

# ***PLAN IMPLEMENTATION***

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## **PLAN IMPLEMENTATION**

The community plan establishes goals and objectives to guide the growth and revitalization of the Uptown. The goals and objectives outlined in this document are, in effect, calls for action. The formulation and adoption of a community plan is only the first step in a two-step process. The second and equally important step is the implementation of the goals and objectives and recommendations of the community plan. This section lists the actions necessary to implement the plan.

### **TAILORED ZONING**

- Prepare tailored zoning regulations for all or portions of the community based upon the objectives and recommendations of the Urban Design Element.
- Include, as part of all tailored zoning regulations, minimum standards pertaining to, among other provisions, minimum landscaping requirements, floor area ratio and building height limitations, minimum yard and setback requirements, provision for building scale and architectural detailing and provisions for regulations establishing relationships with abutting buildings.
- Establish coordinated parking and landscaping regulations tailored to the needs of the community.
- Establish design standards and zoning regulations pertaining to permitted residential density increases based upon parcel accumulation.
- Establish a 30-foot height limit on the westerly slopes of Mission Hills in addition to other design controls to protect public views. These controls should be incorporated into the individual zones applied to this area, to replace the temporary height limit now in effect.

Refinements and modifications to the recommended development intensities for both residential and commercial development as well as for permitted uses may be incorporated into implementing legislation. It may be necessary to adjust land use and density boundaries in order to properly apply implementing zoning legislation. Such adjustment may be especially necessary in canyon rim areas where the potential for development based upon slope, lot sizes and lot patterns must be weighed against the scale and character of surrounding uses and the views and access into designated open space areas.

### **TRANSPORTATION**

- Incorporate within the Capital Improvements Program recommended circulation and bikeway improvements.
- Implement recommended transit service improvements.

- Work with the Metropolitan Transit Development Board to appropriately locate a transit center in the community.
- Establish a parking district to provide public parking facilities.

### **COMMERCIAL REVITALIZATION**

- Continue the ongoing efforts to revitalize the commercial areas of the community which are included in Business Improvement Districts.
- Promote interest and commitment by local businesses and the community-at-large in the revitalization of all commercial areas of the community.
- Evaluate the feasibility of establishing additional Business Improvement Districts within the community.

### **PRESERVATION**

- Establish a comprehensive survey program for the purpose of identifying historically and architecturally significant buildings and districts.

### **PARKS AND OPEN SPACE**

- Establish ongoing programs aimed at maximizing the use of existing recreational facilities, maximizing efforts to expand existing recreational facilities, and obtaining financing necessary to maintain these programs.
- Continue the ongoing open space acquisition program.
- Rezone city-owned parks and open space to the appropriate Open Space Zone.
- Rezone privately owned designated open space as follows and as shown in Figure 50:
  1. Rezone areas designated for one dwelling unit per acre in the Open Space Element of the community plan to R-1-40000.
  2. Rezone areas designated for 2-3 dwelling units per acre to R-1-20000.
  3. Rezone areas designated for four dwelling units per acre to R-1-10000.
- Confirm that the boundaries of the Hillside Review Overlay Zone are appropriate.

## **CANYON FIRE PREVENTION**

The potential for brush fires peaks from May through October. Little rainfall, combined with summer heat and Santa Ana winds, can create an explosive condition. This is one of the reasons that development is discouraged in canyons.

In the short term property owners should thin out existing woody or dry vegetation, install irrigation at top of slope to establish a buffer, and plant low-growing drought-tolerant fire-retardant plants at top of slope.

Over the long term, fire-retardant or resistant trees and plants should be planted in yard areas.

## **PUBLIC IMPROVEMENTS**

- Community facilities are normally provided through the City of San Diego's Capital Improvements Program which sets forth a six-year program of providing public facilities on a citywide basis. It is the responsibility of the community planning process to identify future public improvements for incorporation into future Capital Improvement Programs. The public improvements set forth in the Transportation, Public Facilities, Park and Recreation and Open Space Elements of this document provide the combined list of public improvements recommended for the Uptown community plan area.

## **INSTITUTIONAL**

Apply the Institutional Overlay Zone to areas designated for hospital, school, library, post office or fire station use where the sites are in public ownership.

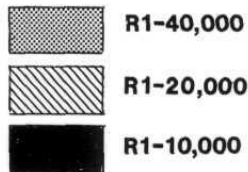
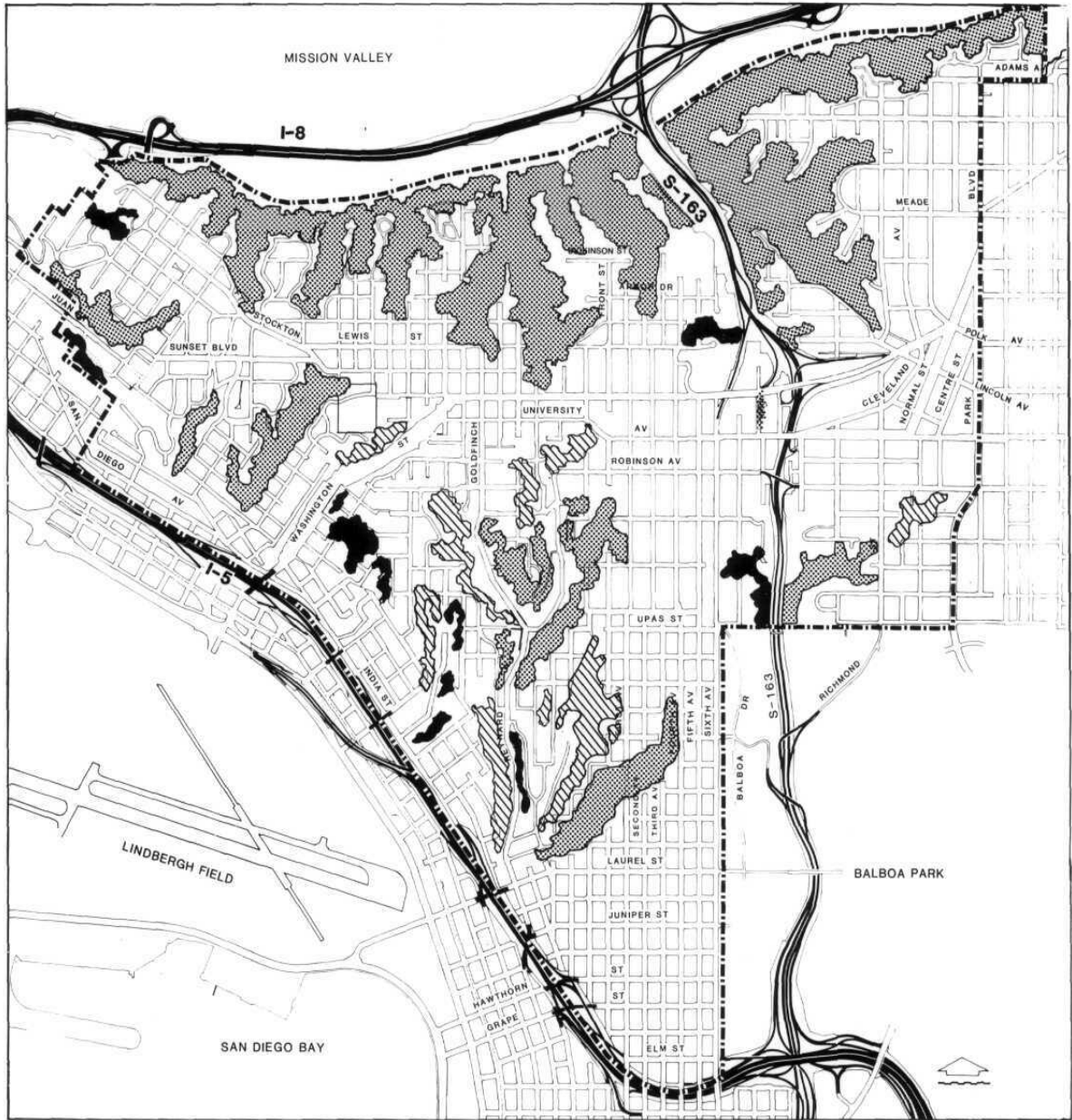
Rezone institutional sites as appropriate to allow their re-use consistent with surrounding uses, should the institutional use be discontinued.

## **FINANCING**

There are two primary methods of financing public improvements for an urbanized community such as Uptown.

The traditional or standard method of financing public improvements is through the Capital Improvements Program which is adopted annually by the City Council. The Capital Improvements Program is a six-year program predicated on monies anticipated being available during that period. Public improvements scheduled for the first year of the Capital Improvements Program are the recipients of funds appropriated by the City Council. Public improvements scheduled over the next five years are based upon funds expected to be available.

A more long-term financing program is undertaken upon the adoption of the community plan. This Public Facility Financing Plan provides for the rehabilitation and construction of the additional public facilities which will be needed as the community develops over the next 20 years and will identify the sources of financing for these facilities.



**RECOMMENDED ZONING OF DESIGNATED OPEN SPACE**  
**UPTOWN Community Plan**  
 CITY OF SAN DIEGO PLANNING DEPARTMENT

FIGURE  
**50**

**TABLE 9  
SCHEDULE OF ACTIONS**

Category	Action	Timing	Responsibility	Finance
1. ORGANIZATION Plan Review and Maintenance.	The City of San Diego with assistance from other agencies, the community planning group and other community organizations should:  1. Initiate actions to implement plan proposals. 2. Monitor development activity for conformance to the plan. 3. Ensure that the City's Capital Improvements Program is consistent with the goals and recommendations of this plan. 4. Review and update this document and make major amendments when necessary.	Continuing	Planning Department	City
2. LAND USE Development Regulations	Prepare tailored zoning. Initiate rezonings consistent with the recommendations in the Housing, Commercial, Open Space, and Urban Design Elements.  Amend the R1 zoning standards to incorporate the recommended floor area limitations in open space areas (Urban Design Element, Hillside and Open Space, Recommendation No. 1.)	Immediate	Planning Department	City
3. COMMERCIAL REVITALIZATION	Expand and continue the commercial revitalization projects. Areas to receive assistance and improvements should be chosen based upon interest and commitment by local businesses, as well as other factors established by this plan.	Continuing	Economic Development Division (Property Department) and Planning Department	CDBG* and City
4. CULTURAL AND HERITAGE RESOURCES	Undertake a comprehensive historical and architectural survey of the cultural and heritage resources of the community.	As soon as possible	Planning Department Community and Historical Organizations	CDBG, state grant and/or City
5. URBAN DESIGN Project Review	The Urban Design Element recommendations should guide all discretionary projects.	Continuing	Planning Department	Applicant
6. TRANSPORTATION A. Circulation	Provide improvements as recommended in the Transportation Element.	Continuing	Engineering and Development Department	City, federal private development impact fees

**TABLE 9  
SCHEDULE OF ACTIONS**

Category	Action	Timing	Responsibility	Finance
B. Transit	Provide a bus transfer facility	FY 88	Metropolitan Transit Development Board	Federal, development impact fee and/or assessment district
C.	Provide recommended service	FY 89	Metropolitan Transit Development Board	Sales tax (proposed)
7. PARKING				
A. Commercial	Expansion of commercial use should be conditioned on the provision of off-street parking. Include as part of tailored zoning legislation and establish parking district to provide a portion of required parking.	Immediately	Planning Department	
B. Residential	As part of the preparation of tailored zoning legislation, study the parking needs in the residential areas. The configuration and size of garages should be adequate to ensure their use.	Immediately	Planning Department	
8. PARKS	Use park fees for the expansion and upgrading of park and recreation facilities and the acquisitions of new park acreage. Mini-parks should be acquired and improved.	Continuing	Park and Recreation Department	
9. OPEN SPACE Bonds	Continue acquisition of open space.	Continuing	Park and Recreation Department	Open Space
	Rezone city-owned open space to the appropriate open space zone.	Immediately	Planning Department	City
	Continue brush clearance program	Continuing	Fire Department and property owners	City and private
	Where feasible, vacate street right-of-way in open space areas.	Immediately	Planning Department Engineering and Development	City
10. FINANCING	Adopt a financing plan showing public improvements, timing and source of financing.	Immediately	Engineering and Development Department	City

\* Community Development Block Grant

## **SOURCES OF FINANCING**

A number of financing mechanisms are available to implement the variety of public improvements and services called for in this plan. The Financing Plan to be prepared and adopted as part of this community plan will specify the method of financing for all proposed improvements. The following are some of the potential funding sources.

**ISSUANCE OF SPECIAL BONDS:** Local governments have traditionally issued bonds to raise the capital needed to construct major public improvements — sewer plants, water systems, and public buildings.

Revenue bonds are backed by a reliable flow of future revenues from the facility or enterprise they fund, such as the construction of parking facilities and other such public facilities. Because revenue bonds are secured by the proceeds from the enterprise they fund, they carry higher interest rates than general obligation bonds.

Lease revenue bonds are issued by a nonprofit corporation or special authority which constructs a facility and leases it to the City. Lease payments provide the revenue to pay off the bond and, when the bond is retired, the facility is turned over to the City. Some local agencies have used this method to finance administrative centers and schools.

Special assessment bonds are a traditional tool for financing sewer, water, street, sidewalk, street lighting, open space acquisition, and similar projects which benefit property owners within a given area. Assessment bonds issued under the Improvement Act of 1911 are secured solely by the properties that benefit from and are assessed for the improvements. Assessment bonds issued under the Improvement Act of 1915 are secured by the assessed property plus a special reserve fund authorized by 1979 legislation to cover delinquencies.

Any of these special bond measures could conceivably be used for improvements in Uptown. However, all would entail the prospect of additional financial burdens on all property owners within the assessment district.

**BUSINESS IMPROVEMENT DISTRICTS:** Business Improvement Districts are a mechanism by which business owners may assess themselves, with the City's authorization, to raise money for promotional and other activities which will benefit the business district. A Business Improvement District (BID) is formed under the City's authority but is done so only by petition of business owners. Payments are made through a surcharge on the business license fee.

Funds may be used for the following:

- Acquisition, construction or maintenance of parking facilities for benefit of the area.
- Decoration of public places.
- Promotion of public events.



- Furnishing of music in a public place.
- General promotion of businesses in the district.

A BID is in operation in the Hillcrest Commercial Core.

**FEES:** Another potential mechanism for funding facilities and amenities is the imposition of special fees on new development within the area.

Unlike taxes which are levied to raise general revenue, fees are levied to finance a specific activity, facility or service which confers a direct, identifiable benefit on those paying the fee. There are several sources of authority for imposing fees.

An important class of fees are development impact fees charged to new development at the time the project is approved or a building permit is issued. Such a fee has been established for Uptown based upon major public improvement needs in the community. The fee addresses the following:

- **TRANSPORTATION:** including street widenings, rehabilitation of existing roadways, traffic signals, pedestrian ramps, and storm drains.
- **PARK AND RECREATION:** based upon the current park inventory, remaining parks to be built out in the community plan, and the potential for providing additional parks to compensate for the park deficiency in Uptown.

A "fair share" allocation of the community-wide costs was made to a new development on the basis of the relative amount of development planned for the future compared to the total community plan build-out, including both residential and commercial projects.

The Subdivision Map Act also authorizes a city to impose fees in-lieu-of dedications of land or improvements as a condition of subdivision approval, provided that the fee is reasonably related to the project being approved.

Water and sewer fees collected from users are used in part to finance the continuing replacement of the aging concrete sewer mains and cast iron water mains.

Under various statutory provisions, local governments can charge fees for services such as police and fire protection and for maintenance of existing facilities. In addition to specific state authorization, charter cities, such as San Diego, have a broad implied constitutional authority to impose fees for municipal facilities and services.

**COMMUNITY DEVELOPMENT BLOCK GRANT:** This funding source is now being used for commercial revitalization efforts. Its use is restricted to projects which primarily benefit low- and moderate-income households. It is expected that block grant funding will continue to support revitalization, including low-interest loans and streetscape improvements, and possibly assist in historic preservation activities.

**SAN DIEGO GAS AND ELECTRIC COMPANY:** The under grounding of utilities on major streets should continue to be accomplished by San Diego Gas and Electric Company. These projects are included in the Capital Improvements Program.

**OPEN SPACE BONDS:** Extensive open space acquisition is currently being accomplished with open space bonds. Efforts should continue to obtain these funds for the appropriate canyon and hillside areas in Uptown. A matching-fund program could be established to encourage the use of assessment districts in combination with bond financing.