

PLAN IMPLEMENTATION

Thus far the North City West Community Plan has set forth goals, objectives and proposals for achieving a new community. This portion of the Plan contains recommendations for the implementation of the North City West Community Plan which will require continuous coordination between the developers and various levels of local, state and federal governments. Considering that the North City West area could require many years to become fully developed, many aspects of development are long term in nature and will require a sustained effort for their achievement. Foremost among these efforts will be the accomplishment of the Planning Principles for new community development.

The implementation chapter of this Plan has been divided into three sections. The first section reviews implementation techniques that should be utilized in carrying out the Plan. The second section discusses Development Phasing and Precise Development Plans. The third section summarizes the scheduling and financing of public facilities by Plan Phases.

Development in the North City West Area is contingent upon necessary public facilities being financed by property owners in that area by a charge against the land only in the planning area.

IMPLEMENTATION TECHNIQUES

LAND USE

In order to accomplish the goals and objectives of the North City West Community Plan future urbanization must attain the desired development quality indicated by the goal statements. At the present time several ordinances exist which are aimed at attaining at least a minimum standard for land use development. These include the zoning, subdivision, planned development and grading ordinances. While these ordinances have been adopted the key factor to recognize is that they exist to require that a base level of accomplishment be satisfied. While the ordinances do not preclude development to higher standards, most developments tend to adapt to the minimum standards which in turn dictates development design. The result of utilizing minimum land development standards is reflected in typical repetitive standardized lot and street patterns with massive land displacement, cutting, scarring and disruption of the natural environment in order to produce a greater lot yield.

Development within North City West must rise above these minimum standards. In order to achieve higher standards of development it is recommended that zoning and planned development ordinances be used together as a single tool in place of the normal zoning and the subdivision map process. In addition, strict controls on grading must be applied. These controls, coupled with the requirement for comprehensive development unit precise planning, can greatly modify current development practices so that community goals will be achieved. The following summary statements regarding planned developments, zoning and grading set forth the procedures for implementing the land use elements of the North City West Community Plan.

Planned Developments

The intent of the planned development is to encourage imaginative and innovative planning to permit greater flexibility in the design of planning units. The planned development is acknowledged as a tool which provides the best options for the developer, particularly in the clustering of developments and in the application of common open space. At the present time the planned development exists for residential and commercial uses but should be expanded to accommodate industrial uses.

The North City West Community Plan proposes that most residential development, the town center and industrial-office center be processed under the planned development procedures.

It is therefore recommended that:

- The Planned Residential Developments Ordinance, Section 101.0900 of the San Diego Municipal Code, be utilized to process residential development.
- The Planned Commercial Developments Ordinance, Section 101.0910 of the San Diego Municipal Code, be utilized to process the integrated development of the town center, as well as the neighborhood centers and visitor commercial area.
- That the development plan process incorporated within the M-I-P zone be utilized for the industrial office center.

It must be further stated that all development processed through the planned development procedure must also be zoned in order to determine basic density and use of property. The zoning and planned development ordinances together provide the basic method for implementing the Land Use Elements of the North City West Community Plan. A narrative of recommended zoning to be applied to the North City West community follows.

Zoning

The community plan is a long-range development guide for the North City West new community and as such is not meant to precisely define zoning measures and limits. However, in general, it is recommended that the following interpretations and relationship of plan proposals to zoning be utilized in future administration of the plan's proposals. Zoning should not be granted prematurely, rather it should be granted in conjunction with planned development permits which require that development occur within a reasonable time period.

- Very Low Density Residential (0-5 d.u.p.a.)

R-1-8 through R-1-40 zoning should be appropriately applied to the very low density residential areas. Generally 1 unit per 8,000 square feet of land, or the R-1-8 zone will be appropriate for development proposals in most areas as this zone will permit the recommended maximum 5 du/nra. The PRD ordinance must be utilized to achieve the average plan density proposals. Conventional subdivisions based on net acreages will not generate the plan density proposals. The Planned Residential Development Ordinance provides the developer with more flexibility and freedom of design than does the conventional subdivision procedure. Hopefully through a combination of more restrictive single family zoning such as R-1-8, and the Planned Residential Development Ordinance, housing innovations in design can be accomplished within the very low-density residential areas of the North City West new community.

- Low Density Residential (5-14 d.u.p.a.)

Selective application of the R-1-6 through R-2 zones will implement proposals of the low density category. The R-1-6 zone will apply to proposed detached single family developments at the lower end of the density range. The R-1-5 and R-2 zone will be appropriate in areas proposed to be developed with townhouses, attached residences, and cluster housing. The Planned Residential Development Ordinance allows the flexibility to develop to the proposed density category and at the same time provide for the construction of the pathway systems.

- Low-Medium Density Residential (15-29 d.u.p.a.)

The R-2A zone which allows a density of 29 du/nra will accommodate virtually all garden apartments proposed to be developed within this density category. Again, the Planned Residential Development Ordinance should be applied.

- Medium Density Residential (30-44 d.u.p.a.)

✓ The R-3 zone is appropriate to implement the medium density proposal of the Plan. This zone allows a density of 43 du/nra which will accommodate vertical development as well as low rise apartment complexes. In view of the fact that the only location for medium density is adjacent to the Town Center some proposed interchanging of this area with the Town Center may be appropriate based upon the future precise plan for the Town Center.

- Town Center

The CA-S zone is generally appropriate for the Town Center. This zone is primarily intended to accommodate community and regional shopping centers. However, it should be pointed out that additional controls in the form of a Planned Commercial Development Ordinance must be applied to the Town Center before the underlying zoning is granted.

- Neighborhood Commercial Centers

Neighborhood commercial centers proposed within the community plan should be included as part of the precise plan for each development unit and be zoned CN. This zone is specifically designed for neighborhood shopping centers and contains standards which are designed to minimize possible conflicts with adjacent residential uses.

- Visitor Commercial

The CR zone should be applied to accommodate the proposed

Visitor Commercial category within the Community Plan. This zone requires a one acre lot size and adequate setbacks, landscaping, and development controls. Assurance that construction will commence within a reasonable time period upon granting the zone change should be obtained.

- Industrial-Office Park

The M-IP zone should be applied to the Industrial-Office Park. This zone contains within it the development standards and necessary Development Plan approval procedure for the construction of a high quality industrial office center.

Grading

The present City of San Diego Grading (Land Development) Ordinance basically allows cut and fill earth moving to result in slopes of $1\frac{1}{2}$ horizontal units to one vertical unit as long as the resulting slope is not greater than 60 feet in height. Planting and irrigation is required. The goal of preserving the natural environment within the North City West Community cannot be achieved through utilization of this ordinance. It is therefore recommended that the Grading Ordinance be revised to incorporate the following grading principles. In the interim it is recommended that the following grading principles be utilized as conditions of approval of precise plans for individual development units and resulting Planned Residential Developments within North City West.

- Design housing to fit the basic slope of the site. Investigate the use of retaining walls, terraces, split level or platform houses to minimize grading.
- When earth moving is necessary, contour the land rather than cut and fill. The basic character of the original site should establish the site development theme.
- In steep terrain reduce the requirements for level areas such as street width and yard areas. Split streets, multi-level houses, platform houses and decks should be utilized rather than the use of design concepts and standards that are geared to level land.
- Preserve smooth flowing plains in the ground form. Steep slopes are difficult to plant and maintain. Nature will eventually break down sharp edges through the erosion process which is especially harsh within most of the North City West study area. The resulting damage and cost of repair could be greater than the factors which suggested creating the slope in the first place.

- When it is impossible to avoid the creation of a steep bank, necessary benching to slow the runoff of water and slides should be incorporated into a pathway system.
- Planting of natural plant covers on all created slopes together with irrigation and maintenance must be required.
- Developments within or near areas of Hazardous Geology as defined in this Plan must submit a full report by a competent Soil Engineering Firm which will investigate the extent and severity of the hazard and outline the techniques required to eliminate the possibility of future landslides or other geologic failures.

OPEN SPACE

The implementation of the proposed open space system within the North City West Community Plan is critical to the biological, psychological and organizational success, of the community. In order to establish the greatest benefit to the future residents of North City West in the use of improvements within the open space system, guidelines for the preservation, maintenance and use of this system must be established. The City of San Diego is presently in the process of preparing a report entitled "San Diego Open Space Management", which, if adopted, will provide the necessary guidelines for open space maintenance and use.

- It is recommended that the "San Diego Open Space Management" report be adopted and applied to the open space system within North City West.

Another major factor in implementing open space within the community is the method by which it can be acquired or controlled. The following methods are suggested for use in obtaining the North City West open space system. Detailed determination of exactly what method will be used for specific properties must await a precise ways and means and financing plan.

City Regulatory Powers

- The zoning of all lands designated for open space within the North City West Community Plan should remain within the Agricultural Categories. In addition, the Floodway, Floodplain Fringe and Land Conservation zones should be applied where applicable.
- The Planned Residential Development and Subdivision Ordinances allow the imposition of permanent open space easement restrictions. This regulatory power should be utilized wherever possible to obtain the walkways and smaller open space areas which exhibit unique natural environmental characteristics within development units.

- Taxation policies coupled with multi-use of open space for compatible land uses, such as for agriculture should be fully investigated.

Purchase of Major Systems

- The City should encourage gifts of title or easement as a charitable contribution. Available tax considerations, living memorial legacies and contributions based on civic motivation add weight to this method as a realistic alternative.
- Where it is possible to use the area for agricultural purposes it may be necessary to acquire title in fee; but in some areas, purchase of easements may be sufficient to retain the open space character of the land.
- The purchase of excess right-of-way for open space purposes is recommended when an open space area jointly facilitates a major street. This is an especially reasonable alternative when major streets are used as a tool for structuring the form of the community, particularly neighborhood units.
- The open space system should be acquired by the property owners through the assessment district procedure. Lease-back arrangements for agricultural purposes could be considered.

TRANSPORTATION

Precise engineering studies are necessary to provide the basic guidelines for street and transit design proposals involving alignment width, signing, integration of stops, routes and stations, parking restrictions, bikeway routes and street construction. In addition, landscaping and financing measures must also be included. It is recommended that programming be continued for appropriate studies regarding alignments, grades, bikeways, and related engineering considerations relative to the proposed major and collector streets patterns. It is recommended that emphasis be placed upon the implementation of balanced transportation facilities.

PARK AND RECREATION FACILITIES

It is recommended that those public park and recreational facilities required to serve North City West be financed by the property owners prior to development of the area.

EDUCATIONAL FACILITIES

The North City West Community Plan proposes elementary, junior, and senior high school sites to serve anticipated school enrollments. Proposed sites have been generally selected to serve individual neighborhoods while still permitting flexibility in sizing and location. Precise site boundaries should be determined as part of the individual development plans for each neighborhood area.

It is recommended that proposed school sites be reserved in the general location shown on the community plan map. The actual site selection will be the responsibility of the school district. It is also recommended that developers work closely with each of the school districts within the area in projecting the growth of housing, population, and school age children. In addition, in accordance with City Council Policy 600-10, individual developers are required to complete necessary arrangements for the provision of school facilities to the satisfaction of the school districts involved prior to requests for zoning.

CAPITAL IMPROVEMENT PROGRAMMING

The development of North City West will require coordination of public agency programs with those of private developers. In this regard the City of San Diego's Capital Improvements Program which catalogs city-wide needs for a six year period is probably the most important public agency program. Each year the City prepares a list of urgent projects which can be financed within the next six year period. The first year of this program is formally adopted by the City Council while the balance of the program is adopted in principle.

Responsibility for the provision of public facilities required to meet the needs of North City West in both the short and long range future must be considered in the formulation of the City's annual Capital Improvements Program. In such a manner timely provision of needed services to new residents can best be assured. Among those matters to be considered are streets, drainage, police, fire, parks and library facilities or services.

The sources of revenue for all capital improvement projects in North City West should be assessments or fees levied against the property owners.

PLAN MAINTENANCE AND UPDATING

It must be recognized that the North City West Community Plan cannot be a static document. The Plan must be maintained on a contemporary basis through periodic review and updating which will take into account trends, new techniques and various other factors that affect the community. A comprehensive review of community growth and change is therefore recommended at five year intervals. At the time of these reviews the relationship of development trends to the goals, objectives and proposals of the Plan and investigation of new implementation tools should be evaluated. Reviews of a less encompassing nature may be appropriate at more frequent time periods and should be undertaken in response to community needs.

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SPECIAL STUDIES

In the preparation of any plan covering an area as large as North City West, the need for more detailed studies and analyses becomes apparent. The following precise plan studies are recommended.

- A balanced transportation system which analyzes transportation modes, routings, right-of-way requirements and financing.
- Detailed plans for public facilities within the community. Such studies would generally involve specific programs based on community needs, site location and development plans including offstreet parking, landscaping and special features or facilities; and cost estimates.
- Hospital care facilities to be undertaken by the Comprehensive Health Planning Association of Imperial, Riverside and San Diego Counties.
- ✓ ● An open space system including which lands will be purchased through the assessment district procedure and the timing of such purchase.
- ✓ ● Since preservation of the natural environment is of utmost importance, it is mandatory that all relevant development projects include a detailed environmental impact analysis in accordance with the City's Environmental Impact Report Procedural Ordinance.
- A complete cost-benefit analysis should be prepared for the North City West Community.

PHASING AND PRECISE DEVELOPMENT PLANS

The North City West Community Plan contains a series of objectives that require adoption of precise plans for each development unit, town center and the industrial-office park before proceeding with subdivision maps, zone changes and grading. Two basic conclusions must be reached before undertaking the preparation of these proposed precise plans. The first is what should be the sequence of development, and the second is what should the precise plan contain in terms of elements.

Development Phasing

The purpose of Development Phasing is to allow the City and School districts to more efficiently coordinate the implementation of public facilities through assessment districts and fees with the development of land in a logical growth pattern.

As an adjunct to Development Phasing, a Public Facilities Section follows in the final section of this plan. This section discusses in detail the public facilities which are required in each of the Development Phases. Estimated costs which are to be borne by the property owners are also included.

Development Phasing divides the future growth of North City West into three phases. Development units are allocated to one of the three phases depending upon the logical extension of the major street and utility network and a rough estimate of the economic demand for housing.

The location of proposed development is critical because of the desirability of creating efficient and compact units of development rather than discontinuous or isolated developments. Non-contiguous development requires an inefficient allocation of public resources to provide public facilities and services.

The phasing boundaries shown on the following map are flexible. For this reason, the areas abutting the Phase I boundaries have been designated as transitional areas. Adjustments may be necessary at the time precise plans for each neighborhood unit are developed.

Phase I generally comprises that portion of North City West located westerly of the San Diego Gas and Electric Company easement, north of Carmel Valley, and south of the Penasquitos Sewer District boundary. Of the total 5,010 dwelling units proposed within Phase I, 1,650 would be single family detached computed at a density of 5 dwelling units per net residential acre, 2,100 would be townhouse units computed at a density of 10 dwelling units per net residential acre, 660 would be garden apartments computed at a density of 20 dwelling units per net residential

acre, and 600 would be high density apartments computed at a density of 40 dwelling units per net residential acre. This phase, if developed as anticipated, would provide a population of 14,000. Included within Phase I are both the town center and industrial-office park complexes. While it is not anticipated that these facilities will be complete by the end of Phase I, it is proposed that initial development be under way.

The estimate for the number of dwelling units included within each phase of the North City West Community Plan, was based upon multiplying the acreage in the area minus 15% for streets, times the proposed density factor. While the numbers seem exact, they in fact are only estimates which correlate with other tables on projected housing units contained within this plan.

Phase II comprises the remainder of North City West located northerly of Carmel Valley including the area north of the sewer district boundary. A total of 4,260 dwelling units are proposed within Phase II including 2,100 single family detached, 900 townhouses, 660 garden apartments, and 600 higher density apartments near the town center. This number of dwelling units is based upon assumed densities of 5, 10, 20 and 40 dwelling units per net residential acre respectively. This Phase would generate an additional population of 12,250 bringing the total population by the end of Phase II to 26,650.

Phase III comprises the remainder of the North City West study area which is located south of Carmel Valley. This Phase represents the logical extension of the community south of Carmel Valley and is dependent upon the construction of State Route 56 or similar major transportation facility which provides high volume access to the area. Much of the land area within Phase III is subject to geologic hazards. The geologic formation which is responsible for the problem within this area is known as the Friars formation which is prone to landsliding. In view of the fact that these problems exist within the area (access and geologic hazards), it seems appropriate that the area develop after the better lands located north of Carmel Valley are utilized.

A total of 4,700 dwelling units are proposed within Phase III including 2,500 single family detached, 800 townhouses or mobile-homes, and 800 garden apartments, and 600 high density apartments. The number of dwelling units is based upon assumed densities of 5, 10, 20, and 40 dwelling units per net residential acre respectively.

Due to the soil and access problems, and the number of small ownerships within the area, development will probably proceed at a slower pace than Phase I or II. Phase III would generate an additional population of 13,550, bringing the total population of North City West to approximately 40,200 persons.

Precise Development Plans

Having described Development Phasing, the next major item to discuss is the community plan proposal for the preparation of precise development plans for each development unit prior to proceeding with grading, zone changes, and subdivision maps. The following map illustrates the individual development units for which a precise plan must be prepared before development occurs. It is recognized that ownership boundaries and definition of the development units are not consistent in all cases. However, it is evident that the logical planning of a new community which uses natural topography for the basis of forming development units cannot be based upon ownership boundaries. Therefore, all owners within a development unit must agree on a precise plan of the unit and support its approval by the Planning Commission. It is recognized that the requirement for a precise plan for each development unit may be difficult to achieve where many owners are involved or where boundaries of the development unit divide ownership lines. However, it must be pointed out that this problem must be worked out or it will be next to impossible to carry out the new community concepts upon which this community plan is based.

It should also be recognized that the North City West Community Plan provides guidelines, proposals and concepts for future development. It does not determine precise density or dwelling unit design, precise road alignments or the precise location of community facility sites. These considerations are left to the developer to work out as part of the precise plan for each development unit. The concepts and proposals of the Community Plan provide the framework within which the developer must work, but a great amount of flexibility remains in determining exactly how the development unit will take shape. Guidelines for the contents and preparation of Precise Plans are as follows:

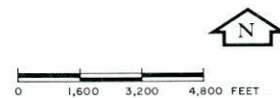
Precise Development Plan Criteria

- The development unit precise plan must be in general conformance with the North City West Community Plan objectives and proposals in terms of overall density, neighborhood concept, major open space delineation and major and collector street patterns;
- Illustrate the complete circulation system, including local streets and transit, and further indicate how the system will



NORTH CITY WEST

PRECISE PLAN DEVELOPMENT UNITS



relate to the total North City West circulation system;

- Illustrate a system of separate bicycle and pedestrian pathways linking the neighborhood center with the residential areas and open space system and also illustrate how these pathways can link to the town center;
- Contain data describing the housing balance projected regarding the quantity and/or proportion of low and moderate income housing, as well as a plan describing efforts to be made to maintain an ethnic and racial balance;
- Contain a detailed design plan for the layout of the neighborhood center including shopping area and uses, neighborhood school and park; the city and local school district must agree to the sites and design of the facility;
- Illustrate the timing of necessary public facilities through the assessment district and fees approach to serve the development; and
- Contain an environmental impact statement.

Town Center Precise Plan Criteria

- The Town Center Precise Plan must be in general conformance with the North City West Community Plan objectives and proposals in terms of overall concept and major street system;
- Illustrate the complete circulation system including local streets and access, mass transit and further indicate how the system will relate to the total North City West circulation system;
- Illustrate a system of separate bicycle and pedestrian linkages to the surrounding residential areas;
- Contain a site plan layout of uses, parking, landscaping and walkways within the town center and include the relationship to adjacent areas;
- Illustrate the phasing of construction;
- Provide all necessary public facility sites to serve the community and relate these sites to the proposed use components within the Town Center; and
- Contain an environmental impact statement.

Industrial-Office Park Precise Plan Criteria

- The Industrial-Office Park Precise Plan must be in general conformance with the North City West Community Plan objectives and proposals in terms of overall concept and major street system;
- Illustrate the complete circulation system including local streets and access, mass transit and further indicate how the system will relate to the total North City West circulation system;
- Illustrate a system of separate bicycle and pedestrian linkages to the adjacent town center and nearby residential areas;
- Contain a site plan layout of the proposed lots and the site's relationship to the town center;
- Include design and site criteria for the construction of individual industrial and office buildings; and
- Contain an environmental impact statement.

PUBLIC FACILITY FINANCING

The Public Role

The City has determined through experience that allowing residential development without first insuring that the public facilities necessary to accommodate the residential development would be available as and when they are needed, is detrimental to the health, safety and general welfare of the citizens. The development in each plan phase should thus be closely monitored to insure that the proposed public facilities to serve each area are, in fact, scheduled and guaranteed to be provided concurrent with need. Each Development Unit Precise Plan should be measured against this implementation program to insure compliance with Council Policies, including 600-10. While the City through its Capital Improvements Program may be able to provide certain public facilities necessitated by development pursuant to this plan, and while school district may through conventional financing methods be able to provide some or all of the school facilities necessitated through the residential development provided in this plan, it is readily apparent that other sources and methods of funding public facilities will be necessary if residential development is to occur in the near future. The potential use of assessment district proceedings to finance public facilities is acknowledged. In addition, there is a potential that additional fees for such facilities as libraries and fire stations may be imposed by the City as a condition to the granting of building permits. In any event, in approving this plan the City in no way intends to obligate itself to rezone any portion or portions of area included in the plan unless and until there is a guarantee that the public facilities as defined hereunder will be available to the residents as and when they are needed.

This section of the plan is intended to provide a description of the implementation program required to support private development of the community. The Development Phasing section of this plan divides the construction of the community into three phases. This section discusses the public facilities needed in each of three development phases. It also indicates certain public facilities requirements which must be met in one development phase prior to entering into the subsequent phase.

A public facilities implementation schedule is also provided. This schedule is intended to indicate the general time frame for the implementation of each public facility, by development phase.

Phase I Actions

Streets

Major streets required through Phase I are El Camino Real between the sewer district limits and proposed State Route 56, Del Mar

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Heights Road between I-5 and San Diego Gas & Electric easement, Green Valley Road between State Route 56 and Del Mar Heights Road, Soledad Valley Road between Green Valley Road and State Route 56, and Carmel Valley Road from I-5 to Green Valley Road. All local, collector and major streets abutting or contained within the study area will be the responsibility of the subdividers in accordance with Council Policy 200-1.

In North City West all major thoroughfares are rear abutting and, therefore, are rightfully a burden on the entire North City West Planning Area. A variety of tools exist by which major thoroughfares may be provided which insure that the burden of providing major streets rests on the property benefitted in North City West. Legal means presently include the Improvement Act of 1911 (California Streets and Highways Code, Sec. 5101 et seq.), the Municipal Improvement Act of 1913 (California Streets and Highways Code, Sec. 10100 et seq.), the San Diego Utility Improvement Districts Procedural Ordinance (San Diego Municipal Code, Sec. 61.0901 et seq.) (with amendments to provide for street improvements and for a special election as now required by the Revenue and Taxation Code), and recently enacted Senate Bill 1747 which provides Special District Proceedings through the Subdivision Map Process to construct major thoroughfares.

Schools

Permanent school facilities which are required to serve the Phase I population are five elementary schools, one junior high school, and the senior high school.

The respective school districts in the area, by law have the requirement of developing schools within the area. Like other districts in San Diego, however, money to provide capital facilities is not currently available. Methods of providing money are, however, available. It is a clear requirement of this Plan that no re-zonings may be granted within the North City West unless and until both acquisition of school sites and construction of capital facilities is guaranteed in a manner consistent with Council Policy 600-10.

Approval of the North City West Community Plan is specifically conditioned upon the premise that school facilities will be provided concurrently with development in such a manner as to serve the educational needs of the area.

The Council presently contemplates the formation of assessment type districts to provide schools. The Council also recognizes the current restraints upon the use of existing statutory authority for the acquisition and construction of school sites through assessment district proceedings. Should assessment district proceedings prove to be burdensome or unworkable, the Council reaffirms its basic contention that no re-zonings will be approved until an alternative to assessment district financing is implemented.

To that end a plan for provision of educational facilities is a mandatory element of the Precise Development Plan as discussed in pages 129 through 134 of this plan. California Government Code, Sec. 65860 requires zoning to be in conformity with the General Plan for an area as previously noted on page 39 of this report. Consequently no zoning less restrictive than the A-1 zones can be in conformance with this plan unless a workable plan for the provision of educational facilities is clearly and definitely set forth in the precise plan for the area.

Parks

During Phase I four neighborhood parks will be required. In addition the community park and recreation center should at least be initially developed during Phase I.

The park fees required pursuant to San Diego Municipal Code, Sections 99.0101 through 99.0106 and Sections 102.0800 through 102.0811 could provide for some of the funds necessary for the construction of these parks. In addition, the provisions of the San Diego Park District Procedural Ordinance of 1969 (San Diego Municipal Code, Sec. 61.0601 et seq.) combined with provisions of Section 61.0801 et seq. should be used to acquire and develop these neighborhood parks.

Other Public Facilities

A two company fire station is scheduled in the current CIP and will serve North City West as well as Torrey Pines. This station should be located within the town center.

Library service should be provided by bookmobiles during Phase I. In the latter stages of Phase I, planning and implementation should be started so that a library can be scheduled for construction during Phase II. It is proposed that a large branch library be constructed at the corner of major streets within the town center.

There are presently no assessment district statutes (either state or local) which would provide for the construction of fire stations. However, subject to the opinion of bond counsel, it is possible that the San Diego Utility Improvement Districts Procedural Ordinance (San Diego Municipal Code, Sec. 61.0901 et seq.) referred to above could be amended or that a new procedural ordinance could be adopted to provide for the construction of fire stations by assessment district proceedings. Again, however, if the assessment were to be imposed on an ad valorem basis, a special election process would also be required.

Phase II Actions

Streets

Major streets required through the Phase II period are Del Mar Heights Road between the gas and electric easement and the easterly study area limits and the extension of El Camino Real. Continuing traffic analysis should be made during Phase II to measure the impact of development on the major street network. Construction of the area's public transportation system should begin.

The remarks concerning assessment district procedures contained on page 137, Phase I Actions - Streets, are also applicable here.

Schools

Three elementary schools and one junior high school are required to serve Phase II development. The remarks in connection with school facilities contained in Phase I continue to be applicable here.

Parks

Four neighborhood parks are proposed within Phase II. The remarks contained in Phase I - Parks, element are applicable here.

Other Public Facilities

The large branch library should be scheduled and constructed during Phase II. This facility will serve both Phase I and II areas in addition to the Torrey Pines area located west of I-5. Financing is expected to be by bond issue. However, alternate approaches such as an interim assessment district, sale or lease-back arrangement with private enterprise should be considered. The location for the library should be within the town center at the intersection of major streets.

Phase III Actions

The construction of State Route 56 should be underway (and complete) before Phase III begins. This facility is critical and must be functional before additional housing units are permitted within the community beyond the levels established for Phase I and II. In addition, major streets required through Phase III period are Green Valley Road, Mofeta Drive, Carmel Mountain Road and Soledad Valley Road Extension.

Schools

Three elementary schools are proposed within Phase III.

Parks

Two neighborhood parks and one community park and recreation center will be required to serve Phase III development.

All of the applicable types of improvements referred to above are discussed in the earlier phase actions and the same general rule applies in this phase as well as in the others.

The following public facilities implementation schedule sets forth cost and general time frame for the implementation of each public facility by development phase.

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the land only in the planning area.

PUBLIC FACILITIES IMPLEMENTATION SCHEDULE

Sheet One

	PHASE ONE				PHASE TWO				PHASE THREE			
	Early	Mid	Final	(1973\$) Costs	Early	Mid	Final	(1973\$) Costs	Early	Mid	Final	(1973\$) Costs
STREETS												
Del Mar Heights Rd.	X			\$1,922,000	X	X		\$ 997,000				
	(I-5 to SDGE Easement)				(SDGE Easement to Plan Boundary)							
Carmel Valley Road	X	X		\$1,566,000								
	(I-5 to Green Valley Road)											
El Camino Real	X			\$1,851,000	X	X		\$1,353,000				
	(Sewer District Boundary to Carmel Valley Rd.)				(Sewer District Boundary to Via de la Valle)							
Soledad Valley Rd.		X		\$ 926,000					X			\$1,424,000
	(Green Valley Road to Carmel Valley Rd.)								(Carmel Valley Rd. To Carmel Mtn. Rd.)			
Green Valley Rd.		X	X	\$1,282,000						X		\$1,424,000
	(Del Mar Hts.Rd. to Carmel Valley Rd.)								(Carmel Valley Rd. to Carmel Mtn. Rd.)			
Mofeta Drive									X			\$1,068,000
									(Carmel Valley Rd. to Carmel Mtn. Rd.)			
Carmel Mountain Rd.										X		\$2,421,000
* (see attached note)									(Sorrento Valley Rd. to East Plan Boundary)			
State Route 56									X			
									(I-5 to East Plan Boundary)			
SCHOOLS												
Elementary #1	X			\$1,300,000								
Elementary #2	X			\$1,300,000								
Elementary #3		X		\$1,300,000								
Elementary #4		X		\$1,300,000								

(see attached note)

PUBLIC FACILITIES IMPLEMENTATION SCHEDULE

Sheet Two

	PHASE ONE				PHASE TWO				PHASE THREE			
	Early	Mid	Final	(1973\$) Costs	Early	Mid	Final	(1973\$) Costs	Early	Mid	Final	(1973\$) Costs
SCHOOLS (cont'd.)												
Elementary #5			X	\$1,300,000								
Elementary #6					X			\$1,300,000				
Elementary #7						X		\$1,300,000				
Elementary #8							X	\$1,300,000				
Elementary #9									X			\$1,300,000
Elementary #10										X		\$1,300,000
Elementary #11											X	\$1,300,000
Junior High #1		X		\$3,000,000								
Junior High #2							X	\$3,000,000				
High School	X			\$7,600,000								
PARKS												
Neighborhood #1	X			\$ 200,000								
Neighborhood #2	X			\$ 200,000								
Neighborhood #3		X		\$ 200,000								
Neighborhood #4		X		\$ 200,000								
Neighborhood #5 (Next to Jr. High)						X		\$ 200,000				
Neighborhood #6					X			\$ 200,000				
Neighborhood #7						X		\$ 200,000				
Neighborhood #8							X	\$ 200,000				

Development in the North City West Area
is contingent upon necessary public
facilities being financed by property
owners in that area by a charge against
the land only in the planning area.

Development in the North City West Area
is continuing. It is necessary to provide
facilities for the implementation of the
owners in that area by a charge against
the land only in the planning area.

PUBLIC FACILITIES IMPLEMENTATION SCHEDULE

Sheet Three

	PHASE ONE				PHASE TWO				PHASE THREE			
	Early	Mid	Final	(1973\$) Costs	Early	Mid	Final	(1973\$) Costs	Early	Mid	Final	(1973\$) Costs
PARKS (cont'd.)												
Neighborhood #9									X			\$ 200,000
No #10 / Com. Park												
Neighborhood #11											X	\$ 200,000
Community #1			X	\$ 870,000								
Community #2									X			\$ 870,000
OPEN SPACE	(costs to be determined)				(costs to be determined)				(costs to be determined)			
FIRE STATION		X		\$ 377,000								
LIBRARY					X			\$ 855,000				
TOTALS				\$26,694,000				\$10,905,000				\$11,507,000**

Source of Costs:
San Diego Joint City/County
ECONOMIC ANALYSIS PROJECT
The Economics of Urbanization
Phase - 1 Final Report
February 16, 1973
(All figures given should be
regarded as approximate).

*It is suggested that the first phase of Carmel Valley Road be coordinated with the California Division of Highways with regard to the planning for the future Route 56 Freeway through Carmel Valley. If the roadbed of Carmel Valley Road could be located on the alignment of the future freeway, and constructed in a manner suitable to freeway design, this road could serve as an initial stage of Route 56. State funding of a portion of the improvement would be expected.

**Costs for State Route 56 and open space are not included.

CONCLUSION

The North City West Community Plan proposes a form of urbanization based upon the environmental aspects of the land. If this urbanization is to be achieved, strong commitment to the plan must be emphasized. Plan commitment more than likely, will generate controversy, not only between the City, developers and environmental groups, but among other governmental levels such as the Comprehensive Planning Organization, County, State, and Federal agencies. These governmental agencies must also work in directions paralleling and reinforcing the City's commitment to the North City West Community Plan. Separate actions having a regional impact taken by many of these mentioned agencies not in conformance with the Plan will, most likely abort a potentially successful form of urbanization.

Development in the North City West Area
is contingent upon necessary public
facilities being financed by property
owners in that area by a charge against
the land only in the planning area.

Examples of existing and potential problems which will have a great impact on the success of the North City West Community Plan include the relative degree to which land can be consolidated or to which owners can agree on specific development unit precise plans; the ability to finance the tremendous amount of public facilities through the assessment district and fees procedure; the provision of housing within the price range necessary to provide for a balanced population; and finally, the degree to which the plan concepts and proposals are supported by future City Councils.

In answer to these problems, it has been acknowledged that if present development trends are allowed to continue, the quality of San Diego's natural environment will be slowly destroyed. Therefore, there is no other choice but to solve the previously mentioned problems.

It must also be stated that all future plans, including the North City West Community Plan, must contain a degree of flexibility since nothing in today's world can be overly rigid in view of changing lifestyles, needs and technology. However, these considerations are generally misunderstood. The Plan, comprising goals, objectives, and proposals must be considered very carefully regarding flexibility. The new communities approach as recommended by the North City West Community Plan will not be successful if basic goals, objectives, and proposals are not strictly interpreted and carried out.

Flexibility is provided within the framework of the precise development plans. Land use arrangement and neighborhood design elements have been left to the developer, or developers, of these individual units. Through this aspect, the developers of North City West are offered the challenge to create diversity and market their products.

In summary, the new communities approach as proposed by the North City West Community Plan is not without its problems. Only through continuous, committed action by all levels of government can the plan become a reality. However, the public of San Diego has demanded a change. The question of growth and development has been fully articulated by citizens of San Diego during recent months. The City is deeply concerned over future growth as evidenced by City Council Policies 600-10 and 600-18. It is felt that this challenge for future growth and development can be met by the new community concepts and implementation of public facilities through the assessment district and fee procedures set forth within the North City West Community Plan.

LAND USE SUMMARY

Residential Acreage

<u>DENSITY</u>	<u>ACRES (GROSS)</u>	<u>NET (-15%, STREETS)</u>
40	52	44.20
20	128	108.80
10	444	377.40
05	1,470	1,249.50
TOTAL	2,094	1,779.90

Dwelling Units and Population

<u>DENSITY</u>	<u>UNITS</u>	<u>POPULATION</u>
40	1,800 @ 2.0	3,600
20	2,120 @ 2.5	5,300
10	3,800 @ 3.2	11,300
05	6,250 @ 3.2	20,000
TOTAL	13,970	40,200

Commercial Acreage

TOWN CENTER	60 acres
NEIGHBORHOOD CENTERS	24
VISITOR	15
INDUSTRIAL-OFFICE PARK	103
	202 acres

Public Facilities

ELEMENTARY SCHOOL	(11)	110 acres
JUNIOR HIGH SCHOOLS	(2)	50
SENIOR HIGH SCHOOL	(1)	61
NEIGHBORHOOD PARKS	(10)	50
COMMUNITY PARKS	(2)	37
		308 acres

FIRE STATION	WITHIN TOWN CENTER
BRANCH LIBRARY	

Subtotal of Gross Development Acres	2,604
Freeway and Major Streets Acreage	296
Gross Development Acreage	2,900
Open Space	1,386
TOTAL STUDY AREA	4,286

RESEARCH AND ANALYSIS

Paul Ocker
Angeles Liera
Wallace Mumper
Tom Murphy

TRANSPORTATION PLANNING

Larry Wright
Mike Stepner

TEXT AND REPORT COORDINATION

James Fisk

EDITING

Max Schmidt

SPECIAL ASSISTANCE

Integrated Regional Environmental Management
Project (IREM), San Diego County

TYPING

Roberta M. Diaz

REPORT DESIGN AND GRAPHICS

Michael Stepner
Steve Tallian, Graphics Supervisor
Art Barlow
Sharon Barta
Mary L. Holt
Jim Overstreet
Tony Pluth
Ernest Tamayo

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