



COUNCIL PRESIDENT SEAN ELO-RIVERA
City of San Diego
Ninth District

COUNCIL PRESIDENT PRO TEM MONICA MONTGOMERY STEPPE
City of San Diego
Fourth District

MEMORANDUM

DATE: January 6, 2023

TO: Mayor Todd Gloria

FROM: Council President Sean Elo-Rivera, Ninth District
Council President Pro Tem Monica Montgomery Steppe, Fourth District

SUBJECT: Updated Civic Center Revitalization Priorities

As the exciting prospect of the redevelopment of San Diego's Civic Center moves forward, this memo is a follow-up to the memo authored by Council President Pro Tem Monica Montgomery Steppe, Councilmember Raul Campillo, and myself dated September 15th, 2022 (attached).

The October 17th, 2022, information item presented to the Council provided preliminary responses to many of the issues raised in the original memo. Based on the feedback received at that hearing and the ongoing work of Mayor Gloria's office and the Civic Center Redevelopment Committee, we'd like to provide additional guidance to ensure that the City's approach to redeveloping the Civic Center does not exclude possible opportunities that would benefit the public or postpone important redevelopment that could happen on parallel tracks.

Addressing San Diego's Top Priority: Affordable Housing and Homelessness

At the October 17th Council hearing, Council President Elo-Rivera requested an estimate of the amount of homes that could be built on the contiguous and non-contiguous City-owned land

Downtown. Having this information, even if an estimate, will help the Council understand and weigh the pros and cons of pursuing redevelopment of our underutilized land alongside the City's staff capacity to pursue such a bold undertaking.

Staff capacity to pursue multiple redevelopment projects at once is an understandable concern. It is vital we not repeat mistakes of the past if we are to rebuild public trust in our ability to govern. However, if our priority is to address the affordable housing needs of San Diegans, the path forward should be to identify the obstacles to addressing our City's top needs so that we can find solutions and deliver for our constituents. If staffing is the barrier, we should work to address that issue in a way that supports our existing workforce and furthers our shared goals. For example, might the utilization of an expert consultant expand the City's capacity to maximize the potential of this opportunity? If so, such a consultant may be a worthwhile investment.

Thinking Big: Super Notice of Availability

The pros and cons of pursuing a Super Notice of Availability (NOA) presented by staff at the October 17th Council meeting articulated the many considerations that the City must thoroughly analyze and weigh.

California's Department of Housing and Community Development's requirement that non-contiguous sites each individually meet Surplus Land Act criteria creates a challenge to the City's ability to consolidate uses and creatively envision the future of our publicly-owned land. However, that does not stop us from holistically considering the benefits of envisioning and pursuing the highest and best use for the valuable, underutilized properties the City owns.

The intent behind the concept of a Super NOA is to ensure that the City create an opportunity to think boldly about our needs, both housing and homelessness and City workforce needs. While a Super NOA may not have any logistical advantages given HCD's guidance, that should not stop the City from doing the necessary analysis of the pros and cons of offering the multiple underutilized City parcels for redevelopment before deciding what to pursue.

Housing Navigation Center

The Housing Navigation Center is prime example of one of the City's underutilized properties that is not part of the Civic Center Revitalization contiguous area. While its function as a center that provides a range of on-site services for San Diego's homeless population is important, the lack of any shelter space or housing on this Downtown site is a major lost opportunity.

While not part of the Civic Center, this property should be prioritized for disposition per the Surplus Land Act requirements. The adjacent property was developed as affordable housing, with over 400 affordable units that became homes for families, seniors, and people with disabilities in 2022. Making this currently underutilized property available for redevelopment could result in an equally significant number of affordable homes becoming available.

Aside from the urgency of our housing needs and the prime location to build affordable homes at this site, pursuing the redevelopment of this site along with the Civic Center Revitalization could provide market rate or affordable housing builders opportunities to leverage resources, potentially provide middle income homes resulting from economies of scale, or provide a broader range of

affordability levels due to the availability of additional land that would not be available if these sites were disposed of separately. Ultimately, there may not be any advantage to offering these non-contiguous sites at the same time, however it is in our best interest to explore these opportunities.

If including the Housing Navigation Center in the Civic Redevelopment process is not practical, we request staff expeditiously bring to Council an opportunity to declare the Navigation Center property surplus land or pursue the Surplus Land Act exemption for 100 percent affordable housing developments.

Police Headquarters

The San Diego Police Department's headquarters, located in the rapidly developing East Village, is another example of a large publicly-owned site that could be considered for housing and other uses. The headquarters was built in 1985, and as of FY2015 it had a maintenance and capital backlog of \$67,870,802. While it had a "good" rating in a Facility Condition Index eight years ago when the Facility Condition Assessment took place, a thorough analysis of its current condition and the needs of the SDPD would ensure that the Civic Center Revitalization does not overlook the needs of our police force.

While "only" 35 years old, we should use the lessons learned from the deteriorating state of the City Administration Building and the City Operations Building to ensure that the same mistakes that led to our workforce operating in blighted, barely functional office space does not repeat itself at Police Headquarters. More analysis of the current state of the headquarters and the need of the police workforce could make clear that consolidating its use in the Civic Center Revitalization is a financially wise decision, or it could point in the other direction, however more information is needed to make any conclusions.

The City must also weigh the great redevelopment capacity of the site where the headquarters is located, in prime real estate for significant housing development. While this site would not be redeveloped for a long time even if it were identified as a site for development, doing the appropriate analysis now can open the doors for consequential future housing opportunities.

World-Class Facilities: City Administration Building

San Diego residents and our City workforce need world-class facilities to support our workforce recruitment and retention needs and support the delivery of world-class City services. This project is an investment in San Diego's future, our public services, and our public servants.

Our workforce should be included in all stages with opportunities to ensure workers have the ability to provide direct input into the analysis of our office space needs and in the overall design and planning of the Civic Center Revitalization.

The Civic Center Revitalization Committee's recommendations include that the new City Administration Building be built alongside but separate from the NOA process and paid for by existing City revenues and revenue generated by the NOA. Before moving forward with a NOA, whether it includes the development of the City Administration Building (CAB) or not, a timeline

and thorough detailing of the process for how the new City Hall will be built is needed for the Council to make an informed decision.

- How does CAB being included in the NOA, or pursued outside of the NOA, impact staffing in the planning, design, and permitting stages?
- How would we ensure that CAB is developed cohesively along with the remainder of the Civic Center site if pursued through different processes, and potentially different timelines?
- What are the financing options, and impacts to the greater CCR project, if it is or is not part of the NOA?

We are looking forward to continuing to working collaboratively to move this big vision forward. To discuss further, please contact Maya Rosas, Director of Strategic Initiatives, Council District 9 at rosasm@sandiego.gov and Eric Henson, Policy Advisor, Council District 4, at hensone@sandiego.gov.

CC: Paola Avila, Chief of Staff, Office of Mayor Todd Gloria
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COUNCIL PRESIDENT SEAN ELO-RIVERA
City of San Diego
Ninth District




COUNCIL PRESIDENT PRO TEM MONICA MONTGOMERY STEPPE
City of San Diego
Fourth District

COUNCILMEMBER RAUL CAMPILLO
City of San Diego
Seventh District

MEMORANDUM

DATE: September 15, 2022

TO: Mayor Todd Gloria

FROM: Council President Sean Elo-Rivera, Ninth District 
Council President pro Tem Monica Montgomery Steppe, Fourth District 
Councilmember Raul Campillo, Seventh District 

SUBJECT: Civic Core Redevelopment Priorities

The redevelopment of the civic core is a once-in-a-generation opportunity that must be maximized, as the potential benefits to the public are enormous. The City can address long-standing problems, such as our severe deficit of affordable homes and the City's portfolio of inadequate and obsolete office space. By addressing these issues, the City can bring forth a more livable, sustainable, and equitable community.

On March 14, 2022, the City Council was presented with information by the Department of Real Estate and Airport Management (DREAM) related to the possible redevelopment of the civic core. Councilmembers provided some of our priorities if the Civic Center and surrounding City-owned property were to be redeveloped. On July 26, 2022, DREAM committed to returning to City Council by October 31, 2022, to present the plan for the redevelopment process. And on September

15, 2022, Mayor Gloria announced the formation of the Civic Core Revitalization Citizen's Committee.

In advance of the October deadline, we respectfully request the following are considered by the Committee and addressed by DREAM in the presentation to City Council:

- Opportunities to maximize new housing in the civic core.
- Opportunities to create City facilities that meet the needs and expectations of both City employees and San Diego residents, and to do so in a way that is equity-centered and fiscally responsible.
- The pros and cons of a “Super Notice of Availability” of City property made available in accordance with the Surplus Land Act that includes multiple underutilized City parcels and properties, including:
 - City Administration Building
 - City Operation Building
 - Golden Hall
 - Civic Center Plaza
 - Civic Theater
 - Evan V. Jones Parkade
 - Property located at 101 Ash Street
 - Property at 14th Street and Imperial Ave serving as a Housing Navigation Center
 - Police Headquarters
 - City maintenance facility located at 20th and B Streets
- The potential for conditions attached to the Request for Proposals that would require, but not be limited to, the following:
 - A minimum of 25 percent of homes built to be income-restricted affordable units
 - New City Administration and Operations facilities with “in-house” childcare facilities
 - Single room occupancy units to be owned and operated by the San Diego Housing Commission
 - Permanent supportive housing
- The pros and cons of relocating the Police Headquarters to the redeveloped civic center, including the possibility of consolidating all City public safety executive and administrative offices in a redeveloped City Operations or Administration Building.
- Opportunities to progress toward the goals of the City's Climate Action Plan, including “green” buildings, electric vehicle charging, plentiful and secure bicycle parking, and proximity and safe connections to public transit facilities.

Through the redevelopment of the civic core, the City is presented with an incredible opportunity to write a new chapter for San Diego, in which expectations are not only met, but exceeded. We look forward to the presentation in October serving as the beginning of that new chapter.

For any questions or concerns, please contact Brendan Dentino, Rules Committee Consultant, Council District 9, at dentinob@sandiego.gov.

CC: Charles Modica, Independent Budget Analyst
Jessica Lawrence, Director of Policy, Office of the Mayor
Penny Maus, Director, Department of Real Estate and Airport Management
Jaymie Bradford, Chair, Civic Core Revitalization Citizen's Committee