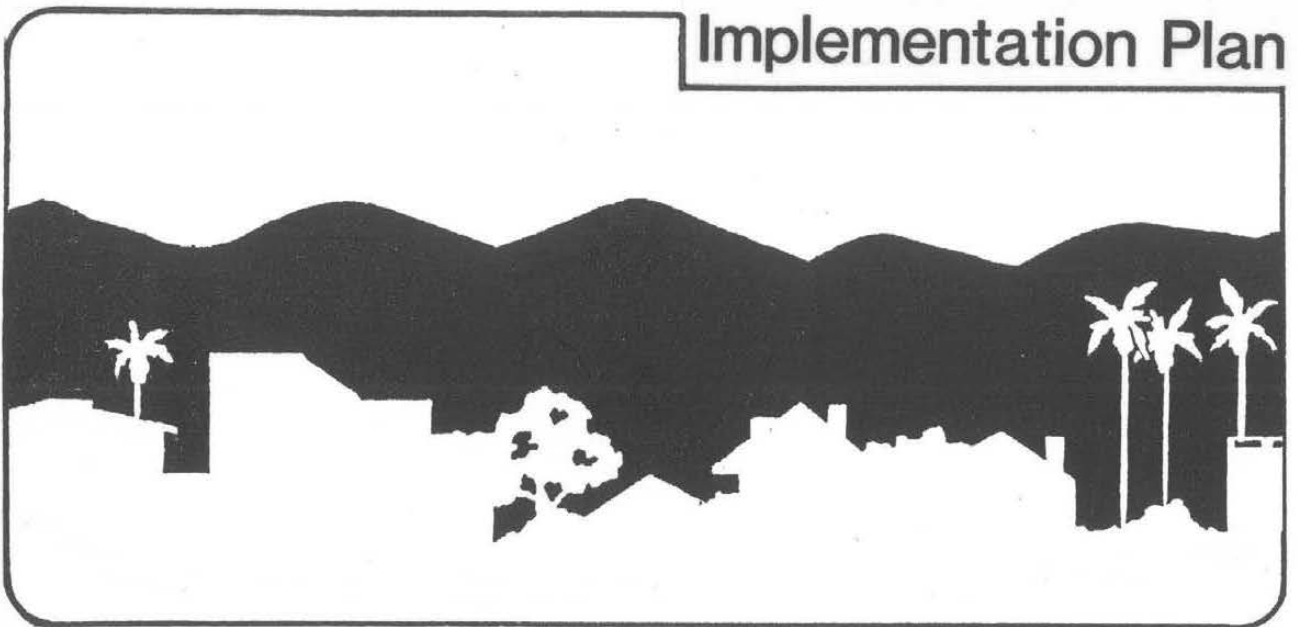


# Implementation Plan



## V. IMPLEMENTATION PLAN

### A. Introduction

The preparation of an Implementation Plan for Town Center must develop from a vision that Santee residents share for the future of the City. The Town Center Task Force has expressed its desire to transform the existing Town Center area into a viable community focus which provides a balance of development with conservation, enhancement of the community's regional image, and the creation of opportunities for people to live, work, and play. The task force was also concerned that the Town Center development be self supporting. Thus, growing out of this general consensus is the task force's desire to develop a Town Center Plan which promotes quality development and is economically sound.

A successful implementation program is essential to the successful development of Town Center. The purpose of the program is to implement the broad based Goals and Objectives of the Town Center plan and specific goals, and actions recommended as they relate to Town Center Implementation.

In general, the plan is designed to (a) identify Town Center assets and liabilities; (b) determine implementation goals and objectives; (c) provide implementation mechanisms designed to oversee Town Center implementation; (d) provide marketing strategies designed to encourage development within Town Center; (e) identify short and long term infrastructure improvements and costs; and, (f) identify financing mechanisms designed to pay for infrastructure improvements.

In many instances more than one group or department may be responsible for implementation, thus a significant amount of both "in house" and community wide cooperation is necessary.

The recommendations and strategy for each action may be expanded as additional information becomes available.

All infrastructure costs are approximate. It was determined best to list an estimated cost in lieu of providing no cost at all.

All the deadlines established may not be realized. However, it is important to set a time line. If a recommendation or strategy has not been completed by a specific date, the plan may be amended, allowing the City Council an opportunity to determine why a particular action or strategy has not been accomplished.

## **B. Assets and Liabilities**

### **1. Assets**

The following Assets and Liabilities are designed to identify and define existing conditions within the City of Santee which could influence the ultimate development of Town Center. The Town Center Implementation Plan is designed to capitalize on the positive assets of the City and to minimize negative liabilities.

#### **a. City Focal Point**

The physical setting of Town Center which surrounds the San Diego River is a great natural amenity and provides a strong focal point to Town Center development. The San Diego River could provide the City of Santee with needed recreational space for active and passive recreational uses. In addition, the Town Center Planning area is strategically located in the center of Santee and can function as the hub or nucleus for the entire City.

#### **b. Small Number of Landholders**

Town Center is comprised of only a handful of landowners who control most of the land within Town Center. Ernest Hahn, Chilcote, the County of San Diego, and the City of Santee control major portions of Town Center which could streamline the Town Center implementation process.

#### **c. Large Vacant Parcels**

The Town Center area is comprised of large vacant parcels which promote total, comprehensive planning. In addition, larger parcels are more attractive to potential developers due to the variety of different site plan concepts which could be accommodated in a larger parcel vs. a smaller one. Lastly, all of the major parcels within Town Center are vacant, containing no built structures. These assets simplify the planning process due to the fact that (a) parcels do not have to be consolidated; (b) structures do not have to be removed; and, (c) people do not have to be relocated.

#### **d. Housing Costs**

Historically, Santee has offered some of the lowest cost single-family housing within the East County. The median price of a single-family house in 1980 was \$80,600, compared with \$98,646 for San Diego County.

e. Redevelopment District

The Town Center planning area lies within the City's redevelopment area and thus will receive increased tax increment money as development occurs within the planning area. In turn, this additional money can be used to finance Town Center infrastructure improvements.

f. Town Center Specific Plan

The Town Center Specific Plan will become an important asset to the successful implementation of Town Center. The plan contains a detailed set of regulatory provisions designed to streamline development processing, providing applicants with the information necessary to develop within Town Center.

g. Political Climate

Currently, civic leaders within Santee are very supportive of efforts to spur development within the Town Center planning area. In addition, civic leaders are concerned with providing quality development within Town Center which will provide a needed economic base for the City.

## 2. Liabilities

a. Traffic

Town Center is bisected and bounded by four existing arterial streets which have experienced high traffic volumes over the last few years. A comparison of 1980 traffic levels with those of 1984 reveals a 20% growth along Mission Gorge Road. Overall, a 6 percent growth in traffic levels has occurred from 1980-1984. More of the existing traffic levels, especially along Mission Gorge Road, are growing at such a rate that the capacity of the roadway to provide an adequate Level of Service will be exceeded in the near future.

b. San Diego River Flooding

A large portion of the Town Center planning area is located within the 100 year storm floodplain. Currently, this portion of the planning area is subject to flooding, thus any improvements or structures located within or adjacent to the floodplain could presently become endangered through streambed degradation. All future structures must be located at or above the 100 year floodplain elevations.

c. City Image

Currently, the City of Santee is characterized as being a bedroom community of San Diego. The City is currently lacking a strong commercial, office, and industrial base which could provide the City with a community focus and expanded revenue base.

d. Community Focus

The City of Santee currently lacks a community focal point designed to encourage participation in civic affairs or recreational activities. In addition, there currently exists no civic center complex designed to integrate all public and quasi-public facilities.

e. Labor Force

Approximately 40 to 45% of Santee's residents are in the labor force. Nearly half of those that are employed work in the City of San Diego, 16% work in El Cajon, and only about 20% work in Santee. Because so many of Santee's residents work outside of the City, over 90% use a private vehicle to commute to work, which, in turn generates greater amounts of traffic within Santee. In addition, Santee lacks a professional labor force comprised of highly educated professionals. This makes it more difficult to attract research and development oriented businesses to the community.

f. Lack of Major Magnet Employer

Because there is a lower concentration of jobs in the East County, those that are available tend to be local serving. Local serving companies are those that sell primarily to local residents. In addition, few employment opportunities exist in Santee for jobs with companies whose customers are primarily outside of the City. These types of businesses are important due to the fact that they bring revenues into the community.

g. Town Center Improvements

In order to promote development within Town Center various physical improvements including river restoration, roadway construction, open space acquisition, etc., should be completed either prior to or in connection with Town Center development. However, as is evident, these start-up improvements must be financed in order to implement the Town Center plan.



## C. Implementation

### 1. Goals

The following goals are proposed to guide the City's efforts in its quest to encourage development within Town Center, and to ensure an economically viable plan. In addition, these goals are also designed to implement the physical planning program listed under Appendix B. Goals are defined as generalized ideals which provide a sense of direction for specific implementative action.

- Goal 1. Promote development within Town Center which supports the local economy, attracts investment, increases the tax base, and creates employment opportunities for Santee residents.
- Goal 2. Establish a Town Center Development Committee designed to focus and encourage development within Town Center.
- Goal 3. Increase cooperation and coordination between public and private sectors in the implementation of the Town Center Specific Plan.
- Goal 4. Attract light industrial uses which will enhance Santee's local economy.
- Goal 5. Aggressively market Town Center in order to attract development to the planning area.
- Goal 6. Provide incentives such as infrastructure financing, reimbursement districts, and assessment districts, designed to encourage development within Town Center. (Services and Facilities provided by the City shall, to the maximum extent possible, be paid for by those benefitting. Benefit assessment districts or direct payment through fees should be utilized).
- Goal 7. Promote Town Center assets, such as its location, a mix of housing costs and large vacant parcels, in order to attract business to Town Center.
- Goal 8. Work towards developing a transportation system (i.e., trolley lines) designed to promote convenient access to businesses located within Town Center.
- Goal 9. Provide infrastructure improvements such as river reclamation and major street construction, designed to attract developers to Town Center.



- Goal 10. Provide for a significantly wider range of goods and services to local residents through the establishment of new and larger retail commercial activities.
- Goal 11. Provide for near term employment opportunities such as businessparks while preserving long term options for office development.
- Goal 12. Work in concert with the County to investigate State and Federal river reclamation funding sources.

## **2. Implementation Mechanisms**

Currently, the City Council for the City of Santee has designated itself as the redevelopment agency with respect to the City redevelopment district which includes a portion of the Town Center area. Staffing is provided by the City's redevelopment consultant and the Planning Director who are currently responsible for promoting development within Town Center. This configuration has proven satisfactory to date and can be retained for the Town Center project area.

However, it is hoped that the adoption of the Town Center Plan and an aggressive marketing program will lead to increased development activity within Town Center. Thus, in order to assure that development opportunities occur within Town Center, an economic development committee should be established, designed to enable Santee to coordinate major projects, organize business development efforts, implement infrastructure improvements, and aggressively market economic opportunities. This committee would be called the Town Center Development Committee.

The advantages to establishing a Town Center Development Committee include its strong organizational focus and political leadership. It is recommended that the present Economic Development Task Force Review and propose to the City Council the structure and membership of TCDC.

### **Organizational Focus**

The Town Center Development Committee will have a clearly defined mission (see goals above) and can pursue a few specialized tasks. The Town Center Development Committee will reinforce the goals of the Implementation Plan by providing clear direction needed to guide specific implementation actions. Although not every goal may be attainable, consensus in the TCDC can be realized more easily due to its specialized mission and localized scope.

## Political Leadership

The Town Center Development Committee will act as a third party designed to help focus and support economic development proposals. The TCDC will function as a vital link between the City and the private sector in order to focus on the implementation of Town Center.

In addition, the Town Center Development Committee would be responsible for clarifying the County's role in the development of Town Center. As is evident, the County is a major landholder within Town Center and could provide needed expertise necessary to implement the Town Center Specific Plan.

Lastly, the TCDC would coordinate and promote an aggressive marketing campaign designed to spur development within the Town Center area.

### Town Center Development Committee, Implementation Strategy:

Action 1: Establish a Town Center Development Committee designed to focus and encourage development within Town Center.

Step A: Appoint an organizational committee to serve as the TCDC.

1. The Town Center Development Committee will be responsible for creating a positive public image for the Town Center project.
2. The Town Center Development Committee will be responsible for developing and focusing a mission statement designed to define the purpose and policy direction that will direct the Town Center throughout its existence. (See goals section above).

Responsibility: City Manager/City Council

Deadline: Near term

Step B: Evaluate the feasibility of establishing a Town Center Economic Corporation.

1. The Town Center Development Committee shall be responsible for investigating the formation of a formal Town Center Economic Corporation.
2. The Town Center Economic Corporation would be a non-profit public benefit corporation formed for the purpose of implementing the actions and recommendations of this study.

3. The organizational committee consisting of the City Council, City Manager, and the County Special Projects Coordinator, shall be formed to investigate the formation of the TCDC, its board and its management.

Responsibility: Town Center Development Committee

Deadline: Near term

### **3. Marketing**

The successful implementation of the Town Center Plan will depend in large part upon the marketing of the Town Center Concept. Currently, the City of Santee is characterized by a poor regional image which has contributed to a lack of development opportunities enjoyed by other communities. In addition, Santee currently lacks any existing magnet businesses which would promote increased commercial and industrial development within the City.

The Town Center Specific Plan is designed as a catalyst for development within Town Center. However, to insure that development occurs, a marketing strategy should be undertaken to improve Santee's image and determine target businesses and industries.

In addition, a marketing program should be developed, designed to implement the Town Center marketing strategy. The marketing program should be designed so that the City will shape the market, not the market shaping the City. It is important that quality development occur within Town Center in order to overcome a negative citywide image.

#### Town Center Marketing Strategy:

##### Short Term Marketing Actions (1-2 years)

The following actions are designed to implement the marketing aspects of the Town Center Implementation Plan in order to encourage quality development.

Action 1: Develop a marketing plan designed to examine the economic realities of Santee and determine target businesses, which could be attracted to Town Center.

Step A: Develop various techniques for marketing the Town Center site.

1. The Town Center Development Committee will adopt a marketing strategy for Town Center.

2. The marketing strategy will contain information as to which businesses can be expected to be attracted to Santee. In addition, the plan will outline a program by which Santee can further attract business to the City.
3. The Town Center Development Committee will be responsible for investigating the ability of the following marketing techniques:
  - a) a promotional film
  - b) a press release
  - c) a newsletter

Responsibility: Town Center Development Committee, City staff, Redevelopment Consultant.

Deadline: Near term

#### 4. Town Center Infrastructure

##### 1. Minimum Short Term Infrastructure Improvements

In an attempt to encourage development within the project area, basic (minimal) infrastructure needs must be provided. These improvements include:

##### a. San Diego River Floodway Improvements

Minimal floodway improvements consist of providing drop structures, berming, adjacent to the San Diego River and filling within floodplain areas in order to provide raised building pads above existing 100-year flood levels.

##### b. Park Open Space

A minimum of 10 acres of park open space is recommended within Town Center in order to provide near term active recreational needs.

##### 2. Maximum Long Term Infrastructure Improvements

The description of public infrastructure needs listed below represents the maximum level of improvements which will ultimately be necessary to service Town Center.

a. San Diego River Floodway Improvements

The successful development of Town Center will depend, to a large extent, upon the creation of a unique environment. Specifically, the river lying adjacent to Town Center should be sufficiently attractive to encourage development and investment in the area, as well as be pleasurable to Santee residents and visitors. Thus, a major focus of the plan is the restoration of the San Diego River floodway and the development of surrounding recreational facilities. Approximately 123 acres of floodway open space has been planned for the Town Center area and will include: pedestrian trails, equestrian/bicycle trails, low cover vegetation/trees, water features, and riparian habitat. Other improvements include river berming and the inclusion of water drop structures.

b. Corridor Open Space

Corridor open space is designed to separate and buffer individual land uses from one another while providing pedestrian and visual access to the river system and other public amenities. Corridor open space will include paved pedestrian paths, landscaping, landscape irrigation lighting features, and signage.

c. Park Open Space Improvements

Park open space is essential to providing an atmosphere which will encourage Santee residents to frequent the Town Center area. Currently, a need exists to establish active recreational parks within Santee, due to a lack of such facilities which now exists. The City of Santee currently has an ordinance requiring the dedication of parkland, payment of fees, or both as necessary to provide for parkland acquisition and development. It is proposed that future developers will work in concert with the City to negotiate for the full 90 acres of parkland. Ultimately, the plan calls for active recreational use to include: play areas, restrooms, pedestrian paths, lighting features, signage, picnic/barbecue facilities, ball fields, and play lots. A portion of the remaining acreage will be composed of passive recreation areas.

The Town Center site currently contains 13 baseball/softball fields: 7 fields on the Grossmont property (Cecil Gordon Fields), and 6 fields on

the County property north of the river, adjacent to Cuyamaca (Paul Kay Fields). To ensure the continued availability of ball fields when these properties are developed, new fields shall be constructed to replace them. The developer shall be required to construct (or pay equivalent cost) new ball fields equal to the number being removed. The design and location of the new fields shall be at the direction and to the satisfaction of the City. The fields shall be completed and ready for use prior to the closing of the existing fields.

d. Interior Parkway Improvements

It is proposed that the financing and construction of the major internal circulation system will be provided by public funding sources in addition to developer contributions. Major interior parkways will consist of 112 and 150 foot right-of-ways composed of paving, striping, curbs, gutters, sidewalks, landscaping irrigation, lighting, signage and street furniture. The major internal circulation system is designed to spur development within Town Center by providing access to newly created interior parcels.

e. Off-site Road Improvements

In addition to various interior parkway improvements, other off-site improvements are associated with development within Town Center. These include: (a) widening of Cuyamaca, Mission Gorge, Magnolia, and Mast Boulevard (b) installation of traffic control lights, and (c) expansion of the Cuyamaca/Magnolia bridges.

While vehicle traffic on local streets within Town Center should be kept to a minimum, it is realized that the movement of through traffic, particularly in a north/south direction should be enhanced. The widening of both Cuyamaca Street and Magnolia Avenue, as well as the inclusion of off-site road improvements is necessary to mitigate future traffic impacts.

f. Sewer/Water/Drainage

Town Center sewer, water, and drainage systems will be provided as roadway infrastructure improvements are constructed. Specific improvements include: new 10" sewer lines, fire hyd-



rants, 12" water mains, curb inlets, and storm culverts.

Total cost for all infrastructure improvements is estimated at \$38,652,000.

## 5. Financing Mechanisms

Town Center will have a variety of major expenditures connected with the development of short and long term infrastructure improvements within the project area. These expenditures include: the acquisition of property, infrastructure improvements, open space park and street maintenance, construction of public facilities and administration. It is important to note that the intent of the Town Center Implementation Plan is to provide many financing alternatives designed to support required infrastructure improvements for Town Center. In addition, Appendix A contains a preliminary cost breakdown of improvements which will be required for the Town Center Planning Area.

### 1) Tax increment financing

Tax increment financing could provide increased revenue to the City through the issuance of tax increment bonds. At the time a redevelopment project is adopted (a portion of Town Center lies within the redevelopment project boundary) the base year value of all locally assessed, and state assessed, property within the project area is frozen. As new development within the redevelopment district increases, so does the assessed value of development within the district, increasing tax reserve over the base year by a rate of one dollar per \$100.00 of assessed value of the property. Such increases in value can occur either from reassessments of existing property, or from the development and assessment of new property. Through the issuance of tax increment bonds, the City's redevelopment agency would be pledging future tax increment revenues to pay off bonded indebtedness. In most cases, the estimated amounts of future annual tax increment receipts are known at the time of bond issuance. In other words, such funds are either already being annually received from the project area, or there are developments already under construction which when completed will result in producing the estimated amounts.

The City of Santee's Redevelopment Agency now receives approximately \$900,000 of annual tax increment revenue. These funds can be used to support a tax allocation bond to finance public improvements, purchase or "writedown" land, and finance redevelopment plans and

studies. In addition to the City's existing tax revenue, it is possible to sell bonds based upon future, anticipated increment revenues.

Katz, Hollis, Coren and Associates have undertaken an analysis of existing and projected tax increment revenue for the purpose of determining the amount of bonds that could be sold to support infrastructure improvements.

2) Mello-Roos Community Facilities Act

The Mello-Roos Community Facility Act allows cities to finance public improvements by establishing an assessment district whereby land owners within a Town Center assessment district would be taxed on a square foot or dwelling unit basis. The tax would be used to repay assessment bonds over the 10-20 year life of the bonds. In order to establish such a district, the majority of property owners within the district would have to agree to establishing such a district, in order to assess future property owners. In general, property owners would pay for all or a portion of the public improvements through the use of an assessment that is computed in proportion to the benefit each owner receives from that improvement. Through the establishment of such a district, improvement funds could be provided up front and repaid over the 10-20 year life of the bonds.

3) Benefit Assessment District

Special assessment financing is applicable when the value or benefit of an improvement can be assigned to a particular property. Assessments are levied in specific amounts against each individual property on the basis of the benefit each property receives. Assessments may be used as collateral for the issuance of assessment bonds.

The 1915 Bond Act is commonly used to finance capital improvements and is typically issued in conjunction with the 1913 Improvement Act. Assessments are levied and bonds are issued prior to the actual construction of public improvements. Bonded indebtedness is the collective responsibility of all parcels within the assessment district. The bond issue is a lien against all properties, although each parcel does have a specific assessment against it. Bonds are not issued to represent individual parcels, but are pooled in market wide denominations. The 1915 Bond Act offers some flexibility in that bonds can be issued in series



(phased) designed to parallel the cash loan needs of major projects that are staged over time.

The 1911 Act Bonds are issued for each individual parcel. Each bond is a direct lien against that parcel. The bonds and assessments are issued after public improvements are completed. Bond payments are not considered a liability of the local agency.

4) Dedications

Dedications of land by developers for public facilities is a common financing tool designed to provide land for public use (parks, streets, open space). As Town Center develops, these public improvements can be provided by individual developers through subdivision map act provisions.

5) Special Fees

Special development fees have been established for the City and consist primarily of traffic mitigation, drainage, park, and traffic sign fees. Currently, developers are responsible for paying traffic fees in order to mitigate existing off-site traffic impacts. The disadvantage to this improvement financing mechanism is that off-site improvement will be "brought on line" in an incremental fashion as development occurs throughout the City. However, special fees could provide a source of income designed to pay for the bonded indebtedness associated with assessment district bonds.

## 6. Infrastructure Implementation Strategy

### Short Term Infrastructure Actions (1-2 Years)

Action 1: Provide a detailed cost breakdown in order to assess short term (parks, river berming, filling) and long term (parks, open space, trails, parkways, etc.) infrastructure improvements.

Step A: Select an engineering firm responsible for providing the City with a detailed cost breakdown of short and long term improvements.

1. The engineering firm shall be responsible for providing the City Manager with a detailed breakdown of all on and off-site improvement costs for Town Center in order to earmark specific revenue

sources (assessment bonds, dedications, tax increment financing) to projected costs.

2. The engineering firm shall provide the City Manager with recommendations on improvement phasing within Town Center.
3. The City planning and engineering staffs will choose an engineering firm capable of estimating all on and off-site improvement costs for Town Center.
4. Costs will be itemized and determined on a linear foot, square foot, and acre basis, in order to equitably assess costs and to phase improvements.
5. The engineering firm shall make recommendation to the City Manager as to appropriate financing mechanisms designed to implement Town Center improvements.
6. The engineering firm shall make recommendations as to phasing of improvements including short term and long term improvements.

Responsibility: Town Center Development Committee, Public Works/  
Engineering Division.

Deadline: On-going

Status/Action to date: The engineering firm of BSI has been hired to determine all short and long term infrastructure costs. A preliminary cost estimate for development costs was completed on August 13, 1985 (see Appendix A).

Action 2: Provide financing mechanisms designed to generate up-front capital to pay for short and long term improvements.

Step A: Assign specific financing authority and responsibility to the City Manager in order to select a public finance team.

The City Manager shall be responsible for selecting a public finance team for Town Center, composed of the following members:

1. Bond Underwriter - retain the services of a public finance expert as required.

- a. The public finance consultant shall work with the City Manager, City staff, major Town Center land owners, and bond attorney, in order to establish assessment districts designed to provide infrastructure financing.
2. Redevelopment Consultant - retain the services of a redevelopment consultant.
    - a. The City's redevelopment consultant shall work with the City Manager, bond underwriter, City staff, and major Town Center land owners in order to provide marketing implementation and financing expertise.
  3. Financial Consultant - retain the services of a financial consultant.
    - a. The consultant shall work with the City Manager, City staff, and redevelopment consultant in order to market Town Center. The consultant shall be responsible for generating tax increment projections, in order to determine the amount of bonds which could be secured.
  4. Bond Attorney - a bond attorney shall be selected to work in concert with the bond underwriter in order to issue assessment bonds for infrastructure improvements.

Responsibility: Town Center Development Committee, City Manager

Deadline: On-going

Status/Action to date: Consultants have been retained for an initial bond issuance.

Step B: Provide tax increment projections designed to determine existing and future tax revenue in order to determine the amount of bonds which could be secured.

1. The financial consultant will provide detailed tax increment projections designed to estimate existing and future tax increment revenues.
2. The financial consultant will work in concert with the City's redevelopment coordinator and City staff in order to initiate a tax allocation bond issue.

Responsibility: Financial consultant

Deadline: On-going

Status/Action to date: The City's Redevelopment Agency now receives approximately \$900,000 of annual tax increment revenue. In November 1985, an initial Tax Allocation Bond issuance of \$6,400,000 was sold. Additional bond issues should be considered as the tax increment continues to increase and as part of a comprehensive financing program for the Town Center.

Step C: Investigate financing programs in order to provide infrastructure financing.

1. The Redevelopment Agency should be given authorization to select a financial advisor for the purpose of preparing a full proposal for infrastructure financing including assessment districts (Mello Roos; 1915 Act).
2. The financial advisor shall work in concert with City staff in order to earmark specific infrastructure costs to Town Center property tax.

Action 3: Provide short term river berming improvements to the San Diego River.

Step A: Negotiate with Chilcote or other sand extraction companies to construct San Diego River berming improvements and sand extraction operations.

1. The TCDC and City staff will be responsible for negotiating with Chilcote or other sand extraction companies to construct San Diego River improvements.
2. The river berming, filling, and sand mining operations shall occur between Cuyamaca Street and Magnolia Avenue.
3. A conditional use permit shall be drafted allowing Chilcote or other sand mining operators to sand-mine within the San Diego River. In turn, all river berming improvements shall be provided.

Responsibility: Town Center Development Committee, City Staff.

Deadline: Near term (1-2 years)

Action 4: Provide ten acres of park/open space for near term usage, and an additional 80 acres for future usage.

Step A: Negotiate with the County of San Diego for the dedication of park/open space.

1. The TCDC, City staff, and redevelopment coordinator will be responsible for negotiating with the County's Special Projects Coordinator in an effort to establish a process for obtaining 90 acres of open space parkland.
2. The City shall negotiate for ten acres of parkland for near term active recreational uses.
3. An additional 80 acres of parkland shall be negotiated for.

Responsibility: City Manager, Redevelopment Consultant, City staff

Deadline: Near term (1-2 years)

Action 5: Establish a river restoration committee.

Step A:

1. The River Restoration Committee will be responsible for overseeing development of all San Diego River improvements.
2. The goal of the committee will be to establish short term river improvements within two years after plan adoption.
3. The committee will be composed of Town Center Development Committee members, City staff, County staff, civic leaders, or developers concerned with Town Center development.

Responsibility: Town Center Development Committee

Deadline: Near term (1-2 years)

Action 6: Promote a design competition for a civic center complex.

Step A:

1. City staff will be responsible for distributing RFP's for the design of a civic center complex.
2. The design should provide a nucleus, or focal point, to the community of Santee.
3. The TCDC will be responsible for choosing an appropriate design for Town Center.

Responsibility: TCDC, City staff

Deadline: Mid term (2-7 years)

Action 7: Acquire the Grossmont Parcel.

Step A: Negotiate with the Grossmont School District in order to acquire the Grossmont parcel.

1. The City shall acquire the Grossmont parcel from the Grossmont School District.
2. The City shall market the Grossmont parcel for high quality development within two years after purchase.
3. Tax increment money shall be earmarked to pay bonded indebtedness on the Grossmont parcel and/or assist in financing infrastructure necessary for its development.

Responsibility: City Manager, City staff, redevelopment consultant

Deadline: Immediate

Status/Action to date: The purchase of the Grossmont parcel has been completed.

Mid Term Infrastructure Actions (2-7 years)

1. Construct all, final San Diego River improvements including landscaping, berming, parks, trails, picnic areas, nature areas, etc.
2. Complete all interior roadways.
3. Sell the Grossmont parcel.

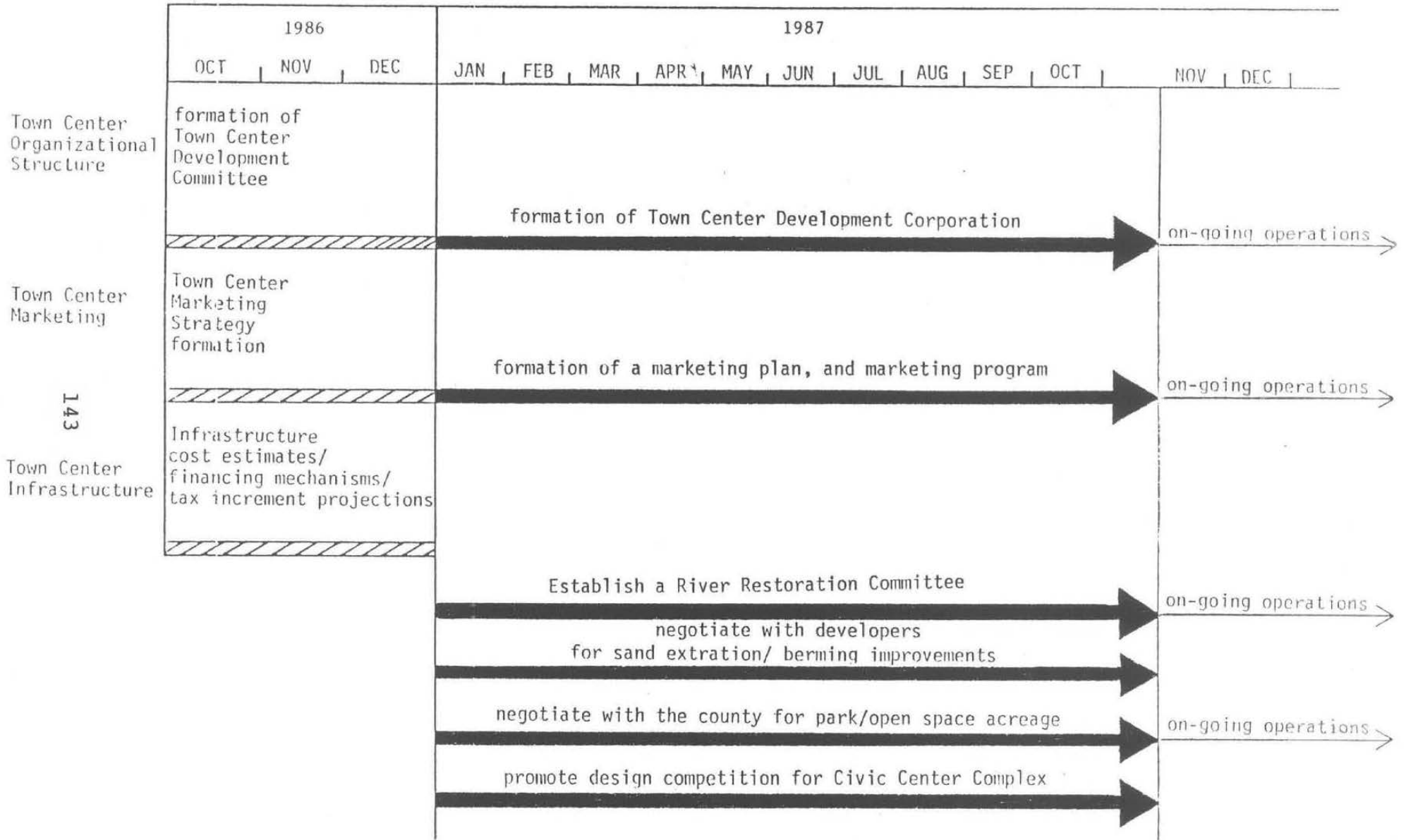
4. Begin construction of a new school and community building within the northeast quadrant.
5. Begin construction on the Santee Civic Center complex.
6. Completion of Highway 67 link and full interchange at the eastern boundary of the City.
7. Completion of all off-site improvements including the Mast Boulevard extension, and Cuyamaca/Magnolia improvements.
8. Completion of San Diego Trolley link to Santee.

Long Term Infrastructure Actions (7+years)

1. Completion of complete Town Center park system.
2. Completion of Santee Civic Center complex.

## D. Summary Time table

NEAR TERM IMPLEMENTATION TIMETABLE ( 1-2 YEARS)



143