



Sustainable Communities Working Group Agenda

Thursday, April 18, 2024

1:30 p.m.

Welcome to SANDAG. The Sustainable Communities Working (SCWG) Group meeting scheduled for Thursday, April 18, 2024, will be held in person in the SANDAG Board Room. While SCWG members will attend in person, members of the public will have the option of participating either in person or virtually.

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Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at clerkoftheboard@sandag.org (please reference SCWG meeting in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. the business day before the meeting will be provided to members prior to the meeting. All comments received prior to the close of the meeting will be made part of the meeting record.

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Vision Statement: *Pursuing a brighter future for all*

Mission Statement: *We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

Our Commitment to Equity: *We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.*

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

Sustainable Communities Working Group

Thursday, April 18, 2024

Comments and Communications

1. Public Comments/Communications/Member Comments

Members of the public shall have the opportunity to address the Sustainable Communities Working Group (SCWG) on any issue within the jurisdiction of SCWG that is not on this agenda. Public speakers are limited to three minutes or less per person. Public comments under this agenda item will be limited to five public speakers. If the number of public comments under this agenda item exceeds five, additional public comments will be taken at the end of the agenda. SCWG members and SANDAG staff also may present brief updates and announcements under this agenda item.

Consent

+2. Approval of Meeting Minutes

Approve

Tessa Lero, SANDAG

The SCWG is asked to review and approve the minutes from its February 15, 2024, meeting.

[Meeting Minutes](#)

+3 Revised Sustainable Communities Working Group 2024 Meeting Calendar

Approve

Tuere Fa'aola, SANDAG

The Sustainable Communities Working Group is asked to approve the proposed meeting dates for 2024.

[2024 SCWG Meeting Calendar Revised](#)

Reports

+4. 2025 Regional Plan: Draft Sustainable Communities Strategy Land Use Scenarios

Discussion

Sara Toma, Carrie Simmons, Tuere Fa'aola, SANDAG

Staff will present an overview of the 2025 Regional Plan: Draft Sustainable Communities Strategy Land Use Scenarios.

[2025 Draft SCS Land Use Scenarios](#)
[Supporting Materials](#)

+5. Value Capture in the San Diego Region

Information

Tuere Fa'aola, Tim Garrett, SANDAG

Staff will present an overview of the [Regional Value Capture Study](#)
[Value Capture in the San Diego Region](#)
[Att. 2 - Value Capture Screening Tool](#)
[Supporting Materials](#)

+6. 25 Years of Conservation Planning: Successes, Challenges and What's Next?

Information

Keith Greer, Kim Smith, SANDAG, John Nole, Vice President of Science and Conservation, The San Diego Natural History Museum

Staff will present an overview of regional conservation planning efforts, the region's successes, emerging challenges, and next steps in implementation.

[Regional Habitat Conservation](#)

[Att. 1 - 2022 EMP Annual Report](#)

[Att. 2 - State of Biodiversity Symposium Flyer](#)

[Supporting Materials](#)

7. Adjournment

The next SCWG meeting is scheduled for Thursday, June 20, 2024, at 1:30 p.m.

+ next to an agenda item indicates an attachment

April 18, 2024

February 15, 2024, Meeting Minutes

[View Meeting Video](#)

Senior Regional Planner Sara Toma called the meeting of the Sustainable Communities Working Group (SCWG) to order at 1:34 p.m.

1. Public Comment/Communications/ Member Comments

Staff comments: Regional Planning Program Manager Susan Freedman, Regional Planners Carrie Simmons, Thomas DeFranco, and Lizzy Havey

Member comments: Crystal Najera (City of Encinitas)

Public comments: The OriginalDra

Consent

2. Approval of Meeting Minutes

The SCWG was asked to approve the minutes from its November 16, 2023, meeting.

3. SCWG 2024 Meeting Calendar

This item was pulled from the agenda.

Public comments: The OriginalDra

Action: Upon a motion by Lynette Santos (City of La Mesa), and a second by Todd Philips (City of Chula Vista), the SCWG voted to approve the November 16, 2023, minutes.

The motion passed.

Yes: Robb Efird (City of Carlsbad), Todd Philips, Jasmine Bridges (City of Coronado), Tara Lieberman (County of San Diego), Noah Alvey (City of El Cajon), Crystal Najera, Meagan Openshaw (City of Imperial Beach), Lynette Santos, Sergio Madera (City of Oceanside), Heidi Vonblum (City of San Diego), Saima Qureshy (City of San Marcos), and Michael Coyne (City of Santee).

No: None.

Abstain: Angelita Palma (City of National City) and Corey Andrews (City of Solana Beach).

Absent: City of Del Mar, City of Escondido, City of Lemon Grove, City of Poway, and City of Vista.

Reports

4. Draft series 15 Regional Growth Forecast

Manager of Regional Models Gregor Schroeder and Associate Data Scientist Sarah Hudson presented the Draft Series 15 Regional Growth Forecast results at both the regional and subregional level.

Public comments: The OriginalDra

Action: Discussion.

5. Active Transportation Program Cycle 7 Call for Projects

Grants Program Manager Jenny Russo presented an overview of the Cycle 7 Call for Projects.

Public comments: The OriginalDra

Action: Information.

6. Regional Safety Planning Updates

Senior Regional Planner Sam Sanford presented an update on regional safety efforts in developing the Regional Vision Zero Action Plan.

Public comments: None

Action: Information.

7. Adjournment

The next meeting of the SCWG is scheduled for Thursday, April 18, 2024, at 1:30 p.m.

Chair Joy Lyndes (City of Encinitas) adjourned the meeting at 3:07 p.m.

Confirmed Attendance at Sustainable Communities Working Group Meeting

Jurisdiction	Name	Attended
Chair (non-voting)	Joy Lyndes	Yes
	Jeff Murphy	No
City of Carlsbad	Eric Lardy	No
	Robb Efird	Yes
	Todd Philips	Yes
City of Chula Vista	Laura Black	No
	Desmond Corley	No
	Richard Grunrow	No
City of Coronado	Jesse Brown	No
	Jasmine Bridges	Yes
	Rami Talleh	No
County of San Diego	Tara Lieberman	Yes
	Julie Marlett	No
	Karen Brindley	No
City of Del Mar	Clem Brown	No
	Amanda Lee	No
	Noah Alvey	Yes
City of El Cajon	Mike Viglione	No
	Patty Anders	No
City of Encinitas	Crystal Najera	Yes
	Vacant	N/A
City of Escondido	Veronica Morones	No
	Oscar Romero	No
	Meagan Openshaw	Yes
City of Imperial Beach	Reyna Ayala	No
	Ryan Pua	No
City of La Mesa	Lynnette Santos	Yes
	Vacant	N/A
City of Lemon Grove	Michael Fellows	No
	Vacant	N/A
	Angelita Palma	Yes
City of National City	Carlos Aguirre	No

Jurisdiction	Name	Attended
City of Oceanside	Martin Reader	No
	Sergio Madera	Yes
	Darlene Nicandro	No
City of Poway	Robert (Bob) Manis	No
	Stann Donn	No
City of San Diego	Heidi Vonblum	Yes
	Alyssa Muto	No
	Seth Litchney	No
	Coby Tomlin	No
City of San Marcos	Saima Qureshy	Yes
	Joe Farace	No
	Scott Nightingale	No
City of Santee	Michael Coyne	Yes
	Sandi Hazelwood	No
City of Solana Beach	Joseph Lim	No
	Corey Andrews	Yes
City of Vista	Patsy Chow	No
	Michael Ressler	No
	Joseph Vacca	No
Advisory Members	Name	
Air Pollution Control District	Mike Watt	No
	Kathy Keehan	Yes
	Eric Luther	No
Caltrans	Reece Allen	Yes
	Maurice Eaton	No
San Diego County Local Agency Formation Commission	Keene Simonds	No
	Priscilla Mumpower	No
	Carol Leromnimon	Yes
North County Transit District	Lillian Doherty	No
	Katie Persons	No
Metropolitan Transit System	Denis Desmond	No
	Beverly Neff	No
San Diego County Regional Airport Authority	Sydney Noyce	Yes
	Ralph Redman	No

Jurisdiction	Name	Attended
San Diego County Water Authority	Jeff Stephenson	No
	Tim Bombardier	No
Port of San Diego	Heather Carroll	No
	Walden Kiker	No
SoCal Tribal Chairman's Association	Vacant	N/A
	Vacant	N/A

DRAFT

April 18, 2024

Revised Sustainable Communities Working Group 2024 Meeting Calendar

Overview

The Sustainable Communities Working Group is asked to review and approve the proposed meeting dates for 2024. Meetings are held on the third Thursday of every other month from 1:30 p.m. to 3:30 p.m. at the SANDAG offices.

Proposed Meeting Dates

February 15, 2024

April 18, 2024

June 20, 2024

September 19, 2024

October 17, 2024

December 12, 2024

~~December 19, 2024~~

Tuere Fa'aola, Deputy Director of Regional Planning

Action: Approve

The Sustainable Communities Working Group is asked to approve the proposed meeting dates for 2024.

Fiscal Impact:

None.

Schedule/Scope Impact:

None.

April 18, 2024

2025 Regional Plan: Draft Sustainable Communities Strategy Land Use Scenarios

Overview

As part of the development of the 2025 Regional Plan and Sustainable Communities Strategy (SCS), SANDAG is required to include a land use pattern that accommodates future growth and development, uses the most recent planning assumptions, and put forth a land use scenario that works together with the proposed transportation network to support achieving the region's greenhouse gas emission reduction target. SANDAG began development of three methodologies to produce land use scenarios for the SCS after the completion of the draft Series 15 regional growth forecast which was presented to the Sustainable Communities Working Group (SCWG) at its . On February 26, 2024, staff presented to the Series 15 Taskforce, which consists of staff from the 18 cities and unincorporated county, three draft SCS land use scenario methodologies. Today, staff will present the draft 2025 SCS land use scenario methodologies to the SCWG.

Action: **Discussion**

Staff will present an overview of the Draft 2025 Sustainable Communities Strategy Land Use Scenarios.

Fiscal Impact:

Development of the 2025 Regional Plan is funded through Overall Work Program Element Nos. 3103000 and 3100406.

Schedule/Scope Impact:

The 2025 Regional Plan will be developed over the next two years and is expected to be brought to the Board of Directors for approval in late 2025.

Key Considerations

Staff began development of the 2025 SCS land use scenario methodology in January 2024. The process included review of the 2021 Regional Plan/SCS land use scenario which focused growth in transportation investment areas (TIAs), the most recent land use assumptions and work completed for the draft Series 15 regional growth forecast, recent legislative bills (as applicable to housing/land use), and the 2025 Regional Plan initial concept network. Three scenarios were developed.

- **Scenario 1** meets minimal requirements for the SCS with the goal of being most similar to draft Series 15 subregional growth forecast. By 2035, approximately 79% of the regional housing growth naturally occurs within identified TIAs.
- **Scenario 2** focuses growth where residents drive less than the regional average miles/capita (17 miles/capita threshold), resulting in 91% of future regional housing growth within TIAs by 2035.
- **Scenario 3** focuses growth where residents drive even less than the regional average miles/capita (15 miles/capita threshold) resulting in 92% of future regional housing growth within TIA by 2035.

Scenario 1 is proposed as the land use scenario input when modeling begins in May 2024 for the initial concept network. Modeling results, including whether our SCS achieves the greenhouse emissions reduction target, are anticipated to be presented to the Board in Summer 2024. Scenarios 2 and 3 will be presented to the Board as options should they choose to select a different land use scenario to support meeting our GHG target.

Next Steps

Staff will bring updates on the 2025 Regional Plan and SCS to the SCWG including updates on Board direction for the land use scenario, as applicable.

Tuere Fa'aola, Deputy Director of Regional Planning



2025 Regional Plan: Draft Sustainable Communities Strategy (SCS) Land Use Scenarios

Sustainable Communities Working Group – Item 4

Sara Toma, Carrie Simmons
April 18, 2024

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Topics to Discuss



Terminology



Requirements



Timeline



Draft 2025 SCS Land Use Scenarios



Summary

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Terminology

Series 15 Regional Growth Forecast (RGF)

- Demographic and economic forecast used to inform the 2025 Regional Plan
- Series 15 is the latest series, replaces Series 14 used in the 2021 Regional Plan
- Base year = 2022; Horizon year = 2050*
- Regional population growth is within 1.5% of DOF (Vintage 2023) projections
- Series 15 Subregional Forecast considered local plan parcel level capacity to allocate population, housing units, and jobs per each jurisdiction.

Sustainable Communities Strategy (SCS)

- Required by SB 375, part of SCS Land Use Strategy
- Aims to better align future growth with transportation investments to reduce vehicle miles traveled and help meeting greenhouse gas reduction goals
- Same regional totals as Series 15, but could identify various subregional allocations of housing and jobs based on other defined geographies
- SCS land use scenario "shall consider existing residential zoning obligations to accommodate RHNA of the current housing element planning period.."

Regional Housing Needs Assessment (RHNA)

- Plan for addressing 8-year cycle of housing growth. HCD considers Department of Finance data on future population and housing growth to determine regional housing need
- 6th Cycle Determination & Allocation: 2021-2029, 171,685 units
- 7th Cycle Determination & Allocation: Not started

Other: Transportation Investment Areas (TIA)** and Smart Growth Areas

* Countywide projection available through 2060; ** Previously known as Mobility Hub Areas

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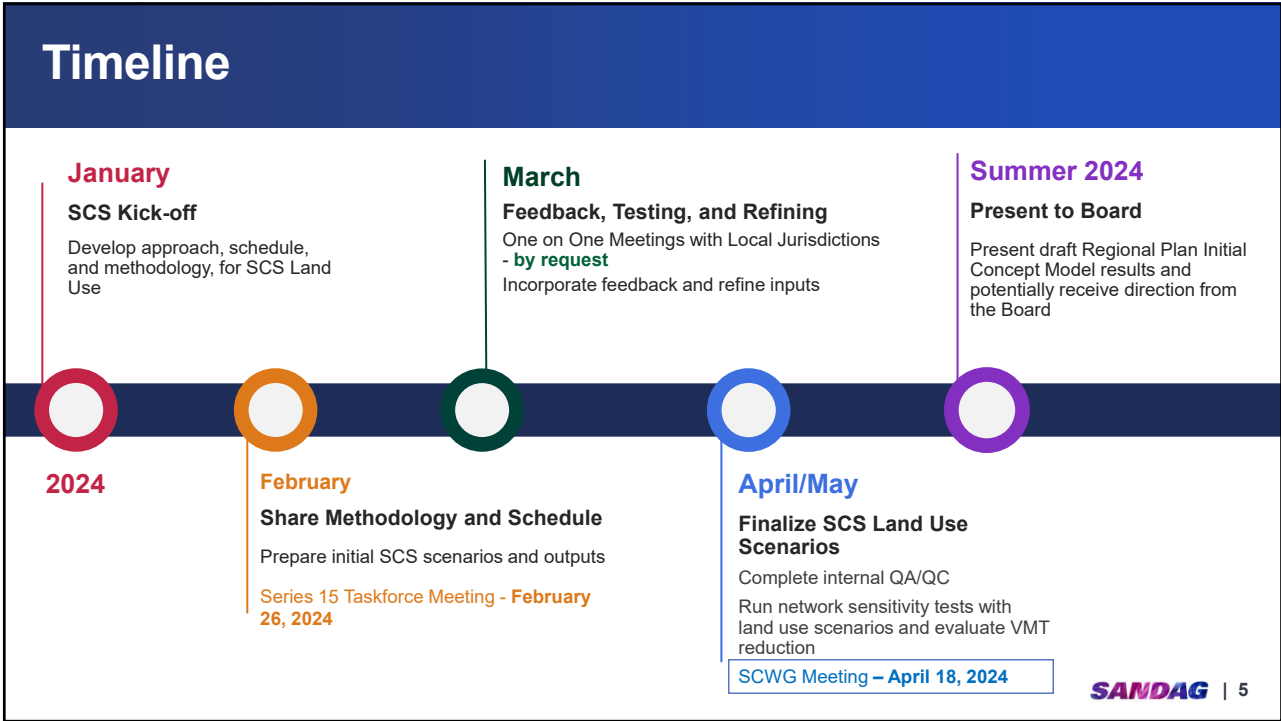
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Requirements for the SCS Land Use Pattern

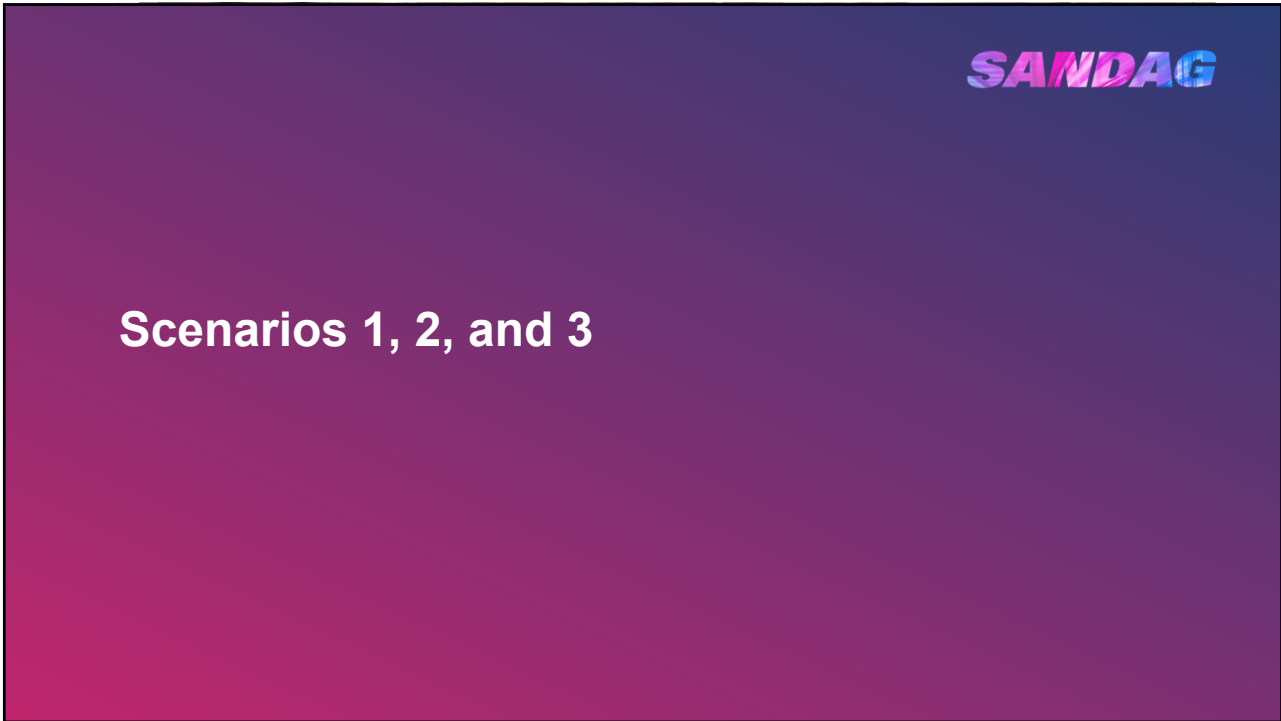
- SB 375 requires the Sustainable Communities Strategy (SCS) to include a pattern for forecasted growth and development that accomplishes the following:
 - When integrated with other the transportation network, will achieve the regional greenhouse gas reduction targets;
 - Accommodates the Regional Housing Needs Assessment (RHNA) Determination; and
 - Utilizes the most recent planning assumptions.
- **RTP Guidelines Checklist** pages (194-95)

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Methodology for Distributing Regional Housing Growth

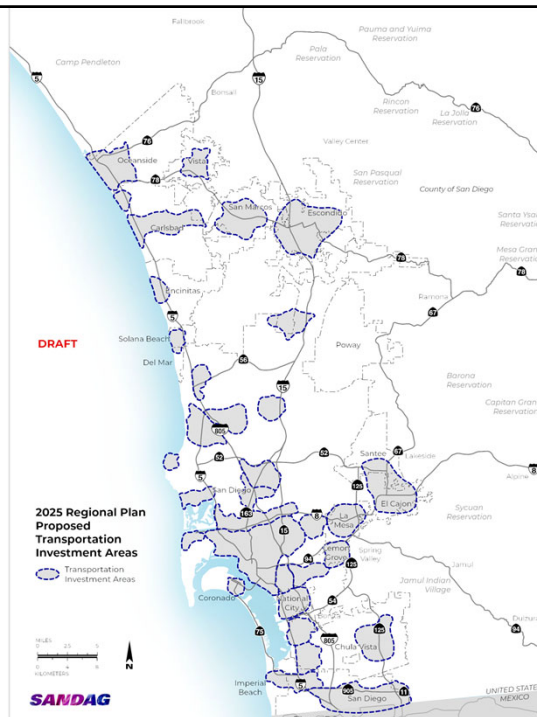
- In-progress Scheduled development
 - Jurisdiction General Plan Land Use Assumptions
 - Define Focused Growth Areas in TIAs**
 - Identify areas with opportunity for focused and increased growth**
 - Run Land Use Model to Distribute Growth
- ↓
- **Only applied in Scenario 2 and 3*

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Transportation Investment Areas (TIAs)

Previously known as Mobility Hub Areas



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SCS Land Use Scenarios 1, 2, and 3 Comparison

	Scenario 1	Scenario 2	Scenario 3
Accommodates 6 th Cycle RHNA Allocation	X	X	X
Utilizes most recent planning assumptions based on general plan land use designations	X	X	X
Includes in-progress Scheduled Development	X	X	X
Exclude military, environmental, and locally identified constraints	X	X	X
Focuses forecasted housing growth with Transportation Investment Areas		X (All TIA)	X (Selected TIA)
Focuses forecasted housing growth in Low VMT		X (17 mile/capita threshold)	X (15 mile/capita threshold)
Increases densities and mixing of land uses beyond general plan land use designations		X (Applied only in Urban Core)	X (Applied across focused growth)

TIA = Transportation Investment Areas

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SCS Land Use Pattern Scenario 1 Overview

SCS Land Use Pattern to be presented to BOD in summer 2024 as part of larger 2025 Regional Plan item

Closely mirrors Series 15 Regional Growth Forecast Suballocation

- Presented to SCWG on February 18th

Each jurisdictions buildout capacity accommodates the 6th Cycle Regional Housing Needs Assessment (RHNA) Determination (per SB 375)

- Buildout capacities were adjusted to meet SB 375 requirement

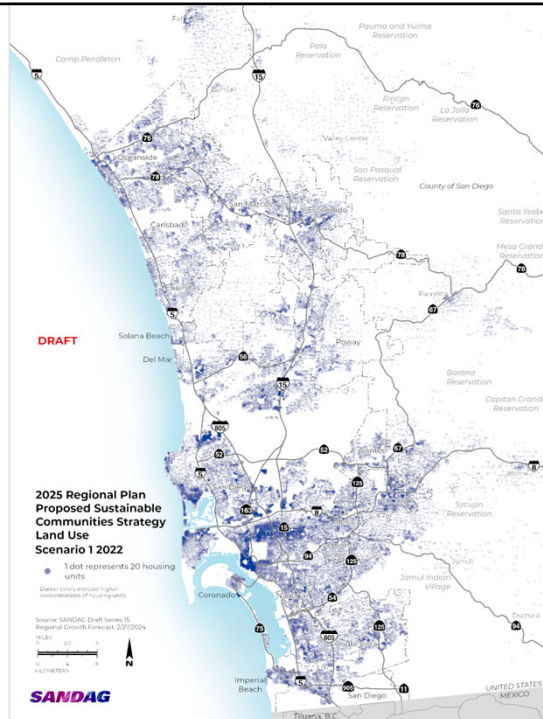
Utilizes the most recent planning assumptions consistent with local jurisdiction general plan land use designations

- Jurisdictions reviewed and confirmed assumptions between April – December 2023

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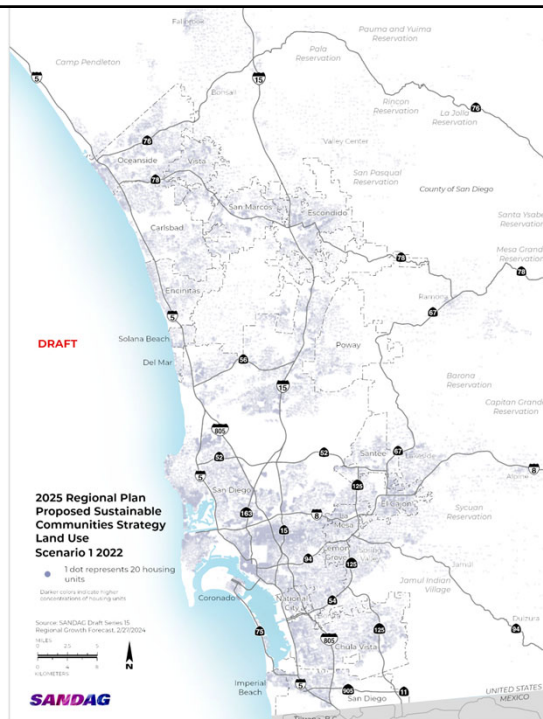
SCS Scenario 1 Regional Housing Growth (2022)



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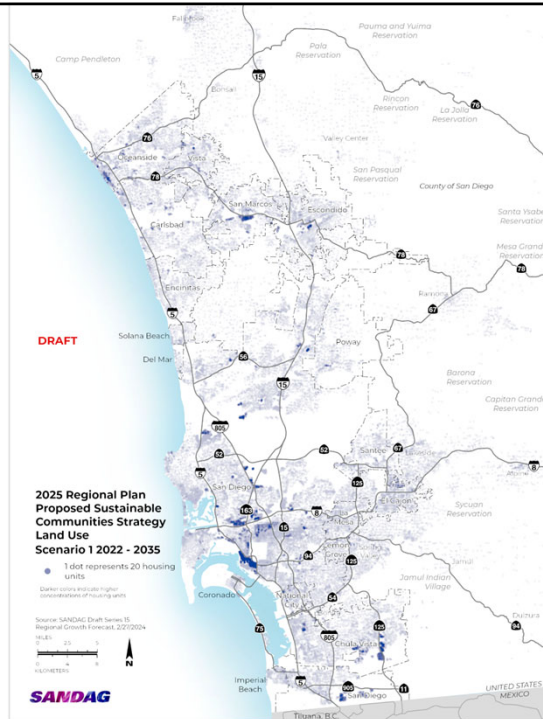
SCS Scenario 1 Regional Housing Growth (2022)



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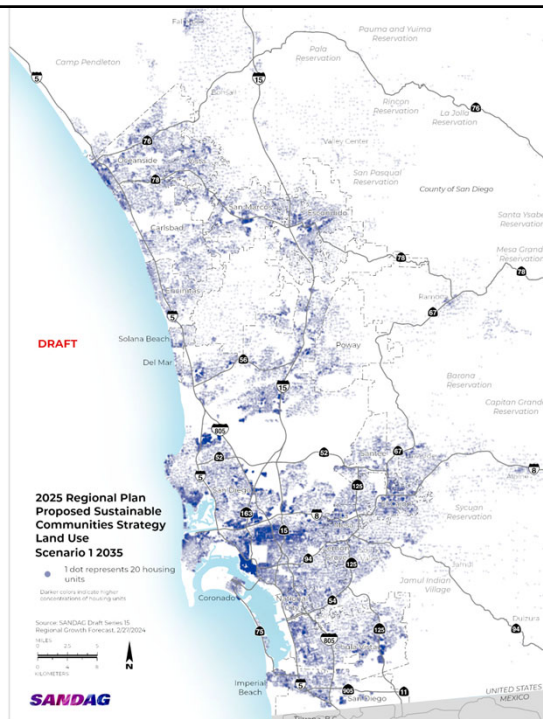
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SCS Scenario 1 Regional Housing Growth (2022-2035)



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SCS Scenario 1 Regional Housing Growth (2035)



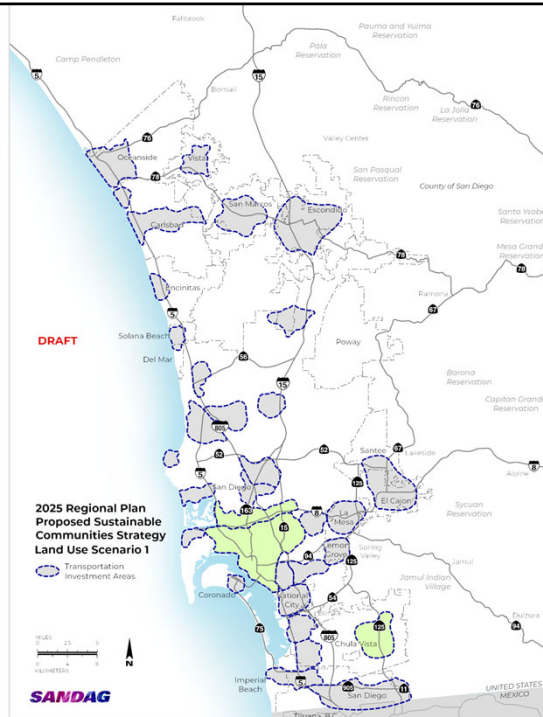
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SCS Scenario 1 Regional Housing Summary (2035)

79% of future regional housing growth naturally occurring in a TIA

Top 3 TIA's with most regional housing growth

- Urban Core
- Mission Valley
- Otay Ranch



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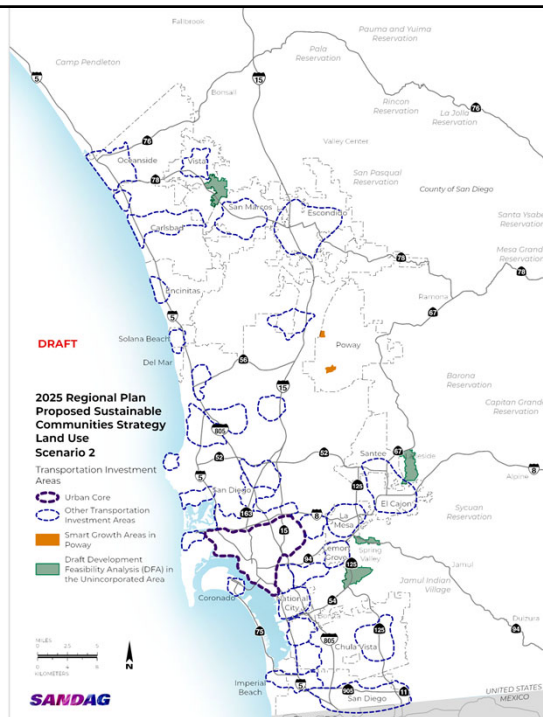
SCS Land Use Pattern Scenario 2 Overview

Focuses Growth in:

- Transportation Investment Areas
- Selected Smart Growth Areas
- County Development Feasibility Areas
- Residents drive less than the regional average (17 miles/capita)

Increase densities:

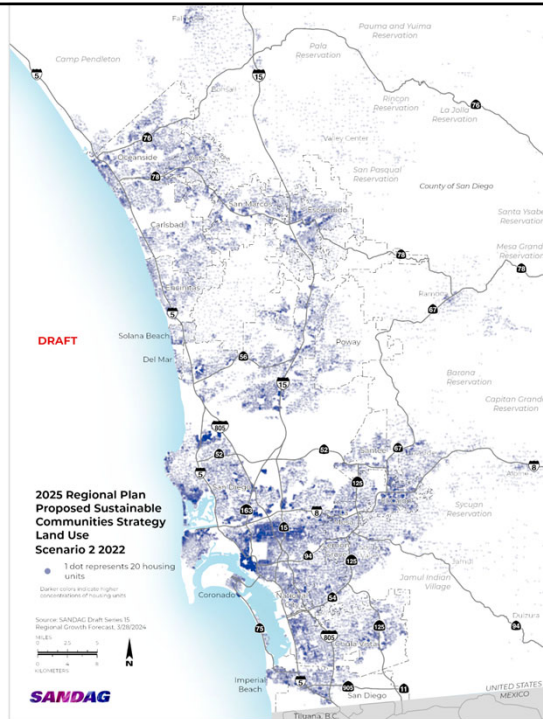
- Urban Core



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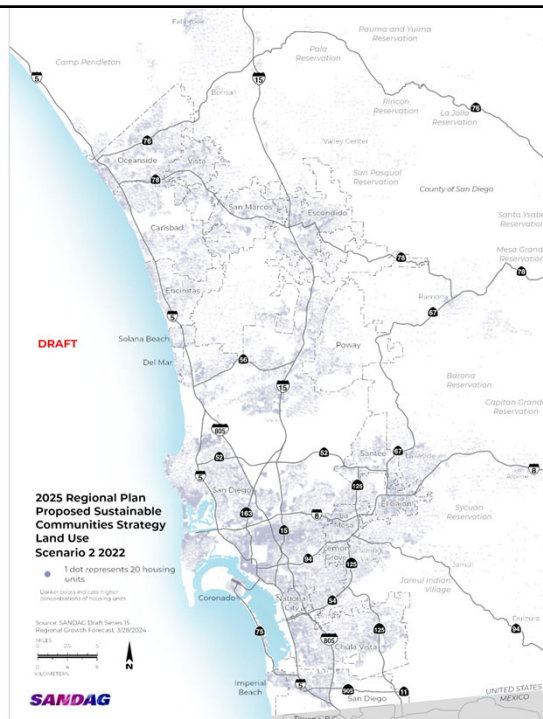
SCS Scenario 2 Regional Housing Growth (2022)



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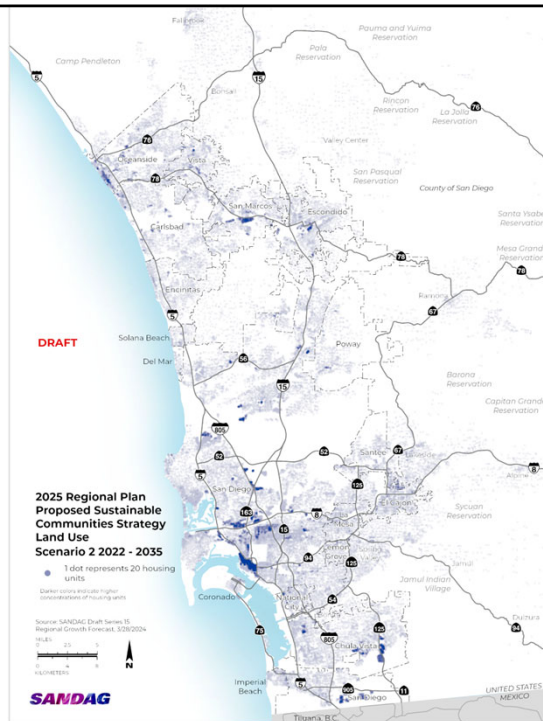
SCS Scenario 2 Regional Housing Growth (2022)



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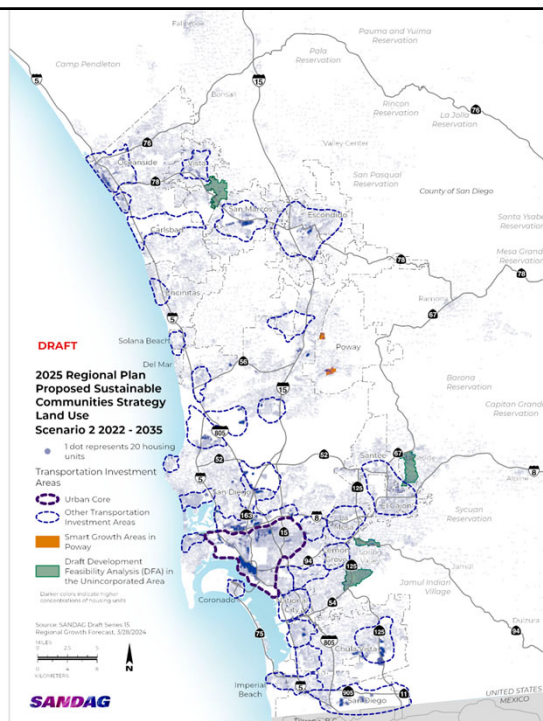
SCS Scenario 2 Regional Housing Growth (2022-2035)



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SCS Scenario 2 Regional Housing Growth (2022-2035)



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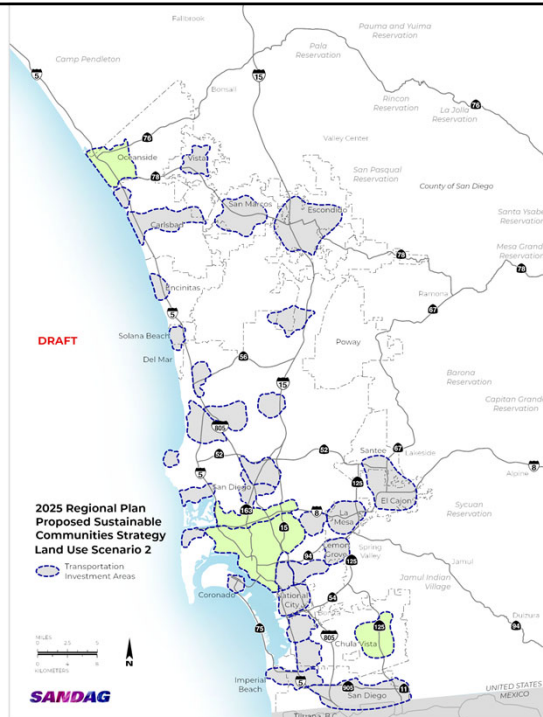
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SCS Scenario 2 Regional Housing Summary

91% of future regional housing growth occurring in TIA by 2035

Top four TIAs take on **54%** of regional growth by 2035

- Urban Core (30.2%)
- Mission Valley (9.6%)
- Otay Ranch (8.1%)
- Oceanside (6.2%)



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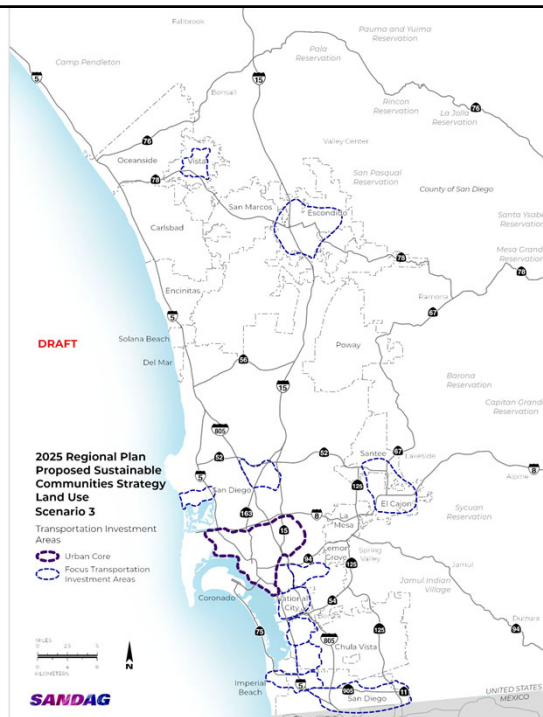
SCS Land Use Pattern Scenario 3 Overview

Focuses Growth in:

- 13 Priority Transportation Investment Areas with the lowest VMT in the region
- Residents drive even less than regional average (15 miles/capita)

Increase densities:

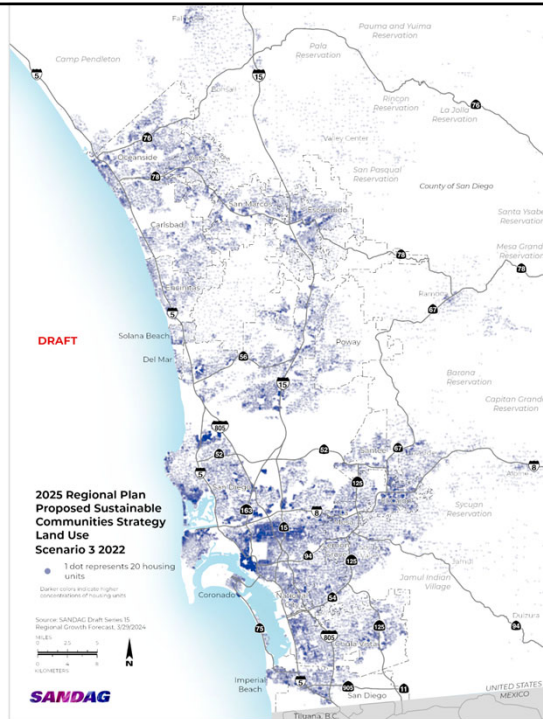
- All selected TIAs receive some densification
- Urban core TIA receiving the additional densification



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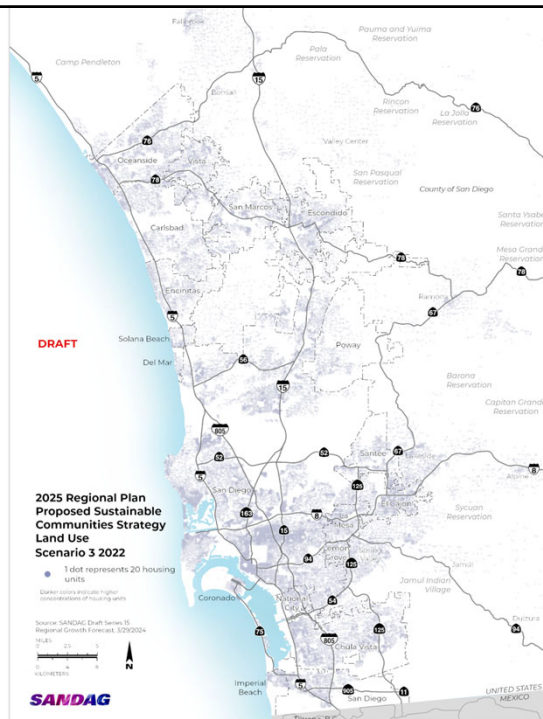
SCS Scenario 3 Regional Housing Growth (2022)



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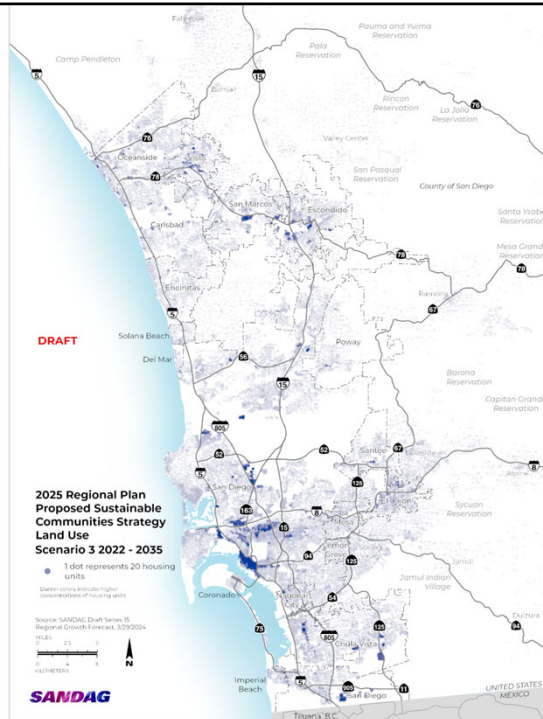
SCS Scenario 3 Regional Housing Growth (2022)



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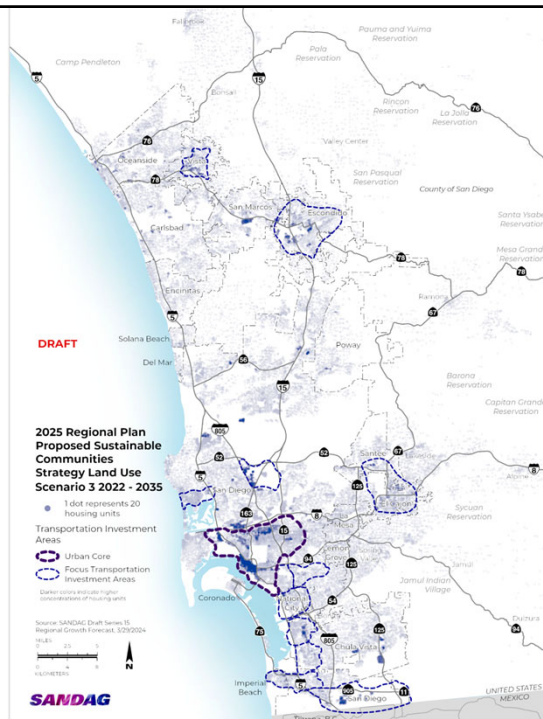
SCS Scenario 3 Regional Housing Growth (2022-2035)



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SCS Scenario 3 Regional Housing Growth (2022-2035)



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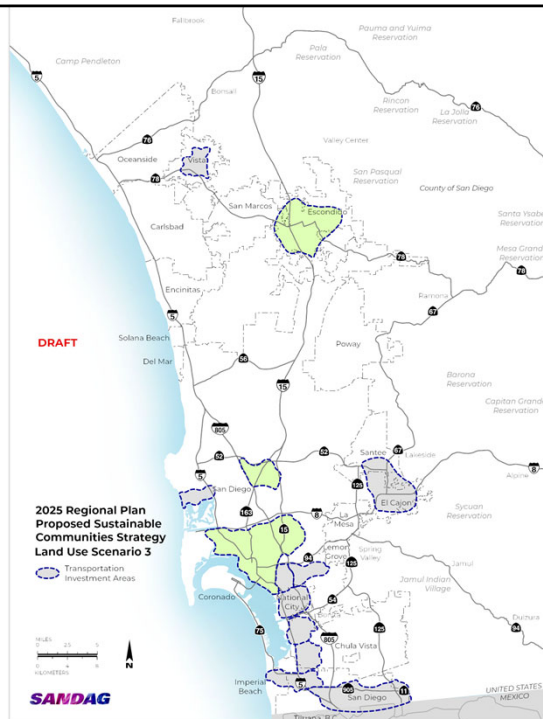
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SCS Land Use Pattern Scenario 3 Regional Housing Summary

92% of future regional housing growth occurs in a TIA by 2035

Top **3 Focused TIAs** make up 52% of future regional housing growth

- Urban Core (39.5%)
- Escondido (7.1%)
- Kearny Mesa (6.1%)



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2025 SCS Land Use Scenarios Overview

- 3 Scenarios
 - **Scenario 1:** SCS Land use pattern scenario closest to Series 15 subregional growth forecast.
 - Will be used when modeling initial concept network.
 - **Scenario 2 and 3:** Optional SCS Land Use Pattern scenarios prepared to achieve additional GHG reduction, if needed.
 - Scenarios 2 and 3 will **only** be used at Board direction.

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Email: carrie.simmons@sandag.org
sara.toma@sandag.org



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April 18, 2024

Value Capture in the San Diego Region

Overview

Value capture and joint development are powerful tools that can provide local agencies with revenue to accelerate infrastructure development, provide housing, and create opportunities for economic development. SANDAG conducted a Regional Value Capture Study to identify and evaluate specific opportunities where value capture and joint development can be used. The study includes research of best practices, analysis of regional opportunities, policy recommendations, and a long-term strategy for implementation.

Action: Information

Staff will present an overview of the Regional Value Capture Study.

Fiscal Impact:

This study is part of SANDAG's Housing Acceleration Program and was funded in the FY 2023 Program Budget through Overall Work Program Project No. 3321900

Schedule/Scope Impact:

None.

Key Considerations

Consistent with SANDAG's Housing Acceleration Program (HAP) strategy, value capture and joint development are funding and financing mechanisms that support housing development in coordination with infrastructure investments. Value capture is not one thing but rather a bundle of tools that empower public agencies to recover increases in the value of privately owned land that result from substantial public investment. Value capture revenues can be reinvested in communities as they are collected, or a Public Financing Authority can bond against future revenues to fund the improvement that will generate an increase in land values. Joint development similarly captures part of the economic value created by public infrastructure. With joint development, a public agency—often a transit operator—sells or leases its publicly owned land to private developers for residential and other uses.

This study documents best practices where value capture and joint development have been implemented, identifying opportunities, gaps, and challenges with respect to the context of the San Diego region. The project team then developed criteria to screen and evaluate value capture and joint development opportunities in the San Diego region. These criteria, including the project's location, regulatory context, and real estate history, were packaged into a dynamic, excel-based screening tool. This can be used to assess various projects in which public investment triggers a substantial increase in land values, ranging from a new housing development at an existing transit parking lot to a new commuter rail line or an active transportation project. The tool helps to assess the suitability of various instruments and the magnitude of potential revenue generation.

The project team applied the tool to analyze two opportunities in the San Diego Region. The value capture component was tested for a Kearny Mesa Station on the proposed Purple Line commuter rail line. Preliminary analysis suggests that the simultaneous implementation of an Enhanced Infrastructure Financing District and a Community Facilities District could generate revenue to partially offset construction costs. The joint development component was used to evaluate the Tecolote Road Station on the Blue Line, where preliminary analysis suggests that joint development of mixed-use residential units and retail space at the Tecolote Road Station is feasible.

The study culminated with a Value Capture Implementation Strategy, an actionable work plan for implementing value capture and joint development in the region. It includes recommendations for regional priorities, phasing, legislative needs, and policy templates. The Value Capture Implementation Strategy is intended to provide a roadmap and tools for both SANDAG and member agencies to leverage these powerful tools successfully to further investments in housing and infrastructure.

Next Steps

The final study and screening tool are posted on the SANDAG [website](#). SANDAG staff plan to offer a training session with partner agency staff in Spring 2024 and are available to explore potential applications of value capture and joint development in the region. SANDAG staff also plan to use the study findings to support ongoing and future work, including the Blue Line Transit-Oriented Development Study, San Diego Regional Rail Infrastructure Accelerator Project, and Purple Line Alternatives Analysis.

Tuere Fa'aola, Deputy Director of Regional Planning

Attachments: 1. [Regional Value Capture Study](#)
 2. [Value Capture Screening Tool](#)

Task 3 B.1: Joint Development Evaluation

The evaluation of joint development potential involves two steps:

B.1.1 Eligibility asks a set of go or no-go questions to determine if joint development is possible on the site in question; if the site passes, it is evaluated for potential success, step B.2

B.1.2 Suitability Score estimates how successful the joint development could be by evaluating the site in three ways. First, it analyzes local real estate market to approximate potential returns for the private developer. Second, it analyzes potential constraints or delays to development to approximate timing of the development. Lastly, it analyzes any potential roadblock in implementing the joint development, factoring in community sentiment and expected cooperation from local jurisdictions.

Site Description

Site

Location

Site Ownership

Development Program

Evaluation Summary

B.1.1 Joint Development Eligibility

Criteria	Score
Eligibility	Proceed to Viability Evaluation

B.1.2 Joint Development Suitability Score

Category	Score	Score	Weight*
Market Viability	High	35	35
Development Viability and Timeline	High	35	35
Ease of Implementation and Longevity	High	30	30
Total Score for Joint Development Potential	High	100	100

(*) Weights per dimension are suggested; jurisdictions using this tool can adjust them as they see fit. Weights should total 100.

Evaluation Criteria

B.1.1 Joint Development Eligibility

Eligibility

Criteria	Importance to Joint Development	Evaluation Metrics	Required Analysis	Score	Rationale
Is the site not needed by the public agency to sustain agency operations; in other words, is the site "excess property"?	Public agencies are required to use land for necessary operations; if land is not necessary, it can be utilized and monetized through joint development.	Location of the site, public agency operations and footprint	Assessment of agency operations	Yes	
Is development of the site physically possible?	Determining is the site can support a new build or improvement, determining if the JD is logistically feasible	Size, shape, topography, accessibility of the site to utilities and ROW	Analysis of the parcel and surrounding area	Yes	
Proceed to Viability Evaluation					

B.1.2 Joint Development Suitability Score

Real Estate Market Viability

Criteria	Importance to Joint Development	Evaluation Metrics	Required Analysis	Score	Scoring Guide	Weight	Rationale	Source
Is there demand for new development in the area?	Ability to attract private investment	Historical absorption, rent growth, sales price growth; current development pipeline; projected household and employment growth	Market scan to determine if there is demand for development in the area over a specified number of years into the future	1	1 = Yes, strong demand; 0.5 = Yes, moderate demand; 0 = No, little to no demand	50%		

If the project is not financially feasible, is there a need for tax abatements or other incentives? If so, are they available?	Capacity for revenue generation	Development cost and revenue projection; Site owner JD policy	Financial feasibility analysis of the project and scan of available development incentives	1	1 = Yes, necessary tax abatements are available or project is feasible without tax abatements; 0 = No, necessary tax abatements are not available	50%	
				35		35	

Development Viability

Criteria	Importance to Joint Development	Evaluation Metrics	Required Analysis	Score	Scoring Guide	Weight	Rationale	Source
Is the site developable in the near term?	Timing of revenue generation	Current use of site, future use plans	Analysis of regulations and plans on or around the site	1	1 = Yes, within the next 1-3 years; 0.5 = Yes, within the next 3-5 years; 0 = No, over 5 years from now	50%		
Is rezoning required given the type of real estate development needed to make the JD feasible?	Zoning could limit the value of potential development in the project area.	Area density parameters (for e.g., max. dwelling units, floor area ratio) compatible with the amount of real estate development needed; rezoning process; historic community reactions to rezoning	Analysis of local zoning code	1	1 = No; 0.5 = Yes, but rezoning is feasible; 0 = Yes, and rezoning is not feasible	50%		
				35		35		

Ease of Implementation

Criteria	Importance to Joint Development	Evaluation Metrics	Required Analysis	Score	Scoring Guide	Weight	Rationale	Source
Does development of the area have community support?	Protest from the community will provide obstacles to development.	Community sentiment, political sentiment	Community engagement and analysis of recent elections or interviews	1	1 = Yes; 0 = No	25%		
Has the public agency defined goals or a strategy for the disposition of excess land/ potential joint development?	Being strategic about the use of agency assets can help further the value of the development.	Prioritization of transit experience, affordable housing, etc.	Analysis of JD policy or past initiatives	1	1 = Yes; 0 = No	25%		
Does the public agency have clear guidelines that can orient the JD process, including selection of developers, community engagement, and use of proceeds?	Joint developments involve many stakeholders and steps, so the agency should have plans in place on how the process will be handled.	Developer selection criteria, revenue sharing policy	Comparison of agency's JD policy and that of other comparable agency's or other best practices.	1	1 = Yes; 0 = No	25%		
How cooperative is the local jurisdiction with the public agency or on joint development in general?	The developer needs to acquire entitlements from the local jurisdiction in order to start building.	City entitlement process and attitude towards joint development	Analysis of policy and past participation in joint developments in the City	1	1 = Local jurisdiction is cooperative and works in tandem with transit agency on JD; 0.5 = Local jurisdiction is not cooperative but does interfere with JD ventures; 0 = Local jurisdiction is usually opposed to JD	25%		
				30		30		



Value Capture in the San Diego Region



Sustainable Communities Working Group | Item 5
Tim Garrett, Regional Planner II
April 18, 2024

1

Study Objectives



Evaluate value capture instruments and joint development opportunities



Advance regional housing goals



Generate sustainable revenue to implement Regional Plan



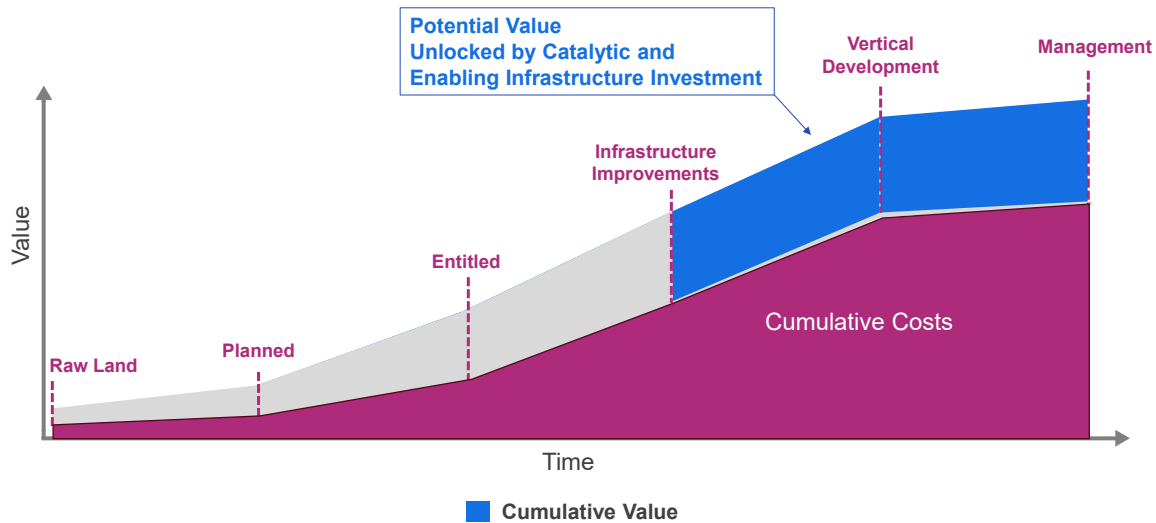
Develop policy recommendations

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2

Value Capture Background

Land Value Creation in the Development Process



Source: HR&A Advisors, Inc.

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3

Instruments Reviewed

Instruments	Key Stakeholders	Description	Applications
Community Facilities District (CFD)	Public entity, district property owners/voters	Special tax on properties (additive tax)	New development, cannot be based on value
Special Assessment District (SAD)	Public entity, district property owners	Similar to CFD but assessments must relate to specific benefit to properties assessed	Special benefits
Impact Fees	City, developers	Fee to mitigate cost of impact of new developments	New developments, based on impact
Tax Increment Financing (TIF)	City, county	Contribution of property tax increment to projects of communitywide significance	Communitywide improvements in areas of high real estate value growth
Joint Development (JD)	Agency, city, developers	Arrangement between public entities and private developers to develop properties	Mixed-use, affordable housing

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Case Study: Aggie Square, Sacramento



Source: University of California, Davis

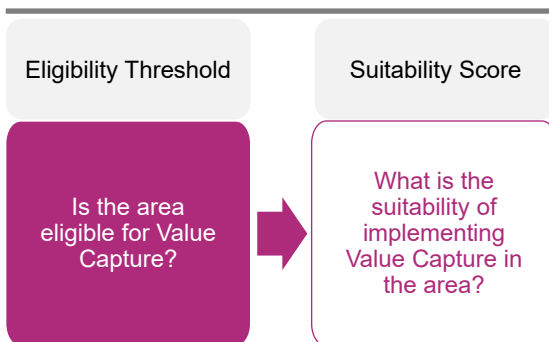


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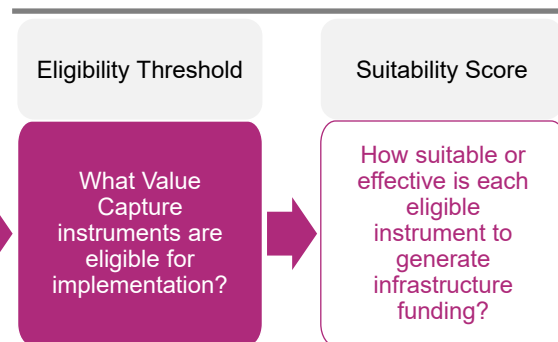
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Value Capture Screening

General Value Capture Potential



Value Capture Instrument Potential



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6

Joint Development Screening

Eligibility Threshold

Is the site eligible for Joint Development?

- Excess property
- Physical development constraints



Suitability Score

Will Joint Development generate meaningful revenues?

- Real estate market viability
- Development viability
- Ease of implementation

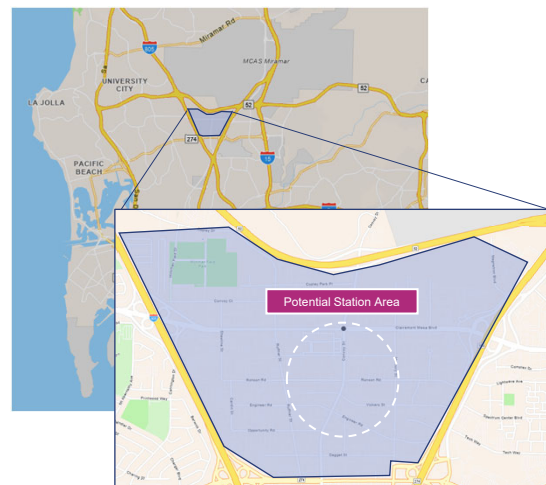
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Value Capture Pilot Assessment: Kearny Mesa Station Area

Key Takeaways

- Potential Purple Line station area
- Recently updated Community Plan
- Hypothetical, community-specific development scenario
- Projected 45-year development demand
 - 5,400 residential units
 - ~12 million square feet nonresidential
- 45-year potential Enhanced Infrastructure Financing District revenue up to \$1.1 billion
- Additional Community Facilities District potential for two undeveloped parcels



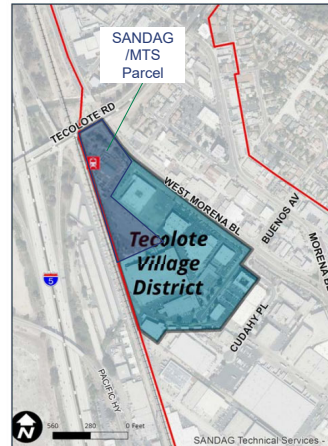
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8

Joint Development Pilot Assessment: Tecolote Village

Key Takeaways

- New Blue Line Station
- Morena Corridor Specific Plan
- Hypothetical, site-specific development scenario
- Assumed mixed-income residential and retail development on publicly owned parcel
 - 240 housing units, 15% affordable
 - 10,000 square feet retail
 - Development appears financially feasible
 - As affordability requirement increases, residual land value decreases



9

Implementation Strategy Foundation

1

Establish a
coordinating
agency

2

Encourage
long term
partnerships
and alignment
across key
stakeholders

3

Develop a
regional
strategy /
vision

4

Implement
local policies /
guidelines

5

Provide
resources to
local public
entities

10

Prioritizing and Implementing

- **High level screening** of sites for key characteristics to establish **selection and sequencing**
- **Strengthening key partnerships** for selected sites
- **Detailed screening and business case development** for selected sites and tools
- **Implementation** of value capture/joint development

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Next Steps

- Study and Screening Tool available online
- Continue conversations with partner agencies
- Explore opportunities in SANDAG projects
- Workshop in Spring 2024



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Email: Tim.Garrett@sandag.org
Danielle.Kochman@sandag.org

SANDAG

April 18, 2024

25 Years of Conservation Planning: Successes, Challenges and What's Next?

Overview

Due to its diverse topography, geologic conditions, and moderate climate, the San Diego region contains many plants and animals found nowhere else in the world. As such it has been identified as a global biodiversity hotspot for terrestrial species. These factors, combined with the high rate of urbanization, has also resulted in the region having the highest number of federal and state endangered species in the continental United States.

Conservation planning within the region began in 1991 when the State of California enacted the Natural Communities Conservation Planning (NCCP) Act. The purpose of the Act was to reconcile conflict between urbanization and rare, threatened, and endangered species. Since 1991, the region has successfully approved two subregional Habitat Conservation Plans (HCP), the Multiple Species Conservation Program in 1997 and the Multiple Habitat Conservation Program in 2003. Two additional plans are being prepared for the northern and eastern portion of the county.

The *Transnet* Extension Ordinance and Expenditure Plan, approved by voters in 2004, includes the Environmental Mitigation Program (EMP), which provides funding to mitigate habitat impacts from regional and local transportation projects. The EMP allows SANDAG to help implement these regional habitat conservation plans by targeting key acquisition areas for conservation and providing funds for the regional coordination of land management and biological monitoring.

Key Considerations

Since the creation of these HCPs, the region has successfully acquired over 90,000 acres of land for conservation, including the establishment of the San Diego National Wildlife Refuge and expansion of the State's Ecological Reserves. SANDAG through the *TransNet* EMP has helped to play a vital role in regional habitat conservation, scientific research, and land management across San Diego County that has resulted in:

- 9,215 acres of habitat acquired by SANDAG and regional partners.
- Contributed \$58.7 million for regional management and monitoring.
- Awarded 136 land management grants to local jurisdiction, organizations, and non-profits.
- Established the [San Diego Management and Monitoring Program](#).

The region, however, still faces considerable challenges from threats such as climate change which will exacerbate wildfire, flooding, and drought; the increase in existing and emergence of new invasive species; and the increase in unmanaged human use of habitat lands. The lack of a regional funding source, as envisioned by the HCPs, has left management of many areas in the region underfunded. Additional information on the key achievements under the EMP is provided in Attachment 1.

Action: Information

Staff will present an overview of regional habitat conservation planning efforts, the region's successes, emerging challenges, and next steps in implementation.

Fiscal Impact:

Funding for implementation of the EMP is included in the Fiscal Year 2025 Capital Improvement Program Budget.

Schedule/Scope Impact:

To date, the Transnet EMP has helped acquire 9,215 acres of valuable open space and provided 136 grants to local organizations and jurisdictions for land

Over the past year, SANDAG has been focusing its efforts to work with conservation stakeholders and members of the Regional Habitat Conservation Taskforce to implement the Regional Habitat Conservation Vision (Vision) as identified in the 2021 Regional Plan. This Vision sets out goals and objectives in order to complete these regional Habitat Conservation Plans to protect sensitive habitats and resources in San Diego for future generations. The first step has been to identify the gaps in conservation efforts throughout the region and assess the opportunities to close those gaps.

In September of 2023, SANDAG partnered with the San Diego Natural History Museum (The NAT) and University of San Diego's Non-Profit Institute (NPI) to develop a regional stakeholder workshop to look at the state of biodiversity in the region and help identify those gaps and opportunities. This is a unique collaboration as The NAT has over 150 years of conservation experience in the San Diego region. The San Diego Biodiversity Conservation Summit was held in February of this year with over 200 participants from the conservation sector including local jurisdictions, government, tribal and international communities, academia, military, and non-profits represented.

Next Steps

Staff will continue to work with conservation stakeholders including The NAT and NPI to analyze the data and results that were gathered at the Summit. Preliminary results will be presented at the NAT's [State of Biodiversity Symposium](#) on April 18, 2024 and will be included in a draft conservation needs assessment report to be release for public review in early summer. The final assessment report is anticipated in late summer 2024.

Keith Greer, Deputy Director of Regional Planning

Attachments: 1. Status Report ([2022 EMP Annual Report \(adobe.com\)](#))
2. State of Biodiversity Symposium flyer

Environmental Mitigation Program

2022 Annual Report

Conservation | Research | Stewardship



Overview



Vision



Habitat Conservation



Scientific Research



Environmental Stewardship



Regional Coordination

About the Environmental Mitigation Program

Since its inception in 2008, the TransNet Environmental Mitigation Program (EMP) has played a vital role in habitat conservation, scientific research, and land management across San Diego County.

Through the TransNet EMP, the San Diego Association of Governments (SANDAG) purchases, conserves, and restores native habitat to offset potential impacts from the development of transportation projects. TransNet, a regional half-cent sales tax for transportation approved by San Diego County voters, sets aside \$850 million to

fund the EMP. The TransNet Independent Taxpayer Oversight Committee closely monitors program expenditures to ensure public accountability.

As of January 2021, the EMP has helped acquire more than 9,215 acres of valuable open space in partnership with other government agencies and conservation groups. The program also has provided nearly 117 grants to local organizations and jurisdictions for land management efforts, such as invasive species removal.



9,215 total acres preserved
by TransNet EMP
and partners

5,627 acres preserved by
TransNet EMP

\$164 (including leveraged funds)
million in open space investments

\$33.2 in leveraged funds from
million conservation partners

Mitigation
secured for over **3/4** Early Action
Projects

117 land management grants
awarded – 9 grant cycles
completed since the inception of
the EMP, **totaling \$16.6 million**
awarded to local organizations

7 Land Acquisition Grants
totaling **\$20 million**

\$46.5 for Regional Management
million and Monitoring

Overview - To Date

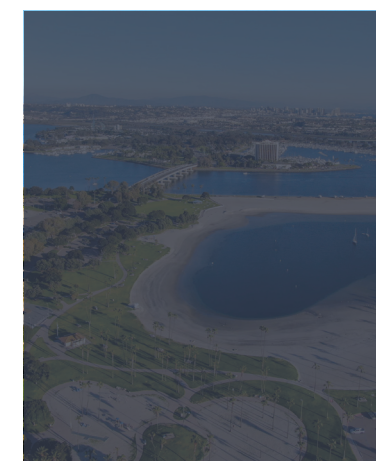
What does 9,125 acres
look like?

EMP acres preserved
9,125 acres

Mission Bay Park
4,235 acres

Balboa Park
1,200 acres

San Diego Zoo
100 acres



Regional Habitat Conservation Vision

The 2021 Regional Plan identifies \$3 billion to implement the Habitat Conservation Vision



Protect

Existing native species through the strategic acquisition, management, and monitoring of critical habitat areas identified in regional habitat conservation plans.



Connect

Habitat areas through wildlife corridors and linkages, as well as, connecting people to local species and natural habitats.



Respect

Encourage community respect for natural lands through increased public outreach and education of San Diego’s unique biodiversity.

Habitat Conservation

Highlighted projects for FY 2022





Scientific Research

The purpose of the Regional Management and Monitoring Program scientific research is to better inform land managers about best management and monitoring practices for rare, threatened, and endangered species and their habitats in San Diego County.

Mountain Lion



Grazing



Rare Plants



Southwestern Pond Turtle





> Mountain Lion

Mountain Lion

Continued research on mountain lions to monitor movement patterns and create a more complete picture of the regional population. Most recently a mountain lion was caught on camera moving across Temecula Creek. This crossing acted as a barrier to mountain lion movement in the past, creating a genetic bottleneck from the San Diego population to the Santa Ana's to the north.

Did you know?

Did you know that the leading cause of death to mountain lions are vehicle collisions? Since 2014 the TransNet EMP has funded connectivity studies with the University of California, Davis to analyze mountain lion movements, specifically highway/freeway crossings, and track their patterns to identify barriers in lion movement across the landscape. In addition, EMP also funded a pilot project with the University of California, Davis to create and test innovative hazing devices to deter mountain lions from encroaching onto private properties in order to avoid depredation.

[Learn more about Grazing](#)



> Grazing

Grazing

Partnering with **UC Berkeley** to study the effectiveness of grazing as a management tool to control invasive species, decrease fire risk, provide suitable habitat, and increase ecosystem functions. In 2022 UC Berkeley is working on designing a monitoring plan for grazing, with a pilot study beginning at Rancho Jamul in early 2023.

[Learn more about Mountain Lions](#)

[Learn more about Rare Plants](#)



> Rare Plants

Rare Plants

Management Strategic Plan for seven rare plants in SD County. This document is used by land managers to identify management priorities and recommendations.

Highlights

Association of Environmental Professionals (AEP) Outstanding Technical Report - 2021



[Learn more about Grazing](#)

[Learn more about the Southwestern Pond Turtle](#)



> Southwestern Pond Turtle

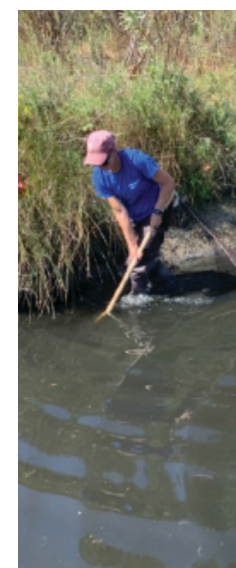
Southwestern Pond Turtle

The population of the Southwestern Pond Turtle has doubled since 2013 when SANDAG funded restoration in the Sycuan Peak Ecological Reserve. Last year, over 20 baby turtles were spotted. SANDAG continues to work with partners at USGS to restore these turtle populations, to preserve the region's habitat and wildlife.

Did you know?

The population of the Southwestern Pond Turtle has doubled since 2013 when SANDAG funded the habitat restoration in the Sycuan Peak Ecological Reserve? Last year, over 20 baby turtles were spotted!

[Learn more about Rare Plants](#)



Environmental Stewardship

The TransNet EMP 10th Land Management Grants Call for Projects released in November of 2021. The SANDAG Board of Directors allocated \$2.4 million of funding for the 10th cycle of Land Management Grants. The purpose of the EMP Land Management Grants Program is to assist regional land managers with the protection of threatened, rare, and endangered species and enhance their habitats to avoid future listing of endangered species in San Diego County.



Regional Coordination

Draft State of the Preserve Report

SANDAG and the San Diego Management and Monitoring Program collaborated with regional stakeholders to develop metrics to measure the overall health of the preserve against baselines established in the regional conservation plans. The final State of Preserve Metrics Report is anticipated January 2023.

Learn more:

[San Diego Management and Monitoring Program](#)



Metrics Dashboard

Coming soon, Winter of 2022!

For more information:

Email: kim.smith@sandag.org
courtney.pesce@sandag.org

Visit:



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Assistência linguística gratuita | मुफ्त भाषा सहायता
Assistance linguistique gratuite | ជំនួយភាសាឥតគិតថ្លៃ
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Kaalmada Luqadda ee Bilaashka ah
Безкоштовна мовна допомога
sandag.org/LanguageAssistance | (619) 699-1900



7th Annual State of Biodiversity Symposium

Join county-wide efforts to conserve and restore biodiversity.

April 18, 5-9 PM

The State of Biodiversity Symposium brings together conservationists, scientists, community groups, students, and the interested public to chart a path for protecting and revitalizing nature in San Diego County. This year's Symposium features a panel discussion with conservation leaders from various sectors and will highlight the region's most urgent conservation priorities.

Agenda:

- **5-6:30 PM:** Registration and networking reception
 - Heavy appetizers and pay bar
- **7-9 PM:** Nat Talk
 - Opening talk by Phil Unitt, Curator of Birds & Mammals
 - Presentation of results from the San Diego Biodiversity Conservation Summit
 - Q&A and community commentary

RSVP at: sdnhm.org/calendar/state-of-biodiversity/



25 Years of Conservation Planning: Successes, Challenges and What's Next?

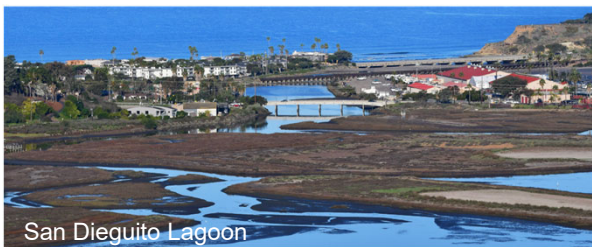
Sustainable Communities Working Group

April 18, 2024

Kim Smith

1

San Diego a Biodiverse County



2

San Diego IS

A Global Biodiversity Hotspot



Lyons Valley

3

San Diego HAS



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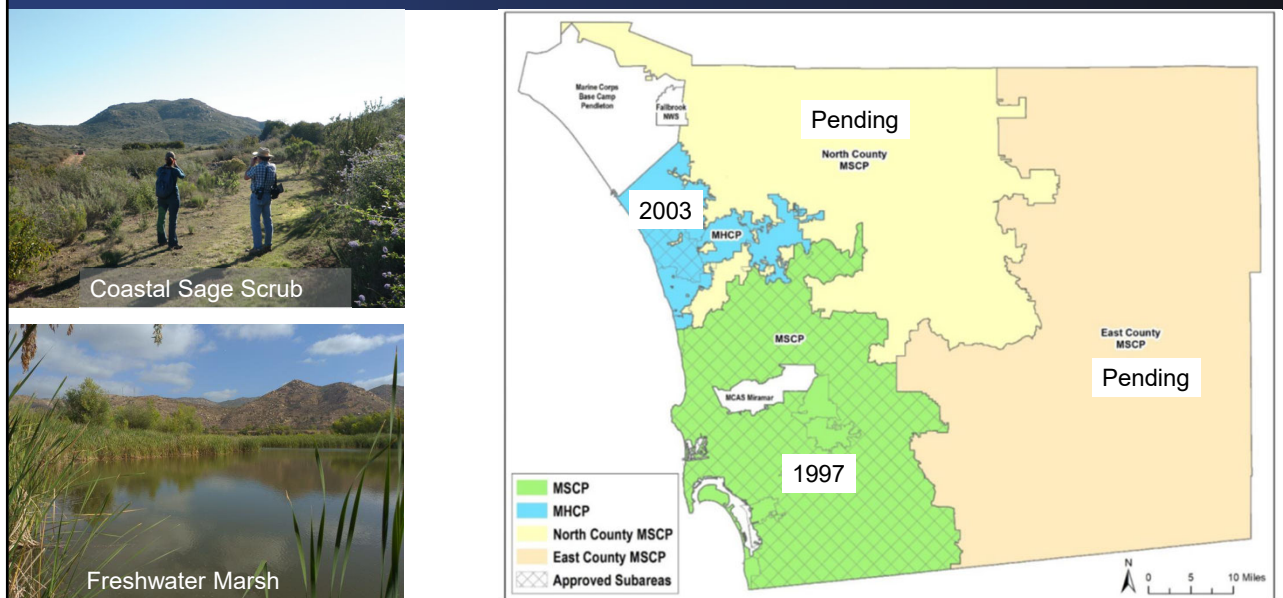
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Natural Communities Conservation Planning Act (1991)

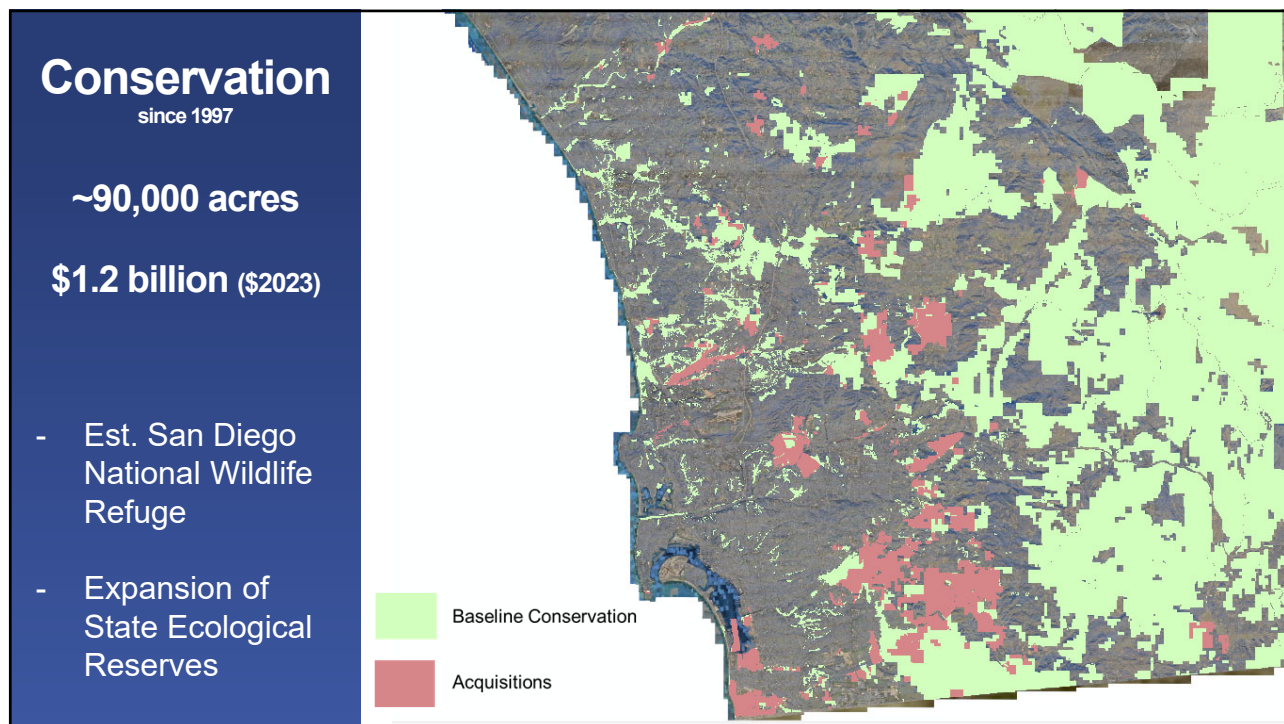


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San Diego Region Habitat Conservation Plans



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TransNet Environmental Mitigation Program

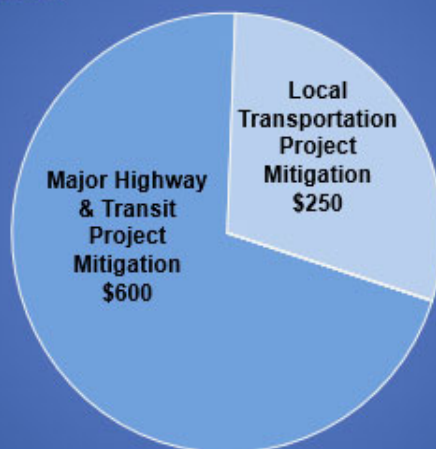
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TransNet EMP

(In Millions, 2002 Dollars)

**Total Program
\$850 Million**



6.2% of TransNet Annual Net Revenue

TransNet Extension Ordinance Section D

10

Contributions

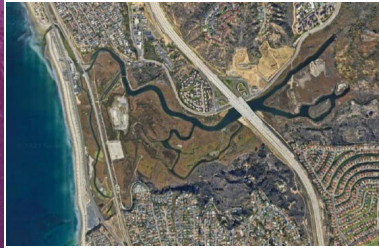
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5,627 acres preserved by
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million in open space investments

\$33.2 in leveraged funds from
million conservation partners

Mitigation
secured for over **3/4** Early Action
Projects



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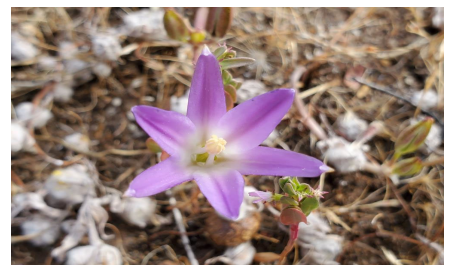
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EMP Land Management Grant Program

**Rice Canyon Sensitive Plant Species
Management**



Rarest Plants II



**Burrowing Owl Conservation Breeding
and Release Preparation**



**Threatened and Endangered Species
Stewardship at D Street Fill**



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Ecological Monitoring Program

San Diego Management & Monitoring Program



State of the Regional Preserve System in Western San Diego County



Report Prepared for:
San Diego Association of Governments Environmental Mitigation Program
December 2022

By Kristine Preston¹, Emily Perkins², Christopher Brown¹, Sarah McCutcheon¹, Annabelle Bernabe¹, Emilie Luciano¹, Barbara Kus¹, and Susan Wynn¹

¹United States Geological Survey, Western Ecological Research Center, San Diego Field Station
²United States Fish and Wildlife Service, Carlsbad Field Office

State of the Preserve

How Healthy is the Regional Preserve System?


The health of the regional preserve system is assessed by combining information on the environmental conditions and status of resources to reveal inconsistencies with information on regional development and management. The ecological integrity of the preserve system is assessed by examining the system's ability to "resist or recover from a disturbance" and its ability to "maintain or restore a community of organisms that has specific ecological, diversity, and functional capabilities in response to future natural and human-induced change" (San Francisco & Healthy 2004, 2006). The understanding of the health of the regional preserve system is necessary for identifying and prioritizing management strategies to effectively and efficiently manage limited resources within the preserve system. To measure the system's state of management, we observed the range of management activities that were observed to represent the preserve's ability to maintain a functional community and to meet conservation and management objectives.

Overall, the regional preserve system was determined to be in a condition of "Good" health. It was further determined that the regional preserve system was in a condition of "Good" health. It was further determined that the regional preserve system was in a condition of "Good" health.



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What's Next?

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SANDAG - 2021 Regional Plan



Protect

Existing native species through the strategic acquisition, management, and monitoring of critical habitat areas identified in regional habitat conservation plans.



Connect

Habitat areas through wildlife corridors and linkages, as well as, connecting people to local species and natural habitats.



Respect

Encourage community respect for natural lands through increased public outreach and education of San Diego's unique biodiversity.

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San Diego Biodiversity Symposium



7th Annual State of Biodiversity Symposium

Join county-wide efforts to conserve and restore biodiversity.

April 18, 5-9 PM

The State of Biodiversity Symposium brings together conservationists, scientists, community groups, students, and the interested public to chart a path for protecting and revitalizing nature in San Diego County. This year's Symposium features a panel discussion with conservation leaders from various sectors and will highlight the region's most urgent conservation priorities.

Agenda:

- 5-6:30 PM: Registration and networking reception
 - Heavy appetizers and pay bar
- 7-9 PM: Nat Talk
 - Opening talk by Phil Utt, Curator of Birds & Mammals
 - Presentation of results from the San Diego Biodiversity Conservation Summit
 - Q&A and community commentary

RSVP at: sdnhm.org/calendar/state-of-biodiversity/

the nat | SAN DIEGO
NATURAL HISTORY
MUSEUM

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