11 IMPLEMENTATION

11.1 Purpose

The Encanto Neighborhoods 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 Encanto Neighborhoods community to pursue in order to implement the policies and recommendations of this plan. These actions include, but are not limited to:

- Process zoning changes to implement the land use element.
- Approve and regularly update a Public Facilities Financing Plan (PFFP) 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 PFFP.
- Pursue grant funding to implement unfunded needs identified in the PFFP.
- 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 11-1 (Implementation Schedule) begins to define the actions, responsible parties, and timeframes needed to ensure the timely implementation of the plans, policies, and developments envisioned by the Community Plan. This Table is intended to be continually updated and provides a mechanism to monitor progress and can be used to establish project and funding priorities as part of the City's annual budget process.

11.2 Incentive Programs

This section identifies various entitlement and development incentives that could be used to encourage and facilitate new development and/or rehabilitation and adaptive reuse of existing structures within the Village District.

- **Land Use Entitlements:** Projects that are consistent with and advance the vision, goals and policies of the Community Plan, will be permitted to process land use entitlements either ministerially or as a Process 2 (Staff review). This ultimately allows development to proceed on an accelerated basis that saves property owners, business owners, developers, and builders valuable time and money.
- **Incentives:** An integral component of this

Community Plan Land Use Element is the ability to incentivize new development in close proximity to the 47th Street and Euclid Avenue transit stations. These incentives are identified in Table 2-4 in the Land Use Element.

- **Parking Allowances:** The parking supply, configuration, placement, and access are essential to the function and vitality of the Village area. The Community Plan identifies a number of policies in the Land Use and Mobility Elements that address parking. Through the entitlement process, opportunities exist to consider flexible guidelines and design alternatives to ensure that parking demand is accounted for while minimizing costs and maximizing shared parking opportunities.

11.3 Financing Mechanisms

This section presents the estimated costs for infrastructure and streetscape improvements for the Village area and identifies various financing mechanisms that could be used to encourage public and private development and investment in the community. Table 11-1 (City of San Diego Financing Methods) 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 11-2 (Local, State and Federal Financing Methods) describes potential state and federal funding programs, their eligible uses, and parameters for application. Table 11-3 (Developer/Property Owner/User Financing Methods) describes financing programs that can be directly or in partnership with the City applied to developers, property owners, and users in the Village area; 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.

11.4 Priority Public Improvements and Funding

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

TABLE 11-1: CITY OF SAN DIEGO FINANCING METHODS

FUNDING MECHANISM	CAPITAL IMPROVEMENT PROGRAM (CIP)	DEFERRAL OF PERMITS/FEES	COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG) / SECTION 108 LOANS
Description	• 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	• Deferral of select permits and fees that results in upfront development cost reductions	• Annual grants for use towards economic development, public facilities, and housing rehabilitation • Section 108 loans provide front-end financing for large-scale community and economic development projects that cannot be financed from annual grants
Eligible Uses	• 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	• Permit and fee charges payable to the City	• Acquisition and disposition of property • Clearance and demolition • Public facilities and site work • Funds must be targeted to specific areas benefiting low- and moderate-income persons or to eliminate "blight"
Funding Parameters	• 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	• An application must request fee deferral as part of their project	• Varies, funds are provided by HUD and administered by cities

TABLE 11-2: LOCAL, STATE AND FEDERAL FINANCING METHODS

FUNDING MECHANISM	CALIFORNIA INFRASTRUCTURE AND ECONOMIC DEVELOPMENT BANK (I-BANK)	TRANSNET	PROPOSITION 1B
Description	Low cost financing to public agencies for a wide variety of infrastructure projects	• Half-cent sales tax for local transportation projects that has been instrumental in expanding the transportation system, reducing traffic congestion, and bringing critical transit projects to life. Over the next 40 years, TransNet will generate $14 billion for transportation improvement projects and programs.	• Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 • Approved in 2006, made available $20 billion for state and local improvement projects
Eligible Uses	• City streets • Educational facilities • Environmental mitigation measures • Parks and recreational facilities • Public transit	• 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.	• Congestion relief • Improve air quality • Enhance safety and security of transportation systems
Funding Parameters	The infrastructure State Revolving Fund Program offered by the I-Bank offers loans ranging between $250,000 to $10,000,000 with eligible repayment sources including General Fund revenues, tax increment revenues, and property assessments.	• 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.	• Varies, competitive application process • The program currently contains $1.5 million in funds available

TABLE 11-2: LOCAL, STATE AND FEDERAL FINANCING METHODS

FUNDING MECHANISM	NEW MARKET TAX CREDITS	PROPOSITIONS 42 AND 1A	PROPOSITION 84
Description	The New Markets Tax Credit (NMTC) Program was established in 2000 as part of the Community Renewal Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts of low-income and impoverished communities across the United States and Territories. The NMTC Program provides tax credit incentives to investors for equity investments in certified Community Development Entities, which invest in low-income communities. The credit equals 39% of the investment paid out (5% in each of the first three years, then 6% in the final four years, for a total of 39%) over seven years (more accurately, six years and one day of the seventh year)	• Proposition 42 required a portion of sales tax on gasoline be transferred to the Transportation Infrastructure Fund (TIF). Amended by Proposition 1A to limit the State's ability to suspend transfer of revenues from the TIF during fiscal difficulties.	• Proposition 84 provides funding for a broad range of projects including water quality; Statewide water planning; protection of coastal waters, rivers, lakes, and streams; wildlife conservation; and sustainable communities and climate change.
Eligible Uses	NMTCs are intended to spur the investment of new capital through Qualified Equity Investments (QEIs) in Community Development Entities (CDEs). Each CDE is certified as such by the CDFI Fund and must use substantially all of its QEIs to provide financial support (generally debt or equity financing) called Qualified Low-Income Community Investments (QLICIs) to Qualified Active Low-Income Community Businesses (QALICBs) by public agency.	• Congestion relief • Safety enhancements • Local streets repair • Public transportation	• Incentives for the development of local land use plans that are designed to promote water conservation, reduce automobile use and fuel consumption, encourage greater infill and compact development, and revitalize urban and community centers. • Eligible projects include specific plans, infill plans, zoning ordinances, and other implementation instruments and plans needed for successfully meeting AB 32 greenhouse gas emissions reduction and implementing SB 375, while improving community-wide sustainability
Funding Parameters	CDEs obtain NMTCs awards by submitting an application describing the business plan under which they will use NMTC financing to generate community benefits. In order to be competitive, CDEs generally agree (1) to use more than 85% of QEI proceeds to make QLICIs, (2) to provide NMTC financing under terms and conditions significantly more favorable than those provided by conventional sources and (3) to make QLICIs in communities characterized by greater distress than reflected in the NMTC eligibility criteria.	• Funds provided directly for local road improvements, as well as for capital projects (highway and transit) selected by Caltrans in the State Transportation Improvement Program.	• A total of $5.38 billion spread over eight broad project areas. One project area is for Sustainable Communities/Climate Change with a $580 million allocation. • Applications for funding are to be submitted to the Strategic Growth Council, with grants to be issued for projects ranging from $100,000 to $1 million. • Current amount available is about $218,000.

TABLE 11-3: DEVELOPER/PROPERTY OWNER/USER FINANCING METHODS

FUNDING MECHANISM	LANDSCAPING DISTRICTS/PARKING DISTRICTS	BUSINESS IMPROVEMENT DISTRICTS (BIDS)	DEVELOPER IMPACT FEES	PROPERTY OWNER/DEVELOPER EXACTIONS
Description	• 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	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	Fees paid by developers to pay all or a portion of the costs of any public facility that benefits their development	• 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. • Alternatively, developers are required to construct and deliver specific improvements
Eligible Uses	• 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	• Marketing and promotion • Security • Streetscape improvements • Operating and maintenance of public improvements • Special events	Capital facilities or ongoing services, such as: School impact fee, Mitigation fee (police, fire, park), Water meter installation, Sanitation capacity charge, Water system, facility/backup facility charge	• Dedication of right-of-way streets and utilities • Provision of open space • Parks or landscape improvements • Schools and community facilities
Funding Parameters	• 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	• 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	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	Typically paid or committed as part of the development approval process

TABLE 11-3: DEVELOPER/PROPERTY OWNER/USER FINANCING METHODS

FUNDING MECHANISM	DEVELOPER ADVANCES/ REIMBURSEMENT AGREEMENTS	COMMUNITY FACILITIES DISTRICTS (CFDS)	SPECIAL ASSESSMENT DISTRICTS	USER FEES
Description	• Advance of funds from developers for use toward backbone infrastructure • Alternatively, developers construct and deliver specific improvements • City and developer enter into Reimbursement Agreement	• 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	• 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	Fee imposed by a city, utility, or other franchise for services and facilities they provide
Eligible Uses	Infrastructure	• Fund capital facilities including: • Parks, • Schools, • Fire stations, • Water and sewer systems, • Government facilities • Purchase, construction, and improvement or rehabilitation of real property	Construction of capital facilities such as roads, water, sewer, and flood control	• Water meter hook-ups • Gas, electric, cable, and telephone hook-ups • Park and recreation facilities
Funding Parameters	Typically repaid from Community Facilities District (CFD) bond proceeds, and/or development impact fees collected from future developers	• 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	• 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	• 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

11.5 Action Items and Priorities

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

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

The actions and priorities are described in Table 11-4 (Implementation Schedule). This is intended to provide a mechanism to establish annual programmatic and budgeting priorities and monitor progress in achieving the Plan's visions. In conjunction with the City's annual budget process, the identified tasks and projects and their priority may be adjusted given funding availability, feasibility of implementation, timing of private development, or as new projects funding opportunities present themselves over time. Detailed mobility improvements are detailed in the Public Facilities and Financing Plan (PFFP).

TABLE 11-4: IMPLEMENTATION SCHEDULE

NO.	IMPLEMENTATION ACTIONS	POLICY	RESPONSIBLE DEPARTMENTS/	PRIORITY	TIME FRAME
Sidewalk and Pedestrian Improvements					
1.	Address sidewalk and infrastructure maintenance deficits within Villages and between adjacent neighborhoods.	P-LU-6	Adjacent Property Owners, Streets Department		Short Term
2.	Support and promote complete sidewalk and intersection improvements along 47th Street, Euclid Avenue, Market Street, Imperial Avenue, and National/Logan Avenues.	P-MO-2	City of San Diego, Adjacent Property Owners		Short Term
3.	Incorporate a continuous row of trees and/or provide consistent building setbacks to create a strong sense of edge along streets and open spaces.	P-UD-71	Adjacent Property Owners, City of San Diego		Short Term
4.	Use streetscape elements, including kiosks, walkways, street furniture, street lighting and wayfinding signage to enhance the appearance and function of commercial developments.	P-UD-73	Adjacent Property Owners, City of San Diego		Short Term
5.	Provide waste receptacles in high traffic areas such as parks, plazas, transit stops and retail developments in conjunction with building entries and/or outdoor seating areas but should not impede pedestrian use of adjacent walks.	P-UD-75	City of San Diego, Metropolitan Transit System (MTS)		Short Term
6.	Provide direct pedestrian connections to transit, such as direct access, widened sidewalks, shaded seating opportunities, and weather protection provided near public transit stops and trolley stations.	P-UD-80	City of San Diego, MTS, San Diego Association of Governments (SANDAG)		Medium Term
7.	Prohibit above ground utility placement in the pedestrian path of travel and support the undergrounding of utilities to reduce visual blight in the community.	P-UD-82	City of San Diego		Short Term
8.	Create a Landscape Lighting and Maintenance District to sustain community amenities exceeding the City Standard or of a particular aesthetic design consistent with the community character.	P-UD-109	City of San Diego, Encanto Neighborhoods Community		Medium Term
9.	Incorporate shade-producing street trees along all streets and roadways.	P-UD-123	City of San Diego		Medium Term
10.	Install missing sidewalk and curb ramps and remove accessibility barriers.		City of San Diego, Property Owners		Short Term
11.	Provide marked crosswalks and pedestrian countdown timers at all signalized intersec-tions.		City of San Diego, Property Owners		Short Term
12.	Provide adequate lighting for safety and security.		City of San Diego, Property Owners		Short Term

TABLE 11-4: IMPLEMENTATION SCHEDULE

NO.	IMPLEMENTATION ACTIONS	POLICY	RESPONSIBLE DEPARTMENTS/	PRIORITY	TIME FRAME
Bicycle Improvements					
1.	Provide bicycle racks at community nodes such as schools, libraries, retail developments and transit stops.	P-UD-74	City of San Diego		Short Term
2.	Where feasible, repurpose right-of-way to provide and support a continuous network of safe, convenient and attractive bicycle facilities shown in Figure 3-2, connecting Encanto to the citywide bicycle network.	P-MO-7	City of San Diego		Medium Term
3.	Implement multi-use trails recommended in the Chollas Creek Master Plan.	P-MO-8	City of San Diego, Groundwork San Diego. Property Owners		Medium Term
4.	Provide secure, accessible bicycle parking, particularly at the 47th Street, Euclid Ave¬nue and 62nd Street trolley stations, within commercial areas, and at concentrations of employment throughout the community.	P-MO-9	City of San Diego, MTS		Medium Term
Public Park and Open Space Improvements					
1.	Establish a park at Castana Street east of 47th Street along Chollas Creek	P-RE-1	City of San Diego		Medium Term
2.	Expand the adjacent Emerald Hills Park to create a major park in conjunction with the existing telecommunications facility.	P-RE-1	City of San Diego, Adjacent Property Owners		Medium Term
3.	Improve the parcel at the south end of Amethyst Street to function as a small pocket park and a more appealing access point for the Chollas Radio Open Space.	P-RE-1	City of San Diego		Medium Term
4.	Establish joint-use agreements with Horton Elementary, Knox Elementary, and the O'Farrell Community Center for Advanced Academy to utilize future recreational facilities during non-school hours.	P-RE-3	City of San Diego, San Diego Unified School District		Medium Term
5.	Provide trail and public art along the channelized creek segment along 51st Street, and pedestrian linkages to Gompers Learning Laboratory, the Multiple Species Conservation Program preserve, and Malcolm X Library.	P-RE-21	City of San Diego		Medium Term
6.	Provide trail connection along the creek between Market Creek Plaza and 47th Street.	P-RE-21	City of San Diego, Adjacent Property Owners		Medium Term
7.	Conduct creek restoration, and public trail development and interpretive and arts projects along Imperial Avenue between 47th Street and I-805.	P-RE-21	City of San Diego, Adjacent Property Owners		Medium Term
8.	Provide wayfinding signage and amenities such as benches, shade structures, viewing blinds, and interpretive panels on existing trails along the Radio Drive right-of-way and along the Emerald Hills branch of Chollas Creek.	P-RE-27	City of San Diego		Medium Term

TABLE 11-4: IMPLEMENTATION SCHEDULE					
NO.	IMPLEMENTATION ACTIONS	POLICY	RESPONSIBLE DEPARTMENTS/	PRIORITY	TIME FRAME
9.	Create a trail circuit connecting Encanto Canyon to the Encanto business district and the O'Farrell neighborhood by providing enhancements along Woodman Street, Skyline Drive, and Valencia Parkway.	P-RE-25	City of San Diego, Adjacent Property Owners		Medium Term
10.	Provide new trailheads at Euclid and Market, Market and Valencia Parkway, and Imperial and 36th Street.	P-RE-24	City of San Diego		Medium Term
11.	Evaluate remnant cemetery land for opportunities for additional open space and parks.	P-LU-54	City of San Diego		Medium Term
Public Facilities Improvements					
1.	Develop a new fire station in the vicinity of 65th Street and Broadway, and renovate Fire Station #12 located at 4964 Imperial Avenue to serve the needs of the Encanto Neighborhoods and surrounding communities.	P-PF-7	City of San Diego		Short Term
2.	Ensure that future library services provide the necessary resources for Encanto Neighborhoods residents.	P-PF-10	City of San Diego		Short Term
3.	Provide and/or retrofit lighting in the public right-of-way that is energy efficient.	P-CS-8	City of San Diego		Medium Term
4.	Encourage the establishment of a Micro Assessment District for businesses located in the Village District to support, dining, the arts, and entertainment within this area.	P-EP-14	Property Owners		Medium Term
Conservation Improvements					
1.	Increase the overall tree canopy cover throughout the Encanto Neighborhoods to the citywide generalized target goal of 20 percent in the urban residential areas and 10 percent in the business areas.	P-CS-43	City of San Diego		Medium Term
2.	Incorporate bioswales or other LID design practices where there is sufficient public rights-of-way throughout the community, and focus specific efforts to capture storm water along roadways in close proximity to Chollas Creek, such as Market Street, 47th Street and Euclid Avenue.	P-CS-31	City of San Diego		Short Term
3.	Conduct habitat enhancement and restoration along the channelized but not concrete-lined segment of the creek west of Euclid Avenue and north of Market Street.	P-RE-11	City of San Diego		Medium Term