



OTHER-TO-RESIDENTIAL TOOLKIT

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Prepared for the
Southern California Association of Governments by:

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WHAT IS THE OTHER-TO-RESIDENTIAL TOOLKIT?

The Other-to-Residential Toolkit provides an actionable guide to envisioning the reuse and conversion of underutilized sites in the SCAG region that fall within the **retail commercial, brownfield, gas stations, and underutilized golf course** typologies. The Toolkit contains direction for how to identify opportunities and barriers for residential conversion, offers best practices and implementable actions, and provides the steps required to begin and complete the conversion process.

WHY IS IT NEEDED?

The mounting housing shortage in the SCAG region has created a need for finding innovative ways to increase the housing supply. SCAG prioritizes infill and redevelopment of underutilized land based on the priorities and strategies outlined in Connect SoCal, the 6-county region's 2020 adopted Regional Transportation Plan and Sustainable Communities Strategy. However, the built-out nature of Southern California communities are often a barrier for adding more housing in the region, creating challenges for many cities looking to achieve their Regional Housing Needs Assessment (RHNA) targets. The Toolkit offers options and strategies to rethink existing underutilized nonresidential sites as potential opportunities to add more housing in existing urban areas within the SCAG region.

WHO IS IT FOR?

The Toolkit has been designed to support policymakers and agency staff in the SCAG region to think creatively about ways to facilitate or initiate additional housing development within their jurisdictions. It offers a step-by-step process to identify barriers and find solution as well as a Toolbox of measures that agencies can leverage to facilitate or initiate site conversion processes.

WHEN SHOULD I USE IT?

Use the Toolkit as a resource to think through the conversion process for a specific site typology or specific sites in your community that you may have in mind. For example, if you are already exploring converting strip retail centers to housing this resource provides additional guidance and tools. Alternatively, you can use the Toolkit as inspiration to identify a specific land use/underutilized site typology in your jurisdiction to further explore the potential for adding housing.



191
CITIES

6
COUNTIES

18.2
MILLION
PEOPLE

TOOLKIT STRUCTURE

A

STEP-BY-STEP GUIDE

PAGE

6

Use the Step-by-Step Guide first to identify potential opportunity sites of a specific site typology, the existing issues and barriers to their conversion, potential tools for agency action to facilitate housing development and potential project/site conversion scenario examples.

B

OTHER-TO-RESIDENTIAL TOOLBOX

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The Other-to-Residential Toolbox is a detailed resource with additional information on each specific tool. Refer to the Toolbox for an explanation of each tool along with examples of how to apply them.

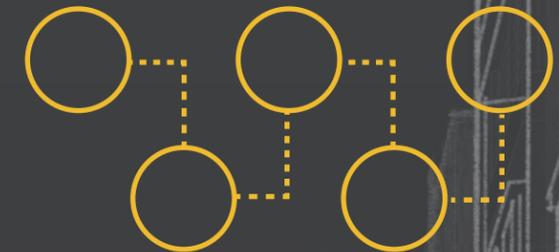
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CASE STUDIES

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Case Studies illustrate real-world examples of residential conversion of the four site typologies discussed in the Toolkit. Developer interviews for the case study research informed the formulation of the Step-by-Step Guide and Toolbox, and serve as inspiration for implementable initiatives to create more sustainable housing.



A: STEP-BY-STEP GUIDE

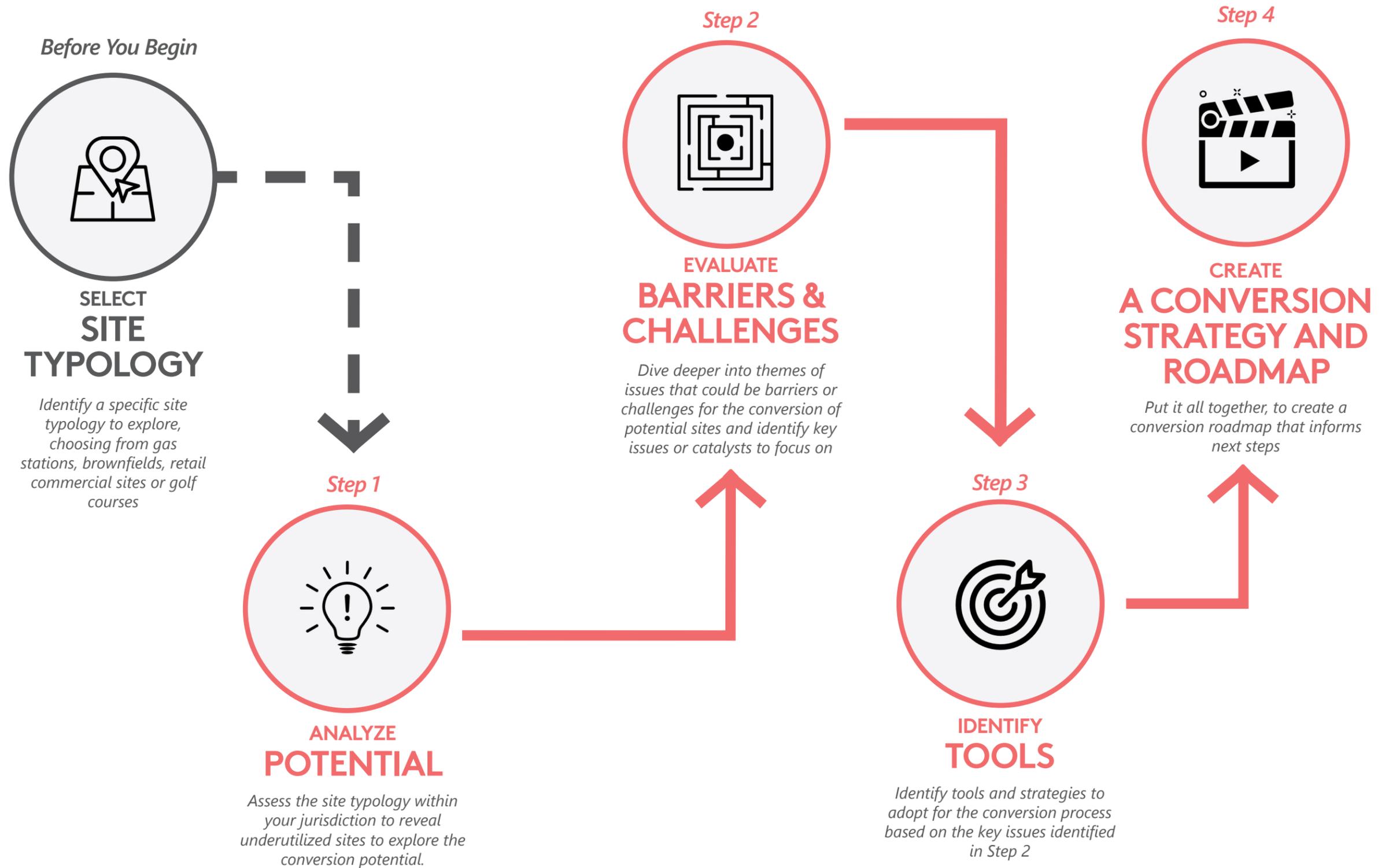
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A STEP-BY-STEP PROCESS

The Step-by-Step Process serves as a broad framework and sequence of activities to explore site conversion including feasibility assessment, strategies to catalyze change, and possible roadmaps for jurisdictions to pursue.

Each Step is focused on a distinct set of questions for policymakers to consider, from high-level exploratory questions in Step 1 that analyze the potential for sites appropriate for conversion, to Step 4 that gets specific about tools and processes to put in place for targeted conversions of opportunity.

The “Before You Begin” section is provided as a primer for jurisdictions that are coming to this resource without a specific site typology in mind. It provides an overview of the four site typologies covered under this Toolkit - gas stations, brownfields, retail commercial sites and golf courses, highlighting the ongoing trends and changes in these uses that might make them good candidates for conversion to residential.



BEFORE YOU BEGIN SELECT SITE TYPOLOGY

The Step-by-Step Guide focuses on the conversion potential of four distinctive non-residential site typologies. Each typology has the potential to become attractive for conversion to housing due to market factors, the changing nature of their use, and broader policies and priorities for development statewide.

This section identifies key opportunities and conditions that may make each of these typologies favorable for conversion to housing in your jurisdiction. More information is included in Appendix A - Other-to-Residential Opportunities, Challenges, and Tools Research Summary.

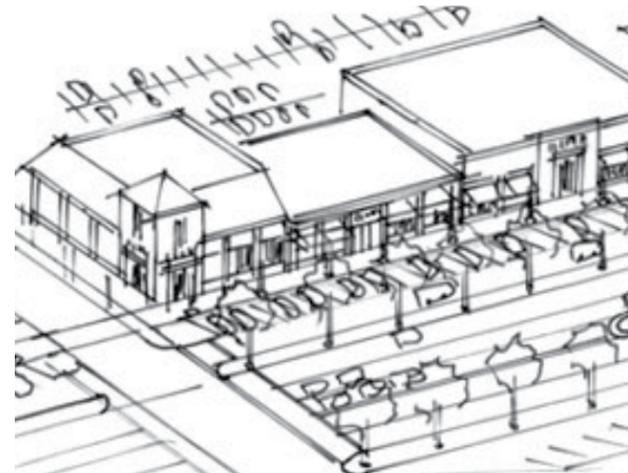


SITE TYPOLOGIES

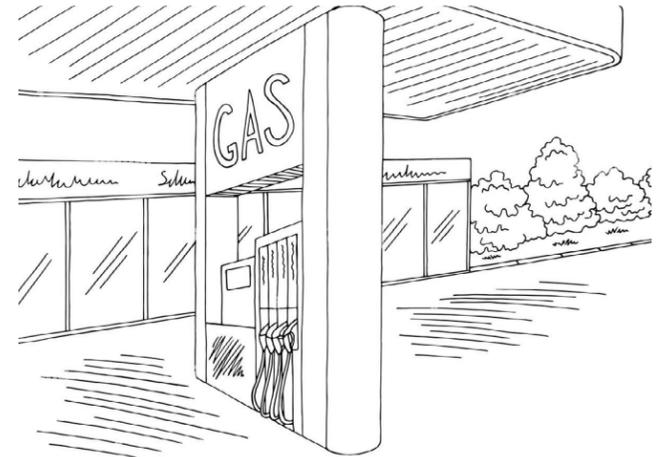
Use the summary of opportunities in the following pages to explore and identify site typologies in your jurisdiction that may be good candidates for conversion to housing. If you already have a site typology in mind, skip ahead to the Step-by-Step guide.

- Review each site typology and identify which ones may be the most impactful as a redevelopment opportunity in your jurisdiction
- Proceed to the Step-by-Step guide to continue with Steps 1 - 4 of the process, going through the details of your chosen site

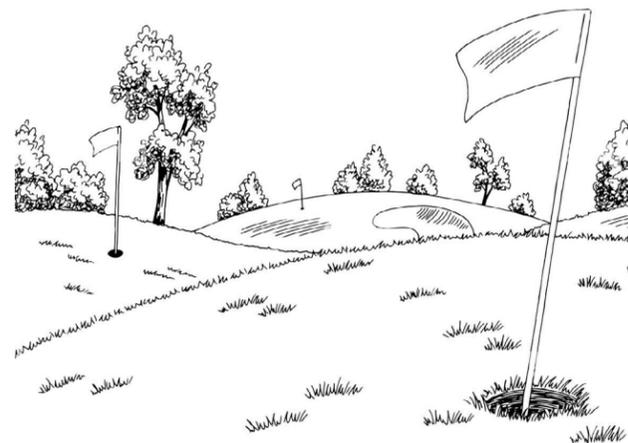
RETAIL COMMERCIAL



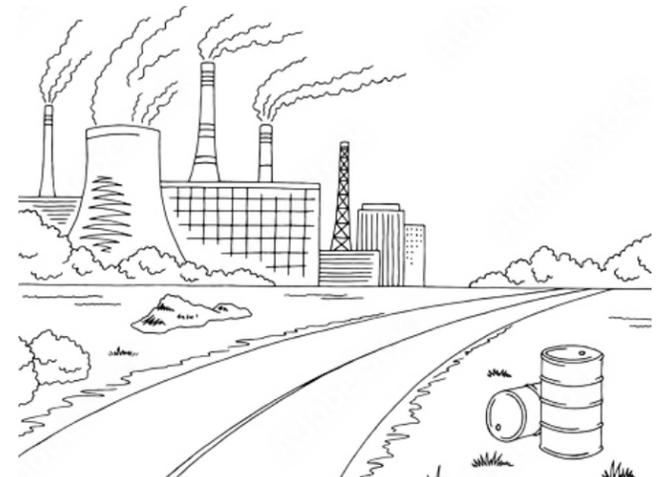
GAS STATIONS



GOLF COURSES



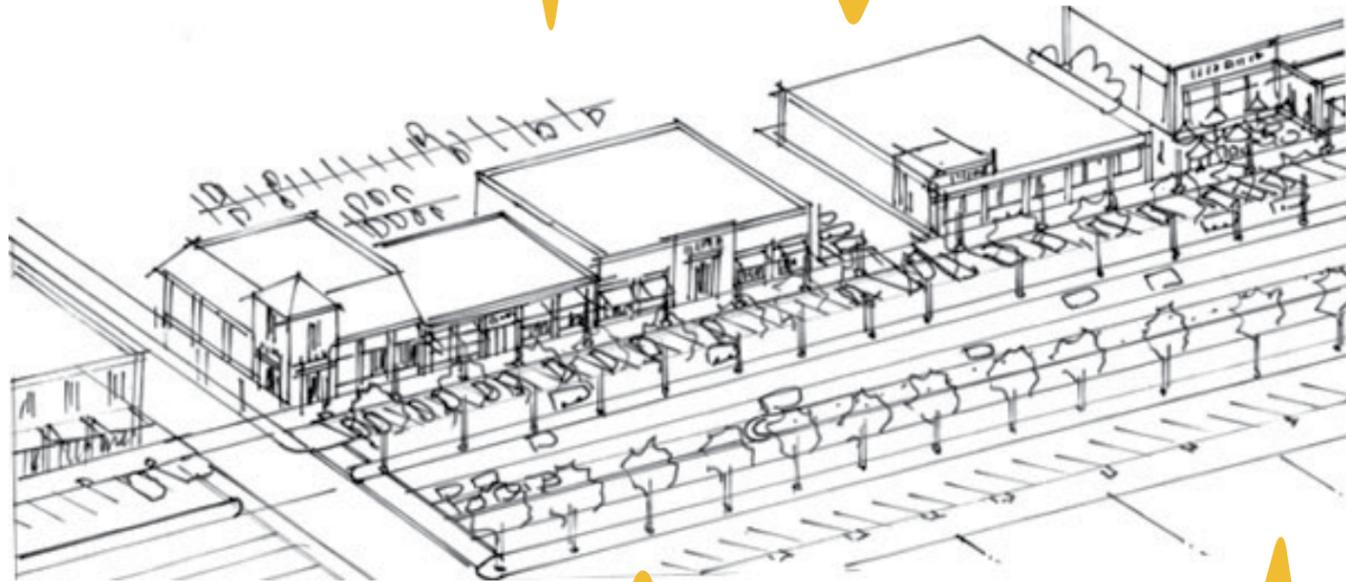
BROWNFIELDS



SUMMARY OF OPPORTUNITIES RETAIL COMMERCIAL

1 Nationwide trends of growing e-commerce and low tenancy rates in retail centers could provide opportunities for full or partial conversion of commercial sites to residential or mixed-use development

2 Often commercial sites cover a big enough area for large residential and mixed-use redevelopment projects that can accommodate high unit counts and a variety of potential housing typologies

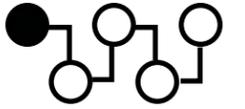


3 Redevelopment of commercial sites offers opportunities to build transit-adjacent or highway-accessible development, often along major corridors and intersections

4 Existing zoning codes may permit residential uses on previously commercial lots

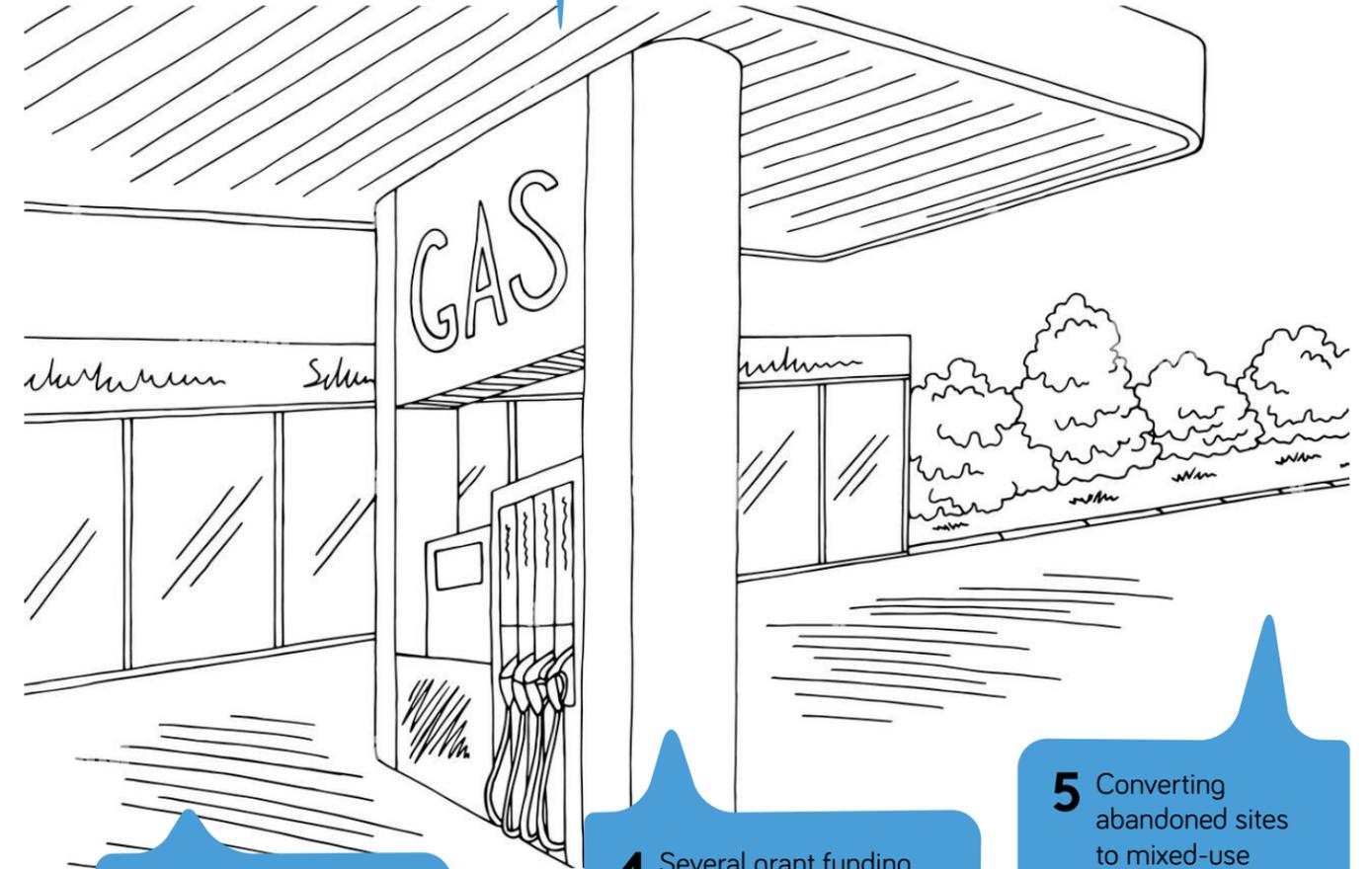
5 Proposed laws like SB 6¹ and AB 115² would facilitate the conversion of underutilized commercial sites to residential use

SUMMARY OF OPPORTUNITIES GAS STATIONS



1 A region-wide future trend of gas stations closing down or phasing out could provide opportunities to reposition these sites for housing

2 Redevelopment of gas station sites offers opportunities to build more housing in urban core areas, often in prime locations or near existing amenities



3 Gas stations are often situated adjacent to other auto uses providing opportunities for consolidation of parcels

4 Several grant funding resources are available to agencies for brownfields cleanup on petroleum contaminated gas station sites

5 Converting abandoned sites to mixed-use developments can provide some additional revenue streams for the city

1 - SB 6 (2020 - Caballero, Eggman, Rubio) This bill, the Neighborhood Homes Act, is a proposed California law that would facilitate new residential development on existing lots zoned for retail commercial or office use.
2 - AB 115 (2020, Bloom) - This bill would make it easier to convert commercial properties to housing, provided that housing includes a minimum percentage of affordable units and meets other minimum requirements.

SUMMARY OF OPPORTUNITIES GOLF COURSES

1 The closure of golf courses provides the opportunity for new uses on these sites including housing

2 The generous property sizes of golf courses offer a unique opportunity to develop impactful projects that help to meet cities' housing goals

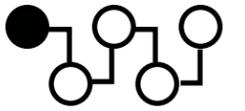
3 As large sites, golf courses provide the opportunity for phased redevelopment



4 Municipal golf courses are publicly owned so cities and public agencies can have more control over how they are developed

5 The Surplus Land Act has enabled cities to redevelop golf courses more easily

6 Housing Element updates offer an opportunity for cities to identify specific municipal golf courses that can be rezoned for residential uses

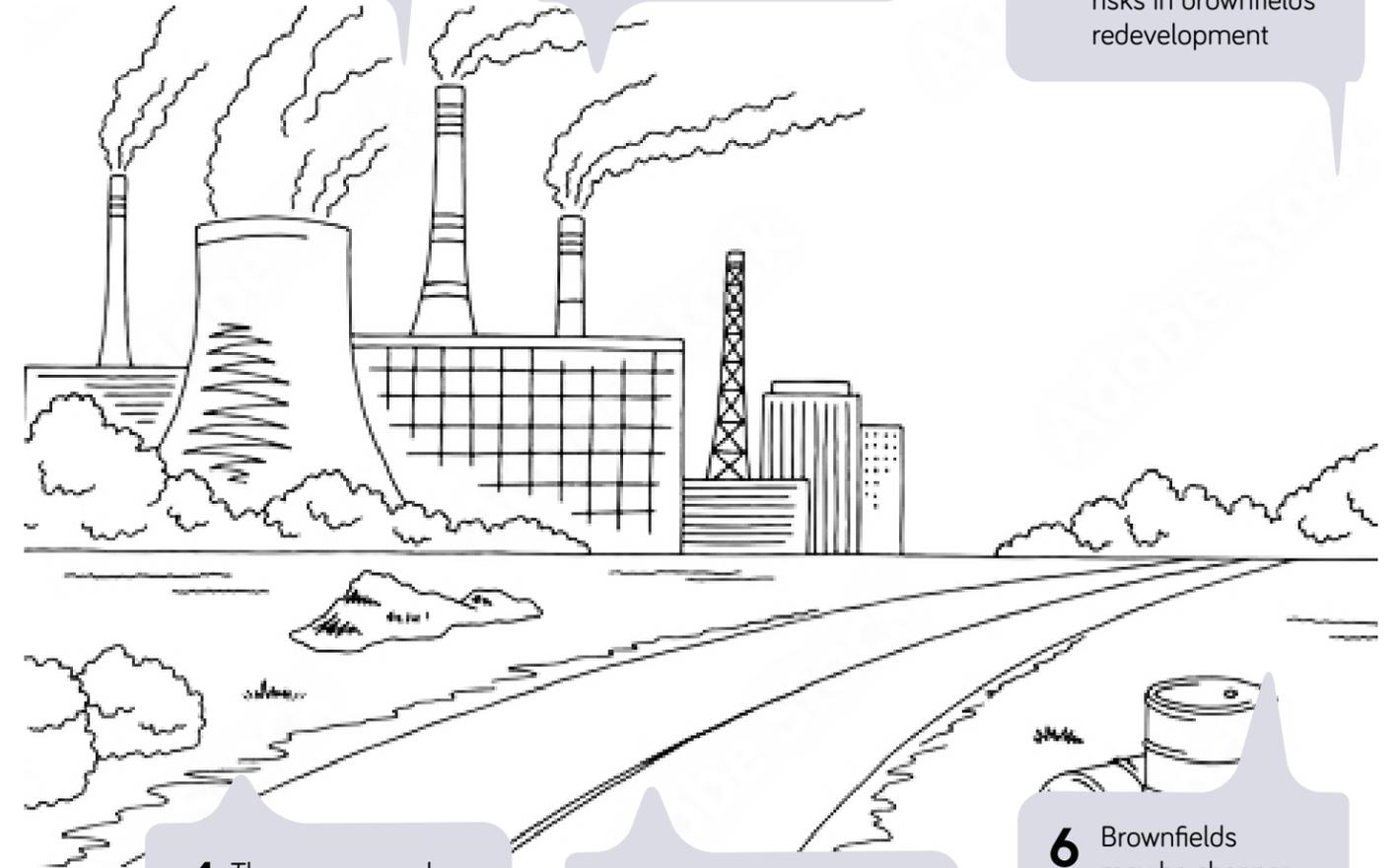


SUMMARY OF OPPORTUNITIES BROWNFIELDS

1 Having a large number of existing brownfield sites may create a significant opportunity for redevelopment and new housing in your jurisdiction

2 Brownfields are often infill sites in urban core areas and redeveloping them provides the opportunity to further the objectives of compact cities and smart growth

3 Passage of the Brownfields Utilization, Investment, and Local Development Act (BUILD ACT) (2018) & Liability Relief provisions reduces liability risks in brownfields redevelopment

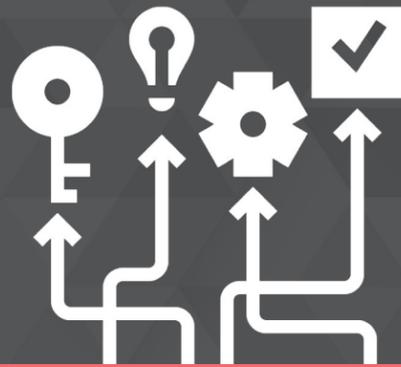


4 There are several existing Federal and State funding opportunities and tax incentives for brownfields assessments and cleanup

5 Redeveloping brownfields can further the revitalization of historically disadvantaged areas

6 Brownfields may be cheaper than other sites to purchase because they are likely to require remediation

STEP 1 ANALYZE THE POTENTIAL



When to use this

Conduct this step if you need to identify underutilized opportunity sites or opportunity areas with commercial uses that may have potential for conversion to residential.

Who should participate

This exercise could be conducted by an exploratory team of key agency staff including :

- » Planning
- » Community Development
- » Economic Development
- » Public Works

Key Outcomes

Based on your responses, create one or all of the following to take to Step 2:

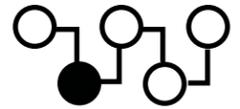
- » Jurisdiction-wide inventory of potential/ underutilized commercial sites.
- » Map or list of specific opportunity area(s)/ district(s) with under-utilized commercial properties.
- » Map or list of individual underutilized opportunity site(s).

Key Resources

Useful resources for the Step-by-Step guide:

- » Parcel map that includes information on existing businesses and locations of transit stops.
- » [SCAG HELPR Tool](#) and [Regional Data Platform](#) - can be queried to provide information on parcels zoned for commercial use within your jurisdiction.
- » Current land use and zoning map indicating any overlay zones, corridor plan areas, specific plan areas etc.
- » Existing relevant city/agency codes, ordinances and programs including zoning ordinances.

ANALYZE THE POTENTIAL RETAIL COMMERCIAL SITES

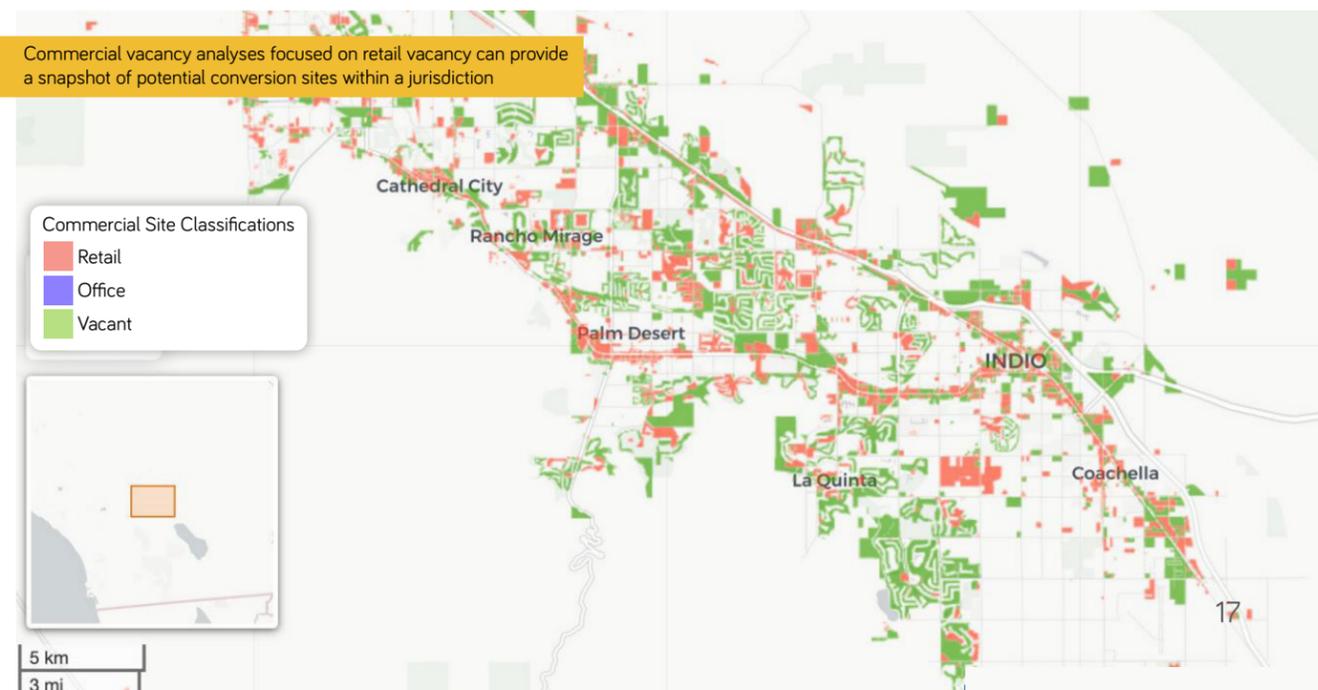


Are there potential commercial sites in your community that might be opportunities for new residential or mixed-use development? If you already have specific sites in mind, skip ahead to Step 2.

KEY QUESTIONS

- » *Do you have retail centers that have had low tenancy rates of <50% / or high vacancies for over three years?*
- » *Are there any existing vacant or underutilized retail centers located along key revitalization corridors, in overlay zones, transit-adjacent areas or Specific Plan Areas focused on densification in your community?*
- » *Is there potential for smaller underutilized commercial sites to be combined to create a larger development parcel along a revitalization corridor or focus area for addition of housing?*
- » *Are there any large retail centers that may be over-parked or have underutilized surface lots or retail pads that can be redeveloped?*
- » *Have you conducted a parking analysis to identify public parking sites with excess capacity that may be opportunity sites for housing?*

Commercial vacancy analyses focused on retail vacancy can provide a snapshot of potential conversion sites within a jurisdiction



ANALYZE THE POTENTIAL GAS STATIONS

Is there potential to rethink gas stations as opportunity sites for conversion to housing in your jurisdiction? If you already have specific gas station sites identified, skip ahead to Step 3.

KEY QUESTIONS

- » Are there any existing vacant gas stations within your jurisdiction, with or without remediation efforts completed?
- » Are there gas stations adjacent to auto-serving uses that provide an opportunity for a larger redevelopment site to build housing?
- » Is there an opportunity to plan for the conversion and remediation of multiple gas station sites citywide?
- » Are there gas station sites located in the downtown, station areas or other mixed-use districts that are identified for densification and residential development?

ANALYZE THE POTENTIAL GOLF COURSES

Are there underutilized golf courses within your jurisdiction that could be redeveloped into a mixed-use development or residential neighborhood? If you already have specific sites in mind, skip ahead to Step 3.

KEY QUESTIONS

- » Are there existing municipal golf courses in your jurisdiction that are underutilized and might be good candidates for conversion to other uses?
- » Are there any golf courses with a single or few key owners, where consolidation for redevelopment might be possible?
- » Are there large golf courses (18-hole or 27-hole) that would be good candidates for phased redevelopment that preserves some recreational use in the short-term?
- » Are there existing non-operational golf courses that have not been redeveloped due to community opposition, environmental issues like pollution or sensitive habitat, or other challenges?

SCAG HELPR 2.0 Housing Element Parcel Tool

The SCAG HELPR Tool is a searchable database of sites and parcels across the SCAG Region with a variety of filters to identify specific site types

Filter Parcels

Standard Filters

- Vacant parcels of appropriate size
- Lower valued commercial/retail
- Public-owned land
- Inside priority growth area, outside constraint area
- Outside environmentally sensitive areas
- Inside higher opportunity areas
- Inside environmental justice areas
- Close proximity to services

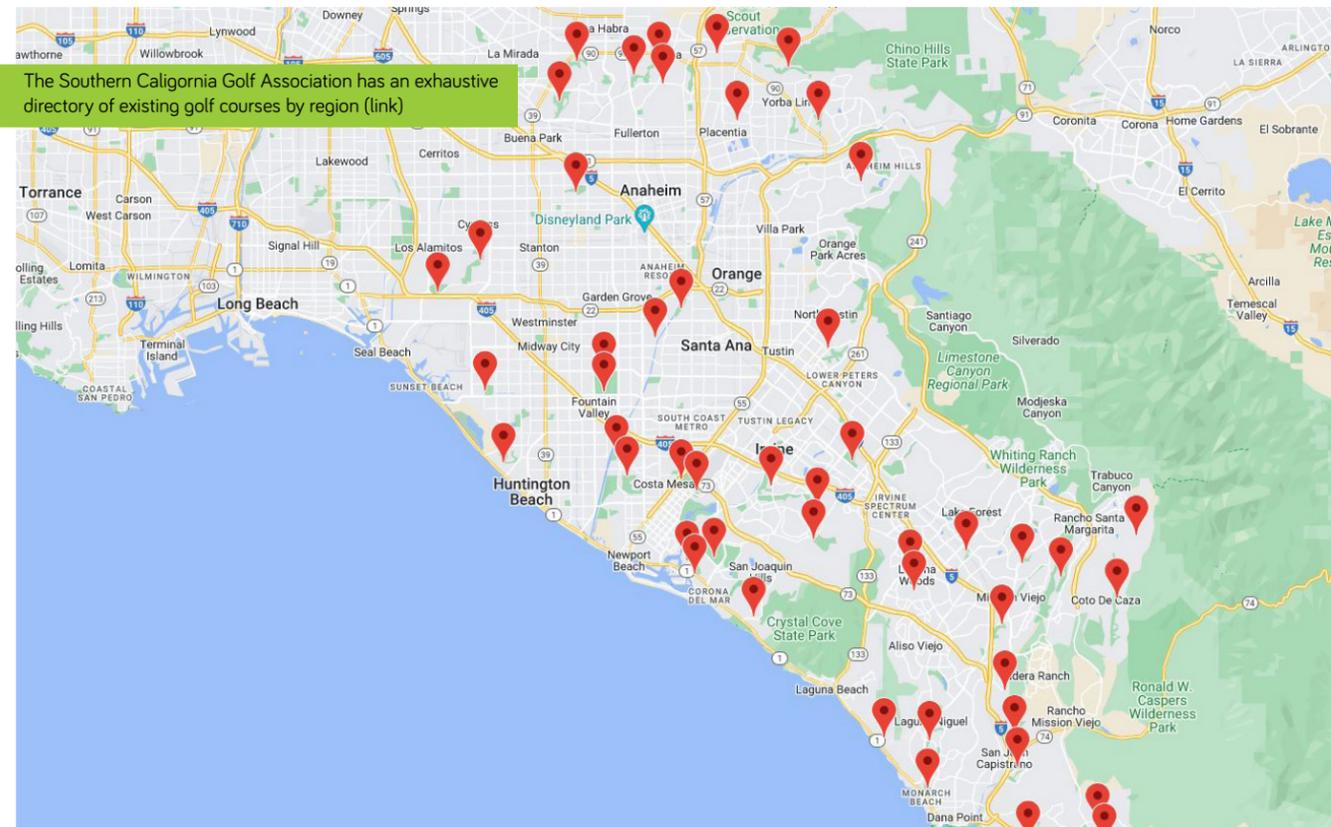


Number of Selected Parcels

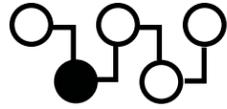
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Download Parcels (.CSV) Download Parcels (.SHP)

The Southern California Golf Association has an exhaustive directory of existing golf courses by region ([link](#))



ANALYZE THE POTENTIAL BROWNFIELDS



Are there brownfields in your jurisdiction that present opportunities for new residential or mixed-use development? If you already have specific sites in mind, skip ahead to Step 3.

Unlike the other site typologies in this Toolkit, brownfields are not defined by a specific use type, but rather by contamination with hazardous substances, pollutants, petroleum or other contaminants that pose a barrier to productive reuse. As a result, brownfields often are in industrial areas, and areas with deteriorated infrastructure.

Identifying brownfield sites will therefore require investigation of the following criteria:

- » *The history of land use within your community to identify sites that may indicate a strong potential for contamination due to previous uses such as light industrial, manufacturing or auto-oriented uses.*
- » *Research and gathering of records and data on potential brownfield sites and working with property owners willing to partner with the City, to trace and document levels of contamination.*
- » *Investigation of vacant sites that may be overlooked for redevelopment potential due to existing contamination.*



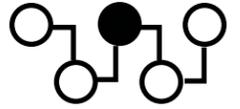
STEP 2 EVALUATE BARRIERS & CHALLENGES

Assess the following questions, keeping in mind the opportunity sites(s) identified and selected in Step 1. The list of potential issues and barriers to conversion serves as a starting point rather than an exhaustive list of challenges to tackle. Based on specific issues identified, select from a list of tools in Step 3 that can facilitate conversion of the sites.



EVALUATE BARRIERS & CHALLENGES

RETAIL COMMERCIAL SITES



A) Regulatory Barriers

The conversion of commercial sites to residential or mixed-use development happens more often in jurisdictions with fewer regulatory barriers or discretionary approvals for residential use¹.

Consider -

Are there existing regulatory barriers to redevelopment of commercial sites to multi-family residential or mixed-used, in your jurisdiction?

For Instance -

- Does the underlying commercial zoning for the opportunity site(s) allow for by-right residential and mixed-use development? If not, is there an expedited entitlement process for the change of use to residential based on any existing ordinances?
- If multifamily residential is permitted, does it support compact development densities (min. 30 du/ac) and height (3 to 4 stories)?
- Has a PEIR/PEIS² been completed that anticipates and plans for residential conversion projects in targeted opportunity areas or corridors?
- Are there any other requirements in existing codes and ordinances that limits the conversion of commercial sites to residential?

B) Regulatory Incentives

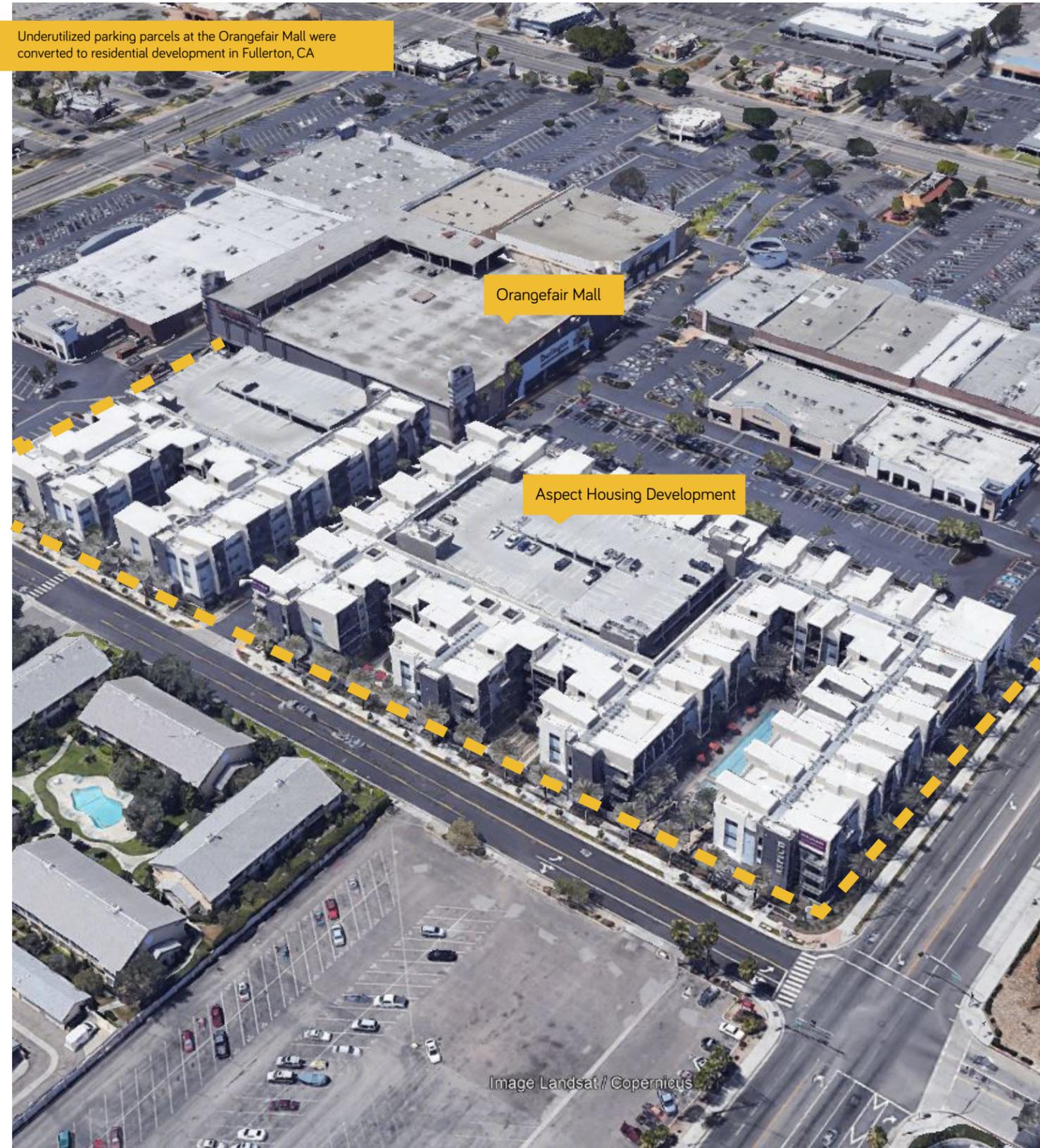
Regulatory incentives that provide relief from onerous development standards and entitlement processes are often the catalysts that make redevelopment opportunities financially viable and attractive.

Consider -

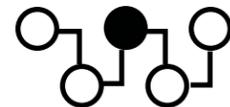
Are there regulatory incentives that make residential development attractive in your jurisdiction?

For Instance -

- Are there parking reductions for residential or mixed-use development as part of any existing ordinances?
- Are there non-discretionary density or height bonuses available for the opportunity sites through local or state regulation, based on proposed use (affordable housing) or based on other aspects like proximity to transit?
- Are there any streamlining or expedited review/ entitlement processes for opportunity sites?



¹ - [Strip Malls to Homes: An Analysis of Commercial to Residential Conversions in California](#), November 2021, published by the Turner Center
² - Program Environmental Impact Report



C) Design Guidelines

Commercial opportunity sites are often located in areas of transition between urban centers and low-density residential developments. Higher density projects on these sites may require design guidelines for appropriate and context-specific urban design practices that respect and enhance the surrounding context or provide design standards to achieve preferred urban design goals.

Consider -

Do existing design guidelines for mixed-use and multifamily buildings in your neighborhoods facilitate context-sensitive development, and good urban design?

For Instance -

- Are active ground floor uses prioritized for opportunity sites along existing commercial corridors?
- Are there guidelines for buffering new residential development in commercial zones from adjacent nuisance uses?
- Are there urban design guidelines for new development on opportunity sites to respond to the scale of the surrounding context?
- Are there guidelines and best practices promoting compact developments on small infill sites?

D) Physical Challenges

Many commercial sites like strip malls are small and shallow, making residential projects challenging. This is common on commercial corridor sites with parcels that are 100' - 150' deep.

Consider -

Do commercial opportunity sites have physical challenges for redevelopment?

For Instance -

- Are there several corridor commercial sites that may be individually too small for multifamily residential or mixed-use development?
- Are small infill sites unfavorable for redevelopment due to lack of space to accommodate existing minimum requirements such as setbacks, parking, open space etc.?

E) Community Involvement

Community priorities to preserve existing local business or neighborhood destinations and gathering places, as well as apprehension about the scale and character of new development are often challenges to getting community support.

Consider -

How do community voices influence redevelopment initiatives?

For Instance -

- Is there community support for new residential development along commercial corridors or in traditionally commercial districts?
- Is there a community and stakeholder engagement process to highlight and build support for key redevelopment sites?
- Are there ways to highlight and preserve existing legacy or community-owned businesses/retail to ensure they are not displaced due to new development?
- Are community benefits agreements or community engagement required as part of new developments of a certain size?

F) New Infrastructure

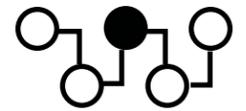
Conversion of sites to residential often necessitates upgrading the existing or building new infrastructure capacity. Planning for conversion of sites area-wide or city-wide might need greater network investments.

Consider -

Does new infrastructure need to be built for redevelopment of large-scale commercial sites (>3 acres) or as part of a district revitalization for redevelopment of clusters of sites?

For Instance -

- Have infrastructure needs for overall new residential capacity been assessed in key districts or corridors that may be opportunity areas for conversion of commercial sites?
- Is there infrastructure service capacity (water, sewer, power, traffic, transit etc.) in areas with opportunity sites?
- Can incremental infrastructure improvements to support smaller sites be achieved through development impact fees or in-lieu fees?
- Are there special funding mechanisms already in place to fund infrastructure investments for targeted areas or districts (Enhanced Infrastructure Financing Districts (EIFDs), Community Facilities Districts (CFDs), Community Revitalization and Investment Authority (CRIAs)).



G) Development Risk

Long entitlement processes and delays leading to additional cost burdens is a deterrent for residential developers.

Consider -

Are there measures in place to reduce entitlement risk for developers in the approvals process?

For Instance -

- Are developers typically required to provide off-site improvements or implement off-site mitigation efforts (for eg. mobility, open space, street amenities etc.) that may increase permitting timelines?
- Are there clear frameworks and guidance for development in-lieu fees or development impact fees pertaining to new residential or mixed-use development in various parts of the city?
- Are developers typically required to coordinate individually with other agencies (such as Caltrans for sites adjacent freeways as an example) to obtain planning permits?

H) Development Interest

Conversion of existing commercial sites to residential is more challenging in a market with low interest or attractiveness for new residential or mixed-use development.

Consider -

Is there development interest for residential and/or mixed-use development in your community?

For Instance -

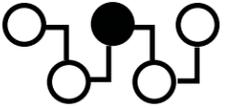
- Is there a database of opportunity sites to market to potential development partners?
- Is there a TOD or affordable housing incentive to complement State law and provide enough additional benefits to create new market demand for residential conversions?

Demolished shopping center parcels were converted to residential development in Arcadia, CA



EVALUATE BARRIERS & CHALLENGES

GAS STATIONS



A) Regulatory Barriers

Complex regulatory processes, including extended entitlement timelines may deter interest in the redevelopment of gas station sites to housing.

Consider -

Are there any regulatory obstacles to the conversion of gas stations into housing or mixed-use developments in your jurisdiction?

For Instance -

- Does the underlying commercial zoning for the gas station sites prohibit by-right residential and mixed-use development?
- If multifamily residential is permitted, does it support compact development densities (min. 30 du/ac) and height (3 to 4 stories)?
- Is there an expedited or streamlined entitlement process for the change of use to residential based on any existing ordinances?
- Is there a mixed-use ordinance or overlay that promotes residential development with retail or other active ground floor uses?
- Has a PEIR/PEIS¹ been completed that anticipates and plans for residential conversion projects in targeted opportunity areas or corridors?
- Are there any other requirements in existing codes and ordinances that limit the conversion of gas station sites to residential, such as operational requirements, more stringent requirements for site remediation etc.?



The Russell Apartments In Portland was built on a Former Gas Station

B) Regulatory Incentives

Regulatory incentives that provide relief from onerous development standards are often the catalysts that make redevelopment opportunities financially viable and attractive.

Consider -

Are there regulatory incentives that make residential development of gas stations attractive in your jurisdiction?

For Instance -

- Are there parking reductions for residential or mixed-use development as part of any existing ordinances that could apply to the conversion of gas stations?
- Are there non-discretionary density or height bonuses available for the opportunity sites through local or State regulation, based on proposed use (affordable housing) or based on other aspects like proximity to transit?
- Are there any streamlining or expedited review/ entitlement processes that could apply to gas station sites redevelopment?
- Are there incentives for the consolidation of small lots such as gas stations with adjacent auto uses, to create larger or more viable development parcels?

C) Design Guidelines

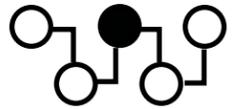
Gas station sites are typically small infill sites on key corners or with frontages along commercial corridors and main streets, and are often located close to existing neighborhoods. Residential development and higher density projects on these sites require small lot design standards, and design guidelines for appropriate urban design practices that respect and enhance the surrounding context.

Consider -

Are there existing infill design standards or small lot design standards that can facilitate context-sensitive development and good urban design for medium- to high-density developments in your jurisdiction?

For Instance -

- Are there guidelines to encourage well-designed ground floor uses and streetscape activation along existing commercial corridors?
- Are there guidelines for buffering new residential development along commercial corridors or main streets from adjacent nuisance uses, such as landscape buffers, setbacks, ground floor treatment to reduce impacts to residents etc.?
- Are there urban design guidelines and massing recommendations for new residential development on opportunity sites to respect existing community context?
- Are there guidelines for compact developments on small infill sites, such as maximizing subterranean parking or reducing setbacks onto main streets?



D) Community Involvement

Redevelopment of vacant or abandoned gas stations that are nuisances typically gain community support, especially when providing new uses beneficial to the community. Gas station convenience stores serve as amenities to communities that have limited access to resources. Redevelopment of gas station sites should encourage preserving and integrating community-serving uses.

Consider -

How do community voices influence redevelopment initiatives?

For Instance -

- Is there community support for new residential and mixed-use development to replace vacant or underutilized infill sites such as gas stations?
- Are there ways to highlight and preserve existing legacy or community-owned businesses/retail to ensure they are not displaced due to new development?
- Is technical assistance available to community-based organizations, developers and small lot property owners who are interested in exploring the conversion of gas station sites? Technical assistance could be provided related to zoning, remediation and development possibilities.

F) Redevelopment Potential

Gas station sites are typically small and under individual ownership, making them less attractive to developers as redevelopment sites. Area-wide planning efforts aimed at rethinking the role of gas station sites for the future could provide an opportunity to create interest in these sites among developers for conversion to housing.

Consider -

Are there initiatives to promote gas station sites as a development opportunity in your jurisdiction?

For Instance -

- Are there planning efforts to re-imagine the future of gas station sites in the downtown, station areas or other mixed-use districts?
- Can the agency look to consolidate parcels?
- Is there a public database of vacant gas station with parcel information?
- Can the agency undertake or partner with developers or community groups on cleanup efforts and make the vacant gas station sites shovel-ready for future development?

E) Brownfield Remediation

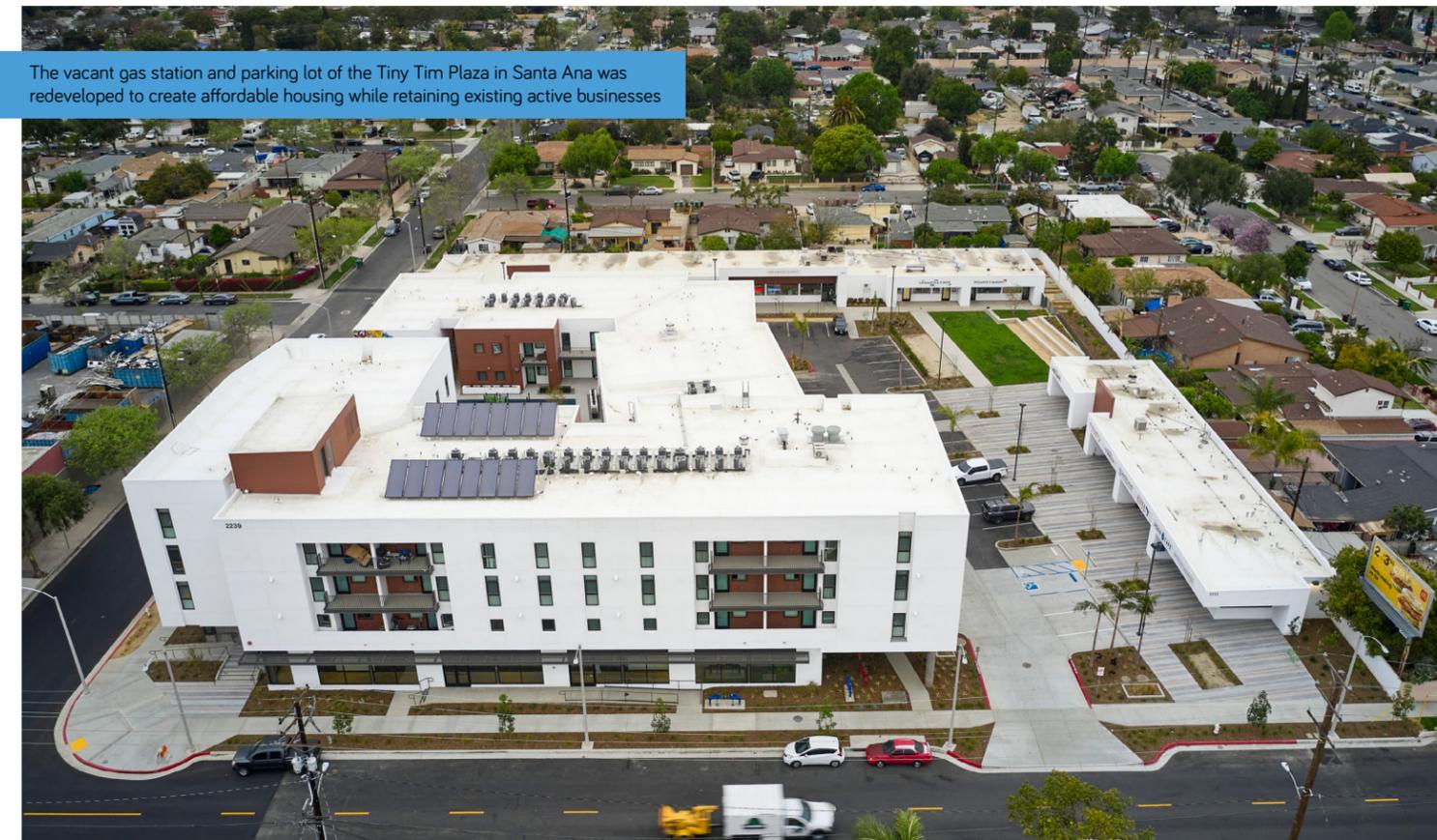
As sites that often have petroleum and other contamination from Underground Storage Tanks (USTs), redevelopment of gas stations may have risks related to pollution cleanup, liability and associated entitlement risks that make them less likely to be considered as good opportunities.

Consider -

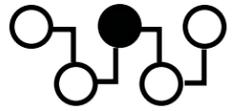
Are there resources and programs in place to reduce development risk on brownfield sites and make them more attractive to developers?

For Instance -

- Does the City offer technical assistance for brownfields cleanup or programs that provide entitlement support to developers with polluted sites?
- Are there programs in place that provide either funding assistance or offer joint applications or grants for site remediation and cleanup grants?
- Are developers required to have pollution insurance to protect against unforeseen contamination or other pollution-related project risks that could stall redevelopment on gas station sites?



The vacant gas station and parking lot of the Tiny Tim Plaza in Santa Ana was redeveloped to create affordable housing while retaining existing active businesses



EVALUATE BARRIERS & CHALLENGES GOLF COURSES

A) Regulatory Barriers

Golf courses are often zoned for recreational use or a single use where the underlying zoning may not be supportive of mixed-use development or multifamily housing.

Consider -

In your jurisdiction, are there existing regulatory barriers that prevent the conversion of golf course sites or limit the integration of mixed-use development or multi-family housing on these properties?

For Instance -

- Are golf courses a protected use (such as Open Space) within your jurisdiction, that may be prohibited for conversion to other uses?
- Does the underlying zone prohibit by-right residential uses (single family detached or multi-family dwelling units)?
- If residential or mixed-use development is permitted, is a Conditional Use Permit (CUP) required?
- Does the property have easements or other covenants, conditions and restrictions that may be barriers in integrating mixed-use or residential development onsite?
- Are there any other requirements in existing codes and ordinances that limit the conversion of golf courses to residential, such as additional ordinances or requirements for residential uses?

B) Regulatory Incentives

Regulatory incentives such as streamlined or transparent processes for conversion are often the catalysts that make redevelopment opportunities attractive.

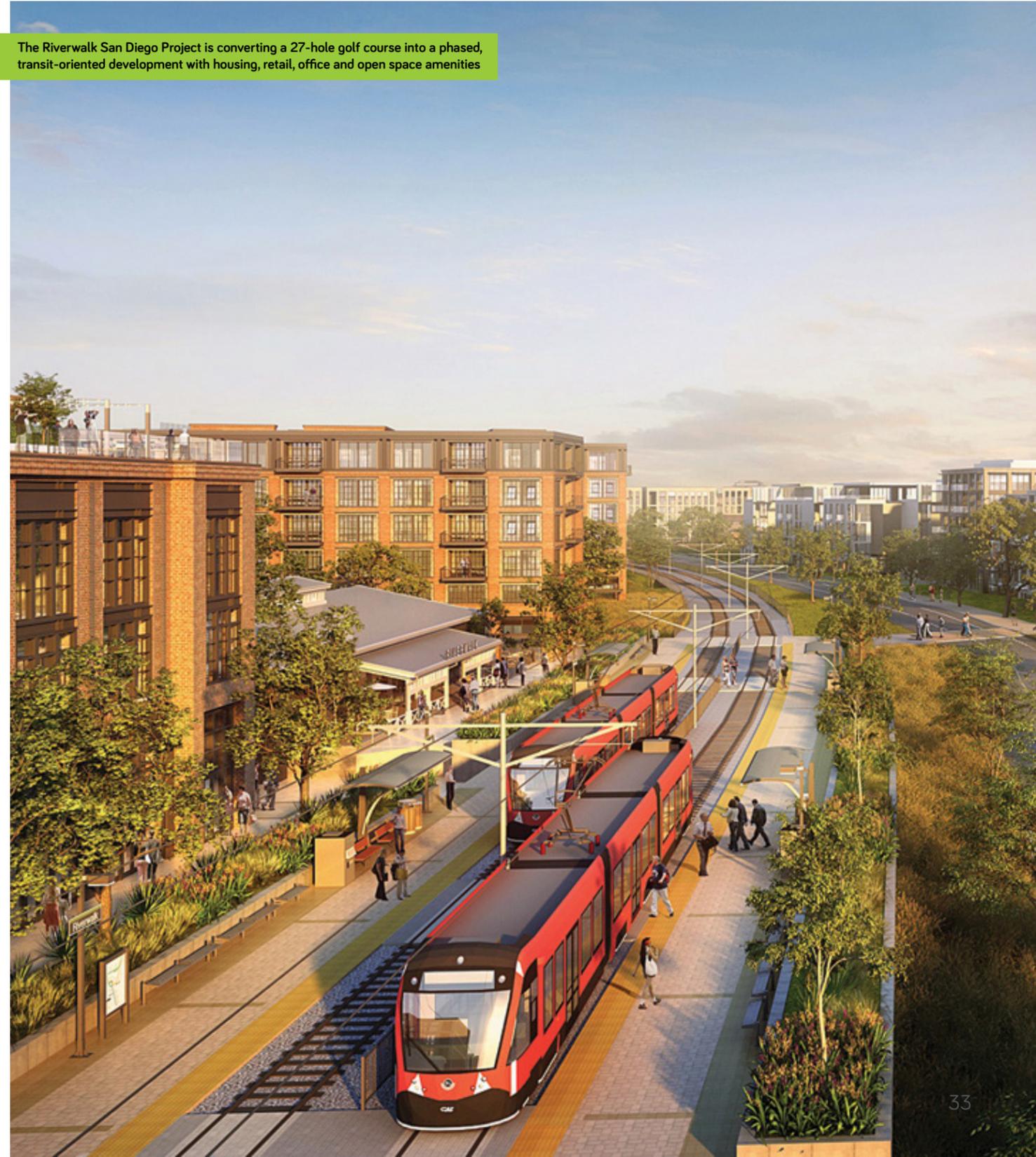
Consider -

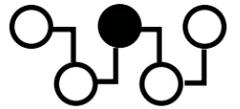
Are there existing regulatory incentives that can promote the conversion of golf courses to residential uses?

For Instance -

- Does the agency have a streamlined or expedited site plan review or Specific Plan process for the conversion of large sites that could apply to golf courses?
- Does the agency have an existing mixed-use overlay zone or affordable housing overlay zone that can be applied to golf course conversion?
- Are there non-discretionary density or height bonuses available for specific residential uses, such as for affordable housing, through local or State regulation?
- Does the agency provide parking reductions for residential or mixed-use development as part of any existing ordinances that could apply to the conversion of golf course sites?

The Riverwalk San Diego Project is converting a 27-hole golf course into a phased, transit-oriented development with housing, retail, office and open space amenities





C) New Infrastructure

Golf courses typically do not have the infrastructure provision or capacity to support residential or mixed-use development. Planning for conversion of these sites to residential will need greater network and utility investments, such as streets, sewer, transit etc. at a neighborhood scale.

Consider -

Is the need to build new neighborhood-scale infrastructure or upgrade existing utilities a barrier to the redevelopment of golf course opportunity sites in your jurisdiction?

For Instance -

- Is there existing infrastructure service capacity (water, sewer, power, traffic, transit etc.) for new residential uses in developed areas with golf course sites?
- Have infrastructure needs for overall new residential capacity been assessed citywide as part of regulatory planning efforts such as a Housing Element or Land Use Element update?
- Can incremental infrastructure improvements to support phased development on golf course sites be achieved through development impact fees or in-lieu fees?
- Are there possibilities to create special funding mechanisms to fund infrastructure investments for targeted areas or districts (EIFDs¹, CFDs², CRIAs³)?

D) Community Voices

The redevelopment courses in developed residential areas in controversial since the surrounding community may wish to preserve open spaces, increase property values, and maintain viewsheds. The golfing community often opposes golf course conversions to other uses. Developing a broad base of community support may be critical for the successful conversion of golf courses to housing.

Consider -

Are there strategies in place to build community support for redevelopment projects such as golf course conversion?

For Instance -

- Are developers required to conduct community outreach contingent upon development approval?
- Is a developer required to adapt the program and design to reasonably accommodate community priorities such as open space provision, protecting views etc. received during the outreach process?
- Can development approvals include community benefits agreements for large scale sites?
- Can the agency undertake a broad-based community engagement effort as part of a specific planning exercise for a golf course opportunity site to integrate community priorities into design standards for new development?

E) Redevelopment Risk/ Remediation

Golf courses are preferred uses in places where other development was historically found to be challenging due to environmental conditions such as floodplains or liquefaction zones. Golf courses often have a history of environmental pollution or contamination due to pesticide applications or other chemical contaminants. Planning ahead to mitigate these factors and streamlining entitlement processes to build on parts of such sites that may be viable for housing will make them more likely to be redeveloped.

Consider -

Can the agency provide measures to reduce entitlement risk for golf course conversions, especially relating to environmental concerns?

For Instance -

- Can the agency conduct Program-level EIRs as part of a Specific Plan for golf course sites to define and include development parameters and streamline future entitlement processes?
- Does the agency offer technical assistance for environmental clean up or programs that provide entitlement support to developers with polluted sites?
- Is there a task force in place dedicated to permitting or processing of sites that require remediation?

F) Redevelopment Interest

Golf courses may have multiple property owners, making it challenging to identify a clear redevelopment vision.

Consider -

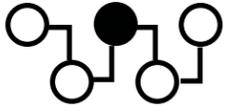
Is there potential to spur interest in redevelopment of under-performing or non-operational golf courses that may be limited by fragmented ownership?

For Instance -

- Can the agency undertake a visioning or planning effort to explore the possibilities for future redevelopment of an opportunity site that would serve to create alignment among stakeholders?
- Can the agency create a Specific Plan or other regulatory framework that provides a pathway and incentives to redevelop a golf course opportunity site, and attract developer interest to consolidate site ownership and move forward with redevelopment?

EVALUATE BARRIERS & CHALLENGES

BROWNFIELDS



A) Brownfield Remediation

Brownfield site remediation and cleanup efforts create one of the most significant challenges to redevelopment. Navigating technical and financial aspects of cleanup, as well as agency approvals increases the costs of redevelopment.

Consider -

Can the agency provide support on remediation and streamlined approvals for redevelopment on brownfield sites?

For Instance -

- Can the agency create a Brownfields Program to clarify and provide details on the remediation process, apply for grant funding and partner with property owners for site assessment and clean up?
- Can the agency create a dedicated Case Management Team to streamline the approvals process for sites requiring remediation, to incentivize developers in considering these opportunity sites?
- Can the agency partner with third party entities to provide technical assistance for grant writing and application preparation for community-based organizations or local developers who may be invested in redeveloping and enhancing the community?
- Can the agency create an area-wide planning effort to coordinate efforts on site assessment and cleanup?

B) Regulatory Barriers

Brownfields often have a history of polluting uses such as industrial facilities, located along commercial corridors, in industrial areas, or underinvested communities. In the absence of planning efforts the underlying zoning might not permit for residential uses by-right on these sites.

Consider -

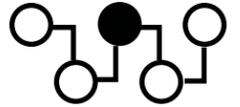
For the brownfield sites identified, does the underlying zoning designation create barriers to redevelop the sites for residential use?

For Instance -

- Does the underlying zoning for the brownfield opportunity sites prohibit by-right residential and mixed-use development?
- Are there existing ordinances that expedite the entitlement process for the change of use on a brownfield site, to accommodate residential use?
- For urban infill sites that are brownfields, if multifamily residential is permitted, does it support compact development densities (min. 30 du/ac) and height (3 to 4 stories)?
- Can the agency conduct a combined planning effort to address and update zoning regulations for eligible brownfield sites to permit residential development?

The Bay Street Project in Emeryville, CA, facilitated the conversion of a former industrial and manufacturing brownfield site to a mixed-use infill project with retail, condos, and apartments





C) Regulatory Incentives

Regulatory frameworks or programs that provide additional development incentives to offset costs from site cleanup efforts can make redevelopment opportunities more financially viable and attractive for private capital.

Consider -

Are there additional regulatory incentives for redevelopment that can make brownfields attractive to developers?

For Instance -

- Can the agency provide flexible development standards or development incentives for density, height and setbacks for incentivizing brownfields cleanup efforts, especially on infill sites along key urban corridors?
- Can the agency provide expedited site plan review or other streamlining of development approvals through a Specific Plan or area-wide plan for remediation and redevelopment of brownfield sites?
- Does the agency provide parking reductions for residential or mixed-use development as part of any existing ordinances that could apply to the conversion of brownfields on infill sites?
- Does the agency have an existing mixed-use overlay zone or affordable housing overlay zone that can be applied to brownfields conversion?

D) Design Guidelines

Brownfield opportunity sites are found in a variety of community contexts. Creating new residential development on these sites may require design guidelines to respond to the surrounding urban fabric (for example, to buffer residents from nuisance factors such as traffic and noise or to create appropriate scale and massing of new development that respects and enhances the existing urban fabric).

Consider -

Does the agency have existing design standards or guidelines, or a process to generate site design standards based on context and community priorities, that could be applied to redevelopment initiatives on brownfield sites?

For Instance -

- Are there guidelines for buffering new residential development in former industrial areas, along commercial corridors or main streets from adjacent nuisance uses, such as landscape buffers, setbacks, ground floor treatment to reduce impacts to residents etc.?
- For the opportunity sites identified, can the agency create urban design guidelines and massing recommendations for new residential development that enhances the existing community context?
- For smaller/infill brownfield sites like former gas stations, can the agency provide guidelines for compact developments such as maximizing subterranean parking or reducing setbacks onto main streets or along commercial corridors?

E) Community Involvement

Local and community based organizations are often the most invested in seeing the change and enhancement of abandoned sites, such as brownfields, but these groups often do not have the capacity or technical resources to initiate or participate in the brownfields redevelopment process. Redevelopment of brownfields, especially in underinvested areas should be viewed as opportunities to engage local community stakeholders and provide community benefits.

Consider -

Are there strategies in place to enable and promote community participation in brownfields redevelopment?

For Instance -

- Is there a brownfields or site reuse program that offers technical assistance to community-based organizations looking to initiate change in their neighborhoods?
- Are developers of large redevelopment sites required to conduct a community and stakeholder engagement process?
- Is there a process to include tailored community benefits agreements as part of site redevelopment processes?
- Are there mechanisms to provide opportunities for community ownership of brownfields remediation and redevelopment, such as land trusts, ground leases, etc.?

F) Redevelopment Risk

Developers of brownfield sites may face risks associated with unforeseen costs related to site remediation and length approval processes. This could halt development efforts and make the project financially infeasible.

Consider -

Are there resources and programs in place to reduce development risk on brownfield sites and make them more attractive to developers?

For Instance -

- Does the agency require or provide pollution insurance to protect against unforeseen contamination or other pollution-related project risks that could stall redevelopment on brownfield sites?
- Can the agency create an area-wide planning effort for groups of brownfields or a program EIR for a larger brownfield site to assess environmental issues up-front and streamline the requirements and processes for site redevelopment?
- Can the agency provide funding partnerships for Environmental Site Assessments (ESAs) and site cleanup to assist community-based developers with redevelopment efforts?

G) Redevelopment Interest

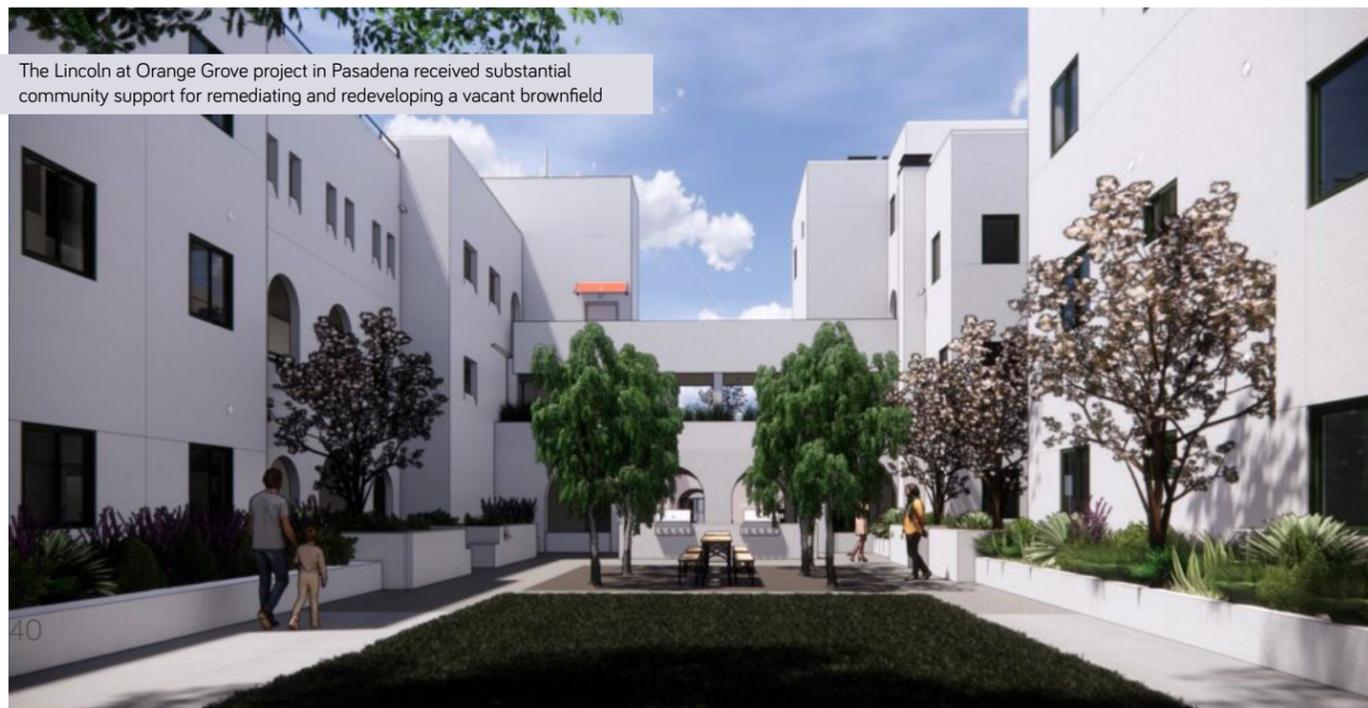
While brownfield sites may be cheaper to purchase than similar sites that do not need remediation, lack of good data on opportunity sites and levels of contamination, lack of transparency on local government processes, as well as stigma associated with contaminated sites especially when repurposed for uses like housing could make these properties undesirable to developers.

Consider -

How can the agency create greater transparency, and share knowledge and resources to market potential opportunity sites to development partners?

For Instance -

- Does the agency maintain and share a public database or inventory of brownfield opportunity sites?
- Does the agency have a program to showcase brownfield opportunity sites (with or without remediation completed) to developers and provide key information such as history and environmental condition of the site, available funding programs, investigations and clean up activities on the site, etc.?
- If there is sufficient redevelopment opportunity, can the agency undertake outreach initiatives to provide information and resources to the community on the safe redevelopment of sites after cleanup initiatives?
- Can the agency undertake planning or visioning efforts for underinvested areas with opportunity sites, or fund and implement infrastructure projects in these areas to garner development interest and pave the way for redevelopment?



The Lincoln at Orange Grove project in Pasadena received substantial community support for remediating and redeveloping a vacant brownfield

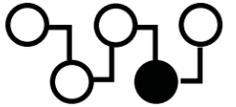
STEP 3 IDENTIFY TOOLS

A variety of agency tools can be leveraged to address roadblocks for successful redevelopment of opportunity sites. Use the matrix below to identify applicable tools that can help address challenges under each category of issues. More information on each tool is provided in Section B - the Toolbox.



IDENTIFY TOOLS

TABLE OF TOOLS



CATEGORY	TOOL(S)	TOOL TYPE	AGENCY ROLE	TOOLBOX PAGE #
Remove Regulatory Barriers	General Plan Amendment Along with Zoning Amendment or Ordinance <i>Use this tool when the underlying zoning designation for individual site(s) or the provisions of a zoning designation need to be updated to permit multifamily residential uses at urban densities.</i>	U	Facilitator	72
	Specific Plan, Area Plan or Corridor Plan <i>Use this tool when existing regulatory requirements for commercial sites within a certain opportunity area or district need to be amended to allow for multifamily residential or mixed-use development at urban densities.</i>	U	Facilitator	74
Incentivize Residential Infill and Mixed-Use	Parking Incentive/Amendment <i>Use this tool when site(s) can be made more attractive for redevelopment to residential by reducing the minimum parking requirement.</i>	U	Facilitator	77
	Flexible Development Standards or Development Incentives <i>Use this tool when site(s) can be made more attractive for redevelopment to residential by providing density or height bonuses or reductions in setbacks etc.</i>	U	Facilitator	80
	Streamlined or Expedited Review Process <i>Use this tool when site(s) can be made more attractive for redevelopment to residential by minimizing timelines for entitlement and any discretionary review processes.</i>	U	Facilitator	82
Minimize Physical Challenges	Lot Consolidation Incentives <i>Use this tool when combining several smaller commercial sites in an area or corridor could create viable and attractive redevelopment opportunities.</i>	(GS), (CR)	Facilitator	85
Promote Good Urban Design	Infill Site Design Guidelines <i>Use this tool to provide direction and guidance on best practices and appropriate design measures for redevelopment on tight urban infill sites.</i>	(GS),(CR)	Facilitator	88
	Urban Design Standards <i>Use this tool to provide direction and guidance on integrating redevelopment on infill sites into the existing community fabric or existing site context.</i>	(GS), (CR)	Facilitator	89
Reduce Redevelopment Risk	Program EIRs <i>Use this tool when area-wide program EIRs for change of use or intensity can speed up the entitlement process and timelines, and reduce risk for individual redevelopment projects.</i>	U	Facilitator	92
	Streamlined In-Lieu fees / Development Impact Fees for Impact Mitigation <i>Use this tool to make redevelopment of sites attractive by reducing uncertainty on development timelines through a streamlined in-lieu fee process.</i>	U	Facilitator	94
	District-wide Traffic Impact Studies <i>Use this tool when streamlined impact fees for traffic impacts from new development can create more efficient entitlement processes for sites conversion, such as for commercial sites next to State freeway infrastructure.</i>	U	Facilitator	96
	Pollution Insurance <i>Use this tool to protect brownfield redevelopment projects from unforeseen costs and delays due to undetected contamination that could stall redevelopment efforts.</i>	(GS), (BR), (CR)	Facilitator	97

Legend - Tool Types

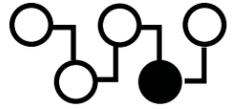
U - Universal (all site typologies)
 GS - Gas Stations
 CR - Retail Commercial
 BR - Brownfields
 GC - Golf Courses

Agency Roles

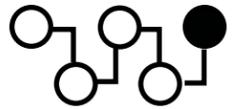
Facilitator - Agency uses these tools to set the stage for redevelopment of opportunity sites to occur

 Initiator/Partner - Agency uses these tools to proactively initiate conversations and partnerships for redevelopment of opportunity sites

CONTINUES ON THE NEXT PAGE



CATEGORY	TOOL(S)	TOOL TYPE	AGENCY ROLE	TOOLBOX PAGE #
Facilitate Community Involvement	Local Business Assistance Grants and/or Legacy Business Programs Use this tool when there are existing local businesses that need support to continue operations or be integrated into new development	(GS), (BR), (CR)	Initiator/ Partner	99
	Proactive Community and Stakeholder Engagement Use this tool when embarking on a large-scale redevelopment project or a citywide, corridor or district level planning effort to set a set up community outreach procedures to identify and gather community goals and priorities through a community advisory committee or broader outreach format	U	Initiator/ Partner	100
	Tailored Community Benefits Agreements Use this tool to integrate equitable development objectives and community priorities into redevelopment on larger-scale sites that will have an impact in the neighborhood or community	U	Initiator/ Partner	103
Generate Development Interest	Opportunity Site Inventory/ Database Use this tool to document and share redevelopment opportunities in your jurisdiction with a developer audience to generate interest for sites conversion	(BR), (CR), (GS)	Initiator/ Partner	105
	Marketing and Outreach Programs Use this tool to actively broadcast available development opportunity sites, regulatory incentives, and agency investments with the developer and business community to spur interest in redevelopment of sites	U	Initiator/ Partner	107
	Municipal Brownfields Inventory Use this tool to create a public database of brownfields in the jurisdiction that provides transparency and showcases opportunity for redevelopment within the community	(GS), (BR)	Initiator/ Partner	108
Fund / Implement New Infrastructure Projects	Enhanced Infrastructure Financing Districts (EIFDs)/ Community Revitalization and Investment Authorities (CRIAs) Use this tool to initiate investments in infrastructure upgrades in districts or opportunity areas that are identified for redevelopment potential	U	Initiator/ Partner	111
	Community Facilities District (CFD) Use this tool help in funding upgrades and maintenance for infrastructure and facilities needed to support new development	U	Initiator/ Partner	113
	Federal and State Funding for Infrastructure such as the Justice 40 Initiative Use this tool to fund infrastructure investments, such as water, sewer and broadband investments in disadvantaged areas within jurisdiction to support housing development.	U	Initiator/ Partner	114
Support Brownfield Remediation	Brownfields "Case Management Team" Use this tool to create a streamlined agency review process and assist and expedite brownfields redevelopment initiatives	U	Initiator/ Partner	116
	Technical Assistance for CBOs Use this tool to enable community-based organizations to participate in redevelopment processes by providing technical assistance to navigate entitlement processes and environmental cleanup efforts	(GS), (BR), (CR)	Facilitator	118

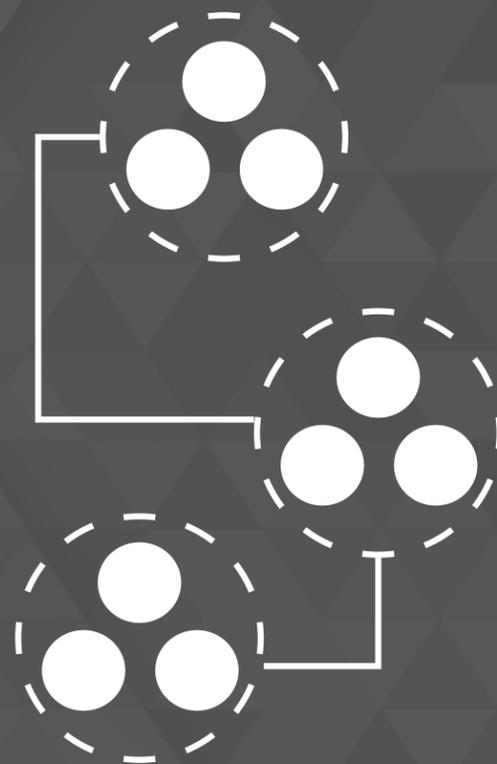


CONVERSION STRATEGY AND ROADMAP

STEP 4 CREATE A CONVERSION STRATEGY AND ROADMAP

Envision Tool Clusters

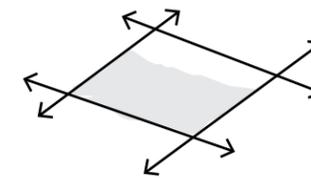
While individual tools can help tackle specific barriers to conversion, getting an opportunity site fully entitled and set up for successful redevelopment often requires a combination of tools and agency actions. Consider how your organization can create a strategy and roadmap for next steps, by clustering potential tools identified in Step 3 to create maximum impact and momentum for opportunity sites identified in your jurisdiction.



Tool Clustering -

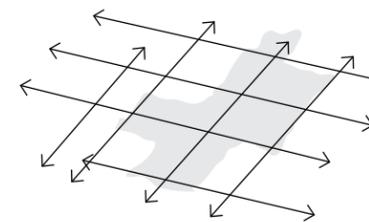
Tool clusters can address various types of challenges and identify a variety of policy, program and process improvements or adjustments depending upon the type and scale of development and underlying site typology.

Example Roadmaps:



*Large Individual Site
Site Typology - Retail
Strip Center*

REGULATORY BARRIERS	DESIGN GUIDELINES	REDUCED RISK	COMMUNITY ENGAGEMENT
Zone Change	Urban Design Standards	Streamlined Mitigation In-Lieu Fees	Community Engagement Plan
General Plan Update			Community Benefits



*Opportunity Area
Site Typology -
Brownfields*

REGULATORY BARRIERS	DESIGN GUIDELINES	REDUCED RISK	COMMUNITY ENGAGEMENT
Area Redevelopment Plan	Urban Design Standards	Pollution Insurance	Community Engagement Plan
General Plan Update		Brownfields Task Force	Technical Assistance to CBOs

Implement the roadmap -

Once the action roadmap is identified, it is critical to identify key champions and stakeholders within the agency to move forward with efforts on implementation. This will require planning and coordination to:

- Assign responsibilities for projects and tasks within each lead department
- Create a timeline or schedule with clear milestone and completion targets
- Identify and acquire funding for staff time, grants and other expenses related to program formulation and implementation
- Set measurable goals and identify specific desired outcomes and metrics for success including addition of housing units, equitable development, fiscal revenue streams etc.

SITE DESIGN LOOKBOOK

The following site design studies were created in partnership with the USC Sol Price School of Public Policy. They address specific site-level issues and common challenges for conversion listed to the right and illustrate design responses for consideration. Use these illustrative examples as inspiration to inform conversion opportunities within your own community.

Key Issues for Conversion

COMPATIBILITY OF RESIDENTIAL TO EXISTING USES

CHALLENGING SITE DIMENSIONS

LOSS OF COMMERCIAL ACTIVITY/CONTINUITY

NEIGHBORHOOD CONTEXT - HEIGHT AND SCALE TRANSITIONS

PHASED PLANNING AND IMPLEMENTATION FOR LARGER SITES



BIG BOX SITE ADJACENT TO SINGLE-FAMILY NEIGHBORHOOD



1

UNDERUTILIZED STRIP CENTER IN COASTAL COMMUNITY



2

LARGE UNDERUTILIZED SITE IN AN INDUSTRIAL DISTRICT



3

LARGE MASTER-PLANNING SITE ON ERSTWHILE GOLF COURSE



4

UNDERUTILIZED TOWN CENTER SITE NEXT TO TRANSIT



5

CORRIDOR INFILL SITE NEAR COMMUNITY COLLEGE



6

ABANDONED COMMERCIAL PROPERTY IN SMALL TOWN



7

CORNER SITE ALONG SUBURBAN ARTERIAL STREET



8

SMALL CORNER AUTO-USE SITES AT AN URBAN INTERSECTION



9

Conversion explored

- From Retail to Housing
- From Gas Station to Housing
- From Golf Course to Housing
- From Brownfield to Housing

SITE DESIGN EXAMPLE

BIG BOX SITE ADJACENT SINGLE-FAMILY NEIGHBORHOOD

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES

TOWNHOMES
PODIUM
COURTYARDS

8.8 AC
SITE AREA

412 UNITS
at
47 UNITS/AC

+ RETAIL
+ PARKING
+ OPEN SPACE

OPPORTUNITY SITE



KEY ISSUES FOR CONVERSION

1. Compatibility of residential to existing uses

The site fronts a busy and high-traffic arterial street that may create concerns of noise and pollution for new residential development.

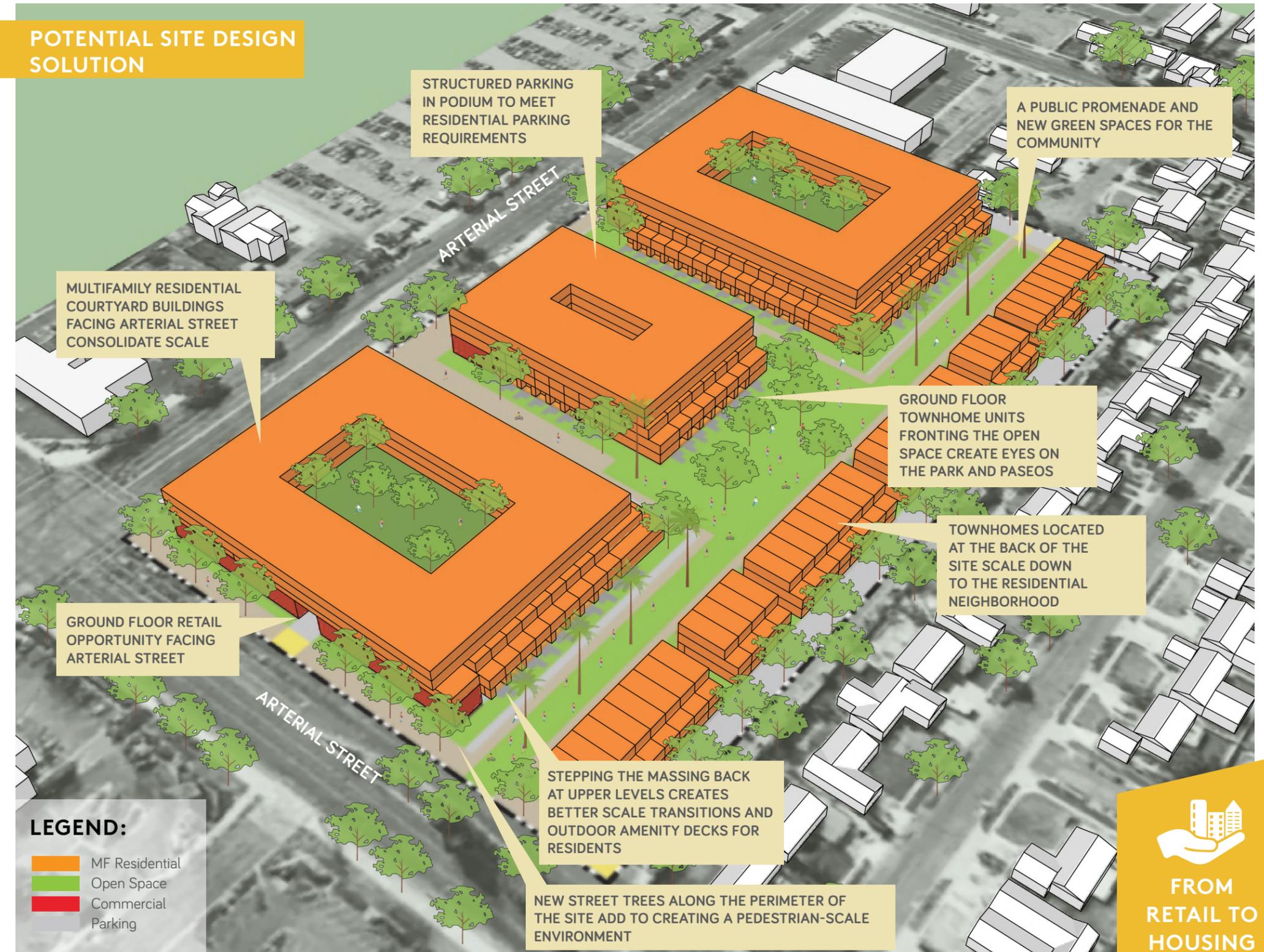
2. Loss of commercial activity/continuity

The arterial street is lined with predominantly retail uses that create a commercial spine and community destinations. Adding purely residential development may remove opportunities for continuous retail activation.

3. Neighborhood context - height & scale transitions

The existing one-story retail development abuts primarily low-scale single-family residential neighborhoods to the back of the site. New, denser development will need to consider appropriate scale transitions to respect the existing neighborhood character.

POTENTIAL SITE DESIGN SOLUTION



FROM
RETAIL TO
HOUSING

SITE DESIGN EXAMPLE

UNDERUTILIZED STRIP CENTER IN COASTAL COMMUNITY

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES


APARTMENT BLOCKS
PODIUM
APARTMENTS

5.5 AC
SITE AREA

401 UNITS
at
72 UNITS/AC

+ PLAZA
+ PARKING
+ OPEN SPACE

OPPORTUNITY SITE



KEY ISSUES FOR CONVERSION

1. Compatibility of residential to existing uses

The site is located in the middle of an industrial and big-box commercial area with no residential development immediately adjacent. Introducing new residential uses will need to buffer from pollution, traffic and noise impacts from surrounding non-compatible uses.

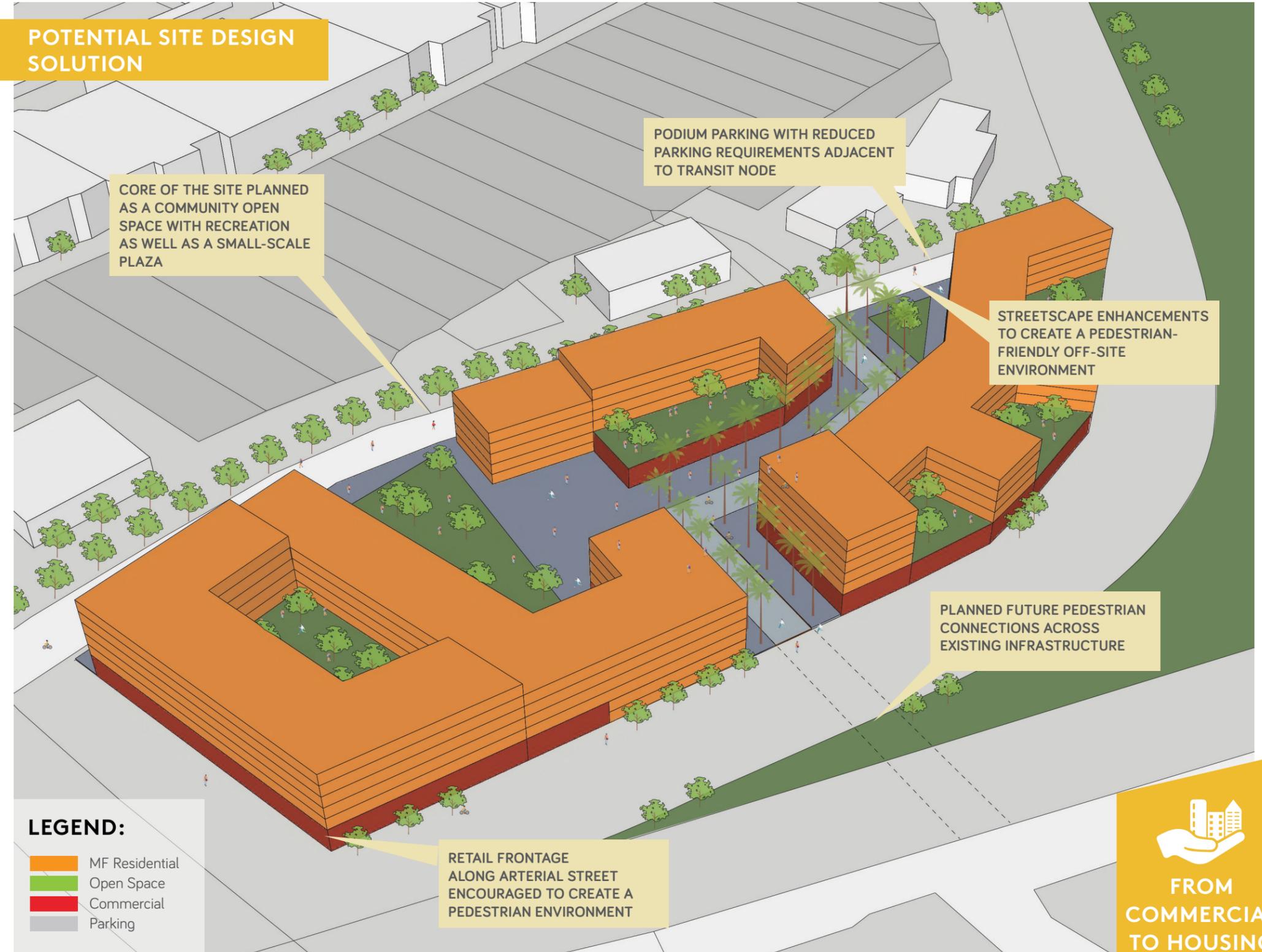
2. Lack of continuity/connections to residential fabric

The site is surrounded by large arterial streets and cut off on the south by heavy rail lines, limiting its connectivity and walkability to residential fabric and community destinations to the south.

3. Irregular shape of site

The site boundaries create an irregular profile that is more challenging to create an efficient development footprint for uses like housing.

POTENTIAL SITE DESIGN SOLUTION



SITE DESIGN EXAMPLE

LARGE UNDERUTILIZED SITE IN AN INDUSTRIAL DISTRICT

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES

APARTMENT BLOCK
PODIUM
WRAP-UP

14.5 AC
SITE AREA

747 UNITS
at
51.5 UNITS/AC

+ RETAIL
+ PARKING
+ OPEN SPACE



KEY ISSUES FOR CONVERSION

1. Compatibility of residential to existing uses

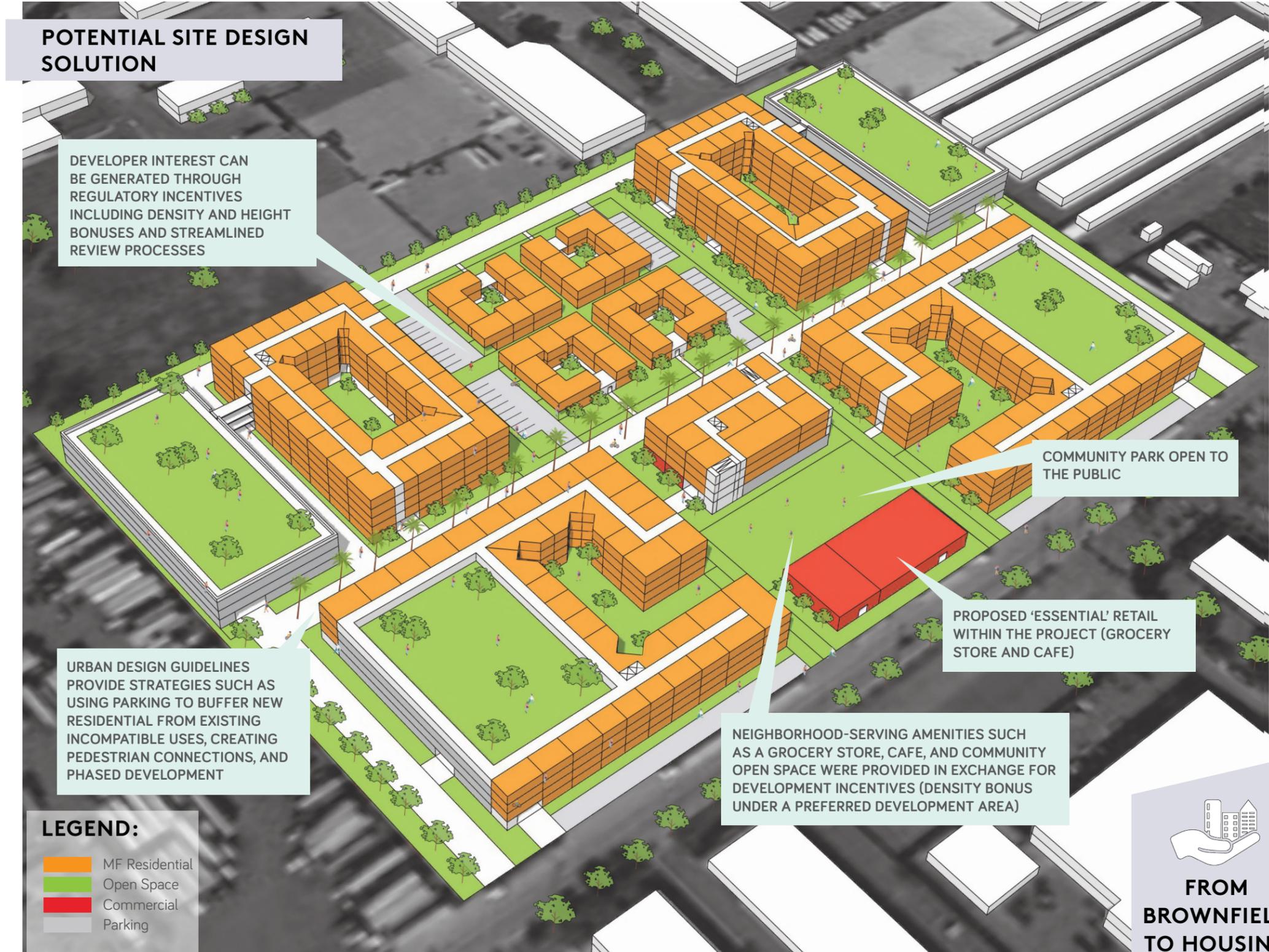
The site is located in the middle of an industrial area with little residential development immediately adjacent. Introducing new residential uses will need buffering from pollution, traffic, and noise impacts from surrounding non-compatible uses.

2. Potential issues of heavy contamination

As a post-industrial site, there may be high levels of contamination that will need to be addressed in the design and planning of the site for new residential uses.

3. Connections to adjacent fabric

As a large site in a predominantly industrial district, the site does not have many connections into adjacent residential neighborhoods or districts with community amenities such as open space that are easily accessible.



FROM
BROWNFIELD
TO HOUSING

SITE DESIGN EXAMPLE

LARGE MASTER-PLANNING SITE ON ERSTWILE GOLF COURSE

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES


TOWNHOMES
ROW HOUSES
COURTYARDS

52 AC
SITE AREA

1741 UNITS
at
33.5 UNITS/AC

+ RETAIL
+ PARKING
+ OPEN SPACE



KEY ISSUES FOR CONVERSION

1. Phased planning and implementation

As a large site with existing open space amenities that are seen as beneficial to the community, the site may need to be planned and developed in a phased manner to add in new development over time.

2. Lack of infrastructure

As a primarily recreational use, the existing site lacks the physical infrastructure to support new residential development, such as water supply, sewage, power, etc.

3. Existing sensitive habitat

Areas with existing sensitive habitat surrounding the site call for greater due diligence in the redevelopment process on the siting of new uses and other environmental impacts.




**FROM
GOLF COURSE
TO HOUSING**

SITE DESIGN EXAMPLE

**UNDERUTILIZED TOWN CENTER
SITE NEXT TO TRANSIT**

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES


STUDIO
ONE-BEDROOM
TWO-BEDROOM

4.5 AC
SITE AREA

280 UNITS
at
62 UNITS/AC

+ PLAZA
+ PARKING
+ OPEN SPACE



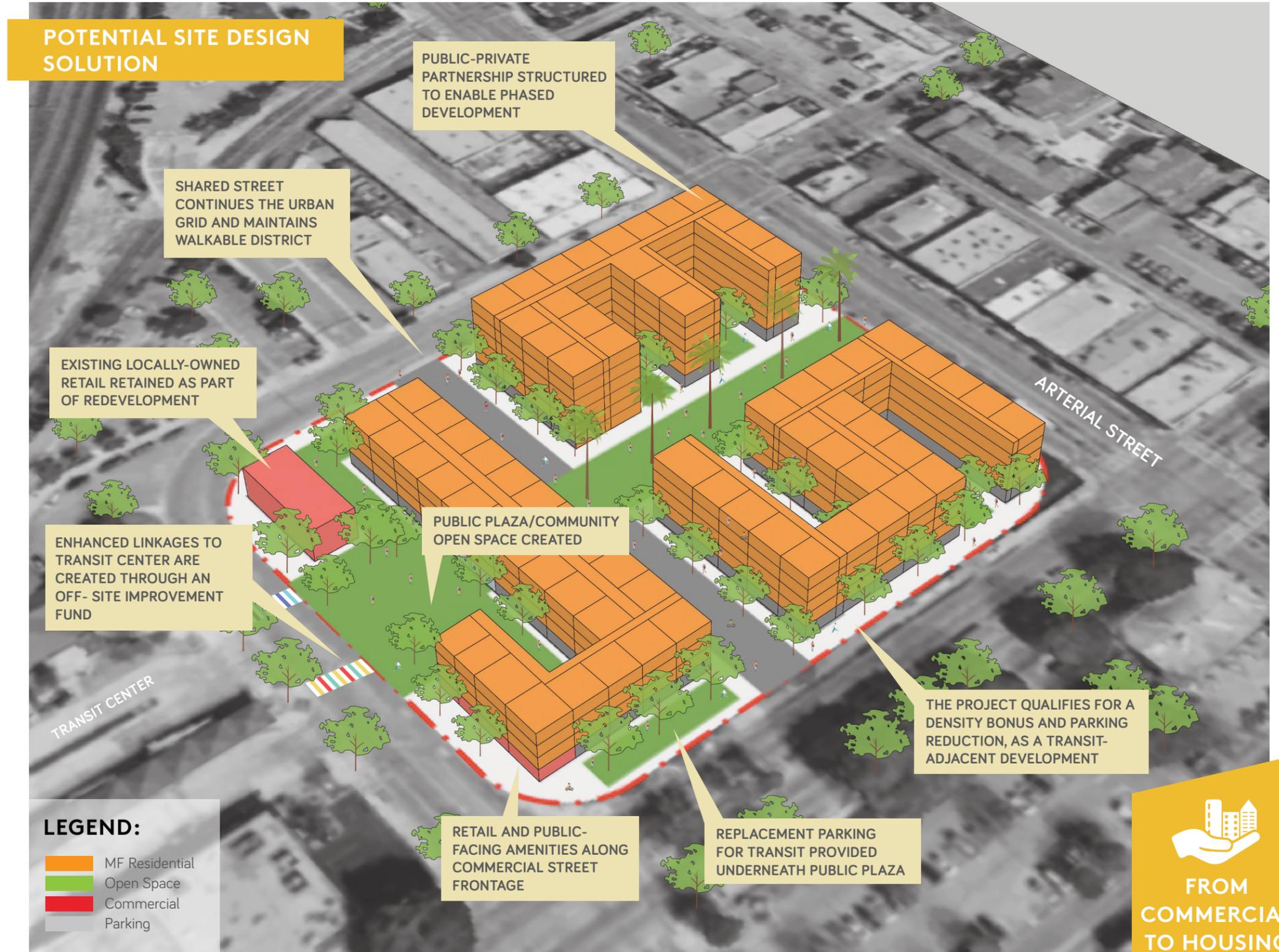
KEY ISSUES FOR CONVERSION

1. Continuity of existing uses

Existing community-serving commercial uses on site as well as transit-related parking will need to be retained or replaced.

2. Lack of amenities

While the site is located next to a main street, it lacks neighborhood-serving amenities like open space to enable better quality of life for residents.




**FROM
COMMERCIAL
TO HOUSING**

SITE DESIGN EXAMPLE

CORRIDOR INFILL SITE NEAR COMMUNITY COLLEGE

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES


TOWNHOMES
PODIUM
COURTYARDS

1.12 AC
SITE AREA

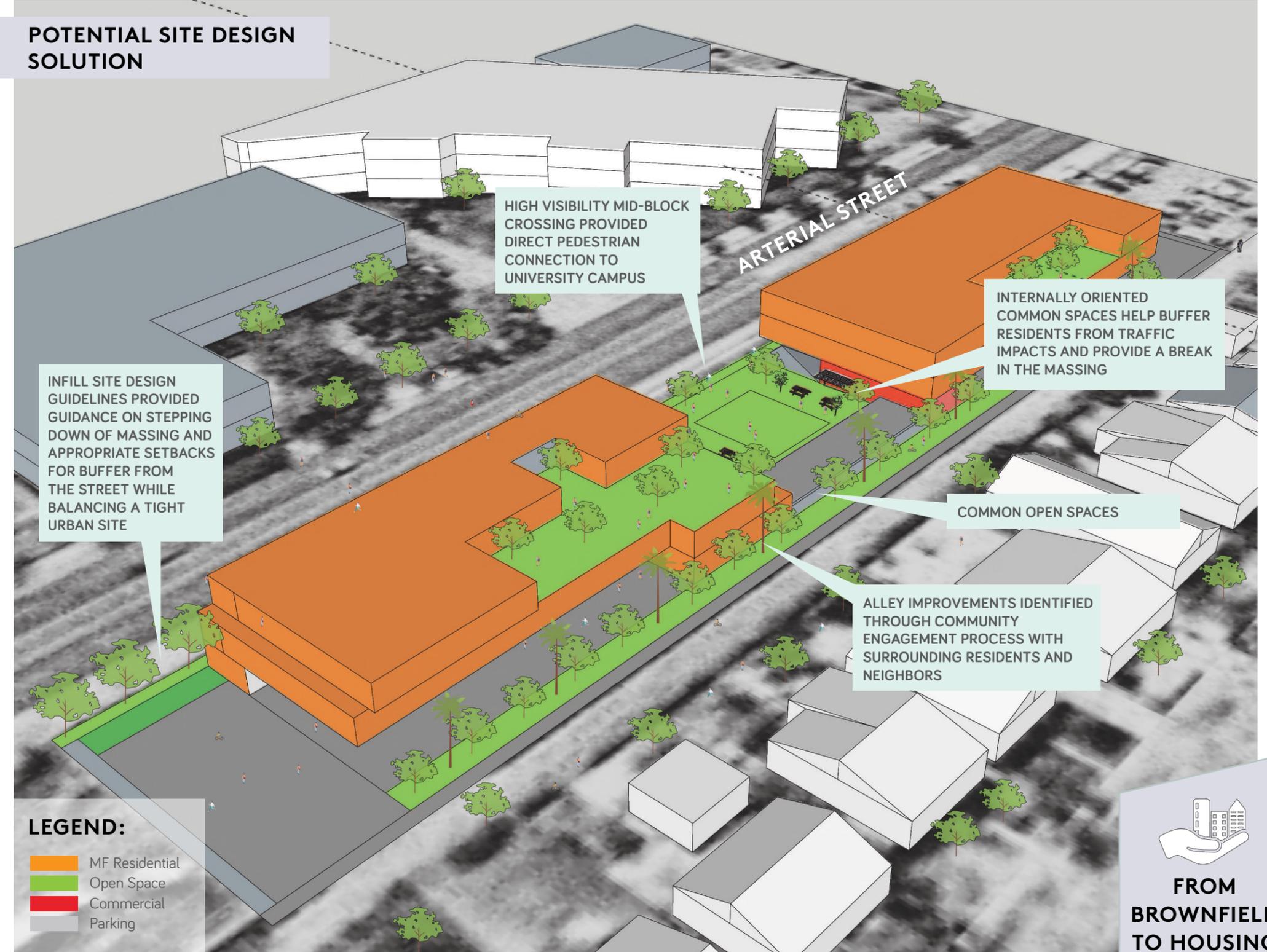
52 UNITS
at
46 UNITS/AC

+ ROOFDECKS
+ OPEN SPACE
+ AMPHITHEATER

OPPORTUNITY SITE



POTENTIAL SITE DESIGN SOLUTION



KEY ISSUES FOR CONVERSION

1. Challenging site dimensions

The infill site is long and shallow, making it challenging for residential development.

2. Potential contamination

As a potential brownfield site, presence and levels of contamination are unknown and may require cleanup to facilitate residential development.

3. Neighborhood context

Situated immediately adjacent to existing single-family residential uses, new development will have to take into account existing scale of the neighborhood.

4. Compatibility of residential

Site is fronting a busy arterial street and across from a university campus, which may create both opportunities (good connectivity to destinations) and challenges (noise and pollution from traffic, pedestrian safety) for new residential development.


**FROM
BROWNFIELD
TO HOUSING**

SITE DESIGN EXAMPLE

ABANDONED COMMERCIAL PROPERTY IN SMALL TOWN CENTER

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES



APARTMENT BLOCK

0.25 AC
SITE AREA

16 UNITS
at
64 UNITS/AC

+ PARKING
+ OPEN SPACE

OPPORTUNITY SITE



KEY ISSUES FOR CONVERSION

1. Challenging site dimensions

The infill site has a unique shape that is very shallow on one end, making it challenging for residential development.

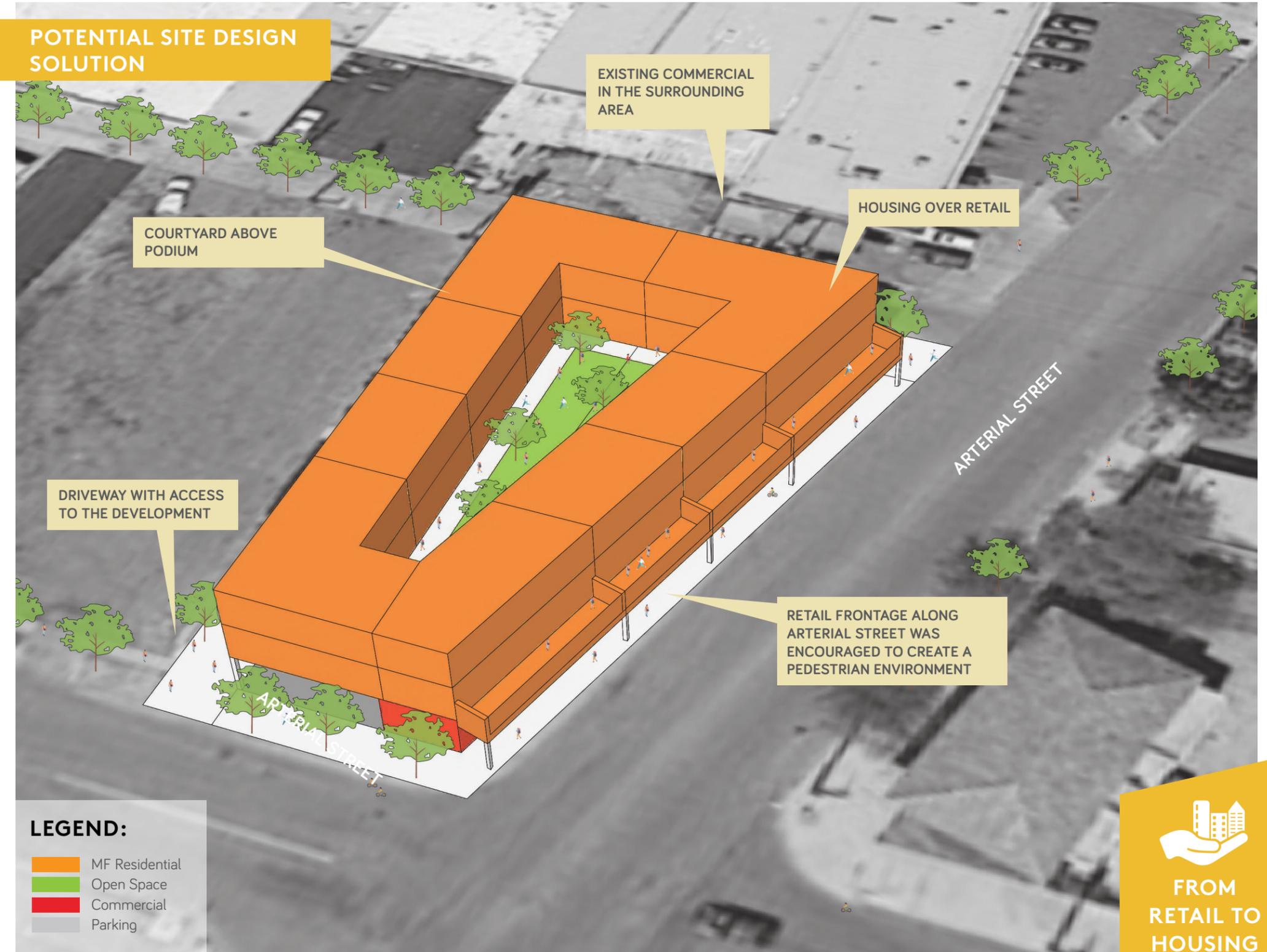
2. Neighborhood context

Situated immediately adjacent existing low-scale uses, new development will have to take into account existing scale of the neighborhood.

3. Continuity of commercial activity

While the site is currently vacant, it is located immediately off of the local main street that experiences continuous retail activation on the ground level. Preserving some retail continuity and animation along the street will better enhance the character of the district.

POTENTIAL SITE DESIGN SOLUTION



FROM
RETAIL TO
HOUSING

SITE DESIGN EXAMPLE

CORNER SITE ALONG SUBURBAN ARTERIAL STREET

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES

APARTMENT BLOCK

0.38 AC
SITE AREA

32 UNITS
at
84 UNITS/AC

+ LIVE-WORK
+ COURTYARD

OPPORTUNITY SITE



KEY ISSUES FOR CONVERSION

1. Challenging site dimensions

Tight urban infill site provides challenges for adding housing density and parking.

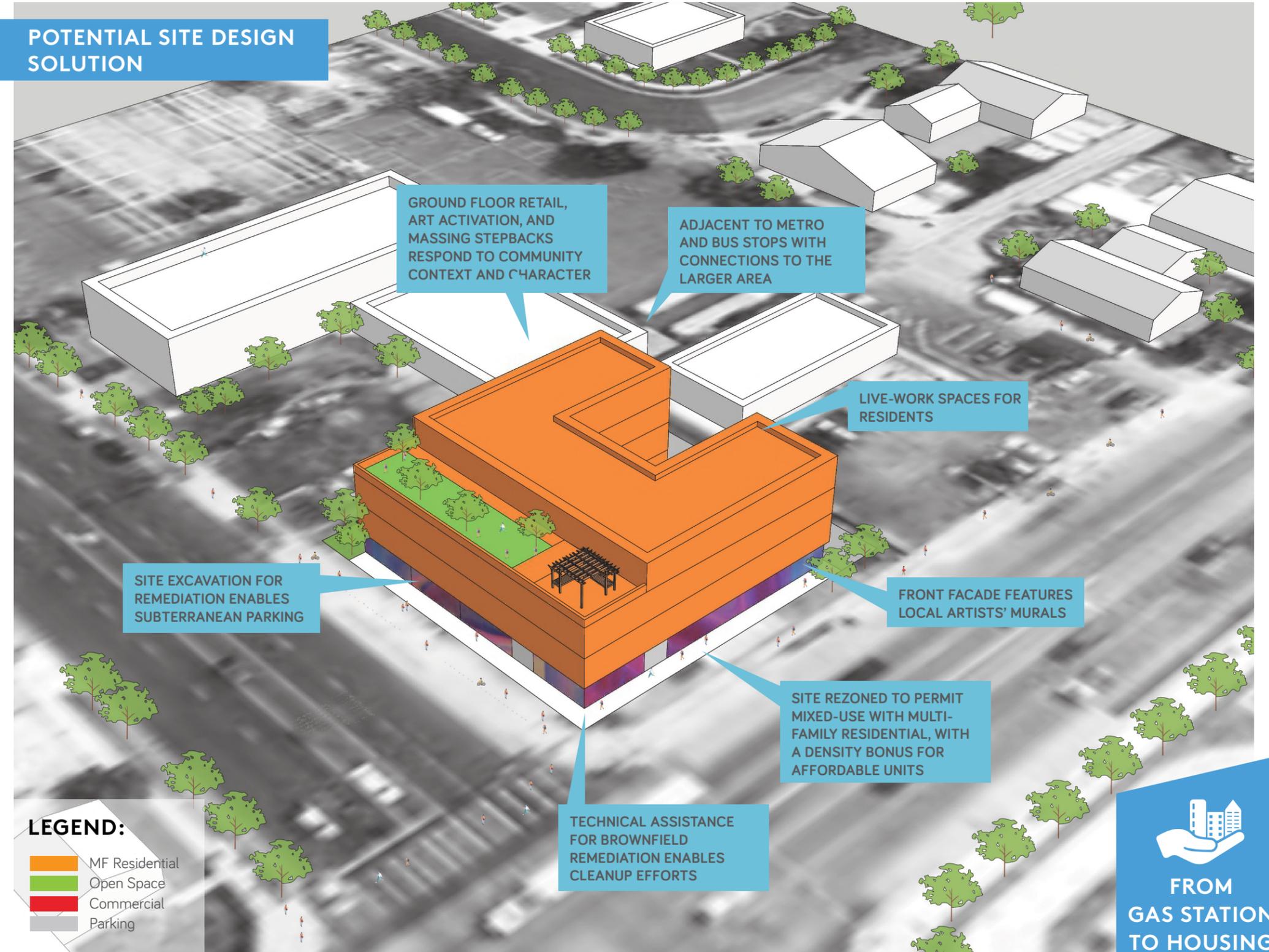
2. Neighborhood context

Situated immediately adjacent to existing low-scale uses, new development will have to take into account existing scale of the neighborhood.

3. Potential contamination

As a previous gas station use, the site is likely to have underground contamination that will require remediation.

POTENTIAL SITE DESIGN SOLUTION



SITE DESIGN EXAMPLE

SMALL CORNER AUTO-USE SITES AT AN URBAN INTERSECTION

DEVELOPMENT PROGRAM

HOUSING
TYPOLOGIES

MID-RISE
MULTIFAMILY

2.1 AC
SITE AREA

145 UNITS
at
69 UNITS/AC

+ RETAIL
+ PARKING
+ OPEN SPACE



KEY ISSUES FOR CONVERSION

1. Compatibility of residential to existing uses

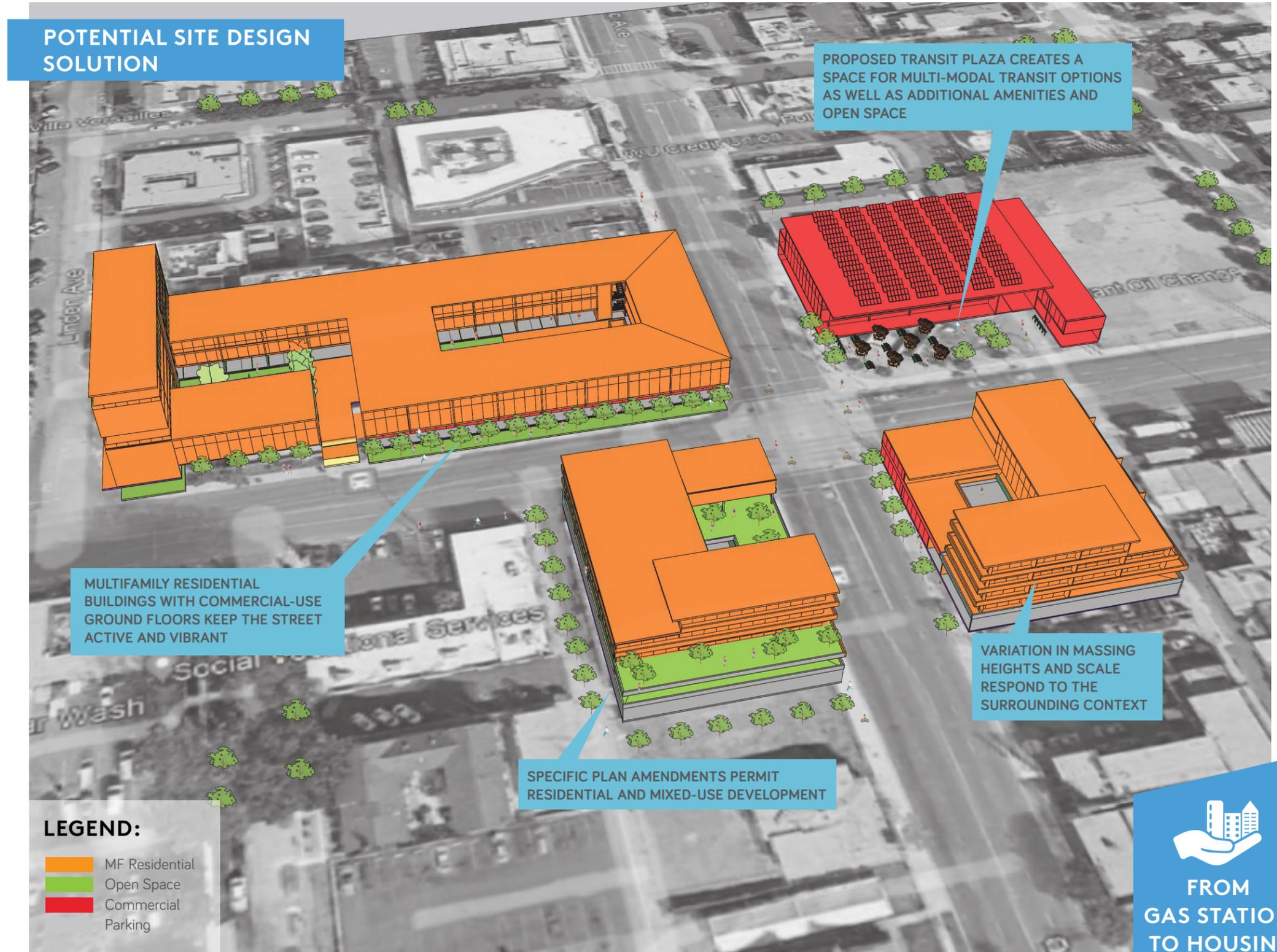
The site is located at a major intersection with arterial traffic. New residential development will need to be buffered from noise, pollution and other such nuisance impacts.

2. Loss of commercial activity/continuity

Preserving ground floor commercial activity and community retail destinations are important to consider when reimagining all four corners of a key urban intersection.

3. Challenging site dimensions

Auto-serving and gas station sites in small, shallow corridors create challenges for layout of residential development.



LEGEND:

- MF Residential
- Open Space
- Commercial Parking

FROM
GAS STATION
TO HOUSING

B: OTHER-TO-RESIDENTIAL TOOLBOX

1. REMOVE REGULATORY BARRIERS	71
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HOW TO READ THIS SECTION

Tool Category

Incentivize Residential & Mixed-Use

Agency Role
Scale/Scope
When to use this tool?

AGENCY ROLE



Facilitator

SCALE/SCOPE

Technical Approach, New Regulation

USE THIS TOOL WHEN

Site(s) can be made more attractive for redevelopment to residential by reducing the minimum parking requirement standards to support more compact densities

Name of the Tool

PARKING INCENTIVE/AMENDMENT GS BR CR GC

Applies to these specific site typologies

Description of the tool

Cities can amend their parking regulations in order to lower the required number of stalls for mixed-use and residential development in fill urban areas. This is especially helpful for sites with narrow or otherwise challenging dimensions, allowing the developer to provide more housing. Reducing parking requirements can also discourage car dependency. This works particularly well on sites that are located along transit lines. Reduced parking requirements may be included in a larger package of flexible development standards, coupled with density bonuses, transit-oriented development incentives, or affordable housing incentives, or embedded within a specific or corridor plan.

Step-by-step process

STEP - BY - STEP PROCESS

- Consider parameters under which parking requirements may be reduced or waived to encourage residential development on certain desirable parcels such as proximity to transit, provision of affordable housing etc..
- Draft an ordinance enacting the proposed changes to the zoning code.
- Pass, adopt, and implement the ordinance.

Examples / resources

EXAMPLES / RESOURCES

- o San Mateo County
<https://homeforallsmc.org/toolkits/reduced-parking-requirements/>

CATEGORY 1 REMOVE REGULATORY BARRIERS

- 1 GENERAL PLAN AMENDMENT ALONG WITH ZONING AMENDMENT OR ORDINANCE ●●●●
- 2 SPECIFIC PLAN, AREA PLAN OR CORRIDOR PLAN ●●●●



AGENCY ROLE



Facilitator

SCALE/SCOPE

Institutional change
New regulation

USE THIS TOOL WHEN

The underlying zoning designation for individual site(s) or the provisions of a zoning designation need to be updated to permit mixed use with residential or multi-family residential uses at urban densities.

GENERAL PLAN AMENDMENT ALONG WITH ZONING AMENDMENT OR ORDINANCE



General Plans can encourage the conversion of obsolete uses and sites to multifamily residential development by specifying goals, strategies, and focus areas within the agency. Staff, developers, and the community are then able to use the plan as a guide to consider redevelopment where there is a demonstrated preference for more housing. In cases where residential is not identified as a preferred use, and opportunity sites have zoning designations that do not allow residential or mixed-use by-right, a General Plan amendment and zone change are required before redevelopment can move forward. This process requires community outreach and environmental documentation. Some laws like SB330 clarify that General Plan Land Use designations allowing a more intensive land use prevail in cases where the underlying zoning is in conflict.

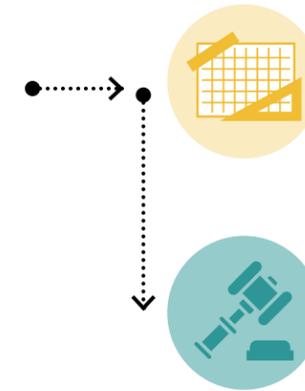
STEP - BY - STEP PROCESS



Identify a set of goals related to conversion of certain parcel types to residential use, the need for mixed-use and dedicated residential development, and transformation of underutilized sites.



Prepare a work plan to facilitate these goals through a General Plan amendment, which may include changes to the goals and objectives, new zoning designations, and identification of particular areas of interest. A community outreach and participation strategy should be part of the plan.



Draft the resolution and ordinance language for the proposed amendment. Prepare supplemental documents to describe the changes, including design guidelines, a review of relevant data and regulatory background, a statement of purpose and goals, and CEQA documentation.

Pass, adopt, and implement the amended plan.

EXAMPLES / RESOURCES

- o Del Mar General Plan Amendment allowing for multi-family residential uses in existing commercial zones and public facilities zones, with ordinances and completed PEIR documentation.

<https://www.delmar.ca.us/751/NCPC-Housing-Programs>

- o Palm Springs Golf Course General Plan Amendment/Zoning Code Update. The City of Palm Springs has a zoning ordinance specific to the conversion of golf course sites to other uses.

https://library.qcode.us/lib/palm_springs_ca/pub/municipal_code/item/zoning_code-chapter_93_00-93_23_20

AGENCY ROLE



Facilitator

SCALE/SCOPE

Institutional change
New regulation

USE THIS TOOL WHEN

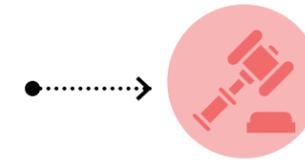
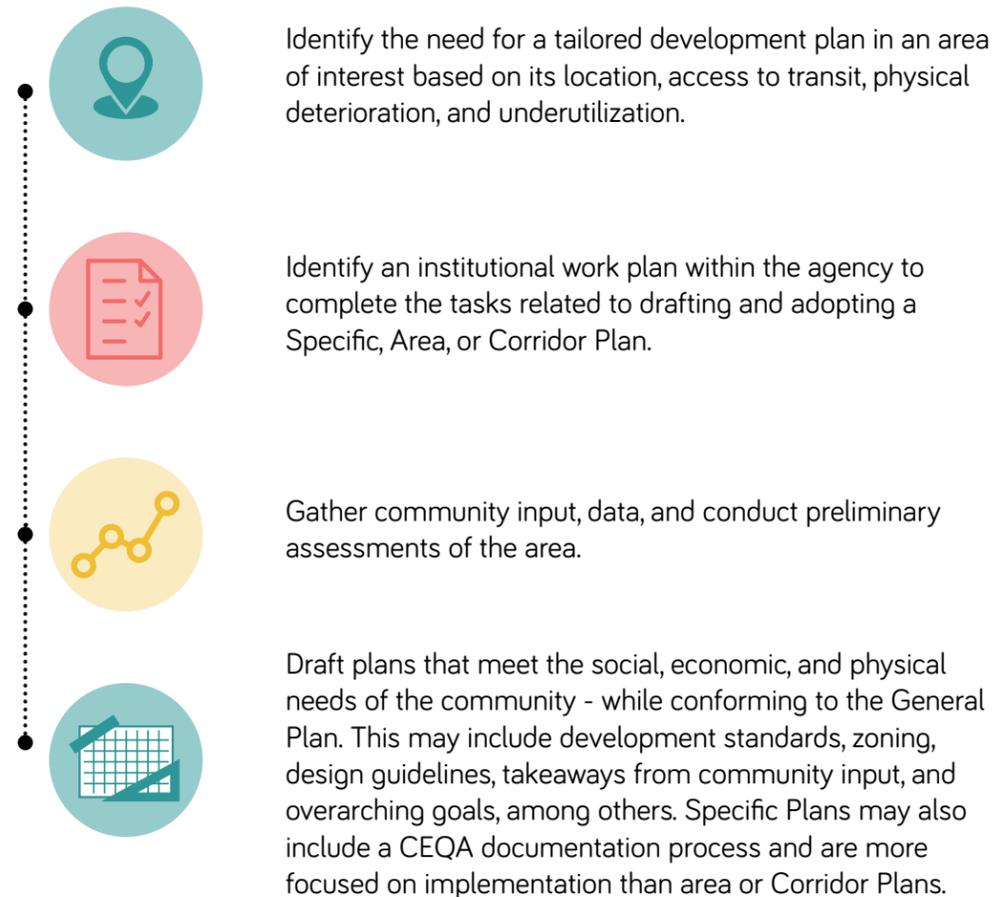
Existing regulatory requirements including zoning designation for underutilized sites within a certain opportunity area or district need to be amended to allow for multifamily residential or mixed-use development at urban densities.

SPECIFIC PLAN, AREA PLAN OR CORRIDOR PLAN

GS BR CR GC

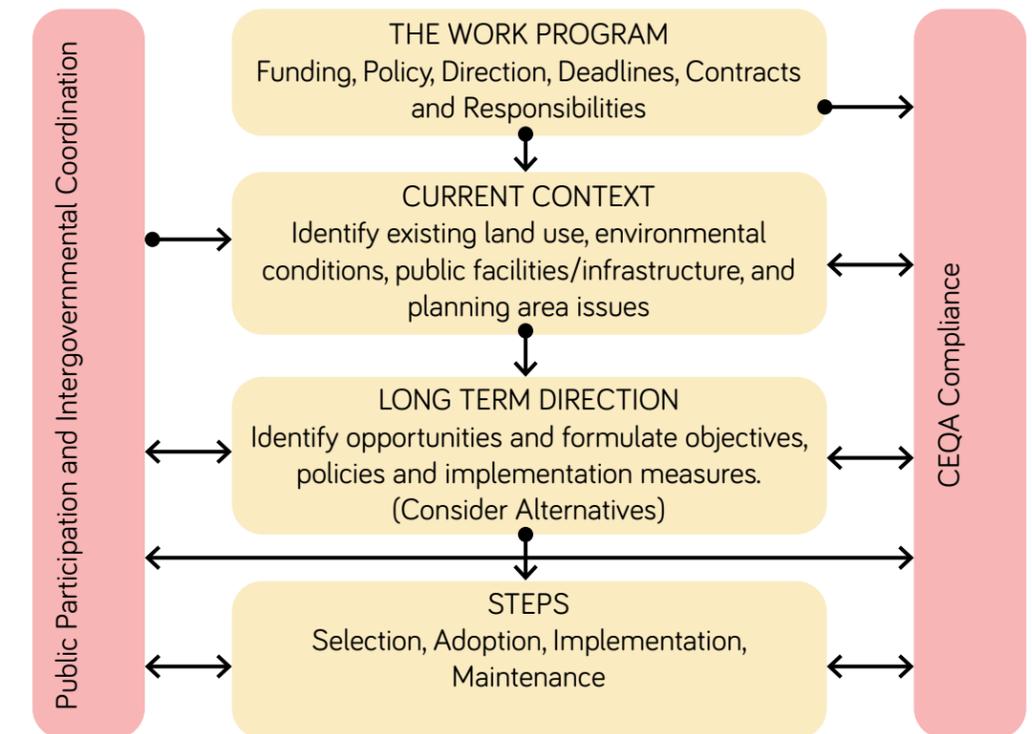
Specific Plans, Area Plans, and Corridor Plans focus on a particular area and its unique needs. They place a set of regulations and zones on top of the underlying zoning in order to achieve a particular set of goals. They may go into detail about desired uses and development standards in an area. These types of plans can help pave the way for implementing particular kinds of development, gathering community input, setting out programming and goals, and proposing design elements. For converting non-residential uses to residential, agencies typically need to adopt a Specific Plan and a General Plan amendment together. Specific, Area, and Corridor Plans must conform to the General Plan, so that document must be amended if the proposed uses are not already permitted.

STEP - BY - STEP PROCESS



Pass, adopt, and implement the plan as part of the City's General Plan, by resolution or ordinance. This is often done concurrently with a General Plan amendment.

PLAN PROCESS DIAGRAM



EXAMPLES / RESOURCES

- o Mixed-Use Masterplan
https://ci.carson.ca.us/content/files/pdfs/planning/carson_street_master_plan.pdf
- o Artesia LIVE Specific Plan
<https://www.cityofartesia.us/DocumentCenter/View/4751/Artesia-Live-Specific-Plan---MASTER-FINAL---reduced?bidId=>
- o A Planner's Guide to Specific Plans
<https://californiareleaf.org/wp-content/uploads/2019/06/OPR-A-Planners-Guide-to-Specific-Plans.pdf>

CATEGORY 2 INCENTIVIZE RESIDENTIAL INFILL AND MIXED-USE

- 1 PARKING INCENTIVE/AMENDMENT ● ● ● ●
- 2 FLEXIBLE DEVELOPMENT STANDARDS OR DEVELOPMENT INCENTIVES FOR DENSITY, HEIGHTS, AND SETBACKS ● ● ● ●
- 3 STREAMLINED OR EXPEDITED REVIEW PROCESS ● ● ● ●



Incentivize Residential & Mixed-Use

AGENCY ROLE



Facilitator

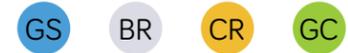
SCALE/SCOPE

Technical approach
New regulation

USE THIS TOOL WHEN

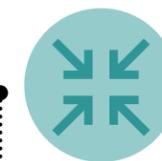
Site(s) can be made more attractive for redevelopment to residential by reducing the minimum parking requirement standards to support more compact densities.

PARKING INCENTIVE/ AMENDMENT



Cities can amend their parking regulations in order to lower the required number of stalls for mixed-use and residential development infill urban areas. This is especially helpful for sites with narrow or otherwise challenging dimensions, allowing the developer to provide more housing. Reducing parking requirements can also discourage car dependency. This works particularly well on sites that are located along transit lines. Reduced parking requirements may be included in a larger package of flexible development standards, coupled with density bonuses, transit-oriented development incentives, or affordable housing incentives, or embedded within a specific or corridor plan.

STEP - BY - STEP PROCESS



Consider parameters such as proximity to transit, provision of affordable housing etc., under which parking requirements for new housing may be reduced.



Draft an ordinance enacting the proposed changes to the zoning code.



Pass, adopt, and implement the ordinance.

EXAMPLES / RESOURCES

- o San Mateo County
<https://homeforallsmc.org/toolkits/reduced-parking-requirements/>

SAMPLE POLICY LANGUAGE

Source: Integrating Infill Planning in California's General Plans: A Policy Roadmap Based on Best-Practice Communities (Center for Law, Energy, & the Environment, UC Berkeley School of Law).
https://www.law.berkeley.edu/files/CLÉE/Infill_Template_--_September_2014.pdf

CHANGE PARKING STANDARDS TO REFLECT INFILL IMPACTS ON PARKING DEMAND

Improved parking policies in infill areas can reduce developer costs and increase developable space and incentives to diversify transportation modes. Key policies include parking pricing reforms that reflect market forces; reduced parking minimums for new developments and the consideration of parking maximums in severely congested areas; flexible means of meeting parking requirements such as shared parking between daytime businesses and surrounding residential properties, stacked parking and in-lieu parking impact fees; and replacing vehicle parking with alternative-mode parking. These policies may be most appropriate for areas served by high frequency transit and/or pedestrian and biking facilities. Note that under SB 743 (Steinberg, 2013), parking impacts from residential, mixed-use residential, or employment center projects on an infill site within a transit priority area shall not be considered significant and therefore require CEQA review or mitigation.

SAMPLE GENERAL PLAN LANGUAGE

Sample Goal: [the city or county] maintains a balance between providing an adequate supply of parking to serve new growth and existing needs while avoiding excessive supplies that discourage transit ridership and disrupt the urban fabric.

Sample Policies:

- [The city or county] shall comprehensively manage parking and parking policies to address [infill; vehicle use; pedestrian, bicycle, and transit travel; housing affordability; congestion management and air quality] goals.
- [The city or county] shall allow reduced and flexible parking requirements for new mixed-use developments and for developments that provide shared parking, alternative transportation infrastructure, and/or a comprehensive TDM program, or developments [located near major transit hubs or within transit priority areas].

Implementation Measures:

- Undertake a parking survey to catalog existing parking policies in [all zoning designations, infill priority areas], understand the impact of these policies on developers, residents, and visitors; and identify areas with excess parking.
- Based on the findings of the parking survey, [promulgate a parking management plan, reforming parking pricing, or revise parking standards in zoning codes].
- [Annually] monitor the effect of parking policies and report outcomes to [the City Council/County Board of Supervisors].

SPECIFIC PARKING POLICIES

Balance parking supply and demand by increasing parking prices, offering unbundled parking alternatives, and enforcing employer “parking cash-out programs”:

Many communities begin parking pricing reforms by establishing a desired ratio between parking supply and demand, typically at about 85% (i.e. about 1 in 8 parking spots vacant during peak hours). Unbundled parking policies allow developers to unbundle parking from units to allow residents to pay for parking only when they need it. Market-rate and unbundled parking policies have often been used in concert with residential street parking permit programs to control demand spillover. Certain employers are mandated by Cal. Health and Safety Code §43845 to offer employees cash subsidies to reduce personal vehicle use and local governments should assist with implementation of this law.

Sample Policies:

- [The city or county] shall adopt “market-based” public parking pricing standards to increase public parking fees [in infill priority areas, transit-oriented developments, downtown, neighborhood cores] to balance supply and demand [with the goal of maintaining 85% space occupancy throughout peak use hours].
- [The city or county] shall consider revisions to the Residential Parking Permit program that make more efficient use of the on-street parking supply.
- [The city or county] shall unbundle the provision of parking so that occupants can choose to rent or buy parking spaces separate from housing or commercial unit rental or purchase.

- [The city or county] shall adopt by ordinance or resolution a penalty [or other mechanism] that ensures employers in the jurisdiction are in compliance with employee parking cash-out programs required by Cal. Health and Safety Code §43845 and establish notice and appeal procedures in compliance with this law.

REDUCE OR ELIMINATE PARKING MINIMUMS:

Building parking for residential and commercial units can be expensive, so reducing per-unit parking requirements (and simultaneously allowing unbundled parking) can dramatically improve the economics of infill projects.

Sample Policies:

- [The city or county] shall create parking standards that consider reduced demand in [infill priority areas] due to access to transit and alternative transportation mode infrastructure.
- In [infill priority areas], [the city or county] shall permit parking up to [X spots per unit].²⁶
- [The city or county] shall exempt former commercial and industrial buildings that are converted to residential units from parking minimums.

ESTABLISH PARKING MAXIMUMS

Planners should consider establishing parking maximums in highest-density areas. However, these policies are often controversial and may benefit from detailing in area, community, or specific plans.

Sample Policy:

[The city or county] shall consider establishing parking maximums in [infill priority areas] during the development of area, community, or specific plans.

Allow parking flexibility through creating exemptions for shared parking, carpooling programs, and stacked parking, incorporating street parking in parking minimums, and allowing the alternative of paying in lieu fees to a public parking district. Flexible parking requirements allow developers to use creative means of meeting parking minimums.

Sample Policies:

- [The city or county] shall adopt parking standards that offset unit parking requirements based on flexible parking arrangements and availability of walking, bicycling, and transit infrastructure.
- [The city or county] shall provide incentives for shared parking arrangements with the public and between private uses.
- [The city or county] shall allow developments to meet parking minimums by paying in lieu fees to public parking districts.

REQUIRE PARKING FOR MOTORCYCLES, BICYCLES, COMPACT CARS, CAR SHARES, AND ALTERNATIVE FUEL VEHICLES.

Many communities are starting to require alternative-mode parking for residential and commercial units.

Sample Policies:

- [The city or county] shall support alternative vehicle transportation modes as a means to reduce overall demand for parking by ensuring that [bicycles, motorcycle, compact cars, car-sharing vehicles, and alternative fuel vehicles] parking is available and accommodated in new development.
- [The city or county] shall require new developments [over 50 units] to [offer at least one parking space to a car-sharing organization for the right of first refusal].
- [The city or county] shall require parking for bicycles [at a ratio of one space per two units for buildings with 50 units or fewer, and one space per four units for buildings with greater than 50 units] and throughout public spaces.

CREATE INCENTIVES FOR DEVELOPERS AND EMPLOYERS TO OFFER TRANSIT PASSES.

Communities can offer parking minimum exemptions to multi-family housing developers and large employers that provide free or reduced-price transit passes.

Sample Policy:

[The city or county] shall offer incentives for major employers and residential complexes to provide free or reduced price transit passes.

AGENCY ROLE



Facilitator

SCALE/SCOPE

Technical approach
New regulation

USE THIS TOOL WHEN

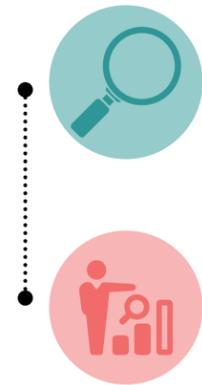
Site(s) can be made more attractive for redevelopment to residential by providing density or height bonuses or reductions in setbacks etc.

FLEXIBLE DEVELOPMENT STANDARDS OR DEVELOPMENT INCENTIVES FOR DENSITY, HEIGHT AND SETBACKS



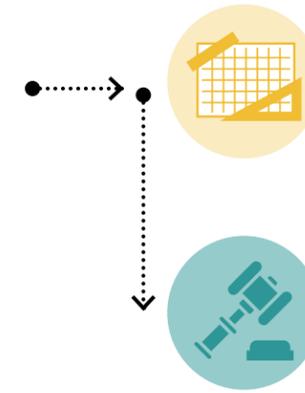
Agencies may add flexible development standards to their code, allowing developers to apply for variations with multi-family developments as incentives for meeting other city or community goals (such as open space, affordability, etc.). Standards may include flexibility in building height, setbacks, number of units, unit size, and parking requirements. Flexible standards can also be built into Specific Plans to promote infill development that is sensitive to the local neighborhood context.

STEP - BY - STEP PROCESS



Review existing development standards and identify changes that will encourage density and growth in targeted locations. Review California's Density Bonus Law, as State incentives generally trump local development standards when the two conflict.

In the case of a development incentive that rewards affordable housing, consider a feasibility study to analyze the efficacy of the proposed incentives. It can verify whether the proposed development incentives create a sufficient net profit for the developer against the added cost of affordable units.



Draft an ordinance enacting the proposed changes to the zoning code and General Plan.

Pass, adopt, and implement the new standards and incentives.

EXAMPLES / RESOURCES

- o Code example from the City of Alhambra.
https://codelibrary.amlegal.com/codes/alhambra/latest/alhambra_ca/0-0-0-108626
- o California Density Bonus Law.
<https://www.realestatelegalupdate.com/2022/02/articles/real-estate-u-s/california-appeals-court-affirms-state-density-bonus-law-trumps-local-zoning-rules/>

AGENCY ROLE



Facilitator

SCALE/SCOPE

New regulation

USE THIS TOOL WHEN

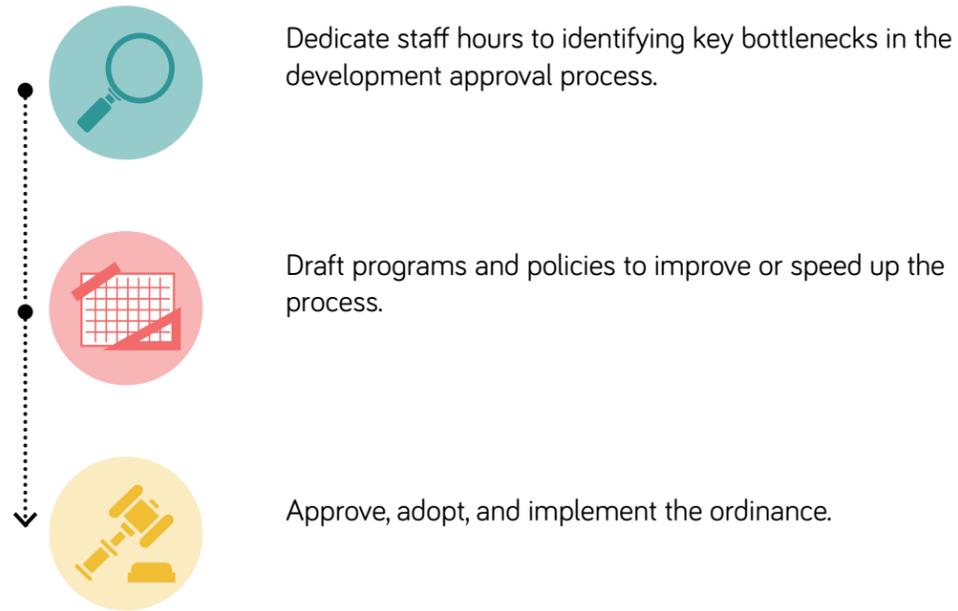
Site(s) can be made more attractive for redevelopment to residential by minimizing time taken in entitlement and any discretionary review processes.

STREAMLINED OR EXPEDITED REVIEW PROCESS



One hurdle for many residential developments is the time taken to properly entitle a project. Lengthy processes may drive up costs for developers. Some agencies have instituted programs that streamline certain aspects of the process. This may include a streamlined Development Review Committee that can provide quick and early input on a proposed project from every relevant department. Agencies may also institute a Uniform Plan Check Turnaround that requires all departments to return plan review comments on the same day.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o Streamline Riverside Program
<https://www.riversideca.gov/buildriverside/#streamline>
- o State law SB 7 lowers the threshold for residential projects that qualify for streamlined CEQA processes. This includes projects that are infill, have at least 15% affordable units, and involve a capital investment of \$15 million or more.
<https://sd39.senate.ca.gov/news/20210520-governor-newsom-signs-senate-leader-atkins%E2%80%99-sb-7-restore-expand-ceqa-streamlining>

SAMPLE POLICY LANGUAGE

Source: Integrating Infill Planning in California's General Plans: A Policy Roadmap Based on Best-Practice Communities (Center for Law, Energy, & the Environment, UC Berkeley School of Law). https://www.law.berkeley.edu/files/CLEE/Infill_Template_--_September_2014.pdf

CREATE AN OMNIBUS POSITION FOR EARLY PROJECT REVIEW WITH COORDINATED OUTREACH DURING PROJECT DEVELOPMENT

SAMPLE GENERAL PLAN LANGUAGE

Sample Goals: Developers are able to access sufficient information regarding the permitting processes required in infill priority areas early in the development process and can avail themselves to planning agency staff to assist with the coordination of permit reviews and [city or county] infrastructure development planning.

Sample Policy: [The city or county] shall consider establishing a position of infill program coordinator, either as a staff position or through contract, to coordinate infill development permitting activities and to assist in the implementation of infill incentives and planning programs.

Implementation Measures: Create a new position for [city or county] Infill Coordinator within the [City Manager's Office]. The Infill Coordinator position will serve to promote and market infill development, assist infill projects through the development process, identify infill project issues and coordinate issue resolution, and implement various infill incentive programs.

CATEGORY 3 MINIMIZE PHYSICAL CHALLENGES

1 LOT CONSOLIDATION INCENTIVES ●●



Minimize Physical Challenges

AGENCY ROLE



Facilitator

SCALE/SCOPE

New regulation

USE THIS TOOL WHEN

Combining several smaller commercial sites in an area or corridor could create viable and attractive redevelopment opportunities.

LOT CONSOLIDATION INCENTIVES ●●

Agencies can encourage the combining of smaller lots to provide a larger development parcel that can generate more units, increase revenue potential and also make development more feasible overall. This can expand the types of residential development that is possible on tight infill sites such as gas stations and commercial strip centers, and encourage the use of other incentives like affordable housing bonuses. Incentives may include waiving fees, allowing flexible development standards, a streamlined process, and lower parking requirements.

STEP - BY - STEP PROCESS



Dedicate staff hours to research whether lot consolidation would be useful, given the city's context and existing size, and location of parcels for redevelopment. Investigate the best types of incentives to encourage consolidation.



Draft a zoning amendment that specifies regulations, requirements, and incentives for lot consolidation.



Adopt and implement the amendment.

EXAMPLES / RESOURCES

- o City of San Clemente Lot Consolidation Zoning Amendment.
<https://www.san-clemente.org/home/showdocument?id=58994#:~:test=ln%202018%2C%20City%20Council%20initiated,housing%20units%20in%20the%20city>
- o More information on lot consolidation can be found on the California Department of Housing and Community Development's website
<https://hcd.ca.gov/community-development/building-blocks/site-inventory-analysis/analysis-of-sites-and-zoning.shtml>

SAMPLE POLICY LANGUAGE

Source: Integrating Infill Planning in California's General Plans: A Policy Roadmap Based on Best-Practice Communities (Center for Law, Energy, & the Environment, UC Berkeley School of Law).
https://www.law.berkeley.edu/files/CLÉE/Infill_Template_--_September_2014.pdf

CREATE INCENTIVES FOR SMALL PARCEL DEVELOPMENT AND LOT ASSEMBLY

Many promising infill areas contain small and odd-shaped parcels that are difficult to redevelop. Cities and counties should consider differential development requirements for small lots, as well as entitlement expedition and density and other bonuses for lot assembly. Special pre-established development variance processes may be the most effective means to spur small-lot development. Local governments can reduce permit fees for developments under a parcel size or unit number maximum as well as temporarily hold properties while assembly permits are reviewed and granted.

SAMPLE GENERAL PLAN LANGUAGE

Sample Goal: The development of small and non-standard shape parcels in [infill priority areas] is as simple and easy as standard size and shape parcels in the same zoning designation.

Sample Policies:

- [The city or county] shall eliminate minimum lot size requirements for [townhomes, condominiums, and other multifamily residential units [that meet explicitly-stated predefined design standards].
- [The city or county] shall support the [development of/assembly of] smaller parcels to encourage infill development that supports community development priorities.
- [The city or county] shall create development variances and design guidance for small lots [below existing minimum developable sizes or other non-standard development requirements] to enable the construction of townhomes [in infill priority areas] that support community development priorities.
- [The city or county] shall explore options for incentivizing parcel assemblage in [infill priority areas], such as by offering density bonuses and other incentives to developers of lots that, once consolidated, are larger than [20,000 sq. ft.].

CATEGORY 4 PROMOTE GOOD URBAN DESIGN

- 1 SMALL INFILL SITE DESIGN GUIDELINES ● ●
- 2 URBAN DESIGN STANDARDS ● ●



AGENCY ROLE



Facilitator

SCALE/SCOPE

New regulation
Technical approach

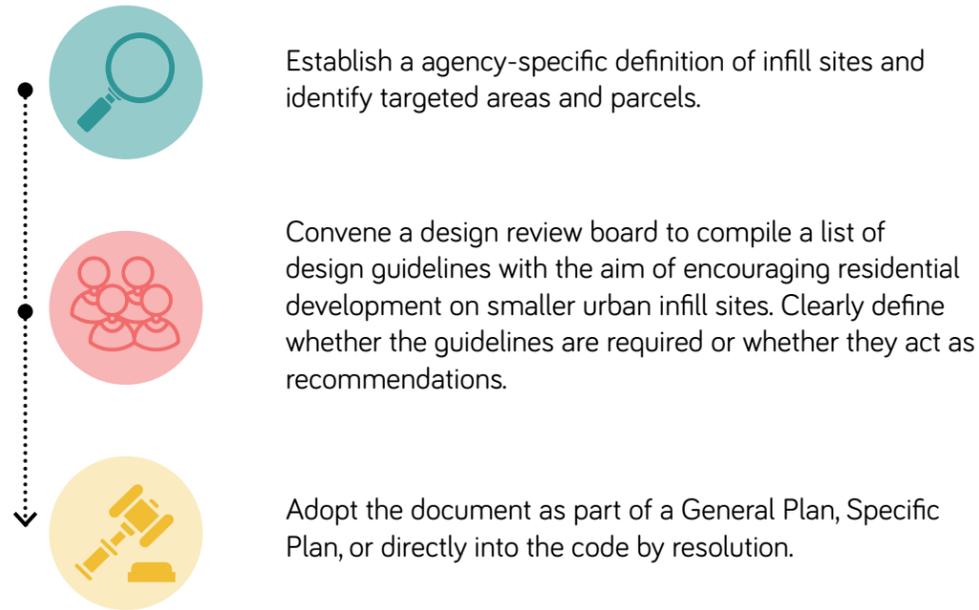
USE THIS TOOL TO

Provide direction and guidance on best practices and appropriate design measures for redevelopment on tight urban infill areas.

SMALL INFILL SITE DESIGN GUIDELINES GS CR

Infill Site Design Guidelines are a specific type of design standards targeted at redevelopment of parcels in urban areas. These can be particularly useful for site conversions to residential use by providing strategies and tools to integrate housing density on small sites. Infill Site Design Guidelines are typically limited to a focus area or corridor and often include recommendations for design that conforms to existing context and local architectural styles.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o The City of Los Angeles Small Lot Design Guidelines provide guidance for site planning to address practical spatial requirements while simultaneously creating high-quality environments

<http://urbandesignla.com/resources/docs/SmallLotDesignGuidelines/lo/SmallLotDesignGuidelines-CH03.pdf>

AGENCY ROLE



Facilitator

SCALE/SCOPE

New regulation
Technical approach

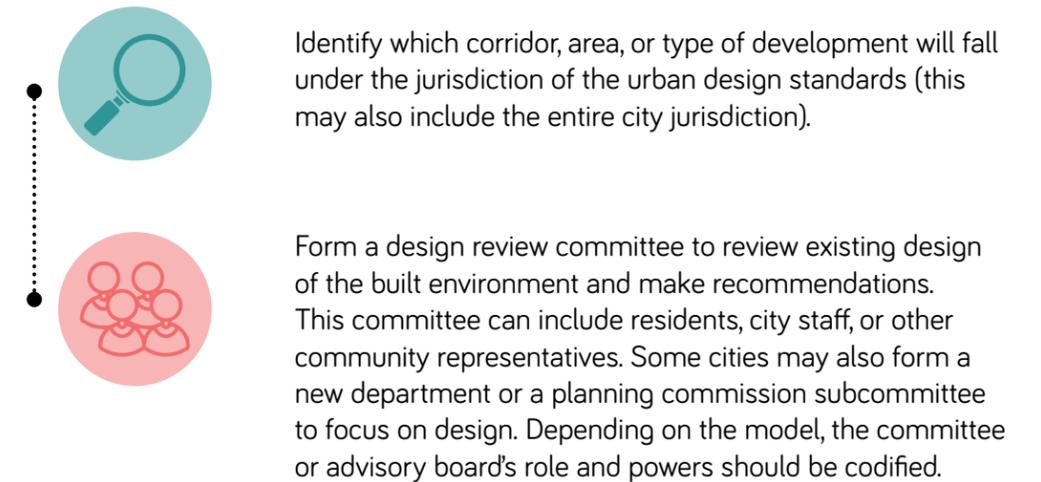
USE THIS TOOL TO

Provide direction and guidance on integrating redevelopment on infill sites into the existing community fabric or existing site context.

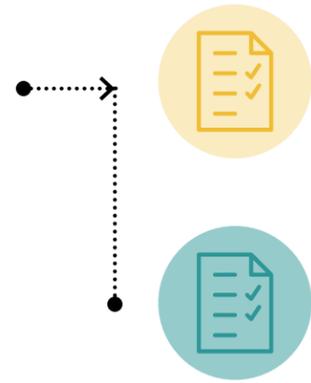
URBAN DESIGN STANDARDS GS CR

Urban Design Standards can provide guidance on specific requirements or best practices to ensure that redevelopment of sites to residential is done in a context-sensitive manner and respects the desired community character. An agency may consider urban design standards for Specific Plans focused on areas with opportunity sites conversion, or the standards may be a separate document that can apply to multifamily housing as a typology. Standards can also streamline design and review processes by providing clear guidance on setbacks, massing, architectural styles and materials, and landscape requirements.

STEP - BY - STEP PROCESS



Promote Good Urban Design



Establish a document outlining design best practices and recommendations, including illustrations and a detailed description of whether the standards are requirements for plan approval or whether they act more as guidelines.

Outline a review process for new projects to assess conformance to the design standards. This may culminate in a formal recommendation of approval or disapproval to the city council.

EXAMPLES / RESOURCES

- o Sunnyvale, CA has a comprehensive set of design standards, guidelines, and specific plans. Their high density residential guidelines explicitly apply to high density residential zones and residential development in commercial districts. The document also includes a discussion of mixed use developments and minimizing design conflicts between different uses, particularly in street frontages, parking, building form, landscaping, and architecture.

<https://sunnyvale.ca.gov/civicax/filebank/blobdload.aspx?BlobID=22828>

- o City of Santa Barbara Infill Design Guidelines

https://www.santabarbaraca.gov/SBdocuments/advisory_groups/Historic_landmarks_commission/archive/2016_archives/03_staff_reports/2016-11-02_november_2_2016_draft_HLC_Recommended_infill_design_guidelines.pdf

CATEGORY 5 REDUCE DEVELOPMENT RISK

- 1 PROGRAM EIRs ● ● ● ●
- 2 STREAMLINED IN-LIEU FEES/DEVELOPMENT IMPACT FEES FOR IMPACT MITIGATIONS ● ● ● ●
- 3 DISTRICT-WIDE TRAFFIC IMPACT STUDIES ● ● ● ●
- 4 POLLUTION INSURANCE ● ● ●



AGENCY ROLE



Facilitator

SCALE/SCOPE

Technical approach
Streamlining
Case-by-case

USE THIS TOOL WHEN

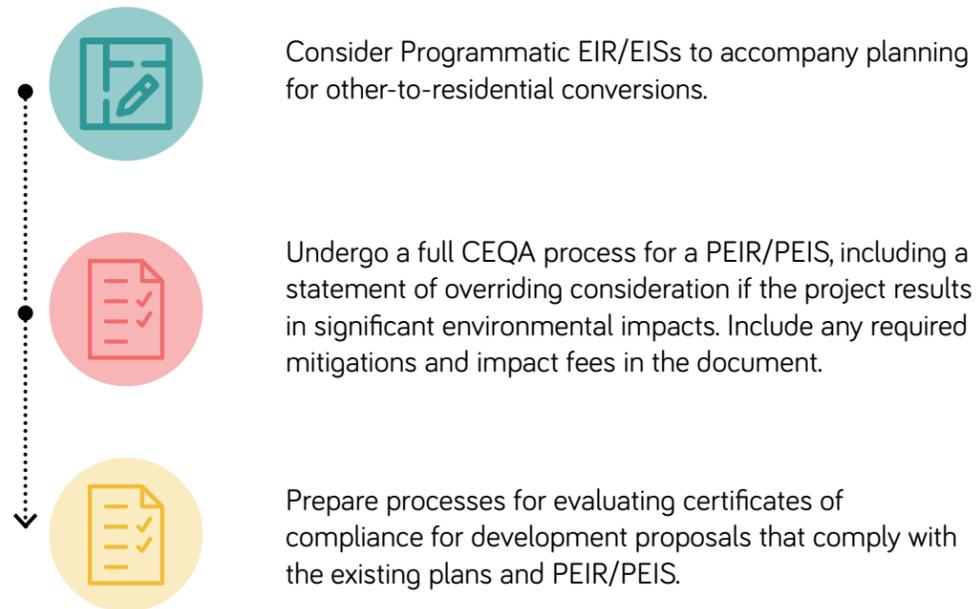
Area-wide program EIRs for change of use or intensity can speed up the entitlement process and timelines, and reduce risk for individual redevelopment projects.

PROGRAM EIRs



Programmatic EIR/EISs (PEIR/PEIS) can be prepared ahead of development for an Area Plan, Specific Plan, or Corridor Plan that includes potential sites for residential conversion. The PEIR/PEIS describes the relevant CEQA thresholds and environmental impacts anticipated by the planned land uses in the area. This may smooth the way for developers who must only comply with the existing PEIR/PEIS and get a certificate of compliance, adds certainty to the process, and saves time and cost that would have been spent preparing an independent EIR for individual sites.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o The Fullerton Plan Program EIR
<https://www.cityoffullerton.com/government/departments/community-and-economic-development/planning-zoning/general-plan/final-program-eir/-folder-229>

CEQA EXEMPTIONS

Source: Integrating Infill Planning in California's General Plans: A Policy Roadmap Based on Best-Practice Communities (Center for Law, Energy, & the Environment, UC Berkeley School of Law).
https://www.law.berkeley.edu/files/CLÉE/Infill_Template_--_September_2014.pdf

Communities should incorporate considerations of statutory CEQA exemptions and the requirements for plan-level EIRs when determining highest priority infill areas and projects. Often, these exemptions require the preparation of an environmental impact report at the plan level, which the project-level EIR can “tier” from so long as impacts have not changed significantly. Several types of small infill prioritization preparation projects are categorically exempt from CEQA, such as sidewalk improvements and new bicycle lanes on existing right-of-ways (§15304). CEQA also contains a categorical exemption for low impact infill development projects. New legislation created CEQA exemptions through SB 375 (Steinberg, 2008), SB 226 (Simitian, 2011), and SB 743 (Steinberg, 2013), summarized below.

SUSTAINABLE COMMUNITIES STRATEGIES (SB 375)

SB 375 (Steinberg, 2008) seeks to reduce vehicle miles traveled (VMT) and greenhouse gas emissions by connecting long-range transportation planning and local land use planning in a regional plan known as a sustainable communities strategy. Specifically, the sustainable communities strategy becomes a chapter within a regional transportation plan. To encourage development that is consistent with a sustainable communities strategy, SB 375 provides “transit priority projects” a quicker path through the environmental review process. Transit Priority Projects meeting certain criteria may be exempt from CEQA altogether. (See Public Resources Code Section 21155.1.) Other projects may use a streamlined review process called a sustainable communities environmental assessment. (See Public Resources Code Section 21155.2.) Even projects that require an additional EIR may avoid further analysis of climate change and regional transportation impacts. (See Public Resources Code Section 21159.28.)

Local governments can enable the use of the SB 375 CEQA streamlining provisions in several ways. First, local governments can prepare local plans that are designed to ensure consistency with the sustainable communities strategy. Second, local plans, and environmental review for such plans, can be used to establish the criteria described in the SB 375 exemption, as well as address cumulative impacts that can further streamline use of a sustainable communities environmental assessment. Third, since Transit Priority Projects must meet certain density and floor area ratio criteria, a local government can ensure that its zoning accommodates such densities, particularly near transit stations.

INFILL STREAMLINING (SB 226)

SB 226 (Simitian, 2011) streamlines environmental review under CEQA for certain infill projects. The rules governing that streamlined process are contained in Public Resources Code Section 21094.5 and CEQA Guidelines Section 15183.3. Under the rules, effects of an infill project that have already been analyzed in connection with a planning level decision, such as a general plan or zoning code, do not need to be analyzed again for each individual project. Only impacts that have not been previously considered, or are worse than previously analyzed, would need to undergo new environmental review. Even impacts that have not been previously considered will not require new environmental review if local development policies, such as traffic impact fees and construction noise ordinances, substantially mitigate those effects. Under these rules, after completing a checklist to determine eligibility, many infill projects may not need to do any additional CEQA review at all. Infill projects that satisfy performance criteria, primarily related to vehicle use, may be eligible to use this streamlined process. More information about the performance standards and streamlined process under SB 226 is available on OPR’s website.

Local governments can enable use of the SB 226 streamlining in several ways. Detailed and comprehensive environmental reviews will enable the most project streamlining. Therefore, plans that specifically address infill in desired locations will mean less analysis for individual projects. Further, adoption of local development policies that address common environmental issues, such as noise ordinances and climate action plans, will reduce the amount of analysis at the project level. Local governments and metropolitan planning organizations can also facilitate use of SB 226 streamlining by producing maps that clearly delineate areas eligible for streamlining (i.e., near transit stations and in areas with low vehicle miles traveled).

STREAMLINING TRANSIT-ORIENTED DEVELOPMENT (SB 743)

SB 743 (Steinberg, 2013) streamlined the environmental review process for transit-oriented development. First, it removed parking and aesthetics as environmental considerations in urban infill areas within transit priority areas. Second, it modernized the analysis of traffic impacts within transit priority areas and potentially statewide. Third, it expanded an exemption for projects in areas covered by a specific plan for which an environmental impact report has already been prepared. Additional information about SB 743 is available on OPR’s website.⁸⁸ Local governments can enable use of SB 743’s streamlining provisions in several ways. First, they can prepare specific plans for areas within ½ mile of a transit station and ensure that such plans are consistent with a sustainable communities strategy to ensure eligibility for the CEQA exemption. Second, local government can ensure that local zoning allows residential, commercial and mixed use projects within ½ mile of major transit stops. Third, they can update parking and design guidelines so that parking and aesthetics issues do not remain barriers at the local level. Note that SB 375 and SB 226 can be used together. SB 375 applies to both cities and counties, while SB 226 exemptions are only available in areas within city boundaries.

AGENCY ROLE



Facilitator

SCALE/SCOPE

New regulation
Streamlining
Technical approach

USE THIS TOOL TO

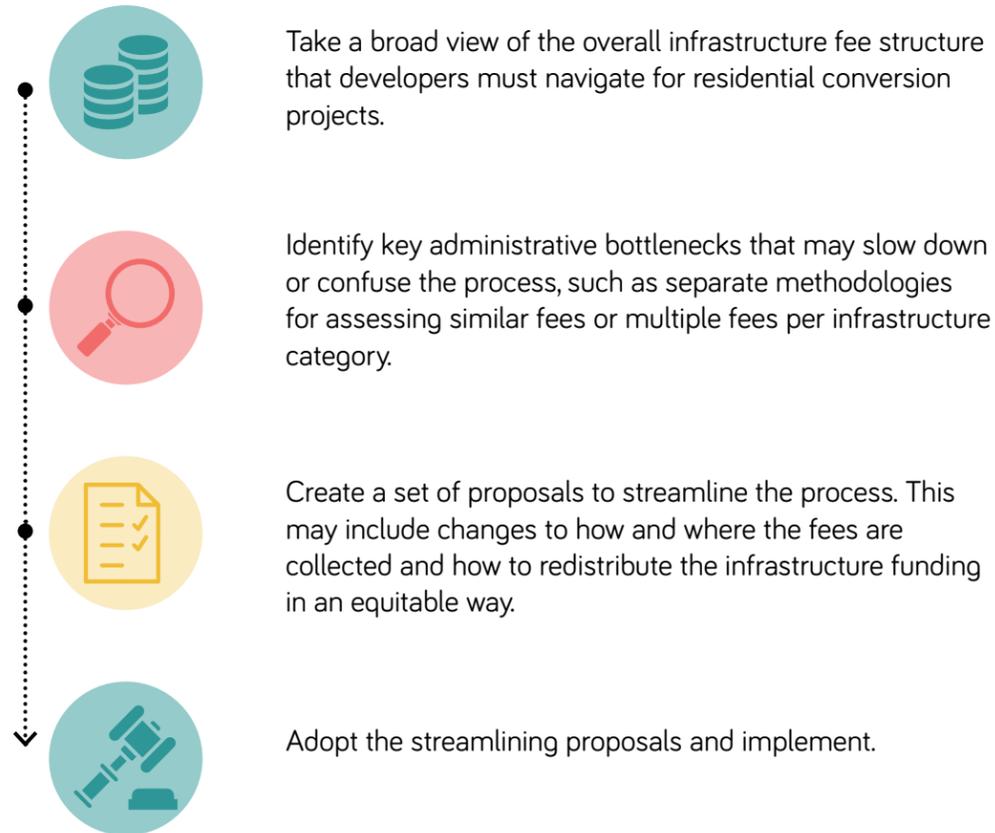
Make redevelopment of sites attractive by reducing uncertainty on development timelines through a streamlined in-lieu fee process.

STREAMLINED IN-LIEU FEES/ DEVELOPMENT IMPACT FEES FOR IMPACT MITIGATIONS



Agencies can implement more consistent and equitable development fee structures. This may include adopting a single methodology for calculating fees, making fees uniform across different areas of the agency, and distributing them more fairly where infrastructure is old or insufficient. New fee structures may be able to favor infill development through new incentives, further aiding the conversion of non-residential parcels into housing.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

o In 2014, Sacramento embarked on a sweeping reform of its development fees system. The city had found that its previous structure was costly to city administration and developers, imposed an unfair burden on infill projects, and was limiting economic development. In addition, the fees were highly dependent on location. Their solution involved (1) a uniform process for all fees, (2) a more predictable and affordable fee structure, (3) incentive structures to favor infill projects, and (4) a fee estimation service.

https://ternercenter.berkeley.edu/wp-content/uploads/2020/10/Development_Fees_Sacramento.pdf

o San Diego Complete Communities - Cities can streamline their infrastructure fees through programs like San Diego's Complete Communities program. This program helps the city organize its fee structure so that there is a flat fee across the city that goes into a single pot. Previously, there were separate fees for every neighborhood of the city and two different methodologies for calculating them. This program allows the more equitable distribution of fee revenue to where it is most needed. It also scales the fee depending on unit size (square footage instead of number of units).

<https://www.sandiego.gov/sites/default/files/cc-fact-sheet-infra-structure-now.pdf>

AGENCY ROLE



Facilitator

SCALE/SCOPE

New regulation
Streamlining

USE THIS TOOL WHEN

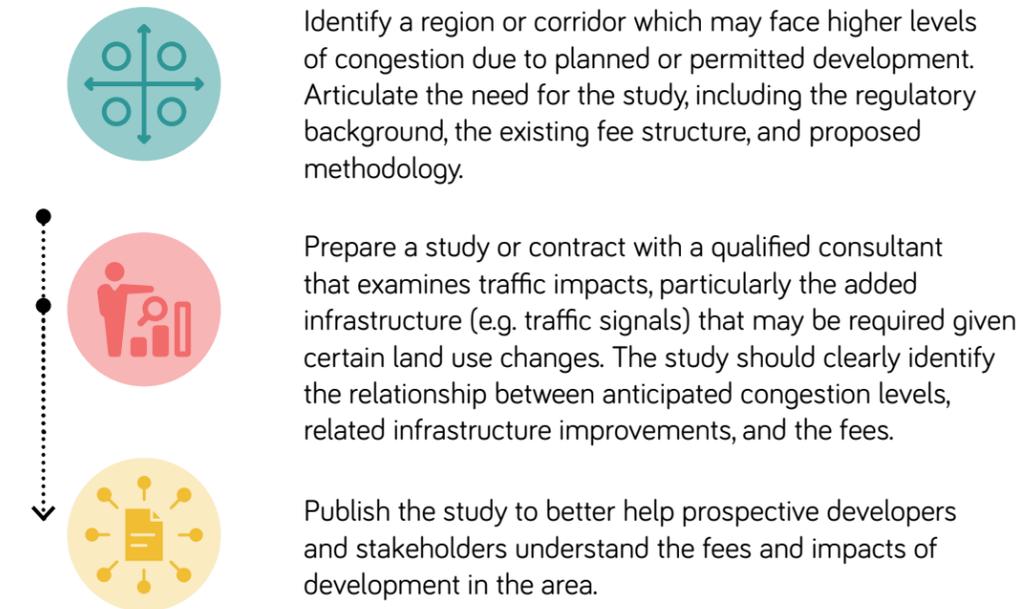
Streamlined impact fees for traffic impacts from new development can create more efficient entitlement processes for site conversion, such as for existing underutilized commercial sites next to State freeway infrastructure.

DISTRICT-WIDE TRAFFIC IMPACT STUDIES

GS BR CR GC

Agencies can conduct traffic studies along busy corridors or within Specific or Area Plans. This allows them to anticipate the impacts of planned development ahead of time. It also lays out the exact fees that development on a certain parcel within the study area will incur. The prepared studies can increase transparency and certainty for developers, while also reducing costs and administrative work down the line.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o City of Monrovia
<https://www.cityofmonrovia.org/home/showpublisheddocument/20999/637032131326270000>

AGENCY ROLE



Facilitator

SCALE/SCOPE

Technical approach
New program

USE THIS TOOL TO

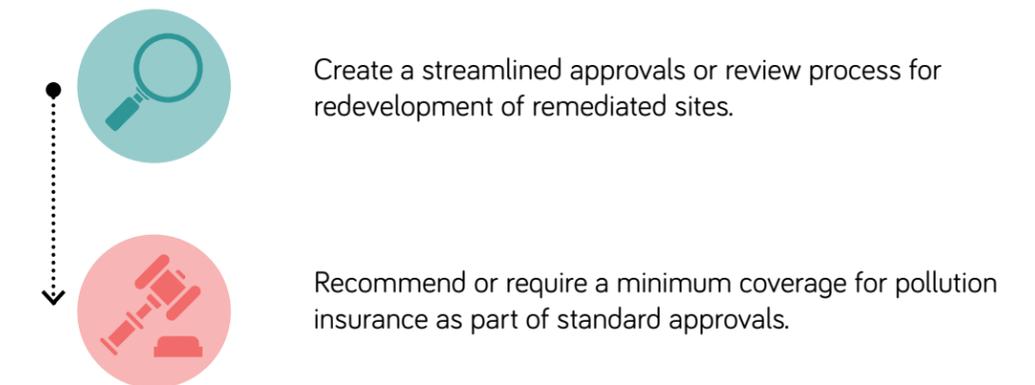
Protect brownfield redevelopment projects from unforeseen costs and delays due to undetected contamination that could stall redevelopment efforts.

POLLUTION INSURANCE

GS BR CR

Former industrial, commercial, or gas station sites may require environmental assessments and remediation due to contamination on the site. Developers taking up vacant properties for new uses might find that even on remediated sites, undetected contamination or insufficient prior cleanup efforts create environmental challenges to redevelopment. On brownfields in particular, the extent of the contamination may be greater than expected, causing delays to construction and adding significant cost. Pollution insurance can help the developer guard against this added risk. There are tailored pollution insurance plans which cater to brownfields and protect against liability for existing, unknown contamination. An agency choosing to conduct remediation on its own should consider pollution insurance to protect against unexpected cleanup costs. Agencies may also choose to recommend or require pollution insurance as part of the approval process for redevelopment on known brownfield sites to ensure projects are not halted by unknown contamination.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o EPA Fact Sheet on Environmental Insurance
<https://www.epa.gov/sites/default/files/2015-09/documents/insurance.pdf>
- o City of Pasadena Pollution Liability Insurance Requirements for Contractors or Consultants
<https://www.cityofpasadena.net/finance/wp-content/uploads/sites/27/Environmental-Contractors-or-Consultants.pdf>

CATEGORY 6 FACILITATE COMMUNITY INVOLVEMENT

1 LOCAL BUSINESS ASSISTANCE GRANTS AND/OR LEGACY BUSINESS PROGRAMS ● ● ●

2 PROACTIVE COMMUNITY AND STAKEHOLDER ENGAGEMENT ● ● ● ●

3 TAILORED COMMUNITY BENEFITS AGREEMENTS ● ● ● ●



Facilitate Community Involvement

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

New regulation

USE THIS TOOL WHEN

There are existing local businesses that need support to continue operations or be integrated into new development.

LOCAL BUSINESS ASSISTANCE GRANTS AND/OR LEGACY BUSINESS PROGRAMS ● GS ● BR ● CR

Local Business Assistance Grants and associated programs are a way for agencies to provide technical assistance and preserve existing businesses. This may be particularly important on commercial sites where some local businesses may wish to stay or enter into a new lease following redevelopment. The grants can be awarded based on appropriate criteria for the specific community, such as by age of the business, goods and services, location, or number of employees. Agencies can also create a registry of historic or legacy businesses and an associated fund.

STEP - BY - STEP PROCESS



Coordinate with local businesses and stakeholders to identify top needs. This may also include creating a registry of local businesses.



Formulate policy programs and funding avenues to support local, small, historic, minority-owned, and legacy businesses. This may require a city ordinance. Special provisions may be made to allow legacy businesses to begin a new, long term lease after a commercial site has been replaced with a mixed-use development.



Approve, adopt, and implement the ordinance.

EXAMPLES / RESOURCES

o San Francisco

<https://www.sfheritage.org/legacy/legacy-business-registry-preservation-fund/>

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

New regulation
Project level
Case-by-case

USE THIS TOOL WHEN

Embarking on a large-scale redevelopment project, citywide, corridor or district level planning effort to ensure community input is factored into the planning/redevelopment process.

PROACTIVE COMMUNITY AND STAKEHOLDER ENGAGEMENT

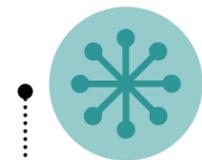
GS BR CR GC

Agencies may conduct community outreach in advance of, during, and after redevelopment projects. These efforts can help assess community attitudes toward different kinds of development and identify target areas for consideration. Some agencies set up community advisory committees to consult on all phases of a proposed plan or project. These bodies include appointed residents, business leaders, local officials, and other community leaders. This work can also be accomplished through neighborhood advisory committees, which are typically composed of resident volunteers. Other useful groups may be Business Improvement Districts or local chambers of commerce.

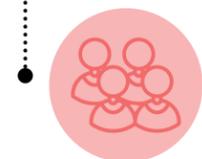
In addition, city planning departments should have rigorous procedures for garnering community feedback and engagement through surveys, mailings, digital advertisement, community meetings, and other public forums. Proactive community and stakeholder engagement can be particularly important for residential conversions because communities and local businesses likely have existing priorities and concerns for their neighborhoods.

Proactive engagement efforts should be made in low-income or gentrifying neighborhoods to avoid exacerbating socioeconomic inequalities and to foster diversity in the planning process. In situations where the underutilized or vacant site represents an opportunity for housing or economic development, relevant stakeholders should be part of the decision process in order to improve the outcomes of the final planned development.

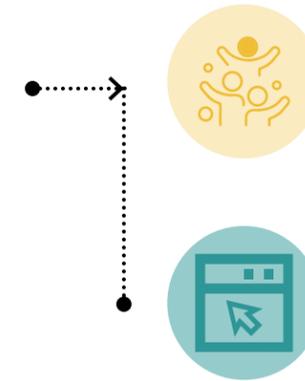
STEP - BY - STEP PROCESS



Institute rigorous community outreach procedures using traditional and digital means of communication.



Establish advisory committees through city council resolutions, enumerating the appointment process and goals of each advisory committee.



Proactively contact existing community groups and leaders who can represent their respective constituencies.

Use feedback from a variety of sources to make the best decisions about land use and site redevelopment. Continue communication through the planning and construction process. It may be helpful to set up a website or social media accounts explicitly for this type of outreach.

EXAMPLES / RESOURCES

- o City of San Bernardino.
<https://futuresb2050.com/>
- o City of South Pasadena Ad Hoc Downtown Project Advisory Committee.
<https://www.southpasadenaca.gov/government/boards-commissions/ad-hoc-downtown-project-advisory-committee>

SAMPLE POLICIES

Source: Integrating Infill Planning in California's General Plans: A Policy Roadmap Based on Best-Practice Communities (Center for Law, Energy, & the Environment, UC Berkeley School of Law).
https://www.law.berkeley.edu/files/CLEE/Infill_Template_--_September_2014.pdf

SUPPORT COMMUNITY GROUPS AS A MEANS TO SUSTAIN INFILL PRIORITIZATION GOALS

Strong neighborhood leadership groups can greatly enhance infill prioritization efforts.

SAMPLE GENERAL PLAN LANGUAGE

Sample Goal: Progress towards infill prioritization goals is guided by strong community oversight after general plan promulgation and during the development of subsequent planning efforts.

Sample Policy: [The city or county] shall develop a process by which community members are appointed and/or elected to represent their communities for [X years] in the co-development of subsequent area, community, or specific plans.

Implementation Measure: Develop by-laws, rules of formation, and other guiding documents for community organizations to continue to implement the general plan [in infill prioritization areas].

Facilitate Community Involvement

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

Project-level
Case-by-case

USE THIS TOOL TO

Integrate equitable development objectives and community priorities into redevelopment on larger-scale sites that have an impact in the neighborhood or community.

TAILORED COMMUNITY BENEFITS AGREEMENTS

GS

BR

CR

GC

Resident groups or cities can require certain concessions from the developer as a condition for approval through a Community Benefits Agreement (CBA). CBAs are legally binding and may include an agreement to retain existing commercial uses like a grocery store, local hiring and wage requirements, or investments in community projects or related amenities. These conditions or agreements can help ensure that new developments are more equitable and conscious of the surrounding community. CBAs can also be used to retain legacy businesses on the site following redevelopment or require dedication of a portion of commercial space in new mixed-use developments for small or locally owned businesses or community serving uses.

STEP - BY - STEP PROCESS



A community group or coalition of stakeholders can begin negotiating with a developer to determine what community concessions will be included in the contract. In exchange, groups involved in the CBA will support the proposed project. This usually takes place before the project has gained city approvals. In some cases, local governments may include some of the CBA items as part of a development agreement or have an active role in negotiations. However, CBAs typically lie outside of the traditional entitlements process.



Once the developers and community coalition have agreed on terms, the CBA can be adopted. The community coalition may choose to form an oversight body to ensure the terms of the agreement are met.

EXAMPLES / RESOURCES

- o A Community Coalition for Responsible Development – ACCORD
<https://cpisandiego.org/a-community-coalition-for-responsible-development-accord/>
- o DORADO OAKS TENTATIVE SUBDIVISION MAP
https://www.edcgov.us/Government/planning/Documents/Dorado%20Oaks%20DEIR_08-18-21_Z19-0005_TM18-1538_PD19-0005_DA20-0002.pdf

CATEGORY 7 GENERATE DEVELOPMENT INTEREST

- 1 OPPORTUNITY SITE INVENTORY/DATABASE ● ● ●
- 2 MARKETING OUTREACH PROGRAMS ● ● ● ●
- 3 MUNICIPAL BROWNFIELDS INVENTORY ● ●



Generate Development Interest

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

Technical approach
New program

USE THIS TOOL TO

Document and share redevelopment opportunities in the agency with a developer audience to generate interest for sites conversion.

OPPORTUNITY SITE INVENTORY/DATABASE

GS BR CR

Under state law, cities are required to incorporate an inventory of land that is suitable for residential development into their Housing Elements (Suitable Sites Inventory). These are meant to help a city match its RHNA numbers to its actual capacity for development. Most agencies filter their inventories using metrics like the current uses on the site, existence of historical or cultural resources, or age of existing structures. As a part of this requirement, or as a stand-alone initiative, cities may create specialized inventories that catalog potential residential conversions. By building and publicizing a site inventory database, cities can help developers identify good sites for investment. These databases can provide information about previous uses on the site, zoning, and possible incentives for development, highlighting the potential of certain sites. The list may be tailored to parcels that the city has prioritized for redevelopment, either because of location, adjacent uses, or access to transit. GIS may be a helpful tool in assessing land data and creating user-friendly access to site information.

STEP - BY - STEP PROCESS



Consider prioritizing infill development or conversion to residential projects in the City's Housing Element Suitable Sites Inventory.



Identify priority sites that are well-suited for residential conversion and work with property owners and developers to create a regularly updated, publicly available database that can spur greater redevelopment.

EXAMPLES / RESOURCES

- o Santa Monica's Housing Element includes a Suitable Sites Inventory that focuses on underutilized commercial sites that may be converted for residential development

<https://www.santamonica.gov/media/Housing-Element-Update-2021-to-2029/Appendix%20F%20SSI%20Report%20Clean%20Sept%202021.pdf>

SAMPLE POLICY LANGUAGE

Integrating Infill Planning in California's General Plans: A Policy Roadmap Based on Best-Practice Communities (Center for Law, Energy, & the Environment, UC Berkeley School of Law).
https://www.law.berkeley.edu/files/CLEE/Infill_Template_--_September_2014.pdf

MAKE AN INCLUSIVE LIST OF POTENTIAL INFILL PARCELS, INCLUDING BROWNFIELDS

Once broad areas have been identified and prioritized for infill, planners may then identify prime infill parcels and make an inventory publicly available. Site inventories undertaken under the California Housing Element Law⁹ may be a good starting point for creating a potential infill site inventory. A basic inventory should evaluate the former general plan categorization of each parcel, the size of the parcel, its current existing use, proximity to transit, and proximity to existing public spaces. Inventories should also identify current zoning, existing infrastructure capacity, identified development barriers such as brownfield remediation requirements, and available development incentives.

SAMPLE GENERAL PLAN LANGUAGE

Sample Goals: Developers and the public are able to easily access a transparent, accurate, and frequently updated inventory of parcels suitable for infill development.

Sample Policies:

- [The city or county] shall maintain an up-to-date inventory of vacant and underutilized parcels suitable for infill development and provide this data publicly on the Planning Office's internet website. [The city or county] shall include in this inventory all available information regarding zoning code designations, infrastructure availability, development barriers, and information on available development incentives.
- [The city or county] shall construct an inventory of brownfields in the jurisdiction and develop a plan and policies to remediate brownfield contamination in partnership with property owner, the California Department of Toxic Substances Control, and the U.S. Environmental Protection Agency.

Implementation Measures:

- Construct an inventory of infill-appropriate sites based on the community land inventory composed under the Housing Element Law, the Sustainable Communities Strategy developed for the region, and other sources, and update this inventory on [an annual basis].
- Work with relevant local and regional agencies to detail existing and future infrastructure capacities for [all parcels listed in the housing inventory; parcels in infill priority areas].
- Develop an inventory of brownfield sites in [the city or county] and work with the California Department of Toxic Substances Control to understand their development potential. Create a plan to remediate highest infill potential areas.

Generate Development Interest

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

New regulation

USE THIS TOOL TO

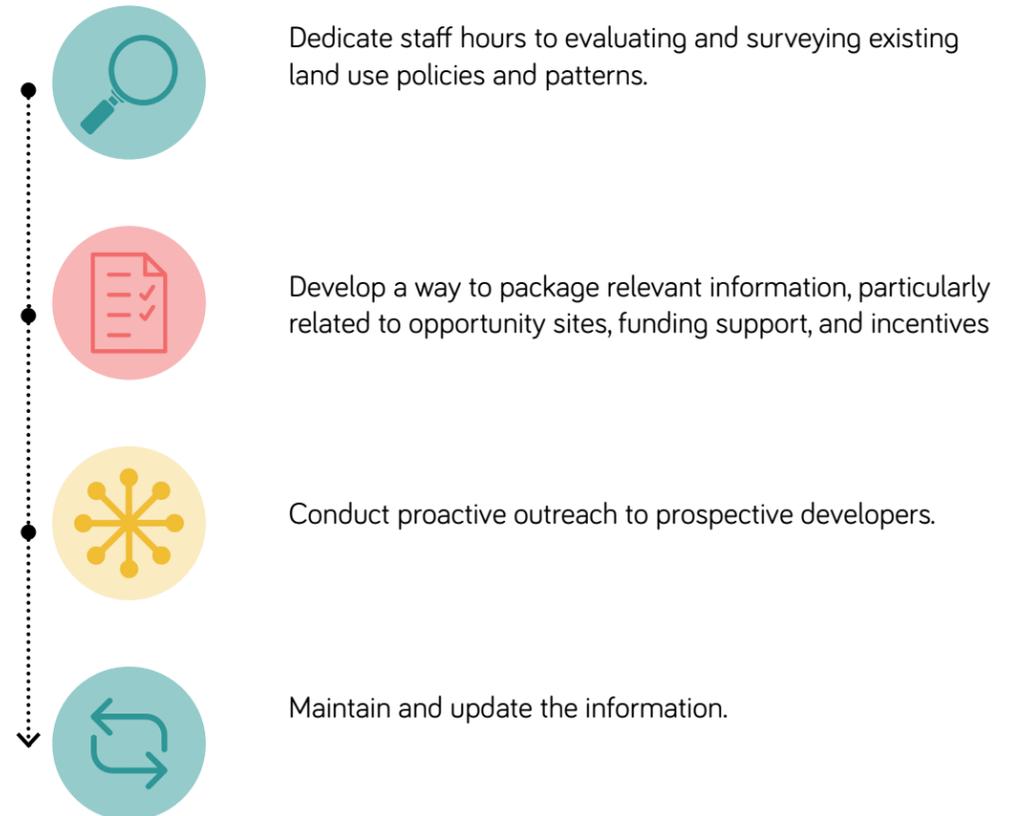
Actively broadcast available development opportunity sites, regulatory incentives, and city investments with the developer and business community to spur interest in redevelopment of sites.

MARKETING & OUTREACH PROGRAMS



Agencies may develop programs to market available properties to prospective purchasers and provide key information that would be of interest to them (e.g. available funding programs, environmental conditions of the site, investigations and cleanup activities carried out to date, underlying zoning, information about neighboring property uses). In the case of underutilized or vacant sites, marketing and outreach programs can highlight the financial opportunity to developers, who might otherwise overlook these properties.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o City of Downey Opportunity Sites from Economic Development
<https://www.downeyca.org/our-city/departments/community-development/economic-development/opportunity-sites>

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

New program
Technical approach

USE THIS TOOL TO

Create a public database of brownfields in the jurisdiction that provides transparency and showcases opportunity for redevelopment within the community.

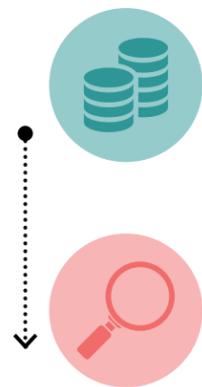
MUNICIPAL BROWNFIELDS INVENTORY

GS

BR

Inventories for brownfield sites are a good way to draw attention to the potential redevelopment of contaminated sites within an agency's boundaries. These inventories can draw heavily on existing databases. SCAG's HELPR tool can be used by local jurisdictions and professionals seeking properties for redevelopment opportunities. Properties classified as Brownfield or Superfund sites are marked as such in the data field "Type of brownfield/superfund site". DTSC's Cortese List is also an existing resource that lists hazardous waste sites in California. These tools should be supplemented by local knowledge about potentially contaminated sites or parcels previously used as gas stations or industrial plants. The research leading up to a Brownfields Inventory may encourage an agency to focus on a handful of sites that are well suited for development. If the agency conducts further environmental assessments or preliminary cleanup work, it should list those sites explicitly on a web page available to the public and developers. GIS may be a useful tool throughout this process to help track and identify parcels.

STEP - BY - STEP PROCESS



Compile an inventory of brownfield sites using existing tools, GIS, and other local information-gathering approaches.

Publish all or a selection of these sites, depending on their viability as sites for residential conversion.

EXAMPLES / RESOURCES

- o Lodi, CA maintains a separate brownfields website which includes a wealth of information about its EPA-funded assessment grants, an inventory of sites, information about its outreach work and advisory committee, and a process guide to apply for grant funding.

<https://lodibrownfields.com/>

- o The City of Emeryville lists city-owned sites that have undergone environmental assessment on its website.

<https://www.ci.emeryville.ca.us/221/BrownfieldsSite-Remediation>

- o Department of Toxic Substances Control

<https://dtsc.ca.gov/dtscs-cortese-list/>

- o SCAG HELPR Tool

<https://rdp.scag.ca.gov/helpr/>

CATEGORY 8 FUND / IMPLEMENT NEW INFRASTRUCTURE PROJECTS

- 1 ENHANCED INFRASTRUCTURE FINANCING DISTRICT (EIFD) / COMMUNITY REVITALIZATION INVESTMENT AUTHORITY (CRIA) ● ● ● ●
- 2 COMMUNITY FACILITIES DISTRICT (CFD) ● ● ● ●
- 3 FUNDING FOR INFRASTRUCTURE ● ● ● ●



Fund/Implement New Infrastructure Projects

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

Institutional change
New program

USE THIS TOOL TO

Initiate investments in infrastructure upgrades in districts or opportunity areas that are identified for redevelopment potential.

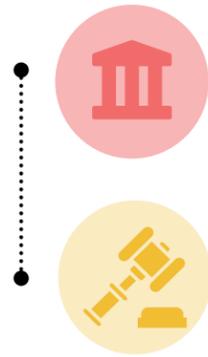
ENHANCED INFRASTRUCTURE FINANCING DISTRICT (EIFD) / COMMUNITY REVITALIZATION INVESTMENT AUTHORITY (CRIA) ● ● ● ●

New development may require infrastructure investments, and agencies can identify fiscal incentives to offset improvement costs. A series of bills including SB 628 (2014) and SB 1145 (2018) have authorized Enhanced Infrastructure Financing Districts (EIFDs), which municipalities may form to help fund economic development projects, including their infrastructure costs. EIFDs are governed by Public Financing Authorities that oversee the procurement of a percentage of property tax in the designated district and the use of funds. Funds may be put toward updates or capacity improvements to sewer systems, water service, utilities, pedestrian and bicycle circulation, parking, and landscaping, among others. Parcels located in EIFDs may be more attractive investment opportunities for developers. However, there are several factors that have led to the slow adoption of EIFDs. They can be characterized by a slow or cumbersome approval process, they take time before they can reap substantial revenue, and may be met with hesitancy by local governments who faced the dissolution of redevelopment agencies. Community Revitalization and Investment Authorities (CRIAs) can also help with infrastructure costs in low-income areas that have high unemployment rates, high crime rates, deteriorated structures, or deteriorated infrastructure. CRIAs are specifically geared toward the preservation and creation of affordable housing. However, because of their narrow parameters, this tool will not be applicable in many cases.

STEP - BY - STEP PROCESS



Consider focus areas in the city that are well-suited for residential conversions, but may require new or updated infrastructure.



Depending on local needs, consider creating an EIFD or CRIA to help support infrastructure costs. Examine the requirements for implementing each type of program and the staff and financial resources available to undertake the process.

The CRIA process typically includes a resolution creating the CRIA, formation of a CRIA Board, delineating the area covered by the authority, and creating a revitalization plan. For EIFDs, cities vote to form the EIFD and create a Public Financing Authority. Then, there are public hearings and a plan is implemented for the proposed infrastructure investments.

EXAMPLES / RESOURCES

- o City of Riverside Proposed CRIA.
<https://corweb.riversideca.gov/cria>
- o City of Palmdale EIFD.
<https://cityofpalmdale.org/DocumentCenter/View/10117/EIFD-Website-FAQs-PDF?bidId=>

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

New regulation

USE THIS TOOL TO

Help in funding upgrades and maintenance for infrastructure and facilities needed to support new development.

COMMUNITY FACILITIES DISTRICT (CFD) GS BR CR GC

Similar to EIFDs and CRIAs, Community Facilities Districts (CFDs) help agencies pay for the infrastructure upgrades needed to support new development. These are particularly important in California, where local ability to raise taxes is limited. CFDs can help pay for emergency services, street maintenance, flood and storm protection, and park facilities. They are formed by a special election in which 2/3 of landowners or voters in the CFD area vote to approve it. The CFD can then impose a parcel tax, with proceeds going to agreed-upon improvements.

STEP - BY - STEP PROCESS



Identify an area where a CFD may be appropriate and acceptable to voters.

Abide by all the process requirements for a special election to approve the CFD.

Levy the agreed-upon tax and use it to fund targeted infrastructure projects.

EXAMPLES / RESOURCES

- o City of San Jacinto.
https://www.sanjacintoca.gov/city_departments/special-districts/community-facilities-districts

AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

Project-level
Case-by-case

USE THIS TOOL TO

Fund infrastructure investments, such as water, sewer, and broadband investments in disadvantaged areas within your jurisdiction to support housing development.

FEDERAL AND STATE FUNDING FOR INFRASTRUCTURE



Agencies should also consider federal and state avenues for infrastructure funding. These are often tailored to specific types of infrastructure. For example, the EPA Clean Water State Revolving Fund (CWSRF) provides financing for water quality-related infrastructure projects. The American Rescue Plan Act (ARPA) provides funding for water, sewer, and broadband investments. The Justice 40 Initiative directs 40% of federal investments to be spent in disadvantaged communities. This may be an important aid to jurisdictions with communities that meet the qualifying criteria. Cities should also consider the state grants that are available for infrastructure investments using the California Grants Portal.

STEP - BY - STEP PROCESS



Investigate a wide variety of funding sources, including state and federal programs.

EXAMPLES / RESOURCES

- o IBank's Infrastructure State Revolving Fund Program - City of Laguna Beach is using this funding avenue to update and replace its sewer system.
<https://ibank.ca.gov/1-city-of-laguna-beach/>
- o California Grants Portal.
https://www.grants.ca.gov/?_wpnonce=7e395b56fd&_wp_http_referer=%2F&s=&applicant_type_search%5B%5D=any&grant_categories_search%5B%5D=any&timeframe_search%5B%5D=any
- o Green Infrastructure Funding Opportunities - US EPA
<https://www.epa.gov/green-infrastructure/green-infrastructure-funding-opportunities>

CATEGORY 9 BROWNFIELDS REMEDiation

- 1 BROWNFIELDS "CASE MANAGEMENT" TEAM ● ● ● ●
- 2 TECHNICAL ASSISTANCE FOR CBOs ● ● ●



AGENCY ROLE



Initiator / Partner

SCALE/SCOPE

Institutional change
New program

USE THIS TOOL TO

Create a streamlined agency review process and assist and expedite brownfields redevelopment initiatives.

BROWNFIELDS "CASE MANAGEMENT" TEAM



A "Case Management" Team for Brownfields or a City Brownfields and Site Reuse Program can facilitate the cleanup and redevelopment of brownfield sites. From its own budget or funding support from the EPA, a city may dedicate staff and resources to focus on identifying, assessing, and cleaning up brownfield sites. These sites may be part of a specific revitalization plan that includes a particular area with several target sites. By determining which parcels are best suited for residential redevelopment, the team or program staff can funnel appropriate resources to those sites. This may include preliminary Phase 1 and 2 Environmental Site Assessments (ESAs), which discover the historic uses, likely types of contaminants, and magnitude of contamination on the site. Some agencies may choose to undertake the entirety of the site cleanup themselves so that a prospective developer can focus on the typical construction process instead of the remediation process.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

o The City of Bakersfield obtained a Brownfield Community-Wide Assessment (CWA) Grant grant from the EPA for FY2017. It used the funds to convene a working group composed of city staff, stakeholders, and an environmental consulting firm. The group determined a focus area, created an inventory of potential brownfield sites in that area, and identified known environmental challenges on the sites. They commissioned Phase 1 and 2 ESAs to assess the contamination status of parcels. The work culminated in a corridor revitalization plan, which identifies the work already done in the focus area and plans for the future redevelopment of the parcels. This included a specific action plan and a community engagement strategy.

<https://www.bakersfieldcity.us/255/Brownfield-Site-Reuse-Program>

o From 2000 to 2009, the City of Gardena was awarded \$750,000 in Brownfield Environmental Assessment funds from the EPA. With help from the EPA, it was able to identify 72 potential brownfield sites, perform 25 Phase 1 ESAs, create construction and clean jobs, and leverage an additional \$14 million in remediation funds through private partnerships. Since then, the EPA has awarded the city additional funds for hazardous waste assessments. A major component of Gardena's work was community engagement conducted through Environmental Justice workshops hosted by the Brownfield Community Relations Committee. Gardena's Brownfields Program continues to identify brownfield sites that are well suited for redevelopment.

<https://cityofgardena.org/brownfields-program/>

AGENCY ROLE



Facilitator

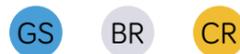
SCALE/SCOPE

Technical approach
Case-by-case

USE THIS TOOL
TO

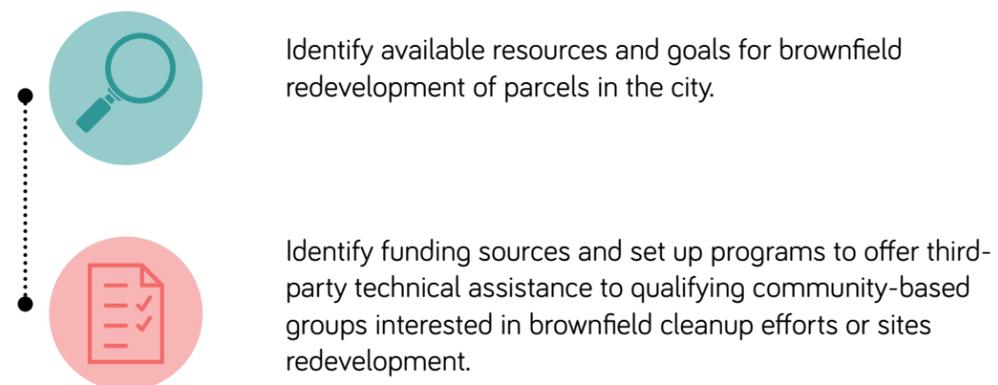
Enable community-based organizations to participate in redevelopment processes by providing technical assistance to navigate entitlement processes and environmental cleanup efforts.

TECHNICAL ASSISTANCE FOR COMMUNITY-BASED ORGANIZATIONS



One significant barrier to receiving federal, state, or local grants for site redevelopment, especially on known brownfield sites, is the grant writing and application process. These can be onerous and highly-technical undertakings that will be difficult for jurisdictions or community-based groups unfamiliar with the requirements or who have limited resources. However, technical assistance can come from qualified consultants or nonprofits. For example, the Center for Creative Land Recycling (CCLR) helps draft grant applications by providing technical assistance and consulting services related to grant funding, assessment, management, and marketing of brownfield sites. CCLR is funded in part by an EPA Technical Assistance to Brownfields Act, which empowers it to help facilitate brownfield assessments in EPA Regions 9 and 10.

STEP - BY - STEP PROCESS



EXAMPLES / RESOURCES

- o Center For Creative Land Recycling.
<https://www.cclr.org/programs/funding-redevelopment>

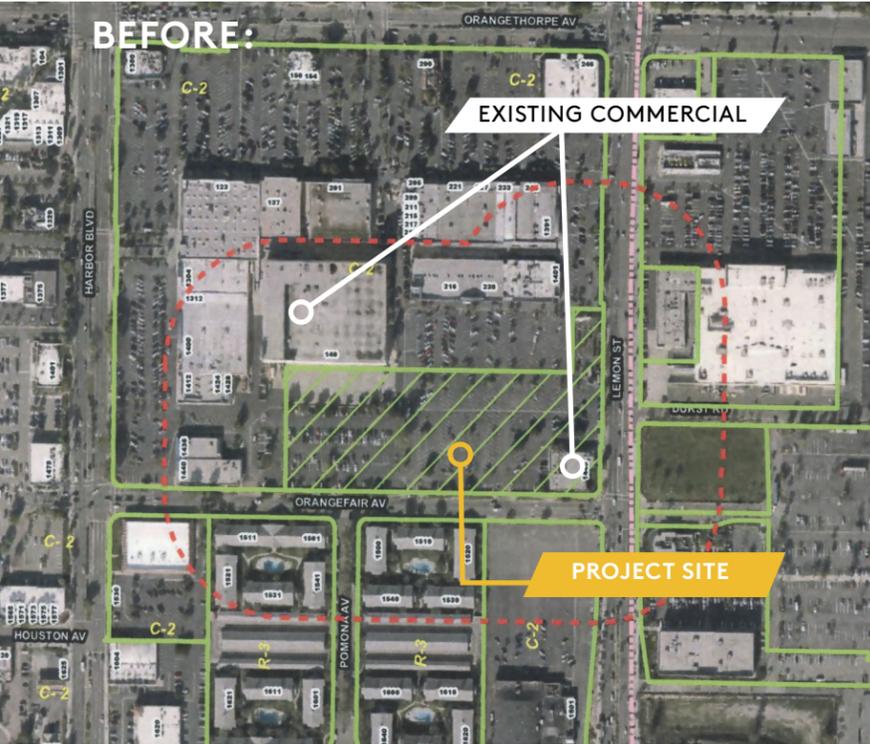
C: CASE STUDIES

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ALEXAN ASPECT

Fullerton, Orange County, CA
 Developer: Trammell Crow

CONVERSION OF AN UNDERUTILIZED PARKING LOT, RETAIL, AND RESTAURANT ON THE CORNER OF A LARGER MALL COMPLEX TO CREATE A NEW RESIDENTIAL DEVELOPMENT WITH CORRESPONDING PARKING



The site includes a large parking area, a restaurant, and 9,900 sf of retail space. The big box stores, other retail, and remaining parking in the mall were untouched.



CONVERSION TOOLS

REMOVING REGULATORY BARRIERS	General Plan Land Use Amendment	Zoning Amendment or Ordinance
PROMOTING REGULATORY INCENTIVES & GOOD URBAN DESIGN	Orangefair Specific Plan Design Guidelines	
REDUCE REDEVELOPMENT RISK	Streamlined Traffic Impact Fees	

OPPORTUNITIES

Redevelopment took place on a portion of an existing commercial site, transforming an underutilized section of the commercial development while maintaining the rest of the stores, major big box retailers, and parking.

The site is located near a mix of uses, including residential neighborhoods and Fullerton's downtown. It is well placed for higher density housing.

Local market conditions could support a housing-only development. The project serves as an example for developers who

may prefer single-use residential projects. The nearby shopping center allows for retention of key businesses, important amenities for new residents, and less disruption to the sales tax and commercial property revenue.

One major concern of community members and local officials was traffic and congestion. A transportation study found that the project would not have any significant impact on current levels of service at nearby intersections. Therefore, only a routine Traffic Impact Mitigation Fee was required.

The project was consistent with several existing plans, including The Fullerton Plan, which designated the parcel within a focus area where higher density uses were deemed highly appropriate.

CHALLENGES MITIGATED

Existing uses on the site were commercial and zoned C-2. The project went through a full entitlement process with major site plan review, General Plan amendment and zone change tailored to the site. The Orangefair Specific Plan was created to set site-specific development and design standards for the project.

In conformance with CEQA, an IS/MND was performed instead of a full EIS/EIR, a more cumbersome process. This indicates that any possible environmental issues were able to be mitigated. Two notable mitigation measures dealt with the possibility of contaminated soil and the need for a Water Quality Management Plan, since the site is located within the plume boundary of a Groundwater Protection Project.

ALEXAN ASPECT

Fullerton, CA
 Developer: Trammell Crow



CONVERSION OF AN UNDERUTILIZED PARKING LOT, RETAIL, AND RESTAURANT ON THE CORNER OF A LARGER MALL COMPLEX TO CREATE A NEW RESIDENTIAL DEVELOPMENT WITH CORRESPONDING PARKING

DEVELOPMENT OVERVIEW

RETAIL COMMERCIAL SITE

SITE AREA
 • 5.7 acres

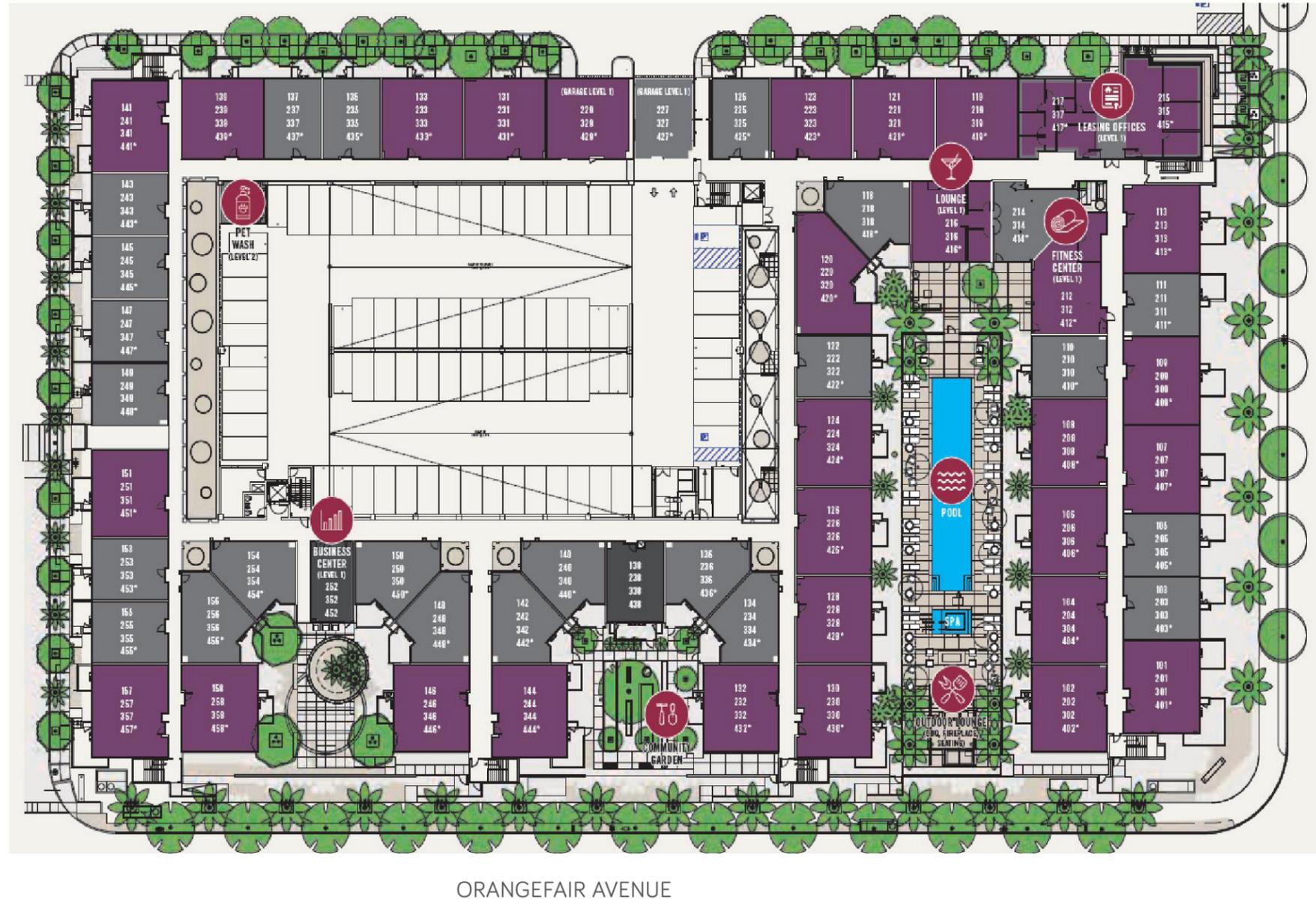
BUILDING TYPOLOGY
 • Wrap Housing

SITE ZONING
 • C-2 (General Commercial) to the Orangefair Specific Plan

GENERAL PLAN AMENDMENT
 • Commercial to High Density Residential

DEVELOPMENT PROGRAM
 • 323 units at 56.7 units/ac density
 • 172 one-bedroom & 151 two-bedroom units
 • 1,478 parking spaces

EST. PROJECT COST
 • \$95.64 million (sold for \$131 million upon completion)



AVALON WEST HOLLYWOOD

West Hollywood, CA
 Developer: Avalon Bay Communities

CONVERSION OF A FAILED STRIP MALL TO A MIXED-USE DEVELOPMENT WITH DEDICATED, AFFORDABLE SENIOR HOUSING



Former Movietown Plaza. The small strip mall's last remaining business, a Trader Joe's, closed in 2013 with an agreement in place to return following construction of the new development.



CONVERSION TOOLS

REMOVING REGULATORY BARRIERS	General Plan Land Use Amendment	Zoning Amendment or Ordinance	Specific Plan Implementation
FACILITATING COMMUNITY INVOLVEMENT	Community Outreach & Advisory Board Recommendation	Retaining Existing Legacy Business	
GENERATING REDEVELOPMENT INTEREST	Senior Affordable Housing Funding Support		

OPPORTUNITIES

A failing strip mall site with low tenant occupancy, anchored by a legacy Trader Joe's that opened in 1985 and was interested in remaining at the site provided an opportunity for new mixed-use development.

City officials considered the lot a target site for high density development because the property was under single ownership, had low tenancy rates, and the lot was a decent size. City leaders were open to mixed use development on the site during the entitlements process.

The portion of the site dedicated to affordable senior housing eased concerns that the project

would be a luxury development. The developer partnered with the West Hollywood Community Housing Corporation and received \$22 million in funding for that portion of the project from the California Municipal Finance Authority.

There was thorough community engagement throughout the approvals process and the project received a vote of endorsement from the Eastside Project Area Committee, a redevelopment advisory group composed of local residents and businesses. At the final Planning Commission vote, the Chair of the West Hollywood Chamber of Commerce and the Chair of the Senior Advisory Board both spoke in favor of the project.

The proposed project was estimated to increase tax revenue for the city by \$1.34 million, \$400,000 of which would go to other affordable housing projects.

CHALLENGES MITIGATED

The project required a general plan amendment, a zone change, an EIR, and adoption of the Movietown Specific Plan. The Specific Plan stipulated a CC1 zone over the site, which encourages mixed-use residential and commercial uses, in addition to height, FAR, open space, and setback requirements. It faced several hurdles with the Planning Commission and had to return for design approval following significant plan changes in 2013.

The project overcame significant concerns related to traffic and congestion, public space and walkways, and building massing and density. They increased the setback to 20 feet to allow for more outdoor dining and pedestrian access, conducted a traffic impact analysis, and lowered the height and unit counts.

AVALON WEST HOLLYWOOD

West Hollywood, CA
Developer: Avalon Bay Communities

CONVERSION OF A FAILED STRIP MALL TO A MIXED-USE DEVELOPMENT WITH DEDICATED, AFFORDABLE SENIOR HOUSING



DEVELOPMENT OVERVIEW

RETAIL COMMERCIAL SITE

- SITE AREA**
 - 3 acres
- BUILDING TYPOLOGY**
 - Podium
- ZONING CHANGE**
 - To Commercial, Community 1 (CC1)
 - Implementation of Movietown Specific Plan
- GENERAL PLAN AMENDMENT**
 - Change to Specific Plan
- DEVELOPMENT PROGRAM**
 - Seven-story mixed-use project
 - 371 units: 294 market-rate,
 - 76 senior/affordable
 - 32,000 SF of retail space
- EST. PROJECT COST**
 - \$73.8 million

LA PLACITA CINCO

Santa Ana, CA
 Developer: Community Development Partners

BEFORE:



The site includes a closed gas station and commercial strip center parking lot with existing businesses that were retained in the project.

CONVERSION TOOLS

REMOVING REGULATORY BARRIERS	General Plan Amendment	Zoning Amendment or Ordinance
INCENTIVIZING MIXED-USED INFILL	Flexible Development Standards	Parking Amendment or Incentive
FACILITATING COMMUNITY INVOLVEMENT	Proactive Stakeholder & Community Engagement	
GENERATING REDEVELOPMENT INTEREST	Affordable Housing Grants	

CONVERSION OF ABANDONED GAS STATION AND ADJACENT COMMERCIAL STRIP CENTER PARKING LOT TO CREATE NEW MIXED-USE AFFORDABLE HOUSING DEVELOPMENT THAT RETAINS THE EXISTING COMMERCIAL BUSINESSES ONSITE



OPPORTUNITIES

Redevelopment was possible for a closed gas station site and its adjacent commercial parking lot which were all owned by the same property owner.

The gas station site did not require any remediation as part of the redevelopment process and therefore did not experience any costs or delays.

The City was a supportive partner throughout the project, working with the development team to remove regulatory hurdles and providing grant funding for affordable housing.

Due to the City's Sunshine Ordinance and the development team's priorities, outreach was done with the local community to identify priorities for the site.

Retaining existing commercial businesses on the site and adding new residential development adjacent to it allowed the project density to be lower than building on the entire site. The lower density was helpful to avoid community opposition to the project.

Community outreach and support included partnerships with local artists and non-profit groups to help with programming and enhancement of the site.

CHALLENGES MITIGATED

Existing uses on the site were commercial, but the zoning was split between C2 and R2. C2 zoning did not allow for residential uses. The project went through an expansive entitlement process with outreach, site plan review, General Plan amendment and zone change tailored to the site.

An existing commercial tenant on the project site had an ongoing long-term lease. The development team was able to use this as an advantage to advocate for keeping all the existing businesses and supporting them through the construction period and beyond, retaining valuable community amenities and protecting local businesses.

LA PLACITA CINCO

Santa Ana, CA
 Developer: Community Development Partners



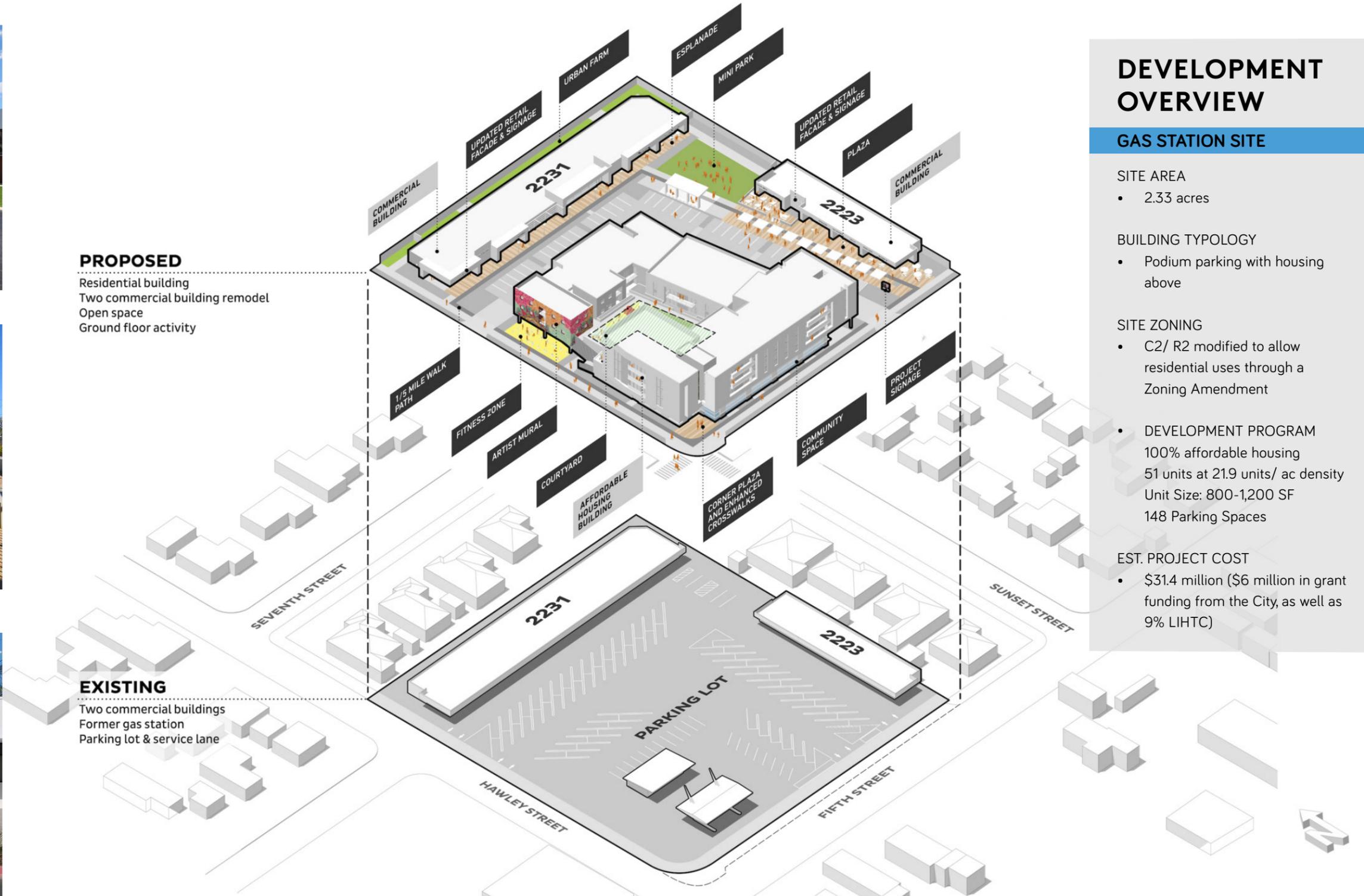
CONVERSION OF ABANDONED GAS STATION AND ADJACENT COMMERCIAL STRIP CENTER PARKING LOT TO CREATE NEW MIXED-USE AFFORDABLE HOUSING DEVELOPMENT THAT RETAINS THE EXISTING COMMERCIAL BUSINESSES ONSITE

PROPOSED

Residential building
 Two commercial building remodel
 Open space
 Ground floor activity

EXISTING

Two commercial buildings
 Former gas station
 Parking lot & service lane



DEVELOPMENT OVERVIEW

GAS STATION SITE

- SITE AREA**
- 2.33 acres
- BUILDING TYPOLOGY**
- Podium parking with housing above
- SITE ZONING**
- C2/ R2 modified to allow residential uses through a Zoning Amendment
 - DEVELOPMENT PROGRAM
 - 100% affordable housing
 - 51 units at 21.9 units/ ac density
 - Unit Size: 800-1,200 SF
 - 148 Parking Spaces
- EST. PROJECT COST**
- \$31.4 million (\$6 million in grant funding from the City, as well as 9% LIHTC)

LINCOLN AT ORANGE GROVE

Pasadena, CA

Developer: Heritage Housing Properties

CONVERSION OF AN ABANDONED GAS STATION SITE ALONG WITH ADJACENT PARCELS INTO A MIXED-USE DEVELOPMENT WITH AFFORDABLE, FOR-SALE AND RENTAL HOUSING



Gas station abandoned since 1994, with adjacent commercial and vacant properties. Underground storage tanks were taken out at time of closure.

CONVERSION TOOLS

REMOVING REGULATORY BARRIERS	Specific Plan	
+		
INCENTIVIZING RESIDENTIAL INFILL	Flexibility in Satisfying Inclusionary Housing Ordinance	Lot Consolidation
+		
REDUCING REDEVELOPMENT RISK	Pollution Insurance	
+		
GENERATING REDEVELOPMENT INTEREST	Affordable Housing Funding Support	



OPPORTUNITIES

The site was a closed gas station that had previously undergone phase 1 remediation.

Heritage Housing Properties (HHP) utilized the City's Inclusionary Housing Ordinance which allowed for affordable units to be satisfied offsite, for any market rate project. HHP partnered with, and directly received funding from a market rate developer to provide offsite affordable units and avoid getting funding through the City, which would have triggered CA Uniform Relocation requirements.

As an undesirable use (abandoned), the site was preferred by the City as a site for offsite provision of new infill affordable housing that

could improve the neighborhood.

The underlying zoning of the site determined by the Fair Oaks and Orange Grove Specific Plan permitted mixed use with residential up to 30 du/ac by-right.

Rather than receiving push back from the community for adding density, the project received community support for transforming a vacant and underused site into something more productive in the neighborhood.

While the original project was limited to the gas station site (0.5 ac), there was interest from adjacent property owners to sell their land to HHP, which allowed them to increase the scale of the project to 1.25 ac and 46 units of residential along with 10,000 SF of retail.

CHALLENGES MITIGATED

Despite extensive testing during site feasibility assessment, excavations for construction identified polluted soil that needed remediation. Fortunately, the City had required HHP to get pollution insurance, which covered the cost of cleanup.

Provision of affordable units offsite is a challenge considering arguments against segregating lower-income housing. The project overcame this by creating a mixed-income development with for-sale units, encouraging different types of households.

Site features like an existing oak tree required expensive, deeper excavation for underground parking. However, it also provided a design opportunity to create an open space for the project centered around the heritage tree.

LINCOLN AT ORANGE GROVE

Pasadena, CA
Developer: Heritage Housing Properties

CONVERSION OF AN ABANDONED GAS STATION SITE ALONG WITH ADJACENT PARCELS INTO A MIXED-USE DEVELOPMENT WITH AFFORDABLE, FOR-SALE AND RENTAL HOUSING



DEVELOPMENT OVERVIEW

GAS STATION SITE

SITE AREA
• 1.25 acres

BUILDING TYPOLOGY
• Subterranean parking with ground level retail and housing above

SITE ZONING
• Mixed-use with residential permitted by-right

DEVELOPMENT PROGRAM
• 67,732 SF four-story mixed-use project
• 22 low-income, 13 moderate-income, 11 workforce units
• 6,167 SF of commercial space +
• 3,850 SF office space
• 380 SF community room
• 138 subterranean parking spaces

EST. PROJECT COST
• \$37.7 million (including New Market Tax Credit)

RIVERWALK GOLF CLUB

San Diego, CA
Developer: Hines

CONVERSION OF A PRIVATELY OWNED GOLF COURSE INTO A MIXED-USE VILLAGE OF 4,000 UNITS OF HOUSING, A NEW TROLLEY STATION, RETAIL, AND OFFICE SPACE



The Riverwalk Golf Club is a 200 acre 27-hole golf course in Mission Valley, San Diego under family-ownership.

CONVERSION TOOLS

REMOVING REGULATORY BARRIERS	Specific Plan / By-Right Mixed-Use Development
FACILITATING COMMUNITY INVOLVEMENT	Community Outreach to Incorporate Community's Requests
FUND AND IMPLEMENT NEW INFRASTRUCTURE	Enhanced Infrastructure Financing District
GENERATE REDEVELOPMENT INTEREST	Affordable Housing Funding Support



OPPORTUNITIES

The City of San Diego, with the input of stakeholders, has addressed sustainable growth by increasing the number of places where transportation, housing, and employment intersect. Riverwalk will accelerate this trend by creating an activated light-rail station that will be the center of this urban infill project.

The large site is currently an underused golf course in a centrally located area that could accommodate increased residential and office uses, and offers convenient access to the City's major thoroughfares and public transportation hubs.

Hines' vision for Riverwalk is in line with San

Diego's Climate Action Plan to cut all greenhouse gas emissions in half by 2035.

Converting the existing Riverwalk golf course into a mixed-use, transit-oriented village is simpler than other golf course conversions. The land has always been planned for redevelopment, and unlike many golf courses that are woven into the design of master-planned neighborhoods, Riverwalk is a standalone, 27-hole course, allowing for a gradual closing as the neighborhood develops.

The project was unanimously approved by the City Council. The first phase of redevelopment on roughly 9 acres is slated to begin in the summer of 2022 and will include a vibrant retail destination as well as 900 new units of housing.

CHALLENGES MITIGATED

Initially, a nine-hole course will be shuttered, leaving an 18-hole championship course operational for the early phases of the project. Eventually, the entire course will close to make way for the neighborhood and park areas.

As part of the river restoration work, Hines will extend a segment of the San Diego River Trail through the park, furthering the community's vision of a 17-mile, contiguous bike and walking path from the beach to the mountains. Additional walking trails will thread through the Riverwalk village.

Hines partnered with the landowners, the Levi-Cushman family, to develop the land with a joint venture designed for long-term ownership.

RIVERWALK GOLF CLUB

San Diego, CA
 Developer: Hines



CONVERSION OF A PRIVATELY OWNED GOLF COURSE INTO A MIXED-USE VILLAGE OF 4,000 UNITS OF HOUSING, A NEW TROLLEY STATION, RETAIL, AND OFFICE SPACE

DEVELOPMENT OVERVIEW

GOLF COURSE

SITE AREA

- 200-acres

BUILDING TYPOLOGY

- Mixed-use Urban Masterplan

SITE ZONING

- Riverwalk Specific Plan permitting mixed-use with commercial and residential uses

DEVELOPMENT PROGRAM

- 4,000 Multifamily Units
- 140,000 square feet of Retail
- 1,000,000 square feet of Office Space
- 97 acres of Open Space

EST. PROJECT COST

- \$3 billion



FOR ILLUSTRATIVE CONCEPT PURPOSES ONLY

DOMAIN

West Hollywood, CA
 Developer: Trammell Crow Associates

REDEVELOPMENT OF AN ERSTWHILE CHROME PLATING COMPANY'S SITE TO MIXED-USE WITH AFFORDABLE HOUSING, IN WEST HOLLYWOOD'S EAST DYNAMIC GATEWAY DISTRICT

BEFORE:



The site of the Domain project used to be the location of the Faith Plating Company, at the corner of Santa Monica Boulevard and Formosa Avenue.



STOREFRONTS Ground level retail activation that takes advantage of corner

CONVERSION TOOLS

REMOVING REGULATORY BARRIERS	Completed General Plan Amendment Along with Zoning Amendment	
INCENTIVIZING MIXED-USED INFILL	Flexible Development Standards or Development Incentives for Density, Height, and Setbacks	Parking Incentive / Amendment
FACILITATING COMMUNITY INVOLVEMENT	Proactive Stakeholder and Community Engagement	

OPPORTUNITIES

The General Plan Update in 2011 made mixed-use development by-right on the site.

There was also an opportunity to bring efficiencies to the project. Excavation for brownfields cleanup could also take care of excavation for subterranean parking that is typically an expensive element of dense mixed-use development.

SB1818 provisions allowed for greater density and concessions on parking, which made the project economically feasible.

CHALLENGES MITIGATED

The project was required to remove toxic waste from the brownfield site, whose soil was contaminated by heavy metals used by the 95-year-old Faith Plating Co. that previously occupied the site. As a large development company with deep experience with urban sites, the developers were able to obtain financing for the environmental cleanup of the site to enable redevelopment.

Despite the lack of a zone change, the regulatory process and entitlement was still drawn out over several years due to the need for a full EIR and the City's extensive design review process. Context-sensitive urban design including scaling down of development intensity towards the existing lower-scale neighborhood, generous

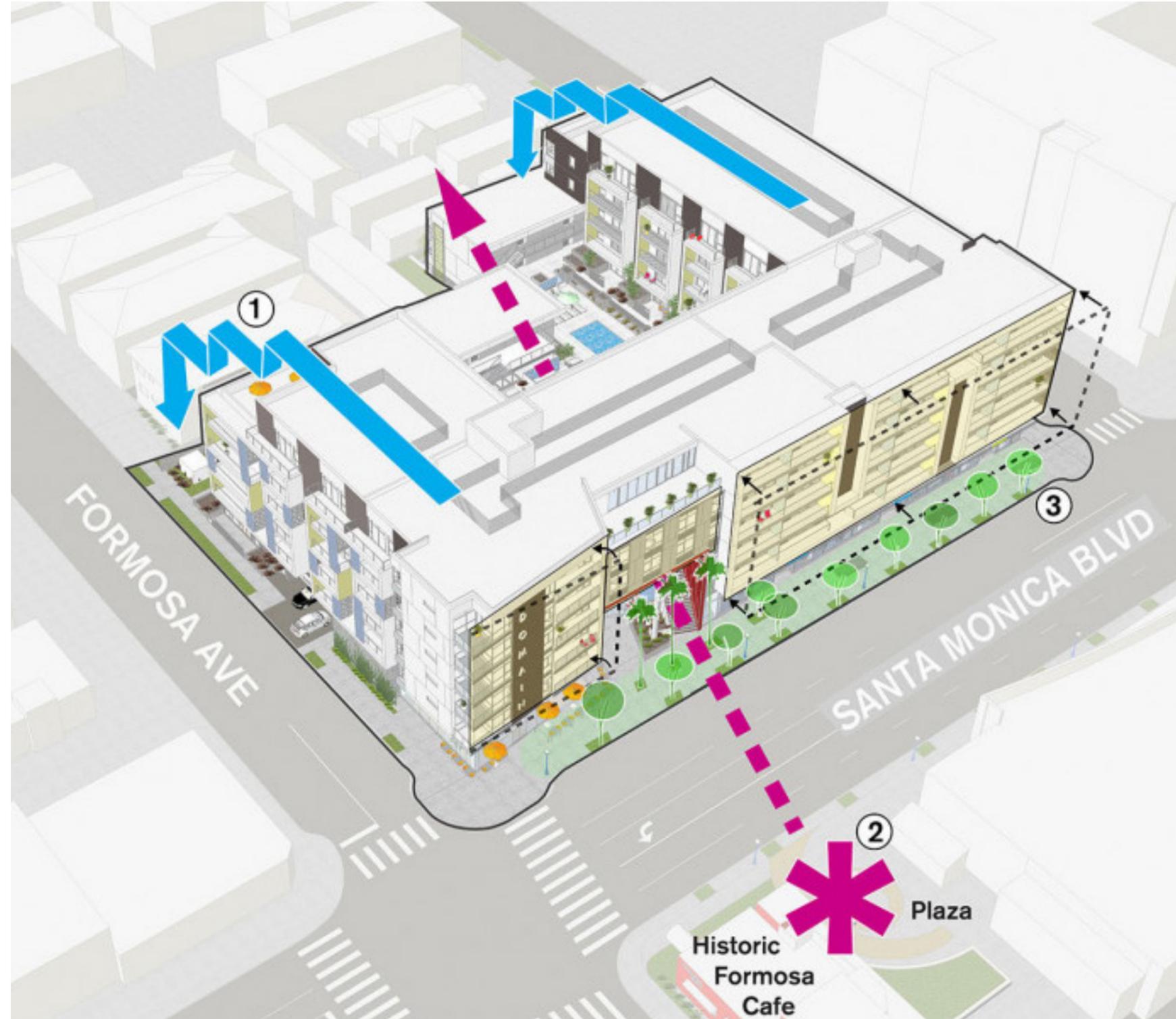
front setbacks that provided room for urban outdoor dining, and preserving views through the site supported the greater density and height proposed on the site and ultimately led to a favorable project that was passed by the City.

DOMAIN

West Hollywood, CA
Developer: Trammell Crow Associates



REDEVELOPMENT OF AN ERSTWHILE CHROME PLATING COMPANY'S SITE TO MIXED-USE WITH AFFORDABLE HOUSING, IN WEST HOLLYWOOD'S EAST DYNAMIC GATEWAY DISTRICT



DEVELOPMENT OVERVIEW

BROWNFIELD SITE

SITE AREA

- 1.3 acres

BUILDING TYPOLOGY

- Podium parking with housing above

SITE ZONING

- CA (Commercial Arterial), allowing for mixed use development with residential

DEVELOPMENT PROGRAM

- 166 Residential Units (including 33 affordable housing)
- 9,300 SF of retail space at street level

SITE COST

- Purchased for \$13.7 million and sold after redevelopment for \$103 million