












Campo Road Corridor Revitalization Specific Plan

Prepared for
County of San Diego



revised 04/06/22

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Chapter 1: Vision Framework

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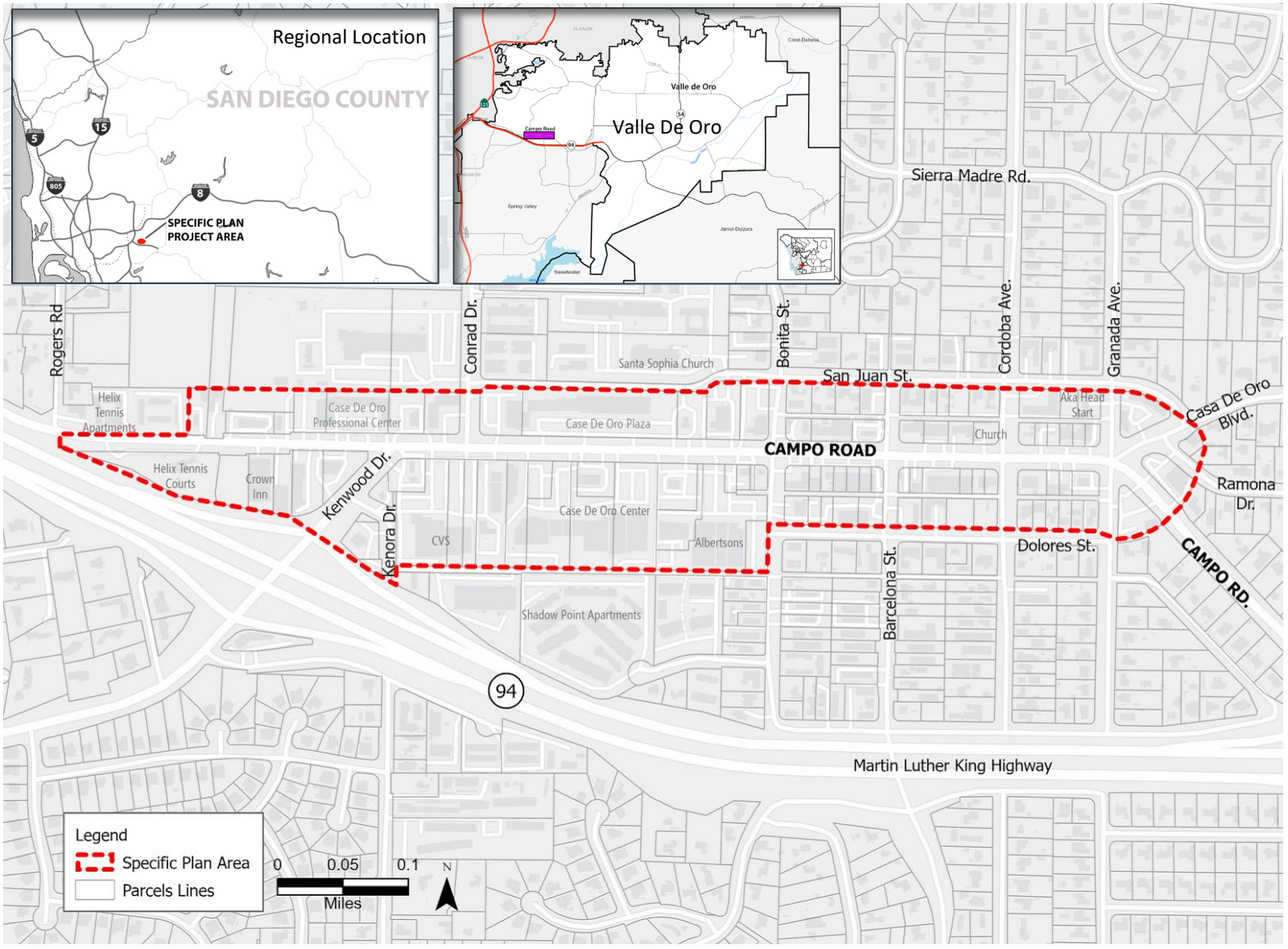
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1.1 Introduction

The Campo Road Corridor Revitalization Specific Plan, referred to as the Specific Plan, provides guidance for the future development of the Campo Road Commercial Corridor (Corridor), which lies within the community of Casa de Oro. The Specific Plan covers a 60-acre area (40 acres excluding roads and rights-of-way) centered on Campo Road between Rogers Road and Granada Avenue and serves as the commercial and civic center of the Casa de Oro community. The Specific Plan area primarily encompasses the commercial area extending one block north and south of Campo Road (**Figure 1-1**). The Corridor is located within the Valle de Oro Community Plan Area, which includes the communities of Casa de Oro, Mount Helix, and Rancho San Diego.

The Casa de Oro planning process spanned three phases leading to the Specific Plan preparation. These are referred to as Specific Plan Phases. Specific Plan Phase 1 consisted of existing conditions analysis and identifying key issues and opportunities. Specific Plan Phase 2 included technical analysis and community visioning. Specific Plan Phase 3 is the Specific Plan development stage.

Figure 1-1: Specific Plan Area Location



Source: ESRI, Michael Baker International, Valle de Oro Community Plan

1.2 What Is A Specific Plan?

A specific plan is defined and regulated by the State of California (State Government Code Sections 65450-65457). It combines a policy document (e.g., goals, policies, and strategies) with a regulatory document (zoning ordinance). Specific plans serve as a stand-alone planning document, replacing the citywide zoning ordinance for the specific plan area. It is a tool that is utilized to implement the General Plan. The specific plan indicates the extent and intensity of the land uses and supporting infrastructure in a given area. Specific plans may be adopted by resolution or ordinance and may be amended as often as necessary. While specific plans may create custom and limited land use for a particular area, they are required to be consistent with the jurisdiction's general plan—in this case, the County of San Diego General Plan.

1.3 Plan Purpose

The purpose of this Specific Plan is to establish the long-term Vision, goals, and strategies, implementing regulations, and implementation plan, including specific actions, priorities, responsible parties, and potential funding sources, to achieve the Vision for the revitalization of the Specific Plan area.

1.4 Consistency with Relevant Planning Documents

The planning process for the development of the Specific Plan included the review of relevant planning documents for consistency with proposed developments. These included the San Diego County General Plan, Valle de Oro Community Plan, County Active Transportation Plan, SANDAG Smart Growth Opportunity Map, SANDAG Regional Transportation Plan (RTP), County of San Diego Zoning Ordinance, and CEQA Regulations. The discussion on consistency is available in the Background Report.

1.5 Plan Organization

The plan is organized into four chapters.

Chapter 1 Introduction

This chapter provides a brief introduction to the Specific Plan and lays out the Vision, Goals, and Strategies, including a strategy diagram for the implementation of the plan. The chapter also provides guidance for the usability of the document by various groups of people- landowners and residents in the Specific Plan, developers, the general public, and City Staff.

Chapter 2 Development and Mobility Plan

This chapter details the Development and Mobility Plan and discusses elements that affect private property and public realm development. The chapter provides scenarios of development and provides a detailed discussion of strategies laid out in the vision framework in Chapter 1. The plan recognizes that public realm improvements might take place incrementally as the funding becomes available and hence provides a transition plan for the redevelopment of Campo Road.

Chapter 3 Development Standards and Design Guidelines

This chapter provides a regulatory framework for the implementation of the plant. The chapter is divided into four parts:

- Part 1 provides an overview and includes general provisions that are applicable to all private properties in the Specific Plan area.
- Part 2 provides form-based code by district.
- Part 3 provides additional design guidelines for private property.
- Part 4 provides design guidelines for the public realm.

Chapter 4 Implementation

This chapter provides a summary of various mechanisms and sources of funding for the implementation of the Specific Plan. It also provides an estimation of planning level cost for the redevelopment of Campo Road based on the roadway reconfiguration plan. The chapter also provides a step-by-step implementation matrix for the Specific Plan to be used by the County, Casa de Oro Alliance, and the future Business Improvement District (BID) or Community Facilities District (CFD).

1.6 Plan Administration

The Specific Plan will take precedence over the County Zoning Ordinance for the Specific Plan area. One of the major improvements compared to the existing approval process includes the granting of an exemption from the discretionary Site Plan Permit requirement provided it is determined by the Zoning Officer (ZO) that all the Objective Design Standards in Chapter 3 have been met and it is determined during the initial consultation that there are no CEQA impacts or request for higher density. The approval process is explained in detail in Chapter 3 under **Section 3.1.4**. Where the Specific Plan is silent, the provisions of the County Zoning Ordinance shall prevail, including review and permitting procedures.

Any amendments to the Specific Plan will follow the California Government Code Section 65453.

1.7 How To Use This Document?

A specific plan is used by a variety of people ranging from the general public that are curious about the development of the area, landowners, businesses or residents in the Specific Plan vicinity that are directly impacted by the changes taking place, developers interested in the area, architects, designers, building contractors that will redevelop properties within the Specific Plan area, and the County Staff that will implement the plan.

- ***Residents, property owners, and other groups of people*** *who are curious about the changes* envisioned in the area are encouraged to review Chapters 1 and 2. Property owners can also review Chapter 3 to understand what is and what is not allowed in the Specific Plan area in regard to land uses and development standards.
- ***Property developers, architects, designers, and building contractors*** should first review Chapter 1 to understand the overall Vision and goals of the Specific Plan. They should also review Chapter 3, Development Standard and Design Guidelines sections. It is also recommended to review Chapter 2, Development and Mobility Plan, which discusses the strategies to implement the Vision in greater depth.
- ***Property and business owners and stakeholders*** interested in forming a future BID or CFD should review Chapters 1, 2, and 4 of the document.
- ***County staff reviewing the project proposals*** should utilize Chapters 1, 2, and 3 to ensure projects comply with the Vision, strategies to achieve the Vision, and development standards of the Specific Plan.
- ***County staff involved with the implementation of the public realm*** should review Chapters 1 and 2 of the document. The staff should also review Chapter 4 to review recommended mechanisms and sources for funding and implementation plan.
- ***County staff that will work with property owners and businesses in the area*** and acts as a conduit between the property owners, businesses, and the County should review Chapters 1, 2, and 4. The implementation matrix in Chapter 4 will provide a step-by-step pathway to implementing the plan.

1.8 Community Visioning Results

Robust public engagement throughout Specific Plan Phases 1, 2, and 3 resulted in the emergence of several themes that led to the development of the overall Vision for the Corridor. These included:

- Emphasize increased walkability, bikeability, and transportation safety.
- Incorporate trees, landscaping, and open space throughout the Corridor.
- Improve aesthetics through façade improvements, encourage building patterns that promote walkability, and create a sense of place and community identity.
- Support existing businesses and attract a mix of vibrant restaurants and boutique shops that will enhance the character of the community.
- Incorporate arts and culture into the community through public murals, events, and galleries.
- Facilitate a strong sense of identity through signage and visual elements.

The public engagement is summarized in the **Background Report**, with details in **Appendix A** of the **Background Report**. **Figure 1-2** shows some examples of public engagement efforts.

Figure 1-2: Community Engagement



Phase 2- 2019 Annual Casa de Oro Fall



Phase 2- 2020 Community Workshop

Source: Michael Baker International

1.9 Vision, Goals, and Strategies

The Vision Framework in **Figure 1-3** provides a hierarchal arrangement of Vision, Goals, and Strategies for the Specific Plan. The Vision Statement is intended to provide overall context and guidance for the County, developers, business owners, and residents as the Corridor redevelops. It was crafted based on extensive community input, best practice research, and an examination of the existing conditions and constraints of the Corridor.

Goals are topical statements of broad direction and philosophy, while strategies are action-oriented statements to help realize the goals. It is possible that one strategy may help achieve multiple goals. These strategies are explained in detail in Chapter 2 of this plan. **Figure 1-4** provides an overview of the locations of the suggested strategies.

1.10 How Does this Plan Affect Me?

The Specific Plan sets the vision, regulation and implementation plan for the development of public land and private property. The plan will be implemented by the County and by private property owners through many decisions and actions affecting both public and private lands.

Improvement of the public lands will consist of the road and public rights-of-way, especially the transformation of Campo Road. Campo Road's reconfiguration is considered the primary catalyst to attract the private investment that will realize the full vision of the plan. The private investment includes all new improvements to existing and new businesses, buildings, and private property.

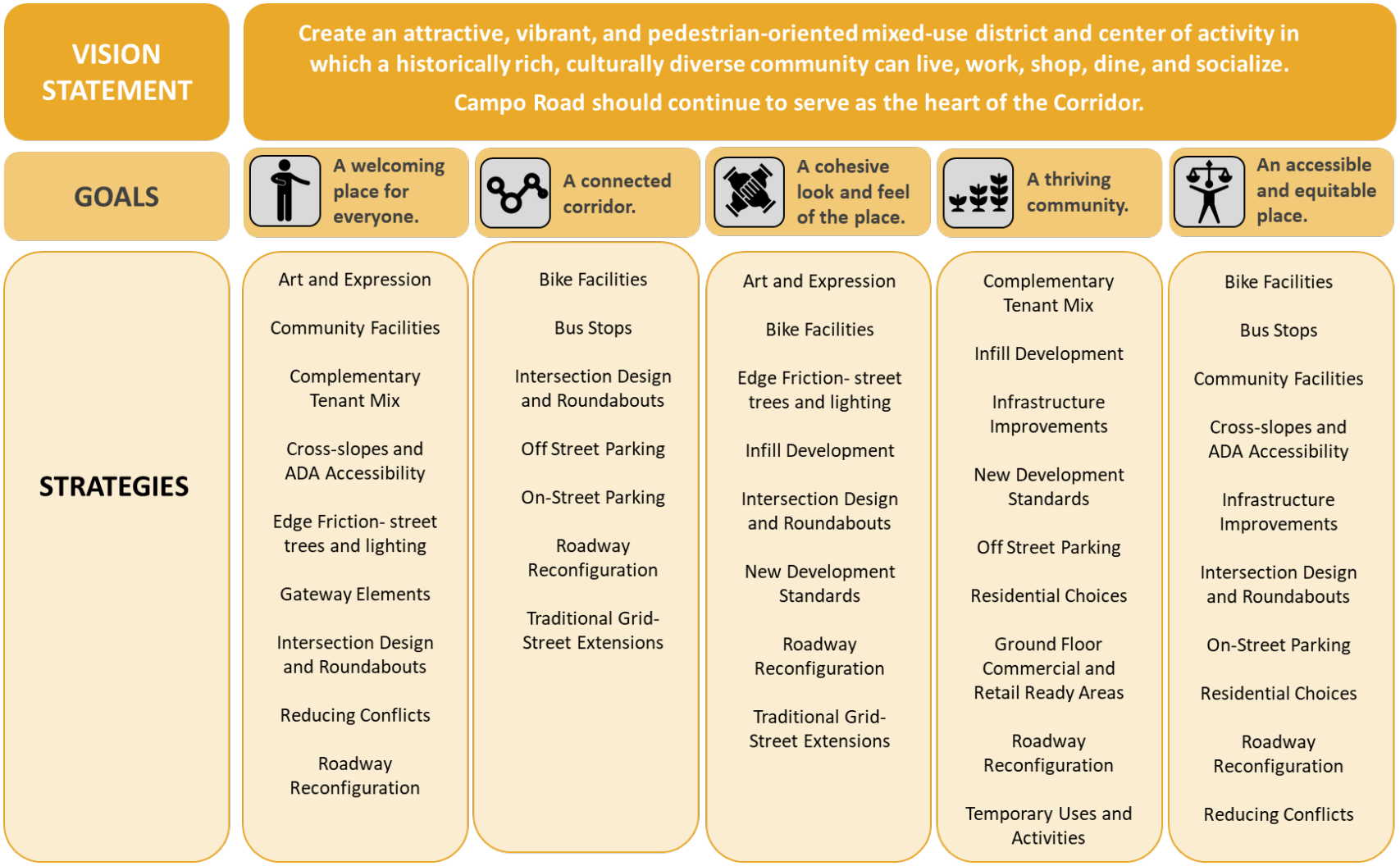
The public land is mainly composed of Campo Road and other roadways in the Specific Plan area. The Specific Plan envisions using the entire 100-foot right of way for the reconfiguration of the roadway and can be implemented in up to three phases.

The reconfiguration of Campo Road will provide for traditional Main Street improvements including on-street parking, widened continuous sidewalks, street trees and shade, traffic calming, an exclusive protected bike way, a center median, bulb-out curb extensions, pedestrian crossings and other improved intersection controls such as roundabouts. The road development will focus on creating a multimodal corridor design that facilitates the flow of traffic as well as encourages pedestrians and bicyclists to use the Corridor.

Private properties will benefit from the public improvements. Some property and business owners may be affected by the equitable closure and consolidation of driveways through the phases in order to improve the function and safety of the Corridor.

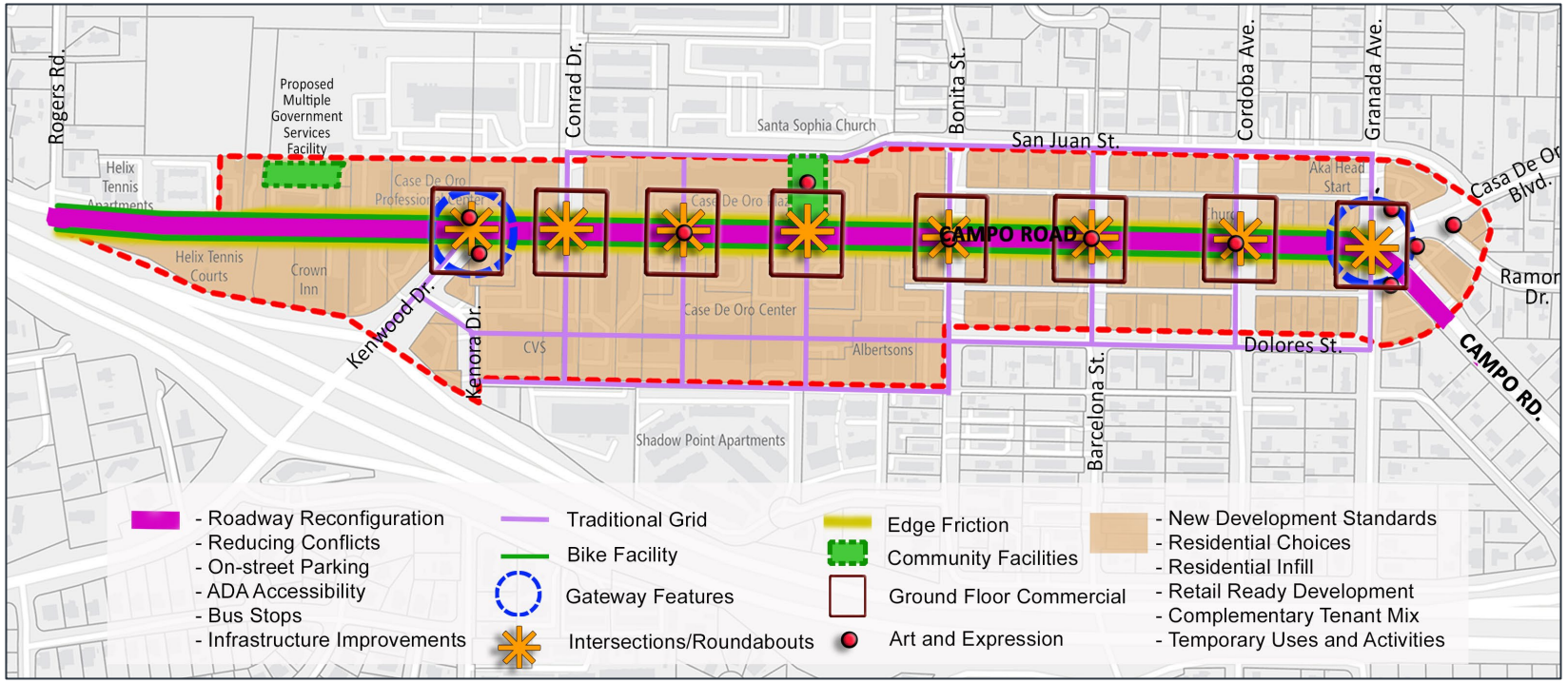
Improvements to existing structures are allowed in accordance with the provisions of the Zoning Ordinance and the provisions of Chapter 3 of this Specific Plan. This plan also creates new parking and density-related incentives and a streamlined approval process for new development.

Figure 1-3: Vision Framework



Source: Michael Baker International

Figure 1-4: Overall Strategy Diagram



Source: Michael Baker International

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Chapter 2: Development and Mobility Plan

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2.1 Introduction

The Development and Mobility Plan discusses the Vision of the Corridor in greater depth and provides details for its implementation. The chapter begins with a discussion of Factors Influencing the Plan that led to the direction of the Specific Plan creation. The Development and Mobility Plan section includes an illustrative plan that depicts the Specific Plan area in its built-out form and provides a list of key features that describe the various proposed improvements along the Corridor. It also lays out the roadway configuration for Campo Road. This section discusses various development scenarios based on the anticipated development along the Corridor. The Strategies section discusses 20 strategies that are listed in **Figure 1-3, Vision Framework** in **Chapter 1** that will help realize the Vision and goals of the Specific Plan. Lastly, the Transition Plan section provides a potential phasing plan for Campo Road construction from the immediate term to its ultimate configuration.

This Development and Mobility Plan is implemented through the development standards and guidelines identified in **Chapter 3, Development Standards and Design Guidelines**. Specific recommended action items with timelines, responsible parties, and potential funding sources are documented in **Chapter 4, Implementation**.

2.2 Factors Influencing The Plan

This Development and Mobility Plan provides for a revitalized, pedestrian-friendly, mixed-use village center with a mix of commercial, office, residential, and public land uses. It is influenced by multiple factors and considerations:

- **Existing Corridor Conditions:** As a part of the existing conditions analysis, a windshield survey of the area was conducted with photo documentation that led to the finding that there are vacancies and underutilized sites in the Specific Plan area. This was later confirmed with commercial real estate reports for specific developments. For example, the Casa de Oro plaza had 12 percent vacancy. In addition, other more modern shopping centers in the vicinity provide competition.

- **Changing Retail Trends:** Global and national trends, including e-commerce, will continue the trend toward contraction, conversion, and replacement of retail space based on market need and could include residential infill, satellite offices, and other commercial uses that require in-person visitation such as restaurants, gyms, spas, salons, etc.

  Retail areas around the country are experiencing a loss of customers to online shopping. Hence, the retailers are reinventing themselves to focus on the immersive and shareable retail experience called "experiential retail," which stimulates customer senses by offering an engaging experience that can't be easily replicated online. Some examples include offering potential customers a virtual reality experience, a spa-like experience for bookstores, or using digital technology (magic mirrors) in beauty or clothing stores to try new looks. The idea is that a retailer offers consumers a chance to buy an experience along with an object or service.

- **Main Street Experience:** The transformation of Campo Road to a "main street" is critical to attracting private investment. It is essential to change the look and function of the Corridor in a way that encourages pedestrian traffic, leading to the increased vibrancy of the area. Slowing traffic through the Corridor is also an important aspect of attracting customers; slower speeds improve pedestrian safety, bring more eyes to the buildings as drivers can more easily see them as they pass by, and make building sites more desirable. The goal is to reinvent Campo Road as a centerpiece of community activity, entertainment, services, convenience, and pride.

- **Residential Demand:** There is a need for additional housing options in the County. For example, singles and young families tend to desire affordable housing closer to work and provide a walkable lifestyle in mixed-use areas. On the other hand, empty nesters want to be mobile and active in their later years, but they won't drive forever and don't want to be dependent on their family members to get around. They also want to find ways to stay in their community without having to care for a large home and yard. The residential development in the Specific Plan area can cater to such groups of people. It can be a primary catalyst and economic engine and support retail in the area. It will also provide affordable living opportunities, a crucial element to resolving the housing crisis in California. Housing located closer to shopping also provides a daily customer base for these businesses to thrive. There are opportunities for residential development in the Specific Plan area on vacant and underutilized lots that can bring new uses with ground-floor retail and several stories of housing on upper floors.

2.3 Strategies

The intention of the Development and Mobility Plan is to create a vibrant, pedestrian-friendly area along Campo Road. Five goals and twenty strategies were listed in order to achieve this Vision. These strategies are discussed in the following pages. Each strategy includes a strategy location map and icons of the goals that are achieved by implementing the strategy. To walk the reader through the reason behind choosing the strategy and the process of implementing it, the discussion is divided into three sections: *Intent, Why?, and How?*

Figure 2-1: Development and Mobility Plan (Looking West)



Source: Michael Baker International, Safdie Rabines Architect, KTUA

2.3.1 New Development Standards

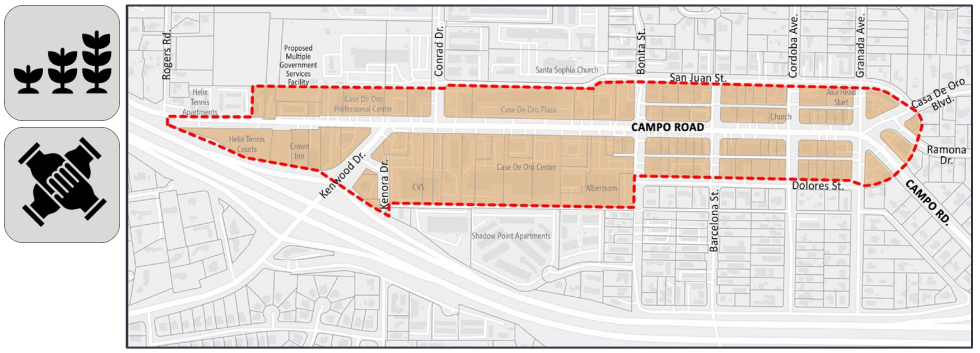
Intent

Establish flexible development standards that reflect community goals and design preferences, as well as allow and encourage a mix of land uses and businesses that attract a variety of visitors and users.

Why?

New development standards that encourage the development of a "main street" environment are an essential part of transforming the Vision into reality. At present, the vast majority of the Specific Plan area is zoned C-36 (General Commercial). This zone primarily allows for commercial development, with residential allowed as a secondary use. Residential may only take up to half the useable square footage of a structure/lot as a secondary use. A vertical mixed-use (generally envisioned as a ground-floor commercial with residential units above) would restrict almost all mixed-use development in the Specific Plan area to two stories in height. Additionally, the existing 50-foot required front setback precludes development from large portions of existing lots, significantly reducing the amount of usable space on each lot and discouraging pedestrian traffic. Also, the minimum required parking is much higher than actual usage (refer to **Background Report Appendix C Parking Study**). There is no usable open space required for residential units at present, as a majority of the Specific Plan area is zoned commercial.

Figure 2-2: Strategy Location and Related Goals



Source: Michael Baker International

How?

The standards in **Chapter 3, Development Standards and Design Guidelines**, will replace the current zoning in the area and include the following:

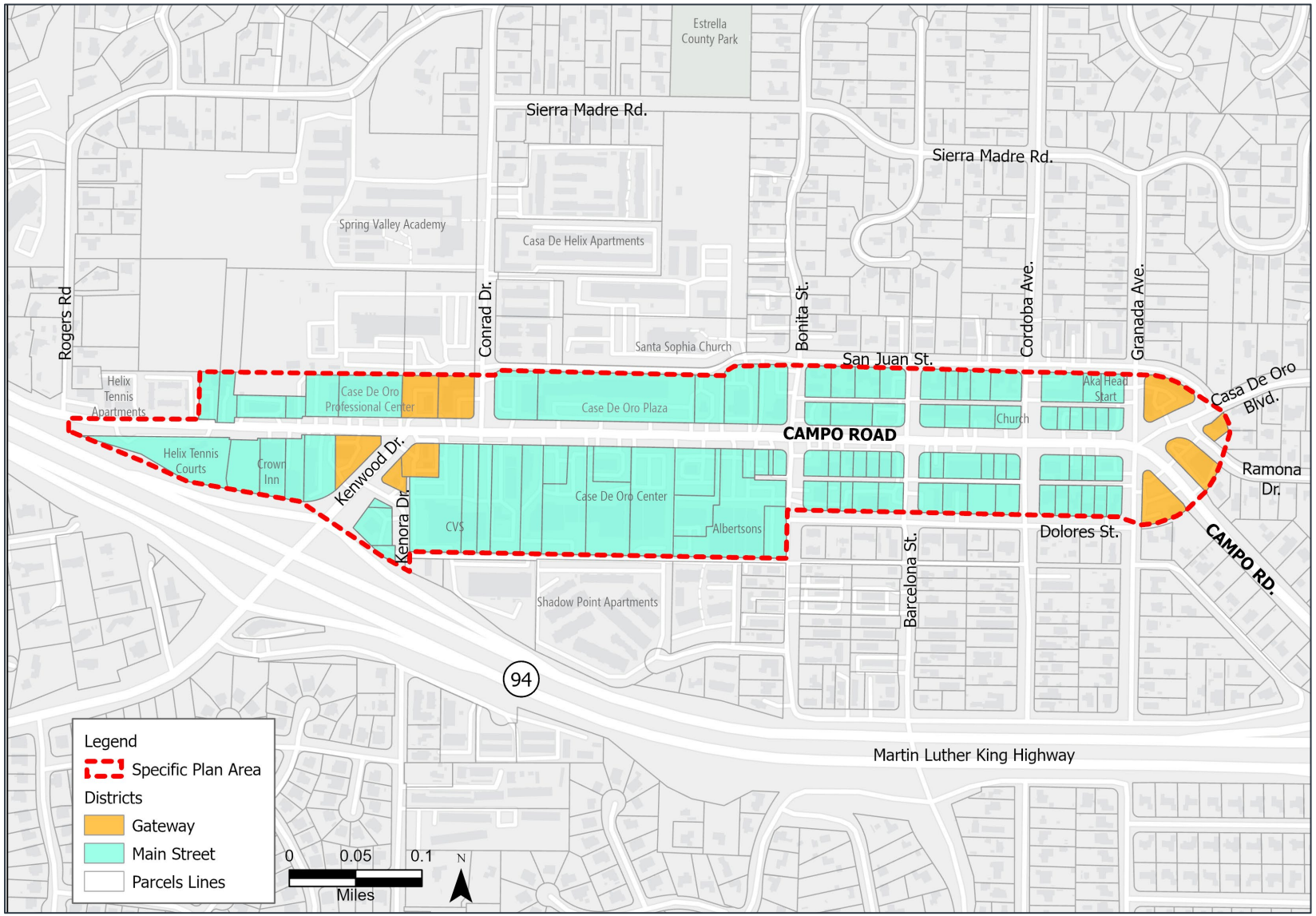
- Allowing mixed-use development
- Reducing parking minimums
- Allowing residential infill development
- Allowing building heights of two to five stories
- Reducing building setbacks in order to build closer to street

The development standards also divide the Specific Plan area into two distinct districts (see **Figure 2-3**) based on community feedback, existing conditions such as existing lot configuration, current land uses, and/or planned assets. These are:

- Main Street District
- Gateway District

Each District is envisioned as having a different but cohesive character. The distinction is made by the difference in land uses and urban form that would best meet the community's needs and Vision for the area as identified by various public engagement workshops and discussions with the County staff. The distinct character of each District is implemented by development standards and guidelines in **Chapter 3**.

Figure 2-3: Districts in Specific Plan Area



Source: ESRI, San Diego County GIS, Michael Baker International

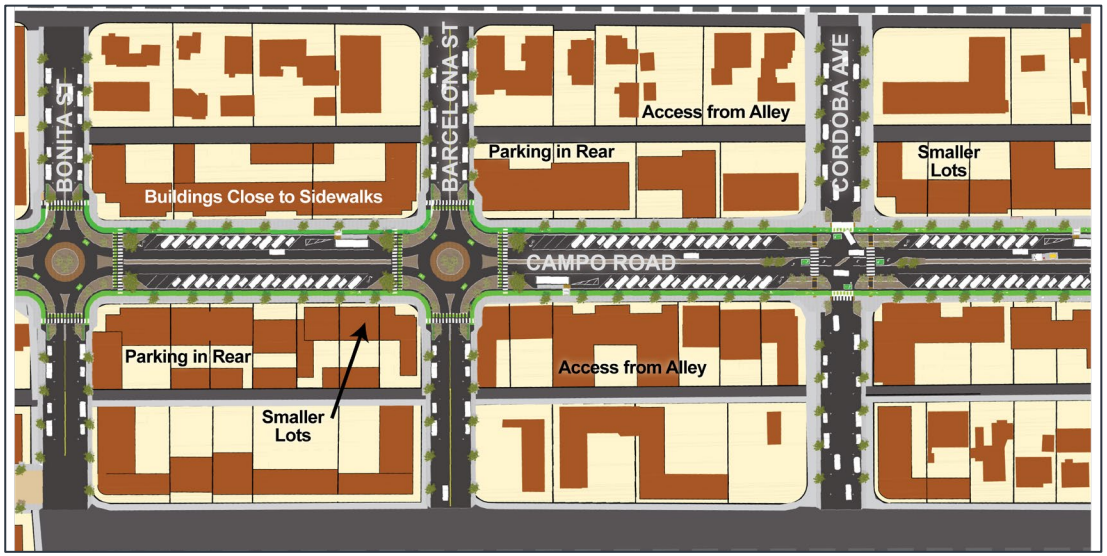
Main Street District

The Main Street District is characterized by buildings adjacent to the sidewalk and having a mix of uses. It is located north and south of Campo Road except in the area covered by Gateway District (**Figure 2-3**). Building heights are anticipated to range between two and four stories in height.

The Main Street District is characterized by active ground-floor retail. The upper floors are envisioned to be residential, though other non-residential uses such as offices are allowed (see examples in **Figure 2-6**). However, it can accommodate both commercial and residential uses on the ground floor based on market demand. This is explained in the **2.3.3 Commercial Ground Floor** section of this chapter.

The area east of Bonita Street is already characterized by small parcels and multiple landowners. Parking is located behind the buildings and on Campo Road, creating an active street frontage (**Figure 2-4)**. The area west of Bonita Street is characterized by large parcels. This area is proposed to be redeveloped with a traditional grid block and street pattern, similar to the area in the east, to encourage pedestrian activity. However, even after creating a smaller street grid, the parcel size in this area is large compared to the east of Bonita Street. The depth of these parcels allows for buildings with larger footprints and widths, which is desirable for larger stores and office buildings. This larger parcel size allows for a variety of redevelopment, from infill along Campo Road to taller residential buildings set back from the roadway, as seen in **Figure 2-5**. The parking is situated behind the buildings.

Figure 2-4: Potential Main Street District Layout (East of Bonita Street)



Source: Michael Baker International, Safdie Rabines Architect, KTUA

Figure 2-5: Potential Main Street District Layout (West of Bonita Street)



Source: Michael Baker International, Safdie Rabines Architect, KTUA

Figure 2-6: Main Street District Character Examples



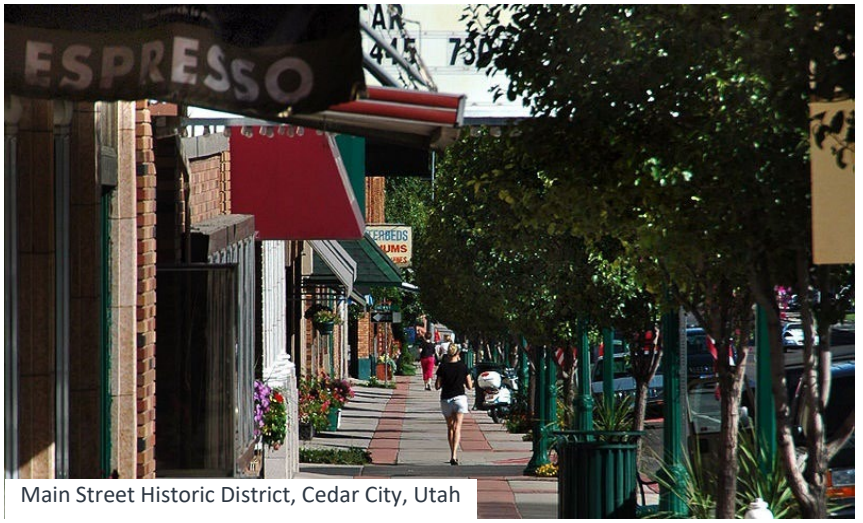
San Pedro Square, San Jose



Block C, North City, San Marcos



1220 Cleveland Street, San Diego



Main Street Historic District, Cedar City, Utah

Source: Google Earth

Gateway District

The Gateway District consists of parcels at the major entrances to the Corridor at the intersections of Campo Road with Kenwood Drive and Granada Avenue (refer to **Figure 2-3**). The intent is to provide a distinct feeling of entering the Specific Plan area using gateway features, signage, and an enhanced public realm, as seen in **Figure 2-7**. The intensity of development in the parcels identified as the Gateway District is reduced compared to the Main Street District to keep the focus on these gateway features. Also, the ability to develop land within this District would be restricted by irregularly shaped lots and adjacency to existing complex intersections and residential uses (see **Figure 2-8**) as discussed in **Section 2.3.10 Intersection Design and Roundabouts.**

The Gateway District offers the ability to enhance the entrance to the Corridor by creating a sense of place and belonging for residents and visitors alike. This is primarily done by public realm improvements and signage. For example, the eastern gateway with a roundabout could have a water feature or a sculpture coupled with enhanced pavement and signage. Similarly, the western gateway could have vertical art treatments along the edges and triangular islands. These are explained further in **Section 2.3.13 Gateway Elements**.

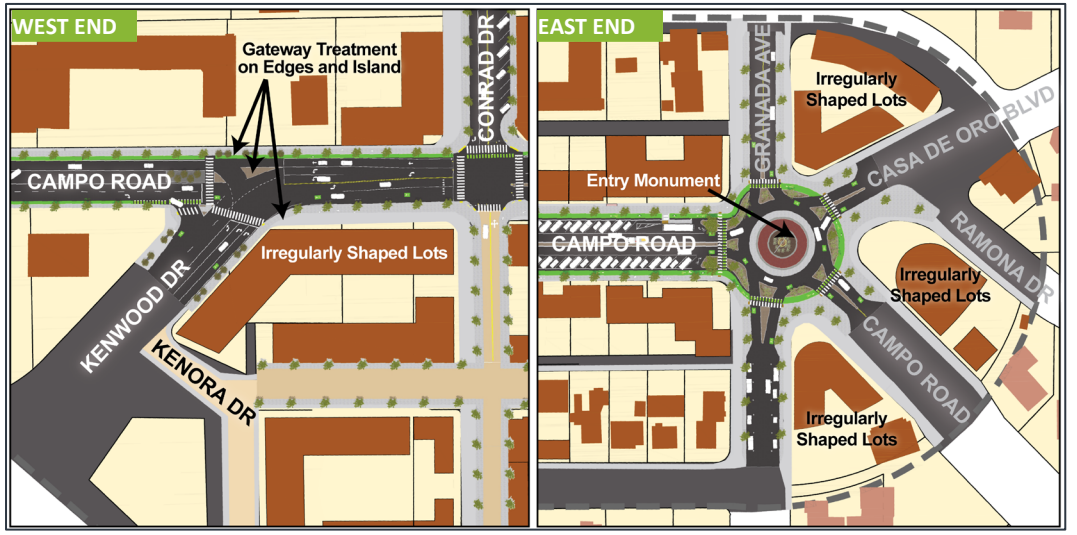
Figure 2-7: Gateway District Character Example



San Diego's Balboa Park Plaza de Panama

Source: Fox5 San Diego

Figure 2-8: Potential Gateway Layout



Source: Michael Baker International, Safdie Rabines Architect, KTUA

2.3.2 Residential Choices

Intent

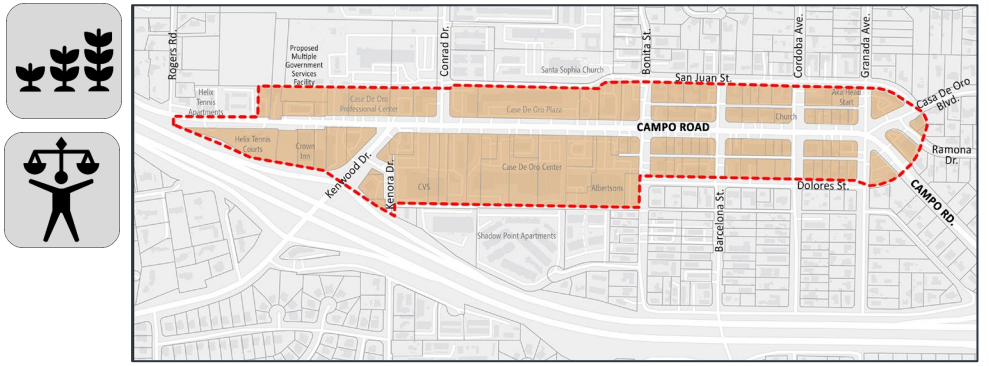
Provide residential choices that meet housing needs for a variety of demographics, including elderly and young families.

Why?

Approximately 600 to 1,450 new dwelling units could potentially be proposed and built in the future with the new development standards proposed in the Specific Plan area, as shown in **Table 2-2**. The development of residential will help attract retail in the area, as residents will supply the daily customer traffic needed to sustain the retail uses, including restaurants and bars. The presence of residential will change the character of the area into a complete mixed-use community.

There are 7,249 existing residential housing units in the Casa De Oro area. However, most of the housing is single-family housing. There is a small percentage of multi-family housing which is mostly concentrated near or along Campo Road. Of the total floor area (approximately 750,000 square feet) in the Specific Plan area, only 7 percent is multi-family housing. A mix of incomes and new high density and mixed-use housing types is desirable to meet housing for a variety of demographics such as the elderly and young families. There is also a critical shortage of affordable multi-family housing in San Diego County, similar to the rest of the state. The Specific Plan area is in a position to satisfy part of the needed housing stock to fulfill a variety of needs.

Figure 2-9: Strategy Location and Related Goals

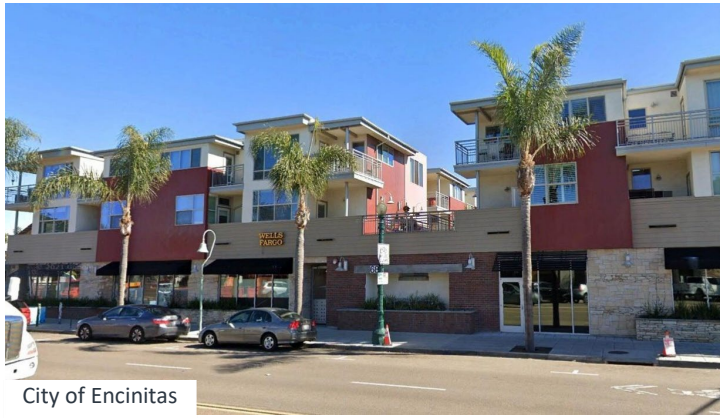


Source: Michael Baker International

How?

The development standards allow for a mixed-use development that includes housing. Concentrating on multi-family residential via mixed-use development projects will help to create a vibrant neighborhood along Campo Road due to mutually supportive uses and to assist in filling the demand for much-needed housing in the County.

Figure 2-10: Images from February 2020 Community Visioning Workshop



City of Encinitas

Source: Google Earth



City of San Diego

2.3.3 Commercial Ground Floor and Retail-Ready Areas

Intent?

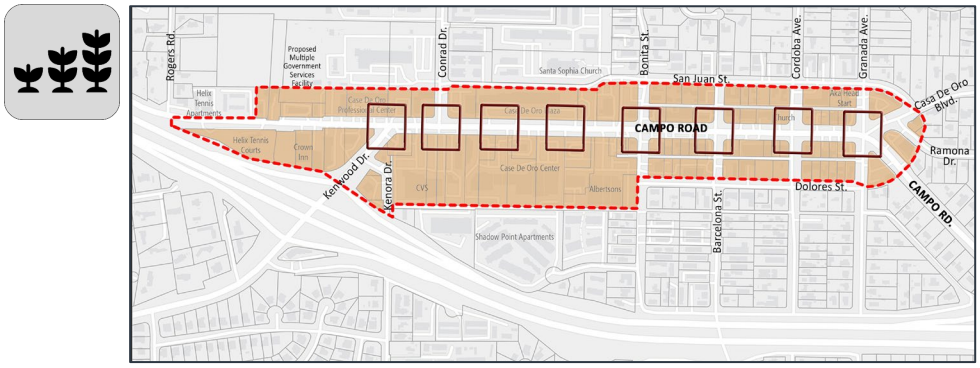
Preserve commercial development in the area while reducing vacancy based on market demand as well as restricting the uses to commercial in certain key locations.

Why?

Ideally, main street environments have thriving ground-floor commercial uses in order to create a vibrant environment. However, many areas across the country that strictly require ground-floor commercial uses in their mixed-use districts face high vacancy rates due to market conditions that are currently unable to support as much retail as available space. This can adversely affect the main street environment and can result in a significant financial loss for the property owner and community. The presence of vacant spaces can also discourage prospective developers from private investment in an area. Extended vacancies and retail space in excess of strong market demand lead to lower lease rates.

At the same time, certain key locations at the street intersection should be restricted to commercial as these are high opportunity and high visibility areas.

Figure 2-11: Strategy Location and Related Goals



Source: Michael Baker International

How?

Communities have used an innovative approach of creating flexible ground-floor space that allows residential or non-commercial use of the space until there is market demand for commercial use. The height requirement for the ground floor in such areas is in accordance with commercial use rather than residential use to allow for the flexibility of space conversion. However, developments with flexible spaces will also need to consider the privacy of residential units on the ground floor. Most people will not be keen on occupying a space that passers-by can look into. Privacy to residential units can be provided by elevating the residential units from the sidewalk level (See **Figure 2-12)**.

The Specific Plan calls for flexible ground-floor space called "Retail Ready Ground Floor" along the entire Corridor except for in certain key locations along Campo Road. These locations are the intersections of Campo Road with Conrad Drive, Bonita Street, and Granada Avenue. The development standards for these areas are provided in **Chapter 3 under Section 3.5.C Ground Floor Commercial and Retail Ready Areas**

Ground-floor residential would also be allowed outside of the Retail-Ready areas off Campo Road and on side streets.

Figure 2-12: Flexible Space - Elevated Ground Floor Residential- City of San Diego



Source: Michael Baker International

2.3.4 Infill Development

Intent

Utilize unused and underutilized lands within existing development patterns and help create a cohesive look for the Corridor.

Why?

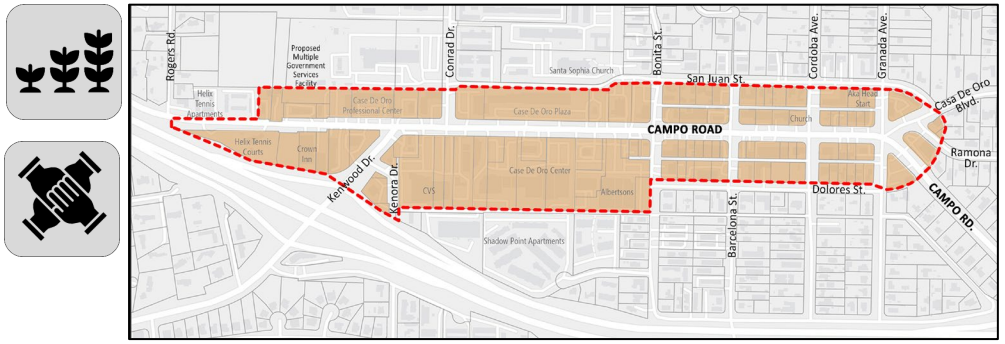
Infill development uses land within the existing development that is either unutilized or underutilized for development and can potently reduce the cost of providing infrastructure sewerage and water systems, as well as other utilities, streets and other transportation facilities, schools, and parks relative to a similar project in an undeveloped area. It can provide the much-needed residential choices discussed in **Section 2.3.2.** Infill development can also help hide large surface parking lots and make the area pedestrian-friendly and look and feel cohesive to the passers-by. Infill development can also reduce development pressure on outlying areas, helping to protect lands that serve important ecological functions.

How?

Development may occur as infill development in addition to complete redevelopment. New projects can fit within the limits of an existing development with relatively minimal displacement of existing structures or parking. This is allowed per **Chapter 3** as long as the total floor area ratio does not exceed the allowable limit for the parcel.

The parking section of the Specific Plan proposes modernizing parking standards to suit mixed-use areas. This is essentially done by reducing minimum parking standards to recommended standards. This reduction can free up valuable land for infill development.

Figure 2-13: Strategy Location and Related Goals



Source: Michael Baker International

Figure 2-14: Infill Development - Denver, Colorado



Source: Wikimedia, https://commons.wikimedia.org/wiki/File:Infill_(23744767050).jpg

Older buildings and obsolete development designs may be partially or entirely redeveloped.

2.3.5 Complementary Tenant Mix

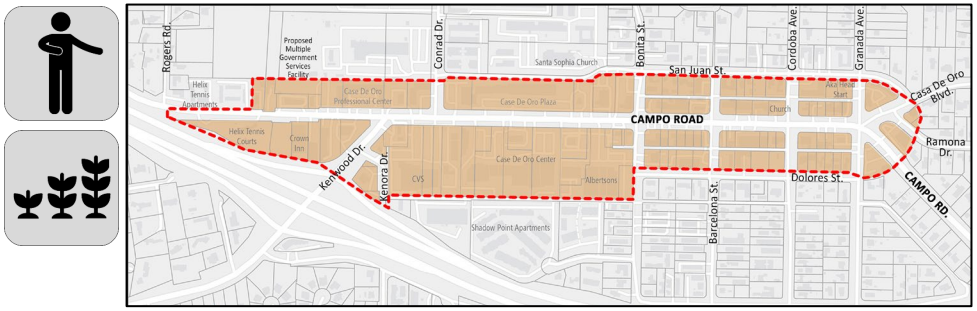
Intent

Allow a mix of uses that attracts people of diverse backgrounds and ages.

Why?

The current mix of uses along Campo Road doesn't create a synergy among tenants to maximize foot traffic that increases sales and contributes to the vibrancy of the Specific Plan Area. Many uses along Campo Road today do not align with the Vision of a pedestrian-oriented, walkable, and bike-friendly design. A complimentary tenant mix reduces over-concentration on one used in the area and can be a major factor in tenant retention as well as the overall desirability of the property for future tenants.

Figure 2-15: Strategy Location and Related Goals



Source: Michael Baker International

How?

The Specific Plan is designed to facilitate investment in new uses and developments that will create a healthier environment. The traditional development patterns with mixed-use buildings and active street frontages around the full perimeter of the block will create a greater level of observation and public safety that are important in attracting uses that cater to diverse populations and ages, as seen in **Figure 2-16**.

Figure 2-16: Active Street Fronts



Source: Michael Baker International

2.3.6 Community Facilities

Intent

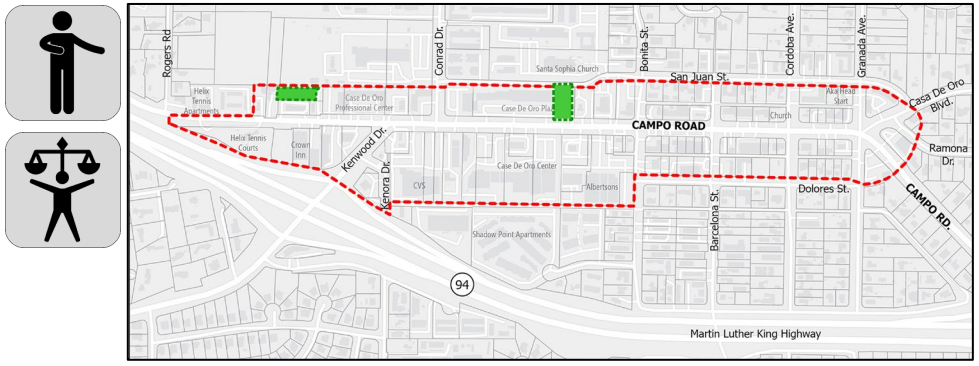
Create a large gathering space in the Specific Plan area as well as allow for the creation of small gathering spaces as new development occurs.

Why?

A large community gathering space can bring the community together. This is the memorable "place" that ties together all activities—where visitors take photos, that residents use as a meeting point when making plans with friends, and where outdoor events and special programs are held. It should be located centrally and easily accessible by multiple modes, particularly for pedestrians and bicyclists. Establishing a central plaza or park also sets up great views leading to the surrounding development and creates sightlines that orient visitors through the Corridor. This is one of the important elements that can transform the area. The Casa de Oro community has expressed a clear and recurring desire for a centralized community meeting place throughout each Specific Plan phase. A common space to gather and celebrate can be a differentiating feature and can strengthen the identity of Casa de Oro.

Additionally, a series of smaller open spaces can provide shade, seating, and space to stop for a break. Such spaces invite all users to enjoy the area, whether they enjoy a snack from a shop, walk a dog, entertain children, run errands, or simply enjoy the day, thus contributing to the vibrancy of the area.

Figure 2-17: Strategy Location and Related Goals



Source: Michael Baker International

It should also be noted that Estrella Park on the north side of Campo Road is additional open space in the vicinity of the Specific Plan Area and can be connected to the area, Santa Sophia.

How?

The Specific Plan is designed to restart the normal incremental and constant cycle of investment and continuous improvement. One way of doing this is to incentivize the creation of community facilities throughout the Specific Plan area. The Specific Plan establishes a Community Space Program discussed in **Chapter 3, Section 3.1.5 Community Space Program.** It documents the allowed increase in the number of stories and floor area ratio (FAR) for projects that meet one or more community objectives to create a central community gathering space. The idea is to provide incentives to the developer and offset the cost of providing community facilities and a pedestrian-friendly urban form.

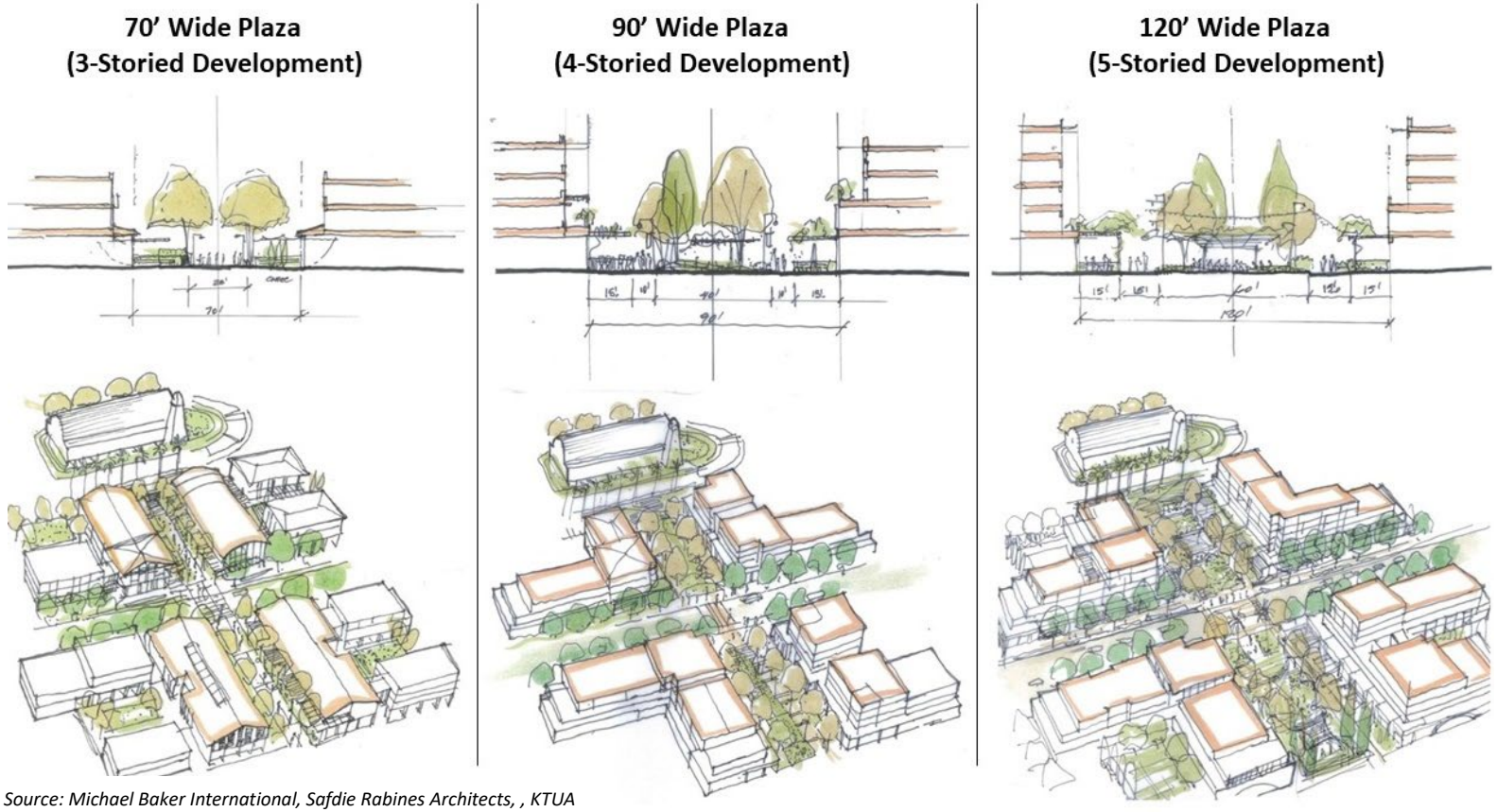
The Specific Plan provides opportunities to develop a variety of spaces for the public to gather, relax, and play. These include street edges and building frontages within the public right-of-way and areas on private property designed for public use, such as paseos and plazas.

Figure 2-18 illustrates how additional height and FAR could be used as incentives for a private development to create meaningful community spaces.

- 70-foot-wide paseo with typical 3-story development
- 90-foot-wide courtyard might be possible by shifting ground-floor space to a fourth-floor
- 120-foot-wide plaza made possible with the design flexibility of additional floor area with five stories

It should be noted that these are illustrative examples.

Figure 2-18: Community Space Program Example



Source: Michael Baker International, Safdie Rabines Architects, , KTUA

Two potential locations off the main street are enhanced plaza areas between Campo Road and Santa Sophia Church and/or adjacent to the proposed Multiple Government Services Facility and the Young Actors' Theatre, west of Kenwood Drive.

A community space near the geographic center of the Corridor is attractive due to a number of factors:

- High visibility and accessibility
- Ability to draw large volumes of people to the benefit of the businesses
- Visual connections to a strong north-south alignment in this location, including the iconic Santa Sophia Church and ballfield, Estrella County Park, Mount Helix, and Dictionary Hill

The proposed Multiple Government Services Facility creates a physical connection to the Spring Valley Academy ballfields and an opportunity to link and expand the functionality of the new civic institution.

2.3.7 Off-Street Parking

Intent

Develop off-street parking standards and strategies that are conducive to mixed-use, pedestrian-friendly development.

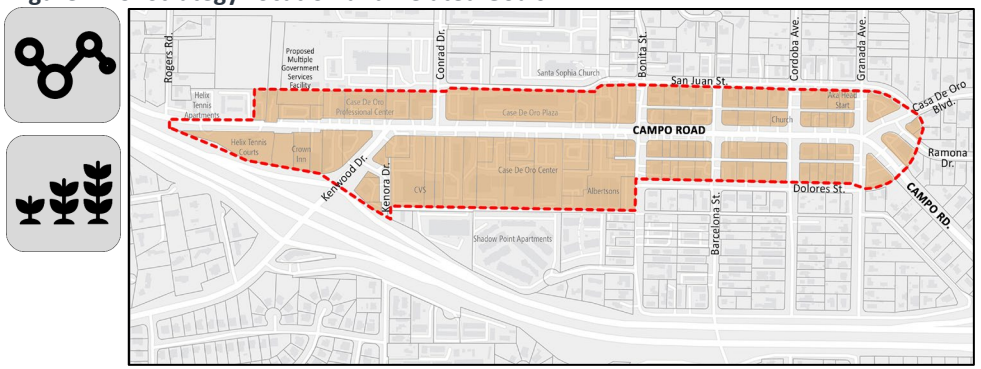
Why?

A parking study for the area was done to understand existing supply and demand and recommend strategies and minimum parking rates for the future. This is documented in **Background Report Appendix C Parking Study**.

The survey of the area identified 1,794 off-street parking spaces and 175 on-street parking spaces for a total of 1,969 parking spaces in the Specific Plan area. This results in a supply ratio of about 3.3 spaces per 1,000 square feet of commercial floor area, compared to the required ratio of 4.5 and 4.0 for office and retail floor area, respectively, per the County Zoning Ordinance. However, the peak parking utilization ratio is far less at 1.6 spaces per 1,000 square feet of commercial floor area, as depicted in **Figure 2-20**, reflecting an actual excess parking supply of 1,069 spaces.

The parking study recommended a reduction of minimum parking standards for various uses.

Figure 2-19: Strategy Location and Related Goals



Source: Michael Baker International

How?

Chapter 3, Development Standards and Design Guidelines, Section 3.4.J On-Site Parking Standards, provides new parking rates for various land uses in the Specific Plan area per the recommendation made by the parking study. The parking rates are lower compared to County rates for certain uses and are based on the case studies of actual utilization comparable to other main street locations in the County, such as Carlsbad, Encinitas, Solana Beach, and Bird Rock, as documented in **Background Report Appendix C Parking Study.**

The reduction also considers a "Park-Once " strategy, which accounts for the overlap of visitors and guests who have already parked at one land use and will not generate the need for an additional parking space when they visit/patronize another nearby land use. Changing the urban form as discussed previously—by creating smaller block patterns and a walkable pedestrian environment that lets people see across the street or farther down the block—is essential to parking once and walking from destination to destination. Creating shared parking spaces by connecting properties, as shown in **Figure 2-21,** also helps with the Park-Once strategy.

Figure 2-20: Parking Utilization



Source: National Data & Surveying Services, Michael Baker International

Figure 2-21: Connecting Divided Parking Lots



Source: Michael Baker International, Safdie Rabines Architects, , KTUA

2.3.8 Temporary Uses and Activities

Intent

Utilize underused parking lots and spaces for temporary uses and activities to contribute to the area's vibrancy.

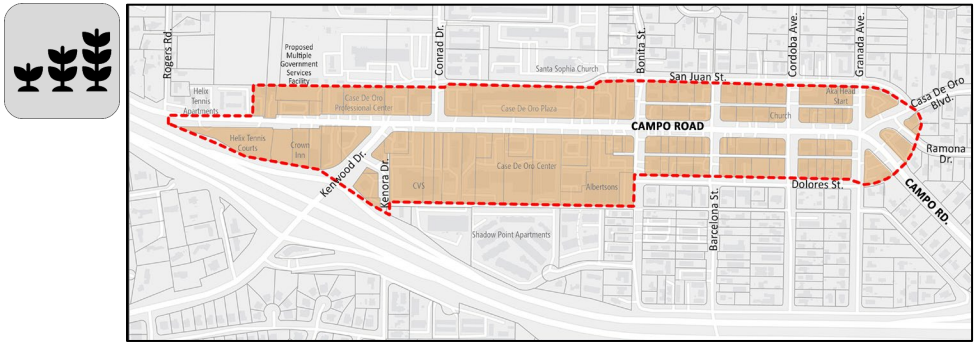
Why?

According to the **Background Report Appendix C Parking Study**, many of the parking lots are underutilized, making them good candidates to support various temporary uses and activities such as local community events, festivals, movies, games, theater, live music, art exhibitions, and outdoor farmers markets. As discussed in the Vision statement, these can spur community engagement and interest and contribute to much-intended vibrancy in the area. Such activities also bring the community together and instill pride and ownership.

How?

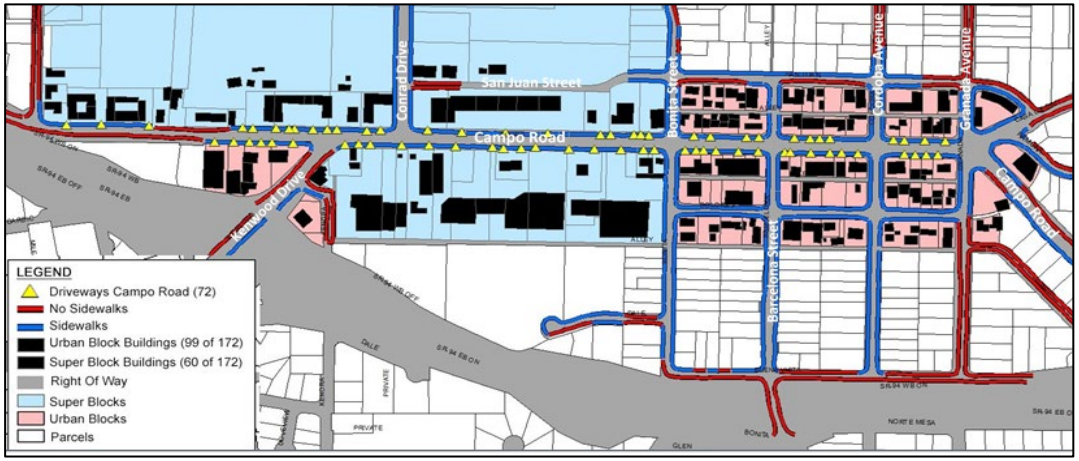
Many improvements can be made with small budgets and dedicated labor efforts by the property owner to achieve notable results. For example, in **Figure 2-23** from Specific Plan Phase 1, the area not covered by building footprints in private property within the Specific Plan area is mainly used for parking or is unused space. Other jurisdictions, including the City of San Diego, have successfully revitalized outdoor areas into thriving community spaces. Food trucks may also expand food options within a community space. These areas host a range of local community events, live music, art exhibitions, and markets. All such uses and activities, including the incorporation of food truck vendors would occur as allowed by and in conformance with applicable County regulatory requirements at the time, including the Planning and Development Services (PDS) and the Department of Environmental Health (refer to **Chapter 3, Section 3.3.2.C- Outdoor Event in Parking Lots**, for the provision of temporary uses and activities).

Figure 2-22: Strategy Location and Related Goals



Source: Michael Baker International

Figure 2-23: Specific Plan Phase 1 Issues and Existing Conditions Documentation



Source: Background Report, Michael Baker International

2.3.9 Roadway Reconfiguration

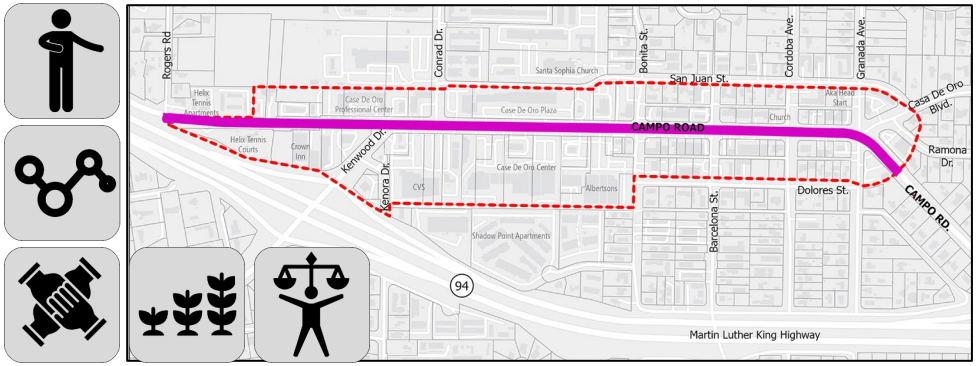
Intent

Reconfigure the available right of way to provide mobility options for all modes and to create meaningful land use and transportation connection.

Why?

The primary aspect of this Specific Plan is to enable a roadway system that supports and connects the current, and future land uses in the Corridor while still providing a reasonable level of traffic capacity traveling through Campo Road within the Specific Plan area. Safety, comfort, economic sustainability, place-making, and universal access can be prioritized with better use and reconfiguration of the roadway. It is also a Board of Supervisors Policy for Complete Streets (Policy- J-38) to consider providing appropriate accommodation for persons of all abilities and using all modes of transportation for a roadway project. This applies to public access to streets for cyclists, pedestrians, and other forms of mobility.

Figure 2-24: Strategy Location and Related Goals

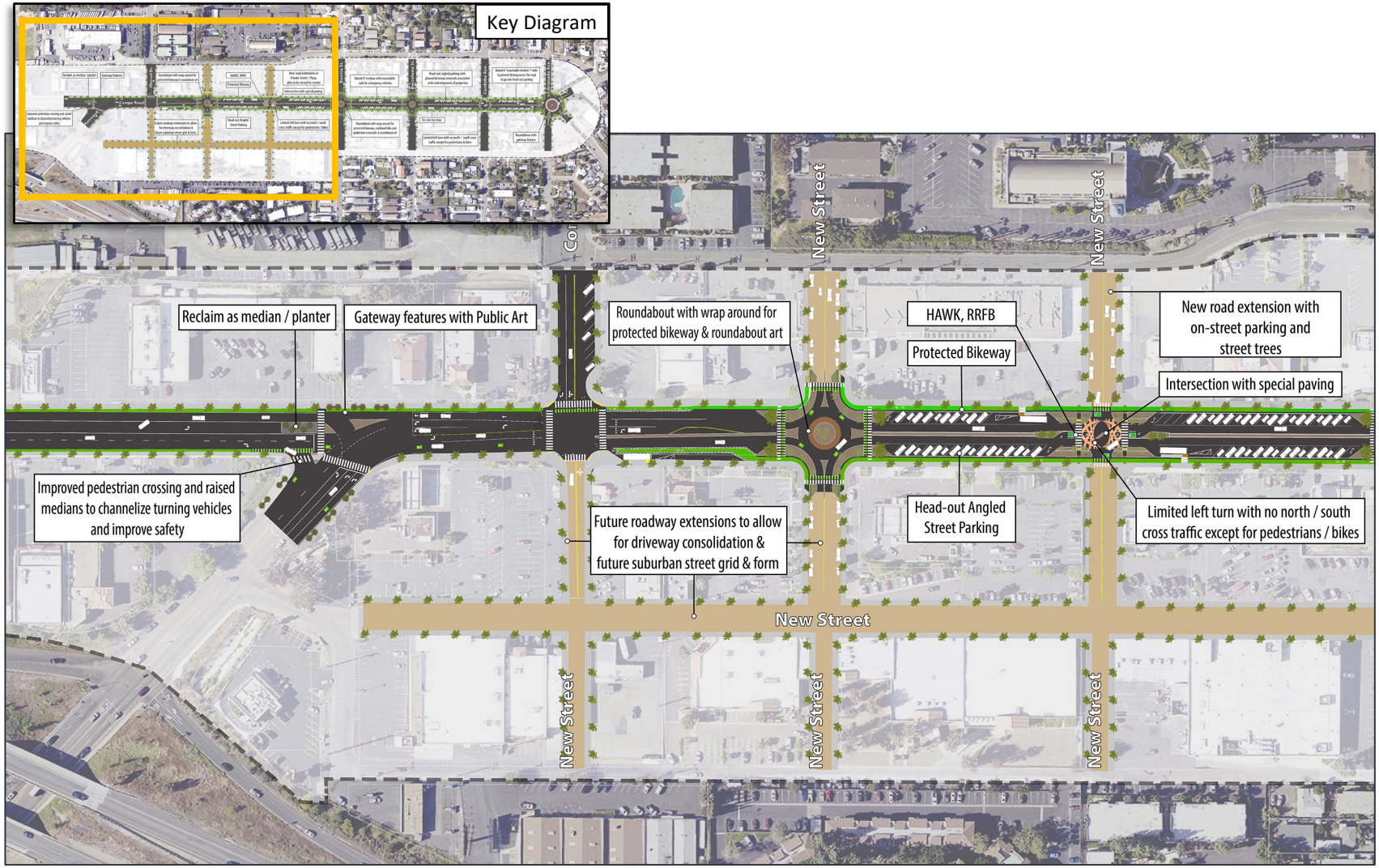


Source: Michael Baker International

How?

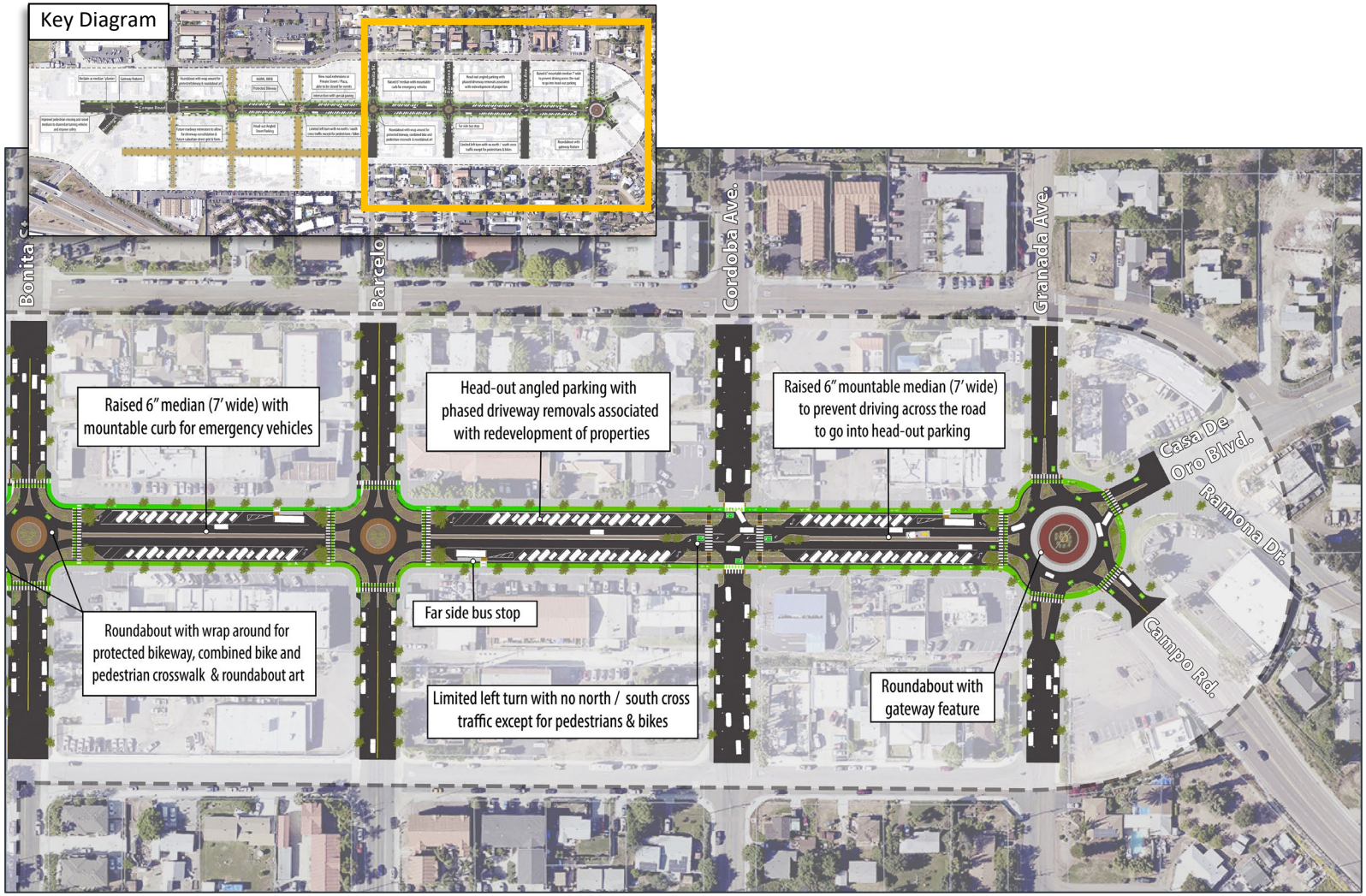
One of the most significant features of the Specific Plan is the reduction of the number of travel lanes on Campo Road from four to two. A reduction in lanes is commonly referred to as a "road diet." Traffic assessments and forecasts indicate that two lanes are adequate to accommodate existing and proposed trips through the Corridor from Granada Avenue to Conrad Drive (refer to **Background Report Appendix B Traffic Assessment Report**). The Conrad Drive to Kenwood Drive segment will remain as four lanes since the intersections of Conrad/Campo and Kenwood/Campo function together, and the turn movements and volumes are best accommodated through traditional signalized control. Following is a detailed discussion of improvements in these two segments as well as along Conrad Drive.

Figure 2-25: Mobility Plan – Campo Road, West End



Source: Michael Baker International, KTUA
Note- HAWK- High-intensity Activated crossWalK beacon, RRFB- Rectangular Rapid-Flashing Beacon

Figure 2-26: Mobility Plan – Campo Road, East End



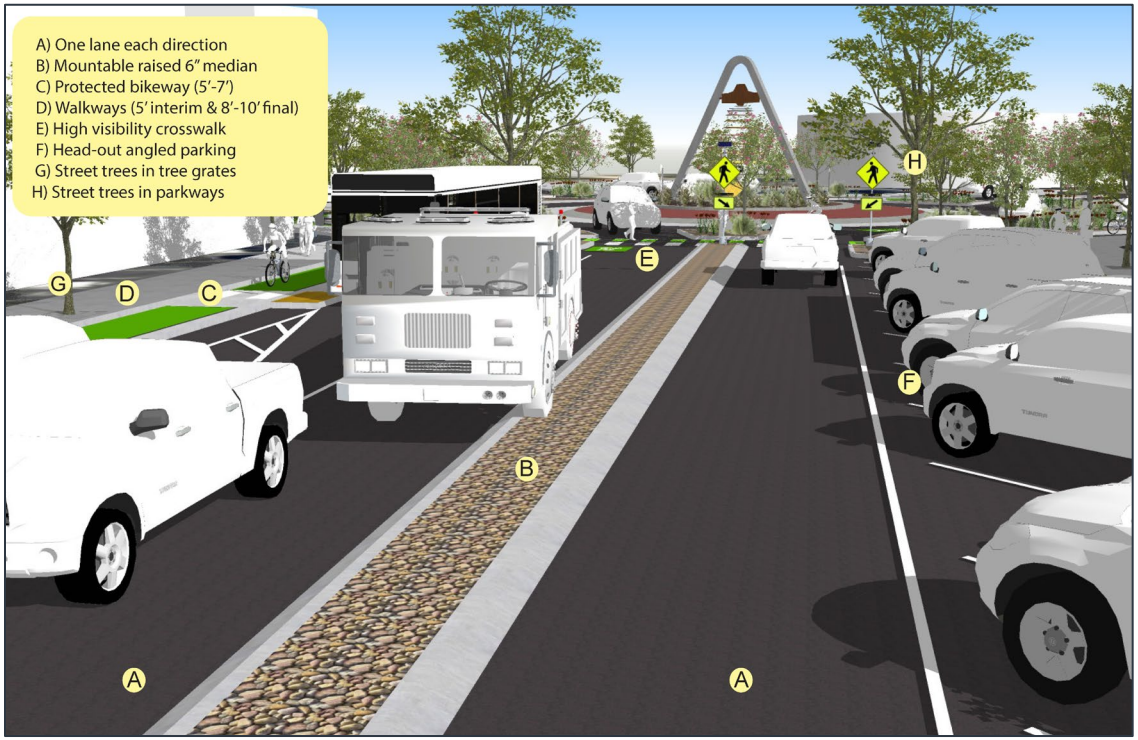
Source: Michael Baker International, KTUA

Granada Avenue to Conrad Drive

The roadway between Granada Avenue and Conrad Drive uses 76 feet of public right-of-way instead of the available 100 feet and has two travel lanes in each direction and no on-street parking. The Specific Plan proposes the use of the entire 100 feet to provide one lane in each direction, a central mountable median, head-out angled parking, a protected bike lane, and sidewalks. The mountable median will provide adequate clear space for emergency vehicles (see **Figure 2-27**). The mountable median could have pavers, artificial grass turf, or a xeriscape with small drought-tolerant plants. These details will be finalized in the final design of the Campo Road corridor.

The head-out angled parking, protected bike lane, and wide sidewalks on both sides of the street can be accomplished from the space gained by reducing two travel lanes as well as utilization of the full 100-foot right-of-way space. The configuration will allow for an increase in on-street parking capacity in the area. The concept also proposes the extension of curb lines or bump-outs at corners. These bump-outs shorten pedestrian crossing distances, add room for street trees and landscaping, and help designate and protect on-street parking. The transformation from existing conditions is shown in **Figure 2-27** and **Figure 2-28 A and B**.

Figure 2-27: Example of Mountable Median



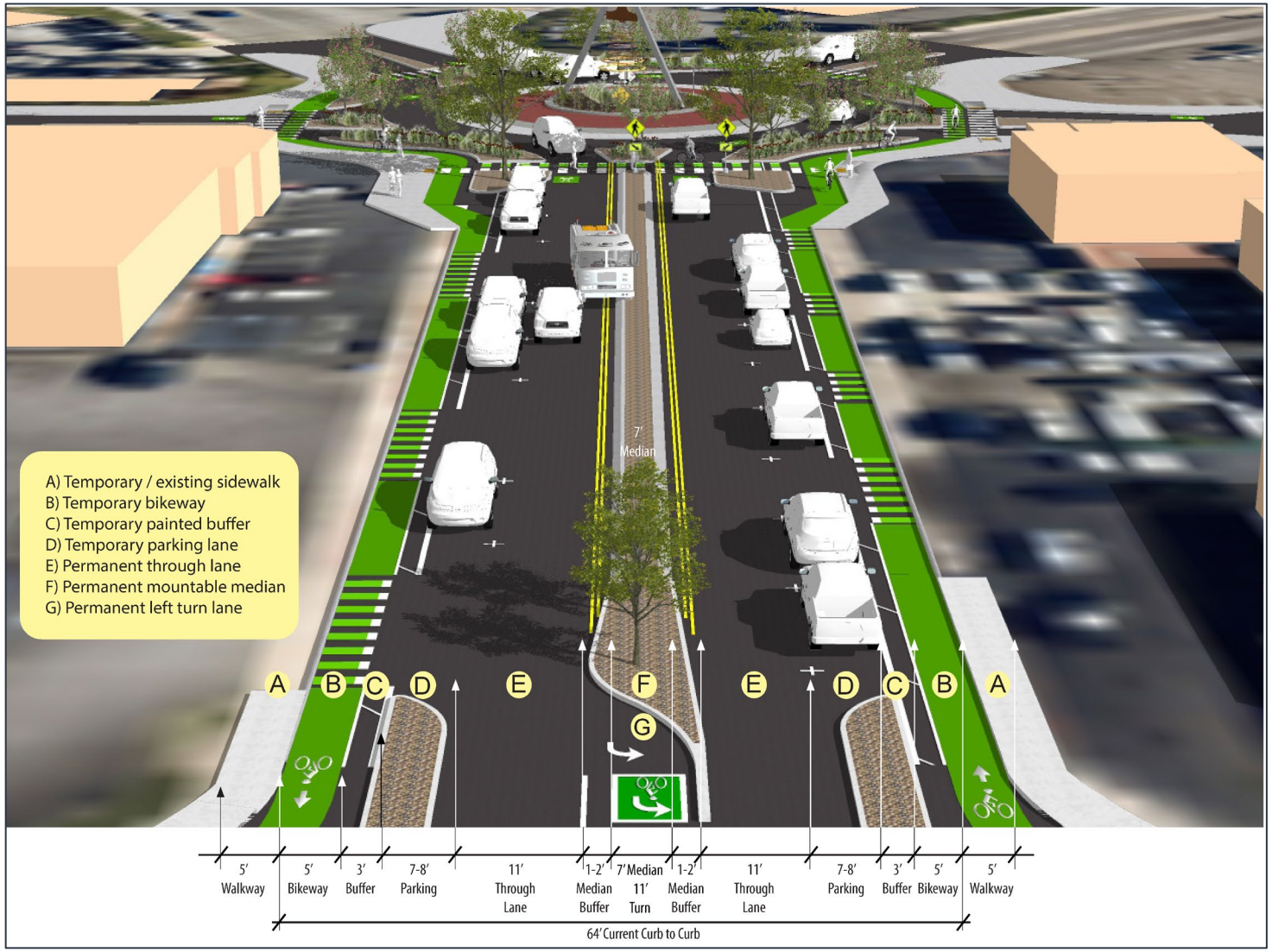
Source: Michael Baker International, KTUA

Figure 2-28A: Typical Road Configuration Between Granada Avenue and Conrad Drive



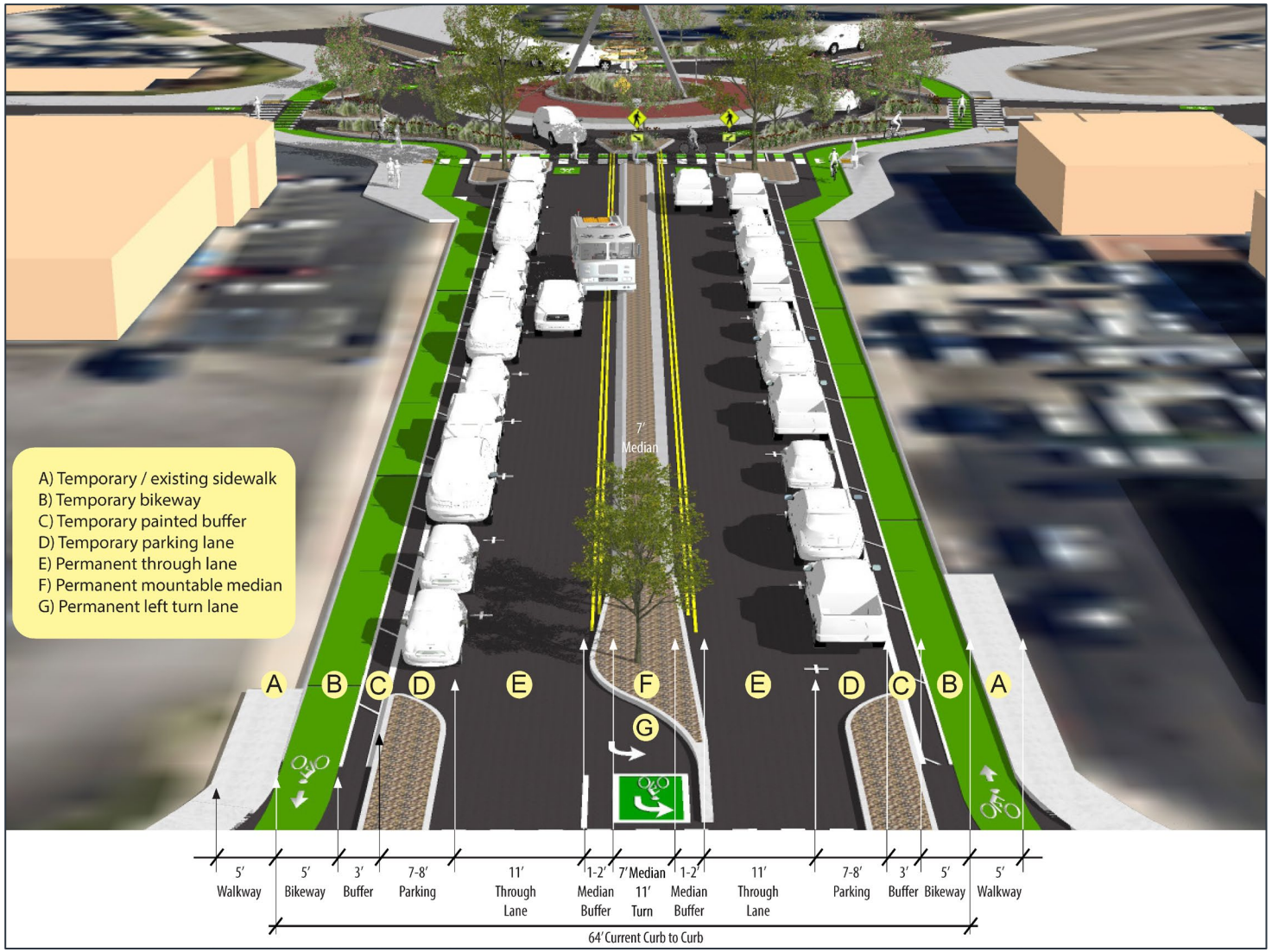
Source: Michael Baker International, KTUA

Figure 2-28B: Campo Road Looking East Toward East-end Roundabout at Granada Avenue (100-foot total public right-of-way) Phase 1 Geometrics



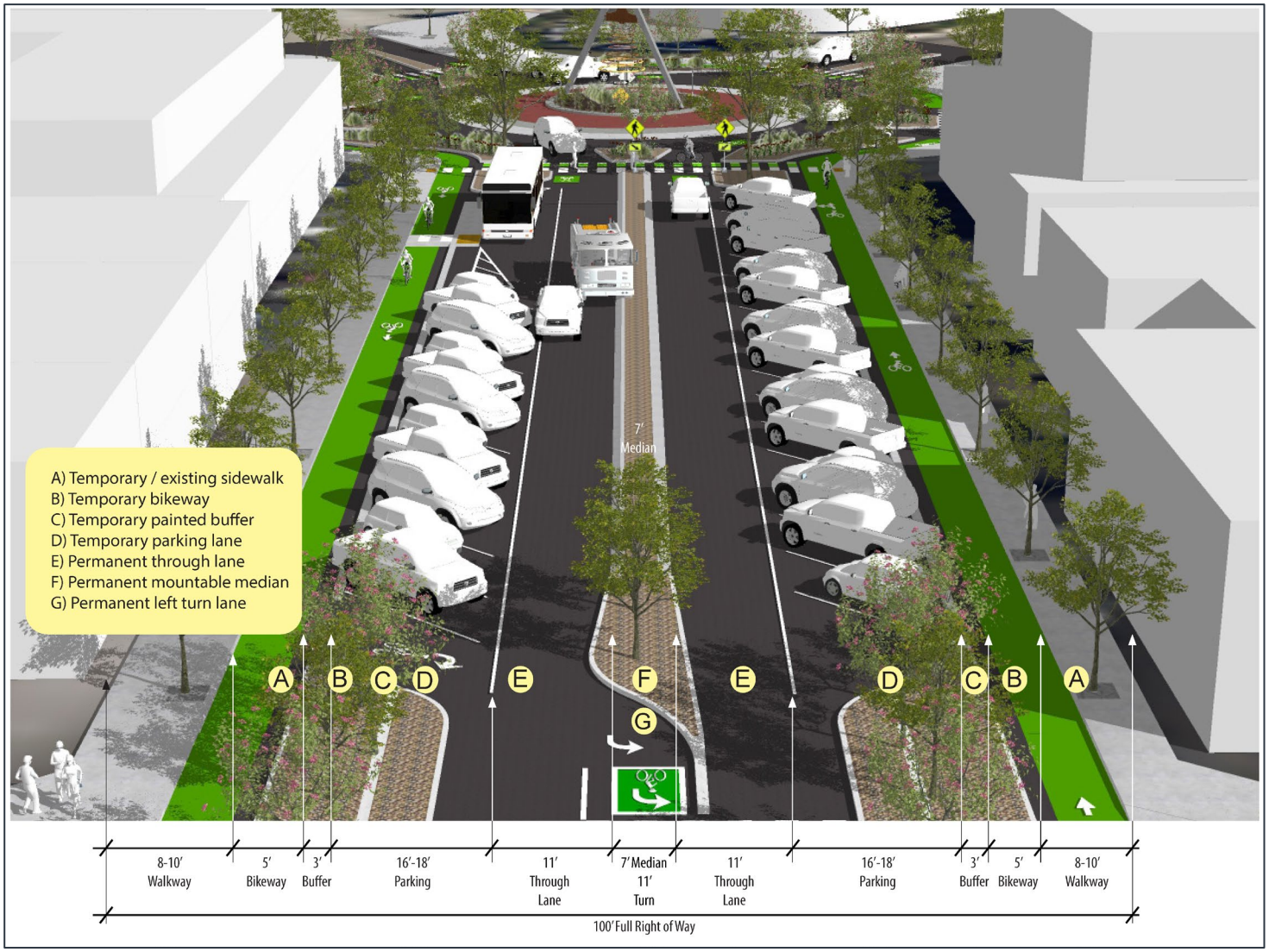
Source: Michael Baker International, KTUA

Figure 2-28C: Campo Road Looking East Toward East-end Roundabout at Granada Avenue (100-foot total public right-of-way) Phase 2 Geometrics



Source: Michael Baker International, KTUA

Figure 2-28D: Campo Road Looking East Toward East-end Roundabout at Granada Avenue (100-foot total public right-of-way) Phase 3 Geometrics



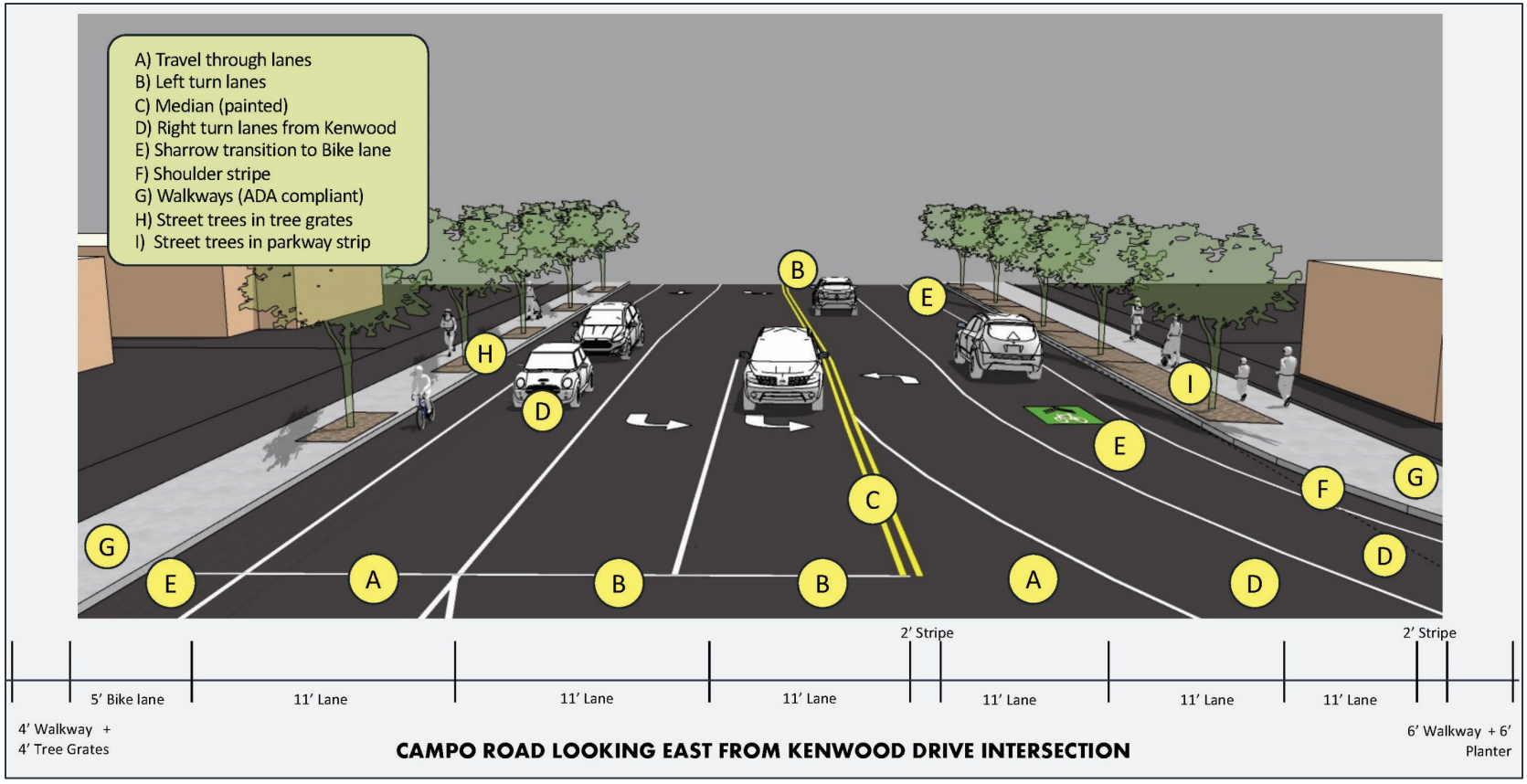
Source: Michael Baker International, KTUA

Conrad Drive to Kenwood Drive

Figure 2-30 shows the roadway segment from Conrad Drive to Kenwood Drive. This one-block section will be similar to the current conditions, with two travel lanes on each side, no parking, and two left turns to Kenwood Drive. The intersections at the bookends of this section (Kenwood Drive and Conrad Drive) have the highest traffic volumes, and due to their close proximity, their operations are interconnected and closely coordinated. The intersection at Kenwood Drive operates efficiently, and other treatments were not viable. The Specific Plan would retain the double left-turn from westbound Campo Road to Kenwood Drive as well as the double right-turn from Kenwood Drive to Campo Road (**Figure 2-30**). A single eastbound lane on Campo Road starts at Conrad Drive.

Unused street surfaces that are not part of the vehicular movements will be used for

Figure 2-29: West End of Campo Road Looking East from Kenwood Drive Intersection



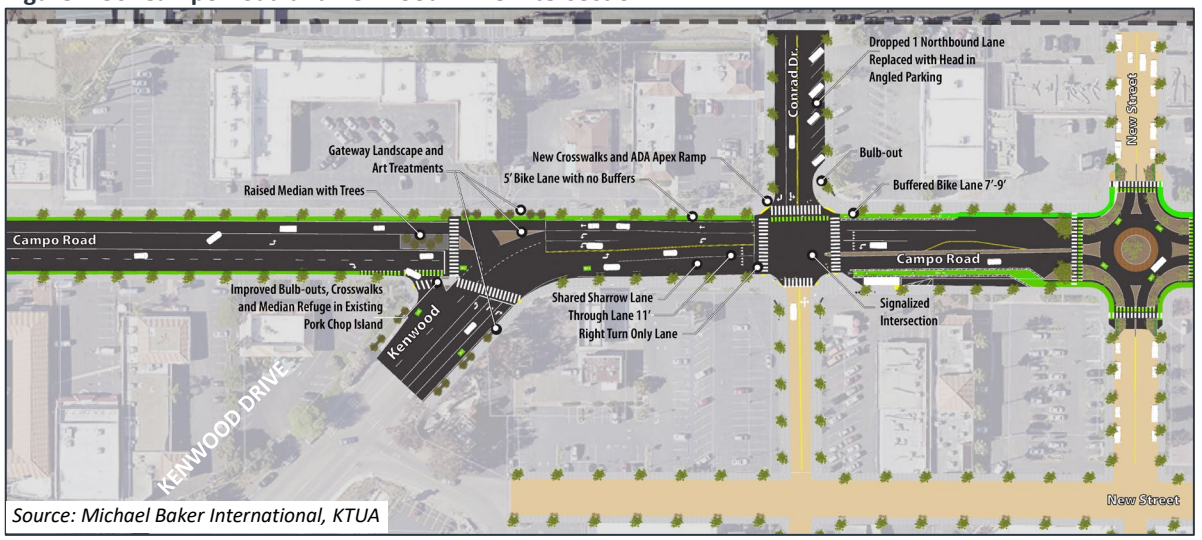
Source: Michael Baker International, KTUA

medians and a pedestrian crossing refuge. These improvements increase safety and provide design enhancements, including signage and streetscape improvements. The new configuration also includes bike lanes on the north side of the street. The protected bike lane ends at Conrad Drive and transitions to a bike lane, as shown in **Figure 2-30**. On the south side, bicyclists will share the outer road with vehicular traffic. A sharrow is proposed on the outer lane to increase awareness of potential bicycle traffic on the outer road. A sharrow typically consists of a road marking indicating which part of a road should be used by cyclists when the roadway is shared with motor vehicles.

Conrad Drive Reconfiguration

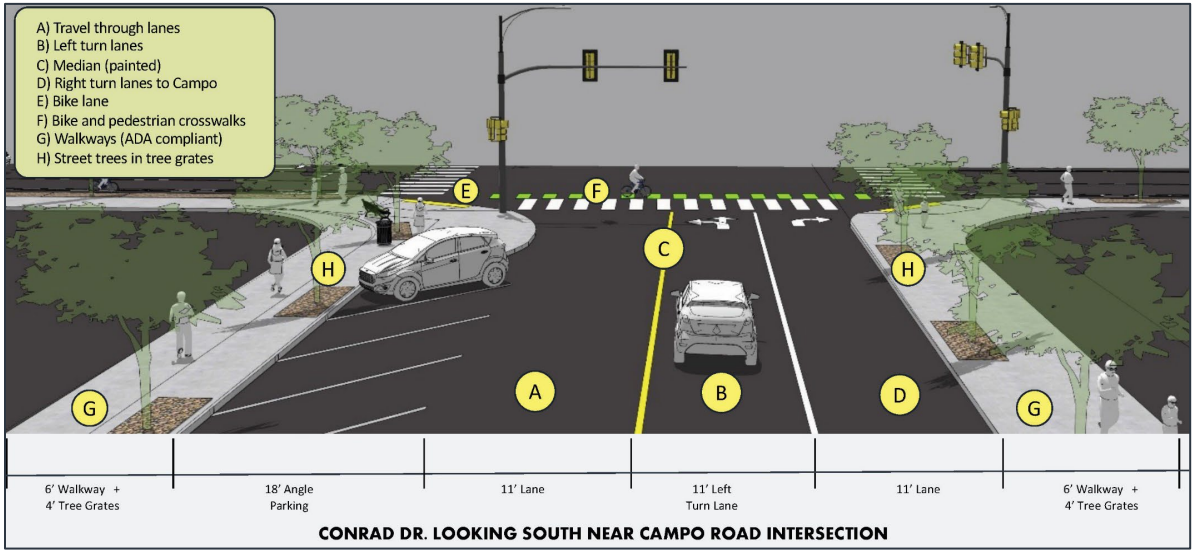
Figure 2-31 shows the reconfiguration of Conrad Drive. The two existing southbound lanes will remain, but one of the two existing northbound lanes will be replaced with angled head-in parking. The reconfiguration will allow for an enhanced pedestrian walkway with trees on either side of the road.

Figure 2-30: Campo Road and Kenwood Drive Intersection



Source: Michael Baker International, KTUA

Figure 2-31: Conrad Drive Looking South Toward Campo Road Intersection



Source: Michael Baker International, KTUA

2.3.10 Intersection Design and Roundabouts

Intent

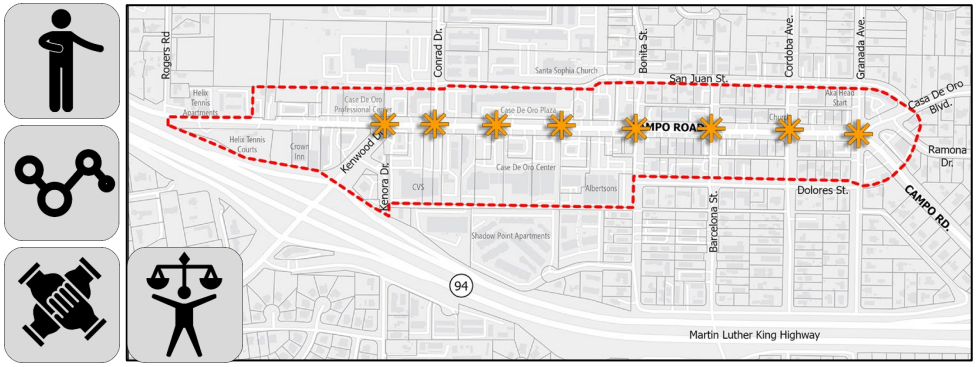
Reduce the chance of vehicular collisions and enable a smooth flow of traffic.

Why?

Reconfiguring intersections to prioritize safety while maintaining the flow of traffic is an important aspect of this Specific Plan. Roundabouts at four intersections and limited left-turn movements at two intersections have been used along Campo Road to achieve this. There are several benefits to using roundabouts in the reconfiguration of Campo Road. These include a smoother flow of traffic as well as reductions in conflict, speed, and noise level.

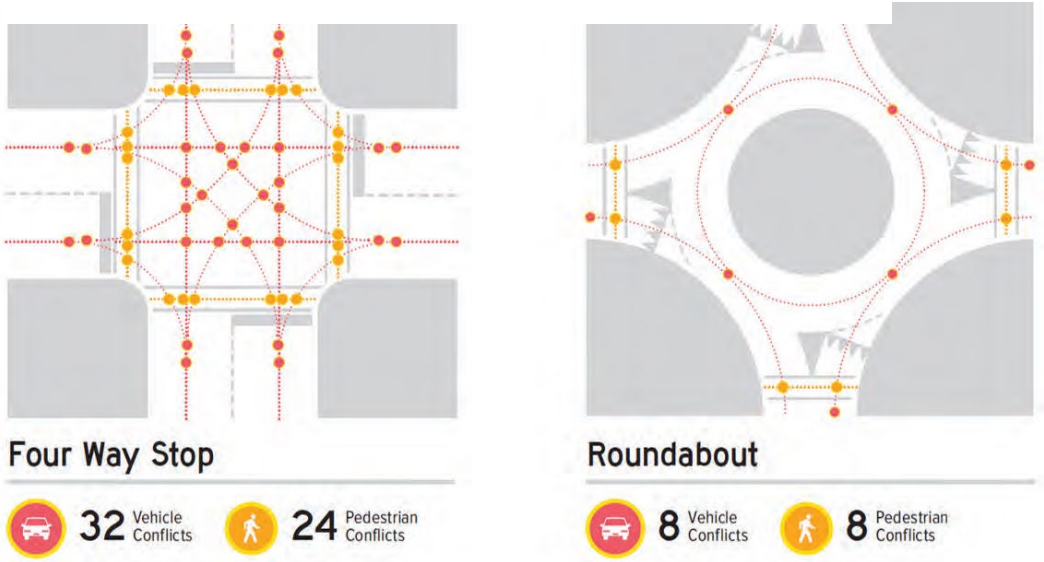
The roundabouts allow for quick and easy U-turns to access spaces or driveways on the opposite side of the street. These roundabout U-turns also eliminate left-turn movements in front of oncoming vehicles, thus reducing conflicts. **Figure 2-33** compares the number and type of conflict points between a single-lane roundabout and signalized intersection similar to those on Campo Road. Roundabouts can also result in average vehicle speed reductions of between 15-20 mph. Roundabouts, single-lane roadways, and vehicle speeds under 25 mph all have substantially lower incidents of accidents, collisions, pedestrian

Figure 2-32: Strategy Location and Related Goals



Source: Michael Baker International

Figure 2-33: Roundabout vs. Intersection Conflict



Source: Urban Projectization

injury, and fatalities. An often overlooked but important benefit of calmed traffic is the reduced noise levels that make conversation and outdoor dining comfortable.

How?

Four roundabouts are proposed along Campo Road at its intersections with Granada Avenue, Barcelona Street, Bonita Street, and a new intersection approximately 450 feet east of Conrad Drive (refer to **Figure 2-25**). All roundabouts are four-legged except for the Granada Avenue roundabout, which is a five-legged roundabout, as shown in **Figure 2-35.** The Granada Avenue roundabout is also larger than the other roundabouts and creates a gateway feature for the Specific Plan area.

All proposed roundabouts are one-lane roundabouts, and their pairings with a one-lane roadway reduce the need to make left turns across traffic, thereby supporting a smoother flow of traffic.

The use of roundabouts will require the elimination of the dual left-turn unprotected lane. A roundabout requires the merging into one lane of traffic leading into the roundabout and requires a splitter median that shifts the angle of the motor vehicle to more safely merge and flow into the traffic in the circle. In addition, the splitter is used as the safe crossing point with a 6-foot-wide median refuge for those crossing the street. The use of head-out angled parking proposed for this section also necessitates control of traffic across the centerline of the street. A raised median prevents crossing the street and parking in the wrong direction. This traffic movement would not be safe and would be confusing to others using the angled parking spaces in the manner in which they were intended.

At two locations along Campo Road (Cordoba Avenue and 450 feet west of Bonita Street), a modified intersection would be created that would allow left-turn lanes for east- and westbound turning motions. This could be accomplished by standard signals or by yielding. A single leg of a pedestrian crossing could be created that would either use the traffic signal to assist movement across the street or a stand-alone Rapid Rectangular Flashing Beacon, High-intensity Activated Crosswalk, or another form of a hybrid pedestrian beacon, as shown in **Figure 2-34.**

The bulb-outs at intersections will induce slower speeds for left turns and lessen risk taking for unprotected left turns.

Figure 2-34: Rapid Rectangular Flashing Beacon, High-intensity Activated Crosswalk, or Other Forms of a Hybrid Pedestrian Beacon



Source: Michael Baker International

Figure 2-35: Campo Road and Granada Avenue Proposed Intersection



Source: Michael Baker International, KTUA

2.3.11 Reducing Conflicts

Intent

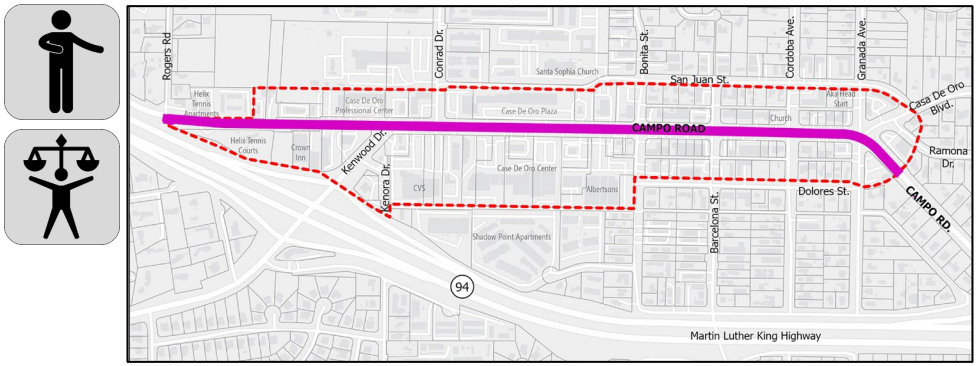
Reduce the number of conflicts between pedestrians, bicyclists, and vehicular traffic in the Specific Plan area.

Why?

Reducing conflicts between pedestrians, bicycles, and vehicles is the most important aspect of providing a safe environment for all modes by creating a vibrant, pedestrian-friendly area, as mentioned in the Vision Statement.

There are an excessive amount of driveways along Campo Road, as seen in **Figure 2-23.** These are challenging to pedestrian and bicycle travel as they create more conflict points. They also create conflict points with vehicular movement (refer to **Figure 2-37 "Before"** diagram). The left-turn movement from the center turn lane into the driveways interrupts the traffic. It is also unsafe for drivers, as there is an increased probability of T-bone accidents with oncoming traffic.

Figure 2-36: Strategy Location and Related Goals



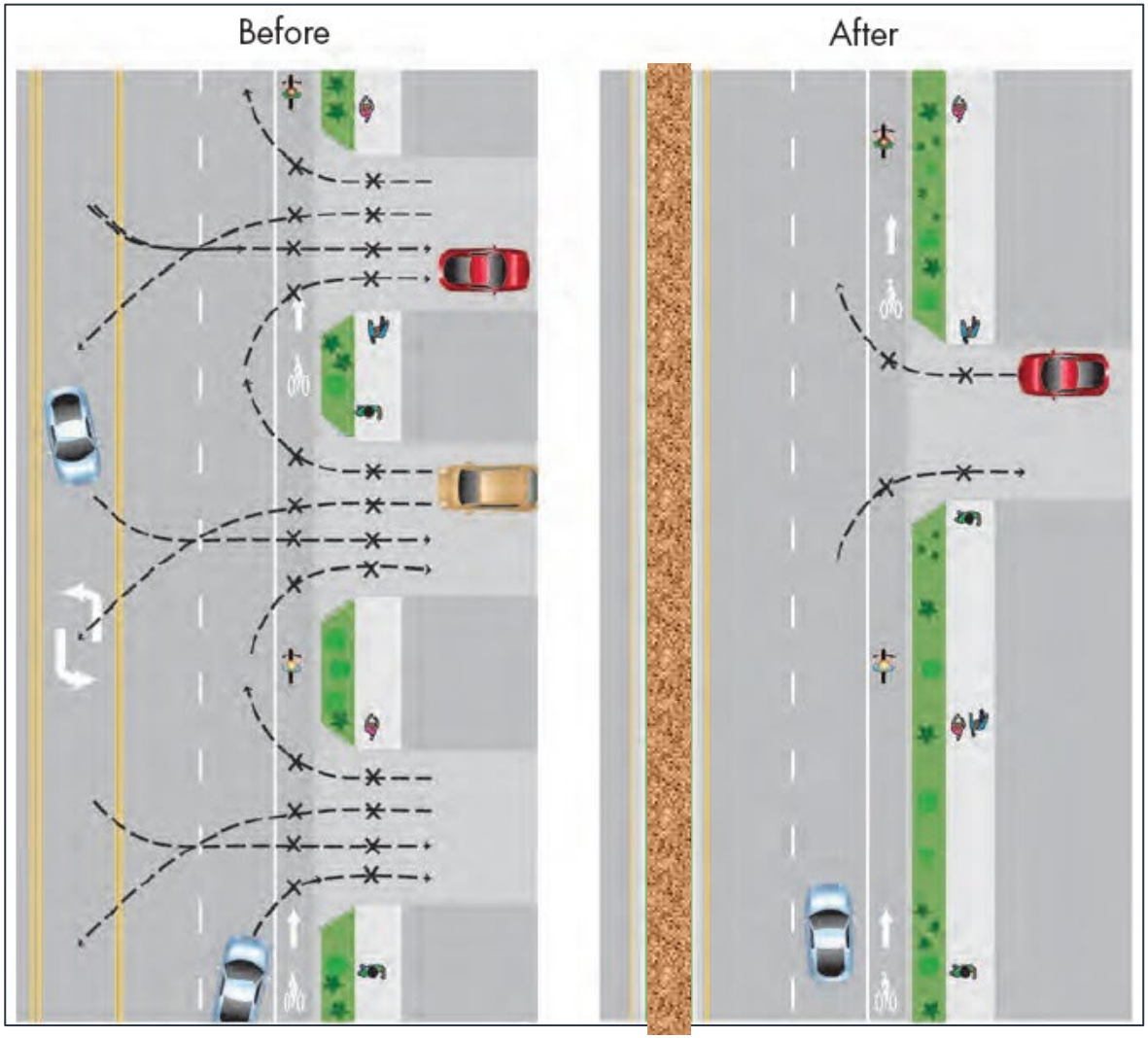
Source: Michael Baker International

Why?

The Specific Plan calls for consolidating the driveways and limiting left-turn movements by creating a median along Campo Road. **Figure 2-37 "After"** diagram shows how a median only allows right-turn-in and right-turn-out movement from the driveways. This, coupled with driveway consolidation, drastically reduces the conflict points with vehicular traffic as well as with bicycle and pedestrian movement along the roadway.

The intersection with roundabouts allows for easy U-turns, thus reducing conflict points (refer to **Figure 2-33**) and providing access to on-street parking and off-street parking areas, as seen in **Figure 2-25** and **Figure 2-26.** The smaller blocks proposed for the Specific Plan area created by the extension of the traditional street grid will improve access and mobility by allowing the driver to do simple right turns around the block without causing the inconvenience of a larger detour.

Figure 2-37: Conflict Points along Street



Source: Bikesafe, Federal Highway Administration

2.3.12 Cross-slopes and ADA Accessibility

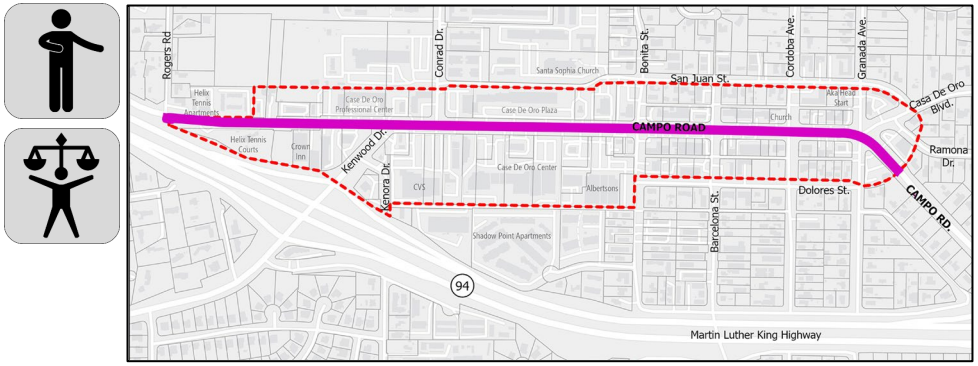
Intent

Make the Corridor accessible to all modes of travel and all abilities.

Why?

Existing driveways create sidewalk cross-slopes that create an uncomfortable pedestrian environment. Most of these slopes are also not in compliance with the Americans with Disabilities Act (ADA) of 1990 standards (based on the windshield survey) and will need to be upgraded during the design and construction of the street. The ADA standards require a minimum 40-inch-wide area with a less than 2 percent cross-slope. Given the grade of the street and the height of the walkway, ADA compliance in the existing scenario is not possible.

Figure 2-38: Strategy Location and Related Goals



Source: Michael Baker International

How?

The Specific Plan provides approximately 5 feet of planter space between the protected bike lane and the sidewalk to provide space for driveways to avoid cross-slopes along sidewalks.

2.3.13 Gateway Elements

Intent

Utilize gateway elements at strategic locations to improve aesthetics and community-based character elements.

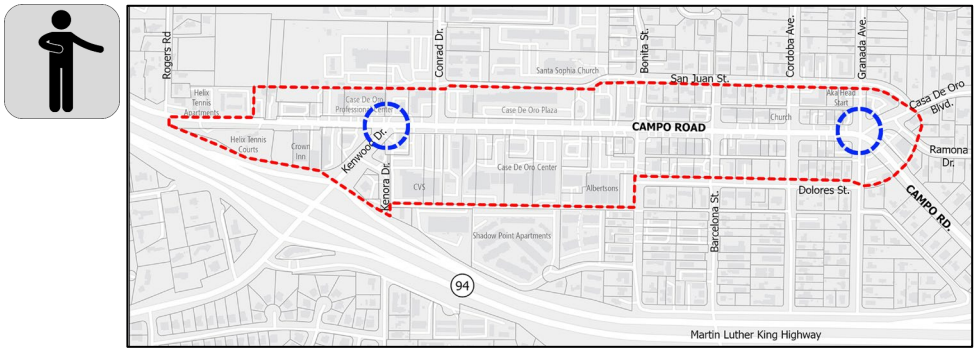
Why?

The two primary gateways into and out of the Corridor, and much of the broader Casa de Oro community, are the intersections of Campo Road with Kenwood Drive and Granada Avenue at the west and east ends of the Corridor, respectively, and their connections to State Route 94. With Campo Road/State Route 94 serving as a major access route to and from the Casa de Oro community, these intersections are utilized by local residents on a daily basis. As such, they represent strategic opportunities to create a first and last impression of the Corridor and the Casa de Oro community for residents, visitors, and customers. Formal improvements should be implemented that identify these key intersections as clear gateways into the community.

How?

The east end at Granada Avenue has great potential with plenty of space and geometric segments that all meet at the center of the roundabout. **Figure 2-41** shows a simulation of a potential gateway feature that uses the roundabout space.

Figure 2-39: Strategy Location and Related Goals



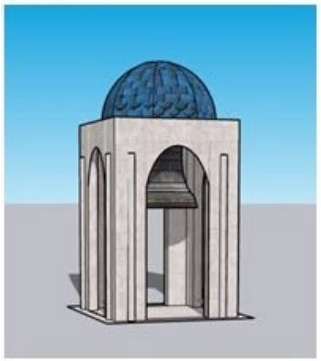
Source: Michael Baker International

The roundabout will use the sizable central space occupied by a vertical element or a water feature that creates a strong visual signal for approaching vehicles to intuitively slow and divert. The roundabout would also create a prominent central focal point and the terminal view from each of the five approaches, which represents an opportunity to create a positive and intentional expression of the community. Multiple entry treatment ideas along these five approaches could announce the arrival or obtain a sense of movement through this portal or community gateway (see **Figure 2-40**).

Kenwood Drive would introduce the driver to Casa de Oro, but it does not contain enough reclaimable area to capture attention. However, various vertical art treatments along the edges, triangular islands, or bulb-out can provide a gateway effect, as shown in **Figure 2-40**. The new roundabout at the intersection 450 feet east of Conrad Drive can also provide a continued opportunity to extend the gateway. The central portion of this and other smaller roundabouts along Campo Road could be treated with ornamental trees, landscaping, public art, or signage, thereby enhancing their visual character and appearance throughout the Corridor.

Figure 2-40: Gateway Features

Pilaster



Emulate Santa Sophia architecture



Art along street edges



Abstract bell for Granada Avenue roundabout



Art on walkways or bulb-outs



Art centering in social areas



Source: Michael Baker International, KTUA

Figure 2-41: Gateway Simulation for Intersection at Granada Avenue



Source: Michael Baker International, KTUA

2.3.14 Art and Expression

Intent

Incorporate an abundance of local arts and culture into the Corridor in order to create its own unique identity.

Why

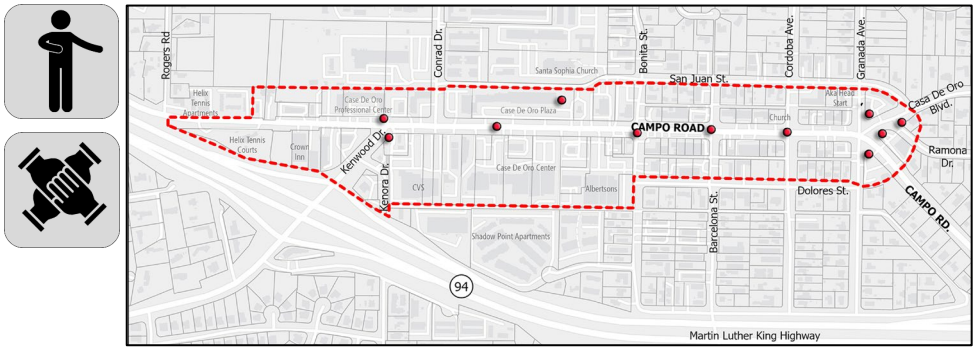
Artistic elements that reflect the community's values and culture can be incorporated into the public spaces of the Corridor. Communities can use such features to differentiate themselves from others and provide a unique sense of identity for residents and business owners.

The Casa de Oro community has expressed a desire and ability to enhance the Corridor through the direct incorporation of arts and culture in Corridor.

How?

There are opportunities to define, color, and enhance the public realm to create a welcoming effect beyond the physical dimensions established by zoning and land development regulations. The design, materials, and furnishings are opportunities for community expression.

Figure 2-42: Strategy Location and Related Goals

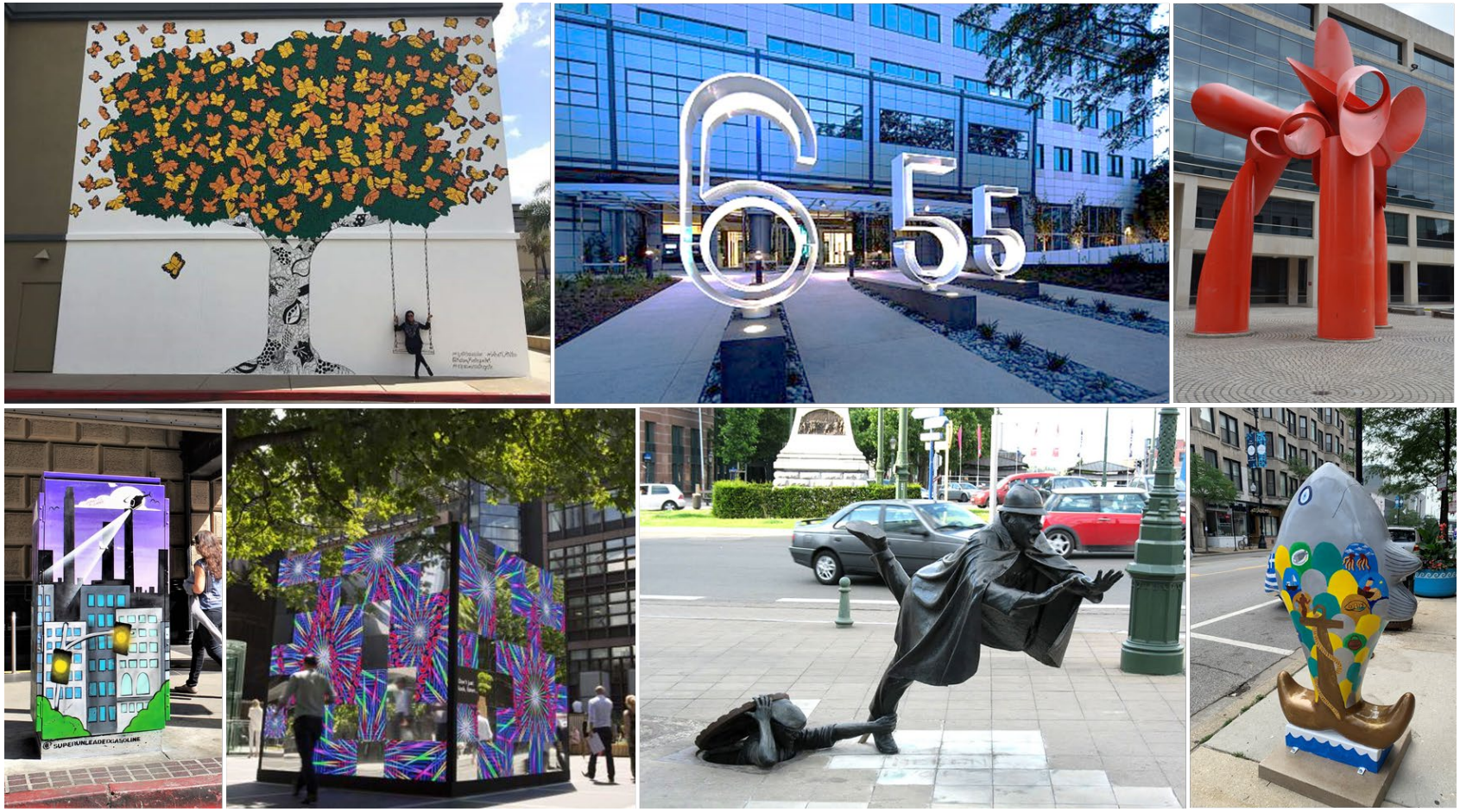


Source: Michael Baker International

Art and expression may be incorporated within the Corridor over time as redevelopment occurs. Opportunities other than roundabouts to integrate art and expression along Campo Road are listed here, with examples depicted in **Figure 2-43:**

- Facade and signage improvement programs
- Streetscape improvements:
  - Street trees, landscaping
  - Sidewalks
  - Street furniture
- Murals on walls and utility boxes
- Public art and sculpture installations in the public right-of-way, plazas, and patios
- Outdoor/flexible venues for entertainment
- Pop-up and programmed live performances, and entertainment events
- Interactive art experience

Figure 2-43: Art and Expression Examples



Source: Wikimedia Commons

2.3.15 Bike Facilities

Intent

Provide protected bike lanes to increase safe mobility options in the Corridor.

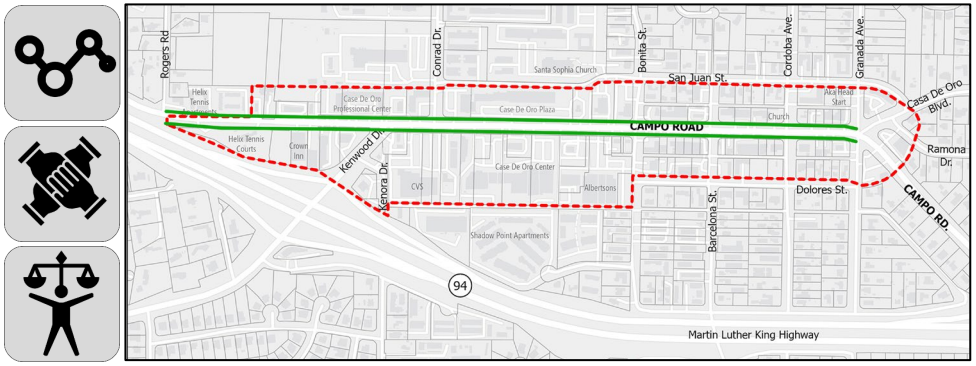
Why?

Bike facilities along the Corridor that cater to all ages and all skill levels will encourage the usage of bikes, thereby having a positive impact on the reduction of greenhouse gases. The Specific Plan proposes protected bike lanes (Class IV cycle tracks) following the recommendation made by the County Active Transportation Plan for this section of the Corridor.

How?

Protected bike lanes can be at sidewalk level or street level. For the Specific Plan Area, street-level protected bike lanes are proposed as it helps make it clearer to pedestrians that are crossing a bike facility/road environment and brings their attention to oncoming bike traffic. It also physically separates bikes and pedestrians and meets the ADA division of hazardous uses. In addition, a street-level protected bike facility helps with better handling of drainage issues and can be asphalt, thereby lowering the costs.

Figure 2-44: Strategy Location and Related Goals

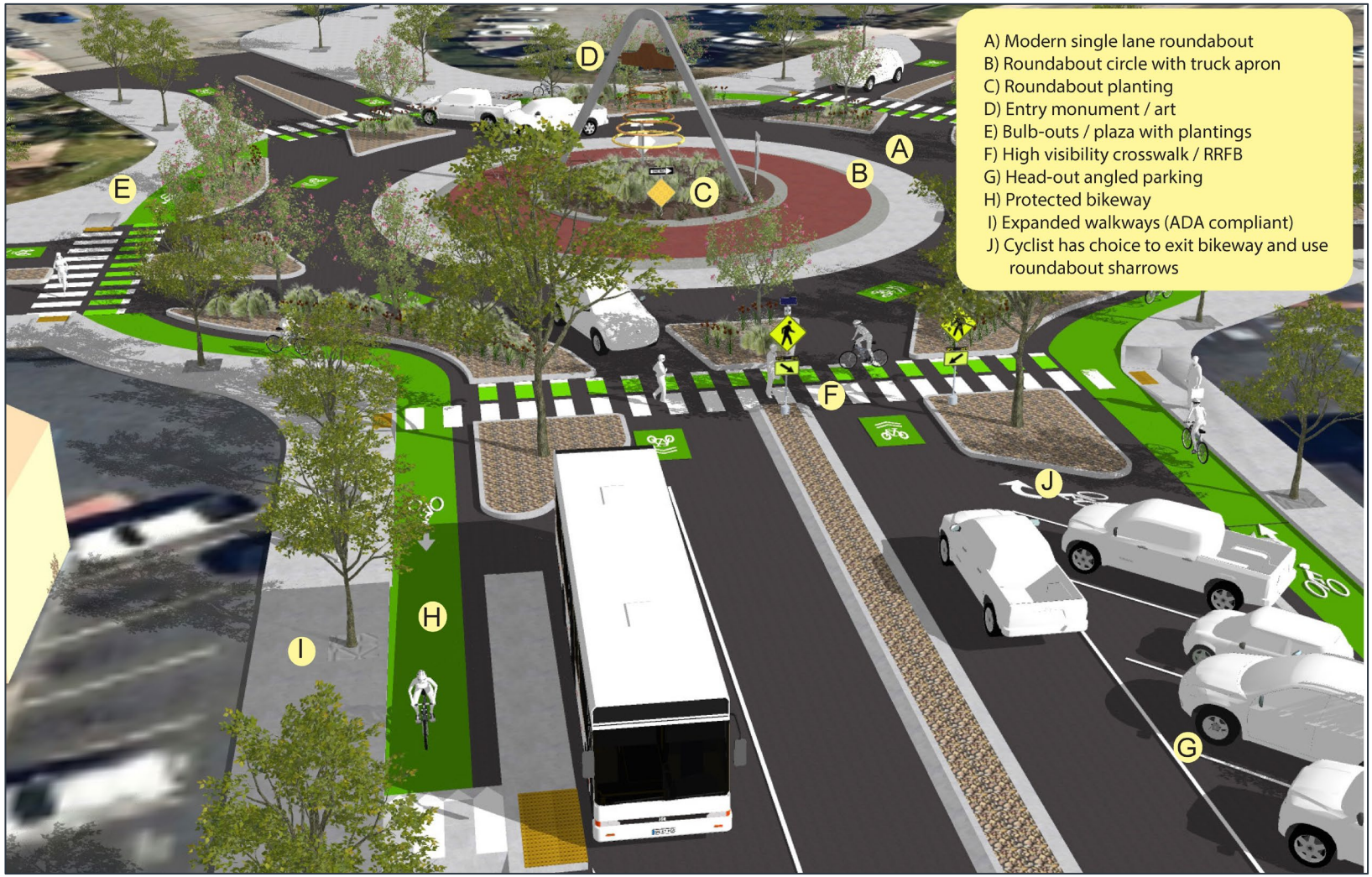


Source: Michael Baker International

A 6' protected bike facility is proposed, with a raised concrete buffer located between the head-out parking and the protected bike lane. The raised buffer provides a positive curb stop that will physically stop the vehicles from crossing over into the bike lane. A painted buffer will also help with maneuverability for bicyclists.

To navigate the roundabout, the protected bike lanes will be extended upon reaching the bulb-outs (which are created by extensions of the curb located at intersections) and continuing through a one-way pathway that goes up on the bulb-outs, creating a bypass. (refer to **Figure 2-45**). While this option is safer for inexperienced cyclists to use the bypass, it does require some crossing of pedestrian areas on the roundabout bulb-out near the crosswalks.

Figure 2-45: Bike Facility Through Roundabout –Protected Route via Bump-Out



Source: Michael Baker International, KTUA

2.3.16 Traditional Grid-Street Extensions

Intent

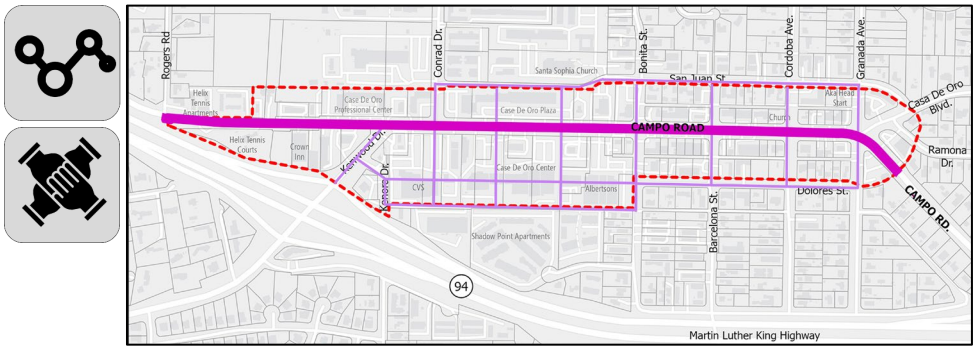
Create a continuous grid layout by dividing superblocks in order to create a walkable neighborhood.

Why?

There are several advantages to creating smaller blocks with grid patterns:

- Smaller blocks and active street spaces allow for a mobility strategy that provides frequent and interconnected networks for cars, pedestrians, and multimodal users.
- Smaller blocks in a grid pattern allow for easy distribution of traffic with alternatives in the event of delays, blockages, or preferences.
- Smaller block patterns are also conducive to development with reduced setbacks, which brings "more eyes on the street" and keeps the movement and security of the street intact.
- Smaller blocks lead to increased building frontage area and more high-visibility corners for commercial business.

Figure 2-46: Strategy Location and Related Goals



Source: Michael Baker International

Figure 2-47: Walkable Block Pattern with Continuous Sidewalk, Parking, and Street Trees



Source: Michael Baker International

How?

The Specific Plan proposes extending the traditional street grid pattern from the original main street area between Bonita Street and Granada Avenue and dividing the superblocks between Bonita Street and Conrad Drive at roughly 450-foot intervals. This area is private property, but development standards can help implement smaller block patterns as part of future infill and redevelopment efforts. The perimeter of every block would include continuous sidewalks with street trees and on-street parking. Primary business and residential entryways will be directly from the street and sidewalk.

New internal connections between Campo Road and the alleys in these superblocks would be developed as private streets as part of infill or redevelopment projects. These would include two travel lanes with parallel on-street parking, 6-foot-wide sidewalks, and street trees. Framed by active building frontages, these private internal streets will provide direct physical and visual connections to activate all sides of the properties, including San Juan Street.

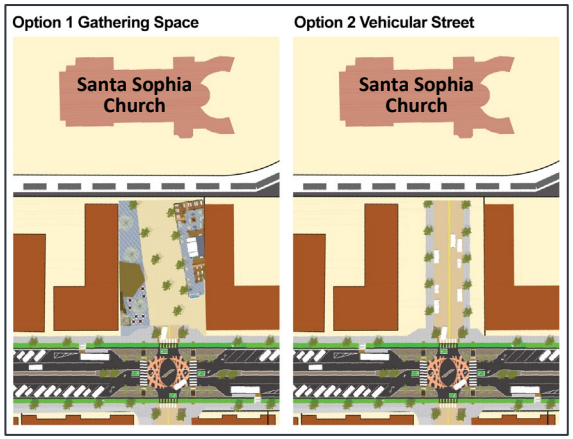
The traditional grid pattern will also help with traffic issues. The Kenora and Kenwood intersection currently has a difficult left turn due to oncoming traffic on Kenwood Drive. The grid will direct traffic from the development south of the Specific Plan area to Campo Road instead of using Kenora Drive, thus greatly reducing the usage frequency of Kenwood Drive and Kenora Drive intersection..

It will also help relieve traffic congestion issues along the privately-owned section of San Juan Street by providing alternative routes through new streets A and B to Campo Road.

Appropriately sized and improved paseos or plazas can also offer similar connections and activation. Paseos are passages through the development dedicated to pedestrian use. They can be used to establish connections between streets, parking areas, plazas, and building entrances.

The concept of the land uses and urban form in areas east of Conrad Drive, on the north side of Campo Road, provides two options that would allow for connection to San Juan Street. These options do not restrict the developer to one option or the other but illustrate the various ways that this space could be used. The idea is to physically and visually connect Campo Road to San Juan Street at this location. The final configuration will depend on the negotiations with the property owner at the time of redevelopment of the property.

Figure 2-48: San Juan Street Connection Options



Source: Michael Baker International, KTUA

- Option 1 in **Figure 2-48** shows a private promenade, plaza, or other gathering space that is oriented to Santa Sophia as a landmark as well as to Mount Helix to the north.
- Option 2 in **Figure 2-48** shows a vehicular roadway connection to San Juan Street. The roadway could remain private for use by customers, with the closure of the space to automobile traffic at certain times and open at other times. Parallel parking could also be available in this option.

2.3.17 Edge Friction

Intent

Enhance the streetscape and calm traffic speed.

Why?

Edge friction is created mostly with vertical elements such as street trees, lighting fixtures, and buildings on the sides of travel lanes. Placing these elements close to the travel way reduces the perceived width of the street. Drivers, in turn, perceive the space as tighter and start to drive slower. This urban setting is more comfortable for pedestrians. Even changes in the pavement can contribute to this friction, which is the primary means of controlling design speed.

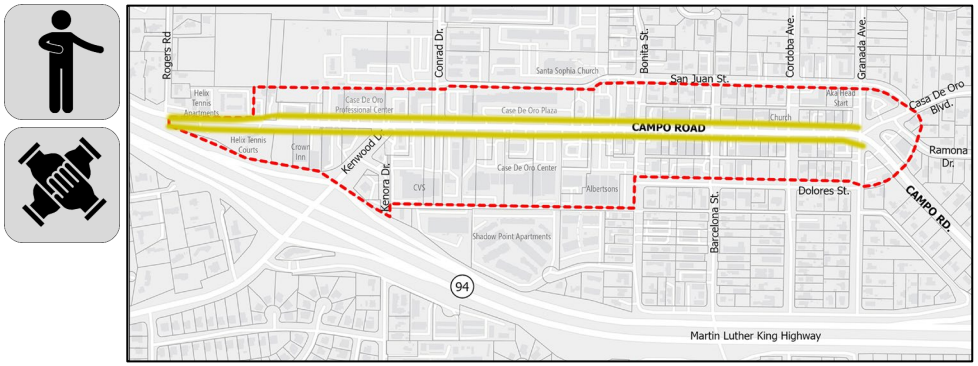
How?

Street trees, street lighting, and buildings placed closer to the street are used as edge friction elements in the Specific Plan. In addition, art installations, on-street parking (discussed later), and street furniture such as benches, trash, and recycling bins that will be selected during the final design stage contribute to edge friction.

Street Trees

Three tree types (large canopy, small canopy, and accent tree) are recommended to be planted in planting strips and bulb-outs. The type and placements of the trees are discussed in Public Realm Design Guidelines in **Section 3.9.A, Chapter 3, Development Standards and Design Guidelines.**

Figure 2-49: Strategy Location and Related Goals



Source: Michael Baker International

An evenly spaced street tree program will be difficult to create in the Corridor. The number of driveways and other obstructions are constraints on tree placement and will make it difficult to provide for a regularly spaced street tree concept. Driveway consolidation is discussed in the plan and will take place over a period of time. It is proposed that the trees be spaced in a manner so that they look visually balanced along the Corridor. This will maintain flexibility for adjustments and likely changes in available locations and avoid obvious gaps and disruptions that would be noticed in a strict spacing plan. While most existing trees will be removed during the reconfiguration of Campo Road, it is expected that the future roadway design will be able to accommodate the four large Ficus trees on the north side of Campo Road between Cordoba Avenue and Barcelona Street.

Street Lighting

Street lighting poles and fittings make a major impact on the appearance of the road and help create edge friction. The design, technology, and required photometric will be determined during the final design stage. The fixture style, color, and material should be decided in conjunction with other elements, such as benches and waste receptacles, to create a coordinated look and feel of the Corridor. Recommendations for street lighting style and placement are provided in **Section 3.10, Public Realm Design Guidelines in Chapter 3**.

Buildings

Placing buildings closer to the street reduces the perceived width of the streets and leads to slower driving speeds, increasing safety for all users of the Corridor. **Chapter 3** provides front setback standards for new development, ranging from zero to 12 feet from the property line.

Figure 2-50: Edge Friction Example



Source: Wikimedia Commons

2.3.18 Bus Stops

Intent

Create aesthetically pleasing and comfortable bus stops.

Why?

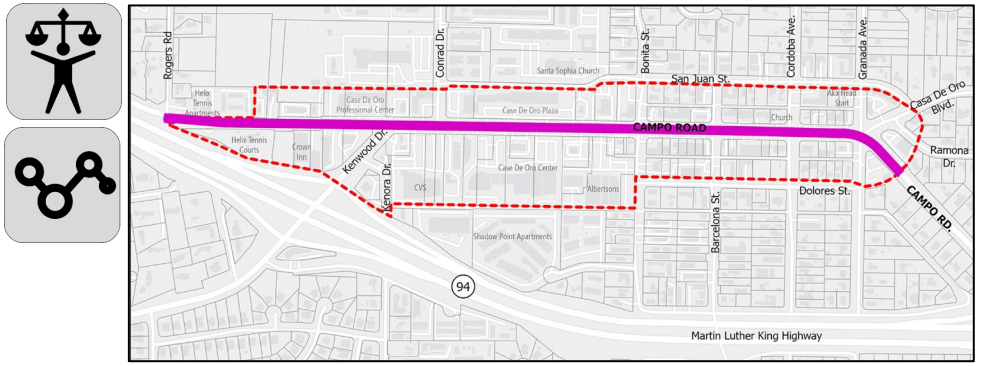
The reconfiguration of the roadway will trigger the relocation of the bus stops, as shown in **Figure 2-52.** The walkways will be moved outward to make full use of the existing right-of-way in the full buildout of the Specific Plan. Existing bus stop structures can be relocated to the new sidewalk areas. This is also an opportunity to redesign the shaded bus stops to align with the new branding of the Corridor.

How?

The Specific Plan recommends that the bus stops be located at the far side of intersections to ease an entrance into the travel lane after picking up passengers, thereby not hindering traffic flow. Any relocation efforts for the bus stops will need to be coordinated with the San Diego Metropolitan Transit System during the final design stage.

The bus stops need to accommodate a full lane exit out of the travel lane to allow for a smooth flow of traffic. The Specific Plan allows for an 18-foot-wide space from the curb into the street that could accommodate a widened bus stop, making it easier for buses to move in and out of the travel lane.

Figure 2-51: Strategy Location and Related Goals



Source: Michael Baker International

Figure 2-52: Bus Stop Location



Source: Michael Baker International, KTUA
Note: The plan depicted here is for illustrative purposes only. Any changes to bus locations will be done in coordination with the Metropolitan Transit System.

2.3.19 On-Street Parking

Intent

Create efficient on-street parking spaces along Campo Road.

Why?

There are no on-street parking spaces along Campo Road. Providing efficient, safe, and usable on-street parking along Campo Road, which is accessible to drivers and close to businesses and has high rates of usage and sharing as measured in turnover, is an essential part of reducing minimum parking rates as discussed in the section.

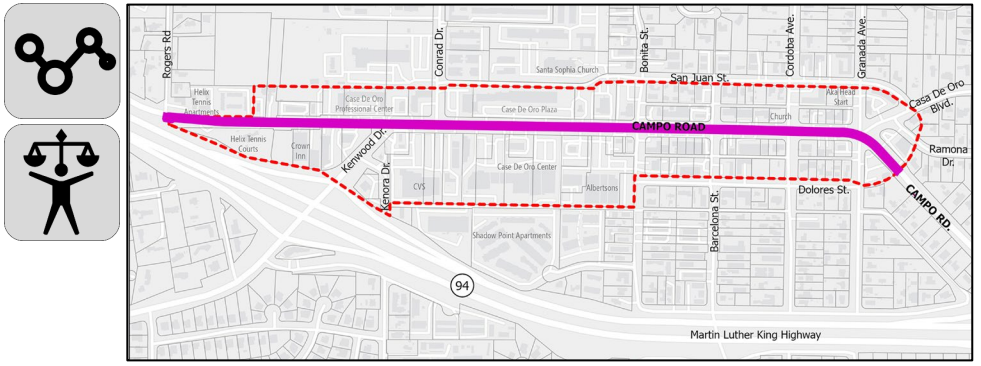
On-street parking also increases edge friction, thereby calming traffic speeds.

How?

A parking study for the Specific Plan area documented in **Background Report Appendix C Parking Study** identified 175 on-street parking spaces located on the side streets in the Specific Plan area and none on Campo Road. The Specific Plan proposes to retain these on-street parking spaces.

Providing parking on Campo Road will require driveway consolidation of at least half of the driveways, use of 100 feet of the public right-of-way, and removal of nonconforming parking spaces. There are 287 nonconforming, unsafe, and shallow front parking spaces along Campo Road.

Figure 2-53: Strategy Location and Related Goals



Source: Michael Baker International

Table 2-1: Estimated Possible Parking Spaces Between Conrad Drive and Granada Avenue

Campo Road On-Street Parking	Side of Campo Road	
	North	South
Kenwood Drive to Conrad Drive	0	0
Conrad Drive to New Street 1	0	4
New Street 1 to New Street 2	10	16
New Street 2 to Bonita Street	21	14
Bonita Street to Barcelona Street	13	19
Barcelona Street to Cordoba Avenue	21	15
Cordoba Avenue to Granada Avenue	11	17
Subtotal	**76**	**85**
Total	**161**	

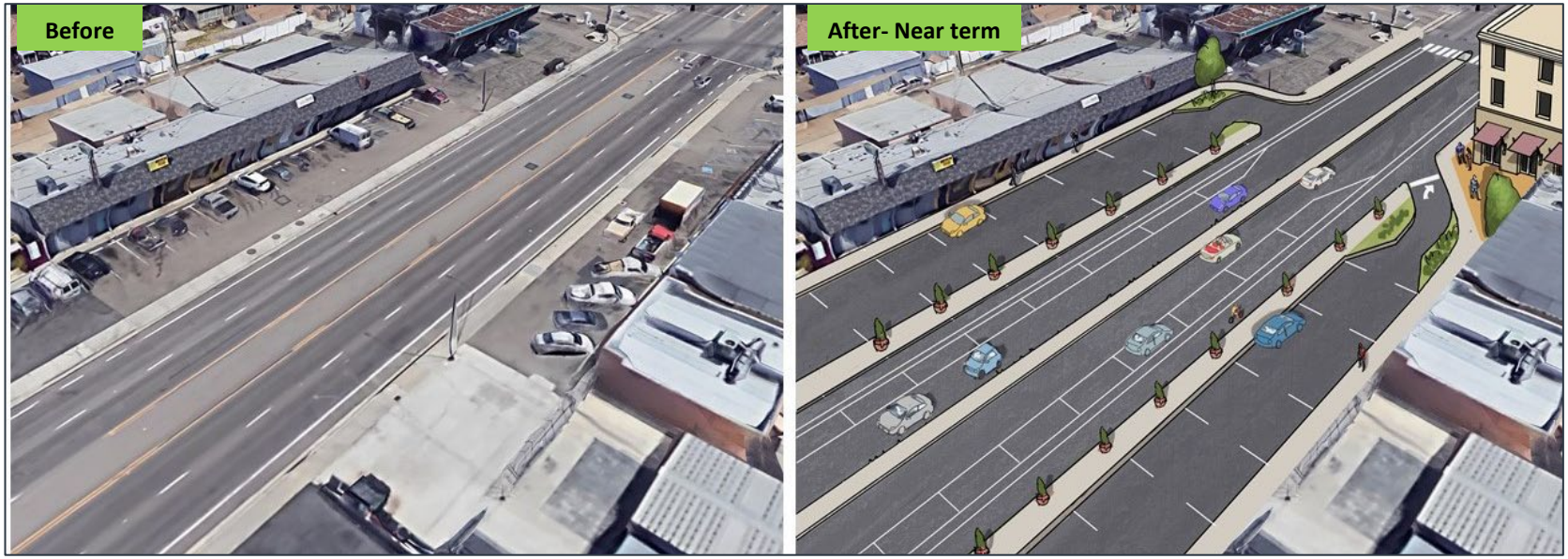
These spaces are concentrated between Bonita Street and Granada Avenue. The Specific Plan recommends replacing them with 161conforming, efficient, and safe spaces spread evenly from Conrad Drive to Granada Avenue, as shown in **Table 2-1**. The 161 on-street parking spaces coupled with the Park-Once strategy and driveway consolidation would serve as many (or more) parkers as the 287 private, nonconforming spaces.

In the near term, the existing nonconforming areas can be reconfigured—at a low cost—to two rows of parallel parking and one way in and out, instead of

angled parking, by just striping and maintaining the existing curb-to-curb roadway area. The roadway can be enhanced per implementation phase 1 of the transition plan, thus creating a safer street for vehicular and pedestrian/bicycle travel. The transition is depicted in **Figure 2-54**.

Additionally, on-street public parking provided along the property frontage on Campo Road will be credited toward the required parking at a rate of 1.5 spaces to each physical space due to their value and efficiency (see **Section 3.4.J- On-Site Parking Standards, in Chapter 3, Development Standards and Design Guidelines**). This provides an incentive for adjacent property owners to support and build these on-street spaces, which will contribute to the optimized use of parking spaces.

Figure 2-54: Potential Nonconforming Parking Near-Term Solution



Source: Michael Baker International, Safdie Rabines Architect, KTUA

2.3.20 Infrastructure Improvements

Intent

Provide infrastructure improvements that can complement new development anticipated in the Specific Plan area.

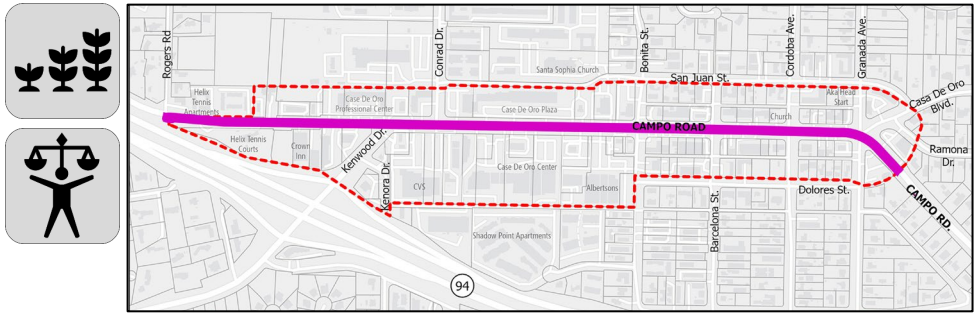
Why?

The Corridor has a full complement of mature, developed infrastructure that has served the area for over 60 years. The primary changes affecting the infrastructure facilities or capacity are the transformation of Campo Road and the addition of new dwelling units as a complement to the existing mix of commercial uses. Hence, a preliminary infrastructure evaluation was done to determine needed improvements. The Campo Road improvements will result in a substantial greening of the public right-of-way. This will reduce impervious surfaces by replacing asphalt and concrete with landscaped medians, parkways, sidewalks, and street trees.

How?

The greening of the Corridor will result in the reduction of pollutant loads, rates of runoff, sediment transport, and urban heat island effects. These areas can be used to provide water quality treatments. There is an opportunity to also modify the existing open culvert adjacent to Kenwood Drive as a potential regional treatment facility to:

Figure 2-55: Strategy Location and Related Goals



Source: Michael Baker International

- Provide significant water quality improvements.
- Eliminate the need to provide independent private treatment facilities on every property for every project that disturbs more than 5,000 square feet. This would save time, cost, and land and significantly simplify the site improvement process.

The County's best management practices (BMP) design manual provides direction for handling stormwater runoff. The Specific Plan intends to comply with these standards. **Section 3.11** in **Chapter 3** discusses recommended treatments for stormwater runoff. Any improvements will be required to meet the policies and permitting requirements of the Regional Water Quality Control Board. The use of these treatments also aligns with County General Plan goals COS-4 and COS-5. The Specific Plan provides an appropriate amount of space based on known conditions and best practices to incorporate the BMP standards but will be finalized during the final design stage. The design and engineering aspects and permitting requirements must be considered up-front during the final design stage to provide for an appropriate amount of space.

The open culvert east of Bonita Avenue and the one adjacent to Kenwood Drive can be a hurdle to future development. These will need to be studied and treated in the future.

The water system does not appear to require any significant upgrades or modifications to accommodate the proposed development. The Campo Road sewer main is currently deficient and planned for replacement in 2023–2024. The potential growth and impacts of the Specific Plan have been coordinated with the County Department of Public Works. The proposed upgrades will be sized to accommodate the projected growth. More discussion is in the **Background Report Appendix E Existing Conditions Report**.

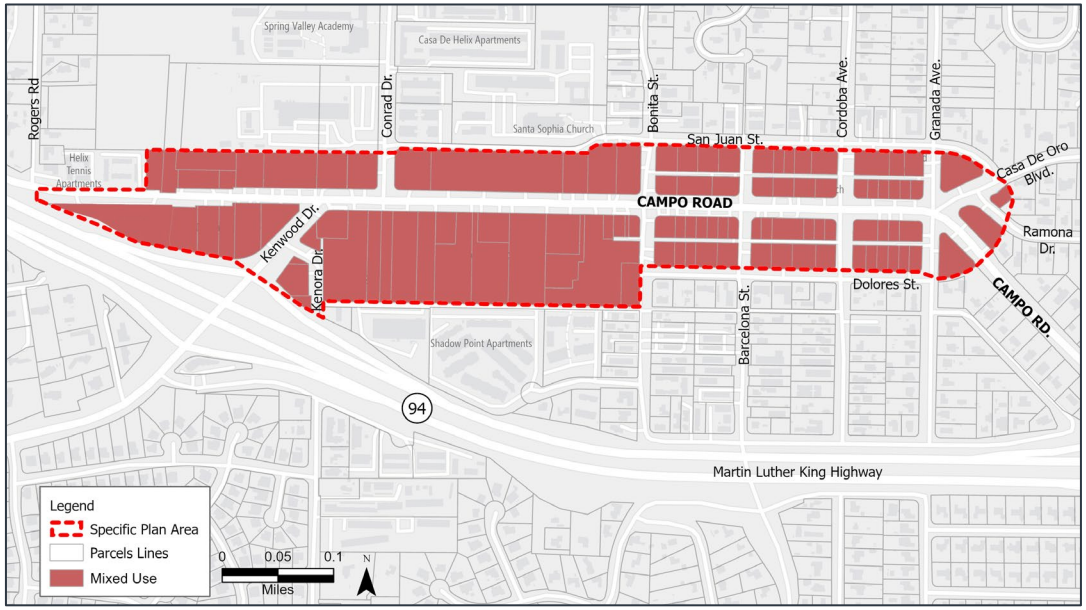
2.4 Development and Mobility Plan

The land use designation in the Specific Plan area is mixed-use. It will allow a horizontal and vertical mix of residential and non-residential uses, as identified in **Table 3-2 Use Regulation of Chapter 3**. The land-use plan is depicted in **Figure 2-56**.

The Development and Mobility Plan depicts an illustrative example of a potential built-out scenario based on the Specific Plan area's Vision, Goals, and Strategies. It provides direction for changes to the private and public realm. The transformation of Campo Road is the centerpiece of the Specific Plan and is intended to be a catalyst for the redevelopment of the Specific Plan area. The transformation focuses on reorienting Campo Road from a nearly exclusively auto-centric design to a multimodal, active, and inviting street. The design would prioritize the safety and comfort of people of all ages and abilities. Changing the character is necessary to attract and support new development.

The Specific Plan provides a traditional street grid environment with reconfigured roadways and roundabouts along Campo Road. It is designed to incorporate traffic-calming measures to reduce peak vehicle speeds (without increasing overall travel time), enhance pedestrian safety, promote walkability and bikeability, and improve the area's commercial desirability.

Figure 2-56: Land Use Plan



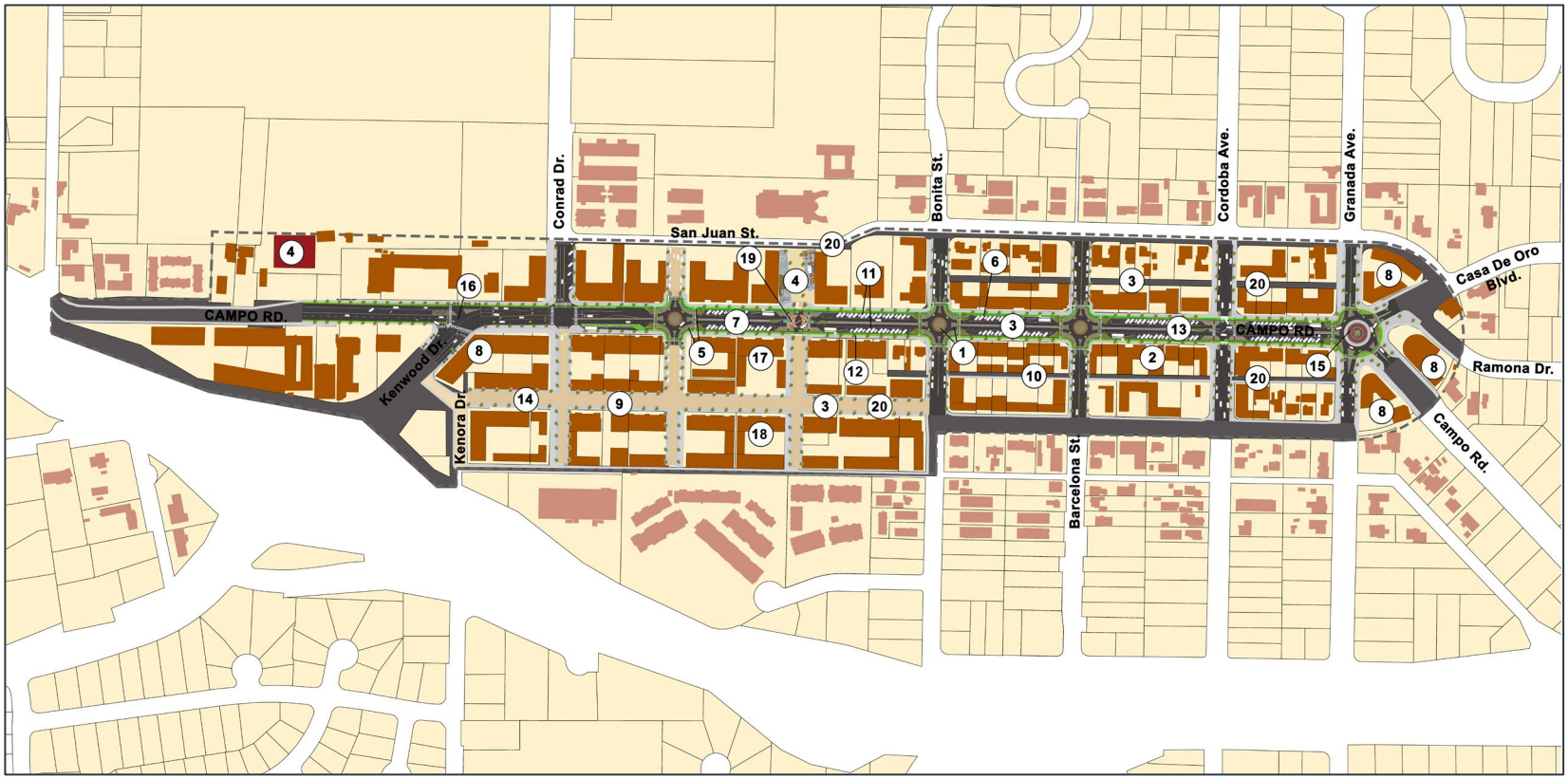
Source: Michael Baker International

Figure 2-57 highlights 20 key features of proposed infill, redevelopment, enhancement, or transformation. Some of these features are generalized and applied Corridor-wide, while others are specific to a particular location. These key features are listed below. An aerial view of the Specific Plan area can be found in **Figure 2-58.**

2.4.1 Key Features

1. *Corridor-wide:* Design elements (such as roundabouts) reduce traffic speeds, ease turn movements, and allow U-turns and pedestrian crossings.
2. *Corridor-wide:* New, two- to four-storied, street-fronting mixed-use buildings frame the public realm, activate the sidewalk, and promote a pedestrian-friendly and walkable streetscape along Campo Road in the Main Street District.

Figure 2-57: Example of Potential Building Placement and Road Alignment



Source: Michael Baker International, Safdie Rabines Architect, KTUA
Note: The plan depicted here is an example of potential built out scenario and is for illustrative purposes only.

3. *Corridor-wide:* Consolidated driveways along the entire Campo Road and coordinated private internal "streets" and alleys reduce pedestrian-vehicular conflicts and enable on-street parking and expanded sidewalks.
4. *Area Specific:* A potential community plaza that is publicly accessible will need coordination with the property owner to create a central gathering space for both casual and more formal community events. Two potential locations off the main street are identified- the area between Campo Road and Santa Sophia Church and the area adjacent to the proposed Multiple Government Services Facility and the Young Actors' Theatre, west of Kenwood Drive.
5. *Corridor-wide:* Corner curb extensions at intersections along with Campo Road calm traffic and create a more equitable pedestrian-friendly environment. The space can be used

for a significant greening of Casa de Oro, including the sidewalk.

6. *Corridor-wide:* A "Park-Once" strategy exists throughout the Specific Plan area, including a substantial increase in on-street parking, reductions in required off-street parking, incentives for shared parking, and trip reduction.
7. *Corridor-wide:* Stormwater best management practices are implemented all along Campo Road by reclamation and beautification of the portions of streets and rights-of-way that are unnecessary for vehicular travel within the Corridor.
8. *Area Specific:* Triangular lots in Gateway District areas lead to special building frontages, plazas, and green spaces that contribute to a special gateway character.
9. *Area Specific:* East-west new internal street connections facilitate business and mobility via a traditionally dimensioned block and street grid. These new internal "streets" remain private.
10. *Corridor-wide:* Existing mid-block alleys are improved to provide access to the parking behind buildings.
11. *Corridor-wide:* Protected bike lanes are provided that are suitable for all ages and abilities.
12. *Corridor-wide:* Uniform street furniture, including benches, recycling, waste receptacles, and lighting, as well as street trees, add amenities throughout Campo Road to contribute to overall public comfort and cleanliness.
13. *Corridor-wide*: Two travel lanes, 161 on-street parking spaces, street trees, and widened sidewalks will enhance Campo Road between Conrad Drive and Granada Avenue.
14. *Area Specific:* The traditional street grid is extended to the superblocks west of Bonita Street, San Juan Street, and Kenora Drive to be connected and enhanced to encourage pedestrian traffic.
15. *Area Specific:* Gateway roundabout with sculptural artwork announces the entry at Granada Avenue roundabout and Kenwood Drive and Campo Road intersection.
16. *Area Specific:* Campo Road/Kenwood Drive intersection is enhanced with western gateway signage and enhanced pedestrian crossings.
17. *Area Specific:* Strip center is redeveloped with mixed-use buildings, creating active uses and visual and physical connections between Campo Road and San Juan alley between Conrad Drive and N. Bonita Street.
18. *Area Specific:* New buildings frame internal private streets.
19. *Area Specific:* Signalize intersection to allow left-turn exits and provide an alternative to the Kenora Drive/Kenwood Drive intersection.
20. *Area Specific:* San Juan Street, Kenora Drive, and other alleys provide access to buildings via parking areas to the rear of buildings.

Figure 2-58: Development and Mobility Plan Aerial View



Source: Michael Baker International, Safdie Rabines Architect, KTUA

2.4.2 Development Plan Scenarios

It is difficult to predict what development will take place in the area, as it is based on various factors such as changing market conditions, demographics, and owner interests and expectations. Planners use scenario development exercises to predict the range of development that is likely to take place in an area. These are based on existing conditions and observed local, regional, and global trends. Based on the trends governing the Specific Plan area, five land-use scenarios were developed (refer to **Table 2-2,** Development Plan Scenarios). All of the development scenarios would be transformational in terms of attracting new development and housing for the area. All scenarios considered a 10- to 15-year horizon for a Specific Plan. These scenarios meet the development analyzed in the General Plan EIR.

The use categories in these scenarios were aggregated and simplified into four major groups:

- Retail/Service
- Office/Bank/Civic
- Restaurant/Bar
- Residential

Among the five scenarios, residential growth is assumed to range anywhere from 600 to 1,450 new dwelling units depending on the amount of retail in the scenario. Limited growth in the office/bank/civic and restaurant/bar categories is assumed in scenarios 4 and 5 to show a more balanced development of the area. The amount of retail/service use is assumed to either remain the same or shrink over time. Retail growth assumptions fall into three categories:

- **No Growth**—Assumes that no additional retail space will be added. The existing vacant or underutilized properties will be filled or redeveloped with the same capacity as existing ones. This will account for an additional retail increase of 20 percent–30 percent due to the full utilization of properties. This is depicted in scenario 1.
- **15% Retail Contraction**—The current retail space (including vacant properties) is assumed to shrink by 15 percent. This is depicted in scenarios 2 and 4.
- **23% Retail Contraction**—The current retail space (including vacant properties) is assumed to shrink by 23 percent. This is depicted in scenarios 3 and 5.

The first three scenarios maximize the number of dwelling units and assume all other offices/bank/civic and restaurant uses remain the same. Scenarios 4 and 5 assume a mix of residential and modest growth of office and restaurant uses.

Table 2-2: Development Plan Scenarios

	Use/Scenario	Existing Development (SF or DU)*	Proposed Development (SF or DU)*	Total Development (SF or DU)*	ADT Rate (SANDAG)**	Existing Development ADT	Proposed Development ADT	Total Development ADT
SCENARIO 1: No Retail Growth- 20 to 30 percent backfill, Max Residential	Retail/Service	406,072	-	406,072	30/ 1,000 SF	18,810	-	1,508
	Office/Bank/Civic	155,422	-	155,422	20/ 1,000 SF	3,355	-	2,944
	Restaurant/Bar	15,574	-	15,574	160/ 1,000 SF	2,492	-	2,492
	Residential	66	675	741	6/ DU	460	3,848	4,222
	TOTAL	**643,068**	**675,000**	**1,318,068**		**25,117**	3,848	**28,964**
SCENARIO 2: 15% Retail Contraction, Max Residential	Retail/Service	406,072	(61,318)	344,754	30/ 1,000 SF	18,810	(3,372)	1,508
	Office/Bank/Civic	155,422	-	155,422	20/ 1,000 SF	3,355	-	2,944
	Restaurant/Bar	15,574	-	15,574	160/ 1,000 SF	2,492	-	2,492
	Residential	66	1,200	1,266	6/ DU	460	7,200	7,595
	TOTAL	**643,068**	**1,138,682**	**1,781,750**		**25,117**	**3,828**	**29,044**
SCENARIO 3: 23% Retail Contraction, Max Residential	Retail/Service	406,072	(91,977)	314,095	30/ 1,000 SF	18,810	(5,059)	1,508
	Office/Bank/Civic	155,422	-	155,422	20/ 1,000 SF	3,355	-	2,944
	Restaurant/Bar	15,574	-	15,574	160/ 1,000 SF	2,492	-	2,492
	Residential	66	1,450	1,516	6/ DU	460	8,700	9,095
	TOTAL	**643,068**	**1,358,023**	**2,001,091**		**25,117**	**3,641**	**28,858**
SCENARIO 4: 15% Retail Contraction; balance residential, office, restaurant	Retail/Service	406,072	(61,318)	344,754	30/ 1,000 SF	18,810	(3,372)	1,508
	Office/Bank/Civic	155,422	20,000	175,422	20/ 1,000 SF	3,355	1,000	2,944
	Restaurant/Bar	15,574	15,500	31,074	160/ 1,000 SF	2,492	2,480	4,972
	Residential	66	600	666	6/ DU	460	3,600	3,995
	TOTAL	**643,068**	**574,182**	**1,217,250**		**25,117**	**3708**	**28,924**
SCENARIO 5: 23% Retail Contraction; balance residential, office, restaurant	Retail/Service	406,072	(91,977)	314,095	30/ 1,000 SF	18,810	(5,059)	1,508
	Office/Bank/Civic	155,422	45,000	200,422	20/ 1,000 SF	3,355	1,500	3,444
	Restaurant/Bar	15,574	22,500	38,074	160/ 1,000 SF	2,492	3,600	6,092
	Residential (DUs)	66	625	691	6/ DU	460	3,750	4,145
	TOTAL	**643,068**	**600,523**	**1,243,591**	-	**25,117**	**3791**	**29,008**

SF - Square Foot; DU - Dwelling Unit; ADT - Average Daily Traffic
Note: Red numbers (#,###) indicate a reduction from existing conditions
**SF is used for Retail/Service, Office/Bank/Civic, and Restaurant/Bar; DU is used for Residential*
***ADT Rate SANDAG: Average daily traffic (ADT) volumes are prescribed by the San Diego Association of Government (SANDAG) to estimate trips based on use for existing and proposed developments*

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Chapter 3: Development Standards and Design Guidelines

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This Chapter contains the Development Standards and Design Guidelines for the Specific Plan area, which are intended to implement the envisioned physical design, character, and uses of all buildings and open spaces. Development Standards are regulatory requirements, while Design Guidelines are recommendations to assist applicants and County staff reviewers. The Design Guidelines also provide guidance for public realm development. The standards and guidelines are intended to:

- Generate appropriately scaled local neighborhood blocks and buildings along Campo Road in the Specific Plan area that transform it from auto-oriented strip centers to a mixed-use, walkable shopping, living, and working experience.
- Provide diverse and high-quality shopping and housing opportunities along Campo Road.
- Provide additional and/or enhanced social and commercial opportunities along Campo Road within walking distance of new and existing homes.
- Build upon and extend the existing pattern of the traditional small lots and walkable blocks on the eastern end of Campo Road and surrounding neighborhood development.

Figure 3-1: Example of Pedestrian-Scaled Development



Source: AVRP Studios

PART I - Overview of Development Standards and Design Guidelines

Part I provides an overview of standards and guidelines and provides the following introductory sections:

- General Provisions
- Districts

3.1 General Provisions

The Development Standards and Design Guidelines are intended to coordinate private development efforts to transform the Campo Road corridor from a strip commercial center into a robust main street in a way that is consistent with the County's General Plan and Valle de Oro Community Plan goals and policies.

The **General Plan** identifies the Specific Plan area as a Village and states that this designation is intended for pedestrian-scaled town center development. A wide variety of commercial, civic, and residential uses are encouraged by this designation, and these uses may be mixed "vertically"—on separate floors of a building—or "horizontally"—in separate buildings on a single site or on adjacent parcels. To maintain a pedestrian scale and orientation, retail and other active uses are encouraged at the street level. The General Plan Land Use Element states that shared parking arrangements may be allowed consistent with the nature of the mixed uses, and that specific maximum FAR and residential density standards shall be developed through community-specific town center planning. Permitted uses must be consistent with the town center plan.

The **Valle de Oro Community Plan** identifies the Campo Road Corridor as its commercial and high-density residential urban core and is appropriate for the "highest intensities and the greatest mix of uses." The Valle de Oro Community Plan promotes a vibrant commercial area and high-quality residential uses that is a pleasant, safe environment for present and future residents. The Valle de Oro Community Plan's Land Use section identifies policies for Commercial uses, which encourage the development of commercial businesses in compact configurations and discourage "strip" commercial developments and require neighborhood clustered shopping areas to provide pedestrian orientation and meet strict design controls.

This **Campo Road Corridor Revitalization Specific Plan** is a town center plan for the Valle de Oro community as identified in the General Plan. This plan envisions a revitalized "town center" for Casa de Oro with 2- to 5-story mixed-use buildings that frame an attractive and activated new main street that is walkable, bikeable, and usable for all ages. It is the purpose of the Specific Plan, and especially of these development standards, to implement the community's and County's shared vision for a mixed-use village center.

3.1.1 Applicability

This Development Standards and Design Guidelines section regulates land use and the physical form of development for all parcels identified in **Figure 3-3**. Two new districts are established herein as the Main Street (MS) and Gateway (GW) areas. These replace the previous Commercial Land Use designations and C36 and C42 Commercial Zoning for all property and uses within its boundaries.

All additions and changes in use are subject to all applicable standards within this Chapter.

A. Existing Requirements

This Specific Plan replaces the adopted C36 and C42 zoning regulations for parcels within the Specific Plan area and continues to rely on many of the land use and procedural requirements of the County Zoning Ordinance. In cases where this Chapter is silent, the requirements of the Zoning Ordinance shall apply. In cases where there is a conflict between the requirements of this Chapter and those of the Zoning Ordinance , the requirements of this Chapter shall apply.

All proposed development improvements associated with this Specific Plan will remain subject to the standards and

requirements of other County ordinances and manuals, including the Parking Design Manual, the Landscape Ordinance, the Water Efficient Landscape Design Manual.

B. Existing Structures and Uses

Permitted structures and uses that do not conform to the standards of this Chapter on the date of its adoption shall be deemed to be nonconforming. The provisions of the Nonconformity Regulations of the Zoning Ordinance as amended shall apply to all parcels within the Plan area.

3.1.2 Rules of Construction

The following general rules of construction apply to the text of this Chapter. In case of ambiguity, the Director of Planning and Development Services (PDS), or Director, shall determine the appropriate application of standards based on the vision for the Corridor as described in **Chapter 1**.

A. Uncertainty

In cases of uncertainty regarding the application of any of these Development Standards and Design Guidelines, the Director shall have the authority to make a determination or interpretation.

B. Illustrations

In case of any difference of meaning or implication between the text of any provision and any illustration, graphic, and/or photograph, the text shall control unless the intent of the standard is clearly otherwise.

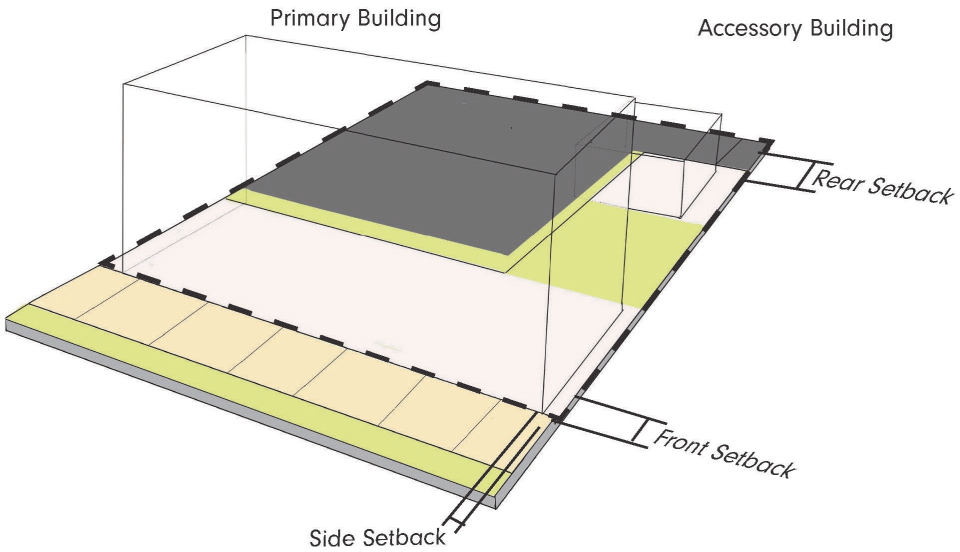
C. Terminology

"Shall" is always mandatory and not discretionary. "May" and "Should" are discretionary.

D. Definitions

Whenever a defined word appears in this Chapter, its meaning is as defined in the Definitions section of the Zoning Ordinance or as otherwise set forth in this Specific Plan. Words not defined in this Chapter are interpreted in accordance with their dictionary meaning and customary usage in the Zoning Ordinance. In cases of ambiguity, the Director shall determine the appropriate meaning.

Figure 3-2: Lot and Building Layout Diagram – General



Source: Michael Baker International

3.1.3 Permit Processes

A. Process Overview

Modifications to existing structures, including those that do not conform to this Specific Plan, can be made in accordance with existing provisions and thresholds in the Zoning Ordinance. Owners and potential applicants should consult with County staff.

Site Plan Permit Approval is required for most exterior building and site modifications. The Zoning Ordinance includes several options for exemption from Site Permit Approval. This Specific Plan creates an additional streamlined approval path.

Most uses allowed in the Specific Plan corridor are allowed as Permitted (P) without any discretionary review or approval.

Uses subject to a Major or Minor Use Permit require a public hearing and discretionary approval by the Planning Commission or Zoning Administrator, respectively. Any such Major or Minor Use Permit shall require and be inclusive of the Site Plan Permit.

Contrary to the Site Plan Review Procedure of the Zoning Ordinance , projects that are deemed to be in full compliance with all objective standards and guidelines of this Chapter do not require referral to and advisory review by the Community Planning Group or Design Review Board.

Requested exceptions or deviations from the objective requirements and guideline standards of this Chapter may be permitted by the Director following referral to and consideration of the Community Planning Group or Design Review Board for advisory design review comments.

New or changed uses which do not require a use permit or exterior improvements shall only be subject to ministerial permit requirements issued by the Building Department.

3.1.4 Approval Process

An initial consultation with staff is recommended to determine eligibility for each approval process.

A. Site Plan Permit Approval Process

A Site Plan Permit (per the Site Plan Review Procedure section of the Zoning Ordinance is required for most exterior building and site modifications. Modifications, repairs, and alterations to existing structures are allowed in accordance with existing provisions and thresholds in the Zoning Ordinance. All projects, including repairs, alterations, or expansions of existing structures due to damage, are subject to the Zoning Ordinance thresholds for nonconforming structures.

Site Permit Approval is a discretionary review process by the Director. A public hearing is not required. Director decisions are appealable to the Planning Commission.

Preparation and adoption of this Specific Plan preclude the referral of the application to the Valle de Oro Community Planning Group (VDOCPG).

However, all requested deviations, exceptions, or variances from the standards and guidelines of the Chapter, or for modifications of approvals granted in accordance with this Specific Plan, shall be referred to the VDOCPG for its advisory review and recommendation pursuant to the Site Plan Permit Exemption – Community Design Review section of the Zoning Ordinance. Such referral shall be in addition to the otherwise applicable process and requirements of the Zoning Ordinance.

B. Site Plan Permit Exemptions

The Director may grant an exemption from the discretionary Site Plan Permit requirement as noted in this Chapter and in accordance with the Site Plan Permit Exemption – Community Design Review section of the Zoning Ordinance. The standards and objective design guidelines of this Chapter shall be used as the "checklist" for Design Review Checklist exemption from the discretionary Site Plan Permit requirement of the Zoning Ordinance. The process includes a referral of the Site Plan Permit to the VDOCPG, which may verify

conformance with the checklist requirements. A developer may initiate the Site Plan Permit Design Review Checklist Exemption to expedite the approval process.

C. Use Permits

Permitted uses for lots and buildings are listed in **Table 3-2: Use Regulations**, which identifies the following types of approval for new or changed uses as follows:

a. "Permitted" uses are allowed "by-right" without any discretionary approval and subject only to otherwise required ministerial permits from the Building Department (e.g., building permits for interior tenant improvements).

b. "Minor Use Permit" uses require a public hearing and are approved by the Director and require the submission and approval of a Minor Use Permit application subject to the regulations of the Use Permit Procedure section of the San Diego County Zoning Ordinance. A minor use permit shall require and be inclusive of a Site Plan Permit.

c. "Major Use Permit" uses require a public hearing and are approved by the Planning Commission and require the submission and approval of a Major Use Permit application subject to the regulations of the Use Permit Procedure section of the San Diego County Zoning Ordinance. A major use permit shall require and be inclusive of a Site Plan Permit.

3.1.5 Community Space Program

A. Intent

The intent of this Section is to incentivize the creation of usable community space in the heart of the Campo Road Corridor and the transformation of Campo Road to a vibrant, walkable, mixed-use main street. The desired Town Center Community Space is not likely to be provided by the market alone in the near term. Similarly, some incentives may be necessary or appropriate to facilitate one or more of the initial redevelopment projects and implementation of the new Campo Road design. The initial development project(s) will be important in establishing the new Main Street development pattern. A successful project will function as a catalyst for further development. This Section allows for additional building height and floor area as an incentive for the creation of the identified community benefits. See **Section 3.7.C** for guidelines.

B. Agreement Required

To take advantage of the opportunity for an increase in height limit or FAR, the developer is required to enter into a binding agreement with the County that specifies the nature and extent of public benefits the project will provide and the period during which the entitlement will be available to the developer to implement the project and improvements. The site plan permit for any project utilizing this opportunity shall be referred to the VDOCPG for its advisory review. The VDOCPG review shall evaluate whether the proposed community benefit is adequate, a coherent part of the overall development, and contributes to the vision for the Campo Road Corridor as described in **Chapter 2.**

C. Bonus Story and FAR

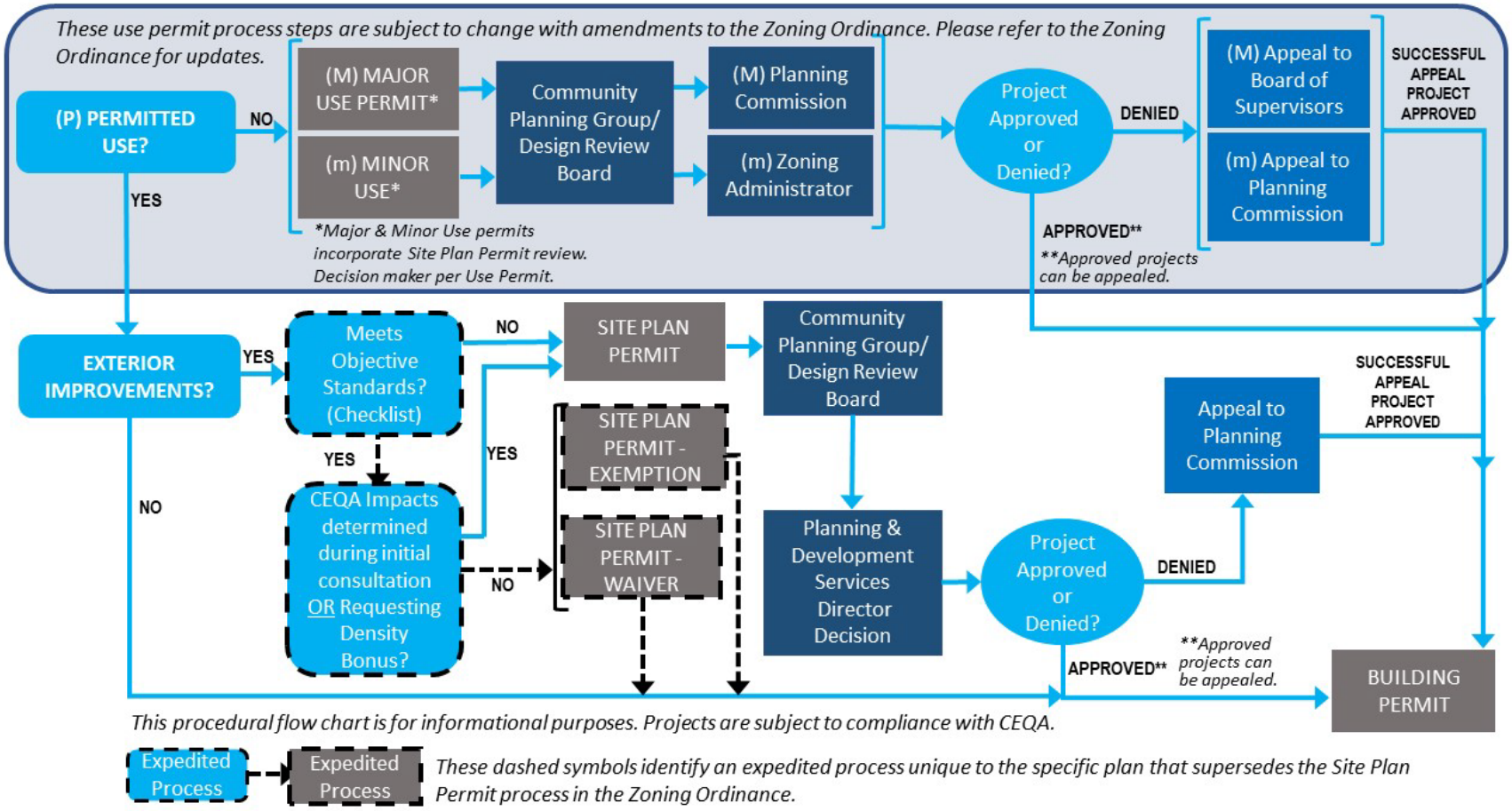
In exchange for the eligible public benefit(s) per the recorded agreement, the County shall allow the developer that is providing the benefit to construct one additional complete story (up to 10 feet more than the maximum per **Table 3-3**.) and 1.0 FAR of occupiable space per **Table 3-1**.

The County reserves the right to add and consider other community benefits not listed below.

Table 3-1: Community Space Program

Community Space Type	Additional Bonus Story/ FAR	Conditions
Town Center/ Community Open Space	1 / 1.0	A public plaza, park, green, or square designed per the Design Guidelines, **Section 3.7.C.** One bonus per block. Must be within the Town Center area shown in **Figure 3-4**. The plaza, park, green or square must be part of a full block depth development, include 100 feet of frontage on Campo Road, a minimum of 0.5 acres in area, and be activated on at least two sides by ground floor uses that front on and, except for corner uses, derive primary access from the space.
Paseo/Passage	0.5 / 0.5	A pedestrian-accessible walkway designed per the Design Guidelines, **Section 3.7.C**. The Paseo shall be at least 12 feet wide, no closer than 150-feet to another parallel right-of-way, and shall connect one street to another street located north or south of Campo Road. The paseo must be part of a full block depth development and activated on both sides by ground floor uses that front on and, except for corner uses, derive primary access from the paseo.
Catalyst Redevelopment	1 / 1.0	The first mixed-use redevelopment project between Kenwood and Bonita, and between Bonita and Granada. The project(s) shall have a minimum of 200 feet of frontage on Campo Road, conform with the objective standards and guidelines of this Chapter, build or fund the Campo Road improvement plan for the entire project frontage, and significantly advance the goals and vision of the Corridor.
Expedited Campo Road Reconstruction	1 / 1.0	Funding or design of the Campo Road reconstruction plans; or funding or construction of one block reconstruction in addition to the project frontage.

Figure 3-3: Project Approval Process Flow Chart



Source: Michael Baker International

3.2 Districts

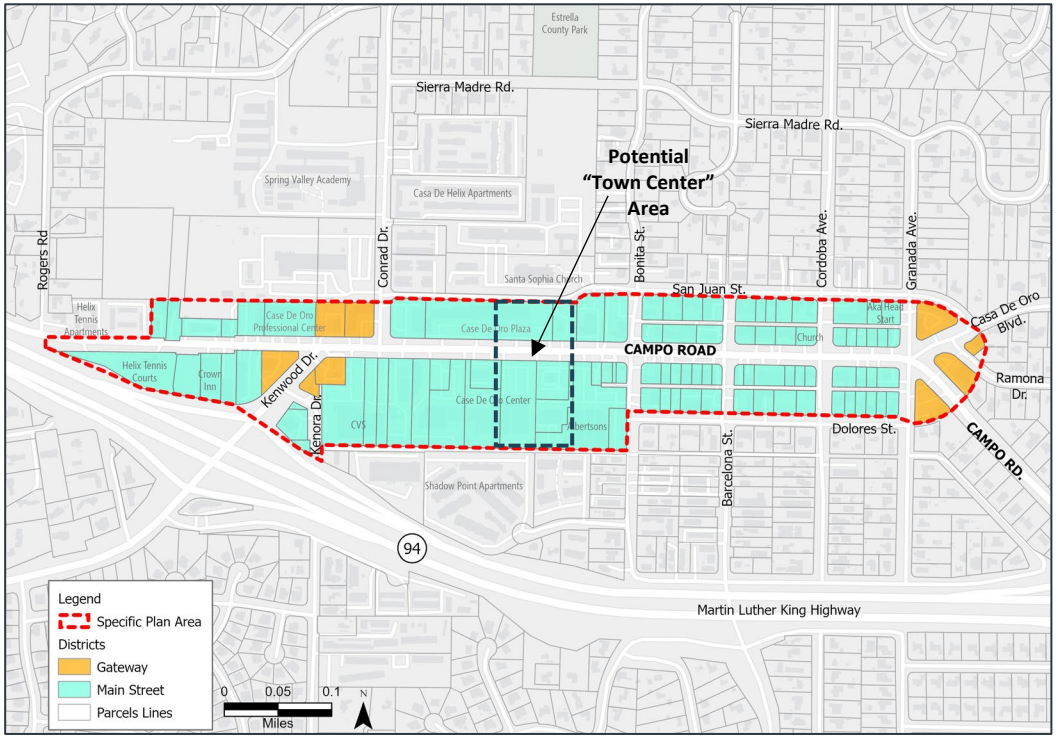
To generate the physical vision for the Campo Road area, this Specific Plan Map replaces all zoning designations within its boundaries to S88 Zoning (**Figure 3-4**). The Campo Road Corridor Revitalization Specific Plan area is divided into two districts: Main Street (MS) and Gateways (GW).

The intent of these individualized district development standards is to further define the distinctive places with varying degrees of development intensity and mix of uses with regulatory tools to generate intended outcomes described in **Chapter 2, Section 2.4.1**.

These standards, including the objective design guidelines contained in this Chapter, shall be used as the "checklist" for Design Review Checklist exemption from the discretionary Site Plan Permit requirement pursuant to the Site Plan Permit Exemption – Community Design Review section of the Zoning Ordinance.

The "MS" and "GW" districts represent relative places on a continuum of lower intensity of mixed-use development on the edge/Gateway to more intense mixed-use development in Casa de Oro's Town Center along Campo Road's traditional Main Street (MS).

Figure 3-4: Districts in Specific Plan Area



Source: ESRI, San Diego County GIS, Michael Baker International

3.2.1 Purpose and Intent

The intent of the Specific Plan's District Development Standards is the following:

A. Mixed-Use and Walkable

To develop compact, mixed-use, and walkable places and provide both attainable and affordable housing opportunities.

B. Traditional Main Street

To reinforce the image of a pedestrian-oriented Main Street in Casa de Oro's town center.

C. Community Spaces

To provide usable community spaces that serve as necessary public amenities for citizens, residents, and visitors.

3.2.2 District Descriptions

Refer to **Figure 3-4**, which identifies that various Districts, as further described below.

Main Street (MS)

This area extends the length of the Specific Plan corridor except for the properties east of Granada and abutting the intersection of Kenwood and Campo Road. The area includes two distinct development patterns. The intent of the district is to create a unified and integrated main street.

The area between Bonita Street and Granada Avenue embodies the best example of traditional Main Street characteristics on Campo Road today, including walkable block sizes, grided street pattern, and continuous building wall. These features are intended to be replicated by new development. With improvement, its existing gridiron street pattern, and the block pattern naturally allows for lively, pedestrian-oriented retail, restaurant, service, and similar ground floor uses, with housing and offices on the upper floors. This district builds upon this area's simple and planar building facades, with ground floor shopfronts set very near the back of the sidewalk, with simple arrangements of recessed window openings stacked above the shopfronts, reflecting the traditional 50-foot lotting pattern. The most significant change is the removal of the narrow parking area in front of the primary buildings and enabling new buildings to front directly on the primary street and Campo Road.

This district also includes the area west of Bonita Street, which was built later in the mid-20th century with auto-oriented strip center commercial buildings set far back from Campo Road.

The large setbacks and parking lots in this portion of the MS district may more readily accommodate infill and redevelopment, and as the geographic center of the Corridor, it can function as the new Town Center area.

Throughout the new MS district, new buildings are set closer to the sidewalk, and building façades should reflect traditional lotting patterns with simple arrangements of recessed window openings and office and residential uses stacked above primarily commercial uses on the ground floor.

Gateway (GW)

This area is a less intense and less flexible urban pattern due to its odd-shaped lots fronting onto two primary streets. Buildings are set back further from the sidewalk and may have less active uses on the ground floor. The intent of this Zoning District is to generate a distinctive gateway that includes a welcoming and ceremonial entry to Casa de Oro's Town Center on Campo Road.

PART II - Development Standards for Private Buildings and Spaces

The following sections are intended to be used by private developers in the design of their buildings on individual parcels and for Site Plan Discretionary and Administrative Permit review prior to the approval of building permits. These development standards are intended to implement the Vision and Goals set forth in Chapter 1. Standards for private development are described in the following sections:

- 3.3 Land Use Regulations
- 3.4 Development Standards
- 3.5 Block Retrofit Requirements

3.3 Use Regulations

3.3.1 Land Uses

The use regulations in **Table 3-2**, for the two districts, are established by the following letter designations:

- "P" designates permitted uses.
- "M" designates the uses that are permitted after review and approval of a Major Use Permit.
- "m" designates the uses that are permitted after review and approval of a Minor Use Permit.
- Uses not listed are not permitted.

Table 3-2: Use Regulations

USE TYPE	DISTRICT	
RESIDENTIAL	**MS**	**GW**
Second Dwelling Unit	P	P
Family Residential	P	P
Multi-family	P	P
Mixed-Use Residential and Commercial (Horizontal, Vertical)	P	P
CIVIC	**MS**	**GW**
Administrative Services	P	P
Ambulance Services	P	P
Clinic Services	P	P
Community Recreation	P	P
Cultural Exhibits and Library Services	P	P
Child Care Center	P	P
Civic Plaza	P	P
Essential Services	P	P
Fire Protection Services	P	P
Law Enforcement Services	P	P
Lodge, Fraternal and Civic Assembly	P	P
Major Impact Services and Utilities	M	M
Minor Impact Utilities	P	P

USE TYPE	DISTRICT	
CIVIC (Continued)	**MS**	**GW**
Parking Services	m	m
Postal Services	P	P
Religious Services and Assembly	P	P
Gymnasium Facilities	P	P
Small Schools (50 of fewer students)	P	P
COMMERCIAL	**MS**	**GW**
Administrative and Professional Services	P	P
Brewpub, Winery, Tasting Room	P	P
Brewery	P	P
Brewery, micro-	P	P
Cottage Industries	P	P
Convenience Sales and Personal Services	P	P
Custom Manufacturing	P	P
Eating and Drinking Establishments	P	P
Financial, Insurance and Real Estate	P	P
Food and Beverage Retail Sales	P	P
Lodging: Hotels, Motels, Resort	P	P
Medical Services	P	P

Table 3-2: Use Regulations

USE TYPE	DISTRICT			USE TYPE	DISTRICT	
COMMERCIAL	MS	GW		COMMERCIAL	MS	GW
Participant Sports and Recreation (Indoor & Outdoor)	P	P		Retail Sales, General (not exceeding 8,000 for individual use fronting on Campo Road)	P	P
Personal Services, General	P	P		Retail Sales, Specialty	P	P
Repair Services	P	P		Spectator Sports and Entertainment: Limited	P	P
Accessory and temporary uses are allowed pursuant to the Temporary Use Regulations and the Accessory Use Regulations of the Zoning Ordinance, including but not limited to Outdoor Entertainment Events, Art Shows, Certified Farmer's Markets, Temporary Outdoor Sales, Bed and Breakfast Home, Outdoor Café Seating, Sidewalk Café in the Right-of-Way, and Brewery or Microbrewery with an Eating and Drinking Establishment.						

3.3.2 Outdoor Uses

A. Outdoor Use Areas

Outdoor use areas are unenclosed areas on the private property associated with and accessory to an eating and drinking establishment, commercial services, or a public assembly use that is open to the general public.

1. An outdoor use area located above the ground level or otherwise exceeding limits of the Accessory Use Regulations section of the Zoning Ordinance , may be permitted subject to a minor use permit.
2. The hours of operation shall be limited to 8:00 am and no later than 10:00 pm Sunday through Thursday and no later than 11:00 pm Friday through Saturday, except as specified in the use permit.

B. Outdoor Sales and Displays

These standards are for outdoor display areas on private property for retail and merchandise sales and events located within proximity to the primary business.

1. Location. Outdoor retail sales and merchandise displays within private property setbacks shall not obstruct ingress and egress to a building, obstruct fire lanes, interfere with vehicular circulation or sight distance, or be located in landscaped areas.
2. Maximum Area. Outdoor retail sales and merchandise displays shall not exceed five percent of the total gross floor area of the business, or 200 square feet, whichever is less.
3. Height. Outdoor retail sales and merchandise displays shall not exceed a height of six feet above finished grade.

C. Outdoor Events in Parking Lots

Use of parking lots for one-time or regularly recurring events not otherwise permitted by the Circus, Carnival, or Other Outdoor Entertainment Event section of the Zoning Ordinance is encouraged and may be permitted subject to a minor use permit by the Director.

1. Off-street parking or vacant areas may be used for Outdoor Recreation or temporary commercial events.
2. Entertainment events or experiential service uses are allowed in either fully or partially vacant and underutilized parking space areas.
3. Appropriate traffic control shall protect pedestrian areas from vehicular traffic.
4. Temporary structures such as tents, inflatable pools, sail shades, game nets, or similar items shall comply with the applicable setback unless authorized by the Director as part of the minor use permit.

3.4 Development Standards

A. Lots and Buildings

Lots and buildings shall be regulated according to the Use Regulations identified in **Table 3-2**, as well as the design standards identified for building placement; building height & massing; private frontage; parking placement; on-site open space; signs; and building type described herein. Refer also to **Figure 3-5** and **Table 3-3** for setbacks and height requirements.

B. Building Placement

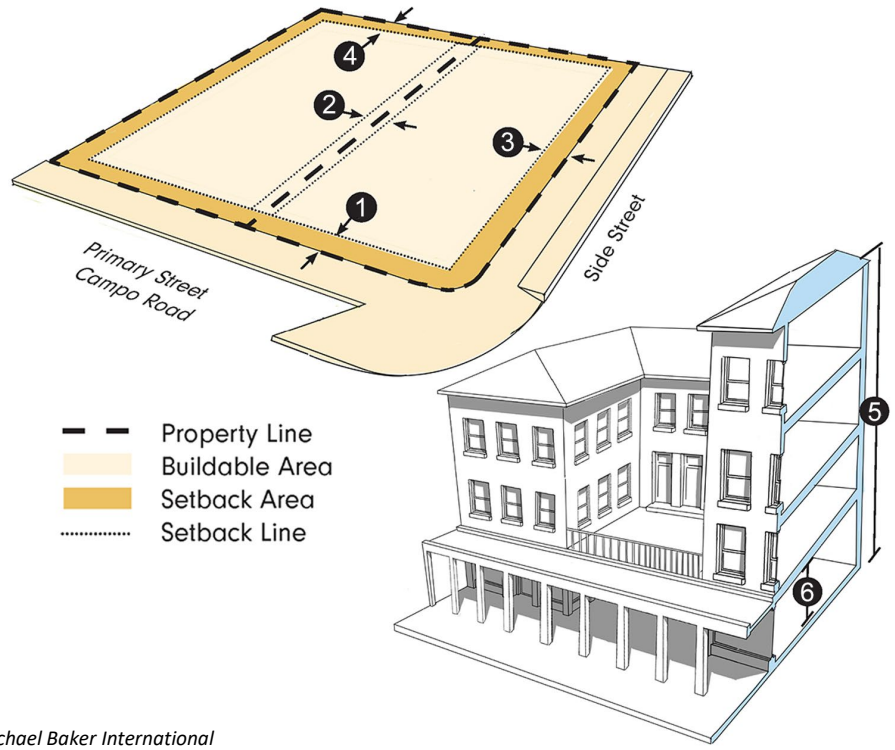
Primary buildings may be positioned on a lot in accordance with **Figure 3-5**; **Table 3-3**; and discussion under **Section 3.4, F. Private Frontage**. Graphics are for illustrative purposes only.

Each district includes a minimum and maximum setback from the street. The purpose is to establish a consistent, continuous building wall that defines and frames the adjoining sidewalk and pedestrian space and the perimeter of existing and future block frontages. This is referred to as a "build-to line." The development standards for each district include a minimum "frontage buildout" that requires a specified percentage of the building face(s) of new buildings to meet the "build-to line."

C. Setbacks

Primary and accessory buildings shall be a setback in relation to the property lines in accordance with **Figure 3-5** and **Table 3-3**.

Figure 3-5: Lot Layout and Height Diagram



Source: Michael Baker International

1. Exceptions to the maximum front yard setback include:
   a. Recessed shopfronts
   b. Courtyards
   c. Forecourts
   d. Paseos/Walkways
   e. Plazas and open spaces open to the public
   f. Where provided, gaps created by recessed pedestrian courtyards or other areas facing the street shall not exceed 20% of the building frontage.
2. Upper floor balconies are permitted in the required yard. Balconies may project up to 3 feet into the right of way with an encroachment permit from the Department of Public Works.

3. Rear setbacks for accessory buildings shall be minimum of 15 feet measured from the centerline of the rear alley easement. In the absence of a rear alley, the rear setback shall be a minimum of 3 feet.

D. FAR for Mixed-Use Buildings

The maximum allowable FAR is for buildings that contain a mix of residential and nonresidential uses. See **Table 3-3**.

E. Building Height

1. Building heights shall be measured in the number of stories and total feet (**Figure 3-5** and **Table 3-3**). The maximum total height is measured from the highest point of the adjacent sidewalk to the highest point of the coping of a flat roof or to the deck line of a mansard roof or to the average height of the highest gable of a pitch or hipped roof.
2. Exemptions to Height. Towers, gables, spires, steeples, sundecks, scenery lofts, cupolas, and similar structures and necessary mechanical appurtenances not more than 20 feet above the maximum height. Penthouse enclosures for tanks or for elevators that run to the roof not more than 16 feet above the roof. The aggregate area of all penthouses and other roof structures shall not exceed 33-1/3 percent of the area of the supporting roof. The maximum heights may be

Table 3-3: Development Standards

Density	MAIN STREET DISTRICT	GATEWAY DISTRICT
Maximum Floor Area Ratio (FAR)	2.0	1.0
Building Placement		
(1) Front Setback	0 feet minimum 12 feet maximum	0 feet minimum 12 feet maximum
Minimum Frontage Buildout (excluding permitted exceptions)	100%	80%
(2) Interior Side Setback	0 feet minimum 12 feet maximum	0 feet minimum 12 feet maximum
(3) Side Street Setback	0 feet minimum 12 feet maximum	0 feet minimum 12 feet maximum
(4) Rear / Alley Setback	3 feet minimum	10 feet minimum
Building Heights & Massing		
(5) Primary Building Height*	4 stories maximum 62 foot maximum	3 stories maximum 48 foot maximum
Accessory Building Height	2 stories 26 foot maximum	2 stories 26 foot maximum
(6) Ground Floor Ceiling Height Clearance <75 feet of Campo Road	12 foot minimum 20 foot maximum	12 foot minimum 20 foot maximum
(6) Ground Floor Ceiling Height Clearance Commercial Uses >75 feet of Campo Road	12 foot minimum 20 foot maximum	12 foot minimum 20 foot maximum
(6) Ground Floor Ceiling Height Clearance Residential uses >75 feet from Campo Road	9 foot minimum 20 foot maximum	9 foot minimum 20 foot maximum
Ground Floor Above Grade at Setback Line	3.5' maximum	3.5' maximum
Ground Story Depth	30' minimum	30' minimum
Upper Story Height (floor to ceiling)	8' minimum	8' minimum
Building Width	400' maximum	200' maximum
Façade Structural Bay (without variation from adjacent sections- e.g., building plane, massing, fenestration rhythm, color, materials, roofline) (refer to **Figure 3-7**).	50' maximum	50' maximum

Note: The numbers in parenthesis (#) refer to Figure 3-5
*The height may be increased by one story and an additional 10 feet via the Bonus provisions of 3.1.5.C.

increased one story (up to 10 feet) above the maximum per **Table 3-3** per the bonus provisions of 3.1.5.C.

3. New one-story buildings are permitted provided they are not less than 20 feet high along the entire building frontage.

F. Private Frontage

Private frontage is the area between the private building facade and the public sidewalk, inclusive of its varying built and planted components, as shown in **Figure 3-6**.

All primary buildings shall front or face onto a primary street and a side street if located on a corner, see **Figure 3-5**. The primary building façade shall be built parallel to the frontage line or to the tangent of a curved primary frontage line of a lot within the setback area.

1. Awnings and canopies may extend up to 6 feet into the public right-of-way with an encroachment permit from the Department of Public Works. There shall be a minimum of 8 feet to the bottom of an awning.
2. Buildings with first-floor commercial use shall be glazed with clear glass no less than 70% of the first-story facade.
3. The following frontage types are allowed in the MS and GW zones and are described in **Section 3.6, Private Frontages & Facades:**
   - Shopfront
   - Recessed Shopfront
     - Arcade
     - Gallery
   - Forecourt
   - Terrace
   - Stoop
4. Landscaping shall comply with the County Landscape Ordinance. Additional design guidelines are listed in **Section 3.7, C. On-site Open Space Types**.
5. Signs shall comply with the type, location, and dimensions of the guidelines in Section 3.8, Signs. Freeway-oriented, freestanding and rooftop signs are not permitted.
6. Fences shall comply with the requirements of the Fencing and Screening Regulations section of the Zoning Ordinance provided chain link, barbed wire, and razor wire fencing shall not be permitted.

Figure 3-6: Private Frontage



Source: Michael Baker International

G. Building Façade Design Specifications

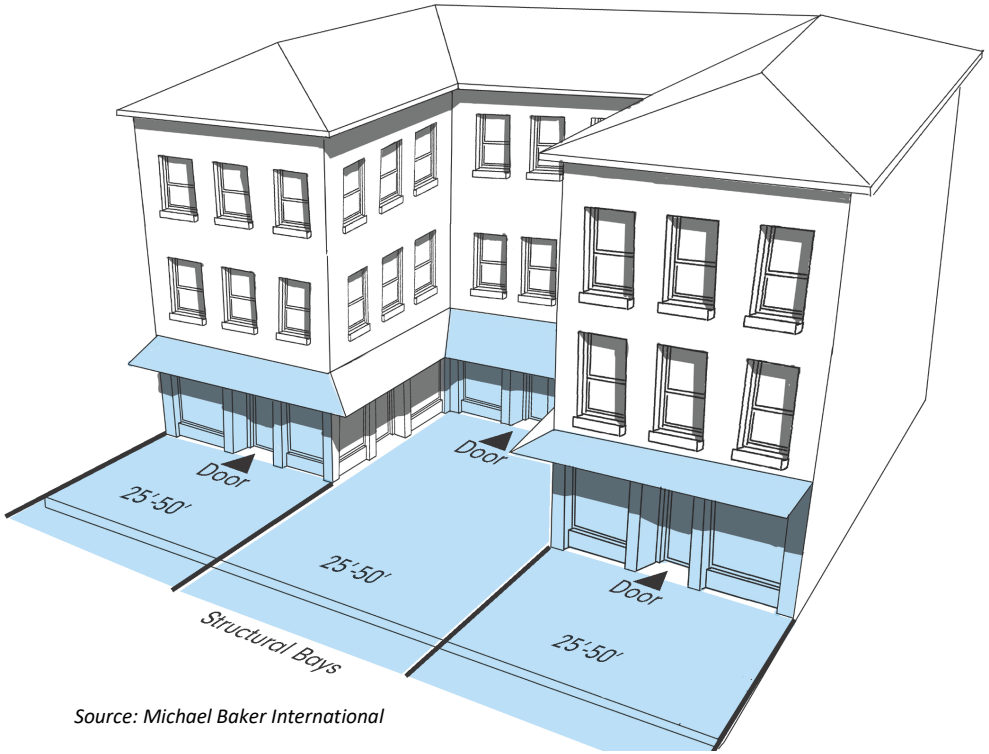
These building design standards are specifically for primary buildings facades fronting onto a primary street and/or Campo Road. This plan envisions mixed-use buildings, from a small building with apartments over a shop, a single-use commercial, office, civic, or educational buildings, to a four- or five-story full-block development with a parking structure. Each building is intended to make a valuable contribution to delivering a vibrant and distinctive mixed-use, walkable traditional main street.

1. Ground Floor Shopfronts: Each ground floor façade shall be designed with one or more structural bays for nonresidential uses. The maximum width of each bay shall be 25 to

50 feet. At least one entrance is required for each shopfront bay (see **Figure 3-7**).

2. Ground Floor Window Fenestration: 70% minimum of each first-floor façade shall be occupied by transparent windows and/or doors. Where permitted, ground floor residential fenestration may be reduced to 40% of the façade.
3. Upper Floor Window Fenestration: 30% minimum of each upper floor façade shall be occupied by window opening. The upper floors' fenestration should generally be less than the ground floor.
4. Access to upper floor uses shall be provided on a fronting façade.
5. Banding: A horizontal design element shall differentiate between the ground floor and upper floors. Examples include cornice lines, awnings, balconies, or changes in the building materials with a unified material.
6. Building Roof: The top of the façade shall be defined by a cap, such as a cornice or a roof overhang, parapets, hip and stepped terraces, and other forms of multi-faceted tops.
7. Building facades should incorporate special treatments to demarcate major entrances, building corners, street corners, and where street views terminate.

Figure 3-7: Structural Bays



Source: Michael Baker International

H. Pedestrian Access

To implement the vision for a pedestrian-oriented Main Street on Campo Road, a network of pedestrian walkways should connect all buildings on a site to each other, to on-site automobile and bicycle parking areas, to sidewalks, and to any on-site open space areas or pedestrian amenities. Direct and convenient access should be provided to adjoining blocks to the maximum extent feasible while still providing for safety and security.

1. All buildings and uses, including upper floor uses, shall take primary access from the sidewalk along the primary street.
2. For primary buildings that front or face onto a primary street and Campo Road, at least one entrance shall be required for every building façade every 25 feet or less in Lot and/or Block length.
3. For primary and accessory buildings that front or face onto a side street, at least one entrance shall be required for every building façade every 50 feet or less in Lot and/or block length.
4. There shall be a minimum of 12 feet between the front lot line and the nearest

curb along Campo Road. This allows for a shopfront window zone, a clear pedestrian zone, and a street tree and furnishing zone near the curb.

5. Walkways shall be a minimum of six feet wide, hard-surfaced, and paved with concrete, stone, tile, brick, or comparable material.
6. Where required walkways cross driveways, parking areas, or loading areas, it must be clearly identifiable through the use of a raised crosswalk, a different paving material, or a similar method.

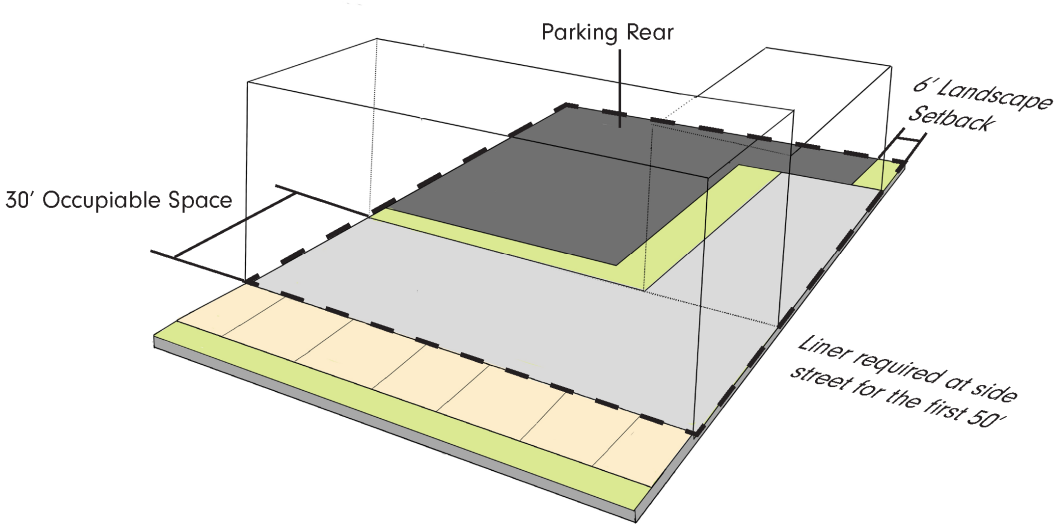
I. Parking Placement

1. No parking shall be permitted between the primary building and the street.
2. All off-street parking areas should be set in the rear of the Lot and set back a minimum of 30 feet from the primary street frontage.
3. All surface parking areas shall be screened by a minimum 6-foot-deep landscaped buffer or a combination of a low wall no taller than 3 feet and behind a landscaped setback of at least 5 feet between the sidewalk and parking area. See **Figure 3-8**.

J. On-Site Parking Standards

1. Applicability. The following parking standards shall apply to all residential and nonresidential development and/or redevelopment within the Specific Plan boundaries. The standards of this Section are intended to supplement the standards in the Parking Regulations section of the County Zoning Ordinance. Wherever standards conflict, the standards of this Chapter shall prevail.
2. On-street parking that is located directly adjacent to a development site shall be allowed to be used to satisfy minimum non-residential parking requirements at a rate of 1.5 spaces for each actual on-street space, or for every 25 feet of property frontage, or portion thereof, whichever is greater.
3. Small Lot Exemption. For lots of 6,000 square feet or less, the minimum number of spaces required is reduced by 50 percent.
4. Mixed-Use. Multiple Uses that share a common parking facility shall be allowed to reduce the required total number of spaces by 25 percent (25%).
5. Compliance with these standards, and in **Table 3-4**, is not required in the following instances:
   a. Change of use within an existing building;
   b. Expansion of an existing building use not more than 25 percent;
   c. Replacement of an existing building that does not result in an increase in floor area by more than 25 percent;

Figure 3-8: Parking Placement



Source: Michael Baker International

d. Outdoor dining seating that is less than 50 percent of interior seating; or

e. Conversion of existing parking located within 30 feet of the front lot line on Campo Road to an expanded sidewalk, patio, courtyard, plaza, or outdoor use area where access to adjoining parking is not precluded.

The term "existing building" as used in this subsection means the size and configuration of the building at the time of adoption of this Specific Plan.

6. Sites that make otherwise private or reserved parking available for public use for off-site uses through a contractual and recorded agreement reviewed and approved by the Director shall be allowed to reduce the required number of stalls by 25 percent.
7. Required parking may be located off-site, provided it is:
   a. Within 1,000 feet of the property.
   b. Connected to the property by streets improved with sidewalks or walkways.
   c. Tied to the site by a contractual agreement reviewed and approved by the Director that is filed and recorded with the County of San Diego.
8. Only off-street parking shall satisfy the parking requirements for residential uses. All parking for residential uses shall be provided off-street.
9. Parking requirements for uses not listed in **Table 3-4** shall be determined by a study of the parking demand for that use or as determined by the Director to be similar or functionally equivalent to other listed uses.
10. All designs shall be compliant with the County's Parking Design Manual.

K. On-Site Open Space

Private open space areas for outdoor living shall be provided for upper-level residential units. Outdoor living areas include balconies, decks, common open space, and rooftop open space at 36 square feet minimum per unit.

Private open space located on the ground level shall have no horizontal dimension less than eight feet.

1. Private open space located above ground level (e.g., balconies) shall have no horizontal dimension less than six feet in width and length, but not more than three feet in the right-of-way.
2. Common open spaces and rooftop open spaces with a minimum horizontal dimension of 20 feet width shall count towards the open space calculation. See Design Guidelines in **Section 3.7, On-Site Open Space.**
3. Ground floor landscaping guidelines are listed in **Section 3.7, On-Site Open Space.**

L. Landscape Standards

The County's Landscape Ordinance and Water Efficient Landscape Design Manual shall apply to all residential and nonresidential development and/or redevelopment within the Specific Plan boundaries.

Table 3-4: On-Site Parking Standards

Land Use Type	Minimum Required	Maximum Allowed
Residential	1 / DU	2 / DU
Commercial Services	2 / 1,000 GSF	4 / 1,000 GSF
Lodging	0.5 / Room	1 / Room
Office	2 / 1,000 GSF	4 / 1,000 GSF
Civic and Civil Support	2 / 1,000 GSF	4 / 1,000 GSF
Notes: DU = dwelling unit; GSF = gross square feet		

M. Outdoor Storage

Outdoor storage areas for nonresidential uses shall be located in the rear area of the Lot and screened from public view. Screening shall be by landscape buffer, masonry walls, decorative fence, or similar means, not less than six feet in height and not less than 75% opacity, as shown in **Figure 3-9.**

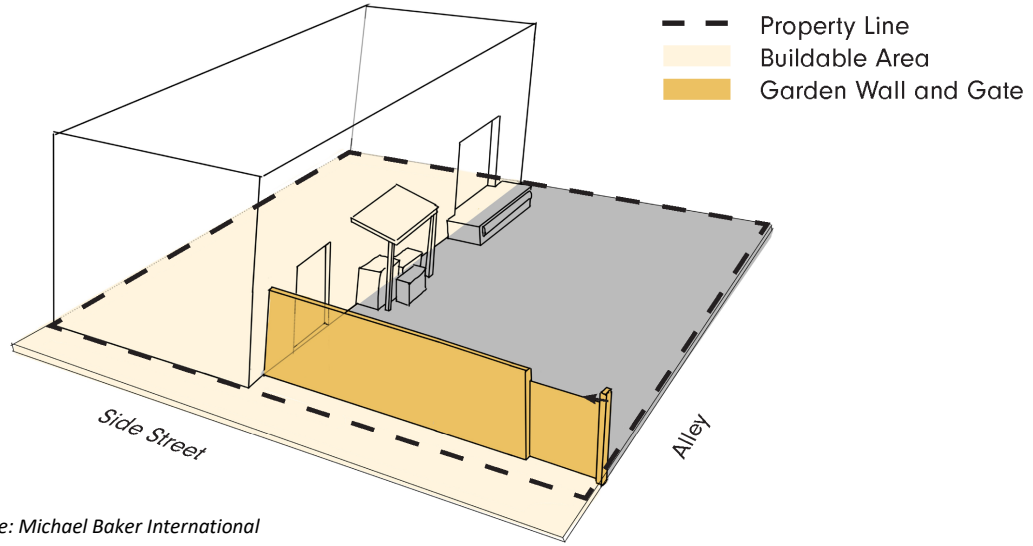
N. Truck Docks, Loading, and Service Areas

Permitted in the rear area of the Lot on rear alley and lanes.

1. Loading and service areas shall be located on the rear of buildings and may not front onto Campo Road. Access shall only be from an alley, central block drive aisle, or side street.

2. All loading docks and service areas shall be screened from public view. Screening can be by landscape buffer, masonry walls, decorative fence, or similar means, not less than six feet in height and not less than 75% opacity as shown in **Figure 3-9**.

Figure 3-9: Outdoor Storage and Loading Areas



Source: Michael Baker International

3.5 Block Retrofit Requirements

The following development standards are established to retrofit the conventional strip commercial development along Campo Road into a traditional mixed-use, walkable main street configuration.

A. Implementing a Traditional Main Street Block Pattern Intent.

1. All proposed construction of buildings, streets or circulation, subdivision and consolidation of lots, or site development plan amendments between Kenwood Drive and Bonita Street shall be configured to conform with and implement a 450-foot wide (east to west) by 225-foot deep (north to south) block and future street pattern shown on **Figure 3-10**.
2. The maximum perimeter of any new block, as measured around the combination of each block face along the primary or secondary street or alley, shall be no more than 1,500 feet. The maximum dimension of each block face shall be no more than 450 feet.
3. No development and/or subdivision shall be allowed to prevent or obstruct the intended block and circulation grid pattern.
4. The precise location and dimensions of the block and street pattern may be adjusted to align with existing roadways and property boundaries with the Director's approval, provided the number, size, and alignment of the proposed blocks and the intended effect and benefits are maintained.

B. Introduction of Private Alleys and Service Lanes for Rear Lot Access

The intent is to maintain the integrity and continuity of the streetscape without interruption of the continuous building wall along Campo Road with driveway access, and to allow for all trash, parking and service activity from the rear of the buildings.

1. All parking and vehicular access shall be behind the primary building.
2. There shall be no direct vehicular access into individual Lots within blocks from Campo Road.
3. Vehicular access to blocks and individual lots is allowed by an alley or service lanes between side streets.
4. Rear service thoroughfares such as alleys and service lanes shall be required.
5. Through-block connections shall be provided between side or secondary streets. Surface parking lots and drive aisles may satisfy this requirement.

Figure 3-10: Block Pattern Retrofit

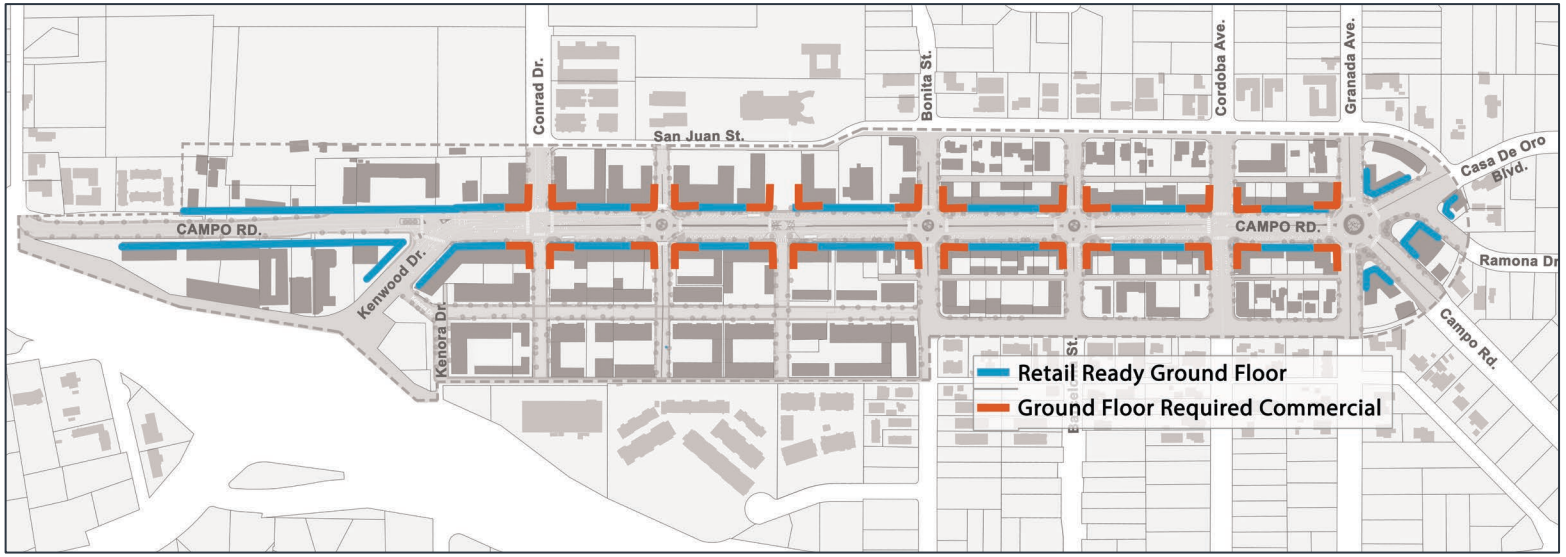


Source: Michael Baker International, Safdie Rabines, KTUA

C. Ground Floor Commercial and Retail Ready Areas

1. The intent of this Section is to create strong corners to accommodate the most visible and intense active commercial uses, yet allow flexible "retail-ready" use of ground floor spaces for office and residential uses between these key corners to adjust with the market over time. The required commercial areas, as depicted in **Figure 3-11,** allows flexibility of land uses on the ground floor of the new development between the intersections along Campo Road. The ground floor is intended to be future commercial use shopfronts. The minimum floor-to-floor heights are required to accommodate for commercial uses but allow for residential and office uses to occupy the ground floor until the market is ready for an expansion of more specific commercial use. These ground floor units are built to be easily converted to future retail/service uses, incorporating high ceilings and at-grade access that do not preclude future compliance with the American Disabilities Act (ADA) for commercial spaces.
2. Ground floor residential use is not allowed within 75 feet of all intersections with Campo Road from Kenwood to Granada (measured from the intersection of the property lines).
3. The Retail-ready area standards apply to all building frontages within 75 feet of Campo Road.

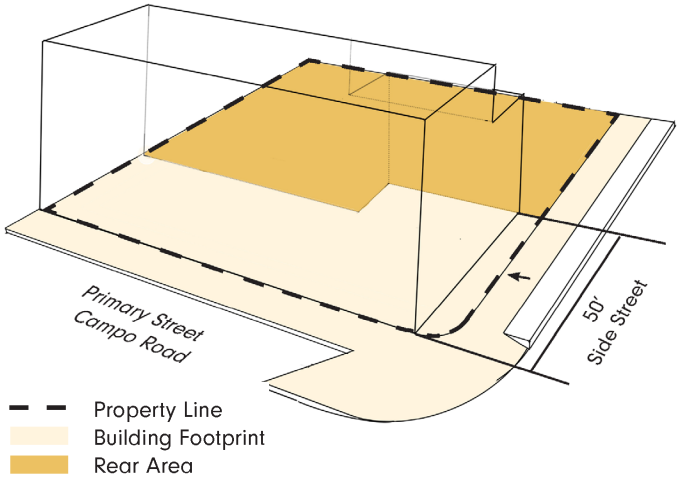
Figure 3-11: Ground Floor Commercial and Retail Ready Areas



Source: Michael Baker International, Safdie Rabines, KTUA

4. Ground floor residential and office use are only allowed if it is designed for future conversion to commercial uses:
    a. The front setback is 10 feet for the residential unit(s).
    b. Future conversion to ADA-compliant retail/service use shall not be precluded by the flexible use design. Low walls and fences used to create private residential spaces should be easily removed to accommodate retail/service.
    c. Ground floor story height is a minimum of 12 feet from the finished floor to ceiling.
    d. All design guidelines for shopfront frontage are met.
5. Corner buildings shall extend a minimum of 50 feet along the side street from Campo Road as shown in **Figure 3-12**.
6. The minimum building depth shall be 30 feet.

Figure 3-12: Corner Buildings



Source: Michael Baker International

PART III - Design Guidelines for Private Buildings & Spaces

Part III provides recommended Design Guidelines to assist applicants in designing for required Development Standards. These guidelines are in addition to and in compliance with the County Parking Design Manual, the Landscape Ordinance, the Water Efficient Landscape Design Manual, and Consolidated Fire Code. Part III consists of the following sections:

- 3.6 Private Frontages & Facades
- 3.7 On-Site Open Space
- 3.8 Signs

Figure 3-13: Campo Road Corridor



Source: Michael Baker International

3.6 Private Frontages & Facades

Building façades, their supporting elements, and the spaces between the façade and the property line are collectively known as private frontage. To support a pedestrian-friendly and vibrant walking environment, it is important to pay attention to how the private frontage relates to the street and sidewalk. This Section provides design guidance for this vital private interface. The following guidelines apply to all private frontages and facades:

A. Building Form and Massing

1. Buildings with continuous wall planes over 50 feet in length should incorporate changes in plane and architectural features that provide areas of shade and shadow.
2. Building façades should provide shade and shadow via offsets, projections, roof overhangs, and recesses.
3. Changes in a roof's pitch or in the height of adjacent stories should be accompanied by plan offsets that recede or advance portions of the façade to add shade and shadow.
4. The glazing area should be greater than 50% of the façade on the first floor. The percentage of glazing area on the second floor is less than the percentage on the first floor
5. Convertible, sliding, or roll-up walls and windows are encouraged to increase visibility and activity between the building façade and adjacent sidewalk and outdoor areas.
6. Building entrances should be apparent and distinct from the rest of the façade through the use of building forms and materials, glazing, projecting or recessed forms, architectural details, color and/or awnings.
7. Entries should have direct at-grade access from the sidewalk.
8. At least one entrance should be provided for each 50 feet of tenant street frontage.
9. Recessed entrances should not exceed 25 feet in width and not more than 15 feet from the property line.
10. Pedestrian ramps should not be permitted within the public right-of-way except for existing buildings when no alternative is available to meet ADA accessibility requirements.

B. Frontages & Facades Materials

All façade materials should be durable and not require frequent repainting or Replacement.

1. For ground floor facades, natural ground floor materials such as stone, brick, glass, smooth stucco, concrete and ceramic tile are recommended where pedestrians may come into direct contact with wall materials.
2. For ground floor facades, mirrored, tinted, or painted glass is prohibited.
3. All ground-floor windows should have an external reflectance of less than 15% and a transparency of 80% or greater to ensure minimal visibility and communication between the exterior and interior spaces.
4. Views into and out of commercial ground floor spaces should not be blocked or obscured by window shades, blinds, signage, or screens. Full views of the interior of the shopfront should be maintained.
5. For upper floor facades, materials should continue up from the ground floor or should be lighter, such as wood, glass, and smooth stucco, and appear to be held up by or set upon the ground floor more structurally substantial materials.
6. Changes between building materials should be associated with and occur with changes in building planes or separated by vertical elements, projections, or columns, or piers.
7. Windows and doors should be recessed to create shadow lines.
8. Ground floor windows sills should be no higher than 3 feet from the adjacent exterior finished grade.

C. Facade Improvements

Targeted facade improvements should be made to enhance the street presence of primary buildings, existing parking areas, and vacant areas to improve walkability.

1. Adding shading elements, such as arcades, galleries, awnings, and roof overhangs, can protect pedestrians from sun and rain while also dramatically changing the building's image.
2. Small architectural features, such as new windows, paint, light fixtures, etc., should

be added in specific areas of opportunity to contribute to a more interesting facade.

3. Structural and visual elements that brighten frontages and/or facilitate outdoor seating are recommended where applicable. This may include potted plants, planters, art, low barriers, outdoor furniture, etc.
4. Improved business signage is another low-cost way to enhance facades and the contribution of existing buildings. See **Section 3.8 Signs.**
5. The community encourages underutilized parking spaces to be temporarily used for sales and displays to activate vacant spaces along Campo Road and primary streets.

D. Service Areas

All utilities, above-ground equipment, and trash containers should be located in the rear of the Lot for lots on primary streets/Campo Road.

1. Trash disposal and recycling areas and shipping and receiving areas should be located within parking garages or to the rear of buildings.
2. Trash disposal and recycling areas should be screened from public views from all sidewalks, streets, plazas, and public spaces. Screening can be by landscape buffer, masonry walls, decorative fence, or similar means, not less than six feet in height and not less than 75% opacity.
3. All trash enclosures should be locked to prevent unauthorized use or access.
4. The design of trash enclosures should be architecturally compatible with other buildings on the site, and their design should use similar forms, materials, and color applications.
5. Rooftop equipment screening should be integrated into the building architecture and should not be visible from the street level or viewing locations in adjacent buildings at the same height as the rooftop equipment.

E. Primary Building Frontage Elements

The following sections identify the variety of frontage elements that are appropriate for mixed-use and single-use primary buildings that front or face onto primary and side streets. No specific frontage type is required, although the most appropriate and/or a variety of frontage types are encouraged. The following private frontage elements are described in this Section:

1. For buildings that primarily offer Commercial and/or Office services on the ground floor.

    - **Shopfronts:** The basic form of a shopfront is a large opening in the façade with large clear windows and doors with glass intended to promote window shopping and views into the store or business. Additional storefront elements may include transom windows, kick plates, bulkheads, and cornices.
        a. The minimum height from the ground to the top of the ground floor is a minimum of 12 feet and should be a maximum of approximately 20 feet to provide for adequate nonresidential space.
        b. Where there are canopies or awnings, the depth should be a minimum of 4 feet and a minimum of 8 feet above the sidewalk. Awnings may project up to 6 feet into the right-of-way with an encroachment permit from the Department of Public Works.
    - **Recessed Shopfronts:** A recessed shopfront allows for covered semi-public space for dining or other activities. A recessed shopfront can have an arcade or gallery treatment

Figure 3-14: Shopfront Example



Source: Michael Baker International

a. The depth of the recessed area should be not less than 8 feet.

b. The cover for the recessed area should be a minimum of 8 feet above the sidewalk.

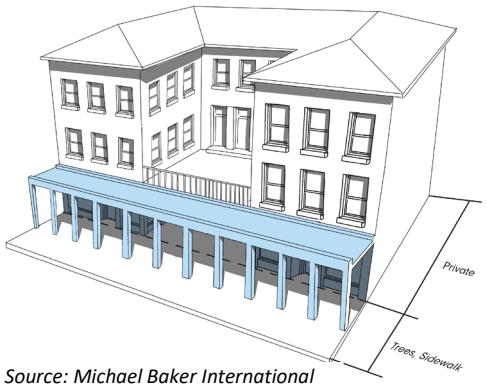
- **Recessed Shopfronts Arcade:** An arcade is a type of recessed shopfront façade with a ground floor colonnade that supports the upper stories of the building. Arcades can provide shade, glare control, and weather protection.

  a. Arcade height should be a minimum of 12 feet from the sidewalk to the ceiling.

  b. The width of the walkway under the arcade should be between 10 to 16 feet.

  c. Arcades should only be utilized in combination with shopfront frontage.

Figure 3-15: Arcade Example



Source: Michael Baker International

- **Recessed Shopfronts Gallery:** A gallery is a type of recessed shopfront with a ground-floor colonnade that supports a shed roof or a deck that covers the sidewalk. Galleries can provide shade, glare control, and weather protection and provide outdoor space for the upper story.

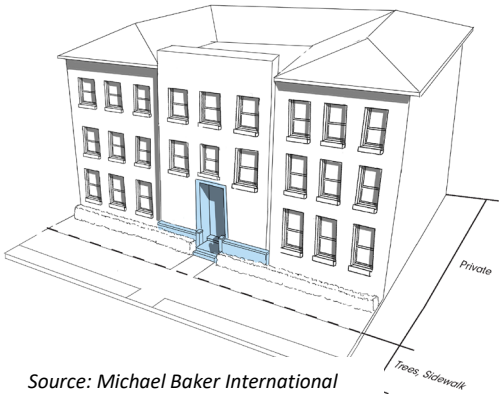
  a. Gallery height should be a minimum of 12 feet above the sidewalk to the ground floor ceiling.

  b. The width of the walkway under the gallery should be between 10 to 16 feet.

  c. Galleries should only be utilized in combination with shopfront frontage.

2. For buildings that primarily offer Residential and/or Office uses on the ground floor.

Figure 3-17: Common Entry Example



Source: Michael Baker International

- **Common Entry:** A common entrance is a doorway to a lobby that provides access to upper-floor units or other large nonresidential or residential spaces.

  a. As with shopfronts, the minimum height above the ground to the top of the ground floor and should be at least 12 feet to a maximum of 20 feet.

  b. Awnings and canopies are encouraged and should be a minimum of 8 feet above the walkway and should have a minimum depth of 4 feet.

- **Stoop:** Only used in residential development, a stoop is a stair and landing leading directly from the right of way to an elevated building entrance.

Figure 3-16: Stoop Example



Source: Michael Baker International

a. Stoops should be designed to have both width and depth of 4 to 8 feet.

b. Stoop height should be a minimum of 1.5 feet to a maximum of 3.5 feet.

c. Stoops may have railings or other primarily transparent low walls

3. For buildings that offer all services and uses on the ground floor.

- **Forecourt:** A forecourt is an extension of the public realm into private property. The building fronts onto and receives access from this space.

  a. The minimum width of a forecourt should be 15 feet where possible.

  b. The minimum recommended depth for a forecourt is 20 feet if possible.

  c. A forecourt should ideally be defined on three sides by buildings, unless located on a corner lot, in which it should be two sides.

  d. Walls that enclose or are located within forecourts should not exceed 3.5 feet in height.

- **Terrace:** These are areas adjacent to the ground floor of a façade that is enclosed by a low wall or fence. They may be at grade or raised, depending on the height of the ground floor of the building. Commercial terraces must comply with American Disabilities Act requirements and may not be feasible in many contexts.

  a. The depth of terraces should be a minimum of 8 feet.

  b. Terraces are generally at grade.

Figure 3-18: Forecourt Example



Source: Michael Baker International

Figure 3-19: Terrace Example

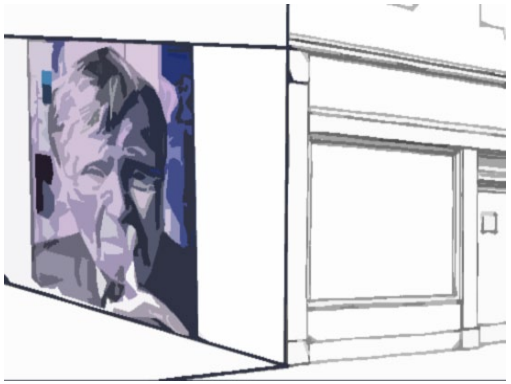


Source: Michael Baker International

F. Art Murals

Art Murals (non-commercial). Art murals are public art and are not commercial signage. Art murals are intended to promote community pride and celebrate Casa de Oro's rich cultural heritage through outdoor visual arts. They should be used to enhance large expanses of blank walls into a community asset. They should not contain the business name, logo, and/or other branding.

Figure 3-20: Art Mural Example



3.7 On-Site Open Space

This Section provides guidelines for well-designed open spaces within and around private development so that these spaces contribute to the quality of the overall development.

A. Description

On-site open space is private or shared outdoor space that provides for the enjoyment and use of building tenants and often for the public as well. It can also provide comfortable paths through which pedestrian access is provided from the street to any buildings (or portions of buildings). This Section identifies a series of different open space types and design characteristics of each type.

B. General Regulations

The following regulations and recommendations should apply to on-site open space.

1. **Landscape**. All landscape and irrigation designs should comply with the following:
   a. Trees and plant material should either be native to Southern California or adaptive and from regions with similar climates.
   b. Invasive plant species should be prohibited.
   c. All plants should be water-conserving, drought-tolerant plants.
   d. Landscape should be used to soften walls and fences and provide green screens, where appropriate, between residential and nonresidential buildings.
   e. Permanent and automatic irrigation or drip irrigation systems should be utilized for all landscaped areas.
   f. Trees, shrubs, hedges, and deciduous vines should be used to minimize solar heat gain during the summer and maximize heat gain during the winter.
2. **Outdoor lighting.** Lighting in private open spaces should comply with the following:
   a. Lighting should be shielded by permanent attachments to fixtures so that light sources are not visible from adjacent properties or the public right of way.
   b. No freestanding fixture should exceed a height of 15 feet as measured from the adjacent finished grade.
3. **Fences and garden walls**. Fences and garden walls within and enclosing on-site open spaces should comply with **Section 3.6 Private Frontages & Facades.**
4. **Sustainable stormwater management.** On all new building sites, groundwater recharging should be facilitated, and stormwater runoff should be limited. Possible strategies include dispersion areas, vegetated bioswales, and pervious paving materials. Decorative water features should use re-circulating water and recycled water where possible.

C. On-site Open Space Types

The following are descriptions of and guidelines for private open space types.

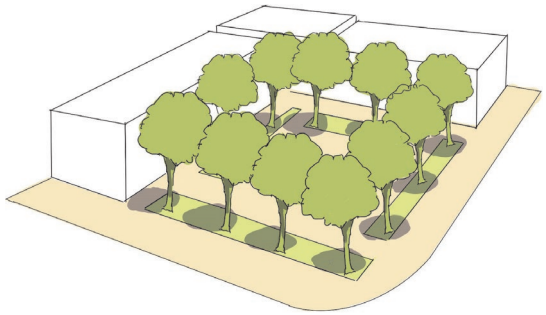
- Plaza
- Court
- Forecourt
- Passage/Paseo
- Roof Deck/Terrace

A selection of these types of open spaces (plaza, court, forecourt, and passage/paseo) are eligible for **Section 3.1.5** Community Bonus Program.

All on-site open space areas should be designed with pedestrian amenities. Pedestrian amenities may include seating, outdoor dining tables with umbrellas, planters, trees, vine-covered pergolas, pedestrian-scaled lighting, public artwork, outdoor fireplaces, fountains, etc.

1. **Plaza.** A plaza is a formal open space designed for civic and commercial activities with landscaping, hardscape, and amenities framed by buildings on one or more sides in a prominent location.
   a. A plaza should have open access to the public from at least one public street and be defined by buildings on at least two sides.
   b. A plaza should be between 0.25 and 1.0 acres in area.
   c. No dimension should be less than 75 feet. The width should generally be 50 percent of the length.
   d. Lighting should be even and use warm colors, generally, 3,000 Kelvin that gives out warm or soft white or yellowish color light.
   e. Improvements should include a mix of fixed and flexible outdoor seating, shade structures, a mix of landscaping and hardscape surfaces, and space or integrated stage areas for live performances.
2. **Court**. A court is an open space surrounded by one or more buildings for use by residents or tenants or for activation as a public plaza or outdoor dining area. It can provide visitor access from the street to dwellings, retail, office spaces, or buildings within the Lot that lack direct access from the street.
   a. A court's perimeter should be coherent and well-defined by walls on at least three sides.
   b. Courts should include a minimum of one shared amenity, such as a seating area, fountain, BBQ island, or outdoor fireplace.
3. **Forecourt.** A forecourt is a court that abuts the public sidewalk. Where forecourts give access to retail and other public uses, they function as an extension of the public realm. Where forecourts grant access to residential or other private uses, they function as transitional spaces between the public and private realms.
   a. A forecourt may be a permitted exception to the buildout requirements for a lot.
   b. When used as an outdoor dining area, a forecourt should read as an extension of the public realm.
   c. Parking should be for delivery and drop-off only.

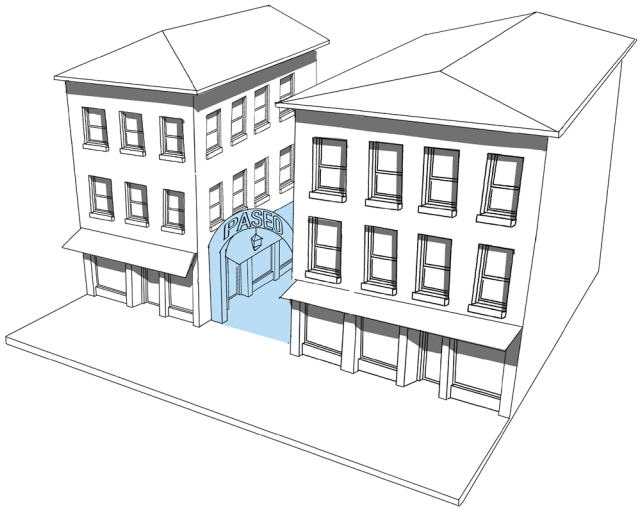
Figure 3-21: Plaza



Source: Michael Baker International

4. **Passage/ Paseo.** Passages or paseos provide a public pedestrian connection between or through buildings, from the street to a court, recessed entrance, or rear parking lot. These may be covered or uncovered. They may be gated or completely open to the street.
   a. Access points should be directly from the street.
   b. Vehicular access should be restricted by buffers, bollards, low landscape, or other decorative features.
   c. Passages or paseos should be provided between buildings or alongside yards.
   d. Passages or paseos should be 12 to 30 feet in width but not less than six feet in width.
   e. Entrances should generally be 100 feet from a street corner.
   f. Lighting not more than 12 feet high should be provided. Festival string lights with top hats that limit upward light are appropriate.
   g. Passages or Paseos may be a permitted exception to buildout requirements for a lot.

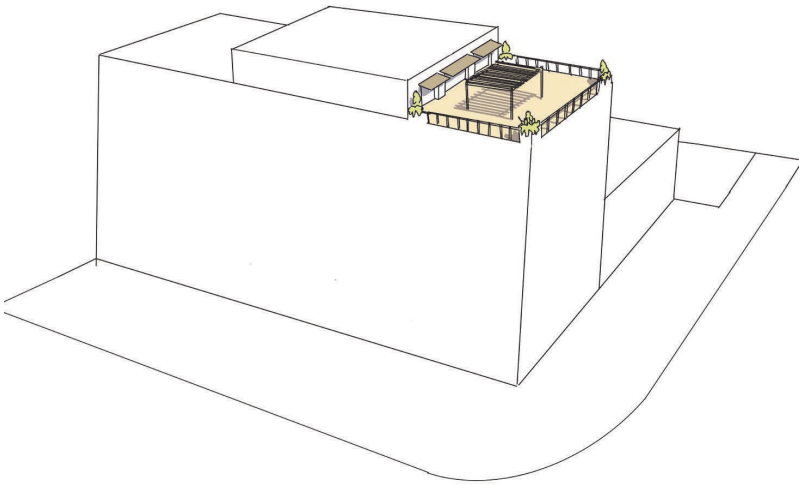
Figure 3-22: Passage/ Paseo Example



Source: Michael Baker International

5. **Roof Deck/Terrace.** A roof deck or terrace is an outdoor gathering space that may be assigned to individual units or shared by all residents or tenants of a building.
   a. Roof decks should include a minimum of one amenity and design element, such as a trellis, seating area, fountain, landscaping, or outdoor fireplace to encourage their use as an outdoor gathering place.

Figure 3-23: Roof Deck/ Terrace



Source: Michael Baker International

3.8 Signs

On-site private signage often changes more frequently than the buildings themselves and has a significant impact on the character of the environment. This Section provides design guidance for signage types most appropriate to traditional Main Streets.

A. Applicability

The following design recommendations are for each new sign, new building, or façade in this Chapter and are to be used to supplement and guide signage permitted in accordance with On-Premises Sign Regulations in County Zoning Ordinance.

B. General Standards

The following guidance applies to all private signage:

a. Signs should not obscure building entrances, cornices, columns, or other prominent architectural elements.

b. Allowed sign types may be combined unless stated otherwise.

c. Sign lighting should be designed to minimize light and glare on surrounding rights-of-way and properties. No light bulb, tube, filament or similar source of sign illumination other than neon signs should be visible beyond the property lines.

d. Directory signs are small wall signs located at pedestrian eye level and intended to identify multiple tenants within a building or complex. They should not exceed 6 square feet and should only be externally illuminated.

e. LED message displays and changeable marquee displays are prohibited.

C. Sign Types

Descriptions of and guidelines for the following private sign types will be described in this Section:

- Wall
- Window
- Blade
- Vertical Projecting
- Awning
- Sidewalk

1. **Wall Sign.** A sign that is applied directly to or projecting out and parallels to the façade. This type of sign is intended for viewing from across the street and along the sidewalk.
   a. Signs should be between 10 and 30 inches in height.
   b. Sign width should be no more than 60 percent of the façade width.
   c. Signs should be at least 24 inches above any openings or fenestration.
   d. Signs should be located above the storefront and at least 12 inches below any eave or edge of the building.
   e. In multi-tenant buildings, only the businesses with frontage on the sidewalk should have a wall sign.
   f. Sign thickness (as measured from the wall) should not exceed four inches.
   g. Channel lettering should either be back-lit or externally illuminated.
2. **Window Sign.** A sign is painted or applied directly to the storefront windows and/or doors. Window signs also include posters for advertisements and sales, product merchandise posters, open/closed signs, and painted or etched business names and logos.
   a. The height of wall signs should be no more than 50 percent of the height of the window/door.
   b. The width of the signs should be no more than 50 percent of the width of the window/door.
   c. Window signs should cover no more than 25 percent of the window/door area.
   d. Permanent window signs should be individually painted, etched, or otherwise applied letters or logo graphics surrounded by clear glass.

Figure 3-24: Wall Sign Examples



Source: Michael Baker International

Figure 3-25: Window Sign Example



Source: Michael Baker International

3. **Blade Sign.** A double-sided sign perpendicular to the building façade from a mounted wall brace or from a ceiling. Blade signs typically project over a sidewalk and are intended for viewing by approaching pedestrians. Any encroachment into the public right-of-way will require a Department of Public Works permit.
   a. The height of a blade sign should be no more than 36 inches.
   b. Signs must have a vertical clearance from the sidewalk of 8-12 feet.
   c. The total area of a blade sign should not be more than 6 square feet.
   d. Blade signs should be no more than 4 inches thick.
   e. No more than one blade sign should be allowed for each storefront entrance on the façade.
   f. The top of a blade sign should be located below the building's second-floor windows.
   g. Signs should be externally illuminated by a light mounted on the façade.

4. **Vertical Projecting Sign**. A painted, reverse-channel or individual-lettered sign is applied directly to or projecting out and parallel to the façade. This type of sign is intended for viewing from across the street and along the sidewalk.
   a. Signs should be no more than 8 feet in height.
   b. The outer edge of the sign should project no more than 4 feet from the façade.
   c. The total area of the vertical projecting sign should not be more than 16 square feet.
   d. Projecting signs may extend above the parapet or roof of the structure to which it is attached.
   e. No more than one vertical projecting sign should be allowed for each storefront entrance on the façade.
   f. Signs should be externally illuminated by a light mounted on the façade or by neon tubing used to illuminate letters, symbols, and accent frames.

Figure 3-26: Vertical Projecting Sign Example



Source: Michael Baker International

5. **Awning Sign.** A sign painted directly onto or projecting from any sort of awning or canopy.
   a. Letter height for awning signs should be a minimum of 10 inches and a maximum of 30 inches.
   b. The sign should only be on the vertical portion of the awning. It should not be on the angled or top portion of the awning.
   c. The width of the sign should be no more than 60% of the façade width.
   d. The overall area of the sign should be no more than 25% of the surface of the awning face.
6. **Sidewalk Sign.** A two-sided, non-illuminated, portable, and temporary sign placed outside a storefront on the sidewalk for viewing at close range.
   a. Overall sign height should be between 18 and 36 inches.
   b. The sign should be between 18 and 30 inches wide.
   c. Signs should be at least 18 inches away from the curb and must maintain a clear path of at least 6 feet.
   d. Signs should not have posters, flyers, balloons, pennants, or flags attached to the sign.
   e. Maximum of one sidewalk sign per business, displayed during hours of operation between the hours of 8:00 am and 10:00 pm.
   f. Signs should be constructed of wood or plastic with professionally applied lettering or images (exceptions for handwritten menu boards or "specials of the day" for restaurants). Removable slide-in letters are prohibited.
   g. Sidewalk signs should not obstruct any minimum clear path for the sidewalk or bike lane.

Figure 3-27: Sidewalk Sign Example



Source: Michael Baker International

PART IV- Design Guidelines for Public Realm

3.9 Landscape Improvements

Figure 3-28 shows examples of appropriate materials and methods of landscape improvements for Campo Road. These include the use of the following:

- Decomposed Granite (DG) for pathways
- Rock mulches, flowering shrubs, bunch grasses, and trees for landscaping in bulb-outs and planted strips.
- Use of tree grates flushed with sidewalks in sections of the street where hard pavement is considered instead of planting strip between parking and sidewalk.
- Placement of street furnishings and trash receptacles in the area between parking and sidewalk.

The design and placement of these elements will be finalized during the final design process.

Figure 3-28: Landscape Improvements

A) DG Patterns



B) Rock Mulches



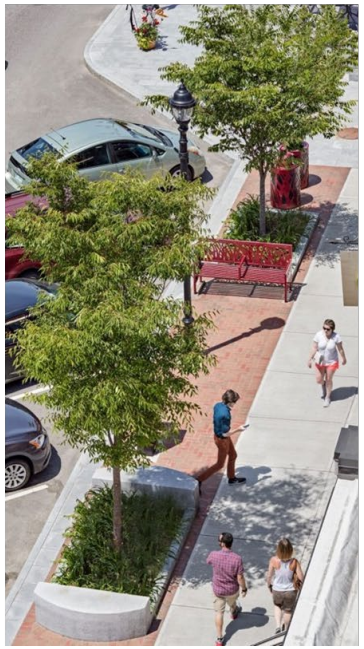
C) Planted bulb-outs with DG



D) Trees in grates



G) Trees & street furnishings



E) Flowering shrubs & mulch, no trees



F) Trees and bunch grasses



Source: Michael Baker International, KTUA

A. Street Trees

Three tree categories (large and small shade trees and accent trees) are recommended at three different locations within the Specific Plan area. Various choices in these categories are provided in **Figure 3-29, Figure 3-30, and Figure 3-30.**

- **Large Canopy Shade Trees** - These trees are placed in the sidewalk and bulb-out areas (See **Figure 3-29**).
- **Small Canopy Shade Trees** - These trees are placed in the sidewalk and bulb-out areas along with large canopy trees (See **Figure 3-30**).
- **Accent Trees** - These trees are placed in roundabouts, gateway areas, and other public gathering areas (See **Figure 3-30**).

Attempts should be made to use native trees in accordance with the Valle de Oro Community Plan guidance to the extent possible. It should be noted that most native trees are more difficult to sculpt into standard street trees with single trunks. The trees to be placed in the bulb-outs will have a much greater planting area to work with, and multi-trunks would be more acceptable in these areas.

No branches can be on a tree planted as a street tree under 6' from the ground. Any trees that are not pruned up enough from the lowest limb or lacing of the tree for signage should be inspected and pruned once a year.

The minimum container size for any street tree would be 24" to 36" box and will depend on the stormwater runoff solution selected at the time of final design and construction documentation.

Figure 3-29: Large Canopy Shade Trees



White Alder (Alnus rhombifolia) Native with open pattern for business visibility[2,3]



California Sycamore (Platanus racemosa)- Native deciduous tree that requires more root space than the London Plane[2,3]



London Plane-bloodgood (Platanus x acerfolia)- More formal version of the California Sycamore[3]



Holly Oak (Quercus ilex) A fast growing oak with an upright branching pattern[2]



Sawleaf Zelkova (Zelkova serrata)- Branching pattern can be "v" shaped with uplifting branches[3]

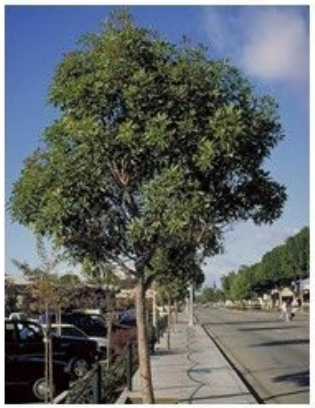


Engelmann Oak (Quercusc Engelmann)- Southern California native that works well as a street tree[2]

1- Tree that is low maintenance and can grow in small areas
2- Native tree that is characteristic of the San Diego County foothills
3- Tree that can handle wet soils that can work well in stormwater runoff areas

Source: Michael Baker International, KTUA

Figure 3-30: Small Canopy Shade Trees



Brisbane Box (Lophostemon conferta) – tall street tree for small parkway space[1]



Pacific Madrone (Arbutus unedo sp. marina) Native tree with great bark and vibrant flower and fruit color that doubles as an accent tree [1,2]



Crepe Myrtle (Lagerstroemia indica) Drought tolerant with cultivars that are mildew resistant [1]

1- Tree that is low maintenance and can grow in small areas
2- Native tree that is characteristic of the San Diego County foothills
3- Tree that can handle wet soils that can work well in stormwater runoff areas

Figure 3-31: Accent Trees



Honey Mesquite (Prosopis glandulosa) Southern California native tree best in bulb outs where width is available to handle a broad tree, keep trimmed upward to avoid people contact with thorns (the Chilean mesquite is thornless) [2]



Desert Museum Palo Verde Thornless (Cercidium parkinsonia) Desert native that is extremely drought tolerant [1,2]



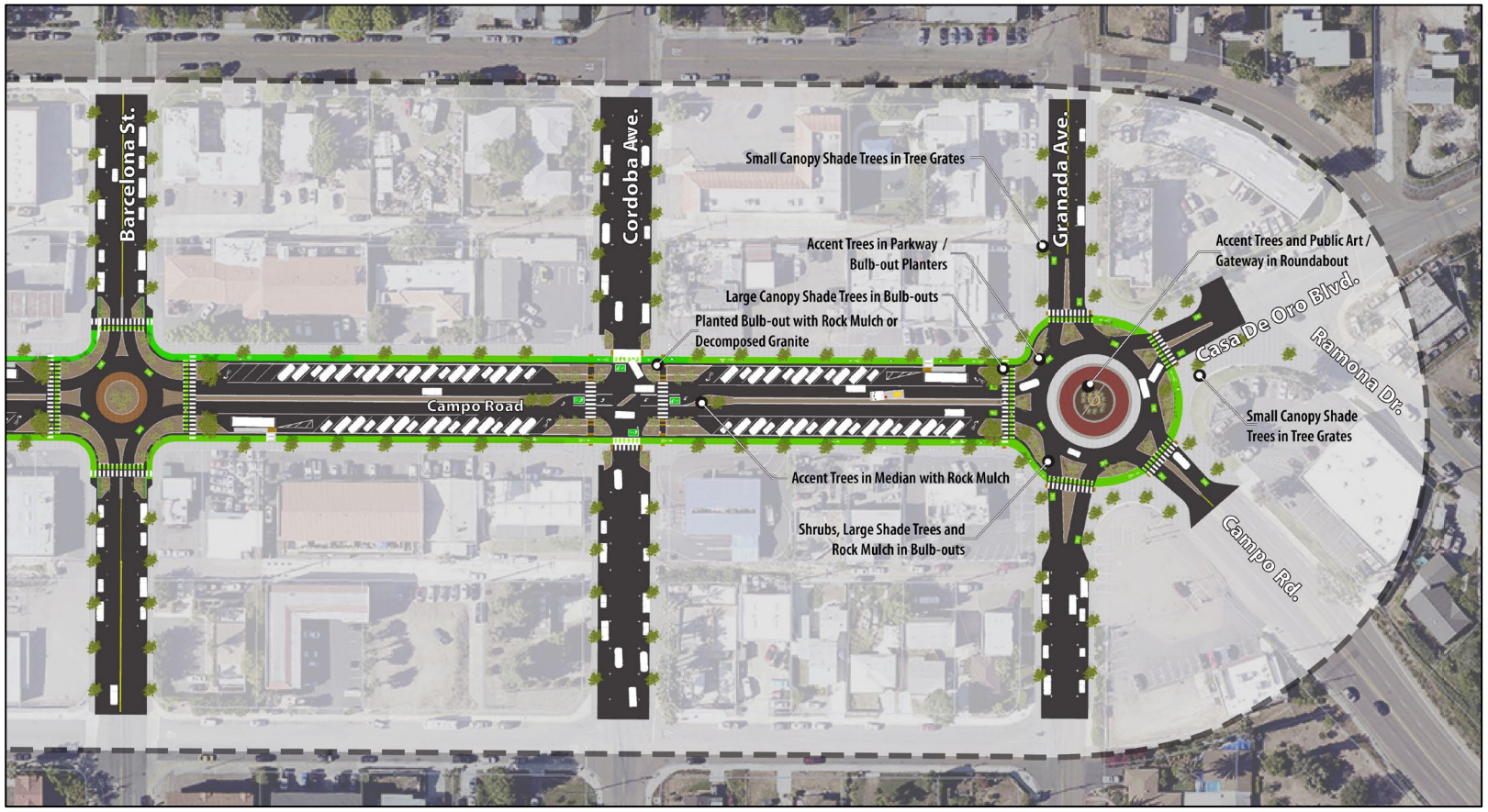
Silk Tree (Albizia julibrissin) Fast growing with deeper shade than others in this category [1,2]

1- Tree that is low maintenance and can grow in small areas
2- Native tree that is characteristic of the San Diego County foothills
3- Tree that can handle wet soils that can work well in stormwater runoff areas

B. Street Tree Pattern

Figure 3-32 shows the street tree pattern to be random based on space availability and driveway locations but should be placed in such a way to create a visually rhythmic pattern. Trees should be provided at no less than one tree for 40 feet of frontage on average, not less than 30' on center for large canopy trees; not less than 20' for smaller canopy, accent, or grouped trees; and not more than 80 feet between any tree. Actual locations of street trees will be determined as part of the preparation of detailed design plans and construction drawings for Campo Road prepared by, for, or in conjunction with Planning and Development Services (PDS) and the Department of Public Works.

Figure 3-32: Street Trees Pattern



Source: Michael Baker International, KTUA

3.10 Lighting

A. Site Lighting

All outdoor lighting, including temporary lighting, should be in compliance with the Performance Standards section of the Zoning Ordinance and with the Outdoor Lighting Regulations of the County Municipal Code (Title 5, Division 1, Chapter 2 Light Pollution). All lighting within the Specific Plan area should meet the requirements of Lighting Zone C.

B. Street Lighting

Street lighting poles and fittings make a major impact on the appearance of the road. **Figure 3-33** provides examples and suggestions for the look and feel of some street lighting that will be suitable for Campo Road. The design, technology, and required photometric will be determined during the final design stage. The style, color, and material of the fixture should be decided in conjunction with other elements, such as benches and waste receptacles, to create a coordinated look and feel of the Corridor. Below are some recommendations for street lighting style and placement.

- Industrial-style poles with a bell shape and a straight mast are recommended for the Corridor.
- Two types of lighting fixtures are recommended- single-arm streetlights and pole pedestrian lighting.
- Lighting is recommended at two levels of height in the Corridor- taller streetlights and shorter pedestrian lights.
- The lights should be oriented downward to illuminate the sidewalks and roadway, with minimal scattered light. Shields can be installed to deflect light.

Two streetlights per block at the bookends of each block type in the bulb-out area are recommended. Pedestrian lights could be utilized in the bulb-out area as well.

Figure 3-33: Street Lighting



Pedestrian Level Lighting
(Three per block on each side of the road)

Street Level Lighting
(One at each bulb-out)

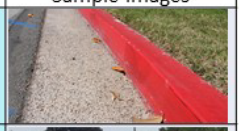
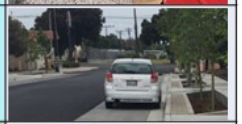
Source: Michael Baker International, KTUA

3.11 Stormwater Runoff Treatments

Table 3-5 includes possible improvements to stormwater runoff and water quality improvements.

- Bulb-outs are proposed at all intersections and, together with parkways and street tree wells, will be the eventual destination of stormwater that flows along a gutter into a bioswale or dispersion area.
- Use of Silva Cells or equivalent system, in accordance with the County BMP manual, is recommended for street trees with tree grates in areas with limited walkway space. The Silva Cell is a modular suspended pavement system that uses soil volumes to support large tree growth and provide on-site stormwater management.

Table 3-5: Stormwater Run-off Treatments

CAMPO ROAD DRAINAGE, STORMWATER, AND PARKWAY TREATMENTS			Permeable Gutter	Permeable Parking Apron	Curb Inlets	Rock Mulch Only	Bio-swale Plant Material & Soil	Small Parkway Swales	Large Parkway Swales	Solid Drainage Pipe	Perforated Drainage Pipe	Basins with Filters	Silva Cells	Sample Images
1	Permeable gutter and transmission	TRANSMIT TO OTHER AREA	X								X	X		
2	Permeable gutter, permeable parking lane and transmission	TRANSMIT TO OTHER AREA		X							X			
4	3' wide bioswale	RETAIN AND TREAT (GREEN APPROACH)			X		X				X			
5	4' wide bioswale with small trees	RETAIN AND TREAT (GREEN APPROACH)			X		X	X			X			
6	6' wide parkway strip	RETAIN AND TREAT (GREEN APPROACH)			X				X		X			
7	Continuous paved with tree grates & silva cells	RETAIN AND TREAT (GREEN APPROACH)	X		X				X		X	X	X	

Source: Michael Baker International, KTUA

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Chapter 4: Implementation

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4.1 Introduction

The implementation program on the following pages specifies the steps and actions that should be undertaken to implement the Specific Plan and to realize the Corridor Vision. This implementation matrix represents the culmination of the Corridor planning process and the strategies referenced throughout the Specific Plan. The matrix is a tool to help implement and monitor the progress of the Specific Plan and can be revised to reflect changes in community priorities and available resources.

This chapter identifies and describes the recommended financing strategies for future revitalization and development of the Corridor; also refer to **Appendix 1, Street Transformation Examples**, which provides a listing of similar projects within the region and associated financing options.

Note that funding and financing programs are dynamic and can change according to available funds, state and federal law, and other factors. The list is not exhaustive and should be supplemented as new sources become available.

4.2 Funding and Professional Management

Many programs, strategies, and improvements can benefit the Corridor. Many require significant funding, design, and coordination with multiple agencies and stakeholders, and professional management will typically be necessary to realize the full potential of the revitalization of the Corridor.

The Specific Plan recommends the creation of one or more professionally managed districts.

Recommended funding mechanisms and professional management services include:

- Business Improvement District (BID) including business assistance, marketing, and promotion
- Community Financing District (CFD)

4.3 Potential Funding and Management Mechanisms

4.3.1 Business Improvement District (BID)

A BID is a revitalization tool that may be suitable for the Corridor. The creation of a BID would provide a mechanism for local businesses to coordinate and develop improvements and services that benefit the entire District. Such efforts are designed to lead to gradual and continual improvements and activities that attract and retain business and enrich the overall character, aesthetics, and function of the District.

A BID for the Corridor would be a partnership between local businesses and the County to perform various services or improvements that enhance the image and promotion of the Corridor to attract, retain, and expand businesses.

Responsible Parties

- *BID Consultant:* Hired to develop the BID Plan
- *County Board of Supervisors*: Authorizes district
- *County Assessor:* Provides accurate information and assistance to taxpayers of San Diego County concerning property assessments.
- *County PDS:* Responsible for processing development applications for improvements within the Corridor and evaluating individual project conformance with the Corridor Specific Plan
- *Existing or New Nonprofit Organization:* Provides or contracts for services and improvements
- *Applicants for Development Projects Within the BID:* Serving as direct participants in implementing the overall vision and improvements identified in the Corridor Specific Plan
- *Members:* Members of the BID

Time Frame

The total estimated time frame of formation of a BID is 9 to 12 months. The breakdown is provided below.

- Business Owner Survey: 3 months
- Management District Plan: 3-6 months
- District Formulation: 3 months

Estimated Cost

The total estimated cost of the formation of a BID is $150,000. The breakdown is provided below.

- Business Survey & Priorities: $50,000
- Plan Development: $50,000
- District Formulation: $50,000
- Annual District Management: $5,000-50,000
- Annual Program Expenditures: via plan

Table 4-1 summarizes items that are typically addressed by BID services.

Table 4-1: List of Items Typically Addressed by BID

Corridor Issues/Opportunities	Typical BID Applications
Excess & deficient parking	Parking Facilities, Management
Lack of street trees, green space	Landscaping
Absent, unattractive furniture	Benches and Street Furniture
Absent or poor-quality trash cans, unenclosed dumpsters, litter	Trash Receptacles, Waste Management
Absent or poor-quality lighting	Street Lighting
Excess capacity, driveways, conflicts; room for on-street parking, coordinated access, landscaping	Streetscape and Road Improvements
Overcrowding of signs, poor quality signs	Seasonal Signage and Decorations
Few community events	Community Events and Promotions (i.e., restaurant tours, block parties, weekly farmers markets, and holiday festivals)
Safety concerns (i.e., increased walkability, bikeability, and transportation safety)	Security
Outdated, deteriorating business façades	Façade Improvements

Figure 4-1: Examples of BID Activities



Source: NBC Bay Area, NYC Water on Medium

Process

Formulation of a BID for the Corridor would involve several steps. First, a service or improvement plan is prepared, often by an independent BID consultant who is hired through a request for proposal (RFP) process. This will be done by an existing or new nonprofit organization with the help of PDS. This process would likely include a survey or other extensive public engagement to determine the level of interest and financing parameters and to prioritize services and improvements.

The BID members (business owners and/or property owners) would coordinate with the County Board of Supervisors to propose a new district, and the Board of Supervisors would adopt a resolution of intent for the formation of the District. The district boundaries would likely include the commercial zones along Campo Road. Types of services and improvements to be financed are specified in a plan at this time.

Public notice must be provided, and a County Board of Supervisors hearing would be held. If supported by a majority of businesses, the BID would be established, and an advisory board will be appointed. This advisory board would typically be an existing or new nonprofit organization.

BID assessments must be directly proportional to the estimated benefit being received by the businesses upon which they are levied. Normally, these would be assessed annually on County property tax bills. The assessments and services vary depending on the needs, desires, and abilities of the District. BIDs typically contract for the services or planned improvements.

Figure 4-2: Examples of BID Activities



Source: County of San Diego PDS, City of Roseville, http://www.2ndstfestival.org/

Implementation

Once established, assessments are compulsory and typically collected via annual assessments with property taxes. Funds are used to pay for the administration and contracting of services or improvements. Any guidance the BID provides to businesses within its District is advisory. Businesses are not legally bound to comply with the BID guidance and would not be subject to fines.

Members of the BID would be responsible for determining how the funds collected are spent. BID members would have the opportunity to actively identify and evaluate specific improvement projects for implementation over time to achieve the overall Vision of the Corridor Specific Plan.

It is anticipated that the BID would be managed by an existing or new nonprofit organization and guided by a Board of Directors. The Board would be elected by the individual BID members. Board members may include local property owners, business owners, residents, and/or locally elected representatives. The Board of Directors would be responsible for making decisions pertaining to programs, provision of public services, financing, budgeting, implementation of goals and policies, and staffing, among other tasks, as applicable.

A BID may provide a means for Corridor businesses and stakeholders to connect with local County government representatives while providing opportunities for networking, hosting of local events, and/or advocating for improvements within the BID as the implementation of the Corridor Specific Plan occurs over time. Additionally, BIDs may help members to identify and express common community needs while also allowing them to contribute to the formation of local goals and policies based upon their familiarity with the local neighborhood.

Special Considerations

- BIDs are an excellent tool for the management of local issues, services, and programs.
- They are not as suitable for funding infrastructure and capital improvements.
- They do not affect zoning, land use, or development standards or requirements.
- CEQA is not required for most functions of a BID; it would be triggered if a discretionary action being taken by the BID qualifies as a "project" as defined under CEQA, such as the construction of a new building or other improvements that may cause potential environmental effects subject to evaluation per CEQA requirements.
- Some of the preliminary work efforts and costs of developing an improvement plan and support can be accomplished by local community organizations or nonprofit.

4.3.2 Community Facilities District (CFD)

A Community Facilities District (CFD), or Mello-Roos, allows for financing of public improvements and services.

Any county, city, special district, school district, or joint powers authority can establish a CFD to finance public improvements and services. CFDs are available to finance a broad range of improvements and services that can assist in the development of property used for residential, commercial, industrial, or community centers that have a useful life of at least five years. Mello-Roos bonds can only be used to finance new or additional facilities and services. Financing existing facilities and services are not allowed by this act.

Responsible Parties

- County Board of Supervisors
- County PDS and DPW
- County Auditor-Controller
- County Public Works/Engineers for capital improvements
- District or Joint Powers Authority
- Applicants

Time Frame

The total estimated time frame of formation of a CFD is 9 to 12 months. The breakdown is provided below.

- CFD Petition/Initiation: 2 months
- CFD Legislative Plan: 2-6 months
- CFD Formation Public Hearing: 2 months
- Election (general or special): 3-6 months
- Purchase, Bond, Construction: Ongoing

Estimated Cost

The total estimated cost of the formation of a CFD is between $250,000 to $450,000. The breakdown is provided below.

- CFD Plan Development: $100,000-150,000
- Engineering Plans: $100,000-200,000
- District Formulation: $50,000-100,000
- Annual District Management: $5,000-50,000

Table 4-2 summarizes improvements that are typically addressed through the creation of a CFD. In the event of formation of BID and CFD, the overlapping items in the list could be shared by both the Districts or could be addressed by one District.

Process

A Mello-Roos CFD is initiated by either: (1) a written request signed by two members of the legislative body (local government or school district); (2) a petition signed by 10 percent of the eligible voters in the area; or (3) a petition signed by the landowners of 10 percent of the area in the proposed District. The proposed District would include all properties that benefit from the improvements to be constructed or the services to be provided. For example, such boundaries would differ for drainage channel improvements versus a shared community public space, based on who benefits from the proposed improvements. A plan including boundaries, goals, policies, improvements,

Table 4-2: List of Items Typically Addressed by CFD

Corridor Issues/Opportunities	Typical CFD Applications
More travel lanes than needed	On-street Parking Facilities
No parkways, too few street trees	Landscaping
Excess capacity; excessive driveways & conflict points; hostile to pedestrians	Road and Streetscape Improvements
Undersized pipe; open channel blocks access to buildings, floods	Public Infrastructure Improvements (i.e., Storm Drain Channels)
Absence of green & civic space	New Parks or Enhancements to Existing Parks
Need a place for children & seniors	Community Center and Facilities

Figure 4-3: Examples of CFD Activities



Source: Michael Baker International

and services, and financing mechanisms would be created by County staff. Board of Supervisors approval would be required to authorize the formation of a CFD. If not protested by more than 50 percent of the voters or owners of 50 percent of the land, then it would move to a general or special election requiring a two-thirds majority vote of the property owners participating in the CFD.

Municipal bonds can be sold by the CFD to provide the money initially needed to build expensive improvements or fund the services. If approved, a special tax lien is placed against each property in the CFD and paid each year. The special tax cannot be directly based on the property's value and on mathematical formulas that consider property characteristics, such as the use of the property, the square footage of the structure, and lot size. The formula is defined at the time of formation and will include a maximum special tax amount and a percentage maximum annual increase. If the CFD issued bonds, special taxes would be charged annually until the bonds are paid off in full. Often, after the bonds are paid off, a CFD will continue to charge a reduced fee to maintain the improvements. The CFD implementing authority is the existing County agency such as PDS or DPW or joint powers authority if more than one agency is authorized to construct, own, or operate the improvement or facility or provide the service(s).

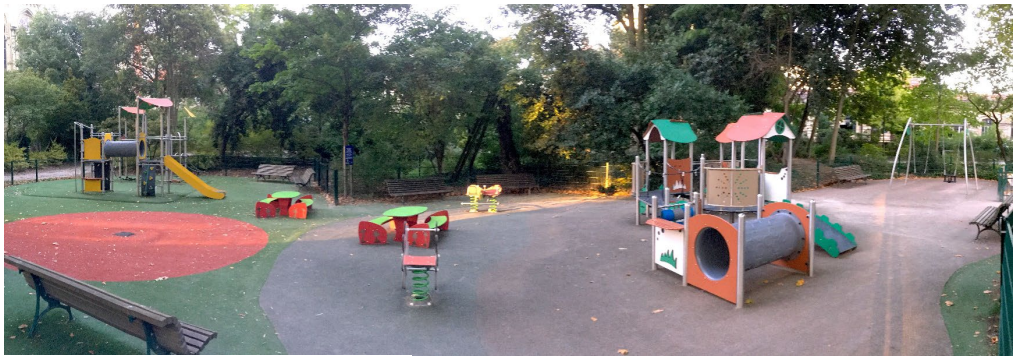
Implementation

Any actions that the CFD mandates are compulsory. All landowners and/or residents within the District are required to pay the tax as it is defined at the formation of the CFD.

Special Considerations

- CFDs are a tool for funding infrastructure and capital improvements.
- They do not affect zoning, land use, or development standards or requirements.
- CFDs require the preparation of engineering plans and cost estimates for capital improvements.
- Special tax and bond consultants and counsel are required to create the financing plans.
- CFDs cannot be used to supplant existing services or for new development to pay for preexisting needs and services.
- CFDs are particularly suitable for long-range or phased improvements and long-term plans.
- CEQA is not required for most functions of a CFD; it would only be triggered if a discretionary action being taken by the CFD qualifies as a "project" as defined under CEQA, such as the construction of a new building or other improvements that may result in potential environmental effects subject to evaluation per CEQA requirements.

Figure 4-4: Examples of CFD Activities



Source: Wikimedia Commons

4.3.3 Potential Funding Sources

The formation of BID and/or CFD will act as funding sources for the Specific Plan implementation as described in previous sections. Additionally, various funding sources can be explored to reduce the contribution burden for the property owners. Some of these sources are listed and described here.

Community Development Block Grants (CDBG)

The CDBG program provides annual grants at the state, county, and city levels to support the development of viable urban communities by providing affordable housing, enhancing the overall living environment, and expanding economic opportunities, mainly for low- and moderate-income groups. The program is funded through the U.S. Department of Housing and Urban Development and is aimed at supporting local community development activities with the stated goal of providing affordable housing, anti-poverty programs, and infrastructure development. The program helps to create jobs through the expansion and retention of businesses while serving as a tool for helping local governments address certain challenges facing their communities. CDBG funds can be used by local governments in partnership with the private and nonprofit sectors in order to develop and upgrade local housing, water, infrastructure, and human services programs. Such funds are effective in allowing local government flexibility and discretion in meeting its communities' particular development needs.

Active Transportation Program Grants

The Active Transportation Program (ATP) is a statewide grant program that encourages bicycling and walking as key modes of transportation, in particular, for children traveling to and from schools and for residents of disadvantaged communities. The program is intended to enhance opportunities for biking and walking; increase safety and travel for people not traveling by vehicle; and reduce vehicle use and greenhouse gas emissions, particularly in urban environments.

Eligible project types include combined infrastructure projects with non-infrastructure components; non-infrastructure education, encouragement, enforcement, and planning of walk and bicycle activities; active transportation and Safe Routes to School Plans for disadvantaged communities; and infrastructure, planning, design, and construction of walk and bicycle facilities.

Additionally, Safe Routes to School (SRTS) grants are awarded through the ATP, and school-based projects and programs are eligible for ATP funding based on the adopted criteria for the program. As the Santa Sophia Academy and the Spring Valley Middle School lie just north of the Corridor, there may be opportunities for SRTS grants to apply.

TransNet Program

The TransNet program, which extends to the year 2048 and is administered by SANDAG, serves as one of the largest transportation improvement programs in the state. The program is funded by half cent sales tax and has been used to support a variety of transportation projects throughout San Diego County. The TransNet Extension Ordinance provides funding for two grant programs that support local efforts to increase walking and biking opportunities and transit use within the region: the Smart Growth Incentive Program (SGIP) and the Active Transportation Grant Program (ATGP).

The program is intended to support improvements that will aid in reducing traffic congestion through highway, bus, and rail projects, as well as bike and pedestrian projects, local street repairs, habitat conservation efforts, smart growth measures, and grant programs. Such projects are varied and include a range of improvements from larger-scale highway projects (i.e., widening and/or installation of high-occupancy vehicle lanes) to a local roadway, bike, and pedestrian enhancements.

The SGIP provides funding for transportation-related infrastructure improvements and planning efforts aimed at smart growth development in Smart Growth Opportunity Areas as identified by SANDAG. The program is aimed at funding comprehensive public infrastructure projects and planning activities that facilitate compact, mixed-use, transit-

oriented development and increase housing and transportation choices.

The ATGP is intended to encourage local jurisdictions to plan and construct facilities that promote a variety of transportation alternatives and increase connectivity to transit, schools, retail centers, parks, workplaces, and common public spaces within a community. The ATGP further supports local jurisdictions in providing bike parking facilities, educational programs, and public awareness programs that encourage pedestrian and bike activities and infrastructure.

Community Improvement Programs (CIPs)

Section 28 of the Planning Act allows municipalities with enabling policies in their adopted plans the ability to prepare and implement CIPs. CIPs are a planning tool utilized by local governments to revitalize certain areas within their communities, allowing them to direct funds and implement policy initiatives toward specifically defined projects. Further, CIPs are typically undertaken to enable environmental, economic development, or social change.

Such programs can address the restoration or reuse of existing structures, land, or infrastructure, manage future growth, stimulate development rehabilitation, or allow for changes in land use. CIPs may be funded through financial incentives in the form of grants, rebate programs, or loans.

In-Lieu Fees

The use of in-lieu fees can be applied to a variety of purposes and are commonly used to fund the construction of affordable housing, parking, parks, and other facilities. In-lieu fees would be calculated relative to the type of improvement being considered and considering such fees when the improvement is being proposed. Potential funding sources range from in-lieu fees to offset minimum required parking or common open space requirements to revenues from monthly parking and short-term parking fees. All of these may be appropriate uses in the Corridor.

Donor Programs

Some of the proposed Specific Plan improvements may lend themselves to a public campaign for donor gifts. Donor programs have been used successfully in many cities to provide funds for streetscape and community design elements. Such programs can be tailored to solicit contributions from individuals, corporations, local businesses, and community and business associations.

Donor gifts could fund items such as benches, trash receptacles, street trees, street tree grates, public art elements, and information kiosks. Donors could be acknowledged with a plaque on the element itself or other prominent display, such as a "wall of fame" with donor names.

This type of program could be spearheaded by an active corridor management program and draw from the wider community of businesses and residents. It is anticipated that an independent organization would serve as the oversight agency responsible for accepting donations and coordinating and managing the associated improvements with County oversight.

4.4 Implementation Phases

Transitioning from the existing to the planned ultimate condition will involve continued community engagement and coordination with multiple property owners to address driveway consolidation and parking access.

Construction of the improvements will require the preparation of detailed plans, a program of engagement and coordination with affected property owners and businesses, and a carefully coordinated construction schedule.

Ideally, the street improvements will be constructed as a single project. However, it is possible to break the improvements into segments. In some cases, the development or redevelopment of property would construct the street and public right-of-way improvements as part of the private development of the adjacent properties.

However, it is assumed that the street improvements will occur first and be a catalyst for the redevelopment of adjacent properties. Therefore, the roadway reconfiguration of Campo Road has been developed to be implemented in phases in such a way that the capital improvements in the initial implementation phase would be retained and complemented by capital improvements in a subsequent implementation phase(s). The following sequencing or phasing would be developed further as part of specific construction and redevelopment plans. The phasing is explained using illustrations of a typical block along Campo Road between Cordoba Avenue and Granada Avenue.

4.4.1 Implementation Phase 1

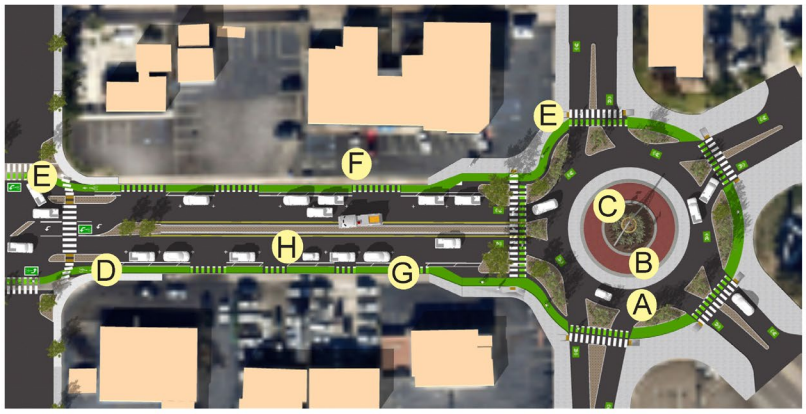
The elements of Implementation Phase 1 include the following:

- Provide a mountable center median.
- Reduce to two travel lanes.
- Add a protected bike lane
- Reconfigure existing intersections, including corner curb extensions (bulb-outs).
- Construct ADA-compliant ramps and provide high visibility crosswalks at intersections.
- Provide street lighting at intersections.
- Plan and provide infrastructure for irrigation, stormwater runoff, and street lighting for later implementation phases.

Figure 4-5 shows the plan and angled views for Implementation Phase 1 for a typical block, using Cordoba Avenue to Granada Avenue as an example.

New parallel on-street parking spaces would be accommodated on both sides of Campo Road within the existing 64-foot curb line. The existing sidewalk would remain in the initial implementation phase, as would most driveways and substandard parking between the back of the sidewalk and existing buildings. The improvements shown are common to both initial and final implementation phases that could be constructed in the first implementation

Figure 4-5: Implementation Phase 1 Improvements



Phase 1: will build the temporary bikeway and where possible, add parallel parking away from the driveways. However, many driveways and parking will remain in front of the buildings. The roundabouts, the signalized intersections, the restricted intersections and bus stops will all be built as part of the first phase. Street trees will be limited to bulb-outs and roundabouts.

A) Modern single lane roundabout
B) Roundabout circle with truck apron
C) Roundabout planting, monument, art
D) Initial bulb-out plaza with planting
E) High visibility crosswalk / RRFB
F) Closing some duplicate driveways
G) Protected bikeway
H) New parallel parking



Source: Michael Baker International, Safdie Rabines Architect, KTUA

phase. These improvements can remain and function independently of any future implementation phases.

Driveway consolidation negotiations between property owners can be started at this stage. Depending on the number of driveway closure agreements with property owners, the number of on-street angled parking spaces can be created in Implementation Phase 2 of construction. This can be an ongoing process through various implementation phases. Closure of the driveways will benefit each property owner by installing attractive and functional on-street spaces.

Coordination would involve determining an equitable way of closing the driveways. Driveways to existing off-street parking would be maintained for parcels that do not have another means of access from an adjoining parcel, side street, or alley.

Fortunately, access is available between the small adjacent properties. Any nonprofit group created or identified for implementing the Specific Plan should encourage these property owners to formalize a shared parking agreement to reap the benefits of new on-street parking.

It will be important to anticipate and plan for future implementation phases during Implementation Phase 1 to avoid rework effort during later stages. Future placement of irrigation, electrical, and stormwater drains should be anticipated and accommodated during the first phase, even if adjacent improvements may be several years in the future. This includes conduits, pull boxes, sleeves, the capacity of water, and electricity and drainage.

In this phase, a total of 11 on-street parallel parking spaces and 36 trees at the roundabout and bulb-outs could be added to this block.

4.4.2 Implementation Phase 2

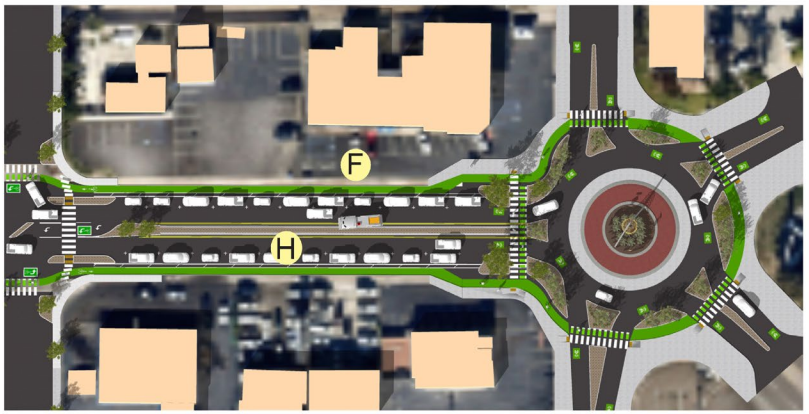
The elements of Implementation Phase 2 are similar to Implementation Phase 1 except for the continued closing of the driveways (approximately half of existing driveways) and the addition of more parallel parking spaces.

In Phase 2, it is assumed that some property owners may take advantage of interim development regulations and utilize the frontage along Campo Road that currently has surface parking and convert it to an outdoor dining/ gathering space.

Figure 4-6 shows the plan and angled views for Implementation Phase 2 for a typical block, using Cordoba Avenue to Granada Avenue as an example.

In this phase, a total of 21 on-street parallel parking spaces and 36 street trees at the roundabout and bulb-outs could be added to this block.

Figure 4-6: Implementation Phase 2 Improvements



Phase 2: Parallel parking will be added once the driveways and parking in front of the buildings are no longer used. The temporary bikeway would remain during Phase 1 and Phase 2. Property owners who redevelop would have the opportunity to create some outdoor seating areas on their own property if some setback from the ROW was observed when the property was redeveloped.

A) Modern single lane roundabout
B) Roundabout circle with truck apron
C) Roundabout planting, monument, art
D) Initial bulb-out plaza with planting
E) High visibility crosswalk / RRFB
F) Closing some duplicate driveways
G) Protected bikeway
H) Additional infill parallel parking



Source: Michael Baker International, Safdie Rabines Architect, KTUA

4.4.3 Implementation Phase 3

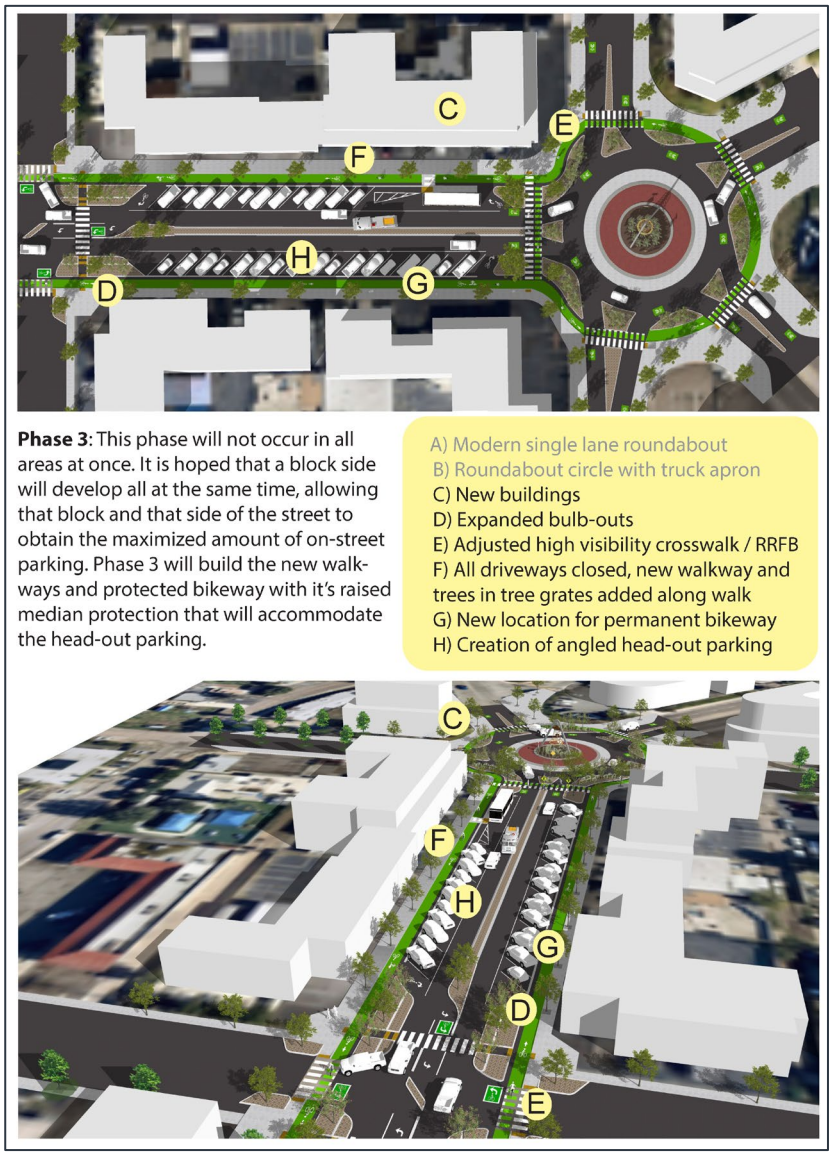
The elements of Implementation Phase 3 includes the following:

- Shift and construct a new curb line and sidewalk to use the full 100-foot public right-of-way.
- Construct protected Class IV bike lane.
- Add angled on-street parking.
- Provide landscape improvements by planting street trees in the sidewalk space and in park lane islands while providing additional street lighting.
- Consolidate all existing driveways.

Figure 4-7 shows the plan and angled views for Implementation Phase 3 for a typical block, using Cordoba Avenue to Granada Avenue as an example. Implementation Phase 3 improvements assume closure of all driveways along Campo Road, except those that do not have another means of access from an adjoining parcel, side street, or alley.

In this phase, a total of 28 on-street diagonal spaces and 51 street trees at the roundabout, bulb-outs, and along sidewalks could be added to this block.

Figure 4-7: Implementation Phase 3 Improvements



Phase 3: This phase will not occur in all areas at once. It is hoped that a block side will develop all at the same time, allowing that block and that side of the street to obtain the maximized amount of on-street parking. Phase 3 will build the new walk-ways and protected bikeway with it's raised median protection that will accommodate the head-out parking.

A) Modern single lane roundabout
B) Roundabout circle with truck apron
C) New buildings
D) Expanded bulb-outs
E) Adjusted high visibility crosswalk / RRFB
F) All driveways closed, new walkway and trees in tree grates added along walk
G) New location for permanent bikeway
H) Creation of angled head-out parking

Source: Michael Baker International, Safdie Rabines Architect, KTUA

4.5 Planning Level Cost Estimate

The planning level estimation of cost for Campo Road Street Improvement in its ultimate form as discussed in Implementation Phase 3 is provided below. The cost estimate is based on the known conditions at the time of preparation of this Specific Plan and is presented in 2022 dollars. The estimation of cost is subject to change based on any new information learned during the preliminary and final design and construction documentation stage as well as changes in the cost of materials and labor at the time of construction.

Table 4-3: Campo Road Street Improvements - Planning Level Estimation of Cost (July 2021)

Item No.	Item	Quantity	Unit	Unit Price	Total
GENERAL					
1	Mobilization	1	LS	$250,000	$250,000
2	Traffic Control	1	LS	$250,000	$250,000
3	Clearing and Grubbing	1	LS	$300,000	$300,000
4	Storm Water Pollution Control & Erosion Control	1	LS	$15,000	$15,000
EARTHWORK					
5	Unclassified Excavation	1	LS	$250,000	$250,000
GENERAL SURFACE IMPROVEMENTS					
6	Construct 6" Curb & Gutter Type 'G' Per SDRSD G-2	5,500	LF	$38	$209,000
7	Construct 6” buffer for protected bike lanes- Curb Type 'B-1' Per SDRSD G-6 and rolled median.	15,000	LF	$34	$510,000
8	Construct PCC Curb Ramp Type 'D' Per SDRSD G-31	54	EA	$3,900	$210,600
9	Construct PCC Roundabout Truck Apron Per Detail	3,000	SF	$30	$90,000
10	Asphalt Concrete (AC)	4,375	TN	$130	$568,750
11	Class 2 Aggregate Base (AB)	4,320	CY	$45	$194,400
12	Concrete Cross Gutter per SDRSD G-12	4,000	SF	$15	$60,000
13	Construct Concrete Driveway Type "A" Per SDRSD G-14A	9,200	SF	$13	$119,600
14	4" PCC Sidewalk per SDRSD G-7	40,000	SF	$9	$360,000
15	Install Bus Pad	5	EA	$9,000	$45,000
16	Minor Items	1	LS	$350,000	$350,000
TRAFFIC SIGNALS					
17	New Traffic Signal (Conrad)	1	EA	$340,000	$340,000
18	Signal Modification (Kenwood)	1	EA	$80,000	$80,000
19	HAWK/ RRFB	2	EA	$260,000	$520,000
20	Streetlights (new, adjustments, infrastructure)	1	LS	$200,000	$200,000
21	Signing & Striping	1	LS	$70,000	$70,000

Table 4-3: Campo Road Street Improvements - Planning Level Estimation of Cost (July 2021)

Item No.	Item	Quantity	Unit	Unit Price	Total
UTILITY RELOCATION					
22	Minor Relocations/Adjustments	1	LS	$250,000	$250,000
STORM DRAIN IMPROVEMENTS					
23	Install 18" RCP	700	LF	$185	$129,500
24	Junction Structures	4	EA	$7,500	$30,000
25	Tree Wells	8	EA	$28,000	$224,000
26	Install Type A Curb Inlet per SDRSD D-01	10	EA	$8,000	$80,000
LANDSCAPE & IRRIGATION					
27	Hardscape (Includes Gateway Elements)	1	LS	$750,000	$750,000
28	Irrigation	1	LS	$375,000	$375,000
29	Planting	1	LS	$1,200,000	$1,200,000
				TOTAL	$8,030,850
				25% CONTINGENCY	$2,007,713
				CONSTRUCTION TOTAL	**$10,038,563**
SOFT COSTS					
1	Preliminary Engineering (Studies, Geotech, Reports, Surveying)			11.0%	$1,071,242
2	Final PS&E			8.0%	$779,085
3	Construction Management & Support			11.0%	$1,071,242
				SOFT COST TOTAL	**$2,921,569**

Assumptions:

1. Water, sewer, and stormwater improvements are not included.
2. R/W costs and acquisitions are excluded and assumed by others.
3. Minor pipe extensions and new inlets are assumed for drainage. Mainline replacement is not assumed.
4. Side street construction is not included.
5. New pavement is assumed in the widening areas only.
6. Utility relocations are not included.
7. The estimate is based on a conceptual street rendering provided in Chapter 2, Figures 2.2 and 2.3
8. It is assumed that environmental clearance is already obtained.

Disclaimer: The costs depicted in this table are approximate and are based on the current knowledge of the area, cost of construction, and planned improvements. The cost could vary during the final design and implementation of the project.

4.6 Implementation Plan

Table 4-4 provides a step-by-step plan for the implementation of this Specific Plan. The matrix is a living document and should be reviewed periodically to incorporate new action steps as more detailed information becomes available and based on the items that are implemented.

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
1	Develop a checklist of design guidelines for exemptions and waivers from the discretionary site plan permit process									County Resources
2	Create BID/CFD to increase revenue in order to implement the plan.									County Resources, Private Funding, Nonprofit Organization
3	Reproduce and distribute plan & Vision poster. Promote the use of the bonus building story and floor area incentives for the creation of community open space and/or catalytic redevelopment projects.									County Resources, BID, CFD
4	BID/CFD to hire a Corridor Coordinator to engage property owners and implement the plan.									BID, Donations

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
5	Research and apply for grants *(Can be done simultaneously with Step 1):* • Final design and construction plans for Campo Road reconfiguration • Study in details the traffic impacts and mitigation of plan implementation on Kenora and Kenwood intersection as well as on San Juan Street. • Planning and implementation of stormwater facilities to improve culverts east of Bonita Avenue and the one adjacent to Kenwood Drive. • Tactical urbanism projects • Construction of Campo Road									County Resources, BID, CFD, Non-Profit Organizations
6	BID/CFD/Corridor Coordinator to meet with property and business owners to discuss • Driveway consolidation planning. • Coordination and construction phasing plan for Campo Road. • Completion of a continuous alley between Granada and one-half block west of Bonita on both sides of Campo Road. • Construction temporary low-walls and landscape buffers to protect pedestrians from cars backing into sidewalks. • Work with Santa Sophia Church to develop more formal access and connections between Estrella Park and the Campo Road Corridor.									County Resources, BID, Donations
7	Hire a consultant for tactical urbanism projects. *(To be done right after securing grants or identifying funding.)*									County Resources, BID, Grants, Donations

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
8	Float an RFP and hire a consultant to produce a final design as well as construction documents for Campo Road. *(To be done right after securing grants or identifying funding.)*									County Resources, BID, Grants, Donations
9	Float an RFP and hire a branding consultant for the Corridor to work with tactical urbanism and the final design team *(right after Securing Grants/identifying funding)*. • Develop a logo and slogan for marketing the Corridor. • Develop a brochure and website for the Corridor. • Develop templates for marketing and promotional materials such as flyers for tactical urbanism workshops and other educational materials for property owners. • Work with the design team to incorporate logo/branding with visual elements such as street lighting, signage, street furnishings, and paving.									County Resources, BID, Grants, Donations
10	Tactical Urbanism Project (low-cost, quick implementation, community-based demonstration, and pilot improvement projects) • Duration one month • Reconfigure street with one lane each direction and create bump-outs along the length of Campo Road *(To be done after Step 6.)*									BID, Grants, Donations
11	Tactical Urbanism Project • Duration one month • Add roundabouts *(Can be done simultaneously or after Step 9.)*									BID, Grants, Donations

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
12	Tactical Urbanism Project • Duration one month • Side street improvements *(Can be done simultaneously or after Step 9.)*									County Resources, BID, Grants, Donations
13	Finalize Design for Corridor Streetscape Improvements: • Coordinate with San Diego County Fire Authority, DPW, Metropolitan Transit Authority, and other agencies to ensure that the final plan aligns with their requirements. • Incorporate results from tactical urbanism projects in the final design to enhance Public Transit Stops along Campo Road with shelters, shade, and landscaping. • Include bump-outs to facilitate pedestrian crossings. • Identify locations to hold frequent, well-planned community events. • Identify locations for public art installations and plan ahead accordingly. • Use decorative paving and pavement markings to enhance the sense of the pedestrian area. • Introduce new on-street parking along Campo Road. • Incorporate logo and branding developed by branding team into visual elements such as street lighting, signage, street furnishings, and paving. • Signalize the NB approach to allow left turns at the Conrad / Campo Road intersection. • Coordinate with Metropolitan Transit Authority to design shaded bus shelters for Campo Road.									County Resources, BID, CFD, Grants, Donations

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
	• As a part of the final design, develop preapproved plans to realign nonconforming perpendicular parking to parallel parking on a parcel by parcel basis.									
14	Hire an artist/art firm to design gateway elements for gateways at Kenwood Drive and Granada Avenue. The artist will work in conjunction with the team, creating the final design and construction drawings set.									BID, Grants, Donations
15	Prepare phased construction drawings for Campo Road transformation plans. • Ensure that implementation phase 1 improvement (**Section 4.4.1**) is made in a way to carry forward to implementation phases 2 and 3. • Evaluate a regional water quality treatment facility for the Corridor and integrate green street water quality treatments into the proposed Campo Road streetscape improvements and reclaimed parking areas accordingly. • Plan for electrical and irrigation for implementation phases 2 and 3 in implementation phase 1. • Ensure that the planned replacement of the Campo Road sewer line is sized to accommodate potential growth established by the Specific Plan. • Ensure that the design is ADA compliant. • Identify one block for the demonstration project for the Corridor.									BID, Grants, Donations

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
16	Develop a maintenance and management plan for the Campo Road streetscape improvements to ensure plantings are properly rooted and irrigated during the initial grow-in period and are continuously maintained in healthy and vigorous growing conditions; schedule tree trimming, weed removal, and replacement of dead, dying, or diseased material.									County Resources, CIP, Grants, Donations
17	Prepare bid, float RFP and hire construction contractor for one block demonstration project in accordance with construction drawings. These will include corner bulb-outs, pedestrian refuges, lane reduction, on-street parking, protected bike lanes, nonconforming front yard retrofits, and a mountable center median.									BID, Grants, Donations
18	Carry out a demonstration project construction on one block of Campo Road.									CIP, Grants, BID, CFD, Donations, In-lieu Fees
19	Create a tactical urbanism project series with business and property owners for on-site enhancements, including landscaping, signage, and parking realignment. *(Can be done simultaneously with Steps 9, 10, and/or 11.)*									BID, Grants, General Funds
20	Prepare bid, float RFP and hire construction contractor for implementation phase 1 improvement. *(This can be a continuation of Step 16 or a new step.)*									BID, Grants, General Funds
21	Start implementation phase 1 street improvements including center mountable median, lane reduction, buffered bike lanes, parallel on-street parking, driveway consolidation, and streetscapes.									CIP, Grants, BID, CFD, Donations, In-lieu Fees

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
22	BID/CFD/Corridor Coordinator to meet with property and business owners to discuss: • Add landscaping to building and street frontages. • Widen sidewalks to allow room for outdoor dining, pedestrian amenities, and landscaping. • Promote preapproved plans for converting nonconforming parking to conform with the parking ordinance. Access from side streets and shared parking agreements between property owners. *(This is a continuous discussion and can be started as early as Step 5 and will last until the end of implementation phase 3.)*									CFD, BID, Grants, Donations
23	BID/CFD/Corridor Coordinator work with property owners and developers to: • Construct a central community gathering and event space. • Activate San Juan and Kenora alleys and back of strip center buildings with new pedestrian connections using paseos, landscaped sidewalks, and active building frontages. *(This is a continuous discussion and can be started as early as Step 5 and will last until the end of implementation phase 3.)*									CFD, BID, Grants, Donations
24	• Create Arts and Culture Plan including murals, sculptures, seasonal and special event signage, banners and branding, and public entertainment. Include murals program to turn blank walls, areas subject to graffiti, utility boxes, etc., into public art. Also, establish arts and culture program and									County Resources, BID, Grants, Donations

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
	managing board to approve art for public installation and display. *(This is an independent step and can be started at any stage of the implementation.)*									
25	Promote live entertainment, including informal and programmed spaces to activate public spaces; create presence and a sense of safety and security.									CFD, BID, Grants, Donations
26	Increase number of events in the Specific Plan area: • Develop a 12-month calendar of smaller-scale events • Launch and grow a year-round farmers' market									CFD, BID, Grants, Donations
27	Work with Santa Sophia Church to develop more formal access and connections between Estrella Park and the Campo Road Corridor. *(Discussion to start at Step 5.)*									CFD, BID, Grants, Donations
28	Start implementation phase 2 improvements, including the first round of driveway consolidation, angled on-street parking, streetscape lighting, and street trees.									CIP, Grants, BID, CFD, Donations, In-lieu Fees
29	Track the use of the bonus building story and floor area incentives for the creation of community open space and/or catalytic redevelopment projects and adjust both incentive programs if needed. *(Can be started as early as Step 1.)*									Grants, BID, CFD, Donations, In-lieu Fees
30	Refine and adopt amendments to the Specific Plan as necessary.									County Resources, BID

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
31	Start implementation phase 3 improvements, including the final round of driveway consolidation, angled on-street parking and streetscape lighting, street trees and other plantings, wayfinding signage, and banners.									CIP, Grants, BID, CFD, Donations, In-lieu Fees
32	Increase the number of projecting shade structures within pedestrian gathering areas.									County Resources, BID, CFD, Donations
Parallel with Phase 1, 2, & 3	Monitor on-street parking usage in the area.									BID, CFD, Parking Meter Revenues
Parallel with Phase 1, 2, & 3	Create a parking management program to institute time limits if and when certain areas regularly exceed occupancy of 85 percent, and pay to park if and when paid parking areas regularly exceed 90 percent occupancy.									BID, CFD, Parking Meter Revenues
Parallel with Phase 1, 2, or 3	Create a Temporary Uses and Activities program to provide temporary permits to property owners for such activities in unused and underused parking lots.									County Resources, BID, CFD, Parking Meter Revenues
Parallel with Phase 1, 2, or 3	Conduct annual in-person interviews with business and property owners.									County Resources, BID

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
Parallel with Phase 1, 2, & 3	Promote weekly or regularly scheduled events to attract and create new expectations for community use of excess or underutilized parking areas: farmers markets, food truck days, temporary popup businesses, outdoor entertainment, markets.									Grants, Donations, BID
Parallel with Phase 1, 2, & 3	Create an e-blast/ newsletter with quarterly cluster advertising by the Corridor businesses to Casa de Oro and Valle de Oro residents.									County Resources, BID
Parallel with Phase 1, 2, & 3	Work with County sheriffs to facilitate foot and bicycle patrols within the Specific Plan area to increase surveillance through enforcement of code regulation.									County Resources, BID
Parallel with Phase 1, 2, & 3	Ensure nighttime lighting in areas routinely used by pedestrians.									County Resources, BID
Parallel with Phase 1, 2, & 3	Work with waste management services (EDCO) and property owners to provide attractive and secure enclosures for dumpsters to prevent dumping and unlawful access. Require locks on all dumpsters.									County Resources, BID
Parallel with Phase 1, 2, & 3	Work with auto repair and service, light industrial owners, and operators to improve access and appearance and create attractive transition edges between the private and public areas (sidewalks) with low walls, landscaping, attractive fencing, and screening of outdoor storage.									Grants, Donations, BID

Table 4-4: Implementation Matrix

Step Number	Implementation Item	Time Frame				Lead Agency				Potential Funding Sources
		<1	1-2	3-5	6-10	PDS	DPW	Nonprofit Organization	Others	
Parallel with Phase 1, 2, & 3	Work with property owners to improve signage to align with design guidelines.									Grants, Donations, BID
Parallel with Phase 1, 2, & 3	Work with property owners to improve signage to align with design guidelines.									Grants, Donations, BID

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