climate, especially in walkable districts, remains high.

Business Walk	Date	Volunteers	Business Visited	Surveys Completed
Morena Boulevard	Aug. 17, 2017	23	154	77
Adams Avenue Business Improvement District	Nov. 16, 2017	27	130	56
North Park Business Improvement District	Feb. 22, 2018	16	215	74
East Village Business Improvement District	June 14, 2018	35	168	73
	TOTAL	101	667	280

FY2018 Business Walk Highlights



Then-District 2 Councilmember Lorie Zapf (center) joins volunteers from the City’s Economic Development Department, Office of the City Treasurer, the Morena Business Association and the community for the Morena Boulevard Business Walk.



Christina Bibler, BEAR Division Program Manager, meets with Mike DiAnna of DiMille’s on the Adams Avenue Business Walk.



Vanessa Bernal, of Council District 3, and Michelle Nuñez, Minimum Wage Analyst in the Office of the City Treasurer, visit Lighthouse Salon on the North Park Business Walk.



Volunteers from Economic Development, the Small Business Advisory Board, East Village Business Association and the community gather at Social Tap to begin the East Village Business Walk.

COMMUNITY PARKING DISTRICTS

Parking Initiative and Improvements

The Economic Development Department is the City’s liaison with Community Parking Districts (CPDs) and works to optimize parking accessibility and parking-meter turnover and utilization.

In FY2018, EDD staff collaborated with CPDs, business owners, residents, representative community groups, stakeholders and other City departments to fulfill 94 parking requests including:

- **Parking space reconfiguration** of parallel parking to head-in or angled spaces, including a parallel-to-head-in conversion of 13 blocks of Bankers Hill
- **Zone modification** through the installation, extension or removal of white, blue, yellow, red or green zones on curbs to improve parking management
- **Parking meter conversion** through modification of rates, duration, stay limits and hours of operation at parking meters to optimize utilization rates
- **Signage replacement** for new meter time limits, new curb zones, parking payment instructions and designation of hybrid or careshare spaces

94 business-related projects
500+ new parking spaces created



Head-in parking conversion and restriping along Ivy Street near First Avenue in Bankers Hill



3-minute passenger loading zone in front of a daycare center on Washington Street in Mission Hills

STOREFRONT IMPROVEMENT

Helping enhance the curb appeal of City businesses, the Storefront Improvement Program (SIP) assists business or property owners with street-facing, street-level storefronts by offering free professional design services and financial rebates that partially cover construction costs.

A business with a valid business tax certificate and 25 or fewer employees is eligible to apply for financial rebates as high as \$8,000 for a single-tenant property or \$16,000 for a multiple-tenant property.

In FY2018, the Economic Development Department completed an internal restructuring of the program, which has received more than 1,000 applications and completed more than 250 projects since its 1986 inception.

A new online application (sandiego.gov/storefront) and streamlined review process were implemented within a customer relationship management platform, improving accuracy and convenience and reducing paper waste.

FY2018 SIP PERFORMANCE

17 Projects completed
 \$142,643 SIP incentives paid
 \$513,937 Total project costs
 \$1/\$4 Return on City investment

Project Type	Maximum Percentage of Eligible Total Project Costs	Maximum Financial Rebate Available
Single property	50%	\$8,000
Historic renovation	66.7%	\$12,000
Multiple-tenant property	50%	\$16,000

FY2018 Highlights

Working Class | North Park Total project cost: \$23,007 SIP rebate: \$8,000

Reinventing a former tavern space, Working Class (est. 2017) has become a popular, cozy neighborhood gathering spot. New skylights, patios and wood-panel and corrugated metal-sheet siding complement the open layout and the casual eatery with a diner-style menu and 30 taps of craft beer, kombucha, wine and coffee.



Red House Pizza | University Heights Total project cost: \$16,972 SIP rebate: \$8,000

An upscale look with a new awning, sustainable landscaping, paint scheme, windows, skylights, corrugated metal-sheet siding and rebranded signage complement this pizzeria's sophisticated, gourmet menu.



Ergo Architecture | Barrio Logan Total project cost: \$16,272 SIP rebate: \$8,000

With new lighting, paint, doors and windows and its distinctive signage, Ergo Architecture revitalized the building that became its offices in 2015, across from Chicano Park, on a long-neglected stretch of National Avenue. The community has responded favorably to the new curb appeal of a building that was once an eyesore.



"Boarded-up doors and windows. Broken window panes. Lots of graffiti. If there were ever a building in need of the Storefront Improvement Program, this was it! The City let us move forward with improvements sooner than expected and all at once, making it gratifying to see our old building come back to life. Countless neighbors and passersby have stopped in to say 'Looks great.'"

— Steve Mayman
 Principal, Ergo Architecture

CREATING COMMUNITY



Placemaking

San Diegans can reimagine and creatively reinvent underutilized spaces to cultivate a sense of community through placemaking. With Municipal Code modifications in FY2018, the City has shortened the permitting process and, as a result, the time and expense for these temporary, small-scale developments in the public right-of-way and on private property. The program, along with available placemaking grants, makes it easier for citizens to showcase their neighborhood's distinctive character through projects such as Fair@44, Quartyard and public art.

Public art is a form of placemaking
Photo courtesy Hillcrest Business Association

Urban Agriculture Incentive Zone

Encouraging agriculture and healthy living in urban neighborhoods, the FY2018 adoption of the Urban Agricultural Incentive Zone ordinance to the Municipal Code gives eligible property owners in the City of San Diego a property tax reduction through a lower land assessment value if they—for a minimum of five years—use or lease their vacant property for small-scale production of agricultural crops.



Project New Village's urban ag project in action in Mount Hope

Banner Program

In FY2018, EDD welcomed two new banner districts—Rolando Park (right) and Barrio Logan—to its program of 41 districts. A popular, cost-effective way to identify business areas and promote civic events and neighborhood spirit, banners require permits for installation on light standards.



Rolando Park

Fair@44
Photo courtesy El Cajon Business Association

SUCCESSOR AGENCY

The City of San Diego's Successor Agency works with City departments, Civic San Diego, the Successor Agency Oversight Board, the County of San Diego, the San Diego Housing Commission and the state's finance department comptroller's office to manage and complete the contractual obligations of the former Redevelopment Agency (RDA). The Successor Agency is also responsible for creating, implementing and supporting initiatives aligned with the City's Economic Development Strategy as well as the City's Strategic Plan.

FOCUS: Southcrest Trails Neighborhood Park | Southeast San Diego

3565-3621 Birch St, San Diego, CA 92113

Completed in February 2018, the 2.6-acre Southcrest Trails Neighborhood Park activated former passive park space. New features include security lighting, children's play areas, exercise trails with workout stations, gazebos, picnic areas with barbecues and game tables, drinking fountains, a basketball court, skate park and an amphitheater. Landscaping consists of drought-tolerant native plants.

Because of nearby Chollas Creek corridor, storm water runoff and irrigation efficiency received special consideration. Locally created public art adorns the park, thanks to a City's Commission for Arts and Culture collaboration. A State of California Urban Greening Grant and Southcrest Redevelopment Tax Increment Bond Funds also funded the \$3 million project.



FOCUS: Sidewalk and Streetlights Improvement Highlights | City Heights

The Successor Agency improved walkability by installing sidewalks, curbs, gutters, wheelchair ramps and 132 streetlights along some of the most heavily traveled routes throughout the Colina Del Sol neighborhood. The work was funded by City Heights Redevelopment Project Area bond proceeds.

52nd Place

Euclid Avenue, from Dwight Street to Isla Vista Drive



50th Street and Orange Avenue

53rd Street and Trojan Avenue



COMMUNITY DEVELOPMENT

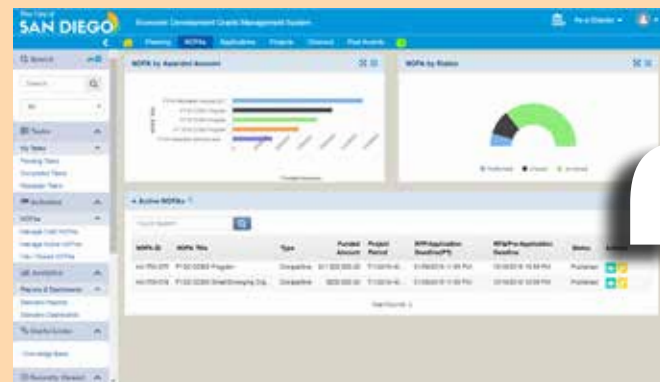
The Economic Development Department's Community Development Division (CDD) invests in organizations, programs and projects that improve the quality of life for low- and moderate-income (LMI) residents in the City of San Diego. CDD administers Community Development Block Grant (CDBG) funds from the **U.S. Department of Housing and Urban Development** (HUD). In FY2018, CDD administered more than \$40 million in CDBG funding, working with **San Diego Housing Commission** (SDHC), the **County's Community Development Services** and 33 nonprofits to implement programs. The City also is awarded the Emergency Solutions Grant (ESG) and the federal HOME Investment Partnerships Program (HOME), which is administered by SDHC.

FY2018 CDD PERFORMANCE

\$61M Entitlement funds invested
64,689 Beneficiaries of CDD programs
97 Projects serving the community
428 Affordable housing units built
\$147M Affordable housing funds leveraged

Source: FY2018 Consolidated Annual Performance and Evaluation Report (CAPER)

COMMUNITY DEVELOPMENT DIVISION HIGHLIGHTS



EDGrants

Economic Development Grants

edgrants.force.com

In FY2018, CDD digitized its system for Request for Qualifications (RFQs), Request for Proposals (RFPs), submission scoring and reporting for CDBG-funded organizations.

"We access EDGrants to enter programmatic reporting data as well as requests for reimbursement for each program totaling 12 entries per month. Edgrants is easy to navigate, user friendly and intuitive. Uploading documentation to the portal is fast and efficient."

— **Luis Barrios**, Program Analyst
San Diego Housing Commission



Business Accelerator for LMI Startups

The City selected the **Jacobs Center for Neighborhood Innovation** (above) and the **CONNECT** startup accelerator program to create and operate the City's first business accelerator located in and designed to assist startups in an LMI community. The City has committed \$2.5 million over the next four years to the project.



Palm Avenue Property Acquisition

With \$6.6 million in CDBG funds, the City bought a former Palm Avenue hotel (above) as the future site for affordable housing for low- and moderate-income individuals. In FY2018, CDD also secured \$6.5 million to renovate the building, from 61 hotel rooms into 42 residential units.



Housing Navigation Center Acquisition

The City, with \$7 million in CDBG funds, purchased a former indoor skydiving facility (above) located in an East Village area where many homeless individuals regularly gather. The **Navigation Center**, opening in FY2019, will be a one-stop shop for a full-spectrum of supportive services to end homelessness.

CITY OF SAN DIEGO NONPROFIT ACADEMY

IEDC 2017 GOLD EXCELLENCE IN ECONOMIC AWARD WINNER

COMMUNITY DEVELOPMENT DIVISION



Rick Dahlseid teaches Financial Basics at the Spring 2018 City of San Diego Nonprofit Academy at the University of San Diego

Educational Partnership in Action

The City of San Diego awards millions of dollars in grants annually to local nonprofits. To increase the quality, quantity and diversity of services provided by nonprofits that apply for City service contracts funded by CDBG and other economic development grants, the Economic Development Department partnered in 2016 with **The Nonprofit Institute at University of San Diego (USD)** to create and offer the **City of San Diego Nonprofit Academy** (NPA) twice a year.

In FY2018, the Fall session (Aug. 22-23, 2017) and Spring session (May 31-June 1, 2018) each drew more than 140 attendees representing more than 100 nonprofit organizations. The free, two-day educational workshop is designed to strengthen the effective management and build the organizational capacity of nonprofits that provide (or intend to provide) valuable social services.

NPA offers core courses (e.g., Program Design, Developing Strategy) and electives (e.g., Partnering With the City, Social Innovation and Human Centered Design) taught by Economic Development Department staff and leading nonprofit education and research experts. USD's **School of Leadership and Education Sciences (SOLES)**, which offers a master's degree in nonprofit management, also provides instructors.



EDD Director Erik Caldwell

Post-NPA surveys show that 75 percent of respondents indicated a better understanding of City funding opportunities, and 70 percent had taken steps to

implement new practices. Qualified CDBG applicants increased 33 percent from FY2017 to FY2018.

Nonprofit Academy Signature Workshops

Bringing quality training and City-partnership opportunities to nonprofits in high-need communities, the City, in FY2018, introduced a workshop series, covering topics such as program planning and proposal writing, financial management, marketing fundamentals, communications plans, defining need and measuring impact, and strategic fundraising. Valencia Park, Logan Heights, Skyline Hills and City Heights were among the workshop locations.

FY2018 NONPROFIT ACADEMY

327 NPA attendees at two sessions

201 Nonprofit organizations represented

44% CDBG applicants attended FY2018 NPA

300+ NPA Signature Workshop attendees



In FY2018, EDD accepted the 2017 Gold Excellence in Economic Development Award Partnership with Educational Institutions category from the **International Economic Development Council (IEDC)** for the City of San Diego Nonprofit Academy.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

Six Consolidated Plan goals—job readiness and economic development programs; public infrastructure needs; affordable housing; homelessness; vulnerable populations; and HIV/AIDS housing, health, and support services—served as the basis for prioritizing project funding. Activities targeted LMI areas, which are largely clustered in Council Districts 3, 4, 7, 8 and 9 and in the Community Planning Areas of City Heights, Barrio Logan, Southeastern, Encanto, San Ysidro and Linda Vista.

Community and Economic Development (CED) Projects

Completed projects supported small businesses through **ACCION San Diego**, a microlending program provides loans and business education to LMI entrepreneurs; **ACCESS**, which assists immigrant and young-adult entrepreneurs with microenterprise development; **Horn of Africa**, which trains immigrant women to become state-certified home childcare providers; and **Southwestern Community College**, which offers Business Basics entrepreneurial workshops.

FY2018 CED PROJECTS

- 4 Completed projects
- 3 Projects in progress
- \$1,448,865 CDBG expenditures
- \$2,226,795 Leveraged
- 153 Businesses served*
- 263 Business clients served*

*At completed projects

FOCUS: ACCESS Microenterprise Program | Citywide

CDBG: \$101,167 Leveraged: \$126,324 Assisted: 55 microentrepreneurs and 18 businesses

Having helped aspiring entrepreneurs for 16 years, the ACCESS Microenterprise Program addresses the economic development needs of two vulnerable populations: immigrants and young adults who have dropped out or are at risk of dropping out of high school. Among the target groups are victims of domestic violence, teen parents and other at-risk youth. Developing businesses can foster economic self-sufficiency, increase household income and perhaps even create jobs in LMI communities.

In FY2018, ACCESS introduced the first Small Business Academy, a six-week, bilingual business literacy program of lectures conducted by the **Small Business Development Center**, drawing 22 participants. Also, in partnership with the **University of San Diego School of Business**, MBA candidates provided technical assistance and consulting to 55 clients in a new mentoring program, launching or expanding 18 businesses.

Nelida Garcia, Xula Cafe

They call her *mujer luchona*—Spanish for woman fighter—because she wouldn't give up on her dream of starting a mobile business selling Mexican coffee and her gourmet muffins.

Her first business partner told her idea was a bust, saying her company was too small to compete with giants. But Nelida Garcia (*right*) took her concept for the **Xula Café** to **ACCESS** in 2017 and joined in the first **Small Business Academy** and also fleshed out her business plan, price points and marketing strategies through a mentorship program with a pair of University of San Diego MBA students.

In January 2018, Nelida opened Xula Café, grew her business through catering orders for USD special events and networks to find new customers, thanks for word of muffin and the *mujer luchona*.



Nelida Garcia, owner of the Xula Cafe
Photo courtesy ACCESS



Mayor Kevin L. Faulconer (center) welcomes San Ysidro youth to a renovated Larsen Athletic Field at the July 26, 2017 ribbon cutting.

City Neighborhood Infrastructure Projects

The City works to strengthen neighborhoods by investing in critical public infrastructure needs. Serving San Ysidro's community of nearly 50,000 people, **Larsen Athletic Field** (*above*) now has two new playgrounds, play equipment, picnic tables, rubberized playground surfaces and ADA-accessible travel paths as part of the \$1.7 million overall, with \$1 million in CDBG funds.

Other FY2018 completed projects included the **Colina Del Sol** pool in Mid-City, **City Heights Youth and Community Center** accessibility upgrades, the demolition of **Old San Ysidro Fire Station** and the **Memorial Community Building**, as well as new traffic signals, traffic calming and five sidewalks improvements for safe pedestrian access.

FY2018 NEIGHBORHOOD INFRASTRUCTURE

- 11 Projects completed
- 13 Projects in progress
- \$7,913,269 CDBG expenditures
- \$2,240,726 Leveraged
- 24,892 Persons assisted*

*At completed projects

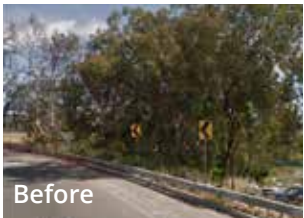
FOCUS: Sidewalk Improvement Highlights | Council Districts 3, 4, 7 and 9

43rd Street, from Thorn Street to Fairmount Avenue

City Heights

With Joyner Elementary and the Ocean Discovery Institute nearby, this sidewalk project improves safety and pedestrian access for local youth and their families in Council District 9.

Project scope: 400 linear feet of sidewalk and two curb ramps



Before



After

Market Street, from Euclid Avenue to Pitta Street

Diamond

This sidewalk project improves pedestrian access between residents and the Elementary Institute of Science, Tubman Chavez Community Center, Valencia Park/Malcolm X Library, a major business Park and transit stations.

Project scope: 3,600 linear feet of sidewalk and six curb ramps



Before



After



Urban Corps of San Diego County youth attend courses in a new classroom to complete high school and earn a diploma in Mid-City

Nonprofit Capital Improvement Projects

Investments in neighborhood facilities owned or operated by nonprofit organizations maximize the impact of CDD funds by providing increased access to programs serving vulnerable populations. In FY2018, construction of a second-story addition and ADA improvements to the existing Midway District building were completed at the **Urban Corps of San Diego County Youth Training Center** (*above*), which received \$654,899 in CDBG funds for the project. Urban Corps assists diverse LMI youth, ages 18-25, with high school equivalency, job skills and workforce development.

FY2018 COMMUNITY FACILITIES

4 Completed projects
9 Projects in progress
\$2,700,255 CDBG expenditures
\$351,866 Leveraged
2,852 Persons served*

*At completed projects

FOCUS: San Diego LGBT Community Center | Hillcrest

CDBG: \$193,626 Leveraged: \$22,364 Served: 1,578 persons

San Diego Lesbian, Gay, Bisexual, and Transgender Community Center (*below*), the nation's second oldest and one of the world's largest LGBT community centers, completed a \$215,990 renovation (\$193,626 CDBG) with a new roof, side and emergency exit doors, HVAC system and telephone system to create new offices/rooms for Latino Services and Behavioral Health departments.



FY2018 PUBLIC SERVICES

17 Completed projects
\$2,218,067 CDBG expenditures
\$3,323,736 Leveraged
4,389 Persons/households served*
 *At completed projects

Kitchens for Good Project Launch provides culinary training to those transforming their lives from addiction, incarceration, homelessness and unemployment/Photo courtesy Kitchens for Good

Public Services Projects

CDD funds projects that benefit and serve San Diego's most vulnerable populations, support health and safety, promote sustainability (Page 42) and provide employment training (**San Diego Workforce Partnership**, Pages 26-27). FY2018 projects included **Reality Changers** college-preparedness program; **Family Health Centers of San Diego Safe Point San Diego needle exchange** and culinary-themed projects with social enterprise **Kitchens for Good's** Project Launch (*above*), **International Rescue Committee** Project CHOP for refugees and **Mama's Kitchen** home-delivered meal services (*below*).

FOCUS: Mama's Kitchen | Citywide

CDBG: \$89,812 Leveraged: \$427,738 Served: 356 persons

Located in Fairmount Park, Mama's Kitchen prepares, packages and delivers nutritious breakfasts, lunches and dinners to LMI San Diego residents who are unable to make their own meals because of the debilitating effects of HIV/AIDS or cancer. Meals provide 100 percent of the recommended daily nutrition and are delivered 365 days a year, citywide and at no cost to the program recipient.



“(Mama's Kitchen) has made me start eating again, and hopefully I can start putting on weight...I have lost 30 pounds....Thank you to the volunteers for giving me hope and faith that there are really people who care.”

— **Jake**
 Program recipient
 Mama's Kitchen



Photos courtesy Mama's Kitchen



TechHire San Diego program participants take professional profile photos for their LinkedIn profiles to assist with their job search



Public Utilities research assistant and mentee Juan Rodriguez works in the City of San Diego's Environmental Chemistry Services Lab

FOCUS: San Diego Workforce Partnership

CDD partners with the San Diego Workforce Partnership (SDWP) for a three-program portfolio designed to strengthen the skills of the workforce, particularly among Opportunity Youth and low-skilled and/or disadvantaged workers in LMI communities. The programs—**TechHire San Diego**, **CONNECT2Careers Youth Internship Program** and **CONNECT2Careers City Mentorship Program**—served 5,375 people in FY2018, developing and diversifying the future workforce to succeed in a knowledge-based economy, thereby improving overall quality of life for all San Diegans. In FY2018, CDD secured program funding from CDBG (\$1,124,976), the City's General Fund (\$324,000) and reprogrammed San Diego Regional Enterprise Zone funds (\$50,000).

TechHire San Diego | Citywide

To improve the talent base supporting San Diego's tech economy, TechHire matches participants with training and employment in Information and Communication Technologies (ICT) fields of computer programming, network and support, multimedia and design, and analytics. TechHire targets LMI residents, ages 18 or older; out-of-school youth; underrepresented groups in tech (e.g., veterans, ethnic minorities, women or mature workers (ages 55+)); or the long-term unemployed. In FY2018, TechHire surpassed its goal of 150 placements and matched 178 participants, with 111 getting jobs.



TechHire places city residents in ICT fields

CONNECT2Careers Youth Internships | Citywide

In FY2018, C2C Youth Internships placed 5,000 LMI youth in meaningful job training and work-based learning opportunities, with 2,000 youth interning in SDWP's broad business network. Youth earn money and gain work experience and exposure to various careers. This quality structured employment and relevant learning has been shown to keep youth engaged in school through graduation and prepare them to succeed in the economy. Feedback from interns and employers has been extremely positive regarding the shared experiences and opportunities to teach and learn.



Job-readiness training is a part of CONNECT2Careers programs

"I never imagined learning new things could feel like one big, fun adventure"

— Nickirah

Mentee, Parks and Recreation Department

**\$1.5 million FY2018 funds awarded
5,375 persons served**

CONNECT2Careers City Mentorships | Citywide

CONNECT2Careers City Mentorship Program provides disadvantaged youth with 5- to 10-week, 75-hour-paid mentorships in City of San Diego departments. Exposing mentees to public-service careers and leveraging the City's human capital, the program placed 116 LMI youth in City departments to learn job skills from some of the City's 11,000-plus employees across 25 City departments. Most participants were Opportunity Youth or individuals, ages 16-24, who are not in school and not working.

Mentees gained marketable work experience in City departments including Public Utilities, Parks and Recreation, Public Library, Economic Development and Human Resources and the offices of the City Clerk and City Attorney.



Library apprentice Suzanna learned from Mission Hills Library branch manager Steve Wheeler



Program assistant Nickirah worked with Tianna David in Parks and Recreation



Program assistant Meghan found a mentor in the Parks and Recreation Department's Jason Allen

AFFORDABLE HOUSING

The **U.S. Department of Housing and Urban Development** (HUD) awards three entitlement grants to the City: CDBG and Emergency Solutions Grant (ESG) funds, which are both administered by the CDD, and the federal HOME Investment Partnerships Program (HOME), which is administered by **San Diego Housing Commission** (SDHC). SDHC manages the City's public housing inventory, affordable housing units and Section 8 Housing Choice Voucher Rental Assistance program.

Investing in Affordable Housing

San Diegans continued to feel the pressure of severely limited affordable housing in FY2018. As of June 2018, the median sale price of a single-family, detached home in San Diego County was \$654,000, up 6.3 percent from June 2017, according to the **Greater San Diego Association of Realtors**. The rental vacancy rate was just 3.3 percent in the City of San Diego in June, according to the **San Diego County Apartment Association**.

As a subrecipient of the City during FY2018, SDHC helped ease the housing shortage by creating and preserving affordable rental housing and homeowner housing in close proximity to transit, employment and community services.

- **Homeownership Promotion:** CDBG and HOME funds provided low-interest-deferred loans, down payments and closing-cost grants for 48 first-time LMI homebuyers.
- **Rental Housing Construction:** Four new, HOME-funded construction projects—Atmosphere, Cypress, Mesa Verde and North Park Seniors—were closed out in FY2018, welcoming LMI residents in 428 affordable units. Four other HOME-funded projects are being constructed: The Lofts at Normal Heights, The Beacon, Paseo La Paz (San Ysidro) and Encanto Village.

FY2018 HOUSING OPPORTUNITIES FOR PEOPLE WITH AIDS/HIV (HOPWA)

TRANSITIONAL AND PERMANENT HOUSING OPERATIONS

4 Projects
\$618,071 HOPWA
258 Households served

TENANT-BASED RENTAL ASSISTANCE

1 Project
\$815,270 HOPWA
80 Households served

SUPPORTIVE SERVICES

7 Projects
\$1,103,766 HOPWA
450 Persons served

HOUSING INFORMATION

1 Project
\$75,206 HOPWA
19,609 Persons served

FY2018 AFFORDABLE HOUSING HOMEOWNERSHIP PROMOTION

2 Completed projects
2 Projects in progress
\$4,989,375 CDBG
\$2,496,453 HOME
\$13,768,562 Leveraged
48 Households served*

HOMEOWNER HOUSING REHABILITATION

3 Completed projects
\$409,259 CDBG
\$1,391,974 Leveraged
202 Households served*
**At completed projects*

FY2018 AFFORDABLE HOUSING RENTAL UNITS | NEW CONSTRUCTION

4 Completed projects
4 Projects in progress
\$13.9 million HOME
\$147 million Leveraged
428 Affordable units built*
56 HOME units built*
**At completed projects*

Atmosphere Apartments | Downtown

Completed: May 31, 2017

1453 Fourth Ave., San Diego, CA 92101
202 affordable units, 11 HOME units
Serving: Low-income individuals, families and homeless
Total development cost: \$79.5 million
Total HOME funding: \$2.3 million
Certificate of Occupancy: May 19, 2017 (**FY2018 closeout)



Cypress Apartments | East Village

Completed: July 21, 2017

1435 Imperial Ave., San Diego, CA 92101
62 supportive permanent housing units. 23 HOME units
Serving: Low-income individuals, earning up to 40% Area Median Income (AMI)
Total development cost: \$20.4 million
Total HOME funding: \$2.85 million



Mesa Verde Apartments | San Carlos

Completed: April 13, 2018

7785 Mission Gorge Road. San Diego, CA 92120
89 affordable units, 11 HOME units
Serving: Households earning up to 60% AMI
Total development cost: \$34.0 million
Total HOME funding: \$2 million



North Park Seniors Apartments | North Park

Completed: March 20, 2018

4200 Texas St., San Diego, CA 92104
75 affordable units, 11 HOME units
Serving: First LGBT-affirming senior housing community for seniors 55 and older, earning up to 60% AMI
Total development cost: \$27.1 million
Total HOME funding: \$1.76 million



Photos courtesy San Diego Housing Commission

HOMELESSNESS

4,912 homeless persons
2,282 in shelters

Collected in late January 2018, the annual **WeALLCount** point-in-time count showed 4,912 of San Diego County's 8,576 homeless persons (57.3 percent) are in the City. Nearly 2,300 of the City's homeless (2,282)—a 19 percent increase from 2017—were in emergency shelters, safe havens or transitional housing. Others lived in cars, vehicles, tents or hand-built structures.

The City, the County of San Diego and the **Regional Task Force on the Homeless** work to keep homeless assistance a priority through outreach, individual assessments (VI-SPADT) in the Coordinated Entry System, case management, HOUSING FIRST-SAN DIEGO (SDHC's strategic homelessness action plan) and other programs. City efforts to address homelessness are funded by its General Fund, CDBG and ESG.

FY2018 HOMELESS SERVICES SHELTER OPERATIONS

5 Projects
\$776,720 CDBG
\$622,806 ESG
\$2,306,360 General fund
3,877 Persons served

SUPPORT CENTERS

2 Projects
\$7,537,131 CDBG
7,509 Persons served (Day Center)

HOUSING

2 Projects
\$343,529 ESG
\$6,650,000 CDBG
107 Persons served

Shelter Operations

Operating 24 hours a day, seven days a week, three City shelters provide homeless clients with interim beds, daily meals, support programs, case managers and pathways to more stable employment and long-term housing:

- **Connections Housing Interim Bed Program** (134 beds) assisted more than 509 single adults in FY2018, with 49 percent securing longer-term housing.
- **Cortez Hill Family Center** (short-term, 45 units) specializes family-centered case management and served 261 families in FY2018, with 74 percent finding longer-term housing.
- **Interim Housing Program** (350 beds) at St. Vincent de Paul Village assisted 1,710 homeless veterans and single adults with meals, healthcare, mental-health treatment and job-readiness training so that 47 percent could secure longer-term housing.

The **Homeless Transitional Storage Center** and the **Serial Inebriate Program (SIP)** complete the shelter operations projects. San Diego Police Department's **Homeless Outreach Team** (*below*) offers serially intoxicated homeless individuals the chance to participate in SIP, a detox, sobriety program with support and transitional housing.



Support Centers

- **Neil Good Day Center:** A drop-in center operated by **St. Vincent de Paul Village**, the Day Center, in FY2018, offered 7,509 homeless adults access not only to basic services, such as laundry, mail, phones, messages, computers, Internet and storage space; but also support services, such as mental-health and substance-abuse treatment.
- **Housing Navigation Center (Property acquisition):** Seeking to create a facility providing a centralized spectrum of services and case managers, the City purchased a former indoor skydiving facility at 1401 Imperial Ave. to become the City's first Housing Navigation Center. FY2018 CDBG funds of \$7.3 million were used to purchase the housing navigation center in Census Tract 51, which reported the City's highest number of homeless individuals (435) in the 2018 WeAllCount point-in-time count.



The former indoor skydiving facility is the planned site for the City's first Housing Navigation Center.

Housing

- **Rapid Re-Housing:** In FY2018, two programs— **People Assisting The Homeless (PATH) Services** and **Interfaith Shelter Network (ISN)**—found 107 people shelter, offered them navigation services, rental assistance and case management to find longer-term housing stability.
- **Palm Avenue Affordable Housing Project:** The City purchased a former hotel at 1788 Palm Ave., in South San Diego, for \$6.6 million in CDBG funding. The 61-room hotel is being repurposed into 42 affordable housing units for LMI individuals. CDD also secured \$6.5 million in CDBG funding for the renovation, which is expected to be completed in FY2019.



The former Palm Avenue hotel will be converted into 42 affordable housing units. Rendering courtesy Gensler.

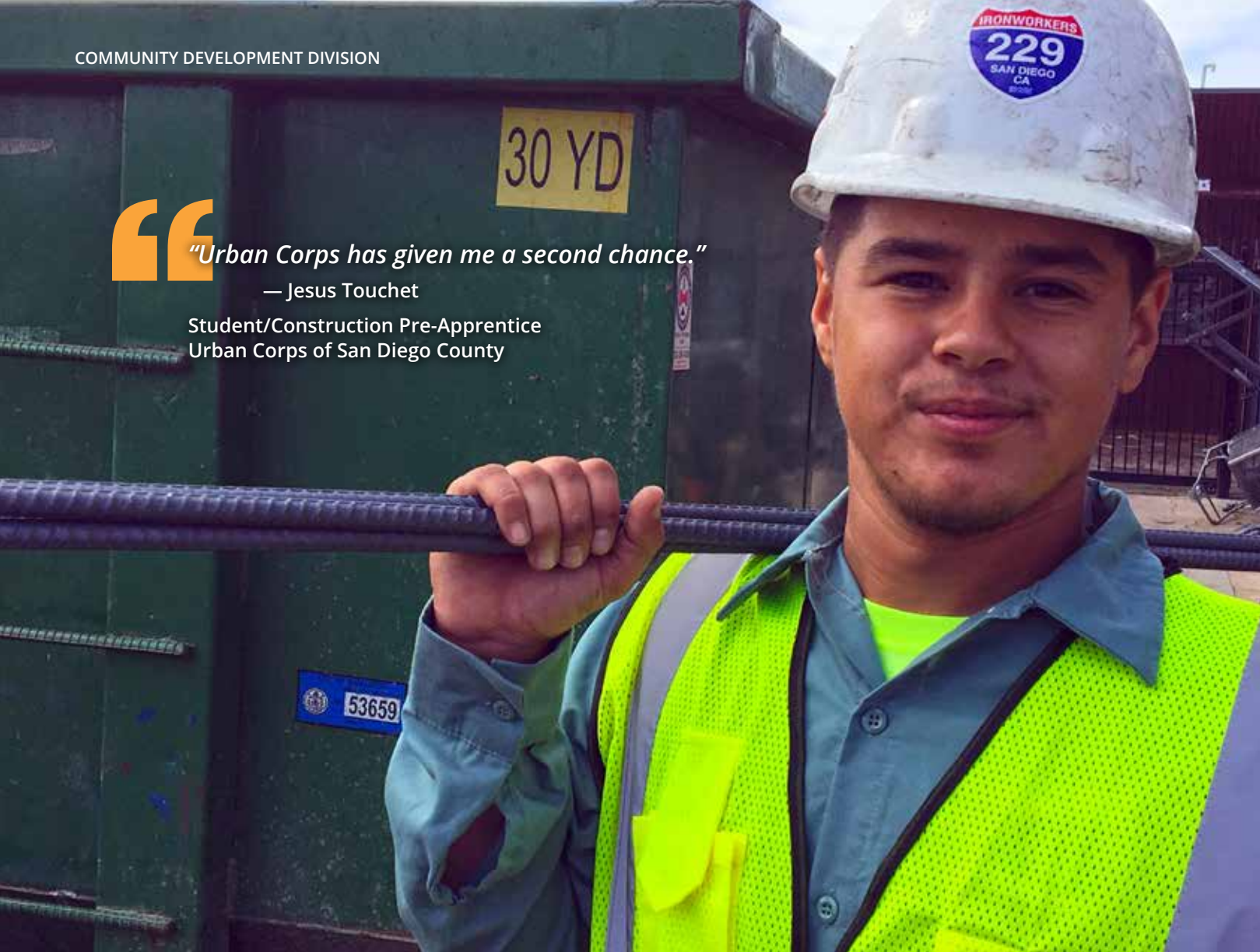




“Urban Corps has given me a second chance.”

— Jesus Touchet

Student/Construction Pre-Apprentice
Urban Corps of San Diego County



Jesus Touchet learns ironworking through Urban Corps

Jesus Touchet, Urban Corps

Two years ago, Jesus Touchet made himself a promise. He was then a 19-year-old high school dropout, turned down from every decent job. A break up with his girlfriend left him without a home, scraping together what little cash he had for cheap motel stays and dollar-store dinners. His family—the one that adopted him as a foster child—had moved from San Diego to Utah, leaving him alone, jobless, homeless and, at times, even hopeless.

“I looked around at homeless people on the street and promised myself, ‘I’m never going to that let happen to me.’” But it already had.

Wanting to climb from that dark space, Jesus knew he needed to re-commit himself to the job training program at **Urban Corps of San Diego County**. He quit in 2016. “A mistake,” he knew. So, he returned to Urban Corps and pledged to complete the program that would help him finish high school and work part-time while learning construction skills. He had never fixed anything before. Until a year ago. That’s when he started construction on his life.

As part of the Urban Corps green-build effort, Jesus worked on residential rehabilitation projects that made homes in LMI neighborhoods more sustainable and water/energy-efficient. In FY2018, the City used \$116,293 in CDBG funds to make upgrades on 20 homes for its Smart Homes project.

Jesus Touchet, a Proposition 39 California Clean Energy Jobs pre-apprentice, remembers crawling beneath the Valencia Park home of Betty Adams.

** Continued on next page*



*Touchet inspects pipes beneath a Smart Home
Photo courtesy Urban Corps of San Diego County*

** Continued from previous page*

The home is in the **San Diego Promise Zone**, an underserved area that has become City’s focus in a federal place-based initiative. Her pipes rusted and clogged, “she hadn’t been able to use her shower in a year,” he recalled. “She was so grateful, so happy, when we fixed her plumbing and saw the water run.”

Through Urban Corps, Jesus got his high school diploma. He also got a paycheck, which he cashed right away, then counted and squirreled away. “I saved everything because I liked looking at the money add up,” he said. “Having money is freedom.”

Rising at 4:30 a.m., putting on his green Urban Corps uniform and rugged workboots, he walked in the dark morning to the transit station, took the trolley to Urban Corps in Mid-City. He scarfed down his breakfast—Urban Corps provides free breakfast and lunch—and headed to a job site where he learned to be an ironworker. They called this two-week program the “Gladiator” bootcamp. It was back-breaking, having him lift, carry, walk balance beams and wire-tie 200-plus pounds of rebar that became part of the concrete foundation of buildings.

“Every night I came home sore, with bruises on my shoulders,” Jesus said. “It’s a dangerous job, working iron. People die. The hard work makes me feel like I accomplished something.”

With the first \$2,000 he saved, Jesus bought himself a used Toyota Altima. Driving cut his commute in half. He also got a roommate and rented an apartment in La Mesa.

On the last day of the June 2018 bootcamp, Jesus remembers a shift when dozens of foremen from area construction companies had come to see the hard-hat talent at work.

“I did everything I could to not look up,” he remembered. “I just wanted to show that I was I fully concentrating on my work, staying focused, having good technique.”

Then Jesus felt a tap on his shoulder.

A foreman from **Pacific Steel Group** offered him a job, for twice his current pay, with healthcare, benefits, insurance and a union membership.

“It was the greatest feeling,” Jesus said, smiling, tear struck, recalling that emotional moment. “I practically choked getting out the words to say, ‘Yes sir. I would love to work.’”

So much about Jesus’s life has changed in a year. He has confidence. He has a car. He has an apartment. He has a career. He has a savings account for the home he wants to buy.

Jesus Touchet, 21, has a future.

Rubbing his hands together as if to start a gracious prayer, Jesus paused and looked to heavens.

“I don’t know where I’d be without Urban Corps,” he said. “They’ve become my family. They’ve given me a way to pull myself up. Urban Corps has given me a second chance.”



In FY2018, the City’s Water and Energy Smart Homes project through **Urban Corps of San Diego County** provided disadvantaged youth, such as Jesus Touchet, with high school equivalence and job training from licensed general contractors. Emblematic of the Economic Development Department’s mission, this project offers local workforce training, LMI community development and sustainability solutions for 20 homes, including some in the San Diego Promise Zone.

PRACTICING FAIR HOUSING



Fair Housing Month Proclamation

CDD's **Fair Housing Program**, funded through CDBG, offers free services to the community to promote and ensure equal housing opportunities regardless of race, color, national origin, religion, sex, familial status, physical or mental disability, sexual orientation, source of income, marital status, age, ancestry, medical condition, genetic information, gender identity, gender expression or any other arbitrary factor—as provided under the federal **Fair Housing Act**. The 2015-2020 **San Diego Regional Analysis of Impediments to Fair Housing Choice** (AI) identified constraints to reducing discrimination and the City's FY2018 actions to address those impediments. The City is also a member of **San Diego Regional Alliance for Fair Housing**.

FY2018 FAIR HOUSING COMPLIANCE

- 2,760** Fair Housing inquiries received
- 166** Housing discrimination complaints received
- 156** Investigations implemented
- 119** Investigations resolved
- 165** Housing audit tests conducted
- 461** Attendees at 30 Fair Housing workshops

Practice Fair Housing Programs

- Collaboration with **Legal Aid Society of San Diego** to provide community outreach, education, investigation, enforcement assistance and legal services for fair housing
- Distribution of multilingual brochures (5,150)
- Three editions of *Practice Fair Housing* newsletter
- A Fair Housing web page (sandiego.gov/fairhousing) with a hotline (1-844-449-3500) to report potential housing discrimination cases
- Proclamation of April as Fair Housing Month (*above*)
- "Fair Housing Training for Housing Providers" workshop at the Central Library (82 attendees), presented by Legal Aid Society of San Diego

- **San Diego Regional Alliance for Fair Housing** conference, *Charting the Course: Celebrating the 50th Anniversary of the Fair Housing Act*, at the Central Library (162 attendees)



San Diego resident Gloria Cooper recalls racial discrimination in housing at the annual Fair Housing conference in April.

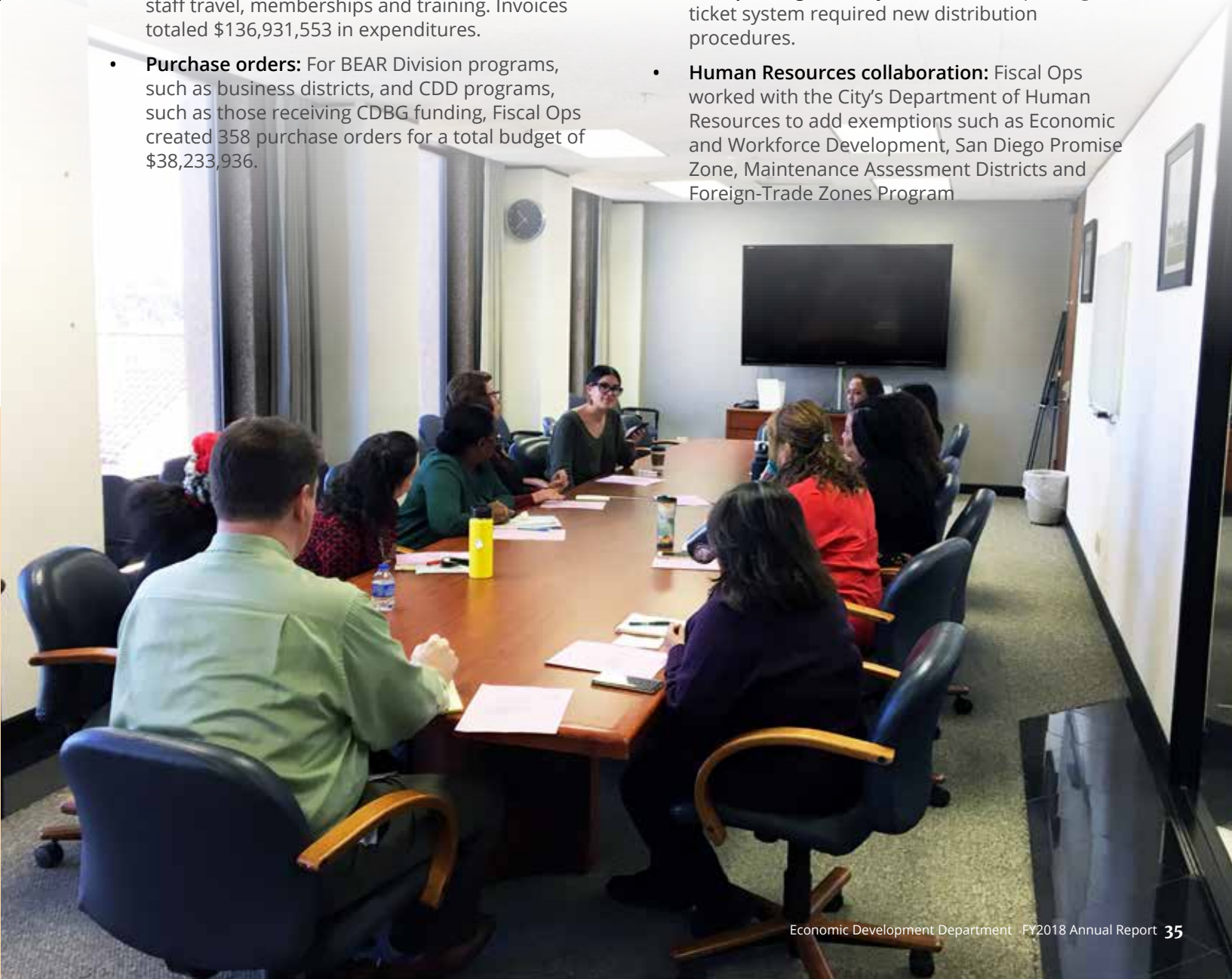
DEPARTMENT ADMINISTRATION

FISCAL OPERATIONS

This division manages a high volume and complex variety of invoices and expenditures related to ongoing programs and projects across the Economic Development Department (EDD). Processing payments on-time, monitoring the department's budget and reviewing reimbursement requests—plus performing office administration—ensure that EDD runs swiftly and smoothly.

FY2018 Highlights

- **On-time payments:** EDD consistently ranks among the top City departments in meeting its on-time payment goal of 80 percent. EDD's net 30-day invoice processing increased from 75.6 percent in FY2017 to 89.79 percent in FY2018.
- **Invoices:** Fiscal Ops processed 1,420 invoices, which covered items such as U.S. Department of Housing and Urban Development (HUD) program income, staff travel, memberships and training. Invoices totaled \$136,931,553 in expenditures.
- **Purchase orders:** For BEAR Division programs, such as business districts, and CDD programs, such as those receiving CDBG funding, Fiscal Ops created 358 purchase orders for a total budget of \$38,233,936.
- **Economic Development Grants:** The division continued participation of creation and implementation of CDD digitized EDGrants system.
- **New accounting:** Fiscal Ops participated in training and implementation of new accounting systems: VIMS and Ariba
- **New parking ticket system:** The new parking ticket system required new distribution procedures.
- **Human Resources collaboration:** Fiscal Ops worked with the City's Department of Human Resources to add exemptions such as Economic and Workforce Development, San Diego Promise Zone, Maintenance Assessment Districts and Foreign-Trade Zones Program



SAN DIEGO PROMISE ZONE

On June 6, 2016, San Diego Promise Zone (SDPZ) became one of 22 federally designated Promise Zones in the United States and one of only four in California. SDPZ covers a 6.4-square-mile targeted area that spans Barrio Logan, Logan Heights, Encanto, Southeastern and parts of Downtown (East Village). It's home to some of City's most culturally rich and ethnically diverse neighborhoods but also some of the City's most disadvantaged and underserved communities.

Through this federal place-based initiative, the City's Economic Development Department unites federal government partners with local private- and public-sector organizations to streamline resources across agencies, deliver comprehensive support, accelerate SDPZ revitalization and improve the quality of life for more than 85,000 residents.

Much of the first two years of the SDPZ designation was devoted to doing outreach, discovering the community, identifying and engaging SDPZ Partner organizations and planning. Six goal areas have been identified to provide structure and align organizational capacity toward creating programs and activities that can yield impactful results. Partners join the SDPZ effort through participation in SDPZ Working Groups, each dedicated to a goal area. The goal areas and working groups are discussed further on Page 38.

FY2018 SDPZ Achievements

- **10-year Strategic Plan:** Under the direction of consultant **Harder+Company**, completed a plan to guide development in six goal areas through the life of SDPZ designation
- **Memorandum of Understanding:** Revised MOU signed by the founding 28 SDPZ Partners as more nonprofits, foundations and public and private organizations got involved (*See SDPZ Partner List on Page 39*)

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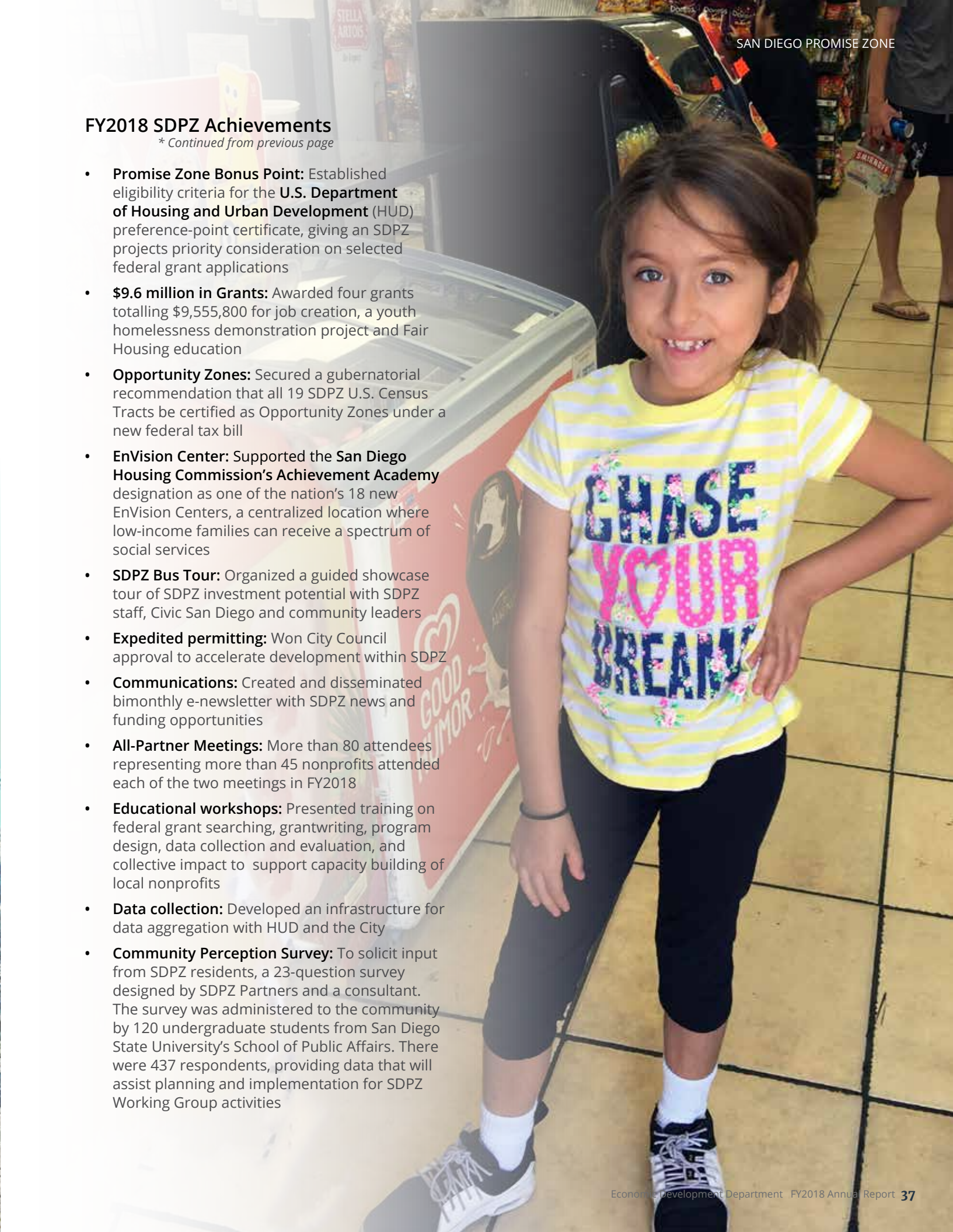
88,793 Residents
12.4% Unemployment
26.6% Poverty rate
40.1% Opportunity Youth unemployment



FY2018 SDPZ Achievements

** Continued from previous page*

- **Promise Zone Bonus Point:** Established eligibility criteria for the **U.S. Department of Housing and Urban Development (HUD)** preference-point certificate, giving an SDPZ projects priority consideration on selected federal grant applications
- **\$9.6 million in Grants:** Awarded four grants totalling \$9,555,800 for job creation, a youth homelessness demonstration project and Fair Housing education
- **Opportunity Zones:** Secured a gubernatorial recommendation that all 19 SDPZ U.S. Census Tracts be certified as Opportunity Zones under a new federal tax bill
- **EnVision Center:** Supported the **San Diego Housing Commission's Achievement Academy** designation as one of the nation's 18 new EnVision Centers, a centralized location where low-income families can receive a spectrum of social services
- **SDPZ Bus Tour:** Organized a guided showcase tour of SDPZ investment potential with SDPZ staff, Civic San Diego and community leaders
- **Expedited permitting:** Won City Council approval to accelerate development within SDPZ
- **Communications:** Created and disseminated bimonthly e-newsletter with SDPZ news and funding opportunities
- **All-Partner Meetings:** More than 80 attendees representing more than 45 nonprofits attended each of the two meetings in FY2018
- **Educational workshops:** Presented training on federal grant searching, grantwriting, program design, data collection and evaluation, and collective impact to support capacity building of local nonprofits
- **Data collection:** Developed an infrastructure for data aggregation with HUD and the City
- **Community Perception Survey:** To solicit input from SDPZ residents, a 23-question survey designed by SDPZ Partners and a consultant. The survey was administered to the community by 120 undergraduate students from San Diego State University's School of Public Affairs. There were 437 respondents, providing data that will assist planning and implementation for SDPZ Working Group activities





San Diego Promise Zone Working Groups

SDPZ Partners collaborated for strategic planning, developed logic models, designated 33 demographic and community indicators for tracking, and designed program activities through regular meetings in six working groups areas. Economic Development Department Program Manager Katherine Crow serves as the Promise Zone Director. EDD Deputy Director Lydia Moreno is a co-chair of the Creating Jobs Working Group, and BEAR Division Program Manager Christina Bibler is a co-chair of the Increasing Economic Activities Working Group.



Increasing Economic Activities



Improving Educational Opportunities



Increasing Access to Healthcare and Healthy Foods



Creating Jobs



Increasing Access to Affordable Housing



Creating a Priority for Safety

Implementing Partners

- Civic San Diego
- County of San Diego Health and Human Services
- Jacobs Center for Neighborhood Innovation
- San Diego Housing Commission
- San Diego Unified School District
- San Diego Workforce Partnership

Supporting Partners

- Able-Disabled Advocacy
- Access Youth Academy
- ACCION San Diego
- Barrio Logan College Institute
- Center for Community Health, UC San Diego
- Community Housing Works
- Diamond Educational Excellence Partnership (DEEP)
- Diamond Business Association
- Family Health Centers of San Diego
- Feeding San Diego
- GRID Alternatives
- Habitat for Humanity
- Harmonium
- Heartland Coalition
- Home Start
- I Am My Brother's Keeper
- International Rescue Committee
- Jackie Robinson YMCA
- Jewish Family Service
- Kitchens for Good
- Leah's Pantry
- Legal Aid Society of San Diego
- Local Initiatives Support Corporation (LISC)
- Logan Heights Community Development Corp.
- Meals on Wheels
- Metro Community Ministries

56 SDPZ Partners in FY2018
Partner engagement doubled since inception

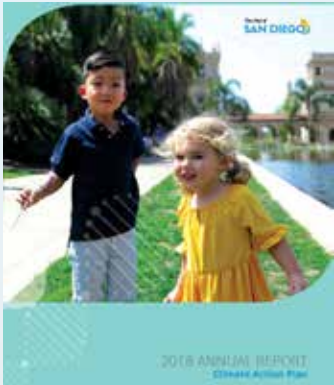
- Metropolitan Area Advisory Committee on Anti-Poverty (MAAC)
- National Conflict Resolution Center
- Neighborhood House
- Paving Great Futures
- Project New Village
- Reality Changers
- Regional Taskforce on the Homeless (RTFH)
- San Diego Community College District
- San Diego Food System Alliance
- San Diego Futures Foundation
- San Diego Police Department
- San Diego State University
- San Diego Youth Development Office
- San Ysidro Health Center
- Second Chance
- Small Business Development Center
- Social Advocates for Youth San Diego
- South Bay Community Services
- United Way of San Diego
- Urban Collaborative Project
- Urban Corps of San Diego County
- Urban League of San Diego County
- UrbanLife Ministries
- Workshops for Warriors (above)

SDPZ Partner Workshops for Warriors, located in Barrio Logan, is a nonprofit school that trains, certifies and helps place veterans into advanced manufacturing careers. Photo courtesy Workshops for Warriors

SUSTAINABILITY

Being sustainable means making better use of resources, such as water and energy; designing neighborhoods to be more walkable, bikeable and livable; and investing in the future by supporting clean-energy technology, innovation and jobs. The City of San Diego continues to show its bold vision and leadership in protecting our natural resources for future generations by following the roadmap set forth with 2015 adoption of the ambitious Climate Action Plan. The Economic Development Department's **Sustainability Division** annually reports on the City's progress toward its goal of reducing greenhouse gas (GHG) emissions by half by 2035.

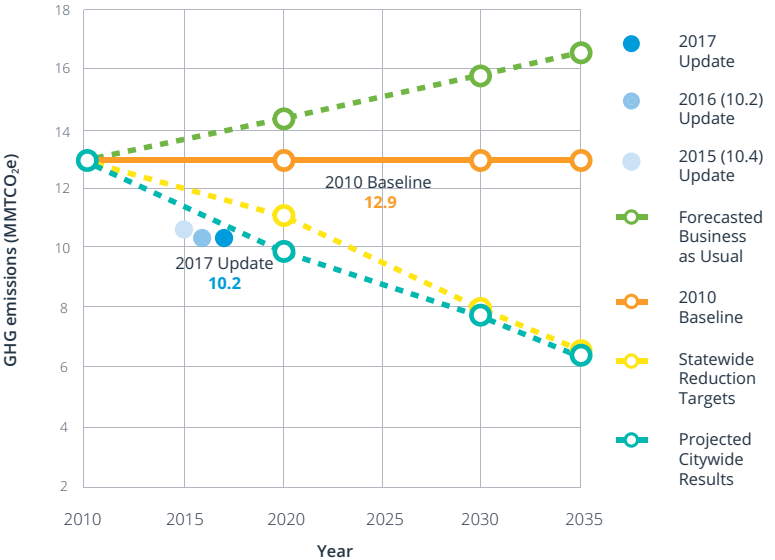
EDD integrates sustainability into BEAR Division and CDD programs. While reducing GHG emissions, EDD capitalizes on opportunities to encourage job creation in San Diego's innovation and cleantech economy. It also enhances social equity by supporting sustainability though CDBG-funded programs.



Greenhouse Gas (GHG) Inventory

In 2017, total GHG emissions have remained at similar levels compared to the updated 2016 inventory, 21 percent below the 2010 baseline¹. In 2017, GHG emissions from water use decreased due to less reliance on imports. Since 2010, emissions from the use of natural gas remain the only category with an overall increase.

Citywide Greenhouse Gas Emissions Inventory



SD sustainability DASHBOARD

SUSTAINABILITY

		2010 Baseline	2017	2020 Goal	2035 Goal
STRATEGY 1	Reduce residential energy use	5000 kW, 300 therms	11% energy use reduction from baseline	15% energy use reduction from baseline in 20% of units	15% energy use reduction from baseline in 50% of units
	Reduce municipal energy use	205 million kW, 3 million therms	3% reduction from baseline	15% reduction from baseline	25% reduction from 2020 goal
	Reduce per capita water use	128 gallons per capita per day (GPCD)	112 GPCD	117 GPCD	105 GPCD
STRATEGY 2	Achieve 100% renewable energy citywide	11% renewable energy content	45% renewable energy content	N/A	100% renewable energy content
	Increase municipal zero-emission vehicles (ZEV)	0% ZEVs in municipal fleet	90 ZEVs/42 hybrids	50% ZEVs in municipal fleet	90% ZEVs in municipal fleet
	Convert to compressed natural gas (CNG) waste trucks	0% CNG waste trucks in operation	25 (18%) CNG waste trucks in operation	N/A	100% CNG waste trucks in operation
STRATEGY 3	Increase use of mass transit	4% commuter transit modeshare	8% commuter transit modeshare ¹	12% commuter transit modeshare	25% commuter transit modeshare
	Increase commuter walking opportunities	3.5% pedestrian commuter modeshare	3% pedestrian commuter modeshare ¹	4% pedestrian commuter modeshare	7% pedestrian commuter modeshare
	Increase commuter bicycling opportunities	2% bicyclist commuter modeshare	2% bicyclist commuter modeshare ¹	6% bicyclist commuter modeshare	18% bicyclist commuter modeshare
STRATEGY 4	Retime traffic signals and install roundabouts	40 traffic signals per year, 0 roundabouts	70 signals retimed, 0 roundabouts in 2017 (2 installed since 2015)	200 traffic signals retimed, 15 roundabouts installed	35 roundabouts installed
	Reduce vehicle miles traveled	25 miles per day commute distance	20 miles per day commute distance ¹	N/A	23 miles per day commute distance
	Divert solid waste	52% diversion rate	66% diversion rate	75% diversion rate	90% diversion rate
STRATEGY 5	Methane capture from the landfill	75% of gas captured from the landfill	74% of gas captured from the landfill	80% of gas captured from the landfill	90% of gas captured from the landfill
	Methane capture from wastewater treatment	71% of gas captured from the wastewater treatment facility	98-99% of gas captured from the wastewater treatment facility	N/A	98% of gas captures from the wastewater treatment facility
	Increase urban tree canopy cover	7% tree canopy cover citywide	13% tree canopy cover citywide	15% tree canopy cover citywide	35% tree canopy cover citywide

¹ Modeshares for transit, bicycling and walking as well as average commute distance have been modeled using best available data and the most up to date methodologies. CY2017 data was developed using the current SANDAG Series 13 activity-based model; baseline data CY2010 was developed utilizing the SANDAG Series 12 four-step model. The City of San Diego gathered additional modeshare data through a commuter survey which is described in more detail on Page 6 of this report. Numbers have been rounded. More information can be found in the Appendix to the 2018 CAP Annual Report can be found at www.SanDiego.gov/sustainability.

SUPPORTING JOB CREATION

The BEAR Division encourages business expansion and job growth in the innovation and cleantech sectors. CDD also invests CDBG funds into workforce training and job development in sustainable fields. The combined efforts help further the City of San Diego's commitment to and reputation as a forward-thinking, environmentally conscious place to do business.



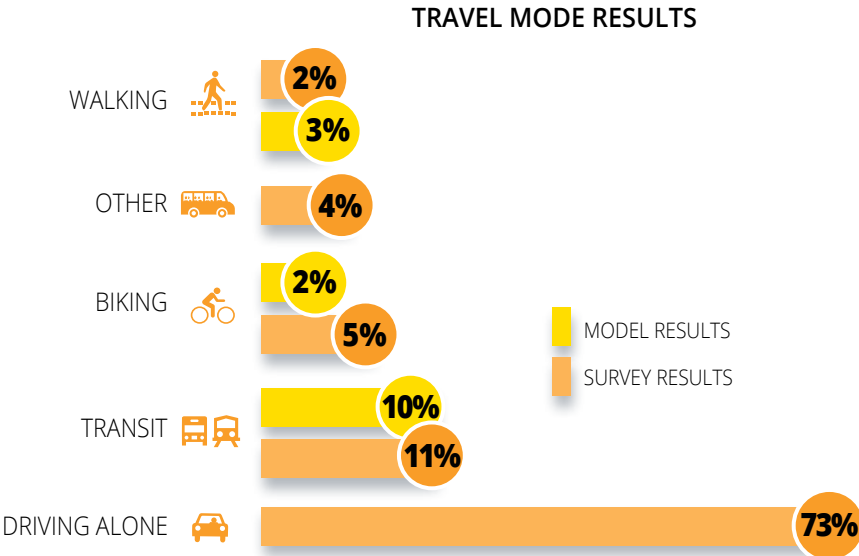
Measurabl joins the City in the 2030 District sustainability initiative.

FY2018 HIGHLIGHTS

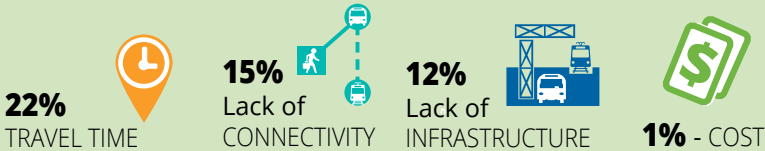
Mobility Survey and Modeling | Citywide

In 2018, the City of San Diego used both a survey and modeled calculations to determine modeshare transportation choices. About 4,000 respondents took the survey that explored how participants travel to work or school and what barriers to active transportation and transit are most prohibitive. Modeling provided representative citywide data based on the best available sources. The travel mode results aggregate the modeling and survey data (right).

The Sustainability Division continues to explore available tools to collect the most accurate information on the mobility patterns and preferences of San Diegans and make insightful observations.



REASONS FOR NOT UTILIZING ACTIVE TRANSPORTATION MODES OR TRANSIT



ENHANCING SOCIAL EQUITY



UrbanLife Ministries Agriculture Project

The City invests in its sustainable future through workforce training, energy-efficiency projects and development projects, especially those in low- and moderate-income (LMI) neighborhoods. CDD invested in several FY2018 projects that made progress toward our Climate Action Plan goals.

A Challenge Grant recipient, the **UrbanLife Ministries** agriculture project (above) gave 75 Hoover High students in City Heights training in hydroponic techniques. They built four prototypes, learned the benefits of growing their own nutritious food, embraced STEM knowledge and gained confidence and job skills that came from this vocational success. In FY2018, 105 youth were served.



\$1,140,091

Community Development Block Grant (CDBG) funds invested in sustainability projects in low- to moderate-income (LMI) communities in FY2018

GRID Alternatives Solar Installer Apprenticeship Program

In this FY2018 Challenge Grant project, CDD covered the cost of solar materials and supplies for rooftop photovoltaic solar energy installations for LMI homeowners through **GRID Alternatives**. The use of solar panels gives a GRID client an opportunity to save about \$30,000 on his or her electricity bill over 25 years. GRID's mission is to "make renewable energy technology and job training accessible to underserved communities."

GRID Alternatives works with community volunteers and job trainees to install solar panels on homes of low-income families. CDD invested \$130,286 in CDBG funds toward GRID's **San Diego Solar Installer Apprenticeship Program**, which provides 240 hours of paid training to eligible youth and veterans for a solar energy-field career. The FY2018 program brought valuable skills to 24 LMI persons; 15 got solar jobs and five returned to school.





#TransitTuesday Mobility Campaign | Citywide

In April 2018, the City of San Diego launched a mobility campaign to encourage commuters to try alternative transportation one day per week. More than 25,000 people viewed the #TransitTuesday videos on social media. Videos showcased San Diegans who bike, walk and take transit to work, as well as a bicycle-safety tutorial from San Diego resident and NBA Hall of Famer **Bill Walton** (right).

The campaign culminated in the City's official partnership in **Bike to Work Day 2018**. Visit sandiego.gov/transit-tuesday for more information on how to change up your commute.



NBA Hall of Famer Bill Walton starred in a "Biking With Bill" bike-safety video for the City of San Diego (<https://youtu.be/Yf7uF8FeOXw>)

25,000+ #TransitTuesday views

#TransitTuesday SD

Second Chance Youth Garden Workforce Training Program | Encanto

The CDBG-funded Second Chance Youth Garden Workforce Training Program, in FY2018, taught 93 LMI youth the skills to grow, harvest and sell fresh produce at two San Diego garden sites. Youth learn biology and entrepreneurship in this garden-based job-readiness program. In FY2018, CDD invested \$99,528 in CDBG and leveraged \$39,750.





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