



CIVIC
san diego

STRATEGIC PLAN
2017 - 2022

At Kalaay Meitapuu An
Awhaetao You



COMM22, Barrio Logan
Mixed-Use Development
200 Affordable Housing Units

INTRODUCTION



Message from the Board Chair

As Civic San Diego (“CivicSD”) looks to our future in continuing to stimulate important, meaningful economic development in our underserved communities, we seek out new partnerships that will enable us to activate our neighborhoods, provide jobs, create affordable housing, and reinvest our time and resources in our mature urban neighborhoods. CivicSD is committed to empowering local business owners to succeed through access to capital resources, sponsoring community and youth educational opportunities, and enabling our residents to live in homes that are within their income levels.

Fostering cultural diversity and prosperity, CivicSD wants to be the partner of choice for our residents, businesses, community stakeholders, and financial partners.

We look forward to serving you.

Sincerely,

Jeffrey Gattas
Chair, Board of Directors



Message from the President

Civic San Diego (“CivicSD”) continues to forge meaningful public/private partnerships and initiatives. The Corporation’s 2017-2022 Strategic Plan provides a blueprint for our future. We strive to deliver these programs in a transparent manner focused on enhancing the quality of life in our underserved neighborhoods. On behalf of the Mayor, City Council and our Board of Directors, CivicSD embraces our role as the entrepreneurial partner for community and economic development. Across the spectrum of investment opportunities CivicSD continues to expand its tool chest to invest and finance quality improvements in deserving neighborhoods. Our New Markets Tax Credit program has provided us the opportunity to deploy over \$77 million in tax credit allocations. We are engaged in programs around transit oriented development, community business improvement, mobility planning in our downtown, meeting the objectives of the Mayor’s Climate Action Plan, as well as affordable housing and quality job generating programs.

We want to be your partner of choice.

Sincerely,

Reese A. Jarrett
President



Horton Plaza Park
Westfield Horton Plaza, Downtown

*Vision*ON

Revitalized neighborhoods – great places to live and work.



Mission

Foster innovative community partnerships to
improve the quality of life in San Diego's neighborhoods



CORE VALUES

Respect the community as partners | Transparent engagement |
Fiduciary stewards of public resources | Embrace cultural diversity |
Foster high performance culture



Community Garden

Mt. Hope



STRATEGIC GOALS 2017 - 2022

- Be the partner of choice for empowering neighborhoods
- Revitalize neighborhoods to improve the quality of life in San Diego
- **Advance Economic Opportunity for all**
- Deliver high quality projects, programs and services



STRATEGIC GOALS 2017 - 2022

Revitalize neighborhoods to improve the quality of life in San Diego

- Create and invest in public infrastructure
- Develop and activate public open spaces
- Promote and support local arts, culture and civic engagement
- Enhance the community image



STRATEGIC GOALS 2017 - 2022

Advance Economic Opportunity for All

- Cultivate quality jobs for local residents
- Attract and retain business
- Catalyze private investment
- Expand opportunities for small businesses
- Create diversity in housing opportunities
- Assist communities with developing funding alternatives



STRATEGIC GOALS 2017 - 2022

Deliver High Quality Projects, Programs and Services

- Foster a high performance culture that delivers excellent service to our neighborhoods
- Leverage the value of public funds
- Deliver projects expeditiously
- Explore CivicSD-sponsored development opportunities



Atmosphere
Downtown

Atmosphere

Affordable Housing Development

Throughout the nearly ten-year process of developing, financing and building Atmosphere, Civic San Diego has been a dedicated partner to Wakeland Housing and Development Corporation, providing guidance and financial support. We would not be celebrating the grand opening of this community today if it had not been for Civic San Diego's steady leadership.

- Ken Sauder, President & CEO
Wakeland Housing and Development Corporation

Atmosphere, Downtown, 202 Affordable Housing Units
Topping Out and Ground Breaking Ceremonies





Mayberry Townhomes Renovation
Southcrest Neighborhood
69 Affordable Housing Units



MAXIMUM
OCCUPANCY
35

EXIT

Mayberry's
Community Room

Oh! the Places
You'll Go!

EXIT

Mayberry Townhomes Renovation
Community Room, Southcrest Neighborhood

LYCEUM THEATRES

HOME OF
SAN DIEGO REPERTORY THEATRE

SAN DIEGO REP PRESENTS: HERSHEY FELDER IN "OUR GREAT TCHAIKOVSKY" A NEW PLAY WITH MUSIC
DIRECTED BY TREVOR HAY MUST END FEB 12 CALL 619-544-1000 OR SDREP.ORG

SAN DIEGO BALLET PRESENTS
"RITMOS LATINOS" FEB 17 18 19



The history of the Lyceum Theatres has truly been a partnership between the City, CivicSD, Horton Plaza Theatres Foundation and San Diego Repertory Theatre since the opening more than 30 years ago. This renovation has been a stellar example of that partnership at work. We are so proud to be able to present this new phase in the life of San Diego's Cultural Town Hall, where residents and visitors alike can appreciate the depth and history of our arts community.

- Sandra L. Simmons, Executive Director
Horton Plaza Theatres Foundation

“The Downtown San Diego Partnership and Civic San Diego have long worked hand-in-hand to promote growth and vitality in our city’s urban core. Downtown is on the rise - and CivicSD is vital to facilitating this unprecedented development in our community. From the grand opening of Horton Plaza Park to the launch for FRED, our organization is proud to work so closely with Civic San Diego to continue to ensure Downtown’s Prosperity.”

- Kris Michell, President & CEO
Downtown San Diego Partnership





As a native of Encanto, I have been affected by my grandfather and father's positive example of civic leadership and I continue to be inspired by the current leadership at Civic San Diego for their commitment to improving our community.

- Robert Ito, CEO
Ito Girard & Associates

Ouchi Couryards, Encanto

45 Affordable Housing Units including
7 Supportive Housing Units



Celadon, East Village, Downtown

250 Affordable & Supportive Housing Units

Fire Station No. 2

“Civic San Diego has been instrumental in overseeing the design and construction of the newly proposed, much anticipated Fire Station 2 located at the SE corner of Pacific Coast Highway & Cedar St. It is located in the gateway of Little Italy. Since its inception, Civic San Diego (formerly known as Downtown Redevelopment Agency) has been managing and overseeing the detailed and most meticulous task of overseeing a capital improvement project in downtown, in close partnership with San Diego Fire-Rescue Department. Civic San Diego was also involved in overseeing the finance of the downtown Fire Station 1 partial remodel back in 2010, in coordination with Public Works Department. The process of overseeing such tasks requires Civic San Diego to keep the SDFD and other City departments, in close communication to ensure that the facility meets SDFD operational requirements. Their work on SDFD’s infrastructure projects in downtown is making a difference to those living in downtown, which enhances public health & safety.

- James L. Gaboury, Deputy Chief Logistics Division
City of San Diego Fire-Rescue Department



Fire Station No. 2
Ground Breaking Ceremony



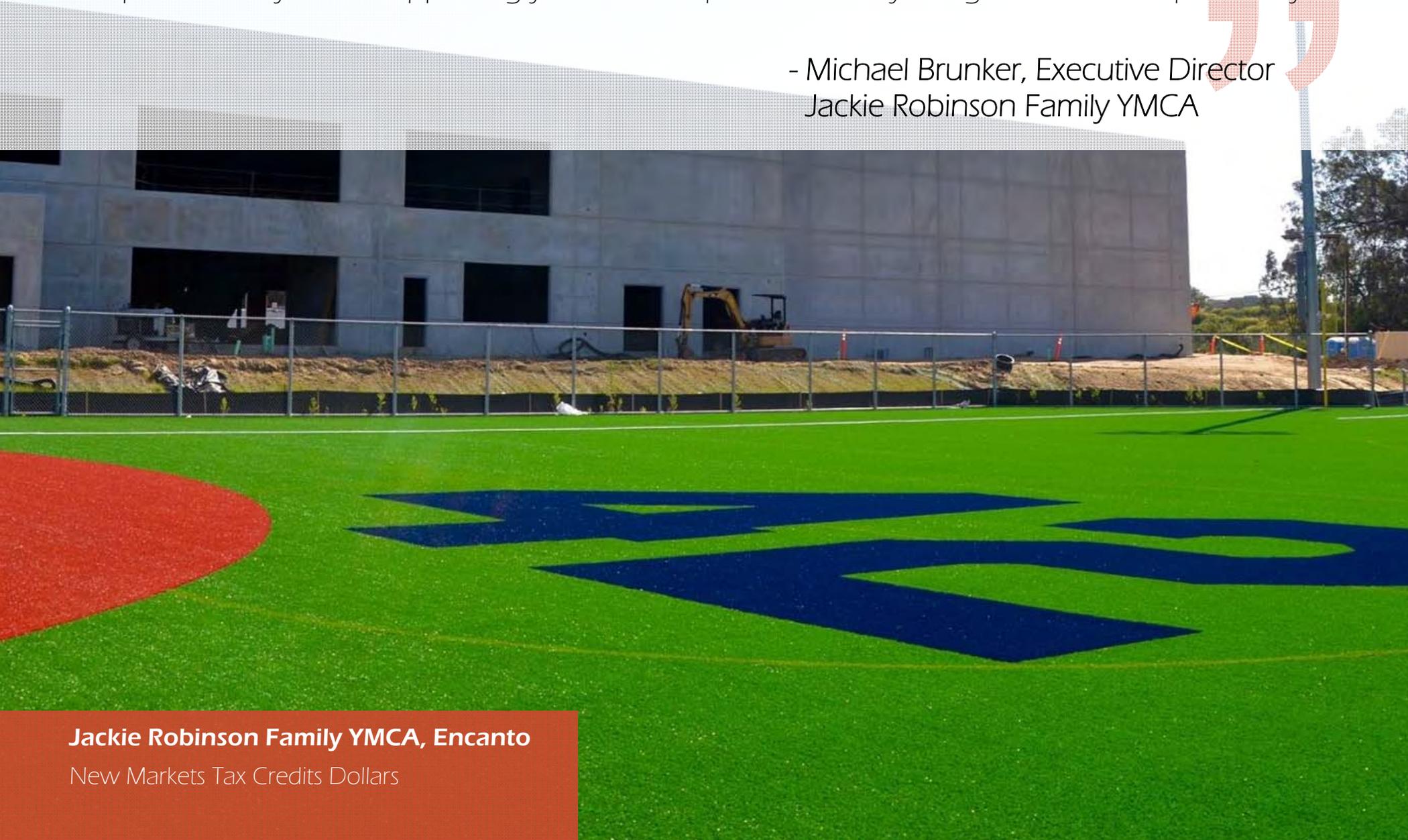
COPLEY - PRICE FAMILY YMCA

Copley Price Family YMCA, City Heights

New Markets Tax Credits Dollars

“Jackie Robinson said, “A life is not important except in the impact it has on other lives.” Civic San Diego has turned its success into significance for kids and families in San Diego County’s most critical community through the construction of a new Jackie Robinson Family YMCA. Their servant leaders have become full alliance partners beyond catalyst funding every step of the way while supporting youth development, healthy living, and social responsibility.”

- Michael Brunner, Executive Director
Jackie Robinson Family YMCA



Jackie Robinson Family YMCA, Encanto

New Markets Tax Credits Dollars

Free Ride Everywhere Downtown

FRED

“It's been a pleasure to work with Civic San Diego on the expansion of the FRED/Free Ride shuttle system. Their team understands the needs of the downtown area and has a progressive, forward-thinking mindset that's not often found when dealing with municipal organizations.”

- Alex Esposito, Co-Founder
Free Ride Everywhere Downtown (FRED)



FRED FREE RIDE
SAN DIEGO EVERYWHERE DOWNTOWN

WE HAVE A BUILDING THAT
FITS YOUR COMPANY CULTURE

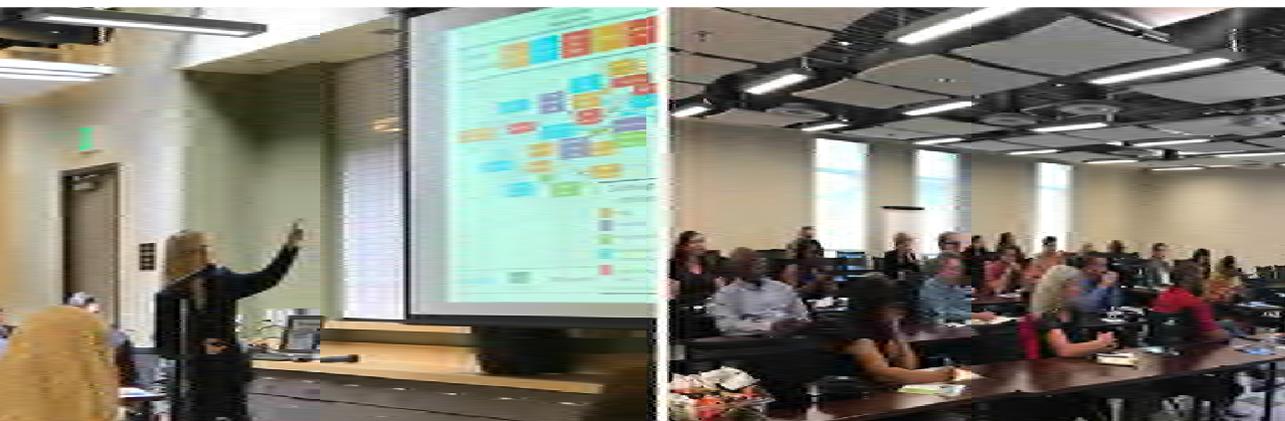
EMMES
COLUMBIA PLACE 7013 700 652
FOR LEASING INQUIRIES
619 363 7688

Free Ride Everywhere (FRED), Downtown
All-electric, five passenger vehicles



FAMILY HEALTH CENTERS OF SAN DIEGO

Family Health Centers of San Diego
Oak Park Neighborhood



Lunch & Learn Community Outreach
Held at the Family Health Centers, Oak Park

Sidewalks in City Heights

Ms. Sorenson, I want to say 'thank you' to you and the City of San Diego for the great work that you have done by putting a sidewalk in front of my house on 53rd Street in San Diego. I grew up in San Diego and have owned the property for over 37-years and there had always been a dirt path in front of the house. I was ecstatic to hear that a sidewalk was being put in. I can only guess how difficult it is to retrofit sidewalks many years after a community has been established, but the task was completed in a seamless manner. The completed job looks great, and I am ecstatic with the outcome. Your efforts and the City of San Diego is greatly appreciated and it was a very positive experience, Thank you for everything!

- Patrick Donahue
City Heights Homeowner



Gretchen Sorenson, PE Senior Project Manager
Conducts an Open House Tour for Fire Station No. 2



Fault Line Park
East Village, Downtown



Community Garden
Project New Village of Southeastern San Diego

Southcrest Trails Neighborhood Park



There are no words for the way I'm feeling today. It is great to finally see Southcrest Trails Neighborhood Park moving closer to closure for this community. From the community's stand point, this park was always meant for families, to include both parents, adults, and most of all our children. Yes, this is exciting because seniors will now have a place to walk, talk, rest and interact with their peers, parents, and children.



- Eva Vargas, Southcrest Resident



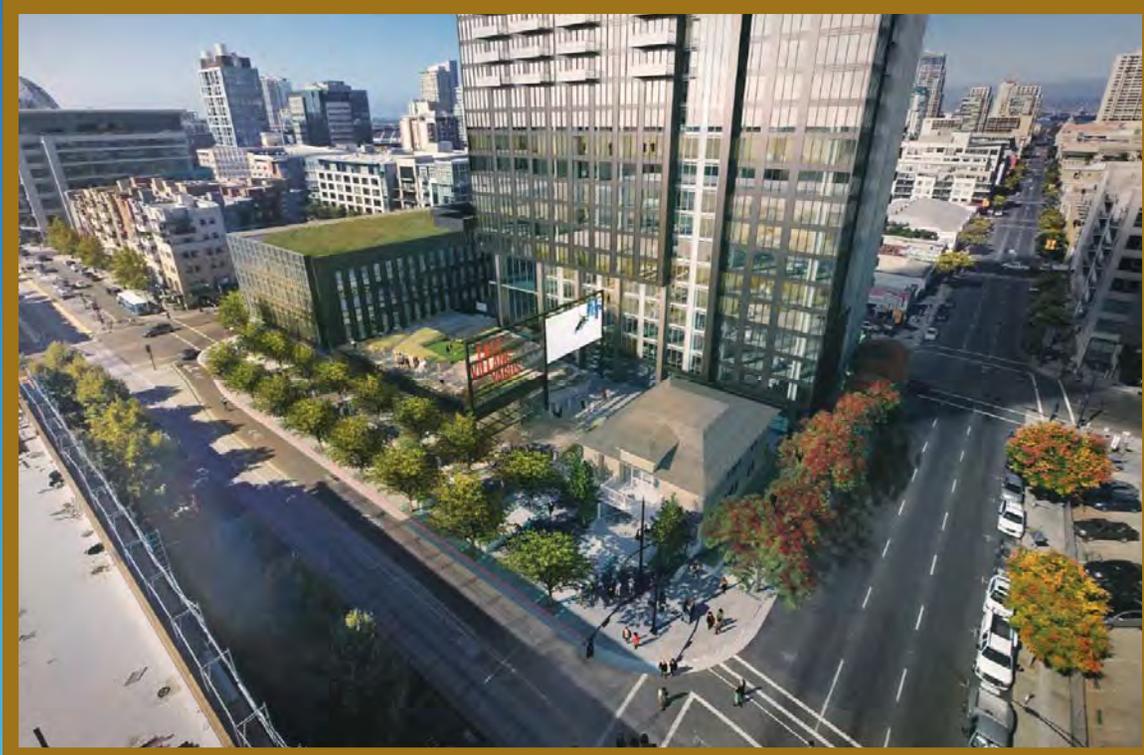
Southcrest Trails Neighborhood Park
Ground Breaking Ceremony

Cisterra Development has been working with the Civic San Diego team, in their current capacity and in the capacity of the Centre City Development Corporation previously, since 2002 when we first started working on the East Village Square project with the Padres to develop DiamondView Tower just outside the outfield fence of Petco Park. We've had many challenges over the 15 years with DiamondView Tower, Sempra Energy's Headquarters, and now the 7th and Market project, but we've always been able to work through the challenges with the Civic San Diego staff and Board of Directors to produce end results that are wonderful projects for the improvement of a better downtown San Diego. Civic San Diego is a driving force in the continued improvement of downtown and I'm not sure downtown would be the thriving and ever improving place it is today without the dedication and determination to do right by downtown that is brought forth by the Civic San Diego staff and board members.

- Jason Wood, Principal
Cisterra Development



7th & Market
East Village, Downtown



Park & Market
East Village, Downtown



TROLLEY
PARK
TERRACE

4985
MARKET STREET

Trolley Park Terrace, Encanto
51 Affordable Housing Units

Alpha Square, Downtown
201 Affordable Housing Units



ALPHA SQUARE

Alpha Square | Ouchi Courtyards | Trolley Park Terrace

Building new affordable housing communities can be a complex and challenging endeavor under the best of circumstances. Civic San Diego has been a remarkable partner in three of our recent development collaborations. With extreme professionalism and integrity, their experience and insight made them the perfect partner and ensured the successful completion of these affordable communities.

- Jim Schmid, President
Chelsea Investment Corporation



Ouchi Courtyards, Encanto
45 Affordable Housing Units including
7 Supportive Housing Units