



The City of San Diego

Staff Report

DATE ISSUED: December 8, 2022

TO: Civic Center Revitalization Committee

FROM: Christopher Ackerman-Avila, Policy Advisor,
Office of Mayor Todd Gloria

SUBJECT: Civic Center Revitalization Committee Working Group & Stakeholder Roundtable
Recommendations

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Council District(s): 3

OVERVIEW:

The Civic Center Revitalization Committee, charged with gathering public input and presenting a vision for the revitalization of the six City-owned blocks in and adjacent to the Civic Center, met on a bi-weekly basis and formed Working Groups and informal stakeholder roundtables to develop the recommendations below.

PROPOSED ACTIONS:

1. Approve recommendations proposed by each Working Group and stakeholder roundtable including:
 - Subitem A: Downtown Partnership Roundtable (Attachment A)
 - Subitem B: Tourism Roundtable (Attachment B)
 - Subitem C: Economic Development Working Group (Attachment C)
 - Subitem D: Civic Center Design Roundtable (Attachment D)

DISCUSSION OF ITEM:

On September 14, 2022, Mayor Todd Gloria established the Civic Center Revitalization Committee to gather public input and present a vision for the revitalization of the six City-owned blocks in and adjacent to the Civic Center. The Committee is charged with developing and evaluating ideas to identify socioeconomic needs and opportunities for the city, ensure City staff can continue delivering world-class services to the people we serve, and shape the parameters for what will be a transformative catalyst for the civic core in Downtown.

The Committee, consisting of 22 volunteer experts representing a diverse range of community interests including arts and culture, tourism, housing and land use, mobility and transportation, environmental, labor and employees, and the downtown community, came to a consensus on the proposed set of recommendations the Mayor and City Council should consider as they proceed with the redevelopment.

The Civic Center Revitalization Committee is chaired by Jaymie Bradford, Executive Vice President and Chief Operating Officer of the San Diego Regional Chamber of Commerce. The Committee has met bi-weekly from September 2022 to December 2022 and all meetings were open to the public, compliant with the Ralph M. Brown Act to invite public participation.

The Committee created a Working Group composed of Committee members and also established informal stakeholder roundtables which were open for broader stakeholder participation. They met in addition to regularly scheduled Committee meetings. At the end of the process, the Committee reconvened to reach consensus on the proposed recommendations determined by the Working Group and informal stakeholder roundtables. The Committee is expected to continue meeting twice in January 2023 and as needed moving forward as the Surplus Lands Act process progresses.

Civic Center Revitalization Committee Working Group & Stakeholder Roundtable Chairs:

- Downtown Partnership: Betsy Brennan, President & CEO, Downtown San Diego Partnership
- Tourism: Julie Coker, President & CEO, San Diego Tourism Authority
- Economic Development: Steve Cushman, Founder and President of Cush Enterprises
- Civic Center Design: Jennifer Luce, Principal & architect, LUCE et studio

Civic Center Revitalization Committee Members:

- Jaymie Bradford, Executive Vice President and Chief Operating Officer, San Diego Regional Chamber of Commerce (Chair)
- Laurie Black, president and CEO of LJ Black Consulting and president of RS Lawrence Development
- Bridgette Brashear, former Building Maintenance Supervisor and AFSCME representative
- Betsy Brennan, President & CEO, Downtown San Diego Partnership
- Mark Cafferty, President & CEO, San Diego Regional Economic Development Corp.
- Julie Coker, President & CEO, San Diego Tourism Authority
- Julie Corrales, Policy Advocate, Environmental Health Coalition and Barrio Logan Planning Group Chair
- Steve Cushman, Founder and President of Cush Enterprises
- Colleen FitzSimons, Executive Director, SD Green Building Council
- Denice Garcia, Chief of Staff, Office of Supervisor Nora Vargas
- Martha Gilmer, CEO, San Diego Symphony
- Alan Gin, Economics Professor, USD
- Joel Hermosillo, Manager, Downtown City Centre BID
- Donna Jones, land use attorney
- Jennifer Luce, Principal & architect, LUCE et studio
- Jack McGrory, former San Diego City Manager
- Mark Nelson, Board Chair, San Diego County Taxpayers Association
- Bill Ponder, Director of Community Engagement and Programs, Burnham Center for Community Advancement

- Stephen Russell, President & CEO, San Diego Housing Federation
- Dr. Ricky Shabazz, President, San Diego City College
- Tony Young, former City Council President
- Mike Zucchet, General Manager, San Diego Municipal Employees Association

Prior to being appointed to the Committee, members had to agree in writing that neither they nor their immediate family members or companies will participate in any future bid seeking the award of the redevelopment rights.

To learn more about the Civic Center Revitalization Committee, including past and upcoming meeting notifications, agendas, video recordings, and background materials, please visit the following website: <https://www.sandiego.gov/mayor/ccrc>

Fiscal Considerations: N/A

Charter Section 225 Disclosure of Business Interests:
N/A; there is no contract associated with this information item.

City Strategic Plan Goal(s)/Objective(s):
Priority Area: Create Homes For All of Us
Every San Diegan deserves to have a safe place they call home, which is why we are making the creation of diverse types of affordable and accessible housing a priority.

- San Diegans benefit from a diversity of different housing types, with homes that are affordable to everyone in all communities.
- The City helps San Diegans find ways to build housing cheaper, faster, and easier.

Environmental Impact: N/A

Equal Opportunity Contracting Information (if applicable): N/A

Previous Council and/or Committee Actions: N/A

Key Stakeholders and Community Outreach Efforts: N/A

Christopher Ackerman-Avila

Policy Advisor

ATTACHMENT A

Downtown Partnership Roundtable

Guiding Principles

- 1) Prioritize feasibility by focusing scope on 6 Civic Center blocks, maximizing revenue (value) through density and define limits on residential and other uses as defined by HCD.
- 2) Prioritize site as City Seat of Government by maximizing number of City workers in Downtown including a Council Chambers, creating an urban plaza for public civic discourse and gathering, and maximizing connectivity to Downtown and rest of San Diego.
- 3) Encourage vibrancy and activation through high quality urban design including creation of uses that attract to and keep people in work/live District with focus on focus on arts & entertainment, community serving uses, retail, and housing.

ATTACHMENT B

Tourism Roundtable

To: Civic Center Revitalization Committee

RE: Recap of Tourism Community Input

DATE: December 2, 2022

During September and October, the San Diego Tourism Authority convened 11 member businesses across the tourism industry sector including lodging properties, restaurants, attractions, arts, and tour operators to provide insights into future development of the civic center core. All businesses have current operations in the downtown San Diego area and extensive experience across other communities outside of San Diego. The following is a summary of the key takeaways:

1. SPACE SHOULD BE MIXED USE – serve the needs of residents, workers, and visitors to ensure the area is active and vibrant. Create an experience through programming, green space, arts, and amenities to attract visitors too. Hudson Yards and Highline Park in New York were mentioned. The space should be holistic and cohesive with streets, landscaping, amenities, office space and residential mixed into a pleasing multi-purpose urban core.
2. BE ASPIRATIONAL WITH ARCHITECTURE AND PLANNING THAT EMBRACES SAN DIEGO – buildings and overall design should be aesthetically pleasing and reflect the San Diego Brand. (Examples include the Downtown San Diego Library, The Rady Shell, Museum of Contemporary Art La Jolla and PETCO Park.) This is an opportunity to create the heart of downtown and to link together neighborhoods.
3. THINK ICONIC – there is no icon for downtown San Diego like there is in Chicago with Millennium Park or London with the London Eye. There should be a major draw to the area that adds excitement and creates a sense of place.
4. VIBRANCY IS KEY AND THE ARTS SHOULD PLAY A MAJOR ROLE – there is a need to ensure that this is a place that is active and safe. Art should be a key programming factor, whether it's through a new Arts District, renovated Civic Theater, new museums, galleries, public art, etc. It is also important that there be attractions that draw people throughout the day and into the evening to again give energy and life to the area. This will attract restaurants, services, retailers, workers, residents, and visitors.
5. BUILD OUTWARD vs INWARD – the past model was to build in-ward, this project should build outward to create inviting, light, vibrant spaces.
6. FUTURE WORKSPACE NEEDS AND SERVICE LEVELS – align amount of office space to future state. How many workers need to be accommodated downtown? Is it best to consolidate government services or spread services around the city to best serve citizen needs?
7. HOUSING – Workforce Housing and not just luxury high-rises and affordable housing should be considered within the mix.
8. OTHER CITIES HAVE ATTRACTIVE TRANSPORTATION SOLUTIONS BUILT INTO THEIR URBAN CORE – the city should look holistically at the overall experience and bring together the Climate Action Plan, SANDAG Transportation Solutions and Green Space into one overall solution.

ATTACHMENT C

Economic Development Working Group

1. Goals of task force
 - A. Primary goal should be building a new City Administration Building.
 - B. Secondary goal is Housing: affordable and workforce.
2. New CAB should be between approximately 500,000 sq ft and 600,000 sq ft.
3. New CAB should be paid for through a combination of revenue generated by NOA and existing City revenues
4. A singular NOA should be used for the 5 blocks excluding the new CAB block.
5. The new CAB should be built in conjunction with a fee developer on the existing COB site. Thus, no NOA would be necessary for this project, it would be retained for government use and not subject to the Surplus Land Act.
6. Outside consultant should be hired by City to advise and recommend development and disposition to Mayor and Council for the NOA. They would work on financing options for their response including P3, and other possible structures including sale and lease options.
7. Renovation of the Civic Theatre could be a development condition of the NOA. Renovation should be in collaboration with San Diego Theatres and philanthropists, not primarily funded by the developer.
8. The JLL report approved by Council should look at public facing services and what services are appropriate Downtown. We feel timeliness of this report is important.
9. The Committee received a presentation from State representatives regarding the Surplus Land Act. The State made it clear that affordable housing is the primary goal of the Act but emphasized that "additional local requirements" are also relevant and appropriate. According to the State, "deference will be given to a local agency determination" to select a bidder that does not provide the highest raw number of units affordable at 80% AMI. Other considerations could include:
 - a. Provision of workforce housing at 80-120% AMI
 - b. Provision of other types of affordable housing (e.g., replacement of "SRO" units at various AMI levels)
 - c. Type of financing for affordable units (units funded by the developer from for-profit aspects of project are preferred over units funded by vouchers and tax credits because that actually *creates* more affordable housing units rather than just proscribing where those units will be located)

The Committee recommends that the City include this type of direction in the NOA and include these considerations in the ultimate selection.

ATTACHMENT D

Civic Center Design Roundtable

A Manifesto for the Heart of San Diego:

Our City is poised to embark on a once-in-a-lifetime transformation of the downtown civic center – giving us the proud heart and soul that we all deserve – a welcoming place of pride and dignity that will serve our next generations long into the future. A new City Hall will be the cornerstone of a five-block redevelopment for living and working. The time is now to carefully shape our goals and aspirations to create a remarkable place – and it is time to commit to those goals.

Now is the time for huge, audacious thinking, broad outreach, strong partnerships, and thoughtful planning to guarantee success. Now means it is time to remember how greatness is achieved – it is difficult and it is expensive – and it takes commitment from us all. It is time to show once again why we are “America’s Finest City”.

Mayor Gloria has assembled a committee of San Diegans who have dedicated their lives and careers to improve the lives of all who call San Diego home. This group brings together people who can guide the Vision for what this place can be – people who know how to pay for it and people who know how to take care of it forever.

The Manifesto for the Heart of San Diego demands that we:

- Celebrate Democracy
- Build Trust
- Listen to all Voices
- Remember our History
- Take Risks
- Demand Excellence
- Shift Paradigms
- Honor Public Service
- Synergize Partnerships
- Embrace Arts and Culture
- Regionalize
- Address Housing Needs
- Commit to Climate Action
- Design Safely