

FOURTH IMPLEMENTATION PLAN
FOR THE
CITY HEIGHTS REDEVELOPMENT PLAN

For the Period

July 2009 – June 2014

Approved Pursuant to Agency
Resolution No. R-04405

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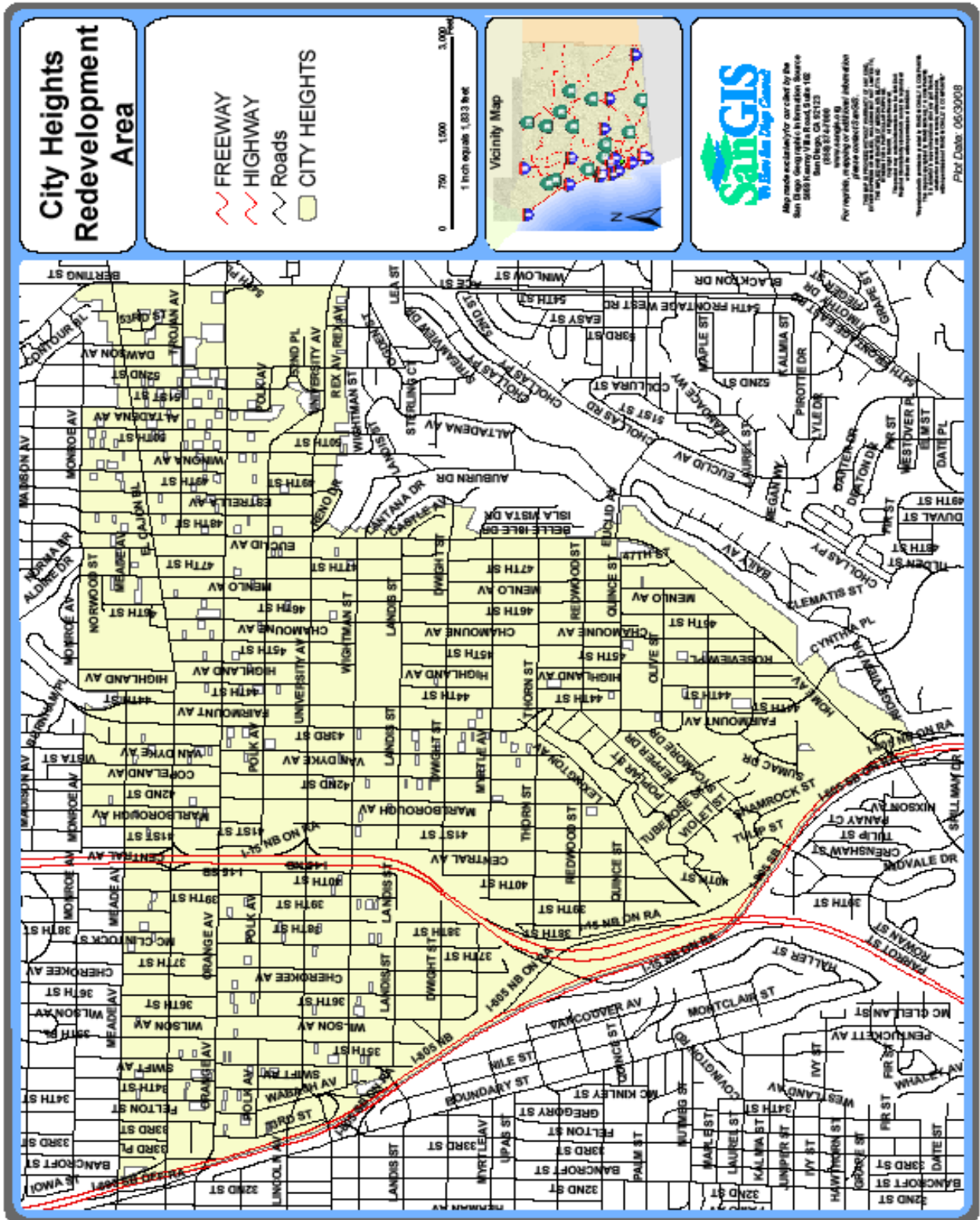
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MAP OF PROJECT AREA



**Project Area Profile
City Heights Project Area**

Land Area: Approximately 1,984 acres

Boundary: The project area approximate boundaries are 54th Street to the east, Meade and Monroe Avenues to north, Home Avenue to the south and Interstate 805 to the west.

Land Use: Residential
Commercial
Industrial
Institutional/Utilities
Open Space/Park
Vacant
Public Right-of-Way

Date Adopted: May 11, 1992

Date of Amendment:	First Amendment	November 28, 1994
	Second Amendment	March 5, 1996
	Third Amendment	November 14, 2000
	Fourth Amendment	July 18, 2006

Time Limit for Effectiveness of Redevelopment Plan: May 11, 2033

Time Limit for use of Eminent Domain: November 27, 2012

Time Limit for Incurring Debt: May 11, 2012

Time Limit for Repayment of Debt: May 11, 2043

Tax Increment Limit: \$713,000,000

Current Tax Increment: \$13,977,936

City Heights, Kensington, Talmadge, and Normal Heights are vibrant communities that are home to a truly global community. We represent hundreds of ethnicities and speak more than 30 languages. We are both strengthened and challenged by this collective diversity--but while we speak with many voices we share a vision for a healthier, safer, more beautiful future that provides a greater resident engagement in redevelopment.

Redevelopment is a significant tool with which we can construct this future. For fifteen years, it has been utilized to improve our housing, commercial buildings, schools, parks, public facilities and infrastructure. City Heights, Kensington, Talmadge, and Normal Heights are more vibrant, more prosperous communities because of the projects that have been actualized via redevelopment.

At the same time, the City Heights Project Area continues to struggle with deficiencies-we experience a significantly higher rate of joblessness, home foreclosures and health disparities than San Diego County as a whole and blight is evident throughout the project area.

This Fourth Implementation Plan creates a road map towards the healthier, safer, more beautiful future we have envisioned and names specific projects that when undertaken, will improve both the physical and social infrastructure of our community.

I. INTRODUCTION

This document contains the five-year Implementation Plan for the period July 2009 – June 2014 for the City Heights Redevelopment Project Area (Project Area), administered by Redevelopment Division of the City of San Diego Department of City Planning & Community Investment. The Implementation Plan is being prepared and adopted in accordance with State Health and Safety Code Section 33490 and related sections. These sections outline the purpose and requirements of the Implementation Plan as follows:

- Agencies were required to adopt their first five-year Plan(s) for existing Project Areas by December 1994.
- Each Plan must state the Agency's goals and objectives for the Project Area, identify specific programs and expenditures over the next five years, and describe how these goals and objectives, programs, and expenditures will alleviate blight.
- Each Plan must identify approaches to increase, improve and preserve the supply of low and moderate income housing. The Plan must further incorporate a plan to meet mandated housing production, affordability, and targeted income requirements.
- Each Plan may be adopted only after a noticed public hearing has been conducted. The adoption of the Plan does not constitute a "project" within the meaning of the California Environmental Quality Act.

A. Redevelopment Division

The Redevelopment Agency of the City of San Diego was established by the City Council in 1958. The City Council is the Board of Directors of the Agency. Project implementation and administration for the Agency are provided by three separate and distinct organizations: Centre City Development Corporation, Southeastern Economic Development Corporation and the Redevelopment Division of the City's City Planning & Community Investment Department. The Redevelopment Division performs general administration for the Redevelopment Agency, coordinates budget and reporting requirements, and maintains the Agency's meeting docket and official records. The Division also administers eleven project areas which, in addition to City Heights, include Barrio Logan, College Community, College Grove, Crossroads, Grantville, Linda Vista, Naval Training Center, North Bay, North Park and San Ysidro.

B. City Heights Project Area

The City Heights Redevelopment Plan was adopted May 11, 1992. The Project Area encompasses approximately 1,984 acres. The approximate Project Area boundaries are 54th Street to the east, Meade and Monroe Avenues to the north, Home Avenue to the south and Interstate 805 to the west.

The First City Heights Redevelopment Project Implementation Plan was adopted by the City of San Diego Redevelopment Agency as Document No. 02142, July 18, 1994. The First Implementation Plan was amended to reflect the first amendment to the City Heights Redevelopment Plan, which amended the boundaries of the Project Area and provided for development of the City Heights Urban Village Project. That First Amended Implementation Plan was adopted by the Redevelopment Agency, as Document No. 02594, April 2, 1996. The Second Implementation Plan was adopted by the Redevelopment Agency, as Document No. R-03033 September 14, 1999. The Third Implementation Plan was adopted by the Redevelopment Agency, as Document No. R-03771, June 15, 2004.

The Mid-City Communities Plan will guide redevelopment efforts undertaken by this 5-year implementation plan. A Planned District Ordinance (PDO) was adopted by the City Council to carry out the community plan. Subsequently, two Revitalization Action Programs (RAP) were written, one for Euclid Avenue and another for Azalea Park/Hollywood Park to further refine the goals of the community plan. All Redevelopment projects will comply with the adopted land use plans.

C. Implementation Plans

In June 1994, the Redevelopment Agency of the City of San Diego (Agency) approved implementation plans for all of its redevelopment project areas, in accordance with Section 33490 of the California Redevelopment Law (CRL). Each implementation plan covered a five-year period from 1994 to 1999, and set forth the specific goals and objectives for its respective area. These implementation plans also identified the specific redevelopment activities and/or programs that were anticipated to be "implemented" (i.e., completed) to assist in the alleviation of blighting conditions. In addition, they identified the projected expenditures associated with the redevelopment activities; described how each activity would alleviate blight; and explained how the goals, objectives, projects, and expenditures would implement the CRL's low and

moderate income housing set-aside and housing production requirements. Subsequently, implementation plans have been prepared every five years.

II. DESCRIPTION OF PROJECT AREA BLIGHTING CONDITIONS

The City Heights Redevelopment Project Area continues to exhibit conditions and characteristics of physical blight, depressed economic conditions and social disparity as defined in California Redevelopment Law (CA Health and Safety Code Sections 33030-33039). Specific blighting conditions include:

- Lot size and configuration problems that prevent private redevelopment efforts from putting the lots into useful service;
- Deficient maintenance of residential and commercial buildings and grounds, resulting in physical deterioration, structural damage, poorly functioning plumbing, electrical and heating facilities and unsightly and unsanitary conditions;
- Preponderance of old structures that do not meet current building and zoning codes;
- Vacancies and marginal uses of commercial properties;
- Overcrowded conditions at local schools;
- Overcrowded residential units resulting from multiple families sharing single units;
- High incidence of overall residential transiency and a low rate of home owner occupancy;
- High crime rates;
- A relatively high proportion of residents having low incomes and being either unemployed or under-employed;
- A local area deficiency in park and recreation facilities relative to City of San Diego General Plan standards;
- Deterioration of infrastructure facilities installed with the original development of the area, as much as 80 years ago, resulting in insufficiencies and widespread deteriorated conditions in streets, alleyway paving, storm drains, sidewalks, lighting and landscaping;
- Population growth overtaking public facilities such as clinics, recreation facilities, transportation infrastructure, water service and educational facilities.

III. PROJECT AREA GOALS AND OBJECTIVES

The Project Area was adopted to eliminate conditions of blight in the Project Area by promoting new construction, revitalization, and upgrading of residential, commercial, office, and public properties and facilities within and surrounding the Project Area. The specific goals and objectives of the Redevelopment Plan are as follows:

- Improve existing housing in the project area while preserving the look and feel of single family neighborhoods, including support for repair and rehabilitation programs.
- Support City Council Policy 600-19 (Fostering Balanced Community Development for the City of San Diego) to achieve a balanced distribution of housing opportunities to all income groups equitably throughout the City.
- Increase public awareness of community identity, physically improve and define community boundaries and entryways, preserve the identity of separate neighborhoods and promote the positive characteristics of the area.
- Support the identification and preservation of historical objects, buildings, architectural style, and neighborhood context, wherever possible.
- Attract, retain, and improve local businesses, especially those serving basic needs of residents.
- Support the creation of living wage and professional jobs.
- Support the development of high quality, transit-oriented, mixed-use commercial, residential, office, and public use projects near transportation nodes and upgrade streetscapes to improve pedestrian access.
- Support programs to encourage maintenance and upkeep of private and public properties and facilities in accordance with municipal code requirements.
- Support the development of needed schools, parks, and recreation amenities in the community.
- Promote cooperative programs and facilities, which link and integrate libraries, schools, recreation centers, and private development projects.
- Support residents and businesses displaced by redevelopment projects to relocate within the project area.
- Reduce the negative impacts of motor vehicle traffic, implementing traffic calming measures, and improve pedestrian and bicycle amenities throughout the community.
- Support collaborative efforts in the planning and implementation of redevelopment projects and programs with local community representative organizations, elected officials, local business improvement associations, developers, neighborhood groups, and resident organizations.
- Support the improvement of communication and coordination with residents of all ethnic groups.

IV. CROSS CUTTING THEMES, PROPOSED PROJECTS, AND CONTRIBUTION TO BLIGHT ALLEVIATION FOR THE FIVE-YEAR PERIOD

A. Cross-Cutting Themes

The following cross-cutting themes should be applied broadly in the execution of the projects identified in the five year implementation plan:

- **Sustainable Development:** Encourage environmentally progressive development, including energy efficiency and renewable energy, water conservation, smart resource management, use of recycled materials, reduction in climate change footprint, and other measures.
- **Health and Safety:** Fund developments and projects which improve the health and safety of City Heights Project Area residents and workers.
- **ADA Compliance and Universal Design:** Fund developments and projects which are ADA compliant and which integrate elements of universal design without compromising overall quality and access.
- **Culturally and linguistically appropriate education and outreach:** Make every reasonable effort to effectively reach all sectors of the Project Area population. Whenever possible, education and outreach should be conducted in a culturally sensitive context, and in the languages of residents interested in participating in the redevelopment process.
- **Public Art:** Support public art that is community-driven and that enriches the aesthetic and cultural experience of the City Heights Project Area.
- **Facilities and Opportunities for Youth:** Support efforts to increase the quality and quantity of opportunities available to City Heights Project Area youth through the funding of facilities which are focused on engaging and serving the Project Area's next generation of leaders.
- **Land Banking:** Identify and purchase land that can be utilized for future development in line with the five year implementation plan.
- **Neighborhood Code Compliance:** Support efforts to increase code compliance of key regulations that affect the aesthetic quality and safety of the project area.
- **Non-motorized Access:** Support infrastructure development and other measures which increase walking and biking activities during daytime and nighttime hours.

B. Proposed Projects and Programs

The following table describes the proposed projects and programs and their contribution to blight removal:

HOUSING		
Project/Program	Description	Contribution to Blight Removal
Fund Balance of Housing Types	<p>Balanced housing includes attached, detached, family, senior, transitional and supportive, special-needs, and disabled- both rented and owned. It includes diverse ownership models and supports a range of family incomes including market-rate, moderate, low and very low incomes</p> <p>Support the development of quality rental housing</p> <p>Encourage an appropriate number of mixed-use development along commercially zoned corridors</p> <p>Encourage the conversion of underutilized and obsolete existing commercial and office space to residential use</p> <p>Purchase vacant land for the development of attached and detached single-family homes</p> <p>Encourage the construction of row homes and two-story homes to maximize small lot development</p>	<p>Alleviate overcrowded residential units resulting from multiple families sharing single units</p> <p>Reduce high incidence of overall residential transiency and increase the rate of home owner occupancy</p> <p>Improve deficient maintenance of residential and commercial buildings and grounds, resulting in physical deterioration, structural damage, poorly functioning plumbing, electrical and heating facilities and unsightly and unsanitary conditions</p> <p>Reduce the preponderance of old structures that do not meet current building and zoning codes</p>
Improve Existing Housing	<p>Cooperate with the city to utilize, maintain, and increase code enforcement activities to eliminate blight</p> <p>Support Housing Rehabilitation Assistance Program</p> <p>Acquisition/rehabilitation of all types of deteriorated housing, preferably properties of two lots or more</p> <p>Support residential façade improvement programs/ Community Enhancement Program</p> <p>Eliminate blight by supporting interior and exterior rehabilitation of substandard housing to eliminate health and safety hazards</p>	

Provide Education	<p>Support mediation services and use all reasonable efforts to include Landlord/Tenant education within Owner Participation Agreements and Disposition and Development Agreements, where appropriate</p> <p>Support housing projects that include life skills education for residents</p> <p>Fund home buyer programs, including financial literacy, that serve a diverse population</p> <p>Support code enforcement outreach and education efforts that are inclusive of City Heights' cultural and linguistic needs</p>	
Promote Home Ownership	<p>Support Home in the Heights Homebuyers Assistance Program and other first time home buyers programs</p> <p>Encourage home-ownership developments</p> <p>Support foreclosure prevention</p>	
Promote Sustainable Building and Rehabilitation	<p>Support housing with energy efficiency measures that exceed Title 24 requirements</p> <p>Support housing design and construction that results in "healthy" homes</p>	

NEIGHBORHOOD CHARACTER

Project/Program	Description	Contribution to Blight Removal
Improve alleys	Dirt alleys and paper streets throughout the Project Area should be aesthetically improved	Improve deficient maintenance of residential and commercial buildings and grounds, resulting in physical deterioration, structural damage, poorly functioning plumbing, electrical and heating facilities and unsightly and unsanitary conditions
Code Compliance	Cooperate with the City to utilize, maintain, and increase code enforcement activities sited in the community to eliminate blight	
Promote Community Identity	<p>Adopt themes and guidelines consistent with marketing and historical context in support of individual neighborhoods</p> <p>Support the development of marketing tools that highlight neighborhood history and unique characteristics</p>	<p>Improve local area deficiency in park and recreation facilities relative to City of San Diego General Plan standards</p>
Support Neighborhood Plan Implementation	<p>Implement the Swan Canyon Neighborhood Plan</p> <p>Adopt themes and guidelines consistent with the Euclid Avenue Revitalization Action Program (RAP) including construction of sidewalks, traffic calming, landscaping in curb</p>	<p>Improve the conditions associated with the deterioration of infrastructure facilities installed with the original development of the area, as much as 80 years ago, resulting in insufficiencies and widespread</p>

	<p>extensions and parkways, and construction of neighborhood entryways</p>	<p>deteriorated conditions in streets, alleyway paving, storm drains, sidewalks, lighting and landscaping</p>
Façade Improvement	<p>Support the Poplar Street/Azalea Park Revitalization Action Program (RAP) and work with the community to strengthen neighborhood identity by constructing gateways, public art, and signage</p>	<p>Mitigate impacts of population growth overtaking public facilities such as community clinics, recreation facilities, transportation infrastructure, water service and educational facilities</p>
Graffiti and Trash Abatement	<p>Fund neighborhood programs that improve facades and remove graffiti</p>	
	<p>Support neighborhood clean ups</p> <p>Support graffiti art programs that are designed to reduce tagging</p>	
Walkability, Bikability and Traffic Calming	<p>Include penalties and incentives within Development and Disposition Agreements, and in Owner Participation Agreements</p> <p>Support the development of a Pedestrian Master Plan</p> <p>Support neighborhood initiated traffic calming as recommend in the Street Design Manual</p> <p>Support the implementation of the Bicycle Master Plan</p>	
Preserve Historic Resources	<p>Support the designation and restoration of historic structures within and adjacent to the City Heights Redevelopment Project Area such as: Euclid Tower, Egyptian Garage, Silverado Ballroom, Police Pistol Range, Bekins Storage, Castle Homes, Islenair Historic District, Talmadge Historic District; additional historic structures are described in the Project Area EIR</p>	
Landscaping, Urban Forestry, and Street Trees	<p>Install in all parkways, medians, and pavement cutouts where possible</p> <p>Install trees and necessary irrigation in pavement cut-outs, canyons and public greenscapes</p> <p>Support projects that incorporate native and/or adapted species to conserve water</p>	
Create Neighborhood Gateways	<p>Establish distinct neighborhood markers and signage to identify community segments and foster self-promotion</p>	
Neighborhood Pocket Parks	<p>Work with the community to identify potential pocket park sites and develop passive and</p>	

Public Art	recreational opportunities Develop parks on rooftops Support public art that reflects neighborhood character	
Urban Trails	Support the installation and enhancement of urban trails	
Street Lighting	Improved street lighting where needed for aesthetics and safety	
Fully Accessible Neighborhoods	Adopt Universal Design principles to ensure a comprehensive design to enable people of all abilities to fully utilize the amenities of the Project Area	

COMMERCIAL CHARACTER

Project/Program	Description	Contribution to Blight Removal
International Art	Support local artists and art businesses to foster economic growth and community enhancement	<p>Improve deficient maintenance of residential and commercial buildings and grounds, resulting in physical deterioration, structural damage, poorly functioning plumbing, electrical and heating facilities and unsightly and unsanitary conditions</p> <p>Eliminate lot size and configuration problems that prevent private redevelopment efforts from putting the lots into useful service</p> <p>Reduce crime rates that are higher than Citywide and region-wide averages</p> <p>Balance the relatively high proportion of residents having low incomes and being either unemployed or under-employed by creating employment opportunities</p>
Business Façade Improvement	Revise and implement the façade improvement program	
Code Compliance	Cooperate with the City to utilize, maintain and increase code enforcement activities in the community to eliminate blight	
Commercial Corridors and Nodes	Develop a Commercial Corridor Plan including a market demand study	
	Acquire non-compliant, nuisance uses and redevelop as community-serving uses	
El Cajon Boulevard	Develop gateways	<p>Improve local area deficiency in park and recreation facilities relative to City of San Diego General Plan standards</p>
	Support development in smaller commercial nodes	
	Purchase property, including vacant lots if available, for the development of new commercial uses along commercial corridors and nodes.	
	Encourage high quality mixed-use development	
	Continue development of streetscape improvements and the center median enhancements	

<p>University Avenue</p>	<p>Create appropriate joint ventures with Crossroads and the North Park Redevelopment Project Areas</p> <p>Encourage high quality mixed-use development</p> <p>Continue phasing streetscape improvements</p> <p>Demonstration self-improvement block</p> <p>Create an urban plaza including historic restoration at the Euclid Avenue intersection</p> <p>I-805/University evaluate gateway and traffic assessment</p> <p>Remove gunite wall at University Avenue and 54th Street; stabilize and vegetate slope</p> <p>Create appropriate joint ventures with Crossroads and North Park Redevelopment Project Areas</p>	<p>Improve the conditions associated with the deterioration of infrastructure facilities installed with the original development of the area, as much as 80 years ago, resulting in insufficiencies and widespread deteriorated conditions in streets, alleyway paving, storm drains, sidewalks, lighting and landscaping</p>
<p>Euclid Avenue</p>	<p>Attract small scale mixed-use redevelopment consistent with unique zoning</p> <p>Streetscape improvements consistent with Euclid Avenue Revitalization Action Program</p> <p>Create appropriate joint ventures with Crossroads Redevelopment Project Area</p>	
<p>Fairmount/43rd Couplet</p>	<p>Encourage high quality mixed-use development in accordance with the Mid-City Communities Plan</p> <p>Develop the International Marketplace</p>	
<p>High Quality, Transit Oriented and Mixed-use Development</p>	<p>Create and support quality mixed-use facilities which can include residential, commercial, office, education, and public facilities. The following is a list of potential locations: Central School remnant parcel, Fairmount and University, 40th and University, I-805 and University, I-805 and El Cajon Blvd, Smart and Final site, 54th and El Cajon Blvd, International market place, I-15 properties, Pearson Ford sites, and other commercial sites</p>	
<p>Preserve Historic Buildings</p>	<p>Create new uses for older structures that preserve historical significance</p>	
<p>Create Jobs</p>	<p>Fund a job creation study and implementation plan that includes “green jobs”</p>	

	<p>Attract and foster the expansion of businesses that create higher paying jobs for local residents such as technology, medical, manufacturing, and others</p> <p>Developers must include a local hiring component in agreements</p>	
Medical Facilities	<p>Attract quality health care facilities to serve all segments of the community</p> <p>Encourage distribution of private medical facilities throughout the project area</p> <p>Create appropriate joint ventures with Crossroads and North Park Redevelopment Projects</p>	
Night time Activities	<p>Support family-oriented commercial projects</p> <p>Encourage night time activities for all ages including outdoor dining and active street fronts</p> <p>Design lighted walking paths</p>	
Public Art/Beautification	<p>Include public art in new and existing projects</p>	
Public Signage	<p>Install "City Heights" neighborhood sign in public right of way</p> <p>Improve signage of all types including street name signs, community entry way signs, and informational signage</p>	
Improve Streetscapes	<p>Design and construct public improvements including sidewalks, lighting, landscaping, and street furniture</p> <p>Support installation of decorative bus benches, trash receptacles, seating areas, and public shade/weather covers</p> <p>Create pedestrian plazas</p>	

PARKS, OPEN SPACE AND PUBLIC FACILITIES

Project/Program	Description	Contribution to Blight Removal
Parks	<p>Eliminate park deficiency in the Project Area</p> <p>Create and enhance comfort stations, walkways, and bikeways in area parks</p> <p>Support updating existing parks to comply with Americans with Disability Act</p>	<p>Improve local area deficiency in park and recreation facilities relative to City of San Diego General Plan standards</p> <p>Mitigate impacts of population growth overtaking public facilities such as community clinics,</p>

<p>Chollas Creek Enhancement Program</p> <p>Joint Use Fields</p> <p>Canyon Improvements</p> <p>Community Gardens</p> <p>Neighborhood Pocket Parks</p> <p>Open Space Areas</p> <p>Sidewalks</p>	<p>Support safety and security</p> <p>Include quality public art in park projects</p> <p>Support park projects identified in Neighborhood Plans</p> <p>Support the development of water-wise active and passive parks</p> <p>Restore and enhance Auburn Creek</p> <p>Develop Home Avenue Park</p> <p>Consider joint development of parks with Crossroads Redevelopment Project Area</p> <p>Develop parks between 50th and 52nd streets</p> <p>Establish and improve fields at all schools including those already in use and at schools to be constructed</p> <p>Support canyon restoration, entryways, trails, signage, and erosion control</p> <p>Support the development of community gardens</p> <p>Identify potential pocket park sites and develop passive and recreational opportunities</p> <p>Develop parks on rooftops</p> <p>Identify uses for challenging parcels (such as Central Avenue sliver)</p> <p>Support development of a neighborhood skate park</p> <p>Identify appropriate location for neighborhood dog park</p> <p>Restore habitat, hillsides, and creek beds</p> <p>Purchase property to be used for parks or open space or both</p> <p>Construct pathways improvements, signage, and educational displays</p> <p>Identify and install sidewalks where needed</p> <p>Design sidewalks with parkways</p> <p>Design sidewalks for pedestrian safety</p>	<p>recreation facilities, transportation infrastructure, water service and educational facilities</p> <p>Improve the conditions associated with the deterioration of infrastructure facilities installed with the original development of the area, as much as 80 years ago, resulting in insufficiencies and widespread deteriorated conditions in streets, alleyway paving, storm drains, sidewalks, lighting and landscaping</p>
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Recreation Centers	Design should include parkways for pedestrian safety	
Tot Lots	Build new and refurbish existing tot lots	
Fire Stations	Support the development of a new fire station and improve existing fire stations	
Parking Facilities	Insist on adequate parking to serve current and future needs	
	Require new development to include adequate parking	
	Create parking capacity studies where needed	
Permanent Police Storefronts	Cooperate with the city to utilize, maintain, and increase police services sited in the community to eliminate blight	
	Foster public safety and the removal of blight conditions by funding the construction and improvement of police storefronts	
Post Office	Attract and site a new Post Office and/or postal retail outlets sufficient to service the community	
Improve Transportation and Create Linkages	Support the implementation of Bus Rapid Transit in the I-15 corridor	
	Complete El Cajon Boulevard and University Avenue bridge deck improvements	
	Enable development that supports public transit and alternative forms of transportation	
	Install bus shelters on residential and commercial streets	
Community Centers	Support the development of multi-use community centers	
	Develop community centers for all ages such as a Boys and Girls Club, YMCA, etc.	
Hoover High School	Support stadium and facility improvements	
Libraries	Support the enhancement of public libraries	
Sound Barriers	Encourage the installation of sound barriers along freeway corridors	
Implementation Plan	Allocate funds for the preparation, publication, and distribution of a high quality multi-color implementation plan	

PUBLIC / PRIVATE PARTNERSHIPS

Project/Program	Description	Contribution to Blight Removal
Child Care Centers	Establish in large commercial and large residential developments	Improve deficient maintenance of residential and commercial buildings and grounds, resulting in physical deterioration, structural damage, poorly functioning plumbing, electrical and heating facilities and unsightly and unsanitary conditions
Citizen Board Training	Yearly training for PAC members and community groups as it relates to redevelopment PAC training should be open for public attendance	
Job Creation	Support a job creation study and implementation plan Attract and foster the expansion of businesses that create higher paying jobs for local residents, such as technology, green jobs, medical, manufacturing and others Support green job training programs	Reduce the preponderance of old structures that do not meet current building and zoning codes Eliminate lot size and configuration problems that prevent private redevelopment efforts from putting the lots into useful service
Joint Use Libraries	Encourage San Diego Unified School District and the City of San Diego to arrange joint use of school libraries as community branch libraries, with extended hours for community use	Reduce crime rates that are higher than Citywide and region-wide averages
Development Plan	Develop a strategic plan with the community to identify and market key areas of the project for development	Balance the relatively high proportion of residents having low incomes and being either unemployed or under-employed by creating employment opportunities
Multi-Cultural Arts Center	Develop a self-sustaining facility that showcases and encourages the artistic expression of the community while being a draw to patrons both inside and outside the community Coordinate this center with International Arts	
Public Meeting Rooms	Encourage the inclusion of public meeting rooms in large developments	Improve local area deficiency in park and recreation facilities relative to City of San Diego General Plan standards
Neighborhood Watch	Create a neighborhood watch program applicable for all neighborhoods in the Project Area and work in conjunction with the police department, as appropriate	Reduce vacancies and marginal uses of commercial properties
Joint Ventures	Form appropriate joint ventures with the Crossroads and North Park Redevelopment Project Areas	

C. Proposed Expenditures

The development projects and programs identified in this Plan are dependent upon attracting qualified property owners and developers and obtaining the funds to finance the projects or programs. The expenditures projected for the next five years are anticipated to include costs for Agency Project administration, payments to the taxing agencies, debt obligations, and implementation of affordable housing projects.

Tax increment revenue is the major funding source for Agency programs. In FY 2010, the Agency expects to receive approximately \$9.7 million in net new tax increment from the Project Area. Net tax increment is the amount available for new programs after tax-sharing payments, and County administrative fees. The Agency expects the Project Area's assessed valuation to increase approximately 2% annually over the next five years. Based on this assumption, the Agency can expect to receive approximately \$50.7 million in net tax increment over the next five years.

Tax increment growth over the five years of this Plan, which is based on recently updated financial projections, is estimated as follows for the five years of this Plan:

Fiscal Year	Gross Tax Increment*	Tax Sharing Payments	Net Tax Increment
2010	\$13,977,936	\$4,229,402	\$9,748,534
2011	\$14,257,495	\$4,313,991	\$9,943,504
2012	\$14,542,645	\$4,400,270	\$10,142,375
2013	\$14,833,498	\$4,488,276	\$10,345,222
2014	\$15,130,168	\$4,578,041	\$10,552,126

*County administrative fee payment reflected.

Twenty percent (20%) of annual tax increment revenue is required to be set-aside in the Low and Moderate Income Housing Fund for the development of housing affordable to very low, low and moderate income households. Over the next five years, the Agency anticipates receiving approximately \$14.6 million in housing funds.

Fiscal Year	Agency Share Tax Increment	Tax Sharing Payments	Net Tax Increment*	
			Non-Housing Funds	Housing Funds
2010	\$13,977,936	\$4,229,402	\$6,931,214	\$2,817,320
2011	\$14,257,495	\$4,313,991	\$7,092,005	\$2,851,499
2012	\$14,542,645	\$4,400,270	\$7,233,846	\$2,908,529
2013	\$14,833,498	\$4,488,276	\$7,378,522	\$2,966,700
2014	\$15,130,168	\$4,578,041	\$7,526,093	\$3,026,034

*County administrative fees deducted solely from gross tax non-housing (80%) funds.

The Agency has entered into agreements with the affected local taxing agencies which provide for annual tax-sharing payments according to the following terms:

Taxing Entity	Tax Sharing Agreements	
	Fiscal Years 2010 to 2011	Fiscal Years 2012-2014
County of San Diego	13.09%	15.70%
San Diego Community College District	5.00%	2.50%
San Diego Unified School District	15.00%	15.00%
San Diego Office of Education	.65%	.65%

V. EXPLANATION OF HOW THE GOALS AND OBJECTIVES, PROJECTS AND EXPENDITURES WILL ELIMINATE BLIGHTING CONDITIONS

The on-going project goals and objectives will help ensure continued progress toward alleviation of existing conditions of blight and will facilitate continued re-investment in the Project Area and surrounding community. With input from the Project Area Committee, periodic reassessment of existing and planned projects will insure that the Redevelopment Plan achieves the objectives stated in Section III of this Plan. Specifically, the current and proposed projects will eliminate blighting conditions in the Project Area in the following ways:

- The elimination and prevention of the spread of blight and deterioration and the conservation, rehabilitation and redevelopment of the Project Area;
- The mitigation of traffic and parking congestion within the Project Area and the surrounding neighborhoods through the provision of high quality housing and retail services in a pedestrian-oriented development;
- The achievement of an environment reflecting a high level of concern for architecture, landscape, urban design, and land use principles appropriate for attainment of the objectives of the Redevelopment Plan;
- The creation of local job opportunities and the preservation of the area’s existing employment base;
- The planning, redesign, and development of areas which are stagnant or improperly utilized;
- The expansion of the community's supply of housing (inside or outside the Project Area), including opportunities for very low, low- and moderate-income households;
- The provision of forgivable loans for the rehabilitation of single family homes owned and occupied by low and moderate-income households in the Project Area to improve the health and safety of these homes and alleviate depreciated/stagnant property values;

- The construction of public improvements to correct current parking and transportation problems, provide improved access through and within the Project Area and surrounding communities, and visually improve the image of the community and Project Area; and
- The construction of public park improvements that benefit the community and visually improve the image of the community and Project Area.

VI. EXPLANATION OF HOW THE GOALS AND OBJECTIVES, PROJECTS AND EXPENDITURES WILL IMPLEMENT PROJECT HOUSING REQUIREMENTS (Housing Compliance Plan)

California's Community Redevelopment Law requires that not less than twenty percent (20%) of all tax increment generated by the Project Area shall be used for the purpose of increasing the community's supply of very low, low and moderate income housing. Additionally, affordable dwelling units must remain affordable for not less than the period of land use controls established in the project plan (currently 45 years for for-sale units and 55 years for for-rent units). The on-going goal for the Project Area is to develop housing in compliance with current legislation and available Project Area resources.

A. Comprehensive Affordable Housing Strategy

The Redevelopment Agency, comprised of the City's Redevelopment Division, Centre City Development Corporation (CCDC) and Southeastern Economic Development Corporation (SEDC), has formed a collaborative with the San Diego Housing Commission to accelerate and encourage new affordable housing development citywide. This collaborative is referred to as the Affordable Housing Collaborative. In January 2003, leveraging Redevelopment set-aside funds, the Affordable Housing Collaborative issued a Notice of Funding Availability (NOFA) announcing the availability of \$55 million of secured assets to provide gap financing for very low, low and moderate income housing. The Agency has committed the entirety of this \$55 million to eleven projects in various project areas, resulting in 722 affordable units and 1055 affordable bedrooms.

Although the initial funding of the NOFA has been exhausted, affordable housing development proposals requesting local subsidies in the City of San Diego continue to be submitted through different channels to the Redevelopment Agency and/or San Diego Housing Commission. The Affordable Housing Collaborative continues to meet to review projects seeking funding under the Affordable Housing Opportunity Fund and to ensure affordable housing goals are being met by the Agency and the Housing Commission.

In June 2006, the Redevelopment Division obtained four bank lines of credit in an aggregate amount of \$34 million which was dedicated to an affordable housing "Opportunity Fund" to continue to assist with the creation and rehabilitation of affordable housing for low- and moderate-income households and to leverage other affordable housing financial sources. Proposed projects in the Project Area may request funding assistance from the Opportunity Fund.

To provide consistency among the three branches of the Redevelopment Agency (Redevelopment Division, CCDC and SEDC) and streamline the negotiation and approval process for affordable housing projects funded by the Agency, the Affordable Housing Collaborative developed the “Expenditure of Low and Moderate Income Housing Fund Policy and Transaction Guidelines” to be utilized in reviewing affordable housing development proposals. These Policy and Transaction Guidelines were approved by the Agency Board on May 20, 2008 via resolution R-04282 and are reviewed on a periodic basis to reflect changing policies and economic conditions.

B. Housing Assistance Programs

The Agency created a housing enhancement loan program using City Heights tax increment housing set-aside monies. The program provides forgivable housing enhancement loans of up to \$25,000 for property improvements and up to an additional \$5,000 for energy and water conserving landscape improvements. Approved by the Agency Board, the program will be available to owner-occupants of one- and two- unit properties whose gross household income is no greater than 100% of the Area Median Income.

C. Projects & Expenditures to be Made During the Next Five Years

Projections of annual Housing Funds anticipated to be generated by the Project Area over the next five years are shown in the following table:

Fiscal Year	Low/Mod Fund
2009-10	\$2,817,320
2010-11	\$2,851,499
2011-12	\$2,908,529
2012-13	\$2,966,700
2013-14	\$3,026,034
TOTAL	\$14,570,082

It is anticipated that the Project Area’s Housing Fund will increase by approximately \$14.6 million. All units developed with Agency assistance from the Housing Fund will be restricted to very low, low, or moderate income households. These funds will be used to generate housing within the Project Area as opportunities for housing assistance are identified.

1. Projected Housing Units to be Developed in the Next Five Years

California Community Redevelopment Law requires that the Agency prepare an estimate of the number of new, rehabilitated and price-restricted dwelling units to be developed in the Project Area. These numbers also include the inclusionary housing requirements: units for very low, low and moderate income households. The inclusionary housing requirements state that fifteen percent (15%) of all new or rehabilitated dwelling units developed by public or private activities, other than the Agency, in a redevelopment project area shall be affordable to low and moderate

income households. Forty percent (40%) of the 15% inclusionary housing units shall be at affordability levels for very low income households.

The number of units developed in the project area will depend upon the cost of the units, availability of pertinent and feasible opportunities for collaboration with housing developers, and the ability of the Agency to leverage funds. The Housing Fund expenditures will include costs for housing development, administration, and debt service payments. The Agency anticipates issuing tax allocation bonds or other financial instruments to fund affordable housing projects.

It should also be noted that the City of San Diego Municipal Code (Chapter 14, Article 2, Division 13) places an inclusionary (affordable) housing obligation on new development. While these new affordable units can not be counted as production under the Redevelopment Agency's definitions, they are, for all intents and purposes, housing units available to low and moderate income households.

The following table indicates the estimated number of units that will be assisted and the estimated expenditures from the Housing Fund in each of the next five years:

Fiscal Year	New Units	Rehabilitated Units	Housing Fund Expenditures
2010	26	10	\$4,300,000
2011	14*	10	\$300,000
2012		10	\$300,000
2013	86	10	\$9,300,000
2014		10	\$300,000
Total	112	50	\$14,500,000

*City Heights Square Residential & Retail Disposition and Development Agreement

The following table indicates the estimated number of Agency assisted and non-Agency assisted units that will be developed in each of the next five years:

Projects	FY2010	FY2011	FY2012	FY2013	FY2014
Non-Agency Assisted	88	78			
Proposed Agency Assisted	26	14		86	
Total	114	92		86	

The following table indicates the estimated number of units by income level that will be developed in each of the next five years:

Housing Category	FY2010	FY2011	FY2012	FY2013	FY2014
Market Rate		78		1	
Low to Moderate Income	34	10		26	
Very Low Income	80	4		59	
Total	114	92		86	

2. Agency-Developed Units

As required by Section 33490 of the California Community Redevelopment Law, the Implementation Plan must contain an estimate of the number of Agency-developed residential units, if any, which will be developed during the next five years and governed by Section 33413(b)(1) and the number, if any, of Agency developed units for very low, low, and moderate income households that will be developed by the Agency during the next five years to meet the requirements of Section 33413(b)(1). Section 33413(b)(1) states that for units developed by the Agency, thirty percent (30%) of all new and rehabilitated dwelling units shall be affordable for low and moderate income households, and not less than fifty percent (50%) of the 30% affordable units shall be affordable to very low income households. The Agency does not anticipate developing any residential units during the next five years.

D. Estimate of Housing Units to be Developed in the Next Ten Years and the Life of the Plan

It is estimated that up to 292 new, substantially rehabilitated or price-restricted residential units will be developed in the Project Area over the next ten years, beginning in Fiscal Year 2010 through Fiscal Year 2019.

The following table illustrates the anticipated breakdown of total new dwelling units envisioned to be developed for very low, low and moderate income households over the next ten years as required by Section 33413(b)(2) of the California Community Redevelopment Law.

Fiscal Year	Total Units	Low & Moderate Income (15%)	Very Low Income (40% of 15%)
2010	114	34	80
2011	92	10	4
2012	0	0	0
2013	86	26	59
2014	0	0	0
2015	0	0	0
2016	0	0	0
2017	0	0	0
2018	0	0	0
2019	0	0	0
TOTAL	292	70	143

The estimated number of new dwelling units that could be developed in the Project Area over the life of the Redevelopment Plan (2033) is between 1,500 and 2,000 units. The total new dwelling units envisioned to be developed for very low, low and moderate income households over the life of the Redevelopment Plan as required by Section 33490 (a)(2)(B)(ii) of the California Community Redevelopment Law is estimated in the range of 225-300. The actual number of units developed will depend on market conditions and be determined as specific projects are pursued.

It is estimated that between 1,500 and 3,000 units could be substantially rehabilitated within the redevelopment project area during the life of the plan. Significant activity is anticipated during the life of the plan in the rehabilitation of existing residential units.

Housing funds should be allocated to meet the Project Area housing production obligations. The assumptions for the actual number of new dwelling units and substantially rehabilitated units will depend on market conditions and specific projects.

E. Very Low, Low and Moderate Income Units Developed in the Project Area

Table A- Details of Housing Production provides a summary of the Project Area's housing production including the number of units that were produced to assist the production of very low, low and moderate income households in the Project Area for the period of the previous implementation plan (2004-2009).

For the period of the previous implementation plan (2004-2009) 295 units were produced in the Project Area for families with children and seniors and Housing Funds were used to assist the production of such units.

F. Replacement of Dwelling Units Destroyed or Removed

The Redevelopment activities outlined in this Plan do not remove or destroy any housing units currently restricted to low or moderate income families. Where Redevelopment activities are planned, the redevelopment will destroy a small number of market-rate rental units and replace these units with a greater number of market-rate and very low, low, and moderate income units. Therefore, it is expected that units removed or destroyed will be replaced to a greater extent than required by California Community Redevelopment Law. (See Table A)

G. Compliance with Housing Element and Regional Housing Share Requirements

The City of San Diego's regional share of housing need for persons of very low, low, and moderate income is published in the Housing Element of the City's General Plan. According to City's FY 2005-2010 Housing Element, the proportional share of housing need in San Diego is 23% very low income (10,645 units city-wide), 18% low income (8,090 units city-wide), 19% moderate income (8,645 units city-wide) and 40% above moderate income (18,362 units city-wide).

Section 33334.4(a) of the California Community Redevelopment Law requires that the Agency expend Low and Moderate Income Housing funds to assist in the development of housing for persons of very low, low and moderate income in at least the same proportion as the total number of housing units needed for each of those income groups within the community as each of those needs have been identified in the most recent determination pursuant to Government Code Section 65584 (i.e., the regional share of the statewide housing need). Using this definition and a denominator based upon the need for affordable units (total of 27,380 units), the threshold for the expenditure of low- and moderate income housing funds is 39% very-low income (10,645 units), 29% low income (8,090 units), and 32% moderate income (8,645 units).

In addition, Section 33334.4(b) of the California Community Redevelopment Law states, "Each agency shall expend, over the duration of each redevelopment implementation plan, the monies in the Low and Moderate Income Housing Fund to assist housing that is available to all persons regardless of age in at least the same proportion as the number of low-income households with a member under the age of 65 years bears to the total number of low-income households of the community as reported in the most recent census of the United States Census Bureau."

According to the 2000 census, there are 450,691 households in the City of San Diego. Of those households, 81,124 are "Senior Head of Household" (at least 65 years of age). Of those, "Senior Head of Household", 39,751 (49%) are low and moderate income. The total number of low and moderate income households in San Diego is 181,572. Therefore, the ratio of low and moderate income senior households to the total number of low and moderate income households is 21.89% (39,751/181,572).

The Agency will expend Housing Funds in the proportions cited above to ensure compliance with Redevelopment Law. The following table provides the proposed percentages of housing funds the Agency anticipates spending from the Project Area Housing Fund for housing to match the City's proportional share of housing need for the next five years. The minimum percentages are the least amount the Agency may spend, and the maximum percentages are the most the Agency may spend for the categories of income and age.

Household Type	No. Of Households	Percentage of Housing Funds to be Expended	
Income			
Very Low Income	10,645	39%	Minimum
Low Income	8,090	29%	Minimum
Moderate Income	8,645	32%	Maximum
TOTAL	27,380		
Age			
LM Households Under Age 65	141,821	78%	Minimum
LM Household Over Age 65	39,751	22%	Maximum
TOTAL	181,572		

Table B- Housing Expenditures and Proportionality documents the amount of Housing Fund revenue used during the prior Five-Year Implementation Plan period and for the Project Area since inception for these income categories and for families and seniors. Based upon expenditures to date, the Agency will need to target more of its Housing Funds for low and moderate income households to meet the legal requirements for expenditures in proportion to the community's housing needs by income category for the 10-year period.

VII. SUMMARY

This Fourth Implementation Plan for the City Heights Redevelopment Project Area is designed as a tool outlining the City of San Diego Redevelopment Agency's goals and objectives for the next five years. The Plan should be viewed as a policy and program document that includes potential projects and estimated expenditures proposed to be made to improve or alleviate blighting conditions. The Plan is one of several requirements aimed at making sure redevelopment activities contribute to the elimination of blight.

It is anticipated the Agency will take the lead on some projects but will primarily partner with private property owners, businesses, community organizations, non-profit housing developers, public agencies and community stakeholders in the pursuit of redevelopment goals and objectives. A number of project opportunities have been identified and are expected to be pursued in the next five years. Some significant improvements have already been accomplished but significant blighting conditions remain in the Project Area and this Plan provides a guide for improving those conditions.

VIII. EXHIBITS

TABLE A
DETAILS OF HOUSING PRODUCTION
CITY HEIGHTS REDEVELOPMENT PROJECT AREA
1992-2009
City of San Diego - Redevelopment Agency

TOTAL HOUSING PRODUCTION ¹	AFFORDABLE HOUSING (for Low & Moderate Income)												Net Surplus/Deficit		
	Required			Produced / To Be Produced			Less Replacement Units ³								
	Very Low	Low & Mod	TOTAL	Very Low	Low & Mod	TOTAL	Very Low	Low & Mod	TOTAL	Very Low	Low & Mod	TOTAL			
INCEPTION OF PROJECT AREA TO PRESENT (1992 - 2009)															
Agency Assisted															
Urban Village Townhomes (FY04)	116	8	10	18	31	0	31	31	0	31	(8)	(10)	(18)		
Metro Villas (FY 05)	120	8	10	18	95	0	95	72	0	72	15	(10)	5		
Talmadge Senior Housing (FY 06)	91	6	8	14	45	0	45	0	0	0	39	(8)	31		
Auburn Park (FY 08)	69	5	6	11	29	9	47	9	0	9	15	3	27		
City Heights Square (FY 08)	151	10	13	23	77	0	77	5	0	5	62	(13)	49		
Non-Agency Assisted															
FY08	27	2	3	5											
FY07	5	1	0	1											
FY06	64	4	6	10							(4)	(6)	(10)		
FY05	7	1	1	2							(1)	(1)	(2)		
FY04	3	1	0	1							(1)	0	(1)		
FY03	96	6	9	15	21	73	94				(6)	(9)	(15)		
FY02	10	1	1	2							(1)	(1)	(2)		
FY01	13	1	1	2							(1)	(1)	(2)		
FY00	25	0	4	4	23	0	23				0	(4)	(4)		
FY99	71	5	6	11	69	0	69				(5)	(6)	(11)		
FY98	3	1	0	1							(1)	0	(1)		
FY97	11	1	1	2							(1)	(1)	(2)		
FY96	1	1	0	1							(1)	0	(1)		
FY95	9	1	1	2							(1)	(1)	(2)		
FY94	5	1	0	1							(1)	0	(1)		
FY93	30	2	3	5							(2)	(3)	(5)		
FY92	17	2	1	3							(2)	(1)	(3)		
Outside Project Area					0	0	0	0	0	0	0	0	0		
SUBTOTAL²	828	50	75	125	277	9	295	117	0	117	110	(66)	53		
CURRENT 10-YEAR FORECAST (2009-2019)															
Agency-Assisted (Estimates)															
Proposed Projects	111	7	10	17	77	34	111				70	24	94		
City Heights Square - Mixed Use	92	6	8	14	4	10	14				(2)	2	0		
Non-Agency Assisted (Estimates)															
Proposed Projects	88	6	8	14	62	26	88								
Outside Project Area (Estimates)					0	0	0								
SUBTOTAL	291	18	26	44	143	70	213	0	0	0	125	44	169		
DURATION OF PROJECT AREA (1992-2032) COMPARED TO CURRENT PRODUCTION COUNT															
CUMULATIVE TOTAL⁴	2000	120	180	300	277	9	295	117	0	117	40	(171)	(122)		

¹ Total Housing Production data based upon reports generated from BPIS and PTS data for FY91 - FY08. Errors may occur and may be corrected during subsequent 5-year implementation plan cycle.

² Required housing production for individual line items has been rounded to the nearest whole integer, based upon

³ Replacement units do not count toward the inclusionary obligation of the redevelopment agency/redevelopment project area and are not counted for the purpose of reporting progress in meeting the project area's inclusionary production requirements.

⁴ The cumulative total " is not the sum of the subtotals, but rather the straight 15% and 40% calculation progress based upon 900 units produced. The shaded areas on the cumulative total line represent progress to-date toward the overall project area production targets.

TABLE B
HOUSING EXPENDITURES AND PROPORTIONALITY
 Previous 10-Year
 City of San Diego Redevelopment Agency - City Heights

	\$ by Household Type			Income Category (# of units)			
	No Age Restriction	Seniors		Very Low	Low	Moderate	Total Restricted
FY 09	\$ -			0	0	0	0
FY 08	\$ 6,470,000	\$ 9,100,000		192	25	0	217
FY 07	\$ -	\$ -		0	0	0	0
FY 06	\$ -	\$ 5,290,000		90	0	0	90
FY 05	\$ 4,600,000	\$ -		118	0	0	118
FY 04	\$ 5,100,000	\$ -		31	0	0	31
FY 03	\$ -	\$ -		0	0	0	0
FY 02	\$ -	\$ -		0	0	0	0
FY 01	\$ -	\$ -		0	0	0	0
FY 00	\$ -	\$ -		0	0	0	0
Subtotal - 10 year period							
Units	216	240		431	25	0	456
\$	\$ 16,170,000	\$ 14,390,000.00		\$ 28,884,561	\$ 1,675,439	\$ -	\$ 30,560,000
% of \$ (TO-DATE)	53%	47%		95%	5%	0%	
% of Units (TO-DATE)	47%	53%		95%	5%	0%	
% (TARGET)	78%	22%		39%	29%	32%	
Since Inception 1992 - FY 99							
Units	0	0		0	0	0	0
\$	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Project Area Total							
Units	216	240		431	25	0	456
\$	\$ 16,170,000	\$ 14,390,000.00		\$ 28,884,561	\$ 1,675,439	\$ -	\$ 30,560,000
% of \$ (TO-DATE)	53%	47%		95%	5%	0%	
% of Units (TO-DATE)	47%	47%		95%	5%	0%	
% (TARGET)	78%	22%		39%	29%	32%	
Redevelopment Agency Total (To-Date)							
Units	3098	1130		2925	616	687	4228
\$	\$ 104,200,564	\$ 25,039,043		\$ 89,410,088	\$ 18,829,612	\$ 20,999,908	\$ 129,239,607
% of \$ (TO-DATE)	81%	19%		69%	15%	16%	
% of Units (TO-DATE)	73%	27%		69%	15%	16%	
% (TARGET)	78%	22%		39%	29%	32%	