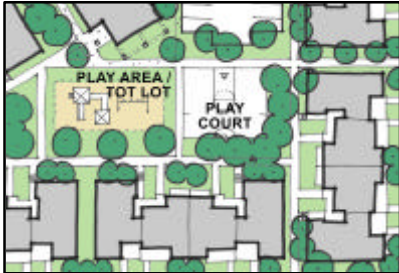
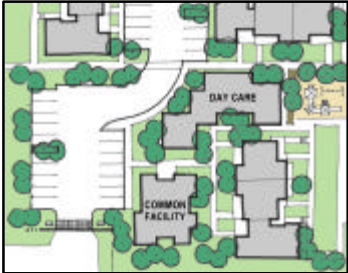


Multi-Family Development Guidelines



Southeastern Economic Development Corporation

Multi-Family Development Guidelines

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Southeastern Economic Development Corporation

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APPENDIX

Appendix A: List of City of San Diego Documents Reviewed

Appendix B: Recommended Target Thresholds

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Chapter 1

Introduction

A. Applicability and Intent of the Guidelines

The Multi-Family Development Guidelines are intended for use by the Southeastern Economic Development Corporation (SEDC) to evaluate multi-family development proposals that request financial or other assistance from SEDC. The Guidelines are applicable within SEDC's Area of Influence.



SEDC's Area of Influence

The Guidelines address the site planning, architectural, and landscaping components of development that have an impact on the physical and social fabric of the community. They also address onsite community facilities and safety/security issues. As such, these Guidelines

form a standard by which SEDC will evaluate new and/or rehabilitated multi-family housing development proposals.

It is also anticipated that the Multi-Family Development Guidelines will be used as an informative reference for the following:

- Property owners and developers
- Building and landscape designers
- Residents of existing properties in the vicinity of new developments
- Members of the community-at-large
- Members of community planning groups

The intent of the Guidelines is not to limit creativity, but to give direction on what the community wants for their multi-family developments. Every guideline included herein may not be achievable or applicable in all situations. However, it is anticipated that multi-family developments within the southeastern community will respond positively to the objectives of this document and that high levels of creativity will be used to achieve the intent of the Guidelines.

B. Regulatory Context

All developments within SEDC's Area of Influence in the southeastern community are subject to the requirements of the City of San Diego Land Development Code, the Southeast San Diego Planned District Ordinance, and the policies of the Southeast San Diego Community Plan. These Guidelines are intended to be used within the existing regulatory controls. (See Appendix A for a list of policy and regulatory documents that affect the southeastern community.)

It is recognized that provision of certain onsite community facilities often requires partnering with other agencies or funding sources that may have their own specific requirements. These Guidelines have been written to provide flexibility in meeting another agency's requirements regarding the

provision of community facilities; however, the requirements of these Guidelines shall not be used as a substitute for compliance with City of San Diego regulations or requirements.

C. Objectives of the Guidelines

Appropriate design of multi-family buildings and outdoor spaces can contribute to a dynamic, visually rich urban environment that promotes social interaction, fosters community pride, instills feelings of safety and security.

These Guidelines are intended to achieve the following objectives:

- Establish multi-family residential architectural designs that complement various neighborhood characteristics and that support high quality development.
- Identify landscape materials and designs that enhance the appearance of multi-family housing developments and contribute to the overall quality of the community.
- Provide for amenities appropriate to the demographics of multi-family residential developments within an area.
- Apply the principles of Crime Prevention Through Environmental Design (CPTED) to enhance safety and security within multi-family residential developments.
- Establish criteria to ensure quality property management.

Input on multi-family design ideas and concerns, consistent with the stated Guidelines objectives, have been incorporated into the Guidelines. Input was obtained from participants who attended a series of workshops held by SEDC (see Appendix C for meeting summaries) and from public outreach efforts that included direct mailings to residents,

community groups, apartment managers, developers, and design professionals. An Internet web site was created and maintained as an additional source of information and the workshop events were noticed on the City's public access television station, as well as within the community Pennysaver.

D. Organization of the Guidelines

The Guidelines are organized into the following seven chapters which address the various components of multi-family housing design:

- Site Planning
- Architecture
- Landscaping
- Miscellaneous Site Elements
- Community Facilities and Amenities
- Safety and Security
- Management and Maintenance

Appendix A lists the regulatory documents that were reviewed as preparation for these Guidelines and that affect development in the southeastern community. Appendix B is a set of tables that identify recommended target thresholds for size and quantity of community facilities, the sizes of dwelling units and dwelling areas, and the size of management/leasing space. The community workshop meeting summaries are provided in Appendix C. These meeting summaries are included to convey the general content of the meetings.

E. Terms Used in the Guidelines

Certain terms are used in these Guidelines to indicate guideline priority and the degree of flexibility available to implement a guideline. These terms are explained below:

- "Shall" is the strongest term used. It addresses high-priority items that form the basic framework of the Guidelines, such as safety and perceived density, and is not negotiable.

- “Should” addresses lower priority items and generally refers to guidelines that implement the higher priority items. There is some degree of flexibility in how these guidelines are achieved and whether they are applicable in all situations. Some of these guidelines are “common sense” items that are included only to ensure that they are not forgotten.

- “Encouraged” and “consider” are the least restrictive terms. They are generally used to present ideas or suggestions to successfully achieve the Guideline’s intent, but they are not absolute requirements. These guidelines have the greatest degree of flexibility.

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Chapter 2

Site Planning

A. Intent

Site planning arranges building masses, open space, parking, and circulation to create site design that is orderly, visually pleasing, and contributes both to the surrounding area and the development itself. Traditionally, the southeastern community's siting patterns have related to the street, which encouraged people to participate more fully in their community. These site planning guidelines promote neighborhood compatibility, integration with the surrounding community, opportunity for social interaction, and a safe, comfortable, and interesting environment for residents.

Recommended target thresholds for the sizes of dwelling units and dwelling areas, the size and quantity of community facilities, and the size of management/leasing space are found in Appendix B of this document. The target thresholds for community facilities are organized for five different size developments, ranging from up to 25 units to 200 units.

B. Context

Multi-family development successfully contributes to the overall community when relationships with the existing and planned land uses, development patterns, and context are considered.

1. All new multi-family development should respect the context of the existing neighborhood, reflect its best design features, and generally be compatible with the character

of existing high quality development while still fulfilling the intent of these Guidelines.

2. Existing site amenities such as views, mature trees, and similar natural features unique to the site should be preserved and incorporated into developments whenever possible.
3. New multi-family residential development should be compatible with residential development in the immediate area through the use of complementary building arrangements, buffers, and avoidance of overwhelming building scale and visual obstructions. New developments in the historic districts are encouraged to use courtyard siting arrangements, where appropriate, to complement similar siting in the area.
4. Where appropriate, new landscaping should complement existing landscape materials, location, and massing on adjacent developments.
5. Developments should relate directly to the adjacent street, present an attractive and interesting facade to passersby, and appear inviting. Developments that ignore the street and create an isolated enclave are strongly discouraged.

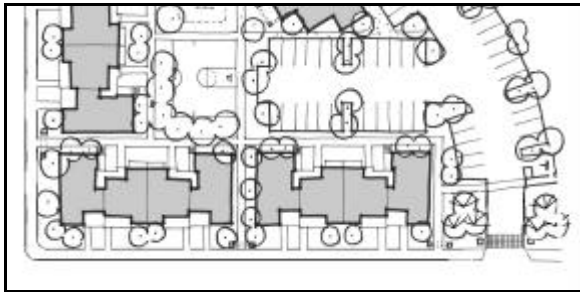


Dwelling units oriented to the street

C. Building Siting and Massing

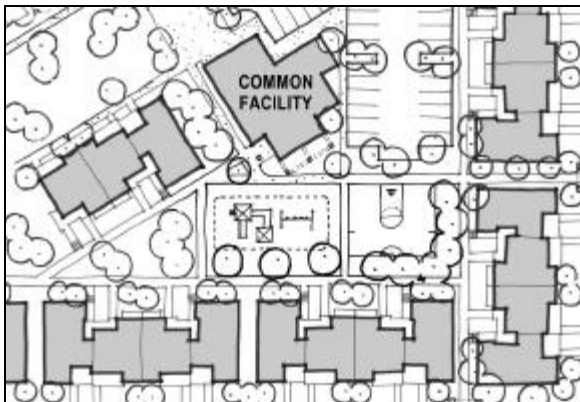
Appropriate building siting can reduce the perceived density of multi-family developments, maximize open space areas, provide “eyes on the street” surveillance, and enhance neighborliness by creating community gathering spaces.

1. The siting of buildings should consider the existing neighborhood context. Developments should generally be oriented parallel to the public street or to the development’s internal streets, with some setback variation to provide visual interest and shadow patterns.



Buildings sited parallel to the public street

2. In addition to a street orientation, the clustering of multi-family units should be a consistent site planning element. Whenever possible, buildings shall be configured around courtyards, gathering areas, and open spaces.



Buildings are configured to form a centralized open space area for children’s outdoor play

3. Portions of the development that are not oriented to the street shall be well integrated into the project’s overall site design. As with the street-oriented area of the development, the same design considerations shall be given to siting, appearance, circulation, landscaping, and safety issues.
4. Buildings should be oriented to provide some privacy yet still relate to the street and the existing community. Doors shall be visible from the street and windows should allow residents to have “eyes on the street” for natural surveillance.



Doors and windows encourage “eyes on the street”

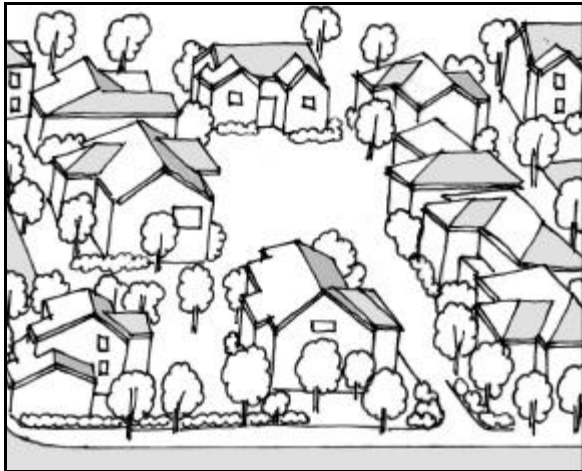
5. Energy efficiency and energy conservation should be considered in building siting. Buildings should be oriented to take advantage of prevailing breezes for cross ventilation of individual dwelling units, reduce the need for mechanical air conditioning, and to enhance the functionality of ceiling fans. Where City standards for noise levels don’t allow windows to be open, the use of air conditioning is encouraged instead of forced air circulation.
6. Where public transit, such as the bus or trolley, is located near the development, site design should consider convenience and comfort

factors for residents. These include direct access, widened sidewalks, shaded seating opportunities, and weather protection provided near public transit stops.

D. Open Space

Common open space provides opportunities for casual social interaction and safe play areas for children, and it reduces the perceived density of the development. Private open space serves as an outdoor room for residents and a protected play area for toddlers.

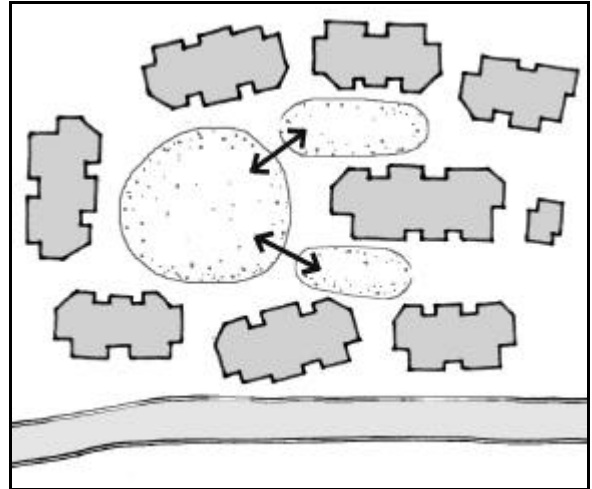
1. Residents shall have access to useable open space for recreation and social activities. Open spaces should be conveniently located for the majority of units.



Centralized open space provides convenient access for many units

2. Open space areas should be sheltered from the noise and traffic of adjacent streets or other incompatible uses. Open space siting should take advantage of prevailing breezes and sun orientation in order to provide a comfortable environment.

3. Open space areas should have well-defined edges, such as walkways, buildings or landscaping.
4. A series of connected open space areas of varying shape, appearance and usage are encouraged. Smaller areas may directly relate to a cluster of units, while the larger areas may serve several clusters as common open space.



Large and small open spaces are connected

5. Private open space (such as a yard, patio or balcony) that is visible and can be entered from inside the dwelling is strongly encouraged for all units.



Private open space at rear of unit

6. Boundaries between private and common open spaces should be clearly defined by elements such as low walls or plant materials.
7. Buildings should be sited and designed so that windows of neighboring units do not overlook private open spaces likely to be used for private activities.
8. Private open space shall be contiguous to the units it serves and shall overlook the public right-of-way or common open space.



Private open space adjacent to common open space

E. Outdoor Play Areas

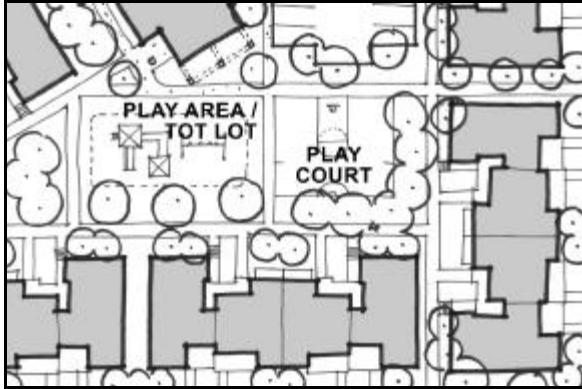
Onsite outdoor play areas can provide children with a safe and interesting environment, and allow parents to easily view play areas in order to supervise play activities. Children, especially those in the five- to twelve-years old age group, tend to play throughout the entire grounds of a development, not just in designated play areas. Therefore, their needs, as well as maintenance requirements, should be important design considerations.

1. Children's play areas shall be visible from as many units as possible and from private open space areas. Direct, convenient access from ground level, private open space to the communal play area is encouraged.



Units with views and convenient access to the play area

2. Outdoor play areas shall be located adjacent to common building facilities, such as the laundry room or community center. Play areas shall not be located near public streets, parking, or entry areas unless physically separated by appropriate barriers such as walls, fencing, or dense landscaping.
3. Hard surface areas for activities such as bicycle riding, skating, rope jumping and hopscotch should be provided. These active play areas shall be safely separated from vehicular use areas.
4. The physical capabilities and play behavior of various age groups, such as tots, older children and teens, are different. In large developments, separate, but not necessarily segregated, play areas or informal outdoor spaces should be provided for each group for safety reasons. Small developments may combine these play areas, such as a tot lot incorporated into the larger activity area for older children.



Create separate play areas for the activities of younger and older children

5. Seating areas should be provided where adults can supervise children’s play and also where school-age children can sit. Seating location should consider comfort factors such as sun orientation, shade, and wind.

F. Parking/Vehicular Circulation

Safe and efficient circulation and parking arrangements take into consideration the needs of pedestrians, children at play, parking lot appearance, and prevention of car theft or damage.

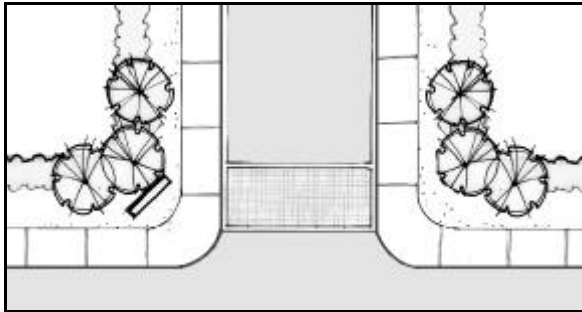
1. One large parking area where cars would dominate views and increase the perceived density shall be avoided. Parking areas shall be divided into a series of small parking courts with convenient access that relates to adjacent dwelling units. For security reasons, dwelling units should have sight lines out to the parking areas, but these views should be partially filtered through use of appropriate landscaping, such as trees.



Small parking courts with trees that filter views from dwelling units

2. Parking areas should be located in the development’s interior and not along street frontages, wherever possible. Driveway openings along street frontages should also be minimized.
3. Parking structures, such as garages and carports, should be located where they do not obstruct natural surveillance. Natural surveillance and visibility should be considered in areas where parking is tucked under the building.
4. Blank walls with rows of garage doors that face the public street front shall be avoided. Single-car garage doors, rather than double-car garage doors, are encouraged. Areas should be provided around garages, tuck-under parking and underground parking entrances for landscaping, including a few large areas to accommodate trees.
5. Entry drives shall have an adjacent pedestrian entry path. Special accents that define the main entry, create territorial reinforcement, and provide visual interest are strongly encouraged. Examples include architectural detailing, specialty lighting, textured paving, a hardscape

decorative border strip along the driveway, and accent plant materials such as specimen trees and flowering plants.



Entry drive with textured paving and border strip

6. For automobile driver convenience, entry driveway locations should be coordinated with existing or planned median openings, where applicable.
7. Carports, detached garages, and accessory structures shall be designed as an integral part of the development's architecture. They shall be similar in material, color, and detail to the main buildings of the development. If prefabricated metal carports are used, architectural detailing consistent with the main building should be incorporated.
8. Parking courts shall be well designed, with consideration given to landscaping, lighting, building massing, and pedestrian/vehicular circulation. Vehicle speeds should be controlled by appropriate signage, changes in roadway texture, and speed bumps, if necessary.
9. Visitor parking should be clearly identified and distributed throughout the development to provide convenient access to groups of dwellings. Required disabled parking should be located adjacent to community facilities and designated disabled-accessible units.

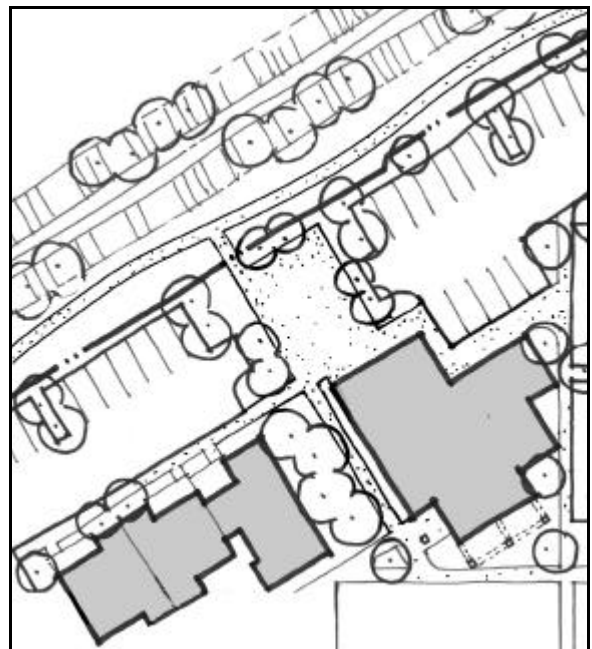
10. For convenience, parking spaces should be assigned, but the parking space numbering system shall not identify the dwelling unit that is assigned to the space.

11. Landscaping in parking areas shall be protected from vehicular and pedestrian damage by means of raised planting surfaces or curbs.

G. Pedestrian Circulation

Pedestrian circulation provides safe, efficient access to facilities and dwelling units for residents, encourages opportunities for casual social encounters, and allows natural surveillance by residents.

1. Where appropriate, developments should incorporate safe pedestrian connections to adjoining residential developments, commercial projects, and other compatible land uses.
2. Pedestrian access to adjacent existing or planned open space areas and corridors should be provided for the development's residents.



Provide access to adjacent open space corridors

3. Cross circulation between vehicles and pedestrians shall be minimized. A continuous, clearly marked walkway shall be provided from the parking areas to main entrances of buildings. Walkways shall be provided between residences, parking areas, and all site facilities for safe access.
4. Access to dwelling units that combines vehicle and pedestrian uses should be avoided as this allows no room to personalize the front entry.
5. Walkways should be designed to encourage resident usage and minimize maintenance. To encourage social interaction, pedestrian circulation shall be designed so adults will walk through communal landscaped areas en route to parking, laundry, and other facilities.
6. Walkways should be located to minimize the impact of pedestrians on the privacy of nearby residences or private open space. Avoid siting a walkway directly against a building. A landscaped planting area between walkways and building facades is strongly encouraged.



Provide landscaping between buildings and pedestrian walkways

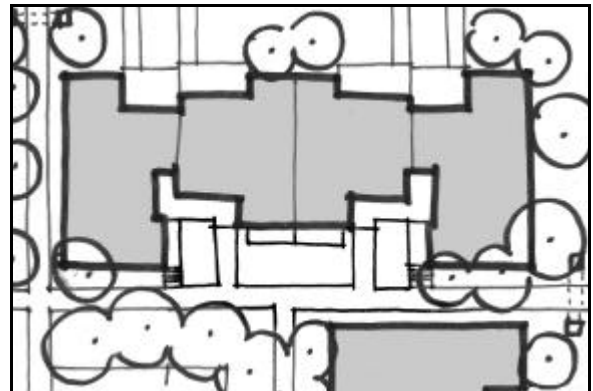
7. Adequate lighting levels shall be provided along all walkways.
8. Walkways shall be accessible to disabled

persons and in conformance with the Americans with Disability Act (ADA.)

H. Access to Dwellings

Access to dwellings can provide a unique identity for the individual unit, allow opportunities for social interaction, increase natural surveillance through porch sitting activities, and reinforce territoriality through the use of physical barriers and psychological reinforcement.

1. The main entry to each dwelling unit shall be clearly visible from the nearest public circulation walkway. A porch, covered stoop, or similar entry feature shall be provided at each unit's front entry.
2. Each individual ground level unit should have its own private walkway to the front door.



Individual private walkways lead to each ground level unit

3. A building's stairwell, and elevator if provided, should be centrally located to the units served and should be visible from as many units as possible. Ground floor units and units served by elevators shall be accessible to physically disabled persons.
4. Where one building entry serves a cluster of

dwelling, the number sharing should be no more than four units.

5. Interior corridor-access buildings should be avoided. Where interior corridor-access buildings are unavoidable, recessed entries stepped back from the corridor wall should be used. Recessed entries shall be visible from the corridor and not create areas that would be considered unsafe. Access to interior corridor-access buildings, when used, shall be limited to two entry points for security reasons.
6. To minimize the outdoor clutter that can accumulate in private open space areas, private storage space for strollers, bicycles, etc., shall be provided for each dwelling unit. Its location should be either inside the unit, or outside and immediately adjacent to the unit.
7. Walkways and access to dwelling units should be designed to facilitate the moving of furniture by considering minimum widths, heights, and turning angles.

Chapter 3

Architecture

A. Intent

The architectural guidelines address the overall external appearance of the development, including building forms, details, and proportions. Use of single-family residential design elements are recommended to reduce perceived density, give identity to the development and its individual dwelling units, add visual interest, and be compatible with the neighborhood context.

It is not intended that these guidelines designate one architectural style or a specific design character. There are various architectural styles found in the southeastern San Diego community that help to create a unique sense of place. The primary focus should be to construct a high quality residential environment within the context of the existing community. Quality development is further encouraged through a sustainable design approach.

Proposed developments are encouraged to provide a sustainable design approach to site planning and housing design. Sustainable housing design practices that reduce long- and short-term energy consumption and costs, conserve natural resources, increase user comfort, and reduce waste and pollution are important concepts that should be considered. Sustainable technologies and methods address materials durability, use of alternative materials, buildings that conserve natural resources, reduced energy usage for appliances and heating/cooling systems, waste disposal and recycling, and contribute to an environmentally-efficient development.



B. Overall Character

1. Where the neighborhood has a recognizable architectural theme, style, or character (such as location in a historical district), it should be considered for incorporation into the development's design.
2. To create a unified appearance, all support buildings in the development, such as laundry facilities, recreation buildings, carports, garages, and the management office, shall be compatible in architectural design with the rest of the development.

C. Building Scale and Height

1. Buildings shall incorporate smaller-scale architectural forms such as bays, recessed or projecting balconies, and dormers to visually reduce the height and scale of the building and emphasize the definition of individual units. Architectural elements such as bay windows, porches, projecting eaves, awnings, and similar elements that add visual interest to the development are strongly encouraged.



Design elements reduce the building's mass and add visual interest

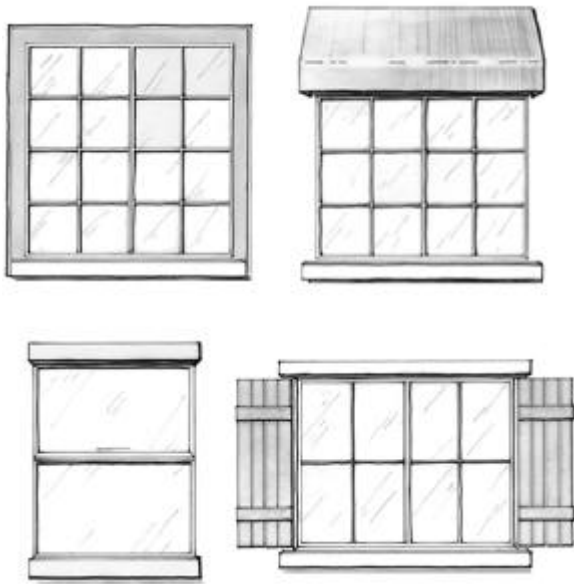
2. In order to “scale down” facades that face the street, common open space, and adjacent residential structures, it may be desirable to set back portions of the upper floors of new multi-family buildings.
3. Varied building heights are encouraged, both to provide visual interest and give the appearance of a collection of smaller structures. Building heights at the development's edge should be considered within the context of the project's surroundings, the adjacent uses, and the distance from adjacent buildings. The development's building height should create a transition from the heights of adjacent existing residential development, rather than form abrupt height changes.



Height transition from existing one-story dwelling to new two-story development

D. Facade Modulation

1. Boxy and monotonous facades that lack human scale dimensions and have large expanses of flat wall planes shall be avoided. Architectural treatments, such as recessed windows, moldings, decorative trim, and wood frames, shall be used to add visual interest to the facade. Windows of varied shape, size, and placement are encouraged.

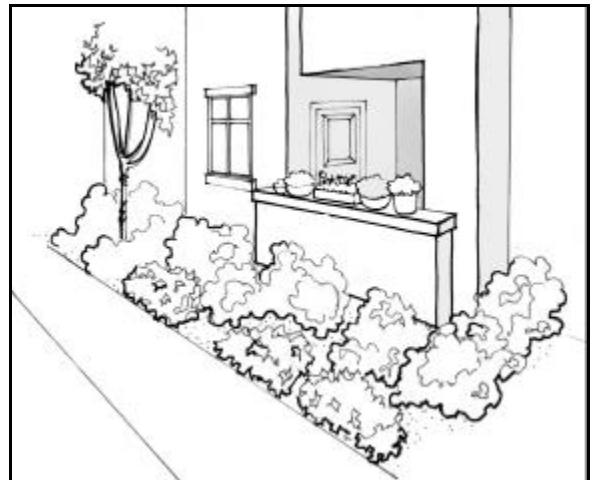


Examples of various window styles that create visual interest on a building façade

2. Building offsets are required by City of San Diego regulations; however, where it would enhance the overall development, building designers are encouraged to use other creative design solutions, such as color contrast and smaller offsets, to meet the intent of the building offset regulations.
3. Building facades that enclose stairwells should include residential-type windows to reduce the visual bulk of the stairwell and enhance safety. Building facades enclosing elevator shafts should use architectural treatments to reduce the visual mass.
4. To provide visual interest and avoid an identical appearance, garage doors should incorporate some architectural detailing that is consistent with the overall development's architectural design, such as patterned garage doors, painted trim, or varied garage door colors.

E. Building Entries

1. Courtyard doors or gates used at building entries shall be attractively designed as an important architectural feature of the building or development.
2. Individual entries shall have a strong relationship with a fronting street, internal walkway, or courtyard, as appropriate to the overall siting concept. A transitional area from the public space or walkway to the private dwelling unit entry, such as a porch, steps, or landscaped walkway, shall be provided.
3. Each dwelling unit's entry shall be emphasized and differentiated through architectural elements such as porches, stoops, or roof canopies, and detailing such as paint color, trim, materials, or awnings. Opportunities should be provided for residents to personalize their entry by providing ground level space or a wide ledge for potted plants.



A wide ledge creates opportunities to personalize the dwelling unit

F. Stairs

1. Whenever possible second floor dwelling units should be served by individual flights of stairs. Where appropriate for the architectural style, the stairway design shall be open to allow views for natural surveillance.



Open stairways allow natural surveillance

2. Where prefabricated metal stairs are used, additional design features such as screen walls, enhanced railings, or accent colors should be used to enhance their appearance. The additional design features shall be consistent with the overall building design.

G. Building Materials

1. The development's dwelling units, community facilities, and parking structures shall be unified by a consistent use of building materials, textures, and colors. Exterior columns or supports for site elements, such as trellises and porches, shall utilize materials and colors that are compatible with the rest of the development.

2. Building materials shall be durable, require low maintenance, and be of comparable quality and image to what is used in the surrounding regional area. Frequent changes in building materials should be avoided.

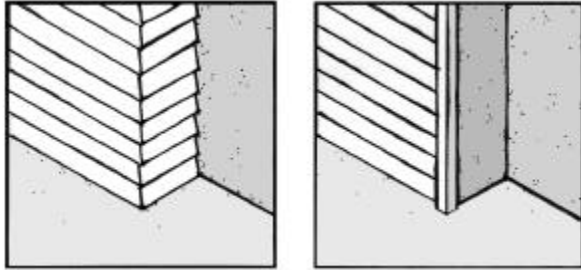
H. Roofs

1. Roof pitches and materials shall appear residential in character and should consider the prevailing roof types in the neighborhood, including flat roofs, hipped or gabled roofs, and mansard roofs. The roof pitch for a porch may be slightly lower than the roof pitch of the main building.
2. Roof lines shall be broken up and varied within the overall horizontal plane. Combinations of roof heights that create variation and visual interest are encouraged.
3. Carport roofs visible from buildings or streets should incorporate the roof pitch and materials of adjacent buildings.

I. Color

1. Color should be used as an important design element in the development's appearance. The predominant colors for the dwelling units and accessory structures should be natural or muted tones. Appropriate use of more than one predominant paint color is encouraged. Compatible accent colors are encouraged to enhance important building elements.
2. The color of shadow patterns, relief, decorative trim, and wood frames should be distinctive yet compatible with the overall building color. Bright or intense colors should be reserved for significant architectural massing, refined detailing such as grillwork, or more transient features such as awnings.

3. Materials such as brick, stone, copper, etc. should be left in their natural colors. Such materials should not appear thin and artificial. Veneer should turn corners and avoid exposed edges.



Veneer materials should turn corners and avoid exposed edges

J. Mechanical Equipment and Vents

1. Roof-mounted mechanical equipment visible from buildings or a public street should be screened in a manner consistent with the appearance of the building, including materials and color.
2. Mechanical equipment on the ground should be screened from view. Utility meters and equipment should be placed in locations that are not exposed to view from the street or they should be suitably screened, including the use of landscape materials. Screening devices should be compatible with the architecture and color of the adjacent buildings.
3. Roof flashing and vents exposed to public view should be painted to match adjacent surfaces or concealed in a manner consistent with the building's appearance.

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Chapter 4

Landscaping

A. Intent

Landscaping serves many functions in a multi-family housing development. Plant materials can create unique identity, visually connect areas, soften the architecture, provide shade, and screen unattractive areas. Landscaping is important to site design and safety/security issues, as it helps to define outdoor space and edges and can be used to discourage graffiti. An attractive, well-maintained landscaped environment contributes to overall resident satisfaction in the development and it also enhances the appearance of the surrounding neighborhood.

B. Use of Landscaping

1. Landscape design and selection of plant materials are an important component in multi-family developments. The development's budget should provide for quality landscaping design, proper installation and plant sizes that will "fill in" and beautify the development within a reasonable period of time.
2. Landscaping shall be used to create an attractive appearance, unify elements within the development and help the development "fit" within its surroundings. Specific standards for the amount of landscaping to be provided are contained in the Landscape Regulations Section of City of San Diego's Land Development Code.

3. Use of landscaping is encouraged to define and accent specific areas such as building and parking lot entrances and the main walkways to community facilities.
4. Plant materials should be used to define the territorial edge between public and private space, buffer adjacent uses, when appropriate, and screen service areas.

C. Landscape Design

1. Landscaped areas should generally use a three-tiered planting system consisting of ground cover; shrubs and vines; and trees. Grass is a high-maintenance ground cover that should be used primarily for active recreation areas. Grass shall not be used in narrow strip areas; groundcover or shrubs are more appropriate.



Groundcover, shrubs and trees help to create an attractive development

2. Different landscape designs and plant materials should be used in the various courtyards and common open space areas of the development to create an individual identity for each space.
3. Landscape designs that emphasize water-efficient plants are encouraged. Water-intensive landscaping, such as turf grass, should be concentrated in areas of high visibility and use.

4. Vines and climbing plants on buildings, trellises, perimeter walls, and fences are encouraged, both to provide an attractive appearance and to minimize graffiti.



Vines on walls help to minimize graffiti

5. Landscaped entry walkways leading from public space to the private dwelling units should use different plant material to reinforce the territorial transition from public to private space.
6. Landscape plantings should be used to help define property lines and distinguish private space from public space by creating a strong edge through a distinct change of plant material, form, height and/or color.
7. The use of bark or leaf mulch to hold in soil moisture is required in all shrub and ground cover areas. However, the use of these mulches, or other materials such as gravel or Astroturf, shall not be used as a substitute for ground cover plantings.
8. Trees and shrubs should be selected based on their mature size and root characteristics. Plants with root systems that uplift hardscape materials or are considered invasive shall be avoided.
9. Landscape materials should be used to help screen mechanical equipment so that it is not exposed to view from the street or major walkways within the development.
10. Landscaping such as vines or shrubs should be used to screen trash enclosures from adjacent dwelling units.
11. Trees and shrubs should not be planted so close together that they create maintenance and security problems at maturity. They shall not completely obstruct views into the development from the public right-of-way, especially views to dwelling entries and common open space areas.
12. Tree height and spread should consider the location of light standards in order to avoid conflicts and maintenance problems as the tree grows. Plant materials shall not interfere with lighting or restrict access to fire hydrants or fire alarm boxes.
13. Trees or large shrubs should not be planted under overhead utility lines or over underground utilities if their growth might interfere with those public utilities. Contact SDG&E for a list of acceptable trees and planting practices near public utilities.
14. The following are general design concepts which are encouraged in all developments:
 - a. Use specimen trees and accent plant materials at major focal points, such as the entry to the development or where major walkways intersect with the common open space area.
 - b. Use landscaping to help define the edges of common open space areas and to distinguish the boundary between private and common open space areas.
 - c. Use plantings to soften building lines and emphasize the positive features of the site. Use plantings to create shadows and

- patterns against walls.
- d. Use dense landscaping to physically separate children’s outdoor play areas from vehicular parking or entry areas.
 - e. Use trees to create canopy and shade, especially in parking areas and passive open space areas. Trees with open branching structures and less dense foliage should be used to allow “filtered” views to parking lots for security purposes.
 - f. Use vines, shrubs, and trees around garages, tuck-under parking spaces, and underground parking entrances to reduce their visual dominance.

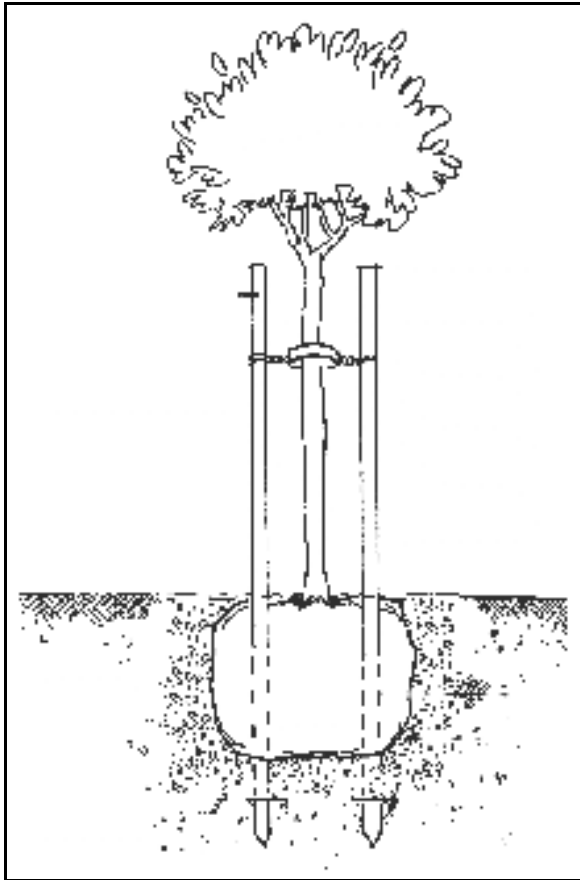


Vines, planter beds, and trees enhance the appearance of garage doors within the development

- g. Use canopy trees, shrubs, and seasonal colorful plants adjacent to seating areas to provide shade, protection from wind, and visual interest.
- h. Use berms, plantings, and walls with vines to screen parking lots, trash enclosures, maintenance areas, and utility boxes.
- i. Use shrubs to soften building foundations or for screening purposes. Shrub planting should be avoided where security and safety sight lines need to be maintained. Excessive use of shrubs can create security concerns and increase maintenance efforts.
- j. Use canopy trees to provide solar control for building windows, doors, and outdoor gathering areas. Strategically locate deciduous trees to allow winter sun yet provide summer shade. Take into account the different micro-climates of the southeastern community, where the westernmost areas are cooler due to prevailing sea breezes, while areas to the east are warmer.
- k. Use trees and shrubs, as appropriate within the overall conceptual landscape design, that produce seasonal color, either with leaves or flowers. The selected landscaping materials shall be those that do not create litter or stain pavement or vehicles.

D. Maintenance and Irrigation

1. All young trees shall be securely staked with double staking and/or guy-wires. Stakes should be lodge pole pine stakes with soft rubber ties that loop around the trunk. Root barriers should be used for any tree placed in paved or other situations where roots could disrupt adjacent paving/curb surfaces.



Trees should be securely staked

2. Automatic irrigation controllers shall be installed to ensure that landscaped areas will be watered properly. Solar exposure should be considered when determining irrigation control zones. Rain shut-off devices should be provided at each automatic controller. Backflow prevention devices and anti-siphon valves shall be provided in accordance with City of San Diego regulations.

3. Sprinkler heads and risers should be protected from pedestrians and car bumpers. “Pop-up” heads or low flow irrigation systems that are designed to withstand such conditions shall be used near curbs, sidewalks and internal walkways.
4. Irrigation systems should be inspected and repaired regularly. Residents should be encouraged to report irrigation system malfunctions to management as soon as they are detected.
5. All irrigation systems shall be designed to reduce vandalism by placing controls in an appropriate enclosure in a secure location. Locking Quick Coupler Valves should be located in landscaped areas near enclosures.
6. The landscape irrigation system shall be designed to prevent water run-off and overspray.
7. To prevent water damage to foundations and building facades, an “irrigation free zone” shall occur at all building foundations by locating irrigation heads at least 12 inches from the face of any building. The planting root balls of spreading shrubs can be placed just outside this 12-inch zone and foliage can still spread into the irrigation free zone to soften building foundations.

E. Landscaping Elements

1. Hardscape materials shall be consistent with the architectural design or style of the development. The use of interlocking pavers, scored concrete, or rough-textured concrete to define site entries is strongly encouraged. Stamped concrete or colored concrete is not recommended due to excessive maintenance and repair costs associated with its use.

Chapter 5

Miscellaneous Site Elements

A. Intent

This chapter addresses miscellaneous site design elements, such as site furniture, trash and storage areas, mailboxes, and signage, that contribute to the comfort and convenience of residents' daily activities. The following guidelines encourage use of miscellaneous site elements that reinforce safety concepts, increase opportunities for social interaction, reduce maintenance, and consider environmental factors.

B. Walls and Fences

1. The design of walls and fences, as well as the materials used, shall be consistent with the overall development's design. Fence and wall color shall be compatible with the development and adjacent properties. To facilitate quick removal of graffiti, all wood fences shall be painted. Paint color used on fences shall be common colors readily purchased and kept readily available on the development's premises.
2. If front yard fences are used, visually penetrable materials such as wrought iron or tubular steel shall be used. Chain link fencing shall be avoided. Visually penetrable fences in front yards may be six feet in height, although a lower height is encouraged.



Penetrable wrought iron fences allow views

3. Natural materials, such as brick and stone, are encouraged for front yard retaining walls. If poured-in-place concrete is used, it should be treated with a decorative pattern or an exposed aggregate finish. Penetrable fencing material, such as wrought iron, may be used in combination with retaining walls in front yards. To maintain the dwelling unit's strong visual connection with the street, retaining walls in front yards should not exceed two feet in height.



Low retaining walls in the front yard

4. Wall design and selection of materials shall consider maintenance issues, especially graffiti removal and long-term maintenance. Concrete capstones on stucco walls are encouraged to help prevent water damage from rainfall and moisture. Graffiti coatings are available in several different product types, including sacrificial coating and non-sacrificial coating.

5. Individual dwelling unit patio and rear yard fences and walls visible from the development's open space should be no higher than 42 inches for security reasons. Outdoor privacy walls between units, however, may be higher. To increase privacy, it is encouraged that the privacy walls be solid.

C. Site Furniture

1. The design, selection and placement of all site furnishings such as tables, benches, bollards, and trash receptacles shall be compatible with the overall site design and architectural character of the development.
2. Seating opportunities should be provided in both sunny and shaded areas. Seating in areas that offer opportunities for social interaction and informal surveillance, such as a bench near the communal mail box area or benches near tot lot areas and laundry rooms, are strongly encouraged. A variety of sitting area designs, from formal arrangements such as benches, to informal arrangements such as low walls or steps, are encouraged. In general benches should be located in areas that have some provision for shade.

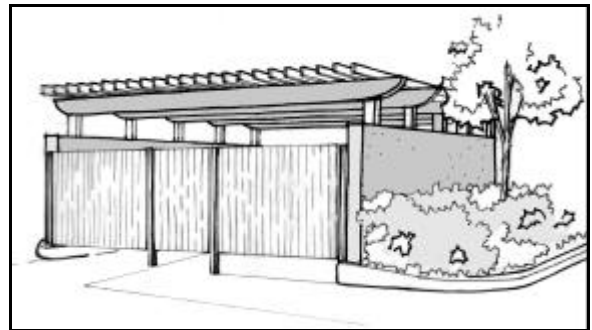


Seating areas in a shaded location

3. A drinking fountain located near each children's play area is encouraged. Drinking fountains should be "high/low" to accommodate various age groups and disabled persons.
4. Onsite litter receptacles should be located in or adjacent to high use areas such as community facilities, play areas, and laundry rooms.

D. Trash and Storage Areas

1. Trash enclosures shall be located in convenient but not prominent areas, such as inside parking courts, or at the end of parking bays. They should be well screened with landscaping and designed to protect adjacent uses from noise and odors. A clear and safe pedestrian route shall be established to each trash area. Residents should not have to wind their way through a parking lot to the trash area.
2. Trash enclosures shall be constructed from solid materials and adequately screened from adjacent units with landscaping. All trash enclosures should be covered with a trellis or similar structure. Architectural screening elements should be constructed of the same materials and finishes as adjacent buildings, and the color should also be compatible with the adjacent buildings. Gates should be of a solid material and painted to match the architectural screening elements on nearby fences and walls.

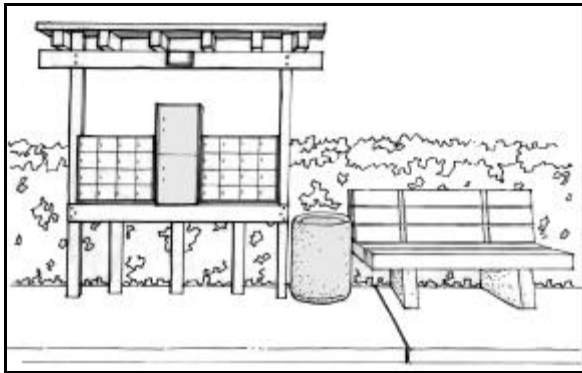


A trellis and gate screen the trash enclosure

3. Trash receptacles should be accessible for trash collection but should not block circulation drives near loading areas or conflict with parking. For security reasons, trash enclosure locations should not create blind spots or hiding areas.

E. Mailboxes

1. Mailboxes shall be located in highly visible, heavy use areas for convenience, to allow for casual social interaction, and to promote safety. A bench or seating area in close proximity to the mailbox location is strongly encouraged, and a trash receptacle shall be located adjacent to the mailboxes.
2. Incorporation of design features, such as a built frame consistent with the development's architectural style, is encouraged.



A bench near the mailbox offers an opportunity to socialize

F. Signage

1. Signage contributes to the development's identity as a unique environment. Professionally designed, creative signage is strongly encouraged, especially for internal directions and building identification.
2. Clear legible entry signage shall be provided to identify the development. Internal circulation signage and visitor parking areas should also be clearly indicated. A directory that shows the location of buildings and individual dwelling units within the development is encouraged.
3. Building numbers and individual unit numbers shall be readily visible, in a consistent location, well lit at night, and compatible with the overall design of the development.



Visible building numbers help visitors to easily locate units

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Chapter 6

Community Facilities and Amenities

A. Intent

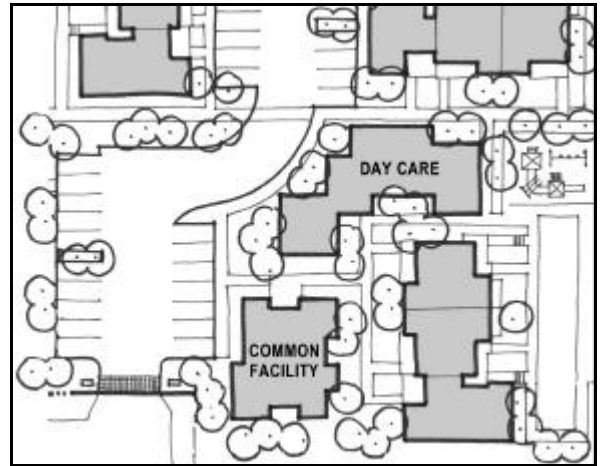
Onsite community facilities and amenities provide residents with needed services within the development, such as daycare and laundry rooms. Use of common space helps establish social ties and encourages a sense of community; two factors that contribute to a safe, secure environment. Multi-family developments cannot provide the same private open space opportunities as those of a single-family home. Therefore, it is especially important to address residents' needs for flexible multi-purpose space within the development. Uses to be addressed include meetings, family celebrations, training classes, and community gatherings.

Recommended target thresholds for the size and quantity of community facilities and management/leasing space are found in Appendix B of this document. The target thresholds are organized for five different size developments, ranging from up to 25 units to 200 units.

B. Enhance a Sense of Community

1. The development should relate directly to the adjacent, existing neighborhood and should acknowledge the development's role as an integral part of the community. For example, the location of onsite community facilities, such

as a day care center or learning center, should consider use by the larger community as well as by the development's residents.



Day care and community facilities are located convenient to parking and the development's entry

2. Informal outdoor gathering areas and pedestrian nodes that can function as community gathering spaces should be created and incorporated into the overall site design. These areas should relate to the development's common facilities, such as the play areas, courtyards, laundry facilities, and community buildings.
3. Dwellings, walkways, and common areas should be arranged so that it's possible for neighbors to meet one another through the natural and daily use of the development, such as doing laundry, supervising children's play, or walking to the parking lot.
4. The distance between units facing each other across a common landscaped open space should be sufficient for outdoor use and gatherings but should not compromise the privacy of individual dwelling units.

C. Facilities and Amenities

1. The quantity, size, and type of community facilities provided should be appropriate for the development's expected residential mix. The needs of the larger surrounding neighborhood are also encouraged to be considered. Onsite facilities that should be considered include a community center, meeting rooms, a learning center/computer center, a day care facility, elder care facility, or communal gardens. Activities for residents, such as after-school programs for children and teens, or adult training classes, should be considered.



A community facility for various activities

2. Developments are encouraged to provide onsite day care facilities whenever possible. Day care may be provided by the development or by an outside party, but in all cases should be affordable to residents of the development. For a large development, or one with many children, supervision of recreation facilities by salaried personnel should be considered.
3. Outdoor seating areas for passive social activities (such as reading, conversing, or playing chess) are an important part of any development, and should be provided in appropriate areas for both adults and children. An informal amphitheater that can be used for seating and children's play, as well as family

and social gatherings, may be desirable. Picnic tables, barbecues, and picnic pavilions add to the social ambiance of a community and are encouraged. Location factors should include distance to tot lots, shade, and some degree of privacy.

4. Partnerships with appropriate resource agencies to provide community facilities and programs for the residents are strongly encouraged.
5. If laundry hookups are not provided in the individual dwelling units, then communal laundry facilities shall be provided onsite, and should be located adjacent to the children's play area to facilitate supervision. Where more than one laundry facility is recommended (see Appendix B), it is optional to consolidate those facilities.
6. The installation of cable conduit to accommodate the future installation of high speed Internet lines to individual dwelling units and/or a computer learning center is strongly encouraged.
7. To enhance a sense of security and discourage crime, developments are encouraged to include space where police officers can stop by and complete their paperwork.

Chapter 7

Safety and Security

A. Intent

Residents have a basic right to feel safe and secure in their homes. The following guidelines promote the use of site planning, landscaping, community involvement, and physical and psychological barriers to create a safe environment and to prevent crime, vandalism, and graffiti. The principles of Crime Prevention Through Environmental Design (CPTED) are used extensively. The lighting guidelines are less detailed, and recognize that specific illumination levels are dependent on the individual site characteristics.

B. Crime Prevention Through Environmental Design (CPTED)

1. The following CPTED strategies should be incorporated into the design of multi-family developments, whenever possible.
 - a. Use the concept of natural surveillance, or “eyes on the street,” by promoting features that maximize the visibility of people, parking, and building entrances.
 - b. Use the concept of territorial reinforcement by promoting features such as landscape plantings, paving designs, and gateway treatments that define property lines and distinguish private space from public space.

- c. Use the concept of natural access control by designing streets, walkways, building entrances, and development entries to clearly indicate public routes and to discourage access to private areas.
- d. Use the concept of target hardening by promoting features that reduce “penetrability” and prevent entry or access to dwelling units.

C. Opportunities for Surveillance

1. Windows and entries shall be placed to maximize natural surveillance of the site. Sight lines from dwelling units to the parking area should be provided.
2. Open spaces, courtyards, circulation corridors, and individual dwelling unit entrances should be designed to be visible from as many dwelling units as possible. Enclosure of private open space should not prevent common open space surveillance by residents.
3. The management office should be located in a central, visible location, and community meeting rooms and other amenities should also be located close to other heavily used areas.



Security is enhanced with a management office that is in a highly visible location

4. Laundry rooms should be located adjacent to the

children’s play area to facilitate supervision. Doors and walls shall have windows to allow natural surveillance both into the laundry room and outside to the surrounding area.



A laundry room with windows allows open views out to the surrounding area

D. Hierarchy of Space

1. Development design should use a “hierarchy of space” to define territory for public space (streets), community space (common open space, play areas, communal laundry, community center, etc.), and private space (individual units and private open space.) The use of design elements to define the public/private edge, such as special paving, change in building materials, and grade separations, or physical barriers such as landscaping, fences, walls, screens, or building enclosures, are encouraged.



Grade separation and low retaining walls establish a public/private edge and define territories

2. Building entrances and individual dwelling unit entries should be accentuated by architectural elements, lighting, and/or landscaping to further emphasize their private nature.

E. Penetrability

1. Doors to community facilities should contain some transparency and be key-controlled by residents. Courtyard gates and shared building entrances that access individual units should automatically lock when closed.
2. All front doors in individual dwelling units shall have a peep hole or other feature to allow residents to see who is at the door before opening it. To prevent break-ins, door knobs shall be 40 inches from any window pane. Door hinges shall be located on the interior side of the door to prevent unauthorized removal. Single cylinder dead bolt locks shall be installed on the exterior doors of all individual dwelling units. Sliding glass doors shall have one permanent door on the outside and the inside moving door shall have a locking device and a pin.

3. Upper-floor window designs that would attract unauthorized entry should be avoided. Security bars on windows are not encouraged. If provided, security bars shall be located only on the inside of windows and have proper emergency release mechanisms.
4. The use of double-paned windows is recommended where needed to minimize breakage.

F. Lighting

1. Lighting levels will vary depending on the specific use and conditions, but the overall consideration shall be to provide lighting levels sufficient that intruders cannot lurk in shadows, that steps and other grade changes are apparent, to enable residents to easily unlock their door or identify visitors on their doorstep, and to reduce theft and vandalism.
2. Street lighting should be installed along the internal circulation streets. Lighting should be designed to shine downward and eliminate skyward glare. Light standards shall be residential/pedestrian in scale and be spaced appropriately for the fixture, type of illumination and pole height.
3. Lighting in parking areas shall be arranged to prevent direct glare into adjacent dwelling units and onto neighboring uses/properties.
4. Pedestrian-scaled lighting shall be located along all walkways within the development. Bollards should not be used as they are subject to vandalization, whereas 12-foot high light standards discourage vandalism. Site lighting may be located on buildings to illuminate site areas not covered by individual light standards. Whenever possible, install lighting high enough on the building to prevent vandalism.

G. Vandalism and Graffiti

1. A combination of design, maintenance, and community surveillance shall be used to prevent vandalism and graffiti in multi-family developments.
2. The use of highly vulnerable materials shall be avoided, but excessively durable materials should not be used at the expense of appearance. Care should be taken to “design” for the discouragement of skateboarding, as it can be a destructive and dangerous activity in areas not specifically dedicated for that use.
3. Maintenance staffing and budgeting shall allow for prompt repair of vandalism damage. Sometimes the normal “wear and tear” of children’s play is mistaken for vandalism, in which case the original design may need to be redesigned or maintenance practices changed.
4. Graffiti shall be removed or painted out as soon as possible, but no less than within 24 hours of its appearance. To ensure the required time frame is met, maintenance staff shall have on-hand the designer-specified paint colors of all exterior fences and walls that are potential targets for graffiti. Landscaping, such as vines on walls and barrier plantings, should be used to discourage graffiti. Where there is no conflict with pedestrians, the use of thorny shrubs adjacent to fences may be considered as a possible deterrent to graffiti.

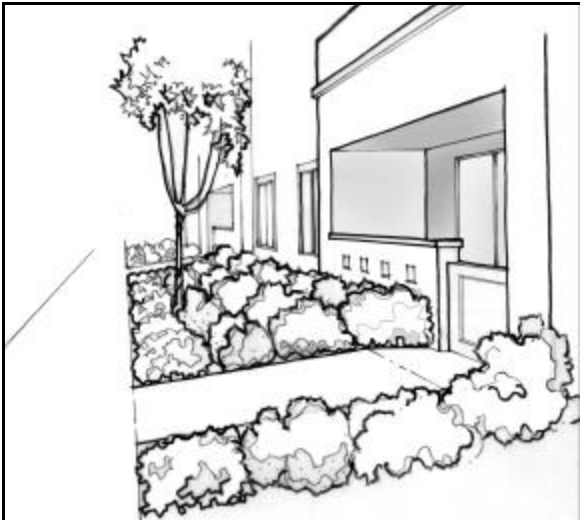


Parking lot lighting

5. Mailboxes shall be located in a highly visible heavy use area, such as adjacent to the management office or community facilities, to minimize the possibility of vandalism and theft.

H. Landscaping

1. The use of dense plantings to establish a barrier adjacent to ground level units is encouraged. Where appropriate, the use of thorny plants as barrier plantings is encouraged. Mature shrubs located adjacent to buildings should generally be lower than the bottom of windows to maintain open sight lines.



Dense thorny shrubs create a barrier planting in front of dwelling unit windows

I. Security Plan

1. Each proposed development shall submit a security site plan that identifies the safety and security features of the site, including text “call outs” that relate to CPTED concepts. The site plan should be supplemented by a security plan report that further describes the safety and security elements of the development.
2. The submitted security plan report shall also indicate any other crime prevention measures that will be provided onsite, such as security patrols, apartment watch groups, and zero tolerance of drugs/crimes. A copy of the security site plan and site plan document will be provided to the police department for their review and recommendations.

Chapter 8

Management and Maintenance

A. Intent

Management plays a significant role in helping to create a safe and secure environment, which is important for tenant satisfaction. Management can do a better job and maintain high morale if their physical space needs, maintenance personnel needs, and budgetary needs are well met. Effective management and maintenance results in lower management and administrative costs. Residents in a well-maintained development are more likely to take care of their area and contribute to the community's stability. These guidelines address the requirements of a management and onsite security plan for each development and how management can encourage an atmosphere of cooperation and good will with residents.

Recommended target thresholds for the size and quantity of management/leasing space is found in Appendix B of this document. The target thresholds are organized for five different size developments, ranging from up to 25 units to 200 units.

B. Onsite Management

1. Sufficient space should be provided for the management office and maintenance activities. The development's owners should provide management with a reasonable budget for building and landscape maintenance.

2. Policies that allow residents to participate in property management, such as increased responsibility for minor repairs, should be considered.
3. A clearly stated manual of rules and regulations shall be prepared by management to explain the onsite responsibilities of management and residents. At least one copy of the manual shall be given to the residents of each dwelling unit.

C. Maintenance

1. Play equipment should be inspected and repaired regularly for reasons of safety and appearance.
2. To eliminate unsightly clutter, residents should be provided a means to dispose of bulky items that cannot easily fit into a dumpster or trash can.
3. Private open space areas shall be kept clean and neat, and shall not be used for outdoor storage or clothes drying.
4. Management shall maintain all landscaping and improvements along all property edges. Management shall direct careful attention to maintenance along street edges, especially from the building out to the sidewalk adjacent to the street curb, including any area that may be on the curb side of a fence. Management shall be responsible for irrigating plant materials in this area and for keeping the area free of weeds, litter, and graffiti.

D. Required Management and Security Plans

Before obtaining a development permit, the developer and/or management company shall submit a Management and Security Plan that includes a copy of the following items:

1. The lease agreement or homeowners association by-laws.
2. A copy of the residents manual of rules and regulations that is given out to the development's residents.
3. The resident's manual should include fire exiting procedures, location of fire extinguishers, and instructions for use.
4. The management company's eviction policy, including the grounds for eviction, eviction procedures, and grievance procedures.
5. The maintenance plan, including provisions that outline the management company's commitment to remove graffiti within 24 hours and to maintain all landscaping, fencing, etc., in good condition.
6. A list of any fees/charges that may be imposed on tenants in addition to rent.
7. The resident selection criteria which indicates the management company's procedures to secure good tenants/buyers without illegally discriminating, in accordance with HUD's Fair Housing Practices.
8. A security site plan and a security plan document that indicates what crime prevention measures, such as security patrols, lighting, fencing, apartment watch groups, zero tolerance of drugs/crimes, etc., will be provided onsite. A copy of the security site plan and the security plan document will be provided to the police department.
9. The qualifications and experience of the management company. New companies must be able to demonstrate their understanding of the types of problems and issues that may occur within SEDC's Area of Influence.
10. A resident services and staffing plan that describes the types of services, such as child care, job training, and after school tutoring programs, that will be made available to the residents and/or community by the developer/management company.
11. A description of staffing capabilities, including staff credentials, and a schedule for on-going staff job training to be held onsite. This should include job descriptions for onsite staff. A schedule for performance evaluation, evaluation criteria, and who reviews and conducts evaluations should also be provided.

APPENDIX A

Appendix A

CITY OF SAN DIEGO DOCUMENTS REVIEWED IN PREPARATION OF THE MULTI-FAMILY DEVELOPMENT GUIDELINES

1. Southeast San Diego Community Plan
2. Southeast San Diego Planned District Ordinance
3. Project First Class Urban Design Program
4. Central Imperial Redevelopment Plan
5. Mount Hope Redevelopment Plan
6. Southcrest Redevelopment Plan
7. Sherman Heights & Grant Hill Park Historic Districts Design Criteria and Guidelines
8. City of San Diego Land Development Code
9. City of San Diego Police Department Guide: Crime Prevention Through Environmental Design

APPENDIX B

Table 1
RECOMMENDED TARGET THRESHOLD
FOR TYPICAL
DWELLING UNIT SIZES

Dwelling Unit	Approximate Size in Square Feet (SF)
1 Bedroom	550 – 750 SF
2 Bedroom	750 – 950 SF
3 Bedroom	1,000 – 1,150 SF
4 Bedroom	1,150 – 1,350 SF

Table 2
RECOMMENDED TARGET THRESHOLD
FOR TYPICAL
DWELLING AREA SIZES

Dwelling Area	Approximate Size in Square Feet (SF), Linear Feet (LF) or Cubic Feet (CF)
Living Room	12' x 12' (144 SF)
Dining Room	9' x 8' to 10' x 10' (72 to 100 SF)
Kitchen	9' x 7' to 9' x 9' (63 to 81 SF)
Master Bedroom	12' x 12' (144 SF)
Master Bedroom Closet	8 LF (half double poled)
Second Bedroom	10' x 10' (100 SF)
Second Bedroom Closet	6 LF (half double poled)
Linen Closet	3 LF or 48 CF
Coat Closet	3 LF
General Storage	100 CF per unit
Private Outdoor Space	50 – 75 SF per unit

**Table 3
RECOMMENDED TARGET THRESHOLD
FOR AMENITIES AND FACILITIES
(DEVELOPMENT SIZE: UP TO 25 DWELLING UNITS)**

Amenity / Facility	Approximate Size in Square Feet (SF) or Quantity
Community Building	1,000 SF
Maintenance Building / Room	150 SF
Day Care Facility	Not proposed
Children’s Playground 2 – 5 years old 5 – 12 years old	One (combined for both children’s age groups)
Teen to Adult Play Area	Not proposed
Laundry Room / Building	Total of 5 Washers & 5 Dryers, to be provided in one location, for a total 200 SF

**Table 4
RECOMMENDED TARGET THRESHOLD
FOR AMENITIES AND FACILITIES
(DEVELOPMENT SIZE: 25-50 DWELLING UNITS)**

Amenity / Facility	Approximate Size in Square Feet (SF) or Quantity
Community Building	1,500 SF
Maintenance Building / Room	200 SF
Day Care Facility Outdoor playground	16 children / 1,800 SF 1,200 SF
Children’s Playground 2 – 5 years old 5 – 12 years old	One (combined for both children’s age groups)
Teen to Adult Play Area	One
Laundry Room / Building	Total of 8 Washers & 8 Dryers, to be provided in one location, for a total 320 SF

**Table 5
RECOMMENDED TARGET THRESHOLD
FOR AMENITIES AND FACILITIES
(DEVELOPMENT SIZE: 50-100 DWELLING UNITS)**

Amenity / Facility	Approximate Size in Square Feet (SF) or Quantity
Community Building	1,500 – 1,800 SF
Maintenance Building / Room	300 SF
Day Care Facility	40 children / 3,200 SF
Outdoor playground	3,000 SF
Children’s Playground	
2 – 5 years old	One
5 – 12 years old	One
Teen to Adult Play Area	One
Laundry Room(s) / Building(s)	Total of 12 Washers & 12 Dryers, to be provided in one or two locations, for a total 480 SF

**Table 6
RECOMMENDED TARGET THRESHOLD
FOR AMENITIES AND FACILITIES
(DEVELOPMENT SIZE: 100-150 DWELLING UNITS)**

Amenity / Facility	Approximate Size in Square Feet (SF) or Quantity
Community Building	1,800 – 2,200 SF
Maintenance Building / Room	350 SF
Day Care Facility	50 children / 3,800 SF
Outdoor playground	3,750 SF
Children’s Playground	
2 – 5 years old	One
5 – 12 years old	One
Teen to Adult Play Area	One
Laundry Rooms / Buildings	Total of 18 Washers & 18 Dryers, to be provided in two or three locations, for a total 720 SF

Appendix B: Recommended Target Thresholds

Table 7
RECOMMENDED TARGET THRESHOLD
FOR AMENITIES AND FACILITIES
(DEVELOPMENT SIZE: 150 – 200 DWELLING UNITS)

Amenity / Facility	Approximate Size in Square Feet (SF) or Quantity
Community Building	2,000 – 2,500 SF
Maintenance Building / Room	400 SF
Day Care Facility	60 children / 4,500 SF
Outdoor playground	4,500 SF
Children’s Playground	
2 – 5 years old	One
5 – 12 years old	Two
Teen to Adult Play Area	One
Laundry Rooms / Buildings	Total of 28 Washers & 28 Dryers, to be provided in two to four locations, for a total 1,120 SF

**Table 8
RECOMMENDED TARGET THRESHOLD FOR
MANAGEMENT / LEASING SPACE**

Area	Approximate Size in Square Feet (SF) or Cubic Feet (CF)
<i>Up to 25-Unit Development</i>	
Reception Area	100 SF
Office	100 SF
Storage	100 CF
<i>25 to 50-Unit Development</i>	
Reception Area	100 SF
General Work Area	100 SF
Office(s)	One to Two at 100 SF each
Storage	200 CF
<i>50 to 100-Unit Development</i>	
Reception Area	100 SF
General Work Area	200 SF
Office(s)	Two at 100 SF each
Storage	300 CF
Conference Room(s)	One at 175 SF
Social Services / Security Patrol Space	100 SF
<i>100 to 150-Unit Development</i>	
Reception Area	100 SF
General Work Area	250 SF
Office(s)	Two at 100 SF each
Storage	350 CF
Conference Room(s)	One at 175 SF
Social Services	100 SF
Security Office / Space (Community Police Station)	100 SF

Table 8
RECOMMENDED TARGET THRESHOLD FOR
MANAGEMENT / LEASING SPACE (cont'd)

Area	Approximate Size in Square Feet (SF) or Cubic Feet (CF)
<i>150 to 200-Unit Development</i>	
Reception Area	150 SF
General Work Area	300 SF
Office(s)	Three at 100 SF each
Storage	450 CF
Conference Room(s)	One at 175 SF
Social Services	100 SF
Security Office / Space (Community Police Station)	100 SF

APPENDIX C

Meeting Summary
Multi-Family Development Guidelines
Southcrest Cultural Arts Center

May 16, 2000

In preparation of the Multi-Family Development Guidelines, SEDC held its first Workshop Tuesday, May 16, 2000 to gather community input. The workshop was held at the Southcrest Cultural Arts Center in the southeastern community. The workshop was attended by residents, property managers, developers, architects and community planning group members.

Consultant team members Carlos Rodriguez and Ron Pflugrath briefly discussed the design topics related to multi-family housing. During the discussion, photographs were presented that showed how various elements such as density, setbacks, and paint colors have been successfully incorporated into affordable multi-family housing projects throughout San Diego County, including southeastern San Diego. Workshop participants provided comments on these elements. They also commented on other topics not directly related to the architectural design of multi-family housing, but which reflected wider concerns about multi-family housing needs. The design topics and comments have been categorized into three lists, and include the following:

1. A summary of the multi-family architectural design topics that were presented.
2. Workshop participant comments on the multi-family architectural design topics.
3. Workshop participant comments that addressed concerns not directly related to multi-family architectural design but which are important to note.

At the next community workshop (to be held on Tuesday, June 6, from 6:30 p.m. to 8:30 p.m.), those comments regarding multi-family architectural design will be further discussed. The consultant team, working with the workshop participants, will demonstrate how these suggestions can be incorporated into the preparation of the Multi-Family Development Guidelines. Comments not directly related to architectural design features will be provided to the appropriate governmental agencies or other organizations for their information.

MULTI-FAMILY HOUSING DESIGN TOPICS PRESENTED

No.	Design Topic	Description
1.	Context	Traditionally, buildings were located close to the street which allowed residents to have “eyes on the street.” Buildings constructed more recently have wider setbacks from the street and can seem more isolated because of this.
2.	Density	Multi-family housing developments have a range of density, which can determine how close together units are located to one another. The way in which automobile parking is provided within a development can greatly impact the density.
3.	Orientation	This refers to the building’s relationship to the street. For example, this can include whether the front entry is located immediately next to the street or whether there is an entry courtyard. It also includes what you experience as you walk to your unit, such as a parking lot or a landscaped path.
4.	Mass and Scale	This refers to the overall bulk and form of the building. For example, whether a building appears boxy and massive or whether it feels more welcoming, with the building forms separated into smaller parts. Techniques that modify roof lines, incorporate a variety of colors, and adjust the locations of building walls are often used to reduce the massive appearance of a building.
5.	Facade Modulation	This refers to the architectural techniques and elements used that can add interest to a blank wall. It includes such things as using different types of windows and incorporating decorative features like tile or trim work.
6.	Circulation	Walkways can be located by windows and courtyards to enhance safety or they can be located to be more private. Walkway areas can also be landscaped in a variety of ways to increase their attractiveness.
7.	Building Materials and Color	A variety of building materials and color can be used to differentiate units from each other. This can create a sense of pride and uniqueness amongst the individual units.
8.	Windows	Variety in the appearance of windows can occur by using awnings, decorative tile, paint, wood accent trim, or bay windows that project out from the building.

MULTI-FAMILY HOUSING DESIGN TOPICS PRESENTED, continued

No.	Design Topic	Description
9.	Balconies	Balconies can be made to be private by the use of solid walls or they can have a more open design. Balconies can also function as an entry or private space.
10.	Roofs	Roof design can dramatically affect the appearance of a building. It can also be a safety consideration. Sloping roof, flat roof, and mansard roof designs are used throughout the community.
11.	Access	This refers to how you enter a development or individual unit. This can include a flat entry that allows disabled access, a few stair steps at ground level or a long flight of stairs.
12.	Parking	Multi-family housing can be surrounded by surface parking or the parking can be located at the side or rear of the development. Other options for parking are garages, carports, and motor courts. Automobiles can also be tucked under the first floor of a building. How parking is accessed from individual units is also a consideration.
13.	Landscaping	Even small spaces can appear more lush by using plants that grow tall and narrow. Landscape materials other than plants, such as decorative rock, can also enhance outdoor areas.
14.	Open Space	Areas of common open space are used by all residents and often include children's play areas. Good design creates pleasant usable open spaces that are inviting for residents to use. Areas should be wide enough to accommodate activities and be well shaded.
15.	Amenities	This refers to special facilities that can be used by all residents, such as a community center, on-site child care, computer center or swimming pool. Site amenities can be costly for a developer to provide; therefore, larger or more dense projects generally include more amenities than smaller projects.
16.	Security	Design elements that increase safety and security for residents include entry doors, walkways and open spaces that are visible from many individual units. Ground level units that look out onto the street, recreation areas and parking areas allow residents to monitor outdoor activities. Walkways that are well lit and landscaping that does not block views also enhance safety and security.

**COMMENTS FROM WORKSHOP NO. 1 PARTICIPANTS REGARDING
MULTI-FAMILY HOUSING DESIGN:**

Fitting Multi-Family Housing Into the Community

1. Good physical and social design can improve the negative perceptions of multi-family housing.
2. Try to locate schools and multi-family housing together, and also public transportation and multi-family housing.
3. The guidelines need to address how multi-family housing relates to single-family housing.
4. A better more pleasant environment with areas for children, landscaping, and access to public transportation are primary concerns.
5. A density of 30 dwelling units per acre would be hard for the community to accept unless done so that it appears less dense.
6. Lots of rehabilitation is needed for existing multi-family housing.
7. There is a need for affordable housing.
8. Multi-family design should consider the needs of the community. The design of the Malcolm X Library uses architecture that is very responsive to the community.

Encouraging a Sense of Community

1. Encourage a "sense of community."
2. Provide opportunities for social encounters.
3. Use the concept of the "watering hole" where everyone comes together.
4. Create incentives for people of mixed incomes to live together.

Creating a Safe and Secure Environment

1. There should be a safe place for children's activities and an area for the elderly.
2. Give consideration to the aging population by providing wheelchair accessible units.
3. One of the best security measures is to create a "sense of community."
4. Windows in the laundry room increase security.
5. Good lighting and surveillance cameras increase security.

Appendix C: Workshop Minutes

6. Giving up open space for higher density is not desirable because when there isn't enough open space, then children will play in the street.
7. Stairways used as a hang-out by children present safety and security concerns, and are noisy.
8. Flat roofs can be dangerous because children can easily get onto them and potentially fall.
9. Residents want a safe environment

Providing Parking and Amenities

1. Insufficient automobile parking is a problem.
2. When parking lots are used for play areas, lots of damage occurs to cars.
3. What a developer can realistically be asked to do versus what a property management firm can do needs to be considered.

COMMENTS FROM WORKSHOP NO. 1 PARTICIPANTS NOT DIRECTLY RELATED TO ARCHITECTURAL DESIGN:

1. Multi-family housing requires more schools.
2. School grounds should be available for recreational use after school hours and on weekends.
3. Provide more play equipment in the existing public parks.
4. There is a need for affordable housing.
5. Residents want a safe environment.
6. Residents want affordable child care.
7. Residents want activities for the elderly.
8. Residents want after-school programs for children.
9. Access to computers and high-speed telecommunications lines should be provided.
10. Participants suggested that there be additional outreach for participation at these community workshops.

Meeting Summary
Multi-Family Development Guidelines
Southcrest Cultural Arts Center

June 6, 2000

In preparation of the Multi-Family Development Guidelines, SEDC held its second workshop on Tuesday, June 6, 2000 to continue to gather community input. The workshop was held at the Southcrest Cultural Arts Center in the southeastern community. The workshop was attended by residents, property managers, developers, architects and community planning group members.

Presented at the workshop was a list with a brief description of the multi-family architectural design topics that were discussed at the May workshop. Photographs were displayed to show some of the shopping areas, residential areas and community facilities found in the various southeastern community neighborhoods.

The primary activity in the second workshop was a focus group exercise. The purpose of this exercise was to generate ideas, from different perspectives or roles, regarding design of the “ideal” multi-family housing development. Participants were divided into 5 groups, with approximately 5 persons per group. Each person in the group represented a different role and was asked to “think” and “design” from the perspective of that role.

The Representative Roles given to participants were as follows:

- Head of Household (3 children)
- Single Parent
- Developer of Multi-Family Housing
- Senior Citizen
- Apartment Manager

For approximately 30 minutes, the Representative Roles within each group discussed amongst themselves their concerns and needs as residents living in a multi-family development. They also discussed ideas of how the “ideal” multi-family development could be designed to meet those needs. Following the group discussions, a spokesperson from each group presented the ideas of each Representative Role to the workshop audience.

The ideas and concerns that arose from the focus group exercise for designing the “ideal” multi-family development generally related to the following six categories:

- Access
- Design
- Community facilities and amenities
- Cost
- Safety/security
- Management

Appendix C: Workshop Minutes

The attached table was prepared that lists the focus group results by each of the six categories and shows which Representative Role expressed the idea or concern.

Many of the ideas presented and the concerns raised by the participants at the second workshop will be incorporated into the *draft* Multi-Family Development Guidelines. The *draft* Guidelines will be mailed out in advance to those persons who have attended the previous two workshops. Other interested persons who have been unable to attend the workshops may request a copy of the *draft* Guidelines by telephoning Leisa Lukes of SEDC at 619-527-7345 or by sending an e-mail request to Danielle Putnam, Project Team Manager, at dputnam@rbf.com.

At the next community workshop (to be held on Tuesday, August 1, from 6:30 p.m. to 8:30 p.m.), SEDC and the consultant team look forward to hearing the participants' comments on the *draft* Multi-Family Development Guidelines.

Appendix C: Workshop Minutes

IDEA / CONCERN RAISED IN THE FOCUS GROUP ACTIVITY (DESIGNING THE “IDEAL” MULTI-FAMILY DEVELOPMENT)	EXPRESSED BY THE FOLLOWING REPRESENTATIVE ROLE				
	Head of Household (3 children)	Single Parent	Senior Citizen	Property Manager	Developer
ACCESS					
Access to public transportation (bus/trolley) and shopping		X	X		
Access to medical facilities, churches and public facilities			X		
Access to parks		X			
Units for disabled persons			X		
DESIGN					
Shady areas			X		
Attractive landscaping and greenery / Lawn instead of cactus	X	X	X	X	
Use of appropriate plant materials (consider thorns, stains and litter)				X	
Ground floor unit location for seniors, away from tot lot, but near families			X		
Integrate units for seniors with families		X	X		
2-bedroom units			X		
3 – 4 bedroom, 1 ½ - 2 bath units	X				X
Two-story development					X
Staggered building facades					X
Three or more exterior paint colors					X
Use of peak roof with shingles			X		
Air conditioning				X	
Natural light in buildings	X				
Adequate office space / Area for maintenance activities				X	
Safe and sufficient play areas / Age specific play areas	X	X		X	
Play area visible from units		X			
Quality materials and construction	X			X	X
Interior cabinets easy to reach / grab bars in shower			X		
Sufficient interior closet and pantry space	X				
Wood cabinets / Dark or multi-colored carpet				X	

Appendix C: Workshop Minutes

IDEA / CONCERN RAISED IN THE FOCUS GROUP ACTIVITY (DESIGNING THE “IDEAL” MULTI-FAMILY DEVELOPMENT)	EXPRESSED BY THE FOLLOWING REPRESENTATIVE ROLE				
	Head of Household (3 children)	Single Parent	Senior Citizen	Property Manager	Developer
<i>DESIGN (continued)</i>					
Eliminate unnecessary parking spaces					X
Short walk from parking space to dwelling unit		X			
Quiet, with soundproofing to reduce traffic and neighbors’ noise	X		X	X	
Open visual sightlines within development / “eyes on street”		X			
Screen views to neighboring uses				X	
<i>FACILITIES / AMENITIES</i>					
Community center / senior center / area for community social functions	X		X	X	
Service and meeting rooms with service staff / Kitchen				X	
Child care facility on site		X	X	X	
Learning center / Computer lab	X	X		X	
Laundry facility with easy access, windows and views to play area	X	X		X	X
Second floor elevators			X		
Open space areas with benches / Garden areas			X	X	
Storage area	X				
Gardening opportunities				X	
Recycling center		X			
Taxi drop-off area			X		
Outdoor area for ADA residents’ dogs			X		
<i>COST</i>					
Affordable rents / low cost utilities / stable rents	X	X	X		
Offer competitive rents compared to other areas					X
Maximize density through good design					X
Trade-off regulatory fees or requirements for more community facilities					X
No community center within the development					X
Reasonable maintenance budget for buildings and landscape				X	

Appendix C: Workshop Minutes

IDEA / CONCERN RAISED IN THE FOCUS GROUP ACTIVITY (DESIGNING THE “IDEAL” MULTI-FAMILY DEVELOPMENT)	EXPRESSED BY THE FOLLOWING REPRESENTATIVE ROLE				
	Head of Household (3 children)	Single Parent	Senior Citizen	Property Manager	Developer
<i>COST (continued)</i>					
Reduce maintenance costs / Low maintenance landscape					X
Maintenance fee charged to residents / Security deposit for windows					X
Prorate cost of exterior lighting to residents					X
Avoid costly features that won't last / Avoid too much architectural detail					X
Full size parking spaces / No compact parking spaces				X	
Two parking spaces per unit	X				
Provide carports instead of garages					X
Timely concise review by agencies approving development					X
<i>SAFETY & SECURITY</i>					
Safe, secure environment / Crime-free zone	X	X	X	X	X
Adequate lighting, especially in parking areas		X	X	X	X
Controlled / restricted access for vehicles and pedestrians		X	X	X	
Neighborhood watch program		X			
Security guard service and security room				X	
Crime Prevention Through Environmental Design (CPTED) principles					X
<i>MANAGEMENT</i>				X	
Owner supportive of manager				X	
Replacement / maintenance reserve mandated				X	
Maintenance staff / Reliable manager				X	
Staff training on an ongoing regular basis				X	
Quiet hours				X	
No pets				X	
Development newsletter				X	
Tenant access to do repairs				X	
Tenant satisfaction and retention				X	

Appendix C: Workshop Minutes

IDEA / CONCERN RAISED IN THE FOCUS GROUP ACTIVITY (DESIGNING THE “IDEAL” MULTI-FAMILY DEVELOPMENT)	EXPRESSED BY THE FOLLOWING REPRESENTATIVE ROLE				
	Head of Household (3 children)	Single Parent	Senior Citizen	Property Manager	Developer
<i>MANAGEMENT (continued)</i>					
Relationships with other residents / Support group within community	X	X	X		
Organized onsite activities for children, teens and adults / Events	X	X		X	
Self-governance / Involvement with management		X			
Mixed income community / mixed ownership-rental		X			
Support for mixed use / mixed income developments					X
Onsite supervision				X	

Meeting Summary
Multi-Family Development Guidelines
Southcrest Cultural Arts Center

August 1, 2000

In preparation of the Multi-Family Development Guidelines, SEDC held its third and final workshop on Tuesday, August 1, 2000 to gather community input on the *draft* Guidelines. The workshop was held at the Southcrest Cultural Arts Center in the southeastern community. The workshop was attended by residents, property managers, developers and community planning group members.

The *draft* Guidelines were mailed out in advance of the workshop to persons who attended the previous two workshops and to other interested persons who had requested a copy. Copies of the *draft* Guidelines were also available at the workshop. The purpose of the final workshop was to obtain feedback on whether all previously-expressed recommendations and comments had been addressed; whether the text was clearly written; whether the correct directive (shall, should, or encourage) was used; and whether the graphic, when applicable, was clear.

Workshop attendees participated in a group exercise, which was designed to obtain feedback on the Guidelines. Participants divided into four groups, with each group addressing the individual chapters of the Guidelines as follows:

- Site Planning
- Architecture
- Landscaping, Miscellaneous Site Elements, and Community Facilities
- Safety / Security and Management / Maintenance

To assist the participants in their review, a table was provided that correlated the individual guidelines in each chapter with the ideas/concerns received during the prior workshop.

Upon completion of the exercise, specific recommendations were presented by the group spokespersons and written comments were submitted by individual participants. The participants generally concurred that the *draft* Guidelines adequately and clearly responded to their ideas and concerns, with suggestions for minor modifications and additions. The consultant team was asked to identify, within the Guidelines, target thresholds for facilities such as community buildings, day care facilities, maintenance areas, recreation areas, laundry areas, interior closet spaces, dwelling unit sizes, and dwelling room sizes to be presented to the SEDC Board of Directors for their consideration.