12

IMPLEMENTATION

12.1 COMMUNITY PLAN ENHANCEMENT PROGRAM

12.2 FINANCING MECHANISMS

12.3 PRIORITY PUBLIC IMPROVEMENTS AND FUNDING

12.4 ACTION ITEMS AND PRIORITIES

INTRODUCTION

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

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

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

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

12.1 COMMUNITY PLAN ENHANCEMENT PROGRAM

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

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

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

12.2 FINANCING MECHANISMS

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

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

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

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

Funding Mechanism	Description	Eligible Uses	Funding Parameters
Capital Improvement Program (CIP)	The CIP is the City's multi-year planning instrument used to facilitate the timing and financing of capital improvements. The CIP identifies the sources of funds available for capital improvement projects	• Lease or purchase of land and rights-of-way • Construction of buildings or facilities • Public infrastructure construction • Purchase of major equipment and vehicles • Studies and plans associated with capital projects • Projects requiring debt obligation and borrowing	• Additionally, the City can elect to dedicate portions of specific General Fund revenues, e.g., TOT, sales tax, etc. to targeted capital improvements if the City determines that sufficient benefit exists for the assistance
Deferral of Permits/Fees	Deferral of select permits and fees that results in upfront development cost reductions	• Permit and fee charges payable to the City	An application must request fee deferral as part of their project

Table 12-2: *Local Financing Mechanism*

Funding Mechanism	Description	Eligible Uses	Funding Parameters
TransNet	Half-cent sales tax for local transportation projects that has been instrumental in expanding the transportation system, reducing traffic congestion, and bringing critical transit projects to life. Over the 40 year life of the tax, TransNet will generate $14 billion for transportation improvement projects and programs.	• The local half-cent sales tax pays for upgrades to streets, highways, and transit systems, as well as environmental protection. • It is expected to raise $14 billion for important upgrades – such as adding high occupancy vehicle lanes and transit facilities – to Interstates 5 and 15, and 805, as well as State Route 94. • The TransNet extension also funds local roads, bike and pedestrian paths, smart growth projects, and habitat preservation, as well as new Rapid bus lines and rail service expansion.	• Each local agency shall biennially develop a five-year list of projects to be funded with revenues made available for local street and road improvements under Section 4(D). • All projects to be funded with revenues made available under must be consistent with the Regional Transportation Plan (RTP). Project priorities or phasing shall also be consistent with the RTP.

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

Funding Mechanism	Description	Eligible Uses	Funding Parameters
Landscaping Districts/ Parking Districts	• Assessment on properties located within a specific district that benefit from landscaping and/or parking • Alternatively, collection of parking in-lieu fees on new development in lieu of on-site parking	• Landscaping districts allow for the funding of lights, recreational equipment, landscaping, and/or parking • Parking districts allow for the acquisition, improvement, and operation of shared parking facilities	• Funds are typically collected concurrently with the annual business license tax or property tax bill, with varying formulas for retail vs. nonretail businesses, and residential vs. non-residential property • Parking in-lieu fees can be based on cost of off-site parking facilities
Business Improvement Districts (BIDs)	• Annual fees paid by business owners and/or property owners to fund activities and programs intended to enhance the business environment in a defined area	• Marketing and promotion • Security • Streetscape improvements • Operating and maintenance of public improvements • Special events	• Once established, annual BID fees are mandatory for businesses/ properties located within the BID boundary • Business-based BID fees are collected with business license fees; property-based BID assessments are collected on property tax bills
Developer Impact Fees	• Fees paid by developers to pay all or a portion of the costs of any public facility that benefits their development	• Capital facilities or ongoing services, such as: • School impact fee, • Mitigation fee • Water meter installation, • Sanitation capacity charge, • Water system, facility/ backup facility charge	• Fees are paid in the form of a specified amount as a condition to the issuance of building permits, an occupancy permit, or subdivision map approval

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

Funding Mechanism	Description	Eligible Uses	Funding Parameters
Property Owner/Developer Exactions	• Payments made by developers or property owners in addition to, or in lieu of, development impact fees • Funds contributed are used to install selected public improvements. • Developers are required to construct specific improvements	• Dedication of right-of-way streets and utilities • Provision of open space • Parks or landscape improvements • Schools and community facilities	• Typically paid or committed as part of the development approval process
Developer Advances/ Reimbursement Agreements	• Advance of funds from developers for use toward backbone infrastructure • Alternatively, developers construct and deliver specific improvements • City and developer enter into Reimbursement Agreement	• Infrastructure	• Typically repaid from Community Facilities District (CFD) bond proceeds, and/or development impact fees collected from future developers
Community Facilities Districts (CFDs)/ Infrastructure Finance Districts	• A special tax placed against property located within an established district to fund public facilities and services • Municipal bonds supported by revenues from the special tax are sold by the CFD to provide upfront funding to build improvements or fund services	• Fund capital facilities including: Parks, Schools, • Fire stations, Water and sewer systems, • Government facilities • Purchase, construction, and improvement or rehabilitation of real property	• Requires 2/3 vote of qualified electors in district. If fewer than 12 residents, vote is conducted on current landowners • Assessment based on allocation formula, not necessarily in proportion to the benefit received • Requires value to lien ratio of 3:1
Special Assessment Districts	• Similar to a CFD but shifts the funding of infrastructure from all taxpayers to only those who benefit specifically from the improvement • Sets a fixed lien on every parcel within the assessment district • Municipal bonds supported by special assessments provide upfront funding	• Construction of capital facilities such as roads, water, sewer, and flood control	• Typically property owners petition a City to form a district to finance large-scale infrastructure improvements • Assessments on property owners are determined in proportion to the benefit received
User Fees	• Fee imposed by a city, utility, or other franchise for services and facilities they provide	• Water meter hook-ups • Gas, electric, cable, and telephone hook-ups • Park and recreation facilities	• Use of user fee revenues are limited to paying for the service for which the fees are collected • The fee amount may not exceed the cost of providing the service but may include overhead, capital improvements, and debt service

12.3 PRIORITY PUBLIC IMPROVEMENTS AND FUNDING

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

12.4 ACTION ITEMS AND PRIORITIES

Table 12-4 identifies actions and priorities that implement physical improvements for mobility, streetscape, and infrastructure, included in the Community Plan. The implementation of these improvements will help realize the vision of the Community Plan. The improvements will enhance the community and support future private investment and development.

The table is intended to provide a mechanism to establish annual programmatic and budgeting priorities and monitor progress in achieving the actions. In conjunction with the City's annual budget process, the identified actions and their priority may be adjusted given funding availability, feasibility of implementation, timing of private development, or as new funding opportunities are available over time. Public improvements are also addressed in the IFS.

Table 12-4: *Implementation Actions*

NO.	Implementation Actions	Policy	Priority
Sidewalk and Pedestrian Improvements			
1	Provide sidewalks that are 15 feet wide (minimum) along the corridors to enhance pedestrian and commercial activity	LU-3.8	Medium
2	Enhance pedestrian travel routes by constructing missing sidewalks based upon infrastructure conditions and level of use or utility to access local destinations	ME-1.1	High
3	Provide marked crosswalks and pedestrian countdown signals and/or pedestrian phasing at signalized intersections along the pedestrian routes including but not limited to those identified in Figure 3-1	ME-1.3	High
	"Encourage the installation of corner bulb-outs to accommodate public gathering spaces and promote pedestrian/bike safety wherever possible, including but not limited to the following pedestrian corridors:"		
4	a. Install corner bulb-outs at University Avenue at the intersections with Arnold Avenue and Pershing Avenue	ME-1.4	Medium
5	b. Install corner bulb-outs at Park Boulevard at the intersections with Upas Street and Myrtle Avenue	ME-1.4	Low
6	c. Install corner bulb-outs at Texas Street at intersections between Wightman Street and Meade Avenue	ME-1.4	Medium
7	d. Install corner bulb-outs at 30th Street at the intersections with Howard Avenue, North Park Way, and Dwight Street	ME-1.4	High
8	e. Install corner bulb-outs at North Park Way at the intersections with 29th Street and Granada Avenue taking into consideration the North Park Mini Park and Streetscape Improvements Project	ME-1.4	Medium
9	f. Install corner bulb-outs at the intersection of Adams Avenue and Oregon Street	ME-1.4	Low
	Support the implementation of pedestrian facility improvements and increase connectivity within the community and to Balboa Park by removing barriers to accessibility and adding sidewalks, curb ramps and crosswalks at locations including but not limited to the following:		
10	a. The intersection of Upas Street and 30th Street	ME-1.5	High
11	b. Along the north side of University Avenue between Park Boulevard and Florida Street	ME-1.5	High
12	c. Across Pershing Drive at 28th Street and Redwood Street, as well as sidewalks on both sides of Pershing Drive	ME-1.5	Medium
13	d. In Morley Field and the East Mesa areas of Balboa Park adjacent to North Park including Morley Field Drive	ME-1.5	Low
14	Implement the North Park Mini-Park and Associated Streetscapes Master Plan of July 2012	ME-1.11	High
15	Implement traffic calming treatments on residential streets where appropriate	ME-1.12	Medium
	Implement Recommendations contained in the Balboa Park East Mesa Precise Plan which specifically aim to improve the existing and future accessibility to and from recreation facilities and North Park, particularly as follows:		
16	a. Provide 8'0" wide sidewalks with 10'0" wide planted parkways and security lighting within the Neighborhood Edge of Balboa Park along 28th and Upas Streets, and provide parallel parking adjacent to the curb, to connect the Neighborhood Edge with the surrounding community	RE-3.5	Medium
17	b. Construct pedestrian/bicycle paths and bridges where necessary, within the Neighborhood Edge of Balboa Park to facilitate the park circulation system	RE-3.5	High
Bicycle Improvements			
	Support and implement bicycle priority streets and facilities that connect North Park to neighboring communities with emphasis on constructing issuing bikeways in the bikeway network, including but not limited to:		

Table 2-4: Implementation Actions (Continued)

NO.	Implementation Actions	Policy	Priority
5	a. Normal Heights and City Heights including connections along the following roadways: Adams Avenue, Meade Avenue, El Cajon Boulevard, Lincoln Avenue, and University Avenue	ME-1.14	Low
5	b. Multi-use paths to Greater Golden Hill including new connections along 28th Street adjacent to Balboa Park and between Boundary Street and Ash Street	ME-1.14	Medium
5	c. Multi-use paths to Downtown and Balboa Park including new connections across and along Pershing Avenue, Florida Drive and Morley Field Drive. Consideration should include a protected bike lane on Pershing Drive	ME-1.14	High
5	Where Feasible, repurpose right-of-way to provide and support a continuous network of safe, convenient, and attractive bicycle facilities	ME-1.17	High
3	Support the installation of bike corrals within commercial corridors to support bike and foot traffic and enhance neighborhood identity	ME-1.18	Medium
Street, Traffic Signal, Signage, and Traffic Calming Improvements			
1	Support the enhancement of Florida Drive from North Park to Downtown to create an efficient and safe multi-modal Complete Street	ME-3.15	High
2	Establish connectivity between North Park and Hillcrest along the east-west connection, impaired by the Mid-City Rapid Bus along Park Boulevard between University Avenue and Washington Street	ME-3.17	High
3	Support the construction of modern roundabouts at Pershing Drive and Upas Street	ME-3.19	High
4	Support the construction of modern roundabouts at Upas Street and 30th Street	ME-3.19	Medium
5	Support the construction of modern roundabouts at Laurel Street and 30th Street	ME-3.19	Low
6	Support the construction of modern roundabouts at El Cajon Boulevard/Park Boulevard/ Normal Street	ME-3.19	Medium
7	Utilize ITS technology such as traffic signal coordination and transit priority measures to move people safely and efficiently through the community, especially along major transit corridors such as El Cajon Boulevard and University Avenue, and other corridors such as 30th Street and Park Boulevard	ME-4.3	Medium
8	Enhance the gateways into North Park within the community by utilizing signage, landscaping, other public improvements, iconic architecture, monuments, plazas, and public art. (Refer to Figure 4-1 for their location)	UD-2.41	High
9	Emphasize gateways along El Cajon Boulevard at Park Boulevard and Boundary Street, with street improvements, district identification signs, neighborhood identification features, major landscaping statements, coordinated colors, and iconic architecture	UD-3.21	Low
10	Develop coordinated street improvement programs [for University Avenue] including street trees, landscaped islands, unified paving, and public art	UD-3.27	High
11	Provide improvements such as public art, monuments, decorative signage to enhance the entryway into North Park on Adams Avenue	UD-3.36	Low
12	Design gateways that enhance the arrival experience of pedestrians, bicyclists, and motorists along Park Boulevard at Adams Avenue, El Cajon Boulevard, Howard Avenue, Lincoln Avenue, University Avenue and Upas Street	UD-3.37	Low
13	Support efforts to promote the use of the North Park public garage, including the addition of signage to make visitors to this commercial district aware of this parking facility	EP-1.7	Low
14	Establish wayfinding signs within the community to facilitate efficient and more immediate vehicle access to community destinations such as parks, schools, business areas, the theater, and the North Park Parking structure for motorists	NE-1.2	Low
15	Raise awareness to changes in vehicle speed on major thoroughfares in residential areas through the placement of neighborhood traffic calming measures such as landscaping, community identity signs, and installation of public art along streets such as 30th Street, Upas Street, Pershing Drive, Texas Street, Florida Drive, Pershing Drive, and Park Boulevard	NE-1.3	Low
16	Commemorate and interpret the trolley line and its significance to the historical development of North Park through markers, signage and educational materials	HP-3.7	Low

Table 2-4: Implementation Actions (Continued)

NO.	Implementation Actions	Policy	Priority
Public Facilities Improvements			
	"Provide facilities that accommodate a full range of City Programs to serve residents and cultivate civic involvement"		
1	a. Locate free public meeting spaces in easily accessible locations throughout North Park, including but not limited to facilities that are to be rebuilt at the North Park Community Park	PF-1.2	High
2	b. Establish a City of San Diego Police Community Relations Office in the hub of the community near 30th Street and University Avenue and/or a to be determined location on El Cajon Boulevard	PF-1.2	Medium
3	Support the relocation of the University Heights Library to the Normal Street Teachers Annex	PF-1.6	Low
4	Provide space for North Park's cultural and creative sector	AC-1.3	Low
5	Provide spaces for arts and cultural performances, as well as events and festivals in neighborhood parks, transit hubs, and other public areas	AC-1.3	Low
6	This project provides for, planning, design, and construction of a new 25,000 square-foot library to replace the existing facility at 3795 31st Street. The plan is to construct a 3 story building on the present site. (Added by MOTION at the NPPC Board Meeting April 19, 2016)		High
Sustainability & Conservation and Historic Preservation Improvements			
1	Support the establishment of a Sustainability Resource Center to provide information and resources. These should include technical, financial, marketing assistance, educational opportunities, job training and placement programs to residents, businesses, schools, nonprofits, developers, design and construction professionals	SE-1.12	Low
2	Increase the community's overall tree canopy in North Park to cover to the Citywide goal of 20% in urban residential areas and 10% in commercial areas to provide air quality benefits and urban runoff management	SE-1.32	Medium
3	Work with local organizations to develop a North Park Community Forest Master Plan, to include such elements as tree preservation, tree placement, shade considerations, tree diversity, preferred tree list and planting specifications	SE-1.38	Low
4	Encourage street tree and private tree planting programs throughout the community to increase absorption of carbon dioxide and pollutants	SE-4.4	Medium
5	Prepare a Historic Context and Multiple Property Listing addressing courtyard apartments/bungalow courtyards for review and designation by the Historical Resources Board	HP-2.6	Medium
6	Provide opportunities for education and interpretation of North Park's diverse history through the distribution of printed brochures, mobile technology (such as phone apps) and walking tours, and the installation of interpretative signs, markers, displays, and exhibits at public buildings and parks	HP-3.1	Low