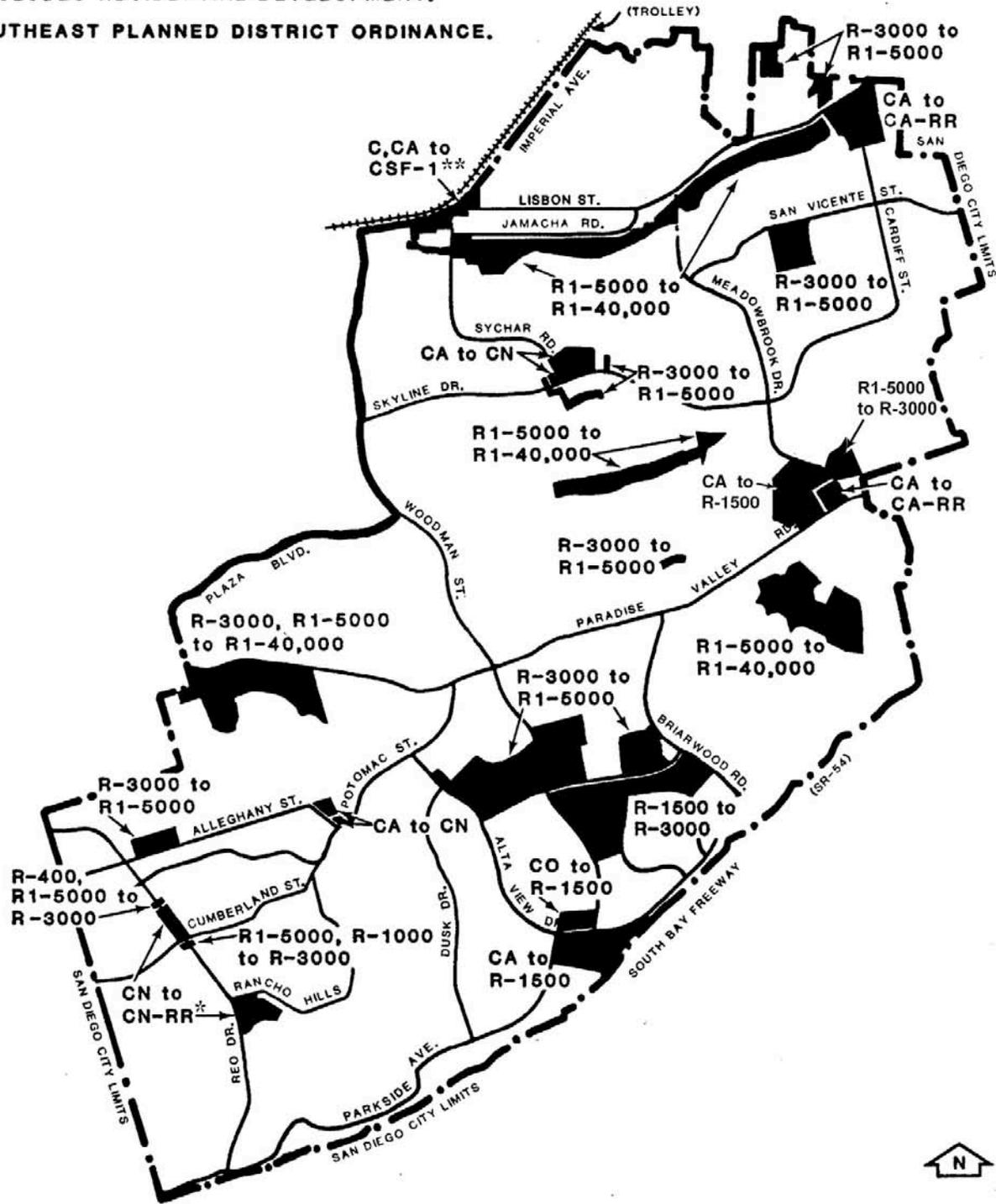


MAP DOES NOT SHOW REZONES TO INSTITUTIONAL OVERLAY ZONE OR OPEN SPACE ZONES.

*CN-RR OR EQUIVALENT ZONE THAT PRECLUDES RESIDENTIAL DEVELOPMENT.

** SOUTHEAST PLANNED DISTRICT ORDINANCE.



Recommended Rezonings **23**
 Skyline-Paradise Hills Community Plan **FIGURE**

IMPLEMENTATION

The Skyline-Paradise Hills Community Plan establishes goals and objectives to guide the growth and revitalization of the community. However, adoption of this Plan will not resolve issues by itself. Realization of the Plan's goals requires a comprehensive program of implementation actions and the coordinated involvement of private citizens, the Community Planning Committee, the City of San Diego and other agencies to initiate and carry out those actions. This section describes the actions necessary to implement the Plan.

Rezoning recommended to implement the plan are shown on **Figure 23**.

FINANCING OF PUBLIC AND PRIVATE IMPROVEMENTS

It is the responsibility of the community planning process to identify future public improvements. The public improvements set forth in the **Transportation, Public Facilities, Parks, Open Space and Urban Design Elements** of this document provide the combined list of public improvements recommended for Skyline-Paradise Hills.

There are two primary methods of financing public improvements for an urbanized community such as Skyline-Paradise Hills. The traditional or standard method of financing public improvements is through the Capital Improvements Program, which is a six-year program adopted annually by the City Council. 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 long-term financing program is the Public Facilities Financing Plan, the formulation of which is undertaken upon the adoption of the Plan. A Public Facility Financing Plan for the Skyline-Paradise Hills community would provide 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. This Public Facilities Financing Plan is based on the public facilities recommended in this Plan.

A number of financing mechanisms are available to implement the variety of public and private improvements and services called for in this Plan. The following are some of the potential funding sources.

Issuance of Special Bonds and Assessment Districts

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.

RESIDENTIAL

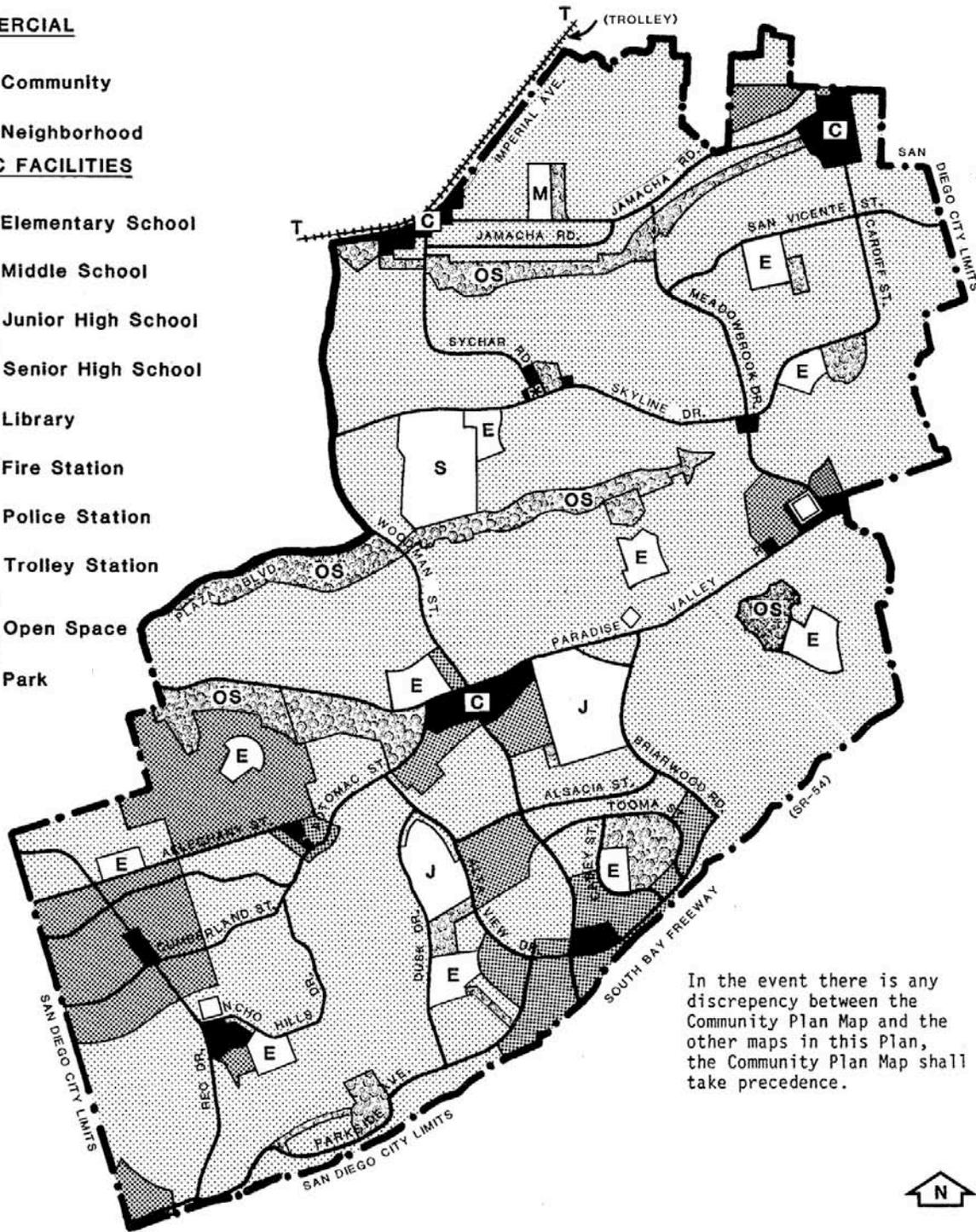
-  Single-Family
-  Multifamily

COMMERCIAL

-  Community
-  Neighborhood

PUBLIC FACILITIES

-  Elementary School
-  Middle School
-  Junior High School
-  Senior High School
-  Library
-  Fire Station
-  * Police Station
-  T Trolley Station
-  OS Open Space
-  Park



In the event there is any discrepancy between the Community Plan Map and the other maps in this Plan, the Community Plan Map shall take precedence.



Skyline-Paradise Hills Community Plan Map **24**
 Skyline-Paradise Hills Community Plan **FIGURE**

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, schools and parking facilities.

The establishment of assessment districts is becoming a more frequently used mechanism to finance certain improvements in the City. 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. This method of financing improvements would entail the prospect of additional financial burdens on all property owners within the assessment district. In particular, assessment districts could be considered for use in the maintenance of landscaping, the establishment of special lighting districts and special trash and graffiti removal efforts, to name a few.

Fees

Another potential mechanism for funding facilities and amenities would be 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. The Subdivision Map Act authorizes a city to impose fees in lieu of dedications of land or improvements as a condition of subdivision approval. There are several limitations on the imposition of in-lieu fees:

1. There must be an expressed or implied authorization for the item to be funded by the fee;
2. Usually, there must be an implementing ordinance; and
3. The fee must be reasonably related to the project being approved.

One important class of fees is development impact fees charged to new development at the time the project is approved or a building permit is issued. An impact fee is usually charged at a fixed rate per bedroom or per square foot. In addition to financing interim school facilities, impact fees might be used to finance street improvements, sewer and water systems, and public facilities serving new development. It is possible that fees could be imposed in Skyline-Paradise Hills for all new development.

Standard citywide park fees are currently collected at both the subdivision map and building permit stages. However, in many urbanized areas of the City these fees are not able to cover all the park improvement costs necessary to upgrade park and recreation facilities. Therefore, in order to provide adequate funding for park improvements, the City Council has selectively adopted a special park fee ordinance for many communities. These fees are assessed, in lieu of the standard citywide park fees, on residential development within the community and can only be utilized within the community. The special park fees collected within the community are significantly higher than the standard citywide park fees. A special park fee was adopted for the South Bay Terraces community plan area in 1984.

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. Fees may also be imposed on new development by the school district to fund improvements to existing school sites or the acquisition of new school sites.

Business Improvement Districts

Business Improvement Districts are a mechanism by which business owners may assess themselves, with the City's authorization and administration assistance, 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:

1. Acquisition, construction or maintenance of parking facilities for benefit of the area.
2. Decoration of public places.
3. Promotion of public events.
4. Furnishing of music in a public place.
5. General promotion of businesses in the district.

The formation of BIDs is recommended in several areas as specified in the **Commercial Element** of this Plan.

Community Development Block Grant

This funding source is now being used in the City for commercial revitalization efforts and housing rehabilitation. 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 these projects.

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 Skyline-Paradise Hills. A matching fund program could be established to encourage the use of assessment districts in combination with bond financing, if desired and initiated by local property owners.

IMPLEMENTATION—SCHEDULE OF ACTIONS

Proposal or Activity	Action	Timing	Responsibility for Initiating Action	Financing
REVIEW AND MONITOR PLAN	<ol style="list-style-type: none"> 1. Monitor development activity for conformance to the Plan; 2. Ensure that the City’s Capital Improvement Program is consistent with the goals and recommendations of this Plan; 3. Review and update this document when necessary. 	Continuing	Planning Department Planning Committee Private citizens	City
LAND USE Development Regulations	Rezone properties consistent with the recommendations in the Residential, Commercial and Open Space Elements . Those areas recommended for rezoning are shown on Figure 23 .	Immediate	Planning Department	City
RESIDENTIAL Preservation of existing single-family neighborhoods	<ol style="list-style-type: none"> 1. Retain existing single-family zoning. 2. Rezone existing single-family neighborhoods from R-3000 and R-1500 to R-5000 where appropriate. 3. Require that all projects involving discretionary approval comply with existing neighborhoods. 4. Continue concentrated code enforcement in residential neighborhoods as established under Project First Class. 	Immediate & Continuing	Planning Department	City
Ensure quality new development	Require that undeveloped multifamily areas develop under a PRD process.	Immediate	Planning Department	City
URBAN DESIGN Project Review	Utilize the Urban Design Element to guide approval of all discretionary projects.	Continuing	Planning Department	Applicant
Landscaping	Plant street trees and provide additional landscaping in private and public projects.	As soon as possible	Private citizens New development	Project First Class Funds, CDBG
COMMERCIAL REVITALIZATION	<ol style="list-style-type: none"> 1. Initiate commercial revitalization program through the formation of Business Improvement Districts. 2. Establish loan/rebate program for façade and storefront improvements for Meadowbrook and Paradise Valley Road, and Saipan Drive Commercial Areas. 	As soon as possible	Business owners with help of Econ. Dev. Div. (Property Dept.)	Business Improvement District Fees CDBG

IMPLEMENTATION—SCHEDULE OF ACTIONS (continued)

Proposal or Activity	Action	Timing	Responsibility for Initiating Action	Financing
PARKS	1. Review special park fee adopted for South Bay Terraces Community Plan and apply throughout the Skyline-Paradise Hills community.	Immediate	Engineering and Development Department	City
	2. Improve undeveloped park sites (Keiller, Boone, Parkside and Skyview).	Continuing	Park and Recreation Department	CIP, Special Park Fees
	3. Acquire Penn Athletic Area, additional acreage for Bay Terrace Park.	As soon as possible	Park and Recreation Department	CIP, Special Park Fees
	4. Ensure safety of parks through Neighborhood Watch and Police Department.	Continuing	Private citizens, Police Department	City
OPEN SPACE	Acquire additional open space to complete the Paradise Canyon and Jamacha open space systems.	Continuing	Park and Recreation Department	Open Space Bonds
SCHOOLS	Monitor school capacities. Ensure adequate resources, physical facilities and number of instructors for student group sizes comparable to schools outside the community.	Continuing	San Diego Unified School District	School Fees
PUBLIC FACILITIES	Adopt a financing plan indicating timing and source of funding for needed public improvements such as: <ul style="list-style-type: none"> a. additional fire station b. expansion of library facilities c. improved street lighting d. neighborhood identification signs e. sidewalk improvements f. construction and maintenance of bike routes g. roadway improvements h. purchase of park sites i. park improvements and maintenance j. street landscaping and maintenance 	Immediate	Engineering and Development Department	City