



Case Studies Interview + Survey forms

CLUDs
PROJECT
2013/14

SUSTAINABLE URBAN DEVELOPMENT

The role of urban rural regeneration in regional contexts

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Case Studies Interview Forms

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NATIONAL CITY San Diego, CA

Pasquale Pizzimenti, ESR-Reggio Calabria Unit

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project





About the CLUD's Researcher

Name: **Pasquale Pizzimenti**

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
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3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

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Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

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Consent Form for Research Study (researchers copy)

Title of Project:

Name of Researcher:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.

MEDITERRANEA OF
REGGIO CALABRIA
PAU DEPARTMENT

10. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

SUSAN BALDWIN
Name of Participant

5/13/13
Date

Susan D. Bald
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

PASQUALE PIZZINENTI
Researcher

5/3/13
Date

Pasquale Pizzinenti
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|---|
| Name | Susan Baldwin |
| Title | Senior Regional Planner |
| Phone number /s | (619) 699-1943 |
| Email | susan.baldwin@sandag.org |
| Address | SANDAG, 401 B Street, Suite 800, San Diego, CA 9210 |
| Role played in the initiative | Regional Housing Working Group The Regional Housing Working Group is a standing committee that provides advice to SANDAG about housing issues, including housing production, affordable housing, implementation of the housing elements, and SANDAG's regional share allocation. The committee is composed of elected officials and representatives from the construction, financial, and real estate industries, low-income housing advocacy groups, and nonprofits. |
| Year of involvement in the initiative in the above specified role | From the beginning |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

The **Downtown-Westside Connector Project** case study aims to encourage the application of Smart Growth principles and strategies within National City area in San Diego, CA. This project is part of the SANDAG regional strategy to enhance Smart Growth in the San Diego area. To reach these goals SANDAG has set up the TransNet Smart Growth Incentive Program (SGIP) to fund transportation infrastructures in order to foster smart growth planning development in the area. It will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program. The main aim of the program is to better coordinate comprehensive public infrastructure and planning activities to foster compact and mixed use development focused around public transportation facilities. These kind of investments should attract new capitals and new businesses and boost local involvement in order to build up a good environment for communities.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|---------------------|---------------|------------------------------|---|
| Susan Baldwin | | SANDAG | High |
| Caroline McGregor | | SANDAG | High |
| Stephen Manganiello | | National City Administration | High |

4 STRATEGY AND LOCAL DEVELOPMENT

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

4.2 How the small retail is part of the strategy of the initiative?

It is not a specific target of the strategy but it is a indirect effect that the strategy aims to stimulate

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

No, at least initially. This phase will come later when the partnership to manage the area will be active

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|--------------------------------|
| Community | YES | A.R.T.S. |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | YES | City of National City |
| State | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | YES | Environmental Health Coalition |
| Grassroots movements (specify) | | |
| Others (specify) | YES | MTS |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|--------------------|-----------|-----------------|
| Federal Government | | |
| State government | | |
| Local government | YES | SANDAG |
| Community | | |
| Private developers | | |

| | | |
|---|--|--|
| Private enterprises | | |
| Banks | | |
| Local government | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | | |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes__ No X If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

b) Are they re-distributed and how?

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

Yes, there is not a strict linkage between SANDAG plans and tools with the urban-rural linkage, however the aim of SANDAG to enhance Smart Growth principles at local level thanks to Grants and Incentive Programs will increase the density in urban areas preserving the rural land from urbanization. This indirect measure will increase the agricultural potential of the area that could meet the local demand of fresh food.

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

No for the interviewed

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.



None

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

The role of Smart Growth for the county of San Diego is crucial. SANDAG aims at the improvement of these principles to ensure a better quality of live in urban areas and in small towns. It is interesting the attention paid by the local administration to the principles and plans outlined by the SANDAG. A sort of incentive mechanism to advance proposal in order to improve the local economic development.

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project





About the CLUD's Researcher

Name: **Pasquale Pizzimenti**

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

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MEDITERRANEA OF
REGGIO CALABRIA
PAU DEPARTMENT

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Carolina E. Greger
Name of Participant

5/3/13
Date

Carolina E. Greger
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Paolo Pizzimenti
Researcher

5/3/13
Date

Paolo Pizzimenti
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|---|
| Name | Caroline Gregor |
| Title | Senior Regional Planner |
| Phone number /s | (619) 699-1989 |
| Email | carolina.gregor@sandag.org |
| Address | SANDAG, 401 B Street, Suite 800, San Diego, CA 9210 |
| Role played in the initiative | Regional Planning Committee The Regional Planning Committee provides oversight for the preparation and implementation of the Regional Comprehensive Plan (RCP) that is based on the local general plans and regional plans and addresses interregional issues with surrounding counties and Mexico. The components of the plan include: transportation, housing, environment (shoreline, open space, air, water quality, habitat), economy, regional infrastructure needs and financing as well as land use and design components of the regional growth management strategy. |
| Year of involvement in the initiative in the above specified role | From the beginning |

3 CASE STUDY - PROJECT

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Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

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**Consent Form for Research Study (researchers copy)****Title of Project:****Name of Researcher:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.

MEDITERRANEA OF
REGGIO CALABRIA
PAU DEPARTMENT

10. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Stephen Manganiello
Name of Participant

5/30/2013
Date

Stephen Manganiello
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Pasquale Pizzimanti
Researcher

5/30/2013
Date

P. Pizzimanti
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|--|
| Name | Stephen Manganiello |
| Title | City Engineer - City of National City |
| Phone number /s | (619) 336-4380 |
| Email | smanganiello@nationalcityca.gov |
| Address | 1243 National City Boulevard National City, CA. 91950-4301 |
| Role played in the initiative | Preparation of Proposal for the SANDAG's Smart Incentive Program Application for Grants |
| Year of involvement in the initiative in the above specified role | From the beginning |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

The **Downtown-Westside Connector Project** case study aims to encourage the application of Smart Growth principles and strategies within National City area in San Diego, CA. This project is part of the SANDAG regional strategy to enhance Smart Growth in the San Diego area. To reach these goals SANDAG has set up the TransNet Smart Growth Incentive Program (SGIP) to fund transportation infrastructures in order to foster smart growth planning development in the area. It will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program. The main aim of the program is to better coordinate comprehensive public infrastructure and planning activities to foster compact and mixed use development focused around public transportation facilities. These kind of investments should attract new capitals and new businesses and boost local involvement in order to build up a good environment for communities.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|------|---------------|--------------------------|---|
| | | | |
| | | | |
| | | | |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

4.2 How the small retail is part of the strategy of the initiative?

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|--------------------------------|
| Community | YES | A.R.T.S. |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | YES | City of National City |
| State | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | YES | Environmental Health Coalition |
| Grassroots movements (specify) | | |
| Others (specify) | YES | MTS |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|-------------------------------|
| Federal Government | | |
| State government | | |
| Local government | YES | SANDAG; City of National City |
| Community | | |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | | |
| Public stakeholders other than local government and state (specify) | | |

| | | |
|-----------------------------------|--|--|
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | | |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes ☒ No ☐ If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

External to the area

b) Are they re-distributed and how?

They are redistributed exploiting the traditional retail network and in some case through farmers market

c) Does food play a key role as an attractor in the development?

No. The area is still characterized by the presence of car sellers-oriented business activity

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

Not yet

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

Not yet in this initiative

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

The role of community in the initiative is included in the overall community involvement strategy provided by the General Plan. Indeed, the Proposal for Smart Growth Grant application is linked with the Urban Planning tools of the city of National City. The General Plan provide specific information on how involve the community within the decision-making and planning process. This process start before the proposal is sent to the Grant provider. Consideration and suggestion by the community area already included and taken into account to arrive at a final proposal that can be sent to the grant provider



7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

The City of National City has not a specific strategy about urban-rural linkage development. The main reason is that the majority of the area is already urbanized there is no enough agricultural land to meet the local demand of fresh foods. However the administration is sensitive on this topic, including some urban agricultural project within education program especially for elementary school.

LITTLE ITALY, BIDs San Diego, CA

Jusy Calabro', ESR, Reggio Calabria Unit

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project





About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



Interview Form

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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



Consent Form for Research Study (*participants copy*)
Title of Project: Commercial/Imperial Corridor

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from Mediterranean University of Reggio Calabria, PAU Department, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

| | | |
|--|--------------------|--------------------|
| Susan Baldwin Name of Participant | 02/11/2013 Date | _____ Signature |
| _____ Name of Person taking consent (if different from researcher) | _____ Date | _____ Signature |
| Calabrò J., Maione C., Zingali L. Researcher | 02/11/2013 Date | _____ Signature |

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

**Consent Form for Research Study** (*researchers copy*)**Title of Project: Commercial/Imperial Corridor****Name of Researcher: Jusi Calabrò, Carla Maione, Luciano Zingali**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
10. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Susan Baldwin
Name of Participant

02/11/2013
Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Calabrò J., Maione C., Zingali L.
Researcher

02/11/2013
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|--|
| Name | Susan Baldwin |
| Title | Senior Regional Planner - SANDAG |
| Phone number /s | (619) 699-1943 |
| Email | susan.baldwin@sandag.it |
| Address | 401 B Street, Suite 800, San Diego, CA 92101 |
| Role played in the initiative | Sandag Member |
| Year of involvement in the initiative in the above specified role | 2010 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

The project is part of Sandag Smart Growth Concept Map and is part of seven smart growth “place types” include: the Metropolitan Center, Urban Centers, Town Centers, Community Centers, Rural Villages, Mixed Use Transit Corridors, and Special Use Centers.

The Imperial Avenue and Commercial Street Corridor Plan (mixed-use transit corridor) will produce a new land use and mobility strategy for the potential smart growth area. The Corridor Plan through a comprehensive outreach strategy will target areas that have the propensity for smart growth development and recommend new transit-oriented land uses, urban design concepts, and mobility improvements as part of the process to shift the corridor from a potential to planned smart growth area. The corridor is served by existing light rail with two stations on Commercial Street and local high frequency bus service planned for Imperial Avenue. The corridor is adjacent to Downtown and connected by the trolley to employment and services. The Corridor Plan will develop urban design concepts and guidelines for streetscape and development projects to address the contextual relationship between new higher intensity transit-oriented development and the established character of the neighborhood. The Corridor Plan will identify opportunities for strategic investments in mobility infrastructure to improve walkability and pedestrian and bicycle connections to the transit stations and surrounding homes and businesses. Together the community plan update and the Corridor Plan will seek to provide a vision for the future of Imperial Avenue and Commercial Street to create a destination for people to live, shop, and work near the transit.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|-------------|---------------------|-------------------------------------|---|
| Lara Gates | Supervising Planner | City of San Diego/Planning Division | High |
| Karen Bucey | Community Planner | City of San Diego/Planning Division | High |
| | | | |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The Corridor Plan will develop urban design concepts and guidelines for streetscape and development projects to address the contextual relationship between new higher intensity transit-oriented development and the established character of the neighborhood. The Corridor Plan will identify opportunities for strategic investments in mobility infrastructure to improve walkability and pedestrian and bicycle connections to the transit stations and surrounding homes and businesses. Improving the quality of life of the inhabitants by means of TOD-Transit Oriented Development and address implementation, feasibility, and urban design issues associated with creating a smart growth mixed-use setting within this predominately urbanized community.

Improving beautification of the streets to attract new customers and increase existing stores as well as stimulate new openings. Increase the presence of green spaces in the area, which is currently lacking.

Preserving the traditions of Hispanic culture, as the inhabitants of the area are mostly Hispanic.

4.2 How the small retail is part of the strategy of the initiative?

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

The project is under discussion, but the strategic location of the sites has now attracted the Bridge Housing Corporation with the project *Comm22* (between Commercial street and 22th street) a transit oriented, master planned community. The recently entitled Comm 22 project, a mixed-use, transit-oriented development on Commercial Street, has the potential to be a revitalization catalyst.

The master-planned development will also feature enhanced plaza areas for public gatherings, strong pedestrian connectivity throughout the site and convenient access to public transportation, and will offer affordable family property. The supermarket chain *Walmart* is investing in restoring the old mill until the nineties that had been used as a neighborhood market.

The purpose of walmart is not only to encourage more customers within the area, but is also to recruit staff with tax breaks. In addition, Walmart will have at its core, a farmer's market with local produce.

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|---|
| Community | ✓ | Southeastern Community Plan |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | ✓ | City of San Diego |
| State | | |
| Public stakeholders other than local government and state (specify) | ✓ | SANDAG-San Diego Association of Governments |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |

| | | |
|-----------------------------------|--|--|
| Nonprofit organizations (specify) | | |
| Grassroots movements (specify) | | |
| Others (specify) | | |

**5.2 Which major stakeholders are contributing to the implementation of the initiative currently?
Please tick and possibly indicate name(s)**

| Category | Yes or no | Name (optional) |
|---|-----------|--|
| Federal Government | | |
| State government | | |
| Local government | ✓ | City of San Diego |
| Community | ✓ | Southeastern Community Plan |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | | |
| Public stakeholders other than local government and state (specify) | ✓ | SANDAG-San Diego Association of Government |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | | |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes__ No ✓ If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

b) Are they re-distributed and how?

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

Commercial imperial corridor is located on the border with barrio logan area affected by a major change process. Barrio logan Imperial and Commercial Corridor still retain a strong sense of belonging to places as characterized by the presence of the ethnic groups that live there. The rapid process of change and the characterization that they will have in the regeneration of the city, they assume that it will be repeated a new East Village, an area that has successfully undergone a radical regeneration close to the downtown.

Not be excluded that the success of these projects and the new characterization that neighborhoods will, can lead to a process of gentrification that often leads people to prevent, despite the discussion of the project, its realization.

HILL CREST, BIDs

San Diego, CA

Francesco Bonsinetto, ESR, Reggio Calabria Unit

INFORMATIONAL HANDOUT URBAN REGENERATION INITIATIVES CLUD's project





About the CLUD's Researcher

Name: **FRANCESCO BONNETTO**

Research Unit: PAU Unit Università Mediterranea di Reggio Calabria (Italy)

Address: Via Salita Melissari Feo di Vito Reggio Calabria

E-mail: francesco.bonsinnetto@unirc.it

E-mail: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



Interview Form

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| 6 | Regional – Urban linkage | Errore. Il segnalibro non è definito. |
| 7 | Notes on the interview | 11 |

1 ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



Consent Form for Research Study (*participants copy*)

Title of Project: HILLCREST B.I.D.

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

LISA WEIR
Name of Participant

05/30/2013
Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

FRANCESCO BONNETTO
Researcher

05/30/2013
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)

Title of Project: HILLCREST B.I.D.

Name of Researcher: FRANCESCO BONSINETTO

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

| | | |
|---------------------------------|----------------------------------|-----------|
| <u> LISA WEIR </u> | <u> 05/30/2013 </u> | _____ |
| Name of Participant | Date | Signature |

| | | |
|---|-------|-----------|
| _____ | _____ | _____ |
| Name of Person taking consent (if different from researcher) | Date | Signature |

| | | |
|--|----------------------------------|-----------|
| <u> FRANCESCO BONSINETTO </u> | <u> 05/30/2013 </u> | _____ |
| Researcher | Date | Signature |

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|--|
| Name | LISA WEIR |
| Title | - |
| Phone number | (619) 299-3330 |
| E-mail | lisa@hillcrestbia.org |
| Address | 3737 Fifth Avenue, Suite 202, San Diego, CA 92103 |
| Role played in the initiative | Marketing + Communications Director |
| Year of involvement in the initiative in the above specified role | 2010 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

The Hillcrest Business Improvement Association is working to promote, foster and improve business conditions in the City of San Diego, in the area of Hillcrest. Our goal is to consolidate the identity of the neighborhood, in collaboration with the Uptown planners, through marketing and diverse programs, civic beautification projects, commercial recruitment, parking and transportation improvements, and special events such as "city fest", street fair annual events and the weekly farmers market.

Today, we represent over 1.200 businesses acting as a liaison between the business community and the city, and encourages economic development for the Hillcrest area through events and promotions. Our goal is to expand this economic vitality to the Hillcrest Business District in a Community Plan we are working on with the rest of Uptown.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|--------------------------|--|--------------------------|---|
| BENJAMIN NICHOLLS | Executive Director | Hillcrest BIA | high |
| LISA WEIR | Marketing + Communications Director | Hillcrest BIA | high |
| CASSANDRA RAMHAP | Sponsorship + Concessions Manager | Hillcrest BIA | high |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

Local businesses pay a fee

4.2 How the small retail is part of the strategy of the initiative?

Businesses are members of the HBIA and as such pay a fee. All merchants are part of the events we organize.

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

Yes. In the last years, we hard worked to improve economically the neighborhood. We have probably some of the best promotional events that take place from any business improvement district. We have the most successful restaurant-walk event in the city – we have more participants and we charge more than downtown, and we sell out every year. Our farmers market is the most successful and long-standing farmers market in the city. CityFest just celebrated its 30th anniversary and we get 150.000 coming out. The Hillcrest Mardi Gras is growing faster than any other Mardi Gras event in the city – the attendance at downtown's Mardi Gras is dropping off; our attendance is skyrocketing. For all these reasons, many entrepreneurs and merchants decided to move to Hillcrest to start with new businesses.

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | YES/NO | Name (optional) |
|---|--------|-----------------------|
| Community | - | - |
| Private developers | - | - |
| Private enterprises | YES | Hillcrest's merchants |
| Banks | - | - |
| Local government | YES | City of San Diego |
| State | - | - |
| Public stakeholders other than local government and state (specify) | - | - |



| | | |
|-----------------------------------|---|---|
| Unions | - | - |
| Farmers | - | - |
| Tenants | - | - |
| Landowners | - | - |
| Residents | - | - |
| Nonprofit organizations (specify) | - | - |
| Grassroots movements (specify) | - | - |
| Others (specify) | - | - |

**5.2 Which major stakeholders are contributing to the implementation of the initiative currently?
Please tick and possibly indicate name(s)**

| Category | YES/NO | Name (optional) |
|---|--------|-----------------------|
| Federal Government | - | - |
| State government | - | - |
| Local government | YES | City of San Diego |
| Community | - | - |
| Private developers | - | - |
| Private enterprises | YES | Hillcrest's merchants |
| Banks | - | - |
| Local government | - | - |
| Public stakeholders other than local government and state (specify) | - | - |
| Unions | - | - |
| Farmers | - | - |
| Tenants | - | - |
| Landowners | - | - |
| Residents | - | - |
| Nonprofit organizations (specify) | - | - |
| Grassroots movements (specify) | - | - |
| Others (specify) | - | - |

INFORMATIONAL HANDOUT **FARMERS MARKETS** CLUD's project





About the CLUD's Researcher

Name: FRANCESCO BONSINETTO

Research Unit: PAU Unit Università Mediterranea di Reggio Calabria (Italy)

Address: Via Salita Melissari Feo di Vito Reggio Calabria

E-mail: francesco.bonsinetti@unirc.it

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



Interview Form

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| 3 | Case study - Project..... | 8 |
| 4 | Strategy and Local Development..... | Errore. Il segnalibro non è definito. |
| 5 | Stakeholders and governance | Errore. Il segnalibro non è definito. |
| 6 | Regional – Urban linkage | Errore. Il segnalibro non è definito. |
| 7 | Notes on the interview | 10 |

1 ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



Consent Form for Research Study (*participants copy*)

Title of Project: HILLCREST B.I.D.

Name of Researcher: FRANCESCO BONSINETTO

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

DAVID LARSON
Name of Participant

06/09/2013
Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Francesco Bonsinetto
Researcher

06/09/2013
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)

Title of Project: HILLCREST B.I.D.

Name of Researcher: FRANCESCO BONSINETTO

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Name of Person taking consent
(if different from researcher)

Date

Signature

Francesco Bonsinetto
Researcher

06/09/2013
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the farmers market

| | |
|---|--|
| Name | DAVID LARSON |
| Title | - |
| Phone number /s | 619-237-1632 |
| Email | drlinbaja@hotmail.com |
| Address | - |
| Role played in the farmers market | Manager of Hillcrest Farmers Market |
| Year of involvement in the farmers market in the above specified role | 1997 |

3 CASE STUDY – FARMERS MARKET

3.1 Can you provide a brief background to the farmers market and its key objectives?

Consistently voted the best of San Diego's many Farmers Markets, this popular community gathering was created in 1997 by the Hillcrest Business Association. It's part of the California Federation of Certified Farmers Markets. Taking place on Sundays from 9:30am-2pm, this market is one of the biggest in terms of size and scope and one of the most popular of the San Diego farmer's markets. Hillcrest Farmer's Market is probably the busiest one in San Diego.

The Hillcrest Farmers Market currently consists of 140 vendors offering a wide variety of locally grown in-season fruit, produce, gifts, arts and crafts, and flowers. Many of the local California Farmers participating in the market grow their produce organically or with no pesticides. The market also hosts a large variety of prepared food and hot food items with an emphasis on international cuisine. Definitely the Hillcrest Farmer's Market draws people with discerning palates who are conscious of where their food comes from.

3.2 Which are the best 3 key people who could offer an overview on how the farmers market was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the farmers market forward |
|-------------------|-------------------------------------|--------------------------|---|
| DAVID LARSON | Manager of Hillcrest Farmers Market | Hillcrest Farmers Market | HIGH |
| BENJAMIN NICHOLLS | Executive Director | Hillcrest BIA | HIGH |
| LISA WEIR | Marketing + Communications Director | Hillcrest BIA | HIGH |

3.2 How long was the farmers market established?

The Hillcrest Farmers Market originally opened on the second Sunday in April 1997. The market originally opened with 35 vendors and now has grown and reached its maximum capacity at the present site of 110 vendors.

4 STRATEGY AND IMPACTS

4.1 What reasons are behind the selection of the site for the farmers market?

The Hillcrest Farmers Market is located on Normal Street between University Avenue and Lincoln. We have chosen this location because it is a huge space with strategic position.

4.2 What difference has the presence of the farmers market made on the area in social and physical terms?

I think this farmers market is important for Hillcrest because sustaining each other. If we eat local and shop local, we can help to keep the money cycling within the community. In addition, "parking Hillcrest" is an idea/strategy that is helping to decrease transportation costs. These things are all very important. They signify that we have an overall goal which is so great- to live an increasingly more sustainable life, to protect the earth in any way we can. This is the bottom line right? If we don't have this what *do* we have?

But that's a big goal- hard to make one huge change to accomplish that. Many of us think about this on a regular basis. The talk jumps between conversations in San Diego, and that's great. It's contagious. The daily markets in San Diego only promote this cause. All of the farmers, the passionate vendors, the local produce... It's exactly what we're striving for. We are all working together to live more sustainably. We all are trying to specialize in what we do and rely on each other, as neighbors and friends, for the things we need to thrive in our lives. We all do our part to sustain one another. We are all an integral part of the puzzle.

Many people come here to share culinary secrets, recipes, to explore and discover new fruits or vegetables (we have only seasonal products). It's a way to improve our lives. Even if each costumer has different skills,



or tastes, or ideas, we all are doing a great job of improving things. The growth of this Hillcrest farmers market, and others around the country and world, is a concrete sign of change.

4.3 Are there spillover effects of the farmers market in social terms (social initiative activated as a consequence of the market and physical effects)? Yes___ No__X__

4.4 Are there businesses that are negatively affected by the farmers market? Yes___ No__X__

4.5 Are there additional (urban) services provided by the farmers market and if yes what?

Yes__X__ No___ If yes, please specify what kind of services:

Parking at the has always been tight, but that also got a boost. There's a new trolley that loops through the market, dropping off shoppers at the San Diego School District's 300-space parking lot. That "trolley route" is working from Thursday through Sunday.

5 FARMERS MARKET: PHYSICAL DETAILS

5.1 What is the area of the farmers market? Sqm _3.000_

5.2 How many businesses are involved? N° __120/140__

5.3 Are the stands permanent (fix structures) or temporary? Yes___ No_X__

5.4 Are there complains on the site (i.e., parking...)? Yes___ No_X__

6 FARMERS MARKET: DEMAND AND SUPPLY CHAIN

6.1 How many people come to the farmers market? N° (roughly) _____

6.2 What kind of customers usually come to the farmers market?

Any kind of people: families with kids, young people, LGBT community, elder, some tourists.

6.2 What is the catching area of the farmers market (consumers and producers)?

San Diego County – Other California's Counties – Other States such as Oregon.

6.3 What is the nature of the product sold? Please focus on whether the products are fresh or processed (and if they are processed, then where?)

The category of vendors are as follows: Organic Farmers, Pesticide Free Farmers, Conventional Farmers, Flower and Plant Vendors, Meat and Dairy Farmers, Seafood Vendors, Prepared Foods Vendors & Their Specialties, Mind and Body, Arts and Crafts. The expanded prepared foods area has an exciting mix of multi-cultural street food, including Turkish grilled kebobs, Argentinean empanadas, African sambussas, Chilean style salsas and chips, Mexican tamales, and *so much more*. Some of these vendors are bi-weekly and



seasonal.

6.4 How the logistic organization of the farmers market works?

Vendors come every Sunday early morning. We provide the space and some facilities/services such as restrooms, ATM, security vigilance, information point. We also spread the event thought magazines, newspaper, radio. Vendors pay a fee at the end of the day.

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work



6 REGIONAL-URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes__ No_X__

a) What the origin of the goods/ materials/ products is?

b) Are they re-distributed and how?

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

Definitely, at the city level making it more attractive for consumers, shoppers, "eaters".

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

The HBA Marketing Committee has been hard at work creating opportunities to help members market their business. The merchants have the possibility to promote their business every Sunday at Hillcrest Farmers Market, or with free radio promotions as well as social networking. In addition, HBIA organizes during the year many special events for the promoting retailers such as Taste of Hillcrest, Cityfest, etc

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

Please, send me the final publication.

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

JACOBS MARKET STREET VILLAGE/MARKET CREECK PLAZA San Diego, CA

Carla Maione, ESR, Reggio Calabria Unit

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project





About the CLUD's Researcher

Name: **Carla Maione-Luciano Zingali**

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

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Interviewer to insert their contact details below

We thank you for your cooperation.



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1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
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Interview Form

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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

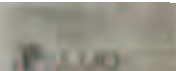
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Consent Form for Research Study (researchers copy)

Title of Project:

Name of Researcher:

I have read the attached research study information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
8. I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
10. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.


Name of Participant

10/26/12
Date

CHARLES E. DAVIS
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant, 1 copy for researcher site file, 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|---|
| Name | Charles E. Davis |
| Title | Project Development Director for the Jacobs Center for Neighborhood Innovation |
| Phone number /s | |
| Email | Charles.davis@jacobscenter.org |
| Address | Euclid ave 404, 92112 |
| Role played in the initiative | project development is support of the planning activities for "Market Creek Village" |
| Year of involvement in the initiative in the above specified role | 18 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

My first meeting with Jacobs Center for Neighborhood Innovation (a nonprofit foundation), which came 18 years ago, with the mission to help revitalize the long-neglected communities. The Jacobs center invested in health and art programs, safe routes to school and hosted neighborhood gathering after neighborhood meeting, and the community wanted businesses, restaurants and grocery stores. The strategy was to build a stronger community through entrepreneurial projects and creation of businesses, jobs, and community wealth. The concept for Joe Jacobs, promoter of the initiative is "Resident Ownership of Neighborhood Change".

Charles Davis during interview shows the Masterplan of the initiative and suggests the Jacob's website with the goal to understand key strategies and tools: <http://www.jacobscenter.org/contact.htm>

- Ground-up development of the Village at Market Creek, transforming a neglected semi-urban industrial corridor into a vibrant nexus for large-scale public and private investment.
- Emergence of the Village as a unique Arts and Culture District drawing upon the diverse traditions, talents, and creative synergy of local and regional artists and institutions.
- Using social enterprise to explore and develop single and collective ownership opportunities, ranging from residents' investment as financial stakeholders in commercial and mixed-use development to educational support for individual and family wealth building.
- Civic engagement and governance through inclusive community leadership and shared conversation supported by face-to-face dialogue, social media, and learning forums.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|------|---------------|--------------------------|---|
|------|---------------|--------------------------|---|

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

| | | | |
|------------------|--|--|------|
| Sherry Brooks | Project manager | SANDAG/Southeastern Economic Development Cooperation | High |
| Charles E. Davis | Project Development Director for the Jacobs Center for Neighborhood Innovation | JCNI/Jacobs Center Neighborhood Innovation | High |
| Lara Gates | Project manager-City of San Diego_CITY STAFF | City of San Diego | High |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The local resources are driven by the development of farmers' markets and the strategy was in 2010 stimulate a program called "People's Produce Farmer Market" with the goal to encourage "community gardens" in vacant lot.

4.2 How the small retail is part of the strategy of the initiative?

Charles Davis told that: "Initially in 2001 the Jacobs Foundation funded small retail and a Starbucks, a Food 4 Less grocery store, but they haven't resolved the district's food accessibility and affordability problems". In 2010 many small retail have closed, may be because Jacobs decided to replace with regional and national big chains, and development mostly slowed.

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|--------------------|-----------|---|
| Community | YES | VOCAL,9 ethnics group of community local, have the goals to increase Job creation and public facilities |
| Private developers | | |

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| | | |
|---|-----|--|
| Private enterprises | | |
| Banks | YES | Bank of America- Wells Fargo Bank |
| Local government | YES | City of San Diego, southeastern san diego |
| State | YES | |
| Public stakeholders other than local government and state (specify) | YES | Southeastern City Planning City San Diego Sandag Former Mayor Sander's Office Congressman Filner's Office County of SD Department of Health County of SD Metro Region Commission for Arts & Culture City of San Diego |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | YES | Jacobs Center For Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | YES | MTS |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|---|
| Federal Government | | |
| State government | | |
| Local government | YES | SANDAG |
| Community | YES | VOCAL |
| Private developers | | |
| Private enterprises | | |
| Banks | YES | Bank Of America, Wells Fargo |
| Local government | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | yes | Jacobs Family Foundation, Jacobs center for Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE**6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?**

Yes☒ **No** ☐ **If yes, go to the following questions otherwise go to the 6.2**

a) What the origin of the goods/ materials/ products is?

From Mt hope Community Garden it's a Community Gardens & Farms that encourage the community local to grow and share food.

b) Are they re-distributed and how?

Every Friday there is a farmers market in the area

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

YES, Long-term success for the project lies in assets of dynamic community with the connection to San Diego region.

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations**7 NOTES ON THE INTERVIEW****7.1 If is there anything that the interviewed wishes to add, please write it in the box below**

Today, Jacobs Center Foundation a no profit Organization has only 60 employees and has lost about 40 percent of workers. Jacobs foundation have closed last year with a budget deficit.
The Plans for JMSVs developments are slowed.
Food accessibility and affordability problems are unresolved.

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project



About the CLUD's Researcher

Name: **Carla Maione-Luciano Zingali**

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

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Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

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2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|---|
| Name | Lara Gates |
| Title | Project manager-City of San Diego_CITY STAFF |
| Phone number /s | 619-236-6006 |
| Email | lgates@sanidiego.gov |
| Address | SANDAG, 401 B Street, Suite 800, San Diego, CA 9210 |
| Role played in the initiative | Project Manager/ Supervising Planner for Encanto Community Plan (She Works at City of San Diego Development Services Department) |
| Year of involvement in the initiative in the above specified role | 12 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

In 1996, the mission in Encanto Community Masterplan was to Encourage a mixed-use transit-oriented village area, Identify where roadway, sidewalk, and streetscape improvements should occur in order to enhance mobility, connectivity and safety for pedestrians, bicyclists, automobile drivers, and transit riders. Supply community the a plan for future enhanced mobility and mixed-use development opportunities.

In the first face was important to resolve question for the residents: How can we shape this growth in ways that will improve our quality of life instead of making it worse? Will there be enough housing that is affordable to people in the community who are creating new families? And enough jobs with livable wages here in the community or easily accessible in other parts of the region? And enough recreational, shopping, services opportunities that are easily accessible not only by car, but by mass transit, walking and biking as well? And public spaces – the streets, the plazas, walks, parks and miniparks, schools - that are safe, exciting, visually stimulating, where the various cultures that characterize our community can meet, mingle, interact, showcase their differences and grow together? And finally, how can we grow equitably so that the benefits of development and redevelopment stay in the community instead of flowing to outside investors and speculators?

The strategy is a Equitable Development rationale, that have a responsibility to distribute the costs and benefits of development to create and maintain stable, economically and socially different communities. During interview She said “It Will Be The Heart And Soul of A New Community Village and “ Bringing New Blood Into The Area. It’s A Balance.” The philosophy is” What’s good for the community should be good for the developer and vice versa”.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|------------------|---------------------|--|---|
| Sherry Brooks | Project manager | SANDAG/Southeastern Economic Development Cooperation | High |
| Charles E. Davis | Project Development | JCNI/Jacobs Center Neighborhood Innovation | High |

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

| | | | |
|------------|--|-------------------|------|
| | Director for the Jacobs Center for Neighborhood Innovation | | |
| Lara Gates | Project manager- City of San Diego_CITY STAFF | City of San Diego | High |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The planning approach that aims to encourage development in urbanized communities is the “The City of Village Strategy and TODs”, They symbolize strategies to increase affordable housing and local resources, employment opportunities and mobility. Starting from mixed use approach.

4.2 How the small retail is part of the strategy of the initiative?

Initially the strategy was to Improve the existing physical environment through landscaping, community identity signs, ethnic architectural themes, mixed-use centers at key intersections, and the protection and restoration of creeks and native open space, and to sustain the small business.

In 2001 existed in the area about 6 small businesses and they were important symbols for community’s resident, but in 2010 those small businesses have been replaced by national or regional chains like T-Mobile, Papa John’s Pizza, and an L&L Hawaiian Barbecue, because the Jacobs administrators declare are better prepared to weather economic problems. Those same businesses have also chipped away at the local character originally intended for the retail center.

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---------------------|-----------|---|
| Community | YES | VOCAL have the goals to increase Job creation and public facilities |
| Private developers | | |
| Private enterprises | | |
| Banks | YES | Bank of America |

| | | |
|---|-----|--|
| Local government | YES | City of San Diego, southeastern san diego |
| State | YES | |
| Public stakeholders other than local government and state (specify) | YES | Southeastern City Planning City San Diego Sandag Former Mayor Sander's Office Congressman Filner's Office County of SD Department of Health County of SD Metro Region Commission for Arts & Culture City of San Diego |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | YES | Jacobs Center For Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | YES | MTS |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|---|
| Federal Government | | |
| State government | | |
| Local government | YES | SANDAG |
| Community | YES | VOCAL |
| Private developers | | |
| Private enterprises | | |
| Banks | YES | Bank Of America |
| Local government | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | yes | Jacobs Family Foundation, Jacobs center for Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes ☒ No ☐ If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

From Mt hope community garden it's a Community Gardens & Farms that encourage the community local to grow and share food.

b) Are they re-distributed and how?

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

The partnerships (JCNI-SANDAG-City Of San Diego) give residents a strong voice, for to build a secure and vibrant place to live, work, and play by promoting understanding, creativity and problem-solving.

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

The affordable housing provided in the initiative have not yet been built.
The small business were destroyed by the big food chains

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

IMPERIAL AVE/COMMERCIAL CORRIDOR San Diego, CA

Luciano Zingali, ESR, Reggio Calabria Unit

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project





About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



Interview Form

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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

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**Consent Form for Research Study** (*participants copy*)**Title of Project: Commercial/Imperial Corridor**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from Mediterranean University of Reggio Calabria, PAU Department, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Susan Baldwin

Name of Participant

02/11/2013

Date

Signature_____
Name of Person taking consent
(if different from researcher)_____
Date_____
SignatureCalabrò J., Maione C., Zingali L.
Researcher

02/11/2013

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

**Consent Form for Research Study** (*researchers copy*)**Title of Project: Commercial/Imperial Corridor****Name of Researcher: Jusi Calabrò, Carla Maione, Luciano Zingali**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
10. I agree to take part in the above research study

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Susan Baldwin
Name of Participant

02/11/2013
Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Calabrò J., Maione C., Zingali L.
Researcher

02/11/2013
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|--|
| Name | Susan Baldwin |
| Title | Senior Regional Planner - SANDAG |
| Phone number /s | (619) 699-1943 |
| Email | susan.baldwin@sandag.it |
| Address | 401 B Street, Suite 800, San Diego, CA 92101 |
| Role played in the initiative | Sandag Member |
| Year of involvement in the initiative in the above specified role | 2010 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

The project is part of Sandag Smart Growth Concept Map and is part of seven smart growth “place types” include: the Metropolitan Center, Urban Centers, Town Centers, Community Centers, Rural Villages, Mixed Use Transit Corridors, and Special Use Centers.

The Imperial Avenue and Commercial Street Corridor Plan (mixed-use transit corridor) will produce a new land use and mobility strategy for the potential smart growth area. The Corridor Plan through a comprehensive outreach strategy will target areas that have the propensity for smart growth development and recommend new transit-oriented land uses, urban design concepts, and mobility improvements as part of the process to shift the corridor from a potential to planned smart growth area. The corridor is served by existing light rail with two stations on Commercial Street and local high frequency bus service planned for Imperial Avenue. The corridor is adjacent to Downtown and connected by the trolley to employment and services. The Corridor Plan will develop urban design concepts and guidelines for streetscape and development projects to address the contextual relationship between new higher intensity transit-oriented development and the established character of the neighborhood. The Corridor Plan will identify opportunities for strategic investments in mobility infrastructure to improve walkability and pedestrian and bicycle connections to the transit stations and surrounding homes and businesses. Together the community plan update and the Corridor Plan will seek to provide a vision for the future of Imperial Avenue and Commercial Street to create a destination for people to live, shop, and work near the transit.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|-------------|---------------------|-------------------------------------|---|
| Lara Gates | Supervising Planner | City of San Diego/Planning Division | High |
| Karen Bucey | Community Planner | City of San Diego/Planning Division | High |
| | | | |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The Corridor Plan will develop urban design concepts and guidelines for streetscape and development projects to address the contextual relationship between new higher intensity transit-oriented development and the established character of the neighborhood. The Corridor Plan will identify opportunities for strategic investments in mobility infrastructure to improve walkability and pedestrian and bicycle connections to the transit stations and surrounding homes and businesses. Improving the quality of life of the inhabitants by means of TOD-Transit Oriented Development and address implementation, feasibility, and urban design issues associated with creating a smart growth mixed-use setting within this predominately urbanized community.

Improving beautification of the streets to attract new customers and increase existing stores as well as stimulate new openings. Increase the presence of green spaces in the area, which is currently lacking.

Preserving the traditions of Hispanic culture, as the inhabitants of the area are mostly Hispanic.

4.2 How the small retail is part of the strategy of the initiative?

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

The project is under discussion, but the strategic location of the sites has now attracted the Bridge Housing Corporation with the project *Comm22* (between Commercial street and 22th street) a transit oriented, master planned community. The recently entitled Comm 22 project, a mixed-use, transit-oriented development on Commercial Street, has the potential to be a revitalization catalyst.

The master-planned development will also feature enhanced plaza areas for public gatherings, strong pedestrian connectivity throughout the site and convenient access to public transportation, and will offer affordable family property. The supermarket chain *Walmart* is investing in restoring the old mill until the nineties that had been used as a neighborhood market.

The purpose of walmart is not only to encourage more customers within the area, but is also to recruit staff with tax breaks. In addition, Walmart will have at its core, a farmer's market with local produce.

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|---|
| Community | ✓ | Southeastern Community Plan |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | ✓ | City of San Diego |
| State | | |
| Public stakeholders other than local government and state (specify) | ✓ | SANDAG-San Diego Association of Governments |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |

| | | |
|-----------------------------------|--|--|
| Nonprofit organizations (specify) | | |
| Grassroots movements (specify) | | |
| Others (specify) | | |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|--|
| Federal Government | | |
| State government | | |
| Local government | ✓ | City of San Diego |
| Community | ✓ | Southeastern Community Plan |
| Private developers | | |
| Private enterprises | | |
| Banks | | |
| Local government | | |
| Public stakeholders other than local government and state (specify) | ✓ | SANDAG-San Diego Association of Government |
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| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | | |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes__ No ✓ If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

b) Are they re-distributed and how?

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

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7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

Commercial imperial corridor is located on the border with barrio logan area affected by a major change process. Barrio logan Imperial and Commercial Corridor still retain a strong sense of belonging to places as characterized by the presence of the ethnic groups that live there. The rapid process of change and the characterization that they will have in the regeneration of the city, they assume that it will be repeated a new East Village, an area that has successfully undergone a radical regeneration close to the downtown.

Not be excluded that the success of these projects and the new characterization that neighborhoods will, can lead to a process of gentrification that often leads people to prevent, despite the discussion of the project, its realization.

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project



About the CLUD's Researcher

Name: **Carla Maione-Luciano Zingali**

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



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Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
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Interview Form

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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

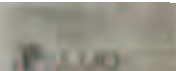
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Consent Form for Research Study (researchers copy)

Title of Project:

Name of Researcher:

I have read the attached research study information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
8. I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
10. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.


Name of Participant

10/26/12
Date

CHARLES E. DAVIS
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant; 1 copy for researcher site file; 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|---|
| Name | Charles E. Davis |
| Title | Project Development Director for the Jacobs Center for Neighborhood Innovation |
| Phone number /s | |
| Email | Charles.davis@jacobscenter.org |
| Address | Euclid ave 404, 92112 |
| Role played in the initiative | project development is support of the planning activities for "Market Creek Village" |
| Year of involvement in the initiative in the above specified role | 18 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

My first meeting with Jacobs Center for Neighborhood Innovation (a nonprofit foundation), which came 18 years ago, with the mission to help revitalize the long-neglected communities. The Jacobs center invested in health and art programs, safe routes to school and hosted neighborhood gathering after neighborhood meeting, and the community wanted businesses, restaurants and grocery stores. The strategy was to build a stronger community through entrepreneurial projects and creation of businesses, jobs, and community wealth. The concept for Joe Jacobs, promoter of the initiative is "Resident Ownership of Neighborhood Change".

Charles Davis during interview shows the Masterplan of the initiative and suggests the Jacob's website with the goal to understand key strategies and tools: <http://www.jacobscenter.org/contact.htm>

- Ground-up development of the Village at Market Creek, transforming a neglected semi-urban industrial corridor into a vibrant nexus for large-scale public and private investment.
- Emergence of the Village as a unique Arts and Culture District drawing upon the diverse traditions, talents, and creative synergy of local and regional artists and institutions.
- Using social enterprise to explore and develop single and collective ownership opportunities, ranging from residents' investment as financial stakeholders in commercial and mixed-use development to educational support for individual and family wealth building.
- Civic engagement and governance through inclusive community leadership and shared conversation supported by face-to-face dialogue, social media, and learning forums.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|------|---------------|--------------------------|---|
|------|---------------|--------------------------|---|

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| | | | |
|------------------|--|--|------|
| Sherry Brooks | Project manager | SANDAG/Southeastern Economic Development Cooperation | High |
| Charles E. Davis | Project Development Director for the Jacobs Center for Neighborhood Innovation | JCNI/Jacobs Center Neighborhood Innovation | High |
| Lara Gates | Project manager-City of San Diego_CITY STAFF | City of San Diego | High |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The local resources are driven by the development of farmers' markets and the strategy was in 2010 stimulate a program called "People's Produce Farmer Market" with the goal to encourage "community gardens" in vacant lot.

4.2 How the small retail is part of the strategy of the initiative?

Charles Davis told that: "Initially in 2001 the Jacobs Foundation funded small retail and a Starbucks, a Food 4 Less grocery store, but they haven't resolved the district's food accessibility and affordability problems". In 2010 many small retail have closed, may be because Jacobs decided to replace with regional and national big chains, and development mostly slowed.

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|--------------------|-----------|---|
| Community | YES | VOCAL,9 ethnics group of community local, have the goals to increase Job creation and public facilities |
| Private developers | | |

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

| | | |
|---|-----|--|
| Private enterprises | | |
| Banks | YES | Bank of America- Wells Fargo Bank |
| Local government | YES | City of San Diego, southeastern san diego |
| State | YES | |
| Public stakeholders other than local government and state (specify) | YES | Southeastern City Planning City San Diego Sandag Former Mayor Sander's Office Congressman Filner's Office County of SD Department of Health County of SD Metro Region Commission for Arts & Culture City of San Diego |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | YES | Jacobs Center For Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | YES | MTS |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|---|
| Federal Government | | |
| State government | | |
| Local government | YES | SANDAG |
| Community | YES | VOCAL |
| Private developers | | |
| Private enterprises | | |
| Banks | YES | Bank Of America, Wells Fargo |
| Local government | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | yes | Jacobs Family Foundation, Jacobs center for Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE**6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?**

Yes☒ **No** ☐ **If yes, go to the following questions otherwise go to the 6.2**

a) What the origin of the goods/ materials/ products is?

From Mt hope Community Garden it's a Community Gardens & Farms that encourage the community local to grow and share food.

b) Are they re-distributed and how?

Every Friday there is a farmers market in the area

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

YES, Long-term success for the project lies in assets of dynamic community with the connection to San Diego region.

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations**7 NOTES ON THE INTERVIEW****7.1 If is there anything that the interviewed wishes to add, please write it in the box below**

Today, Jacobs Center Foundation a no profit Organization has only 60 employees and has lost about 40 percent of workers. Jacobs foundation have closed last year with a budget deficit.
The Plans for JMSVs developments are slowed.
Food accessibility and affordability problems are unresolved.

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project



About the CLUD's Researcher

Name: **Carla Maione-Luciano Zingali**

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

Interview Form

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| 6 | Regional – Urban linkage | 11 |
| 7 | Notes on the interview | 11 |

1 ETHICAL ISSUES

1.1 Ethical issues and declarations

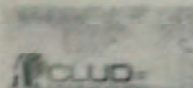
The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|---|
| Name | Lara Gates |
| Title | Project manager-City of San Diego_CITY STAFF |
| Phone number /s | 619-236-6006 |
| Email | lgates@sanidiego.gov |
| Address | SANDAG, 401 B Street, Suite 800, San Diego, CA 9210 |
| Role played in the initiative | Project Manager/ Supervising Planner for Encanto Community Plan (She Works at City of San Diego Development Services Department) |
| Year of involvement in the initiative in the above specified role | 12 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

In 1996, the mission in Encanto Community Masterplan was to Encourage a mixed-use transit-oriented village area, Identify where roadway, sidewalk, and streetscape improvements should occur in order to enhance mobility, connectivity and safety for pedestrians, bicyclists, automobile drivers, and transit riders. Supply community the a plan for future enhanced mobility and mixed-use development opportunities.

In the first face was important to resolve question for the residents: How can we shape this growth in ways that will improve our quality of life instead of making it worse? Will there be enough housing that is affordable to people in the community who are creating new families? And enough jobs with livable wages here in the community or easily accessible in other parts of the region? And enough recreational, shopping, services opportunities that are easily accessible not only by car, but by mass transit, walking and biking as well? And public spaces – the streets, the plazas, walks, parks and miniparks, schools - that are safe, exciting, visually stimulating, where the various cultures that characterize our community can meet, mingle, interact, showcase their differences and grow together? And finally, how can we grow equitably so that the benefits of development and redevelopment stay in the community instead of flowing to outside investors and speculators?

The strategy is a Equitable Development rationale, that have a responsibility to distribute the costs and benefits of development to create and maintain stable, economically and socially different communities. During interview She said “It Will Be The Heart And Soul of A New Community Village and “ Bringing New Blood Into The Area. It’s A Balance.” The philosophy is” What’s good for the community should be good for the developer and vice versa”.

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|------------------|---------------------|--|---|
| Sherry Brooks | Project manager | SANDAG/Southeastern Economic Development Cooperation | High |
| Charles E. Davis | Project Development | JCNI/Jacobs Center Neighborhood Innovation | High |

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

| | | | |
|------------|--|-------------------|------|
| | Director for the Jacobs Center for Neighborhood Innovation | | |
| Lara Gates | Project manager- City of San Diego_CITY STAFF | City of San Diego | High |

4 STRATEGY AND LOCAL DEVELOPMENT

4.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The planning approach that aims to encourage development in urbanized communities is the “The City of Village Strategy and TODs”, They symbolize strategies to increase affordable housing and local resources, employment opportunities and mobility. Starting from mixed use approach.

4.2 How the small retail is part of the strategy of the initiative?

Initially the strategy was to Improve the existing physical environment through landscaping, community identity signs, ethnic architectural themes, mixed-use centers at key intersections, and the protection and restoration of creeks and native open space, and to sustain the small business.

In 2001 existed in the area about 6 small businesses and they were important symbols for community’s resident, but in 2010 those small businesses have been replaced by national or regional chains like T-Mobile, Papa John’s Pizza, and an L&L Hawaiian Barbecue, because the Jacobs administrators declare are better prepared to weather economic problems. Those same businesses have also chipped away at the local character originally intended for the retail center.

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

5 STAKEHOLDERS AND GOVERNANCE

5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---------------------|-----------|---|
| Community | YES | VOCAL have the goals to increase Job creation and public facilities |
| Private developers | | |
| Private enterprises | | |
| Banks | YES | Bank of America |

| | | |
|---|-----|--|
| Local government | YES | City of San Diego, southeastern san diego |
| State | YES | |
| Public stakeholders other than local government and state (specify) | YES | Southeastern City Planning City San Diego Sandag Former Mayor Sander's Office Congressman Filner's Office County of SD Department of Health County of SD Metro Region Commission for Arts & Culture City of San Diego |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | | |
| Nonprofit organizations (specify) | YES | Jacobs Center For Neighborhood Innovation |
| Grassroots movements (specify) | | |
| Others (specify) | YES | MTS |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|---|
| Federal Government | | |
| State government | | |
| Local government | YES | SANDAG |
| Community | YES | VOCAL |
| Private developers | | |
| Private enterprises | | |
| Banks | YES | Bank Of America |
| Local government | | |
| Public stakeholders other than local government and state (specify) | | |
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6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes ☒ No ☐ If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

From Mt hope community garden it's a Community Gardens & Farms that encourage the community local to grow and share food.

b) Are they re-distributed and how?

c) Does food play a key role as an attractor in the development?

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

The partnerships (JCNI-SANDAG-City Of San Diego) give residents a strong voice, for to build a secure and vibrant place to live, work, and play by promoting understanding, creativity and problem-solving.

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

The affordable housing provided in the initiative have not yet been built.
The small business were destroyed by the big food chains

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

NEW ROOTS COMMUNITY FARM

San Diego, CA

Enrica Polizzi Di Sorrentino, ESR, Focus Unit

INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD's project





About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

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Interview Form

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| 6 | Notes on the interview | 11 |

1 ETHICAL ISSUES

1.1 Ethical issues and declarations

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**Consent Form for Research Study** (*participants copy*)**Title of Project: New Roots Community Farm**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Bob Montgomery (executive director
IRC)_____

Name of Participant

_1st May 2013
Date_____
Signature_____
Name of Person taking consent
(if different from researcher)_____
Date_____
Signature_____
Researcher_____
Date_____
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)

Title of Project: New Roots Community Farm

Name of Researcher: Enrica Polizzi di Sorrentino

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
10. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

| | |
|---|------------------------|
| Name | Bob Montgomery |
| Title | |
| Phone number /s | |
| Email | |
| Address | |
| Role played in the initiative | executive director IRC |
| Year of involvement in the initiative in the above specified role | |

2.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|------|---------------|--------------------------|---|
| | | | |
| | | | |
| | | | |

3 STAKEHOLDERS AND GOVERNANCE

3.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|-----------------|
| Community | yes | |
| Private developers | no | |
| Private enterprises | no | |
| Banks | no | |
| Local government | yes | |
| State | no | |
| Public stakeholders other than local government and state (specify) | no | |
| Unions | no | |
| Farmers | no | |
| Tenants | no | |
| Landowners | no | |
| Residents | no | |
| Nonprofit organizations (specify) | no | |
| Grassroots movements (specify) | no | |
| Others (specify) | no | |

This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The San Diego State University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

3.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|-----------------|
| Federal Government | no | |
| State government | no | |
| Local government | yes | |
| Community | yes | |
| Private developers | no | |
| Private enterprises | no | |
| Banks | no | |
| Local government | yes | |
| Public stakeholders other than local government and state (specify) | no | |
| Unions | no | |
| Farmers | no | |
| Tenants | no | |
| Landowners | no | |
| Residents | no | |
| Nonprofit organizations (specify) | yes | |
| Grassroots movements (specify) | yes | |
| Others (specify) | | |

3.3 Which are the major partners of the various programs of the initiative? And how open are the programs to residents?

| PRIORITIES | PROGRAMS | TARGET | PARTNERSHIP |
|-------------------------------------|---|------------------------|---|
| Food access Food security | Community Farm | Residents and refugees | IRC – local communities – City of San Diego |
| | AquaFarm | Residents and refugees | IRC – Kaiser Permanente - |
| | Community and remedy garden | Residents and refugees | Price? |
| | Community Farm in El Cajon | Residents and refugees | IRC – City of El Cajon |
| | FreshFund @ City Heights Farmers Market | Residents and refugees | IRC – San Diego County Farm Bureau |
| Education&Training | Healthy Food Security and Nutrition | ? | |
| | Youth Food Justice program | Residents and refugees | IRC - schools |
| Food Business Business Incubator | El Cajon Farmers Market | Residents and refugees | IRC+ |
| | REAP - Farming Enterprise | refugees | IRC |
| Development | Land Bank | | |

4 FISCAL ANALYSIS SUMMARY

4.1 Items of expenditures (compulsory - These are the core data in financial terms)

(Source: NB a potential source are the 990 forms for non profit organizations)

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| Items | Year | Expenditure (\$) | | Total |
|--|------|------------------|---------|-------|
| | | Public | Private | |
| General & administrative | | | | |
| Social services | | | | |
| Capital improvements | | | | |
| Food access / Food security programs: | | | | |
| Community Farm | | | | |
| AquaFarm | | | | |
| Community and remedy garden | | | | |
| Community Farm in El Cajon | | | | |
| FreshFund @ City Heights Farmers Market | | | | |
| Education&Training programs: | | | | |
| Healthy Food Security and Nutrition | | | | |
| Youth Food Justice program | | | | |
| Food Business / Business Incubator: | | | | |
| El Cajon Farmers Market | | | | |
| REAP - Farming Enterprise | | | | |
| Development | | | | |
| Sanitation | | | | |
| Security | | | | |
| Marketing, communication special events | | | | |
| Job creation initiative | | | | |
| Resident initiative | | | | |
| Other | | | | |

4.2 Source of revenue (compulsory. These are the core data in financial terms)

(Source: NB a potential source are the 990 Tax forms for non profit organizations)

| Items | Year | revenue (\$) |
|------------------------------|------|--------------|
| Program service revenue | | |
| Special contracts | | |
| Investment income | | |
| Fundraising & special events | | |
| Government Grants | | |
| Private contributions | | |
| Interest | | |
| Assessment (fee or levy) | | |
| Rental income | | |
| Other | | |

5 STAKEHOLDERS AND GOVERNANCE

5.1 Local development organizations involved in the initiative (compulsory)

(Source.....)

| Type(*) | Contribution to the organization |
|---------|----------------------------------|
| | |
| | |
| | |

(*) Foundations, banks, real estate, community... this part needs to highlight the different contribution from the different group of stakeholders

6 NOTES ON THE INTERVIEW

6.1 If is there anything that the interviewed wishes to add, please write it in the box below

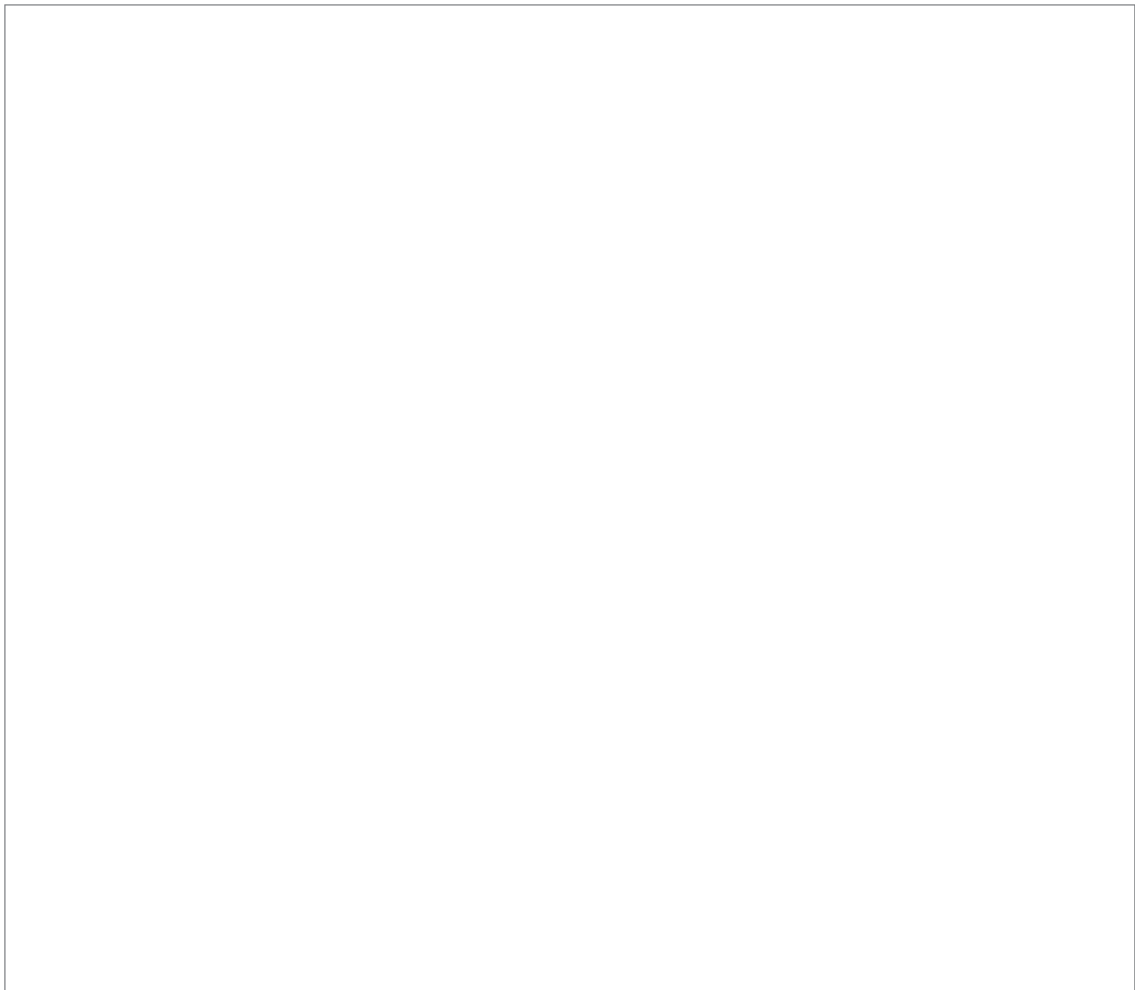
7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

ONE WORLD MARKET/ PROJECT NEW VILLAGE San Diego, CA

Enzo Falco, ESR, Focus Unit



INFORMATIONAL HANDOUT – Urban regeneration initiatives CLUD’s project



About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.

Key University Teams of Contact



University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

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1 ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents. Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>

Consent Form for Research Study *(participants copy)*

Title of Project:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

Consent Form for Research Study *(researchers copy)*

Title of Project:



Name of Researcher:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
9. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.

10. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewee and role played in the initiative

| | |
|---|----------------------|
| Name | Richard Juarez |
| Title | |
| Phone number /s | |
| Email | |
| Address | |
| Role played in the initiative | Non-profit proponent |
| Year of involvement in the initiative in the above specified role | 2013 |

3 CASE STUDY - PROJECT

3.1 Can you provide a brief background to the case study outlining its key objectives?

3.2 Which are the best 3 key people who could offer an overview on how the project was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the initiative forward |
|----------------|----------------------|--------------------------|--|
| Richard Juarez | Non Profit Proponent | | Non-profit proponent. Proposed the development together with Jacobs Centre and Project New Village |
| Diane Moss | Executive director | Project New Village | Non-profit organization. Backed the development |
| Karen Bucery | Community Planner | City of San Diego | Drawing up community plan. |

4 STRATEGY AND LOCAL DEVELOPMENT

1.1 How the strategy of the specific initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

It empowers local resources by investing within a deprived area creating new jobs and training and education activities. Abandoned land will be used for agricultural purposes with positive benefits for the resident population involved in the initiative. A new supermarket will be built and run by local entrepreneurs. Even the weekly farmers market will attract visitors into the area.

1.2 How the small retail is part of the strategy of the initiative?

New and several purveyors will be involved within the new Market. Community garden production will provide produce for the weekly farmers market.

4.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

Not yet

**5.1 Which major stakeholders pushed the initiative forward in the start-up phase? Please tick and possibly indicate name(s)**

| Category | Yes or no | Name (optional) |
|---|-----------|------------------------------------|
| Community | Yes | |
| Private developers | Yes | |
| Private enterprises | | |
| Banks | | |
| Local government | Yes | City of San Diego |
| State | | |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | Yes | |
| Nonprofit organizations (specify) | Yes | Jacobs Center, Project New Village |
| Grassroots movements (specify) | | |
| Others (specify) | | |

5.2 Which major stakeholders are contributing to the implementation of the initiative currently? Please tick and possibly indicate name(s)

| Category | Yes or no | Name (optional) |
|---|-----------|------------------------------------|
| Federal Government | | |
| State government | | |
| Local government | | |
| Community | Yes | |
| Private developers | Yes | |
| Private enterprises | | |
| Banks | | |
| Local government | Yes | City of San Diego |
| Public stakeholders other than local government and state (specify) | | |
| Unions | | |
| Farmers | | |
| Tenants | | |
| Landowners | | |
| Residents | Yes | |
| Nonprofit organizations (specify) | Yes | Jacobs Center, Project New Village |
| Grassroots movements (specify) | | |
| Others (specify) | | |

6 REGIONAL – URBAN LINKAGE

6.1 Do you have any knowledge of how the goods/ materials/ products arrive in the area?

Yes X No ___ If yes, go to the following questions otherwise go to the 6.2

a) What the origin of the goods/ materials/ products is?

We are planning to set up an agreement with local farmers so that the products that will be sold within the new grocery store will all be local. They will probably be from the County of San Diego.

b) Are they re-distributed and how?

No

c) Does food play a key role as an attractor in the development?

Absolutely. Ethnic food is a major component within the development. It actually creates the opportunity to serve the community with food close to their culture and open a new store where major chain would neve invest.

6.2 Has the initiative enhanced the local area reputation at city/ regional/ state/ international level?

Impossible to say

6.3 Is there a need for (or has there been) for a support organization that help traders maximize their selling potential? If yes, please provide any specific examples of such organizations

No

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewee wishes to add, please write it in the box below

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work

NORTH PARK San Diego, CA

Alessia Ferretti, ESR, Focus Unit

WP2: Territorial Milieu – Urban-rural interactions and urban management models

Lead Partner: San Diego State University (CA)

Case Study: ***NORTH PARK MAIN STREET AND FARMERS' MARKET***

Interview 2: LARA GATES – SUSAN TINSKY

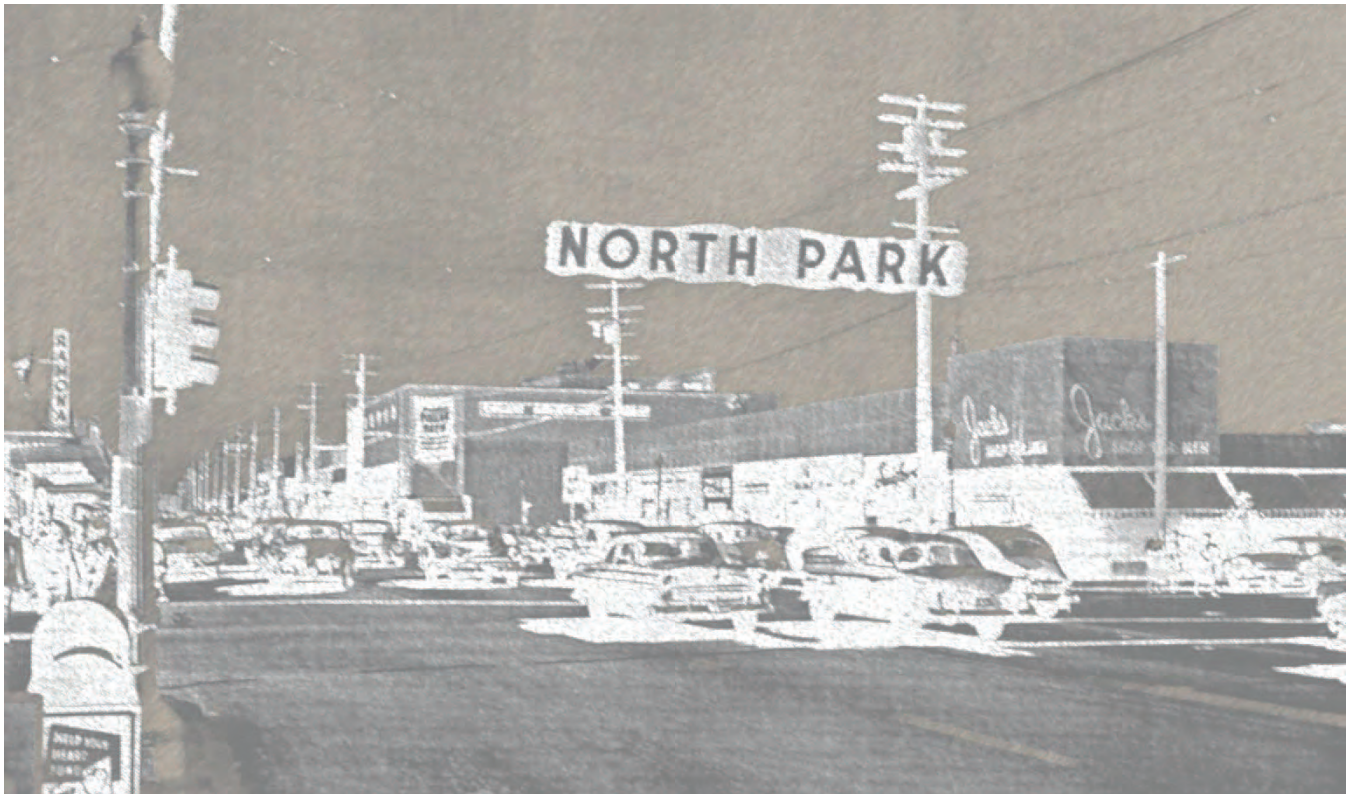
Researcher: Alessia Ferretti

Date: June 4th 2013

Place: Blueprint Cafe, Barrio Logan – San Diego (CA)

Time: 11:30am – 13:45pm

INTERVIEW FORM_2



1 PRELIMINARY INFORMATION

About the Researcher

Name: Alessia Ferretti

Contact: alessia.ferretti@gmail.com

About the Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

<http://www.cluds-7fp.unirc.it/index.php>

Context

This project is supported by the European Union.

It involves four European Universities (*Università Mediterranea* - Reggio Calabria and *La Sapienza Università di Roma* from Italy, *Aalto University* - Helsinki from Finland, *University of Salford* - Manchester from UK) and two US universities – *San Diego State University* - San Diego (CA) and *Northeastern University* – Boston (MA).

The project comprises three phases:

1. the construction of the conceptual framework necessary to develop the CLUDs model;
2. the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives;
3. the construction of the CLUDs Local Action Plan.

We thank you for your cooperation.

Please do not hesitate to contact us should you have any further views about this project.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

2 ETHICAL ISSUE

Ethical issues and declarations

This interview form aims at gathering qualitative and quantitative data with respect to the specific area selected as a case study within the CLUDs project.

The qualitative and quantitative data included in the interview form are logically and functionally connected with the information included in the Survey Form, the analysis tool outlined for the CLUDs specific research objectives. Therefore, the interview may integrate the information included in the Survey Form, contributing to better organize the information gathered on desk.

Nevertheless, the qualitative and quantitative data gathered during the interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the interview form does not imply any ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

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Consent Form for Research Study *(participants copy)*

Since the interview took place during a meeting with the entire Focus Unit, and since the two interviewees were asked about different initiatives and varied issues (San Diego community planning, Food System, Farmers' Market, etc.), no consent has been asked for the single case study.

Project: NORTH PARK MAIN STREET AND FARMERS' MARKET

Researcher: Alessia Ferretti

I have read the attached information thoroughly and sign below to confirm consent.

1. I confirm that I have read and understood the information provided.
2. I have had the opportunity to consider the information, to ask questions and to have them answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from *La Sapienza* Università di Roma, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the mentioned research study.

I have read and understood all the information provided and I consent to participate in this research study.

My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of this informed consent for my records.

| | | |
|----------------------------|-------------|------------------|
| | | |
| <i>Name of participant</i> | <i>Date</i> | <i>Signature</i> |

| | | |
|---|-------------|------------------|
| | | |
| <i>Name of person taking consent (if different from researcher)</i> | <i>Date</i> | <i>Signature</i> |

| | | |
|------------------------|-------------|------------------|
| | | |
| <i>Name researcher</i> | <i>Date</i> | <i>Signature</i> |

When completed, 1 copy for the participant, 1 copy for the researcher.

Consent Form for Research Study (*researchers copy*)

Since the interview took place during a meeting with the entire Focus Unit, and since the two interviewees were asked about different initiatives and varied issues (San Diego community planning, Food System, Farmers' Market, etc.), no consent has been asked for the single case study.

Project: NORTH PARK MAIN STREET AND FARMERS' MARKET

Researcher: Alessia Ferretti

I have read the attached information thoroughly and sign below to confirm consent.

1. I confirm that I have read and understood the information provided.
2. I have had the opportunity to consider the information, to ask questions and to have them answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from *La Sapienza* Università di Roma, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the mentioned research study.

I have read and understood all the information provided and I consent to participate in this research study.

My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of this informed consent for my records.

| | | |
|---|-------------|------------------|
| <i>Name of participant</i> | <i>Date</i> | <i>Signature</i> |
| <i>Name of person taking consent (if different from researcher)</i> | <i>Date</i> | <i>Signature</i> |
| <i>Name researcher</i> | <i>Date</i> | <i>Signature</i> |

When completed, 1 copy for the participant, 1 copy for the researcher.

3 THE INTERVIEWEE

3.1 Details of the interviewee and role played in the initiative

| | |
|--|---|
| Name | Lara Gates |
| Title | Community Development Specialist City San Diego |
| Phone number/s | 619-236-6006 |
| Email | lgates@sanidiego.gov |
| Address | 1222 1st Avenue – San Diego 92101 |
| Role played in the initiative | Community Development Specialist for Mid City Division when the Redevelopment took place |
| Year of involvement in the initiative in the above specified role | |

| | |
|--|--|
| Name | Susan Tinsky |
| Title | Executive Director San Diego Housing Federation |
| Phone number/s | |
| Email | susan@housingsandiego.org |
| Address | 110 West C Street – San Diego 92101 |
| Role played in the initiative | Member of the community |
| Year of involvement in the initiative in the above specified role | |

4 THE INITIATIVE

4.1 May you provide a brief background to the case study (initiative and/or farmers' market) outlining its key objectives?

North Park started decaying in the 1960s, when retailers and commercial activities moved to new locations. At the end of 1990s, most of the oldest establishments were tired and hardly able to face the economic and commercial changes in the area.

The redevelopment process started spontaneously in the 2000s, when many artists moved to North Park from East Village (a key role in the settlement of the artists was played by Jay Turner, executive director of the Main Street since 1996). The event *Ray at Night* was crucial to determine the community involvement and it paved the way for the following interventions.

The key objective of the regeneration was to preserve the original character of North Park while creating a pedestrian-friendly destination, supporting local businesses and promoting arts, culture and entertainment.

The redevelopment in North Park has to be considered successful because of the strong partnership between the community, public authorities (City of San Diego and Redevelopment Agency) and the private sector (businesses and retail activities of North Park Main Street/BID).

The community was crucial: it strongly supported the redevelopment process overcoming the initial resistance of the City of San Diego and it led the process in its starting stage, taking advantage from many professionals living in North Park (architects, planners, artists, etc.) and promoting meeting and public events in order to encourage the community involvement.

Most of the physical interventions in the area were funded by the Redevelopment Agency, but the public role was basically economic. Moreover, there was not a clear vision for the neighbourhood coming from the public authorities, but all the actions were based on the demand of the community itself (the interviewees do not believe the Community Plan had provided such a clear vision for the interventions to be carried out in the area).

With respect to North Park Main Street, it strongly supported the community in the regeneration process and it encouraged the beautification of the neighbourhood.

4.2 May you recommend key people who could offer an overview on how the initiative (and/or farmers' market) was developed?

| Name | Official role | Organization/Institution | Influence in the initiative |
|-------------|--|---|---|
| Jay Turner | Executive Director | <i>North Park Main Street</i> (from 1996 to 2005) | He strongly supported the redevelopment process in its early stages promoting <i>Ray at Night</i> and contributing to Moreover, he played a significant role in involving the community. |
| Leslie Ryan | Member of the community | | She strongly supported the redevelopment process in its early stages and she played a significant role in involving the community. |
| | Retailers taking part in the redevelopment process | <i>Caffè Calabria</i> | The owner strongly supported the redevelopment process in its early stages and he played a significant role in involving the community. |

5 STRATEGY AND LOCAL DEVELOPMENT

5.1 How the initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The regeneration process in North Park is strongly based on local resources, first of all creative and artistic activities and small retail businesses. Indeed, the main resource in the area was the local social and human capital – namely the community itself and its high involvement in the redevelopment process.

The Arts, Culture & Entertainment District has played a significant role: artists, designers, musicians, writers and other creative entrepreneurs, combined with a broad array of cultural events (*Ray at Night*) have transformed North Park into a widely recognized “creative community”.

5.2 How small retail is part of the strategy?

The involvement of small retail activities basically depends on their membership in North Park Main Street/BID.

5.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

The attraction of new activities was actually the mainspring of the redevelopment process, which started with the relocation of many artists and professionals in the area following their moving away from East Village. Then other activities moved to the area contributing to its improvement.

In case of a farmers' market:

5.4 What reasons are behind the selection of the site for the farmers' market?

North Park farmers' market is just one of the weekly events supported by *North Park Main Street* and it has not played a significant role in the redevelopment process – if not as a “social” factor encouraging the involvement of the community. Therefore, the selection of the area is just “functional” to the main goal of *North Park Main Street* – namely, to promote entertainment and to create a pedestrian-friendly destination where residents can meet and share their vision about the community, their idea about the redevelopment process, their personal involvement.

5.5 What difference has the farmers' market made on the area in social and physical terms?

North Park farmers' market has produced not physical impacts on the area – it has not to be considered a significant element in the redevelopment process – but it played a strong and crucial role in social terms, since encouraged the community involvement – it was established in a very strategic moment and it served as the place where residents could meet to share ideas, intentions and projects about the redevelopment process.

5.6 Are there spillover effects of the farmers' market in social terms (social initiative activated as a consequence of the market and physical effects)?

- ☒ Yes
☐ No

If yes, please specify what kind of effects:

The social effects of North Park Farmers' Market have been described at 5.4 and 5.5.

5.7 Are there businesses negatively affected by the farmers' market?

The interviewee is not able to answer this question

☐ Yes

☐ No

If yes, please specify what kind of businesses:

5.8 Are there additional (urban) services provided by the farmers' market?

☐ Yes

☒ No

If yes, please specify what kind of services:

North Park farmers' market doesn't provide (urban) services, all services are provided directly by North Park Main Street.

6 STAKEHOLDERS AND GOVERNANCE

6.1 Which major stakeholders pushed forward the initiative in the start-up phase?

| Category | Name (optional) |
|--|--|
| <input checked="" type="checkbox"/> Community | |
| <input type="checkbox"/> Private developers | |
| <input type="checkbox"/> Private enterprises | |
| <input type="checkbox"/> Banks | |
| <input checked="" type="checkbox"/> Local government | San Diego Redevelopment Agency as for funds and loans to carry out the interventions in the area. |
| <input type="checkbox"/> State | |
| <input type="checkbox"/> Public stakeholders other than local government and state (specify) | |
| <input type="checkbox"/> Unions | |
| <input type="checkbox"/> Farmers | |
| <input type="checkbox"/> Tenants | |
| <input type="checkbox"/> Landowners | |
| <input type="checkbox"/> Residents | |
| <input checked="" type="checkbox"/> Non-profit organizations (specify) | North Park BID/Main Street as for supporting businesses and championing the development of the area. |
| <input type="checkbox"/> Grassroots movements (specify) | |
| <input type="checkbox"/> Others (specify) | |

6.2 Which major stakeholders are contributing to the implementation of the initiative currently?

| Category | Name (optional) |
|--|----------------------------|
| <input type="checkbox"/> Federal Government | |
| <input type="checkbox"/> State government | |
| <input type="checkbox"/> Local government | |
| <input checked="" type="checkbox"/> Community | |
| <input type="checkbox"/> Private developers | |
| <input type="checkbox"/> Private enterprises | |
| <input type="checkbox"/> Banks | |
| <input type="checkbox"/> Public stakeholders other than local government and state (specify) | |
| <input type="checkbox"/> Unions | |
| <input type="checkbox"/> Farmers | |
| <input type="checkbox"/> Tenants | |
| <input type="checkbox"/> Landowners | |
| <input type="checkbox"/> Residents | |
| <input checked="" type="checkbox"/> Non-profit organizations (specify) | North Park BID/Main Street |
| <input type="checkbox"/> Grassroots movements (specify) | |
| <input type="checkbox"/> Others (specify) | |

7 REGIONAL-URBAN LINKAGE

7.1 Do you have any knowledge of how the goods/materials/products arrive in the area?

☐ Yes

☒ No

If yes, go to the following questions otherwise go to the 7.2

7.2 What is the origin of the goods/materials/products?

7.3 Are goods/materials/products re-distributed? How?

The interviewee is not able to answer this question

7.4 Does food play a key role as an attractor in the development?

Both the interviewees do not believe so.

7.5 Has the initiative enhanced the local area reputation at city/regional/state/international level?

The initiative enhanced North Park reputation as one of the most vibrant neighbourhood in San Diego, especially as Arts, Culture & Entertainment District.

7.6 Is there (or has there been) a need for a support organization helping traders in maximizing their selling potential? If yes, please provide any specific examples of such organizations.

The interviewee is not able to answer this question

8 FARMERS' MARKET CHARACTERISTICS

8.1 Area occupied by the farmers' market: Sqm _____

The interviewee is not able to answer this question

8.2 Businesses involved: _____

The interviewee is not able to answer this question

8.3 People coming to the farmers' market? (roughly) _____

The interviewee is not able to answer this question

8.4 Are the stands permanent (fix structures) or temporary?

North Park farmers' market takes place in temporary stands in North Park Way (between 32nd Street and Herman, close to the CVS parking area).

8.5 Are there complains on the site (i.e., parking...)?

The interviewee is not able to answer this question

☐ Yes

☐ No

If yes, please specify what kind of complains:

8.6 What kind of customers usually come to the farmers' market?

Both the interviewees agree that customers are mainly local residents, for whom the farmers' market is a nice place where to meet, share ideas, talk about the community.

8.7 What is the catching area of the farmers' market (consumers and producers)?

The interviewee is not able to answer this question

8.8 What is the nature of the products sold?

The interviewee is not able to answer this question

8.9 How the organization of the farmers' market works?

The interviewee is not able to answer this question

WP2: Territorial Milieu – Urban-rural interactions and urban management models

Lead Partner: San Diego State University (CA)

Case Study: ***NORTH PARK MAIN STREET AND FARMERS' MARKET***

Interview 1: RICHARD JUAREZ

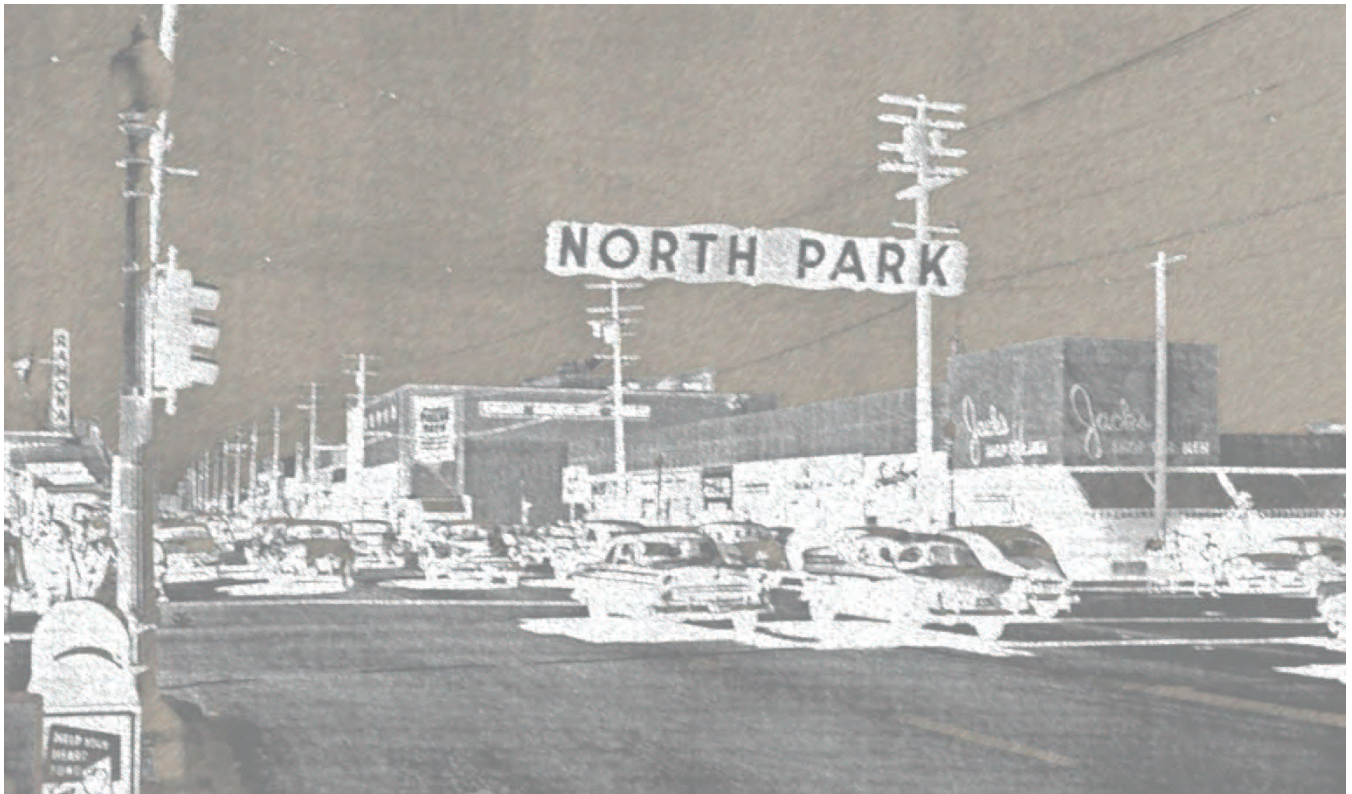
Researcher: Alessia Ferretti

Date: April 18th 2013

Place: North Park Main Street – San Diego (CA)

Time: 11:30am – 2:00pm

INTERVIEW FORM_1



1 PRELIMINARY INFORMATION

About the Researcher

Name: Alessia Ferretti

Contact: alessia.ferretti@gmail.com

About the Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

<http://www.cluds-7fp.unirc.it/index.php>

Context

This project is supported by the European Union.

It involves four European Universities (*Università Mediterranea* - Reggio Calabria and *La Sapienza Università di Roma* from Italy, *Aalto University* - Helsinki from Finland, *University of Salford* - Manchester from UK) and two US universities – *San Diego State University* - San Diego (CA) and *Northeastern University* – Boston (MA).

The project comprises three phases:

1. the construction of the conceptual framework necessary to develop the CLUDs model;
2. the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives;
3. the construction of the CLUDs Local Action Plan.

We thank you for your cooperation.

Please do not hesitate to contact us should you have any further views about this project.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

2 ETHICAL ISSUE

Ethical issues and declarations

This interview form aims at gathering qualitative and quantitative data with respect to the specific area selected as a case study within the CLUDs project.

The qualitative and quantitative data included in the interview form are logically and functionally connected with the information included in the Survey Form, the analysis tool outlined for the CLUDs specific research objectives. Therefore, the interview may integrate the information included in the Survey Form, contributing to better organize the information gathered on desk.

Nevertheless, the qualitative and quantitative data gathered during the interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the interview form does not imply any ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are set forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research (<http://ohsr.od.nih.gov/guidelines/belmont.html>) and are codified in the Code of Federal Regulations – Title 45 – Part 46 (<http://ohsr.od.nih.gov/guidelines/45cfr46.html>)

Consent Form for Research Study (participants copy)

Project: NORTH PARK MAIN STREET AND FARMERS' MARKET

Researcher: Alessia Ferretti

I have read the attached information thoroughly and sign below to confirm consent.

1. I confirm that I have read and understood the information provided.
2. I have had the opportunity to consider the information, to ask questions and to have them answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from *La Sapienza* Università di Roma, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the mentioned research study.

I have read and understood all the information provided and I consent to participate in this research study.

My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of this informed consent for my records.

| | | |
|---|-----------------------------|-------------------------|
| Richard Juarez | April 18 th 2013 | <i>Richard Juarez</i> |
| <i>Name of participant</i> | <i>Date</i> | <i>Signature</i> |
| | | |
| <i>Name of person taking consent (if different from researcher)</i> | <i>Date</i> | <i>Signature</i> |
| Alessia Ferretti | April 18 th 2013 | <i>Alessia Ferretti</i> |
| <i>Name researcher</i> | <i>Date</i> | <i>Signature</i> |

When completed, 1 copy for the participant, 1 copy for the researcher.

Consent Form for Research Study (*researchers copy*)

Project: NORTH PARK MAIN STREET AND FARMERS' MARKET

Researcher: Alessia Ferretti

I have read the attached information thoroughly and sign below to confirm consent.

1. I confirm that I have read and understood the information provided.
2. I have had the opportunity to consider the information, to ask questions and to have them answered satisfactorily.
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| | | |
|---|-----------------------------|-------------------------|
| Richard Juarez | April 18 th 2013 | <i>Richard Juarez</i> |
| <i>Name of participant</i> | <i>Date</i> | <i>Signature</i> |
| | | |
| | | |
| <i>Name of person taking consent (if different from researcher)</i> | <i>Date</i> | <i>Signature</i> |
| | | |
| Alessia Ferretti | April 18 th 2013 | <i>Alessia Ferretti</i> |
| <i>Name researcher</i> | <i>Date</i> | <i>Signature</i> |

When completed, 1 copy for the participant, 1 copy for the researcher.

3 THE INTERVIEWEE

3.1 Details of the interviewee and role played in the initiative

| | |
|---|--|
| Name | Richard Juarez |
| Title | Urban West Development Consultants |
| Phone number/s | 619-203-9199 |
| Email | richjuarez@cox.net |
| Address | 1580 Malta Avenue - Chula Vista (CA) - 91911 |
| Role played in the initiative | External expert |
| Year of involvement in the initiative in the above specified role | |

4 THE INITIATIVE

4.1 May you provide a brief background to the case study (initiative and/or farmers' market) outlining its key objectives?

All the area between University Ave and 30th Street has been developed starting from 1990s – it had started decaying in the 1960s, when retailers and commercial activities moved to new locations.

The key objective of the regeneration was to preserve the historical integrity of North Park while creating a pedestrian-friendly destination for shopping, dining and entertainment, at the same time supporting local businesses and promoting arts, culture and entertainment.

The interventions promoted gathered around the corner between University Ave and 30th Street, where the development started; meanwhile the regeneration process is proceeding along University Ave towards El Cajon Boulevard (northwards) and Upas Street (southwards). All the changes end up at Boundery street, near the vacant glass building and the newly located Fresh&Easy market.

Before the regeneration was carried out, North Park was a medium-income neighbourhood; higher income population was (and still is) located in University Heights.

Most of the interventions were carried out starting in the 2000s.

The regeneration process started when North Park Public Parking Garage was built (a public intervention by San Diego Redevelopment Agency): it eased vehicular access into the area, thereby promoting commercial and other activities.

In the same period some residential condominium projects were built (La Boheme between 30th Street and Ohio Street and the building at the corner between University Avenue and Utah Street), with ground-level commercial spaces. These projects were not immediately successful and most of the apartments and retail spaces couldn't be rented easily – they didn't meet with the needs of the neighbourhood and the original plan didn't include moderate-income households. Public Authorities should intervene.

Meanwhile, North Park Main Street was supporting the beautification of the neighbourhood – sidewalks, street furniture, trees, bus stops, etc. All these interventions, evidently non substantial, gave a significant image of renewal and supported the community in the regeneration process, giving a strong idea of uniformity.

Since the vibrancy of the area has been always related to the commercial activities located in the district, many initiatives has been put forward in order to provide strong business assistance, to attract new activities, to support a wide design effort while upgrading all the storefronts in the area – indeed, many storefronts have been improved and adapted along University Avenue and 30th Street; nevertheless, not all the small retail activities joined this effort.

4.2 May you recommend key people who could offer an overview on how the initiative (and/or farmers' market) was developed?

| Name | Official role | Organization/Institution | Influence in the initiative |
|------------------|---|---|---|
| Angela Landsberg | Executive Director | <i>North Park Main Street</i> | |
| | Retailers taking part in the regeneration process | <i>George's Camera & Video Exchange</i> | One of the oldest retail activities in North Park, taking part in the regeneration process. |
| | Retailers taking part in the regeneration process | <i>Paesano Italian Food</i> | One of the oldest retail activities in North Park, taking part in the regeneration process. |

5 STRATEGY AND LOCAL DEVELOPMENT

5.1 How the initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The strategy supporting the regeneration process in North Park is strongly based on local resources, first of all small retail businesses located in the district and creative and artistic activities.

In order to foster the economic and cultural trend in North Park, the initiative has supported not only the economic and cultural capital, but also the human one, contributing to strengthen the perception of the local community.

The Arts, Culture & Entertainment District has played a significant role: artists, designers, musicians, writers and other creative entrepreneurs, combined with a broad array of cultural events (i.e. Ray at Night, a periodical artistic event in Ray Street) have transformed North Park into a widely recognized “creative community”.

5.2 How small retail is part of the strategy?

All the regeneration process is strongly based on local small retail activities – a significant role has been played by North Park BID/Main Street and by the small businesses which economically contribute for local development.

Indeed, among all the interventions put forward in the area, the initiatives involving small retail activities and businesses (storefront improvement, commercial marketing, business recruitment and retention programs, etc.), have proved to be highly effective.

5.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

The location of new retailers in the area is one of the most visible effects of the regeneration process – there has been a significant increase of commercial activities, above all restaurants and bars, health centres, yoga studios, schools of dance, etc. Nevertheless, there are still many vacant retail spaces, above all in the biggest and most iconic buildings (i.e., the former J.C. Penney Store, many of the ground-level commercial spaces in the Public Parking Garage, the glass commercial building at 3180 university Ave): in many occasions, the developers had (and still have) undoubted problems in leasing them.

Moreover, also the opposite phenomenon took place: some traditional and long-established retail activities moved (even just a few blocks!) because they couldn’t afford the high increase of rent costs in the area.

In case of a farmers’ market:

5.4 What reasons are behind the selection of the site for the farmers’ market?

North Park farmers’ market is just one of the weekly events supported by *North Park Main Street* and it doesn’t play a significant role in the regeneration of the area and in the Main Street strategy; therefore, the selection of the area is just “functional” to the main goal of *North Park Main Street* – namely, to promote development supporting entertainment and creating a pedestrian-friendly destination.

5.5 What difference has the farmers' market made on the area in social and physical terms?

As pointed out in the previous answer, North Park farmers' market doesn't play a significant role in the regeneration of the area and it has produced not great impacts in social and physical terms. Moreover, when the farmers' market moved from its original location (just behind North Park Public Parking Garage) to the actual location (North Park Way between 32nd Street and Herman, close to CVS parking area), it has lost most of its opportunity to take part in the regeneration process.

5.6 Are there spillover effects of the farmers' market in social terms (social initiative activated as a consequence of the market and physical effects)?

- ☐ Yes
☒ No

If yes, please specify what kind of effects:

5.7 Are there businesses negatively affected by the farmers' market?

The interviewee is not able to answer this question

- ☐ Yes
☐ No

If yes, please specify what kind of businesses:

5.8 Are there additional (urban) services provided by the farmers' market?

- ☐ Yes
☒ No

If yes, please specify what kind of services:

North Park farmers' market doesn't provide (urban) services, all services are provided directly by North Park Main Street.

6 STAKEHOLDERS AND GOVERNANCE

6.1 Which major stakeholders pushed forward the initiative in the start-up phase?

| Category | Name (optional) |
|--|--|
| <input type="checkbox"/> Community | |
| <input checked="" type="checkbox"/> Private developers | They built most of the new residential and housing projects in the area. |
| <input type="checkbox"/> Private enterprises | |
| <input type="checkbox"/> Banks | |
| <input checked="" type="checkbox"/> Local government | San Diego Redevelopment Agency: It funded and provided loans for many of the interventions carried out in the area. |
| <input type="checkbox"/> State | |
| <input type="checkbox"/> Public stakeholders other than local government and state (specify) | |
| <input type="checkbox"/> Unions | |
| <input type="checkbox"/> Farmers | |
| <input type="checkbox"/> Tenants | |
| <input type="checkbox"/> Landowners | |
| <input type="checkbox"/> Residents | |
| <input checked="" type="checkbox"/> Non-profit organizations (specify) | North Park BID/Main Street: It supported North Park's business community and championed the development of the area. |
| <input type="checkbox"/> Grassroots movements (specify) | |
| <input type="checkbox"/> Others (specify) | |

6.2 Which major stakeholders are contributing to the implementation of the initiative currently?

| Category | Name (optional) |
|--|----------------------------|
| <input type="checkbox"/> Federal Government | |
| <input type="checkbox"/> State government | |
| <input type="checkbox"/> Local government | |
| <input type="checkbox"/> Community | |
| <input type="checkbox"/> Private developers | |
| <input type="checkbox"/> Private enterprises | |
| <input type="checkbox"/> Banks | |
| <input type="checkbox"/> Public stakeholders other than local government and state (specify) | |
| <input type="checkbox"/> Unions | |
| <input type="checkbox"/> Farmers | |
| <input type="checkbox"/> Tenants | |
| <input type="checkbox"/> Landowners | |
| <input type="checkbox"/> Residents | |
| <input checked="" type="checkbox"/> Non-profit organizations (specify) | North Park BID/Main Street |
| <input type="checkbox"/> Grassroots movements (specify) | |
| <input type="checkbox"/> Others (specify) | |

7 REGIONAL-URBAN LINKAGE

7.1 Do you have any knowledge of how the goods/materials/products arrive in the area?

- ☐ Yes
☒ No

If yes, go to the following questions otherwise go to the 7.2

7.2 What is the origin of the goods/materials/products?

7.3 Are goods/materials/products re-distributed? How?

The interviewee is not able to answer this question

7.4 Does food play a key role as an attractor in the development?

Food has played a significant role in the regeneration of the area as a “social” product, namely because of the many activities located in the area (restaurants, bars, bakeries, etc.) – which strongly contributed the regeneration process.

7.5 Has the initiative enhanced the local area reputation at city/regional/state/international level?

The initiative enhanced North Park reputation as one of the most vibrant neighbourhood in San Diego.

7.6 Is there (or has there been) a need for a support organization helping traders in maximizing their selling potential? If yes, please provide any specific examples of such organizations.

Indeed, the organization supporting traders and retail activities in the area is North Park Main Street itself.

8 FARMERS' MARKET CHARACTERISTICS

8.1 Area occupied by the farmers' market: Sqm _____

The interviewee is not able to answer this question

8.2 Businesses involved: _____

The interviewee is not able to answer this question

8.3 People coming to the farmers' market? (roughly) _____

The interviewee is not able to answer this question

8.4 Are the stands permanent (fix structures) or temporary?

North Park farmers' market takes place in temporary stands in North Park Way (between 32nd Street and Herman, close to the CVS parking area).

8.5 Are there complains on the site (i.e., parking...)?

The interviewee is not able to answer this question

☐ Yes

☐ No

If yes, please specify what kind of complains:

8.6 What kind of customers usually come to the farmers' market?

The interviewee is not able to answer this question

8.7 What is the catching area of the farmers' market (consumers and producers)?

The interviewee is not able to answer this question

8.8 What is the nature of the products sold?

The interviewee is not able to answer this question

8.9 How the organization of the farmers' market works?

The interviewee is not able to answer this question

9 NOTES ON THE INTERVIEW

9.1 If is there anything that the interviewed wishes to add, please write it in the box below.

9.2 Notes of the interviewer.

To be recorded within 24 hours from the interview work

The interviewee has been friendly and available to describe the initiative and to explore the area with the interviewer. He supported the information provided by sending further documents to the interviewer.

He showed a quite good interest in the research.

The information provided are helpful and interesting, above all with respect to the evolution of the initiative.

WP2: Territorial Milieu – Urban-rural interactions and urban management models

Lead Partner: San Diego State University (CA)

Case Study: ***NORTH PARK MAIN STREET AND FARMERS' MARKET***

Interview 3: JAY TURNER

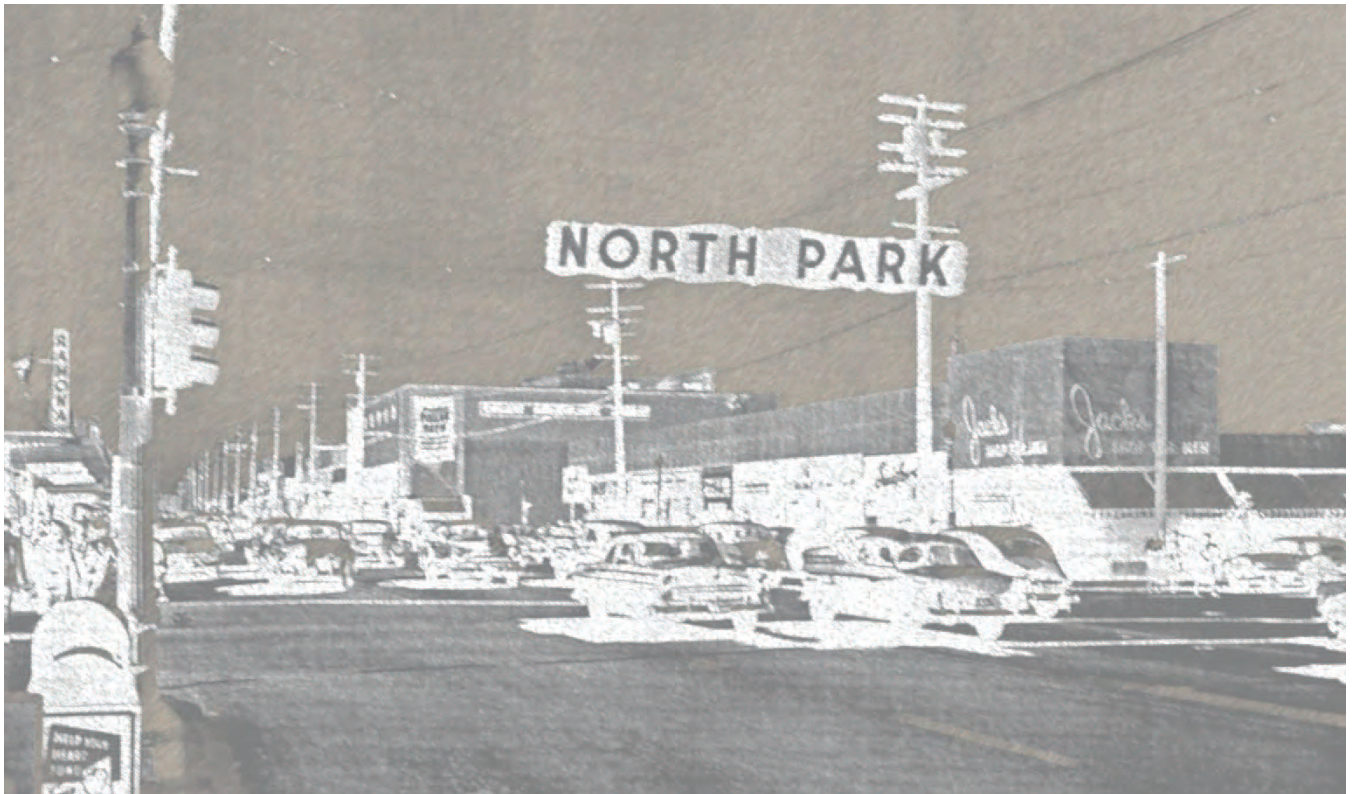
Researcher: Alessia Ferretti

Date: June 7th 2013

Place: Caffè Calabria, North Park – San Diego (CA)

Time: 11:00am – 12:45pm

INTERVIEW FORM_3



1 PRELIMINARY INFORMATION

About the Researcher

Name: Alessia Ferretti

Contact: alessia.ferretti@gmail.com

About the Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

<http://www.cluds-7fp.unirc.it/index.php>

Context

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1. the construction of the conceptual framework necessary to develop the CLUDs model;
2. the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives;
3. the construction of the CLUDs Local Action Plan.

We thank you for your cooperation.

Please do not hesitate to contact us should you have any further views about this project.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
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Consent Form for Research Study *(participants copy)*

Project: NORTH PARK MAIN STREET AND FARMERS' MARKET

Researcher: Alessia Ferretti

I have read the attached information thoroughly and sign below to confirm consent.

1. I confirm that I have read and understood the information provided.
2. I have had the opportunity to consider the information, to ask questions and to have them answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from *La Sapienza* Università di Roma, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the mentioned research study.

I have read and understood all the information provided and I consent to participate in this research study.

My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of this informed consent for my records.

Jay Turner

June 7th 2013

Name of participant

Date

Signature

*Name of person taking consent
(if different from researcher)*

Date

Signature

Alessia Ferretti

June 7th 2013

Name researcher

Date

Signature



When completed, 1 copy for the participant, 1 copy for the researcher.

Consent Form for Research Study (*researchers copy*)

Project: NORTH PARK MAIN STREET AND FARMERS' MARKET

Researcher: Alessia Ferretti

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Jay Turner

June 7th 2013

Name of participant

Date

Signature

*Name of person taking consent
(if different from researcher)*

Date

Signature

Alessia Ferretti

June 7th 2013

Name researcher

Date

Signature



When completed, 1 copy for the participant, 1 copy for the researcher.

3 THE INTERVIEWEE

3.1 Details of the interviewee and role played in the initiative

| | |
|---|---|
| Name | Jay Turner |
| Title | |
| Phone number/s | 619-298-3441 |
| Email | jay.turner.sd@gmail.com jayturner@pacbell.net |
| Address | 2575 Wightman Street – San Diego 92104 |
| Role played in the initiative | Executive Director of <i>North Park Main Street</i> when the redevelopment took place |
| Year of involvement in the initiative in the above specified role | 1996-2005 |

4 THE INITIATIVE

4.1 May you provide a brief background to the case study (initiative and/or farmers' market) outlining its key objectives?

North Park Business Improvement District (BID) was established in 1985. It was centered around University Avenue and 30th Street, but its original boundaries were expanded in 2008 – the only case in San Diego.

North Park Main Street was established in 1996 when the City of San Diego (the City's Office of Small Business, which administers San Diego's BID program) selected the North Park BID to be the pilot project for the national Main Street program in the San Diego area.

Jay Turner was called to assist the Main Street in its early stages. As first priorities, a high number of local business volunteers was recruited to support the Main Street in its demanding challenge and a strenuous campaign for funding was started up – one of the most important commitment while running a Main Street is to diversify funds and grants. Indeed, just 50% of grants can be governmental, and initially funds coming from the BID self-assessments were a very slight portion of the available money (BID fees were initially very low; to face a drastic cut in public funding, a Property-BID has been recently proposed in order to assess all kind of property within the BID boundaries).

The establishment of two different associations in the same area has been crucial for the regeneration process.

A BID is based on the involvement of local businesses paying an annual fee to support the enhancement of services, infrastructure, security, etc. Therefore its strategy is strictly business-oriented, its financial resources are limited, its main and exclusive goal is to support local businesses.

On the contrary, a Main Street aims at a wider regeneration, encouraging the preservation of unique assets including distinctive architecture and pedestrian-oriented environments. The program uses a four points approach which incorporates the creation of a volunteer Board of Directors (in this case, the same Board for the BID and the Main Street), plus four volunteer-based committees which focus on *Design* (land use planning and architecture), *Economic Restructuring* (business support and recruitment), *Organization* (goal setting & volunteer coordination) and *Promotion*. Moreover, the Main Street can be financed by many diversified financial resources, therefore it may set up a more comprehensive strategy.

At the very beginning, the most significant physical interventions gathered around the corner between University Ave and 30th Street, a strategic node along University Avenue. Meanwhile, the regeneration process reached (spread) the surrounding area, and it is now proceeding along University Ave towards El Cajon Boulevard (northwards) and Upas Street (southwards) – in Jay Turner's opinion, the regeneration process is still on-going.

The most important physical interventions in the community – North Park Theatre and the Public Garage – were significantly supported by the Redevelopment Agency.

Originally built in 1928, North Park Theatre was restored and reopened in October 2005. Today it is the only theatre of its size in San Diego County featuring a fly-loft for legitimate live theatre productions, a full-size movable orchestra pit and a projection room for motion picture exhibition.

With respect to the Public Garage, it was built because of a Parking Study realized by the Main Street itself – showing that at that time there was no need of a public garage, but in a five-year prospection it was absolutely necessary in order to attract new activities in the area (restaurants, cafe, etc.) – the parking garage is one of the huge selling factors that retailers took into consideration before investing in North Park locations.

The Garage was supported by the Redevelopment Agency of the city of San Diego, which also sponsored the Public Art Project – this project aimed at enriching the community with colour and design on the Garage itself. Thornley, a nationally known illustrator, was contracted to design and produce 16 pieces of art that were installed on the four sides of the Garage (Thornley, member of the community, gave the works as a personal contribution to North Park regeneration).

One of the first events promoted by the Main Street was the North Park Spring Festival in 1997, then in 1998 North Park Main Street declared itself an *Arts, Culture & Entertainment district*. Indeed, the Main Street was deeply involved in defining a clear character for the neighbourhood – Mr Turner was personally involved in recruiting a local “re-locator” to help artist relocating in the vacant properties of Ray Street. Then in 2001 Ray at Night was launched: this event, focused on highlighting the work of local artists, supported the regeneration giving a successful image of the ongoing process and it worked as a “social factor” for the community.

With respect to new businesses and activities, a strategic role in attracting them was played by Caffè Calabria, which was opened in 2001, occupying an old roasting factory – other businesses followed such a new generation of business types.

According to Jay Turner, addressing twenty-to-thirty people was a key factor for the success of the regeneration process, since they could affect other demographic categories.

4.2 May you recommend key people who could offer an overview on how the initiative (and/or farmers’ market) was developed?

| Name | Official role | Organization/Institution | Influence in the initiative |
|------------------|--|-------------------------------|---|
| Angela Landsberg | Executive Director | <i>North Park Main Street</i> | |
| | Retailers taking part in the redevelopment process | <i>Caffè Calabria</i> | The owner strongly supported the redevelopment process in its early stages and he played a significant role in involving the community. |
| | | | |

5 STRATEGY AND LOCAL DEVELOPMENT

5.1 How the initiative empowers local resources (cultural capital, human capital, natural capital, economic capital)? And which ones?

The strategy supporting the regeneration process in North Park is strongly based on local resources – not only historical buildings and landmarks, but also small retail businesses located in the district and creative and artistic activities.

The Arts, Culture & Entertainment District has played a significant role: artists, designers, musicians, writers and other creative entrepreneurs, combined with a broad array of cultural events (i.e. Ray at Night) have transformed North Park into a widely recognized “creative community”. Moreover, the regeneration process has been positively supported by the local community, deeply involved since the early stages of the initiative and strongly concerned about the on-going projects.

5.2 How small retail is part of the strategy?

All the regeneration process has been based on small retail and on the possibility to attract new activities in the area. Indeed, some local businesses (especially restaurants, cafés, etc.) played a significant role in attracting a new generation of businesses.

5.3 Are you aware of any retailers/investors who have been attracted to locate in the area as a result of the success of the original development?

The location of new retailers in the area is at the same time a mainspring of the regeneration process and one of its most visible effects – there has been a significant increase of commercial activities, above all restaurants and bars (starting with Caffè Calabria, Clair de Lune, then many others following).

In case of a farmers' market:

5.4 What reasons are behind the selection of the site for the farmers' market?

The selection of the area for North Park farmers' market is just "functional" to the main goal of North Park Main Street – to promote entertainment and to create a pedestrian-friendly destination where residents can meet and share their vision about the community, their idea about the redevelopment process, their personal involvement.

5.5 What difference has the farmers' market made on the area in social and physical terms?

North Park farmers' market has produced not physical impacts on the area, but it played a significant role in social terms encouraging the involvement of the community.

5.6 Are there spillover effects of the farmers' market in social terms (social initiative activated as a consequence of the market and physical effects)?

- ☒ Yes
☐ No

If yes, please specify what kind of effects:

North Park farmers' market served as the place where residents could meet to share ideas, intentions and projects about the redevelopment process, therefore it worked as a "social" factor encouraging the involvement of the community.

5.7 Are there businesses negatively affected by the farmers' market?

The interviewee is not able to answer this question

- ☐ Yes
☐ No

If yes, please specify what kind of businesses:

5.8 Are there additional (urban) services provided by the farmers' market?

- ☐ Yes
☒ No

If yes, please specify what kind of services:

6 STAKEHOLDERS AND GOVERNANCE

6.1 Which major stakeholders pushed forward the initiative in the start-up phase?

| Category | Name (optional) |
|--|---|
| <input checked="" type="checkbox"/> Community | |
| <input type="checkbox"/> Private developers | |
| <input type="checkbox"/> Private enterprises | |
| <input type="checkbox"/> Banks | |
| <input checked="" type="checkbox"/> Local government | <i>San Diego Redevelopment Agency:</i> It was deeply involved in the physical redevelopment, it funded many of the interventions carried out in the area. |
| <input type="checkbox"/> State | |
| <input type="checkbox"/> Public stakeholders other than local government and state (specify) | |
| <input type="checkbox"/> Unions | |
| <input type="checkbox"/> Farmers | |
| <input type="checkbox"/> Tenants | |
| <input type="checkbox"/> Landowners | |
| <input type="checkbox"/> Residents | |
| <input checked="" type="checkbox"/> Non-profit organizations (specify) | <i>North Park BID/Main Street:</i> It championed the development of the area, playing the major role in involving the community, in supporting projects and programs in the area, in finding funds and grants for implementing the regeneration strategy. |
| <input type="checkbox"/> Grassroots movements (specify) | |
| <input checked="" type="checkbox"/> Others (specify) | <i>Community Planning Group:</i> as a quasi-autonomous non-governmental organization, the local community planning group played a significant role in expressing the demands of the local community; it acted as a go-between among the community, the private sector and the public authorities in the implementation of physical interventions. <i>North Park Community Association:</i> it served to bring together residents, property owners and businesses to join the regeneration process supported by North Park Main Street. |

6.2 Which major stakeholders are contributing to the implementation of the initiative currently?

| Category | Name (optional) |
|--|-----------------|
| <input type="checkbox"/> Federal Government | |
| <input type="checkbox"/> State government | |
| <input type="checkbox"/> Local government | |
| <input type="checkbox"/> Community | |
| <input type="checkbox"/> Private developers | |
| <input type="checkbox"/> Private enterprises | |
| <input type="checkbox"/> Banks | |
| <input type="checkbox"/> Public stakeholders other than local government and state (specify) | |

| | |
|---|----------------------------|
| <input type="checkbox"/> Unions | |
| <input type="checkbox"/> Farmers | |
| <input type="checkbox"/> Tenants | |
| <input type="checkbox"/> Landowners | |
| <input type="checkbox"/> Residents | |
| <input checked="" type="checkbox"/> Non-profit organizations (<i>specify</i>) | North Park BID/Main Street |
| <input type="checkbox"/> Grassroots movements (<i>specify</i>) | |
| <input type="checkbox"/> Others (<i>specify</i>) | |

7 REGIONAL-URBAN LINKAGE

7.1 Do you have any knowledge of how the goods/materials/products arrive in the area?

- ☐ Yes
☒ No

If yes, go to the following questions otherwise go to the 7.2

7.2 What is the origin of the goods/materials/products?

| |
|--|
| |
|--|

7.3 Are goods/materials/products re-distributed? How?

The interviewee is not able to answer this question

7.4 Does food play a key role as an attractor in the development?

Food has played a significant role in the regeneration of the area as a “social” product, namely because of the many activities located in the area (restaurants, bars, bakeries, etc.) – which strongly contributed the regeneration process.

7.5 Has the initiative enhanced the local area reputation at city/regional/state/international level?

The initiative enhanced North Park reputation, not only as Arts, Culture & Entertainment District, but also as a culturally diverse and a vibrant neighbourhood in San Diego (in 2012 Forbes named North Park one of America’s Hippest Hipster Neighborhoods).

7.6 Is there (or has there been) a need for a support organization helping traders in maximizing their selling potential? If yes, please provide any specific examples of such organizations.

The interviewee is not able to answer this question

8 FARMERS' MARKET CHARACTERISTICS

8.1 Area occupied by the farmers' market: Sqm _____

The interviewee is not able to answer this question

8.2 Businesses involved: _____

The interviewee is not able to answer this question

8.3 People coming to the farmers' market? (roughly) _____

The interviewee is not able to answer this question

8.4 Are the stands permanent (fix structures) or temporary?

North Park farmers' market takes place in temporary stands in North Park Way (between 32nd Street and Herman, close to the CVS parking area).

8.5 Are there complains on the site (i.e., parking...)?

The interviewee is not able to answer this question

☐ Yes

☐ No

If yes, please specify what kind of complains:

8.6 What kind of customers usually come to the farmers' market?

The interviewee is not able to answer this question

8.7 What is the catching area of the farmers' market (consumers and producers)?

The interviewee is not able to answer this question

8.8 What is the nature of the products sold?

The interviewee is not able to answer this question

8.9 How the organization of the farmers' market works?

The interviewee is not able to answer this question

9 NOTES ON THE INTERVIEW

9.1 If is there anything that the interviewed wishes to add, please write it in the box below.

(sent by mail)

Graffiti was a big problem on blank walls.

the Design Committee determined, with the approval of the Board, to conduct a competition among graffitiists to submit proposals for large murals for the blank walls. The committee chose the walls and a panel of local people selected the winning entries.

For instance, the Boxing Gym has three different murals on the three walls. The giant creature on the Ray Street side of Wangs is very popular. The spray cans were approved by North Park Main Street.

The intent of this project was to acknowledge that graffiti is street art, and that by giving it recognition, it would decrease the tagging done by not so gifted artists. Locals gather around as the murals were being done and applauded the art.

9.2 Notes of the interviewer.

To be recorded within 24 hours from the interview work

The interviewee has been friendly and available to describe in details the initiative and its history. He supported the information provided by sending further documents to the interviewer.

The information provided are helpful and interesting, above all with respect to the evolution of the initiative and the role played by the partners involved.

9 NOTES ON THE INTERVIEW

9.1 If is there anything that the interviewed wishes to add, please write it in the box below.

9.2 Notes of the interviewer.

To be recorded within 24 hours from the interview work

The interviewees have been friendly and available to describe the initiative.

The information provided is helpful and interesting, above all in order to understand how the partnership worked and to evaluate the involvement of the local community. Moreover, they highlighted some unexpected implications providing information not clearly inferable from official documents.

SAN DIEGO PUBLIC MARKET

San Diego, CA

Alessandro Boca, ESR, FOCUS Unit

INFORMATIONAL HANDOUT – Farmers markets CLUD's project



About the CLUD's Researcher

Name: Alessandro Boca

Address: alessandro.boca@gmail.com

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

COMMERCIAL LOCAL URBAN DISTRICTS (CLUDs)

Context: This project is supported by the European Union involving four European Universities (Reggio and Roma in Italy, Aalto in Helsinki Finland, Salford in the UK) and two US universities including San Diego State and Northeastern in Boston. The project comprises three phases. The objective of Phase one is the the construction of the conceptual framework necessary to develop the CLUDs model. Phase two objective is the construction of the CLUDs model aimed at incorporating the territorial milieu (including urban-rural interactions) into local urban regeneration initiatives. Objective of Phase Three is the construction of the CLUDs Local Action Plan.

Phase two aims:

- i. incorporating urban-rural interactions into implementation of urban management tools.
- ii. exploiting the potential of grass-rooted community-driven initiatives into urban management tools.

Specific objectives of the interview with key stake holders:

As key players in involved with policy implementation of urban regeneration initiatives in San Diego State, we seek your views on the overall strategic policy objectives of this initiative and implementation of the project. Your input in this project is highly valued.

Please do not hesitate to contact us should you have any further views about this project.

Interviewer to insert their contact details below

We thank you for your cooperation.



Key University Teams of Contact

University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espoo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

Interview Form

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| 5 | Stakeholders and governance | Errore. Il segnalibro non è definito. |
| 6 | Regional – Urban linkage | Errore. Il segnalibro non è definito. |
| 7 | Notes on the interview | 9 |

1 ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the San Diego State University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>

Consent Form for Research Study *(researchers copy)*

Title of Project:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Mark Steele
(Name of Participant)

15.04.2013
Date

Signature

(Name of Person taking consent
if different from researcher)

Date

Signature

Alessandro Boca
(Researcher)

27.03.2013
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 THE INTERVIEWED

2.1 Details of the interviewed and role played in the farmers market

| | |
|---|--|
| Name | Mark Wellington Steele |
| Title | Mr. |
| Phone number /s | +1 619 230 0325 |
| Email | mark@mwsteele.com |
| Address | 1805 Newton Avenue – San Diego 92113 (CA) |
| Role played in the farmers market | Planner |
| Year of involvement in the farmers market in the above specified role | Since its establishment |

3 CASE STUDY – SAN DIEGO PUBLIC MARKET

3.1 Can you provide a brief background to the Public Market and its key objectives?

The San Diego Public Market is a for profit activity which focuses its business model on the increasing demand for healthy food and eating, and for related issue of healthy lifestyle. Differently from a shopping mall, it hosts independent business despite franchised, and differently from a weekly farmers' market it permits a 6-day per week and extended hours opening. Furthermore, and in addition to the market hall, the Public Market expects to spread the range of activities including also spaces dedicated to commercial kitchens, education programs, special events, agriculture workshops, micro business incubator and, in extension, what can outreach the mission of a service center for quality-food industry and nutrition.

3.2 Which are the best 3 key people who could offer an overview on how the Public Market was developed? Not general categories but specific names are required, because they can be used as contact person to be interviewed in the following step (snowball technique)

| Name | Official role | Organization/institution | Influence in putting the Public Market forward |
|-------------|---------------|--------------------------|--|
| Dale Steele | CEO | San Diego Public Market | Co-Founder |
| Catt White | COO | San Diego Public Market | Co-Founder |
| Lara Gates | Planner | City of San Diego | Barrio Logan Community Plan Update Project Manager |

3.3 How long was the Public Market established?

Despite an increasing interest for the nutrition topic, in the San Diego area a similar kind of initiative was still missing, until between 2010 and 2012 a couple of local entrepreneurs, Dale Fitzmorris Steele and Catt Fields White, started being involved in the launch of the San Diego Public Market. The concept of such an initiative was explicitly to bring also in the San Diego area the same experience of other known public market across the US, like San Francisco, Seattle and Milwaukee, in order to accommodate on the one hand a wide trend of local food consumption well know in the County and, on the other one, to take economic advantage of an industry not yet capitalized. The current network of the farmers' markets in the San Diego County, in fact, suffers from an inadequate coverage and from a limited business hours which limit the potential demand for local and un-processed food. Moreover, the neighborhood dimension of these markets reflects a lack in polarization that a permanent market could solve, also in consideration of the touristic traffics affecting the close Downtown area.

4 STRATEGY AND IMPACTS

4.1 What reasons are behind the selection of the site for the Public Market?

The research for a place where setting the project of a Public Market took a long time, also because the strict range of the criteria adopted. The site, in fact, needed to be large enough to host a critical number of tenants, with both outdoor and indoor usable space and possibly with an historical heritage. Moreover the site needed to be in a location not far from road and public transportation infrastructures, from the city center and its touristic and local flows, and not far from a residential core. Finally, in order to satisfy economic criteria the site needed to be able to show a economical potential still not capitalized, that means a space able to create a new property value once the project is implemented.

Since the 2010 we have been searching for a place corresponding with such criteria, and many sites were considered as initially the Seaport Village, then Liberty Station or City Heights. Some attempts were made also in order to obtain a leasing of a public property, but an initial lack of interest in the initiative by the City Council made this option not possible.

Finally the site of a dismissed warehouse in Barrio Logan has been selected, mainly because its correspondence with many of the initial criteria. Moreover, the current site has been selected also because its proximity to the Downtown, of which this may be considered as extension. The needing for a core area, in fact, were considered since the first moment as crucial because despite its private nature the Public Market wanted to work as a public facility, and only the vicinity with the Downtown could assure this criteria.

4.2 What difference has the presence of the Public Market made on the area in social and physical terms?

The San Diego Public Market could be considered as resource to the urban redevelopment process ongoing in Barrio Logan because of its ability to attract, in a partially neglected neighborhood, new fluxes of people from the wider city. It means that thanks to ability, of the Public Market, to intercept an increasing social and economic demand for local, healthy and unprocessed food, people that usually would not spend their time in that neighborhood have been there attracted, with a wider benefit for many other economic activities there located.

4.3 Are there spillover effects of the Public Market in social terms (social initiative activated as a consequence of the Market and physical effects) and if yes what?

Yes ☒ No ☐ If yes, please specify what kind of effects:

Many local activities starts already to recognize an increase in customers due to the flows generated by the Public Market.

4.4 Are there businesses that are negatively affected by the farmers market?

Yes ☐ No ☒ If yes, please specify what kind of businesses:

4.5 Are there additional (urban) services provided by the farmers market and if yes what?

Yes ☐ No ☒ If yes, please specify what kind of services:

5 PUBLIC MARKET PHYSICAL DETAILS

5.1 What is the area of the farmers market? Sqm 800

5.2 How many businesses are involved? N° 1

5.3 Are the stands permanent (fix structures) or temporary?
Yes X No

5.4 Are there complains on the site (i.e., parking...)?
Yes No X If yes, please specify what kind of complains:

6 PUBLIC MARKET DEMAND AND SUPPLY CHAIN

6.1 How many people come to the farmers market? N° (roughly) N/A

6.2 What kind of customers usually come to the farmers market?

Customers interested in local, fresh and handcrafted food.

6.2 What is the catching area of the farmers market (consumers and producers)?

The City of San Diego

6.3 What is the nature of the product sold? Please focus on whether the products are fresh or processed (and if they are processed, then where?)

Unprocessed food.

6.4 How the logistic organization of the farmers market works?

Sellers rent their spaces to directly sell their products.

7 NOTES ON THE INTERVIEW

7.1 If is there anything that the interviewed wishes to add, please write it in the box below

7.2 If is there anything that the interviewer wishes to annotate, please add it in the box below within 24 hours from the interview work



Case Studies Survey Forms

CLUDs
PROJECT
2013/14

SUSTAINABLE URBAN DEVELOPMENT

The role of urban rural regeneration in regional contexts

www.cluds-7fp.unirc.it



SURVEY FORMS SAN DIEGO, CA

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LITTLE ITALY, BIDs San Diego, CA

Jusy Calabro', ESR, Reggio Calabria Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study (denomination): **Little Italy**

Researcher: Jusy Calabrò, Early Stage Researcher

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP11. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

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1 OVERALL OUTLINE OF THE INITIATIVE

General Information (compulsory)

| | | | |
|---|--|---|---------------------------------|
| 1.1 Classification | <input checked="" type="checkbox"/> BID: Business Improvement District | | |
| | <input type="checkbox"/> PA: Public Agency | | |
| | <input type="checkbox"/> CDC: Community Development Corporations | | |
| | <input type="checkbox"/> SE: Social Enterprise | | |
| | <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative | | |
| | <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS | | |
| | <input checked="" type="checkbox"/> Other: Community Benefit District | | |
| 1.2 Location | Neighbourhood | Downtown – Little Italy community district | |
| | ZIP Code | 92101 | |
| | City | San Diego | |
| | County | San Diego | |
| | State | California (USA) | |
| 1.3 Start-up Source: ..LIA website association | Year 2006 | | |
| 1.4 Years in operation Source: | Year | 7 | |
| 1.5 Numbers of renewal Source: | Year | | |
| 1.6 Dimension Source: Census 2010 | Area (sq.Km) | | |
| | Residents | 37095 | |
| 1.7 Partnership Typology Source: | <input type="checkbox"/> GP (general partnership) | | Specify: |
| | <input type="checkbox"/> LP (limited partnership) | | Specify: |
| | <input type="checkbox"/> LLP (limited liability partnership) | | Specify: |
| | <input checked="" type="checkbox"/> Non Profit Corporation | | Specify: LIA - 501(c) no profit |
| 1.8 Partnership composition Source: | Name | Public/Private/NGO | % Initial Capital Invested |
| | | | |
| | | | |
| 1.9 Number of board directors Source: | 23 (representatives of property owners, residents, businesses and community-at-large) | | |

2. Abstract of the initiative (compulsory)

(Source/s:)

2.1 The case study in brief (What is the case study, max 15 rows)

Little Italy: historically was a predominately Italian fishing neighborhood. Today it is a scenic neighborhood within Downtown San Diego, composed mostly of Italian restaurants, retail shops, home design stores, art galleries, and residential units. In 1996 the Little Italy Association (LIA) was created: a non-profit 501(c)(3) corporation for the public's benefit, that advocates on behalf of its members' best interests in the areas for public safety, beautification, promotion and economic development, trying to preserve the unique cultural resources that exist in the Little Italy neighborhood of Downtown San Diego.

With the creation of the Little Italy Association in 1996, the neighborhood started changing into a as Community Benefit District specialized in Italian food, boutique shopping and maintenance. The neighborhood, originally mainly composed of low-density commercial businesses and single-family detached homes, currently, it is composed of residential units, with ground floor retail stores and a few commercial buildings.

Little Italy is one of the more active downtown neighborhoods, since it organizes frequent festivals and events including a weekly farmers market, also known as the Mercato.

2.2 The Challenge (Why the case worth discussing, max 5 rows)

According to the WP2 objectives, the case study is particularly interesting to have a general understanding of BIDs and CBD (Community Benefit Districts) as tools for local economic development enhancement and urban regeneration initiatives. Thus from evidences, in the overall economy of San Diego County BIDs are playing an important and widely recognized role to improve economic growth through public benefits implementation. Then, the presence of an important Farmer Market within the area, attracting hundred of vendors weekly, promoting local products, could be an opportunity to investigate the possible rural-urban connections in the San Diego area.

2.3 The Context (Salient points about the environment and the circumstances affecting the issues at hand, max 10 rows)

Little Italy has been the point of entry for Italian immigrants in San Diego and the favorite place for the international tuna fishing industry, no there anymore. Now it is Historical District in San Diego County.

The Little Italy Association is a 501(c)(3) tax-exempt corporation which administers various revenue streams and assessment districts to improve the Little Italy neighborhood. The association manages both the BID and the CBD. The Maintenance Assessment District (MAD) or CBD and Business Improvement District (BID) include all parcels and businesses within a 48-square-block area of Downtown San Diego. The MAD boundaries are defined by South-side of Laurel Street on the north, Interstate-5 freeway and the West-side of Front Street on the east, the North-side of Ash Street on the south and the East-side of Pacific Highway on the west. The BID ones defined by South-side of Laurel Street on the north, Interstate-5 freeway and the West-side of Front Street on the east, the North-side of 'A' Street on the south and the East-side of Pacific Highway on the west.

As far as CBD, this is a sort of local ordinance that allows for special public benefits, particularly for property owners that pay additional property tax assessments to have extra services within the neighborhood. The Civic San Diego, a redevelopment agency acting on behalf of the State as catalyst for public-private partnerships to facilitate redevelopment projects, funded through years some initiatives and entered partnership agreements with LIA to enhance some public benefits (parking and streets above all). We could affirm, taking from official document and from interviews, that the BID within Little Italy is just a very small part in the general economy of the neighborhood, that is mostly managed through funds coming from property tax

assessment of the CBD, donations and grants, the Farmers' Market.

2.4 The Strategy (Brief description of the approach adopted to address the challenges, max 10 rows)

The BID/CBD overall strategy is mostly focused retail retention, business attraction, beautification and, above all, the creation of a brand that implies quality and reliance on the neighborhood as desirable place to live and work in San Diego. Little Italy indeed is increasingly becoming a model to be pursued, "not just because of the location in Downtown", it is now one of the more active downtown neighborhoods having frequent festivals and events, including a weekly farmers market, also known as the Mercato.

The objective is to make it attractive a fascinate place with a strong sense of community, rooted since the early 1990s starting with the fishing industry, symbol of the Italian glorious past but also of the local culture, mixed up with latino and chinese minorities. It is increasingly becoming the favorite location for art galleries and art related events. India Street vacancy rate for example is almost 0% (source: interview)

The Italian Community Center of San Diego, a 500 member non-profit organization founded in 1981 for people interested in Italian culture and language, is located in this neighborhood. This foundation is focused on maintaining the original feeling of Italy.

The Convivio Center & Little Italy Heritage Museum is Little Italy's newest destination for arts,culture, heritage and all things Italian in San Diego. The Center serves as a community resource and provides programs and events and something for everyone.

3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)

(Source:)

4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source:)

| Priorities | Description |
|---|--|
| × Retail Enhancement | BID: enhancement of local retails with services provision |
| × Economic Revitalization | BID: promote and publicize the business district, coordinate community events and advocate on behalf of businesses (Brand as guarantee of quality and marketing activity to promote the area as center of cultural Italian preservation) |
| × Security and Safety | CBD: Public Safety programs and security |
| × Building Restoration/Renewal | Economic development and housing issues CBD: beautification efforts |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input type="checkbox"/> Education and Training | |
| <input type="checkbox"/> Job Creation/Social works | Maintaining of the public rights-of-way through sidewalk sweeping, street sweeping, Dealing with homeless and vagrancy issues; evening maintenance workers |
| <input type="checkbox"/> Technology Transfer | |
| <input type="checkbox"/> Capacity Building | |
| × Local services/provisions (housing, leisure, etc.) | CBD: sidewalk sweeping, installation and maintenance of trees and landscaping in the public right-of-way, maintenance of public areas and piazzas, hanging of banners and decorations, tree planting, watering, and trimming, graffiti clean-up, and extensive landscaping Parking services in the District; Operation of enhanced street lighting |
| × Local produce valorisation | Farmers' Market |
| × Cultural enrichment | City of San Diego Arts and Culture Commission award for FY 2012: to fund the "Festa in October" Art Walk event |
| <input type="checkbox"/> Natural Beauty, Green Space and biodiversity | |
| <input type="checkbox"/> Others: specify | Amici Park: public space Piazza Basilione |

5. Composition of the organization (if relevant)

(Source: LIA)

How are the enterprises engaged with the initiative?

All business have representatives within the BID Bord of Directors (23 people) managed by LIA district management corporation through the “New City of America inc.” staff

6. Public investment programs (compulsory - It refers to the policy focus of the specific initiative under scrutiny)

(Source:)

| Policy focus for public investment program | Description |
|--|---|
| Tax policy focus | Property tax – Gas Tax Fund |
| Fiscal policy focus | CBD fiscal policy + City fiscal policy |
| Economic development organizations | Center City Development Corporation (Now Civic San Diego) |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | Business retention through Marketing promotion – aids at city level (BID council) |
| Credit Access | |
| Local Welfare Policy | Civic San Diego (at the time CCDC): Funds for street improvements on India Street (\$3million) Agreement between CCDC and LIA: to manage the 45% of parking meter revenues that are allocated to San Diego's Little Italy |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | Land Use Commercial uses to create a distinct destination within downtown. Design studios, art galleries, professional offices and supporting commercial uses will be encouraged in the northern half of the district. Ethnic neighbourhood character to be preserved. Retention and enhancement of “Little Italy” character with emphasis on India Street, the main commercial corridor of the area. Mid-rise residential development. Pedestrian street improvement (India Street) Landmark: Columbus-place |

2 SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: 990 forms for non profit organisations – Financial Statement LIA)

| Items | Year 2010 | Expenditure (\$) | | Total |
|---|-----------|------------------|---------|------------------------------------|
| | | Public | Private | |
| General & administrative | | | | 220,000 |
| Social services | | | | |
| Capital improvements | | | | |
| Streetscape/ sidewalk maintenance and repair | | | | 22,747 (street clean&mant) |
| Graffiti removal | | | | |
| Beautification & Horticulture | | | | |
| Holiday lighting | | | | |
| Sanitation | | | | |
| Security (janitor+maint) | | | | 25,541 |
| Marketing, communication special events and tourism | | | | 632,616(events)+ 37,891(promotion) |
| Education | | | | |
| Job creation initiative | | | | |
| Resident initiative | | | | |
| Office expences | | | | 10,315 |
| Occupancy | | | | 26,000 |
| Other | | | | |
| total | | 1,086,515 | | 1,585,518 |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: 990 form 2010 LIA (BID+MAD))

| Items | Year | revenue (\$) |
|--|------|--------------|
| Program service revenue | 2010 | 10,166 |
| Special contracts | | |
| Investment income | 2009 | 610 |
| Fundraising & special events | 2010 | 521,113 |
| Government Grants | 2010 | 1,086,515 |
| Private contributions | | |
| Interest | | |
| Assessment (fee or levy) membership dues | 2010 | 985,434 |
| Rental income | | |
| Other | 2010 | 521,113 |
| | 2010 | 1,617,794 |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source: Fact Finder CENSUS data – Trulia.com)

| Vacancy | Before the initiative | After the initiative (2010) |
|---|-----------------------|--|
| Vacant commercial property (sqm) ¹ | | 0% |
| Vacant housing property (sqm) | | 5.5% (homeowner vacancy rate) – 2% rental vacancy rate |
| Vacant housing units | | 18% |
| Vacant land (sqm) | | |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source:)

| Program | Description |
|--|---|
| Attraction of business new to the area | BID Services – business assistance - SFI (Storefront Beautification ,City pays a percentage of any storefront beautification)- It applies in all BIDs |
| Creation of new business (start-ups) | |
| Retention of business | |
| Assistance weak business | |

¹ Interview Li Mandri

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source: <http://www.littleitalysd.com/board-committees/>)

| Type(*) | Contribution to the organization |
|------------------|--|
| DISI committee | District Identity and Streetscape Improvement |
| CAB committee | Community Advisory Board |
| SOBO committee | Sidewalk Operations & Beautification Order |
| Project Review | |
| Legacy | |
| Citrus PR | Public Relations – communications services |
| LIRA | Little Italy Residents Association – no profit to get people involved |
| New City America | Management – administrative role of all activities under LIA (BID-MAD-...) |

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

6 SPATIAL DATA

14. Real Estate (if available)

(Source: http://www.trulia.com/for_sale/1298_nh/14_zm/32.705369,32.727596,-117.187673,-117.138377_xy/)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--------------------------|-------------------------------------|---------|------------------------------------|--|
| | sqm | \$/ sqm | Sqm | \$/ sqm |
| Housing | | | 85,65 sqm 50,72sqm 87,60sqm | 4611/sqm* 350 W Ash St 5500/sqm 1435 India St 5239/sqm 1580 Union St About 5000/sqm |
| Commerce | | | | |
| Industry | | | | |
| Advanced services sector | | | | |
| Parking | | | | |

15. Accessibility (compulsory. It has to be GIS based)

(Source:)

| Distance from Central Boston | Time | -Km |
|------------------------------|------|-----|
| By subway | | |
| By bus | | |
| By car | | |
| By rail | | |

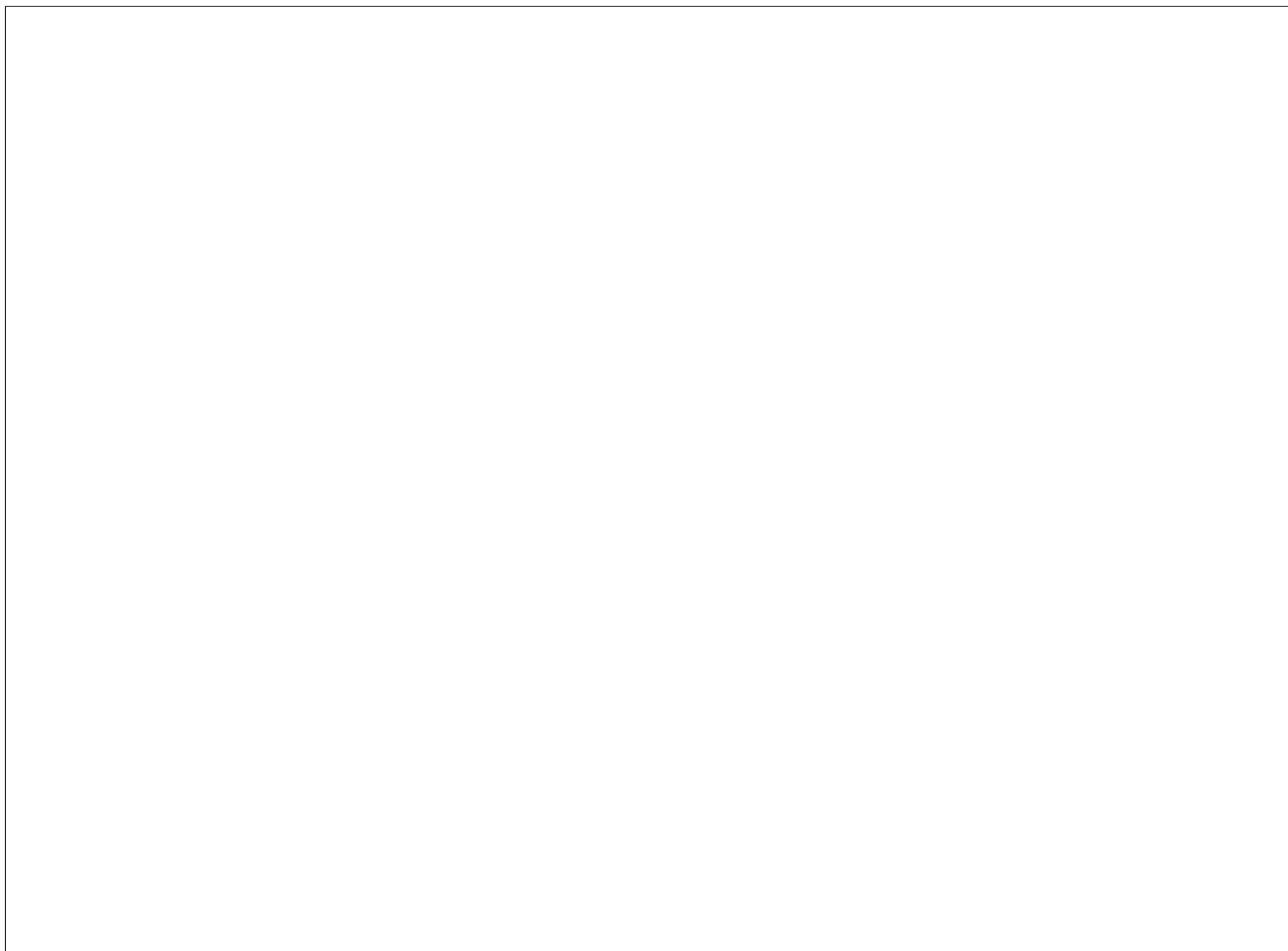
Please refer to the GIS centroid developed by the GIS/ map group

16. Geographical information (GIS based) (Compulsory. It has to be developed as in the previous Work Package 1. These maps can be found in the community plan of the area, please refer to that)

| Layer | Description |
|--|---|
| Land use map | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Ownership | - |
| Zoning map | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Community facilities | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Cultural facilities (Theatres, cinemas, art centres) | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Heritage | - |
| Bicycle ways | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Pedestrian routes and amenities | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Traffic calming measures | - |
| Public spaces (Squares, plazas, streets) | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Green spaces | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Connectivity grid | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |

7 VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



8 REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company
(Source: Interview – on field work)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | Food comes from the entire region. Vendors sell their product at the local Farmers' Market each Saturday. Food is usually locally grown, they show certification to validate the reliability of their products. |
| Foods other than fresh | |
| Handcrafts | Handcrafts products come from farms are sold weekly during the Farmers' Market (such as: honey, olive oil, bread, cheese) |
| Others (specify and add lines if | |

needed)

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|---|
| Fresh foods | yes | Vendors association (SD Weekly Market): to sell products in each Farmers' Market of San Diego area you got to be part of one association. Each vendor attend the Market every week, someone rotate. |
| Foods other than fresh | | |
| Handcrafts | | |
| Others | | |

http://www.sdweeklymarkets.com/vendors?field_market_nid=120

<http://www.littleitalysd.com/mercato/vendors/>

20. Regional- urban interaction (compulsory)

This point aims to clarify the level of degree that the specific urban area holds with the regional context.

The level of degree can be very high, high, medium, low of inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|----------------------|-----------------|---|
| Fresh foods | | |
| Foods other than any | | |
| Handcrafts | | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)

If exists, accessibility map (from the regional transportation plan)

NATIONAL CITY

San Diego, CA

Pasquale Pizzimenti, ESR-Reggio Calabria Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study : National City 1

Researcher: Pasquale PIZZIMENTI Early Stage Researcher

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP11. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

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1 OVERALL OUTLINE OF THE INITIATIVE

General Information (compulsory)

| | | | |
|---------------------------------------|--|------------------------|----------------------------|
| 1.1 Classification | <input type="checkbox"/> BID: Business Improvement District | | |
| | <input type="checkbox"/> PA: Public Agency | | |
| | <input type="checkbox"/> CDC: Community Development Corporation | | |
| | <input type="checkbox"/> SE: Social Enterprise | | |
| | <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative | | |
| | <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS | | |
| | <input checked="" type="checkbox"/> Other: Smart Growth Incentive Programme / TOD | | |
| 1.2 Location | Neighbourhood | National City | |
| | ZIP Code | 91950 | |
| | City | National City | |
| | County | San Diego | |
| | State | California | |
| 1.3 Start-up Source: | Year | not yet | |
| 1.4 Years in operation Source: | Year | none | |
| 1.5 Numbers of renewal Source: | Year | | |
| 1.6 Dimension Source: | Area (sq.Km) | 23.609 km ² | |
| | Residents | 58,582 | |
| 1.7 Partnership Typology Source: | <input checked="" type="checkbox"/> GP (general partnership) | | Specify: |
| | <input type="checkbox"/> LP (limited partnership) | | Specify: |
| | <input type="checkbox"/> LLP (limited liability partnership) | | Specify: |
| | <input type="checkbox"/> Non Profit Corporation | | Specify: |
| 1.8 Partnership composition Source: | Name | Public/Private/NGO | % Initial Capital Invested |
| | Smart Growth Incentive Program | Public/NGO | 100% Public |
| 1.9 Number of board directors Source: | | | |

2. Abstract of the initiative (compulsory)

(Source/s:)

2.1 The case study in brief (What is the case study, max 15 rows)

The **Downtown-Westside Connector Project** case study aims to encourage the application of Smart Growth principles and strategies within National City area in San Diego,CA. This project is part of the SANDAG regional strategy to enhance Smart Growth in the San Diego area. To reach these goals SANDAG has set up the TransNet Smart Growth Incentive Program (SGIP) to fund transportation infrastructures in order to foster smart growth planning development in the area. It will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program. The main aim of the program is to better coordinate comprehensive public infrastructure and planning activities to foster compact and mixed use development focused around public transportation facilities. These kind of investments should attract new capitals and new businesses and boost local involvement in order to build up a good environment for communities.

2.2 The Challenge (Why the case worth discussing, max 5 rows)

The importance of this case study lies on the evident link to get through from the regional strategies to local strategies. Even if the objectives and strategies set up by the SANDAG are not compulsory, the incentive programs push local administrations and local stakeholders to build new strategies in order to reach Smart Growth goals. In this case the case study represent a tool to achieve either the objectives of this second working package: the community-led approach (that is one of SG general principles, together with the empowerment of urban-rural linkage thank to the land preservation principle).

2.3 The Context (Salient points about the environment and the circumstances affecting the issues at hand, max 10 rows)

The Westside area, also known as Old Town, is an area bordered on the west by Interstate 5 and the east by Roosevelt Avenue stretching from W. Plaza Boulevard south to W. 24th Street. During the early development of National City, small single family homes were constructed in Old Town. Many of these early homes constructed around the turn of the century still remain. After World War II, to encourage economic development, industrial uses were permitted in the area. In the 1980s and 1990s, Westside residents grew more concerned about the impact industrial activity had on their quality of life. The City Council responded by adopting stricter development standards, invoking a commercial/industrial building construction moratorium, and amending the Land Use Code to require a Conditional Use Permit for auto paint/body shops and to offer greater flexibility for expanding nonconforming single-family homes . In addition, the 1996 General Plan Update established new land use designations of Light Manufacturing – Residential (ML-R) to reinforce the residential orientation of the Westside. Today, auto services, light manufacturing, and warehouses are interspersed throughout the residential community. This mixture of land uses has resulted in community concerns related to traffic, parking, noise, air quality, and hazardous materials exposure.

2.4 The Strategy (Brief description of the approach adopted to address the challenges, max 10 rows)

The Downtown-Westside Connector Project case study aims to encourage the application of Smart Growth principles and strategies within National City area in San Diego,CA. This project is part of the SANDAG regional strategy to enhance Smart Growth in the San Diego area. To reach these goals SANDAG has set up the TransNet Smart Growth Incentive Program (SGIP) to fund transportation infrastructures in order to foster smart growth planning development in the area. It will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program. The main aim of the program is to better coordinate comprehensive public infrastructure and planning activities to foster compact and mixed use development focused around public transportation facilities. These kind of investments should attract new capitals and new businesses and boost local involvement in order to build up a good environment for communities.

3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)

(Source: National City_Downtown Westside connector - accessed 4-2013)



4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source: ..Smart Growth application Grant; Westside Specific Plan; National City Capital Improvement Program, Down Town Specific Plan, National City General Plan)

| Priorities | Description |
|--|---|
| <input checked="" type="checkbox"/> Retail Enhancement | The investments placed in the Connections Project Area would increase future development potential and attract new businesses in downtown National City by creating a physical street environment that encourages walkability, bikeability, and transit ridership. |
| <input type="checkbox"/> Economic Revitalization | Central business district for National City |
| <input checked="" type="checkbox"/> Security and Safety | The DTSP and WSSP include “form-based” design guidelines that emphasize building forms over individual land uses for achieving walkable neighborhoods, energy and resource efficiency, mixed-use and transit-oriented development, and transportation demand management solutions, and ultimately establishing a |
| <input type="checkbox"/> Building Restoration/Renewal | |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input type="checkbox"/> Education and Training | |
| <input checked="" type="checkbox"/> Job Creation/Social works | The City is in the process of establishing an industrial tech-zone that will encourage small business incubators as well as encourage clean light industrial businesses to stay in Downtown National City to create jobs and economic interest. |
| <input type="checkbox"/> Technology Transfer | |
| <input type="checkbox"/> Capacity Building | |
| <input checked="" type="checkbox"/> Local services/provisions (housing, leisure, etc.) | <ul style="list-style-type: none"> - Install thematic, high-quality amenities, such as bicycle racks, benches, trash/recycling receptacle, bus shelters. - Create public gathering spaces and support by providing connectivity to existing gathering spaces such as Kimball Park, Civic Center, and Education Village |
| <input type="checkbox"/> Local produce valorisation | |
| <input checked="" type="checkbox"/> Cultural enrichment | <ul style="list-style-type: none"> - Create a sense of identity by installing public art at key locations (historic Brick Row Plaza and at bus stops). The public art can highlight National City’s history, culture, and celebrate its diversity. |
| <input type="checkbox"/> Natural Beauty, Green Space and biodiversity | |
| <input checked="" type="checkbox"/> Others: specify | <p>The City is dedicated to enhancing the community in these two areas that are the heart of National City. The City aims to provide public infrastructure that will support high quality private development projects. The project will:</p> <ul style="list-style-type: none"> - Create a more attractive corridor by upgrading street lighting with ornamental fixtures and by installing landscaping. <p>CIP (Capital Improvement Program)</p> |

5. Composition of the organization (if relevant)

(Source:)

How are the enterprises engaged with the initiative?

| |
|--|
| |
|--|

6. Public investment programs (compulsory - It refers to the policy focus of the specific initiative under scrutiny)

(Source: National City Chamber of Commerce; city of National City)

| Policy focus for public investment program | Description |
|--|--|
| Tax policy focus | Established in 2006, the One Zone is a regional economic development 15-year business tax credit program incorporating portions of the City of San Diego, significant portions of the City of Chula Vista and the City of National City. The San Diego Regional Enterprise Zone is a designated area within these cities where businesses receive substantial tax breaks and other incentives. |
| Fiscal policy focus | |
| Economic development organizations | Enterprise Zones were created in California to stimulate business investments in areas that are economically disadvantaged and to spur job growth in areas of high unemployment |
| University focus | The South West College is partner for the Grant Application and is located in National City |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | National City Chamber of Commerce programmes |
| Credit Access | |
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | National City General Plan; Westside Specific Plan |

2 SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: **NOT AVAILABLE** – The initiative received the grant but is not started yet .NB a potential source are the 990 forms for non profit organisations)

| Items | Year | Expenditure (\$) | | Total |
|---|------|------------------|---------|-------|
| | | Public | Private | |
| General & administrative | - | - | - | - |
| Social services | - | - | - | - |
| Capital improvements | - | - | - | - |
| Streetscape/ sidewalk maintenance and repair | - | - | - | - |
| Graffiti removal | - | - | - | - |
| Beautification & Horticulture | - | - | - | - |
| Holiday lighting | - | - | - | - |
| Sanitation | - | - | - | - |
| Security | - | - | - | - |
| Marketing, communication special events and tourism | - | - | - | - |
| Education | - | - | - | - |
| Job creation initiative | - | - | - | - |
| Resident initiative | - | - | - | - |
| Other | - | - | - | - |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: **NOT AVAILABLE** – The initiative received the grant but is not started yet. Available data refer to approved Grants and matching funds. NB a potential source are the 990 Tax forms for non profit organisations)

| Items | Year | revenue (\$) |
|------------------------------|-----------------------|---|
| Program service revenue | - | - |
| Special contracts | - | - |
| Investment income | - | - |
| Fundraising & special events | - | - |
| Government Grants | 2013 (matching funds) | 2.000.000 (Smart Growth) 730.000 (Coolidge Ave.) 3.300.000 (A Ave.) |
| Private contributions | - | - |
| Interest | - | - |
| Assessment (fee or levy) | - | - |
| Rental income | - | - |
| Other | - | - |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source: Westside Specific Plan – National City)

| Vacancy | Before the initiative | After the initiative |
|----------------------------------|-----------------------|----------------------|
| Vacant commercial property (sqm) | NA | NA |
| Vacant housing property (sqm) | 404 units (2,6%) | - |
| Vacant land (sqm) | 0,02 sqKm (7%) | - |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source: San Diego Chamber of Commerce; <http://www.sandiego.gov/sdrez/>)

| Program | Description |
|--|--|
| Attraction of business new to the area | Regional Enterprise Zone - An Enterprise Zone is a defined geographic area in which businesses can claim certain state income tax savings and other advantages. Enterprise Zones were created in California to stimulate business investments in areas that are economically disadvantaged and to spur job growth in areas of high unemployment. |
| Creation of new business (start-ups) | Regional Enterprise Zone |
| Retention of business | Regional Enterprise Zone |
| Assistance weak business | The San Diego Regional Enterprise Zone offer specialized technical and financial assistance programs in collaboration with the Chamber of Commerce |

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source: Sandag, National City)

| Type(*) | Contribution to the organization |
|-------------------------------|----------------------------------|
| SANDAG | Grant Provider |
| National City - Public | Applicant |
| MTS- Public | Partner |
| EHC- NGO | Partner |
| Chamber of Commerce – Private | Partner |
| ARTS – NGO | Partner |
| SWC - Private | Partner |

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

6 SPATIAL DATA

14. Real Estate (if available)

(Source: values for National City)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--------------------------|-------------------------------------|---------|------------------------------------|---------|
| | sqm | \$/ sqm | Sqm | \$/ sqm |
| Housing | - | 2403,96 | - | - |
| Commerce | - | 1781,63 | - | - |
| Industry | - | 1196 | - | - |
| Advanced services sector | - | 8310,08 | - | - |
| Parking | - | - | - | - |

15. Accessibility (compulsory. It has to be GIS based)

(Source: author)

| Distance from downtown San Diego | Time (min) | Km |
|----------------------------------|------------|----|
| By subway | 15 | 5 |
| By bus | 20 | 5 |
| By car | 7-8 | 5 |
| By rail | 10 | 5 |

Please refer to the GIS centroid developed by the GIS/ map group

16. Geographical information (GIS based) (Compulsory. It has to be developed as in the previous Work Package 1. These maps can be found in the community plan of the area, please refer to that)

| Layer | Description |
|--|---|
| Land use map | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Ownership | - |
| Zoning map | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Community facilities | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Cultural facilities (Theatres, cinemas, art centres) | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Heritage | - |
| Bicycle ways | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Pedestrian routes and amenities | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Traffic calming measures | - |
| Public spaces (Squares, plazas, streets) | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Green spaces | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |
| Connectivity grid | http://www.sandag.org/index.asp?subclassid=100&fuseaction=home.subclasshome |

7 VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



8 REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company

(Source:.....) NA

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | NA |
| Foods other than fresh | NA |
| Handcrafts | NA |
| Others (specify and add lines if needed) | NA |

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential - NA

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|---|
| Fresh foods | NA | |
| Foods other than fresh | NA | |
| Handcrafts | NA | |
| Others | NA | |

20. Regional- urban interaction (compulsory)

This point aims to clarify the level of degree that the specific urban area holds with the regional context.

The level of degree can be very high, high, medium, low or inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|----------------------|-----------------|---|
| Fresh foods | NA | |
| Foods other than any | NA | |
| Handcrafts | NA | |
| Others | NA | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)



Accessibility map (from the regional transportation plan, 2008)

Pictures (compulsory - As in the previous Work Package)

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behaviour, notes on the general quality of the environment.

Picture n.1

Date

30/5/2013

Day of the week

Thursday

Time

12:00

Notes.....

.....



Picture n.2

Date

30/5/2013

Day of the week

Thursday

Time

12:00

Notes.....

.....



Picture n.3

Date

30/5/2013

Day of the week

Thursday

Time

12:00

Notes.....

.....



Picture n.4

Date

30/5/2013

Day of the week

Thursday

Time

12:30 pm



Picture n.5

Date

30/5/2013

Day of the week

Thursday

Time

1:00 pm



Picture n.6

Date

30/5/2013

Day of the week

Thursday

Time

2:00 pm



Picture n.7

Date

30/5/2013

Day of the week

Thursday

Time

2:15 pm



Picture n.8

Date

30/5/2013

Day of the week

Thursday

Time

2:30 pm



Picture n.9

Date

30/5/2013

Day of the week

Thursday

Time

4:00 pm



HILL CREST, BIDs

San Diego, CA

Francesco Bonsinetto, ESR, Reggio Calabria Unit



WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study: HILLCREST BUSINESS IMPROVEMENT DISTRICT

Researcher: FRANCESCO BONNETTO

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP2. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

INDEX

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| 3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)..... | 5 |
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| | |
|---|--|
| 17. Map with view points (compulsory. As in the previous Work Package 1)..... | 12 |
| 8 Regional- urban linkage | Errore. Il segnalibro non è definito. |
| 18. Supply chain: the supply of local products (Compulsory) | 12 |
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| (This point aims at clarifying the logistic within the region) | Errore. Il segnalibro non è definito. |
| Map of the transportation network at regional level (roads and railways)..... | 14 |
| If exists, accessibility map (from the regional transportation plan) | Errore. Il segnalibro non è definito. |
| Pictures (compulsory - As in the previous Work Package)..... | 16 |

1 OVERALL OUTLINE OF THE INITIATIVE

General Information

| | | | |
|---|---|---|--|
| 1.1 Classification | <input checked="" type="checkbox"/> BID: Business Improvement District <input type="checkbox"/> PA: Public Agency <input type="checkbox"/> CDC: Community Development Corporation <input type="checkbox"/> SE: Social Enterprise <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS <input type="checkbox"/> Other: specify | | |
| 1.2 Location | Neighbourhood | Council District 3 / Community Planning Area: Uptown / Hillcrest community Hillcrest is part of the Uptown community planning area, which consists of the neighborhoods of Mission Hills, Hillcrest, Bankers Hill, Park West, and University Heights. | |
| | ZIP Code | 92103 | |
| | City | San Diego | |
| | County | San Diego County | |
| | State | California | |
| 1.3 Start-up <i>Source: Hillcrest BIA internal documents</i> | Year | 1921 | |
| 1.4 Years in operation <i>Source: Hillcrest BIA internal documents</i> | Year | 92 | |
| 1.5 Numbers of renewal <i>Source: Hillcrest BIA internal documents</i> | Year | 1 (1984) | |
| 1.6 Dimension <i>Source: Hillcrest BIA internal documents</i> | Area (sq.Km) | 1.45 (360 acres) | |
| | Residents | 15263 | |
| 1.7 Partnership Typology | <input type="checkbox"/> GP (general partnership) <input type="checkbox"/> LP (limited partnership) <input type="checkbox"/> LLP (limited liability partnership) <input checked="" type="checkbox"/> Non Profit Corporation | | Specify: Specify: Specify: Business Improvement Association (incorporated) |
| 1.8 Partnership composition | Name | Public/Private/NGO | % Initial Capital Invested |
| <i>Source: Hillcrest BIA reports; Department of the Treasury, Internal Revenue Service, Form 990</i> | Hillcrest BIA is a California non-profit corporation and is exempt from income taxes under Section 501(c)(6) of the Internal Revenue Code and Section 23701(d) of the California Code and generally is not subject to income taxes. The Organization reviewed its positions for all open tax years and has determined that no provision for uncertain tax positions under FASB Accounting Standards Codification No. 740-10. The HBIA represents over 1200 businesses, administering a portion of the funds collected by the city through local business licenses. In 1999, the HBIA established the Uptown Partnership, Inc., a non-profit corporation focusing on projects to improve uptown parking and transportation resources. | | |
| 1.9 Number of board directors <i>Source: http://hillcrestbia.org/what-we-do/board-staff/</i> | 10 | | |

2. Abstract of the initiative

(Source/s: Hillcrest BIA reports and internal documents. BID council reports.)

2.1 The case study in brief

"Hillcrest Business Improvement District" is one of the 18 BIDs designated by city of San Diego to strengthen small business communities, create new jobs, attract new businesses, and revitalize older commercial neighborhoods across the city.

Hillcrest has always been a neighborhood with a strong merchant character considering that the "Hillcrest Business Improvement Association" (HBIA) was created in 1921, so actually it is the oldest business association in San Diego. In 1984, at the urging of local businesses and residents, the city of San Diego formed the Hillcrest Business Improvement District introducing a specific legislation for businesses associations. After many redevelopment projects, today Hillcrest is a pedestrian-friendly business district lined with restaurants, bookshops, boutiques and independent cinemas. This distinctive neighborhood is a favorite for San Diego's artistic population, and houses also a very huge Farmers Market.

The major role in this process has been played by HBIA that today represents over 1.300 businesses acting as a liaison between the business community and the city. HBIA, that is part of the city's BID Council, encourages economic development for the Hillcrest area through events and promotions as well as physically improvements.

2.2 The Challenge

The major challenge is to strength the commercial vitality of the Hillcrest business district and to preserve and enhance the pedestrian scale and human orientation within the Hillcrest area. The Hillcrest BIA is helping to create a progressive future for the Hillcrest's business community as well as all residents. Besides, lack of parking is a major problem in the area so HBIA is working to improve it encouraging a system of free parking in designated areas on Trolley routes.

2.3 The Context

Hillcrest neighborhood is part of Uptown community planning area located just north of the Centre City area. It is contained North to South by Washington Street to Upas Street and East to West by Park Blvd to Front Street. Hillcrest is a really old part of the town as it is the San Diego's first urban village which has celebrate its centennial in the 2007. Eclectic and village-like, Hillcrest constitutes the most predominant community commercial retail district in Uptown with two-story buildings along tree-lined streets rich of antique stores, specialty shops, bookstores, entertainment venues and pedestrian sidewalk areas. Several areas feature ground level retail with upper story residential use. Residents are highly engaged, from organizing clean-up events to getting involved with local planning issues.

During the 1970s and 1980s, after more than a decade of serious economic decline, Hillcrest underwent demographic changes and became the center of the city's gay and lesbian community. The new residents were instrumental to Hillcrest's economic recovery, as was Joyce Beers, widely known as the neighborhood's "beloved daughter". As City-data shows (2010), Hillcrest is one of the richest neighborhood in San Diego with a median family income of \$54.537 (\$36.344 in 2000). The city's median family income is about \$60.000. The 2010 Census data showed that the neighborhood's residents have a median age of 39 and that 61% have college degrees and roughly 30% have bachelor degrees. The majority of people (80%) is white so this underline that the BID's area is not a diversity community. Just only 10% of the area's population is classified below the poverty level, compared to the 14% value of the city. The unemployment rate for the neighborhood is around 5% and just over a quarter (24.8%) of the housing is owner-occupied as compared to the city's average of 48.3%. According to city-data Hillcrest fosters low crime rates. The average price of a Hillcrest single-family home for sale is \$750.000. About 17 percent of Hillcrest residences are houses. The average price of a Hillcrest condo or townhouse for sale is \$350.000. The majority of housing units in Hillcrest are either apartments or condos in large complexes.

2.4 The Strategy

The Hillcrest BIA is working to consolidate the identity of the neighborhood, in collaboration with the Uptown planners, through marketing and diverse programs, civic beautification projects, commercial recruitment, parking and transportation improvements, and special events such as "city fest", street fair annual events and the weekly farmers market. HBIA is currently working on three strategies in particular to strengthen business attractiveness: 1) cleaning daily streets with a focus on keeping the neighborhood clean; 2) marketing efforts to attract both businesses and community members to shop Hillcrest; 3) improve the *mixité* of businesses to fill the many vacant storefronts in the area.



4. Strategic priorities, services and improvements provided by the initiative

(Source: 1) Department of the Treasury, Internal Revenue Service, Form 990 and 2) Hillcrest BIA Reports)

| Priorities | Description |
|--|---|
| <input checked="" type="checkbox"/> Retail Enhancement | The HBA refines events to maximize customer attendance and sales. Hillcrest BIA has a collective neighborhood brand named “Fabulous Hillcrest” that seeks to bring economic life and growth into Hillcrest by promoting Hillcrest as the premier urban neighborhood to “eat, shop, play and stay”. Fabulous Hillcrest is also an opportunity for individual businesses to market themselves via various projects throughout the year. |
| <input checked="" type="checkbox"/> Economic Revitalization | The HBA holds many events weekly and throughout the year (like “Taste of Hillcrest”, City Fest) to connect and inform the Hillcrest business community, promote the neighborhood and create income for the HBA. |
| <input checked="" type="checkbox"/> Security and Safety | The Hillcrest Business Association’s MAD district provides security services in the core of the neighborhood. These services (security patrols) are paid for by property owners. The HBA runs actions to enhance the streetscape to make the area more attractive, desirable and safe. Streetscape improvements include such features as sidewalks, streets trees, and streetlights. |
| <input type="checkbox"/> Building Restoration/Renewal | |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input checked="" type="checkbox"/> Education and Training | See “capacity building” |
| <input type="checkbox"/> Job Creation/Social works | |
| <input type="checkbox"/> Technology Transfer | |
| <input checked="" type="checkbox"/> Capacity Building | The HBA hosts a social open-house every couple of months to bring together business owners and managers to continue networking and building a more connected Hillcrest. In addition to meeting one another, this open house is used as an informational session on the HBA and other members. Each mixer has a different theme or concentration and is hosted at a location business. |
| <input type="checkbox"/> Local services/provisions (housing, leisure, etc.) | |
| <input checked="" type="checkbox"/> Local produce valorisation | A weekly farmers market held on the eastern end of Hillcrest each Sunday from 9 a.m. – 2 p.m. With over 125 food, produce and arts/crafts vendors each week, the Hillcrest Farmers Market has consistently been named the best market in San Diego. The market hosts weekly events at the information booth and the heart of the market. These events bring a consistent presence of activity in addition to the vendors and attendees of the market. |
| <input checked="" type="checkbox"/> Cultural enrichment | The Hillcrest BIA runs a number of community events like Fabulous Hillcrest |
| <input checked="" type="checkbox"/> Natural Beauty, Green Space and biodiversity | Hillcrest is part of the City’s “Public Right of Way Enhancement Program” (PROW) that aims at optimize the growth and income of retail businesses and restaurants by allowing and encouraging the use of portions of the public right-of-way between the curb and the |

| | |
|---|---|
| | adjacent property line. The Program will promote an environment that encourages pedestrian traffic. It will also encourage beautification of the streetscape with landscaping placed in planter boxes and pots. |
| <input checked="" type="checkbox"/> Others: Cleaning | The majority of the HBA's budget is set aside for neighborhood beautification projects. The HBIA has a "Beautification Committee" that leads all beautification projects in the neighborhood of Hillcrest like colorful east end median lighting, cleaning services three days a week, gardening, security. Local beautification promotes festive atmosphere. |
| <input checked="" type="checkbox"/> Others: Marketing and Communication | <p>Marketing and communications efforts include events and neighborhood promotions and activities for the HBA and Fabulous Hillcrest. The HBA has two voices and platforms from which it operates in marketing and communications: 1. the "HBA" as an organization and 2. "Fabulous Hillcrest" as a neighborhood promotion.</p> <p>The quarterly print newsletter is a member oriented publication aimed at educating the membership on what projects the HBA has been working on as well as providing new information and resources to the membership as needed.</p> <p>They have also a "Business Development Package" that is an all-in-one guide to starting a business in Hillcrest.</p> |

5. Composition of the organization (if relevant)

(Source:)

How are the enterprises engaged with the initiative?

This point is not relevant

6. Public investment programs

(Source: Hillcrest BIA reports)

| Policy focus for public investment program | Description |
|--|---|
| Tax policy focus | As a 501(c)6 non profit corporation, this BID is exempt from some federal income taxes – Section 501(c) of the United States Internal Revenue Code (26 U.S.C. § 501(c). |
| Fiscal policy focus | - |
| Economic development organizations | - |
| University focus | - |
| Recruitment | - |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | - |
| Credit Access | - |
| Local Welfare Policy | - |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | - |

2 SOCIOECONOMIC STRUCTURE**7. Please refer to the Annex 1 (Tabs 1/2/3)**

- Demographic
- Labour market
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures

(Source: Department of the Treasury, Internal Revenue Service, Form 990)

| ITEMS | YEAR | EXPENDITURES (\$) |
|--|------|-------------------|
| General & administrative | 2012 | 72.226 |
| Social services | 2012 | - |
| Capital improvements | 2012 | - |
| Streetscape/ sidewalk maintenance and repair | 2012 | 54.936 |
| Graffiti removal | 2012 | - |
| Beautification & Horticulture | 2012 | 30.772 |
| Holiday lighting (Hillcrest sign) | 2012 | 552 |
| Sanitation | 2012 | 18.482 |
| Security | 2012 | 38.714 |
| Marketing, communication, special events | 2012 | 18.854 |
| Education | 2012 | - |
| Job creation initiative | 2012 | - |
| Resident initiative | 2012 | - |
| Other: special annual events | 2012 | 240.927 |
| Other: farmers market | 2012 | 29.739 |
| Other: personnel | 2012 | 166.928 |

9. Source of revenue

(Source: Department of the Treasury, Internal Revenue Service, Form 990)

| ITEMS | YEAR | REVENUE (\$) |
|---------------------------------|------|--------------|
| Program service revenue | 2012 | 406.490 |
| Special contracts | 2012 | 240.169 |
| Investment income | 2012 | 160 |
| Fundraising & special events | 2012 | 19.300 |
| Government Grants | 2012 | - |
| Private contributions | 2012 | - |
| Interest | 2012 | - |
| Assessment (fee or levy) | 2012 | - |
| Rental income | 2012 | - |
| Other: sponsorship | 2012 | 25.154 |
| Other: special events income | 2012 | 132.299 |
| Other: farmers market income | 2012 | 190.624 |
| Other: BID reimbursement income | 2012 | 101.340 |

10. Vacancy rate

(Source: U.S Census Bureau, Interviews)

| Vacancy (sqm or units) | Before the initiative | After the initiative |
|----------------------------|-------------------------|-------------------------|
| Vacant commercial property | - | - |
| Vacant housing property | 352 units (3.8%) | 670 units (6.8%) |
| Vacant land | 180 acres | 100 acres |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative

(Source: HBIA reports, Interviews)

| Program | Description |
|--|---|
| Attraction of business new to the area | Development and implementation of a strong commercial marketing program with different strategies. |
| Creation of new business (start-ups) | Carry out surveys to determine most desired new businesses to fill existing vacancies or vacancies as they occur. |
| Retention of business | <ul style="list-style-type: none"> Encourage successful existing businesses to re-locate and/or expand into stronger locations within project area. Development of a "shop locally" campaign as a means of offsetting existing retail sales leakage. Development of a coordinated annual program of retail-oriented promotions, events and activities. Development of an annual program of special events and activities. |
| Assistance weak business | Attempt to strengthen desired existing businesses that may be weak or failing. |

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative

| Type | Contribution to the organization |
|------|---|
| | Hillcrest BIA works in partnership with other non profit organizations exclusively to organize special events such as Cityfest, Taste of Hillcrest and so on. |

6 SPATIAL DATA

14. Real Estate

(Source: cityfeet.com; loopnet.com; interviews)

| Typology | Average value before the initiative | Average value after the initiative |
|---------------------------------|-------------------------------------|------------------------------------|
| | \$/ sqm | \$/ sqm |
| Housing | 3000 | 4400 |
| Commercial | - | 4700 (SD \$2700) |
| Industry | - | - |
| Advanced services sector | - | - |
| Parking | - | 3\$/1h |

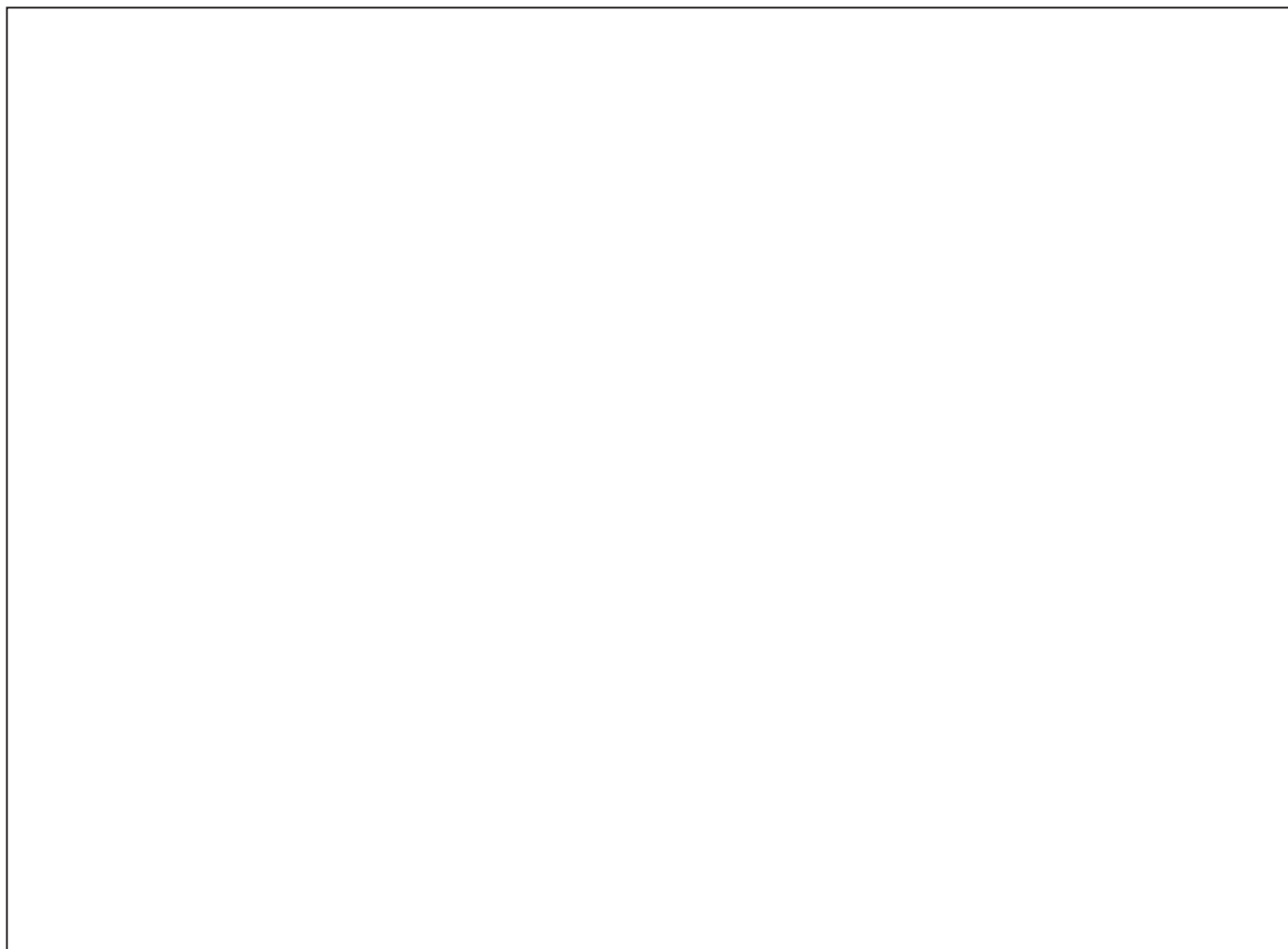
15. Accessibility

(Source: google map)

| Distance from Central San Diego | Time | Miles |
|---------------------------------|--------|-------|
| By subway | - | - |
| By bus | 20 min | 2.5 |
| By car | 9 min | 2.5 |
| By rail | - | - |

7 VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



8 REGIONAL-URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company

(Source: interviews)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | - |
| Foods other than fresh | - |
| Handcrafts | - |
| Others | - |

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential
(Source: interviews)

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|--|
| Fresh foods | | The Hillcrest Farmers Market currently consists of 125 vendors offering a wide variety of locally grown in-season fruit, produce, gifts, arts and crafts, and flowers. Many of the local California Farmers participating in the market grow their produce organically or with no pesticides. The market also hosts a large variety of prepared food and hot food items with an emphasis on international cuisine. |
| Foods other than fresh | | |
| Handcrafts | | |
| Others | | |

20. Regional - urban interaction (compulsory)

This point aims to clarify the level of degree that the specific urban area holds with the regional context.

The level of degree can be very high, high, medium, low or inexistent

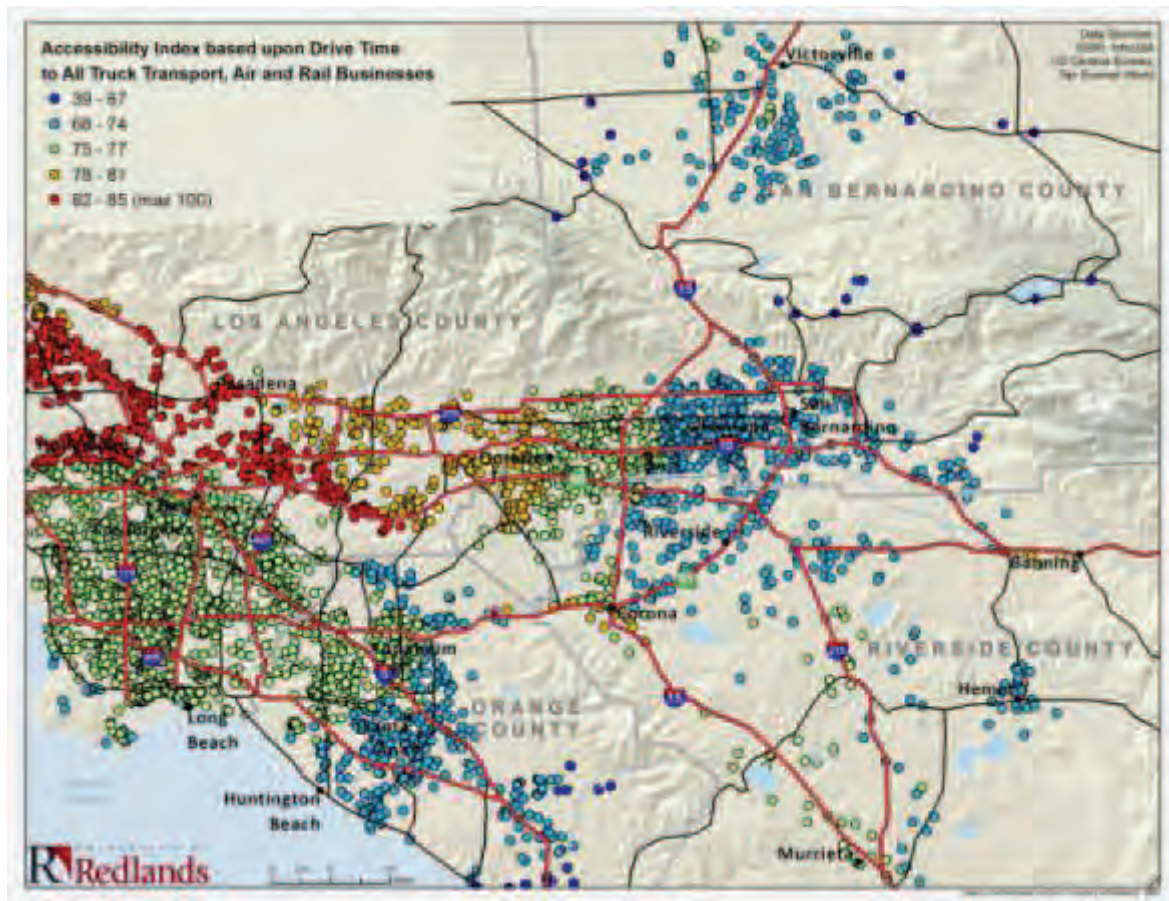
(Source: field interviews)

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|-----------------------------|-----------------|--|
| Fresh foods | | The majority of vendors comes from San Diego County as San Diego, Carmel Valley, Vista, Valley Center, Carlsbad, Carmel Valley. Some other vendors are from other localities such as Oregon(OR), Temecula (CA), Murrieta (CA), Creston (CA), Kern County (CA). |
| Foods other than any | | |
| Handcrafts | | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

Map of the transportation network at regional level (roads and railways)





Pictures

Picture n.1

Date: 02/11/2013

Day of the week:

Saturday

Time: 2 pm

Notes:

In 1983 the long-dark Hillcrest sign is taken down for repairs. Volunteers organize to raise over \$4,000 for restoration of the neon sign (\$670 is donated at the first fundraiser held at the Brass Rail).

In 1994 the sign is repainted and glass artist Christopher Lee adds finials of green glass balls capped with aluminum cones on the supporting poles as a public art project.



Picture n.2

Date: 04/23/2013

Day of the week:

Tuesday

Time: 6 pm

Notes:

2007 has marked Hillcrest's first centennial. Merchants and residents celebrated the 100th birthday of San Diego's first urban village.



Picture n.3

Date: 03/17/2013

Day of the week:

Sunday

Time: 10 am

Notes:

Hillcrest Farmers Market. Only seasonal greens.



Picture n.4

Date: 03/10/2013

Day of the week:

Sunday

Time: 11 am

Notes:

Hillcrest Farmers Market it's a real neighborhood event, with food, fruits, veggies, coffee.



Picture n.5

Date: 04/03/2013

Day of the week:

Wednesday

Time: 5 pm

Notes:

Pernicano's Pizzeria and Casa Di Baffi on Sixth and University were landmark establishments in Hillcrest. In the 1950s and 1960s the line to get into George Pernicano's Pizza House stretched around the block. Known for its steaks, Casa Di Baffi was a hangout for locals as well celebrities.



Picture n.6

Date: 04/03/2013

Day of the week:

Wednesday

Time: 5 pm

Notes:

Hillcrest launched its free trolley today that will run from 6-10 p.m. on Thursdays, Fridays and Saturdays. Residents and community leaders said they hope to ease parking problems in the area.



Picture n.7

Date: 04/03/2013

Day of the week:

Wednesday

Time: 4 pm

Notes:

During '80s and '90s, Hillcrest started a process to redevelopment basically through two emblematic projects such as Uptown district and The Village. These project have been conceived to fill some vacant lands along University avenue.



Picture n.8

Date: 04/03/2013

Day of the week:

Wednesday

Time: 4 pm

Notes:

Hillcrest has a thriving reputation for unique nightlife in San Diego. Many shops and restaurants are open till late.



Picture n.9

Date: 05/03/2013

Day of the week:

Friday

Time: 2 pm

Notes

New Walgreens store rises on University Ave. in Hillcrest, in a former vacant structure. Many Hillcrest residents had opposed the Walgreens project, instead preferring more parking or a range of stores. Others argued the existing building should have received historic status.



Picture n.10

Date: 04/04/2013

Day of the week:

Thursday

Time: 2 pm

Notes:

The Flame nightclub is a Hillcrest institution.



Picture n.11

Date: 05/06/2013

Day of the week:

Monday

Time: 11.30 am

Notes:

Joyce Beer
Community Center in
the Uptown District,
site of the old Sears
store.



Picture n.12

Date: 05/06/2013

Day of the week:

Monday

Time: 2 pm

Notes:

Uptown has the
quintessential coffee
emporium of late
20th century renewal
projects.



Hillcrest in the past

(source: Hennessey G.R. (2000), "A Photographic Essay of Hillcrest", *The Journal of San Diego History*, 46 (4) pagg 164-183)

Picture n.1

A 1904 photograph shows early development three years before William Whitson bought forty acres between First and Sixth Avenues and created Hillcrest.



Picture n.2

Aerial view of Hillcrest with Balboa Park in the upper right on April 25, 1928



Picture n.3

A busy Park and Robinson intersection in the 1920s.



Picture n.4

In the 1920s the intersection of 5th and University anchored two banks.



Picture n.5

A San Diego Electric Railway stop at Cleveland and University in 1926.



Picture n.6

The intersection of Park and University was busy in 1932.



Picture n.7

1939/40 at Fifth and University.



Picture n.8

This aerial view of Hillcrest was taken in 1945.



Picture n.9

Stan's Burger Bar and Burnett's Furniture were anchoring the corners at 8th and University in 1962.



Picture n.10

The center of Hillcrest in 1990.



Picture n.11

The center of Hillcrest in 2000.



Picture n.12

Sears Department Store. Now site of the Uptown District, note the footbridge over Washington Street.



JACOBS MARKET STREET VILLAGE/MARKET CREECK PLAZA San Diego, CA

Carla Maione, ESR, Reggio Calabria Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study (denomination): Market Creek Plaza/Jacobs Market Street Village

Researcher: Carla Maione

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP11. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

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OVERALL OUTLINE OF THE INITIATIVE

General Information (compulsory)

| | | | |
|--|---|--|---|
| 1.1 Classification | <input type="checkbox"/> BID: Business Improvement District <input type="checkbox"/> PA: Public Agency <input type="checkbox"/> CDC: Community Development Corporation <input type="checkbox"/> SE: Social Enterprise <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative <input checked="" type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS <input checked="" type="checkbox"/> Other: specify Transit Village District-Transit Oriented Development in a Smart Growth. | | |
| 1.2 Location | Neighbourhood ZIP Code City County State | DIAMOND NEIGHBORHOOD-Jacobs market street village 92114 San Diego San diego/ community plan Encanto CALIFORNIA | |
| 1.3 Start-up Source: http://www.jacobsfamilyfoundation.com/ | Year | 1998-2030 | |
| 1.4 Years in operation Source: http://www.jacobsfamilyfoundation.com/ | Year | 14 YEARS | |
| 1.5 Numbers of renewal Source: | Year | Zero | |
| 1.6 Dimension Source: http://www.thevillageatmarketcreek.com/plan.htm | Area (sq.Km) Residents | 60 ACRES-0.242812(aquired 42,6 acres, developed:21,8, future development 20,8) 28129 | |
| 1.7 Partnership Typology Source: http://www.thevillageatmarketcreek.com/plan_partners.htm | <input type="checkbox"/> GP (general partnership) <input type="checkbox"/> LP (limited partnership) <input type="checkbox"/> LLP (limited liability partnership) <input checked="" type="checkbox"/> Non Profit Corporation | Specify: Specify: Specify: Specify: no profit organization in partner community http://www.jacobscenter.org/index.html | |
| 1.8 Partnership composition Source: http://thevillageatmarketcreek.com/plan_partners.htm | Name Jacobs Family Foundation (JFF) jacobs Center for Neighborhood Innovation (JCNI) Diamond Management, Inc. (DMI) market Creek Partners, LLC (MCPLLC) Neighborhood unit foundation CDFI Clearinghouse Wels-fargo, US BANK Rockefeller Foundation Annie E. Casey Foundation F.B. Heron Foundation | Public/Private/NGO No profit organization No profit organization PRIVATE PRIVATE PRIVATE PRIVATE PRIVATE PRIVATE PRIVATE | % Initial Capital Invested 100% Total \$23.6 Million 8.5% 10% 2.1% 60%-23,5 milion 10-acre community-planned project featuring a major supermarket, restaurants and retail shops, as well as multicultural public art. 2,1% 63.6% 4.2% 5.3% 2.1% |

| | | | |
|---|--|---------|------|
| | Legler Benbough Foundation | PRIVATE | 2.1% |
| | Southeastern Economic Development Corporation (SEDC) | PUBLIC | N.A |
| | City Planning | PUBLIC | N.A |
| | Sandag | PUBLIC | N.A |
| 1.9 Number of board directors Source: http://thevillageatmarketcreek.com/plan_partners.htm | Joseph "Joe" J. Jacobs, Valerie Jacobs Hapke Margaret "Meg" E. Jacobs Norman "Norm" F. Hapke, Jr. Andrew Hapke Claire Hapke | | |

2. Abstract of the initiative (compulsory)

(Source/s: http://www.jacobscenter.org/_pdf/BF_AWP.pdf)

2.1 The case study in brief

In 1998, JFF and JCNI of San Diego have started the Market Creek planning process for the rehabilitation of an 18-acre of land designated in the past as an aerospace factory. The Village at Market Creek have the scope to develop approximately 60 acres of blighted land as a mixed use Transit Oriented Development, the project is planned and owned from community .

The planning process includes two phases. Phase I is addressed for community workshops to understand the peoples desires. Phase II develops strategic priorities: mobility, urban design, land use, arts and culture, economic prosperity, public services, recreation, conservation, sustainability, noise, historic preservation, community health and wellness, education and safety. Today Jacobs Market Street Village have a broader vision for change in their neighborhoods — a vibrant cultural village built on the four cornerstones of ownership, partnership, innovation, and learning. In Jacobs market street village The community has played a key role in urban regeneration process and so could be considered as "pilot case study" for community participation. JsMSV shows the ability of individuals to cooperate with the planning forces for a strategic Joint Action.

The Proposed Land Use for Jacobs includes the following uses:

- Industrial Development = 123, 000 square feet
- Commercial Development = 428,000 square feet
- Office Development = 237,000 square feet
- Multi-Family Residential = 1,000 homes
- Other uses (e.g., health center, park, open pace, library, parking areas.) = 30,000 square feet and 8.5 acres

2.2 The Challenge

The Jacobs Family Foundation (JFF) and Jacobs Center for Neighborhood Innovation (JCNI) had created the vision for a Market Creek Plaza (JMSV) through an community engagement process with about 3,000 local residents. The scope of the project was intended to capture \$60 million in local spending leakage for groceries, household items, and services and serve as a welcoming new community space for the Neighborhoods and was also intended to be the gateway project to Market Creek Village, a 63-acre, \$1 billion transit-oriented development that would be entirely owned by the community by 2030 (K. Leichner, 2010: pag.54).

From preliminary report by N. Calavita in 2002 the Communities adopted four overarching principles to guide the planning process:

- ✚ Reflect community values and diversity, by strengthening local neighborhoods feel and infusing culture and identity in the built environment
- ✚ Create a diversity of land uses, by placing mixed use primarily along arterial roads and near transit stations and strengthening neighborhood amenities
- ✚ Take advantage of transit oriented opportunities by placing higher intensity of development near transit stations and utilizing innovative parking strategies
- ✚ Encourage job creation by minimizing job housing imbalance and maximizing opportunities for uses that bring jobs to the area

2.3 The Context

J'sMSV, is a mixed use area, residential, commercial and cultural. Jacob's Market Street Village was founded around a transit center, Market Street And Euclid Ave, belonging to the category of Transit Village.

Jacobs Market Street Village, and located in Southeastern San Diego, Euclid / Market Street Village, and called Diamond Neighborhood, the focus area includes the districts of Chollas View, Emerald Hills, Lincoln Park and Valencia Park, parts of the district Encanto South, and a part of National City. The districts of Chollas View, Emerald Hills, Lincoln Park, Valencia Park, South Encanto, and constitute the majority of North Encanto Encanto Neighborhoods, a part of town south-east of the community of Plan de San Diego. According Census and demographic area consists of the largest ethnic group in any San Diego jurisdiction.

The core of the mixed use area is the transit station, redesigned as a public space, which has the important function of being a meeting place for the community, a place for special events. Briefly, JsMSV is a modern version of Greek agorà (Bernick-Cervero, 1997:5), and the transit station is also considered the node of connection with the region.

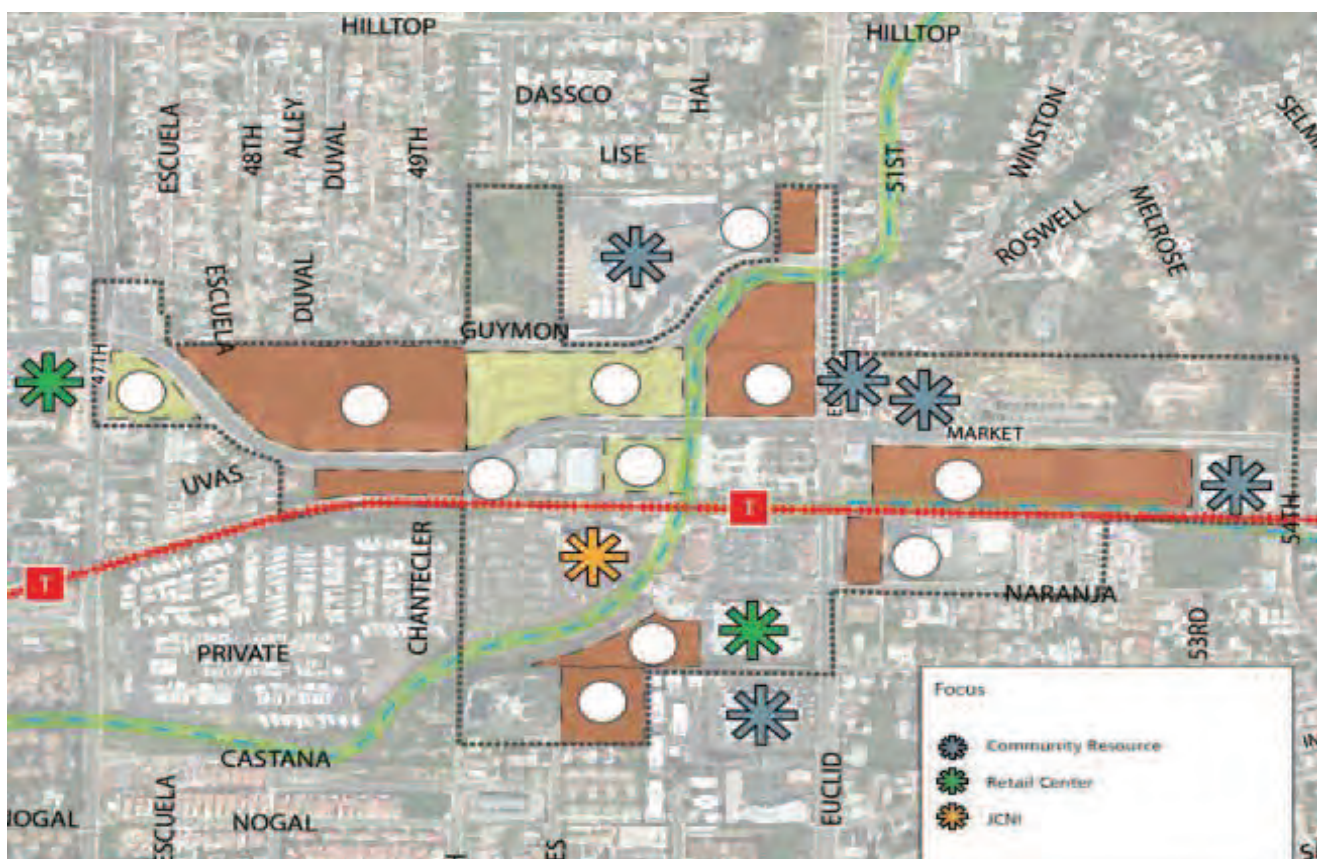
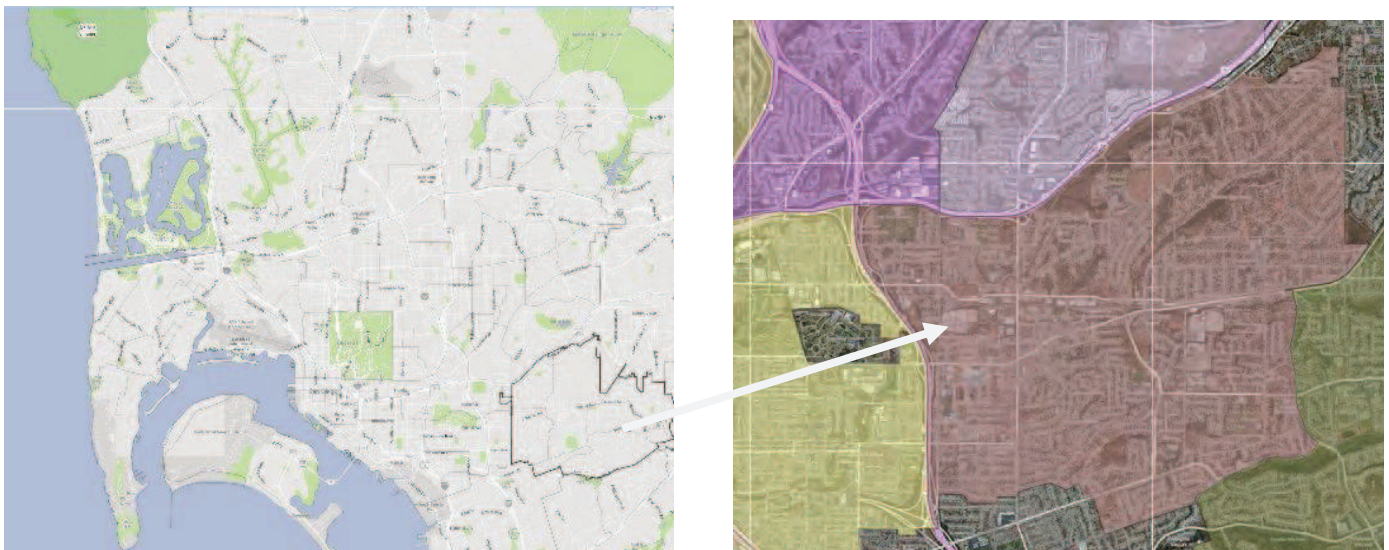
2.4 The Strategy

The strategy was to accommodate growth in centers close to transit with potential for redevelopment, in what planners call Transit Oriented Development (TODs). Living and working in a center with community facilities and transit within walking distance would reduce the need to own and travel by car and increase opportunities to walk.

A component relevant for this plan was **Equitable Development** that have a responsibility to distribute the costs and benefits of development to create and maintain stable, economically and socially different communities.

3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)

(Source: <http://www.neighborhoodscout.com/ca/san-diego/market-st>, http://thevillageatmarketcreek.com/leasing_mcp.htm.)



4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source: http://www.jacobscenter.org/sharedlearning_investing.htm.)

| Priorities | Description |
|--|---|
| Retail Enhancement | |
| <input checked="" type="checkbox"/> Economic Revitalization | The scope of the project has been formed to develop business, employment, asset building, and resident ownership goals and strategies for future development. The planners and communities is exploring local business ownership opportunities for the Village commercial developments. |
| <input checked="" type="checkbox"/> Security and Safety | Urban Design have the role to create defensible space, promote outdoor activities, community pride and responsibility. Provide safe and convenient facilities for all types of travel. Increase pedestrian safety and improve the pedestrian experience. |
| <input checked="" type="checkbox"/> Building Restoration/Renewal | The JMSV is about changing the landscape of a community. Resident working teams are reclaiming blighted land and restoring vitality to their neighborhoods, starting with the revitalization of a central transportation and civic hub with a New building construction (totals 197,000 square feet, building renovations total 84,000 square feet, and creek restorations total 2,100 linear feet). |
| <input checked="" type="checkbox"/> Innovation/Green Technologies | With support from Global Green and a grant of \$25,000 from the U.S. Green Building Council and Bank of America, the LEED-ND (Leadership in Energy and Environmental Design for Neighborhood Development) application process was initiated as part of the updated JMSVs Master Plan. |
| <input checked="" type="checkbox"/> Education and Training | The Partnerships focused on health, education, family services, and youth developments are important to the long-term sustainability of programs that enhance quality of life for children and families. Identifying and connecting existing organization and natural networks, opening access to systems and services, and establishing a culture of community listening — these help us discover what is needed, get at real barriers, and design better ways to address the concerns of residents. In planning process the art and design of JMSVs are considered a regional platform for cross-cultural and cross-generational understanding through the arts. |
| <input checked="" type="checkbox"/> Job Creation/Social works | Create business opportunities and jobs that pay an adequate wage for people to live in the community. Provide the educational and training tools necessary to start new businesses and obtain good paying jobs. |
| <input type="checkbox"/> Technology Transfer | |
| <input checked="" type="checkbox"/> Capacity Building | Location for Social Enterprise with the goal to Attract businesses that fill a community need, develop jobs, and create social impact. Provide opportunities for job training and career development. |
| <input checked="" type="checkbox"/> Local services/provisions (housing, leisure, etc.) | Increase the supply of affordable housing and variety of housing types. Create the organizations and financial mechanisms to make housing affordable. |
| <input checked="" type="checkbox"/> Local produce valorisation | <p>The planners in JMSVS have incorporated environmentally innovative materials and conservation techniques antiques and they worked for improvement access to fresh foods</p> <p>The Community Local are encouraged to share and learn about history, heritage, food, and traditions of people from around the world.</p> <p>Project New Village is a non-profit organization with the mission “to collaborate with organizations and community members to promote personal, community and communal wellness in Southeastern San Diego”, they have developed a program “People's Produce Farmers Market” it's intended to address the growing need for food and health advocacy in the village. The purpose of this initiative is to create, collaborate and coordinate efforts to grow, harvest and distribute fresh, nutritious fruits and vegetables in Southeastern San Diego.</p> <p>http://www.projectnewvillage.org/PNV/Farmers_Market.html</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Include increasing access to locally grown organic public produce • Facilitating skill development and new job opportunities to support public produce production and distribution • Cultivating a political and social agenda that encourages and supports active participation in food justice movement • Re-energizing a community of connected caring residents participating in communal living and |

| | |
|--|--|
| | community development. |
| Cultural enrichment | |
| <input checked="" type="checkbox"/> Natural Beauty, Green Space and biodiversity | Improve and beautify the existing physical environment through landscaping, community identity signs, ethnic architectural themes, mixed-use centers at key intersections, and the protection and restoration of creeks and native open space. |
| <input type="checkbox"/> Others: specify | |

5. Composition of the organization (if relevant)

(Source: http://issuu.com/jacobscenter/docs/social_enterprise-impact)

How are the enterprises engaged with the initiative?

| |
|---|
| <p>In JMSVs two double-bottom-line social enterprises were also created with the goal to create jobs, capacity building, training and new opportunities for community local</p> <ol style="list-style-type: none"> 1. MARKET CREEK PARTNERS, LLC 2. Diamond Management, Inc., incorporated in 2005, was launched as a training business to provide development, construction, and property management. 3. Market Creek Events & Venues |
|---|

6. Public investment programs (compulsory - It refers to the policy focus of the specific initiative under scrutiny)

(Source: http://www.jacobscenter.org/sharedlearning_investing.htm)

| Policy focus for public investment program | Description |
|--|--|
| Tax policy focus | The New Markets Tax Credit (NMTC) is a important tool for Jacobs community development, has a mission to provide economic opportunities and improve the quality of life for lower-income communities through the stakeholders involvement. |
| Fiscal policy focus | The California Department of Housing and Community Development developed the Catalyst Projects for California Sustainable Strategies Pilot Program to enable the state of California to support local innovation, develop projects that integrate environmental, economic transportation and housing goals, and test strategies for broad implementation throughout California. The gold award comes with \$1.35 million grant. |
| Economic development organizations | Economic Development Administration (EDA). In Jacobs market street village, the role of CDFI (Community Development Financial Institutions) was a mission-driven, for-profit lender focused on economic development, community benefits, and investor returns. It has a mission to "provide economic opportunities and improve the quality of life for lower-income individuals and communities through innovative and affordable financing that is unavailable in the conventional market while achieving shareholder objectives" (Clearinghouse CDFI, 2010). |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | Bryco Business Park is an ideal incubator space for light industrial and manufacturing, expanding nonprofit organizations, and startup businesses. |
| Credit Access | |

| | |
|--|--|
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | <p>The Village at Market Creek is included in the City of San Diego's Encanto Community Planning Area and so in Southeastern San Diego Community Plan. The Village at Market Creek Study Area is planned for mixed use development. And in the past were from manufacturing and industrial companies that left large areas with environmental contamination. Today, There are at least fourteen brownfield sites in this brownfields-impacted area; seven of these sites are considered for brownfield reuse planning activities through this project. The proposed land use would allow for residential development up to 44 dwelling units per acre and larger commercial development that would support the neighborhood and surrounding communities.</p> |

2 SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: <http://www.jacobscenter.org/publications.htm>-990 forms for non profit organisations)

| Items | Year | Expenditure (\$) | | Total |
|--|-----------|------------------|--------------|---|
| | | Public | Private | |
| General & administrative | 2000 | | 26,5 million | 39.8 million |
| Social services | | | | |
| Capital improvements | | 4,000.00 | | |
| Streetscape/ sidewalk maintenance and repair | 2013 | | | 276,000.00 |
| Graffiti removal | | | | |
| Beautification & Horticulture | 2013 | 175,000 | | 1,180,000 |
| Holiday lighting | | | | |
| Sanitation | | | | 315,000.00 |
| Security and safety | 2014-2016 | | | 7,560.00 (estimate 96,000.00)+425,000.00 |

| | | | | |
|--|------|--------------|---------|---|
| Marketing, communication special events and tourism | 2005 | | 150,000 | |
| Education | | | | 500,000.00 (estimate 725,000.00) \$5.4 million. |
| Job creation initiative | | \$909,000 | | \$61.4 million \$104.9 million |
| Resident initiative | | | | |
| Other | | \$400,000.00 | | |
| Investment in Land Acquisition - Investment in Developed Land - Investment in Undeveloped Land | 1997 | | | \$ 4,516,000 \$17,249,000 |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: <http://www.jacobscenter.org/publications.htm> NB a potential source are the 990 Tax forms for non profit organisations)

| Items | Year | | revenue (\$) | |
|---|-----------|------|--------------|-------------|
| | 1997-2007 | 2010 | 1997-2007 | 2010 |
| Program service revenue | 2007 | | 1400000 | |
| Special contracts | | 2010 | | \$39,800.00 |
| Investment income (building) | | 2010 | | \$61,400.00 |
| Fundraising & special events | | | | |
| Government Grants | 2007 | | \$4,000.004 | \$,350,000, |
| Private contributions | 1997 | | \$1,700,000 | \$5,700.00 |
| Interest | | | | |
| Assessment (fee or levy) | | | \$35 million | |
| Rental income | | | | |
| Other (GLOBAL GREEN) | | 2010 | | 25,000.00 |
| Total revenue (FINANCIALS-market creek plaza) | | 2010 | | 1,723,406 |
| Capital investment | | 2010 | | 105,000.00 |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source: http://www.sandiego.gov/planning/community/cpu/encanto/pdf/appendix_f_market_demand_study.pdf)

tot .640 acres=2590000 square meters

| Vacancy | Before the initiative | After the initiative |
|------------------------------------|-----------------------|----------------------|
| Vacant commercial property (sqm/%) | 7770 sqm | 49440 sqm |
| Vacant housing property (sqm/%) | 399 unit | 200 unit |
| Vacant land (sqm) | 259000-10% | 28247 sqm |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source: <http://www.jacobscenter.org/publications.htm>)

| Program | Description |
|--|---|
| Attraction of business new to the area | The partnership works to improve market and business and support the development of the area, concentrating at the HUB. |
| Creation of new business (start-ups) | Business development was a primary focuses in the planning process, indeed the Jacobs market street village was envisioned as an active social hub where people come to participate in cultural events, use the services offered, shop, eat, and work. Today market creek plaza offers a variety of shopping, dining, and service-related businesses. |
| Retention of business | |
| Assistance weak business | |

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source.....)

| Type(*) | Contribution to the organization | |
|-------------------------------|--------------------------------------|----------------------------|
| | Capital(million)-total \$23.6 milion | Program type |
| Diamond Community Investors | \$0.5 | Community Investment |
| Neighborhood Unity Foundation | \$0.5 | Community Investment |
| JCNI | \$2.35 | Permanent Financing |
| Jacobs Family Foundation | \$2 | Permanent Financing |
| CDFI Clearinghouse | \$15 | NMTC - Wells Fargo |
| Rockefeller Foundation | \$1 | Program-Related Investment |
| Annie E. Casey Foundation | \$1.25 | Program-Related Investment |
| F.B. Heron Foundation | \$0.5 | Program-Related Investment |
| Legler Benbough Foundation | \$0.5 | Program-Related Investment |

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

SPATIAL DATA
14. Real Estate (if available)

(Source: <http://www.loopnet.com>)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--|-------------------------------------|---------|-------------------------------------|--------------|
| | sqm | \$/ sqm | Sqm/sqf | \$/ sqm |
| Housing | N.A | N.A | 1000 unit/ 72843 | 375 |
| Commerce | N.A | N.A | 428,000 square feet 39762 | 300 |
| Industry | N.A | N.A | 20000 square feet 1858.1m | 98,75 |
| Advanced services sector | N.A | N.A | 237,000 square feet 22018 | 30 |
| Parking and others (e.g., health center, park, open space, library, parking areas) | N.A | N.A | 30,000 square feet 2787 | 311 |

15. Accessibility (compulsory. It has to be GIS based)

(Source: Google maps.)

| Distance from Central san diego | Time | .Km |
|---------------------------------|------------|-------------------------|
| By subway | | |
| By bus | 25 minutes | 8 |
| By car | 8 minutes | 7.5 |
| By rail | 25 minutes | Approximately 7.5 miles |

Please refer to the GIS centroid developed by the GIS/ map group

16. Geographical information (GIS based) (Compulsory. It has to be developed as in the previous Work Package 1. These maps can be found in the community plan of the area, please refer to that)

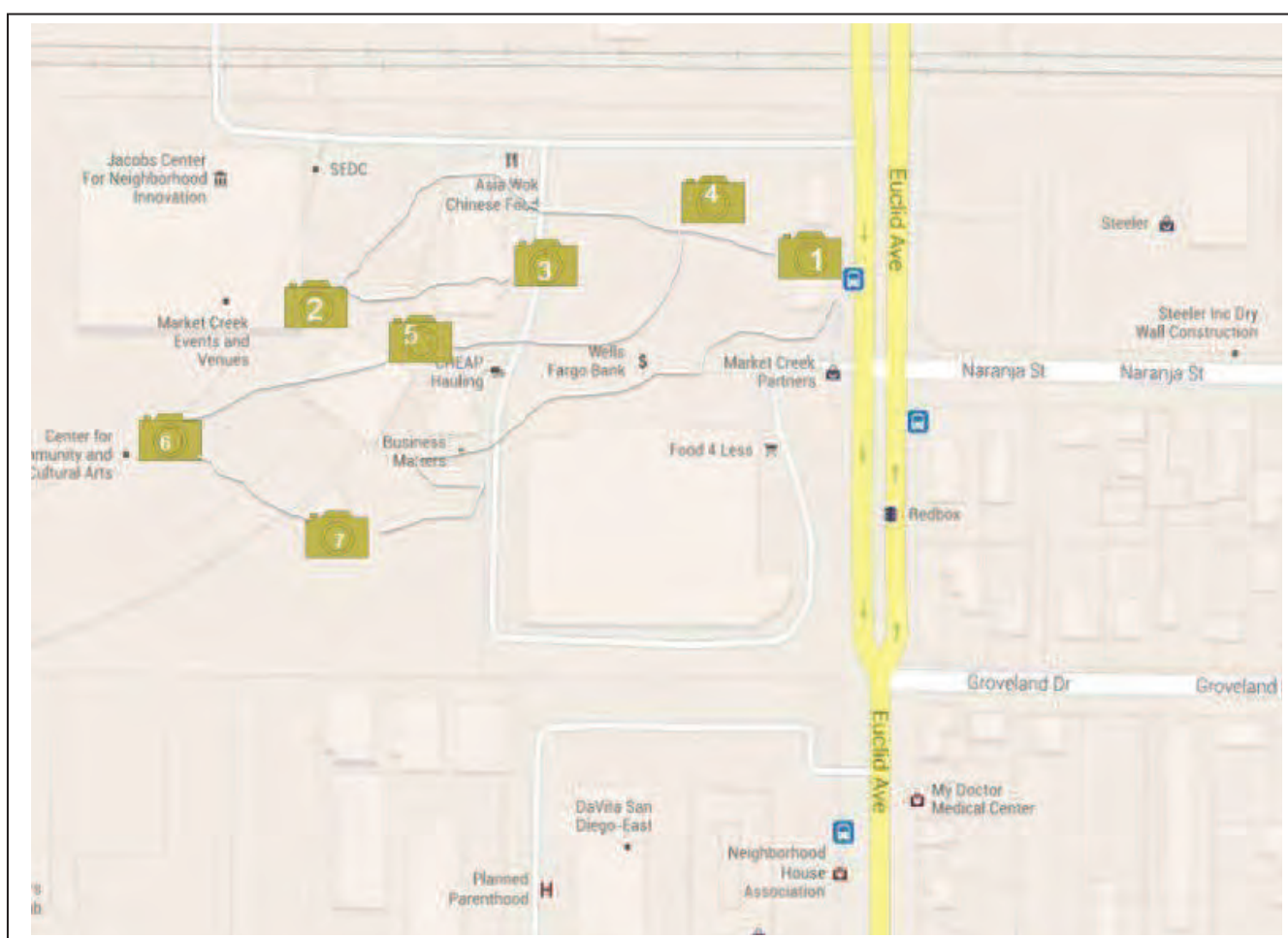
| Layer | Description |
|--|---|
| Land use map | http://gis1.sandag.org/GeoBoundaryViewer/ |
| Ownership | |
| Zoning map | |
| Community facilities | |
| Cultural facilities (Theatres, cinemas, art centres) | |
| Heritage | |
| Bicycle ways | |
| Pedestrian routes and amenities | |
| Traffic calming measures | |
| Public spaces (Squares, plazas, streets) | |
| Green spaces | |

Connectivity grid

Desk analysis

6 VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



7 REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company

(Source: Good Food Legacies Mobilization Campaign <http://www.projectnewvillage.org/ppp-farmers-market/>.)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|---|---|
| Fresh foods | South eastern San Diego- From Mt Hope Community Garden it's located in 4261 Market Street San Diego, CA 92102 |
| Foods other than fresh | |
| Handcrafts | |
| Others (specify and add lines if needed) | |

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|---|
| Fresh foods | si | Project New Village is a California non-profit corporation. The mission of Project New Village is to collaborate with organizations and individuals to promote personal, community and communal wellness in Southeastern San Diego. The People's Produce Project of San Diego is a resident-driven multi-faceted program intended to address the growing need for food and health advocacy in the city's 4th District, locally known as Southeastern San Diego. The purpose is to create, collaborate and coordinate efforts to grow, harvest and distribute fresh, nutritious fruits and vegetables in Southeastern San Diego. |
| Foods other than fresh | | |
| Handcrafts | | |
| Others | | |

20. Regional- urban interaction (compulsory)

This point aims to clarify the level of degree that the specific urban area holds with the regional context.

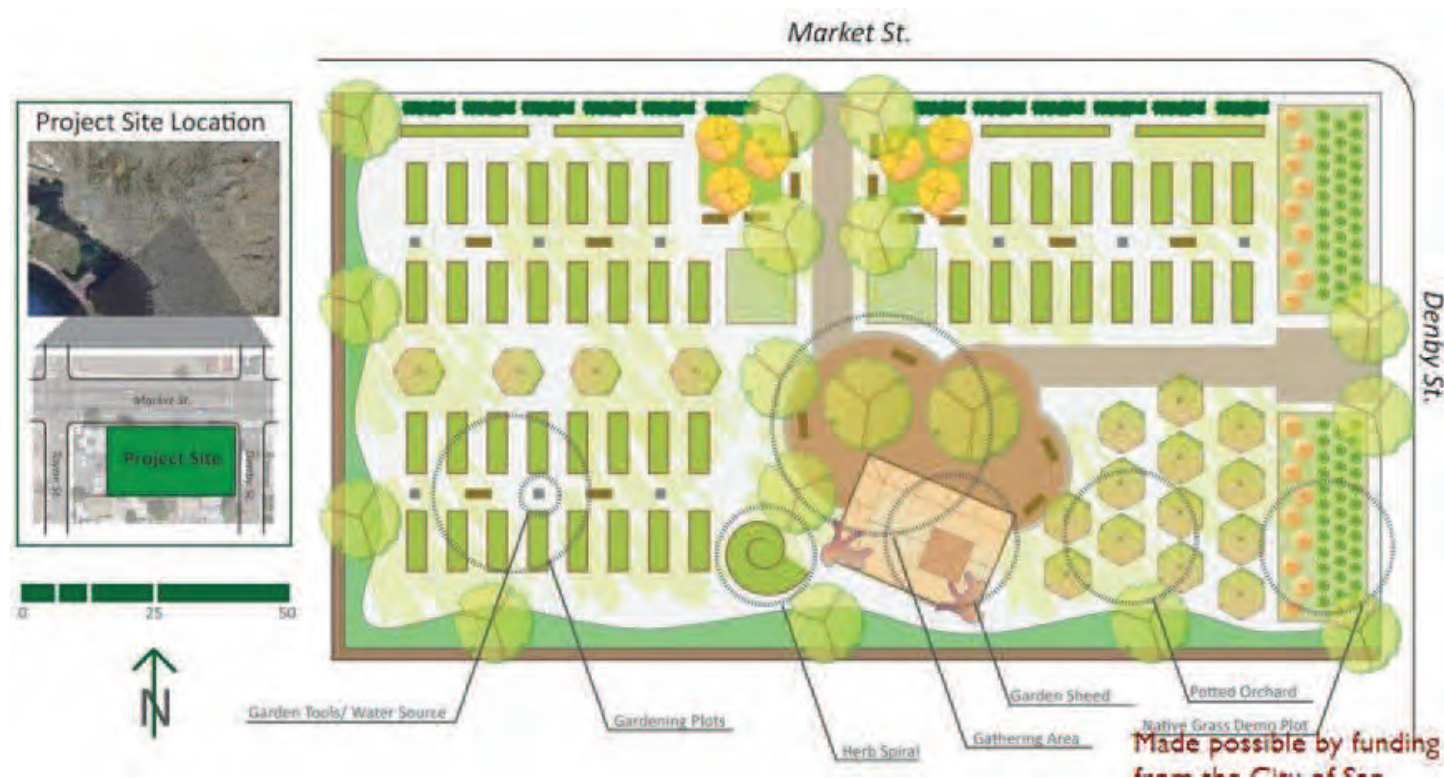
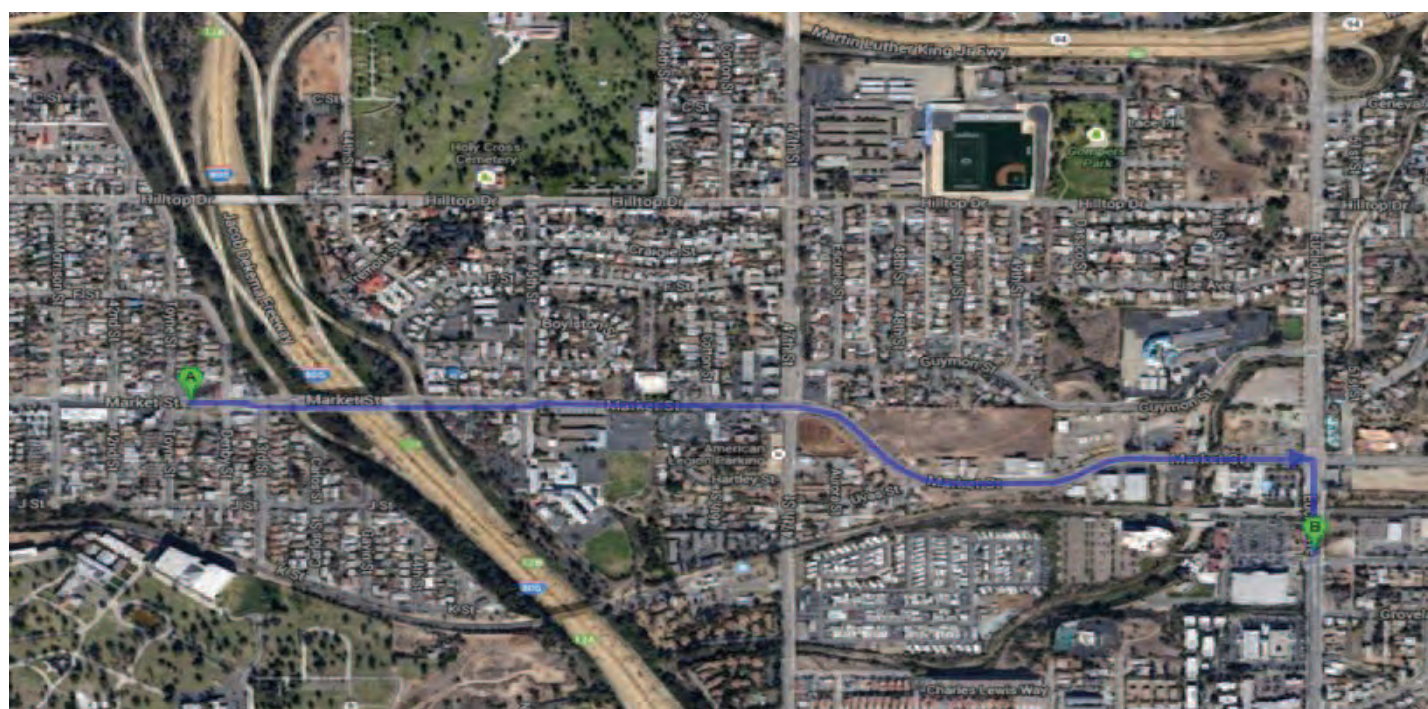
The level of degree can be very high, high, medium, low of inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|-----------------------------|-----------------|---|
| Fresh foods | low | |
| Foods other than any | low | |
| Handcrafts | low | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)



If exists, accessibility map (from the regional transportation plan)

Pictures (compulsory - As in the previous Work Package)

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behaviour, notes on the general quality of the environment.

Picture n.1
Data: 10/30/2012
Day of the week: Friday
Time: 10 am
Notes: Trolley Station



Picture n.2
Data: 10/30/2012
Day of the week: Friday
Time: 10 am
Notes: Market Creek Plaza Bridge



Picture n.3
Data: 10/30/2012
Day of the week: Friday
Time: 10 am
Notes: MARKET CREEK PLAZA



Picture n.4

Data: 10/30/2012

Day of the week: Friday

Time: 10 am

Notes: Grocery Store and parking in a mixed use area



Picture n.5

Data: 10/30/2012

Day of the week: Friday

Time: 10 am

Notes: Public spaces for a multicultural events



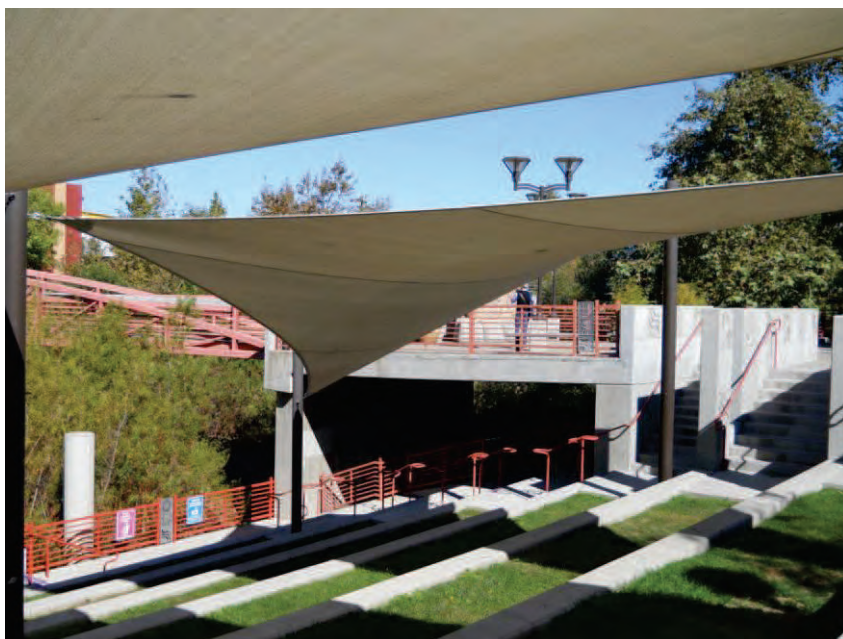
Picture n.6

Data: 10/30/2012

Day of the week: Friday

Time: 10 am

Notes: Amphitheatre Longriver



IMPERIAL AVE/COMMERCIAL CORRIDOR San Diego, CA

Luciano Zingali, ESR, Reggio Calabria Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study (denomination): **Commercial/Imperial Corridor**

Researcher: Luciano Zingali

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP11. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

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1 OVERALL OUTLINE OF THE INITIATIVE

General Information (compulsory)

| | | | |
|---|---|--|---|
| 1.1 Classification | <input type="checkbox"/> BID: Business Improvement District <input type="checkbox"/> PA: Public Agency <input type="checkbox"/> CDC: Community Development Corporation <input type="checkbox"/> SE: Social Enterprise <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS <input checked="" type="checkbox"/> Other: specify: Smarth Growth Opportunity | | |
| 1.2 Location | Neighbourhood | Community Planning Area: Southeastern San Diego Commercial/Imperial Corridor is part of the neighbourhoods Sherman Heights and Grant Hill. | |
| | ZIP Code | 92102 | |
| | City | San Diego | |
| | County | San Diego | |
| | State | California | |
| 1.3 Start-up Source: SESDPC* | Year | April 2011 | |
| 1.4 Years in operation Source: SESDPC | Year | The project is under discussion (April 2011- April 2013) | |
| 1.5 Numbers of renewal Source: | Year | | |
| 1.6 Dimension Source: SESDPC | Area (sq.Km) | 36 Acres (0,15 Km²) | |
| | Residents | 43.267 | |
| 1.7 Partnership Typology Source: SESDPC | <input checked="" type="checkbox"/> GP (general partnership) | | Specify: Public and private stakeholders |
| | <input type="checkbox"/> LP (limited partnership) | | Specify: |
| | <input type="checkbox"/> LLP (limited liability partnership) | | Specify: |
| | <input type="checkbox"/> Non Profit Corporation | | Specify: |
| 1.8 Partnership composition Source: | Name | Public/Private/NGO | % Initial Capital Invested |
| | | | |
| | | | |
| 1.9 Number of board directors Source: SESDPC | <p>The City will form a Working Group, consisting of up to 25 community members representing a balanced coalition of residents, community groups, businesses, and non-profit organizations.</p> <p>The SESDPG (Southeastern San Diego Planning Group) will participate as a committee of the whole. Since all 14 elected members have elected to participate, the balance of the 11 seats shall be divided as follows:</p> <p>4 seats: Residential property owners or tenants who reside onsite</p> <p>2 seats: Non-residential property owners</p> <p>3 seats: Commercial/Industrial business representative or property owners</p> <p>2 seats: Existing Non-Profit and Community organization representatives</p> | | |

*SESDPC, Southeastern San Diego Planning Community

2. Abstract of the initiative (compulsory)

(Source/s: Commercial/Imperial Corridor Master Plan - Dyett & Bhatia)

2.1 The case study in brief (What is the case study, max 15 rows)

The Imperial Avenue and Commercial Street Corridor Plan (Corridor Plan) will produce a new land use and mobility strategy for the potential smart growth area. The Corridor Plan through a comprehensive outreach strategy will target areas that have the propensity for smart growth development and recommend new transit-oriented land uses, urban design concepts, and mobility improvements as part of the process to shift the corridor from a potential to planned smart growth area. The corridor is served by existing light rail with two stations on Commercial Street and local high frequency bus service planned for Imperial Avenue. The corridor is adjacent to Downtown and connected by the trolley to employment and services. The recently entitled Comm 22 project, a mixed-use, transit-oriented development on Commercial Street, has the potential to be a revitalization catalyst. The Corridor Plan will develop urban design concepts and guidelines for streetscape and development projects to address the contextual relationship between new higher intensity transit-oriented development and the established character of the neighborhood. The Corridor Plan will identify opportunities for strategic investments in mobility infrastructure to improve walkability and pedestrian and bicycle connections to the transit stations and surrounding homes and businesses. The SGIP funds will be used to engage the community and public in creating a new vision for the corridor, while still preserving single-family neighborhoods. Together the community plan update and the Corridor Plan will seek to provide a vision for the future of Imperial Avenue and Commercial Street to create a destination for people to live, shop, and work near the transit.

2.2 The Challenge (Why the case worth discussing, max 5 rows)

- Encourage a Mixed-use transit-oriented corridor.
- Address implementation, feasibility, and urban design issues associated with creating a smart growth mixed-use setting within this predominately urbanized community.
- Identify where roadway, sidewalk, and streetscape improvements should occur in order to enhance mobility, connectivity and safety for pedestrians, bicyclists, automobile drivers, and transit riders.
- Evaluate if Imperial Avenue should be widened to a four-lane major roadway which could impact the mobility options and the existing community character.
- Provide community members the opportunity to evaluate and plan for future enhanced mobility and mixed-use development opportunities.

2.3 The Context (Salient points about the environment and the circumstances affecting the issues at hand, max 10 rows)

The Imperial Avenue and Commercial Street corridor is located in the Southeastern community, an established, urbanized community in the City of San Diego. The corridor is also within the Dells Imperial Redevelopment Study Area. The two parallel streets are identified on the Smart Growth Opportunities Map as a potential Mixed-Use Transit Corridor (SD-SE-2). The Orange Line Trolley runs along Commercial Street with two transit stops: 25th Street and Commercial Street and 32nd Street and Commercial Street located within the corridor. The corridor is centrally located adjacent to Downtown and connected by transit to the metropolitan area and major commercial and employment centers.

With proximity to the East Village area of Downtown and the presence of an established trolley line, there is revitalization potential in the corridor that needs an updated vision in order to be realized. The corridor lacks connectivity and synergy between land uses and the existing transit infrastructure. Private developers have expressed interest in developing mixed-use projects along the corridor but have been deterred by the current community plan which does not allow for mixed-use. Commercial Avenue is characterized by industrial uses, auto repair, recycling uses interspersed with commercial and residential uses. Land use conflicts exist where incompatible land uses such as residential and recycling uses are located immediately adjacent. Imperial Avenue has an established historical character and is developed with a mix of residential and commercial uses including several thriving small businesses that serve the surrounding community.

There is a general lack of facilities for non-motorized transportation on Commercial Street. Safe, controlled street crossings on Imperial are non-existent. The potential conflicts between the trolley, vehicles, pedestrians, and bicyclists needs to be addressed comprehensively along Commercial Street. Streetscape elements including lighting and signage are needed to improve safety for pedestrians and bicyclists as well as facilitate way finding. Imperial Avenue with its established character is more pedestrian friendly but the planned improvement to a four lane major could impact the mobility options in the future. An analysis of the existing transportation network is needed to assess whether vehicle traffic can be accommodated on Imperial Avenue without sacrificing the character of the corridor. The proposed planning project is a Corridor Plan to create a new mobility and land use strategy for the Imperial Avenue and Commercial Street potential smart growth area.

The Corridor Plan through a comprehensive outreach strategy will target areas that have the propensity for smart growth development and recommend new transit-oriented land uses and mobility improvements as part of the process to shift the corridor from a potential to planned smart growth area. The Corridor Plan will: Recommend new land uses to provide opportunities for smart growth development within the context of a new community vision for the area. The recommendations would be included within a community plan amendment or update to the Southeastern Community Plan not a part of this project.

Provide guidance for new higher intensity development projects to establish a contextual relationship with existing development and reflect the historic character of the community through design concepts and guidelines.

Improve mobility through identifying deficiencies, planning a streetscape vision to accommodate the multiple modes of travel, and identifying mobility improvements based on analysis of the existing multi-modal mobility infrastructure and levels of service. The mobility strategy will identify opportunities for investment in mobility improvements to improve walkability; reduce potential conflicts between pedestrians, bicyclists, vehicles, and the trolley on Commercial Street; and provide linkages between transit, destinations, and the new Comm22 project.

2.4 The Strategy (Brief description of the approach adopted to address the challenges, max 10 rows)

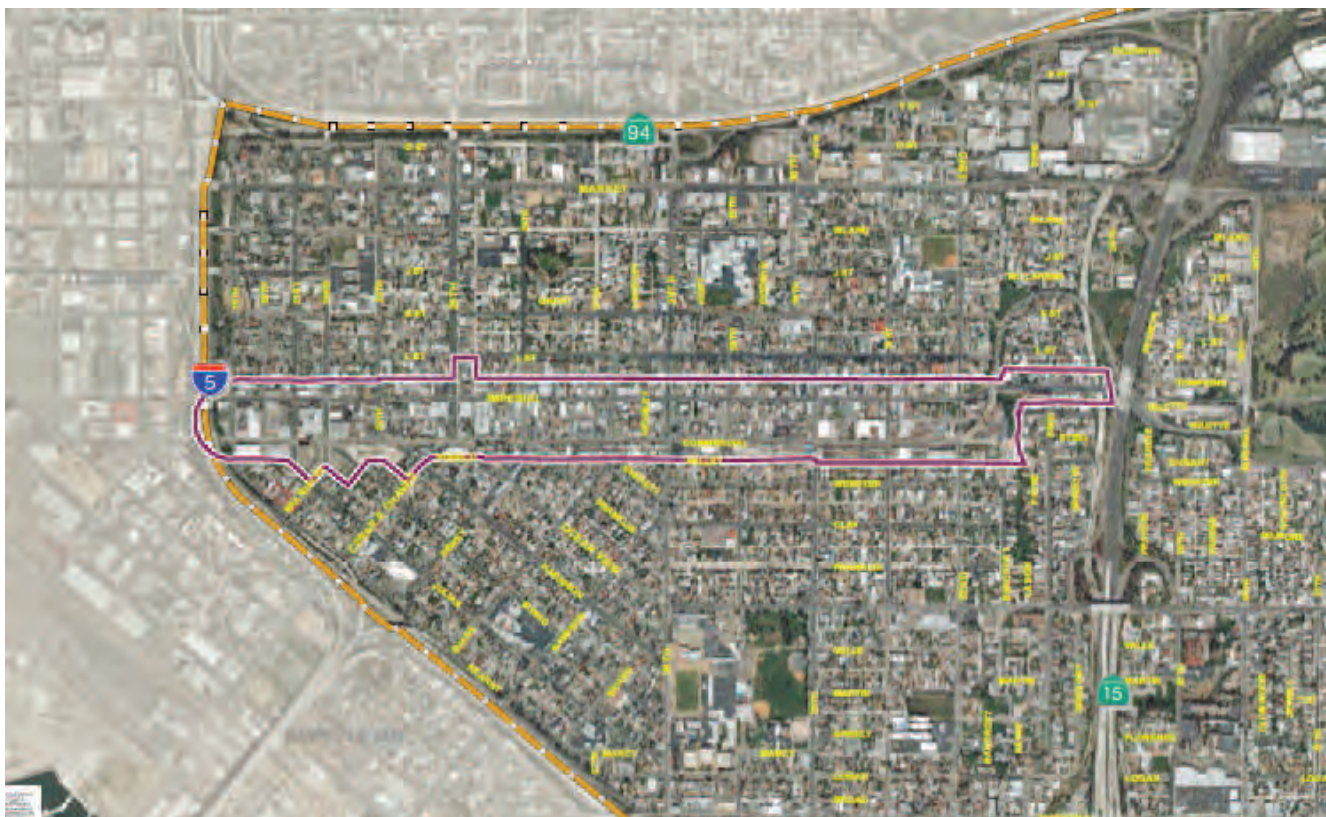
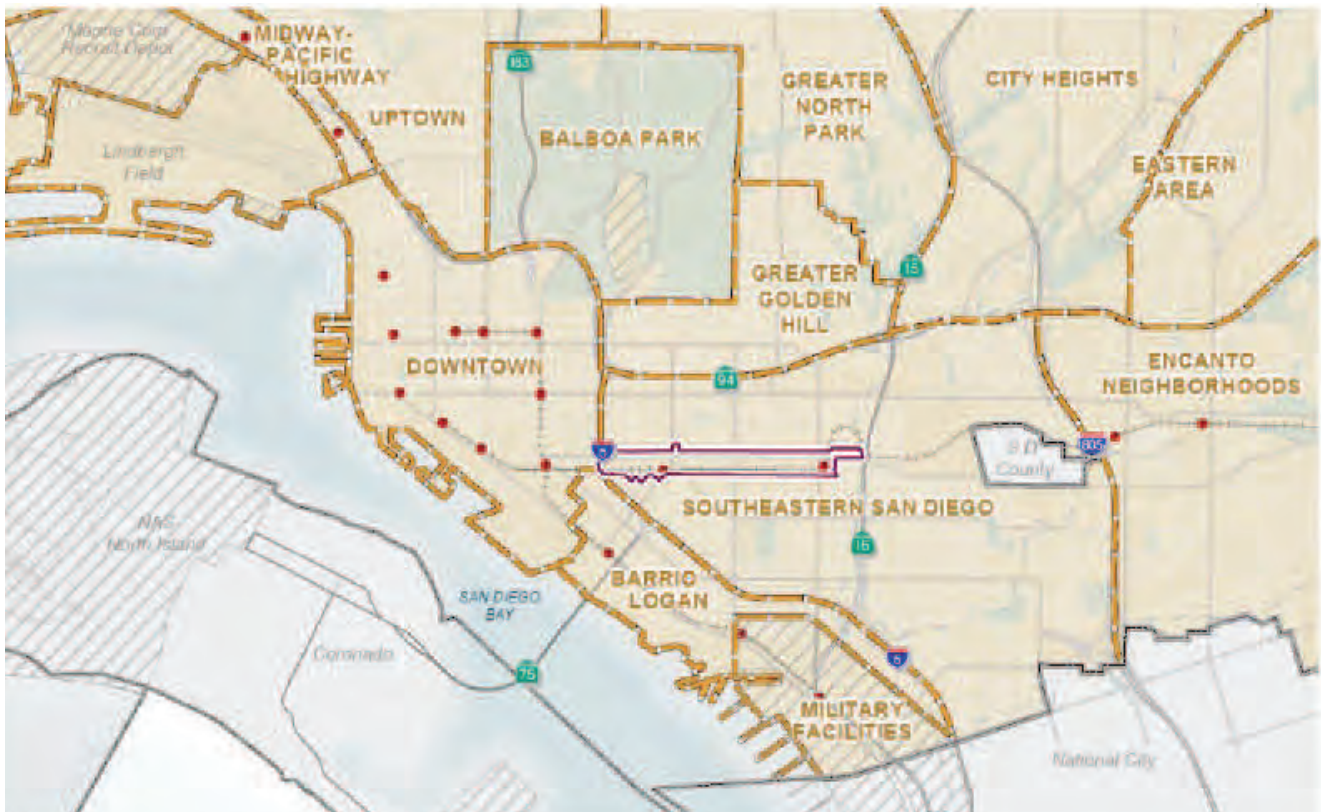
As part of the master planning process, the City requests that the Southeastern San Diego Planning Group (SESDPG) convene the meetings and workshops on behalf of the community in order to bring together the neighborhoods that are affected by the master planning process. The purpose of the SESDPG Working Group is to provide the City with feedback that is representative of the diverse interests of the community at large. Further, the Working Group will provide a public forum for the community to be able to provide input as part of the master planning process.

In order to notify surrounding residents, business, property owners, and institutional uses of the meetings and planning work being prepared, the City will notice the community by creating a website and email distribution list. The City will e-mail notices and materials to the distribution list and post all information to the website.

These centers are strategically located to maximize accessibility from transit and the residential neighborhoods to the north and the south. Quarter-mile radii are shown around these nodes, approximating a five-minute walking distance from transit. Each center contain a mix of local serving uses, spaces for small businesses, retail, housing, and plazas or open spaces. While Commercial development would be allowed as part of mixed-use developments in any location in the corridor, they would be required along certain stretches in order to create core locations for foot traffic, small businesses, facade improvements and local shopping. The uniquenesses of each street in the corridor is retained as part of the land use and mobility strategy.

3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)



(Source: Commercial/Imperial Corridor Master Plan - Dyett & Bhatia)


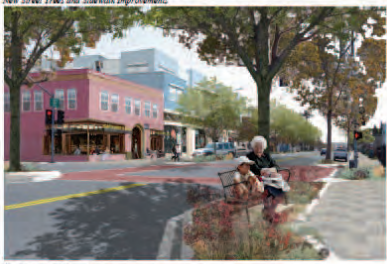








4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source: Commercial/Imperial Corridor Master Plan - Dyett & Bhatia)

| Priorities | Description |
|---------------------------|--|
| □ Retail Enhancement | |
| □ Economic Revitalization | <p>Encourage a range of businesses that provide affordable goods and services. Build on the existing base of Hispanic and other ethnic businesses that provide food, culture, and everyday shopping needs for households in the Southeastern community and that draw customers from throughout the city.</p> <ul style="list-style-type: none"> - Encourage a diversity of employment opportunities through land use designations that permit a range of light industrial, commercial office, and retail uses. - Encourage businesses, such as high-tech, machining, and green industries that may seek industrial designations and building requirements in proximity to Downtown. |
| □ Security and Safety | <p>Do not allow new residential uses west of 22nd Street because of proximity to Interstates 5, to minimize air quality and noise impacts. Do not allow high-density residential development within 1,000 feet of Highway 15.</p> <ul style="list-style-type: none"> - Increase availability of fresh healthy foods by actively engaging such businesses, and undertake measures to decrease the density of liquor stores in the corridor. - Control noise impacts at the noise source by dampening, buffering, or active cancelling, particularly on sites that abut residential development or other sensitive receptors. - Reduce potential noise impacts, particularly from the trolley, by siting residential uses away from noise sources or developing mitigations for noise and vibrations. <p>As noted in the Existing Conditions Report, between the years 2005 and 2010 there were a total of 186 vehicle related collisions along the corridor. The majority of these collisions (65%) were caused by unsafe traffic movements² predominantly along Imperial Avenue. The transit-oriented developments proposed around the transit stations will likely increase pedestrian and bicycle activity along the corridor. This, in association with the projected increase in vehicular traffic, may increase conflicts between the various modes of travel (auto, pedestrian, bicycle and transit), resulting in higher potential for vehicular collisions. Traffic safety, control and calming measures should be considered along Imperial Avenue.</p> <p>New pedestrian scale lighting provides added light to improve visibility and safety at night.</p> <p>Institute traffic calming measures on Commercial Street and Imperial Avenue to ensure pedestrian safety and prevent conflicts between transportation modes (Note: this policy will be refined/revised once the street section for Imperial Avenue is finalized):</p> <ul style="list-style-type: none"> - Construct a raised median along Imperial Avenue in order to limit the conflict points at signalized intersections (if median/left-turn lane is retained and feasible with emergency vehicle requirements) - Change signal phasing and timing to include a protected left-turn phase for left-turn movements along Imperial Avenue (if left-turn lane is retained) |

| | |
|--|--|
| | <p>Do not widen Imperial Avenue. Instead, narrow roadway lane widths to decrease vehicular speeds and create streets that accommodate vehicles, bicycles, and pedestrians safely and efficiently.</p> <ul style="list-style-type: none"> - Construct bike lanes along Imperial Avenue to give cyclists their own right-of-way. - Enhance pedestrian crossing locations with curb bulb outs, enhanced crosswalks and pedestrian countdown signals. - Design streetscapes to encourage walking and biking, by adding street trees, places to sit, and lighting to ensure safety at night, as well as providing adequate sidewalks, with clear pedestrian pathway. Prioritize streetscape improvements in Community Village designations, which have the highest pedestrian activity. - Provide designated bicycle routes as shown on the Circulation Plan and adequate bicycle parking around trolley stations and retail destinations. - Ensure adequate street parking for customers of local businesses, while avoiding excessive supplies that discourage transit ridership and disrupt the public realm. Consider pricing strategies (e.g. metering, variable pricing) and permit parking, if necessary, to manage parking demand and supply. <p>In addition to these policies, the Master Plan will support and describe ongoing efforts and regulations to improve community health. This includes enforcing air quality rules identified by the Environmental Protection Agency, the California Air Resources Board, and the SanDiego Air Quality Management District. It also includes enforcing rules concerning use, handling, storage and transportation of hazardous materials identified in the California Hazardous Materials Regulations and the California Fire and Building Code, as well as the laws and regulations of the California Department of Toxic Substances Control and the County Department of Environmental Health.</p> |
| <input checked="" type="checkbox"/> Building Restoration/Renewal | <p>Encourage property owners to revitalize building façades to improve the appearance and viability of local businesses.</p> <p>The first prototype illustrates how a new residential development could be developed on a typical 7,000 square foot lot along Imperial Avenue. This prototype shows how three duplex townhouse units (a total of six dwelling units) could be developed on the site, resulting in a density of 37 dwelling units per acre. Two parking spots are provided for each unit, with access to four of the units from a driveway off of a side street and access to the other two units from the alley way just south of Imperial Avenue.</p> <div data-bbox="456 1541 963 1809">  </div> <div data-bbox="1005 1541 1500 1787">  </div> |

| | |
|---|--|
| | <p>Figure 5-8: Photo Illustrative of Imperial Avenue at 30th Street (continued)</p>  <p>New Street Trees and Sidewalk Improvements</p>  <p>New Residential Development</p> <p>Figure 5-8: Photo Illustrative of Imperial Avenue at 30th Street</p>  <p>Existing Conditions</p>  <p>Facade Improvement</p> |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input type="checkbox"/> Education and Training | <p>Support training and education at all levels, including youth programming and activities, vocational training, creative arts programs, a neighborhood high school, community colleges, and other higher education. Support public access to computers and the internet at libraries and community centers.</p> <p>Provide technical assistance to business owners for assistance with both physical improvements and business practices by encouraging participation in the City's Economic Development Division's programming</p> |
| <input type="checkbox"/> Job Creation/Social works | <p>Encourage a diversity of employment opportunities through land use designations that permit a range of light industrial, commercial office, and retail uses. Consider business that:</p> <ul style="list-style-type: none"> -Provide opportunities for skill training; -Create higher-paying and/or higher-quality jobs for local residents; -Complement or augment existing goods and services in the corridor, such as high-tech, machining, and green industries that seek industrial designations and building requirements in proximity to downtown; -Provide opportunities in growth industries, namely education, healthcare and social services, and retail trades. <p>The presence of the supermarket walmart, will represent new jobs in the area with economic incentives for employees.</p> |
| <input type="checkbox"/> Technology Transfer | |
| <input type="checkbox"/> Capacity Building | |
| <input type="checkbox"/> Local services/provisions (housing, leisure, etc.) | |
| <input type="checkbox"/> Local produce valorisation | |
| <input type="checkbox"/> Cultural enrichment | <p>Undertake an assessment of historic resources in the corridor. Adaptively reuse historic and potentially historic structures to reinforce the corridor's history and</p> |

| | |
|---|---|
| | <p>reinvest in existing resources.</p> <ul style="list-style-type: none"> - Celebrate local culture and arts in the community by supporting local events, providing gathering spaces, and incorporating public art into the public realm. Provide live/work spaces and other forum for performing and visual art and exhibits. - Accommodate a diversity of ages, income-levels, and household types through land use and zoning designations, and community facilities' programming. - Encourage property owners to revitalize building façades to improve the appearance and viability of local businesses. |
| <p>□ Natural Beauty, Green Space and biodiversity</p> | <p>Improve access to open spaces and plazas by developing safe convenient connections between Southeastern's schools, parks, and library, as well as regional trails and parks (e.g. Balboa Park). This includes:</p> <ul style="list-style-type: none"> - Enhancing the north-south linkages to schools, parks, and the library. - Identifying and marking 25th Street as the connector to Balboa Park. - Improve joint-use coordination between the City and School District through regular communication and a procedure for monitoring and addressing problems. - Develop public spaces and plazas at key gathering locations in the corridor as part of the mixed-use Community Village nodes at the 25th Street trolley station and near the existing commercial area along Imperial Avenue near 32nd Street, as shown on the Land Use and Transportation diagram. - Address the deficiency of parks and open spaces in the corridor by considering innovative ways to provide open space in site planning and development, such as through plazas, green roofs, community gardens, and setbacks along street to provide outdoor seating. <p>New street trees with cutouts for understory planting are included in this concept since the width of the northern sidewalk has been increased. This planted understory will also create a more walkable pedestrian-friendly environment by separating pedestrians from the street.</p> <p>The widened pedestrian sidewalk will provide an opportunity to create informal gathering spaces and additional seating areas than what could be provided in the other concepts.</p> <div>  <p>Existing Conditions</p>  <p>Undergrounding Utilities</p> </div> <div>  <p>New Street Trees and Sidewalk Improvements</p>  <p>New Mixed-Use Development</p> </div> |

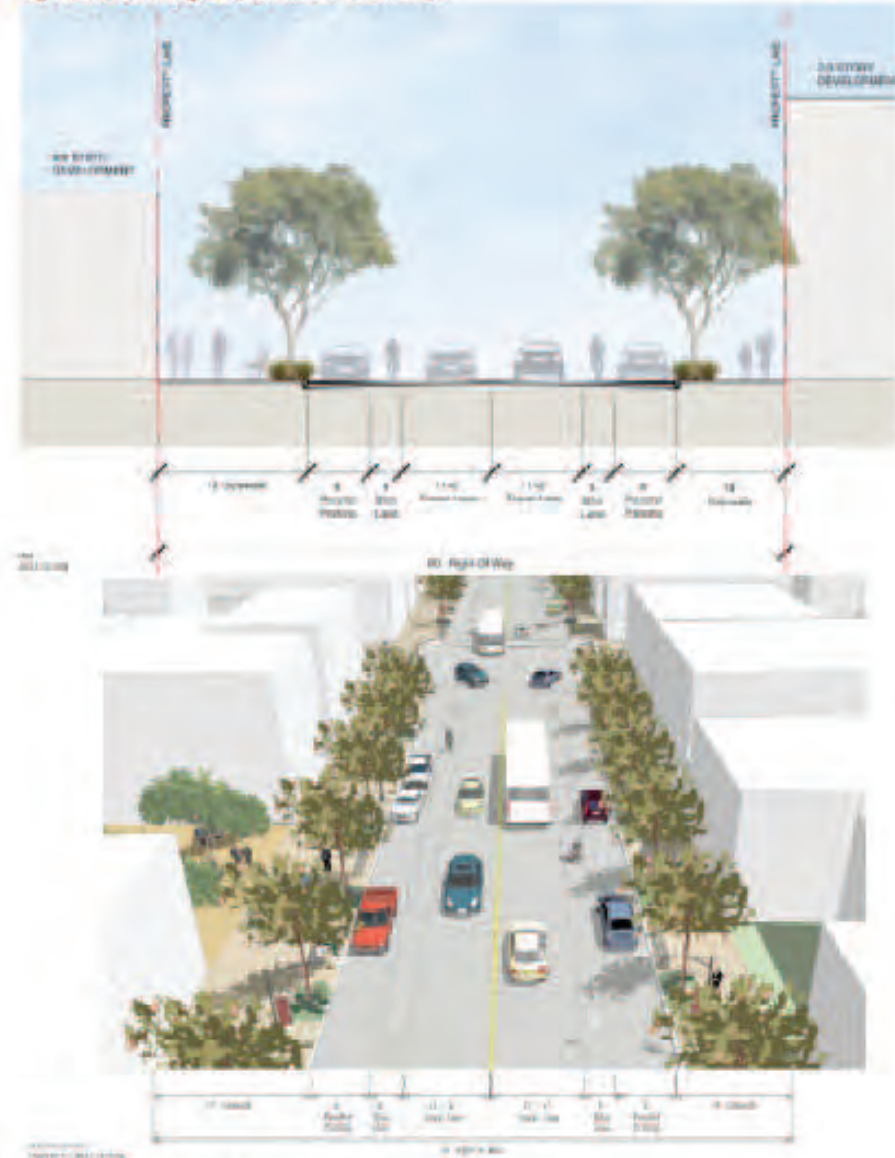
□ Others: specify

As described by the Vision and Guiding Principles, the intention of the Preferred Plan is to create a multi-modal circulation system that supports the safe and efficient movement of pedestrians, bicyclists, transit, and vehicles. This draft Circulation Plan includes the following:

- A new 28th Street trolley stop was a popular idea among community members as a way to improve access to and ridership on the Orange Line. Although this concept is included in the Preferred Plan and the Circulation Plan diagram, analysis of its physical feasibility suggests that it would be challenging and redundant as described at the end of the chapter. The Project Working Group and other community members will need to weigh the benefits and drawbacks to determine if the idea should continue to be supported.
- A proposed north-south bus transit route complements the east-west trolley lines to improve access to destinations north and south of the corridor, not just east and west to and from Downtown. Staff from San Diego Metropolitan Transportation System are being consulted to determine future bus routes and feasibility of a new or modified line serving the corridor.
- New bicycle routes and lanes are intended to minimize conflicts between cyclists and vehicles and encourage bike riding. These routes are adapted from the Bike Master Plan. However, as described in the impacts assessment at the end of this chapter, Commercial Street is the not the best option for a Class I bike path given the limited right-of-way and existing trolley tracks.
- Vehicle circulation and parking is also accommodated, through streetscape designs and traffic calming policies, such as bike lanes and enhanced crosswalks, which seek to minimize conflicts and encourage use of alternate modes.

- Finally, improvements to sidewalks and streetscapes, including constructing sidewalks where missing and adding street trees and lighting, seek to enhance the safety and comfort of pedestrians.

Figure 5-4: Concept 3 (Section & 3D Model)



Source: Sparlock Porter Landscape Architects, 2011.

5. Composition of the organization (if relevant)

(Source:)

How are the enterprises engaged with the initiative?

6. Public investment programs (compulsory - It refers to the policy focus of the specific initiative under scrutiny)

(Source: Keyser Marston Associates, Inc.)

| Policy focus for public investment program | Description |
|--|---|
| Tax policy focus | Utilize tax credit and permit expediting benefits, through the corridor's Enterprise Zone designation, to provide incentives for business development. |
| Fiscal policy focus | Provide technical assistance to business owners for assistance with both physical improvements and business practices by encouraging participation in the City's Economic Development Division's programming. |
| Economic development organizations | Work with owners, managers, and employers in the corridor, as well as local business groups and associations, such as the Central Commercial District Revitalization Corporation, to explore cooperative ways of marketing and doing business in the corridor. |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | |
| Credit Access | <ul style="list-style-type: none"> - Implement locally based, geographically focused, initiatives to modify home mortgage lending practices of banks and mortgage companies; - Develop sources and capacity to utilize equity capital for housing and small business development. |
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | <ul style="list-style-type: none"> - Develop an aggressive effort to implement community controlled, land-banking strategies for industrial, residential and commercial property focusing on vacant and underutilized land; - Develop housing and small businesses that are located on transportation corridors and expand housing while encouraging small business growth; - Encourage City and redevelopment agency policies that balance housing development with local job creation. |

2 SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)

- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: NB a potential source are the 990 forms for non profit organisations)

| Items | Year | Expenditure (\$) | | Total |
|---|------|------------------|---------|-------|
| | | Public | Private | |
| General & administrative | | | | |
| Social services | | | | |
| Capital improvements | | | | |
| Streetscape/ sidewalk maintenance and repair | | | | |
| Graffiti removal | | | | |
| Beautification & Horticulture | | | | |
| Holiday lighting | | | | |
| Sanitation | | | | |
| Security | | | | |
| Marketing, communication special events and tourism | | | | |
| Education | | | | |
| Job creation initiative | | | | |
| Resident initiative | | | | |
| Other | | | | |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: NB a potential source are the 990 Tax forms for non profit organisations)

| Items | Year | revenue (\$) |
|------------------------------|------|--------------|
| Program service revenue | | |
| Special contracts | | |
| Investment income | | |
| Fundraising & special events | | |
| Government Grants | | |
| Private contributions | | |
| Interest | | |
| Assessment (fee or levy) | | |
| Rental income | | |
| Other | | |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source: Census Bureau, Commercial/Imperial Corridor Master Plan - Dyett & Bhatia)

| Vacancy | Before the initiative | After the initiative |
|----------------------------------|-----------------------|----------------------|
| Vacant commercial property (sqm) | | |

| | | |
|-------------------------------|---|--|
| Vacant housing property (sqm) | 1291 Units (Zipcode Level-92102) | |
| Vacant land (sqm) | 7 Acres | |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source: Keyser Marston Associates, Inc. - Overview of KMA retail grouping)

| Program | Description | |
|--|----------------------------|--|
| Attraction of business new to the area | General Merchandise | Variety store, department stores, and general merchandise; |
| Creation of new business (start-ups) | Other Comparison | Apparel stores, home furnishings and appliances, and specialty goods; |
| | Convenience Goods | Food stores, grocery stores with or without alcohol, drug stores, and packaged liquor stores; |
| | Eating and Drinking | Restaurants with or without liquor |
| | Home Improvement | Lumber/building materials, hardware stores, plumbing/electrical supplies, and farm construction equipment; |
| | Automotive Outlets | New and used auto dealers, service stations, and auto supplies; |
| | Other Retail Stores | Secon-hand stores, garden supplies, watercraft dealers, airplane dealers, fuel, and ice dealers. |
| Retention of business | | |
| Assistance weak business | | |

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source.....)

| Type(*) | Contribution to the organization |
|---------|----------------------------------|
| | |
| | |
| | |

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

6 SPATIAL DATA

14. Real Estate (if available)

(Source: Keyser Marston Associates, Inc.)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--------------------------|-------------------------------------|---------|------------------------------------|---------|
| | sqm | \$/ sqm | Sqm | \$/ sqm |
| Housing | | | 14,000 sf divided in 12 units | 1,75/sf |
| Commerce | | | | |
| Industry | | | | |
| Advanced services sector | | | | |
| Parking | | | | |

15. Accessibility (compulsory. It has to be GIS based)

(Source: SDMTS - Google Map)

| Distance from Santa Fe Depot. Downtown San Diego | Time | Km |
|--|--------------------|------------------|
| By trolley (Orange line) o (Green line + bus) | 16 min. 26 min. | |
| By bus | 31 min. | |
| By car | 10 min. | 2,7 mi (4,34 KM) |
| By rail | | |

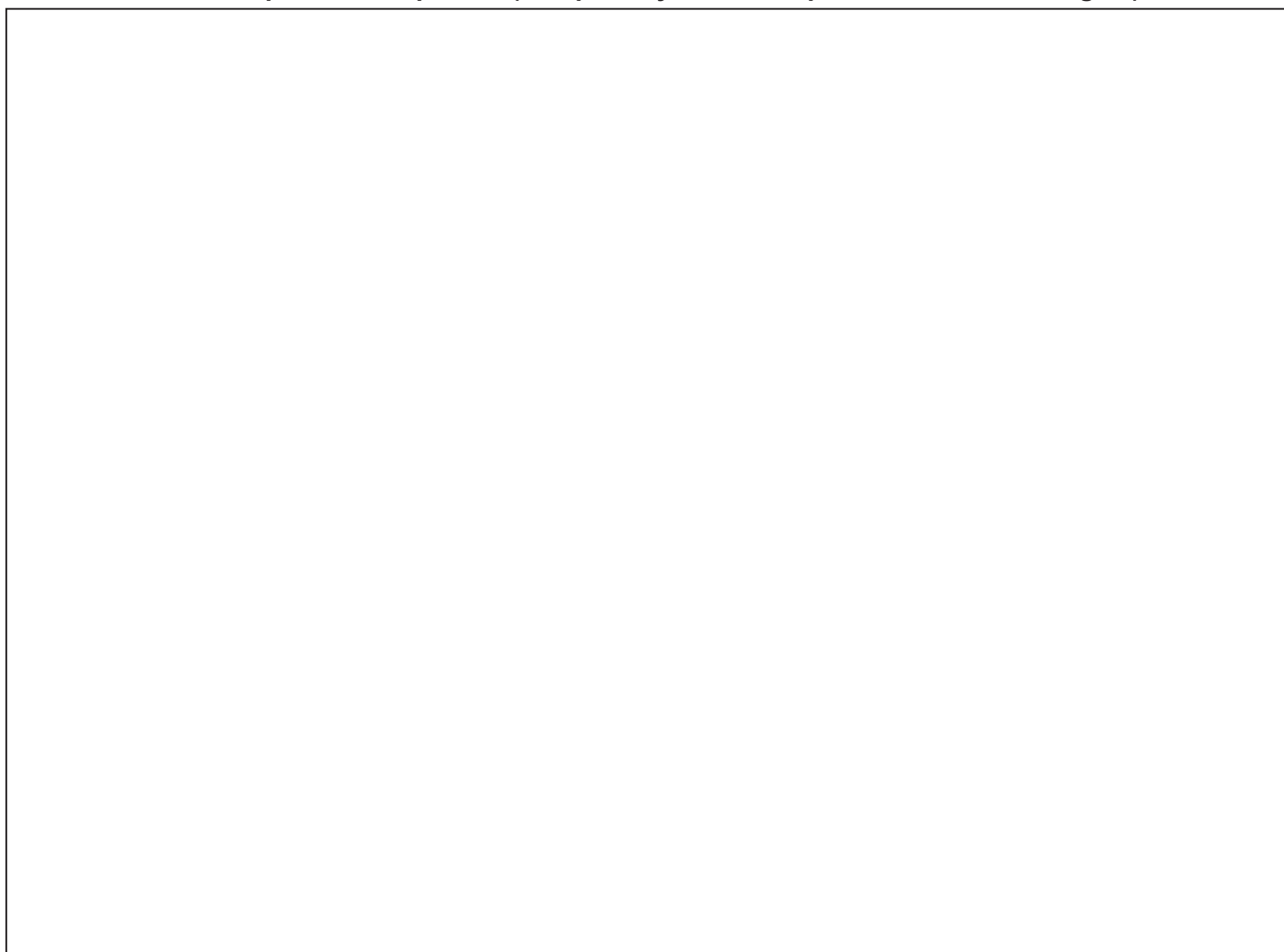
Please refer to the GIS centroid developed by the GIS/ map group

16. Geographical information (GIS based) (Compulsory. It has to be developed as in the previous Work Package 1. These maps can be found in the community plan of the area, please refer to that)

| Layer | Description |
|--|--|
| Land use map | www.sandiego.gov/planning/community/profiles/southeastern |
| Ownership | If available |
| Zoning map | www.sandiego.gov/planning/community/profiles/southeastern |
| Community facilities | www.sandiego.gov/planning/community/profiles/southeastern |
| Cultural facilities (Theatres, cinemas, art centres) | Field work/ desk analysis |
| Heritage | Field work/ desk analysis |
| Bicycle ways | www.sandiego.gov/planning/community/profiles/southeastern |
| Pedestrian routes and amenities | www.sandiego.gov/planning/community/profiles/southeastern |
| Traffic calming measures | www.sandiego.gov/planning/community/profiles/southeastern |
| Public spaces (Squares, plazas, streets) | www.sandiego.gov/planning/community/profiles/southeastern |
| Green spaces | www.sandiego.gov/planning/community/profiles/southeastern |
| Connectivity grid | Desk analysis |

7 VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



8 REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company
(Source:.....)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | |
| Foods other than fresh | |
| Handcrafts | |

Others (specify and add lines if needed)

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|--|
| Fresh foods | | The future opening of a supermarket Walmart will match the classic products with those from local agricultural production. Replacing the old farmer's market. |
| Foods other than fresh | | |
| Handcrafts | | |
| Others | | |

20. Regional- urban interaction (compulsory)

This point aims to clarify the level of degree that the specific urban area holds with the regional context.

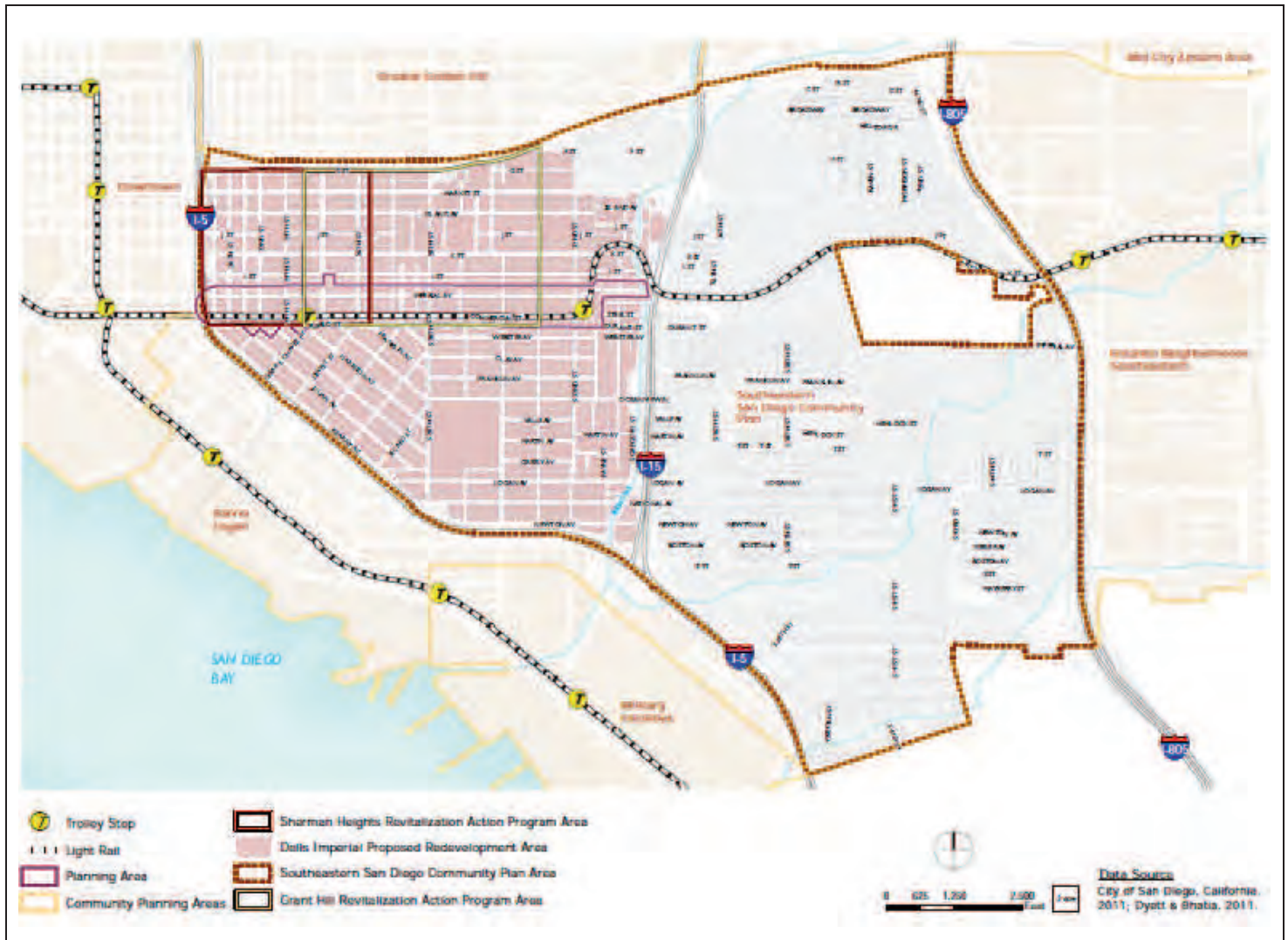
The level of degree can be very high, high, medium, low of inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|----------------------|-----------------|---|
| Fresh foods | | |
| Foods other than any | | |
| Handcrafts | | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)



Pictures (compulsory - As in the previous Work Package)

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behaviour, notes on the general quality of the environment.

Picture n.1

Date 10/30/2012

Day of the week

Tuesday

Time 11:30 am

Notes

Access to the study area under the highway bridge.



Picture n.2

Date 10/30/2012

Day of the week

Tuesday

Time 11:35 am

Notes: Restoration of the Former Mill converted in the early years of the twentieth century, in Farmer Market.



Picture n.3

Date 10/30/2012

Day of the week

Tuesday

Time 11:35 am

Notes: The focused mixed-use development node located between 22nd and 27th streets is expected to substantially increase pedestrian and bicycle activity along the Imperial Avenue Corridor.



Picture n.4

Date 10/30/2012

Day of the week

Tuesday

Time 11:40 am

Notes: Imperial Ave maintains a mix of small business and residential land use, with generally one and two story building heights. Currently, the residences dating back to the fifties, are in a poor state of preservation.



Picture n.5

Date.10/30/2012

Day of the week

Tuesday

Time 11:45 am

Notes: The streets are in decline. It's necessary improvements many unfold over time as scheduled utility undergroundings are implemented, bikes routes and bump outs are added, and property owners make improvements and redevelop their properties.



Picture n.6

Date 10/30/2012

Day of the week

Tuesday

Time 11:50 am

Notes: Many of the businesses are targeted to the varied ethnicities within the surrounding neighborhood, which contributes to a strong identity and fairly cohesive streetscape character with a heavily Hispanic influence.



Picture n.7

Date 10/30/2012

Day of the week

Tuesday

Time 12:00 am

Notes: the fragmentation of the urban area, does not generate continuity.

It is often easy to find houses isolated as in this case.



Picture n.8

Date 10/30/2012

Day of the week

Tuesday

Time 12:10 pm

Notes: Imperial Avenue is a 3-lane roadway between 17th and 20th streets, and a 2-lane roadway with a two-way left-turn lane between 20th street and 32nd street. There are no bike lane, but parallel parking is available on both sides of the roadway.



Picture n.9

Date 10/30/2012

Day of the week

Tuesday

Time 12:30 pm

Notes: in contrast to the walkable feeling on Imperial Ave, Commercial Street is dominated by vehicles and transit, while pedestrian comfort is significantly marginalized.



Picture n.10

Date 10/30/2012

Day of the week

Tuesday

Time 12:45 pm

Notes: due to the trolley stops and the confluence of major streets, the Commercial and 25th streets intersection is a natural hub for multi-modal activity. This is the most active area of Commercial street within the Planning Area, typified by a mix of commercial, residential, civic, and transit uses.



Picture n.11

Date 10/30/2012

Day of the week

Tuesday

Time 12:55 pm

Notes: industrial uses dominate Commercial street.



Picture n.12

Date 10/30/2012

Day of the week

Tuesday

Time 13:15 pm

Notes: the first complete trolley stop on Commercial street



NEW ROOTS COMMUNITY FARM

San Diego, CA

Enrica Polizzi Di Sorrentino, ESR, Focus Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study (denomination): **IRC-New Roots Community Farm**

Researcher: **Enrica Polizzi di Sorrentino**

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP1. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

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|----------|---|-----------|
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1 OVERALL OUTLINE OF THE INITIATIVE

General Information (compulsory)

| | | | |
|---------------------------------------|---|-----------------------|----------------------------|
| 1.1 Classification | <input type="checkbox"/> BID: Business Improvement District | | |
| | <input type="checkbox"/> PA: Public Agency | | |
| | <input type="checkbox"/> CDC: Community Development Corporation | | |
| | <input type="checkbox"/> SE: Social Enterprise | | |
| | <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative | | |
| | <input checked="" type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS | | |
| | <input type="checkbox"/> Other: specify | | |
| 1.2 Location | Neighborhood | Chollas Creek | |
| | ZIP Code | 92105 | |
| | City | San Diego | |
| | County | San Diego | |
| | State | California | |
| 1.3 Start-up Source: | Year | 2009 | |
| 1.4 Years in operation Source: | Year | 4 | |
| 1.5 Numbers of renewal Source: | Year | | |
| 1.6 Dimension Source: | Area (sq.Km) | 0,009 Km ² | |
| | Residents | 4.228 | |
| 1.7 Partnership Typology Source: | <input type="checkbox"/> GP (general partnership) | | Specify: |
| | <input type="checkbox"/> LP (limited partnership) | | Specify: |
| | <input type="checkbox"/> LLP (limited liability partnership) | | Specify: |
| | <input checked="" type="checkbox"/> Non Profit Corporation | | Specify: |
| 1.8 Partnership composition Source: | Name | Public/Private/NGO | % Initial Capital Invested |
| | | | |
| | | | |
| 1.9 Number of board directors Source: | | | |

2. Abstract of the initiative (compulsory)

(Source/s:)

2.1 The case study in brief (What is the case study, max 15 rows)

New Roots Community Farm is one of the most significant urban agriculture's projects in San Diego. Based in the distressed neighborhood of Chollas Creek - in the wider City Heights planning district - the initiative is highly interesting for its aim to revitalize urban spaces through the involvement of refugee's communities in urban farming. Since 2007 the International Rescue Committee (IRC), an international no-profit organization, worked with other community-based associations, the City of San Diego, and the San Diego County Farm Bureau to develop an urban farming initiative located on public vacant land. In 2009 the project started on a 2,3 acres land with 85 families participating, and its successful results are now being replicated by IRC nationwide as a way to tackle food insecurity, health problems, and economic hardship through community-based food and farming projects.

The project garnered national media coverage since the visit of First Lady Michelle Obama as it is considered the first attempt to establish new community gardens laws in San Diego and, more generally, a new food-related trend especially in low-income neighborhoods.

2.2 The Challenge (Why the case worth discussing, max 5 rows)

City Heights is one of the largest and most populated neighborhood of San Diego and it has historically been destination for immigrant communities, especially from Somalia, Vietnam, Cambodia. The lack of fresh, healthy and cultural food makes the large neighborhood a "food desert" and a "food swamp", opening possibilities to develop food-related projects that address both the needs of immigrant communities to access food and the revitalization of distressed urban spaces.

2.3 The Context (Salient points about the environment and the circumstances affecting the issues at hand, max 10 rows)

When in 2004 a group of Somali Bantu refugees arrived from Kenya in San Diego as the result of a resettlement, they began to struggle because of the lack of their native foods in local supermarkets and groceries. New habits to fast food and the difficulties in reaching fresh and healthy food were causing community members some diseases associated with high levels of cholesterol, obesity, hypertension etc.. Since the Somali Bantu are mostly agrarians, they were looking for land they could farm so the leadership of the community approached the IRC with the request of finding land. Being City Heights the neighborhood where IRC office is located and the Somali Bantu community is settled, IRC identified some vacant land in the surroundings and began to face bureaucratic challenges with the City of San Diego who owned the land. Since urban agriculture was not yet an issue at stake within City's policies, it took two years before the City granted an occupancy permit for a 2,3 acres land in Chollas Creek.

2.4 The Strategy (Brief description of the approach adopted to address the challenges, max 10 rows)

3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)

(Source:)



4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source:)

| Priorities | Description |
|---|--|
| <input checked="" type="checkbox"/> Retail Enhancement | Through the partnership with the San Diego County Farm Bureau, the community is now able to sell its products in the City Heights Farmer Market. |
| <input checked="" type="checkbox"/> Economic Revitalization | Business farming is helping the community to raise its income by selling their products to restaurants, markets and to other businesses; the FreshFund initiative empowers food access to local communities by doubling the value of EBT (food stamps), WIC and SSI. |
| <input checked="" type="checkbox"/> Security and Safety | The initiative is tackling food security and food safety through the production of fresh and healthy food. |
| <input type="checkbox"/> Building Restoration/Renewal | |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input checked="" type="checkbox"/> Education and Training | The IRC manages two high school garden programs in City Heights which train youth in urban farming and food justice advocacy through an after-school job-training program. |
| <input checked="" type="checkbox"/> Job Creation/Social works | The Refugee Entrepreneurial Agriculture Program (REAP) is a hands-on beginning farmer training program to assist refugees in farming as a business. |
| <input type="checkbox"/> Technology Transfer | |
| <input type="checkbox"/> Capacity Building | |
| <input checked="" type="checkbox"/> Local services/provisions (<i>housing, leisure, etc.</i>) | ? |
| <input type="checkbox"/> Local produce valorization | |
| <input type="checkbox"/> Cultural enrichment | |
| <input type="checkbox"/> Natural Beauty, Green Space and biodiversity | |
| <input type="checkbox"/> Others: specify | |

5. Composition of the organization (if relevant)

(Source:)

How are the enterprises engaged with the initiative?

6. Public investment programs (compulsory - It refers to the policy focus of the specific initiative under scrutiny)

(Source:)

| Policy focus for public investment program | Description |
|--|----------------------|
| Tax policy focus | |
| Fiscal policy focus | FreshFund initiative |
| Economic development organizations | |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | |
| Credit Access | |
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | Land use change |

2 SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: NB a potential source are the 990 forms for non profit organizations)

| Items | Year | Expenditure (\$) | | Total |
|---|------|------------------|---------|-------|
| | | Public | Private | |
| General & administrative | | | | |
| Social services | | | | |
| Capital improvements | | | | |
| Streetscape/ sidewalk maintenance and repair | | | | |
| Graffiti removal | | | | |
| Beautification & Horticulture | | | | |
| Holiday lighting | | | | |
| Sanitation | | | | |
| Security | | | | |
| Marketing, communication special events and tourism | | | | |
| Education | | | | |
| Job creation initiative | | | | |
| Resident initiative | | | | |
| Other | | | | |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: NB a potential source are the 990 Tax forms for non profit organizations)

| Items | Year | revenue (\$) |
|------------------------------|------|--------------|
| Program service revenue | | |
| Special contracts | | |
| Investment income | | |
| Fundraising & special events | | |
| Government Grants | | |
| Private contributions | | |
| Interest | | |
| Assessment (fee or levy) | | |
| Rental income | | |
| Other | | |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source:)

| Vacancy | Before the initiative | After the initiative |
|----------------------------------|-----------------------|----------------------|
| Vacant commercial property (sqm) | | |
| Vacant housing property (sqm) | | |
| Vacant land (sqm) | | |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source:)

| Program | Description |
|--|---|
| Attraction of business new to the area | |
| Creation of new business (start-ups) | The initiative helps the community to start new farm-related businesses through training programs and the LandBank project. Expanding projects involve the creation of a new community farm project in El Cajon and the partial management of a new Farmer's Market in the same area. |
| Retention of business | |
| Assistance weak business | |

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source:)

| Type(*) | Contribution to the organization |
|----------------|----------------------------------|
| Advocacy group | San Diego Food System Alliance |
| | |
| | |

(*) Foundations, banks, real estate, community... this part needs to highlight the different contribution from the different group of stakeholders

6 SPATIAL DATA

14. Real Estate (if available)

(Source:)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--------------------------|-------------------------------------|---------|------------------------------------|---------|
| | sqm | \$/ sqm | Sqm | \$/ sqm |
| Housing | | | | |
| Commerce | | | | |
| Industry | | | | |
| Advanced services sector | | | | |
| Parking | | | | |

15. Accessibility (compulsory. It has to be GIS based)

(Source:)

| Distance from Central Boston | Time | .Km |
|------------------------------|------|------|
| By subway | | |
| By bus | 55' | 11,7 |
| By car | 14' | 10,8 |
| By rail | 47' | 13,7 |

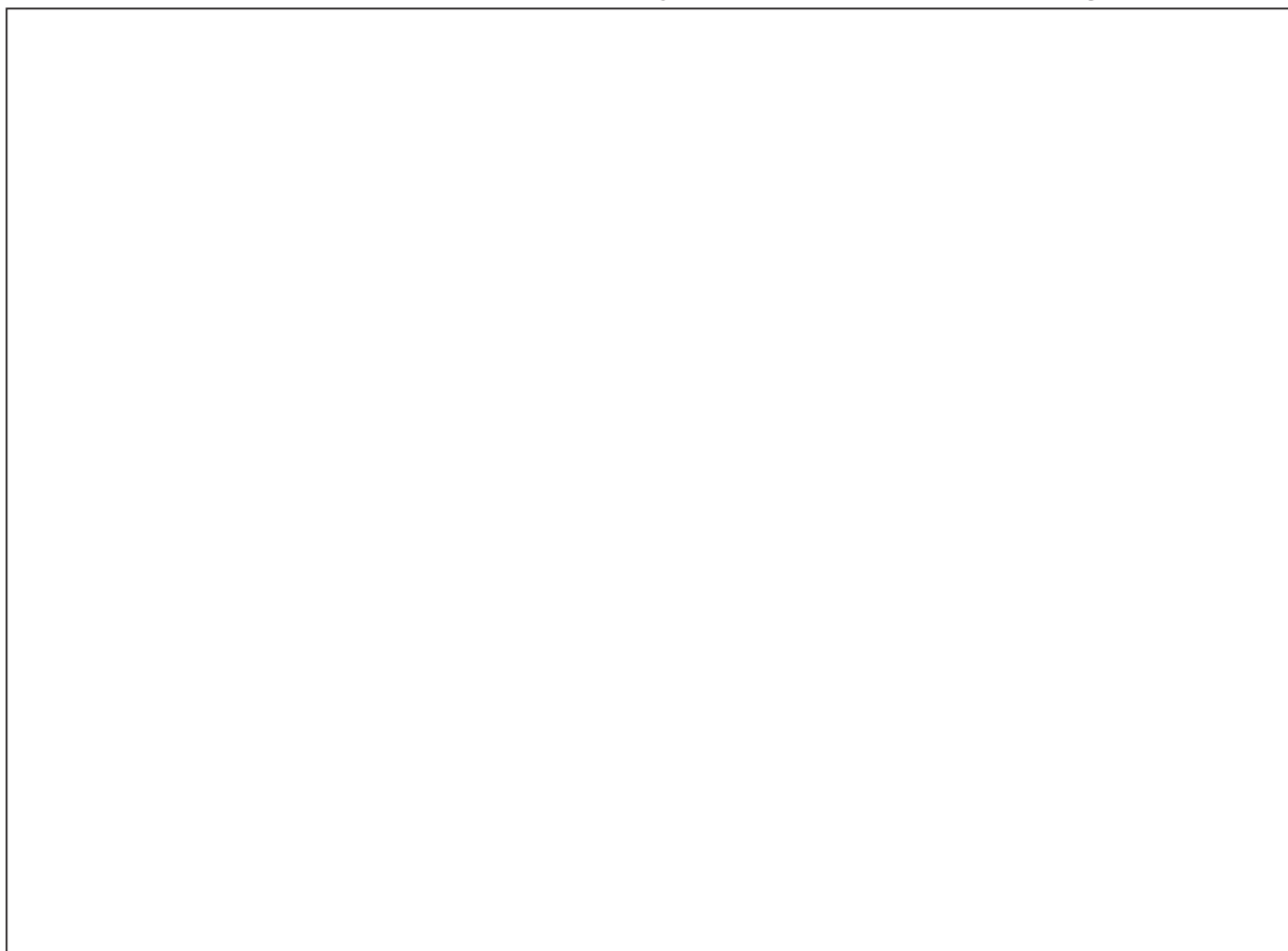
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| Layer | Description |
|--|---------------------------|
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| Heritage | Field work/ desk analysis |
| Bicycle ways | www.mass.gov |
| Pedestrian routes and amenities | www.mass.gov |
| Traffic calming measures | Field work |
| Public spaces (Squares, plazas, streets) | www.mass.gov |
| Green spaces | www.mass.gov |
| Connectivity grid | Desk analysis |

7 VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



8 REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company
(Source:.....)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | |
| Foods other than fresh | |
| Handcrafts | |
| Others (specify and add lines if needed) | |

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
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20. Regional- urban interaction (compulsory)

This point aims to clarify the level of degree that the specific urban area holds with the regional context. The level of degree can be very high, high, medium, low or inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|----------------------|-----------------|---|
| Fresh foods | | |
| Foods other than any | | |
| Handcrafts | | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)

If exists, accessibility map (from the regional transportation plan)

Pictures (compulsory - As in the previous Work Package)

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behavior, notes on the general quality of the environment.

Picture n.1

Date..1st May 2013..

Day of the week.....

Time.....

Notes.....

.....

.....



Picture n.2

Date... 1st May 2013.

Day of the week.....

Time.....

Notes.....

.....

.....



Picture n.3

Date... 1st May 2013.

Day of the week.....

Time.....

Notes.....

..space for compost.....

.....



Picture n.4

Date.. 1st May 2013

Day of the week.....

Time.....

Notes.....

.....



Picture n.5

Date.. 1st May 2013

Day of the week.....

Time.....

Notes.....

.....



Picture n.6

Date1st May 2013

Day of the week.....

Time.....

Notes.....

.....



Picture n.7
 Date... 1st May 2013.

Day of the week.....

Time.....

Notes.....

.....

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.....

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Picture n.8

Date 1st May 2013

Day of the week.....

Time.....

Notes.....

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Picture n.9

Date.... 1st May 2013

Day of the week.....

Time.....

Notes.....

.....



Picture n.10

Date.....

Day of the week.....

Time.....

Notes.....

.....

.....



Picture n.11

Date..4 May 2013

Day of the week.....

Time.....

Notes.....

...City Heights Farmers' Market

.....

.....

.....



Picture n.12

Date....15 May 2013
 Day of the week.....
 Time.....
 Notes.....
 ...New Roots Aqua Farm...



ONE WORLD MARKET/ PROJECT NEW VILLAGE San Diego, CA

Enzo Falco, ESR, Focus Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study (denomination): *One World Food Corner*

Researcher: *Enzo Falco*

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP2. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

INDEX

OVERALL OUTLINE OF THE INITIATIVE

General Information (compulsory)

| | | |
|--------------------------------------|--|-------------------|
| 1.1 Classification | <input type="checkbox"/> BID: Business Improvement District | |
| | <input type="checkbox"/> PA: Public Agency | |
| | <input type="checkbox"/> CDC: Community Development Corporation | |
| | <input type="checkbox"/> SE: Social Enterprise | |
| | <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative | |
| | <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS | |
| | <input checked="" type="checkbox"/> Other: urban – rural interaction | |
| 1.2 Location | Neighbourhood | Encanto Community |
| | ZIP Code | 92102 |
| | City | San Diego |
| | County | San Diego |
| | State | California |
| 1.3 Start-up Source: | Year | 2013 |
| 1.4 Years in operation Source: | Year | Zero |
| 1.5 Numbers of renewal Source: | Year | Zero |
| 1.6 Dimension Source: | Area (sq.Km) | 0.01 |
| | Residents | 28,129 |

| | | | |
|--|--|--------------------|----------------------------|
| 1.7 Partnership Typology Source: | <input checked="" type="checkbox"/> GP (general partnership) | | Specify: |
| | <input type="checkbox"/> LP (limited partnership) | | Specify: |
| | <input type="checkbox"/> LLP (limited liability partnership) | | Specify: |
| | <input type="checkbox"/> Non Profit Corporation | | Specify: |
| 1.8 Partnership composition Source: | Name | Public/Private/NGO | % Initial Capital Invested |
| | Jacobs Center for Neighbourhood Innovation | Non-profit | - |
| | Project New Village | Non-profit | - |
| | Juarez Associates | Non-profit | - |
| | Developers | Private | - |
| 1.9 Number of board directors Source: | - | | |

2. Abstract of the initiative (compulsory)

(Source/s:)

2.1 The case study in brief (What is the case study, max 15 rows)

One World Food Corner will be a destination for growing, eating, cooking, buying, and selling healthy fresh food in the heart of Southeastern San Diego within the Ecanto Community. There are two major components; one is a **Multi-Ethnic Foods Marketplace** which will feature a full-service 30,000 square metre multi-ethnic Supermarket (One World Farmers Market) which will host small independent artisan food purveyors offering a variety of ethnic food products, a commercial kitchen, a food business incubator, and a professional culinary arts training centre. There will also be a wellness and nutrition program, providing classes, counseling, and printed materials on healthy foods and family nutrition, and cooking classes for adults and youth on healthy eating and favorite international foods. The second major component is the **One World Community Garden & Urban Agriculture Training Center**. It will contain individual plots in a community garden, a production garden, a fruit tree-forest garden area, work areas for propagation, grafting and tool repair, a tool library, classroom space, a summer food camp for kids, a weekly outdoor farmers market, vocational training in irrigation installation, hoop house construction, hydroponic and aquaponic growing, permaculture design etc., and hands-on classes and workshops on every conceivable aspect of growing, harvesting, propagating, marketing, selling, cooking, canning, recycling and eating FOOD.

2.2 The Challenge (Why the case worth discussing, max 5 rows)

The Encanto community is a low income multi-ethnic community where the nearly total absence of fresh-food grocery stores is striking. The area is defined as a *food desert* because of the lack of supermarkets within a 2 mile radius, except for the existing *Food 4 Less Supermarket* which should serve over 90,000 residents. Major chains do not locate in the area since consumers do not meet their standards. That is the main reason which creates the opportunity for a new full service supermarket of about 30,000 square feet which will be able to serve the whole community.

2.3 The Context (Salient points about the environment and the circumstances affecting the issues at hand, max 10 rows)

The Market will serve an ethnically diverse population that is 56% Hispanic/Latino, 27% African and African American, 9% various Asian groups, and 7% White, with median income of about \$37,000. The community is currently greatly underserved by grocery supermarkets, with few fresh food markets and an abundance of fast food outlets. Other than the *Food For Less* in Market Creek Plaza, there are no other full-service markets within a mile of the site. Full-service markets in the surrounding communities are over 1 mile away to the north, 2.5 miles to the east, 1.5 miles to the south, and 1.5 miles to the west. Residents have limited choices for purchasing basic food products. The few local small markets predominantly stock liquor and packaged foods, and the small number that offer fresh produce have fewer products, lower quality and higher prices. This lack of healthy foods is concomitant with a higher rate of health disparities in the county.

2.4 The Strategy (Brief description of the approach adopted to address the challenges, max 10 rows)

The general strategy is based on a strong partnership between the proponent, the developers, the Jacobs Center for Neighborhood Innovation, Project New Village, and ultimately the City of San Diego which has the decision making power. The strategy by means of a new market and community garden aims at increasing accessibility to healthy and fresh food and the awareness of the resident population. The initiative is based on the idea that ethnic food which matches the needs of the resident population will provide the community with better and healthier choices trying to face the challenge posed by the food desert condition the area is in.

3. Map (please highlight the boundary of the case study on a Google Map satellite view or any other aerial map)



Source: San Diego City Planning Department Website

4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source:)

| Priorities | Description |
|--|---|
| ✓ Retail Enhancement | New Full service supermarket and commercial kitchen |
| ✓ Economic Revitalization | New market which should be able to create over 100 jobs |
| <input type="checkbox"/> Security and Safety | |
| <input type="checkbox"/> Building Restoration/Renewal | |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input type="checkbox"/> Education and Training | Agricultural training and healthy food education and nutrition programs |
| <input type="checkbox"/> Job Creation/Social works | |
| <input type="checkbox"/> Technology Transfer | |
| <input type="checkbox"/> Capacity Building | |
| <input type="checkbox"/> Local services/provisions (<i>housing, leisure, etc.</i>) | |
| ✓ Local produce valorisation | New community Garden on the South-east corner of Market Street and Euclide Avenue |
| <input type="checkbox"/> Cultural enrichment | |
| <input type="checkbox"/> Natural Beauty, Green Space and biodiversity | |
| <input type="checkbox"/> Others: specify | |

5. Composition of the organization (if relevant)

(Source:)

How are the enterprises engaged with the initiative?

| |
|--|
| <p>Juarez Associates: Proponent</p> <p>Jacobs Center for Neighborhood Initiative: Owns the area.</p> <p>Project New Village: community work and outreach and Proponent</p> <p>Developers: Investment and building of the market.</p> |
|--|

6. Public investment programs (compulsory - It refers to the policy focus of the specific initiative under scrutiny)

(Source:)

| Policy focus for public investment program | Description |
|--|--|
| Tax policy focus | Tax credit market |
| Fiscal policy focus | |
| Economic development organizations | |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | |
| Credit Access | |
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | Land use change (interim permit) for the community garden site |

SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

FISCAL ANALYSIS SUMMARY
8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: NB a potential source are the 990 forms for non profit organisations)

| Items | Year | Expenditure (\$) | | Total |
|---|------|------------------|---------|-------|
| | | Public | Private | |
| General & administrative | | | | |
| Social services | | | | |
| Capital improvements | | | | |
| Streetscape/ sidewalk maintenance and repair | | | | |
| Graffiti removal | | | | |
| Beautification & Horticulture | | | | |
| Holiday lighting | | | | |
| Sanitation | | | | |
| Security | | | | |
| Marketing, communication special events and tourism | | | | |
| Education | | | | |
| Job creation initiative | | | | |
| Resident initiative | | | | |
| Other | | | | |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: NB a potential source are the 990 Tax forms for non profit organisations)

| Items | Year | revenue (\$) |
|------------------------------|------|--------------|
| Program service revenue | | |
| Special contracts | | |
| Investment income | | |
| Fundraising & special events | | |
| Government Grants | | |
| Private contributions | | |
| Interest | | |
| Assessment (fee or levy) | | |
| Rental income | | |
| Other | | |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source:)

| Vacancy | Before the initiative | After the initiative |
|----------------------------------|-----------------------|----------------------|
| Vacant commercial property (sqm) | - | N/A |
| Vacant housing property (sqm) | 452 units (5.8%) | N/A |
| Vacant land (sqm) | 229 acres | N/A |

MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source:)

| Program | Description |
|--|---|
| Attraction of business new to the area | Potential attraction of new businesses as a consequence of the implementation of the programme. |
| Creation of new business (start-ups) | New market with new food suppliers. |
| Retention of business | - |
| Assistance weak business | - |

STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source:.....)

| Type(*) | Contribution to the organization |
|------------|--|
| Non-profit | Project New Village – proposal and community work and outreach |
| Non-profit | Jacobs Family Foundation – community work |
| Non-profit | Jacobs Center for Neighborhood Innovation - Land ownership |

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

SPATIAL DATA
14. Real Estate (if available)

(Source:trulia.com.....)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--------------------------|-------------------------------------|---------|------------------------------------|---------|
| | sqm | \$/ sqm | Sqm | \$/ sqm |
| Housing | - | 200 | - | - |
| Commerce | - | - | - | - |
| Industry | - | - | - | - |
| Advanced services sector | - | - | - | - |
| Parking | - | - | - | - |

15. Accessibility (compulsory. It has to be GIS based)

(Source: Google maps)

| Distance from Central San Diego | Time | Km |
|---------------------------------|------------|-------------------------|
| By subway | N/A | N/A |
| By bus | 25 minutes | 8 |
| By car | 8 minutes | 7.5 |
| By rail | 25 minutes | Approximately 7.5 miles |

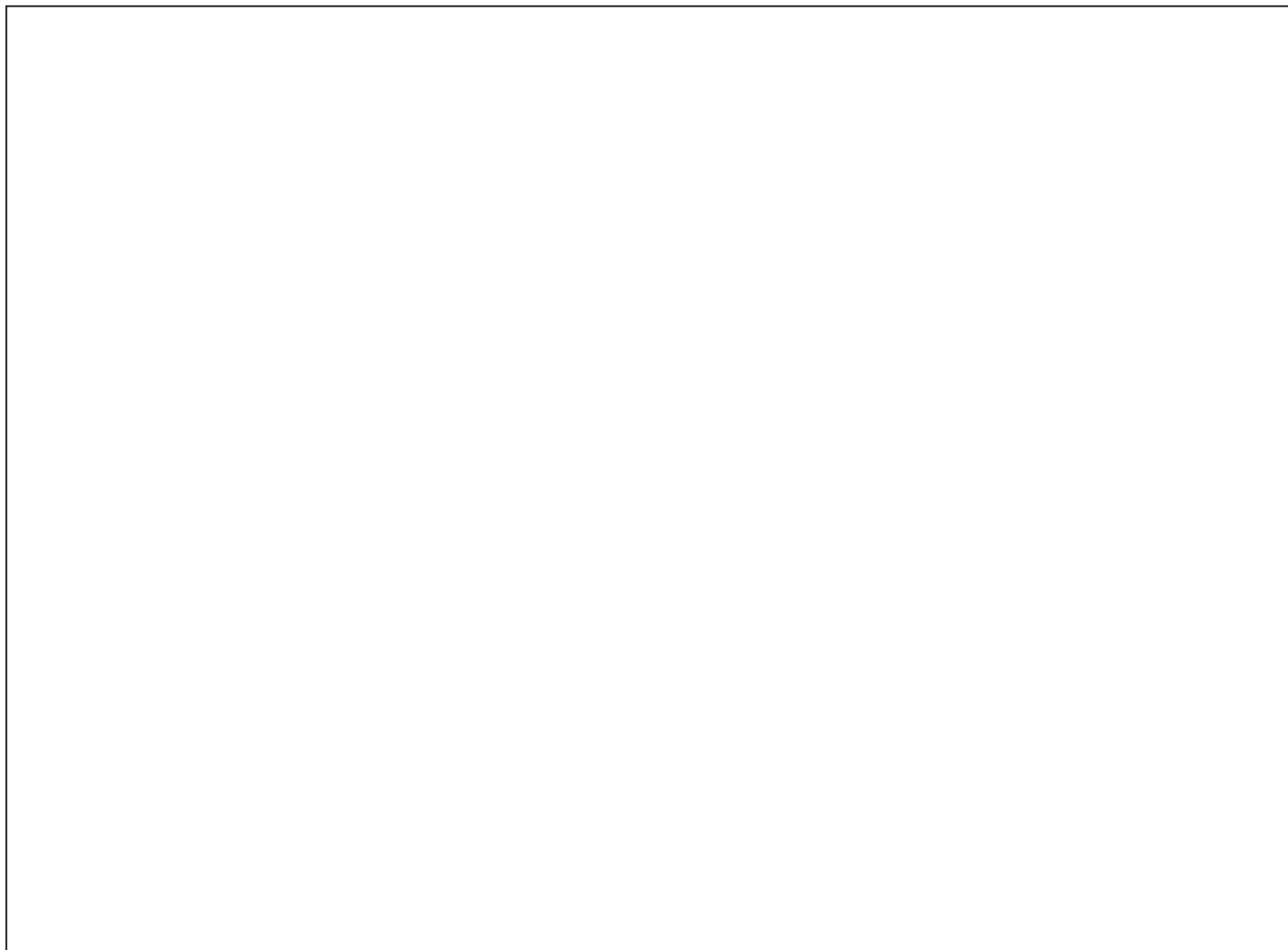
Please refer to the GIS centroid developed by the GIS/ map group

16. Geographical information (GIS based) (Compulsory. It has to be developed as in the previous Work Package 1. These maps can be found in the community plan of the area, please refer to that)

| Layer | Description |
|--|-------------|
| Land use map | |
| Ownership | |
| Zoning map | |
| Community facilities | |
| Cultural facilities (Theatres, cinemas, art centres) | |
| Heritage | |
| Bicycle ways | |
| Pedestrian routes and amenities | |
| Traffic calming measures | |
| Public spaces (Squares, plazas, streets) | |
| Green spaces | |
| Connectivity grid | |

VISUAL ANALYSIS

17. Map with view points (compulsory. As in the previous Work Package 1)



REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company
(Source:.....)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | Local fresh food from San Diego County |
| Foods other than fresh | - |
| Handcrafts | - |
| Others (specify and add lines if needed) | - |

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|---|
| Fresh foods | Yes | San Diego County – community garden |
| Foods other than fresh | | |
| Handcrafts | | |
| Others | | |

20. Regional- urban interaction (compulsory)

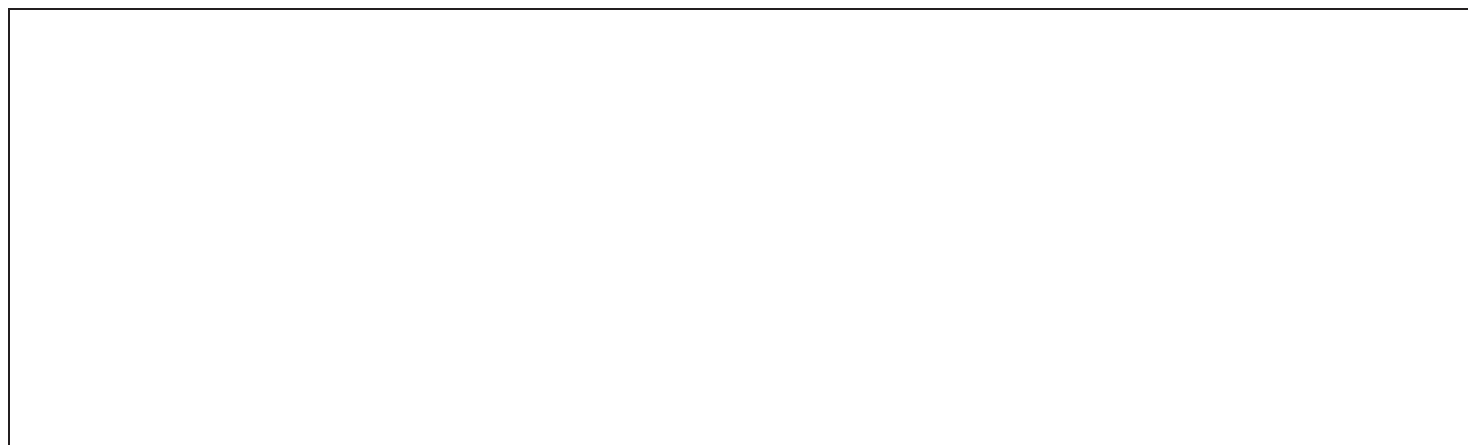
This point aims to clarify the level of degree that the specific urban area holds with the regional context. The level of degree can be very high, high, medium, low or inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|----------------------|-----------------|---|
| Fresh foods | | |
| Foods other than any | | |
| Handcrafts | | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)



If exists, accessibility map (from the regional transportation plan)

Pictures (compulsory - As in the previous Work Package)

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behaviour, notes on the general quality of the environment.

Picture n.1

Date 12 June 2013

Day of the week

Wednesday

Time Morning

Notes Community Garden Site



Picture n.2

Date 12 June 2013

Day of the week

Wednesday

Time Morning

Notes Local Library Branch



Picture n.3

Date 12 June 2013

Day of the week

Wednesday

Time Morning

Notes

Parking lot and bus terminal



Picture n.4

Date 12 June 2013

Day of the week

Wednesday

Time Morning

Notes

Offices of the Jacobs Centre



NORTH PARK San Diego, CA

Alessia Ferretti, ESR, Focus Unit

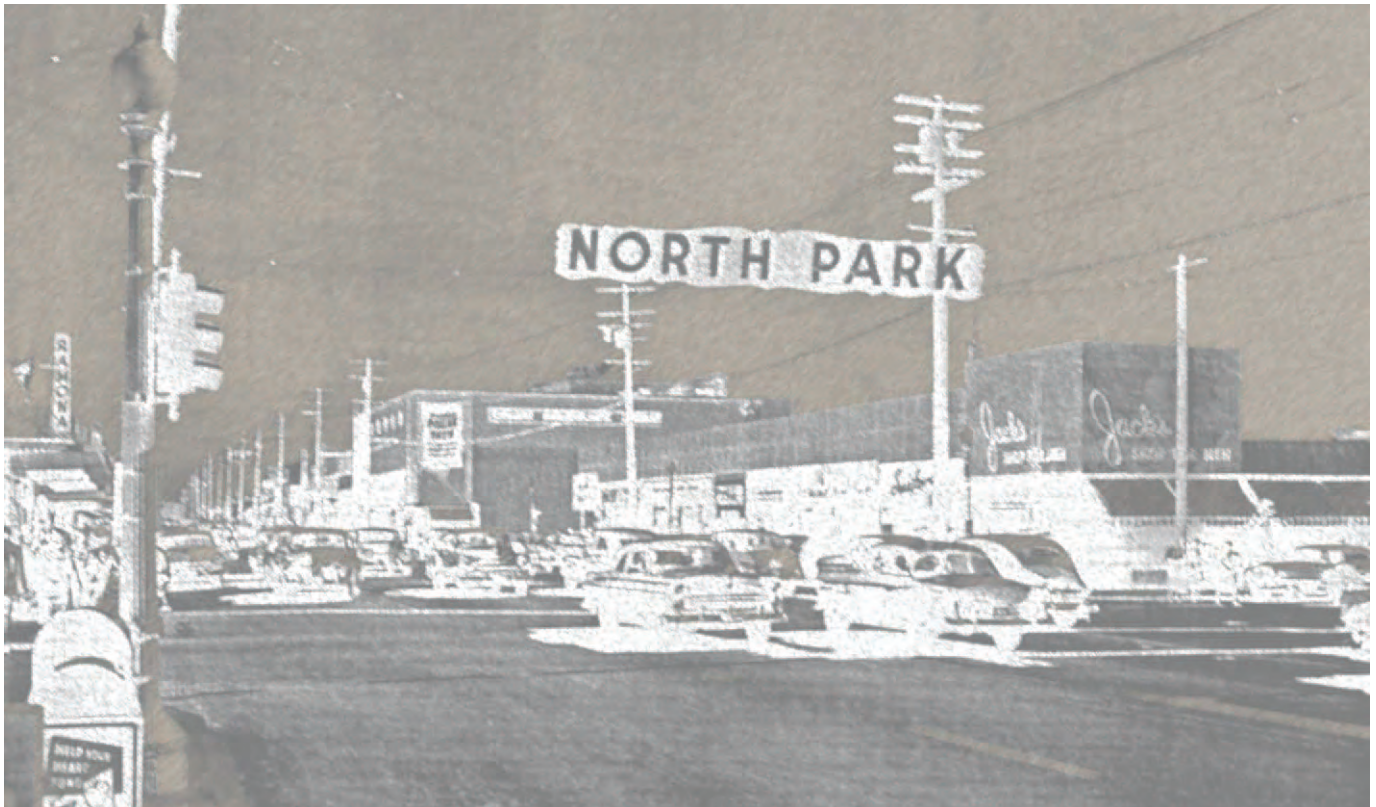
WP2: Territorial Milieu – Urban-rural interactions and urban management models

Lead Partner: San Diego State University (CA)

Case Study: ***NORTH PARK MAIN STREET AND FARMERS' MARKET***

Researcher: Alessia Ferretti

SURVEY FORM



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1 OVERALL OUTLINE OF THE INITIATIVE

1.1 General information

| | | |
|--|--|---|
| Classification | <input type="checkbox"/> BID: Business Improvement District | |
| | <input checked="" type="checkbox"/> PA: Public Agency | |
| | <input type="checkbox"/> CDC: Community Development Corporation | |
| | <input type="checkbox"/> SE: Social Enterprise | |
| | <input checked="" type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative | |
| | <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS | |
| | <input type="checkbox"/> Other (specify) | |
| Location | <i>Neighbourhood</i> | Greater North Park |
| | <i>ZIP Code</i> | 92104 |
| | <i>City</i> | San Diego |
| | <i>County</i> | San Diego County |
| | <i>State</i> | California |
| Start-up <i>Source:</i> http://northparkmainstreet.com <i>[Access: 11.03.2013]</i> | <i>Year</i> | 1985 |
| Years in operation <i>Source:</i> http://northparkmainstreet.com <i>[Access: 11.03.2013]</i> | <i>Year</i> | 28 |
| Number of renewals <i>Source:</i> http://northparkmainstreet.com <i>[Access: 11.03.2013]</i> | 1985 | The <i>North Park BID</i> is established. |
| | 1993 | Symbolic erection of a replica of the original 1925 neon-lit North Park monument sign on University Avenue. In quick succession, the community began putting more building blocks together, creating the buzz, carving its new reputation as the place to be. |
| | 1994 | <i>North Park Community Association</i> is formed to provide a community forum for issues such as land use, community image, cultural activities and public safety. |
| | 1996 | <i>North Park Main Street</i> is established when the City of San Diego selected the <i>North Park BID</i> to be the pilot project for the national Main Street program in the San Diego area. |
| | 1997 | <i>North Park Redevelopment Project Area</i> is created to facilitate commercial revitalization and development of quality affordable housing. <i>North Park Maintenance Assessment District (MAD)</i> is approved to provide enhanced services, including street lights, street cleaning and landscaping. |

| | | | |
|--|---|--|--|
| | 1998 | <i>North Park Main Street</i> declared itself an <i>Arts, Culture & Entertainment District</i> . | |
| | 2000 | <i>North Park Farmers' Market</i> starts – one of the oldest farmers' markets in central San Diego. | |
| | 2001 | <i>Ray at Night</i> is launched; it becomes the second largest monthly art event in San Diego. | |
| | 2004 | <i>North Park Pilot Village</i> is designated by the City, identifying North Park's downtown core as a model for smart growth. | |
| | 2008 | The original boundaries were expanded to the current area (encompassing University Avenue from 28th to Florida Street, and 30th Street from Howard to Redwood). | |
| | 2009 | <i>North Park Nights</i> is created as a program of the San Diego Art Institute, a collective of North Park businesses dedicated to the promotion of arts and culture. | |
| | 2010 | <i>North Park Main Street</i> and <i>SD Weekly Markets</i> revise the existing North Park Farmers' Market to create an event that more closely reflects the neighborhood. | |
| Dimension Source: www.census.gov [Access: 12.03.2013] | <i>Area</i> | 594 ha (5,94 sq. Km) [<i>Greater North Park</i>] 164 ha (1,6 sq. Km) [<i>Case-study area</i>] | |
| | <i>Residents</i> | 45.502 [<i>Greater North Park</i>] 13.215 [<i>Case-study area</i>] | |
| Partnership Institutional Typology | <input type="checkbox"/> GP (general partnership) | <i>Specify</i> | |
| | <input type="checkbox"/> LP (limited partnership) | <i>Specify</i> | |
| | <input type="checkbox"/> LLP (limited liability partnership) | <i>Specify</i> | |
| | <input checked="" type="checkbox"/> Non Profit Corporation | North Park Main Street is a 501(c)6 non-profit corporation exempt from some federal income taxes – Section 501(c) of the United States Internal Revenue Code (26 U.S.C. § 501(c)). | |
| Partnership composition Source: http://northparkmainstreet.com [Access: 11.03.2013] | <i>Name</i> | <i>Public/Private/NGO</i> | <i>% Initial Capital Invested</i> |
| | Owners – BID members (approximately 500 members located within the BID district). | Private | 100% (self-assessment) |
| | North Park Main Street | Non-profit | ----- (North Park Main Street does not have financial resources of its own) |
| | City of San Diego | Public Authority | N.A. |
| | City of San Diego Redevelopment Agency (now dissolved) ¹ | Public Authority | N.A. |

¹ The *Redevelopment Agency* of the City of San Diego has been dissolved in 2012 per Assembly Bill 1X 26 (AB 26). The City of San Diego, serving as the successor agency per Resolution No. R-307238 (January 12, 2012), has assumed the former Agency's assets, rights, and obligations under the *California Community Redevelopment Law*, subject to some limitations and is winding down the former Agency's affairs and taking other actions in accordance with the dissolution provisions.

| | | | |
|--|--|---------|-------|
| | Other organizations | | ----- |
| | Sponsors <i>Founding Sponsor</i> San Diego Law Firm <i>Platinum Sponsors</i> Ascent Real Estate Broker Bill's Realty CLK Investments Duhs Commercial Harmony Blinds & Shutters Platt/Whitelaw Architects True North Tavern <i>Silver Sponsors</i> Afton Group, Inc Eddie's Philadelphia Steaks & Hogies Meridian Properties Real Estate Inc. Roger Lewis San Diego Art Institute Stone, Paper, Scissors Vicki Granowitz | Private | N.A. |
| Number of board directors Source: http://northparkmainstreet.com [Access: 11.03.2013] | 13 (<i>previously 15</i>) North Park BID and North Park Main Street share the same Board of Directors. Board members represent a cross-section of merchant types, as well as a balanced distribution of business locations. | | |

1.2 Abstract of the initiative

Source:

<http://northparkmainstreet.com> [Access: 11.03.2013]

City of San Diego – Planning Department (1986), Greater North Park Community Plan.

<http://www.sandiego.gov/planning/community/profiles/greaternorthpark/pdf/northparkfullversion.pdf> [Accessed: 18.02.2013]

The case study in brief (what is the case study, max 15 rows)

North Park Main Street is an interesting case of different associations and varied initiatives in the same area; indeed, it is a BID – established by the City of San Diego and supported by the San Diego BID Council – and a Main Street program affiliated with the National Trust for Historic Preservation.

As a volunteer-based non-profit organization – it is a 501(c)6 non-profit corporation exempt from federal income taxes, Section 501(c) of the United States Internal Revenue Code – **North Park Main Street** administers the BID and promotes the development of the area while preserving its historic integrity; moreover, it supports the *Arts, Culture & Entertainment District* and promotes an urban pedestrian-friendly environment.

The Challenge (why the case worth discussing, max 5 rows)

North Park Main Street is a volunteer based organization dedicated to the revitalization of the North Park. The Main Street has played a pivotal role in the community's commercial revival. The association has galvanized local businesses to pursue revitalization of the University Avenue/30th Street hub, showcasing the area's historic architecture and walkable environment. With the help of the City of San Diego, the Redevelopment Agency and others stakeholders, this Main Street has generated significant improvements in the area.

The Context (salient points about the environment and the circumstances affecting the issues at hand, max 10 rows)

North Park Main Street serves one of the oldest community in San Diego, and in particular the 30th Street and University Avenue intersection, which is considered North Park's downtown core.

The neighbourhood is home to many important historic landmarks (including the North Park Theatre) and it offers a wide range of historic architecture (including a great variety of rich and diverse architectural styles – Craftsman, California Bungalow, Spanish and Mission Revival).

Despite its original commercial character and its lively shopping district, in the 60s North Park's vibrancy began to fade with the dismantling of the streetcars and the exodus of local retailers to new shopping malls. In the last ten years North park has flourished with the emergence of a thriving new creative element and a wide range of amenities and dining and entertainment opportunities.

The Strategy (brief description of the approach adopted to address the challenges, max 10 rows)

North Park Main Street specific purpose is to promote business improvement within the district through activities which contribute to the economic and promotional well-being of the community. At the same time, the non-profit organization supports the emergence of a thriving new creative and cultural element within the neighbourhood.

In order to support North Park revitalization, the Main Street pursue four different approaches – Design, Economic Restructuring, Organization and Promotion – while the BID serves as a resource for business relocation and to help business owners to establish profitable connections with the many resources in the area.

1.3 Map

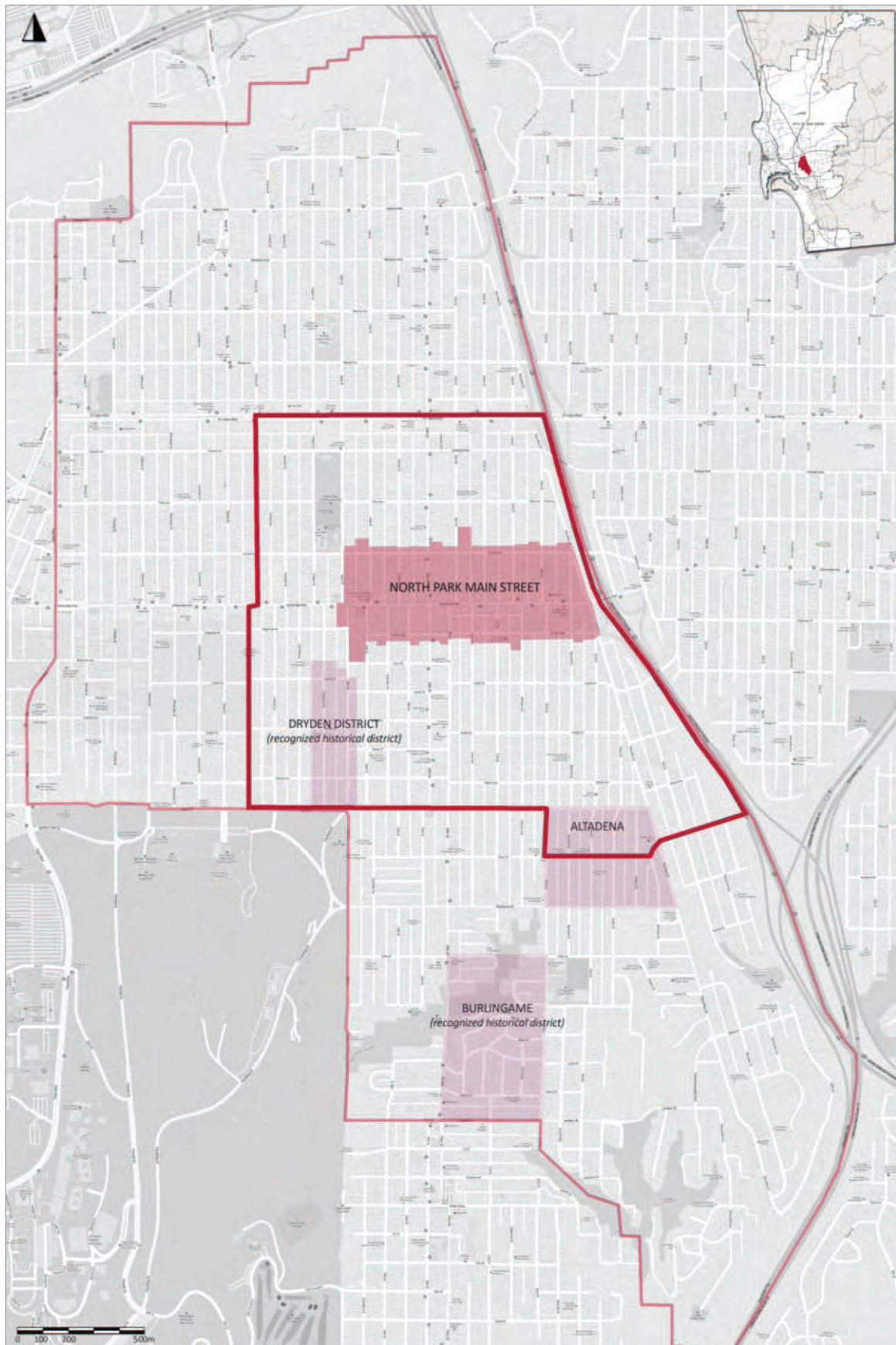


Figure 1 – North Park Greater Community boundaries and case-study area

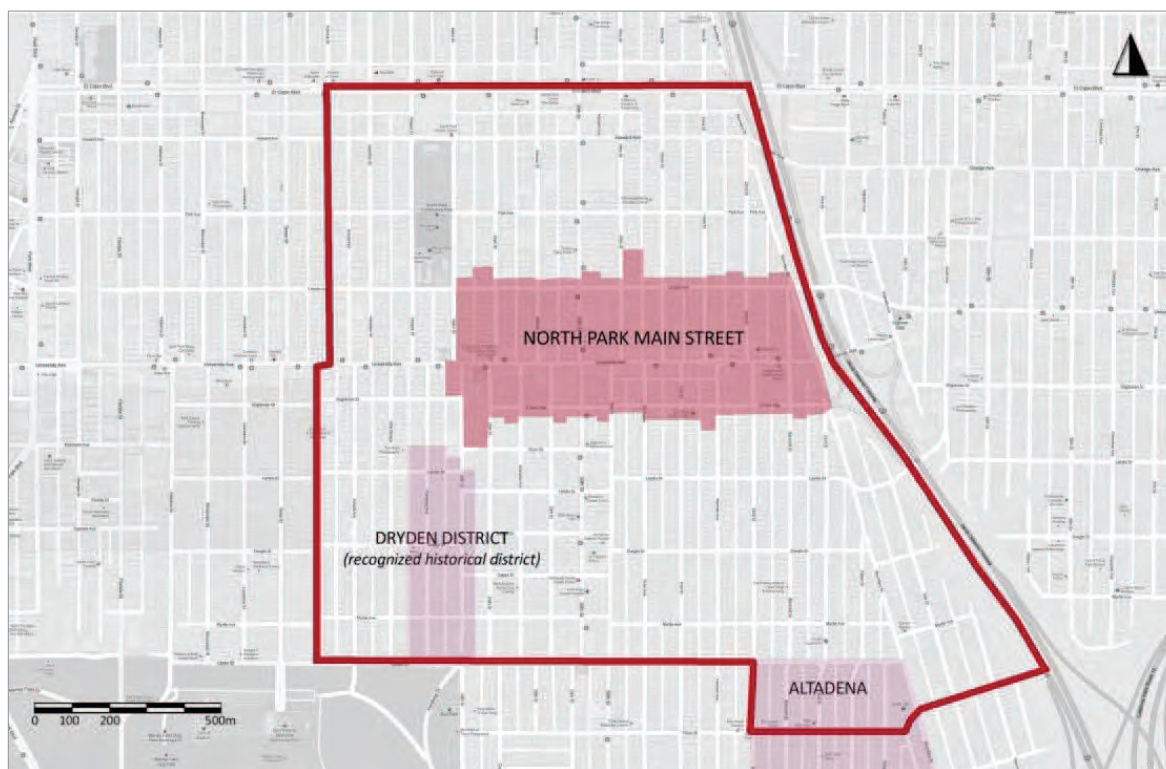


Figure 2 – Case-study area

1.4 Strategic priorities, services and improvements provided by the initiative

Source: <http://northparkmainstreet.com/about/north-park-main-street-who-we-are/> [Access: 11.03.2013]

| Priorities | Description |
|--|--|
| <input checked="" type="checkbox"/> Retail enhancement | <i>North Park Main Street</i> is committed to support the local commercial district. It encourages local business leadership, enhancing communication and collaborations and promotes preservation of business community's historic character. |
| <input checked="" type="checkbox"/> Economic revitalization | On the same time, the Main Street supports local property owners in recruiting new businesses and tenants by distributing market information and by advertising office and retail space available. |
| <input type="checkbox"/> Security and Safety | <i>North Park Main Street</i> joins the Business Improvement District in assisting developers, business owners and tenants with regulatory requirements and access to available resources. |
| <input checked="" type="checkbox"/> Building Restoration/Renewal | <i>North Park Main Street</i> doesn't provide directly any building restoration/renewal program, but it cooperated with the Redevelopment Agency in many of the interventions carried on in the area. |
| <input type="checkbox"/> Innovation/Green Technologies | |
| <input type="checkbox"/> Education and Training | |
| <input type="checkbox"/> Job Creation/Social works | |
| <input type="checkbox"/> Technology Transfer | |

| | |
|---|--|
| <input type="checkbox"/> Capacity Building | |
| <input type="checkbox"/> Local services/provisions (housing, leisure, etc.) | |
| <input type="checkbox"/> Local produce valorization | |
| <input checked="" type="checkbox"/> Cultural enrichment | <i>North Park Main Street</i> actively encourages creative and cultural initiatives within the neighbourhood and it supports North Park Art, Culture and Entertainment District. The Main Street also organizes art displays, festivals and art performances, and it hosts diversified annual events such as the Taste of North Park, the Toyland Parade and the North Park Festival of Arts. |
| <input type="checkbox"/> Natural Beauty, Green Space and biodiversity | |
| <input checked="" type="checkbox"/> Others (<i>specify</i>) | <p><i>Beautification and street improvement</i> (lighting, street trees, sidewalks, bike racks, refuse cans, etc.)</p> <p><i>Farmers' market</i> The Main Street supported the creation of the local farmers' market, it installed banners throughout the district and re-launched and increased the size of the market itself.</p> <p><i>Sustainable North Park Main Street</i> The Main Street intends to support the cultural and historic integrity of the built and social environment, while increasing resource efficiency and conservation within the District and internal community connectivity, and providing a setting for a sustainable green economy.</p> |

1.5 Composition of the organization (if relevant)

Source: <http://northparkmainstreet.com/> [Access: 11.03.2013]

This initiative is an interesting case of two different non-profit organizations (the BID and the Main Street) cooperating for the same mission – with diversified goals and tools but sharing the same Board of Directors. The BID was crucial for the involvement of local businesses paying a mandatory annual fee to support the enhancement of services, infrastructure, security, etc., while the Main Street played the major role in involving the community and in finding funds and grants for implementing the regeneration strategy. The involvement of the public sector (the Redevelopment Agency) and the cooperation with local associations and other non-profit organizations has been settled depending on the project and on the need of funds.

1.6 Public investment programs

Source: <http://northparkmainstreet.com> [Access: 11.03.2013]

Funding for the North Park Main Street program is generated from membership dues, City of San Diego grants, San Diego Redevelopment Agency contracts, foundation and other governmental grants, special events and sponsorships.

| Policy focus for public investment program | Description |
|--|--|
| Tax policy focus | <i>As a 501(c)6 non-profit corporations, both the BID and the Main Street are exempt from some federal income taxes –Section 501(c) of the United States Internal Revenue Code (26 U.S.C. § 501(c).</i> |
| Fiscal policy focus | |
| Economic development organizations | <i>Even if the BID serves as an economic development organization for the businesses joining the initiative – it helps develop and supports economic growth within the district by providing assistance – it does not provide any specific investment program.</i> |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | |
| Credit Access | |
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | The physical interventions carried out in North Park took advantage of public funds from the Redevelopment Agency and the City of San Diego. Moreover, the public authorities provided forgivable loans to promote housing and retail activities enhancement and free design assistance/architectural services to assist in the planning of some redevelopment projects in the area. |

2 SOCIOECONOMIC STRUCTURE

Please, refer to Annex 1

3 FISCAL ANALYSIS SUMMARY

3.1 Items of expenditure

Source: <http://foundationcenter.org/findfunders/990finder/> [Access: 18.05.2013]

*No data are available for public/private expenditure for each year; the only available data are the total amounts in the following schedule.

| Items | Expenditure (\$) – Part I | | | | | | |
|---|---------------------------|-----|------|-----|--|--|--|
| | 1985 | ... | 1996 | ... | 2005 | 2006 | 2007 |
| General & administrative | N.A. | | N.A. | | 92.162 \$ | 60.718 \$ | 67.062 \$ |
| Social services | N.A. | | N.A. | | | | |
| Capital improvements | N.A. | | N.A. | | | | |
| Streetscape/sidewalk maintenance and repair | N.A. | | N.A. | | | | |
| Graffiti removal | N.A. | | N.A. | | | | |
| Beautification & Horticulture | N.A. | | N.A. | | | | |
| Holiday lighting | N.A. | | N.A. | | | | |
| Sanitation | N.A. | | N.A. | | | | |
| Security | N.A. | | N.A. | | | | |
| Marketing, communication special events and tourism | N.A. | | N.A. | | 50.105\$ (already accounted in revenue) | 61.252\$ (already accounted in revenue) | 45.076\$ (already accounted in revenue) |
| Education | N.A. | | N.A. | | | | |
| Job creation initiative | N.A. | | N.A. | | | | |
| Resident initiative | N.A. | | N.A. | | | | |
| Other | N.A. | | N.A. | | 149.604\$ | 70.925\$ | 81.452\$ |
| <i>Total</i> | | | | | 241.766\$ | 131.643\$ | 241.766\$ |

| Items | Expenditure (\$) – Part II | | | | | |
|---|----------------------------|-----------|----------|-----------|------|------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| General & administrative | 124.467\$ | 128.027\$ | 99.661\$ | 106.517\$ | N.A. | N.A. |
| Social services | | | | | N.A. | N.A. |
| Capital improvements | | | | | N.A. | N.A. |
| Streetscape/sidewalk maintenance and repair | | | | | N.A. | N.A. |
| Graffiti removal | | 975\$ | | | N.A. | N.A. |
| Beautification & Horticulture | | | | | N.A. | N.A. |
| Holiday lighting | | | | | N.A. | N.A. |
| Sanitation | | | | | N.A. | N.A. |
| Security | | | | | N.A. | N.A. |

| | | | | | | |
|--|--|--|---------------------|-------------------|-------------|-------------|
| Marketing, communication, special events and tourism | 67.897\$ (already accounted in revenue) + 602\$ | 88.396\$ (already accounted in revenue) + 548\$ + 6.804\$ | 168.007\$ + 1.095\$ | 142.156\$ + 734\$ | N.A. | N.A. |
| Education | | | | | N.A. | N.A. |
| Job creation initiative | | | | | N.A. | N.A. |
| Resident initiative | | | | | N.A. | N.A. |
| Other | 62.507\$ | 58.185\$ | 102.601\$ | 86.743\$ | N.A. | N.A. |
| Total | 187.576\$ | 194.539\$ | 371.364\$ | 336.150\$ | N.A. | N.A. |

3.2 Source of revenue

Source: <http://foundationcenter.org/findfunders/990finder/> [Access: 18.05.2013]

| Items | Revenue (\$) – Part I | | | | | | |
|--|-----------------------|-----|-------------|-----|--|--|--|
| | 1985 | ... | 1996 | ... | 2005 | 2006 | 2007 |
| Program service revenue | N.A. | | N.A. | | 35.528\$ (from assessments and farmers' market) | 29.769\$ (from assessments and farmers' market) | 37.752\$ (from assessments and farmers' market) |
| Special contracts | N.A. | | N.A. | | | | |
| Investment income | N.A. | | N.A. | | 73\$ | 81\$ | 99\$ |
| Fundraising & special events | N.A. | | N.A. | | 38.719\$ (gross revenue) -11.386\$ | 39.092\$ (gross revenue) -22.160\$ | 39.637\$ (gross revenue) -5.439\$ |
| Government Grants (government contribution and direct public support) | N.A. | | N.A. | | 137.267\$ | 157.458\$ | 89.233\$ |
| Private contributions (auto-taxation) | N.A. | | N.A. | | | | |
| Interest | N.A. | | N.A. | | | | |
| Assessment (fee or levy) | N.A. | | N.A. | | 28.000\$ | 29.769\$ | 17.400\$ |
| Farmers' market | N.A. | | N.A. | | 7.528\$ | | 20.352\$ |
| Rental income | N.A. | | N.A. | | | | |
| Other | N.A. | | N.A. | | 2.453\$ | 1.297\$ | 2.958\$ |
| Total | N.A. | | N.A. | | 163. 935\$ | 166.445\$ | 124.603\$ |

| Items | Revenue (\$) – Part II | | | | | |
|------------------------------|--|--|--|--|------|------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| Program service revenue | 64.457\$ | 130.669\$ | 232.996\$ (from events, assessments, other) | 302.623\$ (from events, assessments, other) | N.A. | N.A. |
| Special contracts | | | | | N.A. | N.A. |
| Investment income | 58\$ | 17\$ | | 51\$ | N.A. | N.A. |
| Fundraising & special events | 51.426\$ (gross revenue) -16.468\$ | 104.194\$ (gross revenue) 15.798\$ | 223.437\$ | 226.511\$ | N.A. | N.A. |

| | | | | | | |
|---|------------------|------------------|------------------|------------------|------|------|
| Government Grants (government contribution and direct public support) | 133.319\$ | 35.229\$ | 118.358\$ | -5.237\$ | N.A. | N.A. |
| Private contributions (auto-taxation) | | | | 11.200\$ | N.A. | N.A. |
| Interest | | | | | N.A. | N.A. |
| Assessment (fee or levy) | | | 57.114\$ | 59.883\$ | N.A. | N.A. |
| Farmers' market | | | | | | |
| Rental income | | | | | N.A. | N.A. |
| Other | 5.468\$ | 4.700\$ | 9.559\$ | 16.229\$ | N.A. | N.A. |
| <i>Total</i> | 186.834\$ | 186.413\$ | 408.468\$ | 307.911\$ | N.A. | N.A. |

3.3 Net assets

Source: <http://foundationcenter.org/findfunders/990finder/> [Access: 18.05.2013]

| Items | Net assets – Part I | | | | | | |
|------------------------------------|---------------------|-----|------|-----|-----------|-----------|-----------|
| | 1985 | ... | 1996 | ... | 2005 | 2006 | 2007 |
| Revenues (3.2) | N.A. | | N.A. | | 163.935\$ | 166.445\$ | 124.603\$ |
| Expenditure (3.1) | N.A. | | N.A. | | 241.766\$ | 131.643\$ | 148.514\$ |
| Fund balances at beginning of year | N.A. | | N.A. | | 122.341\$ | 44.510\$ | 79.312\$ |
| Fund balances at end of year | N.A. | | N.A. | | 44.510\$ | 79.312\$ | 55.401\$ |

| Items | Net assets – Part II | | | | | |
|---|-----------------------|-----------------|------------------|-----------------|------|------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| Revenues (3.2) | 186.834\$ | 186.413\$ | 408.468\$ | 307.911\$ | N.A. | N.A. |
| Expenditure (3.1) | 187.576\$ | 194.539\$ | 371.364\$ | 336.150\$ | N.A. | N.A. |
| Fund balances at beginning of year | 55.401\$ + 9.226\$ | 63.885\$ | 55.759\$ | 117.863\$ | N.A. | N.A. |
| <i>Fund balances at end of year</i> | 63.885\$ | 55.759\$ | 117.863\$ | 89.624\$ | N.A. | N.A. |

3.4 Vacancy rate

Source: (City of San Diego, 1986) and
www.census.gov [Access: 12.03.2013]

| Vacancy | Before the initiative (1985) | After the initiative |
|----------------------------------|------------------------------|---|
| Vacant commercial property | N.A. | The location of new commercial activities in the area is one of the most visible effects of the regeneration process. Nevertheless, there are still many vacant retail spaces, above all in the biggest and most iconic buildings (i.e. the former J.C. Penney Store, many of the ground-level commercial spaces in the Public Parking Garage, the glass commercial building at 3180 university Ave). Moreover, some traditional and long-established retail activities moved because they couldn't afford the high increase of rent costs in the area ² . |

² Information from Interview 1 and North Park Main Street Newsletter (April 18, 2013).

| | | |
|-------------------------|---|--|
| Vacant housing property | 4.4% ³ (5% for the City of San Diego) | 3% in 2000 (same percentage in Greater North Park, 4% for the whole City) 5% in 2010 (same percentage in Greater North Park, 6% for the whole City) |
| Vacant land (sqm) | N.A. (1986 Community Plan pointed out that there were almost non vacant lots in the area). | 0% in 2004 (2.023 sqm) (0,3% in Greater North Park –16.187sqm) |

³ Data for 1985 (City of San Diego, 1986).

4 MARKETING AND PROMOTION

4.1 Business attraction, creation, retention and assistance programs promoted by the initiative

Source: <http://northparkmainstreet.com> [Access: 11.03.2013]

| Program | Description |
|--|--|
| Attraction of business new to the area | <p>The spontaneous and increasing location of new commercial activities in the area is one of the most visible effects of the regeneration process.</p> <p>Some of these new businesses – most of them connected to Food – played a strategic role in attracting businesses (i.e. Caffè Calabria, opened in 2001, and The Linkery, opened in 2005).</p> <p>It has to be pointed out that there are still many vacant retail spaces, above all in the biggest and most iconic buildings (i.e. the former J.C. Penney Store, many of the ground-level commercial spaces in the Public Parking Garage, the glass commercial building at 3180 university Ave).</p> |
| Creation of new business (start-ups) | N.A. |
| Retention of business | <p>Although the Main Street and the BID supported the retention of businesses, some traditional and long-established retail activities moved because they couldn't afford the high increase of rent costs in the area.</p> <p>As a failure for the retention effort, it has to be highlighted that some of the businesses established during the redevelopment process are moving or closing⁴.</p> |
| Assistance weak business | N.A. |

⁴ Dailey K. (2013), "The end of The Linkery", in *UT San Diego*, July 1 2013.
<http://www.utsandiego.com/news/2013/jul/01/linkery-restaurant-closes/> [Access: 14.07.2013]

5 STAKEHOLDERS AND GOVERNANCE

5.1 Local development organizations involved in the initiative

Source: <http://northparkmainstreet.com> [Access: 11.03.2013]

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

| Name | Typology (*) | Contribution to the organization |
|---|---|--|
| <i>North Park Planning Committee (NPPC)</i> | Community | The <i>North Park Planning Committee</i> , whose purpose is to advise the City as it relates to local planning decisions, represents the citizens and provides a forum to discuss, explore, question and monitor land use and development issues. |
| <i>North Park Community Association (NPCA)</i> | Volunteer organization of residents, property owners and businesses | The <i>North Park Community Association</i> is committed to educate, inform and empower the community by providing a forum for issues of concern to North Park and enhancing residents' quality of life by working with commercial, civic and governmental partners. |
| <i>North Park Maintenance Assessment District (MAD)</i> | Owners association | The North Park MAD is a special district under state law that allows property owners to assess themselves to pay for services beyond what the City normally provides. |
| <i>North Park Historical Society (NPHS)</i> | Non-profit organization | The <i>North Park Historical Society</i> is a non-profit organization dedicated to the preservation and promotion of North Park's historic resources in neighborhoods developed during the early and middle 1900s. |
| <i>North Park Recreation Council</i> | Advisory group | The <i>North Park Recreation Council</i> is an advisory group made up of involved individuals residing in or owning a business in North Park. The Recreation Council promotes local recreation programs through coordinating planning, administrative, marketing and administrative efforts with vendors and City staff. |

6 SPATIAL DATA

6.1 Real Estate

Source

http://www.zillow.com/homes/North-Park-San-Diego-CA_rb/ [Access: May 2013]

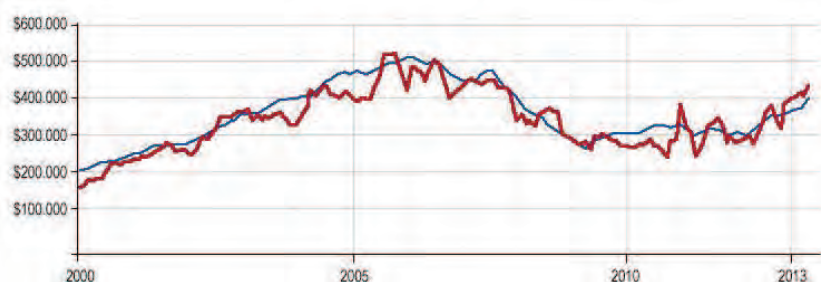
http://www.trulia.com/real_estate/North_Park-San_Diego/1319/market-trends/ [Access: May 2013]

* All data for this section are based on sales, both in San Diego and in North Park.

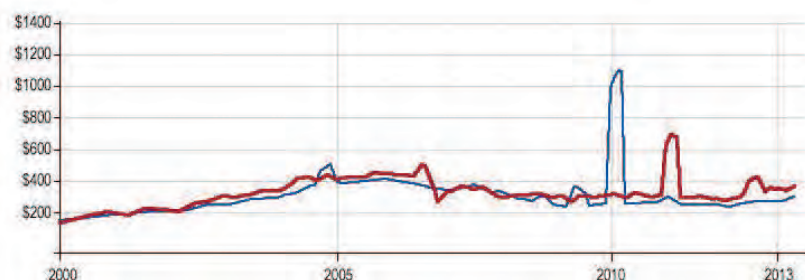
| Typology | Average 1990 | | Average 2000 | | Average 2010 | | Average 2013 | |
|--------------------------|--------------|--------|--------------|--|--------------|--|--------------|---|
| | sqm | \$/sqm | sqm | \$/sqm | sqm | \$/sqm | sqm | \$/sqm |
| Housing | N.A. | N.A. | 104 mq | 1.490 \$/sqm (1.500\$/sqm in San Diego) | 81 mq | 3.333 \$/sqm (2.980\$/sqm in San Diego) | 110 mq | 3.943 \$/sqm (3.243 \$/sqm in San Diego) |
| Commerce | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | 2.631 \$/mq |
| Industry | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. |
| Advanced services sector | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. |
| Parking | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. |

The median sales price for housing in North Park in 2013 is \$433,750 (+60.6% with respect to 2012).

Average price per square meter for North Park was \$3.943 (+26.6% with respect to 2012).



— Median Sales Price - San Diego
— Median Sales Price - North Park Greater Community



— Average price per sqft - San Diego
— Average price per sqft - North Park Greater Community

Figure 3_Median Sales Price – housing (2000-2013) and average price per sqft – housing (2000-2013)

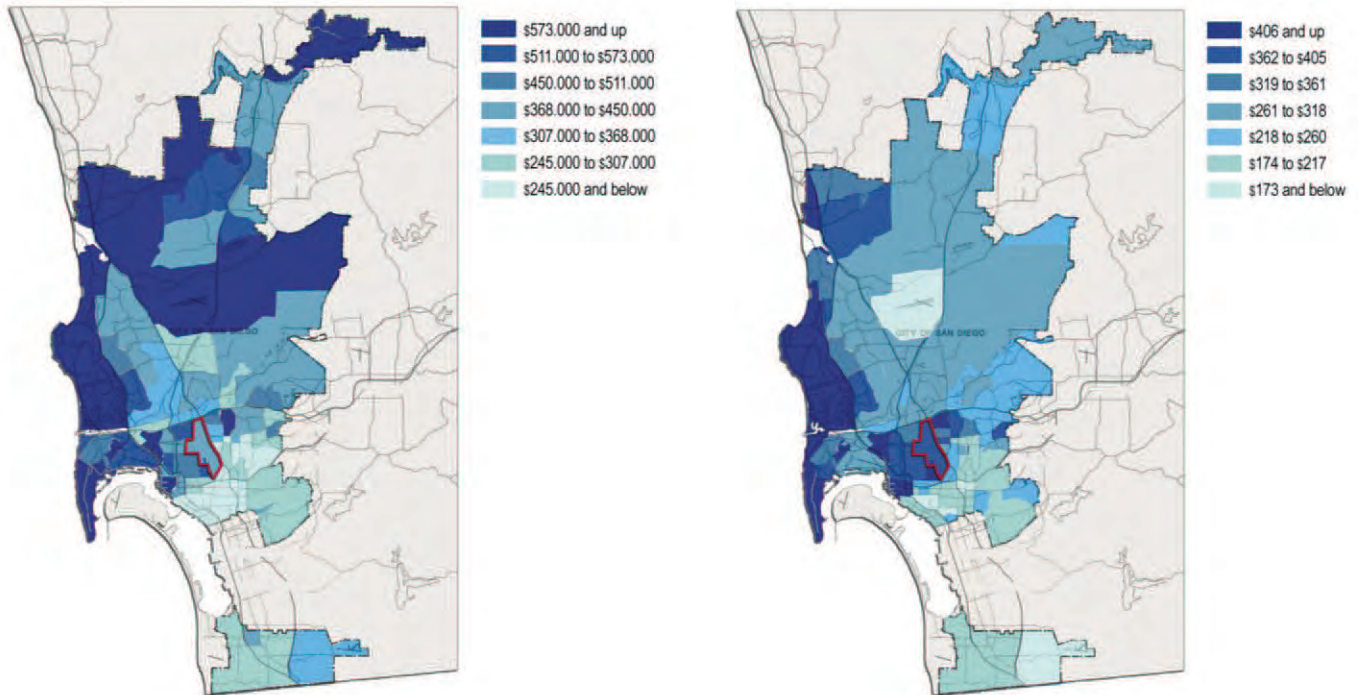


Figure 4_ Median sales price and average price per sqft – housing (2013)

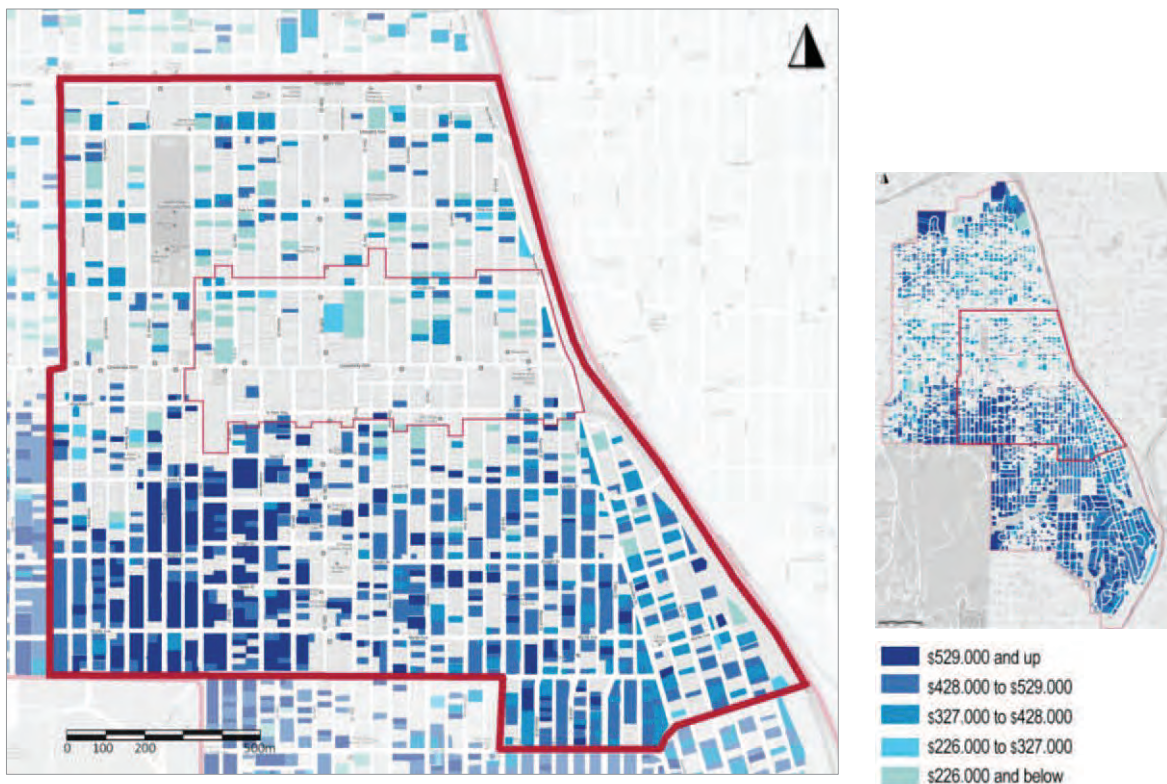


Figure 5_ Median sales price in North Park area – housing (2013)

6.2 Accessibility

Source:

<https://maps.google.com/maps?hl=it&tab=wl> [Access: 12.04.2013]

<http://www.sdmts.com/> [Access: 12.04.2013]

| Distance from San Diego Downtown | Average Time | Average Km |
|----------------------------------|--------------|------------|
| By trolley | ----- | ----- |
| By bus | 30 min | 5,5 Km |
| By car | 10 min | 5,5 Km |
| By rail | ----- | ----- |

North Park has direct access to Interstates 8 (I-8) and 805 (I-805) and less direct access to State Routes 15 (SR-15) and 163 (SR-163). Freeway access is particularly good for the northern portion of the community.

The area has convenient access to Mission Valley (via Texas Street) and downtown San Diego (via Park Boulevard).

North Park is traversed by two major east-west streets, University Avenue and El Cajon Boulevard with Adams Avenue, also an east-west street, serving the northern portion of the community. Park Boulevard, which also serves as a portion of the community's western boundary, 30th Street and Texas Street are north-south streets of significance.

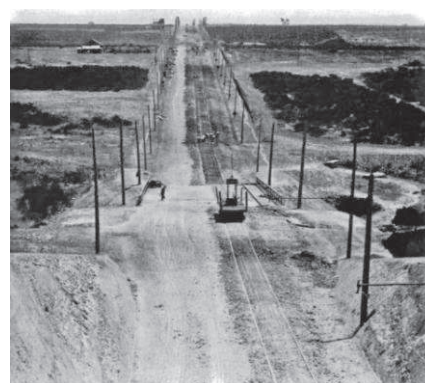
6.3 Geographical information

| Layer | Description |
|---|---|
| A. Historical Pictures | http://www.sandiegohistory.org/store/photographic_prints |
| B. Land use | http://www.sandiego.gov/planning/community/profiles/greaternorthpark/ |
| C. Heritage | http://www.sandiego.gov/planning/community/profiles/greaternorthpark/ |
| D. Community facilities | http://www.sandiego.gov/planning/community/profiles/greaternorthpark/ |
| E. Projects and initiatives in the area | |

A. Historical pictures

University Avenue (1907)

(San Diego Historical Society)



**University Avenue,
on Georgia Street
Bridge (1907)**

*(San Diego Historical
Society)*



North Park Theatre



Dryden District

Thurston House



**30th Street Garage
(1929)**



30th Street and University Avenue

The first of three North Park signs was installed in 1935 over the intersection of 30th and University. The background on the first sign was black and the subsequent signs were green—all with white lettering.

(San Diego History Center)



30th Street and University Avenue



Stevens & Hartley Building



B. Land use map

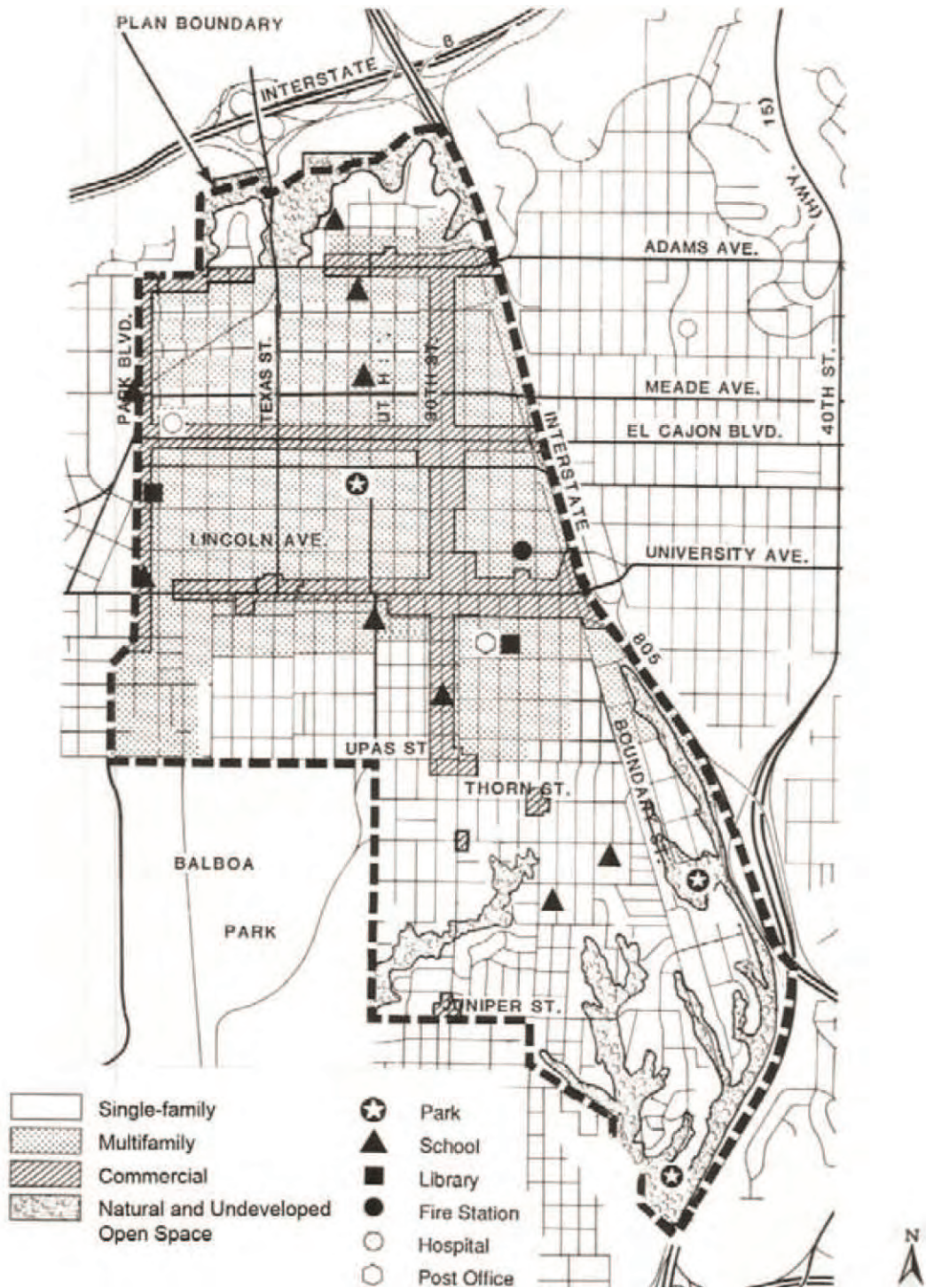
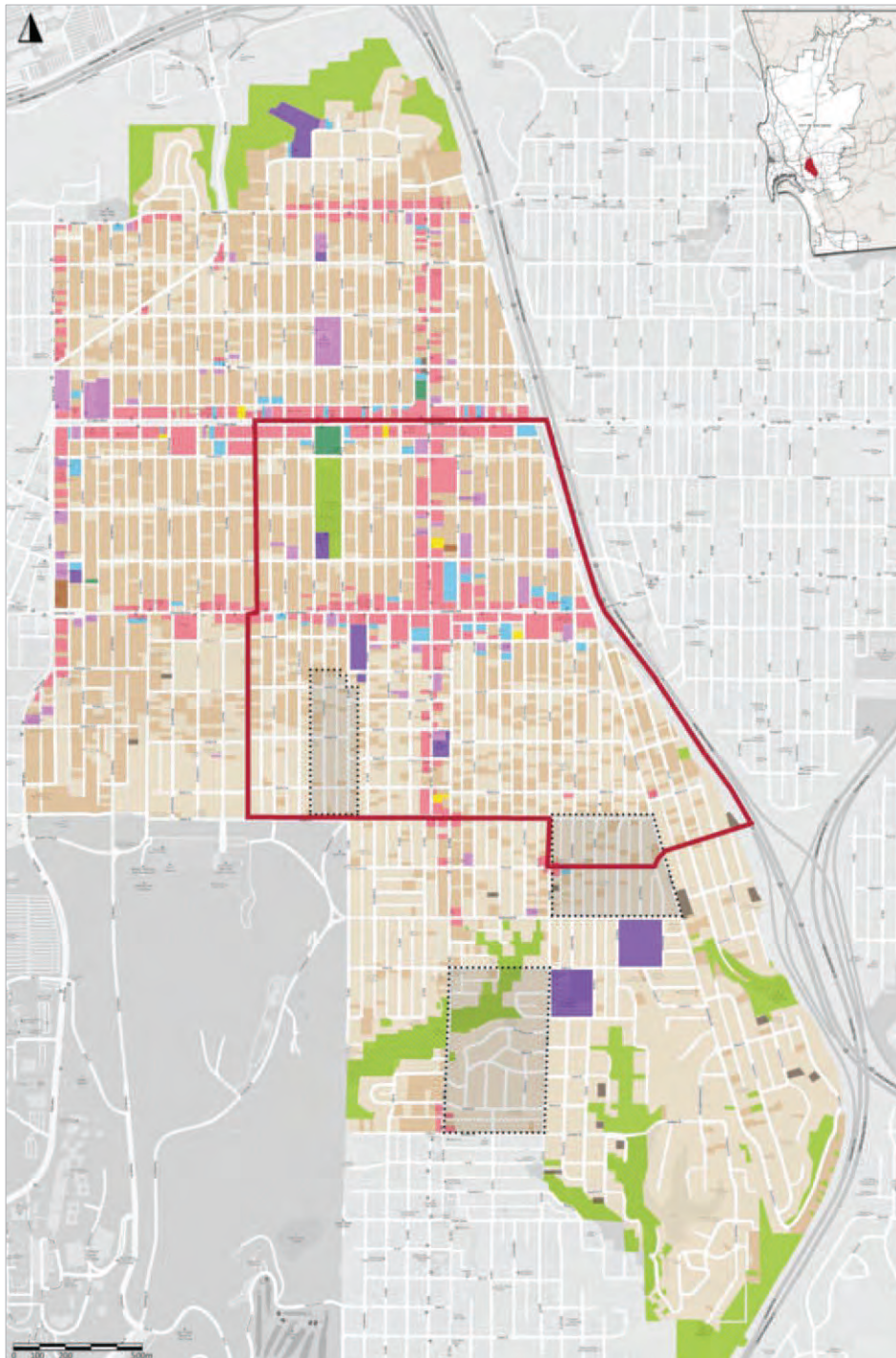


Figure 6_Land Use in 1986



Greater North Park
LAND USE

- SINGLE FAMILY RESIDENTIAL**
Single family detached housing units, on lots smaller than 1 acre.
- MULY FAMILY RESIDENTIAL**
Attached housing units, two or more units per structure – includes duplexes, townhouses, condominiums apartments.
- GROUP QUARTERS**
Dormitories, convalescent or retirement homes (not associated with or within a health care facility), rooming houses or half-way houses.
- UNDEVELOPED**
Vacant land either graded or not graded. Undevelopable natural areas planned as open space easements around development or open space not a part of an established park or preserve.
- COMMERCIAL**
Community, neighborhood, and specialty shopping centers, office buildings, hotels, motels, auto dealerships, wholesale trade, store front retail.
- INSTITUTIONAL**
Hospitals, churches, libraries, post offices, police and fire stations, other public services, cultural facilities, museums, art galleries, social service agencies, historic sites.
- SCHOOLS**
Public and private schools, colleges and universities.
- COMMUNICATION UTILITIES - TRASPORTATION RELATED**
TV and radio broadcasting stations, relay towers, electrical power generating plants, water and sewage treatment facilities, parking lots, Transit Centers.
- PRIVATE RECREATION**
Clubhouses, recreation areas, pools, tennis courts, etc. (within and associated with residential development if a separate parcel exists).
- PARK AND OPEN SPACE**
Community parks with recreation areas and centers containing one or more activities (tennis or basketball courts, baseball diamonds, soccer fields, etc.). Smaller neighborhood parks with a high level of use.
Wildlife and nature preserves, parks with limited development and access.
- INDUSTRIAL - WEREHOUSE/STORAGE**
Heavy industry.
Light industry (industrial parks, office or industrial uses clustered into a center).
Manufacturing uses (usually along major streets or clustered in certain areas), such as lumber, furniture, paper, rubber, stone, clay, and glass, auto repair services and recycling centers.
Warehousing/public storage.




-  Case-study area
-  Historic districts
-  North Park Main Street/BID

Figure 7_Land use in 2004

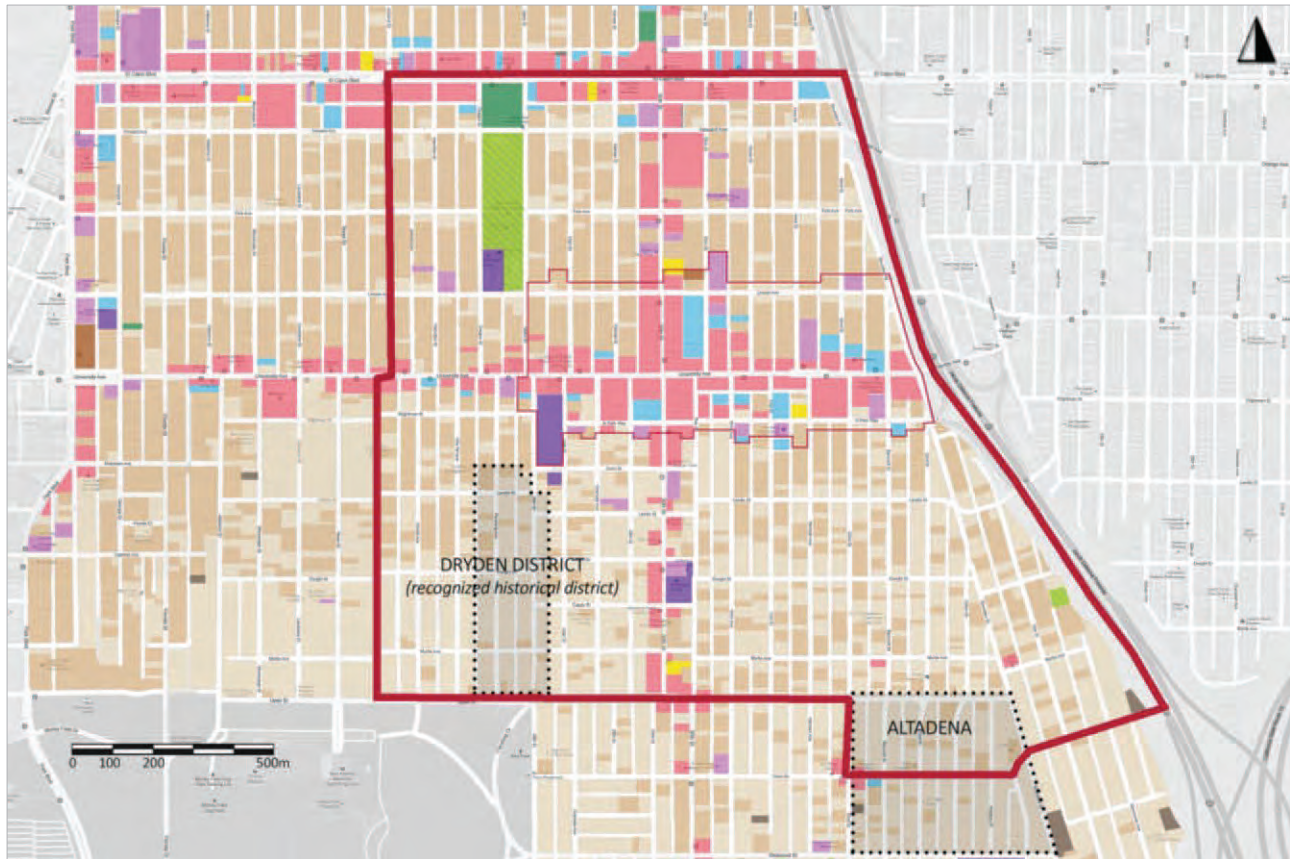
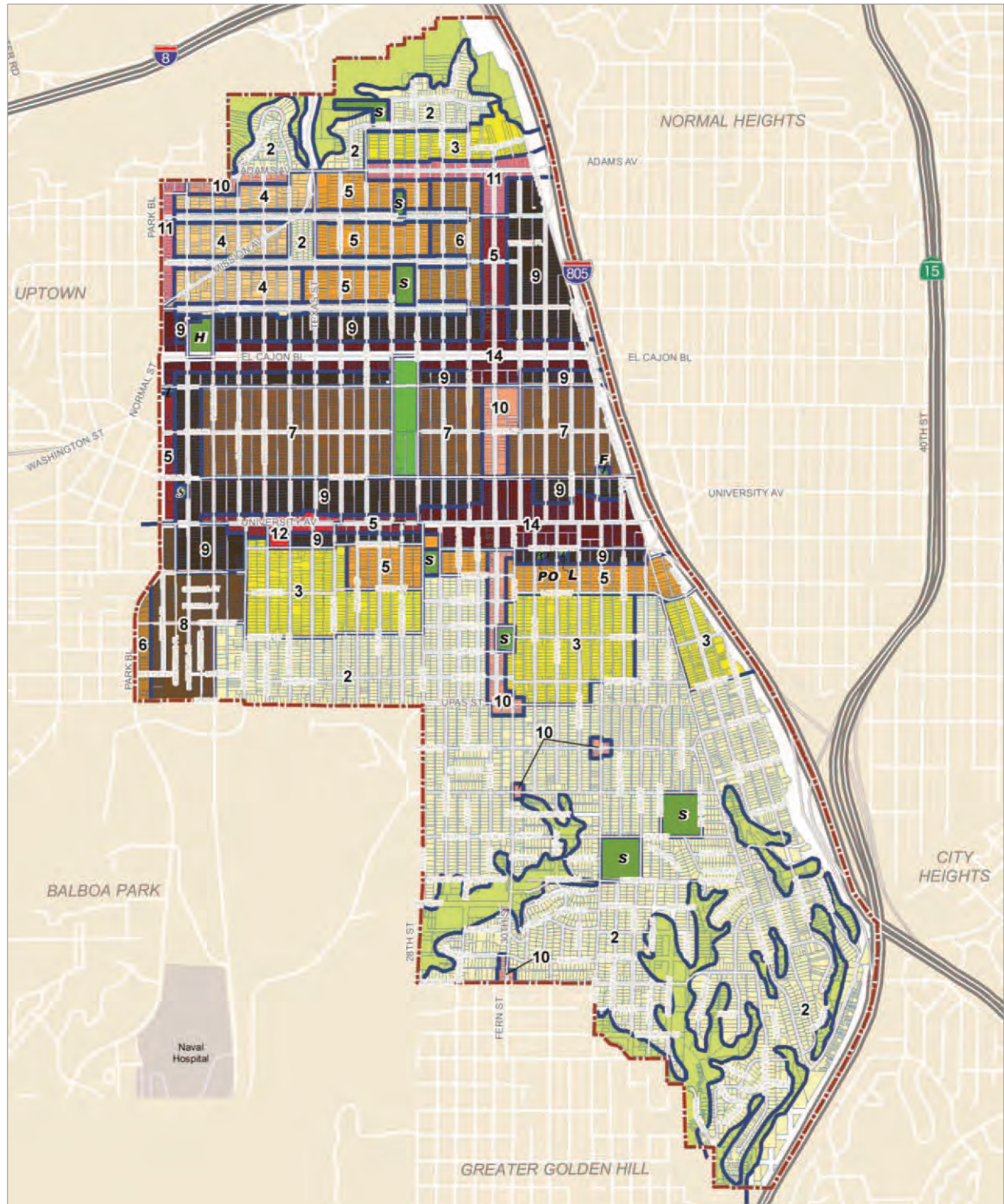


Figure 8_Land use in 2004_Case-study area



- Community Plan Boundary
- Parcel Boundary
- 2-Residential Low (5-10 du/nra)
- 3-Residential Low-Medium (10-15 du/nra)
- 4-Residential Low-Medium(+) (10-20 du/nra)
- 5-Residential Medium(-) (15-25 du/nra)
- 6-Residential Medium (15-30 du/nra)
- 7-Residential Medium-High/B 30-35 du/nra (35-45 du/nra)*
- 8-Residential Medium-High (30-45 du/nra)
- 9-Residential High/Very High (45-55 du/nra) (55-75 du/nra)*
- 10-Commercial w/ Medium Residential (15-30 du/nra)
- 11-Commercial w/ Medium High Residential (30-45 du/nra)
- 12-Commercial w/ Medium High(+) Residential (30-45 du/nra) (45-55 du/nra)*
- 13-Commercial w/ High/Very High Residential (45-55 du/nra) (55-75 du/nra)*
- 14-Commercial w/ High/Very High(+) Residential (55-75 du/nra) (75-110 du/nra)*
- Institutional (H, S, F, PO, L)
- Park
- Open Space w/ Very Low Residential (0-5 du/nra)

Figure 9_Land use in 2012

C. Heritage

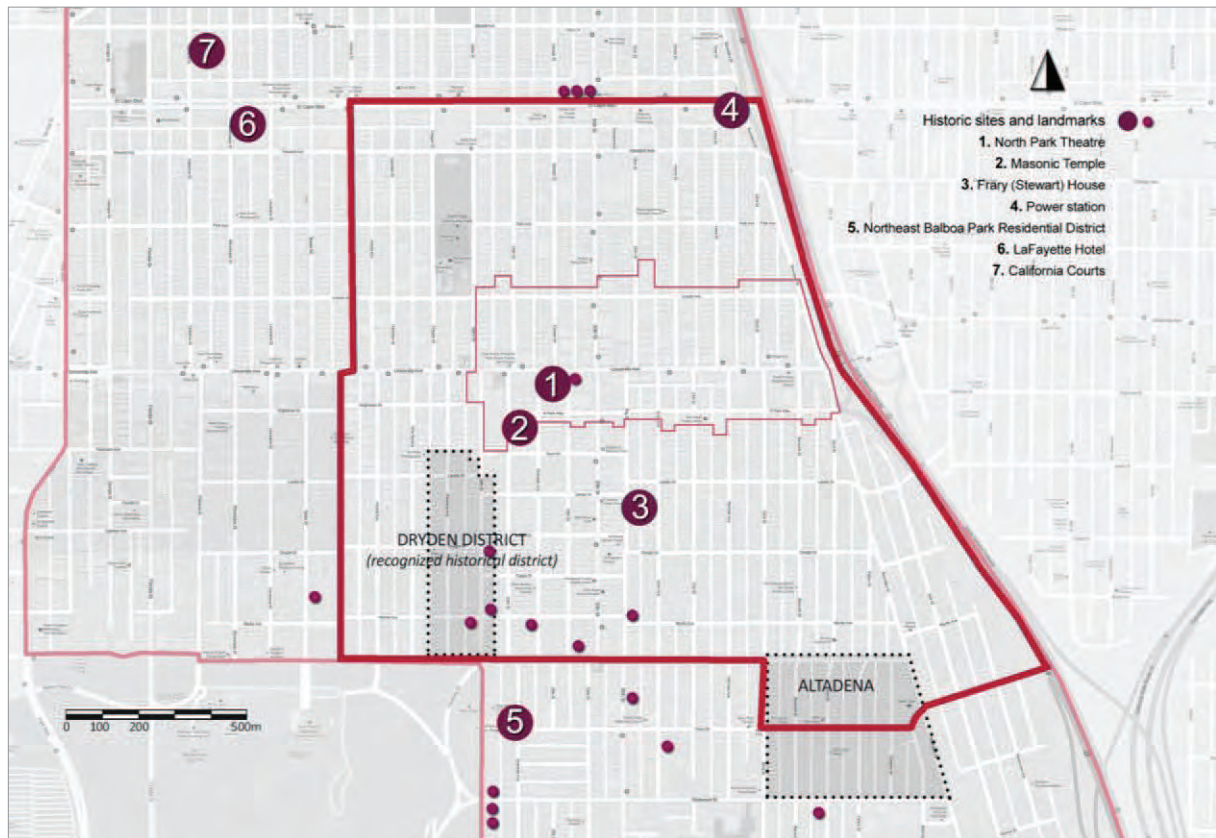


Figure 10_Historical sites and landmarks in the case-study area

D. Community facilities

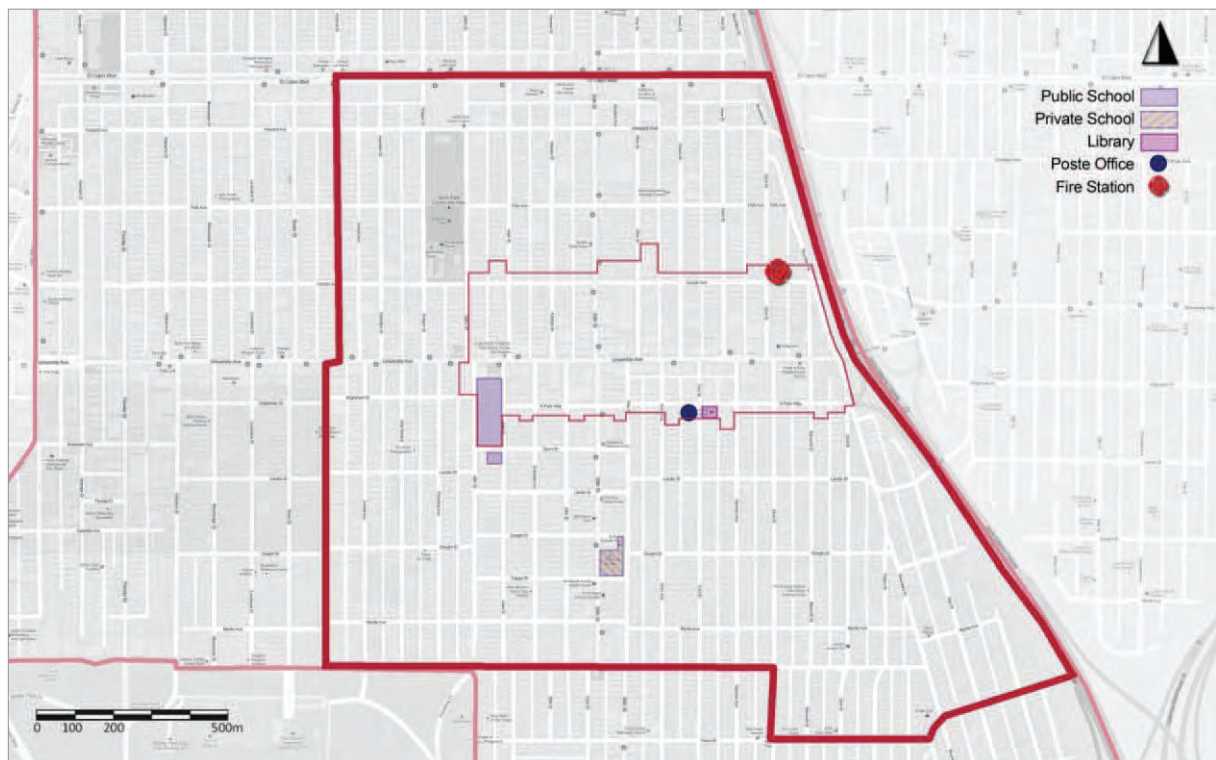


Figure 11_Community facilities in the case-study area

E. Projects and initiatives in the area

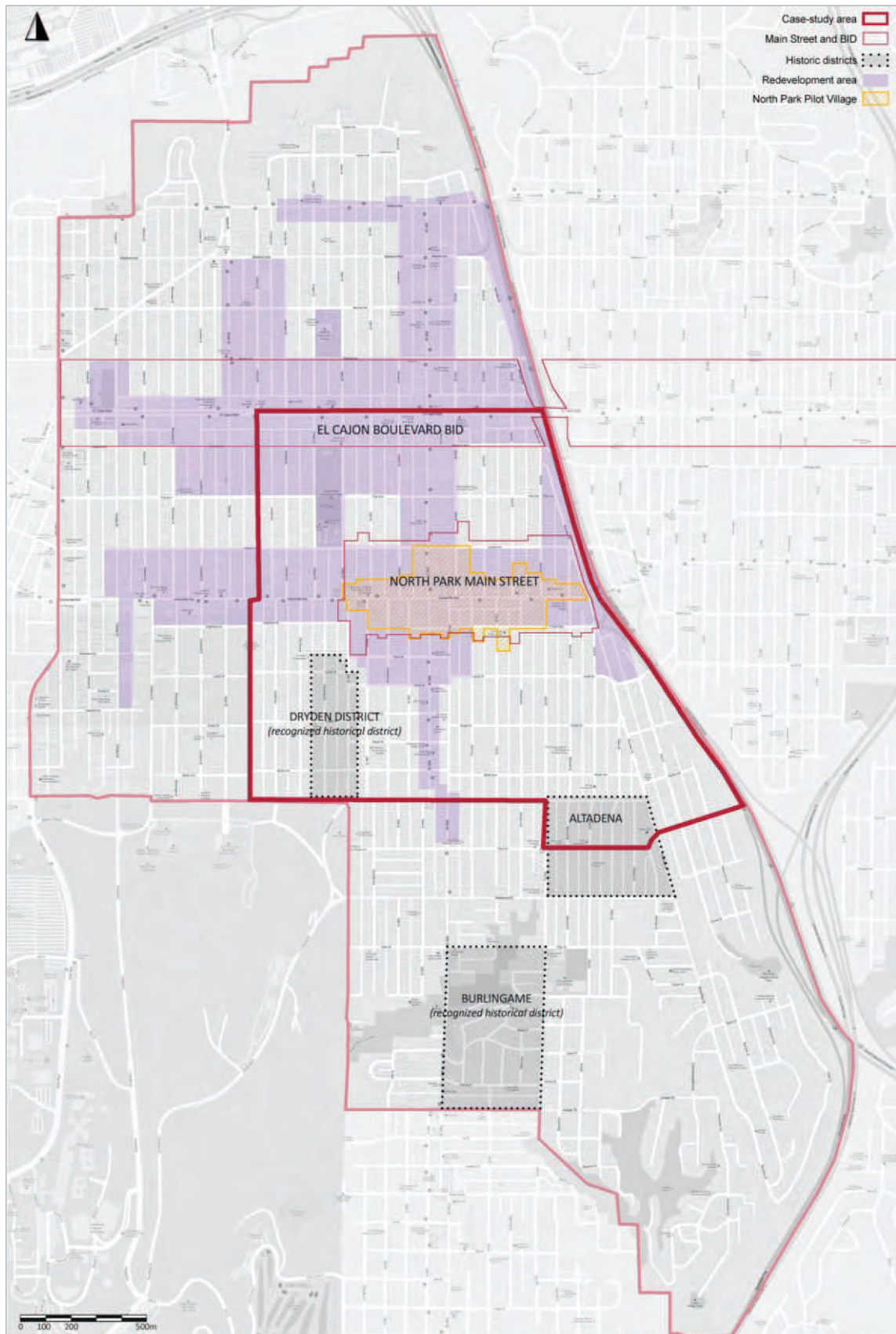


Figure 12_Overlapping projects in the case-study area

7 REGIONAL – URBAN LINKAGES

7.1 Farmers' market characteristic

Source: <http://www.northparkfarmersmarket.com/> [Access: 16.03.2013]

| Area occupied by the farmers' market | sqm |
|---|----------------|
| Temporary stands in North Park Way (between 32nd Street and Herman, close to the CVS parking area). | About 1200 sqm |

7.2 Farmers' market vendors

Source: http://www.sdweeklymarkets.com/vendors?field_market_nid=119 [Access: 23.05.2013]

| Vendors/farmers | | | Serving other markets | | | | Origin | | | |
|---------------------------|----------------------|---------------------------|-----------------------|------------------------------|-----------------------------------|---------------------|---------|---------|----------------|---------------------|
| Category | | | Serving NP FMkt | Serving Weekly Markets FMkts | Serving other FMkts (less than 5) | Serving other FMkts | From NP | From SD | From SD County | From other Counties |
| FARMERS | Fruit | Hopkins AG | | | | X | | | | X |
| | | Paradise Valley Ranch | | | X | | | | X | |
| | | Smit Orchards | | X | | | | | | X |
| | Vegetables | JR Organics | | | | X | | | X | |
| | | Valdivia Farms | X | | | | N.A. | N.A. | N.A. | N.A. |
| | | Mountain Meadow Mushrooms | | X | | | | | X | |
| | Fruit and vegetables | Kawano Farms | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Suzie's Farm | | X | | | | X | | |
| | Varied | African Sisters Farm | X | | | | N.A. | N.A. | N.A. | N.A. |
| | | Atkins Nursery | X | | | | | | X | |
| | | R&L Farm | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Hidalgo Flower Growers | | | | X | | | X | |
| | | Meljess Bees Honey | X | | | | | | | X |
| | | Da Le Ranch | | | | X | | | | X |
| | | Spring Hill Cheese | | X | | | N.A. | N.A. | N.A. | N.A. |
| ARTISAN FOOD AND BEVERAGE | Ethnic Food | Baba Foods | | X | | X | | | X | |
| | | Masala Cottage | | X | | | | | X | |
| | | Don Tommy's Mexican Food | X | | | | | X | | |
| | | East African Cuisine | | | X | | | X | | |
| | | Papa Luna's Empanadas | | | X | | | X | | |
| | | Salvadorean Pupusas | X | | | | | X | | |
| | | Pho Realz?! | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Gourmet Tamales | | X | | | | | X | |

| Vendors/farmers | | | Serving other markets | | | | Origin | | | |
|-----------------------------|------------------|----------------------------|-----------------------|------------------------------|-----------------------------------|---------------------|---------|---------|----------------|---------------------|
| Category | | | Serving NP FMkt | Serving Weekly Markets FMkts | Serving other FMkts (less than 5) | Serving other FMkts | From NP | From SD | From SD County | From other Counties |
| ARTISAN FOOD AND BEVERAGE | Bread and pastry | Barron's Bake Shop | X | | | | N.A. | N.A. | N.A. | N.A. |
| | | Belen Artisan Bakers | | X | | | | | X | |
| | | Pubcakes | | | X | | | X | | |
| | Beverage | Dark House Coffee Roaster | | X | | | X | | | |
| | | Greenfix Organic Smoothies | | | | X | N.A. | N.A. | N.A. | N.A. |
| | Varied | Ancient Secrets | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Bitchin' Sauce! | | | | X | | | X | |
| | | Nandog's Naturals | | X | | | | | X | |
| | | Terra verde Foods | | X | | | | | | X |
| | | The California Olive | | | | X | | | | X |
| | | Majestic Garlic | | X | | | | | | X |
| | | Salmon slinger | | X | | | | | | X |
| | | Chips Beach Eat Food Truck | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Mediteas | | | X | | | X | | |
| | | Not So Fast Food Truck | | X | | | | | X | |
| | | Moncai Vegan | | X | | | | X | | |
| HANDCRAFTS AND SPECIALITIES | | House of Wiley Jewelry | | | X | | N.A. | N.A. | N.A. | N.A. |
| | | La Jolla Bamboo Boutique | | | | X | | X | | |
| | | Never Stop Project | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Vivid Image | | X | | | N.A. | N.A. | N.A. | N.A. |
| | | Therapie Boutique | | X | | | | | X | |
| | | Fashion Truck | | | | | | | | |

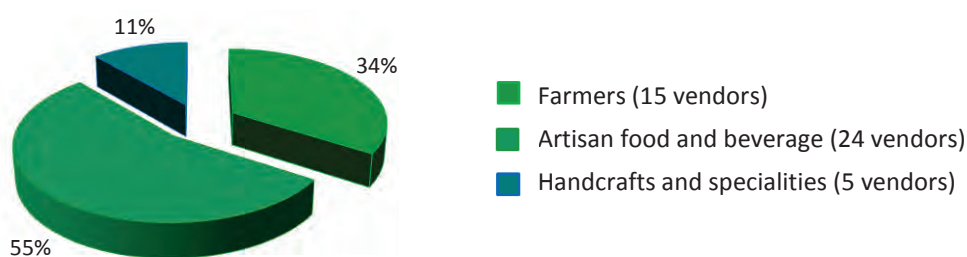


Figure 13_North Park farmers' market vendors - composition

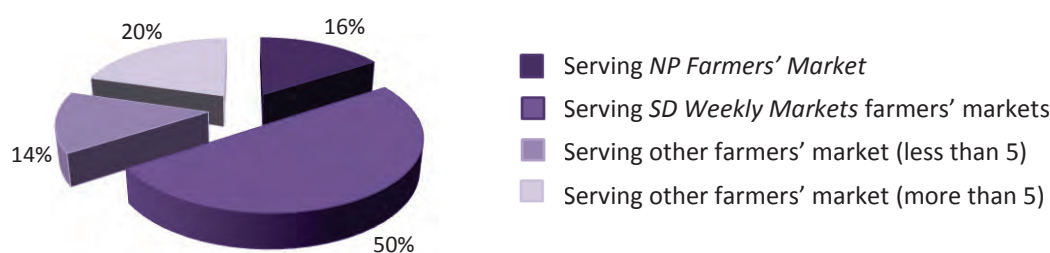


Figure 14_North Park farmers' market vendors - activities

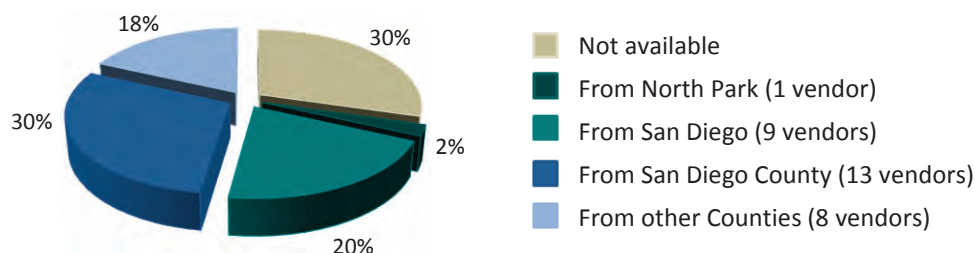


Figure 15_North Park farmers' market vendors - origin

7.3 Supply chain: the supply of local products

Source: http://www.sdweeklymarkets.com/vendors?field_market_nid=119 [Access: 23.05.2013]

*Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh food | 33% of Fresh Food going to the <i>NP Farmers' Market</i> comes from San Diego County, while 27% comes from different Counties (Riverside, San Joaquin). With respect to the case-study area as a whole, see maps and charts below. |
| Food other than fresh | 30% of Food (other than fresh) going to the <i>NP Farmers' Market</i> comes from San Diego and 30% comes from San Diego County, while 17% comes from different Counties and just 4% comes directly from North Park. With respect to the case-study area as a whole, see maps and charts below. |
| Handcrafts | 20% of Handcrafts going to the <i>NP Farmers' Market</i> comes from San Diego and 20% comes from San Diego County. With respect to the case-study area as a whole, see maps and charts below. |
| Others (specify and add lines if needed) | ----- |

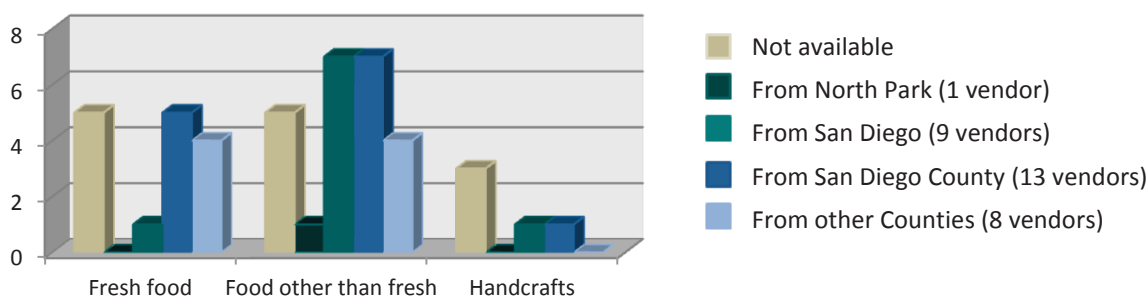


Figure 16_North Park farmers' market - products' origin

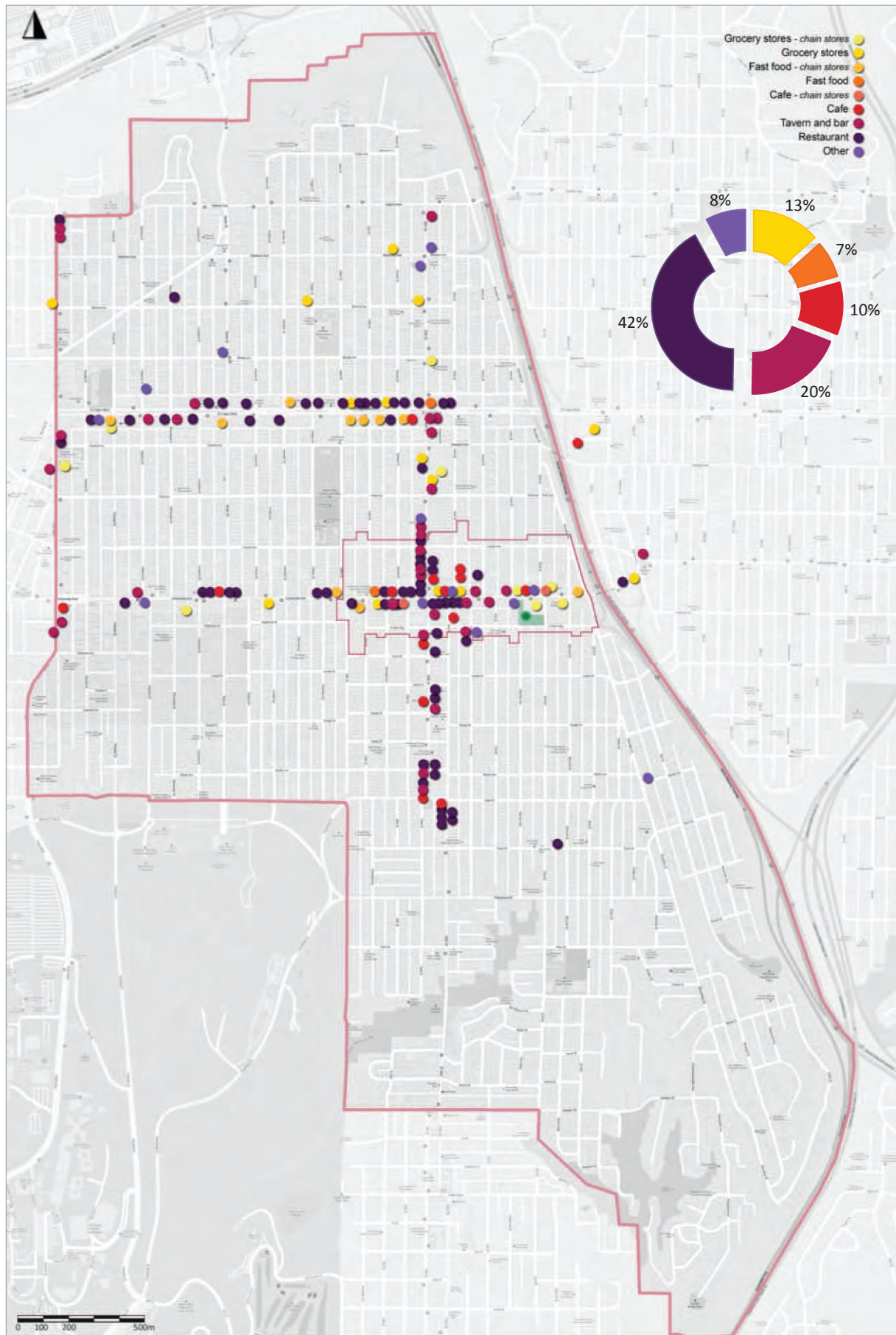


Figure 17_North Park Food System

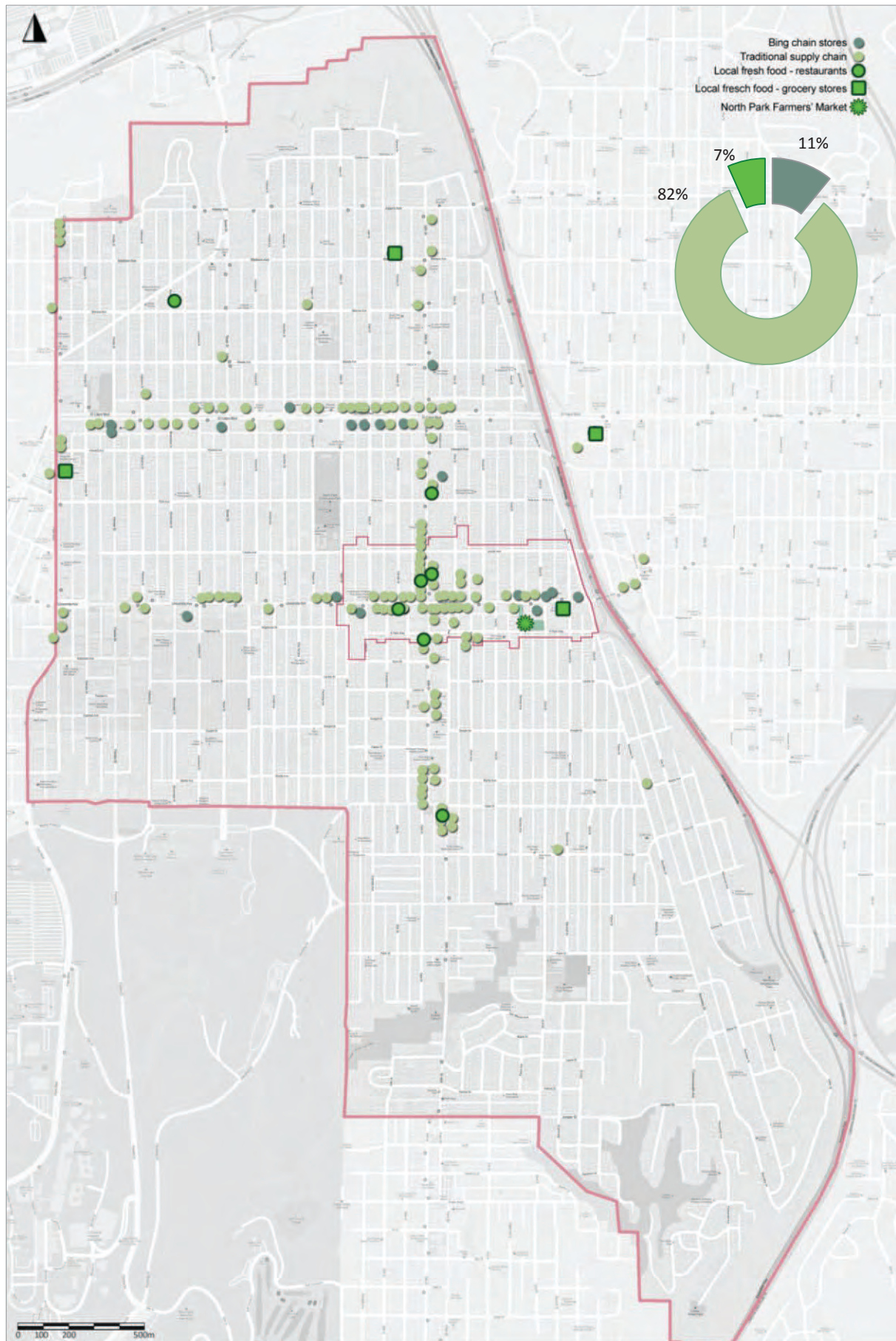


Figure 18_North Park Food System

7.4 Support organizations

| Presence of support organizations for local producers | Yes/No | Description of how the organization works (if any) |
|---|--------|--|
| Fresh food | Yes | The Farmers' Market is managed by <i>SD Weekly Markets</i> – also managing Little Italy Farmers' Market, Pacific beach Farmers' Market, San Diego Public Market. <i>SD Weekly Markets</i> professionally supports farmers and manages the market in order to provide the highest quality farm-fresh produce, meats, fish, eggs, and artisan foods. |
| Food other than fresh | | |
| Handcrafts | | |
| Others | | |

Farmers' market sponsor

- North park Main Street
- A7D Creative Group
- Art produce Queen Bee's Art & Cultural Center
- Ascent Real Estate

7.5 Regional- urban interaction

*Clarify the interaction between the specific urban area and the regional context. The degree can be very high, high, medium, low of inexistent.

| Type of relation | Degree | Description of how the relationship between the local urban area and the regional context works |
|-----------------------|--------|---|
| Fresh food | Medium | <i>NP Farmers' Market</i> (vendors from regional context are involved). |
| Food other than fresh | Medium | <i>NP Farmers' Market</i> (vendors from regional context are involved). |
| Handcrafts | Medium | <i>NP Farmers' Market</i> (vendors from regional context are involved). |
| Others | ----- | ----- |

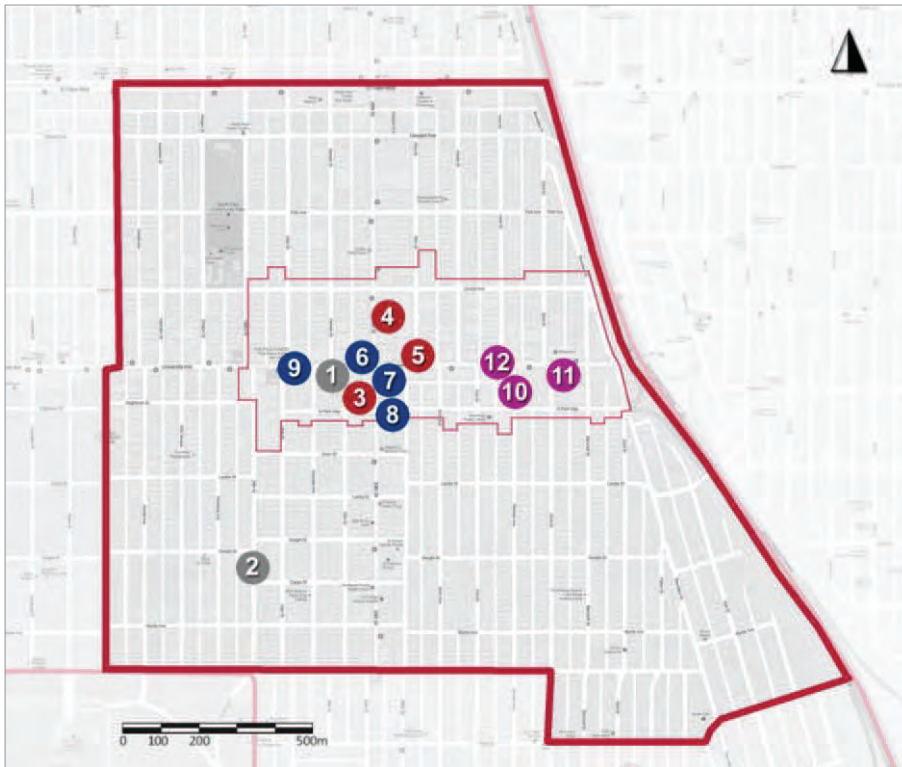
7.6 Logistic relationships between local producers and consumers

Map of the transportation network at regional level (roads and railways)

| |
|------|
| N.A. |
|------|

8 VISUAL ANALYSIS

8.1 Map with view points



- Community resources
- Interventions funded by the Redevelopment Agency
- North Park Main Street interventions
- Local Food System

8.2 Pictures

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behaviour, notes on the general quality of the environment.

Picture n.1

Date: 18.02.2013

Day of the week: Monday

Time: 09:15 am

Notes

One of the oldest community in San Diego, North Park is home to many historic landmarks, including the North Park Theatre (in the pictures), restored at the very beginning of the redevelopment process.



Picture n.2

Date: 26.05.2013

Day of the week: Sunday

Time: 16:45 pm

Notes

North Park residential areas preserve their original character – with a wide range of historic diverse architectural styles (Craftsman, California Bungalow, Spanish and Mission Revival).



Picture n.3

Date: 18.04.2013

Day of the week: Thursday

Time: 11:30 am

Notes

North Park Public Garage, completed in 2006 by the Redevelopment Agency, is the starting point of the regeneration, since it eased vehicular access into the area, thereby promoting commercial and other activities.



Picture n.4

Date: 18.04.2013

Day of the week: Thursday

Time: 11:45 am

Notes

One of the mixed-use residential condominium built in North Park during the redevelopment process, this building was completed in 2006. The project included affordable housing and public improvements (curbs, gutters, sidewalks, street furniture and landscaping).



Picture n.5

Date: 18.04.2013

Day of the week: Thursday

Time: 12:00 am

Notes

The redevelopment strategy included specific interventions for storefront improvements. The Redevelopment Authority provided loans to property owners and business tenants to improve commercial property façades.



Picture n.6

Date: 18.04.2013

Day of the week: Thursday

Time: 11:30 am

Notes

In the corner between University Ave (in the picture) and 30th Street – the Main Street supported many interventions of beautification and street improvement (lighting, street trees, sidewalks, bike racks, refuse cans). The North Park monument sign was restored in 1993 thanks to the Main Street itself.



Picture n.7

Date: 18.02.2013

Day of the week: Monday

Time: 09:15 am

Notes

Graffiti was a problematic issue in the area, then the Main Street Design Committee determined to conduct a competition among graffiti artists to submit proposals for large murals for the blank walls. The committee chose the walls and a panel of local people selected the winning entries. The giant creature on the Ray Street side of Wangs is one of the most popular murals.



Picture n.8

Date: 18.04.2013

Day of the week: Thursday

Time: 12:00 am

Notes

The *Main Street* was deeply involved in defining a creative character for the neighbourhood. In 2001 Ray at Night was launched: this event, focused on highlighting the work of local artists, supported the regeneration giving a successful image of the ongoing process and it worked as a “social factor” for the community.



Picture n.9

Date: 26.05.2013

Day of the week: Sunday

Time: 16:00 pm

Notes

Despite the location of new commercial activities in the area during the redevelopment process, there are still vacant retail spaces and some traditional and long-established retail activities moved because they couldn't afford the high increase of rent costs in the area.



Picture n.10

Date: 14.03.2013

Day of the week: Thursday

Time: 15:30 am

Notes

North Park farmers' market played a crucial role as "social" product: established in a very strategic moment, it served as the place where residents could meet to share ideas, intentions and projects about the regeneration process.



Picture n.11

Date: 14.03.2013

Day of the week: Thursday

Time: 16:00 am

Notes

The effectiveness of the farmers' market as part of the local food system could be questioned by the presence of a big supermarket of fresh products in the immediate proximity of the farmers' market itself.



Picture n.12

Date: 14.03.2013

Day of the week: Thursday

Time: 16:00 am

Notes

Close to the farmers' market there is *Art Produce*, a public/private enterprise linking cultural programming and community development. They transformed a boarded up building, unsafe and under-utilized corner into a center for innovative art and they transformed the parking-lot into an active public space accommodating an organic garden, performances, films, and outdoor classroom.





REFERENCES

City of San Diego – Planning Department (1986), *Greater North Park Community Plan*.

<http://www.sandiego.gov/planning/community/profiles/greaternorthpark/pdf/northparkfullversion.pdf> [Accessed: 18.02.2013]

Lechowitzky I. (2013), “Food, art and a hipster vibe in San Diego's North Park”, in *Los Angeles Times*, January 13.

<http://touch.latimes.com/#section/-1/article/p2p-73988388/> [Accessed: 18.02.2013]

North Park Main Street

<http://northparkmainstreet.com> [Accessed: 11.03.2013]

North Park Redevelopment Agency

<http://www.sandiego.gov/redevelopment-agency/northpar.shtml#woolworth> [Accessed: 01.04.2013]

SAN DIEGO PUBLIC MARKET

San Diego, CA

Alessandro Boca, ESR, FOCUS Unit

WP2: Territorial Milieu - Urban-rural interactions and urban management models.

Lead Partner: San Diego State University, CA

Case Study: San Diego Public Market

Researcher: Alessandro Boca

INSTRUCTION TO THE RESEARCHER:

Prior to completion of this survey form, you should consult Annex One and objectives of WP11. For UK researchers, it is essential that you read the June 13th minutes of meeting where specific issues have been identified for investigation in this phase of the project.

Your preliminary document search and literature review on the case study area specifically and San Diego must provide you with the relevant knowledge base for this phase of research.

Survey Form

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1 OVERALL OUTLINE OF THE INITIATIVE

General Information

| | | | |
|--|--|---------------------|----------------------------------|
| 1.1 Classification | <input type="checkbox"/> BID: Business Improvement District | | |
| | <input type="checkbox"/> PA: Public Agency | | |
| | <input type="checkbox"/> CDC: Community Development Corporation | | |
| | <input type="checkbox"/> SE: Social Enterprise | | |
| | <input type="checkbox"/> NPOMS: Non Profit Organization for implementing the Main Street initiative | | |
| | <input type="checkbox"/> NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS | | |
| <input checked="" type="checkbox"/> Other: Public Market | | | |
| 1.2 Location | Neighbourhood | Barrio Logan | |
| | ZIP Code | 92101, 92113, 92136 | |
| | City | San Diego | |
| | County | San Diego | |
| | State | California | |
| 1.3 Start-up Source: http://www.sandiegopublicmarket.com/ [Access: 04.04.2013] | Year | 2012 | |
| 1.4 Years in operation Source: http://www.sandiegopublicmarket.com/ [Access: 04.04.2013] | Year | 1 | |
| 1.5 Numbers of renewal Source: http://www.sandiegopublicmarket.com/ [Access: 04.04.2013] | Year | Zero | |
| 1.6 Dimension Source: www.census.gov | Area (sq.Km) | 0,58 | |
| | Residents | 7,140 | |
| 1.7 Partnership Typology | <input checked="" type="checkbox"/> GP (general partnership) | | Specify: for-profit organization |
| | <input type="checkbox"/> LP (limited partnership) | | Specify: |
| | <input type="checkbox"/> LLP (limited liability partnership) | | Specify: |
| | <input type="checkbox"/> Non Profit Corporation | | Specify: |
| 1.8 Partnership composition | Name | Public/Private/NGO | % Initial Capital Invested |
| | Owners | Private | 100% |
| 1.9 Number of board directors Source: | | | |

2. Abstract of the initiative

(Source/s: interviews and field work)

2.1 The case study in brief

The San Diego Public Market case study falls within the research branch named “Food System and Farmers’ Markets”, which aims at understanding how the food supply network in general, and the system of the farmers’ markets in particular, can be considered as resources in urban regeneration and redevelopment projects. The case study starts from the analysis of the ongoing realization of a permanent 92,000 square foot food market located in Barrio Logan, in south-east of Downtown San Diego, mainly dedicated to fresh and un-processed food.

Despite its name, the San Diego Public Market starts as a private for profit activity which focuses its business model on the increasing demand for healthy food and eating, and for related issue of healthy lifestyle. Differently from a shopping mall, it hosts independent business despite franchised, and differently from a weekly farmers’ market it permits a 6-day per week and extended hours opening. Furthermore, and in addition to the market hall, the Public Market expects to spread the range of activities including also spaces dedicated to commercial kitchens, education programs, special events, agriculture workshops, micro business incubator and, in extension, what can outreach the mission of a service center for quality-food industry and nutrition.

2.2 The Challenge

More than the San Diego Public Market itself, the main aim of such analysis remains to investigate the connections between this initiative and a more wide urban regeneration process.

2.3 The Context

The neighborhood in which the San Diego Public Market is located, Barrio Logan which covers approximately 1,000 acres, is still considered one of the poorest and more neglect of the inner San Diego, where former and current industrial plants live with a multi-ethnic and generally low-income population. The residential population is approximately of 6,000 inhabitants, more than an half living in the Naval Base and the remaining mostly of Mexican origins, which on the other hand contributes in creating a strong community identity. In addition to the military installations, the main economic activity is still the industrial sector, while the commercial businesses are poor and lower quality. The neighborhood is also considered a *food desert* because of the bad physical access to main grocery stores, and issues related to a poor transportation system remain.

Despite such a condition, in the past years some regeneration initiatives have been disposed by the municipal administration coherently with the previous Community Plan, and as a matter of facts the area is now experiencing an overall quality improvement.

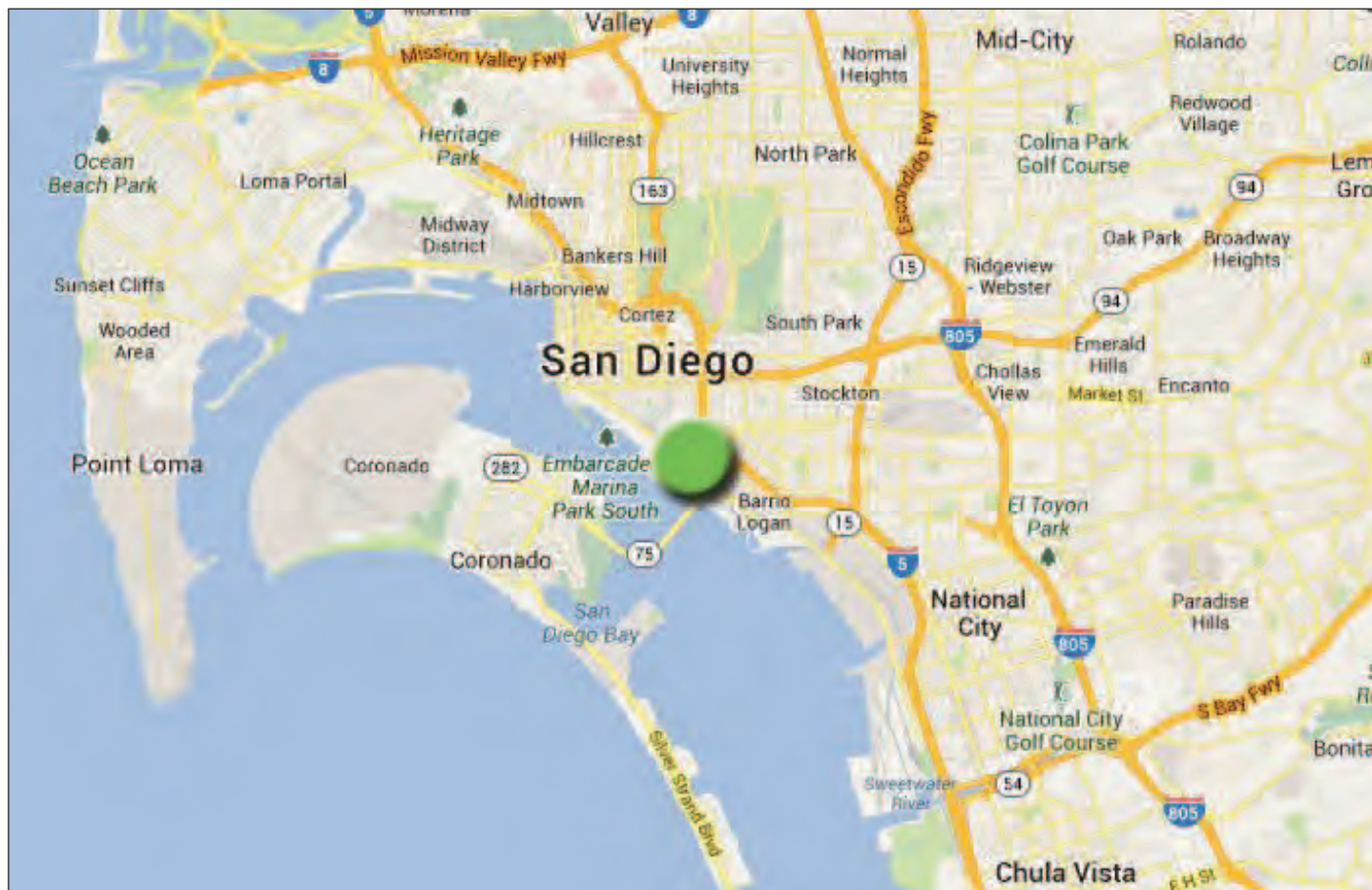
2.4 The Strategy

The work aims at understand how the initiative of the San Diego Public Market could influence and strengthen an overall ongoing regeneration process. As some interviews with local actors show, in fact, the topic of the healthiness of food and lifestyle, that is also the core business of the San Diego Public Market, could play an essential role in the immediate future of that kind of process, as also some initiatives collateral to the opening of the San Diego Public Market can show.

Considering the ongoing updating of the Barrio Logan Community Plan, core of the research it will be the observation of the role that San Diego Public Market is actually playing in this process. As a result of the improvement process of the area, in fact, its local plan is at the moment subject to review, and the increasing interest that political sector is starting to show to the initiative of the Public Market initially suggest that it could probably contribute to the setting of the future strategies for the area.

3. Map

(Source: Google Map)



4. Strategic priorities, services and improvements provided by the initiative (compulsory - It has to be referred to the initiative under scrutiny)

(Source: San Diego Public Market (2012) *San Diego Public Market – Always in Season*, Investors publishing)

| Priorities | Description |
|--|--|
| ✓ Retail Enhancement | The San Diego Public Market aims at enhancing retail network for fresh, local, handmade and unprocessed food. |
| ✓ Economic Revitalization | The San Diego Public Market is an economic initiative which insists in a neglect neighbourhood of the city, Barrio Logan, that is currently experiencing an overall urban, social and economic redevelopment. |
| □ Security and Safety | |
| ✓ Building Restoration/Renewal | The Public Market is located in a dismissed site previously hosting a marine industrial business (Fraiser's Boiler), which the initiative aims at reuse in order to maintain the former typical land use of the neighborhood. |
| □ Innovation/Green Technologies | |
| ✓ Education and Training | Retail of fresh, local, handmade and unprocessed food is not the only core business of the San Diego Public Market initiative. If the retail sector is already ongoing, in the future other initiatives are planned to be hosted by the Public Market, such as commercial kitchens, educational programs related to the nutrition topic, small business incubators and spaces for special events. These last activities are supposed to get started not before the end of 2013 |
| ✓ Job Creation/Social works | As for the Economic Revitalization, insisting in a neglect neighbourhood as Barrio Logan the initiative of the Public Market is reasonably going to enhance the job market, increasing the local number of people employed. |
| □ Technology Transfer | |
| □ Capacity Building | |
| □ Local services/provisions (housing, leisure, etc.) | |
| □ Local produce valorisation | |
| ✓ Cultural enrichment | Despite its for-profit nature, the San Diego Public Market aims at play also a cultural role within the neighbourhood and the rest of the city. By hosting special and cultural events, more than the educational initiatives mentioned above, the Public Market wants to represent a permanent space for social aggregation, encouraging a wide spread of initiative related with the food topic which is becoming a characterizing cultural and economic sector in all the San Diego County. |
| □ Natural Beauty, Green Space and biodiversity | |
| □ Others: specify | |

5. Composition of the organization (if relevant)

(Source:)

How are the enterprises engaged with the initiative?

6. Public investment programs

(Source: field work)

| Policy focus for public investment program | Description |
|--|---|
| Tax policy focus | Tax credit market |
| Fiscal policy focus | |
| Economic development organizations | |
| University focus | |
| Recruitment | |
| Business Aid (Start-up, Spill Over, funding, copyright, etc.) | The project started also with the collaboration of a Kickstarter campaign, by which 146,121\$ were collected in 2012. |
| Credit Access | |
| Local Welfare Policy | |
| Urban Planning Policy (property rights, land use change, zoning, TDR, preservation, etc.) | Land use change |

2 SOCIOECONOMIC STRUCTURE

7. Please refer to the Annex 1 (compulsory - The tables have to be filled as in the previous Work Package 1, thus, through the national survey data sources – refer to those who worked on WP1)

- Demographic
- Labour market (employed; Unemployed; In Labour force; Not in labour force; Employees per sector; Establishments by Industry (NAICS 2007 Economic Census)
- Educational Attainment
- Individuals below poverty level
- Per Capita Income (\$)
- Median Household Income (\$)
- Gross Domestic Product (MLN \$)

3 FISCAL ANALYSIS SUMMARY

8. Items of expenditures (compulsory - These are the core data in financial terms)

(Source: NB a potential source are the 990 forms for non profit organisations)

| Items | Year | Expenditure (\$) | | Total |
|---|------|------------------|---------|-------|
| | | Public | Private | |
| General & administrative | | | | |
| Social services | | | | |
| Capital improvements | | | | |
| Streetscape/ sidewalk maintenance and repair | | | | |
| Graffiti removal | | | | |
| Beautification & Horticulture | | | | |
| Holiday lighting | | | | |
| Sanitation | | | | |
| Security | | | | |
| Marketing, communication special events and tourism | | | | |
| Education | | | | |
| Job creation initiative | | | | |
| Resident initiative | | | | |
| Other | | | | |

9. Source of revenue (compulsory. These are the core data in financial terms)

(Source: NB a potential source are the 990 Tax forms for non profit organisations)

| Items | Year | revenue (\$) |
|------------------------------|------|--------------|
| Program service revenue | | |
| Special contracts | | |
| Investment income | | |
| Fundraising & special events | | |
| Government Grants | | |
| Private contributions | | |
| Interest | | |
| Assessment (fee or levy) | | |
| Rental income | | |
| Other | | |

10. Vacancy rate (it has to be referred to the study- area if available. If not, a rough idea of how the vacancy rate has changed because of the initiative implementation might help)

(Source:)

| Vacancy | Before the initiative | After the initiative |
|----------------------------------|-----------------------|----------------------|
| Vacant commercial property (sqm) | | |

| | | |
|-------------------------------|--|--|
| Vacant housing property (sqm) | | |
| Vacant land (sqm) | | |

4 MARKETING AND PROMOTION

11. Business attraction, creation, retention and assistance programs promoted by the initiative (compulsory)

(Source: San Diego Public Market (2012) *San Diego Public Market – Always in Season*, Investors publishing)

| Program | Description |
|--|--|
| Attraction of business new to the area | San Diego Public Market could be considered as resource to the ongoing urban redevelopment process in Barrio Logan, because of its ability to attract, in a partially neglected neighborhood, new fluxes of people from the wider city. Intercepting an increasing social and economic demand for local, healthy and unprocessed food, people that usually would not spend their time in that neighborhood have been there attracted, with a wider benefit for many other economic activities there located. |
| Creation of new business (start-ups) | Part of the core business of the initiative is the micro-business incubator, which should represent an aid for the start-up of local business related to the food topic. |
| Retention of business | |
| Assistance weak business | |

5 STAKEHOLDERS AND GOVERNANCE

12. Local development organizations involved in the initiative (compulsory)

(Source.....)

| Type(*) | Contribution to the organization |
|----------------------------|---|
| Barrio Station (Community) | Aiding the Public Market initiative to be hosted by the Barrio Logan community. |
| | |
| | |

(*)Foundations, banks, real estate, community.... this part needs to highlight the different contribution from the different group of stakeholders

6 SPATIAL DATA

14. Real Estate (if available)

(Source:)

| Typology | Average value before the initiative | | Average value after the initiative | |
|--------------------------|-------------------------------------|---------|------------------------------------|---------|
| | sqm | \$/ sqm | Sqm | \$/ sqm |
| Housing | | | | |
| Commerce | | | | |
| Industry | | | | |
| Advanced services sector | | | | |
| Parking | | | | |

15. Accessibility (compulsory. It has to be GIS based)

(Source: Google Maps)

| Distance from Central San Diego | Time | .Km |
|---------------------------------|------|-----|
| By subway | N/A | N/A |
| By bus | 27 m | 7,4 |
| By car | 9 m | 7 |
| By rail | N/A | N/A |

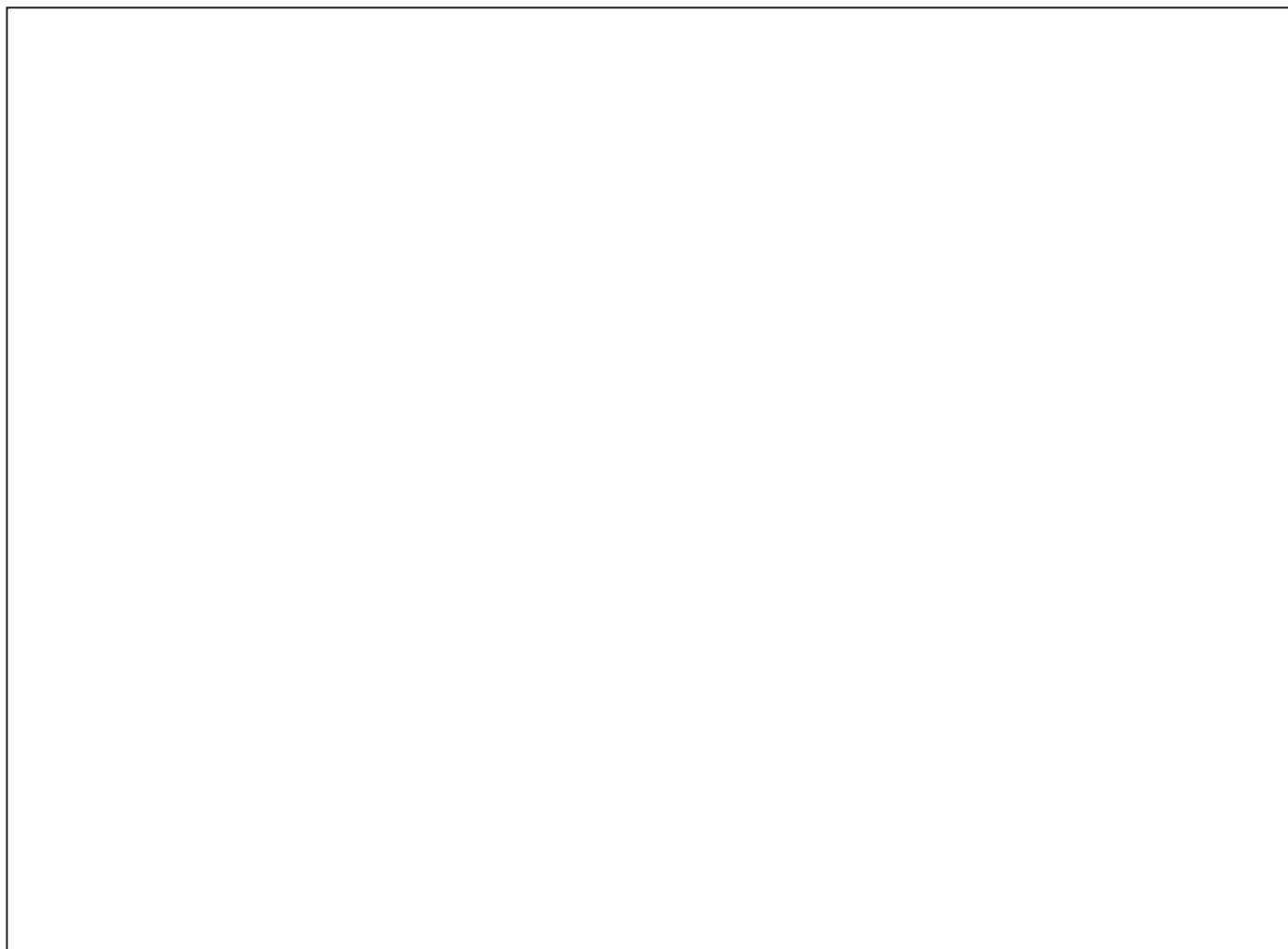
Please refer to the GIS centroid developed by the GIS/ map group

16. Geographical information (GIS based) (Compulsory. It has to be developed as in the previous Work Package 1. These maps can be found in the community plan of the area, please refer to that)

| Layer | Description |
|--|---|
| Land use map | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Zoning map | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Community facilities | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Cultural facilities (Theatres, cinemas, art centres) | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Heritage | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Bicycle ways | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Pedestrian routes and amenities | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Traffic calming measures | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Public spaces (Squares, plazas, streets) | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Green spaces | http://www.sandiego.gov/planning/community/profiles/barriologan/ |
| Connectivity grid | http://www.sandiego.gov/planning/community/profiles/barriologan/ |

7 VISUAL ANALYSIS

17. Map with view points



8 REGIONAL- URBAN LINKAGE

18. Supply chain: the supply of local products (Compulsory)

Please note that the supply chain has to be managed by the initiative as a whole (i.e. the BID, the CDC...) and not by the individual retailer or other company
(Source: field work)

| Locally produced (within the region) goods | Description of how the supply chain commonly works in the targeted urban area |
|--|---|
| Fresh foods | Local fresh food from certified San Diego County producers |
| Foods other than fresh | - |
| Handcrafts | Handmade and handcraft food from certified San Diego County producers |
| Others (specify and add lines if needed) | - |

19. Support organizations (compulsory)

Support organizations are companies or other bodies that help traders maximize their selling potential

| Presence of support organizations for local producers | Yes/No | Description of how the organization(s) work(s) (if any) |
|---|--------|---|
| Fresh foods | No | |
| Foods other than fresh | No | |
| Handcrafts | No | |
| Others | No | |

20. Regional- urban interaction (compulsory)

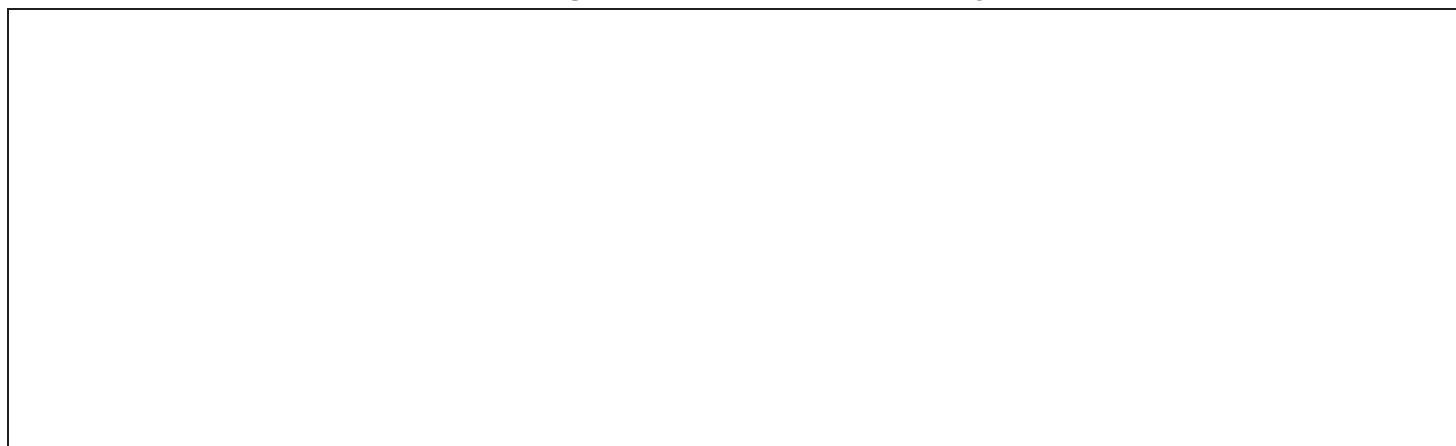
This point aims to clarify the level of degree that the specific urban area holds with the regional context. The level of degree can be very high, high, medium, low or inexistent

| Type of relation | Level of degree | Description of how the relationship between the local urban area and the regional context works |
|----------------------|-----------------|---|
| Fresh foods | | |
| Foods other than any | | |
| Handcrafts | | |
| Others | | |

21. Logistic relationships between local producers and consumers (compulsory)

(This point aims at clarifying the logistic within the region)

Map of the transportation network at regional level (roads and railways)



If exists, accessibility map (from the regional transportation plan)

Pictures (compulsory - As in the previous Work Package)

At least 12; specify number code, date, day of the week, hour, notes on the people presence and or people behaviour, notes on the general quality of the environment.

Picture n.1

Date:

04.06.2013

Day of the week:

Tuesday

Time:

11:18

Notes:

Front street of the San Diego Public Market



Picture n.2

Date:

27.03.2013

Day of the week:

Wednesday

Time:

13:13

Notes:

The food hall



Picture n.3

Date:
27.03.2013

Day of the week:
Tuesday

Time:
13:24

Notes:
The communication of the project



Picture n.4

Date:
27.03.2013

Day of the week:
Tuesday

Time:
13:35

Notes:
The food hall

