

# SUN CITY

City of Menifee



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ON THE COVER: Cherry Hills Golf Course. *(Photo by Julia Malisos)*



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## About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission:

***Shape the future of the built environment for transformative impact in communities worldwide.***

As a nonpartisan organization, ULI has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth and development.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 80 countries.

More information is available at [uli.org](http://uli.org). Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

## About ULI Orange County / Inland Empire

ULI Orange County/Inland Empire is a non-profit real estate and land development organization supported by nearly 1000 public and private sector members. The mission is to promote leadership in the responsible use of land to create sustainable and thriving communities. ULI Orange County/Inland Empire provides members with independent forums for discussion and debate about city building issues and best practices.

The Urban Land Institute stands at the forefront of the land use and real estate industry, a steadfast leader in the best practices for a changing world. For over eight decades, ULI has been a unique and trusted forum where members come together to share and exchange ideas, information and experiences – to shape tomorrow's horizon and improve the way communities grow. ULI Orange County/Inland Empire is one of the largest District Councils in the United States.

### ULI District Council Leadership

#### **Susan Hori**

District Council Chair, ULI OC/IE

#### **Karen Gulley**

TAP Committee Chair, ULI OC/IE

#### **Julia Malisos**

TAP Committee Chair, ULI OC/IE

#### **Kendra Chandler**

Executive Director, ULI OC/IE

## ULI Advisory Services: National and Global Programs

Since 1947, the ULI Advisory Services program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for complex land use challenges. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services. National and international panelists are specifically recruited to form a panel of independent and objective volunteer ULI member experts with the skills needed to address the identified land use challenge. The program is designed to help break through obstacles, jump-start conversations, and solve tough challenges that need an outside, independent perspective. Three- and five-day engagements are offered to ensure thorough consideration of relevant topics.

An additional national offering is the project analysis session (PAS) offered at ULI's Fall and Spring Meetings, through which specific land use challenges are evaluated by a panel of volunteer experts selected from ULI's membership. This is a conversational format that lends itself to an open exchange of ideas among diverse industry practitioners with distinct points of view. From the streamlined two-hour session to the "deeper dive" eight-hour session, this intimate conversational format encourages creative thinking and problem solving.

Learn more at [americas.uli.org/programs/advisory-services/](https://americas.uli.org/programs/advisory-services/).

## ULI Advisory Services: District Council Programs

The goal of the ULI Advisory Services program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. The ULI Orange County/Inland Empire technical assistance panel (TAP) program has assembled over 18 ULI-member teams in service of ULI's mission to shape the future of the built environment through transformative impact in communities worldwide.

***Distinct from Advisory Services panels, TAPs leverage local expertise through a half-day to two-day process.***

Drawing from its local membership base, ULI Orange County/Inland Empire conducts one-day or two-day TAPs offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. In fulfillment of ULI's mission, this TAP report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

An additional local offering is the project analysis forum, which offers a shorter format for district councils to employ local member expertise to address regional land use challenges. Panelists are land use professionals uniquely positioned to address the specific challenges at hand, and provide in-depth, project-specific, and pragmatic recommendations. The intimate, conversational format encourages creative thinking and problem solving between the panel and the sponsor.

Learn more at [orangecounty.uli.org/get-involved/](https://orangecounty.uli.org/get-involved/).



## Acknowledgments

The panel would like to thank the many community leaders, planning staff, and representatives from across Menifee who shared their perspectives, experiences, and insights with the panel.

### City of Menifee Staff

Doug Darnell, AICP, Senior Planner

Gina Gonzalez, MA, Economic Development Director

Cheryl R. Kitzerow, AICP, Community Development Director

Jonathan Nicks, Director of Community Services, City of Menifee

### Community Leaders and Stakeholders

Mayor Bill Zimmerman

Councilmember Bob Karwin, District 1

Councilmember Matt Liesemeyer, District 2

Councilmember Lesa Sobek, District 3

Charmaine Summers, Director, Cherry Hills Golf Course

Al Powers, Sun City resident

Karen Nolan, Property management/realtor/business owner

Tom Crunk, Business owner in Cherry Hills Plaza

### Contributing Professionals

Amaya Genaro, Vice President, Community Services, Rancho Mission Viejo

Helen Foster, Principal, Foster Strategy

Todd Hornback, Chief Advancement Officer, DMB Community Life, Inc.

## Technical Assistance Panel and Project Staff

### Panel Chairs

#### **Karen Gulley**

Managing Principal, PlaceWorks

#### **Julia Malisos, LEED AP**

Principal, Planning/Community Design, WHA Inc.

### Panel Members

#### **Peter F. Dennehy**

Vice President, Customer & Market Research | Land & Housing Development, Brookfield Properties

#### **Nicholas Kral**

Senior Manager, Launch Development Finance Advisors

#### **Randal W. Jackson, ASLA**

President, PlaceWorks, Inc.

#### **Matt Sauls**

Vice President, Marketing, SoCal Planned Communities, Lewis Management Corp.

#### **Andrew Watkins, AIA, AICP, LEED AP**

Principal, SWA Group

### ULI Project Staff

#### **Kendra Chandler**

Executive Director, Orange County/Inland Empire

#### **Marissa Feliciano**

Director, Marketing & Communications, Jamboree Housing Corporation

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# INTRODUCTION

The Sun City concept was initially developed in the early 1960s to address aging from a new perspective that adults over the age of 55 who are retired, semi-retired, or planning for retirement are interested in actively enjoying those years. The design of Sun City in Menifee was uniquely planned to provide a range of housing types, clustered around two golf courses with an activity center and a commercial town center; and managed by a homeowner's association not typical of most developments of the era.

## Shifting Demographics

Adults over the age of 55 today are different from their counterparts in the 1960s. Seniors today are even more active with a greater interest in health and wellness. They prefer more flexibility and options in housing types, a wider range of amenities, new opportunities to contribute and participate, and more experience-oriented places. They desire connection with the community through social opportunities, recreation, social integration, healthy lifestyle, food and wine experiences, entertainment, and interactions with all generations.

## The TAP Process

Technical Assistance Panels have been a part of the ULI Advisory services since 1947. Most TAPs are organized at the local level (vs. a national panel), and members volunteer their time as a way of giving back to the community. The process provides the public sector with a tool to solve complex real estate and land use issues in a uniquely objective, transparent way.

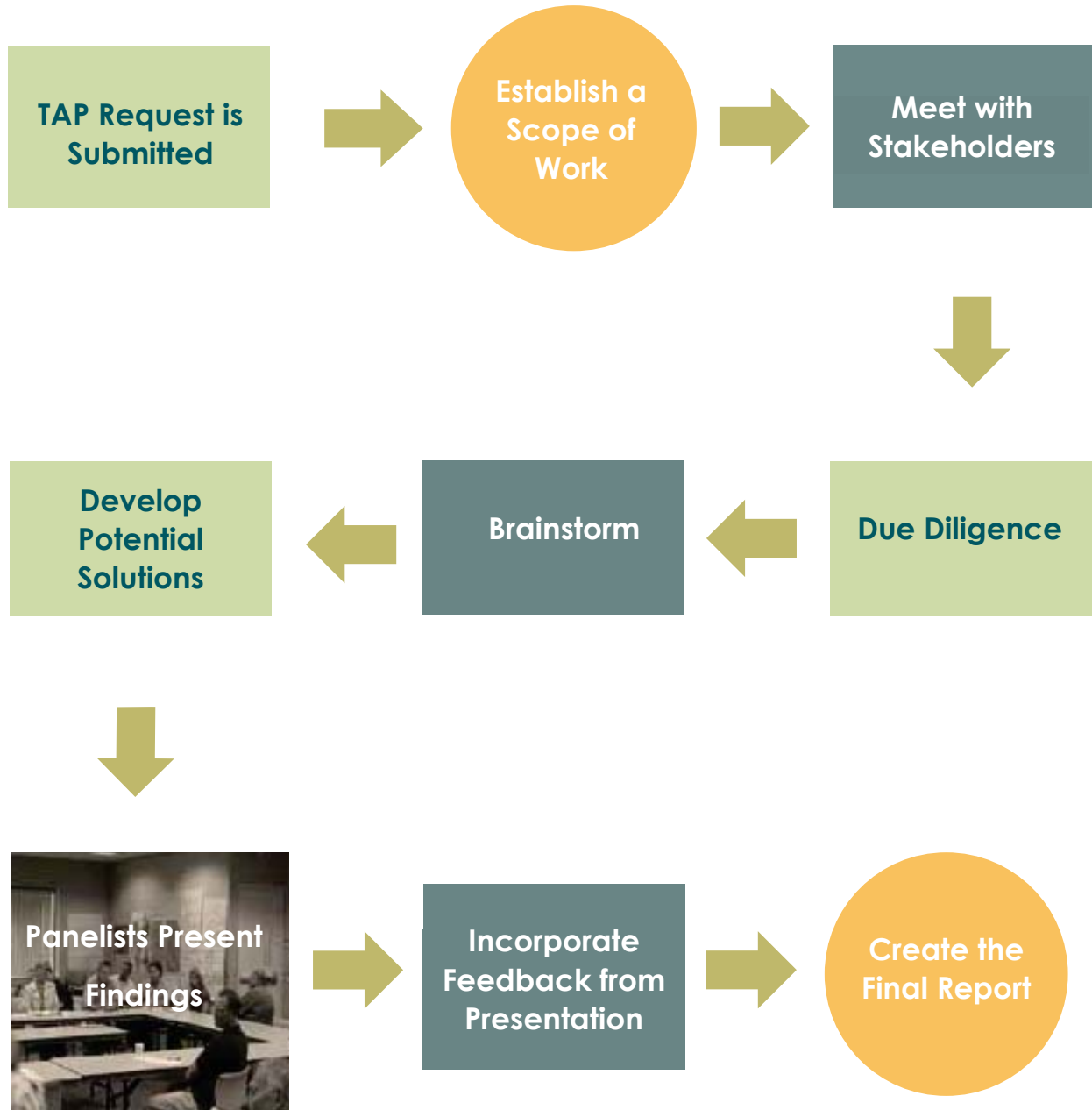
TAP Committee Chairs select local professionals from ULI membership who collectively have varied experience and knowledge applicable to the particular problems to be considered. Panels are organized as one-day or two-day projects, depending on the complexity of the scope of work.

The five panelists who participated in this ULI study represented a wide range of professions in the real estate development industry – architecture, landscape architecture, urban planning, market research, marketing, finance, land development, and policy planning. On January 24th, they gathered for a site tour conducted by City staff members and interviewed local stakeholders.

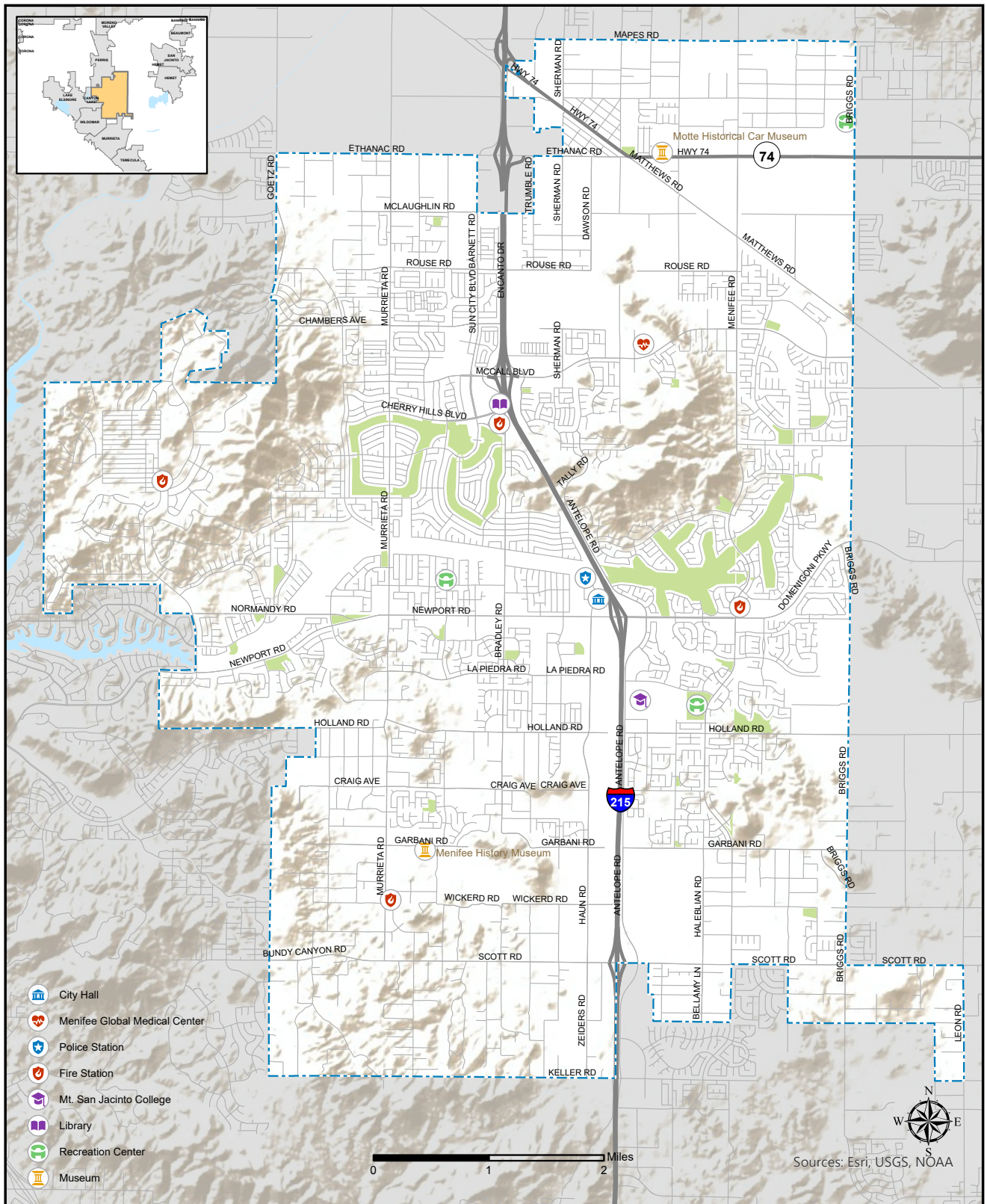
The findings and recommendations of the Technical Assistance Panel (TAP) were presented January 25, 2022 during a meeting attended by the City of Menifee Executive Staff. This report is a summary of the TAP findings and ideas developed during the process as well as recommendations for future implementation strategies. A simplified diagram of the TAP process is provided on the next page.



## The TAP Process



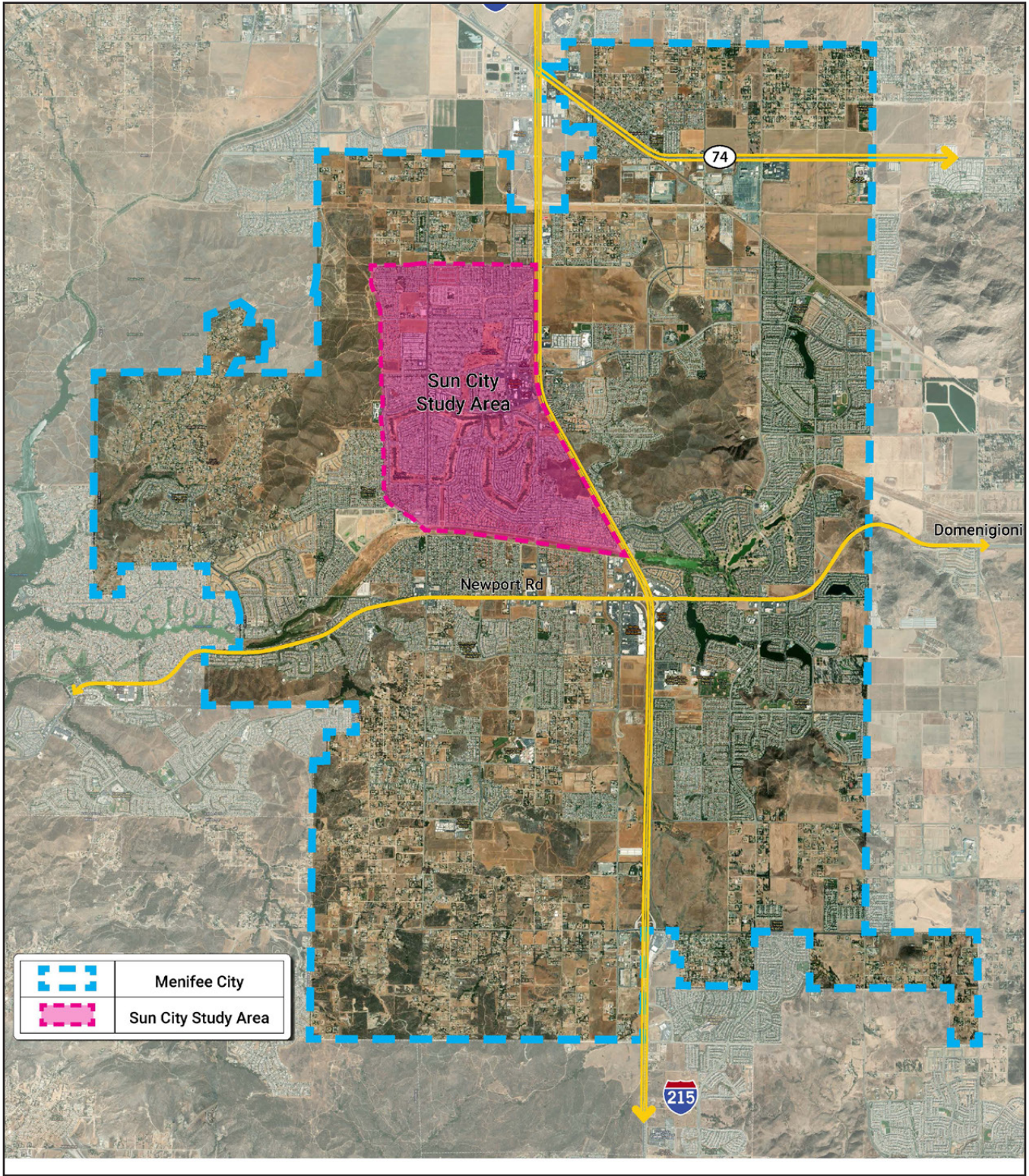
# City of Menifee



City of Menifee Boundary Map.



# Sun City, Menifee



PROVIDED BY PLACEWORKS AND CITY OF MENIFEE

City of Menifee  
SUN CITY ANNEX | MENIFEE, CA



Menifee City boundary with Sun City study area highlighted.



## SCOPE OF WORK

The purpose of the Sun City TAP is to recommend solutions for Sun City and the City of Menifee to encourage revitalization of Sun City and Cherry Hills Plaza, and to improve with the surrounding community.

### Key Issues for Sun City

Panelists were presented with the following questions by the City of Menifee:

- Create an overarching plan for Sun City's sustainability and integration into Menifee, using the North Golf Course Reuse proposal for context. What potential projects would be cohesive with and complementary to existing and future amenities, creating venues that benefit the local community and establish a draw from surrounding communities?
- What are the best opportunities for reuse of the already closed North Course and ways to prevent the closure of the Cherry Hills course?
- What are potential and sustainable projects that will benefit and promote the community's health, recreation, economics, and natural resources?
- Cherry Hills Plaza: The median age of shoppers here is 41. How can the City encourage new development (on unimproved land in this area), potential reuse of existing development, and spur revitalization in this area? How can the City achieve a successful and revitalized commercial business center in collaborative partnerships with multiple stakeholders with competing interests – e.g., property owners, business owners, regulatory oversight committees, and community interests?
- Housing Stock, Age-Restricted CC&Rs, and Shifting Demographics: What is the best approach for preserving, maintaining, and revitalizing the housing stock while taking into consideration the shifting demographics of the City?

### Known Challenges

Panelists toured Sun City and Cherry Hills Plaza during the first day of the TAP. Interviews were conducted with community members, City staff, business owners, councilmembers, and golf course staff. The following challenges were confirmed as:

- Aging Housing Stock and Community Facilities
- HOA Fiscal Health
- Defunct Golf Course (North)
- Lack of Entertainment and Activity
- Fragmented Commercial Center – Cherry Hills Plaza
- Circulation Issues Throughout Sun City
- Drainage Constraints on North Course
- Faded Community Identity and Aesthetic



MARISSA FELICIANO

Cherry Hills Plaza, Menifee.

# BACKGROUND

## Sun City

The City of Menifee is in southwestern Riverside County, approximately 30 miles southeast of the City of Riverside, California. Menifee encompasses approximately 50 square miles and has an overall population of 91,902. It includes the communities of Sun City, Quail Valley, and portions of Romoland.

Early development of Menifee began with Sun City in the early 1960s. Del Webb, a major building contractor from Phoenix, Arizona, envisioned an active retirement community. Sun City is centrally located in the Menifee with a mix of residential and commercial activity.

Sun City California is a master-planned community designed for senior citizens over age 55. The four-square-mile residential community originally had a public golf course, two recreation centers with tennis courts and swimming pools, and a commercial center of supermarkets and small retail shops for local residents. It was one of four "Sun Cities" designed by Del Webb, who created retirement communities in Nevada, Florida, and his most popular location in Arizona, which also had a hotel called Kings Inn. The original Sun City community was built by the Del E. Webb Corporation in 1960 in Phoenix, Arizona, the nation's first master-planned, active-adult retirement community.



DEL E. WEBB DEVELOPMENT CO.

Del E. Webb, Founder and President, Del Webb Development Co.

"Concrete, steel and lumber can make the buildings, but People make the community." - Del E. Webb

*Active*  
**RETIREMENT**  
Is a Proven Success In  
DEL WEBB'S  
**Sun City**  
A R I Z O N A

... reserved exclusively for America's Modern Retirees. Upon the opening of this unique community just one year ago, its creator, Del E. Webb, stated, "Concrete, steel and lumber can make the buildings, but people make the community. Together, we can realize a Way-of-Life unprecedented in America."

Today, almost 3000 retired and semi-retired citizens are fulfilling their life-long dreams... in Sun City. In this completely planned community reserved for those past fifty (and partners of any age), your life is filled with friends who understand your interests and are free to share your happy, active life.

You do exactly what you want, when you want, and every facility is provided for active enjoyment of these best years of your life. A championship golf course winds its fairways about the quiet neighborhoods of quality homes priced with unobtainable modesty.

There's a riverside swimming pool; shuffleboard, archery, croquet, horseshoe and lawn bowling courts; a complete Town Hall; fully-equipped Arts & Crafts Center; and an Agricultural Project. Sun City even has a Commercial Center with shops and services of all types as well as one of Del Webb's Honey House Motor Hotels.

You enjoy it all in the most beautiful of climates... In Arizona, adventure-inventing from its pine-needled North with the Grand Canyon to the border of gay Old Mexico.

Come see Retirement in Action where those who love living, live. 12 Miles Northwest of Phoenix.

MAIL THIS TODAY

Del E. Webb Development Co.  
P. O. Box 55849, Sun City, Ariz.

Please send me the FREE, 24-pg., full-color story of Sun City.

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_

OFFER NOT GOOD IN NEW YORK STATE

BUILT BY  
DEL E. WEBB DEVELOPMENT CO.  
A SUBSIDIARY OF  
DEL E. WEBB CORPORATION

BRAD HALL AND JON TALTON

Advertisement for the original Sun City development in Phoenix, AZ.

## How Retirement Communities and Their Residents Have Changed

The Sun City concept was intended to address aging from a new perspective, that adults over the age of 55 who are retired, semi-retired, or planning for retirement want to actively enjoy those years. This complete community would have every luxury, novelty, and convenience necessary to give residents complete freedom in how they lived their lives. The community included a commercial center with retail and restaurants, multiple golf courses, and a community center that served as the hub for countless clubs.

Adults over the age of 55 today have changed from their counterparts in the 1960s, and they are still changing. They have a growing desire to live closer to urban areas with a variety of options for housing that include both for-sale and rental. Many older adults are not yet retired or are embarking upon “encore” careers. Though golf is still a popular amenity, residents and prospective residents are more driven by health and wellness opportunities and experiences. They desire more connection with the community through social opportunities, recreation, social integration, healthy lifestyle, food and wine experiences, entertainment, and interactions with all generations.



Blue Zones pyramid.

## Blue Zones

The Blue Zones Project is a community-wide well-being improvement initiative that helps make healthy choices easier for everyone. When an entire community participates, the small changes contribute huge benefits to all of us: lowered healthcare costs, improved productivity, and a higher quality of life.

Blue Zones started as a New York Times bestselling book, *The Blue Zones: Lessons for Living Longer From the People Who’ve Lived the Longest*, by author Dan Buettner. Buettner was inspired by communities around the world such as Sardinia, Italy and Okinawa, Japan, where people live vibrant, healthy, and long lives. From his research, Buettner developed a wellness program to help others achieve longer, happier lives.

The Blue Zones model can provide a foundation and focus for Sun City’s residents. Blue Zone activities can be integrated by developing opportunities to move naturally, eat wisely, increase social interaction with community and family, and find individual purpose.



# FINDINGS AND RECOMMENDATIONS

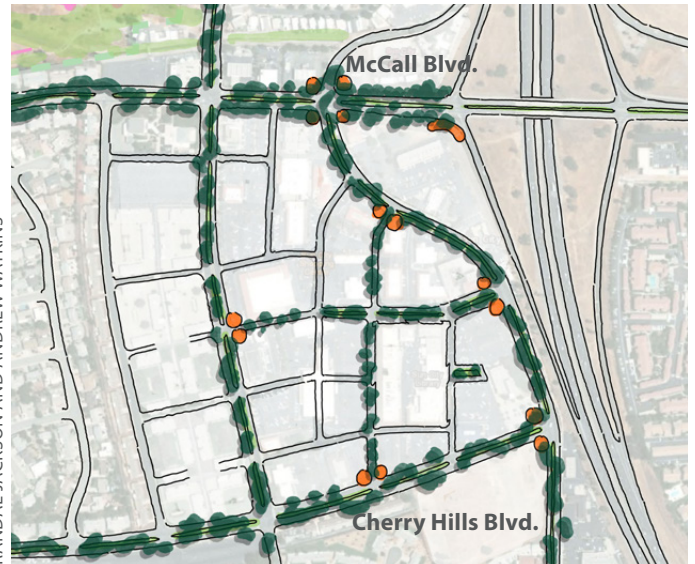
## Brand Refresh for Sun City

Conversations with stakeholders throughout Sun City revealed a pattern of lost identity for the community. Residents reported not having a clear sense of place when entering and driving through the community. There were concerns about Sun City being forgotten, fading into the background, and being left behind compared to recent development in Menifee.

*There is a great deal of pride among the residents for their 55+ active community, but they sense this identity fading away as the surrounding community grows rapidly.*

Sun City would flourish with a fresh approach to branding, both physically and programmatically. The original Sun City's rich history is well documented by the Sun City Historical Society in Phoenix, AZ. A partnership between the Historical Society and the Sun City Civic Association (SCCA) could allow the community to embrace and celebrate its historic legacy. This partnership could bring a fresh spin from the well-established lifestyle and mindset in Phoenix to Menifee while maintaining a consistent brand identity.

With the City of Menifee fast approaching 100,000 residents in total population (one of the fastest growing communities in Riverside County), Sun City in Menifee will continue to evolve and adapt to the growing all-ages community around it. Intentional branding in the way of monument signs, cohesive landscaping (private and public), cohesive architectural treatments, and other streetscape improvements will allow Sun City to retain its individuality and distinction as an active adult community.



RANDAL JACKSON AND ANDREW WATKINS

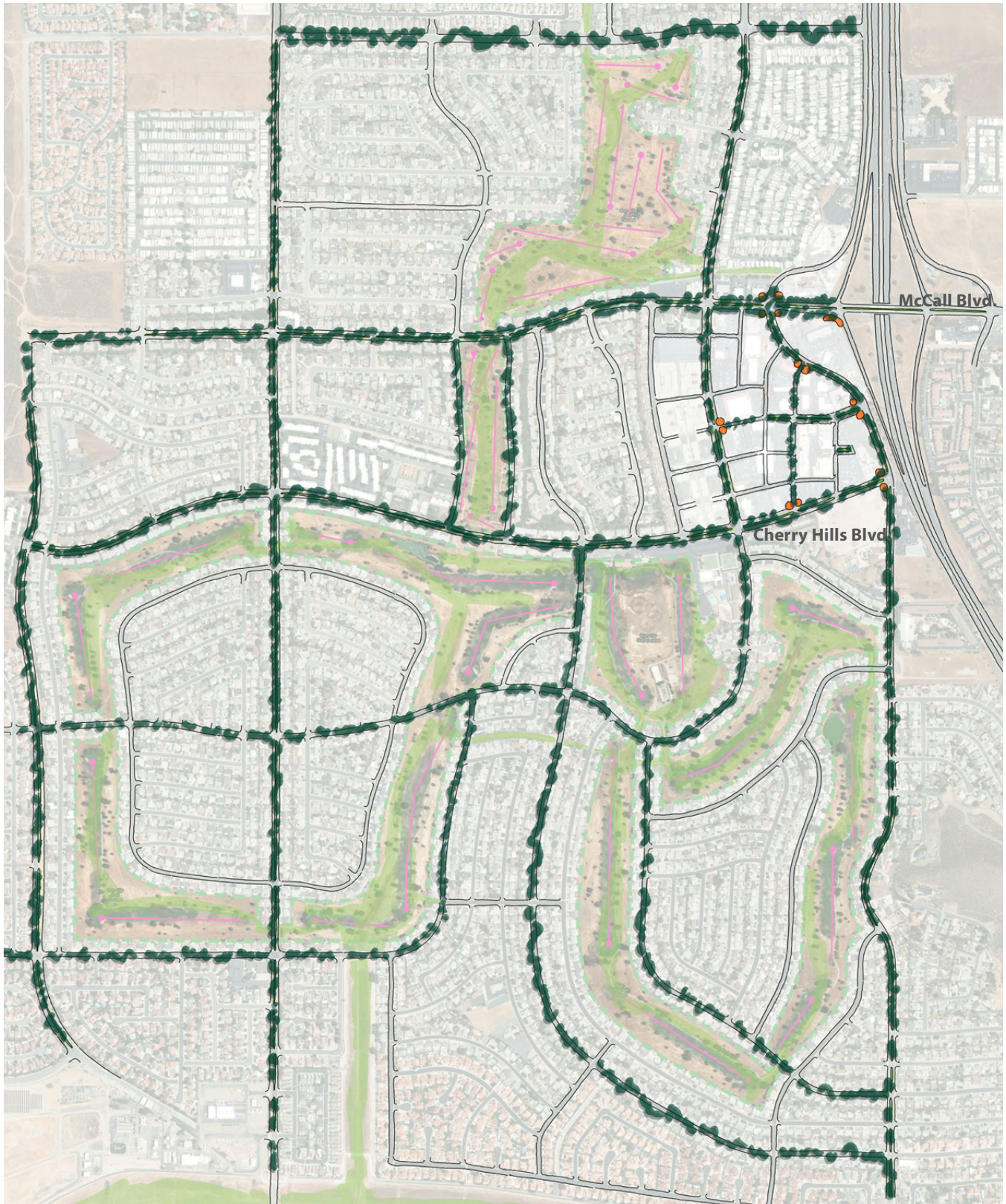
Community entry and wayfinding opportunities noted in orange.

### Rebranding Can Include:

- Marketing campaign that positions Sun City as a fun, unique community/lifestyle. This can attract new residents without major costs.
- Appoint brand ambassadors (from within the Menifee Sun City community) to communicate the story and lifestyle to existing and new residents.
- New monument signs throughout Sun City as well as gateway signs to signify main entrances into the community.
- Establish a thematic aesthetic and create guidelines to allow both public and private spaces to conform. This will create a cohesive look for the community over time.
  - Architectural treatments
  - Landscaping recommendations
  - Streetscape improvements
- Establish annual Sun City events or programs.



One way to refresh the feeling of Sun City is to increase the tree canopy along major roadways. These trees will create a cohesive look throughout the area that more closely matches other areas of the City.

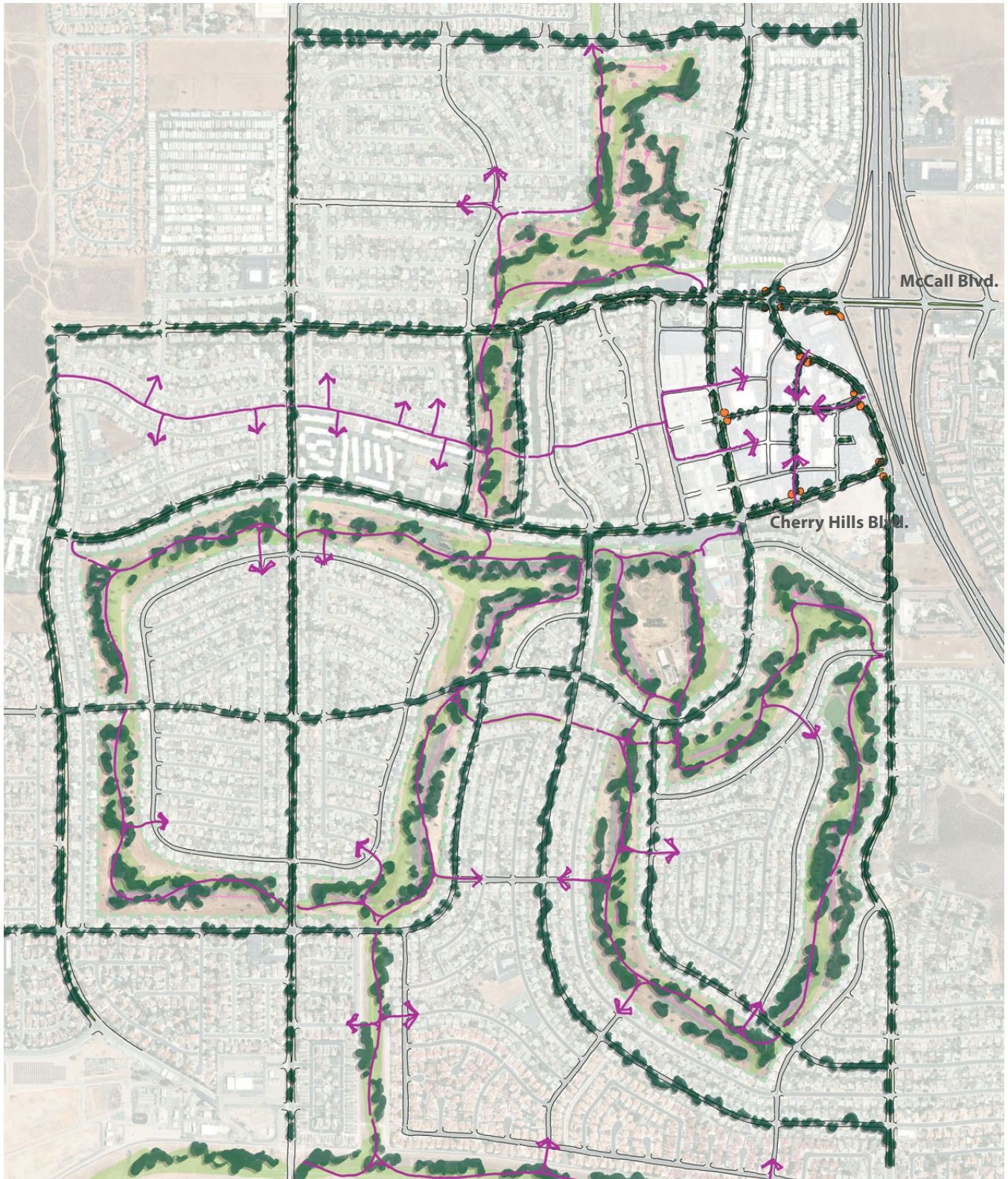


RANDAL JACKSON AND ANDREW WATKINS

Brand refresh of the public realm to include a distinct community entry point with thematic and consistent wayfinding throughout. Images show examples of improved tree canopy and landscaping to build a cohesive look that celebrates Sun City's identity.



Along with the tree canopy refresh an update trail network would allow for increased mobility for Sun City residents throughout the community. Making the community more walkable creates opportunity for the modern, active resident to safely walk, run, or cycle around the community.

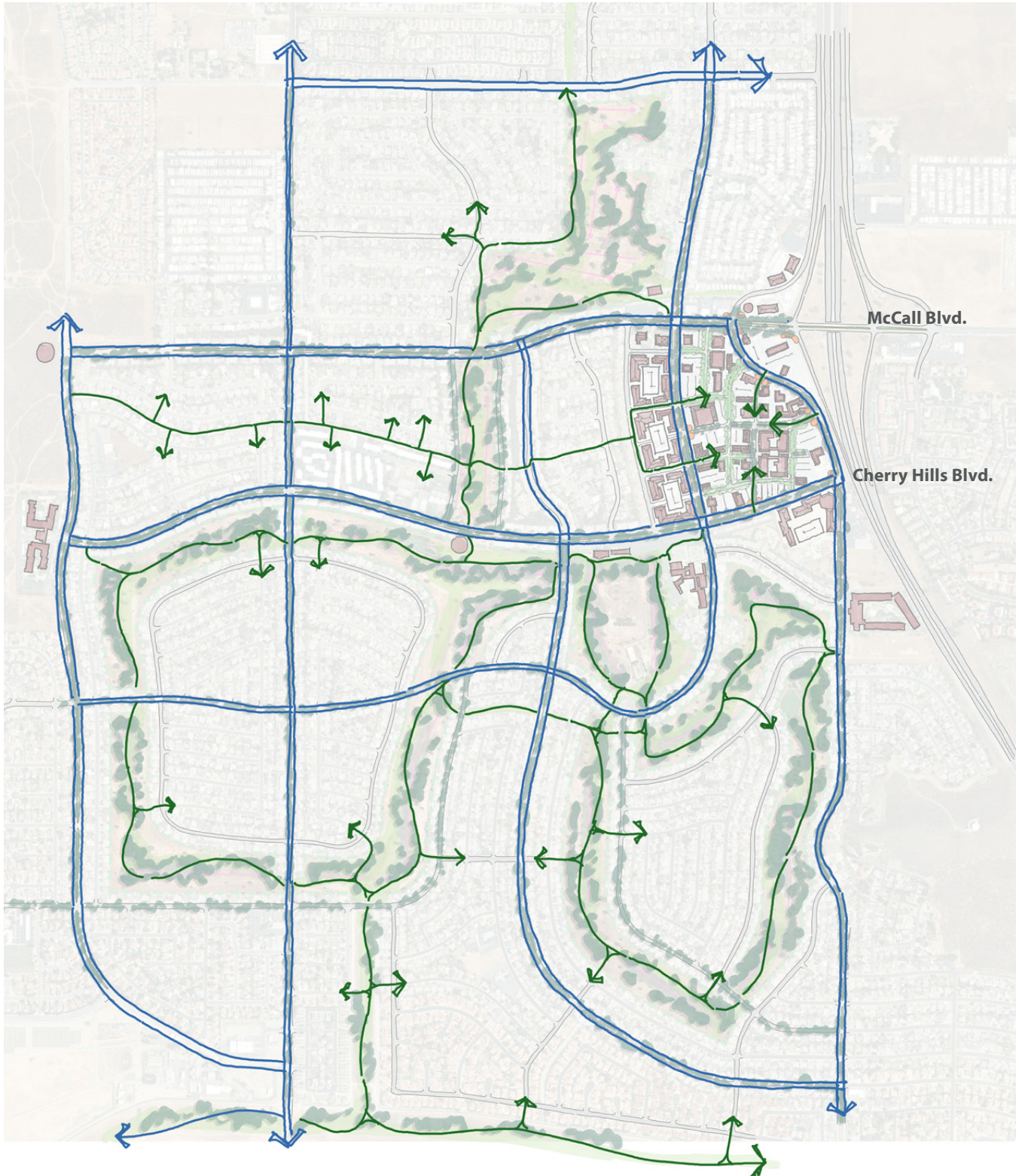


RANDAL JACKSON AND ANDREW WATKINS

New trails and intentional use of open space.



Sun City is traditionally a community that offers golf cart transportation options. With the growth of Menifee some of the roads have become busy and have had speed limits increased. A solution would be for creation of lanes or paths for Neighborhood Electric Vehicles (NEVs).



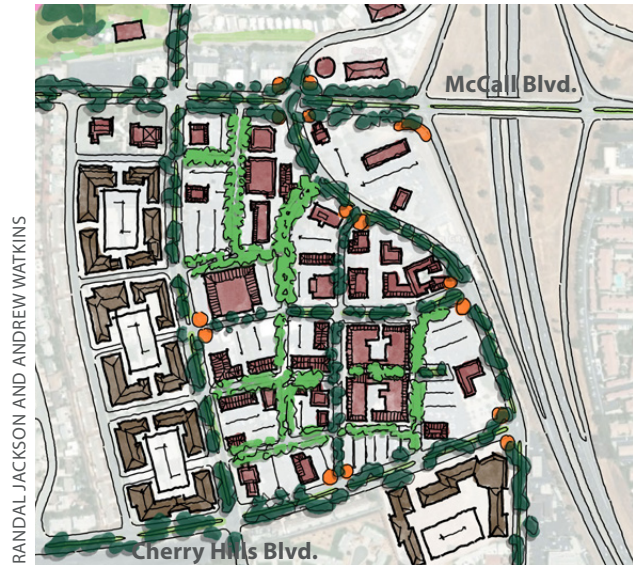
RANDAL JACKSON AND ANDREW WATKINS

Creation of on- and off-street Neighborhood Electric Vehicle (NEV) lanes can improve circulation and encourage residents to safely navigate to different parts of the community.





Proposed Cherry Hills Village concept with new streets, a pedestrian block system, and clear circulation.



Proposed Cherry Hills Village concept with new streets, new infill commercial spaces, enhanced public realm, and new multifamily housing communities.

## Brand Refresh for Cherry Hills Plaza

The City of Menifee has worked to spur revitalization in the commercial center of Cherry Hills Plaza. However, a disjointed footprint and ineffective circulation remain as barriers to new development and activity in the center. Buildings in Cherry Hills are owned by several different property owners, creating an additional hurdle to creating a unified approach to revitalization.

***A fresh approach to the branding and circulation of Cherry Hills will instill a sense of place that follows suit with Sun City and differentiates the plaza from the growing Menifee Town Center along Newport Road.***

A brand refresh for a new and improved “Cherry Hills Village” would emphasize “going local” encourage

and highlight local businesses owned by residents of Menifee, and would celebrate wellness and longevity, in line with the overall Sun City ethos. Curated retail and restaurant opportunities that can provide events and entertainment would create a place for dining, drinks, and nightlife, and create a draw for residents of both Sun City and the greater Menifee area.

The Cherry Hills Plaza has vehicle flow issues and little to no landscaping. Refreshing the commercial center would revitalize the shopping within Sun City and allow for new housing units within the area. Reconfigured circulation and streetscape improvements are paramount to revitalization. Images show examples of how clear circulation throughout the center for both cars and pedestrians would foster a sense of place and purpose. The revised layouts show new streets, restriping of existing streets, a clear pedestrian block system, additional space for new infill commercial businesses, and potential for new multifamily rental housing developments.





walking as well as to younger generations. A portion of the park can be designated a dog park.

Creating partnerships with the local community college and K-12 school district to develop integrated programming (summer camps, team sports, festivals, etc.) for this space would benefit both Sun City residents and surrounding families in Menifee. Programming can be developed to generate funds for the SCCA.

Building financial sustainability for the SCCA and its residents is also a primary goal. Developing new housing options along portions of the North Course would accomplish the goal of creating new housing stock and new sources of revenue for the SCCA. Building a new restaurant on a portion of the North Course will also generate revenue and create a draw for residents. A retail space like Roger's Gardens that doubles as an event venue would also contribute to this goal.



GOOGLE IMAGES

Examples of alternate uses for the North Course include agricultural uses such as avocado or olive tree orchards, community gardens, a nursery, frisbee golf, an airstream micro hotel, open park space, and event space with an outdoor venue.





RANDAL JACKSON AND ANDREW WATKINS

Proposed reuse of the North golf course: farm/nursery concept with wetland trail corridor, interpretive nature park, and an orchard.





RANDAL JACKSON AND ANDREW WATKINS

Proposed reuse of the North golf course: housing concept with purposed green space, trails, and open space.





RANDAL JACKSON AND ANDREW WATKINS

Island park concept.

## Alternative Use Recommendations

To judge the alternative land use options against one another the following charts were created. These compare the costs, revenues, potential development, and community benefits of each proposed solution.

### Cherry Hills Village

Alternative Uses	Public Cost	Private Cost	Generates Income	Increases Housing Stock	Increases Property Values	New Amenity/ Activity	Creates Experiential Environment
High density multifamily housing	N/A	High	✔	✔	✔		
Senior affordable apartments	N/A	High	✔	✔	✔		
Community center tenant improvements	Low	N/A			✔	✔	✔
Restripe roads and reconfigure circulation	Low	Low			✔		✔

### The Island

Alternative Uses	Cost	Green Space	Generates Income	Increases Housing Stock	Increases Property Values	New Amenity/ Activity	Creates Experiential Environment
Passive Park / Dog Park	\$500k/ac	✔			✔	✔	✔
Residential	N/A		✔	✔	✔		

### North Golf Course - Options with City Ownership

Alternative Uses (requires purchase of land by City)	Cost*	Green Space	Generates Income	Increases Housing Stock	Increases Property Values	New Amenity/ Activity	Creates Experiential Environment
Park	\$500k/ac	✔			✔	✔	✔
Maintained open space		✔					✔
Programming						✔	✔
Frisbee golf	\$100,000	✔				✔	✔
Community garden	\$20,000	✔				✔	✔

\* Cost plus purchase price of land.

### North Golf Course - Options with Private Ownership

Alternative Uses (No cost to the City)	Cost*	Green Space	Generates Income	Increases Housing Stock	Increases Property Values	New Amenity/ Activity	Creates Experiential Environment
New Residential	N/A		✔	✔	✔		
Airstream / Micro Hotel	N/A		✔	✔			
Agricultural Uses (orchards, avocado/olive trees)	N/A	✔				✔	✔
Nursery	N/A	✔				✔	✔
Frisbee golf	N/A	✔				✔	✔
Vineyard	N/A	✔			✔	✔	✔
Outdoor event space and restaurant (eg Roger's Gardens)	N/A	✔			✔	✔	✔



## Partnership with the Sun City Civic Association

Revitalization efforts will be most successful with all parties and constituents working in tandem. The SCCA would benefit from the following:

- **City Participation at SCCA Meetings:** Designate a seat on the SCA Board for a City of Menifee stakeholder to provide support and recommendations to achieve Sun City goals.
- **Resident Ambassador Program:** Partner with the Sun City Historical Society and Docent Program in Phoenix, AZ to develop a Resident Ambassador Program. Appoint individuals to represent Sun City; these Resident Ambassadors can be the face of Sun City, exemplifying the brand and identity of this modern age-qualified community.
- **Board Leadership Training:** The City of Menifee can provide training for SCCA board members to augment and support the knowledge-base of board members. This will strengthen the decision-making process for all urban planning, infrastructure, and placemaking efforts for which the SCCA is responsible.
- **Fee Increase for Reinvestment:** Current SCCA fees are \$400 per year. A small increase in these fees would generate additional income that can be used for revitalizing Sun City.

## The City of Menifee Can Strategically Support Sun City

In addition to playing a larger role in all planning efforts within the SCCA, the City of Menifee can continue to stay involved in a variety of ways.

- Senior Center Annex/Program Extension
- Home Improvement Permit Streamlining
- Infrastructure/Circulation Improvements
- Support and Facilitate Cherry Hills Golf Course Clubhouse Improvement
- Develop a Street Tree Program

- Cherry Hills Village Master Plan
- **Financing:** Business Improvement District (BID) or Enhanced Infrastructure Financing District (EIFD)

## Other Recommendations

- Conduct **community engagement survey**.
  - Poll the wants and needs of residents to achieve greater buy-in and adoption of changes to the Sun City community. The survey can be prepared both online and in the Sun City Courier (SCCA's local publication).
  - Survey can include:
    - Exact demographics of all participants.
    - Quantify how many people would be for/against an increase in SCCA fees.
    - How much do residents walk each day?
    - What type of entertainment do they like?
    - How often do they use the clubhouse?
    - What do they use the clubhouse for?
    - Why don't they use the clubhouse?
    - Number of cars owned?
    - Number of golf cart owners?
- **Evaluate existing amenities.**
- Provide **creative external programming** to engage the entire community.
  - Taste of Cherry Hills
- **Incentivize homeowner pride.**
  - Golf cart parade
  - DIY improvement workshops
  - Neighborhood Improvement Projects
- **Relocate city maintenance yard** for better use and gateway experience.
- **Use Kings Inn site for higher density residential/mixed use and branded gateway experience into Sun City.** The sale of the site could generate revenue sufficient for the construction of the Island Park allowing Sun City to get its first park at little to no cost to the City or community.
- **Partner with school district and community college** for programs / camp programs.
- **Continue Cherry Hills Golf Course revitalization/expansion.**
- **Create opportunities for older adults** to contribute to the greater community.



Sun City Technical Assistance Panel: (left to right) Matt Sauls, Andrew Watkins, Karen Gulley, Randy Jackson, Peter Dennehy, Marissa Feliciano, Nicholas Kral, Julia Malisos.

## ABOUT THE PANEL

### Peter F. Dennehy

Vice President, Customer & Market Research | Land & Housing Development, Brookfield Properties  
San Diego, California

Peter has extensive experience analyzing real estate developments for developers, financial institutions and public agencies throughout the United States and has directed consulting engagements for hundreds of clients, covering a wide array of product types and real estate asset classes, with a particular focus on rental and for-sale residential projects, mixed-use urban infill developments, master planned communities and portfolio analysis.



Prior to joining Brookfield, Peter worked for a number of leading national real estate research companies, including Meyers Research, John Burns Real Estate Consulting, Sullivan Group and RCLCO. Peter Dennehy holds a J.D. from University of San Diego's School of Law and a B.A. in Government/Public Policy from Pomona College.

He is past co-Chair of the Urban Land Institute's San Diego-Tijuana District Council, an appointed member of the City of San Diego's Consolidated Plan Advisory Board and has served on the boards of Lambda Alpha, The University of Puget Sound Parent's Council, The Balboa Park Conservancy, BIA Cares and ArtForm.

### Nicholas Kral

Senior Manager, Launch Development Finance Advisors  
San Diego, California

Nick is a Senior Manager at Launch Development Finance Advisors. He has over 15 years of experience in real estate acquisitions, dispositions, development, and financing projects through California and Nevada. Nick has extensive experience in preparing home builder due diligence and fee reports, impact fee credit analysis, establishing community facilities districts, issuing bonds, tracking reimbursable impact/school fees and eligible public infrastructure costs, processing reimbursement packages as well as preparing fiscal impact studies. Nick's experience also includes the preparation and review of AB1600 impact fee nexus studies and specific plan area fees.



### Randal W. Jackson, ASLA

President, PlaceWorks, Inc.  
Santa Ana, California

Throughout his more than 45 years of experience in planning and design, Landscape Architect Randy Jackson has conceived and developed unique land use and



design concepts for award-winning communities. He continues to focus his expertise on communities built around and integrating transportation, transit, open space, and park and recreation systems. Randy recently completed a two-year term as Chairman of Urban Land Institute's Community Development Council (Blue Flight), a national product council leading the discussion in the areas of suburban new communities, suburban large-scale (multi-use) communities, rehabilitation/reuse, asset management, and process. He also served as ULI Governor as well as Chairman of ULI Orange County/Inland Empire's District Council.

### **Matt Sauls**

**Vice President, Marketing, SoCal Planned Communities  
Lewis Management Corp.  
Upland, California**

Matt Sauls is Vice President Marketing, So Cal Planned Communities for Lewis Management Corp. guiding the marketing efforts for five master plan communities within Southern California. In his current role he manages traditional and digital marketing programs as well as Information Center staff hiring, training and operations. He is a key team member in business planning for future product segmentation and new land acquisition efforts. His role includes working as a key liaison between developer and guest builders to ensure optimized sales, pricing, and absorption strategy.



### **Andrew Watkins, AIA, AICP, LEED AP**

**Principal, SWA Group  
Los Angeles, California**

Andrew Watkins is an architect, planner and urban designer with over 20 years of professional experience. As a principal at SWA in Southern California, his work focuses on large-scale urban design projects that explore the confluence of ecology and urbanism. Andrew has led the design of community plans, urban design and new city planning projects in diverse locales, the United States, China, Indonesia, India, South Africa, Botswana, Ethiopia, Germany, Italy, Armenia and Mexico.



Andrew's work focuses on place making and creating high-quality public realms. His project experience includes urban and suburban revitalization as well as green-field development, with new community work totaling over 20,000 acres of development featuring more than 50,000 homes, retail, commercial and light industrial districts. Andrew has particular interests in projects that engage wellness and the ecological systems of food, mobility, waste, shelter and water.

He participates as a Visiting Professor for a yearly Urban Design studio at Cal Poly Pomona and has served as a part-time lecturer at the University of Southern California. A Full Member of ULI, he is part of the national Residential Neighborhood Development Council, Health Leaders Network and has served locally as both a co-chair for the OC/IE Pro-Bono Technical Assistance Panel (TAP) and a member of the ULI NEXT Initiative Council. Andrew holds a Bachelors of Architecture from Syracuse University and a Masters of Architecture in Urban Design from the Graduate School of Design at Harvard University.

### **Karen Gulley**

**Managing Principal, PlaceWorks  
Orange County, California**

Karen Gulley has a talent for strategy and innovative problem solving that has been honed by 30 years of experience in community planning and design. As a Managing Principal at PlaceWorks, she leads an immensely talented team of urban designers, site planners/designers, landscape architects, and planners to imagine and produce highly creative plans and designs that are as workable and implementable as they are unique. She has led more than 40 specific plans, including two prominent specific plans in Orange County: Beach Boulevard Specific Plan for Anaheim and the Tustin Legacy Specific Plan for the City of Tustin. Over the years, Karen has developed a solid practice and portfolio in transit-oriented development (TOD), urban infill development, and corridor revitalization projects. Her work ranges from vision plans to implementation strategies, each developed in a collaborative effort with city staff, regional agencies, and the public.



Karen's an active member of the Urban Land Institute, including: ULI Women's Leadership Council; co-chair of ULI/IE Technical Advisory Committee; and ULI National Product Council for Urban Revitalization.



## Julia Malisos, LEED AP

Principal, Planning/Community Design, WHA Inc.  
Mission Viejo, California

Julia is a planner with 15 years of progressive experience across a range of professional functions in the development industry. Key areas of expertise include preparation of design guidelines, specific plans, and other policy documents, entitlement processing, project management, site design, code research and compliance, public hearings, community outreach, and leadership.



Julia is experienced in physical and policy planning for infill development as well as greenfield master-planning. From 2012-2019, Julia was a Planning and Transportation Commissioner for the City of Mission Viejo and served as the Chair and Vice Chair as well as a Traffic Subcommittee and Design Review Subcommittee member. Julia's unique experience in both the private and public sector has tremendously contributed to her success in the planning industry from both sides of the process.

## Marissa Feliciano

Director, Marketing & Communications, Jamboree Housing Corporation  
Irvine, California

Marissa has over 18 years of experience in marketing and business development. As the Director of Marketing and Communications at Jamboree Housing Corporation, she is responsible for the communication strategy that will contribute to the mission of changing lives and strengthening communities.



Marissa has been invited to speak at industry events and on podcasts on such topics as: Business Development, the Seller-Doer Model, Personal Branding, Career Development, and Business Networking and Relationships. She is passionate about building meaningful relationships, mentorship, lifelong learning, and interdisciplinary approaches to improving our communities. Marissa is also an active member of ULI San Diego/Tijuana where she serves as Chair of the Women's Leadership Initiative, WLI Americas where she serves on the Executive Committee, and BIASC Council on SAGE where she serves as Vice President.



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# RESOURCES

## Online Resources

<https://www.bluezones.com/>

<https://www.cityofmenifee.us/>

<https://delwebbsuncitiesmuseum.org/>

<https://www.esri.com/>







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ULI Orange County/Inland Empire  
23 Corporate Plaza, Suite 280  
Newport Beach, CA 92660

800-321-5011  
orangecounty@uli.org

<https://orangecounty.uli.org/>

