Case Studies Report

CLUDs PROJECT 2013/14

SUSTAINABLE URBAN DEVELOPMENT

The role of urban rural regeneration in regional contexts

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CASE STUDIES REPORT
SAN DIEGO, CA

LAND USE AND PLANNING SYSTEM IN SAN DIEGO. AN OVERVIEW
Alessandro Boca, Francesco Bonsinetto

01. INTRODUCTION *(Alessandro Boca)*

With a total population of 1.307.402 inhabitants (U.S. Census Bureau 2010), San Diego is the second largest city in California and the eighth most populated city within the United States. The city is also County seat of the namesake San Diego County, which is the second most populated metro area in California with its 3.095.313 inhabitants (U.S. Census Bureau 2010).

Located on the southernmost point of the US Pacific coast, San Diego is immediately adjacent to the United States – Mexico border, and it represents the economic centre of the international metropolitan area of San Diego-Tijuana. This area, which has a population of approximately 5.000.000, consists of the San Diego County within the United States and of the municipalities of Tijuana, Tecate and Rosarito Beach in the Mexican State of Baja California. The proximity to the Mexican border is one of the main socioeconomic traits of the City of San Diego (Clement & Miramonte 1993).

The economy and the rise of San Diego as a major city is strictly related to the port activity, and in particular with the military sector. As a matter of facts, San Diego currently hosts the largest naval fleet in the world, with several bases of the US Navy, the Marine Corps and Coast Guard. Despite the military and defense sector is today still considered as the main industry of the City, starting from the last decades other industries have considerably raised. The proximity to the beaches, the climate and many important attractions make San Diego a well known touristic destination in the United States and abroad (San Diego Tourism Authority, 2013). Moreover, starting from 2010 as a part of the State development strategy, San Diego has become a world-class place for research, especially in the fields of biotechnology and health (California Governor's Office of Economic Development, 2011). As a consequence, the City is now experiencing a new trend of economic diversification which brings the research industry at the edge of the main economic industries.

02. THE HISTORIC, PHYSICAL AND SOCIO-ECONOMIC CONTEXT *(Alessandro Boca)*

An historical overview

The site and the wider Region hosted different Indian settlements since approximately 10.000 BCE, while the first European-contact was established in 1542 by the Portuguese explorer Juan Rodríguez Cabrillo. The current placename of the City comes from the flagship "San Diego" by which the Spanish explorer Sebastián Vizcaíno travel across the North-American Pacific coast in 1602, naming the today's harbor area of Mission Bay and Point Loma in honor of the Catholic lay brother San Diego de Alcalà.

In 1769 the Spanish Fort Presidio of San Diego was established by Gaspar de Portolà on a hill on the left side of the River, while in same year the Mission of San Diego de Alcalà was officially established by Father Junípero Serra as a part of El Camino Real, the trail connecting the different missions, *presidios* and *pueblos* gathering the first Spanish settlements across California. The Spanish colonists «held the land for less than a century, and their occupation was thin and precarious, compared with other regions of Mexico, or even with the other California to the north. The land was too dry, and the Indians resisted, although dying of the white man's epidemics. There was some cattle ranching in the watered valleys, and a presidio and mission were established on a strategic spur of the mesa, commanding both bays and the mouth of the San Diego River» (Appleyard & Lynch, 1974).

When in 1821 Mexico gained the independence from Spain after the Mexican War of Independence, San Diego became part of the Mexican state of Alta California. However, the original Fort Presidio of San Diego was abandoned and the Mission was secularized, causing a severe loss of population that was experienced until 1838. The original location of the Fort and the Mission, in fact, was both on the edge of two different hills, causing severe issues in trades and for the necessary provisions of a major settlement (San Diego History Center 1961).

With the Treaty of Guadalupe Hidalgo of 1848, that ended the 1846 Mexico-American war following the Texas Revolution of 1836, the United Stated gained the ownership of a large area comprising today's States of California, New Mexico, Arizona, Nevada, Utah and parts of Wyoming and Colorado, tracing the new international border just south of the port of San Diego. As Appleyard and Lynch point out, the new border «gave the U.S. the harbor and most of the cultivable land, while reserving a land connection to Baja California for Mexico. This arbitrary line slashed through the natural region, cutting diagonally across the Tijuana River Valley. It made San Diego a border town, a port separated from much of its natural hinterland. It completed the relative isolation of the area, which now became a remote "end-of-the-line" for both nations. That border line has now become a major feature of the landscape» (Appleyard&Lynch 1974).

In 1850, part of the former Mexican state of Alta California became the U.S. state of California, and in the same year San Diego was incorporated as a city and established as county seat of the new San Diego County. At the same time, a new urban development named New San Diego appeared in the proximity of the Bay far away from the initial settlement, but as after the abandonment of the Fort and of the Mission, the City remained neglected and underpopulated until the arrive of the railroad (Engstrand 2005).

The first of the two main events that changed the new City of San Diego occurred in the late 1860s, when the real estate agent Alonzo Horton promoted a new development between the original settlement and the San Diego Bay, in the area known nowadays as Downtown San Diego. Attracted by the proximity to the port area, this new settlement soon raised as the new core area of the city, causing the final abandon of the original site known to this day as Old Town and a new increasing in population. The new growth of the city led to the choice of San Diego as host city for two different

fairs, the Panama-California Exposition of 1915, and the California Pacific International Exposition of 1935. Furthermore both the events were held in Balboa Park, the main San Diego's park, that with their structures contributed to decorate or to furnish as for the structure today hosting the San Diego Zoo.

The presence of a huge natural and deepwater harbor led to the settle of different naval bases in the site since 1852, and also in 1901 the presence of the U.S. Navy became significant with the establishment of the Coaling Station in Point Loma and many others bases and military structures in later years. But what probably caused the fortune of the city was the decision, occurred during the World War II, to base in San Diego one of the main naval hub of the U.S. Navy, causing the population grew rapidly during all the nineteenth Century. Still now the military and defense industry is one of the main one in San Diego.

As Appleyard and Lynch note well, «as the city grew, houses at first grouped about the center, or were sprinkled in other speculative town sites down south along the bay. Then the streetcar came, and pusher inland toward the existing settlement of El Cajon, encouraging the growth of a finger of urbanization eastwards from Hillcrest. The arterial shopping streets were created, and the houses pushed into a more difficult climate. But there was very little north of the San Diego River, except for some settlement in Clairemont, and La Jolla. When the private car became available to most people, growth moved inland at many points. It jumped the river, and spread to the vast north space. As migrants poured in, attracted by new jobs and especially by the setting, they wanted a house of their own, just like the one back home, There was no tradition to oppose that, and, technically, it could be done» (Appleyard&Lynch 1974).

During the 1960s and 1970s, the site Downtown San Diego was in decline. Nevertheless, some major renewals were conducted since the 1980s, also with the opening of the commercial space of Horton Plaza and the revival of the Gaslamp Quarter. The same redevelopment is currently ongoing today in many neighborhoods, such as in North Park, in Downtown San Diego with the construction of the San Diego Convention Center and the Petco Park stadium of 2004, and finally in some neglected neighborhood as the Mexican-American Barrio Logan, that in the last decade faced a major physical and socio-economic redevelopment.

Paradise San Diego: the physical and environmental description of the city

In their well known report on the landscape of the San Diego Region, Kevin Lynch and Donald Appleyard (1974) refer to this very landform as to a "paradise", as well as to a *magnificent site* full of *splendid assets*. This because, with also its Mediterranean climate, the landform on which San Diego rises up is indeed a complex one, that ranges from the oceanic coastal landscape to the desert one on the inland, with an extremely varied system of canyons, hills and mesas – the Spanish term for "tableland" used in the Region – in the middle. As the authors mentioned above point out, «this bold site, its openness, its sun and mild climate, the sea, the landscape contrasting within brief space are (along with its people) the wealth of San Diego. They are what have attracted settlers to the place and still attract them. They must not be destroyed».

The City of San Diego rises up on a 964.51 km^2 landform made of approximately 200 deep canyons, hills and tablelands, on the top of which are located the main urbanizations, while the canyons are left fundamentally wild. The presence of Cuyamaca and Laguna Mountains on the east drove the expansion of the City to the west, toward the namesake Bay and the Pacific coast that are today both intensively used. Finally the San Diego River, that flows from east to west, created a extended valley which separates the northern and the southern part of the City.

For what concerns the urban landscape, San Diego doesn't differ from the typical American city, made of a complex system of streets and freeways that shape a so-called "car centered" city, of

an orthogonal grid, of a well separated presence succession of extensive residential and commercial spaces, of main infrastructure elements, and, especially in the Downtown area, of the typical renewal zones. Despite a certain similarity with many others American cities, San Diego maintains also some distinguishing characters. The city is fundamentally made by different communities and, as Appleyard and Lynch point out, « in comparison with most U.S. cities, San Diego is still remarkably clean and quiet. Abandoned buildings or derelict areas are still relatively rare».

From the physical and environmental point of view, the two main distinguishing characters are probably the system of canyons and mesas and the coastal area. To first one can be attributed The City's unique topography made of a continuous succession of open spaces and built environments, with the first ones represented by the bottom of the canyons and the second ones by the edge of the tablelands. These particular topography, in fact, caused the impossibility to saturate the landform, bringing to an variety of backdrops that characterize nowadays the City. Nevertheless, it has to be notice how not all the canyons represent open and undeveloped land: if these are often too deep to be used for buildings, its widespread has been useful to locate many infrastructural elements such as main roads and freeways, that know decrease their environmental potential.

The second San Diego's main physical asset is the seacoast, which represent also a main economic resource because of its touristic potential. Both the coastal shape and its uses are quite different and varied, ranging from the greenfield of Point Loma to the mixed income communities of Ocean Beach, Mission Beach and Pacific Beach. A more intensive land use can be recorded in Downtown San Diego, where high are the touristic uses, while on the southern side of the seacoast more preeminent is the presence of the military industry.

The demographic and socio-economic context

Second largest city in California with a population of 1.307.402 (U.S. Census Bureau 2010), and eighth largest city within the United States, San Diego is the economic centre of the second largest metropolitan area within the State (3.095.313 inhabitants, U.S. Census Bureau 2010), that raises to about 5 million if jointly considered within the San Diego-Tijuana metropolitan area.

According to the US Bureau of Economic Analysis (BEA, 2013), San Diego is the sixteenth richest metropolitan area within the United States, with a GDP of 177.410 million of dollars in 2012. Furthermore, according to the 2010 U.S. Census San Diego can be considered among the richest places within the United States also for what concerns the Per Capita Income, that with $ 32.553 is slightly higher compared to the California average ($ 29.188).

From a production-based and with a long tradition of military industry, San Diego's economy is now based on creativity and innovation (City of San Diego, 2008), that joined with tourism is today the leading economic sector. For this reason, in order to face the economic transition occurred during the 1980s and the 1990s the City concentrated its efforts on the education improvement and on the well-trained workforce. As a matter of facts, today the 22.5% and the 13.3% of the population has respectively a Bachelor's degree or a Graduate degree (U.S. Census Bureau 2010), against the 17.6% and the 9.4% of California, and the 19.7% and 11.3% of the year 2000. As mentioned above, today City's leading industry are technology, telecommunications, biotechnology, earth and environmental sciences, education, health products and services, maritime, tourism, professional services, trade, defense (City of San Diego 2008).

Despite its proximity with the Mexican border, San Diego has a more homogeneous composition of the population than the rest of the State, with a 28.8% declaring itself Mexican or Latino against the 37.6% of California (U.S. Census Bureau 2010), while in some neighborhoods such as Barrio Logan the percentage can arrive up to 47%. Nevertheless, it has to be considered that, indeed for its proximity, if the percentage of Mexican or Latinos living in San Diego is slightly lower

than the rest of the State, the international border is crossed by about 30 million people per year, and many are the commuters using it on a daily base. In particular, if the flows from the US to Tijuana are especially related to low cost shopping or vacations, the most of the Tijuana-US flows are for work reasons of for services (SANDAG 2004).

A city of neighborhoods: communities in San Diego

The City of San Diego has a long tradition of strong and highly distinct communities that can be considered as the fundamental elements composing the whole City. While the work by Appleyard and Lynch counted, in 1974, up to 34 different communities within the City's boundaries, today there are 52 recognized communities also known as "Community Planning Areas". Each community, furthermore, can include more neighborhoods.

San Diego communities are very different each other by size, average income, race, age, cohesion, and overall physical and environmental quality, and each of them coincide with a Community Planning Area because to the single community is transferred the due to autonomously provide for « the issues and trends facing the community and includes corresponding strategies to implement community goals» (City of San Diego 2008).

As the City of San Diego General Plan of 2008 affirms, «Community plans represent a vital component of the City's Land Use Element because they contain more detailed land use designations and describe the distribution of land uses better than is possible at the citywide document level. San Diego is one of the few jurisdictions in the state that has the size, diversity, and land use patterns that necessitate community-based land use plans. The community-specific detail found in community plans is also used in the review process for both public and private development projects. While the community plan addresses specific community needs, its policies and recommendations must remain in harmony with other community plans, the overall General Plan, and citywide policies. Overall, the General Plan and community plans are intended to be used as a means to maintain or improve quality of life, and to respect the essential character of San Diego's communities».

03. THE CURRENT PLANNING AND LAND USE FRAMEWORK *(Francesco Bonsinetto)*

Land use planning in California

In United States, as well as in Italy, planning and land use regulations affect the physical form of cities and towns and their transformations conceived to meet the present and future needs of their residents. Local government entities guide their physical growth and development through local land use planning which covers a wide range of activities such as developing vacant land, implementing new uses, redeveloping parts of or whole neighborhoods. In 1920, the U.S. Department of Commerce published two standard state enabling acts such as the "Standard State Zoning Enabling Act" (SZEA) and the "Standard City Planning Enabling Act" (SCPEA) that represented a milestone for American planning and zoning (Meck 1996).

In California, land use planning and regulations derive from a broad array of state laws and a few federal laws (Fulton 1999). The legal basis for all land use regulation is the police power of a city or county to protect the public health, safety, and welfare of its residents (Wenter 2012). It must be said that planning and zoning laws in California moved along faster than in the rest of the country, partly in response to rapid growth occurred around 20's and 30's (Fulton 1999, 57). Indeed California has entered the land use issue in 1907, when the state legislature passed the first "Subdivision Map Act". In 1927 the legislature passed the first law authorizing cities and counties to prepare master plans. In 1937 the state decided that all cities and counties should have prepared general plans. This fact was remarkably ahead of its time considering that even today local planning and zoning is not required in all states (Fulton 1999, 57).

During '50s and '60s a planning reform occurred. The state's land use planning laws were many times moved and amended until they began to take their current shape. Today all of Californian cities and counties must establish a planning agency and prepare and adopt a general plan.

The "State Planning and Zoning Law" (1953) called also "California Government Code" is the main section of the state's law dealing with governmental actions including the general plan requirement, specific plans, subdivisions, and zoning. It basically establishes the requirements for the land use element of the general plan. Others aspects linked to the conventional land use planning are taken into account by other sections of state law, including the "Public Resources Code" and the "Health and Safety Code". *Together they form the basis for California's Planning System*.

The **California Government Code** (Section 65000 et seq.) gives local governments the authority to create land use policies within their jurisdictional boundaries and the ability to create a citywide land use and policy document called the "General Plan". The general plan, also called "comprehensive plan" or "master plan" outside of California, establishes the land use policies and also details the likely future development patterns of the city of county. Also this set of laws lays out the legal basis for the state's interest in planning and establishes the requirement that all local governments create "planning agencies". State law did not require consistency between general plans and zoning until 1971, more than forty years after the passage of the first general plan law.

Other important laws that are part of the California's Planning System include the following:

- **Subdivision Map Act** (Government Code 66410 et seq.). This law, passed in 1907, governs all subdivision of land because land cannot be divided in California without local government approval. It requires that local governments establish regulations to guide subdivisions (for sale, lease or financing), and grant powers to local governments to ensure that the subdivision occurs in an orderly and responsible manner. The local general plan, zoning, subdivision, and other ordinances govern the design of the subdivision, the size of

its lots, and the types of improvements (street construction, sewer lines, drainage facilities, etc.).

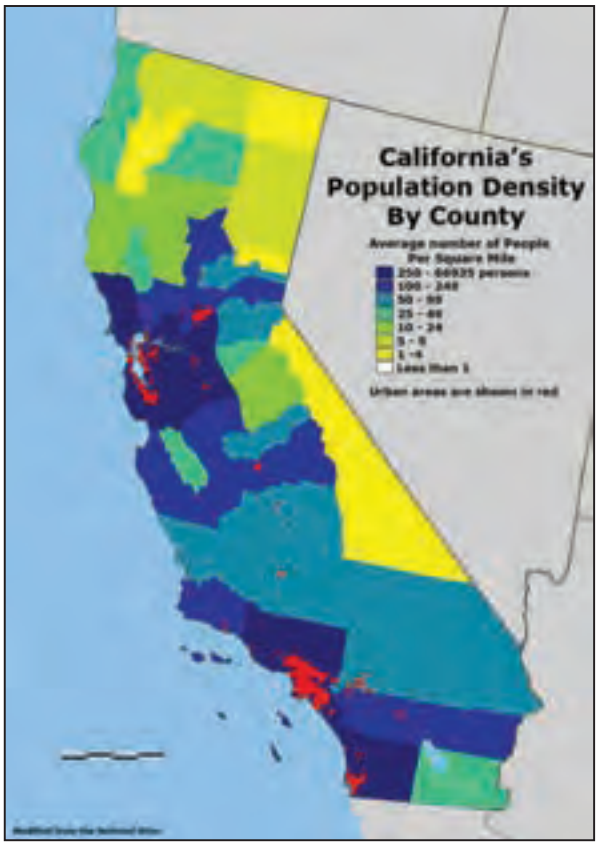
- **California Environmental Quality Act** (Public Resources Code 21000 et seq.). This law requires local governments to consider the potential environmental effects of a project before deciding whether to approve it. In other words, it requires to conduct form of environmental review on all public and private development projects. CEQA's purpose is to disclose the potential impacts of a project, suggest methods to minimize those impacts, and discuss alternatives to the project so that decision makers will have full information upon which to base their decision.
- **Coastal Act** (Public Resources Code 30000 et seq.). This law establishes special planning requirements for coastal area and creates a powerful state agency called "Coastal Commission" to oversee coastal planning.
- **Community Redevelopment Law** (Health and Safety Code 33000 et seq.). This law provides funding from local property taxes to promote the redevelopment of blighted areas. In 1945, the California Legislature enacted the "Community Redevelopment Act" to assist local governments in eliminating blight through development and revitalization of residential, commercial, industrial, and retail districts. The Act gave cities and counties the authority to establish redevelopment agencies (RDAs or agencies). The CRL also established the authority for tax increment financing (TIF), which is a public financing method to subsidize redevelopment, infrastructure, and other community-improvement projects. In 1976, the California Legislature required that at least 20% of the tax increment revenue from redevelopment project areas be used to increase, improve, and preserve the supply of housing for very low, low, and moderate income households. In 1993, the California Legislature enacted AB 1290, known as the "Community Redevelopment Law Reform Act of 1993", which revised the CRL to address alleged abuses, and added restrictions on redevelopment activities, including limiting them predominately to urban areas. As of Feb. 1 2012, redevelopment agencies created under CRL are no more. The state needed the money for more pressing things and dissolved the 399 agencies, including 17 in San Diego County.
- **Cortese-Knox Local Government Act** (Government Code 56000 et seq.). This law is not strictly a planning law. Annexation (the addition of territory to an existing city) and incorporation (creation of a new city) are controlled by the Local Agency Formation Commission (LAFCO) established in each county by this law in 1963.

Although California has enacted those statewide planning and zoning laws, these are meant to be minimally restrictive of local authority. Indeed, the state is rarely involved in local land use and development decisions because all land use permits in California are issued by the cities and the counties (with just some exceptions). Cities and counties enact general and specific plans to govern development adopting their own sets of land use policies and regulations based upon the state laws. These plans are intended to work together to ensure orderly change and growth in a community.

Considering that nearly 95% of Californians live in metropolitan areas (mostly at densities less than ten persons per acre), the importance of cities is crucial to manage the growth's future. Cities and counties play a important role in the planning process drawing up zoning ordinances and general plans. Unlike many other states, California does not have legally established towns and townships. Cities and counties can create and administer land use regulations because the state constitution specifically gives them that power. Over the last fifty years, the state's population has grown increasingly urban. Around this culture of growth, California has built up its system of urban and environmental planning to manage the 482 cities and 58 counties in which consists. Unlike

counties, cities are not creatures of the state; they are created by local citizens to serve their own purposes such as provide urban services. Most counties are geographically large, while cities range from one square mile like Lawndale in Los Angeles County to more than 400 square miles like Los Angeles. Cities range in population from just a few hundred to Los Angeles's 3.8 million.

Source: Own elaboration on the basis of US Census Data 2010



Source: Modified from the *National Map* with Census 2000 data.

The planning system is being shaped today by a series of **socioeconomic trends** that are driving growth and change in California. Fulton and Shigley point out that four specific trends are helping to create the environment within which planning operates (Fulton&Shigley 2012, 16):

- Population growth and demographic change;
- Redistribution of the population within the state and within metropolitan areas;
- A dwindling land supply in most metropolitan areas;
- Lingering effects of the Great Recession.

Moreover it is important to underline that the planning process in California is shaped by strong political forces. As in many other countries, it is actually no a surprise that planning is largely politics, meaning that there are many interest groups and lobbies trying to impose a specific agenda on a broader public. Citizens often are not able to fight against all the power of lobbies and politicians. Decisions are made by the same local politicians who set the policies and they are frequently subject to the same kind of lobbying from the same interest group during regulatory decisions as during

policy discussions (Fulton 2012). So the planning process is characterized by the **role of different players** that can be represented in four categories:

a) *Rulemakers*: California legislature, Congress, the court system, which set and apply the rules by which local governments play the planning game.
b) *Other government agencies*: Federal and state agencies that have influence over the local planning process (such as Caltrans, HUD Housing and urban development department, etc).
c) *Real estate industry:* Developers, lenders and buyers who influence the planning process through their private business decisions.
d) *Citizen groups:* Homeowner associations, environmentalists, historic advocates and so on, who become politically involved in the planning process in order to further their group agenda, rather than for private business reasons.

In this context state legislature and the courts play a important role in carrying out the policies within the planning system. According to Fulton, policy approaches basically are based on a **decentralized system** with four strong elements as following:

1. The state with its planning-related laws (the latter ones are not prescriptive in nature) establishes a set of procedural requirements that local governments must follow in adopting and implementing their plans.
2. Local governments are required to address specific issues, meaning they have to consider a wide range of policy issues when drawing up and implementing plans. For instance, the state's general plan law requires that local entities include at least seven elements such as land use, transportation, housing, open space, conservation, safety, noise.
3. Planning laws are generally enforced via citizen enforcement. When citizen groups believe local governments are not following panning laws or CEQA, they are supposed to file lawsuits in order to compel local agencies to follow the law.
4. Formal coordination is required. One weakness of California's planning system is that even neighboring jurisdictions are rarely required to work together.

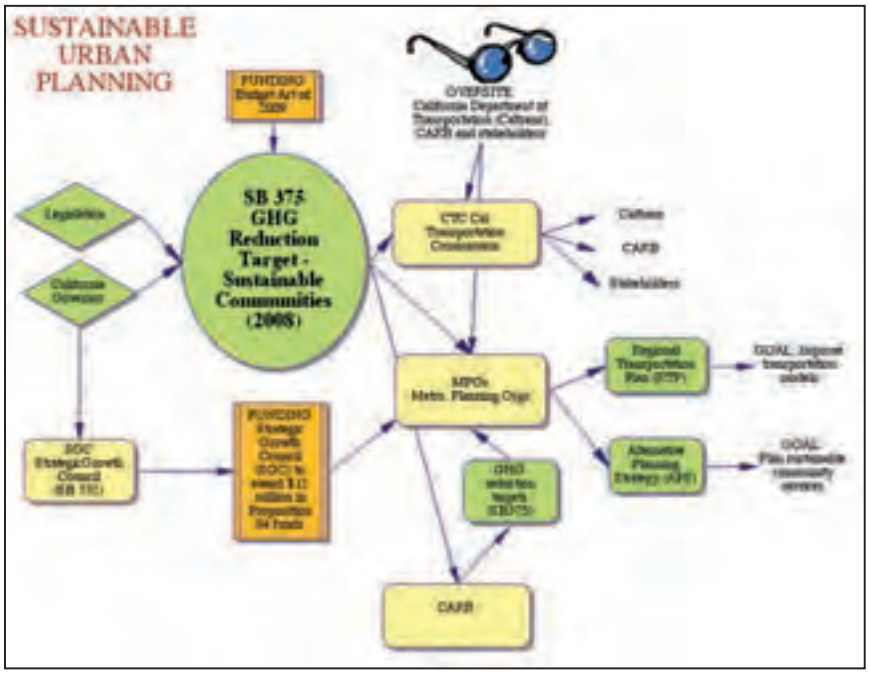
In September 2008, Governor Schwarzenegger signed **Senate Bill 375** (SB 375), which changes California's approach to land use and transportation planning by integrating the processes and including the state's greenhouse gas emission reduction targets. This law created also the **"Strategic Growth Council"**, a cabinet level committee that is tasked with coordinating the activities of member state agencies to improve transportation as well as air and water quality, protect natural resources and agriculture lands, increase the availability of affordable housing, promote public health, encourage greater infill and compact development, revitalize neighborhoods, assist state and local entities in the planning of sustainable communities. The SGC is charged with, among other things, the allocation of Proposition 84 planning grants and planning incentive funds for encouraging the planning and development of sustainable communities with specific requirements, including consistency with AB 32 goals (Assembly Bill 32 "Global Warming Solutions Act" of 2006).

The SGC is also required to provide, fund and distribute data, and information to local governments and regional agencies that will assist in developing and planning sustainable communities. The primary requirements of SB 375 include the following:

1. The "California Air Resource Board" (CARB) is finalized to develop regional greenhouse gas (GHG) emission reduction targets for cars and light trucks for each of the 18 Metropolitan Planning Organizations (MPOs).
2. MPOs, through their planning processes, develop plans to meet their regional GHG reduction target. This would be accomplished through either the financially constrained

"Sustainable Communities Strategy" (SCS) as part of their "Regional Transportation Plan" (RTP) or an unconstrained "Alternative Planning Strategy" (APS).

3. Streamlining of "California Environmental Quality Act" (CEQA) requirements will be available for specific residential and mixed-use developments.
4. The "California Transportation Commission" (CTC), in consultation with the California Department of Transportation (Caltrans), CARB and stakeholders ensure and maintain RTP Guidelines that address travel demand models used by MPOs in the development of RTPs.



Planning framework under SB 375. *Source: Strategic Growth Council website*

So SB 375 calls upon each of California's 18 regions to develop an integrated transportation, land-use and housing plan known as a **Sustainable Communities Strategy** (SCS). This SCS must demonstrate how the region will reduce greenhouse gas emissions through long-range planning. The key implementation measure behind the SCSs is that they are part of the regional transportation plan (RTP), which means that they potentially affect how billions of transportation dollars are spent. The RTP, which MPOs update every four years, is a transportation plan that accounts for all of the projected transportation investments in a region over at least two decades. SB 375 also aligns the SCS with the regional housing needs assessment (RHNA) through which regions develop targets for new housing, to facilitate better coordination between the location of new housing and transportation investment.

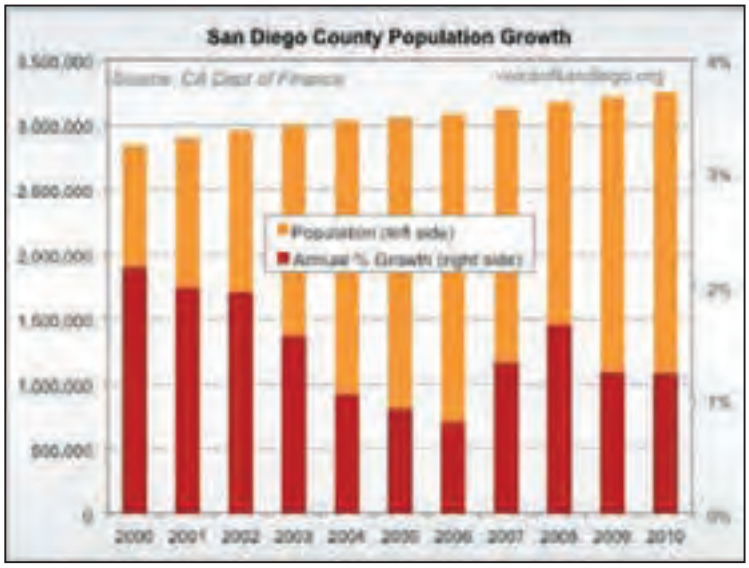
In October 2011, the San Diego Association of Governments (**SANDAG**) approved the **first sustainable communities strategy** (SCS) under SB 375 in California. The plan was the subject of intense scrutiny by stakeholders, state agencies and others. Of major concern was the "backsliding" trend of GHG reductions, whereby emissions decrease sharply through 2020 then begin to rise again. Regarding sustainability issues, it must be said that San Diego county is a pioneer region, meaning

that many communities worked to improve the sustainability with innovative actions. Between 2002 and 2005, **Carlsbad**, which was largely built-out, created guiding principles for improvement projects and sustainability initiatives. Residents continued that work through *Envision Carlsbad*. After the wildfires of 2003 devastated the community of Alpine, a private citizen led an effort to envision the long-term development of **Alpine** and surrounding communities in East San Diego County. The region's second largest city, **Chula Vista**, was the first city to implement state legislation to reduce waste through recycling and adopt a comprehensive climate adaptation plan, in collaboration with business and community leaders.

Land use and smart growth at regional level

San Diego County defines the metropolitan statistical area of San Diego-Carlsbad-San Marcos and in its metropolitan capacity as "Greater San Diego" with 18 cities such as San Diego, La Mesa, Chula Vista, Oceanside among the biggest ones and a plenty of unincorporated communities. San Diego County is also part of the San Diego–Tijuana metropolitan area which, having about five million people, is the largest metropolitan area shared between the United States and Mexico. The borders of the San Diego region are Orange, Riverside and Imperial Counties, and the Republic of Mexico.

The San Diego region today benefits from a strong, vibrant and diverse economic base largely as a result of its past. With over 3 million people, San Diego is the second largest county in the state, and it is dominated by the city of San Diego, whose population of some 1.3 million makes it the second largest city in the state after Los Angeles (U.S. Census Bureau 2010). The San Diego region's population growth is anticipated to continue (according US Census Bureau the estimated population for 2012 is 3.177.000). The county grew from around 35000 people in 1900 to more than 3.000.000 today. According a recent SANDAG's report, the region will grow by another 1.3 million people by 2050 (SANDAG 2004). Most of this growth (63%) will be children and grandchildren rather than those moving into the area. Probably growth is coming because San Diego county is considered by many people a great place to live and will continue to be unless the region's quality of life deteriorates significantly. By the year 2030, San Diego County will need an additional 230.000 housing units to meet housing needs (SANDAG 2010).



San Diego population growth. *Source: Elaboration by voiceofsandiego.org*

Growth and planning issues have been predominant in San Diego at least back to the 1970s, when Pete Wilson was a growth-management innovator as San Diego's mayor. More recently, land planning in the San Diego region has been dominated by endangered special issues, and both city and county have participated in a state-led effort to create multiple-species conservation plans. Whether regional issues are environmental, economic or infrastructure-related, the true boundaries of today's urban issues extend beyond the immediate neighborhood or municipality, making regional thinking and cooperation imperative. Moreover it must be said that the San Diego region has changed dramatically during the last hundred years not only because the regional population today of three million is roughly equal to the population of the entire state of California a century ago but also the region's growth has increased rapidly in the last 30 years cause for the presence of army and many Universities[1]. Decades ago, San Diego, like many other metropolitan areas, was growing as if there was unlimited land and unrestricted energy and water supplies.

Land use patterns have changed significantly within San Diego County as vast tracts of land were consumed for mostly single-family homes, impacting local habitats, reducing agricultural lands, and absorbing small towns into the today metropolitan region. The growth of the city was guided by the sprawl model (quiet, clean, and spacious communities) where public transportation is not so important respect the private cars. Those past planning decisions have strong effects today because San Diego's population spends 100% more time in traffic delays and almost 300% more in travel delay costs today than they did in 1988 (RCP 2004). Despite this San Diegans do not enjoy a public transportation system that easily takes them to many destinations. Housing affordability is also affected by past land use decisions. San Diego ranks 44 out of 50 for affordable housing against other large metropolitan areas. Simply adding more growth rings around the metro region will not solve, but will only exacerbate, the sprawl challenges facing San Diego.

In San Diego region many agencies at state/federal level such as Caltrans, California Coastal Commission, U.S. Fish and Wildlife Service, Regional Water Quality Control Board, and at local level such as SANDAG, Metropolitan Transit System (MTS), San Diego County Water Authority, San Diego Regional Energy Office, Local Agency Formation Commission (LAFCO), San Diego Airport Authority, plan actions to protect and improve the economic and environmental aspects. Land use and regional growth in the San Diego region is served by **SANDAG**, the **San Diego Association of Governments**, that provides the regional framework to connect land use to transportation systems, manage population growth, preserve environment, guide infrastructure investments and sustain economic prosperity[2]. This agency was formed in the '60s, when state and federal officials thought powerful regional governments would serve a useful purpose. Recently, some changes in both state and federal law have given the Metropolitan Planning Organizations considerable power in allocating federal and state funds for transportation projects.

SANDAG has a "Border Committee" that provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside and Imperial Counties, and the Republic of Mexico) and its surrounding neighbors as well as government-to-government relations with tribal nations in San Diego County. Also they address **planning issues from three perspectives**: the *bi-national perspective* with relation to our international border with the Republic of Mexico; the *interregional perspective* regarding issues with our Orange, Riverside, and Imperial County neighbors; and *collaboration with tribal governments* within San Diego County. The goal is to create a **regional community** where San Diego, neighboring counties, tribal governments, and Mexico mutually benefit from their varied resources and international location.

1 This is illustrated by the fact that 62 percent of the homes in the region were built after 1970 (RCP, 2004).

2 Imperial County is not usually viewed as a part of the San Diego region. Indeed, Imperial, a sparsely populated agricultural area that was carved out of San Diego county in 1907, making it the newest county in California. This county and its cities belong to the Southern California Association of Governments.

The jurisdiction of the San Diego Association of Governments. *Source: SANDAG*

The future growth and development of the San Diego region is currently guided by two primary long-range planning documents: the "**Regional Comprehensive Plan"** (RCP) adopted in 2004[3] and the "**2050 Regional Transportation Plan/Sustainable Communities Strategy"** (RTP/SCS) adopted in 2011. The goal of these regional plans is to focus housing and job growth in urbanized areas where there is existing and planned transportation infrastructure to create a more sustainable region.

The "**Regional Comprehensive Plan" (RCP)**, based on sustainability[4] and smart growth[5] principles, serves as the long-term planning framework for the San Diego region. Basically it is a blueprint for managing San Diego region's growth to move the county toward a sustainable future. The RCP contains an **incentive-based approach** to encourage and channel growth into existing and future urban areas and smart growth communities, while preserving natural resources and limiting urban sprawl. The RCP was designed to build upon the regional transportation plan and the regional-scale environmental systems plans that had been developed during the '90s.

Under current plans and policies, more than 90% of remaining vacant land designated for housing is planned for densities of less than one home per acre, and most is in the rural back country areas dependent upon scarce groundwater supplies. And of the remaining vacant land

[3] Thousands of people collaborated to produce the Regional Comprehensive Plan (RCP) over a nearly two-year period. Individuals, stakeholders, planning directors, public works directors, city managers, community-based organizations, elected officials, and representatives from tribal governments,
state and federal agencies, neighboring counties, and the Republic of Mexico all contributed to the plan's formation. The RCP was adopted by the SANDAG Board in July of 2004.

[4] Sustainability means meeting our current economic, environmental, and community needs while also ensuring that we aren't jeopardizing the ability of future generations to do the same. Sustainability also means making a regional commitment to the "Three Es:" *economy, environment, and equity* — advancing a prosperous *economy*, supporting a healthy *environment*, and promoting social *equity* (The San Diego Association of Governments (SANDAG), *Regional Comprehensive Plan RCP*, 2004 pg. 2).

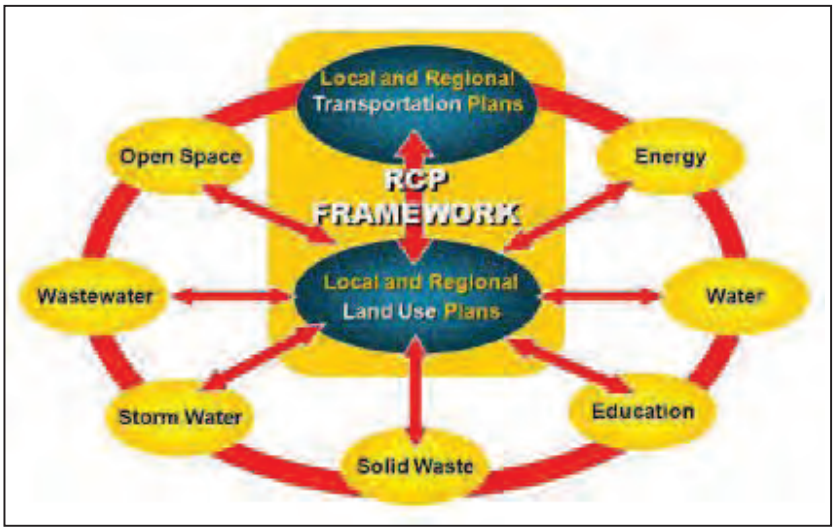
[5] Smart growth means developing the region in a way that creates communities with more housing and transportation choices, better access to jobs, more public spaces, and more open space preservation. Smart growth more closely links jobs and housing, provides more urban public facilities such as parks and police stations, makes our neighborhoods more walkable, and places more jobs and housing near transit. It reduces land consumption in our rural and agricultural areas, and spurs reinvestment in our existing communities (The San Diego Association of Governments (SANDAG), *Regional Comprehensive Plan RCP*, 2004 pg. 2).

planned for housing in the 18 incorporated cities, only about 7% is planned for multifamily housing. Considering that population will increase in the next twenty years, this model of growth is a big problem. San Diego region needs **new planning approaches** based on shared goals and objectives of smart growth. SANDAG's RCP could be a right solution to housing, open spaces and transportation challenges because it promotes a **preferred planning concept** focused on:

1. Improving connections between land use and transportation plans using smart growth principles;
2. Using land use and transportation plans to guide decisions regarding environmental and public facility investments;
3. Focusing on collaboration and incentives to achieve regional goals and objectives.

The RCP's new approach, focused on collaboration and incentives, is based upon two elements:

A. A **planning framework** that parallels those used by cities and counties in preparing their general plans, and thereby strengthens the coordination of local and regional plans and programs;
B. A **policy approach** that focuses on connecting local and regional transportation and land use plans, and creating incentives that encourage "smart growth" planning and actions.



Regional Comprehensive Plan Framework. *Source: SANDAG RCP 2004*

RCP, emphasizing connections between land use and transportation, identify **"Smart Growth Opportunity Areas" (SGOA)** that are areas with compact, mixed use, pedestrian oriented development. RCP also puts a higher priority on directing transportation facility improvements and other infrastructure resources toward those areas. The designation of specific SGOA will provide guidance to local governments, property owners, and service providers as to where smart growth development should occur from a regional perspective. Basically the plan intends to use transportation and land use plans to guide other plans. RCP will focus attention on these areas as local jurisdictions update their general plans and redevelopment plans, and service providers update their facility master plans. By coordinating planning in this manner, **public and private investment** in local and regional infrastructure should be implemented in an efficient and sustainable manner.

The RCP proposes several **new funding strategies** to help guide the region's urban form and provide incentives to implement SGOA: Regional Transportation Network Priorities Based on Smart Growth; Direct Financial Incentives for Smart Growth; Local Incentives for Smart Growth. The RCP identifies **four key steps** that must be taken to promote social equity and environmental justice in the San Diego region: 1) Expand public involvement; 2) Expand current analysis efforts to assess existing social equity and environmental justice conditions in the region; 3) Evaluate future plans, programs, and projects; and 4) Monitor the performance of the RCP.

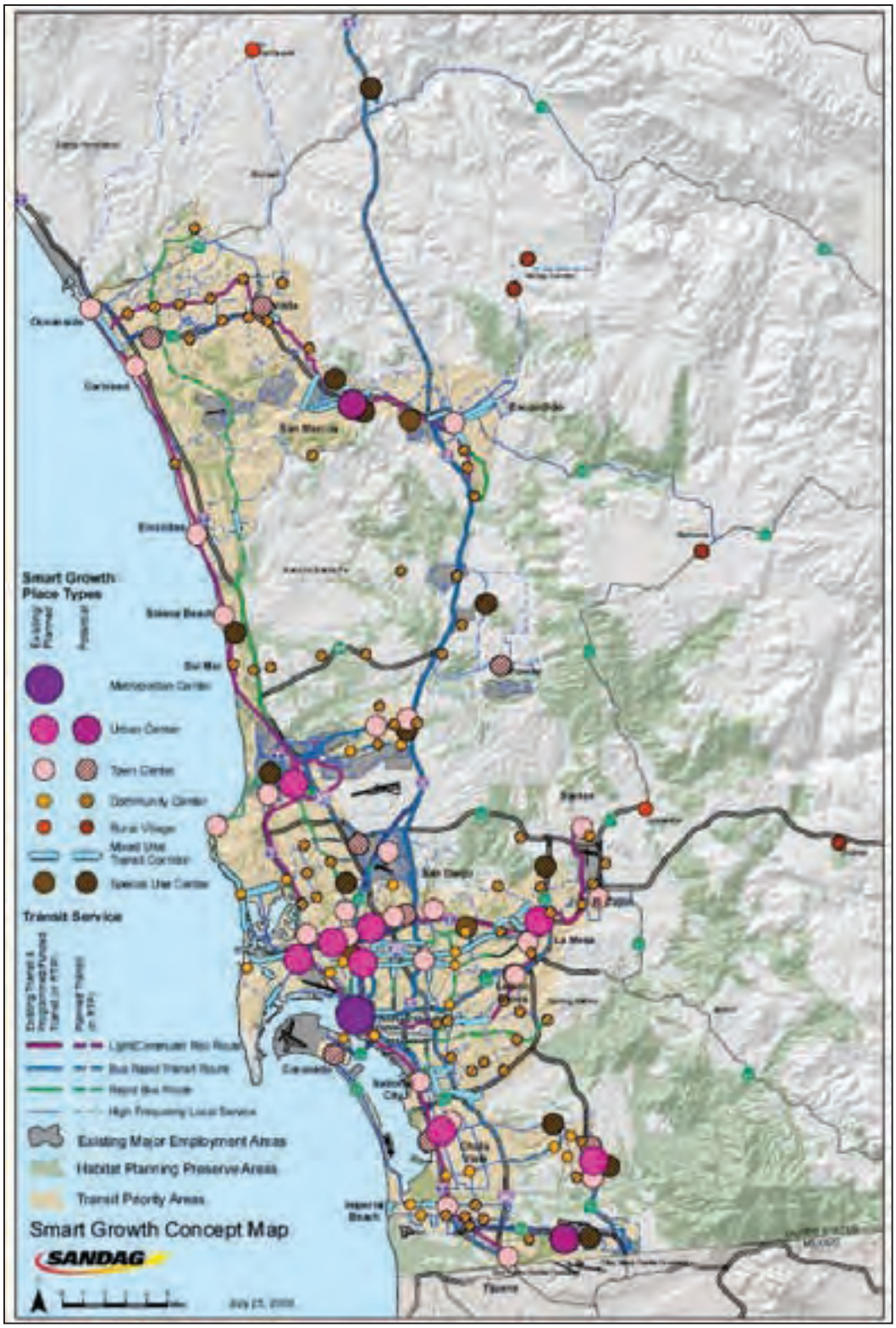
Because of the RCP's focus on **encouraging smart growth land uses in key locations**, local jurisdictions should consider how their plans can reflect the RCP goals and objectives at **two levels**:

1. Which RCP goals and policy objectives are applicable to the *entire planning area*, and how they might be connected in their plan;
2. Which RCP goals and policy objectives are applicable to *specific SGOA,* and how they might be supported in specific plans, or reflected directly through general plans, community plans, development regulations, and adopted policies.

The RCP identifies **seven smart growth categories** in the San Diego region:

1. **Metropolitan Center:** The region's primary business, civic, commercial, and cultural center; Mid- and high-rise residential, office, and commercial buildings; Very high levels of employment; Draws from throughout the region and from beyond the region's borders; Served by numerous transportation services. *Example: Downtown San Diego.*
2. **Urban Center:** Subregional business, civic, commercial, and cultural centers; Mid- and high-rise residential, office, and commercial buildings; Medium to high levels of employment; Draws from throughout the region, with many from the immediate area; Served by transit lines and local bus services. *Examples: University City, Uptown/Hillcrest, Chula Vista Urban Core, Downtown National City, Downtown La Mesa.*
3. **Town Center:** Suburban downtowns within the region; Low- and midrise residential, office, and commercial buildings; Some employment; Draws from the immediate area; Served by corridor/regional transit lines and local services or shuttle services. *Examples: Downtowns of La Mesa, Oceanside, Coronado, Encinitas.*
4. **Community Center**: Areas with housing within walking/biking distance of transit stations; Low- to mid-rise residential, office, and commercial buildings; Draws from nearby communities and neighborhoods; Served by local high-frequency transit. *Examples: Imperial Beach 9th and Palm, Clairemont Town Square, Palomar Gateway in Chula Vista.*
5. **Mixed Use Transit Corridor:** Areas with concentrated residential and mixed use development along a linear transit corridor; Variety of low-, mid- and high-rise buildings, with employment, commercial and retail businesses; Draws from nearby communities. *Examples: University Avenue and El Cajon Blvd. in San Diego, Mission Road in Escondido, North Santa Fe in Vista, Seacoast Drive and Palm Ave. in Imperial Beach.*
6. **Special Use Center:** Employment areas consisting primarily of medical or educational facilities; Variety of low-, mid- and high-rise buildings; Dominated by one non-residential land use (e.g., medical or educational); Draws from throughout the region or immediate subregion. *Examples: SDSU, Cal State San Marcos, UCSD, Nordahl SPRINTER Station.*
7. **Rural Community:** Distinct communities within the unincorporated areas of San Diego County; Low-rise employment and residential buildings; Draws from nearby rural areas; Concentrated local road network within the village, with possible local transit service. *Examples: Alpine, Fallbrook.*

The seven categories provide a basis for identifying SGOA throughout the region. Through a collaborative process, SANDAG and the local agencies will designate these areas on a **Smart Growth Concept Map**, which is actually a **key tool for successfully implementing the Regional Comprehensive Plan**. In 2006, SANDAG was recognized by the ULI with the "Best Framework for Smart Growth Award" for the Smart Growth Concept Map (ULI 2009). The "Smart Growth Concept Map", which identifies locations throughout the San Diego region that can support compact, efficient, and environmentally-sensitive urban development, was created as a tool which outlines nearly 200 locations that are existing, planned, or potential smart growth areas. The map serves as a model for how SANDAG should grow and provides guidance to municipalities about where to grow. In addition to SANDAG's efforts, many public and private partners have dedicated significant funds for smart growth projects. Indeed the concept map is finalized also for prioritizing transportation investments and determining eligibility for "Smart Growth Incentive funds".



San Diego Regional Comprehensive Plan (RCP). Smart Growth Concept Map. *Source: SANDAG RCP 2004*

RCP includes a **"Integrated Regional Infrastructure Strategy" (IRIS)**, a blueprint to help achieve the goal of responding to population growth and creating a sustainable region. The IRIS outlines a forward-looking investment and financing strategy that will help the San Diego region meet its collective infrastructure needs. As timing is the key to ensuring the adequacy of infrastructure services and funding, the IRIS recommends a phased approach. The IRIS focuses on **eight important infrastructure areas**:

1. Transportation (including regional airport, maritime port, transit, highways, etc);
2. Water supply and delivery system;
3. Wastewater (sewage collection, treatment and discharge system);
4. Storm water management;
5. Solid waste collection, recycling, and disposal;
6. Energy supply and delivery system;
7. Education (including elementary, secondary schools, community colleges, universities);
8. Parks and open space (including shoreline preservation and habitat preservation).

It is important to emphasize that the RCP was not designed as a *regulatory* plan with a "top down" approach of consistency and conformity, but rather as a **guidance plan** (bottom up approach) because SANDAG does not have authority over local land use decisions and is not a regulatory agency. RCP has a **collaborative planning approach** that builds up from the local level into a regional framework to establish stronger connections between transportation and land use, connect local and regional plans, and foster cooperative approaches to implementing the actions identified in the plan. This collaborative planning approach is also an "iterative" process as shown in the figure. In other words, updates to local general plans will feed into the regional growth forecast, the Regional Comprehensive Plan, and the Regional Transportation Plan, which, in turn, will affect the other plans as they, themselves, are updated.

RCP Iterative Planning Process. *Source: RCP for the San Diego Region 2004*

A key goal of the RCP is **to strengthen the connection between local and regional plans**, particularly between land use and transportation. SANDAG has elaborated guidelines conceived as a tool for local jurisdictions to consider how they can incorporate the goals and policy objectives of the RCP into their own plans as they update their general and community plans.

Guidelines for strengthening the local / regional connection. *Source: RCP for the San Diego Region 2004*

In October 2011, SANDAG adopted the **2050 Regional Transportation Plan (RTP)/Sustainable Communities Strategy (SCS)**, in compliance with the requirements of SB 375. A so long timeline of 40 years allows the RTP to identify and use revenues available from the voter-approved transportation sales tax program described below. The 2050 RTP and SCS sets forth a **multimodal approach** to meeting the region's transportation needs. It also reaffirmed SANDAG's commitment to address public health at the local and regional level. As mentioned in the 2050 RTP/SCS, in 2007, 33 % of county residents were overweight and nearly 22 percent were obese. The 2050 RTP/SCS describes the link between public health and land use and transportation, promotes walkable, bikeable, and transit-oriented communities, and allocates resources to implement projects that will improve health outcomes in the region.

SANDAG's RTP made significant progress toward increasing the overall amount of funding toward transit and active transportation. Share of RTP funding for highways fell from 41% (2007) to 28% (2011). At the same time investments on transit and public transportation increased from 31% (2007) to 43% (2011) (SANDAG RTP 2007). The 2050 RTP/SCS has allocated 36 percent of the local, State and Federal transportation funds toward transit in the first ten years, with an increasing amount in each subsequent decade, reaching 57 percent in the last ten years of the plan. The 2050 RTP/SCS also approved $6.5 million to fund early implementation of high priority projects from the 2010 "Regional Bicycle Plan". These high priority projects are intended to increase the number of people who bike in the region, as well as encourage the development of Complete Streets. The 2050 RTP/SCS allocated a total of $3.8 billion to active transportation projects over the next 40 years.

In addition to Federal and State funding, the San Diego region has a one-half cent sales tax, called "TransNet", to support transportation projects included in the "Regional Transportation Improvement Program" (RTIP), which identifies transportation projects to be funded over the next five years. The first **TransNet program** generated $3.3 billion between 1998 and 2008; the money was distributed in equal proportions to transit, highway, and local road projects. In addition, $1 million was earmarked for bicycle programs and projects annually. The program also funded eight "**Walkable Community Demonstration Projects**", which were intended to show the benefits of walkable communities and smart growth planning. Four of the projects were construction projects, focused on streetscape and pedestrian improvements, and four were planning projects for corridors as following:

- *Construction Projects*
  - Encinitas - Downtown Streetscape Plan
  - San Diego - 25th Street Corridor Enhancement (Song Rail)
  - San Marcos - Knob Hill In-Pavement Flashing Light Crosswalk System
  - El Cajon - Downtown Pedestrian Improvements
- *Planning Projects*
  - San Diego - 25th Street Corridor Enhancement
  - San Diego - Balboa Avenue Vision Plan
  - San Diego - University Avenue Traffic Calming Project
  - Oceanside - Downtown Redevelopment Area

In 2004, the program was extended until 2048 allocating $280 million (2 percent of total) to the "Smart Growth Incentive Program" and another $280 million to the "Active Transportation Grant Program", which covers bicycle, pedestrian, and neighborhood safety projects. The "Smart Growth Incentive Program" supports a grant program and led to the developed of the "Smart Growth

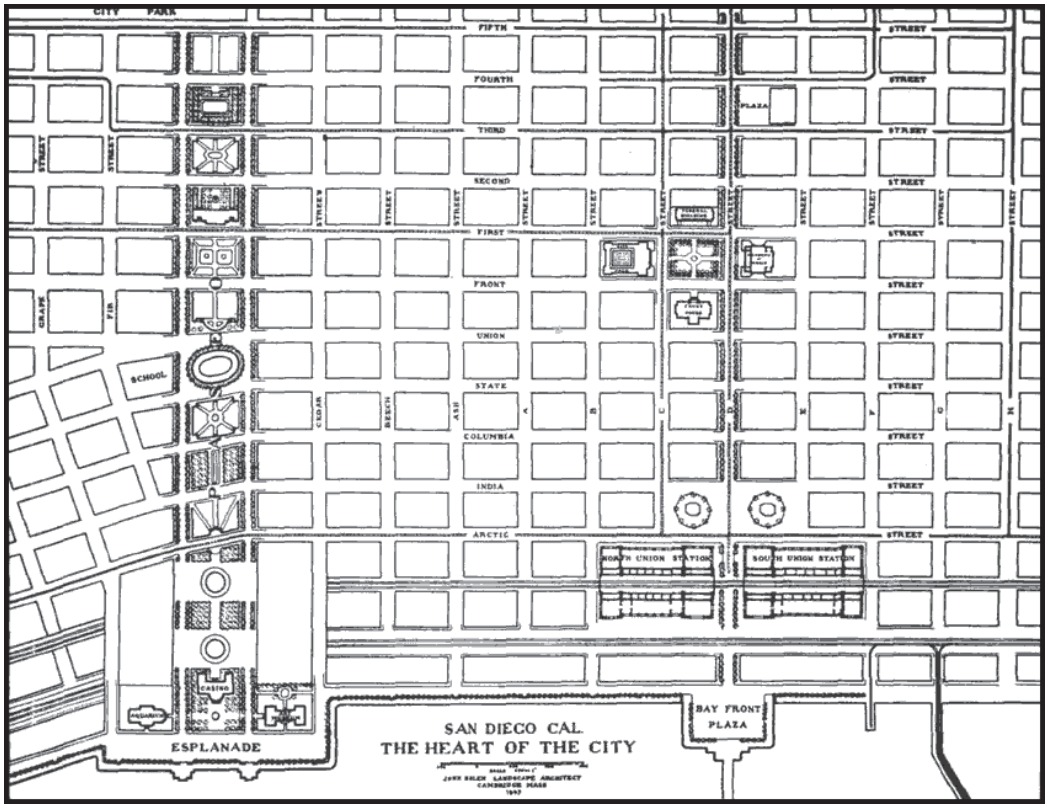
Toolbox", which groups various planning tools together as resources for local jurisdictions. This ordinance also supports the implementation of the RTIP and requires all TransNet funded projects to accommodate bicycle and pedestrian facilities where it is reasonable to do so.

In May 2012, the SANDAG approved a **new plan** called "**San Diego Forward: The Regional Plan"** which merge the RCP update with the next RTP/SCS. This new plan, which SANDAG hopes to complete by 2015, actually is in progress. Indeed over the next two years (2013-2014), SANDAG will work together in partnership with a wide range of stakeholders to develop the Plan through community workshops organized in different areas of the region. The document intends mainly to focus on the critical link between land use and transportation, although it will cover other additional topics such as public health, environment, economic strategies, social equity, etc. It will combine the update of these two major planning efforts giving citizens a single, easily accessible document that includes an overall vision for the San Diego region and an implementation program to make that vision a reality. It will build upon local planning efforts, and incorporate emerging issues and innovative concepts, to form an overall vision for the region's future, including specific actions aimed at turning that vision into reality. So this Plan will be more than just a guide for the region's transportation future. It will include plans to address public health, economic prosperity, land use, climate change and the county's borders with Mexico, Imperial and Orange counties and will look out to 2050. It's an ambitious task, one that must account for the expected growth of a million people in San Diego County, plus 500.000 new homes and 600.000 new jobs, over that period.

Smart Growth principles. *Source: SANDAG*

San Diego's Plans and Local planning framework

In the period 1890-1920 cities began to change with the streetcar suburbs. Though not as self-consciously monumental as the City Beautiful designers, the designers of these suburbs emphasized forma streetscapes oriented around local transit stops. During the 20's period, the approach was to emphasize public space, civil buildings, neighborhoods. All these efforts evolved around a particular set of design principles in order to shape the new urban forms emerging at the time on a more human, village-like scale. The work of John Nolan, one of the leading urban designers of the early 20th century, is a model of this type of planning. In the **1909 plan for San Diego**, Nolan's style is characterized by "some rather formal, almost baroque, street arrangements with naturalistic parks and open spaces" (Mel Scott) as well as a strong emphasis on public buildings and public spaces. The 1908 Nolen Plan revolved around a civic center, in the same place it is today; a bayfront that balanced industry and recreation, as it does today; and a bay-to-park link still envisioned but not yet completed. Nolan was brought back to update his plan in 1926 and that update informed the city's master-planning efforts for four decades.



Nolan Plan recommended the construction of a wide landscaped walkway, "The Paseo," which would descend twelve blocks between Date and Elm streets from the southwest entrance of City Park to San Diego Bay.
Source: The Journal of San Diego History

During the 1960s, the City engaged in a comprehensive planning process to prepare the **first Progress Guide and General Plan**, and in 1967 the City Council adopted that document as the first General Plan for the City of San Diego. In the 1970s and 1980s, a blighted downtown was redeveloped thanks in large part to public sector (led by Mayor Pete Wilson) and private sector (led by developer Ernest Hahn) collaboration. In 1974, planning consultants Kevin Lynch and Donald Appleyard, funded through a grant ($ 12.000) from the prominent San Diego Marston family,

produced **"Temporary Paradise?"**, a kind of "Environmental Plan for San Diego" that sought to balance growth and environmental preservation. This report focused upon the natural base of the City and region, and urged the city to avoid the mistakes of Los Angeles; it recommended that new growth complement the regional landscape to preserve its precious natural resources and San Diego's high quality of life (Appleyard&Lynch 1974). "Temporary Paradise?" served as a major influence on the subsequent comprehensive update of the Progress Guide and General Plan adopted in 1979. Temporary Paradise? also was among the first reports to view Tijuana as part of the San Diego region.

When the city still contained a substantial amount of undeveloped land to accommodate new growth, **1979 City of San Diego General Plan** introduced a new way to manage the growth as defined by Robert **Freilich**, a lawyer who added two new dimensions to the land use regulatory system. This plan divided all land in the City into three tiers: urbanized area, planned urbanizing area, and future urbanizing area. The tier designations reflect the City's desire to manage urban expansion and to allocate private and public resources efficiently. The designations and implementing council policies are intended not only to regulate the type and timing of development in urban expansion areas, but also to strengthen the older and geographically central parts of the City that comprise the urbanized area. While to encourage infill development, fees were waived in the urban area, to discourage development interventions in the rural areas, developers were required to pay the full freight of all infrastructure (Freilich et al 2010, 137-140). One of the planning objectives was to led to the development of the trolley transportation system and Horton Plaza, both icons of San Diego today.

Despite this positive change and success, San Diego's growth management system was not enough tough to endure the slow growth environment that emerged in the city during the building boom of the '80s. The City experienced both significant growth and a serious recession over the two following decades. Residential development reached the City's jurisdictional boundaries which also expanded during this period. The City's economic base evolved from tourism and defense to include high technology research and manufacturing, and international trade. The citizens of San Diego reacted to the growth and change by participating in numerous visioning efforts. They produced several documents, ballot initiatives, and programs including: the Urban Form Action Plan, the Regional Growth Management Strategy, the Livable Neighborhoods Initiative, Towards Permanent Paradise, the Renaissance Commission Report, and many others.

After two decades of expanding outward and reaching the limits of developable land, the City Council adopted the "**Strategic Framework Element**" in 2002 to guide the comprehensive update of the entire 1979 Progress Guide and General Plan. Based upon the planning principles and shared common values in all of the previous documents, the essence of the Strategic Framework Element is the **City of Villages strategy**, a wide-ranging approach to improving the quality of life for all San Diegans adopted in 2002 by the city council as a part of a new strategic framework of the general plan. It is so important that it became also the guiding document for the general plan update adopted in 2008.

San Diego's City of Villages planning concept promotes mixed use neighborhoods and communities to reduce auto dependency and support a larger regional transit system, thus reducing vehicle miles traveled and greenhouse gas emissions. The city's general plan also includes sustainable development and other carbon-reducing strategies and goals because it directs future growth to mixed-use communities that are pedestrian friendly and linked to regional transit. Indeed so far, the city completed a community-wide greenhouse gas inventory and subsequently a climate protection action plan.

The City of Villages strategy is based on a vision and core values for San Diego which reflect past and recent planning efforts and trends, as well as public outreach. The element addresses recent

trends and challenges, describes the growth strategy and recommends policies to implement the strategy. In addition, there is a description of an implementation program which includes a five-year action plan and recommendations for growth and development after 2020. The new Strategic Framework Element embraces San Diego's past planning efforts as it charts a course for the future.

So City of Villages strategy as well as the general plan are considered as a "**Growth Management Strategy**". Vehicle miles traveled (VMT) are expected to decrease over time as villages are introduced within targeted areas of existing communities. Each village should become the heart of the community, designed for walkability, with housing, jobs, shopping and parks, and linked to other villages and activity centers by transit. The village strategy also emphasizes the importance of respecting the city's natural open space network and the distinctive characteristics of individual neighborhoods. Fourteen community plan updates are completed or will begin in the next years. These comprise approximately one-third of the city's land area.

The **village concept** takes advantage of existing conditions and the potential to make existing neighborhoods and already urbanized and suburbanized areas more complete communities. Although "village" typically connotes smaller areas, San Diego has designated various levels of "village" to include its metro center, urban hubs, residential neighborhood centers, transit corridors, and future villages to be built on undeveloped or redeveloped land. Some of the city's oldest malls, for example, are being planned for new mixed-use neighborhoods, including one whose redevelopment plan was approved by the city council and accepted into the LEED-ND (Neighborhood Development) pilot program.

In 2004 the City Council approved the **Pilot Village program** as a catalyst for implementing the City of Villages strategy. Pilot Village program included five innovative projects finalized to apply the City of Villages strategy of smart growth in San Diego as well as to demonstrate how villages can benefit communities citywide. The projects that were selected are dispersed throughout the city and represent a variety of approaches and styles that will demonstrate how Villages can revitalize existing neighborhoods while retaining their individual character. The **five projects** are:

1. Mi Pueblo, located in the San Ysidro community adjacent to the border.
2. The Boulevard Marketplace – MCTIP, located in Mid City within the Normal Heights Plan Area (Phase 1) and Kensington-Talmadge Plan Area (Phase 2) and along El Cajon Boulevard.
3. North Park, a vibrant neighborhood central located.
4. The Paseo, located near the San Diego State University campus.
5. Village Center at Euclid and Market, located at the intersection of four neighborhoods in the southeastern area of San Diego: Chollas View, Lincoln Park, Emerald Hills and Valencia Park.

Villages address growth and improve existing communities by combining housing, commercial, employment centers, schools and civic uses together in areas where a high level of activity already exists. They include public/civic spaces where everyone feels welcome. For the communities in which they are located, villages create a lively, walkable and unique atmosphere. They build upon existing neighborhoods while retaining their individual character. Locating new village development in older areas can help with revitalization. Newer town or community centers can also benefit by drawing people to the unique gathering points they create. Connecting villages with an improved transit system, such as SANDAG's proposed Transit First initiative, will further help villages reach their full potential.

San Diego's award winning general plan and its City of Villages concept demonstrates the potential to transform existing neighborhoods and zones into walkable, mixed use communities where transit connections provide links to employment and other specialized centers. Many of the mixed-use and transit concepts adopted in San Diego can be applied in smaller communities as well.

The 2008 San Diego General Plan and Community Planning Areas

In San Diego the land use planning process provides great importance to the "**communities**" that represent a crucial concept in California. According to California State "Health and Safety Code", "Community" means a city, county, city and county, or Indian tribe, band, or group which is incorporated or which otherwise exercises some local governmental powers. Larger cities often have several community plans, i.e. "mini" land use and policy plans for more specific geographic areas. "Community plans" and "specific plans" are often used by cities and counties to plan the future of a particular area at a finer level of detail than that provided by the general plan. So a community plan is a portion of the local general plan focusing on the issues pertinent to a particular area or community within the city or county.

In the City of San Diego, due to vastness and the diversity of the communities, there are **42 community plans**. The community plans combined together constitutes the Land Use Element of the General Plan. Community plans work together with the General Plan to provide location-based policies and recommendations in the City's community planning areas, as well as to guide growth and development in San Diego. The community plans must work as part of the General Plan and must not contain policies or recommendations that are contradictory to other parts of the General Plan or to other community plans.

In 1997, a report called **"San Diego Grand Design",** prepared by Santos and Associates and Spurlock Martin Poirier Landscape Architects, explored a vision of San Diego in which an open space system connects San Diego's communities. Intended as an educational tool rather than an action plan, the report offers a framework to help guide the community planning process. The report proposed a system that uses natural features as landmarks for navigating around the functional part of the City. Valleys, for instance, would form a web connecting communities. Projects like the proposed bay-to-bay link are favored as a means of connecting urban areas. This report stated to "to strengthen the existing pattern of **San Diego as a City of neighborhoods**, in which neighborhoods are well defined, each with a distinctive character and sharing amenities in common".

San Diego constitutes of **52 Community Planning Areas** that are designed by the "Progress Guide and General Plan" considering areas in the City in which specific land use proposals are made in the form of community plans. This process allows the **community plan** to refine the policies of the City down to the community level, within the context of city-wide goals and objectives. It also designates land uses and housing densities, and includes additional site-specific recommendations as needed. A community plan is developed when City staff and the community, usually coordinated through community planning group forums, work together to identify changes in land use or revisions to policies in order to make them consistent with the General Plan. The community plan provides a long-range physical development guide for elected officials and citizens engaged in community development. Typical elements found in a community plan include: Land Use; Transportation; Urban Design; Public Facilities and Services; Natural and Cultural Resources; and, Economic Development.

Since the Nolan Plan was implemented, San Diego has grown from a small border town to a vibrant and modern metropolis of nearly 1.3 million people, complete with many distinct and diverse neighborhoods. The City's growth and evolution have served as a catalyst for the development of numerous planning visions and plan documents. Through the years, all of the plans have shared a somewhat common vision. They have sought preservation of unique neighborhoods, good jobs and housing for all San Diegans, protection and enhancement of the environment, development of a diverse economy, an efficient and useful public transit system, well-maintained public facilities and services, and careful management of the growth and development of the City.

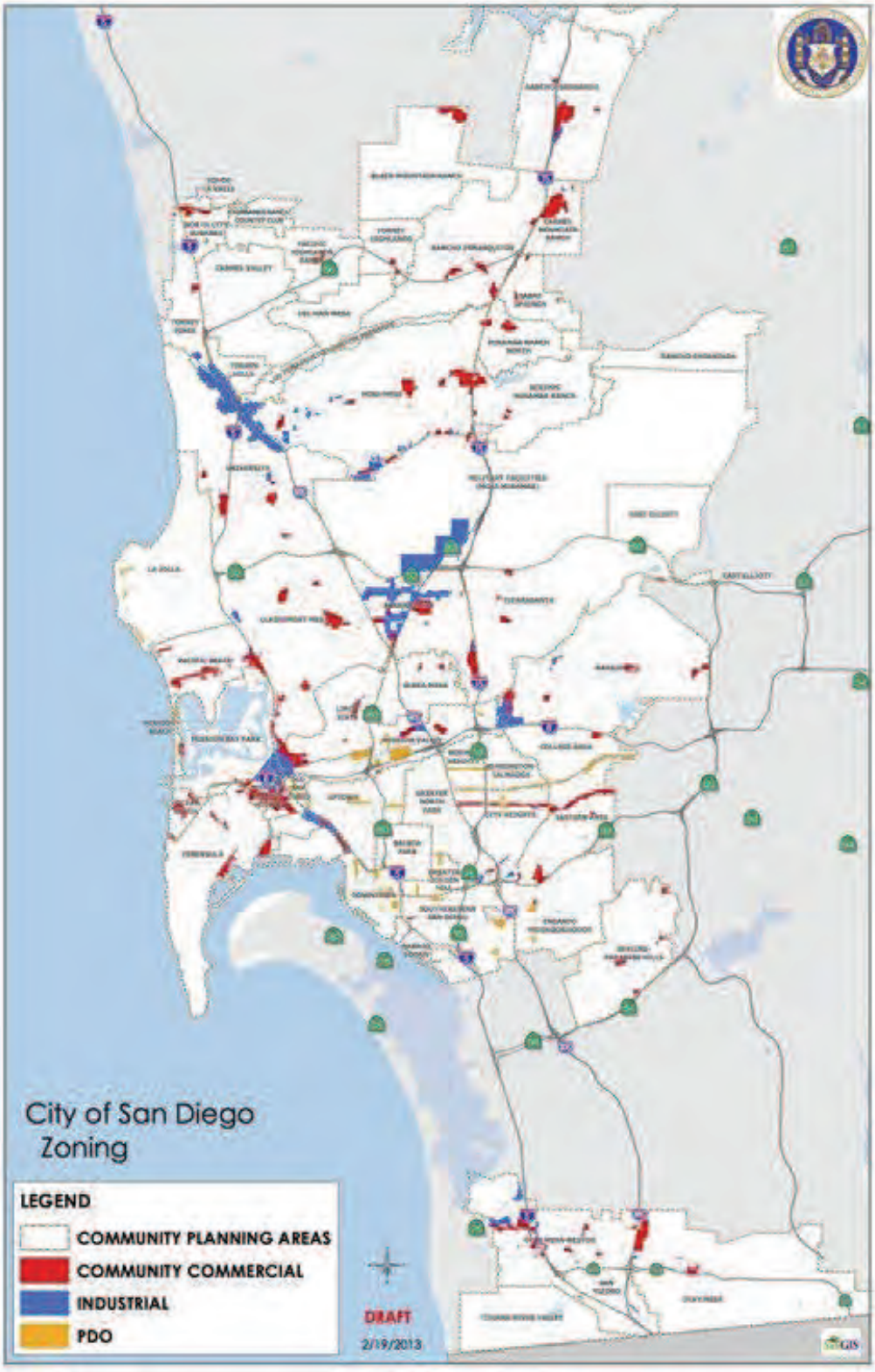
In **2008**, approximately a century after Nolan Plan, San Diego decided to define **new strategies for shaping the future's city** through the update of the General Plan. This Plan, together the City of Villages smart growth strategy, has to face new crucial issues which solution is challenging: lack of vacant developable land for future growth, unmet public facilities standards, a changing economic base, and major environmental challenges. These challenges required a General Plan with new approaches, sound public policies, and innovative and achievable solutions. Regarding the problem of the vacant property, the City of San Diego implemented the **Vacant Property Program** in 1996 to reinvigorate the economic prosperity and social vitality by reinstating vacant properties into productive, economic use. Incentives and code enforcements remove impediments to property rehabilitation. The Program establishes private/public partnerships to organize resources and realize the goal of vacant property revitalization and affordable housing.

The City of San Diego General Plan sets out a **long-range vision** and policy framework for how the city should plan for growth, provide public services, and maintain the qualities that define San Diego. It was structured to work in concert with the city's 40-plus community plans and is part of a regional and statewide smart growth strategy. The plan includes the **City of Villages smart growth strategy** to focus growth into mixed-use villages that are pedestrian-friendly districts, of different scales, and linked to the transit system. The plan addresses protections for industrial lands, provisions for urban parks, "toolboxes" to implement mobility strategies, and policies to further the preservation of San Diego's historical resources. It also reaffirms the city's long history of protecting open space lands.

It presents **ten elements** that overall provide a comprehensive "blueprint" for the City of San Diego's growth over the next twenty plus years:

1) Strategic Framework;
2) Land Use & Community Planning Element;
3) Mobility Element;
4) Urban Design Element;
5) Economic Prosperity Element;
6) Public Facilities, Services & Safety Element;
7) Recreation Element;
8) Conservation Element;
9) Noise Element;
10) Historic Preservation Element.

The 2008 General Plan received the "**Daniel Burnham Award for a Comprehensive Plan" (**National Planning Excellence Awards) as best plan in 2010. Recently (2012), the City Council approved amendments to the Conservation Element to provide policy support for **urban agriculture** strengthening the sustainability focus of the Plan (it already provides an overview of climate change issues),


City of San Diego
Zoning
LEGEND
COMMUNITY PLANNING AREAS
COMMUNITY COMMERCIAL
INDUSTRIAL
PDO
DRAFT
2/19/2013

04. FUTURE CHALLENGES *(Francesco Bonsinetto)*

Although San Diego is a big city known in U.S. for innovative planning – it must be said that its 2008 General Plan won APA's Daniel Burnham Award for a Comprehensive Plan in 2010 – paradoxically the city Planning Department has been closed twice in twenty-one years. In the 1990s the San Diego planning department was abolished by the former City Manager because there was nothing further to plan and so the city needed just project-based planning. And in 2001 the department has been abolished as a budget-saving measure and merged with development services and its staff. The budget have been cut back dramatically from $22.3 million (FY 2011) to $4 million (FY 2012).

Today San Diego is experiencing a new era in planning and land use issues with the rebirth of the city's Planning Department. Some month ago, the nationally recognized planner Bill Fulton was nominated by the former mayor new Planning Director for his reputation of being one of the state's leading experts on "smart growth". According to Fulton, "smart growth" doesn't mean no growth but a growth that is prosperous, sustainable and equitable. Through several interviews he did, it is possible to realize his point of view and his strategy about the future actions to achieve for San Diego which can be a potential national model for retooling for a post-car era.

As San Diego is a very large and diverse city that's almost completely built out, it needs to plan existing neighborhoods by continuing widely its transformation into a network of compact and walkable villages. Actually this is the main challenge for all American cities.

Compact villages are the key to the future of the cities. Retiring baby boomers and up-and-coming millennials hope to live in walkable, villagelike communities with a broad range of shops and services, instead of sprawling suburban subdivisions that lack nearby amenities. What is needed is a long-range planning as well as an ultimate form and vision of the city. For years planners at the City have been pushing for a more pedestrian, bike, and transit friendly city taking North Park area and University Avenue as an area where to experiment some actions. One of the priorities for the Planning Department is the revitalization of Mission Valley that is actually a big complicated mess. But Fulton is convinced that a right regeneration of the opportunity sites (such as the shopping centers, Qualcomm Stadium and Riverwalk golf course) in Mission Valley could have a transformational effect on the entire region.

In San Diego Fulton will face the opposition of the NIMBY people because some neighborhoods will not welcome change and new development. At the same time there are many other neighborhoods that will welcome development. Fulton said that "the market in San Diego has wanted to go north and a lot of the opportunity and receptive neighborhoods lie to the south. So if there's a way to get the market to be more interested in the southeast corridor, for example, that solves a lot of the problems in finding a place for a lot of that development to go -- in neighborhoods where people are more receptive".

The biggest challenge facing San Diego is the great gap between pre-growth management and post-growth management neighborhoods. Many of the old neighborhoods are park poor and suffer a lack of many other amenities the new neighborhoods have that these old ones don't. So a priority is to level this huge difference in the quality of life. Although San Diego has a century of well-planned neighborhoods and public facilities and is one of the world's leading innovation hubs, this extraordinary city has to reinvent itself for the first time to become a 21st century city, to become "more urban" (in some parts of town) as well as more "resilient", "flexible" and "sustainable".

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LITTLE ITALY, BIDs San Diego, CA

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WP2_ Territorial Milieu_ San Diego

Little Italy

BID and Community-led approach

Jusy Calabrò_ ESResearcher_ RCUnit
31/08/2013

Little Italy BID

Historically Little Italy San Diego has been the point of entry for Italian immigrants in the city and the favorite place for the international tuna fishing industry. Now it is considered Historical District in the San Diego County. This neighborhood gives particular opportunity to understand the role of BID and CBD (Community Benefit Districts) as tools for the local economic development enhancement.

Indeed, such economic- led tools here demonstrate their value as drivers for urban regeneration initiatives: it can be argued they act as catalyst for local initiatives that keep high the attention at local levels toward environmental, design and socio-economic issues. All key factors of sustainable development that implies community involvement and a strong sense of belonging. In little Italy this is particularly evident since most of residents are property or business owners: that explain partially the success of the BID, and under its rational of the Community Benefit District, where assessments come from both business and households. So that all initiatives carried by the association managing the BID/CBD are strongly supported and followed by the community. Here we got an important evidence of what a BID is about: it providing for extra services and maintenance of the neighborhood leading the urban regeneration process, making people participating of the ongoing change. However, there is particular attention on business support that sometimes doesn't match with the citywide attention for pedestrian and bicycle enhancement. Parking lots still matters within a strong car-oriented society, and businesses particularly care about making sure that costumers have easy access to their stores.

On the other hand, although the use of BID gives a strong business connotation to the neighborhood, it enhances the outdoor life, providing open public spaces maintenance and a mixed use urban environment, increasingly measure of success of urban regeneration activities taking place there.

BIDs in San Diego

BIDs (Business Improvement Districts) in USA are mostly used to rebuild declining urban centers: they are "seen as a minimally invasive renewal strategy that mimics Jane Jacobs' pedestrian-oriented, mixed-use vision"[1] to pursue a sort of livable-walkable urban environment. "BIDs are lauded as a flexible, efficient marriage of public needs and interests with private-sector energy" (Lewis, 2010:181), to cope with the "out of the center" commercial attitude of the big sprawled American cities and the consequent declining of downtown. "BIDs may go by other names, such as business improvement area (BIA), business revitalization zone (BRZ), community improvement district (CID), special services area (SSA), or special improvement district (SID)"[2]

The case of San Diego is peculiar, since the city's "program uses a mix of property assessments, merchant fees, public sources of support (city grants), and the entrepreneurial activities of the BIDs themselves to produce revenues and services"[3]. Here the use of such tools has been used as a "citywide program for economic development". (Stokes, 2007:279)

From evidences, in the overall economy of San Diego County BIDs[4] are playing an important and widely recognized role to improve economic growth through public benefits implementation, an important tool of governance to implement urban regeneration initiatives.

Particularly when a BID is associated with a Community Benefit District (CBD) or Maintenance Assessment District (MAD) the initiative seems to be more successful since it involve residents to invest into their neighborhood allowing them to have property value increased while living into safe and livable urban environment. In the specific case analyzed the BID works also with or as CBD, that is much like a BID except property owners, not the businesses, vote to pay an additional property tax assessment. A CBD "is a local enabling ordinance that allows for the establishment of a special benefit district"5 in order to create a stable source

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[1] Lewis, N. M. (2010), "Grappling with governance: the emergence of business improvement districts in a national capital" in Urban Affairs Review, 46(2), 180-217

[2] http://en.wikipedia.org/wiki/Business_improvement_district

3 Stokes, R. J. (2007). Business improvement districts and small business advocacy: the case of San Diego's Citywide BID program. Economic Development Quarterly, 21(3), 278-291.

4 Report "The economic impact of business improvement districts (BIDs) in San Diego"

[5] Property and Business Improvement Districts Low, 1994, California, Streets and Highways Code; Community Benefit District Act, 2005

revenue to fund special services. Such services do not correspond to the general ones issued by the city, since they respond to the needs of a specific neighborhood.

In Little Italy, BID and CBD managed by the same no-profit organization Little Italy Association (LIA), could be considered a unique tool: indeed, the first one collecting assessments from business owners, the second from the residents of the area, both providing additional services to those expected to be given by the city. The BID/CBD overall strategy is retail retention, business attraction, beautification and, above all, create a brand that implies quality and reliance on the neighborhood as desiderable place to live and work in San Diego (source: interview). However, taking from official documents and interviews, it can be stated that the BID within Little Italy is a very small part in the general economy of the neighborhood, mostly managed through funds coming from property tax assessment of the CBD, donations and grants, the Farmers' Market.

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).

THE SOCIO-ECONOMIC STRUCTURE

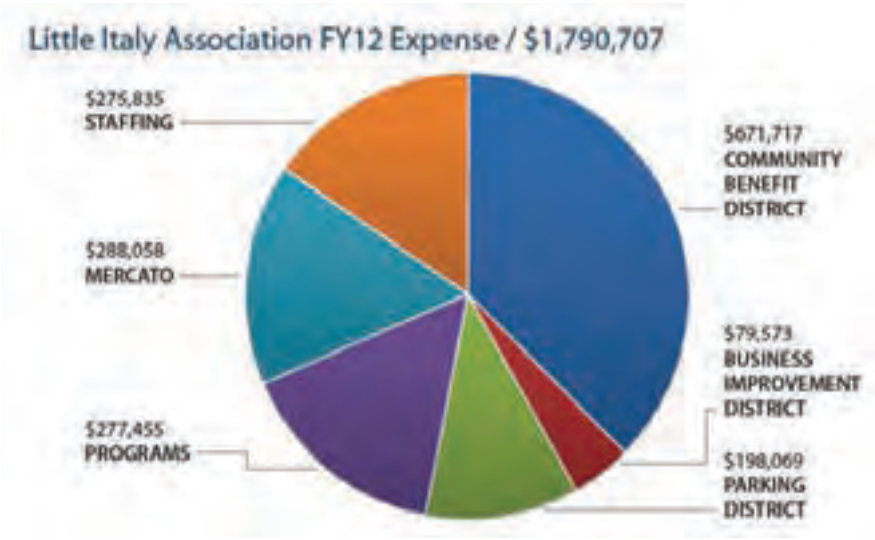
Little Italy is characterized mostly by white and Hispanic population. Moreover the high per capita income and the education level, private school attendance and professional studies degrees, show high lifestyle if compared with the city socio-economic data. From 2000 we can see also a strong increase in population and average houses prize rising that show a gentrification wave that changed the face of the former immigrant's neighborhood.

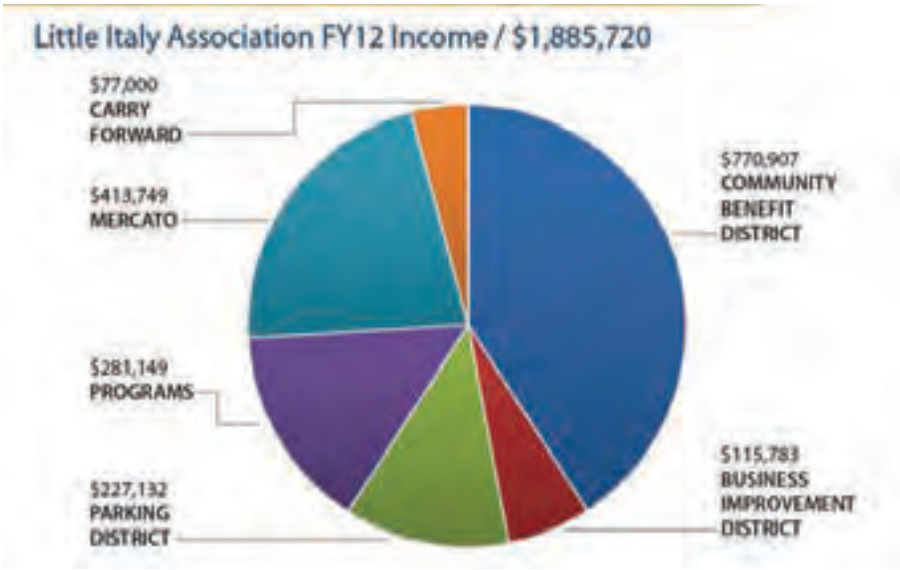
Items	Expenditures
General & administrative	220,000
Streetscape/ sidewalk maintenance and repair	22,747 (street clean&mant)
Security (janitor +maint)	25,541
Marketing, communication special events and tourism	632,616(events)+37,891(promotion
Office expences	10,315
Occupancy	26,000
Other	
total	1,585,518

Items	Year	Revenue ($)
Program service revenue	2010	10,166
Investment income	2009	610
Fundraising & special events	2010	521,113
Government Grants	2010	1,086,515
Assessment (fee or levy) membership dues	2010	985,434
Other	2010	521,113

total	2010	1,617,794

Financial analysis shows as most of the income comes from Community Benefit District (CBD) assessments, followed by the "Mercato", Parking District and Business Improvement District (BID). The Expenses as well are used proportionally for the same initiatives and events.





THE AREA BEFORE THE INITIATIVE

The northern shore of San Diego Bay was once home to a thriving tuna fishing industry and the Italian-Americans who derived their livelihood from it. The streets of San Diego's Little Italy were filled with culturally-rich Italian families; whose main source of economic support came from the Port of San Diego. When the tuna industry declined and a significant portion of the neighborhood was disrupted by the construction of Interstate 5, Little Italy suffered decades of depreciation. When local business owners and residents teamed up with the Centre City Development Corporation in the early 1990s, things started changing. They envisioned revitalization of the commercial district and preservation of the small scale and cultural dynamic of the community. Once the hub of the tuna industry, by the 1970's, with the decline of the tuna industry on the West Coast and the destruction of 35 percent of Little Italy due to the construction of Interstate 5, Little Italy suffered through nearly thirty years of blight and ruin. In the early 1990's, property and family-run business owners decided to take the revitalization, of their once thriving neighborhood, into their own hands. In 1996, Little Italy business owners voted to establish the Little Italy Association of San Diego to oversee and expedite the revitalization and beautification of the Little Italy neighborhood and promote it as a new destination in San Diego. Several years later the Community Benefit District was adopted under the umbrella of the Little Italy Association to keep San Diego's Little Italy cleaner and safer than before.

THE AREA TODAY

In this last years Little Italy San Diego is increasingly gaining its position as one of the largest and known Little Italy's in the United States. Marco Li Mandri, Chief Executive Administrator of the Little Italy Association of San Diego during a recent interview stated that: "Our business district is rooted in the toil of immigrants and the perseverance and optimism of a new group of business owners. Italian American and non-Italian business owners alike are seeking retail and professional space. Creative builders and architects are building beautiful new developments and the local redevelopment agency has funded more than three million in street improvements on the main commercial corridor, India Street. Not only does the Little Italy Association promote and keep San Diego's Little Italy clean and safe, but it has created an amazing venue for special events in an urban environment".

Little Italy indeed represents some of the finest of San Diego living: bay views, art and cultural festivities and affordable residences. It is urban neighborhood with single-family homes, condominiums and apartments. India Street is the main street with restaurants, small cafes, galleries and specialty shops.

Aa far as cultural and religious related buildings, "Our Lady of the Rosary" Church and "Monarch School" and "Washington Elementary School" remain important institutions of the area. "Amici Park" serves both as a playground for the school and a park, including a bocce ball court, for the community. There is the Firehouse Museum (located on Columbia St).

The neighborhood could be considered as a multiple layer of events, where the brand matters pretty much. Little Italy hosts over half-a-dozen annual festivals in celebration of holidays, music and art: the "Festa", "Chalk La Strada," a Bocce Ball Tournament, ArtWalk, a jazz festival and Cinco de Mayo, St. Patrick's Day, and Easter celebrations. The Little Italy Association (LIA) brings the story of Little Italy to its visitors through public art displays. Moreover, The Little Italy Residents Association (LIRA) is dedicated to helping residents of the downtown San Diego neighborhood of Little Italy. With many new families relocating to downtown, we offer the opportunity through our organization for residents to get involved with local events, give input on new civic projects, and best of all, to meet their neighbors.

Little Italy in San Diego is also a designated "Preserve America Community" 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.

The Mercato

The weekly Farmer's Market in Little Itlay, born in 2007, is a strong and successful marketing and business initiative. Hundreds of vendors join the mercato each wek from all over the San Diego Count to sell their fresh, not processed, products. Most of them are certified, organic farms: the aim is to sell local products within a very feco-friendly context. The neighborhood indeed become pedestrian and walkable each Saturday to welcome thousands of people than come in India Street to enjoy the Mercato area. It is not just about fresh foods and drinks, it is also about livable place to stay a healthy routine to do every Saturday: the outdoor life improved increasingly thanks to initiatives like the Mercato. People come to Little Italy to stay there all day long, to buy food but also to walk among vendors and artists that show their creation, it is much more like an event that attract people, improving the livability and the attractiveness of the neighborhood.

The Little Italy Mercato began officially in June 2008 with few merchants guided by the common vision to create a destination-worthy farmers' market for their community and Greater San Diego. Since then, the Mercato has grown into a nationally-recognized model for its commitment to farm-fresh goods and artisan craft. Today, local shoppers and visitors to Little Italy are able to discover and purchase Southern California's best seasonal offerings each weekend in the heart of San Diego's Little Italy. The Mercato runs every Saturday along Date Street. In the past months, there has been its expansion to west of Kettner Street bringing the full event footprint to six blocks with more than 130 merchants, making it San Diego's largest and most visited farmers' market. Visitors to San Diego can celebrate the Mercato's anniversary by heading to its location, walkable from all areas of Little Italy as well as many other areas of downtown San Diego, during their stay. We might suggest a new way to live the public spaces of the neighborhood after the BID/CBD creation and in particular after the Mercato birth:

since then the area assumed a new meaning, not only to preserve Italian and immigrant historic culture, but also enhancing a new lifestyle, giving to public spaces the right purpose within such a sprawled American city, attracting residents and visitors for the livable urban environment.

STRATEGY

A non-profit 501(c) 3 corporation[6] for the public's benefit, the Little Italy Association (LIA) advocates on behalf of its members' best interests in the areas of public safety, beautification, promotion and economic development, while preserving the unique cultural resources that exist in the Little Italy neighborhood of Downtown San Diego. LIA stands as the only district management corporation of its kind for any Little Italy neighborhood in the United States and is run by a Board of Directors encompassing 33 people who represent property owners, residents, businesses and community at large.

The overall strategy is retail retention, business attraction, beautification and, above all, creating a brand that implies quality and reliance on the neighborhood as desiderable place to live and work in San Diego. Little Italy indeed is increasingly becoming a model to be pursue, “not just because the location in Downtown”7: it is now one of the more active downtown neighborhoods and has frequent festivals and events including a weekly farmers market, also known as the “Mercato”.

The objective is to make a fascinate place with a strong sense of community, rooted since the early 1990s starting with the fishing industry, symbol of the Italian 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. Within the neighborhood, public spaces such as piazzas, became iconic spaces under landmark preservation, constant reminders of Little Italy’s rich culture and history: piazza Basilione is an example.

The marketing activity then contributed to create a brand synonymous of quality and reliance for business or art galleries that move there aware to make safe investments. India Street vacancy rate, for example, is almost 0% (source:interview). Here the Mercato, weekly farmer’s market could be considered

[6] A 501(c) organization, also known colloquially as either a 501(c) or a "nonprofit", is an American tax-exempt nonprofit organization. Section 501(c) of the United States Internal Revenue Code (26 U.S.C. § 501(c)) provides that 28 types of nonprofit organizations are exempt from some federal income taxes

[7] Source: Marco LiMandri interview, Little Italy Association manager

attractive resource for tourists but also a temporary public space in which people meet and socialize during shopping in India Street location.

From evidence we might suggest a connection between the Mercato creation, and others public events, and the successful regeneration of the area: it shows how, since those economic led activities have been created, the "outdoor life" became easier, generating sort of "sense of belonging" among inhabitants and visiting that make Little Italy a livable neighborhood in which people go to spend their spare time. A sort of virtuous circle that make the neighborhood attractive thanks to restaurants, small retails, mixing of activities and residential that contributes having a livable pedestrian urban environment that allow people to stay outdoor, walking the neighborhood. Although the use of BID as urban regeneration tool gives a strong business connotation to the mixed use neighborhood, it enhances open public spaces strongly highlighted within the urban context as way to implement outside life, community participation to the urban life, becoming symbol and measure of success of the urban regeneration initiative. As far as the Parking district, in early 2010, the Centre City Development Corporation (CCDC), now Civic San Diego, entered into an agreement with the Little Italy Association to manage the 45% of parking meter revenues that are allocated to San Diego's Little Italy; to maximize parking and alleviate the strain of parking on surface streets. Moreover, Little Italy is considered a San Diego's Model Community: indeed in 2010 community was the honoree of two distinguished awards in the world of redevelopment and planning; one was by the Urban Land Institute (ULI) – "Smart Growth Award of the Decade"; which honors a particular community that was built or significantly remodeled between 2000 and 2010; the APA recognized also the Little Italy Association with a Community Recognition Award for their great use of public space and development in the neighborhood.

Urban regeneration effects

A tremendous change in Little Italy was encouraged by the ex CCDC during the late 90s thanks to a program that implemented affordable housing and encouraged public-private partnerships, to enhance the economic development in the area. The CCDC's innovative **Little Italy Neighborhood Development (LIND**) indeed helped to motivate developers to invest in the area. It was completed in 2000, involving the purchase of a block of land bounded by Beech, Cedar, India and Kettner streets. CCDC then selected a small group of architects and developers, including local architect Jonathan Segal and developer Barone, Galasso & Associates, to design the mixed-use project for affordable housing. The joint venture resulted in 16 row homes; 12 affordable rental lofts; 37 low and moderate income apartments; and retail space. This successful development demonstrates that smaller scale, mixed-income housing can be in-filled in a such sprawled urban setting. Moreover, the CCDC has funded more than $3 million in street improvements on the main commercial corridor, India street. The result was an increase in population unprecedented, the 200% vs the 10% of the entire County, that brought into a positive effect of gentrification. We might suggest from data analysis, the per capita income, the level of education, the average of house prices, the strong increase in the lifestyle quality of the neighborhood. Physical infrastructure and human capital

Such economic development strategy however does not mean a straight cause-effect result. Nevertheless it can be argued that public intervention, coping with a particular market failure issue addressing private investments, helped to focus on the area needs for housing and built environment regeneration. Affordable housing policy indeed helped people to get access to houses, to stay in the city center and to stabilize economy, getting jobs: so that they improved their purchasing power in few years and they had the opportunity to buy their own house in few years making the investment profitable for private investors. In such way they improved public benefits, through housing supply, while enhancing private investments bringing risks and skills in the area. What can be suggested is that the economic development strategy affected growth and then the development of the entire neighborhood, contributing also on that one of downtown area once lacking of vitality.

FINANCIAL OVERVIEW

The Association is funded principally through the administration of two contracts with the city of San Diego, the special assessment districts BID and MAD, and the administration of the contract with the CCDC for the Parking District. Then additional funds are taken from other special projects and events. As no-profit status, the organization is not subject to income taxes on related business income, however it is subject to income taxes on unrelated business income.

The Association's annual revenue exceeded $1.2 million on fiscal year FY10. Funds are generated from two types of assessments collected from the Little Italy's property owners and businesses. The Maintenance Assessment District (MAD - or CBD Community Business District) 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 MAD, known as the Little Italy Community Benefit District, generated approximately $725,000 in revenue on the fiscal year FY11. These funds provide for the services of maintenance workers and management staff who oversee regular sidewalk sweeping, installation and maintenance of trees and landscaping in the public right-of-way, evening maintenance workers, maintenance of public areas and piazzas, hanging of banners and decorations, and all beautification efforts.

The BID generated approximately $100,000 the fiscal year FY11. The BID funds provide for administration the revenues needed to promote and publicize the business district, coordinate community events and advocate on behalf of businesses. An additional $200,000 in LIA revenues are generated from grants, income from special events, the Little Italy Mercato (Farmers' Market), and contributions from the community supporters. The BID 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 'A' Street on the south and the East-side of Pacific Highway on the west.

The Little Italy Association Board of Directors encourages public input and participation in issues that affect the community.

THE COMMUNITY INVOLVEMENT

The “sense of place” of “belonging to” is a peculiar characteristic of the neighborhood, whose main objective is to preserve the Italian community traditions and places. So that the community participation within the BID/CBA is strongly taken into account. Periodically they meet to discuss about the initiatives and the issues of the area, mostly following a problem solving approach. Then residents are also represented by the LIRA, Little Italy Residents Association. Nowadays Little Italy is considered a San Diego’s Model Community, indeed in 2010 community was the honoree of two distinguished awards in the world of redevelopment and planning; one was by the Urban Land Institute (ULI) – “Smart Growth Award of the Decade; the APA recognized the Little Italy Association with a Community Recognition Award for the great use of public space in the neighborhood.

Moreover the good use of public spaces, make people involved within the neighborhood social life, according to the principle that urban form may influence social behaviors. Indeed, public spaces such as piazzas, are iconic spaces under landmark preservation, constant reminders of Little Italy’s rich culture and history: piazza Basilione is an example. The Mercato, weekly farmer market, could be considered also a temporary public space in which people meet and socialize during shopping in India Street location. It is one of the successful example of the urban regeneration of the area.

In little Italy the use of BID as urban regeneration tool gives a strong business connotation to the mixed use neighborhood but providing at the same time a sort of big public open space: the outdoor life indeed improved radically after the BID/CBD creation enhancing a more livable urban environment in which public spaces are strongly highlighted. They actually might be considered as symbol of the urban regeneration initiative of the area, providing new meanings of the the urban environment and of the way to live it. The overall strategy, although very targeted on business retention and marketing activities, turned into a successful urban regeneration initiative that, through community involvement, support a sense of belonging and a strong peculiar character of neighborhood within Downtown: it is increasingly becoming a point of strength thanks to its identifiable character within the Downtown area, showing a proper meaning that adds value to the entire urban environment qualifying it as a place to live and work.

First Conclusions

The peculiar use of BIDs in San Diego demonstrated to be a successful tool to cope with the crisis of development and the neighborhood decline of these last years. From evidences indeed, the only neighborhoods in SD that held good levels of maintenance and services were those ones with a BID. Such tools gave the opportunity to strengthen the urban environment quality, through services implementation for businesses, lightening, cleaning and safety of streets, which allowed to attract new businesses, even in such period of setback, making people to stay, to care about their neighborhood, enhancing a sort of sense of belonging that helped the revitalization of that portion of the city.

Particularly, the case of Little Italy shows how the Community Benefit District, under the BID rational, provided concrete public benefits.

Little Italy neighborhood as result of multiple layering of events and initiatives, is a peculiar case of urban regeneration, in which the role of community, supported and addressed by the LIA no profit organization, plays a crucial role in maintaining high level of cultural preservation pursuing constantly the local economic development.

We might suggest the BID/CBD in Little Italy as a kind of model to appreciate even if some critiques could be moved to the "intrusive" or sometimes "politically motivated" attitude of the no profit acting on behalf of both business and residents. This is the case in which the line between advocacy and private interest blur occasionally each other, as if the strong personality of the LIA manager was overexposed in addressing the trends of the neighborhood development. This could be very positive on one hand, since it gives the measure of how much they care about people involvement and needs satisfaction, and also because the political representation is a precondition for public instances to be taken into account, but on the other it could be interpreted as going after an individualistic interest, (since Mr. Li Mandri manages both the LIA and the New City America). From evidences of interviews and public meeting attendance, it could be argued that BIDs got a sort of civic function since they provide services but also make people aware of the change that their neighborhood might need.

That is to say, they make urban regeneration happen, trying to face all the sustainability issues, socio – economic and environmental, and even culture when they sensitize people toward a change in lifestyle and behavior. Of course, private or political interest may occur, but the results seems to be worth it.

It is very interesting the way a neighborhood change its face under a management tool, such as a BID sometimes complementary with a Community Benefit District: many BIDs for example “have applied public space management techniques to provide cleaner and safer environments for commerce”, giving birth to proper urban regeneration processes.

Indeed, in the San Diego area considered the urban regeneration tool (BID/CBD) it is not just about services provision or maintenance, it is mostly about a new perspective in addressing planning initiatives: under public meetings with people representatives, local government planning groups and consultants, try to solve blighted area related issues improving attractiveness at neighborhood scale. In such way BIDs act on behalf of people, advocating for services, providing also revitalization that usually in other Countries belong to a proper planning process ratio. We might suggest the BID as tool to fill the gap between public sector services provision and private users needs, improving quality of the built environment and consequently of lifestyles.

From evidences

Concept area	Strength	Weakness
BIDs in USA are mostly used to rebuild declining urban centers, they are «seen as a minimally invasive renewal strategy that mimics Jane Jacobs' pedestrian-oriented» (Lewis, 2010:181), mixed-use vision" to pursue a sort of livable- walkable urban environment. «BIDs are lauded as a flexible, efficient marriage of public needs and interests with private-sector energy» (Lewis, 2010:181), to cope with the "out of the center" commercial attitude of the big sprawled American cities and the consequent declining of downtown.	Little Italy gives particular opportunity to understand the role of BID and CBD (Community Benefit Districts) as tools for local economic development enhancement. Thus from evidences, Diego County BIDs are playing an important and widely recognized role to improve economic growth in all San Diego County, through public benefits enhancement, important tool of governance to implement urban regeneration initiatives. The BID/CBD overall strategy, managed by a no profit organization (Little Italy Ass.), is about retail retention, business attraction, beautification and, above all, a brand that implies quality and reliance on the neighborhood as desiderable place to live and work in San Diego. In little Italy the use of BID as urban regeneration tool give a strong business connotation to the mixed use neighborhood, by providing a sort of big public open space meaning: the outdoor life indeed improved radically after the BID/CBD creation, giving birth to a livable urban environment in which public spaces are strongly highlighted within the urban context as way to implement a livable environment, improving economic growth and local development of the area, symbols of success of the built environment regeneration.	The strong role played by the LIA seems to overwhelm the community attitude to propose some kind of intervention within the neighborhood: priorities are chosen within the board of directors, according to the guide of the no-profit organization. The general spirit of association is not spontaneous, rather controlled under the general strategies establishes by the LIA, led by the strong personality of the founders (Mr. Marco LiMandri in primis). However the importance of the brand realized give people trust toward the opportunity of success of investment in the neighborhood, making residents aware of the strategy, and businesses to stay and to move there.

Main lessons learned

The increasing importance of community involvement within planning processes is widely recognized and it is increasingly gaining the attention of all actors involved in the planning process. For both public and private ones, the community-based approach seems to be worth it for urban regeneration initiatives to be effective. A proactive community involvement indeed is crucial to face with the challenging problems affecting cities nowadays. The magnitude of change in many of the world's cities is unprecedented, and processes of urban restructuring are re-shaping cities in ways unforeseen in earlier decades (Mccarthy J., 2007). We might consider the urban problem as result of the relative under-performance of many local urban economies, a mix of economic, social, physical and environmental exclusions, which often appears to be self-sustaining in the absence of external intervention. Such decline involves a variety of symptoms at the local level (Mccarthy J., 2007).
Since the early 1990s, the Urban Regeneration wave imposed itself as a possible way to answer these issues in urban declined areas. According with Couch and Fraser (2003:2), "Regeneration is concerned with the regrowth of economic activity where it has been lost; the restoration of social function where there has been dysfunction, or social inclusion where there has been exclusion; and the restoration of environmental quality or ecological balance where it has been lost". Moreover, it might be seen a shifting of meaning through decades, so that "If the mantras of regeneration policy in the 1980s were "enterprise and business", the themes which have dominated the succeeding decade have surely been `partnership' and, above all, "community"" (Lawless, 2001). The role played by communities recently became very central in the political agenda of countries and regional and local authorities. Thus the European Union has recognized the centrality of community in economic development processes and within the urban environment context, including the Community-led local development rationale within the New Cohesion Policy for the programming period 2014-2020, which main aim is to reach a sustainable, inclusive and smart growth. To ensure that interventions in urban areas will carried out efficiently, a group of integrated strategies have been set up. These strategies include Operational Programmes (OP), Integrated Territorial Investments (ITI), Financial Instruments and Community- led Local Development (CLLD). The CLLD is a specific tool to use at sub-regional level, complementary to other development supports at local one, that can mobilise and involve local communities and organisations to contribute to achieve the Europe 2020 Strategy goals, fostering territorial cohesion and reaching specific policy objectives8. It is a strong participative tool that can offer the opportunity to involve local organizations in the third sector, especially to foster social inclusion,

[8]European Union, Community-Led Local Development (2014)
http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/community_en.pdf

following the principles set up for the New Programming period 2014-2020 that point at a more inclusionary and participative involvement of communities (Barca 2012).

Community involvement in Urban Regeneration Initiatives: the Little Italy Community Benefit District

A wide range of methods and tools to make people involved within the planning and policy making processes are used. The main reason is that local involvement should be guaranty for efficacy and sustainability of regeneration initiatives, a chance of being able to create a built environment that satisfies community demands. So that the importance of local community awareness about urban regeneration objectives is expected to play a central role. The "Community Benefit District" (CBD) , an economic tool under the Business Improvement District (BID) rationale of Little Italy, allows to use property tax assessments to implement services and quality of the built environment at neighborhood level. In general terms a CBD "is a local enabling ordinance that allows for the establishment of a special benefit district"9 in order to create a stable source revenue to fund special services. Such services do not correspond to the general ones issued by the city, since they respond to the needs of a specific neighborhood. In USA, Business Improvement Districts (BIDs) are tools frequently used in order to revitalize declining urban centers. The case of San Diego is peculiar, since the city's program "uses a mix of property assessments, merchant fees, public sources of support (city grants), and the entrepreneurial activities of the BIDs themselves to produce revenues and services" (Stokes, 2007:280). As stated above, in some particular cases in California BIDs can be associated with the so called Community Benefit District (CBD), a practice that seems to be successful since it involves residents to invest into their neighborhood, allowing them to have property value increased, while living into a safer and liveable urban environment. The specific case of Little Italy BID, working also as CBD, is managed by a non-profit 501(c) 310 corporation, the Little Italy Association (LIA), that advocates on behalf of its members' best interests in the fields of public safety, beautification, promotion and economic development, preserving the cultural resources existing in the Little Italy neighborhood. The LIA Board of Directors encourages public input and participation in issues that affect the community.
The role of Community is very important encouraged by this tool the CBD, even if not clear to define, especially in those contexts like this where governance is fragmented. The case study experience held in San Diego shows how the strong institutionalization of

[9] Property and Business Improvement Districts Law, 1994, California, Streets and Highways Code; Community Benefit District Act, 2005

[10] A 501(c) organization, also known colloquially as either a 501(c) or a "nonprofit", is an American tax-exempt nonprofit organization. Section 501(c) of the United States Internal Revenue Code (26 U.S.C. § 501(c)) provides that 28 types of nonprofit organizations are exempt from some federal income taxes.

community involvement could be a key factor in both urban regeneration initiatives and public benefits gathering.

In this case the particular institutional form provided by the City of San Diego placed the community at the core of the planning system. The General plan indeed is a bottom-up process, coherent with aims and objectives of the general one, in which communities are really proactive through formal or informal way of participation. Lately, even at regional level, the Regional Comprehensive Plan, drawn up by SANDAG (San Diego Associations of Governments) is the framework under which Community Plans of each municipality addressed following the smart growth principles.11

Community participation means reinforcing the possibility of success in regeneration initiatives since "patterns of everyday life not only are mediated in landscapes but are given new meaning as a result of the spontaneous interactions that occur between different people in these places" (Bachin, 2002: 236). Indeed "one of the recurring themes surrounding sustainable cities is the role of public participation and the broader civil society in helping to shape and implement these programs" (K.P Ortney, 2005:1).

The Little Italy overall strategy, although very targeted on business retention and marketing activities, turned into a successful urban regeneration initiative that, through the strong community involvement, supports a sense of belonging and a strong peculiar character of neighborhood within Downtown: it is increasingly becoming a point of strength thanks to its identifiable character, adding value to the entire urban environment, a place where to live and work. Particularly, the case shows how the Community Benefit District, under the BID rationale, provided concrete public benefits. The community role, composed by property and business owners, supported and addressed by the LIA no profit organization, plays a crucial role in maintaining high the level of cultural preservation, increasing local economic development opportunities.

It might be suggested as the proactive involvement of community through the implementation of community-based approaches could promote the horizontal integration, strengthened by citizens and businesses getting together as a community, and a vertical integration, through agreements running at all levels of government (i.e. local, regional and national) in order to face with the distress suffered in urban areas which is not merely physical, but social, economic and environmental; relating to job opportunities, employment and work, public services, housing, transport and mobility, education and health, open space and clean air. It could also promotes an integrated strategy of cross-cutting decision making processes which is inclusive, competitive and environmentally sustainable.

[11] http://www.sandag.org/?projectid=1&fuseaction=projects.detail

NATIONAL CITY
San Diego, CA

Pasquale Pizzimenti, ESR-Reggio Calabria Unit

CLUDs - Commercial Local Urban Districts

Working Package No 2

San Diego State University, San diego, CA, USA
CASE STUDY REPORT

National City

National City

National City is a municipality located in the southern California, between the City of San Diego and the municipality of Chula Vista, in which are concentrated some interesting initiatives concerning urban regeneration and economic development.
The area is interested by the SANDAG[1] Smart Growth Incentives Programs, a specific grant formulated to foster smart growth and economic development within an area that presents determined characteristics.

Smart Growth within the National City General Plan

According to the San Diego County Association of Government's (SANDAG) 2030 Regional Growth Forecast, San Diego County's population is expected to increase faster than housing supply. This trend leads to higher housing costs, forcing many residents to move to neighboring areas with less expensive housing. These people become long distance commuters, and with few transit options, San Diego County's freeways become more congested. The result is an ongoing housing crisis and worsening traffic and air quality.
To help combat this problem, SANDAG adopted a Regional Comprehensive Plan (RCP) in 2004. The RCP balances regional population, housing, and employment growth with habitat preservation, agriculture, open space, and infrastructure needs. It directs SANDAG to use regional transportation funding as an incentive for local agencies and service providers to make land use decisions and infrastructure investments that support smart growth. One of the main aspects of the RCP is the identification of Smart Growth Opportunity Areas, which are areas where SANDAG places a higher priority on directing transportation facility improvements and other infrastructure resources. National City's General Plan is designed to complement and support the RCP by basing its land use pattern on the smart growth principles outlined in the RCP. Under this General Plan, redevelopment, infill, and new growth will be targeted into compact, mixed-use, and walkable areas that are connected to the regional transportation system. Higher density and intensity development will be focused around transit stops and major corridors that link residences to employment, shopping, health care, educational facilities,
and recreational areas. This General Plan will result in increased personal transportation options with priority given to the needs and safety of people traveling by foot, bicycle and transit.
Regional coordination will be a key to effectively guiding land use and transportation planning and
investment. This smart growth land use pattern will also help the City to address global climate change issues. It is widely accepted that the concentration of greenhouse gases in the atmosphere has increased significantly as a result of the combustion of fossil fuels, primarily associated with automobile use and energy production. In 2006, the California State Legislature adopted Assembly Bill 32, which focuses on reducing greenhouse gas emissions in California. It requires the California Air Resources Board to adopt rules and regulations to achieve greenhouse gas emissions equivalent to 1990 statewide levels by 2020. Senate Bill 375, which was signed into law in 2008, provides incentives for integrating regional land use planning and local development while reducing greenhouse gas emissions consistent with AB32. It requires each metropolitan region to adopt a Sustainable Communities Strategy to encourage mixed-use development and alternative modes of transportation to reduce passenger vehicle use. As of the
writing of this General Plan, SANDAG was working on its first Sustainable Communities Strategy. National City will continue to coordinate with SANDAG and align its local plans with regional transportation and land use goals and policies[2].

The *Transnet* Smart Growth Incentives Program

The TransNet Smart Growth Incentive Program (SGIP) funds transportation-related infrastructure improvements and planning efforts that support smart growth development. The SGIP will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program to support projects that will help better coordinate transportation and land use in the San

[1] San Diego Association of Government.
[2] City of National City General Plan 2-3, 2012

Diego region. The goal of the TransNet SGIP is to fund comprehensive public infrastructure projects and planning activities that will facilitate compact, mixed use development focused around public transit, and that will increase housing and transportation choices. The projects funded under this program will serve as models for how modest investments in infrastructure and planning can make smart growth an asset to communities around the region. These investments should help attract private developers to build projects that, with the support of the TransNet-funded projects, create great places in the San Diego region[3].

Tab.1 National City application for TRANSNET Programme			
Area	Project	Request Funds	Approved
Westside Area	Westside Connector	$ 2.000.000	Yes
Highland Avenue	Highland avenue	$ 2.000.000	No

Fig.1 Smart Growth Concept Map - San Diego Metropolitan Area, SANDAG 2012

Goals and Policies of National City General Plan about Smart Growth

Goal LU-1: Smart growth that is consistent with statewide and regional transportation and planning goals and policies.

Policy LU-1.1: Use SANDAG's Smart Growth Opportunity Areas map as a guide for identifying appropriate locations to direct future growth and development within the planning area.
Policy LU-1.2: Concentrate commercial, mixed-use, and medium to high density residential development along transit corridors, at major intersections, and near activity centers that can be served efficiently by public transit and alternative transportation modes.

[3] http://www.sandag.org/index.asp?projectid=340&fuseaction=projects.detail

Policy LU-1-3: Use SANDAG's Regional Transportation Plan, Regional Comprehensive Plan, and Sustainable Communities Strategy as the basis for land use and transportation planning and policy development.

The Role of Community

Another way that information is disseminated to the community is through Neighborhood Councils. As of the writing of this General Plan, the seven neighborhood councils are: Northside, Central, Granger, Eastside, Sweetwater Heights, Old Town, and Olivewood. At the Neighborhood Council meetings, community members can voice their thoughts and discuss issues pertaining to their neighborhood area. In addition, community members can ask the City Council and City Departments (i.e. Police, Code Enforcement, and Community Services) to make presentations about subjects of interest and relevance to the group. Neighborhood Councils help to increase community participation in community planning.
National City has also made an attempt to involve youth in City decision-making processes. Two high school students sit in on City Council meetings as youth representatives to the community. At the meetings they can comment on agenda and non-agenda items brought forth to City Council; however, they cannot vote and are not allowed to attend closed session meetings.
The Neighborhood Council Program was developed in an effort to improve communication with the community and to bring services directly to National City residents. In collaboration with other City departments and external agencies, this division of the Community Services Department commits to keeping residents informed of current events and responding courteously and expeditiously to requests for service thereby bridging the gap that is traditionally found between government and its constituents. More importantly, the Neighborhood Council Program helps to unify neighbors to further enhance the image of our city, instilling civic pride into our neighborhoods.

Regular monthly meetings are held in each of the three Neighborhood Councils. These meetings have created a path for citizen participation and a forum for civic training. Agenda topics are driven by resident requests, current events, and a desire by City officials to keep residents abreast of new programs and upcoming developments. Time is set aside in each meeting so that residents may bring up items that are of particular concern to their neighborhood. Meetings are usually attended by police and fire officials, as well as members of the City Council.

Besides attending regular meetings, Neighborhood Council participants assist the City in improving their neighborhoods by volunteering during clean-up and beautification events and by helping to reduce crime. Residents also participate in family events sponsored by the Neighborhood Council Program such as National Night Out and Movies in the Park, as well as other city sponsored events[4].

Goals and Policies of National City General Plan about Community involvement

Goal LU-11: A recognizable community identity and high quality appearance and harmony between existing and new uses.
Policy LU-11.1: Continue to use Design Guidelines and Landscape Guidelines when reviewing development applications to ensure that proposed development is compatible with its surroundings and contributes to a positive image of National City.
Policy LU-11.2: Identify gateways at major entrances to the city using such features as buildings, street trees, welcome signs, banners, decorative lighting, archways, and other design techniques to announce the gateway. Refer to Figure LU-5 for an exhibit identifying National City's gateways.

Policy LU-11.3: Incorporate creeks and other natural features into new development and redevelopment and reintroduce them where they have been lost or undergrounded, where feasible.
Policy LU-11.4: Recognize, maintain, and enhance the character and identity of residential neighborhoods and business districts.

[4] http://www.ci.national-city.ca.us/index.aspx?page=151

Policy LU-11.5: Promote greater public awareness of the architectural, urban design, and cultural heritage of the city.

Policy LU-11.6: Identify ways to improve building facades and exteriors consistent with the historic character of the city.
Policy LU-11.7: Encourage residents and businesses to clean and maintain their properties and public spaces to further a sense of ownership and community pride.
Policy LU-11.8: Require the sensitive placement, screening, and/or treatment of utility meters, boxes, valves, vaults, switches, plumbing, wiring, fences, etc. to eliminate or minimize the aesthetic impact to the neighborhood.
Policy LU-11.9: Encourage the improvement of existing signage to help promote a more attractive street scene in business districts.

Why is this important? Maintaining a high quality appearance of the city fosters a sense of community pride and can reduce crime. Studies indicate that signs of social disorder breed bad behavior4. A successful strategy for preventing vandalism and criminal behavior is to maintain a clean and aesthetically pleasing environment[5].

Policy E-7.1: Consult with faith-based and other non-profit organizations, schools, the business community, local media outlets, FRCs, and libraries to improve public outreach
efforts.
Policy E-7.2: Utilize diverse media, technology, and communication methods to convey information to the public.
Policy E-7.3: Promote opportunities for public feedback that utilize new technologies (e-mail, websites) in addition to traditional forms of communication in order to better identify issues, submit comments, and exchange dialogue.
Policy E-7.4: Organize Community Councils and Neighborhood Organizing Workgroups (NOWs) for the purpose of involving community members in decision-making and implementation processes.
Policy E-7.5: Encourage the involvement of community members in identifying priorities for General Plan and Neighborhood and District Action Plan implementation programs and capital improvement projects.
Policy E-7.6: Expand efforts to reach out to and provide meaningful involvement opportunities for low-income, minority, disabled, children and youth, and other traditionally underrepresented citizens in the public participation process and encourage non-traditional communication methods to convey complex ideas in an easily understandable manner.
Policy E-7.7: Periodically review the effectiveness of the procedures and strategies used to solicit public input and develop outreach processes and methodologies tailored to the needs of the community.
Policy E-7.8: Promote volunteerism and community service to engender a sense of pride in the community[6].

[5] City of National City General Plan 3-36, 2012
[6] City of National City General Plan 3-266, 2012

The case study area in brief

Within the boundaries of National City two applications for the "Smart Growth SANDAG's Programs" were presented: Downtown-Westside Connector Project and Highland Avenue.
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.
The Highland Avenue case study aims to enhance the corridor and encourage the application of smart growth principles through the enhancement of public improvements, especially those related to the public transportation system.

Both of the projects are included in the National City General Plan.

The Planning Process:
1. General Plan
2. Downtown Specific Plan
2a. Westside Connector Plan
3. Westside Connector Application for Grants Smart Growth

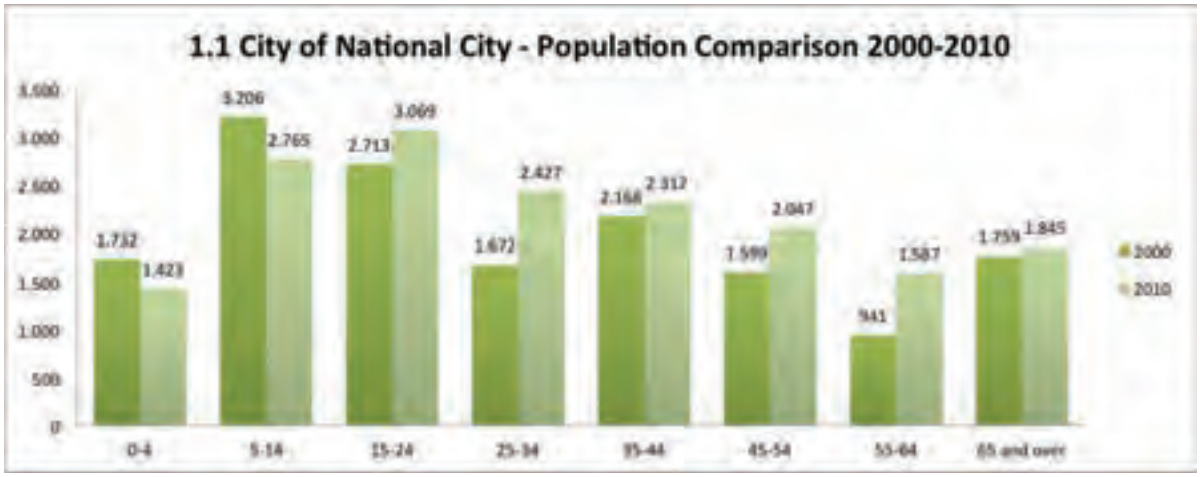
Brief National City overview

National City is located 5 miles south of downtown San Diego, on San Diego Bay in southern San Diego County, and 10 miles north of Baja California, Mexico. The City is bordered by San Diego to the north and east, Chula Vista to the south, the unincorporated areas of Lincoln Acres and Bonita to the south and southeast, and San Diego Bay to the west.

Fig. 2 National city Regional Location. City of National City General Plan, Adopted 2011

National City is nearly entirely developed with a mix of residential neighborhoods and industrial and commercial uses. Port facilities and adjacent industrial developments located at the City's bayfront are important to the region's economy. The "Mile of Cars" provides a specialized, regional use with easy access from Interstate 5 and the South Bay Freeway (Route 54). At the other end of the City is Plaza Bonita, the largest retail center in the South Bay.

Fig. 3 Existing Land Use Map. City of National City General Plan, Adopted 2011



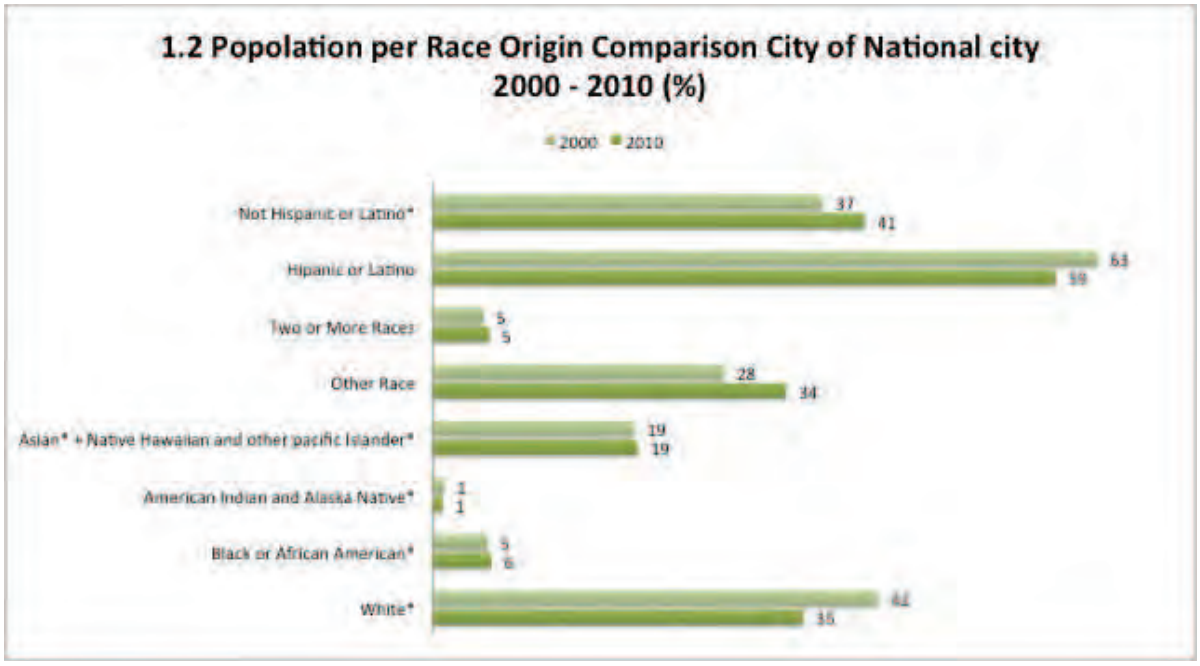


Fig 4 City of National City - Population Comparison 2000 - 2010. Source: US Census 2011

Fig 5 City of National City - Population per Race Origin Comparison 2000 - 2010. Source: US Census 2011

Westside Connector: the context

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.
Reacting to community concerns, the Council embarked on the preparation of a specific plan in 2005. At various public forums and council meetings, the community expressed concerns that conflicting land uses were impacting health and welfare of the residents, students, and visitors. The purpose of the plan was to comprehensively address environmental and land use issues and to offer opportunities for more cohesive land use patterns and future development and redevelopment. The result of this effort is this Westside Specific Plan reflecting vision and aspirations of the community.

The Westside Connector TRANSNET application is considered within the Westside Specific Plan adopted within the National City General Plan as an implementation action in order to reach the general objectives of the General Plan and meet the needs both of the local community and SANDAG's ones.

In spite of the industrial presence, the neighborhood still retains a central community focus. Both Kimball School and St. Anthony's Church continue to provide services for community interaction in the heart of the neighborhood. Paradise Creek, extending through the Westside, is a remnant tidal channel associated with San Diego Bay that runs diagonally through the southern portion of the Plan area. The traditional street grid system allows for convenient walking within the neighborhood and to nearby destinations such as downtown and Kimball Park. The 24th Street Trolley Station in the southern portion of plan area, offers rail service to San Diego, Mexico, and east San Diego County. These features serve to enhance the community.

Table 2.1 Acreage by Existing Land Uses			
	Current Use		
Land Use Type	Acres	Percent	Residential (du)
Residential	25.0	25.0	329
Commercial	3.0	3.0	11
Commercial Auto Related	6.0	6.0	1
Office	9.0	9.0	4
Industrial	24.0	24.0	39
Industrial Auto Related	7.00	7.0	23
Civic Institutional	14.0	14.0	1
Open Space Reserve (OSR)	5.0	5.0	0
Undeveloped / Vacant	7.0	7.0	13
Total	100.0	100%	421
Du - dwelling units			

Fig 6 Westside Specific Plan - Acreage by existing Land Use

Table 2.4 Projected Potential Market Demand for New Development[1]				
	Potential Incremental Market Demand			*Total*
Land Use	*2004-2010*	*2010-2020*	*2020-2030*	*2004-2030*
Housing (units)	113	175	192	480
Industrial (sf)	95,756	130,718	156,383	382,857
Office (sf)	2,781	5,605	6,699	15,085
Total Retail (sf)	35,933	63,889	72,482	172,304
Community-serving retail	11,562	20,435	23,147	55,144
General merchandising	14,888	26,542	30,136	71,566
Building materials	9,482	16,912	19,199	45,593

[1] Based on moderate demand scenarios.
sf = square feet
Source: Economic Research Associates, 2005

Fig 7 Westside Specific Plan - Project Potential Market Demand for New Development

An important consideration in planning the Westside's future is the market support for privately initiated new development.
In summary, the Westside is in a position to capture a share of subregional demand for multiple land uses because of it's:
- Accessibility and visibility to I-5,
- Proximity to job concentrations in National City, western Chula Vista, downtown San Diego, and the waterfront, and
- Inherent neighborhood attributes.

New residential development perhaps has the strongest potential due to the regional housing shortage and the opportunity for multiple product types that are affordable to the market. Speculative, multi-tenant office potential is limited because of regional competition and the City's positioning of downtown National City. However, certain sites in the study area, especially near the 24th Street Trolley Station, may be attractive to some institutional users. Potential demand exists for light industrial space for small businesses given the

diminishing supply of this type of space in the region's central areas, even though the consumer and business base is growing.

Infill residential and mixed-use development within the core blocks of the Specific Plan would tend to be smaller if the existing neighborhood scale, character, and traditional building stock are to be maintained. In these areas, development absorption over time would tend to fall at the lower end of the forecast ranges due to limited land availability and land costs.

Case Study Area Socio-Economic data

Fig. 8 Case Study Area - Population per Race Origin Comparison 2000 - 2010. Source: US Census 2011

Fig. 9 Case Study Area - Population per Race Origin Comparison 2000 - 2010. Source: US Census 2011

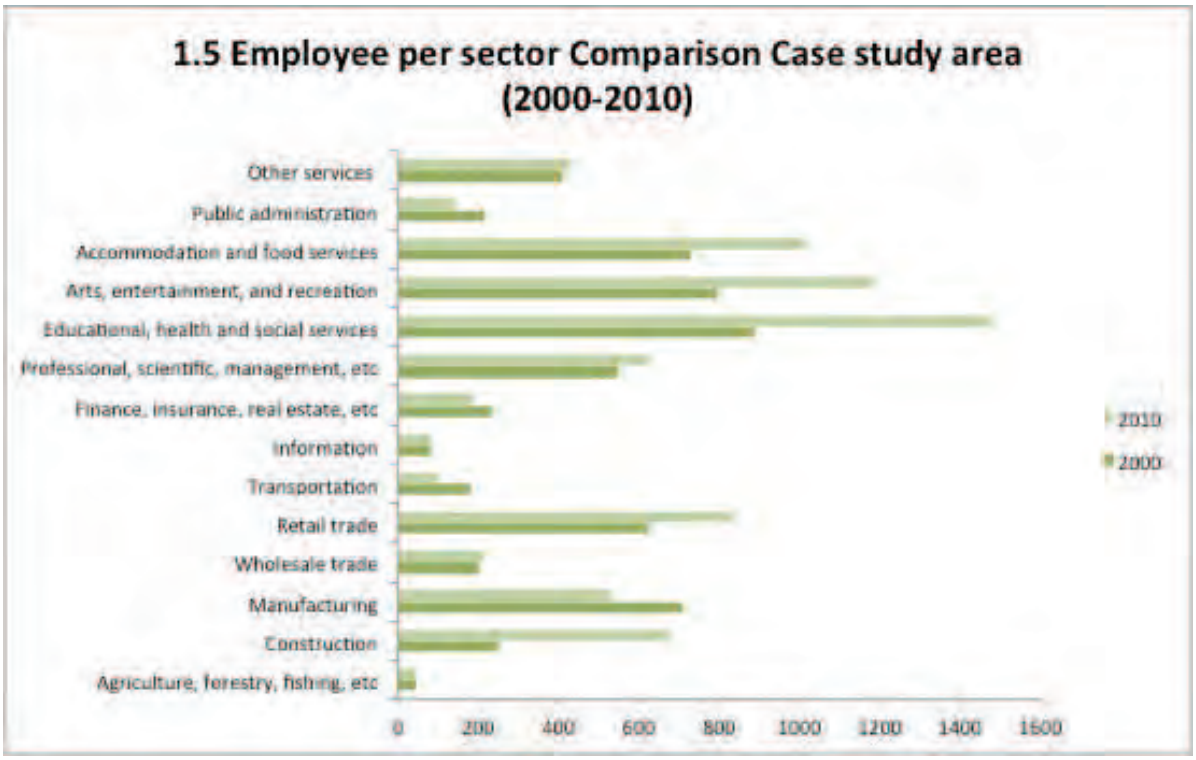


Fig. 10 Case Study Area - Population per Race Origin Comparison 2000 - 2010. Source: US Census 2011

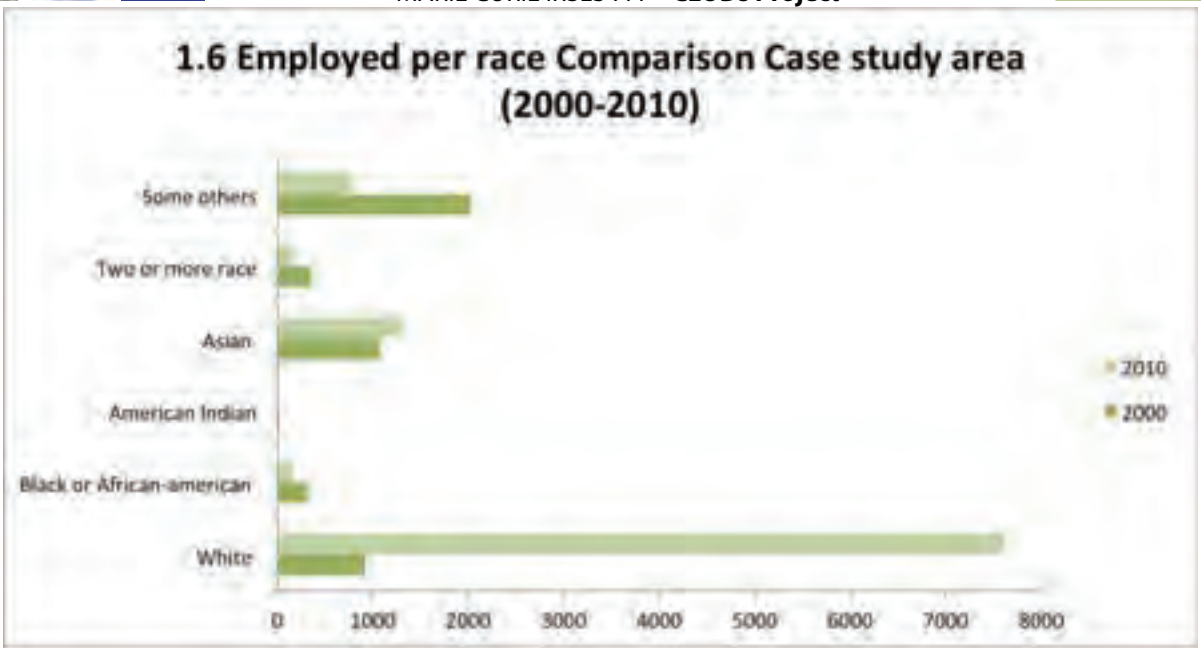


Fig. 11 Case Study Area - Population per Race Origin Comparison 2000 - 2010. Source: US Census 2011

Fig. 12 Per Capita Income Variation 2000 - 2010. Source: US Census 2011

Existing Land Use for the Westside Connector Specific Plan Area

Today, the Westside continues to function as a mixed residential–industrial community.
With a 2004 population estimate of 1,457 residents with 421 single and multi-family households, the neighborhood remains active. Kimball School, St. Anthony's Church, and Manuel Portillo Youth Center (formerly Casa de Salud) contribute to the strong community ties felt by many residents. While the vast majority of the neighborhood is developed, there are a variety of underutilized parcels plus a few vacant parcels dispersed throughout the neighborhood.
Today, auto services, light manufacturing, and warehouses are interspersed throughout the community on small parcels averaging 5,700 square feet (Figure 2.2). Substantially larger lots with office, commercial, and industrial uses dominate south of Paradise Creek The negative effects of the more intense uses – overflow parking, car and truck traffic, noise, and public safety concerns related to hazardous materials storage and use – have resulted in concern that many of these uses are not compatible with a residential neighborhood. The proximity of hazardous materials near residences and Kimball School increases the risk of catastrophic accidents. The pubic concerns related to hazardous material exposure and potential risk to human health, as well as traffic, parking, noise, and air quality concerns has accelerated the preparation of the Specific Plan. As reflected in Table 2.1, land designated for commercial and industrial uses account for approximately 49% percent of the total Specific Plan Area while residential uses equate to 25% of the plan area and there is only 7% vacant land.

Figure 13 Westside area Land Use - Westside Specific Plan

Partnership and Strategy

1_Westside Connector[7]

Strategies

The project would improve connections along four significant streets in National City. Three of the four streets being improved are identified as Community Corridors in the City's 2012 General Plan Update. Community corridors are "complete streets" designed to increase the comfort of walking and bicycling through traffic calming measures. The project will also provide connections between the Downtown planning area and the Westside planning area. These two areas are the business centers of National City. By improving connectivity, aesthetic appeal, and transportation choices, the City hopes to encourage new businesses, attract private development and sustain existing businesses.

The Downtown-Westside Community Connections Project is partly within the National City Downtown Specific Plan (DSP) area and partly within the Westside Specific Plan (WSP) area The process involves a consistency review which includes project compliance with clearly defined Smart Growth policies and development standards.

[7] Information for this report are taken from the "National City Westside Connector Smart Growth Grant"

Transportation Demand Management (TDM) Objectives

In order to support smart growth concepts, increase transit use, and improve cost efficiencies associated with parking, the City requires submittal of a TDM plan as part of the specific plan consistency review required by the DSP and WSP Development Review Process. The City will allow reductions in off-site parking requirements if the project exemplifies industry-accepted best management practices for parking such as:

- Moderate to high densities that support shared use and parking resource turnovers.
- Mixed-use within a 10-minute walk zone that decreases parking demand.
- Senior or assisted housing or affordable housing that decreases parking demand.
-Maximum parking facilities provided for tenants and residents to assure excessive and subsidized parking does not occur.
- Unbundled parking costs passed on to tenants and residents through leases or for sale costs, which encourages walking, biking and transit uses.
- Shared parking strategies for offset peak uses where demand for parking is at identifiable offset periods such as residential and retail uses.
- Car sharing programs where membership is paid for by the development or through an association or assessment.
- Transit pass purchases paid for by the development or through an association or assessment.
- Priority parking for vanpool and carpool users.
- Non-reserved tenant and resident spaces that uses parking supply at higher efficiency levels.
- Developer or agency supplied shuttle to the trolley station.

Urban Design Characteristics and Community Context

National City is committed to creating a regionally central and vibrant urban center. National City has cultivated the following projects within a 1/4 mile radius of the project site that have created a unique sense of place:
- Southwestern College Education Village at the intersection of National City Boulevard and 8th Street.
- A new Chamber of Commerce building.
- State-of-the-art public library.
- Restoration of historic Brick Row at “A” Avenue & 9th Street.
- Street scape enhancements along National City Boulevard between 7th and 12th Streets.
- Creation of Morgan Square, a public plaza at National City Boulevard and 9th Street.
- 8th St. Community Corridor as a “Main Street” and Complete Street.
- 4th St. Community Corridor and Complete Street.

The Connections Project expands upon these projects to fully develop National City’s urban centers. This project is a key focus of the City’s redevelopment efforts and public investment since the project area is serviced well by transit, including multiple high-frequency bus lines, transfer points, bus stops, and light rail connections at the 8th Street Trolley Station. There are a small number of buildings with setbacks and only a few with exposed surface parking lots. The Community Connections streets have wide right-of-way curb to curbs that allow for improvements without impacting the right-of-way.

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. The Community Connection project is incorporates the standards set by the 2012 General Plan for transit access, pedestrian standards and access, bicycle connectivity, and ultimately the standards for “Complete Streets.”

The Project is located partially in the Downtown Specific Plan (DSP) area and partially in the Westside Specific Plan (WSP) area. The project area is partially within the Downtown National City Property Business Improvement District (NCPBID) as well. The district represents a diverse mix of people and local businesses and institutions that are committed to enhancing Downtown National City.

The DSP and WSP 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 central business district for National City. The review criteria set by the DSP and WSP for urban design guidelines include building forms, scale, uses, textures, densities, mass, architectural articulation, frontage, and access to parking.

Projects must meet land use regulations per specific development zones, integral open space design guidelines, mobility and street section guidelines, be willing to comply with landscape maintenance programs, storefront improvement criteria, and parking standards and street furnishing criteria set by the DSP and WSP in order to qualify for the expedited approval process.

The City is committed to retaining a strong economic base in Downtown National City. Figure 1-7 highlights the mix of existing land uses within a 1/4 mile and figure 1-8 highlights the proposed mix of land uses. 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. The industrial businesses will still be required to meet streetscape and urban design guidelines to create a positive and safe street environment. Within a 1/4 mile of the project area, there is a blend of 9 different land uses including mixed residential types, commercial, industrial, and education resources. In addition, residents and visitors can find over forty different goods and services offered within just a 1/4 mile of the project area.

The Connections Project will draw more residents and visitors to Downtown National City and will ultimately stimulate development, economic, and other interests as well. Walkability, bikeability, and public transit access are important for residents and employees and to the continued health of Downtown National City as place to live, work, learn, shop and recreate.

Providing Transportation Choices

The infrastructure improvements for the Connections Project will greatly improve pedestrian and bicycle access to transit facilities, local retail establishments, and other downtown places of interest such as the Education Village, Chamber of Commerce, Civic Center / City Hall, police and fire stations, public library, Kimball Park, and Morgan Square. Residents, visitors and employees will be less reliant on automobile use due to enhanced pedestrian environment and additional bicycle facilities that will improve safety and connectivity. The City proposes to provide infrastructure that will allow community members to explore alternative modes of transportation through the following improvements:

Pedestrian Enhancements:
- The project will provide traffic calming measures by minimizing travel lane widths, the addition of curb bulb-outs, and high visibility cross walks. The installation of pedestrian refuges and curb bulb-outs will significantly decrease the crossing widths for pedestrians. These geometric changes will slow vehicles and improve pedestrian accessibility, safety, and comfort.
- The project will install ADA compliant curb ramps at all crossings. These enhancements will improve accessibility and comfort for all pedestrians, especially those with disabilities.
- The installation of landscaping and angled parking throughout the project corridor will further enhance the pedestrian experience by providing shade and buffering individuals from vehicular traffic.
- Street lighting along the corridor will be upgraded. Existing lighting will be replaced with ornamental lighting fixtures which will enhance aesthetics along the corridor while also improving lighting levels.
- Additional pedestrian amenities will enhance the pedestrian environment and will include: recycling cans, benches, way finding signage, and public art.

- The City aspires that the aforementioned pedestrian improvements will strengthen the physical link between downtown, the 8th Street Trolley Station and the I-805 Plaza Blvd. BRT Station, and activate and enhance the existing public space along the project area.

Cycling Activity:
- The cycling environment will be improved through the installation of a Class II bicycle lane on the east side of Coolidge Avenue between Civic Center Drive and Plaza Boulevard. This bicycle lane will connect to an existing Class II bicycle lane along Coolidge Avenue from 18th Street to Civic Center and will complete a one-way couplet with Hoover Avenue. (see Figure 1-17-18).
- The project will also provide a Class 3 bicycle route with sharrows that will fulfill a portion of the City's Bicycle Master Plan (see Figure 1-14-16). The Class 3 route will be marked with Sharrows along Plaza Boulevard between Coolidge Avenue and Roosevelt Avenue. Sharrow marking will include green striping to highlight bicycle access.
- Bicycle access across National City Blvd. along 14th St. to Kimball Park is a key connection to provide families and kids access from Kimball Elementary to the Park.
- Bicycle racks will be strategically located throughout the project area to provide cyclists with secure locations to park when reaching their end destination.

Public Gathering Spaces:
The Connections Project will link to two key public spaces and will enhance one new public space. The Connections Project will link the 8th Street Trolley Station. Plaza to the proposed Market Square at A Avenue and 8th St.
- The Connections Project proposes to enhance the historic Brick Row Plaza. This space will be activated as a shuttle bus stop for direct access to the I-805 Plaza Blvd. BRT Station. It will include enhanced paving, lighting with way-finding signage, electronic signage including bus arrivals and departure times, and information kiosk.

Parking Elements:
- A majority of the existing on-street parallel parking spaces along the corridor will be converted to angle parking spaces with landscaped curb extensions. The conversion to angle parking will create an additional buffer between vehicular traffic and pedestrians and serve to calm traffic by introducing more protrusions (parked cars, planters, curbs and trees) into the roadway.
- Bicycle parking racks (with two points of connection) will be installed at several key locations along the corridor, providing infrastructure for cyclists to secure their bicycles when they reach their destination. The racks will be installed at locations along the corridor identified within the City's Bicycle Master Plan, which studied bicycle trip generators throughout the City and proposed locations for the top attractors

Community Enhancement
The Connections Project is located within two of National City's specific plan areas - the Downtown Specific Plan and the Westside Specific Plan. 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:
- 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.
- Create a more attractive corridor by upgrading street lighting with ornamental fixtures and by installing landscaping.
- 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.

Communities are built on the framework of public streets. This project will provide key connections that will better serve the needs of all users by providing transportation choices which will in turn support higher density development.

Addressing Project Area Issues

The Connections Project Area is located in Downtown National City. The City is concerned about the continued economic success of the businesses in National City. As such, the Connections Project is strongly encouraged in order to increase access to the businesses in this area.

With a few enhancements the existing pedestrian environment in the project area would better encourage walking as a mode of transportation. Coolidge Ave., "A" Ave., Plaza Blvd. and 14th St. are key connections that need to provide access for all residents throughout Downtown National City.

Both pedestrian and bicycle connectivity to and from Kimball Park is a challenge. Kimball Park is an unparalleled amenity in downtown National City. The installation of enhanced intersections with crosswalks and ADA ramps would increase the safey of crossings for pedestrians.

Currently, National City has a bicycle master plan but actual on the ground bicycle facilities are limited. The Community Connections Project would construct bicycle facilities on four streets and greatly enhance bicycle safety and connections throughout Downtown National City.

National City faces challenges as it relates to continued community interest and participation. One of the solutions to this challenge is the A.R.T.S. program that draws from a variety of different community artists and cultural resources to gain community input into streetscape designs, street furnishing elements, public art opportunities.

Sustainability

The project will incorporate sustainable design features by:
Minimizing the amount of impervious surface through the removal as asphalt to be replaced with landscaping
- Proposing a mix of native and drought tolerant landscaping materials that will minimize the amount of necessary irrigation
- Installing LED light fixtures
- Re-using existing pavement for base materials
- Permeable pavement pedestrian path replacing existing sidewalk on one side of "A" Avenue from 8th Street to 12th Street (Kimball Park).
- Bio-retention planters along "A" Avenue sidewalks, between 8th Street and 9th Street.
- Pervious interlocking concrete pavers with a sub-storage area, installed as a new public plaza across the entire "A" Avenue public right-of-way from 9th Street to Plaza Boulevard (Historic Brick Row).The project would retain existing day-to-day parking for residents and existing trees wherever possible.
- New sidewalk bulb-outs constructed with permeable pavers on the northeast and southeast corners of the "A" Avenue and Plaza Boulevard intersection with associated pedestrian crossing improvements.
- Porous concrete or asphalt within the parking lane cutouts along "A" Avenue from Plaza Boulevard to 11th Street and City vehicle parking on "A" Avenue, south of City Hall.
- Bio-retention planter and porous concrete cutout on the west side of "A" Avenue, between 11th and 12th.
Porous concrete under new angled parking along "A" Avenue and Kimball Park, between 12th Street and the Kimball Park entrance, at Kimball Park between existing playground and "A" Avenue.
- Pervious interlocking concrete pavers with a sub-storage area, installed as a new public plaza and Kimball Park entrance located immediately north of the library.

Universal Design

The project will better meet the need of all users, including the needs of elderly or disabled persons through the following improvements:

- New ADA Ramps installed at all intersections using the latest ADA requirements. The use of combined pedestrian ramps will be limited. Directional ramps will be used to the extent possible in order to direct individuals directly into the line of travel.
- Cross walks and, if necessary, intersections will be regraded to ensure cross slopes that meet ADA standards.
- Pedestrians will be required to only cross one or two lanes at a time when crossing the street because of the proposed curb bulb-outs, lane reductions and pedestrian refuges. The pedestrian refuges will be located within the wide, landscaped area which will provide a comfortable waiting area for pedestrians.
- The custom bus/shade shelters will also have adequate accessibility for wheel chair users.

Local Community Involvement

The community has been very vocal about safe access to schools and parks. Access to Kimball Elementary and Kimball Park have been identified as a priority through the Safe Routes to School Regional Plan that Walk San Diego completed.

Throughout development of the General Plan, Downtown Specific Plan, Westside Specific Plan, and Bicycle Mater Plan, stakeholders were involved in public workshops and were invited to submit comment. Copies of these plans can be requested from the City.

Fig. 14 National City - Downtown Westside Connector - Case Study Area within National City Boundaries - 2012

Fig. 15 National City - Downtown Westside Connector - Proposal 2012

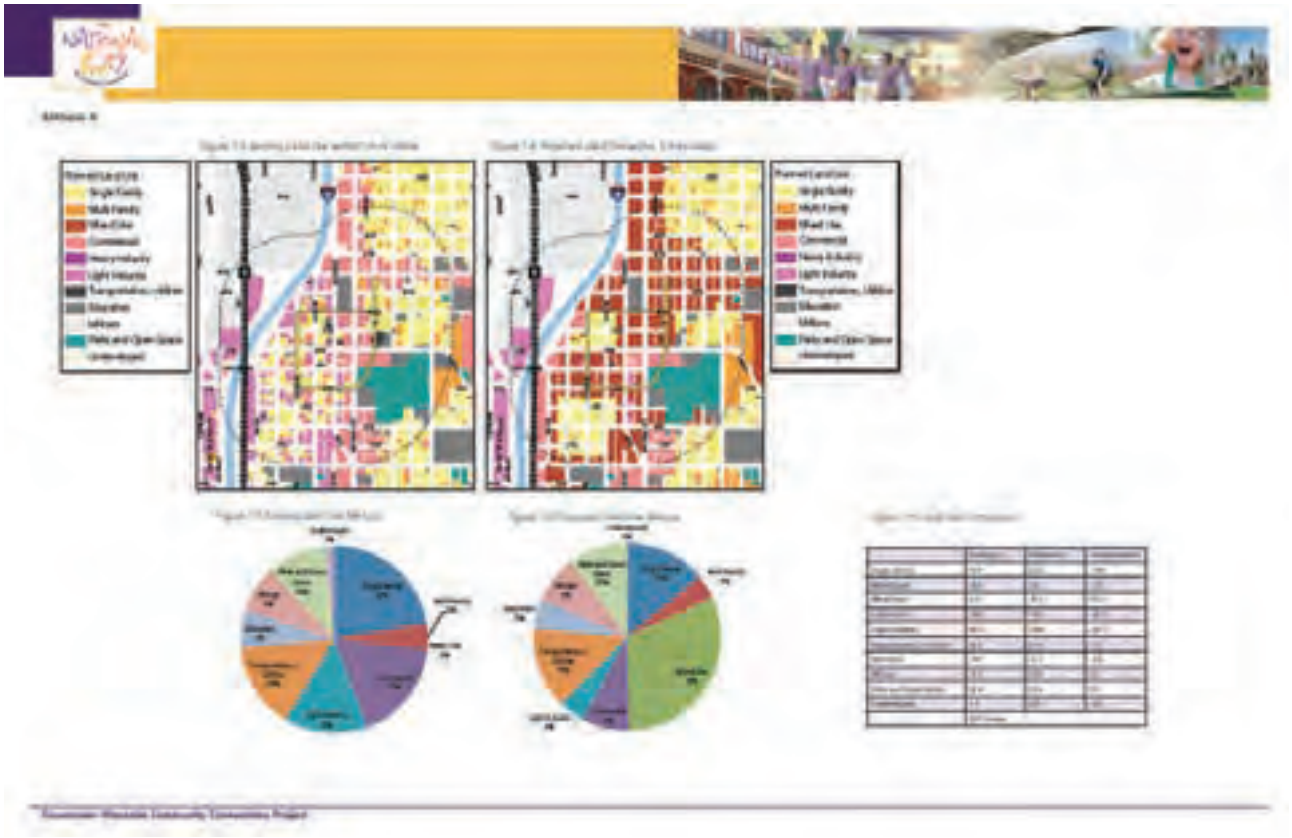


Fig. 16 National City - Downtown Westside Connector - Proposal 2012 - Land Use changes

Partneship

Partnership is composed as follow:

- National City (applicant)
- Environemntal Health Coalition
- The Chamber of Commerce of National City
- MTS (San Diego Metropolitan Transit System)
- ARTS - NGO
- SWC (South West College)

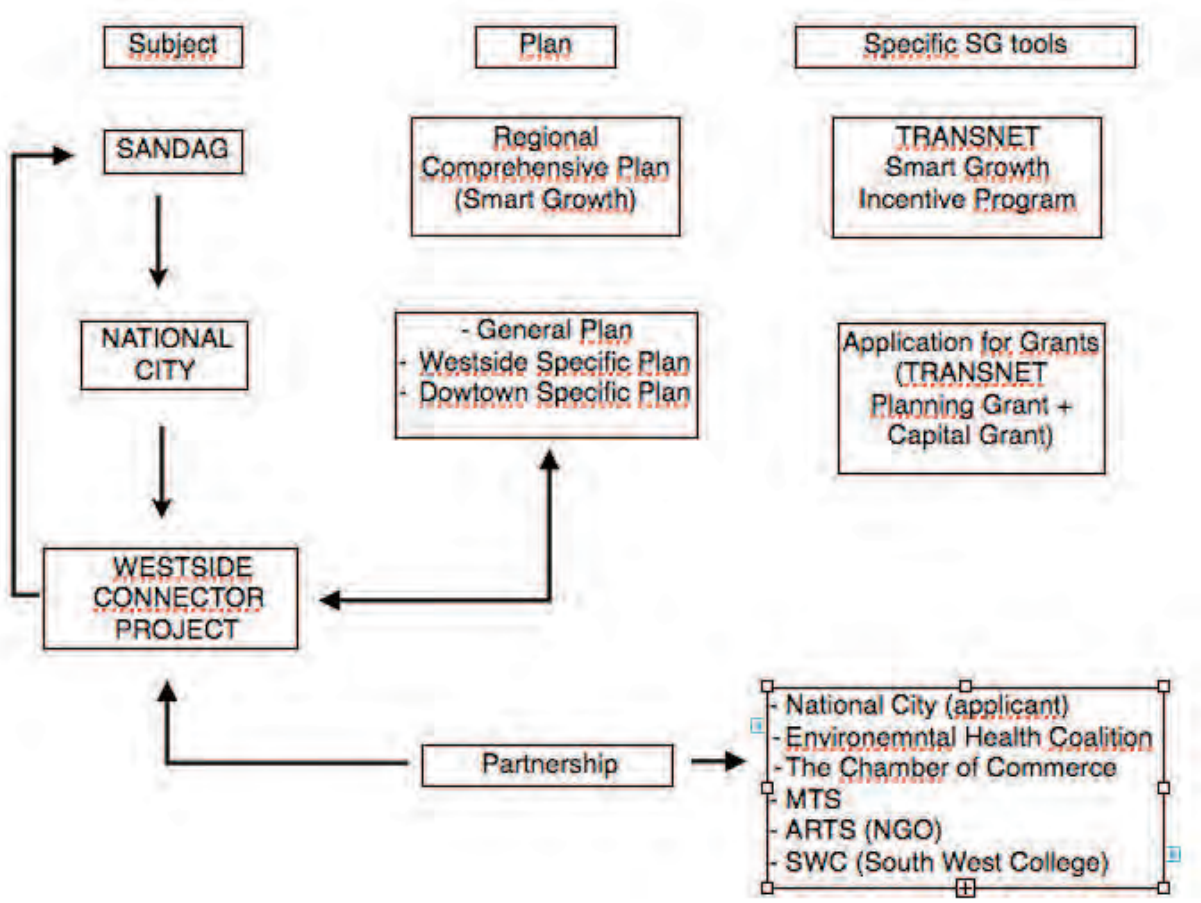


Fig. 17 Westside Connector Partnership scheme

Conclusions

National City case study shows how new tools such as Smart Growth ones, can be used by local administrations to face with several problems that are affecting cities.
Even if it is still not possible evaluate the effects of such projects, the strong coherence and consistency of objectives and strategies at regional and local level is remarkable.
The Strategy set out by SANDAG within its Regional Comprehensive Plan (2004) match with the strategy outlined by the National City administration with its General Plan and i.e. Westside Specific Plan, inside which Westside Connector Transnet application was proposed.
Until now only the Westside Connector Project received SANDAG's grant ($2.000.000).
Tools like Transnet Incentive Program and Smart Growth Incentive Program represent an opportunity to revitalize declined inner urban areas. These Programs, especially the Transnet one, allow to reach the goals pursued by the SANDAG administration in terms of Smart Growth thanks to the improvement of Transit-Oriented Development rationale.
Originally the aim was to promote the use of public transportation system reducing the car dependence. Today this rationale spread out matching with the Smart Growth objectives reorganizing areas around public transportation station following Smart Growth rationale and principles.
This kind of tool could result helpful in order to improve urban regeneration projects, especially in inner urban areas affected by decline after that people moved out in recent decades towards suburbs encouraging the rise of sprawl.
The combination of Smart Growth rationale and TOD rationale aim to extend the mixed land use especially around key urban transportation knots.
Public fundings are mostly used for public infrastructure enhancement in order to ameliorate the physical context thank to intervention such as roads maintenance, new road section to create more walkable neighborhoods, cycle paths, public lightings, new parks and recreational areas.
A further important goal is that to foster local economic development through such initiatives.
Of course the amelioration of areas through public investments could help small and medium businesses to maintain their presence in the area using their resources to improve their activities and could attract new businesses if supported by local economic development strategies.
This process is facilitated by two factors: the frequent use of Public-Private Partnerships and a strong role played by community within the planning process.
In the San Diego area the role played by community within the planning process is strong, sometimes appearing excessive, but it is able to ensure an high level of participation within the decision making process in order to reach community goals in each neighborhoods.
All community stakeholders participate in a proactive way in these processes. Community is involved in several way, from the simple audit during decision making process to the management of initiatives such as Business Improvement District or like in some case Community Benefit District.
Is it possible to find out some key factors as strength in this kind of initiatives.

- The coherence and consistency between regional and local authorities plan and strategies that facilitate reaching long term goals;
- The flexibility of plans an tools in order to allow cities to face with several problems affecting them;
- The capability to involve community in these processes;
- The capability to attract new businesses and new investments

We might suggest that the right combination of good governance, objectives, strategies and tools both from the planning and economic development point of view could represent a solution to avoid cities to pursuit a sustainable growth.

Website

http://www.sandag.org
http://www.ci.national-city.ca.us
http://www.census.gov/
http://www.walksandiego.org/
http://www.environmentalhealth.org/index.php/en/
http://www.sdmts.com/
http://www.areasontosurvive.org/

Official Documents

SANDAG Regional and Smart Growth Policy
SANDAG Smart Growth Incentive Program
SANDAG Transnet Incentive Program
National City General Plan
Westside Specific Plan
Westside Connector Smart Growth Grant
Highland Avenue Smart Growth Grant

Interviews

Caroline Gregor, SANDAG, 03/05/2013
Susan Baldwin, SANDAG, 03/05/2013
Susan Riggs Tinsky, San Diego Housing Federation 30/05/2013
Stephen Manganiello, City of National City, 30/05/2013

HILL CREST, BIDs
San Diego, CA

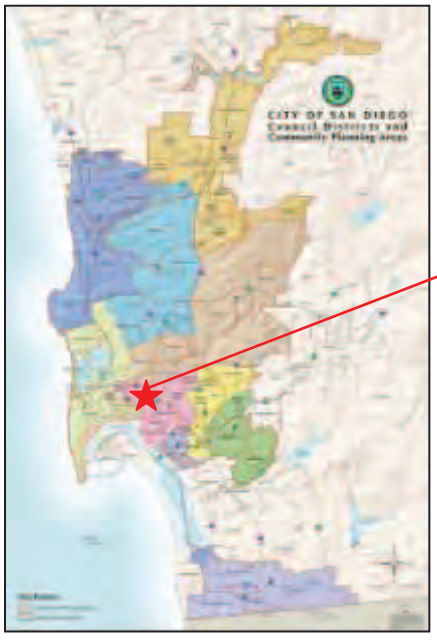
Francesco Bonsinetto, ESR, Reggio Calabria Unit

HILLCREST BUSINESS IMPROVEMENT DISTRICT (San Diego, CA)

Francesco BONSINETTO
Experienced Researcher
PAU Department, University Mediterranea of Reggio Calabria

SYNOPSIS

"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, making it 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. San Diego's business improvement districts generate major economic benefits for their businesses and the region, according to a report by the National University System Institute for Policy Research[1]. Considered San Diego's most diverse, vibrant, and urbane neighborhood, Hillcrest has been a source of social, cultural, and political influence, especially for gays and lesbians. Given its diversity, pedestrian-friendly and village-like qualities, and other features, Hillcrest is recognized as one of American Planning Association's top 10 Great Neighborhoods for 2007. The Hillcrest area is one of many districts throughout the city in which businesses at some point voted to pay annual assessments to keep up the commercial area. Like American neighborhoods everywhere, San Diego's Hillcrest has been shaped by the country's economic cycles, demographic changes, and periods of growth, decline, and resurgence. Nevertheless, the neighborhood's unique blend of setting, details, and residents has made Hillcrest a trendsetter and catalyst for change. 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.



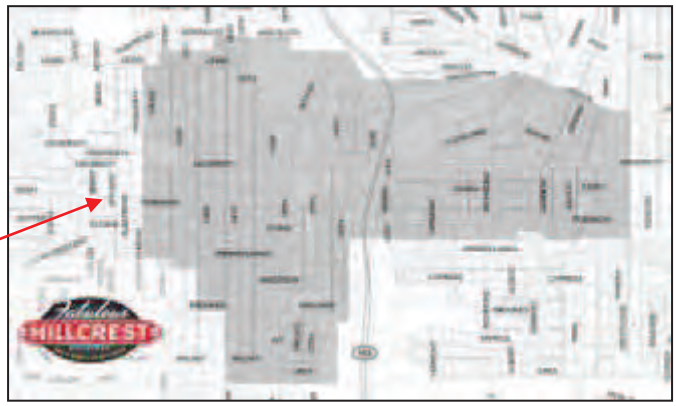


Figure 1 (left): City of San Diego Community Planning Areas and Council Districts.
Figure 2 (top): Hillcrest BID boundaries (Community Planning Area n. 3).

[1] Vince Vasquez (2012), *The economic impact of the Business Improvement Districts (BIDS) in San Diego*, San Diego: National University System Institute for Policy Research.

PART A. THE AREA BEFORE THE INITIATIVE

A.1. Description of the initiative

The "**Hillcrest Business Improvement District**" represents the **commercial core of Hillcrest** that generally could be considered the area south of Washington Street, north of Robinson Street, east of Third Avenue and west of Sixth Avenue. This area serves as a pedestrian-oriented commercial/retail center. It also acts as the central node of community activity for Uptown as it features a myriad of mixed uses and entertainment activities. The street trees and potted shrubs, awnings and large window facades along the street frontage assisted in effectively creating a stimulating pedestrian-scale ambiance. Upper-story residential uses were quite prevalent in this commercial area.

San Diego is home to the most business districts of any city in California. Indeed, the City of **San Diego's BID program**, the largest tenant-based program in the state of California, begins in **1970** with the creation of the Downtown Improvement Area, California's first metropolitan downtown district. Since that time, the small business community and the City of San Diego have created **19 active districts**. More than 11.000 small businesses participate in these self-assessment districts, raising more than $1.3 million annually. Currently the BID program is administered by the City's Office of Small Business.

Figure 3: Map of San Diego Business Improvement Districts..

San Diego's Business Improvement Districts (BIDs) are City-designated geographic-based areas where the business owners are assessed annually to fund activities and improvements to promote the business district. The City of San Diego supports **BIDs as a tool** for strengthening small business communities, creating new jobs, attracting new businesses, and revitalizing older commercial neighborhoods across the city. The City partners with merchants associations, representing the assessed business owners, to implement the BID program.

During the past 19 years these districts have taken on a larger role in the upkeep of neighborhoods as municipal budgets shrink. A recent report carried out by the National University System Institute for Policy Research underlines as **BIDs are not just retail commercial districts** considering that over than 500 different types of businesses operates within the 18 BIDs in the City of San Diego. In addition, the majority (58.6%) of new hospitality jobs created in the City of San Diego from 2002 to 2010 have been created in BIDs[2].Besides BID, San Diego provides opportunities for enterprise unlike any other City in the nation. With **19 business improvement districts**, **15 redevelopment project areas**, **one enterprise zone**, a **foreign trade zone**, **recycling market development zones** and a **renewal community**, the City is simply "zoned for incentives".

In an effort to assist and encourage private industry investment and development in San Diego, the Economic Growth Services Department has worked with SANDAG (San Diego Association of Governments) to create a convenient way to access information on the wide array of business development and incentives zones available throughout the City. There is a **innovative mapping system** that allows visitors to enter either a property address or Assessor Parcel Number (APN) to obtain a Business Incentive Report containing information on special incentive zones and districts that may apply to a particular parcel.

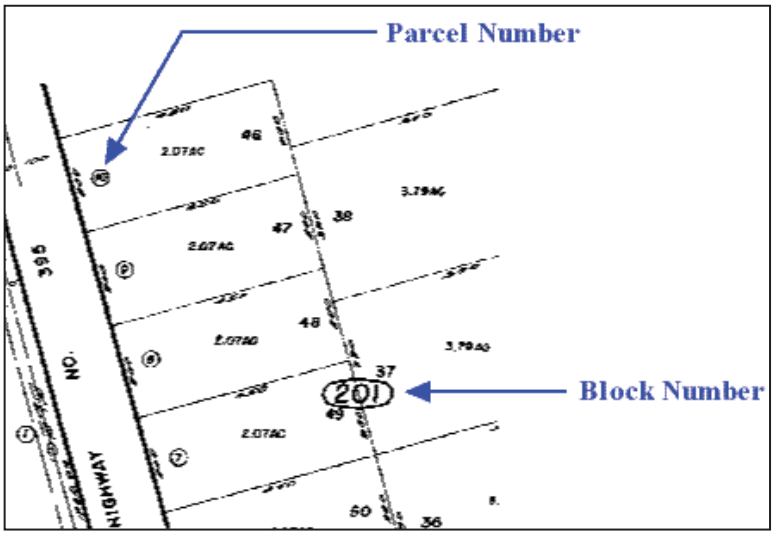


Figure 4: The diagram shows a portion of a parcel map. The block number is 201 and the parcel numbers are written inside circles. Parcel numbers are assigned to areas of land by the county assessor for the purpose of identification and tracking. Maps, showing the parcel numbers, are maintained in map books by the county assessor.

The **Hillcrest Business Improvement Association** (HBIA) is a non-profit corporation created in **1921** when a few of the district's businessmen got together to put out a community newspaper, making it the **oldest business association** in San Diego. The association sponsored the first big community celebration in 1926 when the area's new street lighting system was dedicated with a speech by the mayor, a street dance, a parade and demonstration of how a radio could be hooked up to a loudspeaker. In **1984**, at the urging of local businesses and residents, the city of San Diego **formed the Hillcrest Business Improvement District (BID)** introducing a specific legislation for businesses associations. Consequently, Hillcrest BIA was incorporated in the State of California on March 29, 1984 for the purpose of promoting, improving and fostering business conditions in the City of San Diego in the area commonly known as Hillcrest pursuant to City Ordinance 16481. Hillcrest BIA established and defined a parking and business improvement area as the Hillcrest BID under the provisions of the Parking and Business Improvement Area of Law of 1979 of the State of California and enabling ordinances of the City of San Diego. HBIA represents **over 1.300 businesses** acting as a liaison between the business community and the city, and encourages economic development for the Hillcrest area through events and promotions. The Business Association employs private security patrols in the core of our neighborhood, maintains cleanliness on the streets and keeps the Hillcrest Sign shining bright. Also Hillcrest

[2] Vince Vasquez (2013), *Assessing the economic profile of Business Improvement Districts in the city of San Diego*, San Diego: National University System Institute for Policy Research.

BIA promotes diverse programs that include a monthly newsletter, area beautification, special events such as "city fest" and street fair annual events, a very huge Farmers Market. These actions are finalized to increase and improve business activity, enhance property values and living environment in the area as well as to attract more investment and achieve Hillcrest's full potential as a vibrant and thriving destination.

About the "San Diego Business Improvement District Council"

The Business Improvement District Council is a non-profit organization founded in 1989 to foster communication, networking, and information-sharing among San Diego's diverse Business Improvement Districts. Each of the 18 Business Improvement Districts, also known as BIDs, consist of business owners who choose to be assessed a fee to revitalize their business communities through promotions, economic restructuring, public improvements, and beautification projects in partnership with the City. The BIDs encompass approximately 12,000 San Diego small business owners. By joining together, the BIDs formed the BID Council, a stronger, unified organization focused on supporting all of San Diego's business districts. Eight years later, the BID Foundation was formed as a 501(c)(3) to facilitate corporate and private giving. Together, the BID Council and BID Foundation have provided a coherent, powerful, and unified voice for small businesses located in San Diego's older commercial areas. They also provide assistance and expertise with the numerous special events organized by our business communities. San Diego is proud to have the largest BID program in California and one of the most active in the nation.

About the "Hillcrest Farmers Market"

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[3]. It is one of the **biggest in terms of size and scope** and one of the most popular of the San Diego farmer's markets. This market occupies 3960 Normal Street, on the intersection of Normal and Lincoln, and is a big draw for Hillcrest, one of San Diego's most eclectic and happening neighborhoods. Many of the local 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. Additionally, each week, there are a large number of arts and crafts vendors participating, as well as weekly entertainment performed by Shawn Rohlf and the 7th Day Buskers, a local folk band playing in the heart of the market. The market originally opened with only 35 vendors on the second Sunday in **April 1997**. The market has been incredibly successful since it first opened and retains the reputation as "The Best" Farmers Market in San Diego County. It was late in 1995 when then acting President of the Hillcrest Business Association, David Cohen, determined that Hillcrest needed a farmers market and that the Hillcrest Business Association was going to be the market sponsor and find a suitable location in Hillcrest to host it. After tirelessly searching for a site and with the help and influence of Congresswoman Susan Davis, State Assembly Person at the time, a deal was finally made with the Department of Motor Vehicles to use their parking lot.

About the "Uptown Community Planning Area"

Hillcrest BID is part of the Uptown community planning area that is located just north of the Centre City area. It is bounded on the north by the steep hillsides of Mission Valley, on the east by Park Boulevard and Balboa Park, and on the west and south by Old San Diego and Interstate "5". The Uptown planning area comprises about 2700 acres or approximately 4.2 square miles. Some of the San Diego's oldest neighborhoods, including Hillcrest, Mission Hills, Bankers Hill, Middletown and some of University Heights, are part of the Uptown community with a variety of historic architectural landmarks. The area also features a **wide range of residential opportunities** and a diverse mixture of people within a distinctly urban

[3] 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.

setting. Most of the street system and building lot development was well established prior to the need to consider the automobile as a part of subdivision planning. At the end of the 19th century, Uptown was doubtless an ideal suburban for its urban features (localization, heritage, diversity).

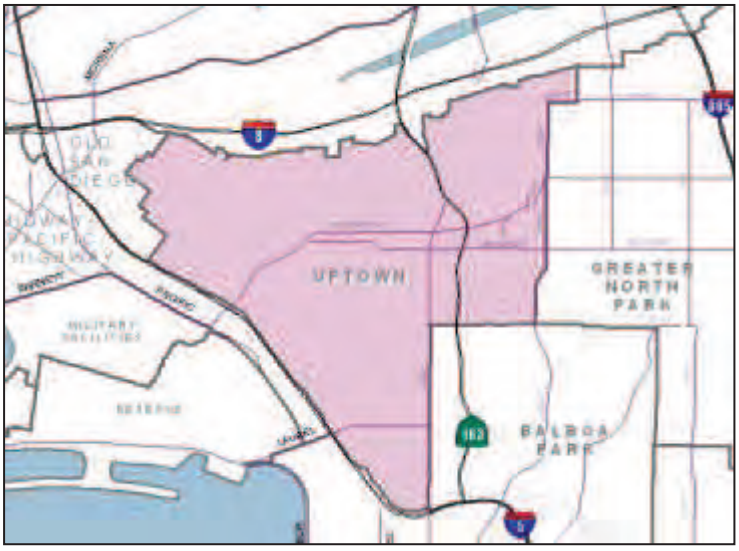


Figure 5: Hillcrest BID is comprised in the Uptown Community Planning Area.

The **Uptown community plan area** was initially **zoned in the 1930s**. It was at this time that commercial zoning was established in Hillcrest and along Fourth and Fifth Avenues, and multifamily zoning was applied to major portions of the community. The multifamily zone originally allowed the construction of more than two dwelling units on a lot with no maximum limit on the number of dwelling units which could be built. Lower density multifamily zoning and single-family zoning was also applied throughout Uptown, but predominantly in the Mission Hills neighborhood.

In 1976, much of the Uptown community plan area was rezoned. Approximately 576 net acres were rezoned from the R-1-5, R-1000 (R-3), and R-600 (R-3A) zones to comply with the proposals and objectives of the adopted Uptown Community Plan and the General Plan, as required by newly enacted State Legislation (AB 1301).

The Uptown Community Plan was adopted by the City Council on February 2, 1988. Thought the City of San Diego decided to **update** it just after the city passed its new general plan in **2008 which** envisions a network of compact urban neighborhoods where people live close to their jobs, public transit and retail. Hillcrest Business Association (HBIA) is a **community interest group** participating in the Uptown's planning process. One of the recommendations and actions necessary to accomplish the plan objectives was to provide floor area ratio bonuses to encourage high intensity mixed-use development in the Hillcrest commercial core and along major transportation corridors.

Uptown is well served (by San Diego standards) by public transit — especially once a planned rapid bus service in the area begins running — and is home to multiple commercial centers, but in a "**draft land use map**" released in July 2013, the city **calls for downzoning**, or decreasing the allowed housing units per acre, in a number of areas. Hillcrest BIA and the other non-profit organizations would want to better understand why the latest blueprint for Uptown calls for a big drop in residential density although all Uptown seems to fit the city's mold for growth[4]. In response to community and business owners concerns about new housing limitations, city staff consider the downzoning proposal just an attempt to address the area's lack of public facilities that actually it is the top priority of the Uptown, North Park

[4] July 2012 Draft Proposed Land Use Map proposed a reduction in the highest residential density range from 110 dwelling units/acre to 74du/ac is proposed within all areas where this range occurs in the adopted plan. The highest density range for the residential option in Office Commercial areas is proposed to be reduced from 0-73du/ac to 0-44du/ac. Check the whole document here: http://www.sandiego.gov/planning/community/profiles/uptown/pdf/2012/uptownsummary.pdf

and Golden Hill communities as listed by the final report on “community plans update status” delivered by Kelly Broughton, head of the city’s development services department[5].

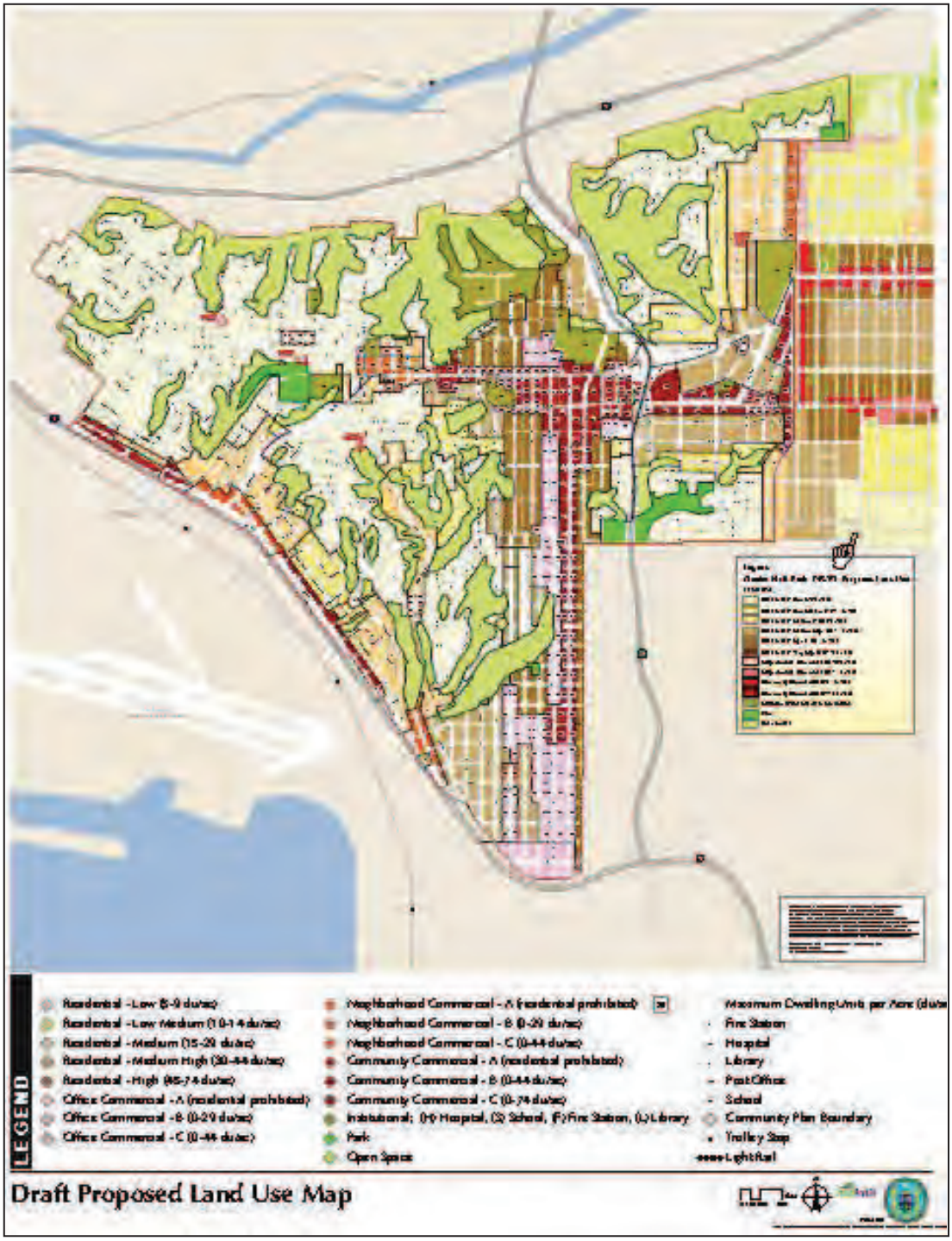


Figure 6: Uptown Community Plan Update (July 2012)

[5] After many months working with communities, the city of San Diego Planning Division delivered (December 2012) a crucial document that analyzes priorities and needs of all community plan areas.
See: http://www.sandiego.gov/planning/community/pdf/PCWorkshopCPUStatusPPT12123012.pdf

A.2. The Context at that time
Urban, economic and social aspects

Hillcrest has been a San Diego's **distinct community** for nearly a century. Its evolution and development was defined by canyons and mesas as well as by real estate speculators who identified the area for future urbanization and laid out subdivisions as early as the **1870s** although it remained, for the most part, a sort of haunted wasteland until the turn of the century. Even since Hillcrest's development proceeded along the lines recommended in the **1908 San Diego Comprehensive Plan** by **John Nolen**, the neighborhood has been a place where experimental ideas and practices have taken hold. Hillcrest was one of the places where the progressive designs of Arts and Crafts–influenced architect Irving Gill were built during the early 20th century. The neighborhood also has works by Hazel Wood Waterman and Lilian Rice, among the first women to practice architecture in the U.S.

It must be said that the **founder of Hillcrest** was William Wesley Whitson who in 1906 purchased the Hill Estate and filed a map for the Hillcrest Subdivision (Subdivision Map 1024, 1906) consist in 40 acres north of University Avenue to Lewis Street. Whitson then opened a "Hillcrest Company" sales office at Fifth & University, hence the name of the community. In the first years of the 1900 the existing development amounted to only a few scattered houses and St. Joseph's Sanitarium at the corner of Sixth and University. "Hillcrest Company" started to change the appearance of the whole area. They began advertising immediately and offered Hillcrest as a "restricted" tract. The restrictions entailed building setbacks, fence regulations, minimum architectural requirements and land use limitations. The housing boom generated even more development and soon the community began to incorporate the surrounding older paper subdivisions. The area now recognized as Hillcrest is comprised of approximately twenty-five different subdivisions established between 1889 and 1926 (Dillinger, 2000).

Figure 7: Hillcrest celebrated it's centennial in 2007.

Real estate development began in **1910** and the area was built out by 1920. During the **1920s** and **1930s** Hillcrest was considered a **suburban shopping area** for downtown San Diego. In the 1920s more elaborate homes were erected along Park Boulevard and near the canyons. Some of the first homes built in Hillcrest were elegant and high-priced (about $5000 for an house, and $4000 for a bungalow). Other properties followed suit and the new community quickly began to take shape. Hillcrest contained housing aimed at families, but also developed a high percentage of single occupancy bungalow courts, cottages, and smaller unit family homes. This type of housing, located close to downtown, and made for single residents and young couples in the middle income range, was not to be found anywhere else in San Diego. 1913 saw construction of the Hillcrest Theater (now called the "Guild"), the paving of University Avenue and Washington Streets, and the opening of

Hillcrest's first dime store "Nelson's Dry Goods" on Fifth Avenue. In 1928 the Post Office Department established a Hillcrest Branch (Dillinger, 2000).

By the **1930s** Hillcrest was considered to be **one of the largest residential communities** of San Diego, centered on the vibrant business district at Fifth & University. Both of the City's largest medical facilities - Mercy and County Hospitals - were located in the neighborhood. It's very interesting to point out that in **1936** the **Hillcrest Businessmen's Association** spent over $1000 to sponsor a community Christmas celebration complete with a 25 foot Christmas tree at Tenth and University, outdoor lights, and a parade. In 1940 the "HILLCREST" lighted sign at the intersection of University and Fifth Avenue was first erected, donated by the Hillcrest Women's Association, a group of local female shopkeepers. After falling into disrepair, it was taken down and rebuilt in 1984. (Hennessey, 2000). Also at this time the community and business association were strong.

Meanwhile, a **trolley system** connected the neighborhood with the growing city. Urban growth throughout the area, especially during the World War II era, filled in all of the available space triggering the urban sprawl so typical in American cities. Following World War II the neighborhoods just west of Balboa Park and Hillcrest came to be seen as a single community with its commercial center in the old Hillcrest business district at Fifth and University. The decline of the downtown business district during this period was probably responsible for the huge develop of Hillcrest. Indeed as downtown declined in the **1950s**, the rich and famous who visited San Diego frequented Hillcrest establishments.

In the **50's and 60's** it, like many of San Diego's communities, was a **neighborhood of apartments and modest homes** that accommodated the growing number of workers who were employed by the burgeoning commercial and financial businesses downtown. After World War II, many of the young couples and singles who had moved into the Hillcrest area in the 1920s and 1930s remained as residents and consequently by the 1960s, Hillcrest became a **predominantly elderly community** (Dillinger, 1999).

Local commerce emerged to meet the expanding needs of the residents and a distinct neighborhood was born. New offices, apartment buildings, and retirement homes were constructed during the period, replacing many of the old Victorian houses in Banker's Hill and establishing a mixture of older and new architectural styles south of Robinson Street. The opening of the large Sears Store at Cleveland Street and Vermont in the 1950s symbolized the change in retail focus from downtown San Diego to Hillcrest.

Figure 8: 5th Avenue during 1950 circa.

In the **50's** the Hillcrest area became known for its **eating establishments** representing a wide variety of culinary and ethnic styles (Mexican, Italian, Japanese, Lebanese, Vegetarian) that attract many prominent local people as well as celebrities coming from out of town (such as Marilyn Monroe, Gary Cooper, Patricia Neal, Frank Sinatra, Jack Benny). It must be said that as power and population shifted to the suburbs in the post war era, places like Hillcrest were left with an aging population and infrastructure. Although a strong feeling of community

remained in the district as well as small shops and restaurants continued to thrive and Hillcrest remained a pedestrian oriented neighborhood.

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**. Indeed beginning in the 1960s the neighborhood of Hillcrest began to attract large numbers of gay and lesbian residents - drawn by low rents, high density, and the possibility of an urban dynamic – that adopted Hillcrest as their neighborhood and their subsequent re-vitalization of the community created one of San Diego's most dynamic communities, one that draws people from all segments of our society. In the 1970s gay men founded a "Center for Social Services" in Hillcrest which became a **social and political focus for the gay community**. In **June 1974** they launched the first **Gay Pride Parade**, which has been held every year since, and Hillcrest is well recognized as the focal point of the lesbian, gay, bisexual and transgender (LGBT) community.

LGBT community were instrumental to Hillcrest's economic recovery, as was **Joyce Beers**, widely known as the neighborhood's "beloved daughter". A champion for public transit and neighborhood revitalization, she helped bring together different community interests to focus on common goals. In this period many new shops and bars starts to liven up the whole area. In 1977 one resident and described it as a place known for *"the hometown atmosphere of shaded streets, tiny old houses, large old house. The friendliness of the merchants of little shops"*. According to Soloff in this time there were 14393 people in an area approximately two miles long and one wide (Soloff, 1977). Local artists also began to live and establish businesses in the neighborhood (Chandler, 2003).

Figure 9: The picture shows a compact development of Hillcrest BID as well as its strategic location close to the airport, the Balboa Park and Downtown.

According to Chandler, actually one of the things that improved the economic and business life of Hillcrest was not just the opening of new businesses, but it was 1974 that the "**Guild**" was purchased by **Landmark Theatres**. It, for probably ten years prior to that time, had been a soft core porn theater. And suddenly, it started *"showing revival in foreign run movies and there was a reason for "educated, respectable people" to come into the neighborhood at night"* (Chandler, 2003). Hillcrest was a neighborhood that closed up at night, it had no evening business to speak of because they were families community need businesses rather than shops catering to leisure-time customers. And the Guild theatre has been revitalizing the night life in Hillcrest.

In an era where street cars no longer ran and **public transportation** in most Southern California cities, including San Diego, was a **low priority**, the Hillcrest neighborhood enjoyed what some felt was "one of the best transit systems in the nation. The routes – which run north and south along First, Fourth, Fifth, and Sixth Streets," and "east and west on University and Washington" were augmented with two special shuttles plus a Dial-A-Ride for the elderly and disabled. In Hillcrest everything was within walking distance such as

churches, hospitals, schools, supermarkets, theaters, banks, department stores. So in the '60s and '70s San Diego, increasingly designed around the automobile, one did not need to own a car to live in Hillcrest (Soloff, 1977).
During **'80s and '90s**, Hillcrest experienced a important period of activism and trendsetting that boosted a crucial **process to redevelopment**. The first "spark" there was when residents sought to build the Vermont Street pedestrian "art bridge" across Washington Street in 1995. According to area planner **Michael Stepner**, highway officials closed the termite-damaged bridge in 1979 and refused to replace it because it was not part of a highway or motor vehicle improvement project. According to Stepner, residents refused to acquiesce and the community turned to the San Diego Commission for Arts and Culture for funds to build a new pedestrian bridge as a "work of public art". The successful strategy also led the city to reconsider its approach to pedestrians. Today San Diego has a separate Pedestrian Master Plan that guides and prioritizes scores of projects and improvements for walkers throughout the city. After that Hillcrest's revitalization was based basically by **two emblematic projects** such as **Uptown district** and **The Village**.

Figure 10: In 1953 the Sears Department store stood in what is now the Uptown District.

These project have been conceived to fill some vacant lands along University avenue. Indeed, the 1980s saw an increase in office and apartment construction in the neighborhood. In August 1988, the San Diego Union reported that a building boom was "in full swing between downtown and Mission Valley, east of the bay and west of Balboa Park" (San Diego Union, 8-4-1988). Among these, the "Uptown District" project attracted national attention as an **early model of "smart growth"** — where low-density, obsolete sites in suburban-like locations are redeveloped for higher density commercial, retail, residential, and community uses. The city owned a significant parcel of land available at the site of the former Sears store (located at Cleveland Avenue and Richmond Street) sized 12-acre site (involving more than 200.000 square feet) to build one of the country's first compact, pedestrian-oriented and mixed-use redevelopments. At that time, the **"Uptown plan"** aimed at strengthen the commercial vitality of the Hillcrest business district, preserve and enhance the pedestrian scale and human orientation within the Hillcrest area, develop guidelines ensuring high quality redevelopment of the former Sears site so that it becomes an amenity to the Hillcrest area and produces minimal impacts on the commercial sector and on traffic circulation. Moreover the Uptown Plan was conceived to promote the restoration of the historic facades as well as an adaptive re-use for new constructions. According Warren Simon, the former director of HBIA, actually "**University Avenue median improvement project**" has been also one of the most significant projects which he saw realized during his time leading the organization. He pointed out that "it is one of the most drastic and visible changes that can

be seen, taking nearly 10 years from the beginning to the final dedication in 1997, due to funding issues outside of the BID's control"[6].

It must be said that unfortunately with redevelopment in the 1990s, the area began to lose some of its character as old businesses closed and the population of homeless people grew. Retail rental rates increased dramatically, driving out older established business. In spite of these changes Hillcrest eventually became one of San Diego's **largest residential communities**. Hillcrest still remains a pedestrian oriented neighborhood where a variety of diverse people interact on a daily basis. The neighborhood grew around a thriving business district centered at the corner of Fifth Street and University Avenue. Long time residents still feel it is a unique place with a Greenwich Village atmosphere (Dunst, 2003).

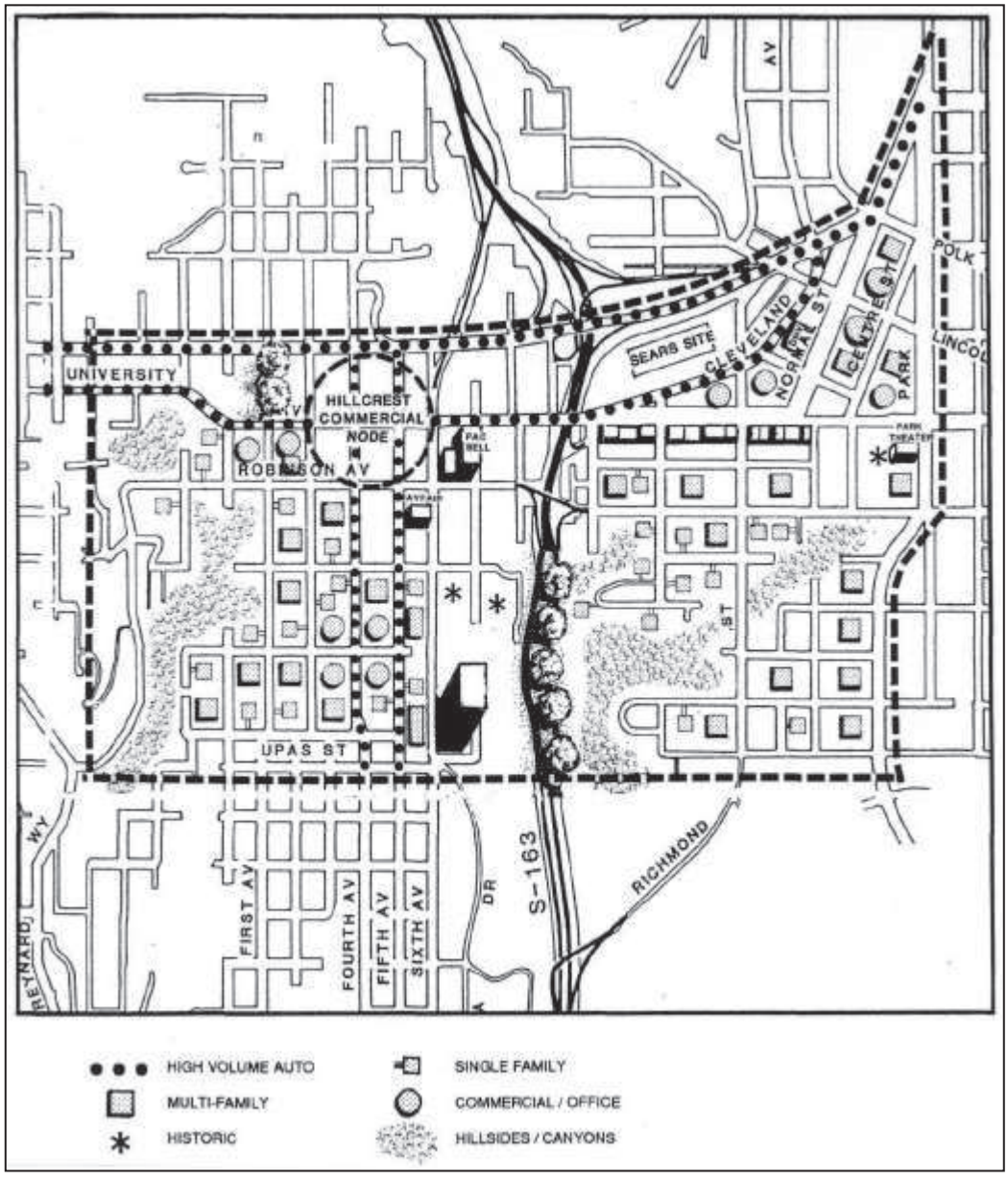


Figure 11: Community Plan Land Use Map (1988). This map highlights the features in Hillcrest which combine to form its existing image.

[6] Interview to Warren Simon, former executive director of the Hillcrest Business Improvement Association (HBIA). See: Randy Hope, "Hillcrest Business Improvement Association bids farewell to Warren Simon after 20 years", *Gay and Lesbian Times*, 29-Jan-2009 (retrieved 07-jun-2013).

PART B. PARTNERSHIP, GOVERNANCE, STRATEGY

As a typical non-profit Business Improvement Association exempt from income taxes under **Section 501(c)(6)** of the Internal Revenue Code and Section 23701(d) of the California Code, Hillcrest BIA administers a portion of the funds collected by the city through local business licenses. Indeed, the City of San Diego receives funds as a special assessment collected together with business licensing fees from businesses located within the District. As has been said above, Business Improvement Districts (BIDs) are special assessment districts that are established by groups of local businesses and property owners. The revenue generated from the special assessment funds a variety of local improvements such as street cleaning, marketing, and other services within the district.

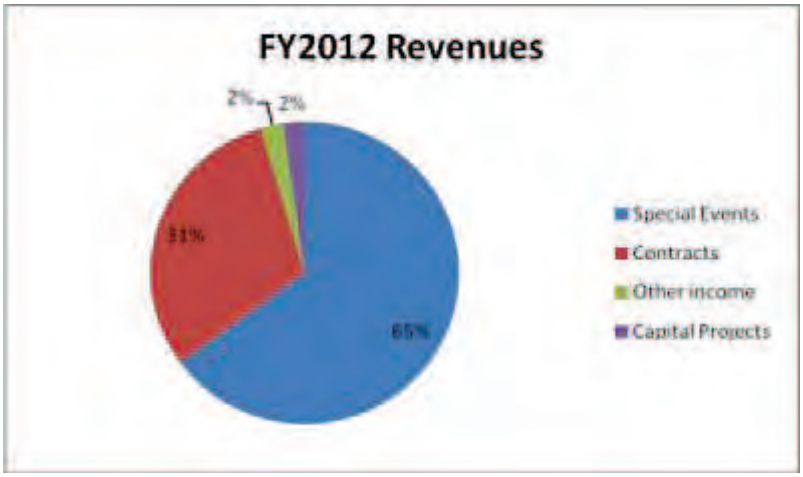
The State of California laws that regulate business improvement districts allow for assessment formulas to be structured in a variety of ways. Some assessments are paid by property owners, while others are paid by business owners based on a sliding scale of direct impact or by the mount of annual revenue generated.

BIDs within the City of San Diego receive assistance from the City's Office of Small Business in areas such as retail business recruitment, technical assistance, and the City's Storefront Improvement Program. Many BIDs receive funding through City grants and assessment matches and sources such as City Transient Occupancy Tax (TOT) and City parking meter revenues. **BID fees** are set by the respective BID organization and are collected on an annual basis via the business tax certificate. Within San Diego, typical fees range from $40 to $500 annually. A few newer BIDs collect $90 to $1200 annually, with limited anchor businesses paying up to $5000. That money gets funneled back to the local business-improvement district and is spent on marketing, recruiting new businesses, and beatification projects along the business corridor.

Hillcrest BIA represents over 1300 members (business license holders), generating roughly $ 600.000 annually. Much of the HBA consists of **small businesses** because in the area there are not giant manufacturing plants. It must be said indeed that 90 percent of the business in San Diego is small business – less than 10 employees. So HBA works with City Council to try to create conditions for growth in Hillcrest. Hillcrest BIA receives reimbursements from the city for expenses spent to support the organization's mission as well as to administer and support the hillcrest "Maintenance Assessment District" (MAD) which was about $101.340 (FY2012). Also the association holds a farmers market weekly in order to promote, improve and foster business conditions in the area. In general "City Fest" and other special events such as "Taste of Hillcrest" are held annually to carry out the Association's charitable purpose. Other revenue consists of funds from other sources which are used to promote the association's charitable purpose.

A **Maintenance Assessment District** is legal mechanism by which property owners can vote to assess themselves to pay and receive services above-and-beyond what the City normally provides. In the past, MADs were also known as Landscape Maintenance Districts (LMDs) or Lighting and Landscape Maintenance Districts (LLMDs). Because many districts include more than landscaping and lighting, the name was changed to better represent the nature of the districts. Often, **the nonprofit organization that manages the BID also manages the neighborhood MAD**. Hillcrest BIA is one of them. Beginning in February 2004, the Community and Economic Development Department's Economic Development Division assumed the responsibility for self-managed maintenance assessment districts (MADs). Self-managed MADs utilize a non-profit corporation representing district property owners to be responsible for providing enhanced services to the district. The Economic Development Division manages the City's internal administrative responsibilities and provides professional support from the City Attorney's Office and City Auditor and Comptroller's Office.

Special Events $512.167
Contracts $240.169
Other income $18.459
Capital Projects $18.000
Total Income $788.797



Expenses Promotions	Expenses Physical Improv.	Expenses Leadership
Special Events $270.666 Communications/Web $9.606 Promotional Campaigns $9.248	Hillcrest Sign Utilities/Maint. $552 Security $38.714 Cleaning and Gardening $104.191 Capital Projects $72.819	Contingency $40.035 Personnel $166.928 Operating $72.226

Sources of Hillcrest BID Income (FY2012)						
Number of establishments	*Fees and Assessments ($)*	*SBEP ($)*	*CDBG ($)*	*MAD ($)*	*Other ($)*	***Total ($)***

NOTE: Fees and assessments = merchant fees and commercial property assessments; SBEP = Small Business Enhancement Program (City of San Diego); CDBG = Community Development Block Grant program; PBID = property assessment district; MAD = maintenance assessment district; other = revenues from events, programming, fees for services.

While the mission is to promote, foster, and improve business conditions in the area of San Diego's Hillcrest, the **strategy** of the Hillcrest BIA is pretty clear. It is working to consolidate the identity of the neighborhood, in collaboration with the Uptown planners and

different public and private partners, 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.

According to the Executive Director, Benjamin Nicholls, the association is working on **three strategies** in particular to assist with the hurdles business may have attracting customers:

1. cleaning daily streets with a focus on keeping the neighborhood clean, by pressure washing sidewalks and removing gum and debris off the streets (there are also 30 new trash cans place in and around the area by the HBIA);
2. marketing efforts to attract both businesses and community members to shop Hillcrest;
3. improve the mixitè of businesses to fill the many vacant storefronts in the area. HBIA is currently working with property owners and brokers to do this by finding the right incentives and the right businesses. Maybe this part is a little more complicated.

Governance.

The Association is managed by a **Board of Directors elected by the membership**. The Hillcrest Business Association has only two full-time employees: the Executive Director and the Marketing Associate. They are Hillcrest business owners who demonstrate leadership and commitment to their neighborhood. An Executive Director, employed by the Association, works for the Board and its members to develop leadership, beautification and promotions in the Hillcrest community. While the Board makes policy, the Executive Director is engaged in carrying out policy. In 1997, the HBIA established the Uptown Partnership, Inc., a non-profit corporation focusing on projects to improve uptown parking and transportation resources.

Uptown Partnership began managing the Uptown Community Parking District (CPD) for the City of San Diego in 1997 at the urging of local residents and business owners who wanted to re-invest meter revenues into the communities they were generated from. Uptown encompasses the diverse neighborhoods of Bankers Hill-Park West, Five Points, Hillcrest, and Mission Hills. Uptown is one of the older areas in the City of San Diego, therefore issues regarding parking, traffic, transit, and pedestrians often arise from the need to adjust an aging infrastructure to present day needs. Uptown Partnership receives 45% of parking meter revenues to reinvest in the Uptown community. Funded programs and projects are designed to improve parking availability, traffic circulation, transit effectiveness, and pedestrian mobility.

Actually the parking agency's time has expired at the end of 2010 after ten years of administering the parking district but the City refuses to remove the organization once and for all, despite hiring an outside consultant to come up with ways to change the parking district[7].

Some meetings have been organized to aimed at restructuring the parking agency but the city consultant, Turpin McLaughlin, recommended keeping Uptown Partnership as a contractor. His report underlines that "there is not enough time to create a new, district-wide nonprofit, therefore the only existing agency that meets City requirements is Uptown Partnership”[8]. Hillcrest is the only neighborhood in Uptown to have an active parking committee that continues to work with city representatives to move projects forward.

It’s interesting to note that **parking issue is at the top of the list** of the concerns of the Community Planners Committee. One proposed amendment would allow new business owners to retain the same parking requirements if the permitted use of the property doesn't change. If adopted, that would allow business owners to fulfill parking requirements from when the permit was initially granted, regardless of when the use was designated. Several planners objected to the proposal, feeling that the change would make parking in busy commercial districts such as Hillcrest, City Heights, and Banker’s Hill more difficult. They

[7] For years residents of Uptown lobbied the City to reform the Uptown Partnership, the agency responsible for administering the community parking district in Hillcrest, Mission Hills, and Banker's Hill. They criticized the agency for ineffectiveness, issues of conflict of interest, and for high administrative costs.

[8] Report of the Public safety and neighborhood services committee. Meeting of July 27, 2011. http://docs.sandiego.gov/councilcomm_agendas_attach/2011/PSNS_110727_6aRev.pdf

believe that if a storefront is closed for more than two years then the new owners should comply with current parking requirements.

Hillcrest BIA adopts various **strategic partnerships** with private, non-profit and public bodies finalized to organize specific special events as well as to communicate the Hillcrest BIA's brand to the San Diego community.

Basically, the Hillcrest Business Association's projects are divided into **three lines of business** such as **leadership**, **beautification** and **marketing** and are overseen **by a variety of committees** as follows:

1. The **Beautification Committee** leads all beautification projects in the neighborhood of Hillcrest.
2. The **Marketing Committee** leads all of the HBA's promotional projects. This ranges from annual events like the Taste of Hillcrest and Mardi Gras to weekly happy hour promotions like Tues Nite Out, to branding, communicating and marketing Fabulous Hillcrest as a whole.
3. The **Parking Committee** oversees the HBA's efforts to increase parking in Hillcrest. This committee works in collaboration with other neighborhood groups and the City of San Diego.
4. The **Special Events Committee** oversees the HBA's large neighborhood events like CityFest and the Hillcrest Hoedown.
5. The **Governance Committee** oversees modifications to HBA bylaws and operating procedures, and leads the board's annual election process, including nominations recruiting and outreach.

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.

Very recently (on the 2013, July 25), during the Hillcrest Business Association (HBA) quarterly open house, Executive Director Benjamin Nicholls outlined the organization's desire to join the **California Main Street Alliance**, a state-wide, membership-based commercial revitalization program. Nicholls proposed the creation of a Hillcrest Community Development Corporation (CDC) that would partner with the HBA in order to meet all certification requirements of the Main Street Alliance. Since 2004, the Main Street Alliance has partnered with the state's Office of Historic Preservation. The CDC would be a separate organization with its own 501(c)3 status and the two groups would apply for Main Street Alliance membership as a "single entity". The purpose of this idea would not to "reorganize" the HBIA, but would offer a way for residents, business owners and community activists to shape long-term goals for the neighborhood.

According to Nicholls, a **new CDC** would oversee Economic Restructuring and Organization, as these do not provide direct services to HBA members. For instance, under Economic Restructuring, a CDC could bring in new businesses to Hillcrest to shape the overall type of commercial services offered. While the HBA could do this, one of the HBA's main duties is attracting customers to the businesses that are currently in Hillcrest, not future businesses. The proposed CDC would initially be funded by the HBA through their special events, including this month's CityFest and last month's Pride of Hillcrest Block Party. The organization would be governed by a separate board of directors, and would potentially have separate staff.

PART C. INITIATIVE OUTCOMES: EFFECTS AND IMPACTS

C.1. The context today

Working many years, the Hillcrest BIA has created a **thriving business community** that serves the needs of local residents and provides excellent shopping opportunities for the city. Today Hillcrest is known for its urban living, diversity, and locally-owned businesses, including restaurants, cafés, bars, clubs, trendy thrift-stores, and other independent boutiques shops. This pedestrian oriented area provides a wide variety of shopping and convenience goods as well as cultural and entertainment facilities. The Fourth and Fifth Avenues have become a commercial, office and residential use corridor that link Hillcrest business area to Centre City. Hillcrest constitutes the **most predominant community commercial district** in Uptown with a high population density, compared to many other neighborhoods in San Diego, and a multi-cultural diverse community for a presence of large active lesbian, gay, bisexual and transgender (LGBT) community. Ethnically speaking, table 1 shows that Hillcrest is not so "diverse" because the majority of people is white (80%).

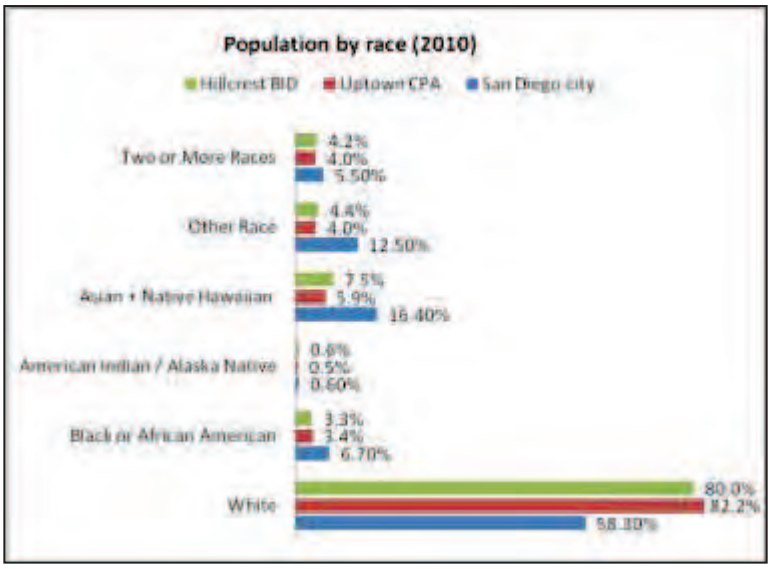


Table 1. Population by race for the year 2010.
Source: U.S. Census Bureau

There were a total of 37.565 people in Uptown Community in the year 2010, and 15.263 people in the case study area. Similarly to the city, county and state population which increased over the 10 years from 2000 to 2010, the area's population has experienced a very little increase about 7% (from 14.289 to 15.263). Ethnically, the white population in the case study area, as well as in the wider community plan area, is the majority, and amounts to about 80%. Despite this, the white population has decreased over the 10 year period by 2% in the community plan area and by 4% in the case study area. It must be said that white

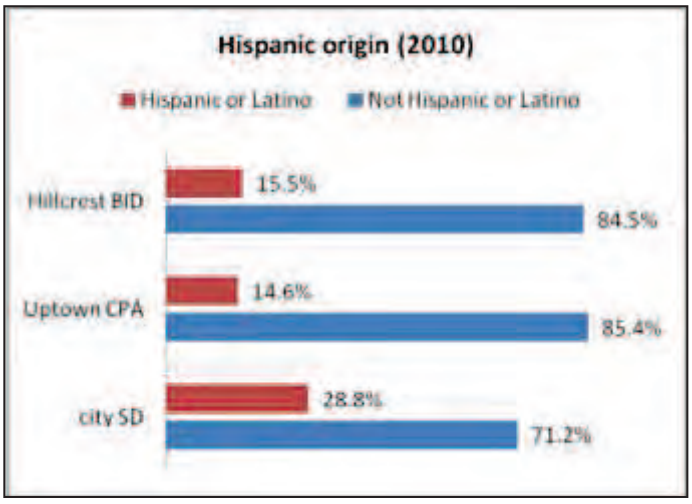
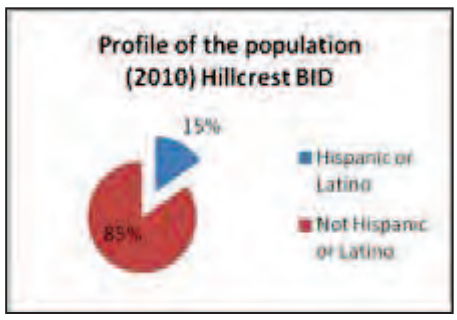


Table 2. Population by Hispanic origin (year 2010).
Source: U.S. Census Bureau



population in the city as a whole and across the state represents the majority, at about 60% of the total, and has showed a slow decrease over the previous 10 year period. Consequentially the other races are slightly represented although Asian population has increased by roughly 3% over the last 10 years. Not Hispanics are currently the largest population group in the Hillcrest community (85%) . This is a trend similar to the state and city level but the component of Hispanic population in the case study area is half than city level (Table 3).

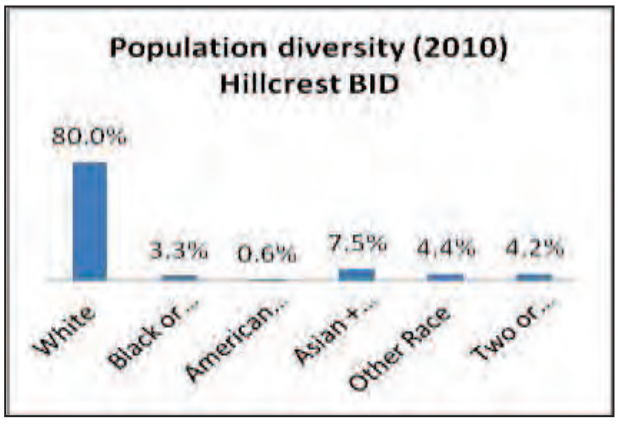


Table 3. Population by race (year 2010).
Source: U.S. Census Bureau

Regarding the **age composition**, the Hillcrest population is experiencing an ageing process alike with the dynamics experienced at the state and city level. In fact, the population aged 55 and over has increase by roughly 2.5%. In the age groups 25-45, 52% to 56 % are female (with the 30-34 age groups representing the largest portion of the population at 56%, 40-45 the least at 52 %). Male population between the ages of 25-45 is 44% to 48%. The 25 to 34 age group represents the largest portion of the population at 31.6% and 30-34 representing the least at 44%[9] (Table 4). The most recent census indicates 23% of Hillcrest residents have never been married. And 63% reported married excluding separation.

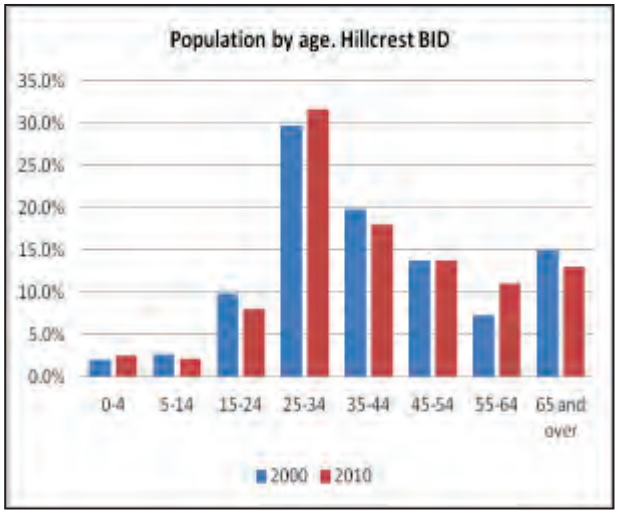


Table 4. Population by age (comparison 2000/2010).
Source: U.S. Census Bureau

As far as economic indicators are concerned, Hillcrest represents a very dynamic area with high levels of employed population (around 95%). From 2000 to 2010 the state has actually seen increases the number of unemployed from 7% to 10%, while in the case study area, the unemployment rate has experienced a little decrease from 5.2% to 4.6%. In general, employment and unemployment in the case study area are on the same levels as for the state and city. In the case study area, table 5 shows that the **three major sectors** in the case study area are Educational, Health and Social Services; Professional, Scientific and Management; Financial, Insurance and real estate which respectively employ approximately 25%, 15% and 10% of the total employed population. Another important occupational group

[9] Source: http://profilewarehouse.sandag.org/.

in the area is sales and service jobs, from major sales accounts and retail trade, to working in restaurants and food services, with 17% of the residents employed. Other residents here are employed in manufacturing and laborer occupations (7%), and 4% in public administration. Other sector that offer good job opportunities and that shows the widest gap between the case study area and the city and state level is Arts, entertainment, and recreation (8.2% against 2.5%).

Table 5. Employees per sector (2010) *source: US Census Bureau*	**California State**	**San Diego City**	**Uptown CPA**	**Hillcrest BID**
Agriculture, forestry, fishing, etc	2.1%	0.4%	0.1%	0%
Construction	7%	5.2%	3%	2.8%
Manufacturing	10.3%	9.1%	5.6%	7%
Wholesale trade	3.4%	2.5%	2.3%	2.6%
Retail trade	11%	9.9%	8%	7.5%
Transportation	4.7%	3.5%	3.2%	1.8%
Information	3%	2.9%	3.6%	3.6%
Finance, insurance, real estate, etc	7%	7.7%	9.9%	10%
Professional, scientific, management, etc	12.2%	16.3%	18.8%	15.3%
Educational, health and social services	20.1%	20.8%	22.9%	25%
Arts, entertainment, and recreation	2.5%	2.8%	10.7%	8.2%
Accommodation and food services	6.7%	8.6%	8.2%	7%
Other services	5.2%	5%	5.4%	5.2%
Public administration	4.6%	5.2%	4.6%	4%

Hillcrest is one of the richest of the whole city. Data shows that the case study area in 2010 had a **per-capita income** of $ 44.702 compared to the $ 32.553 city's per capita income. This huge difference is confirmed for the whole Uptown Community Area that showed a 2010 per-capita income of $ 47.147. The neighbors in the Hillcrest neighborhood in San Diego are upper-middle income, making it an above average income neighborhood. According to a NeighborhoodScout's analysis, the case study area has a higher income than 63.7% of the neighborhoods in America. In addition, 0.0% of the children seventeen and under living in this neighborhood are living below the federal poverty line, which is a lower rate of childhood poverty than is found in 99.9% of America's neighborhoods[10]. Instead, the **household median income** shows slightly lower than average city data. The city has a median income of about $ 62.480, whilst the case study area a $ 54.537 median household income and the community planning area shows a median household income of $ 59.664.

The **Educational attainment** varies greatly between city and case study area. Table 2 shows educational data of Table 2.3 of the survey form. These data underline how Hillcrest is a neighborhood with a high percentage of population with Bachelor's Degree or Higher (nearly 62%). City average is 53%.

[10] http://www.neighborhoodscout.com/ca/san-diego/hillcrest/#desc.

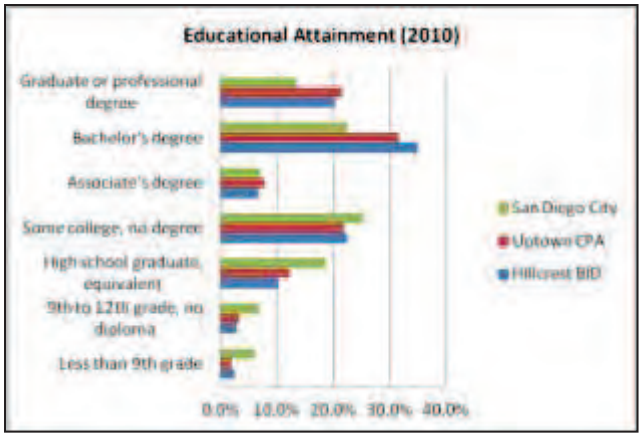
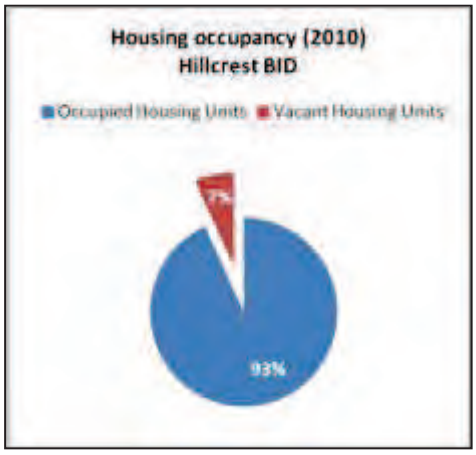


Table 6. Population by age (comparison 2000/2010). Source: U.S. Census Bureau

Regarding urban settlement and **housing conditions**, Hillcrest is a neighborhood is a densely urban neighborhood (based on population density) with commercial and recreational businesses located in the heart of the neighborhood. The total population as of 2010 of the Hillcrest BID was 15.263 people with an overall population density of 10.902 people per Km^2 for an area of 1.45 Km^2 (360 acres). City of San Diego has a density of 1456/Km^2 and the Uptown CPA about 3500/Km^2. 2010 Census indicates roughly 80% of the homes are multi-family, with the median value $451.060 (SANDAG, 2010). Hillcrest real estate is primarily made up of small (studio to two bedroom) to medium sized (three or four bedroom) apartment complexes/high-rise apartments and single-family homes. Most of the residential real estate is renter occupied. Many of the residences in the Hillcrest neighborhood are established but not old, having been built between 1970 and 1999. A number of residence were also built between 1940 and 1969.

Housing Inventory	Hillcrest BID	%
Single-Family (detached)	966	9.7
Single-Family	1113	11.2
Multi-Family	7812	79
Total	***9891***	***100***

Table 7 (top): Housing inventory in the Hillcrest BID. Source: SANDAG Demographic and Socio Economic Estimates, 2010 Census Tracts 3/4/6/7
Table 8 (right): Housing occupancy for the year 2010. Source: U.S. Census Bureau.



Of the total 9887 housing units in Hillcrest (see Table 2.1 of the survey form) 8.8% are vacant as of 2010. This data is well above average compared to city level (6.4%). This could either signal that there is weak demand for real estate in the neighborhood, or that much of the housing stock is seasonally occupied, which can occur in some markets dominated by colleges or vacation homes. The owner occupied units represent the 24.8%, that it is considerably lower than a 48.3% for the city. Of the vacant housing units, 49.5% are listed as for rent, 11% is for sale only. It is striking to notice that an astounding 5.7% of the households are same sex couples. According to NeighborhoodScout's analysis, this is a higher proportion of same sex households than in 99.8% of the neighborhoods in America. This is one indicator that this neighborhood is likely a gay-friendly neighborhood.

The strategic proximity to the airport, to the beach, to downtown makes the case study area a expansive real estate market. Hillcrest median real estate prices are $534.226, which is more expensive than 72.5% of the neighborhoods in California and 93.8% of the neighborhoods in the U.S. Average rental prices in Hillcrest are currently $1.312, based on

interviews to real estate agencies. The average rental cost in this neighborhood is higher than 62.6% of the neighborhoods in California.

Even if your neighborhood is walkable, you may still have to drive to your place of work. Some neighborhoods are located where many can get to work in just a few minutes, while others are located such that most residents have a long and arduous commute. The greatest number of commuters in Hillcrest neighborhood spend between 15 and 30 minutes commuting one-way to work (48.4% of working residents), which is shorter than the time spent commuting to work for most Americans. Here most residents (83%) drive alone in a private automobile to get to work. In addition, quite a number also hop out the door and walk to work to get to work (6%) and 8.3% of residents also carpool with coworkers, friends, or neighbors for their daily commute. Even if public transit in Hillcrest is better than in some areas of San Diego, just a 6% of the workers use it for working purpose. It's not widespread enough to meet everyone's needs. In a neighborhood like this, as in most of the nation, many residents find owning a car useful for getting to work.

C.2. Challenge and strategies

Although the neighborhood houses many activities promoted not only by Hillcrest BIA but also by other non-profit organizations operating in the area, Hillcrest suffers for **lack of parking** that is actually a major problem in the area. Hillcrest BID is comprised in the "Uptown Parking District" managed by Uptown Partnerships Inc. which have around 1.500 meters and 28 parking lots with of 2211 car spaces.

By one estimate, Hillcrest is at least 100 spaces short of meeting the demand for parking, and the deficit could increase to 750 spaces by 2025. In an attempt to deal with the parking shortage in Hillcrest as well as Mission Hills, Bankers Hill, and other uptown areas, the city council in 1997 created a special parking district called the Uptown Partnership. The Uptown Partnership receives a portion of the income from area parking meters, amounting to about $700.000 per year. The money is supposed to be reinvested in the community to improve parking availability, traffic circulation, transit effectiveness, and pedestrian mobility[11]. But the Partnership's effectiveness and success are debatable. A growing number of critics have been spurred into action by the organization's support of a city proposal to raise some parking-meter rates and expand their hours of operation.

In the last years, the Uptown Partnerships worked on trying to build a parking garage in Hillcrest but they abandoned that idea in 2009 because the $14 million price tag was deemed too expensive. They decided to focus their efforts instead on improving turnover at metered spaces, by increasing the cost per hour and expanding the hours of meter operation. They budgeted $2 million to upgrade every parking meter in Uptown. That plan met with

[11] Yang Su E. (April 23, 2009), "Partnership blasted over parking", *The San Diego Union-Tribune* (retrieved 2013-03-24).

considerable local opposition. Some local citizens and groups called for the Uptown Partnership to be dissolved, pointing out that it has created only 50 new parking spaces in its 12-year history - by converting parallel parking to diagonal parking on San Diego Avenue and by realigning the Normal Street median, a project which got underway in 2009. During its 12-year existence the Partnership has spent more than $2.5 million, including $350,000 a year on salaries, supplies, and rent. The city council has affirmed its support of the Uptown Partnership but has recommended it adopt more financial transparency and seek more community input.

In January 2013, **Uptown District**, a one-time Sears site transformed into an infill, mixed-use mall in Hillcrest, **has been sold for $81.1 million**. Uptown District, located on 14 acres at University and Cleveland avenues in Hillcrest, opened in 1989. It included both commercial and residential uses where a 1950s Sears store once stood. The retail portion, 148,638 square feet in 10 buildings, is anchored by a Ralphs grocery, one of the first supermarkets locally to locate parking underground. The project has been hailed as a model for infill, mixed-use development. The sale of Uptown District shopping center exemplifies the unwavering demand for trophy assets in major metropolitan markets.

Hillcrest BIA has also **a voice in the city's planning process**. In the fall of 2009 the Hillcrest Business Association undertook an ambitious public outreach effort to engage its members in the planning process because, as the largest congregation of businesses in Uptown, it is natural that the businesses of Hillcrest would want to help shape the new neighborhood plan for Uptown. This initiative was called "**Hillcrest 2.0 Forum**" that was a series of networking events held in 2009 and 2010 designed to engage business owners and those who care about Hillcrest business in a campaign to solicit their input. With hundreds of participants, dozens of student researchers and thousands of comments received, Hillcrest BIA have added the voice of the business community to the development of the Uptown Community Plan.

Hillcrest BIA has elaborated **five strategies to design its future**. The strategies are focused on the following areas:

A. **Economic development:** improve economic vitality in Hillcrest by promoting and maintaining a diverse economy, recognizing the existing assets of the neighborhood economy and providing the infrastructure for continued growth.

B. **Land use:** maintain mixed-use structures and add parking spaces to complement the growing population in Hillcrest's commercial core.
C. **Transportation:** add new and improved modes of transportation to connect the East and West ends of Hillcrest without impeding current traffic lanes or parking
D. **Urban design:** preserve neighborhood character, historic structures, enrich pedestrian activity, enhance public safety and economic vitality through urban design guidelines
E. **Open space and community centers:** create more spaces in Hillcrest dedicated to public congregation and to serve the diverse community population.

Regarding the economic development, Hillcrest BIA members have proposed some **recommendations**:

1. Encourage a diverse mix of businesses that provide a variety of goods and services. This means to create new zoning and incentives for new development on the east end of Hillcrest that encourage the development of commercial spaces.

2. The existing pedestrian experience is recognized as an asset to businesses and should be supported. Encourage sidewalk cafes and other businesses that utilize the public right of way so long as they reasonably provide access for pedestrians. An action could be to create standardized guidelines for sidewalk cafes that are consistent, but liberal, throughout the neighborhood, including consistent hours for alcohol sales.

3. Increase street security to address issues related to the homeless population, expanding the existing "Maintenance Assessment Districts" to create a comprehensive security network throughout the neighborhood.

4. Artistic, historic and architectural elements of the neighborhood are recognized as an asset to the pedestrian experience. Encourage these assets in renovation and new development. The strategy is to create a "National Mainstreet" on University Avenue that draws together both ends of the neighborhood using the National Trust for Historic preservation's guidelines for historic preservation and economic development.

5. The Hillcrest nightlife industry is recognized as a specific and important part of Hillcrest's history, economy and LGBT community. The continued growth of this industry is important to our neighborhood and should be encouraged. Hillcrest BIA proposed to develop a specific "Entertainment District" recognized in the plan that allows for consistent, responsible, but liberal, sidewalk café rules, public disclosures in new residential development and sales, and the development of a restaurant marketing district.

About land use, the recommendations are:

6. Any increase in population density must be complemented with new infrastructure. They proposed to set aside Developer Impact Fees for transportation, open space, and parking infrastructure as well as "Developer Impact Fees" generated in Hillcrest must remain in Hillcrest.

7. Include inventive, mixed-use design elements that create harmony between uses in new development. Place retail and office space in between street front uses and residential spaces for noise control and other buffering purposes.

8. Height guidelines should be based on the pedestrian experience at the ground level. An "open space Maintenance Impact Fee" should be levied on all new development that takes advantage of enhanced neighborhood facilities incentives. This would fund maintenance of open spaces.

Transportation is another crucial sector in which Hillcrest BIA is working seriously.

9. Encourage alternative public and private transportation elements.
   - Add a streetcar corridor on either Fourth, Fifth, or sixth avenues to boost redevelopment and connectivity to downtown. A preference toward streetcars over buses exists because streetcars are more attractive and encourage walkability.
   - Advanced tools should be employed to encourage bus ridership including "Time-to-next-bus" counters.
   - A bus, "Trolley" or streetcar system should be added to Washington street and University Avenue to connect and develop the East and West ends of Hillcrest.

- Encourage the use of bicycles by creating bicycle corridors supported by infrastructure including bike racks, “rent-a-bike” systems, signage, and colored bike lanes.

10. Implement creative parking programs through new development.
    - Create an in-lieu parking program managed by a Community Parking District in new development using a fee that is adjusted annually for property value growth and inflation.
    - Add underground or stackable parking to new development to minimize visual impact.
    - Place parking behind store fronts rather than adjacent to the street.
11. Alleviate parking stress in the commercial area.
    - Centralize new parking structures or lots south of University Avenue between Fifth and seventh Avenues and south of Lincoln Avenue at Normal and Centre streets.
    - Make parking a priority in existing available space and unused right of way.
12. Create a transportation hub connecting travelers to other modes of transportation such as bike routes and bus stops. Create the transportation hub on the proposed highway lid atop state route 163.
13. support pedestrian thoroughfares with bridges, pedestrian scrambles, mid-block crossings, and other infrastructure that enhances the pedestrian experience.
14. Alleviate parking stress in the commercial area.

About urban design.

15. Architecture: Maintain neighborhood character and cohesiveness by preserving the diversity of historic and contemporary building facades. Areas below Robinson Avenue on Third, Fourth, and Fifth Avenues should be identified for conservation areas and creative reuse for offices.
16. Streetscape Design:
    - Preserve existing street trees. Augment the visual element of existing tree palates in the commercial district. Colorful trees and coniferous trees are encouraged.
    - Preserve and maintain historic street lights, similar to Hillcrest’s existing street lights. Consider solar power for street lighting.
    - Create developer incentives to encourage private investment in public spaces and streetscape furnishings such as public art, patterned sidewalks, trash cans, solar trash compactors, benches, trees, banners and water fountains.
    - Create open space Maintenance Impact Fees.

About open space.

17. Create open spaces such as parks and community gardens for public congregation.
    - Place a highway lid on top of state route 163 to connect east and west Hillcrest. Uses include public open space, a transportation hub, parking and retail components.
    - Fund ongoing maintenance of public open space through MAD or DIF fees from development that increases density.
    - Incentivize private developers to fund open spaces and parks through the previously mentioned Enhanced Neighborhood Facilities program.

PART D. CONCLUSIONS

Today, Hillcrest is a part of San Diego where people is happy and proud to live. The fact that the American Planning Association (APA) has named Hillcrest a “Great Place in America” in 2007 is not a fortuity. Throughout the last 20 years, since the older neighborhoods have been redeveloping, Hillcrest has always led the way. The development of Hillcrest has been successful in relating what the community has done in the past to follow “smart growth” principles and the APA’s guidelines for honoring Hillcrest as one of the Nation’s Top Ten Neighborhoods. If it’s still vibrant, rich and well organized, probably it’s

thanks to the work of the Hillcrest Business Association. This means that the decision of the city to select Hillcrest as one of San Diego's Business Improvement Districts in 1984 was a success. Indeed according to a new study carried out by the National University System Institute for Policy Research, San Diego's business improvement districts generate major economic benefits for their businesses and the region. The Hillcrest area is one of many districts throughout the city in which businesses at some point voted to pay annual assessments to keep up the commercial area[12].

As non-profit organization based in San Diego, Hillcrest BIA has been the first in many things. The organization has had the idea about a "lighted sign" (1940) investing money in it, has promoted a farmer's market (now it's the biggest in the County), has boosted for a mixed-use development such as the "Uptown Village". This latter was planned 20 years ago and is still a model for how to create a center of attraction with housing, entertainment and commercial. In the last five years, city of San Diego has worked to rewrite the plans for Hillcrest (and all of Uptown) during a long and collaborative community plan update process. As part of this process, the Hillcrest Business Association organized a series of workshops to develop the future of the case study area. Currently Hillcrest BID is facing the biggest challenges that are "density" and "parking", considering that over half of the Uptown planning area was available for new development (this area includes some of San Diego's finest and oldest neighborhoods).

Finally, this case study underlines the importance of the BIDs as a "tool" for maintaining and enhancing the vitality of the areas they serve, as well as a "model" of urban revitalization. Hillcrest BIA has been working similar to a Community Development Corporation. Indeed, some months ago (spring 2013), the Executive Director announced for the HBA was the desire to create a Hillcrest Community Development Corporation in order to jointly, with the HBA, seek California Main Street Certification. Definitely Hillcrest can be considered a interesting model of public-private partnerships with a positive impacts to the quality of life on commercial areas.

PART E. REFERENCES

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Index of interviews and meetings

- Interview to **Lisa Weir**, Hillcrest Business Association, Marketing and Communications Director (May 30, 2013)
- Interview to **David Larson**, Hillcrest Farmers Market Manager (June 2/9, 2013)
- Interview to **Benjamin Nicholls**, Executive Director Hillcrest Business Association
- Interview to **Lara Gates**, Community Plan Update Project Manager, City of San Diego Development Services Department (June 4, 2013)
- Interview to **Susan Riggs Tinsky**, Executive Director Housing Federation
- Interview **Michael Stepner**, Acting Planning Director of Uptown District Project

Glossary

501(c)(6). Approval given by the Internal Revenue Service granting exemption from federal income tax to a business league, under Section 501(c)(6) of the Internal Revenue Code. Trade Associations and professional associations are considered to be business leagues. The business league must be devoted to the improvement of business conditions of one or more lines of business as distinguished from the performance of particular services for individual persons. No part of its net earnings may inure to the benefit of any private shareholder or individual and it may not be organized for profit or organized to engage in an activity ordinarily carried on for profit.

Business Improvement Association (BIA). It is a non-profit corporation that provides a mechanism for businesses, property owners or a combination to collectively obtain the improvements they want to see in their district.

Business Improvement District (BID). A defined area within which businesses pay an additional tax or fee in order to fund improvements within the district's boundaries. BIDs provide services, such as cleaning streets, providing security, making capital improvements, and marketing the area. The district is created by the public law or ordinance but is administered by an entity responsible to the district's members or to the local governing body. The services provided by BIDs are supplemental to those already provided by the municipality.

Empowerment Zones/Enterprise Communities (EZ/EC) Initiative. Established in 1994 and administered by the Department of Housing and Urban Development and Department of Agriculture, the federal EZ/EC tools include not only business tax incentives but also transportation to work or school, drug and alcohol rehabilitation, and other local priorities. The program creates incentives for localities to develop their own approaches to alleviate poverty. All federally designated zones are areas of pervasive poverty, unemployment, and general distress. Each designated city receives a mix of grants and tax-exempt bonding, while employers in the EZ/EC receive tax credits for new hires and accelerated depreciation credits.

Charrette. A meeting that brings together experts to develop ideas on how to improve a natural and/or cultural resource. The outputs of their efforts are maps and designs that offer solutions to such issues as preservation, access and use, interpretation, development, etc.

Gentrification. Refers to the socio-cultural displacement that results when wealthier people acquire property in low income and working class communities.

Mixed-Use. The practice of having more than one type of use in a building or neighborhood development. In urban planning terms, this means a combination of residential, commercial, office, institutional, industrial or other land uses. In artist space development terms, this means a combination of any or all of the following uses: living, working, presentation, commerce, etc.

New Urbanism. An urban design movement which promotes walkable neighborhoods that contain a range of housing and job types.

Public Private Partnership (PPP). A business relationship between a private-sector company and a government agency for the purpose of completing a project that will serve the public. Public-private partnerships can be used to finance, build and operate projects such as public transportation networks, parks and convention centers. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place.

Smart Growth. An urban planning and transportation theory that concentrates growth in compact walkable urban centers to avoid sprawl and advocates compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices. According to the American Planning Association, smart growth involves efficient land use; full use of urban services; mixed use; mass transportation options; and detailed, human-scaled design.

SWOT Analysis. A tool used in the economic development planning process to assess a community's Strengths and Weaknesses, factors from within a community that can be changed, as well as its Opportunities and Threats, factors from outside that cannot be changed.

Transit-Oriented Development. A mixed-use residential or commercial area designed to maximize access to public transport, and often incorporates features to encourage transit ridership.

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

Carla Maione, ESR, Reggio Calabria Unit

Jacobs Market Street Village: the role of Community in a case study TOD.

The Village at Market Creek is about building a strong platform for civic involvement, developing housing and commerce, forming solid networks that support families and promote youth leaders, creating community-controlled assets, and reinvigorating a set of urban neighborhoods through teamwork, risk-taking, and learning.

— Jacobs Center for Neighborhood Innovation

ABSTRACT

The Jacobs Market Street Village/Market Creek Plaza is envisioned as a vibrant community, residential, commercial, and cultural district, it's considered a modern version of Greek agora (Bernick-Cervero, 1997:5. J'sMSV is a mixed use area, belonging to the category of Transit Village. 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 art and special events.

The community in this case study has played a key role in the processes of urban regeneration, indeed it could be considered as "pilot case study" for community involvement and shows the ability of individuals to cooperate with the planning forces for a strategic Joint Action.

A shared decision-making process to create new opportunities, following a consensus based approach, made residents critical mass in drawing, implementing, and evaluating works, preserving the community identity.

In this case study, the force is not only technical but also sociological approach because opens the door to economic opportunity and improve the health, education and community safety.

PART A

Introductuion and Overview

Jacobs Market Street Village and Market Creek Plaza, was developed for resolve many problems in an area of strong degradation, and the focus area's called diamond-shaped business improvement district , understood as cluster is located in the heart of San Diego's, the residents are a multicultural and multi ethnic group. In 1998, a private developer Joe Jacobs, was one of the promoters of the initiative and wants to secure the community's first grocery store, something that had been missing for more than 30 years. Inspired by joint efforts and early successes, resident teams quickly expanded their vision to include a full commercial and cultural center. The case study, in the years, became a powerful platform for collective action plan and investment, with "resident ownership of neighborhood change", growing to mean ownership of the design, implementation, and assets of projects within The Village. Today, Partnerships are keys to leveraging resources and supporting the Jacobs Center work, founded in 1995, is composed from JCNI, Jacobs Center Neighborhood Innovation, it is an operating nonprofit foundation that works in partnership with the Jacobs Family Foundation and residents of San Diego's Diamond Neighborhoods, to build a stronger community through entrepreneurial projects, hands-on learning relationships, and the creative investment of resources. JCNI, is a No profit organization and have a role to attract and leverage investment and works with residents to build the capacity of individuals, families, and their communities. Jacobs Market Street Village, shows that engaged residents can find the pathway to change and build communities of opportunity and caring. In teams, people develop strong and dynamic networks and build bridges to the broader region. This teamwork creates cross-cultural understanding, instills a sense of pride and ownership, and promotes problem solving. This opens doors to economic opportunity and improves the health, education, and safety of the community. Today, this case study have a strong teams, and they worked for a vibrant cultural village built on the strength of citizen action. As a learning resource for communities across the country, these teams are harnessing the markets, inspiring change throughout the country, and placing community ownership and resident voice at the center of social advancement.

Vision and strategy

Figura 1. five strategic **focus**

The City of Villages strategy was the city's response to the need to accommodate population growth in a city that has run out of raw land. 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 to increase opportunity to walk. The benefits are many, among them for example, reducing car travel and pollution/greenhouse emissions, saving on car expenses and fighting obesity. Goal and objective of the case study project are 5, business and job, safety and crime, housing and public facilities and physical environment. 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.

Figura 2:Goal And Objective

The village plan is focused on sustainability — social, economic, and environmental. Challenged to think long term about health, green buildings, solar energy generation, and water usage side by side with the financial structures to sustain parks, support cultural venues, and build jobs, teams work at the intersection of long-term community ownership and Smart Growth programm. During the workshop in San Diego in October 2012, the main goal of the project is to develop a strong resident voice, and to drive the community listening and organize resident networks across neighborhoods, cultures, faiths, and future generations.

Supporting "community leaders" for to work together on common visions and goals, solve problems, and develop action plans: to look to Decision-Making, for to create new opportunities. The goal is important to preserve community identity and to create a strong sense of community that builds on the strength of diversity and ethnic backgrounds of the community.

Figura 3: Planning Circle-Communities Vision

From report of the community in 2010, emerges the planning process, it's called "The planning circle", they are six interconnected planning areas with principal goals: civic engagement, arts & culture, physical development, social infrastructure, economic opportunity, and shared learning.

PROJECT CONTEST

In 1998, Jacobs Family foundation and Jacobs Center For Neighborhood Innovation of San Diego initiated the Market Creek planning process, for the reprocess of an 18-acre block of land that had been destination to an aerospace factory. JFF was founded by the Jacobs family in 1988 and began as a grant-making nonprofit foundation involved in issues of neighborhood change, but with technical expertise and hands-on involvement to its capacity. In the past Joe Jacobs, the patriarch of the family and a billionaire, was painful with pure philanthropy, although the goal was to develop a foundation that focused on "sustainable community" and economic development instead, through strategic investment that supports "innovative, practical strategies for community change," with community engagement values of "relationship, respect, responsibility, and risk" (source:www.jacobsfamilyfoundation.org). During a interview with Charles Daves says "Joe Jacobs decided the relocate aerospace factory and determined and develop community-based shopping center, which would become JFF's building, and the philosophy was "Resident Ownership of Neighborhood Change"".

The project is located around a major transit hub, about 60 acres of blighted land into productive use; replace substandard housing with nearly 1,000 quality, affordable houses; and restore nearly 5,500 linear feet of wetlands. Over 1.6 million square feet of new construction will bring more than $300 million in contracts to the community, attracting over 250 new businesses and 2,000 jobs.

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**

Figura4: Masterplan Jacob's Market Street Village

Localization and Demographic Data

Figura 5: Localization Area

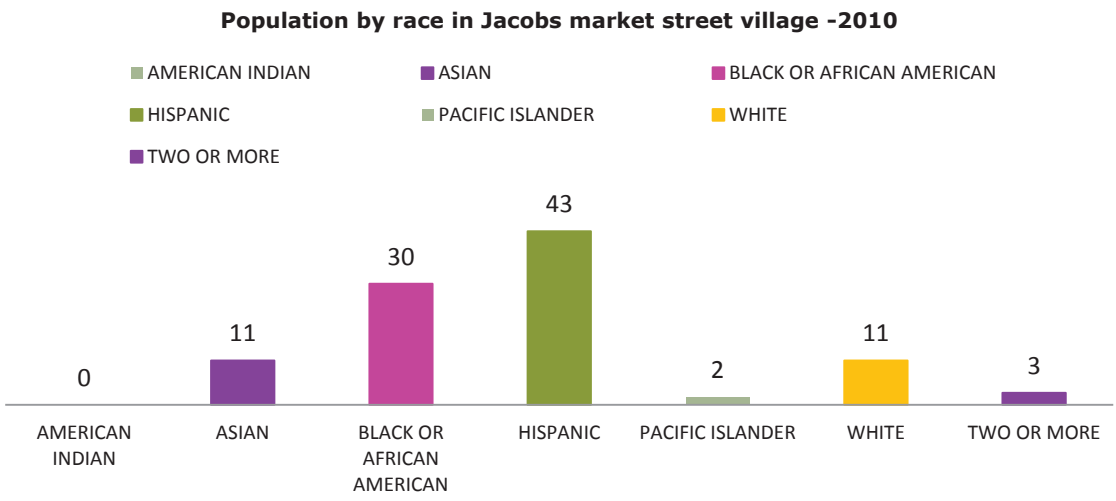
Jacobs Market Street Village, is located in Southeastern San Diego, Euclid / Market Street Village, and called Diamond Neighborhood, the focus area includes the districts of Chollas View, Emerald Hills, Lincoln Park and Valencia Park, parts of the district Encanto South, and a part of National City. 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 planning in San Diego. According to surveys form and demographic area consists of the largest ethnic group in any San Diego jurisdiction. The Community Plan was born in 1969, and became the basis of the City's "Model Cities Program." In 1987 the community plan was updated and adopted by the Council.

From workshop" Revitalizing San Diego" of 28 November 2012 shows that the population has a very low income, but the figure that emerges from all the low level of education compared to the entire city of San Diego.

One of the features of this community plan, is the identification of the various neighborhoods within the planning area. This includes a move toward establishing neighborhood identity which is linked to each neighborhood's culture and history through the involvement of citizens and the establishment of revitalization teams.

The Euclid Market area is one of the most diverse areas in San Diego, and have the largest ethnic group in the mile surrounding the Euclid and Market intersection is Non-Hispanic Blacks (40%), followed by Hispanics (36%), Asians (20%), and Non-Hispanic Whites (5%).

	SESD	City of San Diego
Total population	107,185	1.321,000
Households	27,136	486.433
Av. Household Size (persons)	3.9	2.6
Average Age (years)	30.4	36.2
Media Income	$37,492	$62,513
Per Capita Income	$12,697	$31,777
Population with less than high school education	46%	15%
Families below poverty	26%	10%



The context at the time

The transformation of the Market-Euclid hub began with an old Social Security building, being renovated by the City and becoming the Tubman-Chavez Center. Another important vacant lot becoming the site of the new Valencia Park/Malcolm X Library, the Elementary Institute and technology center, and state-funded land-planning at this important community intersection. These early efforts inspired resurgence. The community envisioned a beloved community with quality facilities, award-winning design, a vibrant sense of place, and networks that could nurture children as the highest priority.

Figura 6: The Context Yesterday and Today

. Physical development of the site gave rise to the concept of resident Working Teams and provided the foundation for the Plaza as a "double bottom line" project. Their work resulted in a Spirit of Partnership Agreement that maximized community benefits like local hiring and purchasing from local businesses. Opened in 2001, Food 4 Less was the Plaza's first business, and quickly became one of the chain's best performing stores in the region. The major restoration of Chollas Creek from a hazardous liability to a natural greenbelt asset, and the building of a community amphitheater, gave life to outdoor spaces. By 2005, the Plaza was fully leased, with all of its stores and restaurants open for business. The JMSVs today, is a mixed-use projects, economic, social, and environmental sustainability, including an assessment of Village plans against LEED-ND (Leadership in Energy and Environmental Design for Neighborhood Development) criteria. In November 2010, the Village was selected as one of five gold-level Catalyst Communities by the California Sustainable Communities Council to receive priority points in the bid process for State Housing and Community Development, Caltrans, and urban greening grants as a model for building liveable communities.

PART B

Planning Decision

The JMSVs was the city's response to the need to accommodate population growth in a city that has run out of raw land. The strategy, was to accommodate growth in centers close to transit with potential for redevelopment, in what planners call Transit Oriented Development (TODs). (N.Calavita, 2010). 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. The benefits are many, among them for example, reducing car travel and pollution/greenhouse emissions, saving on car expenses and fighting obesity. A plan prepared by the Coalition of Neighborhood Councils, called *Shaping the Future of the Euclid- Market Neighborhoods: A Community-Based Plan for Equitable Development,* prepared in 2002 was first to propose a TOD. That plan became the basis for the City of Villages competition and the plan that can be seen on large billboards around the community.

The City of Village Strategy and TODs are an application of Smart Growth, the planning approach that tries to encourage development in already urbanized communities for environmental, equity and economic reasons. Both SANDAG and the State of California encourage this approach. They restoring vitality to older urban neighborhoods through equitable development and an eye toward transit-centered compact design, mixed land uses, environmental sustainability, and community benefits.

Figura 7: Planning Initiative

•The area surrounding the Market Street and Euclid Avenue hub was dominated by brown fields. Vacant or deteriorating industrial sites had become the central feature of a largely residential area.

•The Village at Market Creek has been the platform for resident involvement in and learning about land planning. Through these planning efforts — Euclid Place3s Plan in 1997, the EMAT Plan in 2002, and the City of Villages Plan in 2004

•In 2001, residents formed the Euclid-Market Action Team (EMAT) and expanded the vision to include over 45 acres. To date, 42.6 acres of largely vacant and/or contaminated land have been acquired by JCNI for redevelopment as part of The Village.

•In 2009, more than 100 residents made their voices heard by participating in meetings at City Hall, including those of the Land-Use Committee, Planning Commission, and City Council.

•2010, According to the San Diego Association of Governments (SANDAG), the Encanto Neighborhoods, centered around the intersection of Euclid and Market. The process started in March 2010 when a resident group called VOCAL (Voices of Community at All Levels) was organized to learn about planning and prepare the framework for the planning process. VOCAL is comprised of nine ethnic groups and nine network organizations for a total of approximately 40 residents.

•28november 2012, in according with the community, Civic San Diego and Southeastern Economic Development Corporation, during a workshop, working for a new update of the process planning.

In 1997, the area surrounding the Market Street and Euclid Avenue hub was dominated by brownfields. Vacant or deteriorating industrial sites had become the central feature of a largely residential area. Beginning with an abandoned industrial site that made way for Market Creek Plaza, residents began identifying properties that could be cleaned up and put back into productive use. In 2001, residents formed the Euclid-Market Action Team (EMAT) and expanded the vision to include over 45 acres. To date, 42.6 acres of largely vacant and/or contaminated land have been acquired by JCNI for redevelopment as part of The Village. Through three rounds of community planning, The Village at Market Creek has been the platform for resident involvement in and learning about land planning. Through these planning efforts — Euclid Place3s Plan in 1997, the EMAT Plan in 2002, and the City of Villages Plan in 2004 — the number of residents involved in the planning guide team averaged over 100. In addition, approximately 1,500 residents per year have participated in planning surveys and focus groups to guide the core planning team. For example in 2010 the Village at Market Creek won a $1.35 million award as a “Catalyst Project” from the California Department of Housing and Community Development. The award supports projects and plans that exemplify strategies to increase affordable housing supply, employment opportunities and transportation choices that reflect community values and reduce greenhouse emissions. In 2009, The city received SANDAG’s planning grant of $400,000, under their Smart Growth Incentive Program, that encourages, as the City of Villages strategy, accommodating development near transit. Encouraging mixed-use development near transit by infilling and redeveloping in urban neighborhoods is in fact a national trend supported almost universally, including the Federal Government and philanthropic foundations. Smart Growth Incentive Program grant will fund mobility and transit infrastructure studies to inform the Village planning process and provide momentum for developing the area as a smart growth pilot community. SEDC, in collaboration

with the City, will take the results of this effort and prepare the implementing ordinances. After six years of planning, SEDC spearheaded the approval of the Fifth Amendment to the Community Plan in 2009, which created a new mixed-use zone and opened the door for smart growth, transit-oriented development in the district. Today, the resident working teams for revitalizing 45 acres of blighted land, developing physical environments, and delivering maximum positive impact to the neighborhood. The MasterPlans for The Village include affordable homes about 800, and restoring 3,000 linear feet of wetlands. Over 1.9 million square feet of new construction will bring more than $300 million in contracts to the community, more than 60 new businesses, and 800 jobs.Market Creek is challenging community teams to think long term about every aspect of sustainability. Community discussion about green buildings, solar energy generation, and water usage led to a goal of becoming a LEED (Leadership in Energy and Environmental Design) Gold-Certified Neighborhood. Financial and ownership structures are in design to create financial sustainability for an integrated set of services, parks, cultural venues, and educational programs. Partnerships are key to leveraging resources and supporting the Jacobs Center work. To coordinate planning efforts, the City of San Diego, SEDC, and JCNI formed a Village public-private coordinating team to connect smart growth planning efforts, including revisions to the Redevelopment and Community Plans. The case studies partnerships is composed Jacobs Center for Neighborhood Innovation, founded in 1995 is an operating nonprofit foundation that works in partnership with the Jacobs Family Foundation and residents of San Diego's Diamond Neighborhoods. They working with residents at the intersection of forces that shape a community: social, economic, civic, and infrastructure. The innovative resident working teams are the catalyst for broad community change. We have learned that for change to be sustaining, residents must own their own change, own the planning (where vision and hope get built), own the implementation (where skills and capacity get built), and own the assets (what gives people the ability to control and leverage future change).

Figura 9 Partnership Composition

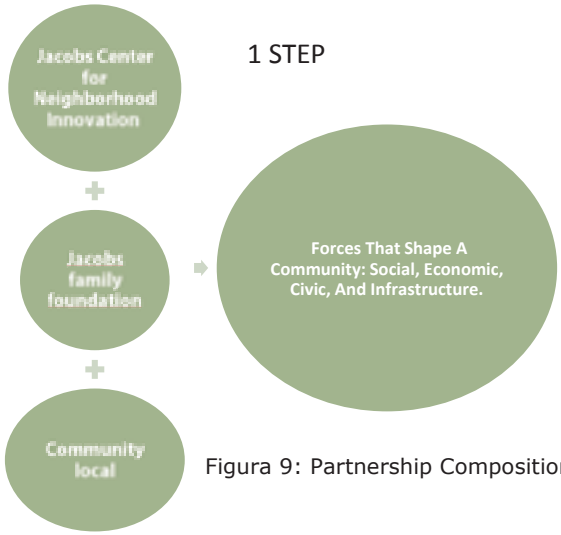
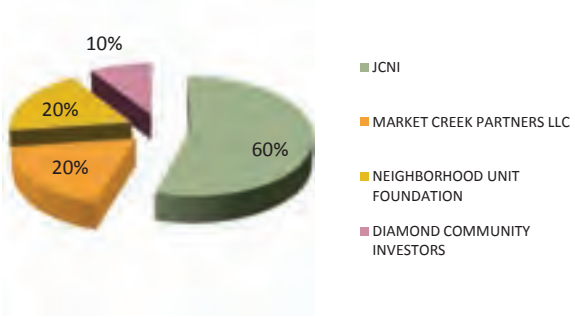


Figura 9: Partnership Composition



In the second step, 2010, many partners are project's components, Jacobs Family Foundation (JFF) explores new philanthropic roles and relationships for strengthening under-invested neighborhoods by making grants and other investments that support innovative, practical strategies for community change, the Diamond Management, Inc. (DMI)

DMI oversees the residential and commercial development, project management, construction, and property management. It is a training business with a specific focus, they work impact that develops blighted properties and recycles that value back in the neighborhoods through local contracting, capacity-building, job creation, businesses development, and the resident ownership of assets. Market Creek Partners, LLC (MCPLLC) -MCPLLC is a community development limited liability company that unites diverse communities in creating social and economic strength through innovative resident-owned. San Diego Neighborhood Funders (SDNF) -SDNF is a united philanthropic voice for San Diego's disinvested communities. Project VOCAL Partners Project VOCAL (Voices Of Community at All Levels) was formed based on components of a healthy village and ethnic representation. the component for Public Sector Partners, main are Southeastern Economic Development Corporation (SEDC), City Planning, SANDAG.

Table 2.:Market Creek Plaza Capital Structure (as of 2008)

Partner Organization	Amount(millions)	Capital Contribution	Capital Type	Program Type
Diamond Community Investors	$0.5	2.1%	20% Preferred Equity	Community Investment
Neighborhood Unity Foundation	$0.5	2.1%	20% Preferred Equity	Community Investment
JCNI	$2.35	10.0%	Junior Equity	Permanent Financing
Jacobs Family Foundation	$2	8.5%	Junior Equity	Permanent Financing
CDFI Clearinghouse	$15	63.6%	Permanent Loan	NMTC - Wells Fargo
Rockefeller Foundation	$1	4.2%	Subordinated Debt	Program-Related Investment

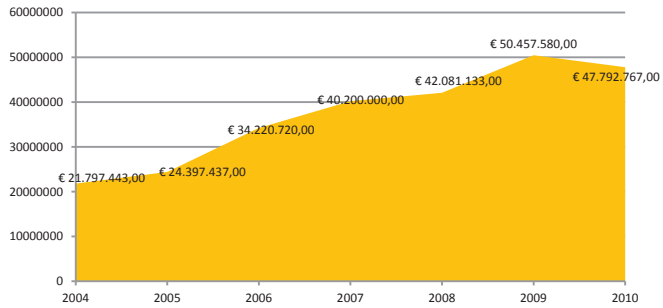
Annie E. Casey Foundation	$1.25	5.3%	Subordinated Debt	Program-Related Investment
F.B. Heron Foundation	$0.5	2.1%	Program Support	Program-Related Investment
Legler Benbough Foundation	$0.5	2.1%	Program Support	Program-Related Investment
TOTAL		$23.6		100.0%

PART C

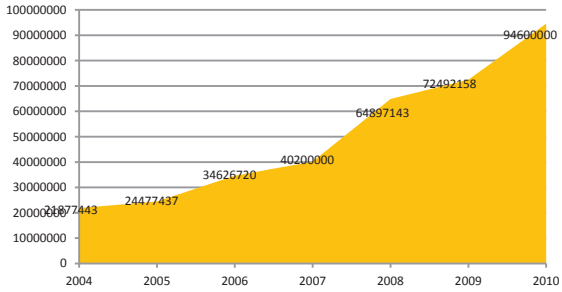
ECONOMIC DEVELOPMENT

In order to support large-scale economic opportunity in the Jacobs Community, work focuses in four areas: The first is a *Business Development*, have the role to attract new businesses and jobs to the community and to Develop a vibrant business community, an another focuses is the *Community Ownership*, it Provide opportunities for residents to invest in the development of their community and to Create systems to use profits from The Village development for both individual and community benefit; the third is a *Social Enterprise*, for to attract businesses that fill a community need, develop jobs, and create social and positive impact, and to provide opportunities for job training and career development. *Community Employment*, to Develop a range of job and career opportunities, from entry-level to highly skilled professional positions, and Support residents in getting and maintaining jobs.

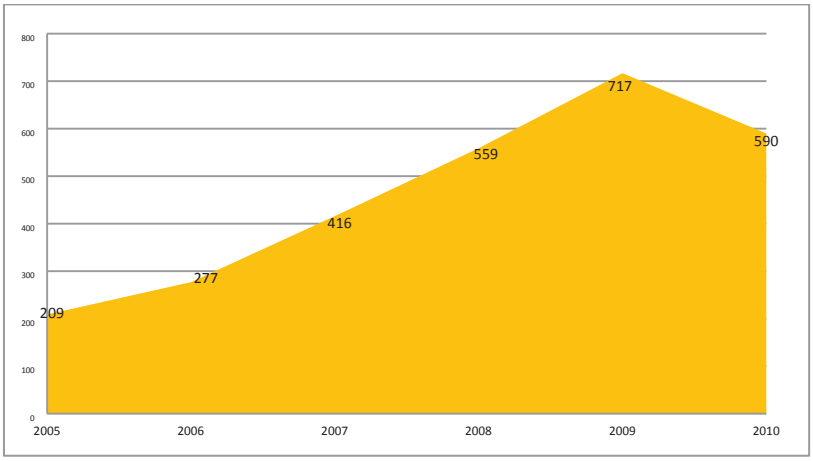
Graphic 3: Economic Activity
Activity



Graphic 4 Overall Economic



Job counts in the planning case study have grown from the original seven jobs to its current 590 jobs. In 2010, the jobs total, is down 18% from its high of 717 the 2009. But important is the difference between Full-time jobs and part time job, in The Village increased by 14 jobs (6%) from the prior year to 245, while part-time jobs decreased by 141 (29%) to 345.



Graphic 5: Job Creation

Jobs within The Village stand at 30% of the overall goal projected for The Village when complete of 2,000 jobs for the future. Of the 590 employees in The Village, 49% are from the community and 73% are people of color. Both originally projected at 65%, community employment continues below its benchmark for a second year, and minority employment continues to beat its benchmark by 8%.

Conclusion

The case study in about 15 years with stories of successes and failures, and 'to be considered as a case of "pilot study", mainly due to the dynamic and "global" community, held during the decision-making for the development of areas " local ", although maintaining its own identity 'history and culture.

From the analysis conducted on the case study we can confirm that the jacobs market street village has responded well to the new trends dictated economic geography where the "business capture business", and the process of clustering, in fact, the Transit Village born in the vicinity 'of the transit station , and 'became one of the nodes or hubs linking priority between rural and downtown San Diego, the public space that is generated has the important function of being a meeting place for the community, a place for special events and a place for celebrations - a modern version of the Greek agora (Cervero, 2008).

The approach of the community 'has played a key role in the processes of urban regeneration of this degraded areas, through the investigation of this case study shows the character of the community', and the ability of individuals to cooperate with the forces of planning for a strategic Joint Action. Without the intention participative would not have ever created in this area, many referred to as "food desert", strong social networks and financial resources, safe neighborhoods, schools and a growing number of houses of good quality, careful planning and a adequate development of local resources.

During the interviews with some of the protagonists of the community, a phrase strikes "civic engagement turn innovation and creates opportunities", so it appears that the work of partnership between the public and private sector is the key to success, even for the sharing the "end", that is, develop a common vision, clear barriers, build consensus, and facilitate action and create change. During these 15 years have been recovered about 20 hectares of degradation, are sown ownership for urban regeneration processes for sharing and the development of identity, history, culture and traditions.In this case study the real force of change and innovation and 'entrusted to the community', in fact, people have developed strong networks and dynamics for the construction of bridges virtual connection for the entire region, between urban and rural areas. It 's not only a technical but also sociological approach, you create intercultural understanding, and instills a sense of pride and ownership, with the aim to promote problem solving. This approach opens the door to economic opportunities and improved health, education and community safety.

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Website:
http://www.jacobscenter.org/about.htm
www.cdfi.org
http://www.marketcreekplaza.com/

PART E

VISUAL ANALYSIS

IMPERIAL AVE/COMMERCIAL CORRIDOR
San Diego, CA

Luciano Zingali, ESR, Reggio Calabria Unit

Final Report-Imperial/Commercial Corridor, San Diego-Luciano Zingali

Introduction

The Imperial/Commercial Corridor is the gateway to the greater Southeastern San Diego community. It enjos the benefits of adjacency to downtown, and convenient local and regional access by freeways and a trolley line. The corridor also provides stores, restaurants, and living and working opportunities in a more affordable, lower-scale setting compared with downtown. The corridor's unique identity is a reflection of its history, diversity, and small lot development pattern. Shaped by a community-driven process, this Imperial/Commercial Corridor Master Plan embodies the community's vision to enable a more vibrant future that supports a mix of culturally-relevant uses integrated with transit, stretscape and public space enhancements to promote vitality and neighborhood livability.

The San Diego Association of Governments (SANDAG) is the regional government agency in San Diego County responsible for developing a regional transportation plan and allocating funds for improvements. In 2008, as part of its most recent 2030 Regional Transportation Plan, SANDAG designated the Commercial/Imperial corridor as a potential “Mixed Use Transit Corridor.” The corridor was seen as a potential focus area for smart growth development because it contains both the Orange Line Trolley and high-frequency bus service. The corridor was designated as “potential,” as opposed to “planned/existing,” since its current residential density and land use regulations do not permit SANDAG’s target of 25 dwelling units per acre. As a result, the City applied for and was awarded a “Smart Growth Incentive Program” grant to conduct a planning study to identify potential development opportunities that could propel the corridor into a true Mixed Use Transit Corridor.

As stated in the City’s grant application to SANDAG, the objectives of this planning study, known as the Commercial/Imperial Corridor Master Plan, are to:

- Reach out to the community and stakeholders to create a new long-range vision for the corridor.
- Identify areas of transition and target areas for new mixed-use development through land use recommendations consistent with a smart and sustainable growth strategy.
- Develop urban design concepts and guidelines that will preserve the fabric and character of the community by guiding new development to establish a contextual relationship with the established neighborhood.
- Analyze the existing multi-modal mobility network of infrastructure to assess deficiencies in the system. Improve mobility and express community identity through streetscape design concepts unique to the community.

Identify opportunities for strategic investment in public improvements to improve connectivity, safety, and pedestrian and bicycle connections to the 25th Street and Imperial Avenue, and 32nd Street and Imperial Avenue transit stops and surrounding homes and businesses and the Comm22 project.

The Planning Area lies within Southeastern San Diego: a large urbanized and ethnically diverse community located adjacent to downtown San Diego. Southeastern San Diego lies south of Highway 94, west of Interstate 805, east of Interstate 5, and shares a border with National City.

The Planning Area for the Commercial/Imperial corridor extends from Interstate 5 in the west, Highway 15 in the east, Valley Place to the south, and alley between L Street and Imperial Avenue to the north. The corridor extends through several neighborhoods including Sherman Heights, Logan Heights, Grant Hill, and Stockton. Chollas Creek runs through the east end of the Planning Area, parallel to Highway 15.

Southeastern San Diego Community Plan

The San Diego General Plan, updated in 2008, is a comprehensive "blueprint" for San Diego's growth over the next 20 years and the foundation for land use decisions in the city. It expresses the community's vision and values through ten guiding principles. It also defines the City's strategy for future land uses. Central to the plan is the "City of Villages" strategy which focuses growth into mixed-use activity centers that are pedestrian-friendly districts linked to an improved regional transit system. The Plan meets State requirements and creates a community vision through the following ten elements:
Land Use and Community Planning; Mobility; Economic Prosperity; Public Facilities, Services and Safety; Urban Design; Recreation; Historic Preservation; Conservation; Noise; and Housing. Lastly, the General Plan identifies over 50 community planning areas in the city for which community plans will be developed or updated to provide more detailed plans and policies, including land use designation, to guide change and growth.
The Southeastern San Diego Community Plan provides a framework to guide development in the Southeastern community. Originally adopted by City Council in 1969 and updated in 1987, the Plan is expected to be updated again in the next few years. The Plan identifies key issues, goals, and implementation actions for the 7,200-acre Southeastern area: south of State Highway 94, between Centre City and Lemon Grove, and north of National City and Skyline-Paradise Hills. The Commercial/Imperial Corridor Planning Area lies at the west end of the Community Plan.
The Plan addresses the following "key issues" in the community through its policies and regulations: need for employment opportunities and commercial shopping; concerns about density; community design and appearance; adequate public facilities; and the disproportionate number of assisted housing projects and social services in the community.
A central policy for addressing these issues is designating future Community Plan Land Uses. Within the corridor, the Plan designates most of Imperial Avenue as Multiple Use and Commercial Street as Industrial. The Plan's Industrial Recommendations (to be codified as standards by the City Council) prohibit auto dismantling, junk yards, and recycling industries, and establish standards to improve the aesthetic and environmental quality of industrial uses through screening, landscaping, and prohibition of toxic materials. However, these recommendations have not yet been adopted into the Southeastern San Diego Planned District Ordinance list of prohibited uses (for more information see Chapter 15 Article 19, Southeastern San Diego, Appendix A: Uses).
The Plan provides more detail on existing conditions and future objectives for each of the neighborhoods within the Southeastern community. Since the corridor extends through several neighborhoods, defined in the plan—Sherman Heights, Grant Hill, Stockton, Logan Heights, and Memorial—there are many policies that affect the Commercial/Imperial corridor including: strong code enforcement, commercial revitalization at Imperial Avenue and 30th Street, rehabilitation of existing business properties and façades, and development regulations to reduce conflicts between industrial and residential uses. Notably, the construction of the Central Division Police Station and rezoning Imperial Avenue area to multiple uses have already been implemented.

Grant Hill and Sherman Heights Revitalization Action Program

Adopted by City Council in 1998, the Grant Hill Revitalization Action Program describes implementation actions to revitalize the historic Grant Hill neighborhood. The Program's boundaries do not overlap with the Commercial/Imperial Planning Area, but are located

immediately to the north. The program defines five overall strategies: neighborhood clean-up, public safety, public improvements and services, jobs and economic development, and neighborhood celebration. Specific strategies that affect the Planning Area include traffic calming on heavy-use streets such as Imperial Avenue. Consistent with the Sherman Heights Revitalization Action Program, this program cites 25th Street as a primary connection and recommends streetscape improvements to this street as well as Imperial Avenue, and 28th and 30th streets. In addition, the program recommends zoning changes to the Southeastern San Diego Planning District Ordinance to allow for increased densities and mixed-use development around the trolley stations, as well as amendments to development and design standards.

Adopted by City Council in 1995, the Sherman

Heights Revitalization Action Program identifies strategies and projects to revitalize the historic community of Sherman Heights. The program's boundaries overlap with Commercial Street and Imperial Avenue between I-5 and just east of 24th Street. The Program's vision calls for streetscape improvements, such as lighting and landscaping, façade improvements, traffic calming, community services, housing rehabilitation, and neighborhood policing/defensible space strategies. The Program's key recommendations within the Commercial/Imperial Corridor Planning Area are to develop an urban plaza around the intersection of Commercial and 25th streets to create a vibrant focal point for the community and to revitalize the Farmers' Market site into a more vibrant indoor and outdoor marketplace. In addition, the program designates 25th Street as a primary connection within the Sherman Heights community and to the rest of the city, linking Balboa Park to San Diego Bay.

Imperial/Commercial Corridor Master Plan

The Master Plan emerged out of a planning grant from the San Diego Association of Governments to identify target areas for new mixed-use development, improve mobility, and express community identity through streetscape design concepts. These objectives are reflected in vision, principles, and recommendations.

The Master Plan progressed with an integrated community outreach and technical process: balancing the perspectives of community members and other stakeholders with technical analysis, environmental conditions, market projections, traffic projections, that will affect future development possibilities and quality of life. Through the planning process, community members were offered a variety of opportunities to help develop a vision and plan for the corridor that reflects the community's priorities. Community workshops, a community character survey, and ongoing updates to the project website offered ways to share information, discuss issues and aspirations, and provide feedback on interim products. An advisory committee—the Project Working Group—met at key milestones to help shepherd the process.

The project was undertaken in four phases, as shown in the graphic below:

1) The Existing Conditions/Visioning phase included extensive community outreach efforts to understand issues, aspirations, and concerns in the Planning Area. Activities included two meetings with the Project Working Group, a community-wide workshop, and a community character survey. Supplementing these activities, City staff and consultants prepared technical studies which culminated in a Market Demand Study and an Existing Conditions Report, which analyzed land use, mobility, and environmental issues. A community vision and a set of guiding principles emerged from this first phase and provided direction for subsequent phases.

2) During the Alternative Concepts phase, the planning team prepared three land use and mobility concepts to test alternative choices for future development.

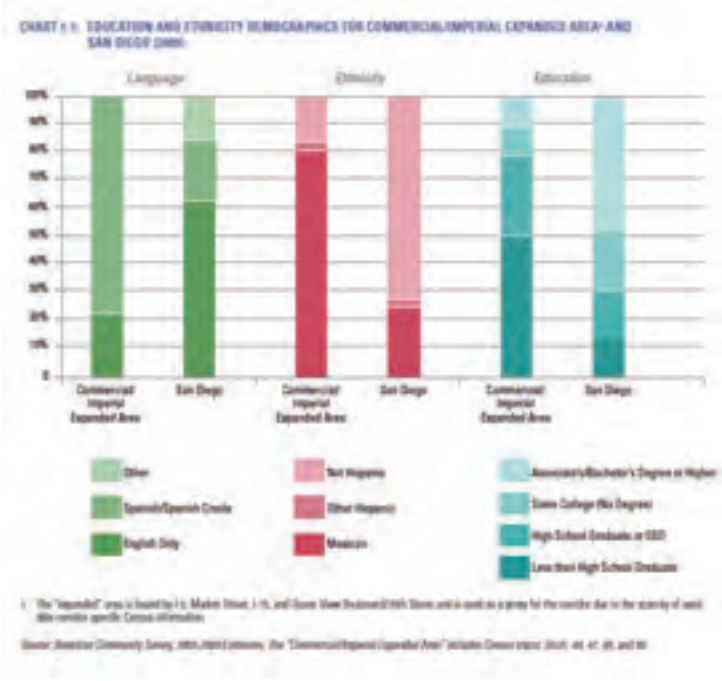
The emerging vision and principles served as the basis for the development of alternatives; each alternative strived to meet the vision and guiding principles in different ways. The Project Working Group reviewed and provided feedback on the alternatives, selecting components of each of the alternatives in recommending a preferred plan.

3) The Alternatives Refinement/Preferred Plan phase formed the bridge between exploration of various options and this Master Plan. The Project Working Group and community at-large discussed the preferred alternative and shaped the preferred vision, land use, mobility, and urban design strategy for the corridors. This step provided the basic framework for the Master Plan preparation.
4) The Master Plan and Implementation Strategy phase represented the preparation of the Master Plan and will ultimately include its implementation, through an update to the Southeastern San Diego Community Plan.
The Master Plan provides a focused set of recommendations for the corridor for inclusion in the Southeastern San Diego Community Plan. The Master Plan will not be adopted by the City Council. Rather the recommendations will be folded into the plan update process and that effort will ultimately be adopted by the City Council.
The Community Plan will list and prioritize funding for public projects, such as open space and streetscape improvements described in the Master Plan. However, on private land in the corridor, owners of properties and interested developers will ultimately decide on when and what to build. Some development may take place in the short-term; as the economy recovers and land becomes scarcer downtown, there may be more interest in development in the corridor. Other development projects may take 15 or 20 years to come to fruition. The availability of funding on the part of the City (e.g. through capital improvements program funds), timing of key public improvements, and the general economic and lending climate for private development, are some of the factors that will affect the timing and extent of redevelopment and revitalization.

Demographic Profile

The corridor and surrounding neighborhoods represent one of the most diverse communities in the city, with a range of ages, household types, income levels, and languages spoken.
The greater corridor is home to population of nearly 20,000, along with a job base of approximately 500. Compared to the city overall, the greater Commercial/Imperial Corridor has larger average households and more overcrowding within housing units (defined as more than one occupant per room). Households in the
corridor have substantially lower incomes compared with the rest of San Diego's households, with 37 percent of households reporting incomes below the poverty level within a 12-month period and a median income of $29,188.
The education levels trend similarly, with 86 percent of San Diego residents having completed high school or even higher education, compared with only 49 percent of Commercial/Imperial residents.
The Hispanic heritage of the Planning Area is exemplified by the 77 percent of households who speak Spanish at home. Approximately 80 percent of residents identify Mexico as their origin country.
The "expanded" area is bound by I-5, Market Street, I-15, and Ocean View Boulevard/28th Street and is used as a proxy for the corridor due to the scarcity of available corridor-specific Census information. These statistics suggest that good job opportunities, access

to education, and availability of affordable housing are essential to ensuring that residents have a good quality of life in the future.



Community Character and Urban Form

The Imperial/Commercial Corridor is conveniently located within the city and the region, with easy freeway and trolley access to downtown, National City, Balboa Park, and San Diego Bay. Small blocks and a large network of streets and alleys provide many routes through the community. This also allows businesses along Commercial and Imperial good delivery and distribution access. However, with this great access come barriers to circulation. The three highways I-5, I-15, and Highway 94 that encircle the neighborhood result in dead-end streets. In addition, overpasses have allowed homeless persons to camp out under overpasses, reducing real and perceived safety and movement in and out of the neighborhood. The corridor and surrounding neighborhoods have good east-west access, particularly north of Commercial. But connections in the north-south direction and south of Commercial Street are fewer, especially where the street grid shifts west of 28th Street.

The Commercial/Imperial corridor is characterized by a fine-grain pattern, with small building footprints and lot sizes. Many of the businesses are targeted to the varied ethnicities within the surrounding neighbor hood, which contributes to a strong identity and fairly cohesive streetscape character with a heavily Hispanic influence. Imperial Avenue has a consistent street section, fairly regular street trees, and sidewalks in passable condition. The streetscape is active with pedestrian and vehicular traffic.

In contrast to the vibrancy and walkable feeling on Imperial Avenue, Commercial Street is dominated by vehicles and transit, while pedestrian comfort is significantly marginalized. This difference in character is largely due to two dominant factors: a wide street section to accommodate trolley lines, and the predominance of industrial land uses found in the eastern two-thirds of the Planning Area. The large parcel size of the industrial uses, coupled with a wider street, fewer street trees and irregular sidewalk conditions, contributes heavily to a general feeling of exposure for the pedestrian. Despite this, the corridor is active with trolley commuters (especially within the vicinity of the two trolley

stops) and vehicle traffic at the recycling businesses. 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. This intersection is highlighted by the shifting grid which creates triangular blocks along the south side of the street. This area, stretching generally from 24th to 29th streets is also characterized by smaller parcel sizes and a more small-scale quality than the rest of the Commercial Street corridor.

Within the Planning Area, the western end of Imperial Avenue has an open feeling, with more vehicular traffic, slightly larger parcels, and fewer street trees. East of 25th Street, it assumes a more localized character, with a mix of restaurants, small service businesses, and residences.

This portion of Imperial Avenue also has more regular street trees and more pedestrian traffic on the sidewalks. The Imperial Avenue street section is very consistent, and has a slight difference in the sidewalk conditions at residential uses versus commercial uses. At primarily residential uses the sidewalk is typically ten feet wide, with a four-foot planted buffer between the sidewalk edge and the property line. The commercial uses along Imperial Avenue have 14-foot wide paved sidewalks from curb to property line with small five-by-five foot planting areas cut-outs for street trees, generally spaced 25 to 35 feet on center. Imperial Avenue is a two-way street, with one travel lane in each direction, a center turn lane, and parallel parking on both sides of the street throughout the length of the corridor.

Street tree species vary, with the majority of the trees being the Camphor tree (Cinnamomum camphora), and include some intermittent Queen Palm (Syagrus romanzoffiana) and several Canary Island Date Palms (Phoenix canariensis). Planting areas are limited to small cutouts within the sidewalk and are generally not very well tended or successful. Sidewalks are generally in fair condition, with some heaving of pavement due to tree roots. Tree grates are not found on Imperial Avenue, and few street furnishings such as benches, trash receptacles, or bike racks are provided. Lighting is limited to vehicular pole lights and does not provide good illumination for pedestrians at night. Sidewalk seating at restaurants is very limited, and generally seating is not available for pedestrians except at bus stops. Overall, the character of the street is provided by the activity of the pedestrian and a varied mix of small businesses and single family homes. Many storefronts are brightly colored and engaging, though public art on Imperial is limited to a mural at the corner of 32nd Street.

Though consistently wide to accommodate vehicular traffic and trolley tracks, the Commercial Street section varies significantly depending on adjacent land uses. At the 25th Street trolley stations, waiting platforms are within the street, separated from the curb by one parallel parking lane and one travel lane.

Two sets of tracks run east-west, followed by another vehicular lane with no parallel parking. Sidewalks in this area vary and are about ten feet wide with typical five-by-five foot tree planting cut-outs. Despite its overall width, the street at the trolley stops appears cramped at the waiting platforms, with one traffic lane in each direction providing auto, bus and service access in addition to the parked cars.

Noticeably more street trees are found in the blocks around the 25th Street trolley station, with African Sumac (Rhus lancea), and Podocarpus (Podocarpus gracilior) being most abundant. Mature Canary Island Palms (Phoenix canariensis) lend strong character at the west bound station, and Cajeput trees (Melaleuca quinqhenervia) at both the 25th Street and 32nd Street Stations provide continuity. Additionally, at 25th Street, the north side of Commercial provides a wider setback to the building edge, creating more space for planting and includes several Jacaranda trees at the corner. At the trolley station waiting

platforms, overhead awning structures, public art pieces, and tiled art seating lends some interest to the streetscape. Beyond the trolley station areas near 25th Street, the majority of Commercial Street is characterized by large-parcel industrial and light manufacturing uses, a wide-open street section, and the trolley tracks. Sidewalks are narrower or nonexistent in some locations, street trees are irregular and generally in poor condition, and pedestrian lighting is sub-standard. Along this eastern section of the corridor, sidewalk conditions for pedestrian use are severely impacted by impediments related to land use. The walking surface is often interrupted by building entries, loading docks, and trolley catenary poles jutting into the walking zone approximately every 140 feet. Continuity of access along several blocks is impossible, especially for wheelchairs, where catenary poles and tree cutouts effectively cut the sidewalk width below three feet, and “dead end” conditions at ramps and loading docks are common.
At the east end of the corridor, the 32nd Street trolley stop, which feels separated from the street itself, is positioned on the curve as the trolley tracks arc north from Commercial and over Imperial. The separation gives this stop its own character, enhanced by the curve, consistent Melaleuca trees, and adjacency to the adjacent church at the corner of 32nd Street and Imperial Avenue.

Historic Resources

As one of the oldest neighborhoods in San Diego, Southeast has many historic resources and adopted programs to protect them. The only registered historic building in the Planning Area is the Claus A. Johnson Commercial Building at 2602 Imperial Avenue. The Sherman Heights Historic District extends into the northwest portion of the Planning Area.
The area was originally subdivided by Captain Matthew Sherman in 1869 and settled by a variety of groups including business people, government workers, and construction tradesmen. The Grant Hill Park Historic District lies just to the north of the Planning Area. It was originally subdivided in 1887 and later developed by Ulysses S. Grant, Jr. (though it was named after U.S. President Ulysses S. Grant, Sr.). Both districts enjoy historically significant structures and beautiful mature trees that contribute to the community’s identity.
Preservation of these districts and implementation of historic preservation policies are describes in the Revitalization Action Programs and in adopted Design Criteria and Guidelines for both of these districts. In particular, policies call for the revitalization of Imperial Avenue to provide jobs and business
opportunities. For the portion of the Planning Area that lies within the Sherman Heights District, alternations and new development must be completed with sensitivity to the historic character of the district, and lot consolidation is discouraged.

Framework: classification of use (cicmp_full)

The land use framework provides the foundation for future development in the corridor. The Land Use Diagram (Chart 2.1) seeks to achieve the vision expressed by the community to allow a greater mix of uses in the corridor, preserve some industrial jobs, and ensure that development is sensitive in terms of heights and densities to the existing character. Transit-oriented development (TOD) nodes are shown at both of the existing
trolley stops, identifying locations where higher intensity development may be appropriate. Conceptual locations for parks or plazas are symbolized on the maps to illustrate that open spaces should be developed in tandem with new development. The San Diego General Plan specifies a series of land use designations that may be used in community plans to fit the needs and desires of individual communities.

These use classifications will be formally adopted as part of the Southeastern San Diego Community Plan Update.

The west end of the corridor is designated Community Commercial (Residential Prohibited) to provide opportunities for more retail, office, and job opportunities close to downtown and I-5. Residential uses are undesirable due to noise and air quality impacts from the freeway. The Neighborhood Village designation is shown around the 25th Street trolley stop and along Imperial Avenue from 22nd Street to 30th

Street to allow a mix of uses, which is not permitted under the current (as of 2012) land use designation. The Neighborhood Village designation is further subdivided into two density levels: Low and Medium. The Medium designation is applied closest to the trolley stop to provide more opportunities for residents and workers to live and work near transit. The Community Village designation, which permits the highest densities of any land use category in the corridor, is only applied to the COMM22 development project. East of 28th Street, Commercial Street is designated as Light Industrial, consistent with the existing land use designation and to preserve some industrial land in the corridor. On Imperial Avenue, between 30th Street and Highway 15, Residential Medium and Medium High designations are shown to maintain the primarily residential character of this segment of the corridor. Around the 32nd Street trolley stop, Community Commercial (Residential Permitted) permits a wider range of uses than is currently allowed, providing opportunities for new mixed-use development integrated with the trolley station. Parks and open space will be essential to ensure a high quality of life for community members and to create complete neighborhood; locations are shown conceptually along the corridor.

The Land Use Diagram also identifies streets where “active” commercial ground-floor frontages are required to focus retail development and create vibrant pedestrian oriented centers. Active uses include uses with building that have transparent surfaces that allow window-shopping, and entice customers inside, such as: retail stores, restaurants and caf.s, markets, personal services (e.g. hair salons), and even offices with lobbies or groundfloor suites. This overlay is shown specifically around the intersection of Imperial Avenue and 25th Street. This area could build on existing public facilities and foot traffic to become a center for the community with retail uses and a gathering space for a farmers’ or open-air market.

One of the corridor’s challenges is the proximity of industrial uses to homes. Industrial and auto uses can have negative impacts on workers, residents, children, and other sensitive receptors due to loud noises from machinery, unappealing facades and open industrial yards, and potential hazardous emissions. The Master Plan addresses compatibility between industrial and residential uses in the short-term through measures such as noise mitigation (i.e., controlling noise at the source), screening operations with shrubs or well-designed walls, as well as enforcement of the City’s existing codes (e.g. containing auto wrecking operations within structures or behind fencing). State and federal agencies are also responsible for protecting community health through enforcing air quality rules identified by the Environmental Protection Agency, the California Air Resources Board, and the San Diego Air Quality Management District; as well as 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, and laws and regulations of the California Department of Toxic Substances Control and the County Department of Environmental Health. Some businesses have already made an effort to soften and screen the sidewalk edge through the introduction of vines and planting, or by painting large walls with murals. Vines can be introduced on fences and walls where wide planting areas are not feasible. The addition of vegetated cover to these blank surfaces can provide immediate impact to increased pedestrian comfort on the street, while screening the industrial uses.

The Corridor land use

The Imperial/Commercial Corridor was developed before the application of current zoning regulations, resulting in a patchwork of land uses, primarily residential, industrial, and commercial. Thus, the corridor enjoys a rich mix of housing types, small businesses, everyday shopping, and employment opportunities, but also uses that are not always compatible, such as residential uses that abut auto-wrecking and industrial properties. The new use provides a land use strategy to help realize culturally-relevant and transit-supportive uses expressed in the community vision, while still preserving the neighborhood's diversity of uses.

The Commercial/Imperial corridor is composed of a range of land uses Unlike many other areas of the city that have single-use districts, the Commercial/Imperial corridor exemplifies a multiple use pattern, with single-family homes, auto repair shops, retail stores, and industrial uses directly adjacent to each other. Commercial and residential uses are predominant along Imperial Avenue, while industrial uses dominate Commercial Street. Chart 2-1 describes land uses in the Planning Area, by

acres. There are just 83 acres of land in the Planning Area. (This total does not include the 58 acres devoted to rights-of-way.) Residential and industrial uses represent the largest share: 31 and 29 percent of land area, respectively. Industrial uses include junkyards and recycling centers, warehousing, and light manufacturing. Commercial retail, which includes auto repair shops, restaurants, grocery stores, and other small businesses and retail stores, accounts for 16 percent of land area. Vacant sites and parking lots represent ten percent, office uses accounts for two percent, while open space represents just one percent of the area

[1] Does not include roads and other rights-of-way.
Source: City of San Diego, 2011

Residential e non residential space

There is over 900,000 square feet of business and institutional space in the Planning Area.

Industrial and commercial sectors represent the largest share of non-residential space, with over 340,000 square feet each, and institutional building area (primarily the Police Station) with about 135,000 square feet of space.

There are roughly 460 housing units within the Planning Area. Just over half are multi-family, 44 percent are single-family units, and the remainder are mixed-use residential units (e.g., housing above retail). These residential units translate to approximately 1,700 residents assuming 3.8 persons per households. However, the “expanded area” is primarily residential with approximately 3,500 housing units. Of these units, 61 percent are single-family, 22 percent are in two- to four-unit buildings (i.e., attached single-family or multi-family), 11 percent are in five- to 19-unit buildings, and five percent are in buildings with 20 or more units. Consistent with these housing types, densities average 14 dwelling units per acre in the expanded Commercial/Imperial corridor area, and somewhat higher, 17 dwelling units per acre, within the Planning Area itself.
More than half of housing units in this expanded area were built before 1949 meaning they are more than 60 years old; units throughout San Diego are much newer by comparison. Approximately 70 percent of housing units around the corridor are renter-occupied, compared to 50 percent in the city as whole.

Public facilities: school, park and open space

There are several schools and public facilities in the Southeastern Community Plan Area, but only one facility is located in the Planning Area: the recently completed Central Division Police Station. Several community centers and the Logan Heights Library are all located within the vicinity of the Planning Area (within a half-mile or 10 minute walk north or south of the Planning Area). Over 3,300 students attend elementary and middle schools at these schools. All students are considered economically disadvantaged and on average three-quarters of students are English Language Learners. There are no high schools in the area, so students must travel outside the community to attend high school
Open spaces are limited to enhancements made by businesses or institutions, such as a small public area with enhanced planting at the 25th and Commercial streets intersection. Within a half-mile north or south of the Planning Area), several parks are within a ten-minute walking distance. These parks include Grant Hill Park, Chicano Park, Memorial Park, and the fields associated with Sherman Elementary School that are joint use facilities. At 28th and L streets, a single basketball court is open to the public. Overall, the neighborhood is generally under served with regard to open space, which was raised as a concern by many residents during community outreach meetings.
In total there are 21.5 acres of parkland near the Planning Area, with the vast majority of this park area coming from Memorial Park. In addition to these parks maintained by the City’s Parks and Recreation Department, the City has joint-use agreements with the San Diego School District to use school facilities—including Sherman and Kimbrough Elementary Schools—during non-school hours. However, in practice coordination of these shared facilities has been logistically challenging according to community stakeholders.
Compared with the City’s standards, the provision of parks in the area around the Commercial/Imperial corridor is quite low: 1.1 acres per 1,000 residents. The Parks and Recreation Department recommends a park to-population ratio of 20 acres per 1,000 residents for all open space (including regional parks such as Balboa Park). Furthermore, General Plan standards call for neighborhood parks (~10-acre parks) to serve about 5,000 people within a half-mile radius. Community parks (~20-acre parks) are recommended by the General Plan to serve up to 25,000 people within a radius of one and one-half miles. According to the Southeastern San Diego Community Plan, the City has made progress toward achieving these standards through joint-use agreements with the School District.

Imperial/Commercial Corridor: Project objectives and strategy

A community vision statement and set of guiding principles emerged from Project Working Group meetings and community visioning workshops and was subsequently refined and endorsed by the Project Working Group. The vision and principles provide a foundation for the land use and mobility framework and policy recommendations. Policy recommendations are more detailed statements for how to achieve the vision and guiding principles, providing clear steps to implementation through the Southeastern San Diego Community Plan and other implementing plans.
For the Community Vision: "*A Commercial/Imperial Corridor that is vibrant, diverse, family-oriented, safe, and celebrates the neighborhood's history and sense of community. The corridor capitalizes on its transit access to support a mix of culturally relevant uses, including stores, restaurants, and other businesses; a diverse range of housing; and public facilities, including arts, education, recreation and open space. Streetscapes foster community identity, provide opportunities for plazas and other gathering spaces; and enhance pedestrian and bicyclist safety and comfort, while preserving automobile movement. A network of northsouth transit routes complements the eastwest trolley lines".*
The principals objectives are:
- Create an inclusive community that supports a diversity of ethnicities, income level, ages, businesses, and architectural styles.
- Celebrate the corridor's historic roots as a working-class, African-American, and Hispanic community.
- Improve community health by facilitating safe walking and biking routes, promoting good air quality, reducing noise impacts, providing access to healthy foods, and expanding park and recreation opportunities.
- Develop a mix of employment, residential, live/work, retail, restaurant, public gathering space, and cultural uses and a variety of amenities and services to support a balanced and vibrant community. Encourage transitoriented development around trolley stops.
- Reinforce Imperial Avenue's identity as a mixed-use corridor, with vibrant ground-level uses in several stretches. Explore feasibility of transit-oriented uses around trolley stops along Commercial Street.
- Accommodate a range of household types and a variety of affordability levels.
- Develop an urban park system comprised of parks and open spaces with a range of functions and sizes.
- Create a multi-modal circulation system that supports the safe and efficient movement of pedestrians, bicyclists, transit, and vehicles.
- Retain and enhance street parking opportunities.
- Support opportunities for arts, cultural, educational, and job training for children, teenagers, and adult community members.
- Support job opportunities in light industrial, commercial, and new start-up sectors.

The overall concept of the Master Plan directs development into mixed-use centers around the two existing trolley stops at 25th and 32nd streets. 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 will 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, façade improvements and local shopping. The uniqueness of each street in the corridor is retained as part of the land use and mobility strategy.

Sustainability is an inherent component of the Master Plan. The vision and land use plan support a mix of land uses to provide new homes and affordable housing in proximity to jobs, shopping, and services. The circulation plan and streetscape designs support a corridor that is safe and convenient for pedestrians, cyclists, and transit users. The urban design strategy supports celebration of culture and preservation of historic resources. Lastly, the economic development plan supports a variety of businesses, well-paying jobs, and adherence to fiscal sustainability to ensure a healthy economy. Together, these strategies can help to improve community health and quality of life, while reducing greenhouse gas emissions and negative air quality impacts.

Imperial Avenue will remain as a mix of residential and commercial uses, but new and revitalized development around the trolley stops will enhance pedestrian safety and comfort. New housing, stores, and restaurants will enhance the vibrancy of the corridor, and focused streetscape and pedestrian improvements—such as wider sidewalks, bulbouts, traffic calming, landscaping, and street furniture—will foster pedestrian comfort. New small parks and plazas will provide community-gathering opportunities. Street and streetscape improvements create bicycle routes, add lighting, expand the pedestrian realm and improve mobility and safety within the corridor and beyond.

East of 28th Street, Commercial Street will be retained as industrial, heavy commercial, and similar employment uses. However, west of 28th Street a mix of uses is recommended to capitalize on trolley access. Industrial uses would transition over time into other uses such as residential, live/work, commercial businesses, and cultural and community facilities. In the shorter term, the Master Plan addresses compatibility between industrial and residential uses. Streetscape, sidewalk, and screening/buffering improvements are recommended to improve safety and mobility along Commercial Street and at the trolley stops.

Development opportunity sites

Development opportunity sites were identified to estimate the potential for development over the next 20 to 30 years. Although many uses in the corridor may remain the same for years to come, there are many sites along the corridor that may be appropriate for reuse in the shortor long-term. These sites include vacant or underutilized parcels (i.e., sites with low building values compared to land values, and sites with low building intensities).

Private property owners will set the pace and ultimately the amount of development over the next 20 to 30 years. Development may result in replacement of some existing buildings, driven by property owner interest and market conditions, but is difficult to predict with certainty. Estimating potential development is useful for anticipating potential impacts on traffic, parks, infrastructure and other public facilities. These estimates are intended for planning purposes only and do not represent development targets or limitations.

Context

The Commercial/Imperial Corridor is generally characterized by a fine-grain pattern, with small building footprints and lot sizes that make walking convenient and comfortable along Imperial Avenue and in limited areas along Commercial Street.

Imperial Avenue maintains a mix of small business and residential land uses, with generally one- and two-story building heights. The activity of pedestrians and a varied mix of small businesses and single-family homes influence the character of the street. Except for occasional surface parking lots facing the street, landscaped setbacks, and curb cuts, buildings tend to form a street wall, providing a comfortable scale of urban development for the pedestrian. 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.

In contrast, Commercial Street is dominated by vehicles and trolleys, while pedestrian comfort is significantly marginalized. This difference in character is largely due to two dominant factors: a wide street section to accommodate trolley lines, and the predominance of industrial land uses found in the eastern two-thirds of the Planning Area. The large parcel size of the industrial uses, coupled with a wider street, fewer street trees, and irregular sidewalk conditions, contributes heavily to a general feeling of discomfort for the pedestrian. Despite this, the corridor is active with trolley commuters (especially within the vicinity of the two trolley stops) and vehicle traffic at the recycling businesses.

As the corridors grow and change over time, compatibility with existing development and culture, and assurance of safety and security will be essential to enabling cohesive community character and a safe, vibrant place.

Key aspects for public realm improvements and design considerations are discussed below:

• *Site Planning*: Site design includes the overall orientation of buildings and open spaces and their interface with adjacent streets and development. Careful site planning supports walkability at the street level and results in a space that can be easily navigated.

The strategic location of buildings and parking can help enhance visual interest and increase pedestrian safety. Retention of views to neighborhood landmarks, such as the Farmer's Market building, will ensure that changes occur without compromising the corridor's unique character.

• *Parking Design*: Siting and design of parking areas should contribute to a safe and convenient pedestrian environment and an attractive street frontage.

Using the alley between Commercial Street and Imperial Avenue for vehicular access can reduce curb cuts, driveways, and loading areas along the main corridor.

• *Building Articulation*: Building articulation is achieved through recesses, projections, height variations, facade treatments, and individual storefronts that create visual interest and pedestrian-scaled development. Boxy buildings that lack design detail, on the other hand, can feel bulky and overwhelming, contributing to an unpleasant public realm.

• Street Interface: The relationship between the building and the street helps shape a district's identity and contributes to the overall pedestrian experience.

A cohesive street frontage with well-designed building fa.ades or site boundaries creates an attractive and identifiable character and allows people to walk, shop, and dine comfortably. In commercial or mixed-use areas, transparent storefronts and outdoor displays can make walking more visually entertaining, while landscaped property edges can make walking feel safe in industrial and residential areas.

• Community Design for Safety: Crime prevention through environmental design can help reduce actual and perceived crime. Currently, exterior security bars at windows and doors, boarded up windows, neglected buildings, sites, and sidewalks, heavy industrial activities, and homeless individuals camped out under I-5, affect real and perceived safety and restrict movement in and out of the corridor. In addition to the enforcement of property maintenance, street cleaning, policing, and provision of affordable housing, design elements can enhance community safety. These include installing pedestrian lighting, designing clear sightlines along sidewalks, maintaining low-growing landscaping, installing well-designed fences or landscaped walls at property edges, and designing clear and wellit building entrances, and windows and balconies that face the public street.

• *Signs*: Signage can help enhance a district's identity if it is carefully designed to be integrated into the public realm. Light pole banners are already well used in the corridor, adding to the cohesive character, particularly on Imperial Avenue. Directional and gateway

signage can also be used to indicate routes and entry to parks, schools, and other community destinations.

• *Public Art*: A program to encourage public art would enhance the already vibrant cultural and historical resources in the community. Simple, creative approaches to existing elements such as painting of utility boxes, trash receptacles, and seating can bring an immediate impact. Such designs can already be found at the 25th Street trolley station.

Longer term, a multifaceted program should encourage art in public spaces. The program can build on the creativity and diversity already found in the corridors, by employing local artists, hosting events, and embracing efforts to reveal the history and diversity of the neighborhood.

• *Gateways*: Specially-designed landmark elements including signage and banners or accent landscape features to be located at key entrances to the community. It is essential that gateway features be unique in design, visible to both motorists and pedestrians, and emblematic of the community. The gateway features should announce one's arrival into the community from the freeway, streetcar, and from Downtown and surrounding neighborhoods. The design of the gateway feature

should factor into the scale of nearby buildings, traffic circulation patterns, and the existing and desired character established in the community plan; and should distinguish the Imperial Avenue Commercial Street Corridor from Downtown and other neighboring areas.

Streetscape concepts

The character of Imperial Avenue is provided by the activity of the pedestrian and a varied mix of small businesses and single-family homes. Many storefronts are brightly colored and engaging, though public art on Imperial Avenue is limited to a mural at the corner of 32nd Street. Imperial Avenue has a consistent street section, fairly regular street trees, and sidewalks in passable condition. Even though sidewalks are wide (around 14 feet), very few street furnishings (e.g. benches, trash receptacles, or bike racks) are provided along the corridor, making the streetscape appear barren. Lighting is limited to vehicular street lights and does not provide good illumination for pedestrians at night. Sidewalk seating at restaurants is limited, and generally seating is not available for pedestrians except at bus stops.

Though consistently wide to accommodate vehicular traffic and trolley tracks, the Commercial Street section varies significantly depending on adjacent land uses.

Around the 25th Street trolley station, there are noticeably more street trees. At the waiting platforms, overhead awning structures, public art pieces, and tiled art seating lends some interest to the streetscape.

Beyond the trolley station areas near 25th Street, the majority of Commercial Street is characterized by largeparcel industrial and light manufacturing uses, a wideopen street section, and the trolley tracks. Sidewalks are narrower or nonexistent in some locations, street trees are irregular and generally in poor condition, and pedestrian lighting is sub-standard. The walking surface is often interrupted by building entries, loading docks, and trolley catenary poles projecting into the walking zone approximately every 140 feet. Access along several blocks is impossible, especially for wheelchairs, where catenary poles and tree cutouts effectively cut the sidewalk width below three feet, and "dead end" conditions at ramps and loading docks are common. At the east end of the corridor, the 32nd Street trolley stop, which feels separated from the street itself, is positioned on the curve as the trolley tracks arc north from Commercial Street and over Imperial Avenue. The separation gives this stop its own character, enhanced by the curve of the right-of-way, consistent plantings, and adjacency to the church at the corner of 32nd Street and

Imperial Avenue. However, it also constrains access to the station, particularly from the east.

Imperial Avenue is proposed to be a multi-modal street that supports pedestrian, bicycle, bus transit, and vehicular movement safely and efficiently. Decals should be added to the street and signage posted in order to create a bicycle route (Class III) in both directions, as shown in Figure 3-3. This recommendation utilizes the existing street infrastructure,
thus retaining the existing 14-foot sidewalk, curb and gutters. However, added curb bump-outs at select corners can function as traffic calming measures and provide additional safety for pedestrians by effectively reducing the crossing length at the intersection.

The highest pedestrian movement levels are anticipated at the Neighborhood Village – Medium node, between 22nd and 27th streets, given that the highest densities are recommended in this area. At select mid-block locations in this area, sidewalks should be widened through the removal of parallel parking spaces to provide additional open space for social interactions and community engagement. These wider sidewalk areas or parklets may be paired with commercial and retail to provide active cafè seating and gathering areas adjacent to the sidewalk, or can become passive planting areas that serve as extensions of mid-block pocket parks.

Given the obstacles to pedestrian safety and movement that currently exist on Commercial Street, the recommendation for Commercial Street's streetscape seeks to make walkability and pedestrian comfort the primary goal. An unobstructed pedestrian zone should be created on the sidewalk or other pedestrian aisle, distinguished from street furniture, utilities, and street trees. Substandard sidewalks should be widened and new sidewalks and curb ramps created in locations where they do not currently exist, if feasible.

Where sidewalks can be constructed or expanded, these should be at least eight feet wide to create a comfortable pedestrian experience and allow access around the catenary pole base wherever it falls within the pavement. An eight-foot sidewalk width will permit a three-foot minimum unobstructed should be at least eight feet wide to create a comfortable pedestrian experience and allow access around the catenary

pole base wherever it falls within the pavement. An eight-foot sidewalk width will permit a three-foot minimum unobstructed passing width (as required by CA Title 24). If necessary, where the right-of-way is less than 80 feet (which would
not permit an eight-foot wide sidewalk), future development should provide a setback from the property line to provide for a continuous eight-foot sidewalk.
Where the right-of-way exceeds 96 feet planted parkways should be installed for stormwater filtration, street beautification, and pedestrian safety. Curb cuts would allow water to be conveyed directly from the gutter to planting areas, filtering pollutants prior to discharge into storm drains. Where construction of sidewalks is not feasible due to the presence of rail spurs (in operation or which may
be operational in the future) or loading docks, then a pedestrian aisle should be designated through striping or colored pavement.

The corridor's network of streets serves as the foundation for circulation. Small blocks and a fine network of streets and alleys provide many travel routes through the corridor for pedestrian, bicycle, transit, and vehicular movement. This block pattern also allows businesses along Commercial Street and Imperial Avenue good delivery and distribution access.
Three highways—I-5, I-15, and Highway 94—encircle the corridor, providing good regional and citywide access. However, these highways also result in dead-end streets and over- and underpasses that may be daunting to pedestrians. Moreover, connections in the northsouth direction, south of Commercial Street, are fewer, since the street grid shifts west of 28th Street.

The existing roadway volumes on both Commercial Street and Imperial Avenue are generally well below their functional capacities. Daily traffic volumes along Imperial Avenue range between 4,150 and 6,580, with heavy vehicle/truck percentages ranging between five and ten percent. Daily traffic volumes along Commercial Street range between 570 and 2,070, with heavy vehicle percentages ranging from six percent at the western end of the corridor to 18 percent at the eastern end.

Market condition and Demand Projections

As part of the technical studies prepared for the Master Plan, consultants analyzed market demand and identified development potential for residential, office, and retail uses in the corridor over the next 25 years. A summary is described below; for details, see "Commercial Street and Imperial Avenue Corridor Master Plan— Market and Economic Analysis" prepared by Keyser Marston Associates, August 2011.

As of 2011, new real estate development ventures were hampered by depressed market demand, impaired financing markets, and a gloomy outlook for the national economy. Still, in the mid- to long-term, the Planning Area represents a good opportunity for new mixed-use development, with residential homes, flexible office space, retail, and restaurants creating a more vibrant corridor. For example, with assistance from the City and community, the Imperial Avenue corridor could become a Hispanic shopping district, similar to the 4th Street District in Santa Ana. Detailed trends and projections are described for each land use category below.

From 2006 forward, the national housing market suffered substantial declines in pricing and sales activity. The San Diego housing market was hit particularly hard, with many development proposals and entitlements put on hold. However, the long-term outlook for San Diego's multi-family market-rate housing remains positive due to numerous barriers to entry, including high land costs, a large rental population, and extremely limited new multi-family development sites. Low vacancy rates, stricter lending requirements for homebuyers, and changing demographics have increased demand for rental housing. Retail commercial markets have also experienced uncertainty and lack of confidence due to the national recession and credit crisis. However, many regional economists project the beginning of a market turnaround in Southern California within the short-term. In fact, high vacancy rates and lower rents have provided leasing opportunities in markets that were previously inaccessible.

Based on the low amount of sales on a per person basis, it is evident that Southeastern is experiencing a leakage (or export) of retail sales. For example, residents in the corridor need to travel outside of the community for grocery items, pharmacies, and household goods. The corridor possesses a competitive advantage in capturing demand growth due to the lack of existing national credit retailers, the presence of a younger population and larger families, and good access to transit. On the other hand, lower income households and a lack of daytime population reduce demand. Still, the corridor could support additional retail development in the range of 12,900 to 27,300 square feet and an additional 3,600 to 7,700 square feet of restaurant space.

The national residential market downturn likely contributed to decreased office space demand from related professional office users. In 2011, the County office market was the weakest it had been in more than a decade, with an overall vacancy of nearly 17 percent and negative absorption (meaning more companies were downsizing or subleasing than expanding or adding space).

The Planning Area itself contains limited office space. The most recently developed office space, constructed in 2007, is a retail/showroom/office space which allows the landlord flexibility to lease space to a variety of tenants in a distressed market. As the corridor

becomes a more mixed use environment due to new development, enhanced amenities, access, and services, it is estimated to bear between 27,000 and 53,000 square feet of office space demand through 2030.
Much of the new employment is expected to occur in the educational, healthcare and social services, and retail trade industries.
Similar to the office market, the national residential market downturn likely contributed to decreased industrial space demand. The industrial sector is anticipated to recover stronger than other real estate sectors as employment and demand rises, which will lead to manufacturing output and growth in the shipment of goods. Vacancy rates are projected to decrease as demand rises and there is little to no new construction of industrial space projected in the area.
The largest submarkets for industrial space in the County are Miramar, Kearny Mesa, and Otay Mesa. The Commercial Street corridor provides a small amount of industrial land and uses comparatively and may continue to do so in the future. As industrial development sites are built-out in Southeastern San Diego and industrial businesses located San Diego and along the San Diego Bay are forced into surrounding communities, the demand for industrial space may increase.

Conclusion

The Commercial and Imperial Corridor Master Plan (CICMP) will be implemented by folding the master planning goals, policies and implementation measures into the greater Southeastern San Diego (SESD) Community Plan update process. Ultimately the CICMP measures will be realized through approval of the community plan update by the City Council who will essentially adopt the project list contained in this section.
These improvements will be funded and implemented through a number of different mechanisms which are outlined in this chapter. This chapter describes the necessary actions and key parties responsible for realizing the plan's vision. Implementing these proposals will require the active participation of the city departments and agencies, regional agencies such as SANDAG, MTS, and the community.
This plan also recommends a number of funding mechanisms for the City and the Southeastern San Diego Community to pursue as ways to viably finance the implementation of this plan.

Key Actions
• Regularly update a Public Facilities Financing Plan (PFFP) identifying the capital improvements and other projects necessary to accommodate present and future community needs as identified throughout this Community Plan.
• Implement facilities and other public improvements in accordance with the PFFP.
• Pursue grant funding to implement unfunded needs identified in the PFFP.
• Pursue formation of Community Benefit Assessment Districts, as appropriate, through the cooperative efforts of property owners and the community in order to construct and maintain improvements.

Implementing improvement projects will require varying levels of funding. A variety of funding mechanisms are available depending on the nature of the improvement project:
• Impact fees for new development.
• Requiring certain public improvements as part of new development.
• Establishing community benefit districts, such as property-based improvement and maintenance districts for streetscape, lighting, sidewalk improvements.

The proposals for improvements described in this report vary widely in their range and scope— some can be implemented incrementally as scheduled maintenance occurs, and others will require significant capital funding from city, state, regional, and federal agencies, or are not feasible until significant redevelopment occurs.
Grants and other sources of funding should be pursued wherever possible. A complete list of projects will be included in the PFFP that will be developed as part of the plan update process.

Websites:
http://www.sandiego.gov
http://www.dyettandbhatia.com
http://www.dudek.com
http://www.fehrandpeers.com
http://www.robquigley.com
http://www.sp-land.com
http://www.sandag.org

Thanks to:
Carolina Gregor - Sandag Project Manager
Susan Baldwin - Sandag Project Manager
Lara Gates - Supervising Planner City of San Diego
Marc Column - Civic San Diego

Glossary:
SANDAG - The San Diego Association of Governments

NEW ROOTS COMMUNITY FARM
San Diego, CA

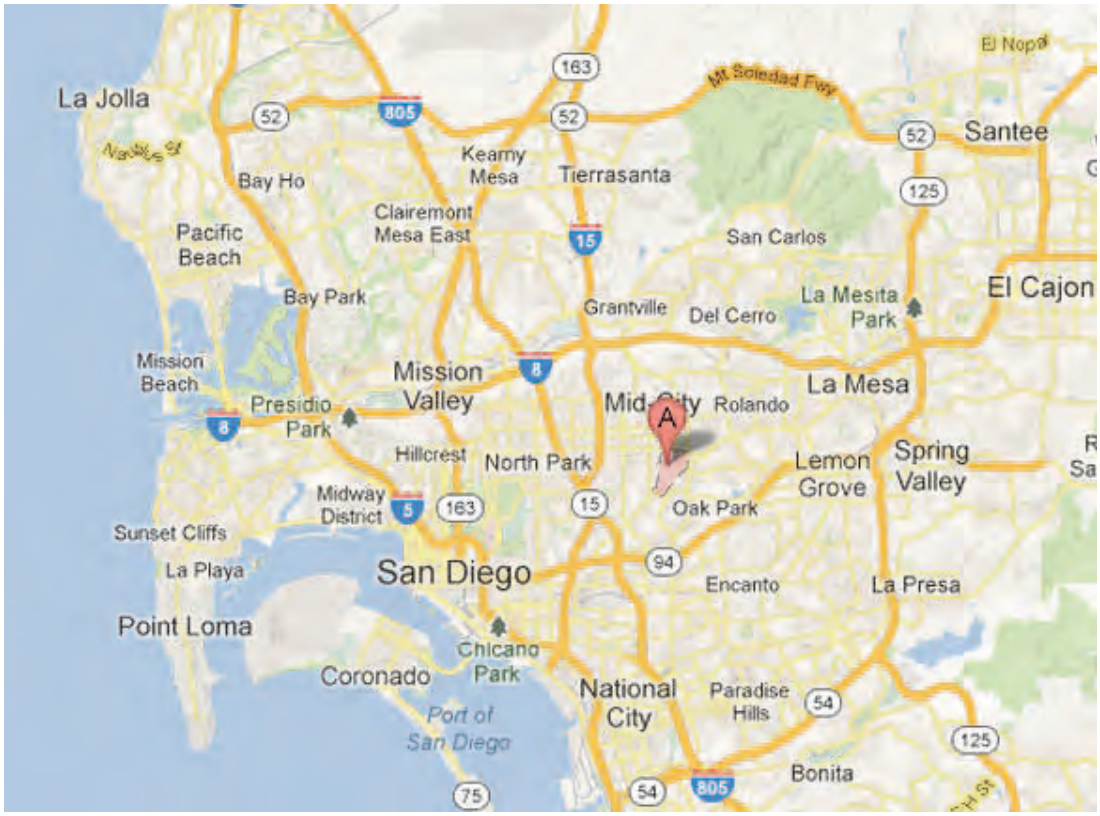
Enrica Polizzi Di Sorrentino, ESR, Focus Unit

Enrica Polizzi di Sorrentino

CASE STUDY REPORT – NEW ROOTS COMMUNITY FARM

SYNOPSIS

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 community planning area, the initiative is highly interesting for its aim to revitalize "rurban" spaces through the involvement of refugee's communities in urban farming.
Whereas the larger City Heights has experienced several redevelopment projects within its core area – near the Fairmont and University Avenues intersection – the morphologically different "fringe" at the eastern part of this community has not been touched by the regeneration processes. Interestingly, project New Roots is the first attempt to involve the eastern stretch of the neighborhood, connecting a rural framework into the urban redevelopment policy (following a "place-based" strategy).
City Heights is one of the largest and most populated neighborhoods of San Diego and it has historically been destination for immigrant communities. Flows of refugees started in 1974 with Vietnamese – followed by Cambodians and Laotians - and continued in the 80's and '90 with resettlements of immigrants from civil wars in Central America, former Yugoslavia and Iraq. At the beginning of 2000 immigrants arrived in City Heights from East Africa, and according to Census data 44 percent of the neighborhood's population was foreign-born by that time.
As the population dynamic dramatically changed in the 70's, grocery stores left and made access to fresh food more difficult. The lack of healthy, fresh and cultural food in the neighborhood had a significant impact on the livelihood of these communities, most of which were agrarians in their native countries. To tackle food insecurity, in 2007 their leaderships began to dialogue with the International Rescue Committee - also located in the neighborhood - to find a land to farm.
Since then, 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 legislation in San Diego and, more generally, a new food-related trend especially in low-income neighborhoods.



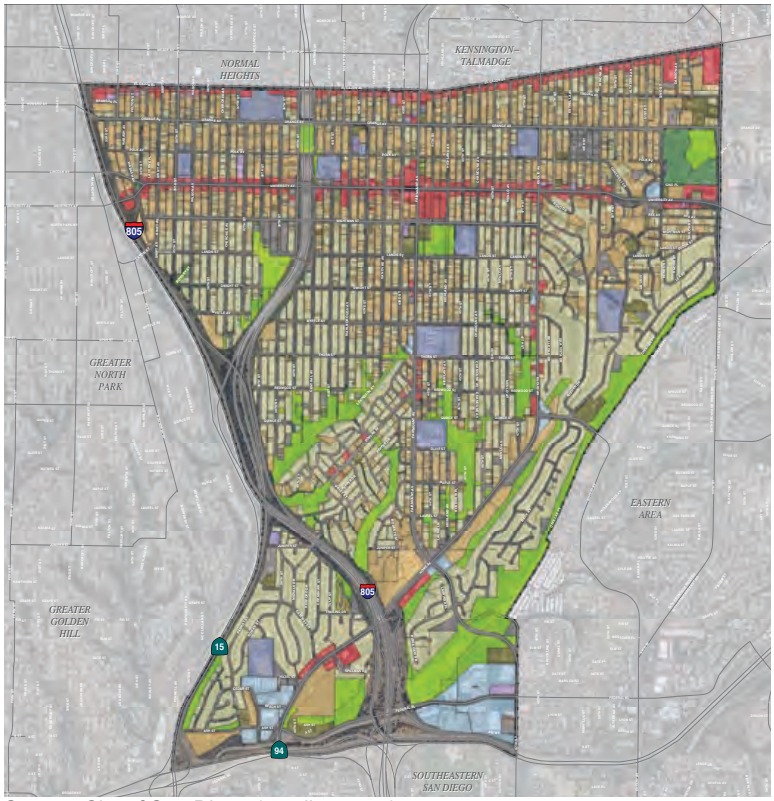
_FULL REPORT (25.000- 30.000 types)

PART A_ THE AREA BEFORE THE INITIATIVE

A.1_DESCRIPTION

The New Roots San Diego initiative is located in the City Heights Neighborhood – Council District n. 9 – and, more specifically, in Chollas Creek neighborhood's sub-division, a 1,002km^2 area at the very east border of City Heights. Since 2002, part of the area, named after one of the most polluted creeks of San Diego County, is actually under redevelopment program along its flow.[1]
Within City Heights there are several and variegated neighborhoods, each of which has its own identity, ranging from the very urban higher density, to low-density, "somewhat rural character with small single-family bungalows"[2].

[1] From Lemon Grove and La Mesa, the watershed crosses many of San Diego's most economically disadvantaged neighborhoods and empties into the bay by Barrio Logan. The City of San Diego is undertaking the Chollas Creek Enhancement Program as a key element in revitalizing this culturally -rich portion of the City. The goal is to create an open space system that lends identity to this area and provides a safe recreational and natural resource for the region.
[2] Mid-City Community Plan 1998



Map ONE

City Heights

Existing Conditions

Land Use

Legend

- Single Family Residential
- Multi-Family Residential
- Residential (under construction)
- Group Quarters
- Mobile Home Park
- Commercial
- Commercial (under construction)
- Industrial; Warehouse/Storage
- Communication Utilities; Transportation Related
- Institutional
- Schools
- Park; Open Space
- Private Recreation
- Undeveloped

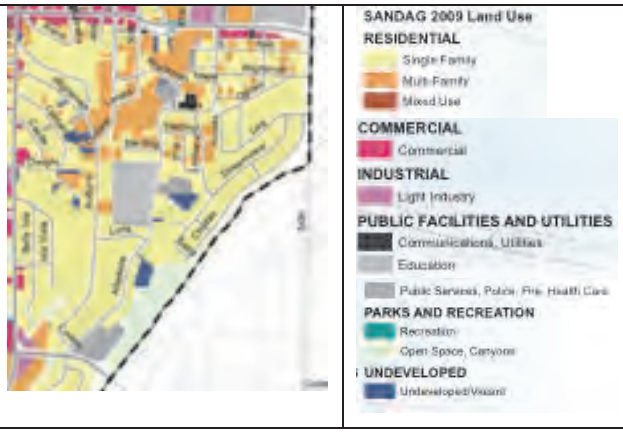
Source: City of San Diego (sandiego.gov)

The broader City Heights neighborhood has been subject to a number of planning efforts (image 2), including the Azalea-Hollywood Parks revitalization project, and Euclid Avenue Revitalization Action Plan.

A number of regeneration interventions were realized thanks to the large contribution of Price Charity, a place-based non-profit foundation.

Source: City-Heights – San Diego Urban Greening Master Plan

Specifically, Chollas Creek surroundings are predominantly residential, with single-family development prevalent along 54th and multi-family units located south of University Avenue, where nodes of higher intensity commercial development are sited (image 1).



Source: City-Heights – San Diego Urban Greening Master Plan

The New Roots Community Farm is the first of several initiatives put in action by IRC (International Rescue Committee) under the broader umbrella of Food Security and Community Health (FSCH) Program, and it is positioned at the intersection of 54th and Chollas Parkway, on a 2.3 acres with 80 lots. Other initiatives comprises The New Roots Aqua Farm, a 1,200 square foot aqua-ponics system that employs a closed-loop cycle of tilapia farming with hydroponic vegetable growing. The Aqua Farm is also a small incubator farm that gives entrepreneurial residents additional space to grow.
New Roots growers, both of Community and Aqua Farms sell at the City Heights Farmers' Market weekly. Also within the same program, the City Heights Community and Remedy Garden is located in the heart of City Heights with 16 gardening plots for community residents and an herbal medicinal garden, where two high school garden programs train youth in urban farming and food justice advocacy.

2_THE CONTEXT

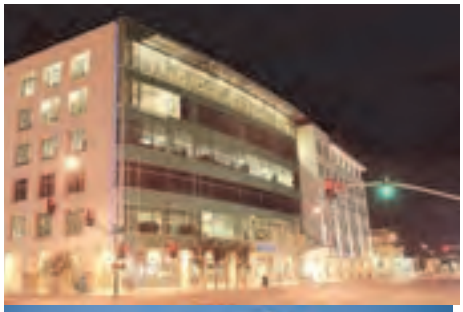
City Height's was founded in 1885 when entrepreneurs Klauber and Steiner, visioning a residential area featured with a view on the new harbor, the Coronado Islands and the Mexico, purchased an area of 240 acres. The new neighborhood of San Diego was advertised as a place of "cheap homes, monthly payments, no interest"[3], but also well connected to the New Town San Diego (later simply downtown) by a new stretch of the trolley route by Park Belt Motor Line. This route, connecting downtown (Broadway) to the eastern borders of the city - through the area now occupied by the Balboa Park golf course, and up to University Avenue – was of the utmost importance for connections with eastbound transcontinental railroad lines to Atchison, Topeka and Santa Fe.
Unfortunately, a flood in 1890 damaged the trails and caused the decision not to rebuild the line, connecting San Diego to the eastbound railroad through Los Angeles, meaning all shipping goods had to pass through Los Angeles, leaving San Diego without a future as depot city.
But the construction of the Panama Canal, started in 1905, gave new input to San Diego and real estate firms took over the development of City Heights. Businesses opened stores on University Avenue, and with a view on the Panama Pacific Exposition planned for 1915 in Balboa Park, real estate speculations brought to the vote of incorporation of City Heights as a separate City of East San Diego (1912), with already 4000 people living in the area, electric street railways, telephone systems, churches and schools. The city

3 Source: City Heights Business Association

became known as the Golden Rule City (the city's motto was: "Do unto others as you would that they do unto you.").
Although the San Diego and Arizona Railroad was finally completed in 1919, it did not materialize the long-dreamed business, also because the road transport developments were already on the horizon. After the annexation of East San Diego within the administrative control of the city of San Diego in 1924, the development of road infrastructures became an important factor in the area throughout the 30's and 40's, with constructions and pavement going north, east and south. The dynamism of East San Diego attracted new residents to the area, and the Census reported an increasing and diverse population growth, with white people as the majority race group but a consistent flow of other races too. Indeed, "*the adult school division of Hoover High School announced in October 1952 that it would offer free classes in English to the foreign-born, as well as citizenship classes*."[4]
Due to the rapid growth, developments in City Heights involved both the extension to east - and the incorporation of a large parcel along 54th Street to the city's master plan as parkland (1953) – and the commercial growth of shopping centers. The first of several regional shopping centers was opened in 1958 at 60th and University Avenue, followed by the College Grove Shopping Center at College Avenue and State Route 94 the year after. Eastside, Grossmont Shopping Center and Parkway Plaza and north-west side Mission Valley Shopping Center and Fashion Valley Shopping Center completed the commercial ring surrounding City Heights. Such openings deprived little merchant of customers and the need to attract shoppers back to City Heights was crucial to the approval of the Mid-City area plan in 1965.
Indeed, business interests endorsed the idea of a densification of the neighborhood's residential area to broaden customer base. The substitution of multi-family dwellings for single-family residences and the construction of large complexes of trashy apartments changed the aspect of the neighborhood, with increasing problems of viability, parking and public services. Inevitably during the economic crises, poverty and unemployment rose and crime became an important issue in the 70's because of the burgeoning industry of street drugs. Abandoned homes purchased by the California Department of Transportation (CalTrans) to become the Interstate 15 corridor were ideal places for gangs and drug dealers.
The 1984 Mid City Community Plan identified the following problems: "substantial multi-family residential housing with reduced resident ownership; deterioration of residential housing stock; lack of residential neighborhood identity; lack of a coherent neighborhood business district; the University Avenue business district is deteriorating; under-use of commercially zoned land; isolated environmental destruction is taking place."[5]
By 1990, the crime situation was so overwhelming that a "state of emergency" called for a solution and in 1994 many local organizations worked together with the City Heights Community Development Corporation and the Business Association within an Economic and Crime Summit. In the same year, the closure of one of the Vons grocery store in City Heights captured the attention of Sol Price, who agreed to loan the City for the construction of a new police substation in the area and a series of facilities additions for public use of the community. Since then, Price Charity has become an important stakeholder in the redevelopment of City Heights, with various initiatives on improving affordable housing, retail, social services, job opportunities and public safety.

[4] "History of City Heights", City Heights Business Association
[5] Source: History of City Heights, City Heights Business Association

The City Heights Initiative indeed focuses on several redevelopment projects, among which the "Urban Village" is particularly significant for its highly visible improvement to the community.
Located southeast of University and Fairmount, it includes a library, a preschool and an adult education center, a swimming pool and tennis courts. Housing and office/commercial space are included in the City Heights Center (2002), the City Heights Square (2011) and the Village Townhomes (2003).



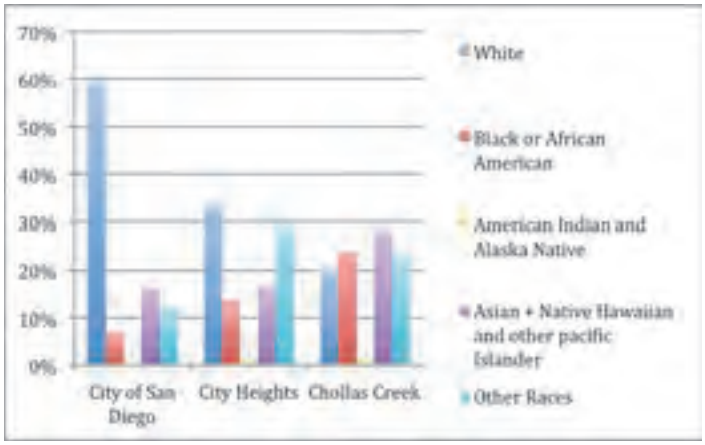
City Heights Center *has approximately 24,000 square feet of ground floor multi-use space and approximately 83,000 square feet of office space. The Mid-City Clinic Pediatric Care Center is located at the ground-floor and upper floors include offices for a variety of nonprofits.*

City Heights Square *incorporates approximately 21,000 square feets of commercial space at ground-floor, including a Walgreens store, and 92 one story residential units above, with underground parking and many amenities.*

Village Townhomes *features 116 two, three, and four bedroom units and provide spacious, good quality housing at affordable prices, with reserved underground parking and nightly on-site security. Thirty-four of the units are restricted to households earning less than 50% of the area median income for San Diego County.*

Whereas the crowded "downtown City Heights" has experienced a number of renewal projects and community-based initiatives, the eastern part of the neighborhood remains almost untouched. With a single-family land use and a commercial spine on to University Avenue, the creek passing through the neighborhood, Chollas Creek is definitively less densified and, thereby, open to urban agriculture' opportunities on vacant or underdeveloped land.
For the purpose of this research, demographic, economic and social data are referred to Census tracts in order to compare data within the city of San Diego and all the different sub-divisions of City Heights: Corridor (16.00), Teralta East and West (22.01 and 22.02); Colina Park (23.02, 27.07 and 27.08), Cherokee Point and Castle (24.01, 24.02 and 25.01), Fairmont Village (26.01), Swan Canyon (26.02), Azalea, Hollywood Park, Fairmount Park and Bayridge (25.02), Fox Canyon and Islenair (27.09), Chollas Creek (27.10) and Ridgeview (34.01).
Even if the initiative started in 2009 and available Census data are limited to 2000 and 2010, some initial considerations can be drawn, especially through area-based comparisons. Demographics of the neighborhood reveal a different framework compared to the average of the city of San Diego and cast light on the history of immigration in the planning/project area.
First of all, census shows a different race composition (Chart 1) among residents of San Diego City, City Heights and Chollas Creek.

Chart 1. Ethnical composition of residents in San Diego, City Heights and Chollas Creek – (%)



Source: own data manipulation on Census Bureau data

The city is populated by white for more than 60%, with other groups ranging from the 7% of Afro-americans and 15% of Asians as other major ethnical groups. City Heights has a 32% white, 15% afro-americans, 16% Asians and 29% of "other races". Chollas Creek follows the same trend with respectively 20% whites, 26% afro-americans, 27% Asians and 21% of other races.[6]

Also, as common among many developing countries, the population structure is very young and much concentrated in the 5-35 years old group, which means high birth rates and larger families, also confirmed by the "median household size" datum. Indeed, where the average of the city is about 2.60, City Heights and especially Chollas Creek present an average size of respectively 3.31 and 3.72.

A very important datum to be considered is the housing tenure: city average shows that almost a half of the population is actually owning its house (48%). Evidence show that both City Heights and especially Chollas Creek are in a very different situation, where more than 3/4th of the housing units are renter-occupied.

Regarding labour market, unemployment rates are higher than the city average both in the planning district and in the case study area (respectively 9% and 12%) and as showed by Table 1, there are some evident differences among sectorial distribution. Whereas the lead sectors of state, county and city are "Educational, health and social Services" for about 20%, followed by "Professional, scientific, management, etc", which also appear to be relevant in City Heights, "Retail trade" and "Manufacturing" sectors appear to be the most dynamic in the project area of Chollas Creek.

Table 1. Employees per sector

Employees per sector (2010)	State of California	County of San Diego	City of San Diego	City Heights	Chollas Creek
Agriculture, forestry, fishing, etc	2%	1%	0%	0%	0%
Construction	7%	7%	5%	12%	7%
Manufacturing	10%	9%	9%	10%	16%
Wholesale trade	3%	3%	3%	2%	0%
Retail trade	11%	11%	10%	11%	14%
Transportation	5%	4%	4%	3%	2%
Information	3%	3%	3%	1%	0%
Finance, insurance, real estate, etc	7%	7%	8%	3%	0%
Professional, scientific, management, etc	12%	14%	16%	15%	9%
Educational, health and social services	20%	20%	21%	13%	11%
Arts, entertainment, and recreation	2%	3%	3%	3%	6%
Accommodation and food services	7%	8%	9%	16%	9%
Other services	5%	5%	5%	7%	7%
Public administration	5%	5%	5%	3%	6%

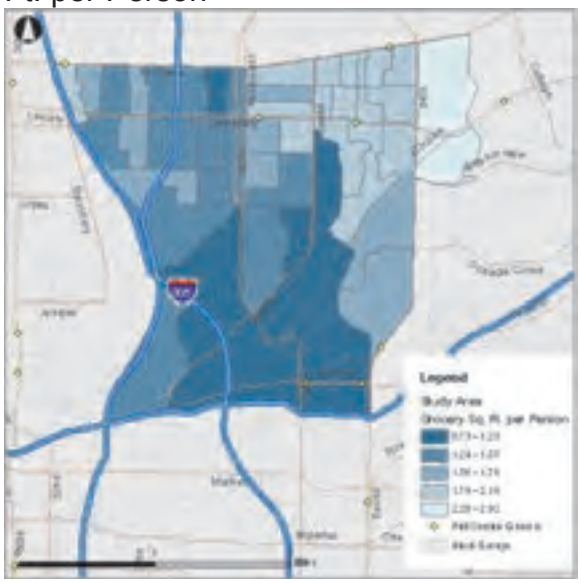
Source: Census Bureau 2010

As far as "Retail trade" is concerned, some other issues have to be taken in consideration for the purpose of this research. Even if the sector is quite relevant in the economy of both City Heights and Chollas Creek, sub-sector "food and beverage store"[7] is almost absent. Access to groceries stores and supermarkets for affordable fresh, healthy and cultural food is not granted. Data on "retail trade" shown in Table 1 also take in consideration corner

[6] Data are presented as average of census 2000 and 2010. For detailed data, see Annex 1 of the Survey Form.
[7] http://www.census.gov/prod/2011pubs/12statab/domtrade.pdf

bodegas, liquor stores, convenient stores, some of which may have fresh food but not at affordable prices. A study conducted by Social Compass in 2011 reports “City Heights Grocery gap”[8], casting light on the fact that the whole neighborhood suffers for being a “critical food access” area (if not a “food desert”[9]) as far as supermarket are concerned.

Map1. Available Grocery Retail Space - Sq. Ft. per Person



Source: Social Compact, Inc. (2011)

Map 1 shows the available grocery retail space per person (sq./ft.) distributed among the different sub-divisions of City Heights with respect to “full service grocery only”[10]. The study found that only 7 full-service grocers serve the area, with an average of 2.6 full service groceries for every 10,000 households. The average is 1.64 sq. ft. of grocery retail space per person, below the industry standard of 3.0 sq. ft.[11], reveling that City Heights is very much underserved.

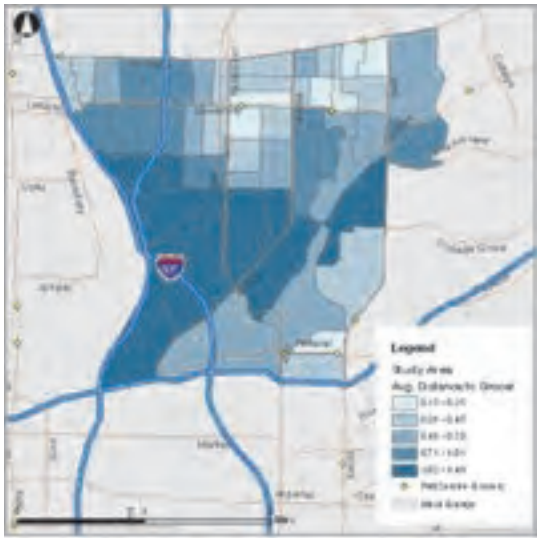
Map 2 - Average Distance to Full Service Grocer By Census Block Group

[8] The Social Compact, Inc. (2010): “City Heights Grocery Gap”, retrieved 5th April 2013 at http://www.cafreshworks.com/system/pdfs/resources/Grocery_Gap_Reports_for_Building_Healthy_Communities_Sites/GroceryGap_Report_Richmond_Final.pdf

[9] Following the United States Department of Agriculture, a Census tract is considered a “food desert” if it meets a certain threshold of poverty, and if at least 500 people or one-third of the population reside more than a mile from a large grocery store. The “food desert map” is a static map that looks at the distribution of food stores on the basis of a housing units radius and doesn’t take mobility into consideration9. However, it is considered as a good proxy of the lack of affordable fresh and healthy food in an area. For other references on “food deserts” and mobility see Widener et al. 2013

[10] “Grocery Trade Channel businesses with 20 or more employees and/or of 10,000 square feet or more based on 2009 listings provided by ACNielsen (including the following: Supermarket-Conventional, Supermarket- Limited Assortment, Supercenter, Natural/Gourmet Foods, Warehouse Store, Military Commissary, and/or Superette/Small Grocery). Full Service Grocers may include Grocery Trade Channel businesses of 10,000 square feet or less or with fewer than 20 employees if products from each and all of the following categories are regularly available: fruits, vegetables, dairy, meat, and breads. This category does not include convenience stores, restaurants, or carry-out establishments”.

[11] Social Compact: http://socialcompact.org/cityDNA/demo/fullReportCA.php?area=06073&top=33.50502&left=-117.59596000000002&bottom=32.534150000000004&right=-116.0811&showOnlyGeo=County&showOnly=06073&niceName=San%20Diego, retrived 21 May 2013



Source: Social Compact, Inc. (2011)

Being access to food also influenced by the available transportation options, the study also measures the average distance to reach a full-service grocer by car or public transports. Clearly, the lighter blue census tracts, which represent little distances, are located just along the arterial commercial developments, north between El Cajon Boulevard and University Avenue, and especially at the intersection of University Av and Fairmont, the "downtown" of City Heights.

Comparing economic and spatial data, the study reports that "about 33 percent of the City Heights study area total population (or 30,272 people) reside in "critical food access areas" - areas considered underserved when compared to the study area as a whole".

A.3._THE CHALLENGE

Once a middle class suburb, City Heights has evolved into a dense urban hub of immigrant and refugee life and many immigrant-led commercial activities increase the multi-cultural diversity of the neighborhood. But as the neighborhood' population changed since the 80's, grocery stores left both because of high crime rates and because of the rigidity of full-service grocers and supermarkets supply system.
Access to food has become a major issue in City Heights for at least a couple of reason. Firstly, the lack of affordable fresh and healthy food in a low-income neighborhood, where also issues of public and private transportation means are involved.
Secondly, immigrants and refugees are used to "cultural food" which may be very difficult to reach in an already underserved area. This has to be taken in consideration, also because the majority of affordable groceries throughout the whole city of San Diego are of Mexican culinary tradition.
Aware of these food-related problems in the area, IRC came up organizing meetings with their refugee clients around the issue and discovered that what they needed was to find land to farm. They identified a brown vacant lot at the intersection of 54th and Chollas Parkway, just near IRC offices, and found out that it was owned by the City of San Diego. *"The challenge was to convince the City that we weren't developers… It wasn't that easy, it took several years and about 46,000$ in fees and permits because the city didn't had a process for starting community gardens on city's land*"[12]. It was not only about convincing the city, but also to overcome skepticism of residents around the importance of a community garden: *"we made plots available here for anyone who was interested. They were kind of skeptical and just some of them showed up, but we have been able to work with them. And now you can see that it isn't just better to see a community garden than a brown lot, but it really becomes much more livable for the whole community."*
As a result of an on-going and long-tem strategy, in recent years IRC together with residents and non-profit advocates have focused on finding solutions by promoting land use law changes, community gardens, farmers markets and other grassroots initiatives.

[12] Source: Bob Montgomery, IRC Executive Director, interviewed conducted on field the 1st May 2013.

Significant, in this sense, was the approval of a city ordinance dramatically streamlining the city's community garden regulations: "*We also wanted to have them farming chickens or goats, so as other cities like Phoenix, and so we started to do a lot of advocacy to the city because San Diego didn't really have many provisions on community gardens and things like that, but a year ago we helped to change and now you can have chicken, goats and bees in your backyard*."

4. PARTNERSHIP AND STRATEGY

Budget over time. Expenditures (items of expenditure, 3.1) and revenues (sources of revenue, 3.2).

After several years of bureaucratic process, in 2009 the City approved the project and released an "occupancy permit" on the designated vacant plot. For, the use of the land has no cost but refugees are asked to contribute to the water bills.
IRC started a bottom-up process working with refugees communities, residents and local groups to set up the community garden and meet the needs of different ethnic groups: "*We worked with about four different local groups to start this project: Cambodian, Somali-Bantu, Hispanic and Burma, and we – as IRC - didn't really want to have land issues, so we decided to give twenty lots to each community and we left them internally decide who was going to actually grow".*
Since many refugees groups were agrarians in their countries, the strategy was oriented towards a better understanding of market dynamics, business and marketing: "*the problem for them was really not the farming in itself but selling, how to run a market, doing the right thing at the right time here in the States*".
The step-by-step strategy is to ensure they can get affordable fresh organic food to feed themselves and their families but also to gradually introduce them in the food-business. Training programs are organized by IRC and because the community farm has been certified, they can start selling their surplus at City Heights Farmers Market and to restaurants, making it a secondary income of a family, especially for women who generally are more involved: "*some of them can do 200-250$ each market they do, and they do like 2 or 3 markets a week*".
Some farmers have turned this activity into a business: "*Some of them have distinguished for their good job and wanted to have more land and so we were able to start another program, a training program, in a 20 acre farm up to Pauma Valley, and there they are trained together and start growing together and learn how to start a business in America*".
REAP participants receive classroom, field-based training and technical assistance in farm business planning, marketing, production and land acquisition. Currently, IRC is leasing 20-acres of a 80-acres farm owned by an Indian tribe, and training about 20 refugee farmers in commercial farming business operations. Additionally, the farm grows into a farm incubator as IRC subleases land to graduating REAP participants.

5. STRATEGIC PRIORITIES AND PROGRAMS

Public and private investment programs (1.6)

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	PriceCharity
	Community Farm in El Cajon	Residents and refugees	IRC – City of El Cajon
	FreshFund @ City Heights Farmers Market and management	Residents and refugees	IRC – San Diego County Farm Bureau
Education&Training	Healthy Food Security and Nutrition	Residents and refugees	IRC
	Youth Food Justice program	Residents and refugees	IRC - schools
	New Farmers Initiative	Refugees	IRC
Food Business Business Incubator	El Cajon Farmers Market	Residents and refugees	IRC
	REAP - Farming Enterprice	Refugees	IRC
Development	Land Bank		IRC

CONCLUSIONS

New Roots Community Farm is one of several programs run by IRC in City Heights with the specific goal of improving refugees and residents access to fresh, healthy, culturally appropriate food. The initiative is highly interesting because its interconnected approach creates a “neighborhood-scale food system” that empowers residents as producers, vendors, and consumers of healthy food and builds local economic development.

From a micro point of view, it concretely acts to meet its community needs (both clients/refugees and residents), first of all in terms of food security and nutrition. In a “critical food access area” such as City Heights, farmers not only have land to farm and access to fresh and “cultural” food, but also technical assistance, credit facilities and

business training to improve their business knowledge. New Roots locally grown food may allow for households extra-income (especially by woman) and, also thanks to FreshFunds initiative, for a better diet intake. Training programs improve business capacity building and microenterprises are sustained by a number of IRC-facilities.
Broadening the perspective, the initiative has spatially widened its impacts through a step-by-step process, launching other UA initiatives both within the neighborhood such as the AquaFarm and the Community and Remedy Garden. New Roots is now a network of neighborhood-based initiatives serving communities' needs, developing local economy both within the neighborhood (City Heights Farmers Market) and beyond urban borders (Pauma Valley, El Cajon Farmers Market).
A mid- and long- term strategy is featuring IRC's view. First of all, education programs both in schools and in the broader community provide a better understanding of nutrition and of food-related issues. Also, the creation of a so-called Land Bank is twofold: first, mapping communities to find suitable land other community gardens or community farms; and matching new farmers with people that have available land. Finally, IRC is constantly collaborating with local authorities and community-based organizations for a structural change in the food system policy of San Diego.
To conclude this report, some recommendations are needed in order to mind the gap with the macro impacts of the initiative and its possible replication.
First of all, having the initiative started in 2009, at the time of writing the available census data may not reveal significant shifts in the economic, spatial and social conditions of the observed community. It is important, though, to monitor the initiative's impacts, scaling from the community level to the neighborhood and to the broader city dimension.
Also, it is important to underline the role of non-profit organizations as catalysts of different forces, driven by communities' needs from the bottom, private interests and institutional policies from the top. In this case, the expertise and organizational capabilities of IRC played a fundamental role in supporting dialogue with refugees communities, businesses and institutions, in connecting an urban farm with a change in the food system policy, and replicating the experience in 22 cities throughout the States.

ONE WORLD MARKET/ PROJECT NEW VILLAGE
San Diego, CA

Enzo Falco, ESR, Focus Unit

THE ONE WORLD FOOD CORNER

Case study report

Enzo Falco

A. THE CONTEXT

The One World Food Corner initiative is located in the Encanto Community Planning Area within Council District 4 (Map 1). The Encanto Community Plan is currently being updated, simultaneously with the Southeastern San Diego Community Plan. The One World Food Corner will be built and set up on a 1 hectare land site at the intersection of Market Street and Euclid Avenue, which is a planned "village" area within Encanto. The land is owned by the Jacobs Center for Neighborhood Investment, who is playing a crucial role in this initiative.
The Encanto Neighborhoods community is bordered by Martin Luther King Jr. Freeway (SR-94) to the north; National City and Skyline-Paradise Hills community to the south; Interstate 805 to the west; and the City of Lemon Grove and Skyline-Paradise Hills community to the east. This community includes the neighborhoods of Chollas View, Lincoln Park, Emerald Hills, Valencia Park, Encanto, South Encanto, Broadway Heights and Alta Vista (Map 2).
The initiative is located in the west part of the Encanto Community, specifically on the borders between the neighbourhoods of Chollas View, Lincoln Park, Emerald Hills and Valencia Park. The initiative is currently under review by the city of San Diego which makes it impossible to provide an *ex-post* evaluation. The discussion, in fact, will be focused on the role played by the different stakeholders involved within the initiative as well as on the innovative and rather exceptional characteristics and individual actions that will be undertaken as part of the whole initiative.

The Encanto community shares some similarities with its neighboring community in terms of ethnic diversity, on-going revitalization efforts, in-fill development opportunities, and strong community involvement. It is predominantly a low-density residential community with more dense residential projects, commercial and industrial uses located along major streets in the core of Encanto Neighborhoods. The area is characterized by changes in topography that create some significant view opportunities. Transit is alive and present in the Encanto Neighborhoods with the San Diego Trolley station located near the Euclid Avenue and Market Street intersection and a Bus Terminal Station located right off Market Street from where several buses to downtown and San Diego State University depart.
The initiative is comprised of a community garden on the southeast corner of the intersection, as well as a new grocery store, the One World Market, on the northwest corner of the intersection. The latter site will host a weekly farmer's market. Many other related activities will be provided both in the One World Market and on the community garden site. These vary from a commercial kitchen to a kitchen incubator, Culinary Arts Training Program, the Wellness and Nutrition Program, and cultivation classes. The case study area is comprised of2010 census tracts 34.04, 33.04, 33.05, 30.01, 31.11, and 31.01. Some of these census tracts overlap with adjacent neighborhoods, includingChollas View (34.04), Lincoln Park (33.04 and 33.05), Emerald Hills (30.01) and Valencia Park (31.11 and 31.01).Moreover, the neighborhoods and census tracts are all inscribed within a 1 mile radius circumference from the Euclid and Market intersection. This allows to consider the resident population

of the four neighborhoods and beyond as served by the One World Market within a food desert area stretching 1.5 to 2 miles in all directions from Market and Euclid.

Map 1 - Council District 4

Map 2 – Encanto Neighborhoods

Demographic, economic and social data

The Encanto Community is a multi-cultural and ethnically diverse community with striking differences relative to the ethnic composition of the city, county and state. There were a total of 47,748 people in Encanto in the year 2010, and 28,129 people in the case study area.Differently from city, county and state population which increased over the 10 years from 2000 to 2010, the area's population has remained basically the same.

Ethnically, the white population in the case study area, as well as in the wider community plan area, is not the majority, and amounts to about 25%. The white population in Encantohas increased over the 10 year period by 5% in the community plan area and nearly 8% in the case study area. White population in the city as a whole and across the state represents the majority, at about 60% of the total, and has showed a slow decrease over the previous 10 year period.

The other important component is the Hispanic population which is constantly experiencing an increase at all levels. State and city levels show a 5% and 3.4%, while the Encanto community is experiencing a rapid growth in this population group. The Hispanic population has in fact increased from 39% to 50% in Encanto as a whole, and from 41% to 54% within the case study area. Hispanics are currently the largest population group. This increase is coupled with a steady decrease of the the Black African American population which has decreased by 10 percentage points over the last 10 years from 39 to 28%. As regards the Asian population, in 2010 this represented the 17 and 13% percent of the total population within the community and case study area.

Consistently with the dynamics experienced at the state and city level, the Encanto population is experiencing an ageing process. In fact, the population aged 45 and over has increase by 5.3%, with the greatest increase in the population 45-54. Population aged 0-14 instead has decreased by 5.3% and it is surprising to notice that the age group 15-24 has actually increase by 2%, possibly a sign of young people and couples moving to the area.

As far as economic indicators are concerned, employment and unemployment in the case study area is on the same levels as for the state and city. From 2000 to 2010 the state has actually seen increases the number of unemployed from 8% to 11%, whilein the case study area,the unemployment rate has remained stable at 12%. As can be seen from Table 1, the three major sectors in the case study area are Professional, Scientific and Management; Educational, Health and Social Services; Accommodation and Food Services which respectively employ approximately 10%, 18% and 15% of the total employed population. These three sectors however are also those that show the widest gap between the case study area and the city as a whole.

Employees per sector	State	City	CPA	CSA
Agriculture, forestry, fishing, etc	2%	0%	1%	0%
Construction	7%	5%	9%	9%
Manufacturing	10%	9%	9%	9%
Wholesale trade	3%	3%	2%	2%
Retail trade	11%	10%	8%	9%
Transportation	5%	4%	6%	6%
Information	3%	3%	2%	2%
Finance, insurance, real estate, etc	7%	8%	4%	6%
Professional, scientific, management, etc	12%	16%	12%	10%
Educational, health and social services	20%	21%	21%	18%
Arts, entertainment, and recreation	2%	3%	4%	5%
Accommodation and food services	7%	9%	12%	15%
Other services	5%	5%	5%	3%
Public administration	5%	5%	6%	6%

Table 1: Employees per sector - 2010. source: US Census Bureau

The area is one of the poorest of the whole city. Data show that the case study area in 2010 had a per-capita income of $ 14,557 compared to the $ 32,553 city's per capita income. This huge difference is confirmed for the whole Encanto Community that showed a 2010 per-capita income of $ 16,369. However, there are huge differences in the study area itself. The poorest areas within the community have a per-capita income in the high 12,000 and some are located in the case study area in neighborhoods of Chollas View and Lincoln Park. Emerald Hills and Valencia Park have instead a per-capita income of about $ 16,000.

The household median income, just as well as the per-capita income, shows lower than average data. The city has a median income of about $ 62,000, whilst the case study area a $ 36,530 median household income and the community planning area shows a median household income of $ 44,186. Again, within the area striking differences are noticeable ranging from about $ 25,000 in Lincoln Park to about $ 71,000 in Alta Vista and part of South Encanto. Within the case study area, Chollas View shows a higher than average median household income of $ 41,800 despite the low per-capita income.

The Educational attainment varies greatly between city and case study area. Table 2 shows educational data of Table 2.3 of the survey form grouped into 2 categories: (Less than 9th grade + no diploma) and (Associate + Bachelor + Graduate degree). It is striking to notice the more than double, nearly three times as high, percentages for the CSA with regard to the first category. With reference to the second category, the same ratio is still valid even though inverted. Case study area figures are

three times lower than city-wide figures. Some differences exist between male and female population, with however only one significant difference between males and females in the CPA where the female population with a high level of education is somewhat higher than the same figure for males.

Population	Educational Att.	STATE	CITY	CPA	CSA
Total	Less than 9th + no diploma	19.0%	13.0%	30.6%	33.6%
	Associate + Bachelor + Graduate degree	34.3%	42.0%	16.8%	15.1%
Male	Less than 9th + no diploma	19.8%	12.2%	30.8%	34.6%
	Associate + Bachelor + Graduate degree	33.9%	43.2%	14.9%	14.7%
Female	Less than 9th + no diploma	18.4%	13.8%	30.3%	32.6%
	Associate + Bachelor + Graduate degree	34.6%	42.9%	18.5%	15.4%

Table 2: Educational Attainment for total, male and female population.
Source: Elaboration from US Census Bureau data.

Urban settlement and housing conditions

The Encanto Community is a predominantly low-density residential community, with commercial and industrial businesses located mainly near major streets. The total population as of 2010 of the Encanto Neighbourhoods was 47,748 people with an overall population density of 3,088 people per square kilometre for an area of 15.46 square kilometres (3,821 acres). The area is characterised by a hilly topography with canyons and the Chollas Creek that create a system of terraces that provide views to downtown, Mid-City and South-Bay regions of the City of San Diego.

The Encanto CPA is more suburban in character than the neighboring Southeastern San Diego Community, containing a higher share of single family detached housing. Based on the residential inventory (Table 3), the majority of housing units are single-family (detached), comprising a 62% of the housing inventory (SanDAG, 2012).

Housing Inventory	Encanto CPA	%
Single-Family (detached)	8,186	62.3%
Single-Family	1,870	14.2%
Multi-Family	2,477	18.8%
Other (1)	610	4.6%
Totals	**13,143**	**100%**

Table 3 - Housing inventory in the Encanto CPA
(1) Includes mobile homes.
Source: SANDAG Demographic and Socio Economic Estimates, 2012

Of the total 7,818 housing units in the case study area (cf Table 2.1) 5.8% are vacant as of 2010. The owner occupied units represent the 45.9%, in line with a 48% city wide and considerably lower than a 55% for the CPA. Of the vacant housing units, 53% are listed as for rent, 7% as rented or sold not

occupied, 15.5% as for sale only and all other vacant represent 23% of the total with the remaining 1.5% for seasonal and recreational uses. SANDAG data from 2003 show that in the year 2000 the majority of housing units, 78%, were built prior to 1979 and only 6% were built between 1990 and 2000 (Table 4).

Year structure built	Number of units	Percent
Total	13,017	100%
1999 to March 2000	87	0.7%
1995 to 1998	216	1.7%
1990 to 1994	398	3.1%
1980 to 1989	2,185	16.8%
1970 to 1979	2,729	21.0%
1960 to 1969	2,586	19.9%
1950 to 1959	3,128	24.0%
1940 to 1949	1,032	7.9%
1939 or earlier	656	5.0%

Table 4 – number of housing units by year of construction
Source: SANDAG Census 2000 Profile, Encanto CPA.

The area's proximity to downtown and low housing prices (the average price of resale home is nearly thirty-eight percent below the Citywide average) make the neighborhood an attractive market for newcomers and low income families, though the population has not been growing over the past ten years. The San Diego Association of Governments (SANDAG) estimates that the population of this area will grow by 3.3% between the years 2010 and 2020. As can be seen from Figure 1, the average and median prices are considerably lower than those for the City of San Diego as a whole. The website Trulia.com reports trends for the past quarter and for a longer period of time up to ten years.

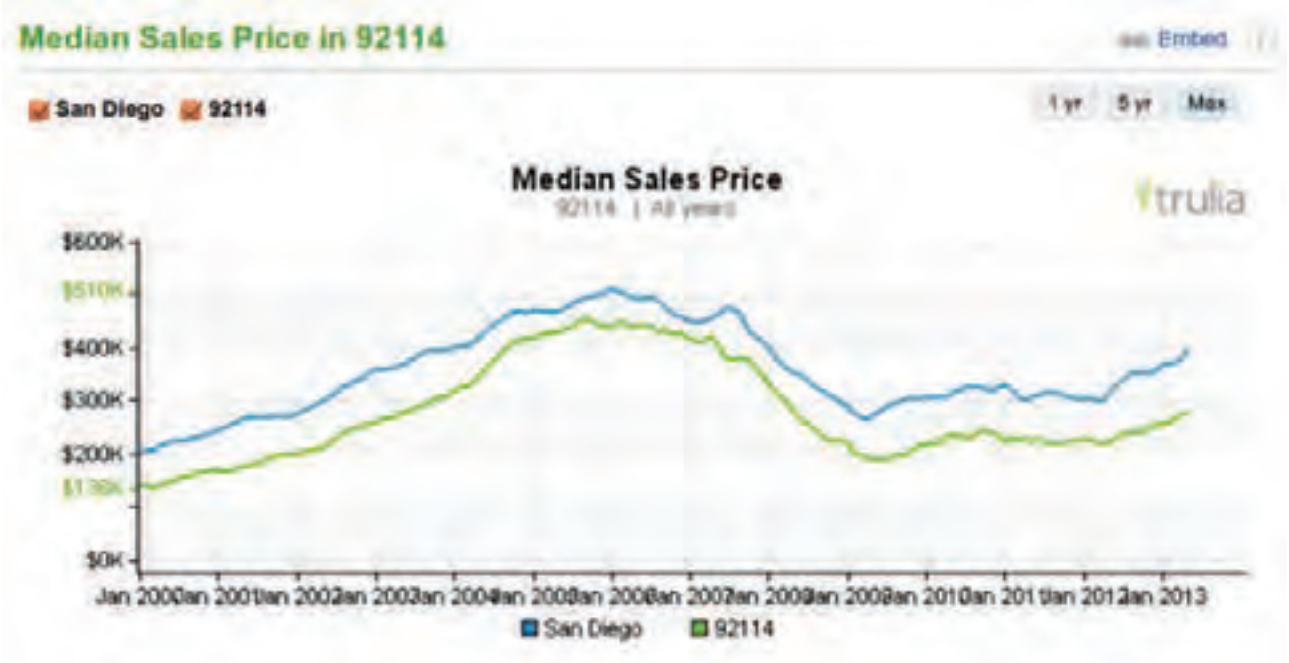


Figure 1 – Median and Sales prices for part of the Encanto Neighbourhoods Community - Zip code 92114.

ZIP code 92114 covers at least half of the Encanto Community and because of this it is believed to be able to represent the market price trends within the area. The median sales price for homes in ZIP code 92114 for Jan 13 to Mar 13 was $275,000. This represents an increase of 7.8%, or $20,000, compared to the prior quarter and an increase of 24.7% compared to the prior year. Sales prices have depreciated 5.3% over the last 5 years in 92114, San Diego. The median sales price of $275,000 for 92114 is 27.63% lower than the median sales price for San Diego CA. Average listing price for homes on Trulia.com in ZIP code 92114 was $248,783 for the week ending Apr 17, which represents an increase of 1.3%, or $3,221, compared to the prior week and an an increase of 2.3%, or $5,698, compare to the week ending Mar 27. Average price per square foot for home in 92114 was $204 in the most recent quarter, which is 30.38% lower than the average price per square foot for home in San Diego.

Source: http://www.trulia.com/real_estate/92114-San_Diego/market-trends/

Public Facilities and services

Because of the large dimensions, the area seems to lack general public facilities, with the exception of elementary schools that are 7 in total. Overall, Encanto hosts 17 public, private and charter schools with about 10,000 students attending all levels of primary to higher secondary education. Other several public facilities operated by non-profit organisations, Jackie Robinson Family YMCA, Joe and Vi Jacobs Center, serve as cultural centres providing health programmes, childcare, after school programmes and spaces for indoor and outdoor activities. Parks and open spaces, though present in the area, seem to be inappropriate in dimensions and location, and not easily usable due to the morphology of the land.

The area features one US Post Office, one Police Station, one branch of the Public Library (Malcolm X Library), and one fire station. Vacant land within the community plan area represents about 6% of the total land, while other uses include residential 70%, park and open space 9%, community facilities 8%, industrial and utilities 3%, commercial, office and parking 2%, cemetery 2%.

Planning tools overlapping the area

There are a series of plans that overlap within the area, either public or private. Firstly, the existing community plan which is currently being reviewed by the city for the Encanto Community only. Two

master plans with land use and mobility studies “Euclid + Market Land Use and Mobility Master Plan” and “Euclid Gateway Mater Plan” are also being elaborated. The first one will recommend physical and policy actions related to land use and transportation in the 227-acre area around the intersection between Market and Euclid and the 47th St trolley station. Its policies and programmes will be included in and implemented by the Community Plan. The second one focuses on the Euclid corridor with the major purpose of recommending a mix of land use and densities and balancing the needs of all modes of travel along the corridor to enhance accessibility to residential areas, schools, parks, recreation, shopping and so on. An interesting plan was that developed in 2010 by the Jacobs Foundation which has now come to a stop. The Village at Market Creek development was to be implemented on the areas where the One Word Food Corner will be implement. The project aimed at establishing a walkable, mixed-use area planning for approximately 1,000 affordable housing units, 645,000 square feet of new commercial space, and at least 400,000 square feet of public space and park land building on the success of the completed Market Creek Plaza shopping center. However, The Village development will not go ahead for reasons that have to do with the City of San Diego requiring the Jacobs Center to produce a new plan for the area, which may take about a year to be drawn up. The development could potentially take about two year to get started, provided that the Cit y of San Diego approves the new plan.
In conclusion, there are other sector specifc programmes in the area that are oriented toward the environmental conservation of the Chollas Creek with the Chollas Creek Enhancement Program, and the Multiple Species Conservation Program Subarea plan.

B. THE CHALLENGE

The case study appears to be very relevant and interesting within the framework of urban agriculture. It comprises two equally important initiatives. The first one comprises the One World Market, an ethnic grocery store, and other retail shops within the area on the northwest corner of Market Street and Euclid Avenue. The second initiative is the community garden which will be sited on the southeast corner of the Market and Euclid intersection. The general strategy is based on a strong partnership between the proponent, the developers, the Jacobs Center for Neighborhood Innovation, the Project New Village non-profit organisation, and ultimately the City of San Diego.

Currently, there is only one market in the area, *Food 4 Less,* of about 60,000 square feet and there are no other full-service grocery stores within the whole Encanto Community. The closest stores are located north and east just outside the boundaries, while the others within the area are small corner shops. *Food 4 Less* is the only major grocery store located within walking distance in the area which potentially serves a population of about 5,000 people within the 4 neighborhoods of Chollas View, Emerald Hills, Valencia Park and Lincoln Park[1]. In a radius of 1.5 to 2.0 miles around the Market and Euclid intersection lives a population of about 90,000 people which is dramatically under-served in terms of grocery and fresh produce. The area is known as a *food desert* for these reasons and, considering that the population needed for a large grocery store is about 10,000 people, such condition creates the opportunity to build a food market ethnically and culturally oriented toward the resident population.

1 According to studies of the Planning Department of the city of San Diego, people are expected to walk a maximum distance of ½ mile to reach a café or a store. Most people will walk less than half a mile and about a quarter of a mile.

In fact, major grocery stores have been leaving this area and have located their stores out in the suburbs. A challenge for such chain food stores is represented by the difficulty to adjust their supply depending on the specificities of their customers. Chain store policies, for corporate reasons, do not allow single managers to make their own decisions based on the conditions of the neighborhood they serve. It is the lack of flexibility of large chain stores that creates the opportunity for the new market.

Interviews with the developer reveal that they want to provide within the store ethnic food, butcher shop, large variety of produce, hot food, and international food to serve the ethnically mixed community. The development proposed intends to create a 30,000 square foot full-service store which is fully supported by results of market analyses that show great demand within the area. Additional community functions will be provided such as the *commercial kitchen, kitchen incubator, Culinary Arts Training Program, and the Wellness and Nutrition Program,* becoming community wise, and politically, a better mix with more involvement and more commitment from everybody.
The mission of the initiative could be stated as follows "*We are going to make a strong effort to make sure that in the store you find the food that you want, that matches your ethnicity".*

The other part of the initiative, the community garden, will serve as a fundamental part of the strategy for an agriculture-based regeneration initiative. The community garden will have social targets trying to involve the resident community in healthy and organic growing activities so as to encourage consumption of locally grown produce. It will do so by offering cultivation classes and about 80 plots of land for families who want to cultivate the land. Moreover, there will be the weekly farmers market in the plaza of the One World Market site which will allow families to sell their crops as part of the community garden production. It will be set up on about half hectare of land which is currently zoned as industrial and that has been vacant for several years. In order to do so, the proponent and developers will need to obtain a conditional land use permit as an interim permit from the city on land that is currently being object of pressures for mixed use from developers and the community as well.
The initiative's strategy, by obtaining an interim land use, will aim at planting new gardens and crops in the form of a mobile structure. Thus, whenever a developer expresses their interest to the Jacobs Center to undertake mixed-use development on their site, the garden can be moved onto another land in the vicinity owned by the Jacobs Center.
However, such risk is considered to be low since nearby land is already planned for mixed use and it is very likely that developers will target those plots first rather than a plot which currently needs change of land use.
The community garden is also meant to be a production garden for people to be trained and, very likely, offices for the Project New Village group will be moved in the building next to the garden which is currently empty. The role of PNV will therefore be fundamental in the operational and implementation phases for community informing and outreach. PNV's new office building will be the focal point for community education with classes on gardening, composting, building hot houses, cooking, eating healthy foods, business skills and more.
There is ongoing discussion between the partners of the project to provide a warehouse where produce from the community garden can be gathered together with produce from other local farmers so that the managers of the One World Market can find everything they need there instead of having to travel all over the County, or even up to Los Angeles.

Moreover, there is also discussion about the possibility for residents to sell their produce at the farmers' market which will be held weekly in the plaza of the grocery store. Their organic, local food will be competitive and able to attract new shoppers.

The project as a whole has a strong focus on urban agriculture which is seen a key part of a multi-faceted revitalization effort. Efforts are made not just in the direction of physically recovering land, important social as well as economic objectives are part of the project which tries to reverse the tendencies that currently characterise the area as a food desert.
On a very basic level, the vacant, unused land contributes to a negative perception of the community. "*Our urban agriculture effort will take over this large vacant industrial-zoned property and put it into productive use growing crops while providing training for food and agriculture related jobs*".

The project as a whole can have a great impact within the community if all of the actions are taken into consideration. Its is estimated that this project will probably contribute to the creation of at least 100 new jobs.

C. PARTNERSHIP AND STRATEGY

Involved in the initiative there are several partners that play an equal important role. The partners could be identifies as follows: the proponent, Juarez Associates; the land owner, The Jacobs Center; the developers; a non-profit organization, Project New Village; and the city of San Diego.
Each one of those plays a different role and has different aims and strategies. The proponent has come up with the initiative and after studies and market analysis has found out that the community would greatly benefit from an urban agriculture initiative that not only includes a community garden, as it is often thought of, but also a full-service grocery store which aims to serve the special needs and ethnic tastes of the resident population. This would allow the grocery store to gain a market share and be profitable. The strategy also involves the landowner, the Jacobs Center for Neighborhood Innovation (JCNI). The entity, created by the Jacobs Family Foundation for their efforts in Southeastern San Diego, owns a total of 52 acres of land in the vicinity of Euclid and Market Street. However, they should not only provide the land but also become a partner within the whole initiative making. This would allow the developers to reduce the risk, since part of the risk would be born by the Jacobs center, and the latter to make twice as much the profit they would have made just leasing the land.
The role of the developers will be that of developing the land and building and operating the grocery store. As it was made clear within the interview carried out, the developers have no interest in either owning or leasing the land. Their interest is in the profitability of the investment which currently shows great potentials. The only requirement that is made to the developers, and that they agreed on, was to create strong relationships with local farmers. Only in such way the whole initiative could be regarded as sustainable being able to reduce transportation costs of produce and stress the importance of the local economy. The ultimate effect would be that of reducing the market price of produce making it affordable for the major part of the community which will greatly benefit from such a strategy.
Project New Village, as a non-profit organisation, has had a very important role in the start-up phase. The whole project, in fact, started by a meeting between the Juarez Associates and Project New Village about their existing farmers' market. Project New Village's farmers' market in Mount Hope is facing problems related to the number of vendors which is very limited. Because of this, the number of

shoppers is steadily decreasing and ultimately, in a vicious circle, it does not attract more vendors. PNV willingness to attract more vendors and find more land evolved into the whole initiative with an agriculture training centre, growing classes, classes in the library across the street and in the Tubman-Chavez Center.

The city of San Diego is currently involved in the initiative with a typical development control role which involves evaluation of project layouts and plans and the conformity with the community plan. The developers have currently submitted layout plans to the city for consideration of the initiative. The role of the city of San Diego has not always been pro-active and supportive of initiatives within the area.
In the early 2000s, there was a big battle between the redevelopment agency and the Jacobs leadership[2]. It was thought that the city was not being cooperative. In fact, the Jacobs Center had to deal with the City which had the power to grant planning permission, and not with the now dismantled redevelopment agency which did not have any development rights over the land owned by Jacbos. This situation has made it very difficult to obtain planning permission within the area and caused underinvestment and blight. Projects, because of profitability limits, are very hard to be implemented in the Encanto Community, and it seems that the City has never made a positive and supportive contribution. With the new administration, however, the approach seems to have changed and this might be reflected in the community plan update process that has recently started with the first city-community workshop held on April 24th of this year. The proponent's point of view is that the City administrators and staff are trying to help get the retail center and market built. As for the community garden site, the city will probably grant a conditional land use without the need to change the existing light industry use. This would allow the community garden to go ahead without going through a very lengthy procedure which is that of land use change that could take as long as a couple of years. However, there are still some issues being worked through, mostly involving imposition of new fees to pay for future infrastructure costs and environmental impact mitigation. Nevertheless, such fees could hinder the whole development and have a strong negative impact considering the social, economic and physical benefit that it could produce. Such practice of infrastructure fee imposition seems to be not very widespread in the City of San Diego, and its application in this case, on a development which is not speculative, could create huge obstacles on the effort to revitalize the community. Once again, the City seems to confirm its role of “barrier” rather than supporter. Moreover, the City is requiring the JCNI to beatify and rehabilitate the Chollas Creek before any development can take place. Works have been estimated to cost around of $ 3 million, yet another obstacle which will impede any development in the area.

The resident community is strongly supporting the initiative and have expressed their opinion to the Jacobs Center. They have clearly indicated that they prefer a farmers market type store, one that focuses on providing fresh grown local food products. The community support is expected to grow as more and more people learn of the initiative. This is supported by the views and wants that the community expressed within the first community workshop where city staff presented the strategy for the community plan update process. It was clear that the community was very concerned about the sustainability of new projects and initiatives and wanted to see more retail and commercial development on the market street corridor which would allow them to walk to stores, cafés and new

2 Center City Development Corporation (CCDC) and Southeastern Economic Development Corporation (SEDC) formed the previous Redevelopment Agency of the City of San Diego. These have been dismantled by the Governor of California earlier this year. Civic San Diego, non-profit owned by the City, has been created to carry on with their work.

services without the need to travel long distances. Specific stress was also placed on the need to have new grocery stores within the area in order to increase accessibility to fresh food.
However, concern was expressed by some community members that the community should stay the way it is now, affordable and multi-cultural, trying to avoid gentrification.

D. STRATEGIC PRIORITIES AND PROGRAMS

The main priority of the project is that of achieving physical redevelopment coupled with social and economic benefits for the whole community. The diverse and several initiatives which are comprehended in the development confirm the willingness to produce wider benefits than physical redevelopment alone. The potential economic impact of training classes, commercial kitchen and food incubators, the community garden associated with the farmers' market is not to be underestimated. The community garden and its products can be sold weekly at the farmers market contributing to the family income. Taking as an example the management and involvement of women within the IRC New Roots Community Farm initiative (see Enrica Polizzi's report within this same research), involving women in growing activities, who are the major part of the unemployed population, could definitely contribute to an increase in the family income. Other priorities are in line with the wants expressed by the community at the community planning workshop who want to see more commercial and retail activities within the area and especially on the Market street corridor.
Certainly, priorities can be identified within the project. These are the One World Market and the community garden. Implementation of all the other initiatives and programmes is dependent on the construction and implementation of the store and garden.

FINAL CONSIDERATIONS

The One World Food Corner is an ambitious project which aims at putting together the physical as well as the social and economic sides of the urban regeneration process, leveraging on the role of urban agriculture as a catalyst and trigger of a renewed season of urban regeneration. The purposes of producing sustainable food within the city, thus reducing the transport costs and supporting the local economy, are coupled with the need to revitalise deprived areas and improve accessibility to healthy food for low income communities.

However, the process seems to be a long way away from a possible implementation and this is certainly due to external factors that are not under the direct control of the proponent and developers, the main of which being the controversial role of the City of San Diego. In fact, while updating the community plan, the City is asking the developers to contribute towards infrastructure maintenance costs by imposing a $1.3 million fee onto them and requiring one of the main partners of the initiative, the Jacobs Center for Neighborhood Innovation, to draw up yet another plan for the area they own around the Euclid Avenue and Market Street intersection in southeastern San Diego. The oddity of such requirement stems from the overlapping of several and different plans within the area whose preparation process seems to have to be completed before any project could actually be undertaken. The prolonged disinvestment within the area, both public and private, has no had any positive impact on the attitude of the City toward the necessity to ease development within the area.

Of certain interest in the whole structure and articulation of the project is the way the partnership and different players have come together to formulate the initiative and take on different roles. The proponent with the collaboration of Project New Village non-profit organisation, the land owner Jacobs Center, the developer and the controversial City's role. It is therefore evident the role that the non-profit sector plays within this urban agriculture initiative. Their missions to revitalise the community and increase their access to healthy food are very well embedded within the project.

If strengths and weaknesses should be identified, the non-profits and their commitment towards the implementation of the project is certainly a strength that can help deliver important objectives related to health and fresh food production and increased accessibility. Weaknesses, on the part of the proponent, have to do with not owning the land and having to wait for Jacobs' approval which, in the light of the requirement of the City to prepare another plan, can take up to more than a year to arrive. Instead, the cryptic role of the City is more of a risk for the developers and proponent since it represents an element of uncertainty within the whole process that cannot be easily handled. The risk is that of delaying the possible implementation with clear negative impacts on the community. Finally, the opportunities of the project are certainly related to the favourable market conditions, the lack of supermarkets within the area and residents' needs for ethnic and healthy food that create the right circumstances for a project like this to be successful.

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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)

Researcher: Alessia Ferretti

Secondment period: San Diego State University – January-July 2013

SECONDMENT REPORT OF ACTIVITY

TRAINING ACTIVITY

1.1 Courses attended and other training received

Name of the course	Duration of the training
English course – advanced English	3 months

Conference, seminar and meeting, workshop or other training	Duration of the training
CLUD's meeting	
CLUDs coordination meeting Professor L. Bevilacqua	January 30, 2013 4 hours
CLUDs coordination meeting Professor L. Bevilacqua	February 4, 2013 4 hours
CLUDs coordination meeting All CLUDs members	June 12, 2013 4 hours
Focus Unit meeting	
Focus Unit meeting (case studies) Professor S. Ryan and K. Johnson	February 27, 2013 2 hours
Focus Unit coordination meeting Professors S. Ryan, B. Monardo and K. Johson	March 6, 2013 4 hours
Focus Unit coordination meeting Professor N. Calavita, B. Monardo	March 11, 2013 3 hours
Focus Unit meeting (case studies) Professor B. Monardo	March 12, 2013 3 hours
Focus Unit meeting (case studies) Professor B. Monardo	March 13, 2013 3 hours
Focus Unit meeting (case studies) Professor B. Monardo	March 20, 2013 3 hours
Focus Unit meeting (case studies) Richard Juarez and Professor B. Monardo	March 25, 2013 3 hours
Focus Unit coordination meeting Professors S. Ryan, B. Monardo and K. Johson	April 5, 2013 1 hour
Focus Unit coordination meeting Professors S. Ryan and B. Monardo	April 17, 2013 1 hour
Focus Unit coordination meeting Professors S. Ryan and B. Monardo	May 3, 2013 2 hour
Focus Unit coordination meeting Professor B. Monardo	May 22, 2013 3 hour
Focus Unit coordination meeting Professor A.L. Palazzo	May 29, 2013 3 hour
Focus Unit coordination meeting Professor B. Monardo	June 28, 2013 4 hour

Other meetings and seminars	
I.D.E.A. District public meeting Participatory process for a development project in Downtown San Diego's East Village *NewSchool of Architecture + Design*	March 15, 2013 2 hours
Farm Bill 2013: Public Forum - What's at stake for San Diego families and farmers? *County Health and Human Service Department*	April 2, 2013 3 hours
Urban Redevelopment Outlook *Parma Payne Goodall Alumni Center* - San Diego State University	May 29, 2013 2 hours
SANDAG Brownbag Lunch and Learn- Regional Food Systems Elements of the food system and explore best practices from regional plans *SANDAG*	June 13, 2013 2 hours
Regional Food in San Diego Elements of the food system in the City of San Diego	June 27, 2013 2 hours

1.2 Courses attended and other training received

The internal meetings and seminars involved collaboration to the general approach to the research, the methodology, the case study report delivery and general issues. Other workshops and seminars focused on topics such as food system and food-related phenomena within American cities, urban studies and revitalization issues.

RESEARCH ACTIVITY

1.3 Research activities

Research activities	Description	Main goals achieved
Food System and farmers' markets		
Literature review	Literature review about farmers' markets and Local Food System.	Specific knowledge on the Food System in United States and on farmers' markets, with specific insights on FMkts in USA and Italy.
Desk analysis	Analysis of farmers' markets in USA and San Diego.	Understanding of the local food system and the farmers' market phenomenon.
Field activities and investigations	Inspections in San Diego southeast neighborhoods – urban agriculture	(March 21, 2013) Better understanding of urban agriculture phenomena in San Diego.
	Meeting with Nancy Bragado – San Diego General Plan Program Manager	(June 06, 2013) Better understanding of San Diego urban policy.
	Meeting with Naomi Butler	(June 07, 2013) Better understanding of the local food system.
North Park initiative		
Literature review	Literature and press review about the initiative.	Specific knowledge about the initiative and the impacts it produced.
Desk analysis	Analysis of North Park Main Street and BID (strategy, partnership, goals, impacts, etc.). Structuring of the case-study *Survey Form.*	Understanding of the Main Street's vision and strategy, further knowledge on the PPP and on the redevelopment process (with specific information about the San Diego Redevelopment Agency).
Field activities and investigations	Inspection in North Park – case study analysis	(February 18, 2013) Better understanding of the area.
	Inspection in North Park and interview with Richard Juarez	(April 18, 2013) Better understanding of the area, explanation of the Main Street strategy, of the public and private involvement in the initiative, of the results achieved by the Main Street itself.
	Inspection in North Park – case study analysis (*FESTIVAL OF ART)*	(May 18, 2013) Better understanding of the area and specific insight into the Main Street "events program".
	Inspection in North Park – case study analysis	(May 19, 2013) Better understanding of the area.
	Inspection in North Park – case study analysis (*RAY AT NIGHT)*	Better understanding of the area and specific insight into the Main Street "events program".
	Interview with Lara Gates (City of SD) and Susan Tinsky (Housing Federation SD)	(June 06, 2013) Better understanding of the area, explanation of BID strategy, public and private involvement in the initiative, temporary results achieved by BID.
	Interview with Jay Turner (former president of North Park Main Street)	Better understanding of the area, explanation of the Main Street strategy, of the public and private involvement in the initiative, of the results achieved by the Main Street itself.

1.4 Dissemination event organized by the researchers to disseminate the CLUDs ongoing results

Kind of event (internal conferences, seminars, workshop, other…)	**Duration of the event**
Second International Workshop	June 11-12, 2013

1.5 Conferences attended

Conference	**Date of presentation**	**Title of presentation**
Association of American Geographers Annual Meeting	Los Angeles – April 9, 2013	*Place-based neighborhood revitalization strategies: Boston case studies* (Bonsinetto F., Ferretti A., Falco E., Polizzi E.).
ISOCARP – Knowledge for better cities	Brisbane, Australia – October 1-4, 2013	*Innovative PPP tools supporting urban regeneration: the role of non-profit organizations in USA* (Monardo B., Ferretti A., Boca A., Falco E., Polizzi E.). (paper accepted)
ISOCARP – Knowledge for better cities	Brisbane, Australia – October 1-4, 2013	*Urban agriculture as a socially inclusive and sustainable post-growth urban regeneration strategy* (Monardo B., Falco E., Polizzi E., Boca A., Ferretti A.). (paper accepted)
Foodscapes – Access to Food, Excess of Food	Graz, Austria – September 22-25, 2013	*Farmers' Markets and Urban Agriculture. New solutions to ensure increased access to quality food in the USA* (Ferretti A., Falco E., Boca A., Polizzi E.). (paper accepted)

1.6 Research products

Type of product (conference proceeding, paper, chapter in book…)	**References**	**Status** (sent, accepted with major/minor revisions, in print, published)
North Park – WP2 Survey Form	---------	Completed
North Park – WP2 Annex 1 *(socioeconomic data)*	---------	Completed
North Park – WP2 Interview Form 1	---------	Completed
North Park – WP2 Interview Form 2	---------	Completed
North Park – WP2 Interview Form 3	---------	Completed
North Park – WP2 – Second international Workshop	---------	Completed
Innovative PPP tools supporting urban regeneration: the role of non-profit organizations in USA (Monardo B., Ferretti A., Boca A., Falco E., Polizzi E.).	ISOCARP – Knowledge for better cities Brisbane, Australia – October 1-4, 2013	Paper accepted
Urban agriculture as a socially inclusive and sustainable post-growth urban regeneration strategy (Monardo B., Falco E., Polizzi E., Boca A., Ferretti A.).	ISOCARP – Knowledge for better cities Brisbane, Australia – October 1-4, 2013	Paper accepted

Farmers' Markets and Urban Agriculture. New solutions to ensure increased access to quality food in the USA (Ferretti A., Falco E., Boca A., Polizzi E.).	Foodscapes – Access to Food, Excess of Food Graz, Austria – September 22-25, 2013	Paper accepted

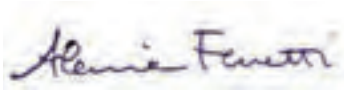
1.7 Networking activities

Conference	Duration of the event

1.8 Main results achieved through research activities

The main results achieved deal with a general understanding of the Main Street model and a deep understanding of the North Park Main Street process for urban regeneration – with specific insights into the planning and redevelopment process in San Diego.
At the same time, the research activities allowed a deep knowledge on the food system in USA and the farmers' market phenomenon.

July 30, 2013

Signature 

SAN DIEGO PUBLIC MARKET
San Diego, CA

Alessandro Boca, ESR, FOCUS Unit

San Diego Public Market - Case Study Report

Alessandro Boca

STRUCTURE OF THE WORK

Abstract

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. For these reasons, more than just a market the San Diego Public Market is meant by its promoters to be *a vibrant place where neighbors and friends meet and small business grow*, and a place that *enhances the neighborhoods around it, encouraging other business activity and increasing property values* (SDPM, 2012).

Nevertheless and 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.

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-ethnical 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. One of these projects is the residential and commercial mixed-used “Mercado del Barrio”, a 133-acre redevelopment project that include a Latino-themed supermarket, neighborhood retail shops and restaurants, 350 multi-family affordable housing units to be made available to households earning 30% to 60% of the area median income, and public amenities as pedestrian walkways, landscaping, and plazas.

In such a context, the work aim to 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.

Therefore, and 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.

1. The San Diego Public Market

1.1. Concept of the initiative

The San Diego Public Market (SDPM) is a new entrepreneurial initiative, located in San Diego's Barrio Logan neighborhood, which aims at the realization of a number of mixed activities all related with the topic of healthy food and nutrition.

Since many years, the interest for healthy and local produced food has raised considerably in the US (Pollan, 2006; Hardesty, 2008), as well as in California and in the San Diego County. As a matter of fact, despite on the one hand it is still possible to register a large lack of awareness in the US population about the food topic (McClintock & Cooper 2009), on the other hand an increasing number of initiatives is currently showing a new trend, with the rise of farmers' markets, food banks, community gardens and urban agriculture activities proving an increasing interest in the topic of nutrition and healthy food. Furthermore, as the Agricultural Sustainability Institute points out (2010) this trend reflects also an increasing in the number of economic activities, because as Seyfang (2006) affirms, the sustainable consumption is causing in the recent years new forms of economic development, both in the national agenda and in a retail sector, driven by an alternative consumption.

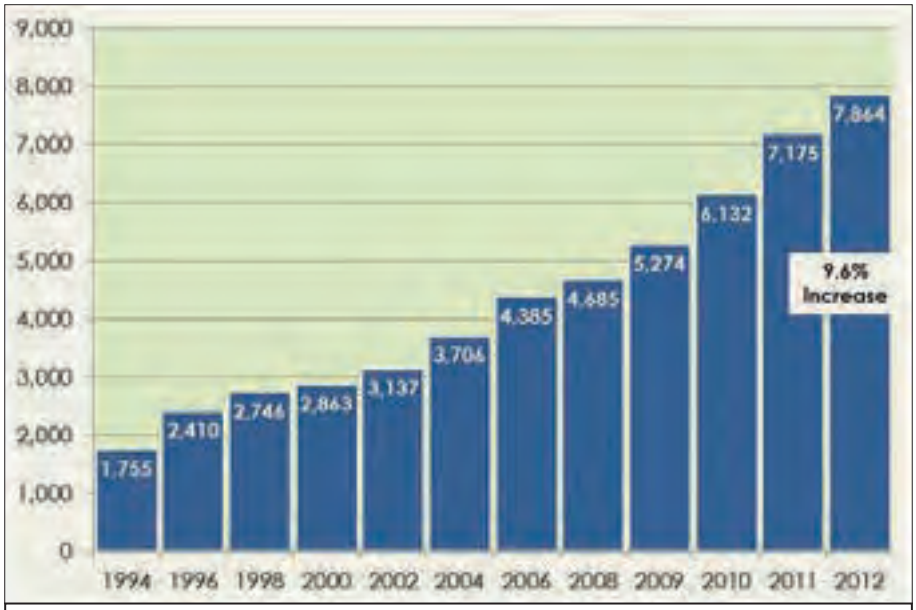


Figure 1: National Count of Farmers Markets (Source: USDA-AMS, 2012).

In the context of what the same Seyfang calls new ecological citizenship, the first fact that can be noticed is the nationwide grown of the farmers' markets, which as the Figure 1 testifies saw a rapid increase in number and spread. The increasing interest for a new model of consumption in the food topic brought to a significant spread of the number of spaces where local farmers can sell directly their products. At the moment, in fact, the San Diego County counts 59 different farmers markets certified by the County Agricultural Commissioner, and 27 just within the San Diego City boundary. However and despite such an interest the farmers markets still remain occasional events, because all of these operate in limited hours and, most important, days, mainly once per week.

Partially different from the case of the farmers' markets is the San Diego Public Market, which consists in a partially new type of business for the San Diego area. While a farmers' market is often a punctual episode, the SDPM wants to represent a permanent landmark where commercial, educational and business activities, all related to the same

topic, can create a unique place able to *enhances the neighborhood around it, encouraging other business activity and increasing property value* (SDPM, 2012). Then more than a farmers' market, which aims at evolve the nature of retailing in food system, the SDPM has in the intention of its promoters also an important spatial component, which aims at reshape a shopping experience modeled on an overall urban development.

The idea of a permanent space dedicated to the topic of healthy food and nutrition is not new in the international experience. Both in Europe and in the United States many examples can be noticed, such as in Paris, London, Rome or Barcelona and in Seattle, San Francisco, Philadelphia and Milwaukee. In many of these projects, different kind of spaces as abandoned industrial manufactories, warehouses or former markets have been redeveloped to host activities having in the local and traditional food production the common denominator. Furthermore, in all of these projects can be found the ambition of creating an new urban environment: as one of the manager of the Milwaukee public market says, the idea beyond the market is to create a permanent landmark useful for both tourists and citizens, where a new trend in food consumption meets more traditional issues as property value, public infrastructures and an overall urban regeneration (Wolff, 2002).

Figure 2: San Diego Public Market Location (Source: Google Maps, 2013)

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. As the co-founders point out, in fact, the current network of the farmers' markets in the San Diego County 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 (SDPM, 2012).

1.2. The site

The San Diego Public Market is located in the Barrio Logan neighborhood, just south-east to Downtown San Diego, in a dismissed site previously hosting a marine industrial business (Fraiser's Boiler).

Figure 3: the site before the project (Source: Google Maps Street View, 2013)

As some interviews conducted about the theme point out, 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.

Figure 4: Downtown San Diego (in red) and the portion of Barrio Logan (in green) where the SDPM is located (Source: Goggle Maps, 2013).

The promoters started since the 2010 to search 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, as the same interviews show, 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.

1.3. The project

The San Diego Public Market lies on a two acres site and encompasses a wide range of activities that should create an unique Public Market District. Among the different services that the Public Market can host, the main one and the only already operative since January 2013 is an 800 square feet hall dedicated to farmers' markets and shop, where up to 200 local sellers can find room with rent rates of 5$ to 8$ per foot (SDPM, 2012). In addition to the main hall, other spaces should host in the future a different range of activities such as shops, 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.

Figure 5: the San Diego Public Market Plan (Source: SDPM, 2012)

Local production and local producers are the main target of the Public Market, so this initiative should be read also as a way for encouraging the presence of this component in the urban arena. In addition to the retail, in fact, the Public Market is determined to become also a wholesale spot or a food hub for local goods destined, for example, to restaurants, schools and hospitals, in order to promote a more general awareness of the importance of the local production in the food industry.

Furthermore, as written before the San Diego Public Market should represent an attraction which diverges from the typical farmers' market concept. In the intentions of its promoters, the wide range of activities of the Public Market should create a continuous point of convergence for permanent flows, which should overcome the episodic nature of the farmers' market. Therefore due to its different activities, the SDPM should be able to create a district specialized in the local food and nutrition topic, with a range of attraction that goes beyond the single neighborhood level reaching a metropolitan sphere. Nevertheless, despite the ambitions the Public Market should be able also to feed new

kind of flows not existent at the moment in the neighborhood, then playing a role also in an overall urban regeneration process.

An overall evaluation of the San Diego Public Market experience is at the moment difficult to carry out, mainly because what has been described so far is both a recent and ambitious initiative. Nevertheless what is possible to note is how, despite a certain interest by the urban community, this project is still facing some difficulties.

On August 2012 a fundraising campaign has been launched through Kickstarter web-based mediator by the two creators of the Public Market project, in order to economically support the initial development of the initiative. In the sixteen days of campaign opening, 146,121$ were collected despite a 92,244$ goal, with 1,379 people showing their interest and offering a material contribution to such a project donating from 12$ (179 people) to 10,000$ or more (2 people).

On January 2013 the San Diego Public Market started its business as planned with the opening of the food hall described above that twice per week confirms the interest of urban communities in the project, but despite the timeline the other facilities that compose the whole initiative are still missing. That probably reflects a certain economic difficulty by the Public Market's ownership in developing the older facilities in order to host new activities such as commercial kitchens, classrooms and spaces for special events. As a matter of facts, and as the interviews the management point out, the Public Market still suffers for a lack of interest by larger investors. For this reason, in currently under examination by the ownership the idea of recurring to a non-profit organization business model, which should increase the possibility for private and public investors of economically supporting the Public Market.

2. The Barrio Logan neighborhood

2.1. Overview

Figure 6: Barrio Logan neighborhood (Source: City of San Diego, 2013).

The San Diego Public Market is located in one of the oldest neighborhoods of inner San Diego, named Barrio Logan[1], south-east to the Downtown on an area bounded to the north by Commercial Street, to the east by Interstate I-5, to the south by National City and to the west by the San Diego Bay. This approximately 1,000 acres wide site is not totally under the authority of the City of San Diego, with the 52 percent of the land area, that are 562 acres, under the United States Navy authority regarding the main military base, and under the Port of San Diego authority regarding the port basin.

First residential settlements date back to the end of the 19th Century, while in the first two decades of the 20th the neighborhood started to be populated by mainly Mexican-origin refugees which still now represent the prevalent ethnic group, making this part of the wider Logan Heights neighborhood called Barrio Logan.

For most of the first half of last Century, the whole neighborhood has been characterized by the direct access to the sea, making tuna fishing, canning and related industries the prominent activities in the neighborhood. Things changed drastically with the World War II, when the decision to expand the United States Naval Station San Diego caused initially the lost of direct access to the sea, and then, also after the war, an overall rezoning based exclusively on the heavy industry, shaped around the military and shipbuilding sector.

Shifts in economic and physical patterns caused, since the war period but mainly since the 1950s and 1960s, deep changes also in the social structures of Barrio Logan. Since its foundation, the neighborhood maintained a deep-rooted community with a strong cultural identity, linked to the Mexican-American ethnicity. Despite this, the decisions that during the World War II brought to the installation of the military base first, and of the heavy industry later, caused a strong reshaping in the zoning of the neighborhood. From a mixed residential, commercial and industrial use, the new land use jointly proposed by the

[1] Based on 2000 Census Data, the total population of the neighborhood is of 4,330 inhabitants.

City, the Port of San Diego e the Navy authority became a totally industrial one, with the exception of the only military use. The same construction of two main road infrastructures, that are the Interstate 5 and the State Route 75 also known as Coronado Bridge, has to be read as the decision to physically separate the Barrio from the adjacent settlements of Logan Heights to the east and National City to the south, in order «to simplify the land use pattern of the neighborhood by removing the residential uses through regulatory means» (City of San Diego, 2013).

Figure 7: the Chicano Park.

The goal of making Barrio Logan a residents-free neighborhood with an exclusively industrial land use pattern has never been totally achieved, and «while some properties transitioned into industrial uses, many of the residential uses that pre-dated the rezone remained» (City of San Diego, 2013). Moreover, during the 1970s a series of revolts and demonstration strengthened the community identity of the neighborhood, culminated with the creation of Chicano Park expressly dedicated to the Mexican-American origin of the largest part of the Barrio Logan community.

2.2. Community Plans in Barrio Logan

2.2.1. The former Community Plan and the first developments

After the failure of the idea of making Barrio Logan a residents-free neighborhood completely dedicated to the heavy industrial sector, and after the social revolts that involved the local community testifying its deep-rooted belonging to the neighborhood, during the 1970s the City of San Diego started a consultant study named “The Barrio Logan/Harbor 101 Community Improvement Study”, which allowed to the preparation of the first community plan for the area: the “Barrio Logan/Harbor 101 Community Plan” of 1978, that can be described as «a guide for the maintenance, upgrading and future development of the Barrio Logan/Harbor 101 community through 1995» (City of San Diego, 1978)[2].

[2] Differently from any other community in San Diego, Barrio Logan still is the only one where the Community Plan is drew up directly by the City and not by the community itself. That is because the presence of a local community in the

Core of the 1978 Community Plan was the identification of the residential development needs, as well as the analysis of the conflicts between industrial and residential uses related to the industrial complex located in this area, «and the provision for adequate opportunities for new or expanded coastal dependent uses» (City of San Diego, 1978). As the Plan itself points out, in fact, the main issues that it is called to face are the environmental, physical, social and economic ones coming from a «nonconforming residential and industrial uses that subsist side by side». Moreover, a «lack of qualitative development controls and the location in an old urbanized area, result in outmoded subdivision patterns not conducive to modern industrial development. Land values are also too high to be able to allow the private redevelopment of the area with substantial industrial activities. In addition, due to age and lack of development controls, the industrial uses cause air and noise pollution, as well as circulation and parking conflicts, further increasing the community environmental, physical and socio-economic problems». Finally, six different key issues are identified through the Plan:

- *retention and rehabilitation of housing opportunities for persons of low- and moderate income*;
- *the incompatible mix of heavy industrial uses and residential uses*;
- *provision of Bay access*;
- *establishment of visitor-serving recreational facilities*;
- *mitigation of traffic and parking problems resulting from major industrial employment centers;*
- *provision for adequate opportunities for new or expanded coastal-dependent uses.*

Aim of the 1978 Barrio Logan Community Plan was not to implement specific actions but to provide a guide for a future development through 1995. For this reason, the Plan generally proposes a series of recommendations and goals. Moreover, it has to be considered how the Community Plan had the purpose to built up a common framework for the action of other subjects involved in the development of Barrio Logan. As mentioned above, in fact, more than an half of the land is, in this case, under the jurisdiction of other public authorities that are the Port of San Diego and the US Navy. Despite its generic aim, the Plan also includes «an implementation section that establishes procedures, techniques, types of actions, optimum time of development, phasing, and responsibilities for these actions».

Among the recommendations, the Plan proposes an expansion of the residential uses, and of their supportive facilities such as commercial ones. Moreover, it recommends an as much as possible relocation of the industrial development in order to minimize the its incompatibility with the residential one. In addition to these recommendations, the Plan suggests to develop a series of actions related to the specific «ethnic and cultural uniqueness» of the community thorough educational centers and community areas, also with a reshape of the transportation facilities network.

For what concerns the goals, the Plan states how they need to be meant as «generalized concepts developed for the community study area. The statements are both

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neighborhood has been considered for many years as informal by the City authority, and consequently any Community Planning Group has never been established and recognized by the City in the area.

the result of a careful evaluation of community assets and problems, and ideals voiced by community groups over a period of four years of planning.». More specifically, they are:

- *to conserve and reinforce the existing living and working community through residential/industrial coexistence and rehabilitation*[3];
- *to develop and maintain a high quality environment and take all action necessary to protect, rehabilitate and enhance the environmental quality of the community*;
- *to avoid new developments that will require the removal of major building investments*;
- *to provide open space links to the waterfront for public access whenever possible*;
- *to provide additional job opportunities and purchasing power within the community;*
- *to strengthen the community social and cultural base*;
- *to develop a circulation/transportation network in the community, organizing automobile circulation patterns, parking, and encouraging the development of other modes of transportation*;
- *to establish a vehicle by which all government agency actions can be coordinated and conflicts avoided.*

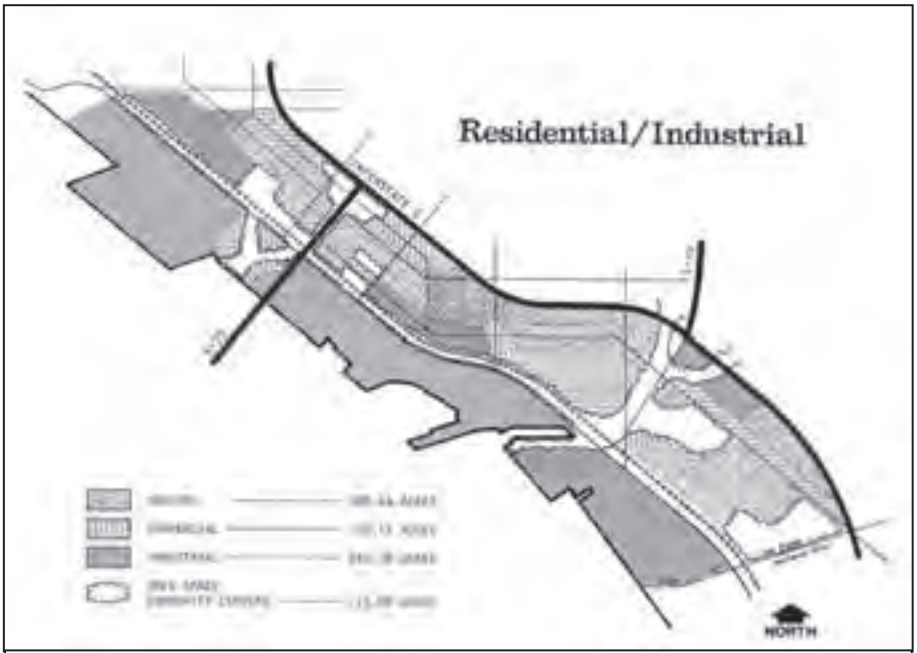

Figure 8: Alternative 6 (Source: City of San Diego, 1978).

After pointing out recommendations and goal, the Plan sets out a detailed framework for the future development of Barrio Logan through 8 different Plan Alternatives among which has been chosen, after an evaluation process, the one named Residential/Industrial Plan (Alternative 6). As the Plan stats, this alternative «recommends the rehabilitation of existing housing, commercial and industrial development, together with the development of new housing areas, replacing areas that are presently vacant or underutilized. A new major industrial park would also be developed […].Major industrial rehabilitation is also recommended south and east of the San Diego-Coronado Bay Bridge. Industrial development rehabilitation and land use organization proposals would also include the development of employee parking structures along Harbor Drive. In addition, a new

[3] To a totally renewed community, in fact, the Plan approach is to strengthen the existing one, by a series of actions regarding housing, commercial and industrial assets, as well as recreational transportation and open space opportunities.

Commercial/Industrial Bayfront center incorporating public access and open space is also proposed just north and west of the Bay Bridge».

Figure 9: Mercado del Barrio – Affordable housing units.

With the implementation of the Barrio Logan Community Plan, a series of physical actions have finally been undertaken in order to catalyze an overall redevelopment process for the whole neighborhood. Among a certain number of smaller redevelopment projects, the probably best known and more important is a massive one formally named “Barrio Logan Redevelopment Project Area”, but also known as “Mercado del Barrio”.

The Barrio Logan Redevelopment Project Area[4] is a 133-acre mixed-use redevelopment project located along the San Diego Bay Tidelands and close to the Coronado Bridge, which aims at a «redevelopment that focuses on eliminating blight while preserving the neighborhood's distinctive character. A major objective is development that enhances the community's cultural and ethnic qualities» (San Diego Redevelopment Agency, 1991). More specifically, the Mercado del Barrio project is based on the addition of over 350 affordable housing units available to households earning 30% to 60% of the area

Figure 10: Mercado del Barrio – Latino-themed grocery market.

[4] The project has been realized by the Redevelopment Agency of the City of San Diego, a former municipal agency dissolved as of February 2012, in charge for the implementation of public redevelopment urban projects.

median income, and on the realization of a Latino-themed grocery store, of a neighborhood retail center, others minor facilities and public amenities such as pedestrian walkways, landscaping, and plazas in order «to highlight the culture of Barrio Logan and connections to Chicano Park».

2.2.2. The 2013 proposed Community Plan

Most of strategies and goals stated by the 1978 Barrio Logan/Harbor 101 Community Plan, and later implemented through a range of projects such as Mercado del Barrio, can be considered still up-to-date nowadays as confirmed by the Community Plan updating process started by the City of San Diego in 2008, and by its draft version published in 2013. Also in this case, the Community Plan still regards the portion of the neighborhood under the jurisdiction of the City, while the port and military authorities still have their jurisdiction on the 52 percent of the site.

As for the 1978 Community Plan, also in the 2013 version of the Barrio Logan Community Plan the main goal remains the minimization of the issues related to the coexistence between residential and industrial uses that, despite the main activities encouraged by the former plan, can be considered actual. In particular, the new goals stated by the 2013 draft Plan are:

- *to be a blueprint for development that builds on Barrio Logan's established character as a mixed-use, working neighborhood;*
- *to focus on land use, public facilities, and development policies for Barrio Logan, as a component of the City of San Diego's General Plan*;
- *to set out strategies and specific implementing actions to help ensure that the Community Plan's vision is accomplished*;
- *to set out detailed policies that provide a basis for evaluating whether specific development proposals and public projects are consistent with the Plan*;
- *to set out guidance that facilitates the City of San Diego, other public agencies, and private developers to design projects that enhance the character of the community, taking advantage of its setting and amenities*;
- *to set out detailed implementing programs including zoning regulations and a public facilities financing plan*.

Among the 10 elements that compose the new Community Plan draft[5], for what concerns this work can be interesting to examine in depth the first of them, that is the one related to the Land Use.

The proposed Community Plan identifies five different neighborhoods within Barrio Logan, in order to implement a strategy named City of Villages which «strives to respect the open space network and increase the housing supply and diversity through development of compact, mixed-use villages in specific areas that are linked to an

[5] 01. Land Use; 02. Mobility; 03. Urban Design; 04. Economic Prosperity; 05. Public Facilities, Services, and Safety; 06. Recreation; 07. Conservation; 08. Noise; 09. Historic Preservation; 10. Arts and Culture.

improved regional transit system and integrated into the larger community» (City of San Diego, 2013).

Figure 11: Barrio Logan – Neighborhood Areas (Source: City of San Diego, 2013).

First of these new Neighborhood Areas is the one called Community Village Area, located in the northern portion of Barrio Logan. The previsions for this Area are to achieve an higher density in housing, and «a variety of other community, institutional, and employment serving uses, in close proximity to transit». The Community Village is, in fact, the core area of the overall neighborhood, where may be located the majority of the urban function such as commercial centers, institutions, and employment centers. This area is also planned to be «a vibrant pedestrian neighborhood with enhanced connectivity that reflects the types of public spaces, structures, public art, connections, and land uses that are influenced by Latino culture». Moreover, «the Community Village Area land uses would include a combination of residential, commercial/residential vertical mixed use, office, commercial, recreational, civic, and institutional uses. It is envisioned that streets and walkways in this area would be designed to meet the needs of the pedestrian first and buildings would be designed to reflect human scale». Finally, is this the Area where the San Diego Public Market is located.

Figure 12: Community Village Area – Land use (Source: City of San Diego, 2013).

The second Neighborhood Area, named Historic Core Area, «should complement the existing and evolving character of the built environment». In this neighborhood, located to the south of the first one, the focus is on the role of new housing, that should make of this portion of the Barrio its main residential area.

If the main purpose of the new Barrio Logan Community Plan is to balance the mixed residential and industrial functions that characterize the neighborhood, the third

Area, named Transition Ares, is dedicated to the protection of «the maritime and maritime-related jobs provided by the Port District and to protect existing operations and business. It is also the intent of the policy to minimize conflicts from incompatible uses and to provide a balance between needs of the Port District and the goals and objectives of the adjacent communities». For these reason, the Transition Area is intended to include «uses that do not pose health risks to sensitive receptor land uses that are adjacent or proximate to the Port District's industries».

The Prime Industrial Area is considered by the proposed Community Plan as a «critical element of the region's economy». Is this the Area, among the ones that compose the whole neighborhood and among the areas under the jurisdiction of the City, where are located the mayor industrial premises. In this case, the challenge taken by the Plan is to create a «pleasant working environments at the edge of residential and mixed-use neighborhoods».

Boston and Main Street Corridor Area is the last among the new neighborhood that compose Barrio Logan. Here the main issue is a mobility element, and the related policy to reduce «the street width along Boston Avenue between 29th Street and 32nd Street from 60 feet to 40 feet in order to slow traffic speeds and create a more residential street».

3. The challenge

3.1. The role of San Diego Public Market in the Barrio Logan regeneration process: strengths and weaknesses of the initiative

As mentioned at the opening of this case study Report, the aim of such an analysis was to understand “if” and “how” a node of the food supply network system, and more in detail of the farmers’ markets network, could be considered as a resource during the physical, economic and social redevelopment processes in the American cities. The topic of the healthy food, in fact, and especially in the United States, is becoming everyday more important for the impact that such an issue has both on people’s life and behaviors, and on the patterns of use of local natural resources.

For these reasons, it has been selected a particular and ambitious kind of economic activity as the San Diego Public Market, which has as its core business the topic of local and unprocessed food and of nutrition, and has been analyzed how this particular kind of business connect itself with the overall urban redevelopment process of the neighborhood where it is located, that is one of the oldest but also of the more problematic in San Diego.

As a first point, it has to be said that if the San Diego Public Market is a recent experience, the overall redevelopment process that is affecting the neighborhood of Barrio Logan is ongoing since approximately two decades. And also if we consider just the second step of this process, that is the one started with the beginning of the Community Plan updating process of 2008, the experience of the San Diego Public Market still remains more recent. For these reason, and at least in this case, it cannot be stated if this kind of economic activity could play the role of a catalyst in an urban redevelopment process.

Nonetheless, if is not possible to state this kind of connection between the two phenomenon, it remains possible to analyze what kind of relation meanwhile started to exist between them. Regarding this second issue, our methodology has been based on interviews to the actors involved both in the planning process and in the management of the Public Market, and on the analysis of the new Barrio Logan Community Plan.

Interviewed about the contribution of their project to the urban redevelopment process of the neighborhood, the owners and the managers of the San Diego Public Market pointed out how this could have been considered as resource to that process 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.

As a matter of facts, a partial confirmation of this hypothesis came also by the City’s officers in charge of the Community Plan’s updating process. Interviewed, they said they were personally glad about such a project, because themselves interested, as consumers, in the topic of healthy and local food. Nevertheless, interviewed about an explicit connection between the Public Market and the redevelopment process they affirmed there were any official connection between the two phenomenon, and that the Public Market

had, because of its specific core business, any particular interaction with the redevelopment nor with the Community Plan's updating processes. It was considered, it means, just as an ordinary economic activity. This statement, in turn, has been also confirmed by the reading of the Community Plan draft, in which, despite a wide range of topics included, any reference to the Public Market nor to the topic of food and nutrition can be found.

Nevertheless, as mentioned above, the San Diego Public Market is located in a portion of Barrio Logan named Community Village Area, where the same draft Plan sets out a redevelopment strategy based on «a vibrant pedestrian» area where the main urban functions, such as the commercial ones, are supposed to be host. For this reason, a commercial activity as the San Diego Public Market could actually be considered as a resource for an overall urban development process, but not because of its specific core business while as just a successful economic activity.

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Case Studies Synthesis

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SUSTAINABLE URBAN DEVELOPMENT

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SEVENTH FRAMEWORK PROGRAMME

MARIE CURIE ACTIONS

CASE STUDIES SYNTHESIS
San Diego, CA

NATIONAL CITY
San Diego, CA

Pasquale Pizzimenti, ESR-Reggio Calabria Unit

THE CASE STUDIES: Community-led approach

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: National City, City of National City, CA (USA)
Researcher: Pasquale PIZZIMENTI, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: Other: Smart Growth Incentive Program
City: City of National City, CA, (USA)
Residents (2010 US Census): 17475
Case Study Area: 1,88 (sq Km)
Area by Census Tracts*: 3,32 (sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 13.565

2. Brief description of the case study

The **Downtown-Westside Connector Project (National City)** case study aims to enhance 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 for 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 project 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. Why this case study

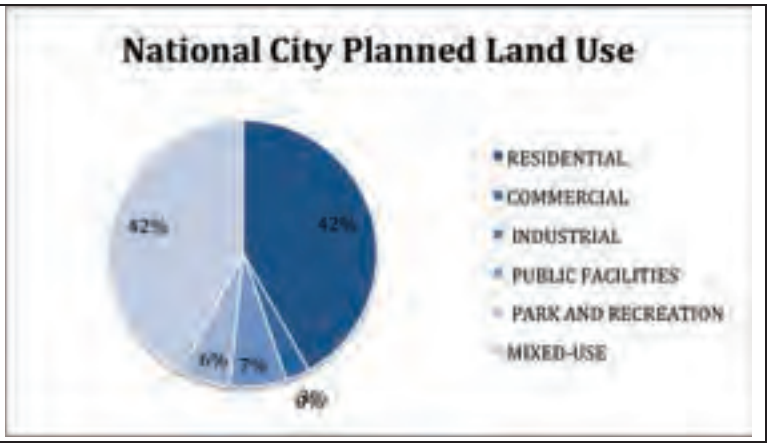
The importance of this case study lies on the aim to foster local economic development and urban regeneration through the implementation of mixed-use and Transit-oriented development thanks to the implementation of Smart Growth principles, guidelines and programs provided by SANDAG. Even if the objectives 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. The case study shows a good level of consistency with the objectives of the 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). Further it seems particularly interesting for the interconnection among projects oriented to the mixed-use approach in order to make attractive one of the poorest area of the County of San Diego.

4. Land Use

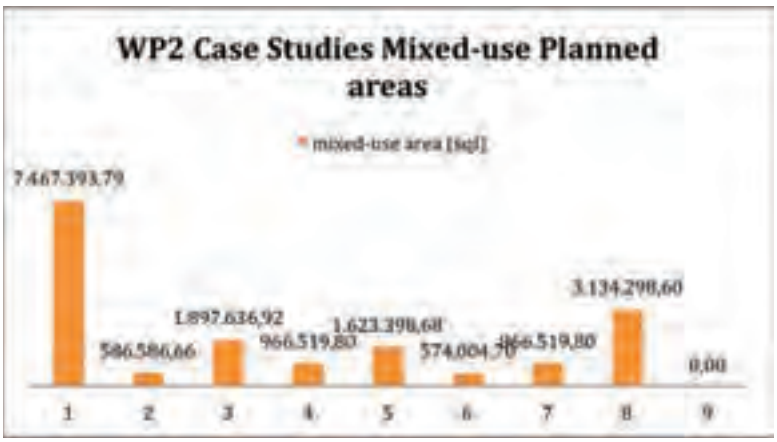
The difference between the existing and planned land use shows some interesting findings. The Case study of National City is characterized by a higher percentage of Residential (56%) and Commercial areas (27%) and by a low percentage of public facilities (12%). The difference between the existing and the planned land use shows the percentage of mixed-use area (42%) within the set of WP2 case studies. The Smart Growth Incentive Program (SANDAG) interests the project area, and it is connected with other initiatives linked to the mixed-use approach such as TOD implementation.

General National City Case study area Existing Land Use	
Category	SQF
Residential	9.538.046,84
Commercial	4.524.890,21
Industrial	0,00
Public Facilities	2.076.650,53
Park and Recreation	149.864,89
Vacant Land	626.777,21
Total	16.916.229,68

General National City Case study area Planned Land Use	
Category	SQF
Residential	7.375.192,15
Commercial	512.401,15
Industrial	0,00
Public Facilities	1.202.782,43
Park and Recreation	1.068.984,81
Mixed Use	7.467.393,79
Total	17.626.754,33



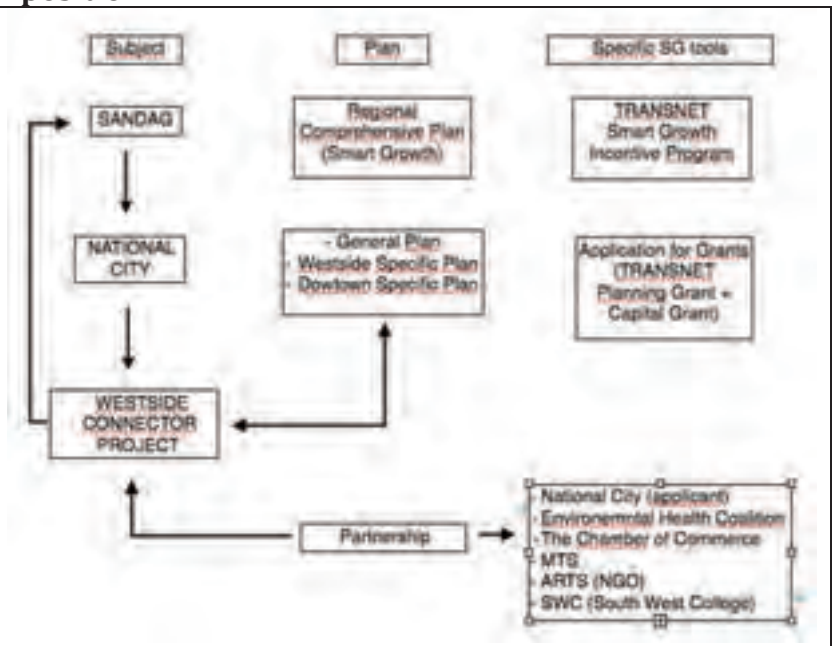
WP2 Case Studies Mixed-Use Planned areas	
Category	SQF
National City	7.467.393,79 (43%)
Little Italy	586.586,66 (3%)
Hill Crest	1.897.636,92 (11%)
Jacobs Market Village	966.519,80 (6%)
Imperial Avenue	1.623.398,68 (9%)
New Roots Community Farm	574.004,70 (3%)
One World Market	966.519,80 (6%)
North Park FM	3.134.298,60 (18%)
San Diego Public Market	0,00 (0%)



5. Partnership Typology and Composition

The project partnership has still to be composed. However is possible to highlight the most important actors for the implementation of the project. SANDAG is the key actor for several reasons: it is the subject that draws up the Regional Comprehensive Plan based on Smart Growth principles, and it is the subject giving grants for smart growth program such as this one. The city of the National City is the applicant and received the attendance of Public-Private (MTS), NGOs (EHC) and Private subject (SWC). Partnership is composed as follows:

- City of National City (Applicant)
- EHC
- National City Chamber of Commerce
- MTS
- ARTS (NGO)
- SWC (South Western College)



6. Strategic Priorities

The main aim of the project is to implement Smart Growth strategies to enhance economic revitalization in the area, one of the poorest of the County of San Diego in terms of Per Capita Income. The project is still in the initial phase: the city of National City has just received the Grant by SANDAG. . Strategic Priorities are:

- Retail Enhancement;
- Economic Revitalization;
- Job Creation;
- Cultural enrichment;
- Local produce valorisation through farmers' market;
- Implementation of Smart Growth Strategies

7. Main initiatives and projects linked with the case study

The project would improve connections along four significant streets in National City. Three of the four streets being improved are identified as Community Corridors in the City's 2012 General Plan Update. Community corridors are "complete streets" designed to increase the comfort of walking and bicycling through traffic calming measures. The project will also provide connections between the Downtown planning area and the Westside planning area. These two areas are the business centers of National City. By improving connectivity, aesthetic appeal, and transportation choices, the City hopes to encourage new businesses, attract private development and sustain existing businesses. The Downtown-Westside Community Connections Project is partly within the National City Downtown Specific Plan (DSP) area and partly within the Westside Specific Plan (WSP) area The process involves a consistency review which includes project compliance with clearly defined Smart Growth policies and development standards.

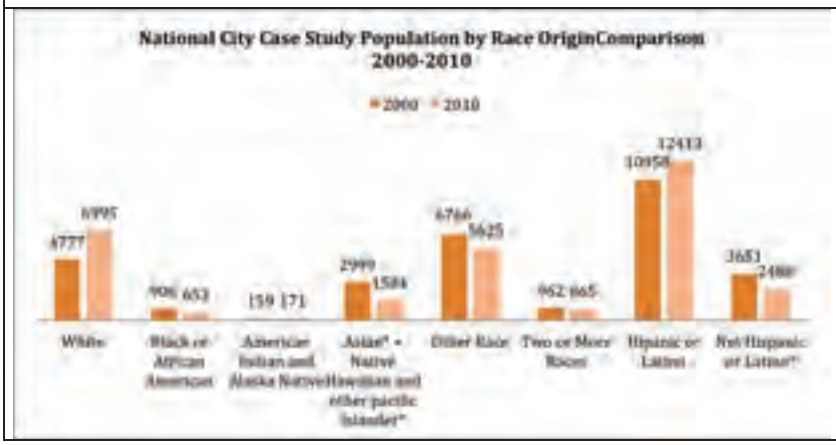
Other projects provided in the area by the municipality of National City that can have a positive impact on the initiative and that are partially related:

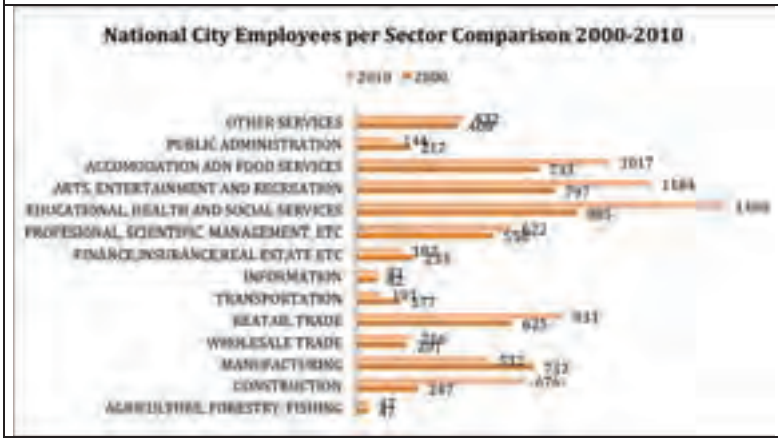
- 7th Street Park (Recreation);
- Big Bon's Plaza (Commercial);
- Mand and Goodies Revitalization (Mixed-use);
- Park Village (Mixed-use);
- Senior Village Expansion (Residential);
- Paradise Creek Revitalization (Smart Growth improvement in the area);
- WI-TOD (Mixed-USe)

As mentioned in the section 4 (Land Use) mixed-use projects are taken into account in the area.

8. Fast socio-economic facts

The analysis of socio-economic data shows three main characteristics to deepen: the population increase from the comparison between 2000 and 2010, the per capita income and the median household income also from the comparison between 2000 and 2010

	The area of National City presents an high percentage of Hispanic or Latino population.



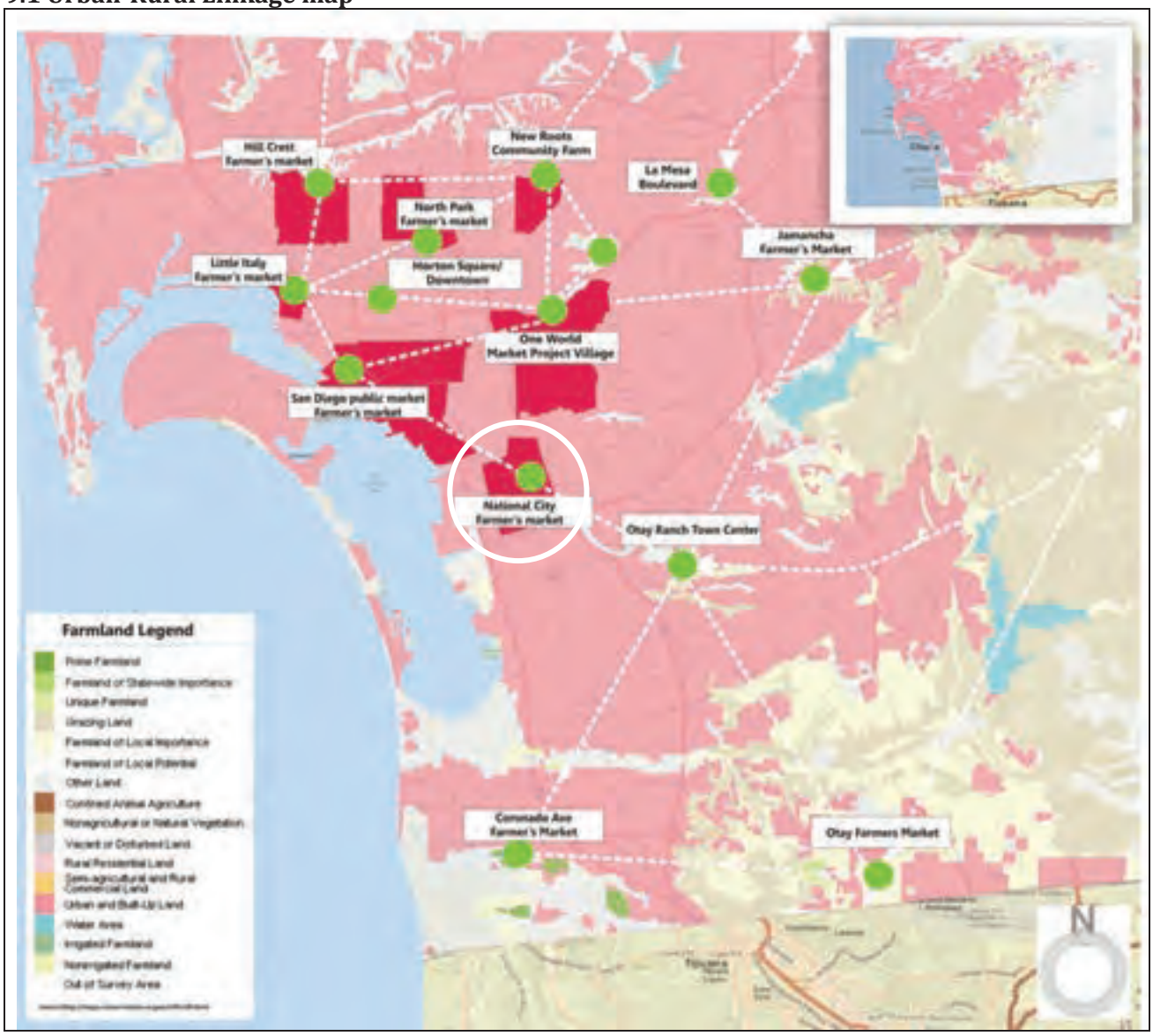
The area of National City presents an increase of employees in sectors such as accommodation, arts and recreation, educational health and social services and construction. Despite the Transit-oriented development strategies that the municipality wants to pursue employees in transportation sector decreased, as well as those ones in retail trade sector..

The case study area is one of the poorest of the County. The Per Capita Income is one of the lowest of the WP2 case study set. Indeed the the Per Capita Income average is the 50% lower than the City of San Diego level and the City of National City level.

9. Urban-Rural linkage

The urban-rural linkage in the area is twofold: urban agriculture* and community gardens**; farmers' market. The first one is a precise goal of the National City General Plan (OS-3 Open Space and Agriculture). Precisely the general plan indicates that: "Urban Agriculture thoughtfully integrated into the urban fabric that serves as open space, foster community involvement, and provide a local food source". In this case study area there is not a high level of interaction with respect to the urban-rural linkage, however there is a high level of integration between the project and the urban planning tool. It means that even if the urban-rural interaction is not a clear aim of the project it will be included later as indirect aim coming from other tools such as the implementation of the General Plan through the specific plans as in this case. Indeed the project of Westside Connector is strictly connected with the Specific Plan of Down Town and Westside area. Plus, recently, in the area farmers' market was realized thank to the cooperation among the municipality, the chamber of commerce and the San Diego County Farm Bureau.

9.1 Urban-Rural Linkage map



*"The growing, processing, and/or distribution of good through intensive plant cultivation in and around cities (Community Food Security Coalition, North American Urban Agriculture Commette, 2003)

** A community garden is "a piece of land gardened collectively by a group of people" (American Community Garden Association,2007)

LITTLE ITALY, BIDs San Diego, CA

Jusy Calabro', ESR, Reggio Calabria Unit

THE CASE STUDIES: Community-led approach

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: Little Italy, San Diego, CA (USA)
Researcher: Jusy CALABRÒ, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: BID (Business Improvement District)
City: San Diego, CA, (USA)
Residents (2010 US Census): 2725
Case Study Area: 0,25 (sq Km)
Area by Census Tracts*: 0,81 (sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 51.059,00

2. Brief description of the case study

The Little Italy neighbourhood is included in the San Diego Downtown Community Plan, the most central plan in the city of San Diego. It is characterized by a strong presence of the Italian community reflected by an high number of commercial activities owned by Italian people, especially restaurants and small retail businesses. During the last decade the neighbourhood experienced a new form of revitalization thanks to the implementation of a Community Benefit District (a particular form of Business Improvement District) in which the role of community has played a crucial role. 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 neighbourhood of Downtown San Diego. With the creation of the Little Italy Association in 1996, the neighbourhood started changing into a District specialized in Italian food, boutique shopping and maintenance. The neighbourhood, 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 neighbourhoods, since it organizes frequent festivals and events including a weekly farmers market, also known as the Mercato.

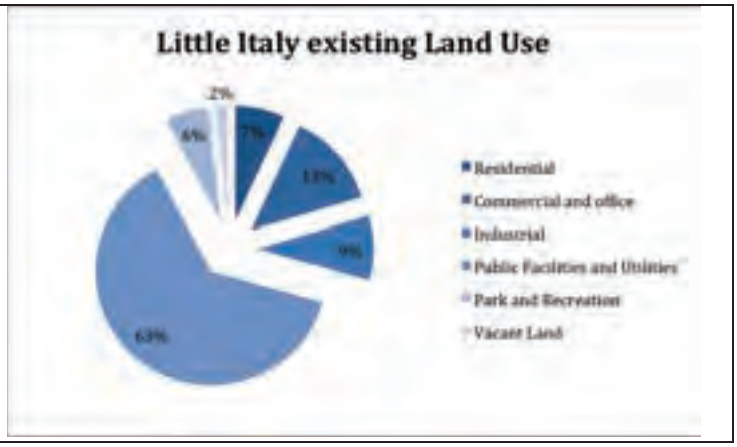
3. Why this case study

According to the WP2 objectives, the case study is particularly interesting for the implementation 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. This case study is interesting for the new form of involvement of the community in the regeneration process of the neighbourhood. This particular form of BID allowed and facilitated the community to associate businesses creating the conditions to attract new ones. The retention and the development of the existing businesses and the attraction of the new ones combined with actions of the urban planning tool (community plan) have generated positive effects for the community. Indeed the place became attractive for residents, the population increased, and per capita income of the area is the higher within the set of case studies selected, even higher than the average per capita income of the City of San Diego. The neighbourhood has attracted new investments from urban developers that have built in the area several housing units, especially multi residential units.

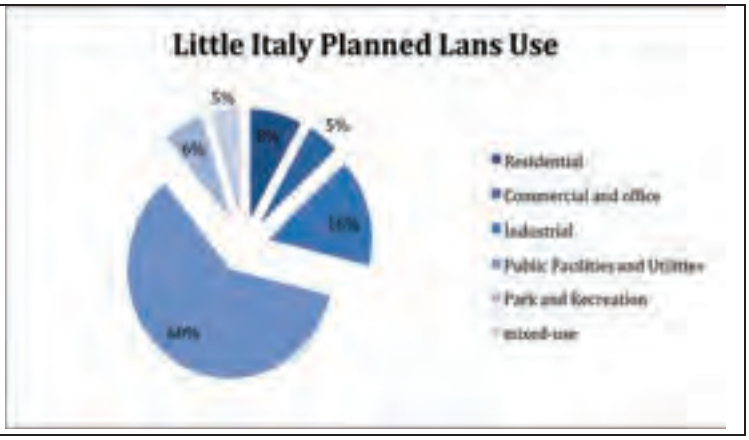
4. Land Use

The difference between the existing and planned land use shows some interesting findings. First of all an high percentage of public facilities even if the planned land use reduce it by the 3%, however the area maintain an high level of public facilities(60%). The most interesting data is about the will to transform vacant land in mixed-use areas and reduction of industrial activities favoring the localization of light industrial activity and the increase of multi-family residential units that will increase the urban density in the area (66% of the planned land use for residential use). The reduction of commercial areas is due to the already existence of an high number of commercial activities.

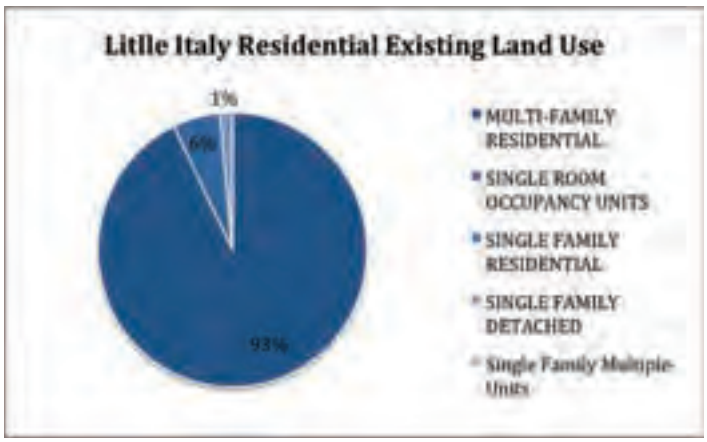
General Little Italy Case study area Existing Land Use	
Category	SQF
Residential	837.959,07
Commercial	1.640.667,59
Industrial	1.095.965,09
Public Facilities	7.642.275,89
Park and Recreation	744.900,08
Vacant Land	213.465,85
Total	12.175.233,57



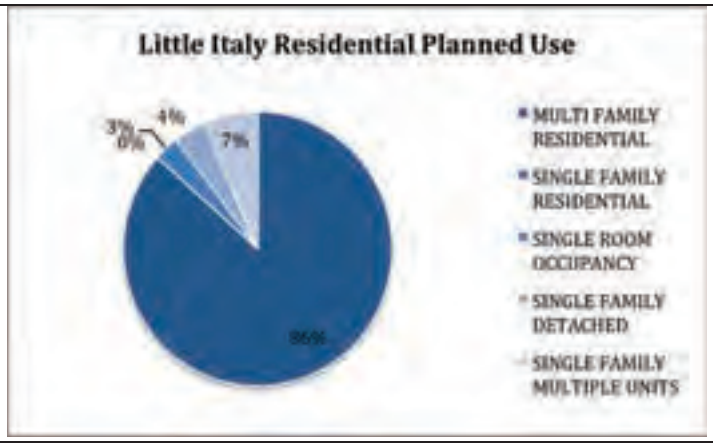
General Little Italy Case study area Planned Land Use	
Category	SQF
Residential	1.013.493,40
Commercial	619.719,71
Industrial	1.968.040,44
Public Facilities	7.509.750,76
Park and Recreation	784.827,58
Mixed Use	586.586,66
Total	12.482.418,56



Residential Little Italy Case study area Existing Land Use	
Category	SQF
Multifamily Residential	579.525,05
Single Room occupancy units	35.493,95
Single Family Residential	0
Single Family Detached	9.474,22
Single Family Multiple-units	0
Single Family without units	0



Residential Little Italy Case study area Planned Land Use	
Category	SQF
Multifamily Residential	877.152,12
Single Room occupancy units	35.493,95
Single Family Residential	30.328,45
Single Family Detached	39.123,78
Single Family Multiple-units	66.889,05



5. Partnership Typology and Composition

A CBD "is a local enabling ordinance that allows the establishment of a special benefit district" in order to create a stable source of revenue to fund special services. (source: Property and Business Improvement Districts Low, 1994, California, Streets and Highways Code; Community Benefit District Act, 2005). In Little Italy, BID and CBD are managed by the same no-profit organization ***Little Italy Association (LIA)***, it can be considered a unique tool: indeed, the first one collecting assessments from business owners, the second from the residents of the area, both providing additional services to those expected to be given by the city. The BID/CBD overall strategy is retail retention, business attraction, beautification and, above all, create a brand that implies quality and reliance on the neighborhood as desiderable place to live and work in San Diego (source: interview).
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. However, taking from official documents and interviews, it can be stated that the BID within Little Italy is a very small part in the general economy of the neighborhood, mostly managed through funds coming from property tax assessment of the CBD, donations and grants, the Farmers' Market. 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).

Local development organization involved in the initiative:

- DISI committee;
- CAB
- SOBO
- Project Review
- Legacy
- Citrus PR
- LIRA;
- New City America (Management – Administrative role of all activities under the LIA)

6. Strategic Priorities

The BID/CBD overall strategy is mostly focused on retail retention, business attraction, maintenance and beautification. Above all, the creation of a brand that implies quality and reliance in the neighborhood as desirable place to live and work in San Diego is highly pursued. 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 BID operates also as CBD, where property owners, except for businesses, vote to pay an additional property tax assessment. Strategic Priorities are:

- Retail Enhancement;
- Economic Revitalization;
- Maintenance and Beautification;
- Cultural enrichment;
- Local produce valorisation through farmers' market;
- Building Restoration and Renewal

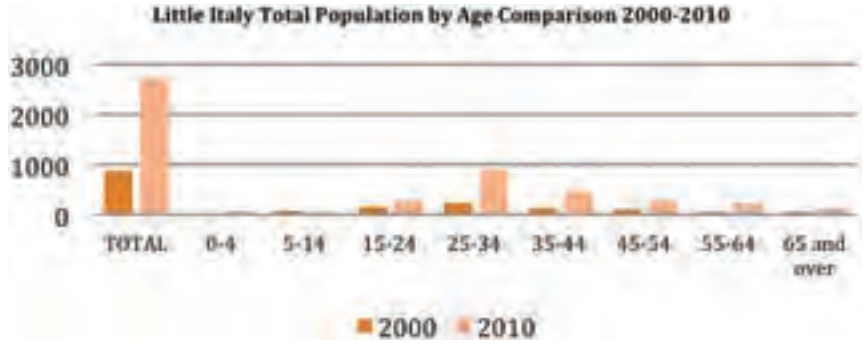
7. Main initiatives and projects linked with the case study

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 food, arts, culture, heritage and all things Italian in San Diego. The Center serves as a community resource and provides programs and events. The association manages both the BID and the CBD. The "sense of place" is a peculiar characteristic of the neighborhood, whose main objective is to preserve the Italian

community traditions and places. The community participation within the BID/CBA is strongly taken into account. Periodically the board meets to discuss about the initiatives and the issues of the area, mostly following a problem solving approach. For the Parking district, in early 2010, the Centre City Development Corporation (CCDC), now Civic San Diego, entered into an agreement with the Little Italy Association to manage the 45% of parking meter revenues that are allocated to San Diego's Little Italy; to maximize parking and alleviate the strain of parking on surface streets.

8. Fast socio-economic facts

The analysis of socio-economic data shows three main characteristics to deepen: the population increase from the comparison between 2000 and 2010, the per capita income and the median household income also from the comparison between 2000 and 2010

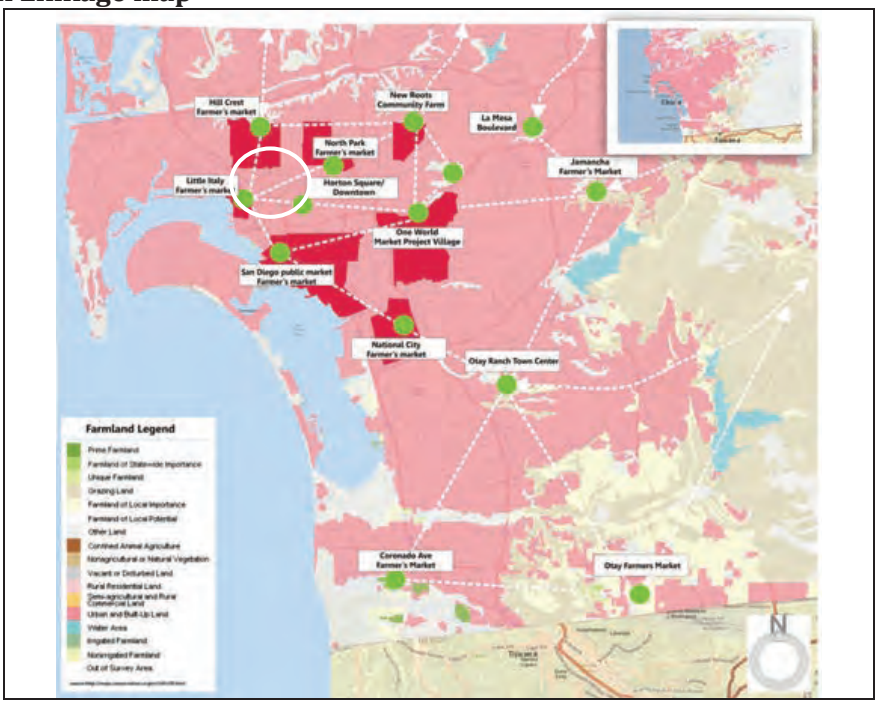
	The increase of population between 2000 and 2010 is evident. During the period in which the CBD has been implemented (2005). The average of population growth, considering the value for the State of California, the County of San Diego and the City of San Diego is 10%. The population increase is due to the attractiveness of the neighbourhood during last year, especially high-income class.

	The increase of the per capita income and the median household income in the Little Italy area is evident. In the first case almost double with respect the average of the State of California, the County of San Diego and the City of San Diego. This is increase is due revitalization of the area that has attracted upper classes with an high per capita income, fascinated by the recent high livability conditions of the neighborhood. In the second case it is aligned with the context but it is almost three times higher than the value of 2000 in the same area.

9. Urban-Rural linkage

The urban-rural linkage in the area occurs thanks to the presence of the local weekly farmer's market that take place on the main street each Saturday. The local farmer's market is associated with other farmer's market of the city of San Diego that group local farmer's for the valorisation and promotion of local production.
The marketing activity then contributed to create a brand synonymous of quality and reliance for business or art galleries that move there aware to make safe investments. India Street vacancy rate, for example, is almost 0% (source:interview). The weekly Farmer's Market in Little Itlay, born in 2007, is a strong and successful marketing and business initiative. Hundreds of vendors join the mercato each wek from all over the San Diego Count to sell their fresh, not processed, products. Most of them are certified, organic farms: the aim is to sell local products within a very eco-friendly context. The neighborhood indeed becomes pedestrian and walkable each Saturday to welcome thousands of people than come in India Street to enjoy the Mercato area. It is not just about fresh foods and drinks, it is also about livable place to stay a healthy routine to do every Saturday: the outdoor life improved increasingly thanks to initiatives like the Mercato. People come to Little Italy to stay there all day long, to buy food but also to walk among vendors and artists that show their creation, it is much more like an event that attract people, improving the livability and the attractiveness of the neighborhood. The Little Italy Mercato began officially in June 2008 with few merchants guided by the common vision to create a destination-worthy farmers' market for their community and Greater San Diego. Since then, the Mercato has grown into a nationally-recognized model for its commitment to farm-fresh goods and artisan craft. Today, local shoppers and visitors to Little Italy are able to discover and purchase Southern California's best seasonal offerings each weekend in the heart of San Diego's Little Italy. The Mercato runs every Saturday along Date Street. In the past months, there has been its expansion to west of Kettner Street bringing the full event footprint to six blocks with more than 130 merchants, making it San Diego's largest and most visited farmers' market.

9.1 Urban-Rural Linkage map



HILL CREST, BIDs
San Diego, CA

Francesco Bonsinetto, ESR, Reggio Calabria Unit

THE CASE STUDIES: Community-led approach

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: HILLCREST BUSINESS IMPROVEMENT DISTRICT (San Diego, CA)
Researcher: Francesco BONSINETTO, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: BID (Business Improvement District)
City: San Diego, CA, (USA)
Residents (2010 US Census): 15263
Case Study Area: 1.45(sq Km)/(360 acres)
Area by Census Tracts*: 3,80 (sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 44.702,00

2. Brief description of the case study

"Hillcrest Business Improvement District" is one of the 18 BIDs designated by city of San Diego and it's included in the Uptown community planning. This Case Study acts as the central node of community activity for Uptown as it features a myriad of mixed uses and entertainment activities. The major role in this process has been played by HBIA(Hillcrest Business Improvement Association) a no profit corporation 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 Community through events and promotions as well as physically improvements. 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. The local community are highly engaged, from

organizing clean-up events to getting involved with local planning issues. This distinctive neighbourhood is a favourite for San Diego's artistic community, and houses also a very huge Farmers Market.

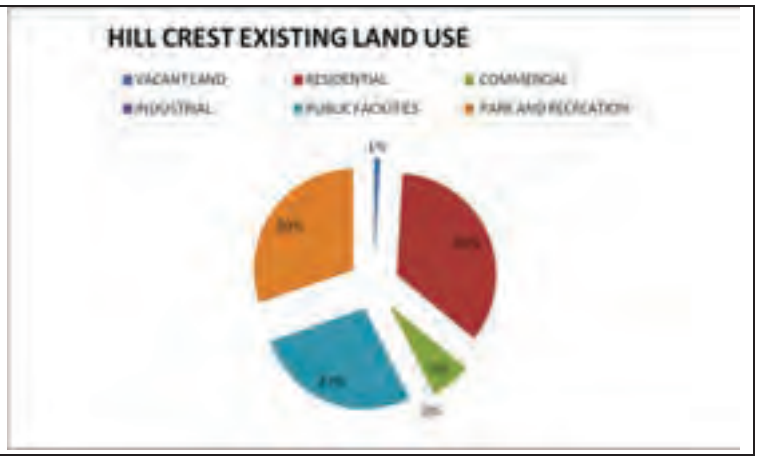
3. Why this case study

According to the WP2 objectives, this case study is particularly interesting for the implementation of San Diego's Business Improvement Districts (BIDs), they are City-designated geographic based areas where the business owners are assessed annually to fund activities and improvements to promote the business district. The City of San Diego supports BIDs as a tool for strengthening small business communities, creating new jobs, attracting new businesses, and revitalizing older commercial neighborhoods across the city. The City partners with merchants associations, representing the assessed business owners, to implement the BID program. The case study emerges for 6 reasons: 1) Hillcrest has been designated as one of APA's top 10 "Great Neighbourhoods" in US for 2007; 2) legacy of activism and trendsetting; 3) an early model of "smart growth";4) compact and pedestrian-oriented commercial district; 5) the biggest and busiest farmers market in San Diego; 6) presence of different community and merchant based organizations.

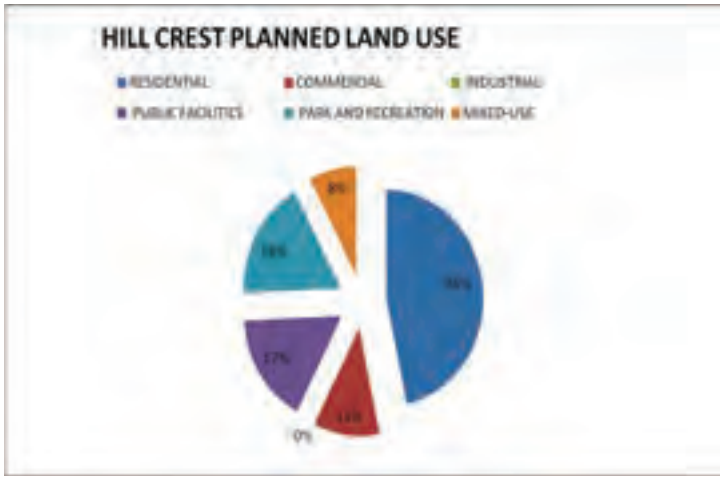
4. Land Use

From comparison between existing and planned land use emerges an high percentage of public facilities and open space, even if the planned land use reduce it by the 10%, however the area maintain an high level of public facilities. The most interesting data is that in the existing land use map the percentage of commercial area is low of the 3% respect the 7% of the planned land use, which instead shows a high percentage of Mixed Use structures and adds parking spaces to complement the growing population in Hillcrest's commercial core. The difference between the existing and planned land use highlighted a reduction of the Single Family Detached of about 8% and a increase of 20% of the multifamily residential, and may be due by urban regeneration process that exchange the spatial connotation of the area from rural to urban.

General HILL CREST Case study area Existing Land Use	
Category	SQF
Residential	8.540.956,25
Commercial	1.602.303,83
Industrial	20.798,87
Public Facilities	6.659.952,92
Park and Recreation	7.394.343,40
Vacant Land	230.965,48
Total	24.218.355,27

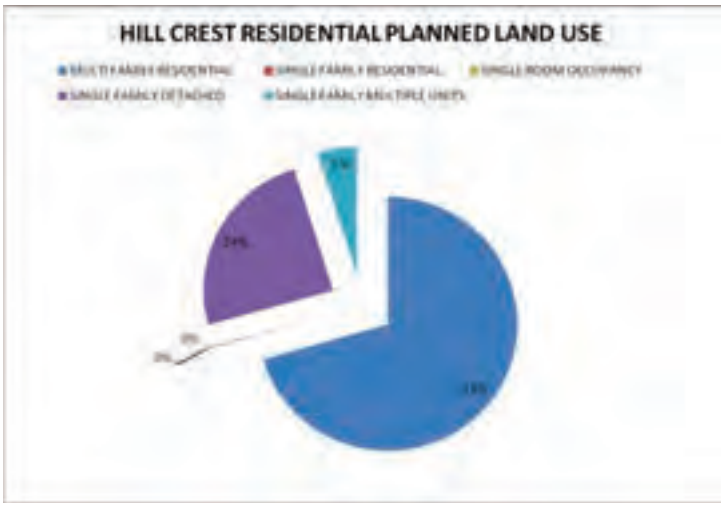


General HILL CREST Case study area Planned Land Use	
Category	SQF
Residential	11.238.326,81
Commercial	2.633.368,67
Industrial	0,00
Public Facilities	4.031.864,63
Park and Recreation	4.284.298,46
Mixed Use	1.897.636,92
Total	24.085.495,48



Residential HILL CREST Case study area Existing Land Use	
Category	SQF
Multifamily Residential	4.374.501,50
Single Room occupancy units	0
Single Family Residential	18.511,79
Single Family Detached	2.729.407,12
Single Family Multiple-units	1.418.535,84
Single Family without units	0

Residential HILL CREST Case study area Planned Land Use	
Category	SQF
Multifamily Residential	7.924.293,18
Single Room occupancy units	
Single Family Residential	13.142,00
Single Family Detached	2.750.305,84
Single Family Multiple-units	550.585,79



5. Partnership Typology and Composition

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 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. The HBIA represents over 1200 businesses, administering a portion of the grant collected by the city through local business licenses.

6. Strategic Priorities

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 mixitè of businesses to fill the many vacant storefronts in the area. Strategic Priorities are:

- Retail Enhancement;
- Economic Revitalization;
- Maintenance and Beautification;
- Cultural enrichment;
- Local produce valorisation through farmers' market;
- Building Restoration and Renewal
- Others: Marketing and Communication
-

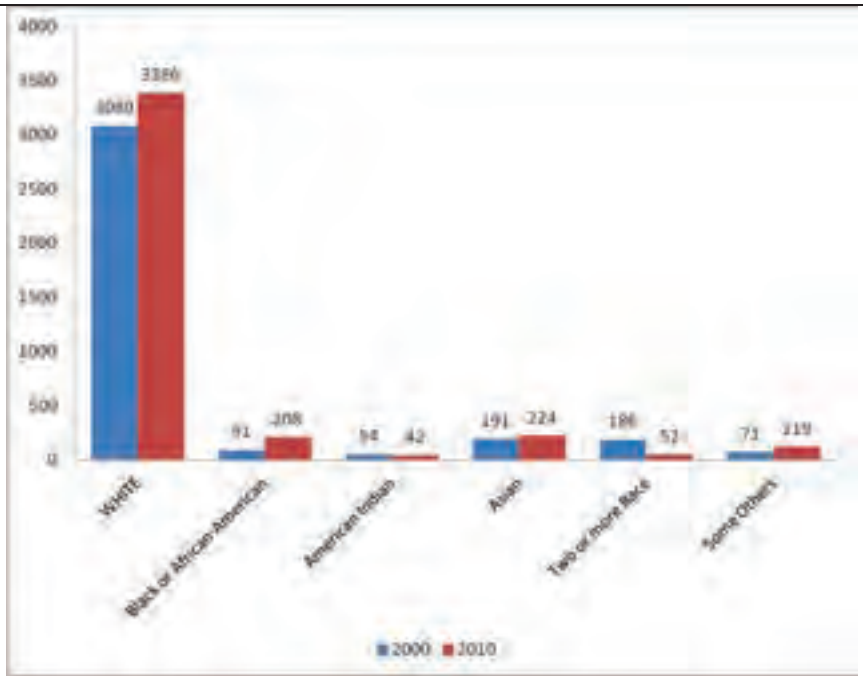
7. Main initiatives and projects linked with the case study

This case study underlines the importance of the BIDs as a "tool" for maintaining and enhancing the vitality of the areas they serve, as well as a "model" of urban and community revitalization. The development of Hillcrest has been successful in relating what the community involvement has done in the past to follow "smart growth" principles and the APA's guidelines for honoring Hillcrest as one of the Nation's Top Ten Neighbourhoods. If it's still vibrant, rich and well organized, probably it's thanks to the work of the Hillcrest Business Association. This means that the decision of the city to select Hillcrest as one of San Diego's Business Improvement Districts in 1984 was a success. Indeed according to a new study carried out by the National University System Institute for Policy Research, San Diego's business improvement districts generate major economic benefits for their businesses and the region.

8. Fast socio-economic facts

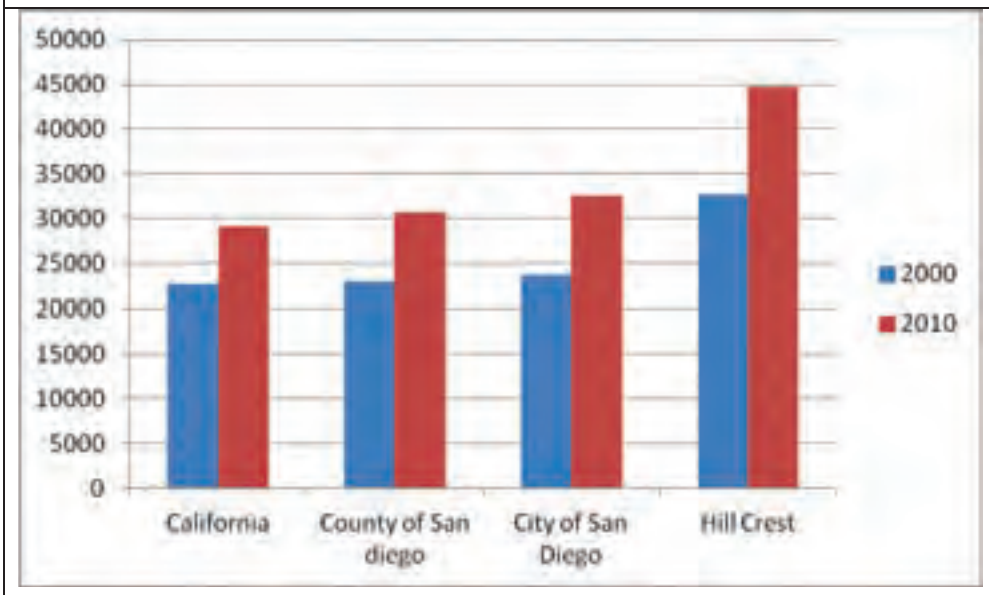
The analysis of socio-economic data shows three main characteristics to deepen: the population by race increase from the comparison between 2000 and 2010, the per capita income and the median household income also from the comparison between 2000 and 2010

Population by race

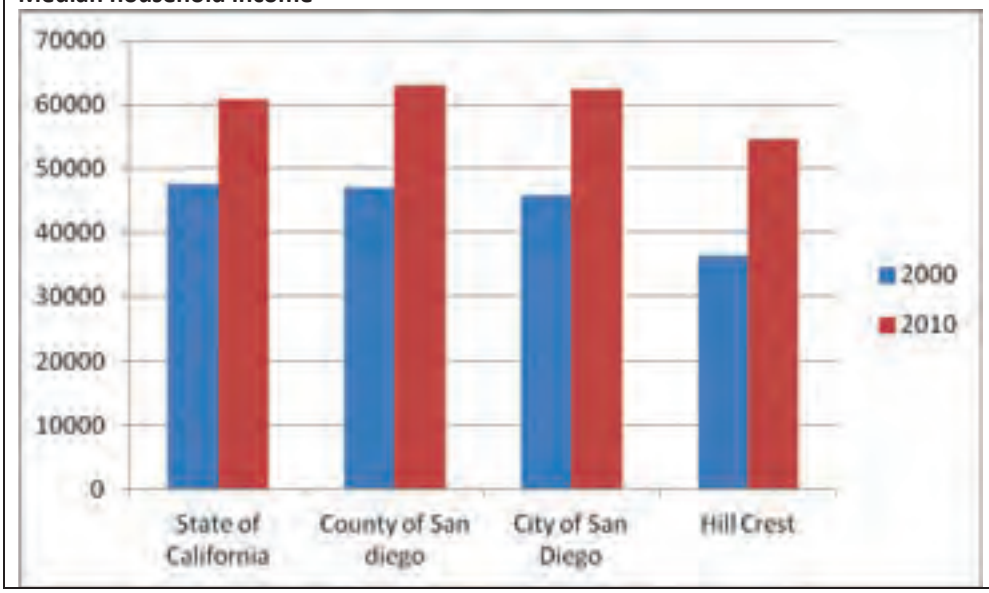


White population in the case study area in according to community plan area, is the majority, and amounts to about 80%.
The other races are slightly represented although Asian population has increased by roughly 3% over the last 10 years. Not Hispanics are currently the largest population group in the Hillcrest community (85%).

Per capite income



Median household income



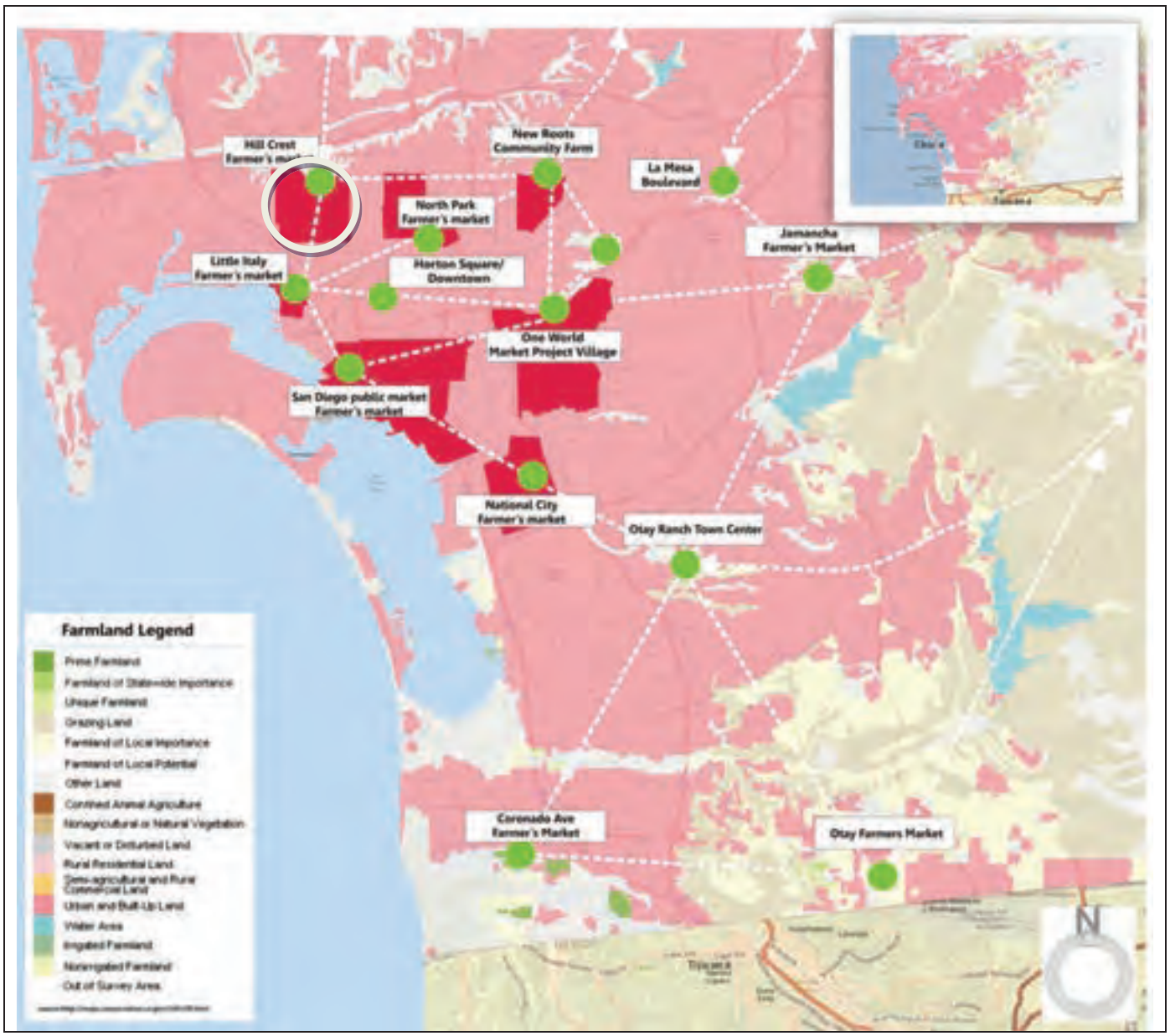
Hillcrest is one of the richest of the whole City of San diego. Data comparison shows that the case study area in 2010 had a per-capita income of $ 44.702 compared to the $ 32.553 city's per capita income. This huge difference is confirmed for the whole Uptown Community Area that showed a 2010 per-capita income of $ 47.147.
The city has a median income of about $ 62.480, and the case study area a $ 54.537 median household income and the community planning area shows a median household income of $ 59.664.

9. Urban-Rural linkage

Urban-Rural Linkages in this case study is very strong thanks to the presence of the local farmer's market, it's called Hillcrest Farmers Market and consists of 140 vendors offering a wide variety of locally grown in-season fruit, produce, gifts, arts and crafts, and flowers. It is one of the biggest in terms of size and scope and one of the most popular of the San Diego farmer's markets. This market occupies 3960 Normal Street, on the intersection of Normal and Lincoln, and is a big draw for Hillcrest, one of San Diego's most eclectic and happening neighborhoods. Many of the local 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. Additionally, each week, there are a large number of arts and crafts vendors participating, as well as weekly entertainment performed by Shawn Rohlf and the 7th Day Buskers, a local folk band playing in the heart of the market. The market originally opened with only 35 vendors on the second Sunday in April 1997. The market has been incredibly successful since it first opened and retains the reputation as "The Best" Farmers Market in San Diego County. It was late in 1995 when then acting President of the Hillcrest Business Association, David Cohen, determined that Hillcrest needed a farmers market and that the Hillcrest Business Association was

going to be the market sponsor and find a suitable location in Hillcrest to host it. After tirelessly searching for a site and with the help and influence of Congresswoman Susan Davis, State Assembly Person at the time, a deal was finally made with the Department of Motor Vehicles to use their parking lot.

9.1 Urban-Rural Linkage map



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

Carla Maione, ESR, Reggio Calabria Unit

THE CASE STUDIES: Community Led Approach

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: JACOBS MARKET STREET VILLAGES/MARKET CREECK PLAZA (San Diego, CA)

Researcher: Carla MAIONE, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: NPCBPO: Non Profit Community-Based Planning Organization other than CDC, SE, MS
City: Diamond Neighborhood,San Diego, CA, (USA)
Residents (2010 US Census): 28,129
Case Study Area: 0,24 sq/km
Area by Census Tracts*: 8,37(sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 14557

2. Brief description of the case study

Jacobs Market Street Village/Market Creek Plaza is located in Encanto Community Plan is currently being updated, simultaneously with the Southeastern San Diego Community Plan. The case study is envisioned as a vibrant community, residential, commercial, and multi cultural district. The community local in this case study has played a key role in the processes of urban regeneration, indeed it could be considered as "pilot case study" for community involvement and shows the ability of individuals to cooperate with the planning forces for a strategic Joint Action. A shared decision-making process to create new opportunities, following a consensus based approach, implementing, and evaluating works, preserving the community identity. J'sMSV is a mixed use area, belonging to the category of Transit Village/city of village strategy, the core of the case study 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, "it is a modern version of Greek agora"(Bernick-Cervero, 1997:5). In this case study, the community involvement strategy opens the door to economic opportunity and improves the health, education and community safety, and the strength of JMSVs is not only technical but also sociological because is also considered the node of networks connection with other community in the region.

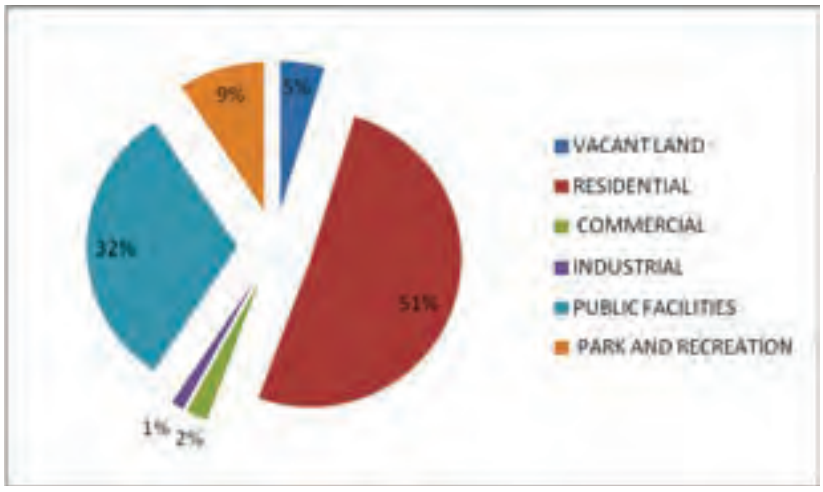
3. Why this case study

In according to the Wp2 objective in JMSVs focal point is the role of the partnership that had created the vision for the case study through two particular strategies, first the Community Engagement for the planning participation process, and the second COMMUNITY OWNERSHIP in fact for Joe Jacobs promoter of the initiative philosophy was "Resident Ownership of Neighborhood Change". 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 rural-urban connections in the San Diego area.

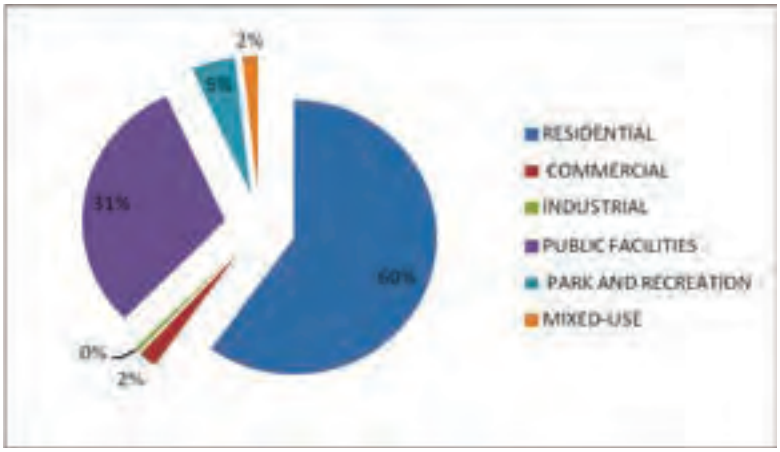
4. Land Use

From comparison between existing and planned land use emerges an high percentage of public facilities (not easily usable due to the morphology of the land) and a low percentage of commercial area. The most interesting data is that in the existing land use map the percentage of park and open space results more high of the 4% respect the 5% of the planned land use, could be for the presence of the transit station and probably for the transformation from vacant land to mixed use area of the planned land use. From residential existing land use map is highlighted an high number of the Single Family detached, instead in the residential planned use there is a reduction of the single family detached and a increase of multi-family residential, could be for urban regeneration initiative that works for a physical conversion from rural contest to urban.

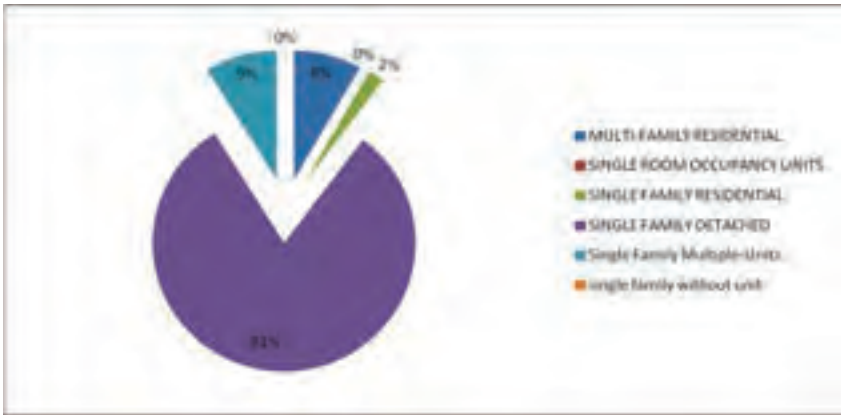
General Jacobs market street village Case study area Existing Land Use	
Category	SQF
Residential	26.464.906,81
Commercial	1.218.563,06
Industrial	708.038,05
Public Facilities	16.317.335,37
Park and Recreation	4.797.944,18
Vacant Land	2.448.759,19
Total	51.955.546,66



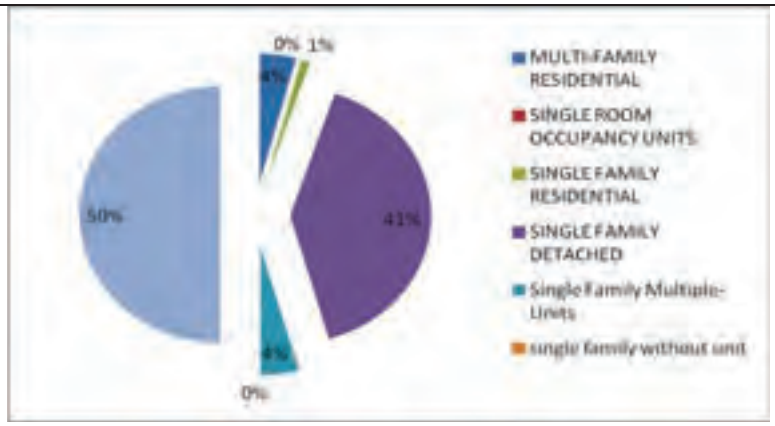
General Jacobs market street village Case study area Planned Land Use	
Category	SQF
Residential	32.735.950,14
Commercial	1.114.126,95
Industrial	316.882,17
Public Facilities	16.833.743,47
Park and Recreation	2.724.652,60
Mixed Use	966.519,80
Total	54.691.875,13



Residential Jacobs market street village Case study area Existing Land Use	
Category	SQF
Multifamily Residential	2.198.162,98
Single Room occupancy units	0,00
Single Family Residential	516.526,02
Single Family Detached	21.399.438,28
Single Family Multiple-units	2.342.972,51
Single Family without units	7.807,01



Residential Jacobs market street village Case study area Planned Land Use	
Category	SQF
Multifamily Residential	12.844.820,52
Single Room occupancy units	596.812,87
Single Family Residential	0,00
Single Family Detached	18.695.069,53
Single Family Multiple-units	599.247,22



5. Partnership Typology and Composition

In 1998, Jacobs Family Foundation (JFF) and Jacobs Center for Neighborhood Innovation (JCNI) had created the vision for JMSV, through an community engagement process with about 3,000 local residents. The Partnerships is focused on health, education, family services, and youth developments are important to the long-term sustainability of programs that enhance quality of life for community local. JFF and JCNI have fulfilled their investor criteria of strategic investment and sustainable development, as well as the social return criteria of community visioning, a high and ongoing level of community engagement, and the first steps toward actual community ownership of the Market Creek developments

Name	Public/Private/NGO	% Initial Capital Invested 100% Total $23.6 Milion
Jacobs Family Foundation (JFF)	No profit organization	**8.5%**
jacobs Center for Neighborhood Innovation (JCNI)	No profit organization	**10%**
Diamond Management, Inc. (DMI)	PRIVATE	**2.1%**
Market Creek Partners, LLC (MCPLLC)	PRIVATE "Community Development IPO" creates access for residents to participate as individual owners.	**60%-23,5 milion 10-acre community-planned project featuring a major supermarket, restaurants and retail shops, as well as multicultural public art.**
Neighborhood unit foundation	PRIVATE	**2,1%**
CDFI Clearinghouse Wels-fargo, US BANK		**63.6%**
Rockefeller Foundation	PRIVATE	**4.2%**
Annie E. Casey Foundation	PRIVATE	**5.3%**
F.B. Heron Foundation	PRIVATE	**2.1%**
Legler Benbough Foundation	PRIVATE	**2.1%**
Southeastern Economic Development Corporation	PUBLIC	**N.A**
City Planning	PUBLIC	**N.A**
Sandag	**PUBLIC**	**N.A**

6. Strategic Priorities

JMSVs is particularly interesting for two mains strategy within the community plan one is the City of Villages(it is to focus growth into mixed-use activity centers that are pedestrian-friendly, centers of community, and linked to the regional transit system) and two Transit Oriented Development (TODs), they are an application of Smart Growth program, the planning approach that tries to encourage development in already urbanized communities for environmental, equity and economic reasons. City of San Diego and the State of California encourage this approach with grant and supports projects and plans that exemplify strategies to increase affordable housing supply, employment opportunities and transportation choices that reflect community values and reduce greenhouse emissions.
Strategic Priorities are:

- Retail Enhancement;
- Economic Revitalization;
- Maintenance and Beautification;
- Education and Training
- Cultural enrichment;
- Local produce valorisation through farmers' market;
- Building Restoration and Renewal

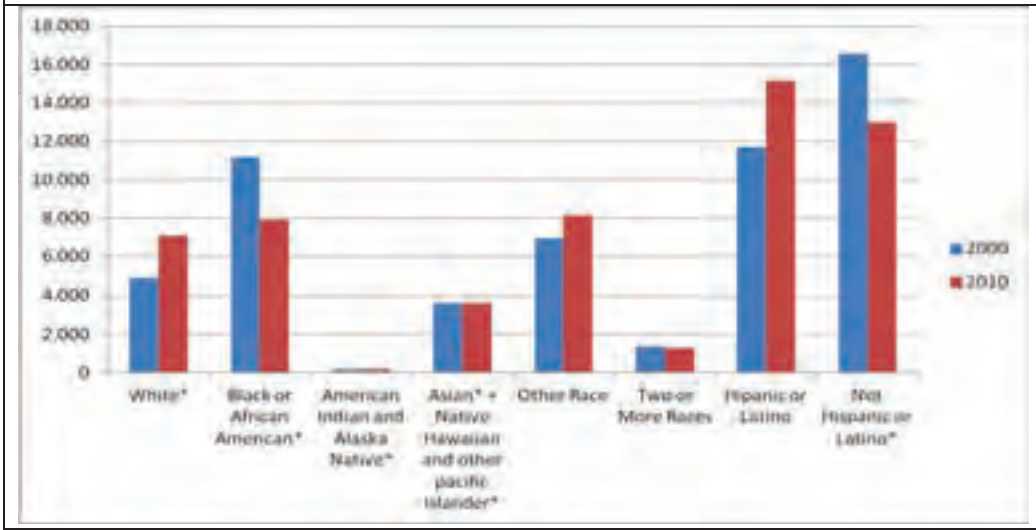
7. Main initiatives and projects linked with the case study

Main initiatives in the planning process tool are divided in 4 particular objectives:
1) Business Development, have a role to attract new businesses and jobs to the community and to build up a vibrant business community.
2) Community Ownership, it Provide opportunities for residents to invest in the development of their community and to create community benefit.
3) Social Enterprise, with the goal to attract businesses that fill a community need, develop jobs, and create social and positive impact.
4) Community Employment, to increase a range of job and career opportunities.

8. Fast socio-economic facts

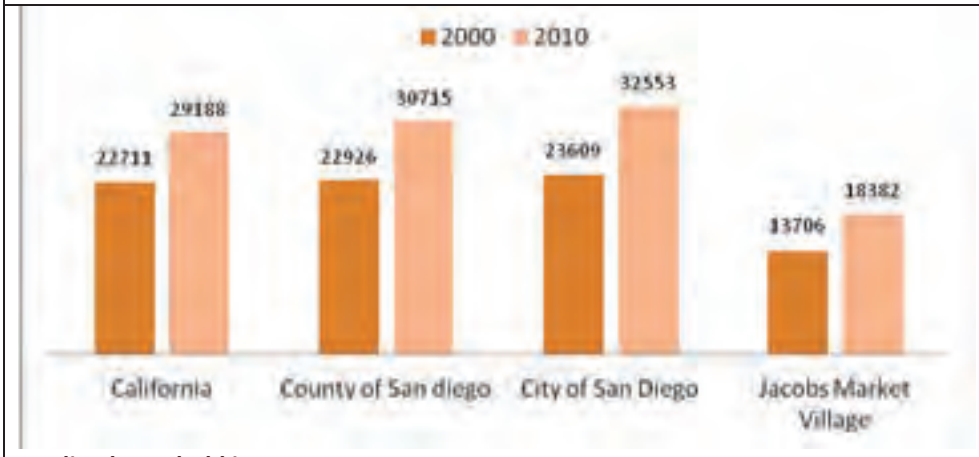
The analysis of socio-economic data shows three main characteristics to deepen: in this case study differently from city, county and state population which increased over the 10 years from 2000 to 2010, the area's population has remained basically the same, the per capita income and the median household income also from the comparison between 2000 and 2010.

Population by race

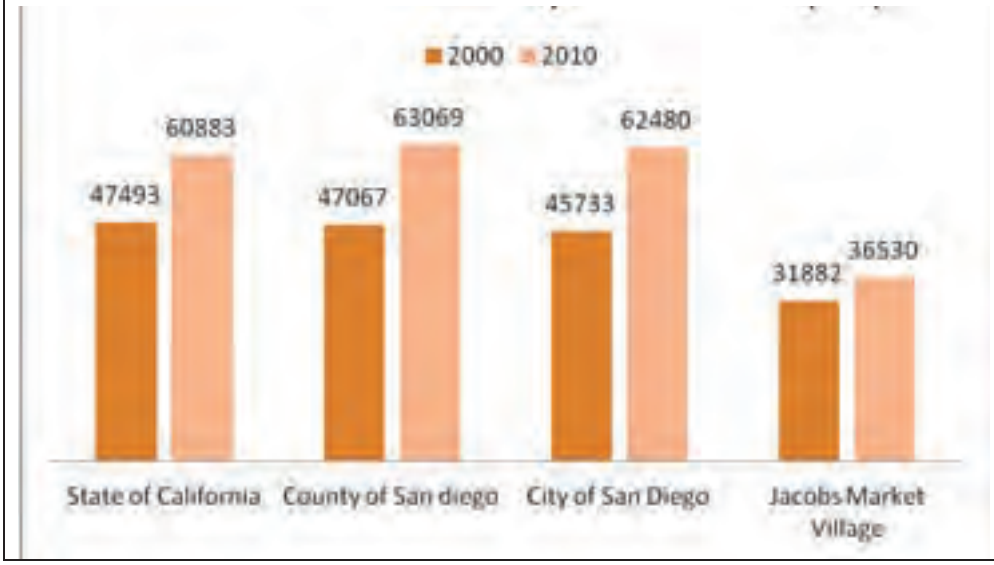


From graph emerges a multi ethnics community with high percentage of Asian and Native Hawaiian, but most important data are the high number of Hispanic, which is constantly experiencing an increase at all levels (State County And City).

Per capite income



Median household income



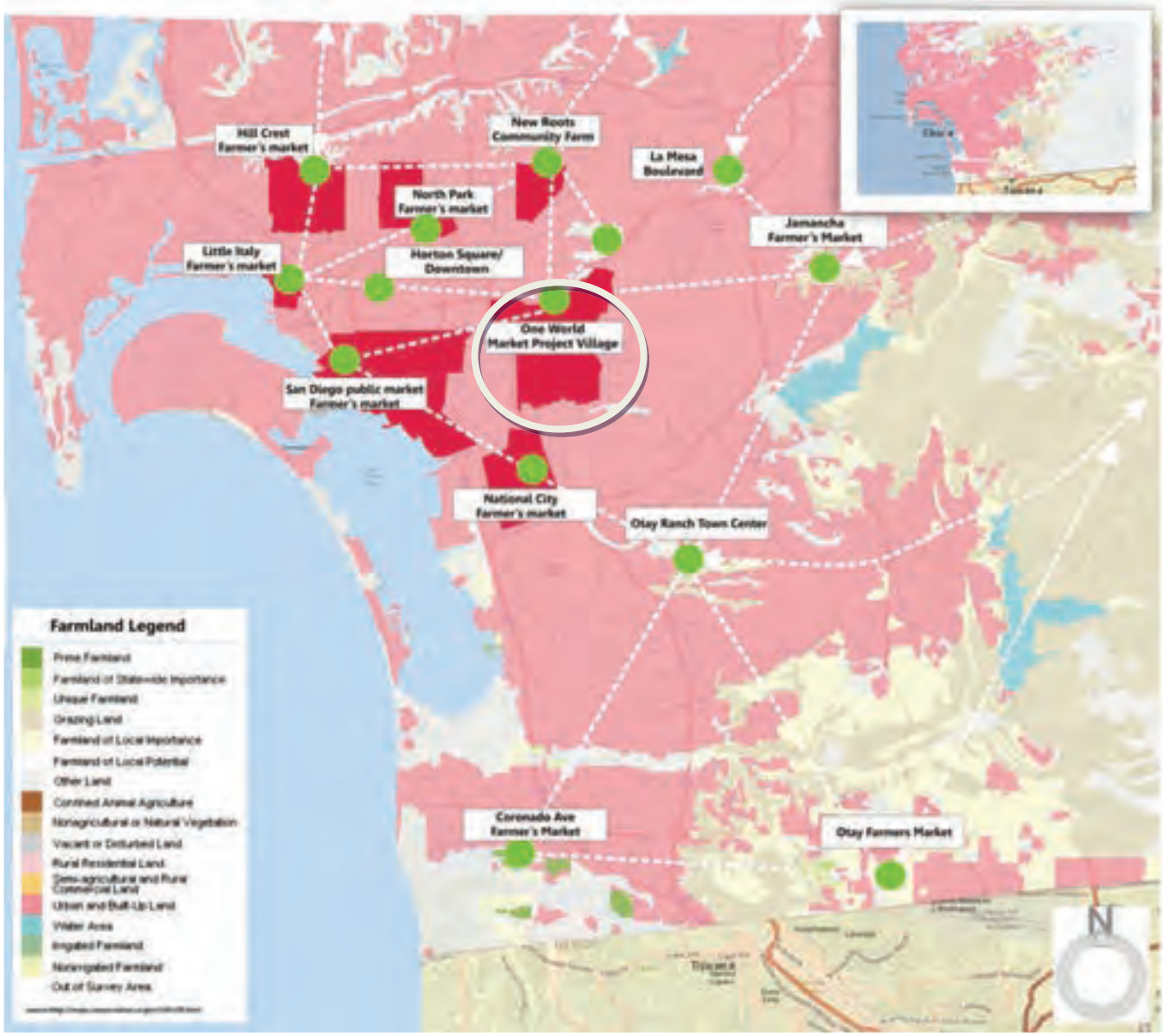
The area is one of the poorest of the whole city. Data show that the case study area in 2010 had a per-capita income of $ 14,557in 2010 compared to the $ 32,553 city's per capita income. This huge difference is confirmed for the whole Encanto Community that showed a 2010 per-capita income of $ 16,369. The household median income, just as well as the per-capita income, shows lower than average data.
The city has a median income of about $ 62,000, whilst the case study area a $ 36,530 median household income and the community planning area shows a median household income of $ 44,186.

9. Urban-Rural Linkage

Urban-Rural Linkages in this case study is very strong thanks to the presence of the local farmer's market, it's called 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 Encanto Community. Project New Village is a non-profit organization that work in collaboration with JCNI and have a mission "to collaborate with organizations and community members to promote personal, community and communal wellness in Southeastern San Diego", they have developed a program called "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.
This particular program has 4 different goals:

- 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.

9.1 Urban-Rural Linkage map



IMPERIAL AVE/COMMERCIAL CORRIDOR
San Diego, CA

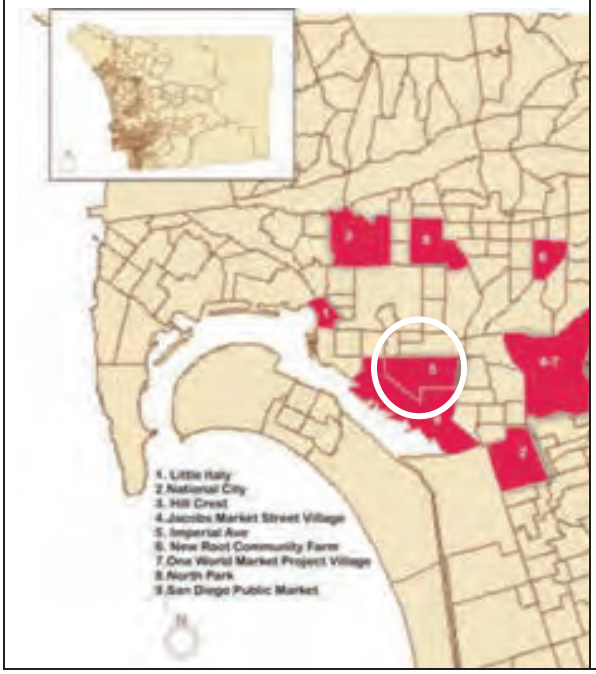
Luciano Zingali, ESR, Reggio Calabria Unit

THE CASE STUDIES: Community-led approach

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: Commercial/ Imperial Corridor(San Diego, CA)
Researcher: Luciano ZINGALI,ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: Community Led-Smart Growth Opportunity
City: San Diego, CA, (USA)
Residents (2010 US Census): 43.267
Case Study Area: 0,24 (sq/km)
Area by Census Tracts*: 8,37 (sq/km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 11879

2. Brief description of the case study

The Imperial/Commercial Corridor could be considered the gateway to the greater Southeastern San Diego community plan. It enjoys the benefits of adjacency to downtown, and convenient local and regional access by freeways and a trolley line. The case study is characterized by a community-driven process very strong, indeed Imperial/Commercial Corridor Master Plan embodies the community's vision to enable a more vibrant future that supports a mix of culturally-relevant uses integrated with transit, streetscape and public space enhancements to promote vitality and livability. The Commercial/Imperial Corridor in according to the Community Plan capitalizes on its transit access to support a mix of culturally relevant uses, including stores, restaurants, and other businesses; a diverse range of housing; and public facilities, arts, education, recreation and open space. The imperial/commercial corridor is characterized by a fine-grain pattern, with small building footprints and lot sizes. Many of the businesses are targeted to the varied ethnicities within the surrounding

neighborhood, which contributes to a strong identity of the community local and fairly cohesive streetscape character with a heavily Hispanic influence. This case study represent a node of connection with other communities through a material and immaterial network.

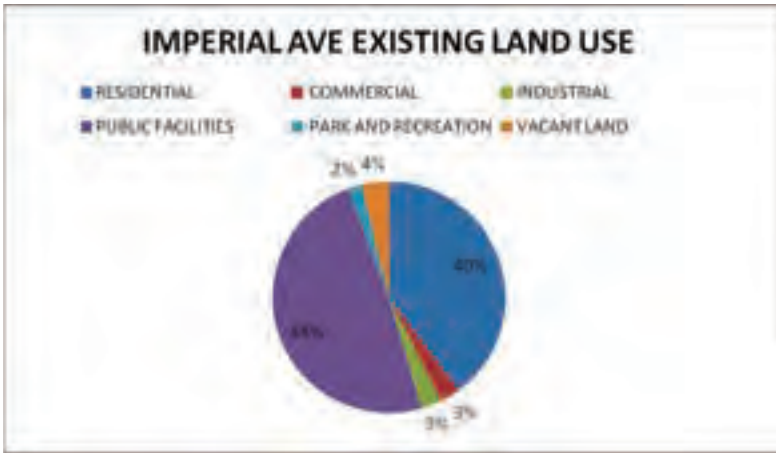
3. Why this case study

According to the WP2 objectives, the case study is particularly interesting for the community involvement in the planning process, in particular for the implementation strategy of the Imperial/Commercial Corridor Master Plan. Through the planning process, community members were offered a variety of opportunities to help develop a vision and plan for the corridor that reflects the community's priorities. Community workshops, a community character survey, and ongoing updates to the project website offered ways to share information, discuss issues and aspirations, and provide feedback on interim products. The community visions consist in to develop a family oriented zone, based on history and sense of community. The corridor capitalizes on its transit access to support a mix of culturally relevant uses, including stores, restaurants, and other businesses; a diverse range of housing; and public facilities, including arts, education, recreation and open space. Streetscapes foster community identity, provide opportunities for plazas and other gathering spaces; and enhance pedestrian and bicyclist safety and comfort, while preserving automobile movement. A network of northsouth transit routes complements the eastwest trolley lines.

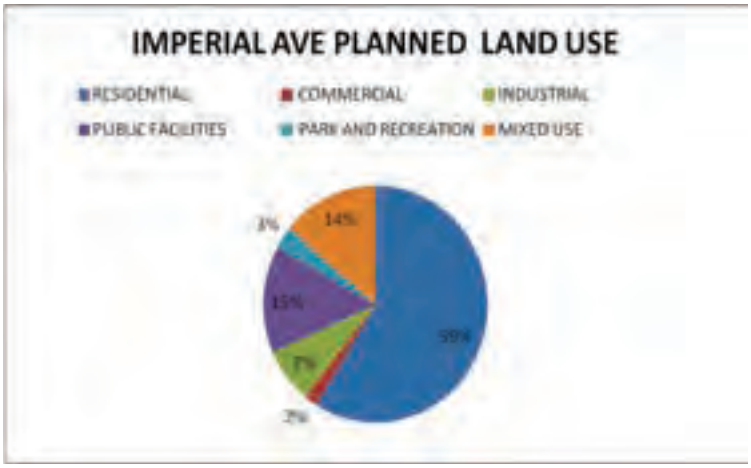
4. Land Use

The difference between existing and planned land use highlights the strong reduction in the planned land use of the public facilities, instead the existing land use shows an high percentage of public facilities about 48% respect the total, the high percentage of religious facilities shows the strong presence of Hispanic or Latin residents and for the high level of poverty. The most interesting data is about the probably transformation of the vacant land to mixed-use, and the increase of the light industry for to create the jobs creation. From comparison between existing and planned land use residential emerges a high percentage of Single Family Detached units and Single Family Multiple-units, could be for the rural connotation of the area and a low urban density.

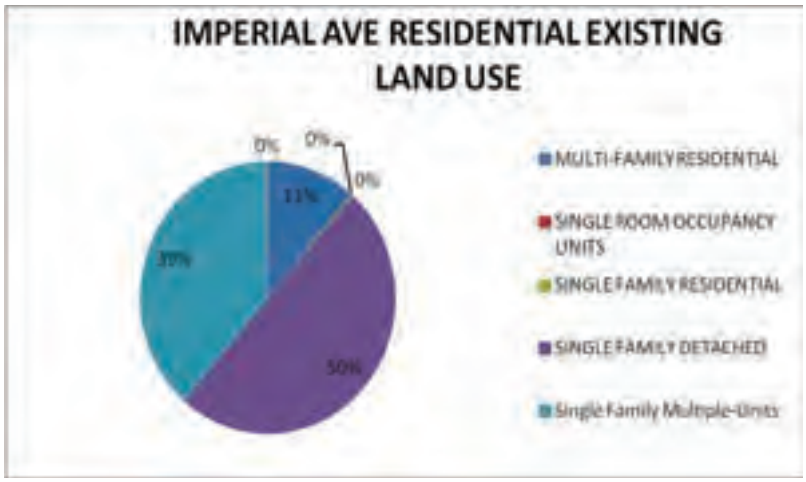
General IMPERIAL AVE Case study area Existing Land Use	
Category	SQF
Residential	11.088.937,40
Commercial	786.211,04
Industrial	798.242,00
Public Facilities	13.565.882,11
Park and Recreation	545.850,84
Vacant Land	1.052.430,34
Total	27.837.553,74



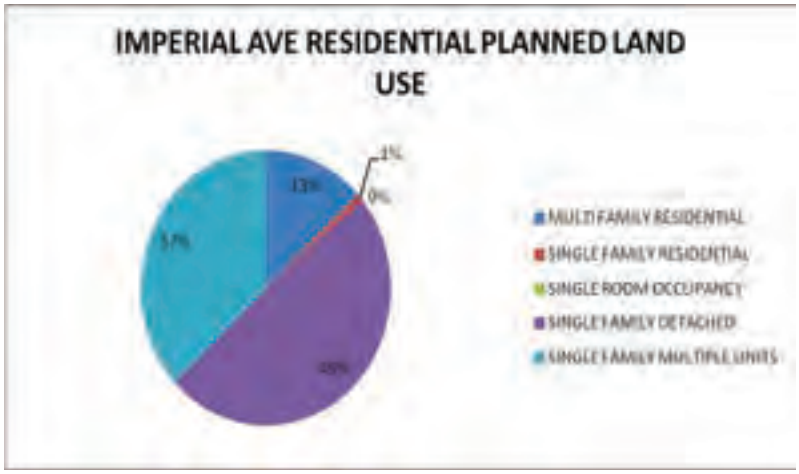
General IMPERIAL AVE Case study area Planned Land Use	
Category	SQF
Residential	6.861.498,32
Commercial	218.178,88
Industrial	887.476,05
Public Facilities	1.711.903,29
Park and Recreation	339.290,73
Mixed Use	1.623.398,68
Total	11.641.745,94



Residential IMPERIAL AVE Case study area Existing Land Use	
Category	SQF
Multifamily Residential	1.256.683,13
Single Room occupancy units	0,00
Single Family Residential	30.520,58
Single Family Detached	5.510.630,03
Single Family Multiple-units	4.278.787,43
Single Family without units	12.316,23



Residential IMPERIAL AVE Case study area Planned Land Use	
Category	SQF
Multi Family Residential	910.191,18
Single Family Residential	51.852,37
Single Room Occupancy	0,00
single family detached	3.361.362,02
Single Family Multiple Units	2.538.092,75



5. Partnership Typology and Composition

The general partnership is composed from public and private stakeholder and some members of the community local, in particular emerges the role of the SEDC (Southeastern Economic Development Corporation) a no profit corporation, responsible for redevelopment in Southeastern San Diego Community, that works in collaboration with SANDAG the San Diego Association of Governments with the goal to supports through different community workshops the development of the planning area.	

6. Strategic Priorities

The initiative aims to identify development opportunities and business improvement, provide a variety of housing types, including work/live options, and have potential to become major pedestrian-oriented corridors and it's a particular "nodes" that could be identified as a "City of Village". The City of Villages strategy within the community plan was the city's response to the need to accommodate population growth in a city that has run out of raw land and in particular the strategy consist to accommodate growth in centers close to transit where the people can live/work and play.

The Strategic Priorities are:

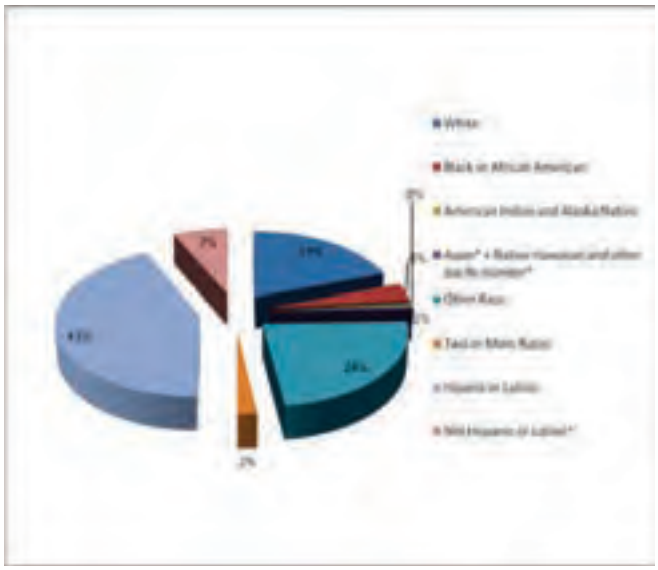
- Retail Enhancement;
- Economic Revitalization;
- Maintenance and Beautification;
- Cultural enrichment;
- Local produce valorisation through farmers' market;
- Building Restoration and Renewal
- Security and Safety

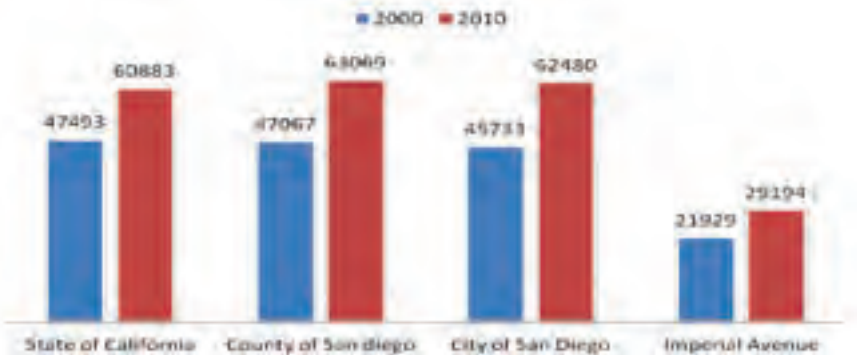
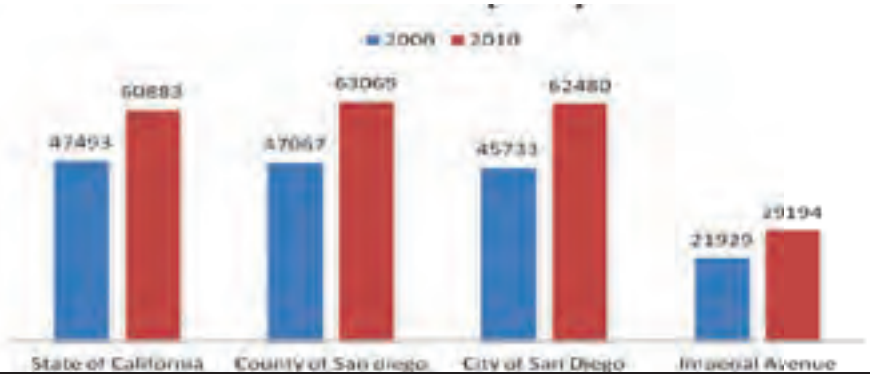
7. Main initiatives and projects linked with the case study

The Commercial and Imperial Corridor Master Plan (CICMP) will be implemented by folding the master planning goals, policies and implementation measures into the greater Southeastern San Diego (SESD) Community Plan update process and particular goals are to create an inclusive community that supports a diversity of ethnicities, income level, ages, businesses, and architectural styles and to Develop a mix of employment, residential, live/work, retail, restaurant, public gathering space, and cultural uses and a variety of amenities and services to support a balance and vibrant community, to support job opportunities in light industrial, commercial, and new start-up sectors.

8. Fast socio-economic facts

The analysis of socio-economic data shows three main characteristics to deepen: the population by race decrease from the comparison between 2000 and 2010, the per capita income and the median household income also from the comparison between 2000 and 2010

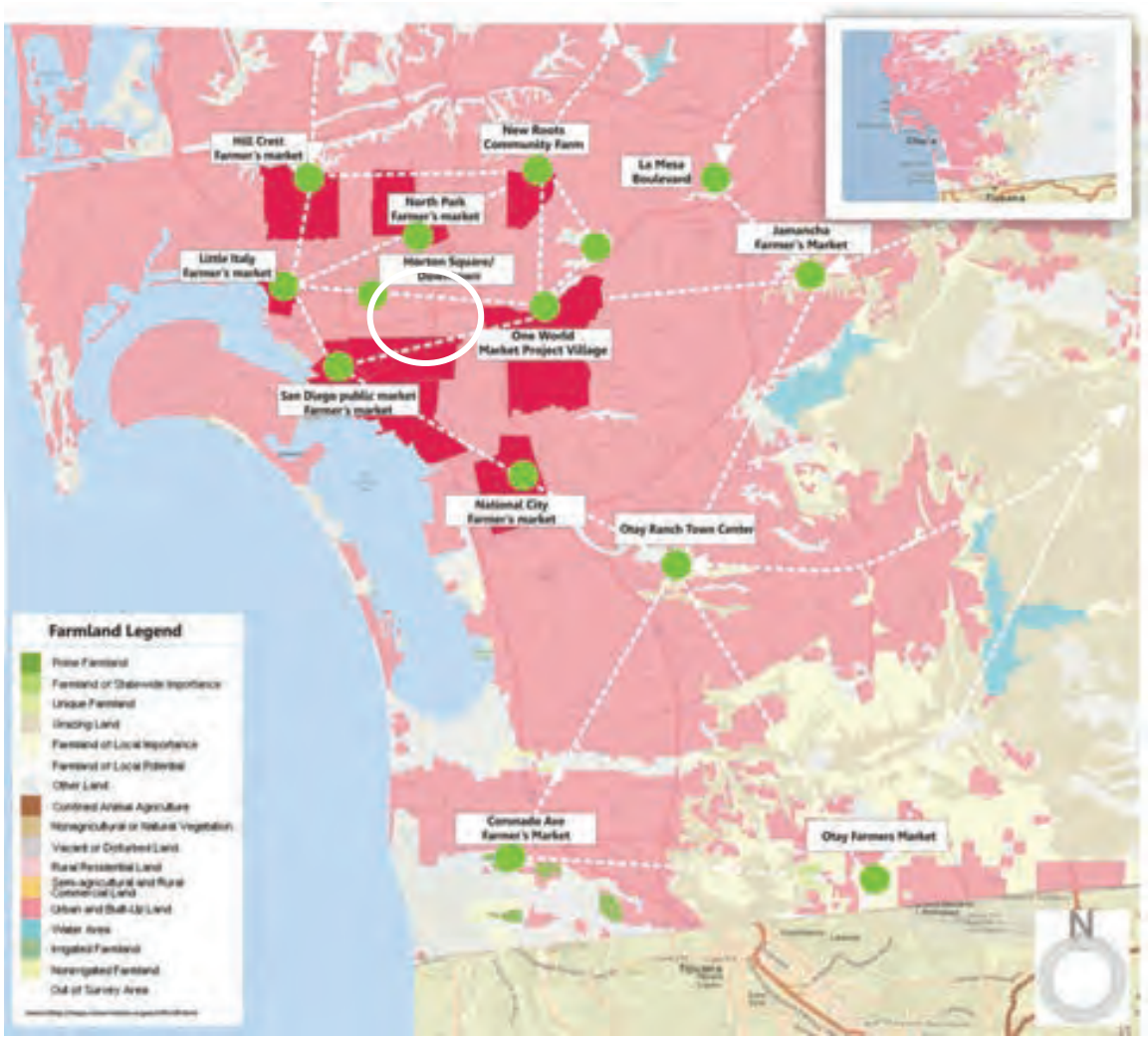
Population by race	
	The community conformation is shaped from high percentage of Hispanic residents about the 43%, that characterizes the physical connotation of the area and highlights a fragmentation of the community local.

Per capite income	
	The per capita income and the median household income in the Imperial Ave is very low respect the average of the State of California and City of San Diego. However in 2010 Per Capite Income and Median Household Income are increase.
Median household income	
	

9. Urban-Rural Linkage

In this case study the local farmer's market has been substituted from Walmart Neighborhood market, the will match classic products with those from local agricultural production. Replacing the old farmer's market.

9.1 Urban-Rural Linkage map



NEW ROOTS COMMUNITY FARM
San Diego, CA

Enrica Polizzi Di Sorrentino, ESR, Focus Unit

THE CASE STUDIES: Urban-Rural Linkages

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: NEW ROOTS COMMUNITY FARM (San Diego, CA)
Researcher: Enrica POLIZZI DI SORRENTINO, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: NPCBPO Non Profit Community-Based Planning Organization other than CDC, SE,MS
City: Chollas Creek, San Diego, CA, (USA)
Residents (2010 US Census): 4.228 ab.
Case Study Area: 0,69 (sq Km)
Area by Census Tracts*: 0,81 (sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 12555

2. Brief description of the case study

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. New Roots is now a network of neighbourhood-based initiatives serving communities' needs,

developing local economy both within the neighbourhood (City Heights Farmers Market) and beyond urban borders (Pauma Valley, El Cajon Farmers Market).

3. Why this case study

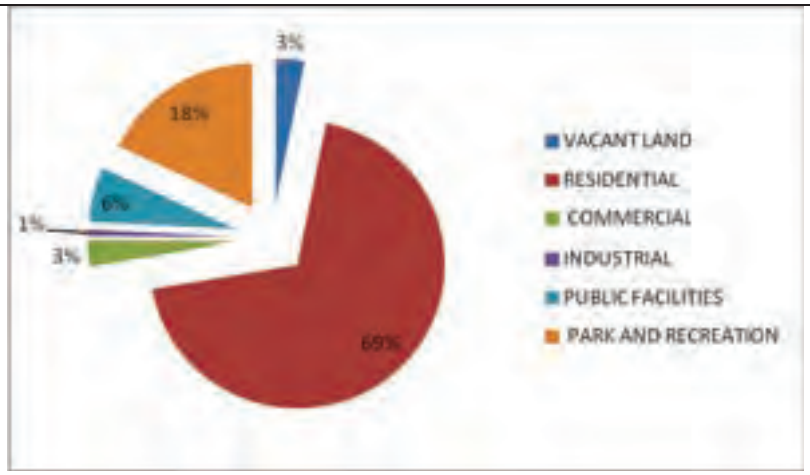
In According to the Objectives of the WP2, the case study is particularly interesting for its aim to revitalize "rurban" spaces through the involvement of refugee's communities in urban farming and it's considered a incubator farm that gives entrepreneurial residents additional space to grow. Whereas the larger City Heights has experienced several redevelopment projects within its core area – near the Fairmont and University Avenues intersection – the morphologically different "fringe" at the eastern part of this community has not been touched by the regeneration processes. Interestingly, project New Roots is the first attempt to involve the eastern stretch of the neighborhood, connecting a rural framework into the urban redevelopment policy (following a "place-based" strategy).

4. Land Use

The difference between the existing and planned land use shows first of all a high percentage of open space and park preservation, indeed the planned land use maintains high this percentage, probably with the goal to preserve the community gardens. The most interesting data is transformation of the vacant land in mixed-use areas and the reduction of industrial activities, the planned land use highlights the increase of the multi-family residential and the percentage of single family detached remains unchanged.

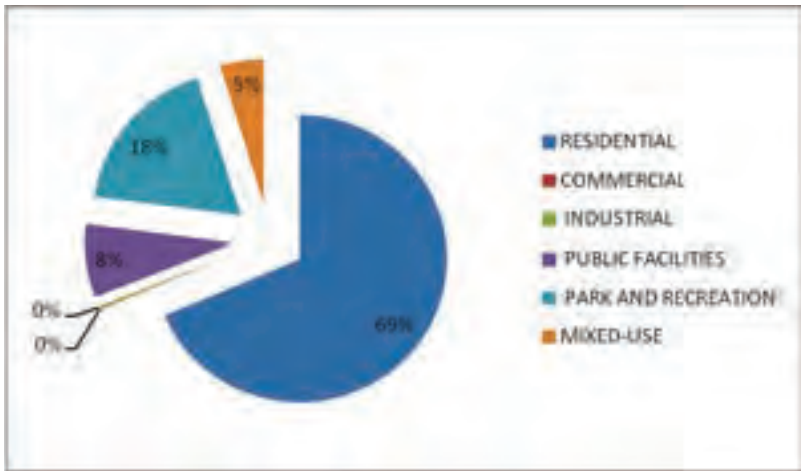
General New Roots Community Farm Case study area Existing Land Use

Category	SQF
Residential	7.126.878,75
Commercial	289.573,17
Industrial	73.617,26
Public Facilities	635.536,78
Park and Recreation	1.853.724,95
Vacant Land	322.125,86
Total	10.301.456,76

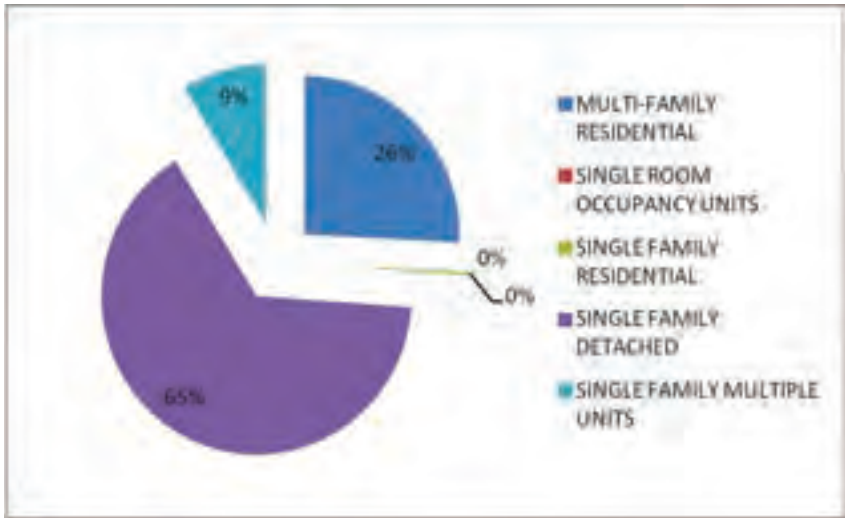


General New Roots Community Farm Case study area Planned Land Use

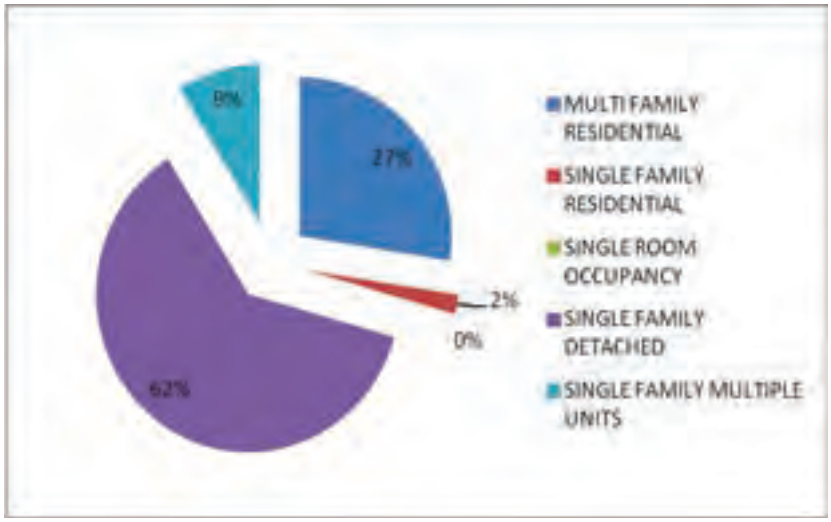
Category	SQF
Residential	8.230.617,76
Commercial	16.018,50
Industrial	30.351,66
Public Facilities	977.157,63
Park and Recreation	2.176.191,01
Mixed Use	574.004,70
Total	12.004.341,27



Residential New Roots Community Farm Case study area Existing Land Use	
Category	SQF
Multifamily Residential	1.838.622,15
Single Room occupancy units	0,00
Single Family Residential	23.037,82
Single Family Detached	4.640.014,22
Single Family Multiple-units	625.204,55
Single Family without units	0,00



Residential New Roots Community Farm Case study area Planned Land Use	
Category	SQF
Multifamily Residential	2.260.939,12
Single Room occupancy units	160.650,74
Single Family Residential	0,00
Single Family Detached	5.080.604,26
Single Family Multiple-units	728.423,64



5. Partnership Typology and Composition

The New Roots Community Farm is the first of several initiatives put in action by IRC (International Rescue Committee) under the broader umbrella of Food Security and Community Health (FSCH) Program. IRC started a bottom-up process working with refugees communities, residents and local groups to set up the community garden and meet the needs of different ethnic groups, the strategy was oriented towards a better understanding of market dynamics, business and marketing. In 1997, IRC worked with other community-based associations, the City of San Diego, and the San Diego County Farm Bureau with the goal to develop an urban farming initiative located on public vacant land. IRC is constantly collaborating with local authorities and community-based organizations for a structural change in the food system policy of San Diego.

6. Strategic Priorities

In New Roots Community Farms overall strategy is mostly focused on economic revitalization and education programs both in schools and in the broader community provide a better understanding of nutrition and of food-related issues. IRC-facilities sustained business capacity building and microenterprises.
Strategic Priorities are:

- Retail Enhancement;
- Economic Revitalization;
- education and training;
- Cultural enrichment;
- Local produce valorisation through farmers' market;

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	PriceCharity
	Community Farm in El Cajon	Residents and refugees	IRC – City of El Cajon
	FreshFund @ City Heights Farmers Market and management	Residents and refugees	IRC – San Diego County Farm Bureau
Education&Training	Healthy Food Security and Nutrition	Residents and refugees	IRC
	Youth Food Justice program	Residents and refugees	IRC -schools
	New Farmers Initiative	Refugees	IRC
Food Business Business Incubator	El Cajon Farmers Market	Residents and refugees	IRC
	REAP -Farming Enterprice	Refugees	IRC
Development	Land Bank		IRC

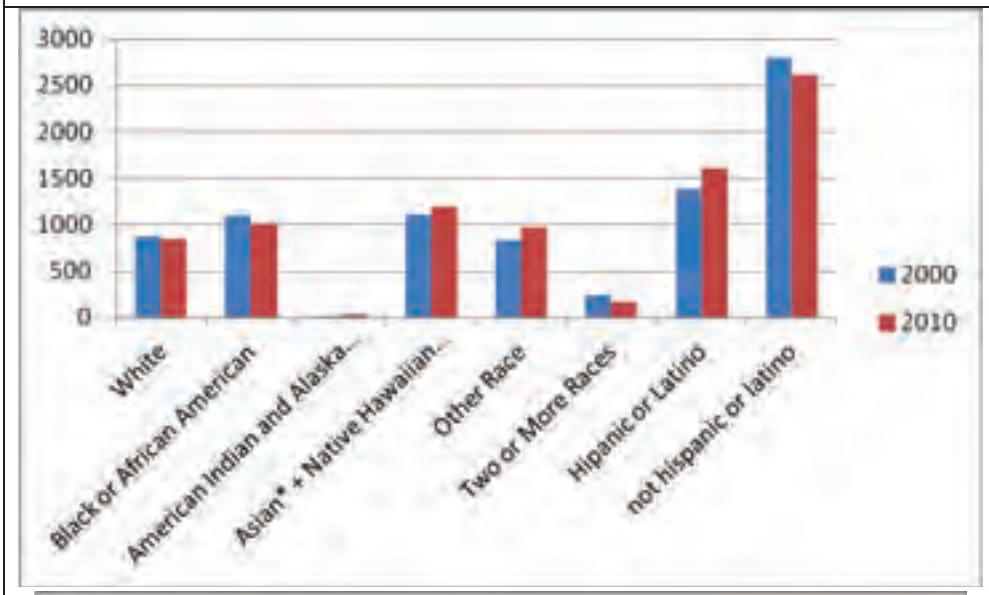
7. Main initiatives and projects linked with the case study

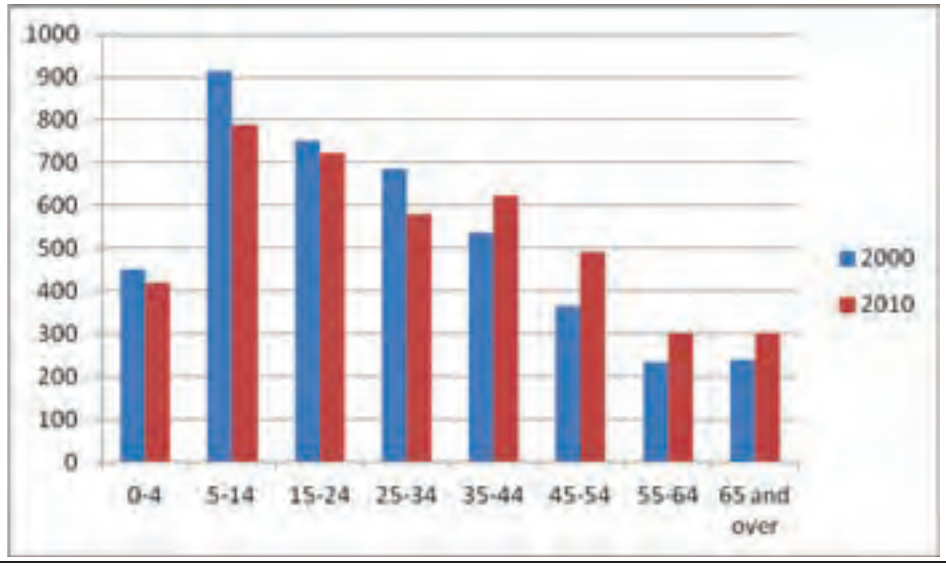
New Roots Community Farm have the specific goal of improving refugees and residents access to fresh, healthy, culturally appropriate food. The initiative is highly interesting because its interconnected approach creates a "neighborhood-scale food system" that empowers residents as producers, vendors, and consumers of healthy food and builds local economic development. From a micro point of view, it concretely acts to meet its community needs (both clients/refugees and residents), first of all in terms of food security and nutrition. In a "critical food access area" such as City Heights, farmers not only have land to farm and access to fresh and "cultural" food, but also technical assistance, credit facilities and business training to improve their business knowledge. New Roots locally grown food may allow for households extra-income (especially by woman) and, also thanks to FreshFunds initiative, for a better diet intake. IRC have launched the Land Bank that have two important challenges to analyze mapping communities to find suitable land other community gardens or community farms and matching new farmers with people that have available land. In this case study, the expertise and organizational capabilities of IRC played a fundamental role in supporting dialogue with refugees communities, businesses and institutions, in connecting an urban farm with a change in the food system policy, and replicating the experience in 22 cities throughout the States.

8. Fast socio-economic facts

The analysis of socio-economic data shows three main characteristics to deepen: the population by race decrease from the comparison between 2000 and 2010, the per capita income and the median household income also from the comparison between 2000 and 2010

Population by race

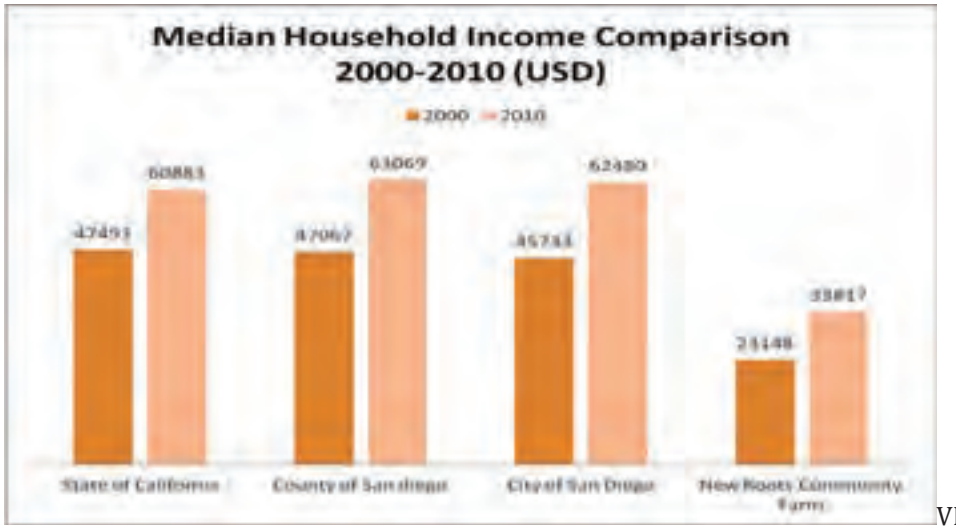




From graphs population by race emerges the community identity, indeed the composition have an high percentage of Asian and Black or African American and other major ethnical groups.
From data comparison the decrease of the population is clear and the cause could be a high crime rates.
The community structure is very young and much concentrated in the 5-35 years old group, which means high birth rates and larger families.

Per capite income

Median household income



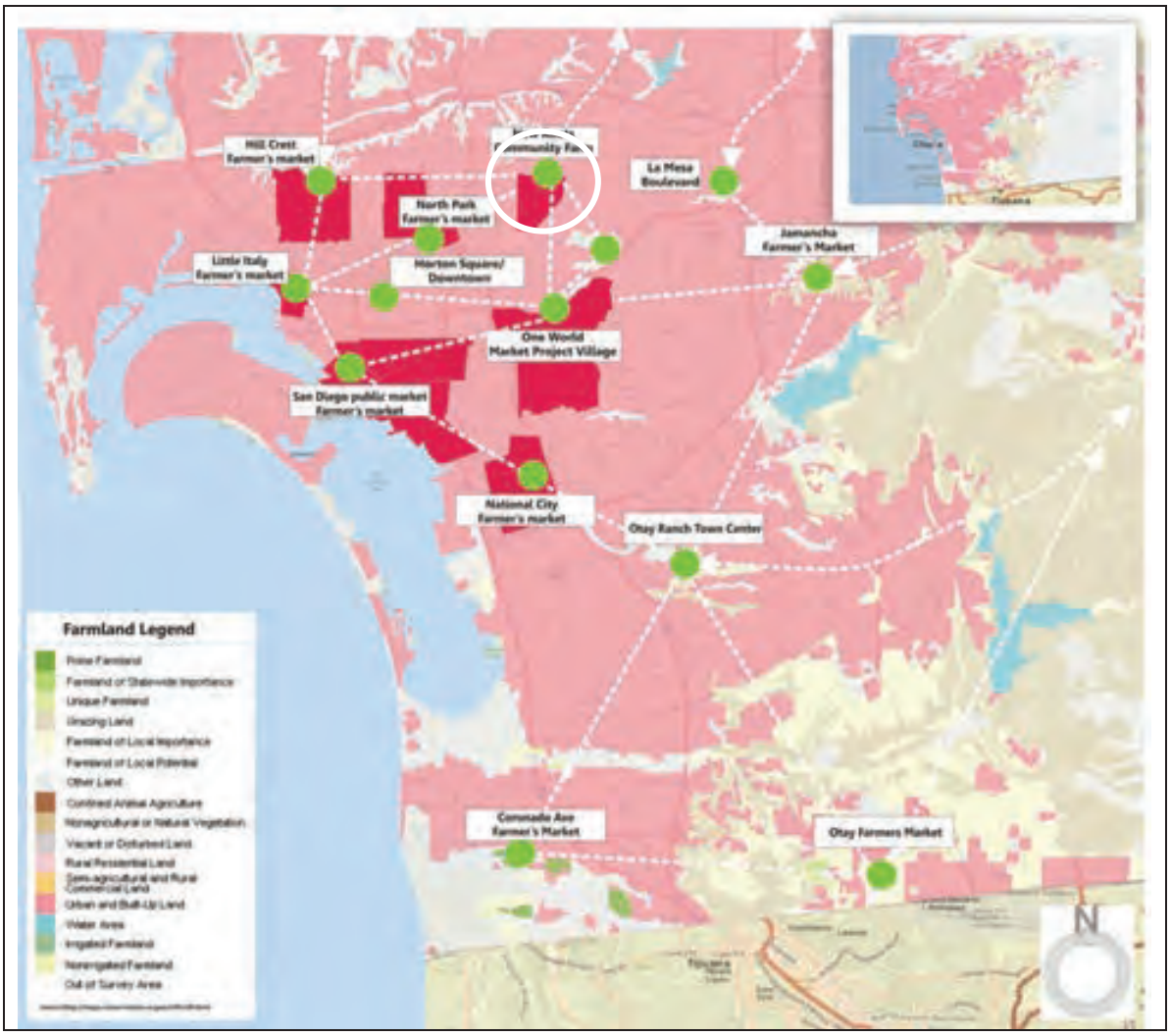
VB

The increase of the per capita income and the median household income in new roots community farm is evident. The case study is composed from two particular area 1) City Heights that has experienced a number of renewal projects and community-based initiatives, 2) Chollas Creek that have a low urban density and many single family detached, in this area is particularly evident urban agriculture opportunities on vacant or underdeveloped land.

9. Urban-Rural Linkage

The urban-rural linkage in the case study exist thanks at the natural conformation of the area. The case study is located in the City Heights Neighborhood and, more specifically, in Chollas Creek neighbourhood's sub-division, there are several and variegated neighbourhoods, each of which has its own identity, ranging from the very urban higher density to low-density and shows a rural character with small single-family detached. New Roots Community Farm initiative consist to establish new community gardens in San Diego and, more generally, a new food related trend especially in low-income neighbourhoods. The community garden represents an incubator farm that gives entrepreneurial residents additional space to grow. Today, New Roots Community Farm have about 16 gardening plots for community residents and an herbal medicinal garden, where two high school garden programs train youth in urban farming and food justice advocacy

9.1 Urban-Rural Linkage map



ONE WORLD MARKET/ PROJECT NEW VILLAGE
San Diego, CA

Enzo Falco, ESR, Focus Unit

THE CASE STUDIES: Urban-Rural Linkages

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: ONE WORLD FOOD CORNER (San Diego, CA)
Researcher: Enzo FALCO, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: urban – rural interaction
City: Diamond Neighborhood, San Diego, CA, (USA)
Residents (2010 US Census): 28,129
Case Study Area: 1,65 (sq Km)
Area by Census Tracts*: 8,37(sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 14557

2. Brief description of the case study

The One World Food Corner initiative is located in the Encanto Community Planning and is currently being updated, simultaneously with the Southeastern San Diego Community Plan. The One World Food Corner is a planned "village" area within Encanto, and comprise two important initiative 1)One World Market, an ethnic grocery store, and other retail shops and 2) the community garden, an incubator farm that gives entrepreneurial residents additional space to grow. One World Food Corner has a strong focus on urban agriculture which is seen a key part of a multifaceted revitalization effort. Efforts are made not just in the direction of physically

recovering land, important social as well as economic objectives are part of the project which tries to reverse the tendencies that currently characterise the area as a food desert. The mission consist in the transformation of vacant-industrial zone and put it into productive use growing crops while providing training for food and agriculture related jobs, indeed the rationale of the project is delete negative perception of the community to the vacant and unused land.

The project as a whole can have a great impact within the community if all of the actions are taken into consideration. It is estimated that this project will probably contribute to the creation of at least 100 new jobs. Their missions to revitalise the community and increase their access to healthy food are very well embedded within the project

3. Why this case study

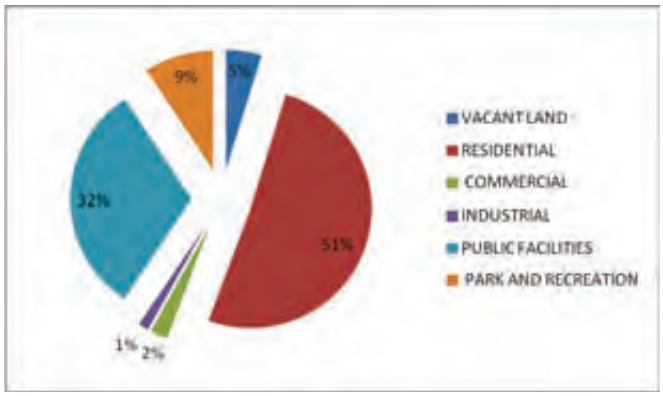
The case study appears to be very relevant and interesting within the framework of urban agriculture linkages in according to WP2. The One World Food Corner is an ambitious project which aims at putting together the physical as well as the social and economic sides of the urban regeneration process, leveraging on the role of urban agriculture as a catalyst and trigger of a renewed season of urban regeneration. The purposes of producing sustainable food within the city, thus reducing the transport costs and supporting the local economy, are coupled with the need to revitalise deprived areas and improve accessibility to healthy food for low income communities.

4. Land Use

From comparison between existing and planned land use emerges an high percentage of public facilities (not easily usable due to the morphology of the land) and a low percentage of commercial area. The most interesting data is the percentage of park and open space results more high of the 4% in the existing land use map respect the 5% of the planned land use, could be for the presence of the transit station and for the transformation from vacant land to mixed use area. From residential existing land use map is highlighted an high number of the Single Family detached, instead in the residential planned use there is a reduction of the single family detached and a increase of multifamily residential.

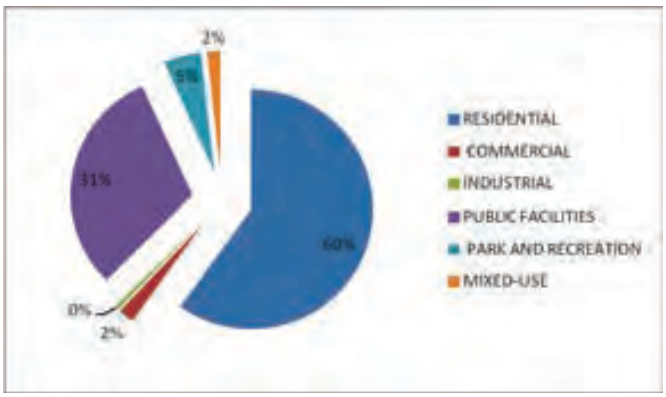
General ONE WORLD MARKET Case study area Existing Land Use

Category	SQF
Residential	26.464.906,81
Commercial	1.218.563,06
Industrial	708.038,05
Public Facilities	16.317.335,37
Park and Recreation	4.797.944,18
Vacant Land	2.448.759,19
Total	51.955.546,66

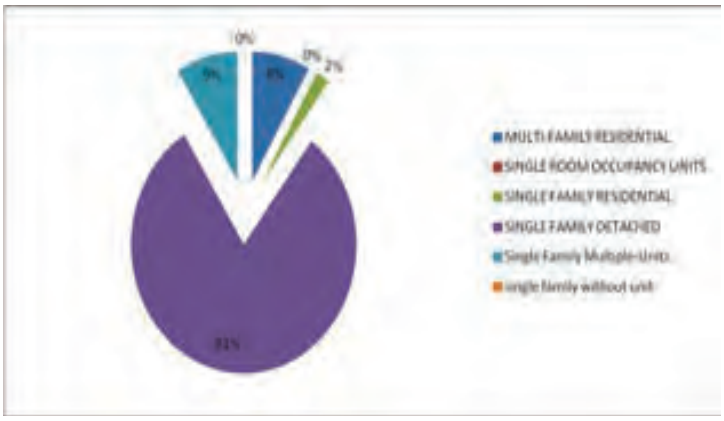


General ONE WORLD CORNER Case study area Planned Land Use

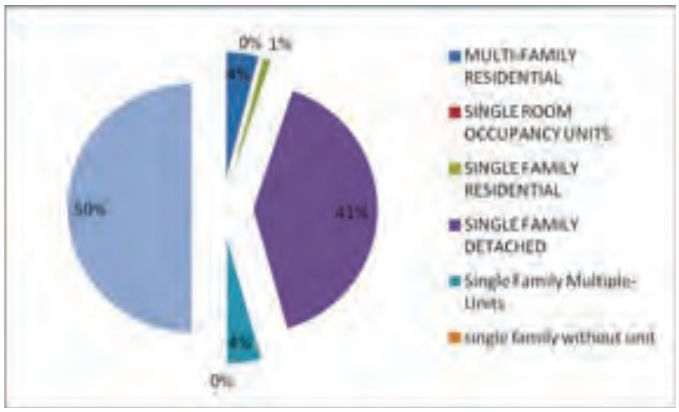
Category	SQF
Residential	32.735.950,14
Commercial	1.114.126,95
Industrial	316.882,17
Public Facilities	16.833.743,47
Park and Recreation	2.724.652,60
Mixed Use	966.519,80
Total	54.691.875,13



Residential ONE WORLD Case study area Existing Land Use	
Category	SQF
Multifamily Residential	2.198.162,98
Single Room occupancy units	0,00
Single Family Residential	516.526,02
Single Family Detached	21.399.438,28
Single Family Multiple-units	2.342.972,51
Single Family without units	7.807,01



Residential ONE WORLD Case study area Planned Land Use	
Category	SQF
Multifamily Residential	12.844.820,52
Single Room occupancy units	596.812,87
Single Family Residential	0,00
Single Family Detached	18.695.069,53
Single Family Multiple-units	599.247,22



5. Partnership Typology and Composition

Involved in the initiative there are several partners that play an equal important role. The proponent, Juarez Associates; the land owner, The Jacobs Center; the developers; a non-profit organization, Project New Village; and the city of San Diego. Each one of those plays a different role and has different aims and strategies but the the crucial role is played from community local. The proponent has come up with the initiative 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.	

6. Strategic Priorities

The main priority of the project is that of achieving physical redevelopment coupled with social and economic benefits for the whole community. The diverse and several initiatives which are comprehended in the development confirm the willingness to produce wider benefits than physical redevelopment alone. The potential economic impact of training classes, commercial kitchen and food incubators, the community garden associated with the farmers' market is not to be underestimated.
Strategic Priorities are:

- Retail Enhancement;
- Economic Revitalization;
- Education and training
- Local produce valorisation through farmers' market;

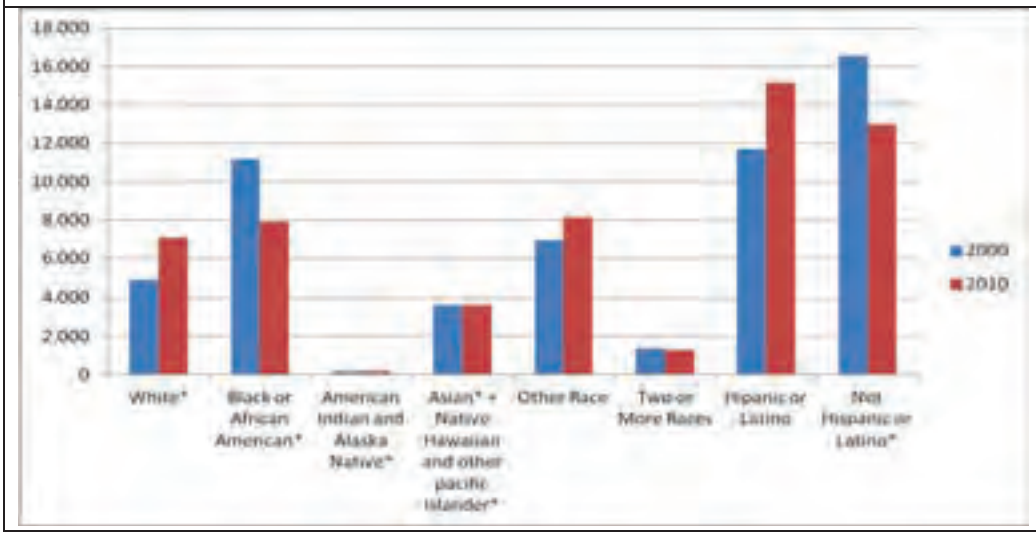
7. Main initiatives and projects linked with the case study

There are two equally important initiatives. The first one comprises the One World Market, an ethnic grocery store, and other retail shops within the area on the northwest corner of Market Street and Euclid Avenue. The second initiative is the community garden which will be sited on the southeast corner of the Market and Euclid intersection. The other part of the initiative, the community garden, will serve as a fundamental part of the strategy for an agriculture-based regeneration initiative. The community garden will have social targets trying to involve the resident community in healthy and organic growing activities so as to encourage consumption of locally grown produce.

8. Fast socio-economic facts

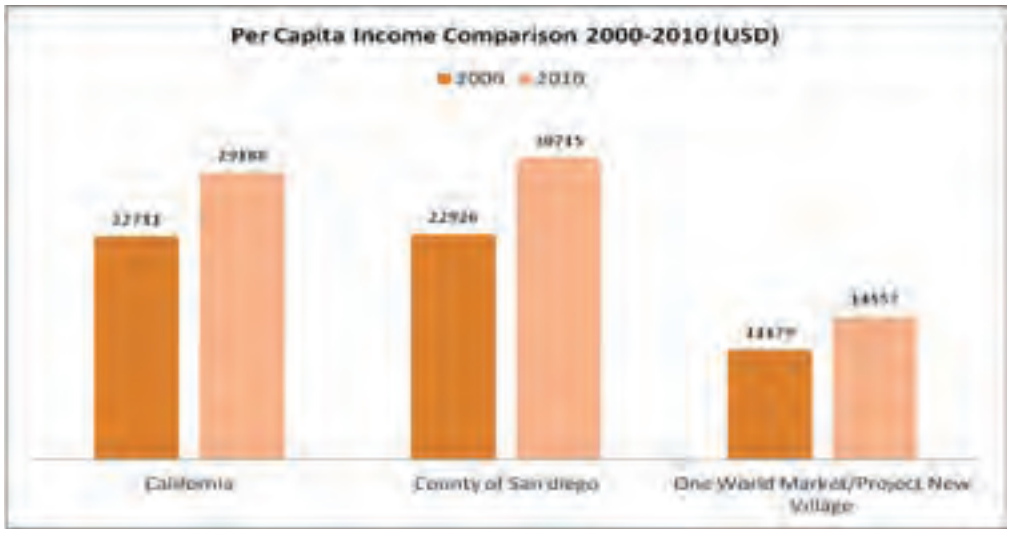
The analysis of socio-economic data shows three main characteristics to deepen: in this case study differently from city, county and state population which increased over the 10 years from 2000 to 2010, the area's population has remained basically the same, the per capita income and the median household income also from the comparison between 2000 and 2010

Population by race

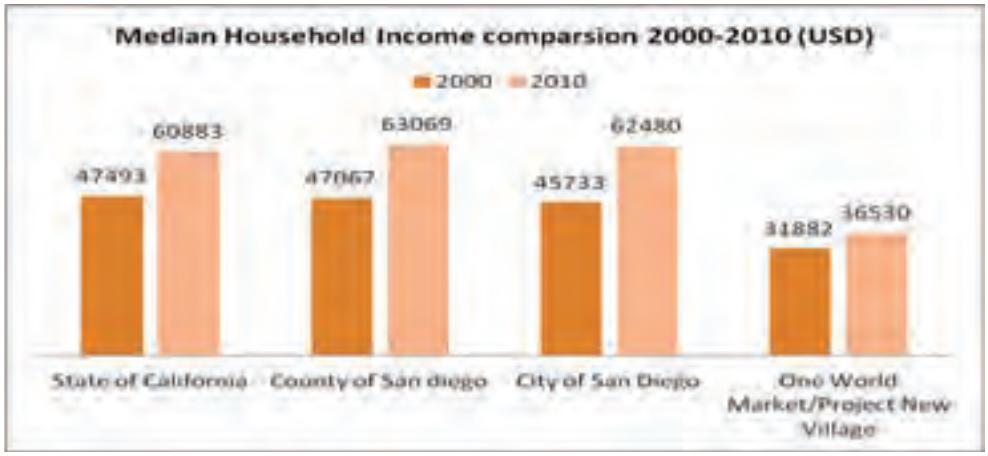


From graph emerges a multi ethnics community with high percentage of Asian and Native Hawaiian, but most important data are the high number of Hispanic, which is constantly experiencing an increase at all levels (State County And City).

Per capite income



Median household income

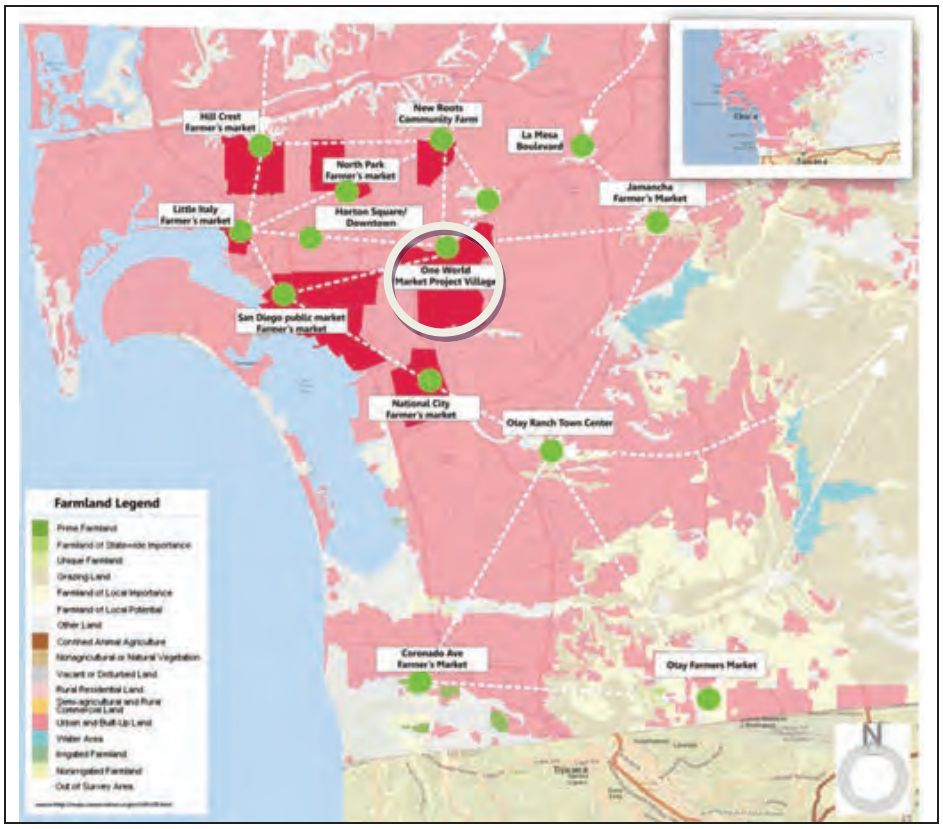


The area is one of the poorest of the whole city. Data show that the case study area in 2010 had a per-capita income of $ 14,557in 2010 compared to the $ 32,553 city's per capita income. This huge difference is confirmed for the whole Encanto Community that showed a 2010 per-capita income of $ 16,369. The household median income, just as well as the per-capita income, shows lower than average data.
The city has a median income of about $ 62,000, whilst the case study area a $ 36,530 median household income and the community planning area shows a median household income of $ 44,186.

9. Urban-Rural Linkage

Urban-Rural Linkages in this case study is very strong thanks to the presence of the local farmer's market, it's called 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.

9.1 Urban-Rural Linkage map



NORTH PARK
San Diego, CA

Alessia Ferretti, ESR, Focus Unit

THE CASE STUDIES: Urban - Agriculture linkages

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information
Case Study: North Park, San Diego, CA (USA)
Researcher: Alessia FERRETTI, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: Public Agency; Non Profit Organization for implementing the Main Street initiative
City: San Diego, CA, (USA)
Residents (2010 US Census): 13215
Case Study Area:1,64 (sq Km)
Area by Census Tracts*: 1,60 (sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 32988

2. Brief description of the case study

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. 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.

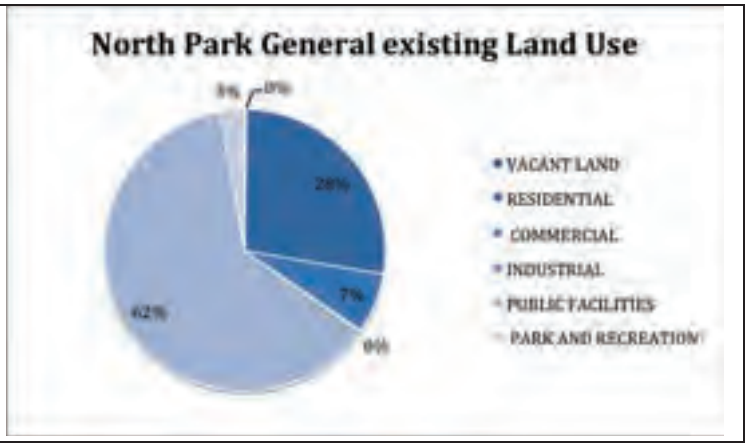
3. Why this case study

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.

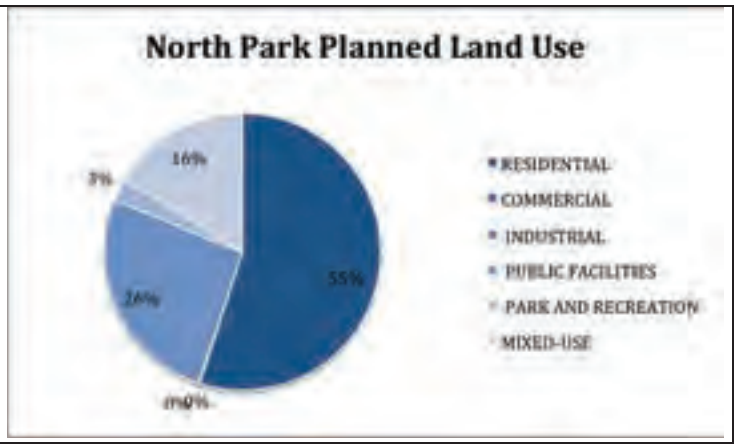
4. Land Use

The Land use analysis for the North Park case study shows how the existing land use is characterized by an high presence of Public Facilities and Residential areas with a low presence of commercial areas. The planned land use shows one of the higher values for mixed-use areas within the set of WP2 case studies (18%, 2nd) and the choice to increase residential and public facilities areas.

General North Park Case study area Existing Land Use	
Category	SQF
Residential	7.327.235,53
Commercial	1.848.047,99
Industrial	33.143,28
Public Facilities	16.644.732,33
Park and Recreation	760.392,32
Vacant Land	48.539,40
Total	26.662.090,85



General North Park Case study area Planned Land Use	
Category	SQF
Residential	10.542.554,88
Commercial	25.977,10
Industrial	0,00
Public Facilities	4.962.352,51
Park and Recreation	499.388,29
Mixed Use	3.134.298,60
Total	19.164.571,39



5. Partnership Typology and Composition

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). As mentioned before, the North Park initiative is an interesting example of public-private partnership supporting urban and economic redevelopment. The whole process took place through an original alliance of non-profit organizations, artists, developers, community leaders and city government, working together to make North Park a model for urban revitalization. Indeed, the partnership put together the Main Street and the BID, the Redevelopment Agency and the City of San Diego itself, the whole North Park community – plus other associations in the area and strategic quasi-autonomous non-governmental organizations.

Composition

- Owners – BID members
- North Park Main Street
- City of San Diego
- City of San Diego Redevelopment Agency (now dissolved)

6. Strategic Priorities

The main goal of the redevelopment process was to preserve North Park's cultural resources and its historical integrity while creating a pedestrian-friendly destination for shopping, dining and entertainment, at the same time promoting local businesses and supporting arts and culture. More in detail, "promotion of business" includes those activities set out in the *California Parking and Business Improvement Law* and its successors: general promotion of businesses; acquisition, construction or maintenance of parking facilities; decoration of any public place; furnishing of music and visual arts in the area; and, as stated in the Main Street bylaws, any other related activities which will directly improve the economic prosperity of business within North Park.
On the other hand, the whole array of interventions carried out in North Park was definitely affected by the idea of cultivating an art district to address the blighting conditions – woo the starving artists and the money will follow (interview 3). The logic behind this is that arts and entertainment venues not only attract foot traffic to businesses and retail activities, but at the same time the patrons tend to be well-educated and to have more disposable income (interview 3). At the same time, the effort of attracting new demographic categories – "twenty-to-thirty" people, considered the strategic target to bring new activities into the commercial district (interview 3) – has proved to be decisive

7. Main initiatives and projects linked with the case study

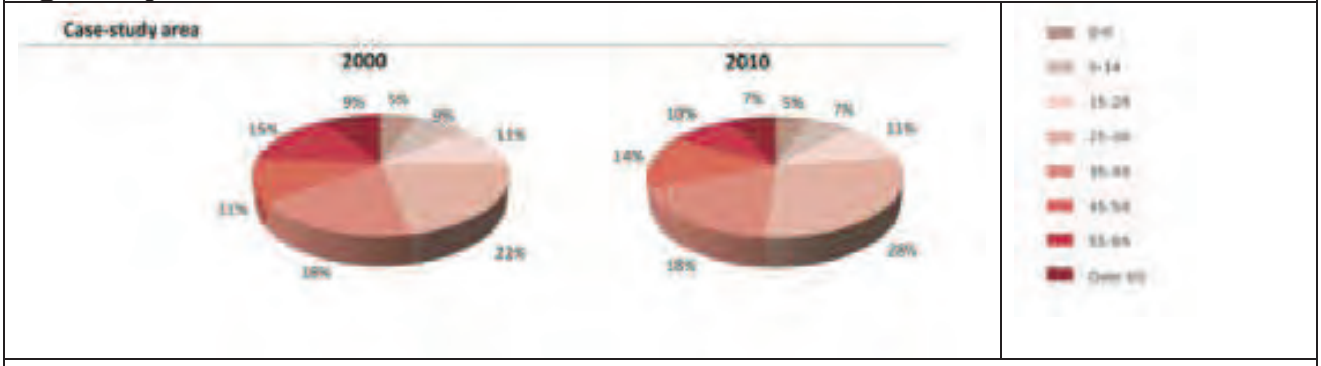
The Redevelopment Agency facilitated public/private ventures that served as catalysts for North Park's regeneration and the community-based Project Area Committee (PAC) promoted revitalization, historic preservation and incorporation of art into all projects along El Cajon Boulevard and University Avenue. Nevertheless, the public role was basically economic. The Redevelopment Agency funded most of the physical interventions in the area, but there was not a clear vision for the neighbourhood coming from the public authorities and all the actions were based on the demand of the community itself (interview 2). The local *Community Planning Group*, as a quasi-autonomous non-governmental organization, strategically helped in expressing the demands of the local community and acting as a go-between among the neighbourhood, the private sector and the public authorities in the implementation of physical interventions.
Funding for the implementation of such a diversified program has come not only from the BID membership fees, but also from the City of San Diego and the Redevelopment Agency grants, foundation and other governmental

grants, special events and sponsorships. More in detail, the public authorities provided specific redevelopment incentives to pursue the main goals – among these, the *Housing Compliance Plan*12, the *Storefront Improvement Program*13 and the *Housing Enhancement Loan Program*14 (the Agency was not expected to develop interventions itself, but it assisted private entities and other public agencies by leveraging its resources). Moreover, the implementation of the Community Plan's main objectives could benefit from specific financing tools, the *Capital Improvements Program* and the *Public Facility Financing Plan* – plus other potential funding sources, as special bonds by the local government15, special fees16 and Community Development Block Grant

8. Fast socio-economic facts

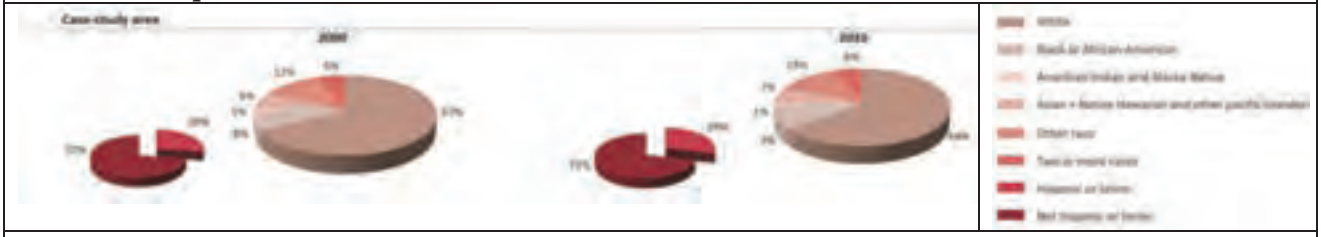
The analysis of socio-economic data shows three main characteristics to deepen: the population increase from the comparison between 2000 and 2010, the per capita income and the median household income also from the comparison between 2000 and 2010

Age Composition



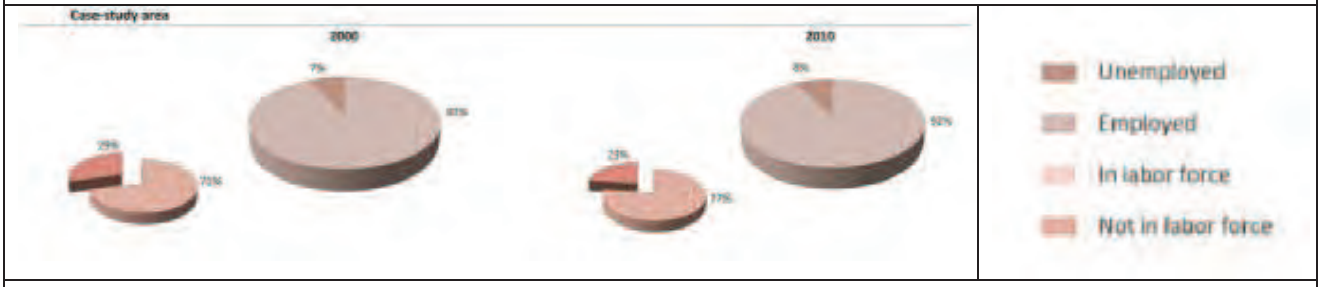
The case-study area and North Park Greater Community show the same age composition, with about 60% of population between 25 and 44 years-old (around 45% at City, County and State level); actually, in both cases during the 2000-2010 period (therefore during the regeneration process) there was a slight but significant increase of young people in the area (above all, population between 25 and 34 years-old).

Ethnic Group



With respect to the ethnic composition, North Park Greater Community can be considered a culturally and ethnically diverse community closely following the City, County and State composition. More in detail, the White population in the case-study area (and in the Greater Community itself) represents the majority and amounts to about 65% – even if it shows a slight decrease over the 2000-2010 period (3%); comparable demographic dynamics affect the City, County and State composition. On the other side, the Black and African-American population is just 9% – slightly higher than the City, County and State level, but significantly lower than the population in North Park Greater Community (13%). Finally, the Hispanic population in the case-study area, which represents about 30%, has not experienced any change in the last ten years.

Labor Market



As described in figures 9-12, from 2000 to 2010 at the State, County and City level there was a significant increase of unemployed people (and in general of "not in labour force" population); during the same period, in North Park Greater Community and in the case-study area the unemployment rate followed a comparable trend – the unemployed population amounts to 8%, with the preponderance of female population.

9. Urban-Rural linkage

Farmers' market

North Park Farmers' Market was established in 2000 as part of the array of events promoted by the Main Street. After experiencing some changes in location and management over the years18, it now features over 40 independent vendors selling locally grown seasonal and organic produce, handmade arts and crafts, prepared gourmet foods.

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.

Evidently, North Park Farmers' Market is not able to satisfy the community's need for fresh and healthy food, which is confirmed by the presence of biggest grocery of fresh food in the area – following the successful redevelopment process, in 2009 a Fresh & Easy store opened close to the farmers' market actual location.

Another significant weakness of the North Park Farmers' Market emerges considering its role as part of the local Food System. Even though Food played a strategic role during the redevelopment process as many food-related businesses relocated in the area bringing a new typology of activities (figure 11), there is no clear connection between these businesses and the farmers' market itself. Indeed, just 7% of local food-businesses serve fresh food (figure 12) and even less are directly supplied by local farmers – and their supply chain has no connection at all with the farmers' market, even when the local farmer join it.

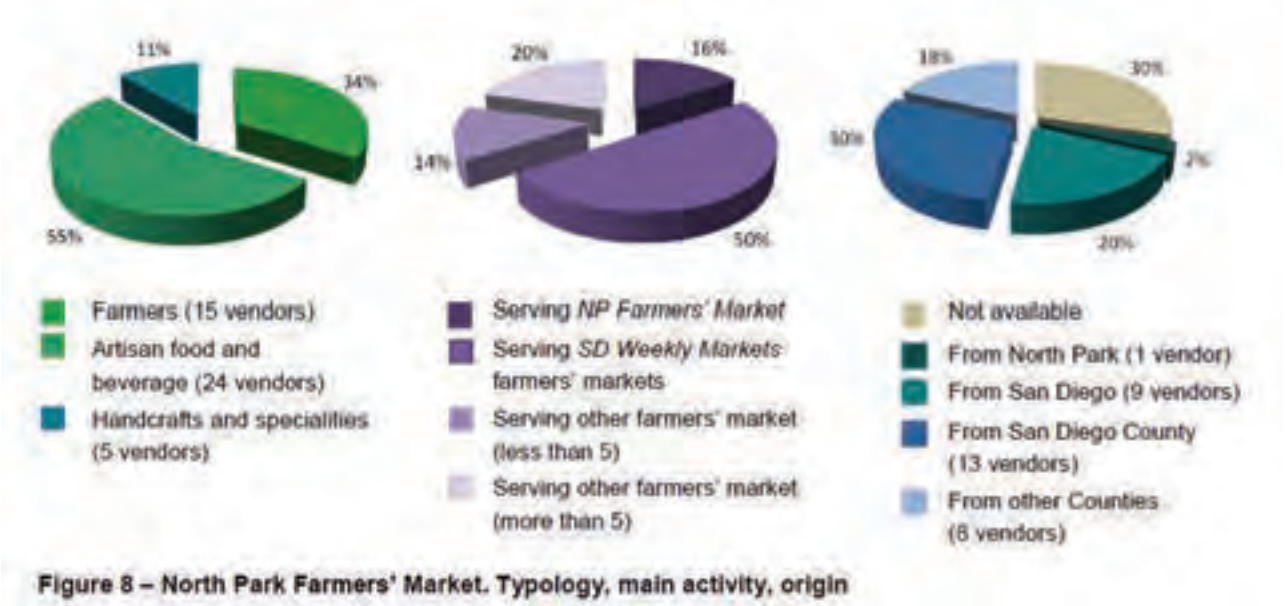
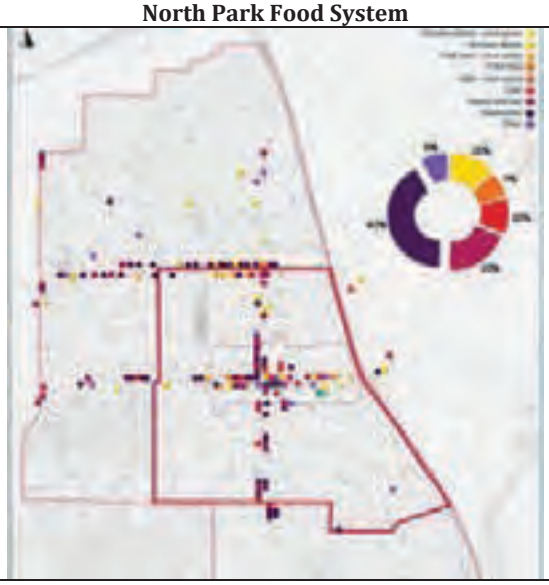
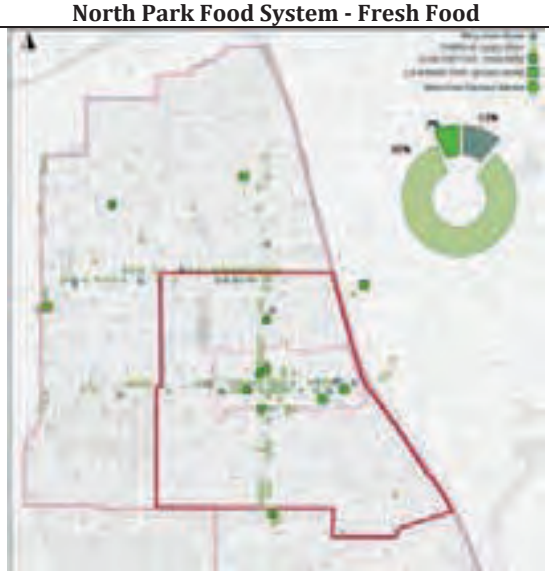
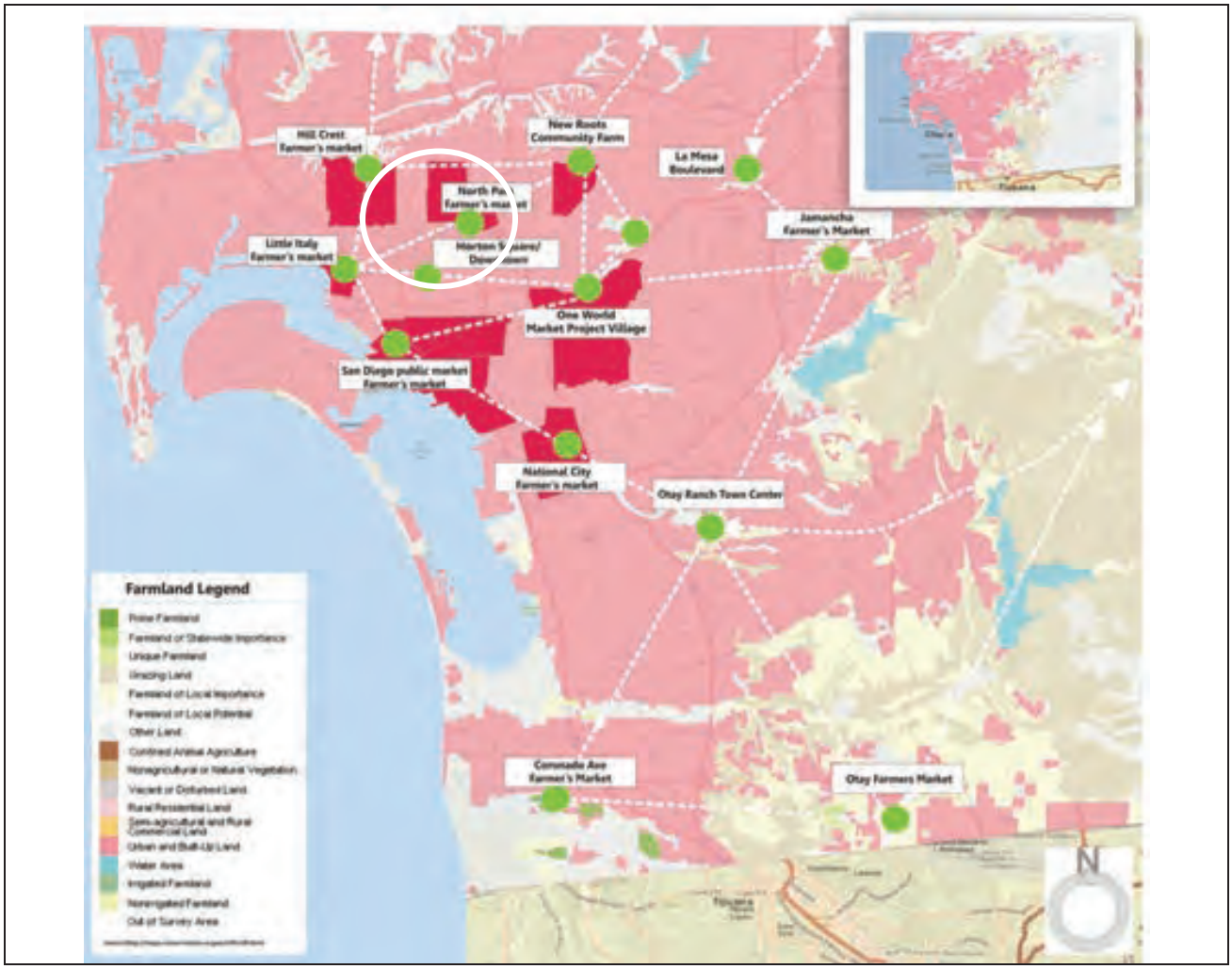


Figure 8 – North Park Farmers' Market. Typology, main activity, origin

The Farmers' Market is managed by SD Weekly Markets – also managing Little Italy Farmers' Market, Pacific beach Farmers' Market, San Diego Public Market. SD Weekly Markets professionally supports farmers and manages the market in order to provide the highest quality farm-fresh produce, meats, fish, eggs, and artisan foods.

North Park Food System	North Park Food System - Fresh Food
	

9.1 Urban-Rural Linkage map



SAN DIEGO PUBLIC MARKET
San Diego, CA

Alessandro Boca, ESR, FOCUS Unit

THE CASE STUDIES: Urban-Rural Linkages

The role of community-based approach with respect to the research objectives of the Working Package No. 2.

1. Case Study general Information

Case Study: San Diego Public Market, San Diego, CA (USA)
Researcher: Alessandro BOCA, ESR

San Diego case studies map	Case study Boundaries
	

Case Study Typology: OTHER: Public Market
City: San Diego, CA, (USA)
Residents (2010 US Census): 7140
Case Study Area: 0,58 (sq Km)
Area by Census Tracts*: 1,61 (sq Km) *The area considered is the US Census Tract area because the case study area was to small or at the borders of different census tracts making difficult the collection and the analysis of data.
Per Capita Income: $ 27281

2. Brief description of the case study

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.

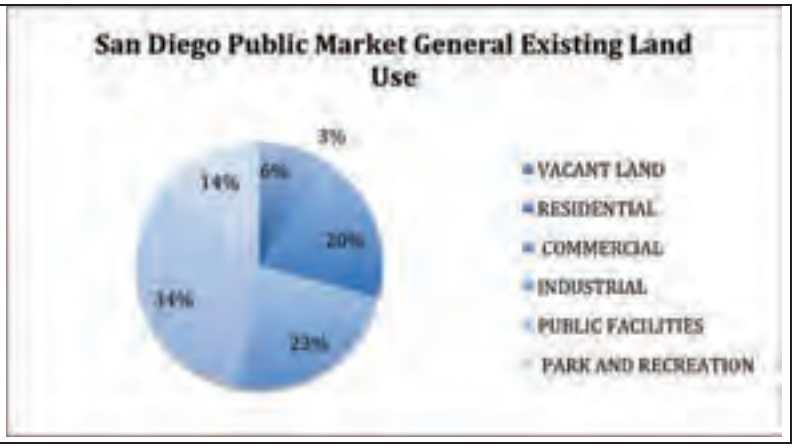
3. Why this case study

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.

4. Land Use

With respect to the WP2 set of case studies San Diego Public Market presents the higher value for commercial, industrial and public facilities Land Use. This neighbourhood is affected by the presence of the naval base and all the industrial-related activities. Despite this the high commercial and public facilities value show the will by the City to make this neighbourhood more liveable for citizens through the implementation of the community plan and the implementation of initiatives such as farmers' market in order to boost local economic development.

San Diego Public Market Case study area Existing Land Use	
Category	SQF
Residential	632.641,87
Commercial	3.580.268,77
Industrial	4.212.910,64
Public Facilities	6.038.955,87
Park and Recreation	2.457.733,94
Vacant Land	1.037.361,41
Total	17.959.872,49



San Diego Public Market Case study area Planned Land Use	
Category	SQF
Residential	2.045.370,99
Commercial	3.778.931,17
Industrial	8.282.036,10
Public Facilities	21.025.340,13
Park and Recreation	1.008.882,26
Mixed Use	0,00
Total	36.140.560,64

5. Partnership Typology and Composition

<table>
<tr>
<td rowspan="2">Partnership Typology (Survey Form and Case Study Report)
The San Diego Public Market Case study is a for-profit General Partnership Typology (Survey Form) composed by owners and vendors.
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. As the co-founders point out, in fact, the current network of the farmers' markets in the San Diego County 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 (SDPM, 2012).</td>
<td>Composition (Survey Form)
- Owners and Vendors</td>
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<td>Partnership scheme
 
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6. Strategic Priorities

The San Diego Public Market (SDPM) is a new entrepreneurial initiative, located in San Diego's Barrio Logan neighborhood, which aims at the realization of a number of mixed activities all related with the topic of healthy food and nutrition. Strategic Priorities for this case study are:

- Retail enhancement
- Economic Revitalization;
- Building Restoration/Renewal;
- Education and Training;
- Job Creation/Social work;
- Cultural Enrichment;

7. Main initiatives and projects linked with the case study

Most of strategies and goals stated by the 1978 Barrio Logan/Harbor 101 Community Plan, and later implemented through a range of projects such as Mercado del Barrio, can be considered still up-to-date nowadays as confirmed by the Community Plan updating process started by the City of San Diego in 2008, and by its draft version published in 2013.

As for the 1978 Community Plan, also in the 2013 version of the Barrio Logan Community Plan the main goal remains the minimization of the issues related to the coexistence between residential and industrial uses that, despite the main activities encouraged by the former plan, can be considered actual. In particular, the new goals stated by the 2013 draft Plan are:

- to be a blueprint for development that builds on Barrio Logan's established character as a mixed-use, working neighborhood;
- to focus on land use, public facilities, and development policies for Barrio Logan, as a component of the City of San Diego's General Plan;
- to set out strategies and specific implementing actions to help ensure that the Community Plan's vision is accomplished;
- to set out detailed policies that provide a basis for evaluating whether specific development proposals

and public projects are consistent with the Plan;

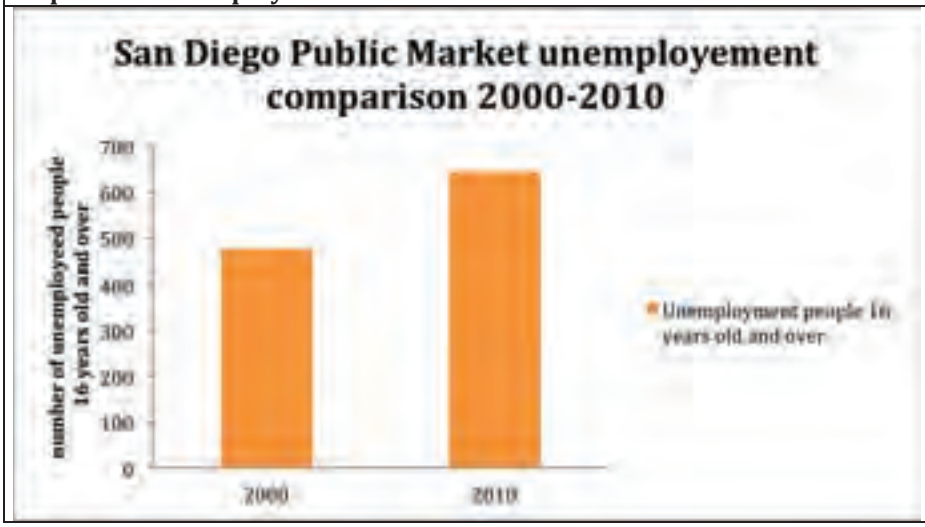
- to set out guidance that facilitates the City of San Diego, other public agencies, and private developers to design projects that enhance the character of the community, taking advantage of its setting and amenities;
- to set out detailed implementing programs including zoning regulations and a public facilities financing plan.

With the implementation of the Barrio Logan Community Plan, a series of physical actions have finally been undertaken in order to catalyze an overall redevelopment process for the whole neighborhood. Among a certain number of smaller redevelopment projects, the probably best known and more important is a massive one formally named "Barrio Logan Redevelopment Project Area", but also known as "Mercado del Barrio".
The Barrio Logan Redevelopment Project Area4 is a 133-acre mixed-use redevelopment project located along the San Diego Bay Tidelands and close to the Coronado Bridge, which aims at a «redevelopment that focuses on eliminating blight while preserving the neighborhood's distinctive character. A major objective is development that enhances the community's cultural and ethnic qualities» (San Diego Redevelopment Agency, 1991)

8. Fast socio-economic facts

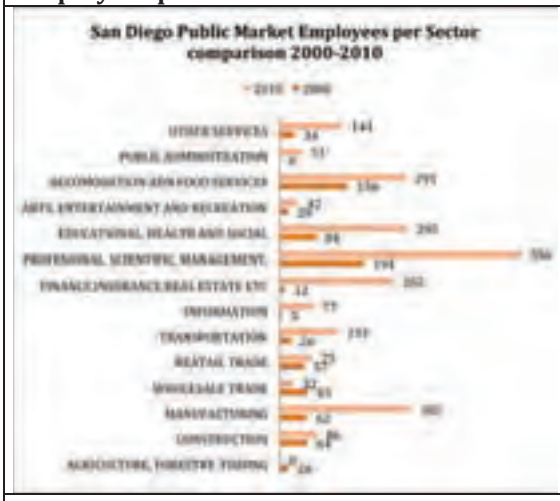
The neighborhood in which the San Diego Public Market is located, Barrio Logan which covers approximately 1,000 acres, is still considered one of the poorest and more neglect of the inner San Diego, where former and current industrial plants live with a multi-ethnical and generally low-income population. 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.

Population Unemployment 2000-2010



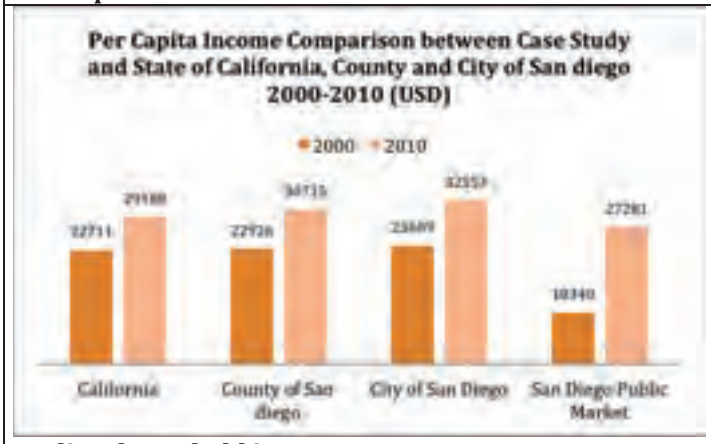
Despite an increase of population in the area of San Diego Public Market the number of unemployed people is increased

Employees per sector



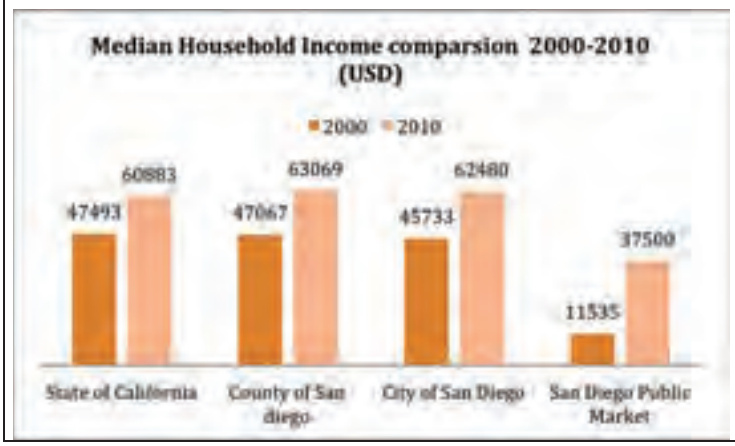
From the analysis of the employees per sector data for the area of the San Diego Public Market case studies the shift from the traditional industrial-related employment to service and commerce oriented development emerged even if he unemployment is increased in 2010. Indeed, the increase interests sectors such as manufacturing, professional, finance, retail and public administration.

Per capite income



The level of Per Capita income for the year 2000 of the case study area confirmed that the area was one of the poorest of the county in terms of per capita income. For year 2010 we have an increase of more than two times of the same value that is almost at the level of the State of California but still lower with respect to the level of the City and the County of San Diego.

Mediam household income



The median household income registers the same tendency but it is still far from the level of the State of California, the County and the City of San Diego.

9. Urban-Rural linkage

Local production and local producers are the main target of the Public Market, so this initiative should be read also as a way for encouraging the presence of this component in the urban arena. In addition to the retail, in fact, the Public Market is determined to become also a wholesale spot or a food hub for local goods destined, for example, to restaurants, schools and hospitals, in order to promote a more general awareness of the importance of the local production in the food industry.

Furthermore, as written before the San Diego Public Market should represent an attraction which diverges from the typical farmers' market concept. In the intentions of its promoters, the wide range of activities of the Public

Market should create a continuous point of convergence for permanent flows, which should overcome the episodic nature of the farmers' market. Therefore due to its different activities, the SDPM should be able to create a district specialized in the local food and nutrition topic, with a range of attraction that goes beyond the single neighborhood level reaching a metropolitan sphere. Nevertheless, despite the ambitions the Public Market should be able also to feed new kind of flows not existent at the moment in the neighborhood, then playing a role also in an overall urban regeneration process. An overall evaluation of the San Diego Public Market experience is at the moment difficult to carry out, mainly because what has been described so far is both a recent and ambitious initiative. Nevertheless what is possible to note is how, despite a certain interest by the urban community, this project is still facing some difficulties.

9.1 Urban-Rural Linkage map