



IMAGINE DOWNTOWN



DOWNTOWN SAN DIEGO PARTNERSHIP



LONDON. TOKYO. SAN FRANCISCO. NEW YORK CITY. SAN DIEGO.



IMAGINE DOWNTOWN SAN DIEGO

GREAT CITIES HAVE ONE THING IN COMMON: GREAT DOWNTOWS. THAT FACT HAS NEVER BEEN MORE TRUE THAN IT IS TODAY.

America is in the midst of an urban renewal and renaissance that is remaking our economy and re-designing our neighborhoods.

The San Diego region needs to be ready. Our Downtown needs to be ready.

From younger millennials to maturing baby boomers, there is a well-documented return to vibrant urban centers – ones that offer opportunities for meaningful work and create a sense of place and community through engaging, people-focused public spaces and streetscapes.

This trend toward urban living is not an outlier or a momentary blip. It signals a sea change – one that is poised to

wash away old notions about what San Diego is and what it must become.

Quite simply, if the San Diego region is to continue to compete on the global stage, it must have a world-class Downtown – one that attracts the dreamers, the thinkers, the doers, the makers.

The good news is that Downtown San Diego is uniquely positioned to take advantage of these cultural and business shifts. With its location on a thriving bi-national border and bolstered by its commitment to creativity and innovation, San Diego is positioned to create a downtown like no other – one that is inclusive and supports and advances the aspirations of the entire region.

IMAGINE DOWNTOWN is designed to offer new ways to guide Downtown San Diego's evolution, ensuring that we stay ahead of trends shaping cities throughout the world.

Developed with the input from more than 6,000 San Diegans throughout the region, IMAGINE DOWNTOWN offers a blueprint for how to grow our economy, improve all types of transportation, provide a world-class cultural scene and preserve our neighborhoods.

IMAGINE DOWNTOWN also ushers in a new era of cooperation and collaboration between Downtown San Diego and the neighborhoods and communities throughout the region.

IMAGINE DOWNTOWN: It's Our Future.





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IMAGINE DOWNTOWN:

WHAT WE HEARD YOU SAY



San Diego Is Growing

Over the next 40 years, the San Diego region is expected to grow significantly. We'll need to accommodate an additional one million residents, 400,000 housing units, and 500,000 jobs.

It is critical that we as a region and as a Downtown have a coordinated plan on how to handle that type of growth. That is why the Downtown San Diego Partnership spent more than a year asking communities throughout the region to IMAGINE DOWNTOWN and all its possibilities.

12

DOWNTOWN WORKSHOPS

With More Than 300 Attendees

OVER

6,000

PARTICIPANTS TOTAL

5,000

ONLINE SURVEYS COMPLETED

26

REGIONAL TOWNHALLS

With Feedback From 43 Different Communities

The Downtown San Diego Partnership (Downtown Partnership) realizes that for Downtown to flourish everyone needs to have a say and a stake in its future. To start the dialogue and build relationships with neighborhoods throughout the region, the Downtown Partnership launched the "Our Downtown" initiative. This effort was designed to help craft a 20-year vision for the future of Downtown and ensure it meets the needs of the

entire region for years to come.

During this extensive community input process, the Downtown Partnership met with hundreds of residents and business owners in Downtown as well as with communities throughout the region – from San Ysidro to Rancho Bernardo and everywhere in between. During the course of a year, more than 6,000 people weighed in on the future of Downtown.

HERE ARE THE PRIORITIES YOU IDENTIFIED FOR DOWNTOWN SAN DIEGO:

- ▶ Attract jobs and promote innovation.
- ▶ Improve transportation to make it easier to get to and around Downtown.
- ▶ Enhance beautification of parks, plazas and open space.
- ▶ Reduce homelessness.
- ▶ Create a mix of living options.
- ▶ Improve infrastructure, fixing streets and sidewalks.
- ▶ Develop innovative investment strategies.
- ▶ Take the lead on sustainability.
- ▶ Increase educational offerings at every level.
- ▶ Build world-class amenities.

The feedback received from these various groups was used to create IMAGINE DOWNTOWN, a 20-year vision that will successfully guide Downtown San Diego into a thriving future. Complete results from the above outreach tools can be found on page 62.

IMAGINE DOWNTOWN:

BUILD YOUR BUSINESS



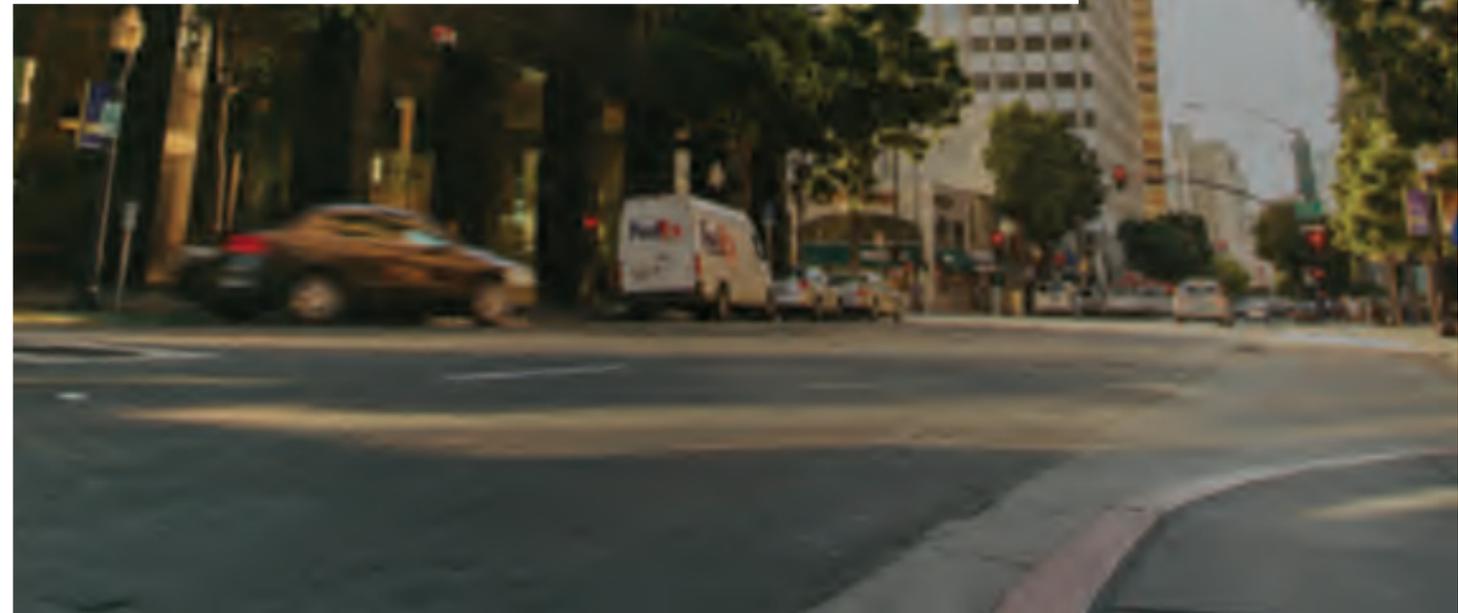
RETAIN,
GROW AND
ATTRACT
BUSINESSES



Downtown is the hub of a vibrant, bi-national economic region, uniquely positioned to compete in the global marketplace.

The basic building block of any successful Downtown is a robust and diversified economy – one that nurtures both small and large businesses. But the opportunity for Downtown San Diego goes beyond just ensuring an attractive business climate for our most important

economic sectors: innovation, tourism and the military. Because of its central location, Downtown San Diego has the ability to merge the region's centers of innovation with the production capability south of the border to spur a robust bi-national economy that is uniquely positioned to compete in the global marketplace. Sustainability will be the hallmark of this new focus embracing smart growth principles to limit our carbon footprint.



RETAIN, GROW AND ATTRACT BUSINESSES

The Downtown Partnership will be the lead voice for Downtown businesses with programs and incentives designed to highlight all the area has to offer.

TO BUILD AND GROW A ROBUST ECONOMY, WE WILL:

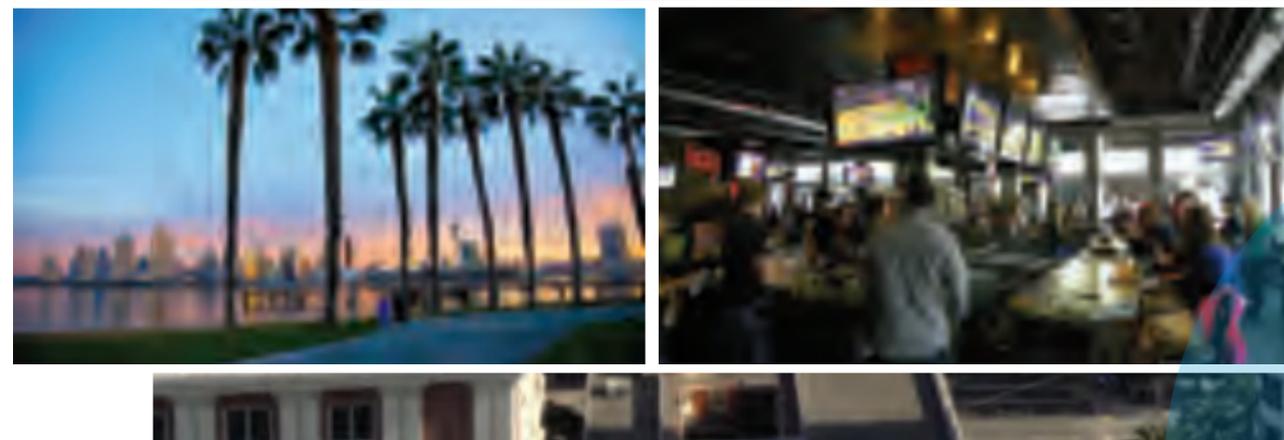
NEAR TERM OPPORTUNITIES

- ▶ Enhance and expand our Business Retention and Attraction program to:
 - » Institute a recruitment strategy to lure a large, high-profile technology tenant to elevate Downtown's business and community profile and foster the tech cluster.
 - » Identify industry clusters, such as sports innovation and craft beer, that fit well with Downtown's ability to offer urban, collaborative workspaces.
 - » Identify and promote parking and transit options for businesses and their employees.
 - » Work with property owners and brokers to market Downtown.
 - » Highlight new and existing businesses using a robust and comprehensive communications strategy, including an aggressive and flexible social media component.
 - » Develop a variety of marketing tools, including web-based platforms and a mobile application, to promote Downtown to new business prospects.
 - » Develop a system to monitor and measure results over a five-year period.
 - » Compile up-to-date demographic market information.
 - » Sponsor frequent business networking and education events.
 - » Troubleshoot permitting and regulatory issues.
- ▶ Partner with the City of San Diego, the County of San Diego, the Port of San Diego, Civic San Diego, the San Diego Regional Chamber of Commerce the San Diego Regional Economic Development Corporation, CONNECT, BIOCOM, CleanTECH San Diego and other stakeholders to design and implement a program focusing on Downtown San Diego as a central business district.

LONG TERM OPPORTUNITIES

- ▶ Support the Port of San Diego's efforts for the 10th Avenue Marine Terminal.
- ▶ Work with the Port of San Diego on a comprehensive plan to support and grow the local cruise ship industry.

BUILDING A ROBUST DOWNTOWN ECONOMY



STRENGTHEN KEY ECONOMIC SECTORS IN DOWNTOWN

The three economic areas that move the San Diego region forward are: innovation, tourism and the military. These sectors are especially critical to Downtown because of its location on the waterfront as well as economic and demographic trends that are attracting more companies to urban centers.

TO ENSURE THAT WE ARE GROWING BOTH DOWNTOWN SAN DIEGO AND THE REGION'S LARGER ECONOMY, WE WILL:

Grow the Tech Ecosystem

While the San Diego region has long been known as a hotbed of innovation, we must begin to forge a tech startup culture to Downtown. Our urban center is the best place to provide the concentration and community needed to build a thriving technology ecosystem, growing the larger local economy while attracting the talent needed to push the envelope of innovation and compete globally.

TO CREATE THE ECOSYSTEM NEEDED IN DOWNTOWN SAN DIEGO, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Promote Downtown as an entrepreneurial high-tech center through a comprehensive recruitment and marketing program.
 - » Partner with the Downtown San Diego startup tech community, Civic San Diego, the San Diego Regional Chamber of Commerce, CONNECT, the San Diego Regional Economic Development Corporation, the City of San Diego and the local workforce development system to continue to develop and refine programs and incentives to attract and grow innovative startups in Downtown.
- ▶ Help foster a network for Downtown entrepreneurs connecting both traditional business advocacy and new emerging groups.
- ▶ Establish a Downtown Partnership Tech Committee designed to focus and push initiatives to recruit and support technology companies in Downtown.
- ▶ Advocate for and support place-based, mixed-use development projects such as Makers Quarter and the I.D.E.A. District that will help attract technology companies and young, skilled talent.

NEAR TERM OPPORTUNITIES (continued)

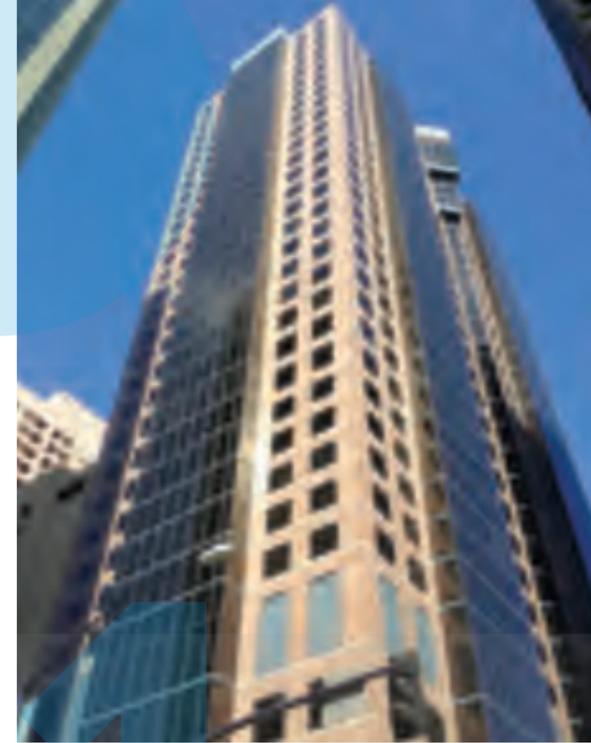
- ▶ Identify niche technology and creative sectors that are growing in San Diego, and:
 - » Develop tailored strategies on how these niches can thrive in Downtown.
 - » Continue to monitor business trends to identify and support other emerging sectors.
 - » Partner with other stakeholders to promote Downtown as a tech hub through targeted industry conferences and events.
- ▶ Support events that position Downtown as a cutting-edge center of innovation and thought leadership, including supporting an annual local TedX forum, partnering with the Tijuana Innovadora to support upcoming events or even developing a new SXSW event in Downtown focused on one of San Diego's unique technology niches.
- ▶ Continue to support the creation of incubators such as EvoNexus and other innovative workspaces to house startup tech firms.
- ▶ Continue to partner with CyberHive to foster the cybersecurity cluster in Downtown by working toward a comprehensive strategy to attract and grow more of these tech firms in San Diego.

An anchor for tech

Attracting a major, well-known tech tenant in Downtown will serve as an "anchor" for other companies to follow, grow and prosper.

LONG TERM OPPORTUNITIES

- ▶ Develop and promote the creation of more incubator space, with a focus on creating one large incubator and accelerator space in Downtown that provides the critical mass needed to support the burgeoning tech sector.
- ▶ Create incentive programs to support small, innovative businesses with a focus on developing new resources for early stage investment and venture capital resources.
- ▶ Attract a high-profile university program to help grow the Downtown startup sector and attract increased investor activity to the area.





**IMAGINE DOWNTOWN:
BUILD YOUR BUSINESS**

Promote Downtown Tourism

The concentration of high-quality hotels as well as Downtown's unique shops, restaurants and nightlife play a critical role in branding San Diego as a world-class urban environment along with its distinct and well-known natural beauty and setting.

TO MARKET DOWNTOWN AS A WORLD-CLASS TOURIST DESTINATION, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Continue to support and promote the buildout of the Convention Center to ensure Downtown San Diego will continue to be a top-tier destination for high-profile and lucrative conventions.
- ▶ Continue to support and promote Phase 1 of the North Embarcadero Visionary Plan to help revitalize our waterfront and provide the public greater connection to our Bay.
- ▶ Continue to support and promote the County Administration Center Waterfront Park and encourage a variety of events to create a lively and engaging public space.
- ▶ Collaborate with the Port of San Diego on a comprehensive strategy to grow the local cruise industry.
- ▶ Continue to support and promote the annual Comic-Con International convention and ensure Clean & Safe staff helps deliver a positive experience and impression of Downtown San Diego as a destination.
- ▶ Work with the City of San Diego and Civic San Diego to implement a wayfinding-sign system to make it easier for tourists and visitors to navigate Downtown.
- ▶ Partner with the San Diego Tourism Authority on a national branding and media campaign that highlights Downtown San Diego – and not just our beaches and bays.

In with the New; Not Out with the Old

Ask any tech entrepreneur and they'll tell you two things: 1) Downtown needs to be central to the region's startup scene; and 2) There needs to be an imaginative work space in Downtown for fledgling tech companies that is large enough to create the concentration and community needed to fuel new ideas.

The former Downtown library provides the ideal location for a cutting-edge incubator/accelerator space that will help grow San Diego's startup ecosystem. Through innovative public-private partnerships, the former Downtown library could provide a tech startup space that could also offer high-quality mentorship and internship programs designed to train the emerging workforce.

- ▶ Work with the City of San Diego to promote Downtown San Diego as a destination for the film industry to reinforce Downtown's importance to our region's identity and economy.
- ▶ Promote the Bay to Park Link, creating special events including a 5K that runs from Balboa Park to the Harbor Pedestrian Bridge, to underscore the connection between these two important community assets.
- ▶ Support and promote the proposed hotel and open space project at Lane Field as part of the larger effort to revitalize and reimagine our waterfront.

LONG TERM OPPORTUNITIES

- ▶ Work with stakeholders and neighboring communities such as Barrio Logan to help shape and facilitate any future Convention Center expansion as part of the development of a world-class, year-round sports and entertainment district.
- ▶ Support the continued revitalization of the Downtown waterfront, including the North Embarcadero, ensuring that it embraces people-driven public spaces.
- ▶ Support the development of the Navy Broadway Complex to deliver a thoughtful mixed-use project that promotes and respects public spaces along the waterfront.



Convention Center

The San Diego Convention Center attracts some of the world's most sought-after conferences, events and expos from Comic-Con International – which brings some 250,000 attendees each year – to the American Cancer Society.

For San Diego to continue to draw high-profile conventions and better compete with such top-tier convention cities as San Francisco and Chicago, we need to continue to expand and enhance our Convention Center.

Future expansions will provide additional convention and meeting space and will incorporate cutting-edge green building practices to ensure that San Diego is the premiere convention destination on the West Coast.

CONVENTION CENTER BY THE NUMBERS

2013 FISCAL YEAR ECONOMIC BENEFITS

Economic Impact



\$1.3 Billion

Direct Attendee Spending



\$811.9 Million

Hotel Visitor Tax Revenue



\$18.2 Million

Jobs Generated



12,500

Source: San Diego Convention Center

IMAGINE DOWNTOWN: BUILD YOUR BUSINESS

Support The Military

San Diego's military operations are more than a key driver of the local economy. They also are a pivotal front in the overall preparedness of the United States. With U.S. military resources increasing-

ly focused on the Pacific, San Diego's military will continue to play a critical role in our nation's security and around the globe.

TO SUPPORT THE LOCAL MILITARY ECONOMY AND HELP DOWNTOWN PROSPER, WE WILL:

- ▶ Foster deeper partnerships with stakeholders, organizations and companies such as SPAWAR to support and promote the military and the local defense industry as one of the region's three most important drivers of the local economy.
- ▶ Work with key military officials to ensure Downtown's goals align with their larger strategies and objectives.
- ▶ Partner with the San Diego Military Advisory Council to support the local military economy and defense industry.
- ▶ Continue to partner with CyberHive and other business organizations on a comprehensive strategy to foster cybersecurity clusters in Downtown.
- ▶ Explore other defense industry sectors to attract to Downtown.
- ▶ Encourage Downtown businesses to work with such organizations as REBOOT and the San Diego Military Advisory Council on programs to hire veterans.
- ▶ Encourage Downtown restaurants and businesses to support our military by offering discounts to military families and veterans and promote the discount program through a comprehensive marketing and social media strategy.
- ▶ Support the work of elected officials, the San Diego Regional Chamber of Commerce, the San Diego Regional Economic Development Corporation and the Port of San Diego to craft a comprehensive strategy to support our military assets.

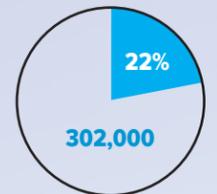
NEAR TERM OPPORTUNITIES

LONG TERM OPPORTUNITIES

- ▶ Support the San Diego Regional Chamber of Commerce and the San Diego Regional Economic Development Corporation in their efforts to create a San Diego presence at the Pentagon to ensure the region's as well as Downtown's interests are properly represented.
- ▶ Assist efforts to develop a proactive strategy for upcoming Base Realignment and Closure Commission decisions especially as it pertains to the Navy's operations in Downtown San Diego.



MILITARY: BY THE NUMBERS



Jobs in San Diego are
Military Related



\$20.9 BILLION

In Economic Revenue
for San Diego

**2013 estimates provided
by the San Diego Military
Advisory Council*

GROW UP - HIGH DENSITY DEVELOPMENT

Consider this: In the next 15 years, Downtown's population is expected to more than double, growing to some 70,000 residents. Downtown is poised to absorb this growing population with a mix of smart, high-density residential and office space developments. These high-density developments must respect and complement the history and fabric of Downtown's architecture while appealing to a wide variety of people and businesses.

TO RESPONSIBLY AND CREATIVELY ABSORB THIS NEW DENSITY AND DEVELOPMENT, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Serve as a leading advocate to advance Downtown development projects supporting new and innovative methods to reinvest in Downtown.
- ▶ Champion leading-edge mixed-use projects such as Makers Quarter and the I.D.E.A. District to provide not only needed housing and office space but also to spur Downtown's creative culture and vibe.
- ▶ Investigate the feasibility of creating a "Downtown Infrastructure Bank" as a nonprofit subsidiary of the Downtown Partnership to mobilize private/public capital and partnerships to support vital infrastructure projects.
- ▶ Reinforce and promote Downtown San Diego's role as the region's vital governmental center, which is home to the City of San Diego, the County of San Diego, the Port of San Diego administrative offices as well as county, state and federal courthouses and offices.

LONG TERM OPPORTUNITIES

- ▶ Explore the use of Downtown-generated tax increment financing (i.e. local sales and property tax increment) to help advance catalytic projects within the Downtown.
- ▶ Champion a new innovative and iconic City Hall that is both cost-efficient and sustainable to reinvigorate and reinforce Downtown's importance to our civic life as well as open up B Street to traffic to increase all forms of mobility.
- ▶ Explore an expedited and smart reuse of the former California Theatre property along C Street.
- ▶ Advocate for a thoughtful and innovative reuse of the old Courthouse on Broadway and Front Street.
- ▶ Investigate the feasibility and need for at-grade separation for trains.
- ▶ Advocate for the revitalization of C Street to enhance the experience along this critical Downtown corridor.

RECRUIT, RETAIN, AND TRAIN TALENT

When building a business, it all comes down to people. To move our economy forward, we need to have the right people with the right skills. Consider this: In 2000, 60 percent of college graduates were more likely to live in urban areas. By 2011, that number had jumped to 94 percent. With more young professionals craving an urban lifestyle, it is

critical that Downtown San Diego be a key driver in attracting the talent needed to foster innovation. But we must also work to grow our own talent. We need to work to close San Diego's skills gap by championing programs that offer young adults in Downtown and neighboring communities the opportunity to participate in the local economy.

TO CREATE A WORLD-CLASS URBAN CENTER THAT PREPARES AND ATTRACTS SKILLED, YOUNG PROFESSIONALS, CREATIVE THINKERS AND HIGHLY SOUGHT-AFTER TALENT, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Work with local universities to create satellite university programs in Downtown in such key niche industries as cybersecurity, craft beer and hospitality.
- ▶ Work with the region's workforce development system to develop a comprehensive internship program designed to connect local young adults with Downtown employers in the most in-demand job sectors, and:
 - » Partner with the e3 Civic High School at the New Central Library on its internship curriculum, helping connect it with the Downtown business community.
 - » Partner with San Diego City College to ensure its curriculum aligns with the needs of Downtown businesses.
 - » Promote mentorships at Downtown tech startups.
 - » Encourage member businesses to participate in internship programs.
- ▶ Work with Downtown's institutions of higher learning – California Western School of Law, Thomas Jefferson School of Law, the New School of Architecture + Design, Fashion Institute of Design and Merchandising – to promote and support their educational offerings.

LONG TERM OPPORTUNITIES

- ▶ Attract a high-profile university program to help grow the Downtown startup sector as well as attract increased investor activity to the area.



Smart City, Smart Downtown

Working with CleanTECH San Diego and leading technology companies, the Downtown Partnership is on its way to be the first downtown-focused smart grid. Using cutting-edge software, this grid will cut energy costs and consumption and will regulate and redeploy power resources based on needs and usage. A pilot project, using both public and private buildings to test out the technology, is planned for 2014.

**IMAGINE DOWNTOWN:
BUILD YOUR BUSINESS**

GO GREEN, BE SMART

Now and into the future, world-class urban centers must be unwavering in their commitment to sustainability. Clean, green and thoughtful high-density development decreases the need for energy and water, all while preserving our re-

gion's precious and pristine open space. A well-designed Downtown reduces our carbon footprint, limiting car trips and using our finite resources more effectively now – and for generations to come.

TO POSITION DOWNTOWN SAN DIEGO AS A LEADER IN SUSTAINABLE DEVELOPMENT, WE WILL:

- ▶ Promote Downtown as the most sustainable regional choice for living and working.
- ▶ Encourage and showcase new development, such as Makers Quarter and the I.D.E.A. District, that incorporates sustainability elements, including LEED-certified development and the incorporation of green roofs.
- ▶ Advocate for programs for small business and property owners to encourage them to implement sustainability enhancements to reduce costs and improve efficiency.
- ▶ Advocate and negotiate for sustainable and green building practices when partnering with developers.
- ▶ Push for renewable energy incentives.
- ▶ Support green and sustainable stormwater management solutions and infrastructure.
- ▶ Expand the use of graywater practices both for existing residents and businesses as well as in future developments.
- ▶ Advocate for transit-oriented development and density incentives, including reducing parking requirements for new developments and promoting alternative transit options.
- ▶ Launch a pilot Downtown-focused energy-efficiency smart grid project that automates and regulates energy usage to reduce consumption and costs using both private and public properties.

NEAR TERM OPPORTUNITIES

LONG TERM OPPORTUNITIES

- ▶ Champion a Downtown-wide smart grid that includes public and private buildings so we can more effectively manage and conserve energy resources.
- ▶ Promote a cost-effective and robust fiber network loop that provides gigabit speeds at reasonable rates to fuel innovation and increase productivity.



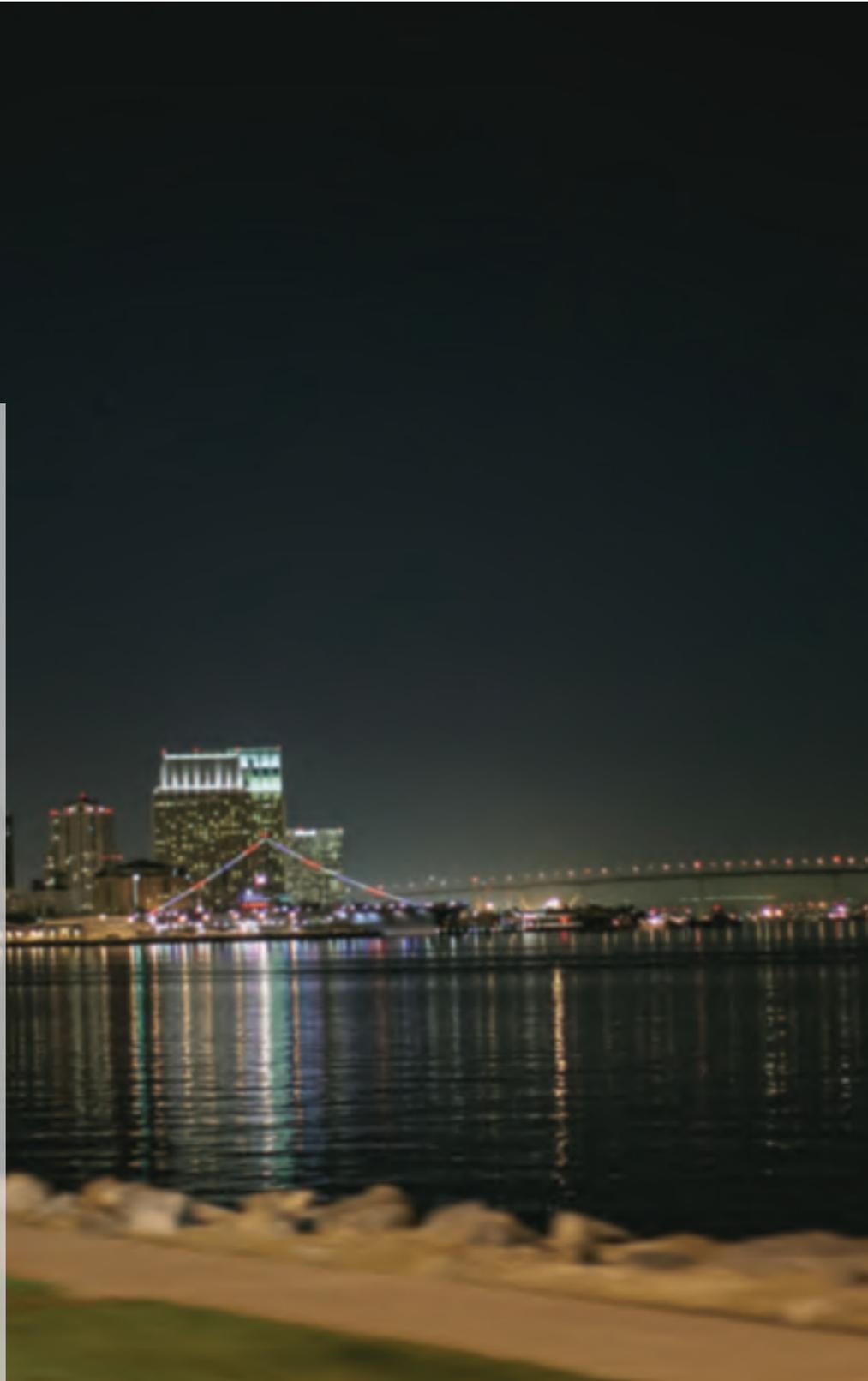
**IMAGINE DOWNTOWN:
BUILD YOUR BUSINESS**

Cross-Border Cooperation

Downtown is in a unique position both geographically and economically to capitalize on the San Diego region's efforts to create a vibrant zone for global commerce. Working with the San Diego Regional Economic Development Corporation, the Downtown Partnership can attract international companies that increasingly want to "Look South" for low-cost, high-quality manufacturing while maintaining corporate office space in our bustling urban core. The competitive value of the CaliBaja Mega-Region, which includes San Diego County, Imperial County and Baja California, is staggering:

- ▶ Gross domestic product of \$202.4 billion.
- ▶ Population of 6.5 million, making it the largest concentration along the U.S.-Mexico border.
- ▶ Skilled manufacturing workforce of more than 248,000.
- ▶ Innovation clusters including almost 79,000 life science employees and some 34,000 aerospace workers.

Source: San Diego Regional Economic Development Corporation.



BECOME A BI-NATIONAL HUB

As they say in real estate, it's all about location, location, location. With its position on the Mexico border, the San Diego region is uniquely poised to take advantage of the growing trend to near-source manufacturing. With rising fuel and labor costs, companies are looking at alternatives to shipping their man-

ufacturing operations overseas. In the San Diego region, they can "Look South." Downtown San Diego will play an important role in any bi-national export strategy because of its central location in the region as well as its proximity to the working waterfront.

TO ENSURE THAT DOWNTOWN SAN DIEGO IS VIEWED AS THE HUB OF THIS GROWING BI-NATIONAL ECONOMY, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Partner with San Diego Regional Economic Development Corporation and the San Diego Regional Chamber of Commerce to implement the Brookings San Diego Metro Export Plan.
- ▶ Partner with Civic San Diego to identify and secure financial incentive programs that increase financial viability of new office construction that will appeal to international firms.
- ▶ Design a robust business attraction program aimed at multinational companies to encourage them to open offices in Downtown San Diego and to help reimagine and brand Downtown as the center of a vibrant bi-national region.
- ▶ Work with CONNECT on its Near Source campaign, which is designed to link tech companies with local manufacturing and outsourcing firms.
- ▶ Partner with San Diego Regional Economic Development Corporation to help promote and expand its CaliBaja Mega-Region initiative and explore how Downtown can better serve the region's larger goals.
- ▶ Partner with Tijuana Innovadora to host collaborative Downtown San Diego events starting in 2014 and promote the Tijuana Innovadora efforts as part of the 2015 Balboa Park Celebration.

IMAGINE DOWNTOWN:

MADE TO MOVE

Walk. Bike. Drive. Ride: People want to get to and around Downtown any way they like.

Increasingly, people want to be able to get from here to there any way they like, including using public transit, walking, biking or carsharing. That shift is particularly pronounced among millennials. In car-centric California, car registrations fell 10 percent from 2008 to 2010. On a national level, the number

of young people with driver's licenses is falling as well. We need to shape our Downtown to anticipate these changing lifestyle preferences, providing a new emphasis on streets that accommodate all forms of movement. Working with private and public entities, we will identify funding and encourage investments to ensure Downtown San Diego can function as an interconnected neighborhood as well as a regional transportation hub.



DOWNTOWN
IS EASY TO
GET TO AND
AROUND

TRENDING: On The Move

According to Move San Diego and SANDAG, the amount of single-rider drivers is decreasing – and transit ridership is increasing. As more college graduates and baby boomers head to urban areas, it's vital that Downtown provides the infrastructure needed to move people efficiently.

**IMAGINE DOWNTOWN:
MADE TO MOVE**

HIGHLIGHT PARKING SOLUTIONS

Despite the increasing demand for alternate modes of transit, most San Diegans still rely on their cars. Because of that, Downtown San Diego must continue to offer ample and affordable parking to entice new businesses and visitors to our urban center.



TO ENSURE THAT DOWNTOWN HAS THE PARKING FOR BUSINESSES, RESIDENTS, AND VISITORS, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Advocate for creative and affordable parking solutions.
- ▶ Push for changes in how developers can satisfy parking requirements, encouraging innovative solutions that do not tie parking to a set location.
- ▶ Support Civic San Diego's strategy of installing new public parking underneath parks and mixed-used projects through innovative public-private partnerships.
- ▶ Continue to highlight the 65,000 parking spaces in Downtown.
- ▶ Work with Civic San Diego to establish real-time parking technology that is accessible via a mobile application and on the Downtown Partnership's website.

LONG TERM OPPORTUNITIES

- ▶ Encourage the buildout of additional parking structures such as the proposed East Village Green project.



CREATE A DOWNTOWN SHUTTLE

Addressing concerns about parking in Downtown goes beyond adding more spaces. It requires creative solutions to allow people to park once and move around the area often and easily. The best way to do this is with a shuttle that gets residents, employees, tourists and local visitors where they need to go. The shuttle will also strengthen the link between Balboa Park and the Bay and the neighborhoods in between.



TO BETTER CONNECT THE DIVERSE NEIGHBORHOODS WITH DOWNTOWN DESTINATIONS AND ATTRACTIONS, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Develop, implement and promote a pilot shuttle program that connects with both regional transit and the Port of San Diego's shuttle by 2015.
- ▶ Ensure the circulator shuttle program will provide a frequent, peak hour alternative for commuters as well as visitors and conventioners.
- ▶ Work to connect to other bus and shuttle services, including the Coaster and Trolley as well as places such as Cabrillo and Lane Field.
- ▶ Strengthen and manage a nonprofit entity designed to advocate and implement the shuttle program.
- ▶ Develop and advocate for a policy to reinvest parking revenues in a variety of mobility alternatives within the central business district, including a circulator shuttle.

LONG TERM OPPORTUNITIES

- ▶ Explore securing additional funding either through Prop 84 allocations or Caltrans.
- ▶ Explore partnerships with other Business Improvement Districts to expand the shuttle to other neighborhood employment centers as well as to reinforce the Bay to Park Link, better connecting Balboa Park with Downtown and its waterfront.
- ▶ Work to establish a route designed to better serve the Convention Center, allowing for local families and visitors to easily and affordably access this civic asset.
- ▶ Work with the San Diego Metropolitan Transit Service to reduce the impacts of the Bus Rapid Transit on Downtown neighborhoods by linking those lines with the shuttle on the perimeter of Downtown.



MAKE DOWNTOWN MORE WALKABLE AND BIKEABLE

In an urban environment, streets are not just about moving cars but also about connecting people with each other and with their environment. Downtown streets must also provide opportunities for active transportation, such as bicycling, to encourage healthy living. Our Downtown streets and sidewalks must be attractive, functional and safe.

TO MAKE DOWNTOWN FRIENDLIER TO BICYCLISTS AND PEDESTRIANS, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Work with Civic San Diego to select key corridors in Downtown and begin redesigning them so they are tailored to all uses whether it be walking, biking, public transit or driving.
- ▶ Work with Move San Diego, WalkSanDiego and Civic San Diego on efforts to improve walkability of Downtown's streets and sidewalks and to ensure they better connect with the existing transit infrastructure.
- ▶ Help develop a strategy to finance improvements for Downtown's infrastructure including its sidewalks and streets.
- ▶ Work with the community, elected representatives, Civic San Diego, and advocates such as BikeSD to create a more bike-friendly environment in Downtown to:
 - ▶ Advocate for better and more visible bike storage, especially at key destinations.
 - ▶ Encourage improved bike lanes and expanded sharrows to help raise awareness and increase safety.
 - ▶ Champion and promote the bike-sharing programs in Downtown.
 - ▶ Promote bike safety awareness.
 - ▶ Recruit and promote a variety of bicycling events.

ENHANCE REGIONAL PUBLIC TRANSPORTATION

When it comes to making Downtown move, it's not just about getting around Downtown but also getting to Downtown. Having robust public transit options that make Downtown easily accessible is key and will draw new businesses, residents and visitors to the area and help grow the economy.



TO ENSURE THAT GETTING TO DOWNTOWN IS EASY AND EFFICIENT, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Mobilize Downtown stakeholders to advocate for extending hours of existing bus and rail service to better serve visitors, employees and residents.
- ▶ Partner with Civic San Diego, the San Diego Metropolitan Transit Service and the San Diego Association of Governments on Downtown public transit initiatives.
- ▶ Select key corridors in Downtown and begin redesigning them so they are tailored for all uses including walking, biking, public transit or driving.
- ▶ Establish better communications to educate the public on the benefits and options for taking public transportation through a variety of platforms including the Downtown Partnership's website, mobile applications, and other social and interactive mediums.
- ▶ Promote and encourage events and activities that highlight alternative transportation options in Downtown.
- ▶ Promote and encourage the development and expansion of carsharing programs in Downtown.
- ▶ Support the addition of car-charging locations in Downtown and promote both current and future locations.
- ▶ Continue and improve the Downtown Partnership's program of offering discount transit passes to participating Downtown businesses and their employees.

LONG TERM OPPORTUNITIES

- ▶ Advocate Downtown transit and transportation investments and service as regional priorities within existing funding streams.
- ▶ Promote and encourage the development of a public transportation system from Santa Fe Depot to the San Diego International Airport.
- ▶ Explore new public financing mechanisms to address infrastructure issues, including those related to all types of transportation in and around Downtown.

IMAGINE DOWNTOWN:

CREATE THE VIBE

Downtown offers a can't-miss experience for residents and visitors alike.

World-class downtowns create the type of magic that draws people in – again and again. Driven by a vibrant arts and culture scene, a bustling nightlife, sought-after dining and shopping experiences and exciting sporting events,

Downtown San Diego needs to be a can't-miss experience. To strengthen Downtown's role as the region's cultural center, it is imperative to support our arts institutions, our local retailers and restaurateurs, as well as advance the creation of world-class amenities such as an innovative sports, convention and entertainment district.



NURTURE A DISTINCTIVE CREATIVE CULTURE

All great Downtowns have a mix of experiences that help create the vibe and the energy that fuels a unique sense of place. It's the small boutique featuring local fashion designers; it's the farm-to-table restaurant offering up the best of the region's bounty; it's the Summer Pops concert; it's the movie night under the stars; or it's an up-and-coming band playing at a tucked-away nightclub.

FOR DOWNTOWN SAN DIEGO TO BE A DESTINATION, A PLACE TO BE SEEN AND BE A PART OF THE SCENE, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Encourage and promote a variety of unique and sought-after cultural events via the Downtown Partnership's website and other interactive marketing portals, and:
 - » Partner with San Diego's various film festivals to bring more of their events Downtown.
 - » Work with the San Diego Symphony and the San Diego Opera to promote its traditional performances as well as encourage more intimate and cutting-edge events at various locations within Downtown.
 - » Support San Diego's influential theater scene, promoting a theater district and encouraging a wide variety of events and performances at both iconic venues such as the Civic and Balboa theaters as well as at more unconventional locations within Downtown.
- ▶ Create interactive marketing and promotional materials highlighting all Downtown's arts and culture scene has to offer.
- ▶ Continue and promote the Downtown Partnership's street banner program.
- ▶ Continue to celebrate and support Comic-Con International to highlight the unique experiences Downtown San Diego offers.
- ▶ Support and promote the Balboa Park Centennial, in part by encouraging Downtown restaurants and shops to offer discounts and promotions, as part of the yearlong celebration and better connect Downtown to Balboa Park.



NEAR TERM OPPORTUNITIES (CONTINUED)

- ▶ Support and promote the buildout of Phase 1 of the North Embarcadero Visionary Plan, which is designed to both revitalize the Downtown waterfront and better connect the public to the San Diego Bay.
- ▶ Work with Civic San Diego and the City of San Diego to create a wayfinding-sign system that highlights the various locations of arts and cultural attractions.
- ▶ Partner and support Downtown museums highlighting their various exhibits and initiatives.
- ▶ Promote and encourage dining experiences and foster a nightlife that is uniquely Downtown San Diego.
- ▶ Work with the New Central Library to encourage and promote a wide range of cultural events.
- ▶ Work to host an urbanathlon, which is a race that incorporates city landmarks and urban obstacles, in Downtown San Diego.

LONG TERM OPPORTUNITIES

- ▶ Develop a cross-border food, wine and craft beer festival.
- ▶ Develop a retail-shopping plan to ensure Downtown has unique shopping districts and offerings.
- ▶ Work with the Port of San Diego to establish a working dock and fish market in Downtown to support our local fishing industry and celebrate its importance to San Diego's history.
- ▶ Work with the City of San Diego and the Port of San Diego to support and promote the revitalization of the Downtown waterfront, including the North Embarcadero, to create people-focused, innovative public spaces.
- ▶ Work with the various Business Improvement Districts and Neighborhood Associations to explore possible street closures for temporary uses such as street festivals as a way to evaluate the economic viability of long-term initiatives.
- ▶ Advocate for an innovative retail strategy designed to provide flexibility for storefront space, creating much-needed retail concentration on designated corridors in Downtown.
- ▶ Explore the viability of the San Diego region bidding to host a future Olympics.



THE VIBE IS HOPPING: CRAFT BEER

Craft beer is about more than just a good time – it is increasingly important to San Diego's economy and brand. Recently, National University System Institute for Policy Research found that the craft beer industry in San Diego had a \$300 million annual impact.

Downtown – as the region's cultural center – needs to help grow and promote this industry, appealing to both visitors who are drawn to our unique craft beer offerings as well as encouraging would-be "entre-brew-neurs."

The Downtown Partnership is collaborating with our local universities – such as San Diego State University and UC San Diego – to provide educational opportunities in Downtown to foster an appreciation of the art of craft brews as well as an interest in the science behind the business. These course offerings will bring new visitors Downtown and bolster this already-frothy local industry.

FOSTER PLACEMAKING TO BUILD COMMUNITY

What makes a place a home? What fosters community? It is all about cultivating that indefinable sense of togetherness, and it is what great downtowns do best.

TO HELP FOSTER A SENSE OF PLACE AND PURPOSE IN DOWNTOWN SAN DIEGO, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Promote and employ the tenets of tactical urbanism and spontaneous community interventions, which both seek inexpensive and creative ways to activate and re-imagine common areas in Downtown and embrace the trend-setting concept of “lighter, quicker, cheaper” to provide maximum impact for minimal investment.
- ▶ Institute a Better Blocks program, which uses grassroots efforts to demonstrate how best to create a safe, walkable and engaging neighborhood one block at a time.
- ▶ Continue to support and promote Park(ing) Day, where businesses and residents can temporarily reuse parking spaces as creative community-building spaces.
- ▶ Advocate for innovative reuse and activation of blighted spaces including championing cutting-edge ideas like RAD Lab, which is the proposed pop-up marketplace in East Village.
- ▶ Partner to host neighborhood block parties where spaces and streets can be reimaged.
- ▶ Partner with Business Improvement Districts and Neighborhood Associations to enhance community identity within each distinct Downtown district.
- ▶ Encourage and promote community and rooftop gardens in Downtown San Diego.

LONG TERM OPPORTUNITIES

- ▶ Develop and design a comprehensive program using a variety of mediums and methods to reimagine our streets and sidewalks as community-building venues.
- ▶ Encourage the development of parklets, which are small urban parks often built on underused parking spaces, and other innovative uses of common space to create a sense of place and excitement.



TACTICAL URBANISM

Tactical urbanism is the art of reimagining a public space – if only temporarily – to create a lasting change in a community. This approach is all about being “lighter, quicker, cheaper” to create spaces that are people-focused.

Increasingly, trend-setting downtowns are turning to a wide variety of creative tactics to bring more greenery, open streets and communal spaces through this guerilla form of urbanism.

Downtown San Diego is no different.

The Downtown Partnership is working with community members and other partners on tactics to recreate and reimagine space in Downtown San Diego quickly and at little cost.

What are your ideas for remaking Downtown? We want to help create them.

SHOP LOCAL, DINE LOCAL

Offering up unique shopping and dining experiences is critical to neighborhood identity, creating excitement and luring new visitors to Downtown San Diego.

TO HELP FOSTER SMALL BUSINESSES AND IMPROVE THE RETAIL AND DINING EXPERIENCE IN DOWNTOWN, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Lead the development of a retail-merchandising plan to identify the best locations for retail products and services in Downtown, including specific recommendations for each neighborhood and key retail corridors.
- ▶ Support small-business incentives and programs, including promoting and streamlining the Storefront Improvement program.
- ▶ Promote and support Downtown restaurants with events such as the “Taste of Downtown” and holiday programming.

LONG TERM OPPORTUNITIES

- ▶ Support Business Improvement Districts and Neighborhood Associations to promote and attract unique retail and restaurant offerings.
- ▶ Work with the Port of San Diego to establish a working dock and fish market in Downtown to support our local fishing industry and celebrate its importance to San Diego’s history.

ADVANCE WORLD-CLASS AMENITIES AND ATTRACTIONS

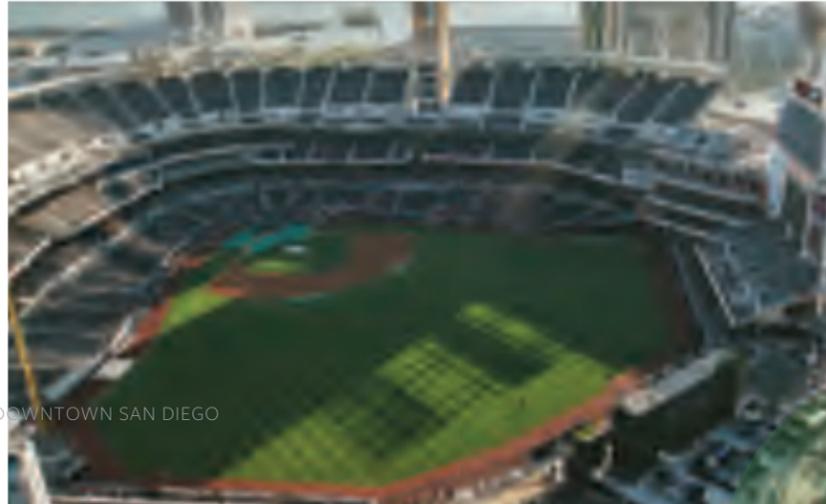
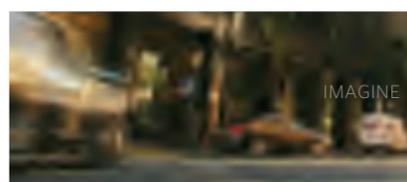
For Downtown San Diego to compete on the global stage, it must have iconic, world-class structures and spaces that rival those in other cities both nationally and internationally.

NEAR TERM OPPORTUNITIES

- ▶ Support the buildout of the Convention Center to ensure San Diego is able to attract high-profile conventions and compete with other top-tier convention destinations.
- ▶ Champion the completion of Horton Square, the new open space plaza, and promote its future events and uses.
- ▶ Support and promote the Phase 1 of the North Embarcadero Visionary Plan, which is designed to revitalize our waterfront.
- ▶ Support and promote the County Administration Center Waterfront Park and encourage a variety of events to create a lively and engaging public space.

LONG TERM OPPORTUNITIES

- ▶ Work with stakeholders and neighboring communities such as Barrio Logan to help shape and facilitate a future expansion of the Convention Center that is part of a world-class, year-round sports and entertainment district.
- ▶ Support the continued revitalization of the Downtown waterfront, including the North Embarcadero, ensuring that it embraces innovative, people-driven public spaces.
- ▶ Support development of the Navy Broadway Complex, encouraging a thoughtful, sustainable mixed-use project that promotes and integrates public spaces along the waterfront.
- ▶ Champion and promote the building of a new Civic Center that is cost-efficient, innovative and green and that serves as an iconic complement to Downtown’s current environment while also opening up B Street to traffic to increase mobility and activation.



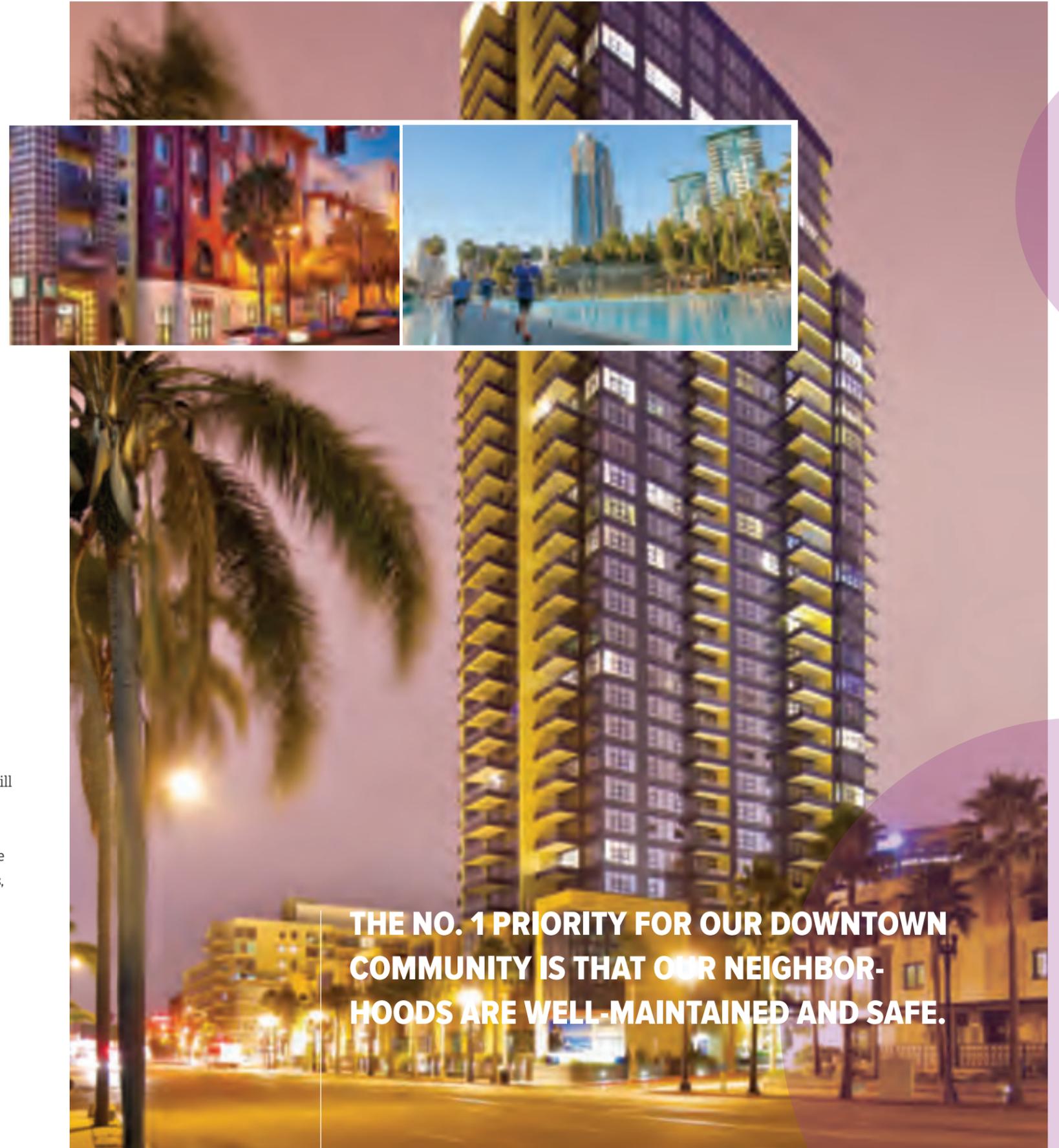
IMAGINE DOWNTOWN:

MAKE YOUR PLACE

Downtown is a collection of distinct, thriving neighborhoods – all clean, safe and engaging.

People are drawn to urban centers because they offer something unique – something they can't find anywhere else. Downtown San Diego must encourage and celebrate its diversity so it can deliver its distinct sense of

community. To ensure Downtown will be the choice for a new generation of residents, it must offer clean and safe streets, including compassionate approaches to address homelessness, active and attractive parks and open spaces, a variety of affordable and diverse living options, and top-notch educational opportunities.



THE NO. 1 PRIORITY FOR OUR DOWNTOWN COMMUNITY IS THAT OUR NEIGHBORHOODS ARE WELL-MAINTAINED AND SAFE.

IMAGINE DOWNTOWN:

MAKE YOUR PLACE



Horton Square

Parks and open space help foster community, shape the public realm and provide areas for activity as well as relaxation.

In the coming years, a whole host of new parks and innovative open spaces are envisioned in Downtown – and none is more anticipated than Horton Square at the corner of 4th and Broadway.

Alonzo Horton saw this important area as a “place where all public questions might be discussed with comfort, where public open-air concepts might be given, where the people might rest, and where children might play in safety.”

Now some 143 years later, the new and expanded Horton Square will celebrate Alonzo Horton’s original vision – and more. The new Horton Square will offer more than 200 events all designed to celebrate San Diego’s diverse culture and community.

PROVIDING A SAFE AND ATTRACTIVE ENVIRONMENT

KEEP DOWNTOWN CLEAN AND SAFE

TO ENSURE DOWNTOWN SAN DIEGO PROVIDES A SAFE AND ATTRACTIVE URBAN ENVIRONMENT FOR RESIDENTS, BUSINESSES AND VISITORS, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Renew the Clean & Safe Property-based Business Improvement District to include enhanced safety and maintenance services, a robust beautification program, as well as a comprehensive strategy to address homelessness.
- ▶ Develop and implement creative solutions for graffiti by tapping into local artistic talent and redirecting that energy toward a variety of mural projects.
- ▶ Develop and implement a volunteer program to encourage community collaboration and pride.
- ▶ Continue and expand our community input process with each neighborhood having representation to ensure transparency and responsiveness.
- ▶ Develop and expand a Community Service Ambassador program designed to help visitors and tourists better navigate Downtown.

CREATE ACTIVE PARKS, PLAZAS, AND OPEN SPACE

With dense, vertical development comes the demand for communal open space – and the responsibility to provide it. For Downtown San Diego to encourage residents of all ages to make their home here, we must ensure it has vast and varied parks and open space.

IMAGINE DOWNTOWN: MAKE YOUR PLACE

TO PROVIDE THE NEEDED PARKS AND OPEN SPACE, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Work with Civic San Diego to map the open space assets throughout Downtown and highlight those parks, plazas and promenades to both current and prospective businesses and residents.
- ▶ Partner with Civic San Diego to champion the proposed “One Park” plan, a comprehensive strategy designed to ensure Downtown has connected and well-designed, walkable streets that connect with green and open spaces.
- ▶ Encourage the redesign of Children’s Park to activate and improve the experience for both residents and visiting families.
- ▶ Celebrate and promote open space and waterfront connections being built along the waterfront as part of Phase I of the North Embarcadero Visionary Plan.
- ▶ Work with the Gaslamp Quarter Association to encourage the San Diego Metropolitan Transit Service to expedite planned improvements to Gaslamp Square Park and ensure that any proposed events or programs match the character and vibrancy of the Gaslamp Quarter.
- ▶ Provide enhancements and engaging programming at existing visitor-serving parks and open spaces to make them more fun, usable and attractive to Downtown workers and residents.
- ▶ Work with Civic San Diego to advocate for and ensure the creation of needed dog parks.
- ▶ Promote the creation of more family-friendly parks as well as family-friendly programming at existing parks and open space in Downtown San Diego.
- ▶ Activate current parks and open space with cultural programming like film festivals and concerts.
- ▶ Manage and grow the Downtown San Diego Public Spaces Foundation to serve as a champion for Downtown parks and open space and seek funds to help build, maintain and program them.
- ▶ Collaborate with Civic San Diego to ensure that maintenance funding is secured when construction on new parks begins.



LONG TERM OPPORTUNITIES

- ▶ Partner with Civic San Diego to develop a linear parkway system to serve as a series of mini-parks for residents.
- ▶ Seek innovative public and private financing, development and ownership strategies to add new and creative small-scale green spaces within Downtown neighborhoods as development continues.
- ▶ Advocate the continued revitalization of the Downtown waterfront, including the North Embarcadero, with design and development for innovative, people-focused open space concepts.
- ▶ Encourage the development of parklets, which are small urban parks often built on underused parking spaces.



Work Your Way Home

Work Your Way Home is an innovative program designed to help reconnect homeless individuals with their friends and families in other cities, enabling them to build the much-needed support system to end the cycle of homelessness. To help instill a sense of responsibility and dignity, eligible participants work a shift with the Clean & Safe maintenance program in exchange for the price of their travel. In the first 18 months, the program helped more than 120 homelessness individuals get off the streets and back home to their loved ones.

IMAGINE DOWNTOWN: MAKE YOUR PLACE

ADVANCE EFFORTS TO END HOMELESSNESS

For Downtown San Diego, ending homelessness is not just an economic priority; it is also a moral one. We can no longer look at homelessness as unsolvable and must work to institute best practices that will end chronic homelessness in Downtown.

TO EFFECTIVELY ADDRESS HOMELESSNESS IN DOWNTOWN SAN DIEGO, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Partner with the City of San Diego, the County of San Diego, the San Diego Housing Commission, the United Way, and all service providers to continue to champion comprehensive and compassionate efforts to effectively end homelessness in Downtown.
- ▶ Expand integrated outreach efforts to identify, assess, and case manage homeless individuals so they can be placed in the appropriate programs and housing.
- ▶ Develop a multi-faceted anti-panhandling campaign, including the donation station program, to decrease panhandling and raise funds for needed services and housing.
- ▶ Continue efforts to work with the faith community and service providers to discourage public street feedings and redirect good intentions into more productive outcomes.
- ▶ Advocate for proper assessment and preliminary case management of homeless individuals to complement the expanded integrated street outreach efforts and ensure better outcomes.
- ▶ Champion the creation of more permanent supportive housing.
- ▶ Continue to lead efforts to raise funds and improve accountability for service providers receiving those funds.
- ▶ Strengthen the Downtown Partnership's Quality of Life Foundation to raise additional funds for programs such as *Work Your Way Home* as well as needed housing and services.
- ▶ Implement proposed unattended property collection program, which will help curb the blight caused by belongings left in public spaces.



SUPPORT DIVERSE NEIGHBORHOODS

Downtown San Diego is home to seven unique and distinct neighborhoods: Columbia, Core, Cortez, East Village, Gaslamp Quarter, Little Italy and Marina. Each one offers something different and important to the Downtown community.

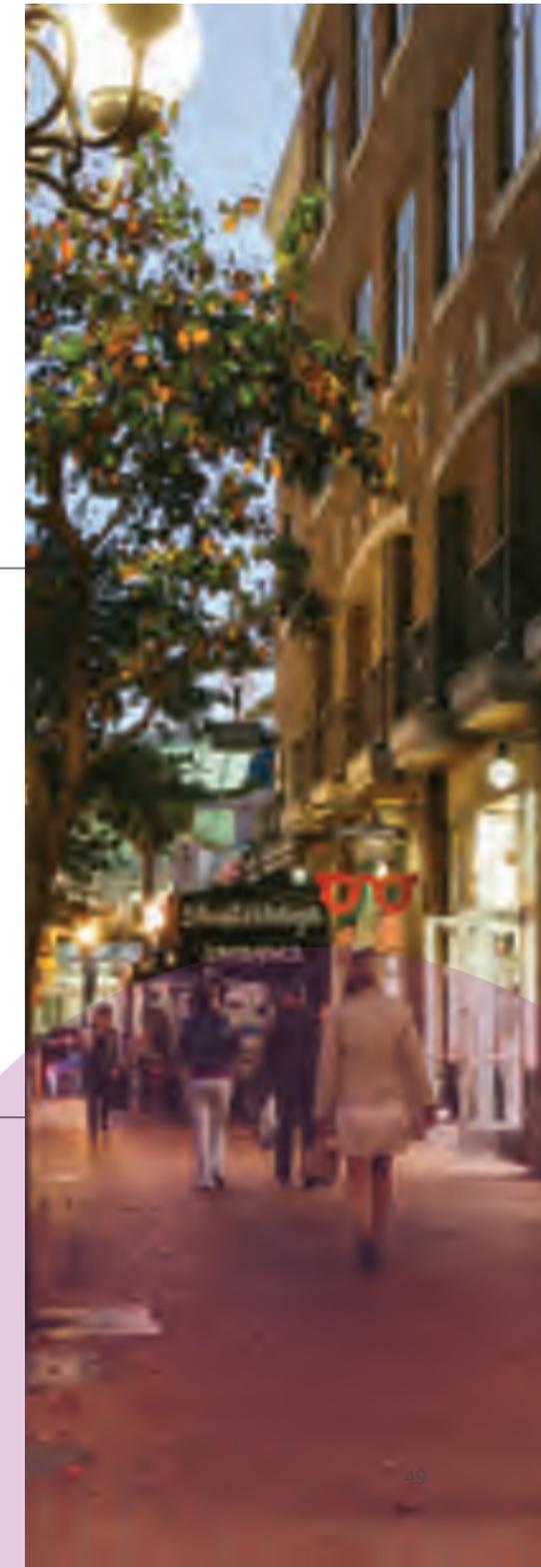
TO SUPPORT AND FOSTER DOWNTOWNS NEIGHBORHOODS, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Continue to promote and market individual neighborhood events and activities via interactive tools, including the web, mobile applications and other social platforms.
- ▶ Support the Business Improvement Districts and Neighborhood Associations to brand and market the unique identity of each distinct Downtown district.
- ▶ Support efforts to protect Downtown's distinctive and historic neighborhoods.
- ▶ Work with the San Diego Metropolitan Transit Service and Civic San Diego on a solution to ease crossing bell noise during evening hours.

LONG TERM OPPORTUNITIES

- ▶ Develop Phase 2 of the wayfinding-sign system that identifies and celebrates each neighborhood's own distinct identity as well as key cultural attractions.
- ▶ Work with Civic San Diego to advocate for the construction of additional fire stations in Downtown, with special emphasis on the building of a fire station west of the train tracks.



MAKE YOUR PLACE

PROMOTE A LIVABLE DOWNTOWN FOR ALL

Downtowns are only as strong as the diversity they encourage. Downtown must attract the young, the old, and the in-between – a place where families and individuals of all backgrounds and

income brackets can mix and connect. To do that, there has to be a variety of housing options and top-notch educational opportunities for every age level.

TO ENSURE DOWNTOWN LIVING IS ACCESSIBLE TO EVERYONE, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Advocate for improved parking ratios for housing developments.
- ▶ Develop a marketing campaign with Downtown real estate brokers to highlight unique properties at every price point and for every style.
- ▶ Support improvements to K-12 education, including a new middle school in Downtown San Diego.
- ▶ Partner with the new e3 Civic High School at the New Central Library to promote its educational offerings and explore the addition of a charter middle school at the location.
- ▶ Work with Civic San Diego to recruit charter schools such as the Urban Academy, which serves kindergarten to 8th grade, to Downtown San Diego.
- ▶ Develop and support efforts to create internship and project opportunities between Downtown businesses and local high schools.

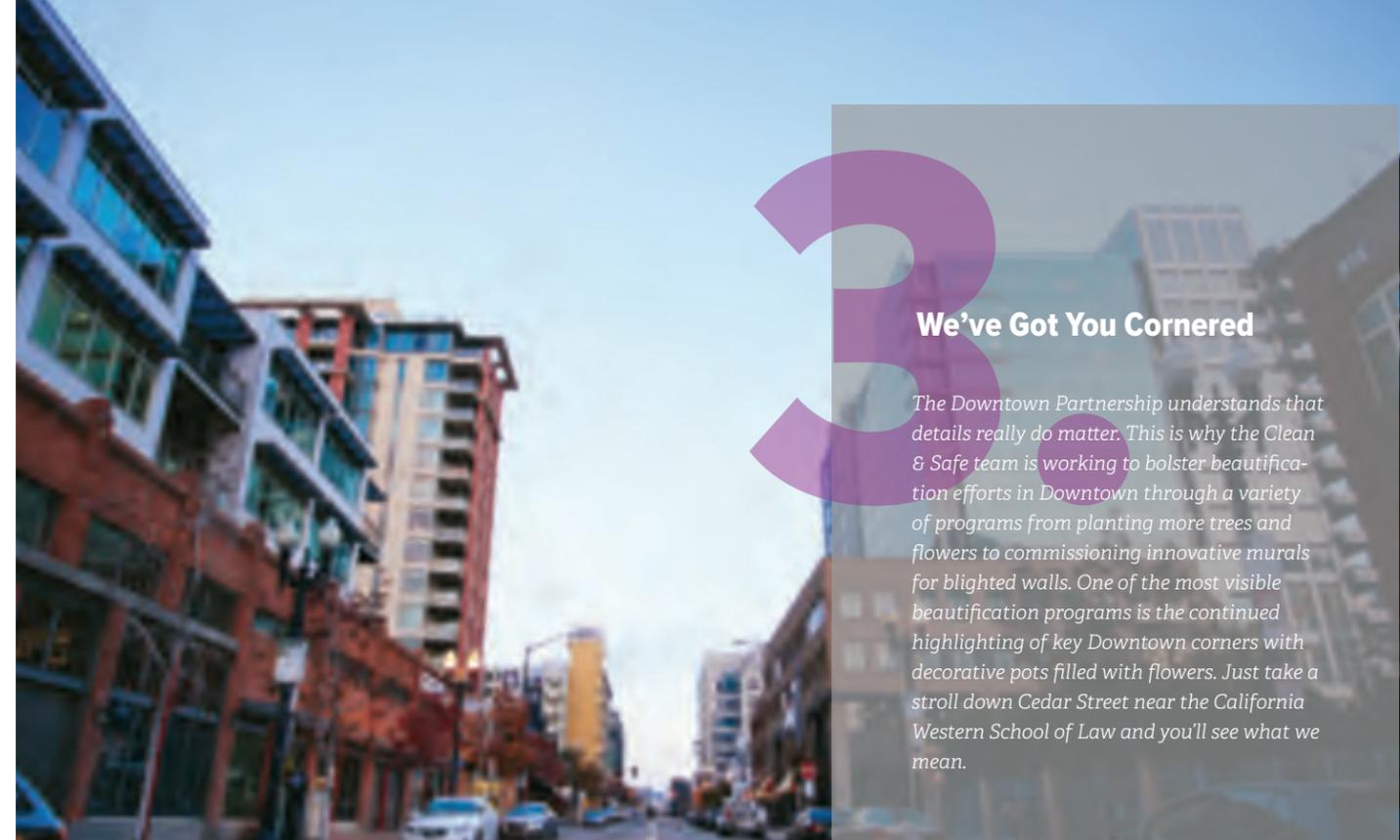
LONG TERM OPPORTUNITIES

- ▶ Promote the development of a variety of living options from micro-apartments to three-bedroom family units.

MAKE DOWNTOWN BEAUTIFUL

Urban environments cannot just be the hard skyline of skyscrapers. They must provide the grace notes nature and

good design afford: the green of tree-tops, the burst of color in a flowerbed, the twinkle of lights.



We've Got You Cornered

The Downtown Partnership understands that details really do matter. This is why the Clean & Safe team is working to bolster beautification efforts in Downtown through a variety of programs from planting more trees and flowers to commissioning innovative murals for blighted walls. One of the most visible beautification programs is the continued highlighting of key Downtown corners with decorative pots filled with flowers. Just take a stroll down Cedar Street near the California Western School of Law and you'll see what we mean.

TO ENSURE THAT DOWNTOWN SAN DIEGO IS AS BEAUTIFUL AS IT IS FUNCTIONAL, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Continue and expand our beautification program, planting flowers and installing decorative planters throughout Downtown.
- ▶ Expand and enhance our urban forestry program, ensuring the proper care and management of trees in Downtown.
- ▶ Design and implement a tree-lighting program to highlight key corridors in each distinct neighborhood.
- ▶ Enhance a current program that is designed to highlight and beautify high-profile corners in each distinct neighborhood.
- ▶ Expand and enhance the landscape design program for medians and other open space.
- ▶ Develop and implement a public art and mural program to beautify and create a unique sense of community.

IMAGINE DOWNTOWN:



COLLABORATE

Downtown will work with all communities to help improve the San Diego region – together.

During our yearlong effort to reach out to Downtown neighborhoods as well as communities throughout the region, we heard the same refrain again and again: We need to work together. With the decline in resources coming from federal

and state governments, it's increasingly up to cities and regions to lead when it comes to such critical issues as infrastructure, education and innovation. Collaboration among neighborhoods can help improve communications regarding shared interests in maintaining economic prosperity and an exceptional quality of life.

TO ACCOMPLISH THIS MUCH-NEEDED SPIRIT OF COLLABORATION, WE MUST FOCUS ON BUILDING RELATIONSHIPS AND WORKING TOGETHER THROUGHOUT OUR REGION AND ACROSS OUR BORDER.

**IMAGINE DOWNTOWN:
WORK TOGETHER**

REGIONAL AND LOCAL COLLABORATION

TO ENSURE THAT DOWNTOWN SAN DIEGO IS WORKING TO BETTER THE ENTIRE REGION, WE WILL:

NEAR TERM OPPORTUNITIES

- ▶ Continue the dialogue with neighborhoods and communities throughout the region, with a special focus on those neighborhoods closest to Downtown San Diego.
- ▶ Develop and build broad-based support for policies to encourage regional approaches to solve challenges that cross municipal and county boundaries.
- ▶ Create an annual regional new urbanism symposium that invites elected officials and other leaders from throughout the region to attend a one-day program with educational speakers, discussions, and problem-solving approaches.

PARTNERSHIPS WITH ORGANIZATIONS AND REGIONAL LEADERS

NEAR TERM OPPORTUNITIES

- ▶ Work with local and regional partners who are already making substantial strides in the various aspects critical to our quality of life in San Diego, including: transportation, workforce development, education, bi-national relations, economic development, and community planning.

BI-NATIONAL RELATIONSHIPS

NEAR TERM OPPORTUNITIES

- ▶ Foster a more prominent relationship with the Tijuana Economic Development Corporation and other Tijuana business leaders via San Diego Regional Economic Development Corporation, the San Diego Regional Chamber of Commerce, the South County Economic Development Corporation as well as the City of San Diego and County of San Diego.
- ▶ Spearhead a bi-national symposium with key organizations and officials in both San Diego and Mexico.





“OUR DOWNTOWN” VISION OVERVIEW

ACTION PLAN			
Build Your Business Downtown is the hub of a vibrant bi-national economic region.	Made to Move Walk. Bike. Drive. Ride: People want to get to and around downtown any way they like.	Create the Vibe Downtown offers a can't miss experience for residents and visitors alike	Make Your Place Downtown is a collection of distinct thriving neighborhoods – all clean, safe and engaging
A. Retain, Grow & Attract Business	A. Improve Parking	A. Nurture a Distinctive Creative Culture	A. Keep Downtown Clean and Safe
B. Strengthen Key Economic Sectors in Downtown – Tech, Tourism, Military	B. Create a Downtown Shuttle	B. Foster Placemaking To Build Community	B. Create Active Parks and Open Space
C. Grow-Up: High Density Development	C. Make Downtown More Walkable & Bikeable	C. Shop Local, Dine Local	C. Champion Efforts to End Homelessness
D. Recruit, Retain & Train Talent	D. Enhance Regional Transportation	D. Advance World Class Amenities & Attractions	D. Support Diverse Neighborhoods
E. Go Green, Be Smart			E. Promote Affordable Living Options
F. Become a Bi- National Hub			F. Make Downtown Beautiful

IMPLEMENTATION
<p align="center">Collaborate</p> <p align="center">Collaboration is the Key to Economic Prosperity in the Future Regional & Local Collaboration, Partnerships, Bi-National Relationships</p>
<p align="center">Collaborate</p> <p align="center"><u>Innovative Ways to Leverage Our Human Energy and Resources</u> Property-Based Business Improvement District (PBID), Local Property & Sales Tax TIF DSDP, Downtown Infrastructure Bank, Small Business Loan and Investment Funds, DSDP Quality of Life Foundation, Event Sponsorships & Earned Income, Public/Private Partnerships, Foundation and Corporate Grants, Parking Revenues, Downtown San Diego Public Spaces Foundation, Citywide/Region-wide Bond Issues, Business/Education Partnerships</p>

INNOVATIVE - DYNAMIC - DIVERSE - CONNECTED - GREEN

FOLLOW OUR PROGRESS: WWW.DOWNTOWNSANDIEGO.ORG



APPENDIX

THE RESEARCH: WORKSHOPS & TOWNHALLS OUTREACH SUMMARY

OUTREACH METHOD	PARTICIPATION
<p>Downtown Neighborhoods Vision Workshops: Six Downtown neighborhood Vision Workshops were held to invite residents to give their input into the Vision planning process. Another six workshops were held to present the final draft plan.</p>	<p>More than 300 Downtown residents participated in a series of six neighborhood (East Village, Cortez, Marina, Little Italy, Gaslamp and Core/Columbia) workshops in Spring of 2013.</p>
<p>Citywide Neighborhood Vision Workshops: 24 citywide and regional Neighborhood Vision Workshops were held to invite San Diegans to give their input into the Vision planning process.</p>	<p>300+ city residents participated in the 24 neighborhood outreach workshops in April, May & June 2013.</p>
<p>Community Online Survey: All San Diego area residents were invited to participate in an online survey to determine consumer preferences and priorities for improvement.</p>	<p>More than 5,000 online survey responses received. Report results can be found at: downtownsandiego.org/imaginedowntown</p>
<p>DSDP Planning Committee: Meetings were held with the DSDP Planning Committee to provide regular updates on the Vision Plan process.</p>	<p>The project management team met with the DSDP Planning Committee periodically throughout the process.</p>
<p>Affinity Workshops: Three Affinity Workshops were held with developers, builders, architects, members of the Downtown San Diego Partnership and the Sustainable Committee of Urban Land Institute San Diego/Tijuana to get their input on the Vision for Downtown San Diego.</p>	<p>The Vision management team met with 60+ Downtown developers, builders, architects, members of the DSDP, representing a variety of Downtown business representatives, and the Sustainable Committee of Urban Land Institute San Diego/Tijuana.</p>

Consistent Themes:

From the community outreach process, consistent themes to improve Downtown San Diego included the following:

- ▶ Enhance beautification and green spaces in Downtown, including more parks, connections to Balboa Park and making streets more walkable, bikeable and inviting.
- ▶ Attract jobs and innovation, including incentives for small business and startups.
- ▶ Improve transportation systems to move people within Downtown (i.e. circulator) and connect the Trolley to the Airport and Balboa Park.
- ▶ Foster more regional collaboration to help solve city and regional challenges and for San Diegans to be informed of Downtown.
- ▶ Bring back responsible redevelopment and be a leader in sustainability through new public/private partnerships.
- ▶ Increase educational outlets in Downtown including both K-12 and university programming.
- ▶ Create quality middle class housing that builds on transit and broadens choices for families.
- ▶ Build out the Embarcadero and waterfront areas to create more public space and link Downtown residents to the water.
- ▶ Reduce homelessness by working with social service agencies and nonprofit housing developers.
- ▶ Fix Downtown infrastructure including basic street surfaces, sidewalks, trees and storm drainage.

Downtown Neighborhood Vision Workshops:

The Vision management team met with and facilitated six Downtown neighborhood workshops with the East Village, Cortez, Marina, Little Italy, Gaslamp and Core/Columbia. At each neighborhood meeting, participants were asked to list the challenges and opportunities for their individual neighborhood and what improvements they'd like to see in the neighborhood. They were then asked to describe the same for the overall Downtown.



TOP PRIORITIES FOR EACH INDIVIDUAL NEIGHBORHOOD: (Priority actions include votes from each interactive workshop)

EAST VILLAGE	CORTEZ	MARINA
I.D.E.A. District – innovation, connect with City College	Tweet Street Park - rejoin 9th & 10th Streets - street-level park at St. Joseph's	Reduce/eliminate the Trolley bell noise, legislation, off-grade crossing
Complete streets, walkable, bikeable	Reduce homelessness - disperse low income/shelter housing -remove encampments	Reduce homelessness and discontinue feedings
Parks & open space - more playgrounds Identity & brand	Recruit grocery store Make I-5 off ramp more pedestrian friendly; resolve traffic conflicts	Cleaner, beautification such as flower baskets

LITTLE ITALY	GASLAMP	CORE/COLUMBIA
Fix the infrastructure, streets, sidewalks, stormwater drains	Reduce homelessness	Attract businesses, entertainment & restaurants, unique places for the neighborhood
Parking – diagonal spaces on streets	Fix the infrastructure, streets, sidewalks, trees, pavers, stormwater drains	Create an identity for Core/Columbia - include train station -stronger voice for residents
New firehouse Orient residents to Downtown living Revitalize northern part of district Support local businesses	Address parking - subsidize, better info about parking Reactivate/improve Gaslamp Square Park	Move south train yard further south

TOP PRIORITIES FOR IMPROVEMENTS TO THE OVERALL DOWNTOWN:
(Priority actions include votes from each interactive workshop)

Additionally, each neighborhood was asked to name the top three priorities for improvement to the overall Downtown.

EAST VILLAGE	CORTEZ	MARINA
Job creation	Reduce homelessness - more leadership, reduce encampments	Reduce homelessness, provide housing
Improve transit & other options – connect harbor, air, bus, train	Downtown circulator/shuttle	New public/private redevelopment structure
Improve education K- 12 and secondary, improve collaboration between agencies	Business incentives	Aesthetics & beautification - flower pots, art, fountains, gathering spots

LITTLE ITALY	GASLAMP	CORE/COLUMBIA
Identify funding sources post-redevelopment	Fix infrastructure, roads, sidewalks, trees, etc.	Make train station a destination/ focal point
Reduce homelessness	Reduce homelessness	Reduce homelessness - disperse social services, create employment
Fix infrastructure, streets, sidewalks, storm drainage More jobs & employment	Figure out funding for projects Parking – improve availability and cost	Refresh Broadway



Downtown Neighborhood Vision Workshops:

The Vision process included an extensive citywide outreach effort. The DSDP project management team held 24 neighborhood workshops with 43 communities represented. At each workshop, residents were given an overview of the Our Downtown Vision project and asked to define priorities and improvements for Downtown San Diego. Many of the priorities identified by the neighborhoods were similar to those defined by the Downtown neighborhoods.

TOP PRIORITIES FOR CITY-WIDE NEIGHBORHOOD WORKSHOPS TO IMPROVE DOWNTOWN:

1. Improved transportation systems

- ▶ Extend the Trolley system and hours to and from Downtown (especially on weekends)
- ▶ Create express buses that go directly to Downtown from each community
- ▶ Circulator Shuttle should connect to Balboa Park, Uptown and Airport

2. More beautification and green space Downtown

- ▶ Rooftop and community gardens
- ▶ Parklets and dog parks
- ▶ Open space for sports and recreation fields for kids and families

3. Total buildout of the Embarcadero and waterfront

- ▶ Connect our waterfront to Balboa Park
- ▶ Make waterfront more accessible (especially for tourists)
- ▶ Keep the Navy Broadway Complex

4. Bring back responsible and sustainable redevelopment

- ▶ Through tax increment spending and public/private partnerships
- ▶ San Diego should be a leader in sustainable development
- ▶ Come up with water conservation ideas for the future growth of the region

5. More regional collaboration

- ▶ Continue to hold town halls and meetings in each community
- ▶ Educate the San Diego population on implementation of policies and projects
- ▶ Create a website or section of a website for community input and comments

6. More educational outlets Downtown

- ▶ Establish a satellite or new major university Downtown
- ▶ Collaborate with Downtown businesses to promote/offer internships (STEM=STEAM)
- ▶ Place a middle school Downtown
- ▶ Establish more children-friendly clubs and organizations (i.e. Boys and Girls Club Downtown)

7. Create quality middle class housing

- ▶ Cut regulations and fees on developers in order to bring down rental costs
- ▶ Transit-oriented units should have reduced parking requirements
- ▶ Build more 3-bedroom family units
- ▶ Look into building micro units

8. Revamp our economy with the resources and opportunities we currently have

- ▶ Create incentives for outside companies to move Downtown/ Promote Enterprise Zones
- ▶ Entice more cruise ships to dock in the port
- ▶ Promote small businesses, retail and biotech incubators Downtown

TOP 2-4 PRIORITIES FOR IMPROVEMENTS TO DOWNTOWN BY NEIGHBORHOOD:

NEIGHBORHOOD	TOP PRIORITIES
PACIFIC BEACH	<ul style="list-style-type: none"> ▶ Beautification/tourism-friendly ▶ Improved transportation systems ▶ Total buildout of the Embarcadero
POINT LOMA	<ul style="list-style-type: none"> ▶ Improved transportation systems ▶ Sustainability and water conservation ▶ Lessen developer influence
CLAIREMONT	<ul style="list-style-type: none"> ▶ Restore market and mid-range theaters Downtown ▶ More green and park space ▶ Synchronize Downtown traffic lights
LA JOLLA	<ul style="list-style-type: none"> ▶ Improved transportation systems ▶ New City Hall Downtown ▶ Responsible, sustainable and interactive redevelopment ▶ Circulator Shuttle
UNIVERSITY CITY	<ul style="list-style-type: none"> ▶ Rooftop gardens and aqua-ponics ▶ Improved transportation systems ▶ More education outlets in Downtown
SERRA MESA/KEARNY MESA	<ul style="list-style-type: none"> ▶ Improved transportation systems ▶ Year-round homeless shelter ▶ Expand airport
CARMEL VALLEY	<ul style="list-style-type: none"> ▶ Sports & entertainment complex ▶ More waterfront development for tourists and residents to enjoy
UPTOWN	<ul style="list-style-type: none"> ▶ Quality middle class housing ▶ Improved transportation systems ▶ I.D.E.A. District

CARMEL MOUNTAIN RANCH	<ul style="list-style-type: none"> ▶ Parks and open space ▶ More educational outlets ▶ Improved transportation
SAN YSIDRO/OTAY MESA	<ul style="list-style-type: none"> ▶ Improved, more efficient transportation ▶ Affordable housing
ALLIED GARDENS/ TIERRASANTA	<ul style="list-style-type: none"> ▶ Reduce regulations and fees for developers ▶ More family-oriented housing Downtown
NAVAJO/SAN CARLOS/ DEL CERRO	<ul style="list-style-type: none"> ▶ More middle class housing Downtown ▶ Educate residents on how Downtown affects them personally
LINDA VISTA/MISSION VALLEY	<ul style="list-style-type: none"> ▶ Sports & entertainment complex ▶ A major-scale museum
NORTH PARK	<ul style="list-style-type: none"> ▶ Better transportation ▶ New City Hall with all functions in one place ▶ Reduce homelessness
CITY HEIGHTS	<ul style="list-style-type: none"> ▶ Focus on residents more than tourists ▶ Better transportation options
KENSINGTON/ NORMAL HEIGHTS/TALMADGE	<ul style="list-style-type: none"> ▶ Better transportation to the airport ▶ Effective homeless policy ▶ Public restrooms Downtown
RANCHO BERNARDO	<ul style="list-style-type: none"> ▶ More beautiful apartments and infrastructure ▶ Higher paying jobs in Downtown
COLLEGE AREA/ROLANDO/ SKYLINE HILLS	<ul style="list-style-type: none"> ▶ More vibrant, diverse, affordable restaurants ▶ Bike and pedestrian friendliness
BARRIO LOGAN/LOGAN HEIGHTS/SKYLINE HILLS	<ul style="list-style-type: none"> ▶ Safer streets for students ▶ Eliminate homelessness ▶ Downtown to be a better partner with neighbors

Affinity Workshops:

In addition to the Downtown and citywide neighborhood meetings, a series of affinity workshops were held with different groups affiliated with the Downtown San Diego Partnership. The Workshops invited developers, builders, architects and DSDP members to share their thoughts on Downtown. Additionally, the project management team met

with the Sustainability Committee of Urban Land Institute San Diego/Tijuana to discuss challenges, opportunities and improvements for Downtown through a sustainability lens. The results were similar to those garnered at the Downtown neighborhood meetings. Top priorities for improvement to Downtown from these meetings include the following:

TOP PRIORITIES FOR IMPROVEMENTS TO DOWNTOWN FOR AFFINITY WORKSHOPS:

1. Improve walkability

- ▶ Street level improvements
- ▶ Improved landscaping
- ▶ Wider sidewalks

2. Improve Transit & Mobility

- ▶ Shuttle, alternatives to cars

3. Improve the Civic Core

4. Reduce homelessness

5. Improved parks and open space

6. Offer mixed types of housing

- ▶ Family-oriented, affordable

7. Develop amenities, such as Downtown schools, to create a stronger community

8. Educate the public and business community on sustainability benefits

- ▶ Downtown/urban, measure impacts
- ▶ Adopt best practices such as: green roofs, solar, green business challenges, etc.

DSDP Planning Committee: Throughout the process the Our Downtown Vision project management team met with the DSDP Planning Committee and shared findings and observations. The Planning Committee provided input and community perspective to the team.

The Planning Committee helped determine the following Core Values to provide a foundation for the Our Downtown Vision plan. Each of the proposed action steps in the Vision Plan relate back to one or more of these core values that will guide the evolution of Downtown San Diego:

INNOVATIVE

DYNAMIC

DIVERSE

CONNECTED

GREEN

THE DOWNTOWN SAN DIEGO PARTNERSHIP THANKS THE SAN DIEGO FOUNDATION'S MALIN BURNHAM CENTER FOR CIVIC ENGAGEMENT FOR THEIR FINANCIAL SUPPORT TO HELP CREATE THE REGION'S 20-YEAR VISION FOR DOWNTOWN.



WE ALSO THANK OUR SPONSORS WHO BELIEVED IN THE SUCCESS OF "OUR DOWNTOWN" VISION:

Lankford & Associates, Inc.

PORTMAN HOLDINGS



WE THANK THE FOLLOWING COMMUNITY PARTNERS:

- ▶ Asian Pacific American Coalition (APAC)
- ▶ Bike San Diego
- ▶ BIOCUM
- ▶ Columbia Residents
- ▶ Cortez Hill Active Residents Group
- ▶ Civic San Diego
- ▶ CONNECT
- ▶ Downtown Community Planning Council
- ▶ Downtown Residents Group
- ▶ Downtown San Diego Partnership Planning Committee
- ▶ East Village Association
- ▶ East Village Residents Association
- ▶ Gaslamp Quarter Association
- ▶ LEAD San Diego
- ▶ Little Italy Residents Association
- ▶ Mexican American Business and Professional Association (MABPA)
- ▶ Move San Diego
- ▶ Office of Mayor Todd Gloria
- ▶ Office of County Supervisor Ron Roberts
- ▶ Port of San Diego
- ▶ San Diego County Regional Airport Authority
- ▶ San Diego Housing Commission
- ▶ San Diego Military Advisory Council
- ▶ San Diego Regional Chamber of Commerce
- ▶ San Diego Regional Economic Development Corporation
- ▶ Southwest Marina Community Action Group
- ▶ ... and the individuals who attended the town halls we hosted throughout the year.



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- ▶ Martin Poirier, Spurlock Poirier
- ▶ Michele Vives, Tucker Sadler Architects, Inc.

DOWNTOWN SAN DIEGO PARTNERSHIP TEAM:

- ▶ Keith B. Jones, Chairman
 - ▶ Frank Urtasun, 1st Vice Chairman
 - ▶ Craig Benedetto, 2nd Vice Chairman
 - ▶ Robin Madaffer, Secretary
 - ▶ Bill Sauls, Treasurer
 - ▶ Ignacio De La Torre, Immediate Past President
 - ▶ Kris Michell, President/CEO
- | | | |
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| ▶ Janelle Riella | ▶ Staci Ignell | ▶ Kelly Knight |
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“OUR DOWNTOWN” VISION DESIGN:

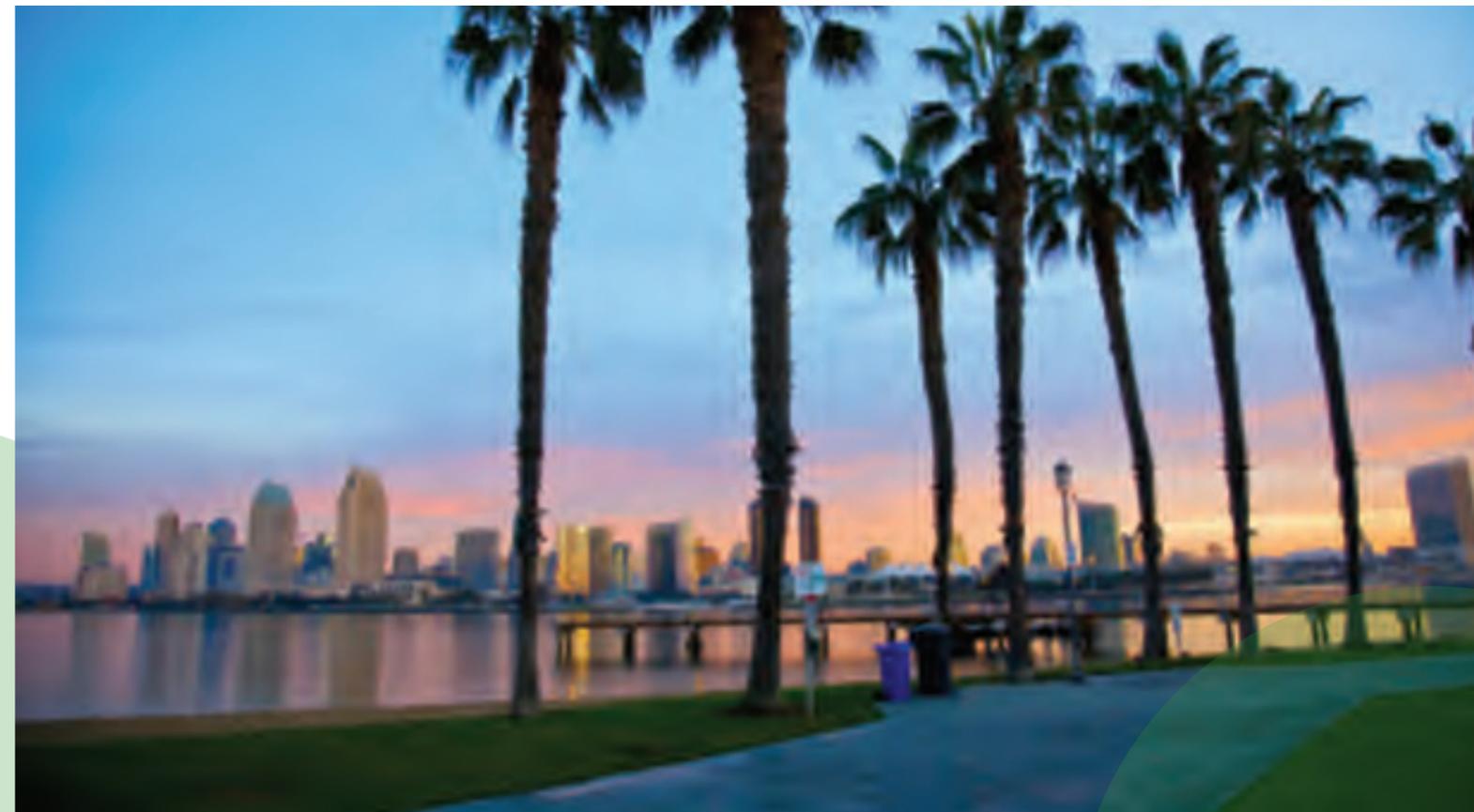
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- ▶ Makers Quarter , Tommy McAdams and event photographers





IMAGINE DOWNTOWN

OCTOBER 2013



During this extensive community input process, the Downtown Partnership met with thousands of residents and business owners in Downtown as well as with communities throughout the region - from San Ysidro to

Rancho Bernardo and everywhere in between. Overall more than 6,000 San Diegans weighed in on the future of Downtown during the course of a year.



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