



TECHNICAL ASSISTANCE PANEL REPORT

THIRD AVENUE, DOWNTOWN CHULA VISTA

Prepared for Downtown Chula Vista Association



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The material presented in this document was prepared by members of the Urban Land Institute’s San Diego-Tijuana chapter from July to August 2024. The report seeks to provide an informed outlook on local real estate and planning topics and as understood by ULI San Diego–Tijuana and our contributing members. The analysis, views and opinions expressed herein are those of the contributors and not necessarily their employers, the Urban Land Institute, or the ULI San Diego–Tijuana chapter. The material that follows was developed from a number of sources: interviews, research by individual contributing authors, surveys, and forecasting. While the information contained in this report represents informed analysis of issues in the San Diego–Tijuana region, it should not be used to make business decisions in lieu of professional consultation.

ABOUT THE URBAN LAND INSTITUTE

The Urban Land Institute (ULI), is a 501(c) (3) nonprofit research and education organization supported by its global network of members. The mission of the Urban Land Institute is to shape the future of the built environment for transformative impact in communities worldwide.

Founded in 1936, the Institute now has nearly 50,000 members across 81 nations worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. A multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.



About ULI San Diego – Tijuana

ULI San Diego – Tijuana is a community of more than 800 people from diverse professional and personal backgrounds in the binational region. As a nonpartisan organization, we have long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development. Our local program of work includes more than 50 educational forums,



ULI San Diego – Tijuana TAP panel toured Third Avenue to conduct a site and context analysis.

mentorship programs, and technical assistance interventions annually.

ULI San Diego–Tijuana's education and outreach is focused on four core areas including: housing affordability, transit, community engagement, and fostering leadership. ULI San Diego – Tijuana is the only binational District Council in the global ULI network.



ULI San Diego – Tijuana TAP panelists.

About The Terwilliger Center for Housing

The mission of the Terwilliger Center for Housing is to ensure that everyone has a home that meets their needs at a price they can afford. Established in 2007 with a gift from longtime member and former ULI chairman J. Ronald Terwilliger, the Center's activities include technical assistance engagements, forums and convenings, research and publications, and an awards program. The goal is to catalyze the production and preservation of a full spectrum of housing options.

The ULI's Terwilliger Center for Housing through its Attainable Housing for All Initiative leverages TAPs and other forums to directly engage with local communities, bringing expertise to solve unique affordability challenges and expand the production and preservation of attainable housing. This initiative is possible due to the generous support of Thomas Toomey.

About Technical Assistance Panels

In keeping with the ULI mission, Technical Assistance Panels convene ULI members who volunteer their time to aid public agencies and non-profit organizations that have requested expert insight to address their land use challenges.

During this process, a group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one to two days visiting and analyzing site-specific conditions in the built environment, identifying pertinent planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

The TAP Process

- 1 Define the problem
- 2 Assemble the team
- 3 Build the briefing book
- 4 Stakeholder interviews
- 5 Site tour
- 6 Panel deliberations
- 7 Presentation and final report

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WHERE CULTURE & COMMUNITY MEET

About Downtown Chula Vista Association

The Downtown Chula Vista Association (DCVA) is a 501(c)3 corporation. It serves as a pivotal organization dedicated to the revitalization and promotion of downtown Chula Vista. Comprised of local businesses, property owners, and community members, the DCVA works collaboratively to enhance the economic vitality and cultural vibrancy of the area. Through strategic initiatives such as public safety, beautification, promotion, and economic development, the association aims to attract visitors, support local commerce, and create a welcoming

environment for residents and tourists alike. With a focus on fostering partnerships and driving sustainable growth, the DCVA plays a vital role in advocating for the interests of downtown stakeholders. By serving as a unified voice for the community, the association also works to address issues such as infrastructure improvements, public safety, and urban development, ensuring that downtown Chula Vista continues to thrive as a dynamic and inclusive destination for business, leisure, and community engagement.

Special thanks to our client representative for this project:

Dominic Li Mandri

District Manager
NEW CITY AMERICA

EXECUTIVE SUMMARY



Aerial view of Downtown Chula Vista.

The Assignment

The objective of this TAP is to explore how to enhance Third Avenue to foster a livable, vibrant, and inclusive downtown that serves as a focal point for Chula Vista. The project specifically focuses on the core downtown district of Third Avenue bounded by Streets E and H, but also incorporates context from the city as a whole where appropriate.

The TAP work and recommendations focus on the following key questions:

1. How can downtown residential development support the Third Avenue economy while maintaining a cohesive community identity?
2. How can the Downtown Chula Vista Association promote positive outcomes in community health and wellness?
3. How can the Downtown Chula Vista Association leverage economic growth in the city of Chula Vista for the benefit of conditions downtown?

CONTEXT

What we heard from the Downtown Chula Vista Association

Third Avenue in Chula Vista is an established commercial corridor in Downtown Chula Vista that is navigating the challenge of drawing housing, tourism, and development to the area to sustain a thriving business community. It is a historic area of Chula Vista and is home to many annual events such as the Lemon Festival, Dia De Los Muertos Celebration, Taste of Third, and weekly Farmer's Market.

Despite the street's diversity of businesses and proximity to parks and new development, Third Avenue needs investment to create a robust, long-lasting community that attracts both new and returning visitors and residents.

Housing, health, and economic development are the TAP's main focus areas. To draw new residents to the area and foster a sense of vibrancy, we will investigate the encouragement of new development and density, as is common in other urban neighborhoods.

For community health, we will consider prioritization of pedestrian-friendly design, quality of life for all ages, and creating a diverse, livable community that encourages car-free engagement with the city. A thriving neighborhood will also require economic vitality, which can be ensured by leveraging Third Avenue's unique identity, supporting the diverse range of downtown businesses, and capitalizing on possible revenue from visitors at the new development along the San Diego Bay.

About Chula Vista

Located along the coastline of southern San Diego County, Chula Vista is a vibrant city with culture, diversity, and natural beauty. It is also the second largest city in San Diego County, with [275,487 residents, according to the 2020 census](#).

One of the defining features of Chula Vista is its strong sense of community and inclusivity. With a rich tapestry of cultures represented among its residents, the city

celebrates diversity through various cultural festivals, events, and cuisine. From the lively streets of downtown to the neighborhoods dotted with parks and green spaces, Chula Vista fosters a welcoming atmosphere where people from all walks of life can come together and thrive.

Beyond its cultural offerings, Chula Vista boasts a strong economy driven by industries such as tourism, healthcare, and technology. Home to the renowned Chula Vista Elite Athlete Training Center and the Olympic Training Center, as well as the North Island Credit Union Amphitheatre, the city has established itself as a hub for sports, recreation, and entertainment. Additionally, its location 11 miles north of the border with Mexico, the busiest border crossing in the world, facilitates international trade and commerce, further bolstering its economic vitality.

The city is divided geographically between west Chula Vista and east Chula Vista. The latter is located east of Interstate 805 and California State Route 125 and is comprised primarily of planned communities.

About the Chula Vista Bayfront Master Plan

Projects within the Chula Vista Bayfront Master Plan will transform the 535-acre bayfront area.

- ▶ **Gaylord Pacific Resort and Convention Center** – The soon-to-open Gaylord Pacific Resort & Convention Center, which is part of a national network of conference hotels, will elevate the City's local tourism trade. It will include up to 1,600 hotel rooms, a convention center with four ballrooms, three levels of meeting space and two outdoor meeting and event lawns; public promenades and public amenities; and associated retail and resort-level amenities.
- ▶ **Pacifica** – This residential (up to 1500 condos), hotel

(250 rooms) and commercial (up to 420,000-square-foot) development will be located near the marinas

- ▶ **Harbor Park** – This phased project will nearly double the size of the existing Bayfront Park. Various amenities will be added.
- ▶ **Sweetwater Park** – This soon-to-be-completed 21-acre park will feature natural habitat-oriented recreational open space.
- ▶ **Sweetwater Bicycle Path & Promenade** – The completed Sweetwater Bicycle Path & Promenade (Sweetwater Path) is a multi-use pedestrian and bicycle path that connects Bayside Park, the marinas, and more to the northern area of the Chula Vista Bayfront.
- ▶ **Sun Outdoors San Diego Bay RV Resort** – Already open, this RV resort includes a mix of RV sites and vacation cottage rentals with a variety of amenities.

About Downtown Chula Vista

The downtown area in west Chula Vista, studied by this Panel runs along Third Avenue between E and G Streets. The downtown has been the center of city government, commercial, and retail activity for residents of Chula Vista since the mid-20th century.

Lined with historic buildings and modern developments, downtown Chula Vista's Third Avenue offers a diverse array of shops, restaurants, and entertainment venues. This area was recently rebranded by DCVA from Third Avenue Village to Downtown Chula Vista to bring more attention and economic activity to the area.

About Gaylord Pacific Resort & Convention Center

The Gaylord Pacific Resort & Convention Center is a new bayfront resort opening July 2025 in Chula Vista. Gaylord is part of a national network of conference hotels, linking Chula Vista to this national network.

Opening in
2025



1,600
rooms operated by
Marriott

477,259
square feet of indoor
and outdoor event
space



2.5-Acre
water park

10+
restaurants and bars



Fitness center and spa



Parking structure

The Gaylord Pacific Resort & Convention Center is part of the Chula Vista Bayfront master plan, which calls for more than 200 acres of parks, open space, walking trails, shoreline promenade, RV camping, shopping, and dining. Plans are also underway in the Chula Vista Bayfront for Pacifica: a residential, hotel, and commercial development.



Major Conclusions

The Bayfront development presents potential challenges and opportunities for Downtown Chula Vista. The challenge is the potential for current tenants, investment, and activity to be drawn from Downtown further west. The opportunity is to proactively plan to use the increased traffic and activity generated by Gaylord Pacific Resort to attract more visitors to Downtown.

Stakeholder interviews highlighted several possibilities. Additionally, interviews with Gaylord representatives were conducted as part of this TAP, discussing possible synergies between the two. Shuttle transportation options are currently being planned that will link visitors to downtown. Major and local street improvements, including the [extension of H Street](#), will further simplify access to Downtown.

Providing more housing in the downtown area will also increase patronage for Third Avenue businesses, increase safety with more eyes (and feet) on the street, and solidify downtown's reputation as the place to be in Chula Vista. The Gaylord and other waterfront businesses will generate a significant number of jobs, potentially increasing demand for housing. Downtown and the Third Avenue area are in position to capture some of this demand. While DCVA is limited in its ability to incentivize real estate development, this report identifies strategies that can help solidify downtown's vibrant identity and make it more attractive to developers, residents, and business owners.

DVCA can promote positive outcomes in community health and wellness by making the walking experience easy, safe, and attractive. It can do so by creating and activating public spaces with art, culture, history, events, and programming for seniors; by bringing the entertainment district to fruition; by working with the business community to improve and activate storefronts; and by attracting new businesses that strengthen downtown as a destination and an experience.

DVCA can leverage economic growth in the city of Chula Vista for the benefit of conditions downtown by creating collaborative connections with other business and community groups operating at the edges of the downtown district. It can support businesses through an incubator program and parking reform. DVCA can also celebrate and promote the history, art, and culture of the Chula Vista region to reinforce downtown as the heart of the city.



Funding sources to consider for implementing strategies detailed in this plan include:

- ▶ Business Improvement District (BID) Fees
- ▶ City of Chula Vista
- ▶ AARP grant
- ▶ Clean Mobility Options (CMO) grant
- ▶ Parking district
- ▶ Land trust
- ▶ Community Facilities District (CFD)
- ▶ [Lighting and landscaping benefit assessment district](#)
- ▶ [City of a Tourism Marketing District](#)

The Briefing Material

The TAP Panel reviewed the following background materials.

- ▶ In-person presentation from Dominic Li Mandri, New City America
- ▶ Third Avenue briefing packet (prepared by ULI staff)
- ▶ Stakeholder bios (prepared by ULI staff)
- ▶ Chula Vista General Plan map of walkshed
- ▶ Chula Vista zoning map of walkshed
- ▶ Map of total existing dwelling units in walkshed
- ▶ Tally of dwelling units in walkshed
- ▶ Map of total population based on percent area of walkshed in census tract (54,680)

STAKEHOLDER INTERVIEWS

Who We Spoke To



Tiffany Allen
Assistant City Manager
CITY OF CHULA VISTA



Russ Mitchell
Director, Sales & Marketing
GAYLORD PACIFIC & CONVENTION CENTER



Laura Black
Director of Development Services
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CITY OF CHULA VISTA



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Joe Warren
Private Property Owner



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CITY OF CHULA VISTA



Marcy Weaver
Executive Director
CHULA VISTA CHAMBER OF COMMERCE

What We Heard

THE GAYLORD PACIFIC RESORT & CONVENTION CENTER

- ▶ Many in Chula Vista expect the opening of the Gaylord Pacific Resort & Convention Center (the Gaylord) to super-charge investment in the city.
- ▶ Chula Vista has a few hotels, but we don't have a premium hotel outside of the Gaylord.
- ▶ Since Gaylord is not within walking distance, a shuttle system from the Gaylord to Third Avenue would be great.
- ▶ The Gaylord will have a halo effect on its surrounding neighborhoods.
- ▶ Most restaurants are closed on Mondays and therefore unable to capture Gaylord convention activity.
- ▶ The Gaylord won't have enough hotel rooms to satisfy demand created by conventions on site. Event space capacity: 3,000 people. Hotel rooms: 1,600.
- ▶ The Gaylord's holiday ice show will attract 4,000-5,000 people a day. The property has 1,600 parking spots.
- ▶ Conventions at the Gaylord will average between 1,500-2,000 people.
- ▶ This will be Chula Vista's decade of being the economic driver in San Diego.

CONNECTIVITY & CIRCULATION

- ▶ Most people in Chula Vista need a car to get around.
- ▶ People are more likely to walk to and on Third Avenue than Broadway for aesthetic/feeling reasons.
- ▶ E Street and G Street directly connect the Gaylord site and downtown Chula Vista.
- ▶ Broadway lacks character and walkability.
- ▶ The flat landscape of western Chula Vista lends itself to better bike connectivity.

DOWNTOWN BUSINESS

- ▶ Want and need more entrepreneurship and vitality downtown.
- ▶ ABC restrictions are a holdover from the senior housing boom in this area from a while ago and are too rigid. DCVA is implementing a good neighbor policy to try to reform restrictions. Restauranteurs and bar owners are eager to get this done before the Gaylord opens so they can have music, dancing, etc.
- ▶ Downtown patrons come mostly from the South Bay.
- ▶ People need more things to do to keep them downtown.
- ▶ People are on the street until 2 or 3 a.m.

- ▶ Need a food truck and sidewalk vending ordinance.
- ▶ There's demand from food/beverage purveyors for having/maintaining their parklets.
- ▶ Lots of demand from entrepreneurs for business space on Third Avenue.
- ▶ The west side of Chula Vista doesn't attract as much investment as the east side

LAND USE & DEVELOPMENT

- ▶ The downtown area needs more residential density to attract more restaurants.
- ▶ Developers are frustrated by the speed and complexity of Chula Vista's permitting process.
- ▶ The old Sweetwater High School site has been vacant for two decades and is appropriate for housing development.
- ▶ Lots of folks are getting pushed out of San Diego and coming to the South Bay for better affordability.
- ▶ If it gets revitalized, the Vogue Theater will impact parking.
- ▶ Surface parking lots downtown are city-owned. Their low cost means some people use them for personal/residential parking.
- ▶ There's no Mello-Roos on the west side of Chula Vista.
- ▶ Seniors/retired/empty nesters moving from Eastern to Western Chula Vista.
- ▶ Third Avenue and on Broadway: many property owners don't have debt and have low property taxes. Their properties are cash cows, and they aren't motivated to sell or redevelop.
- ▶ 1,500 units will be for sale in Pacifica (next to the Gaylord)

DEMOGRAPHICS & CULTURE

- ▶ Most Chula Vista residents commute out of the area for work but dine/shop locally.
- ▶ Chula Vista has many multi-generational households.
- ▶ Chula Vista is an ethnic/cultural enclave with a transborder culture. Affluent customers come from both sides of the border.
- ▶ Downtown has several annual street fairs and a new weekly Sunday Farmer's Market.
- ▶ The Lemon Festival brings in people from many other communities.
- ▶ Quinceañera celebrations are a prominent part of local culture.
- ▶ Chula Vista's estuary is popular with birding enthusiasts.



Site Tour: What We Saw

- ▶ Several unique alleyways connecting Third Avenue to parking and residential, mostly un-activated.
- ▶ A diverse mix of businesses (primarily independently owned)
- ▶ Lively foot and car traffic
- ▶ Street banners
- ▶ Streetlights
- ▶ Street clock
- ▶ Sidewalk furniture
- ▶ Public directory
- ▶ Third Avenue community arch and sign
- ▶ Art murals on buildings
- ▶ Traffic calming bump outs
- ▶ Landscaped street medians
- ▶ Sidewalk plazas
- ▶ Textured pedestrian crossings
- ▶ A (mostly) un-activated community park
- ▶ Public restroom (at park)
- ▶ Parklets outside of a few restaurants
- ▶ Food truck
- ▶ Established trees on sidewalks
- ▶ Lack of shade for pedestrians
- ▶ Deep setback in front of auto shop
- ▶ Shuttered theater
- ▶ A few construction sites
- ▶ Pop-up stores within old storefronts
- ▶ Well maintained central park amenity
- ▶ Intersection and roadway improvements conducive for street pedestrian activation
- ▶ Several relatively large commercial spaces, which could create affordability/profitability challenges





Downtown Chula Vista Third Avenue Village Association Boundaries

Context & Analysis

According to the City of Chula Vista, the areas in light green on the map represent current areas managed by the Downtown Chula Vista Association (DCVA) for basic services. The areas in dark green on the map are where enhanced services by DCVA are provided. Note that some of the basic service areas shown on this map are slightly beyond the limits of the TAP Study Area, notably North of “E” Street and south of “H” Street. However, all the areas

shown in darker green representing enhanced services, are within the project area boundary. Learn more [here](#).

The study area is made up of portions of the Village District and the Urban Core Districts as defined in the Urban Core Specific Plan. Third Avenue is the center of the study areas with .75 miles of the Avenue being studied.



Study area defined by 15-minute walkshed using existing paths

A walkshed is an area around a defined project area that is within a 15-minute walking distance of starting points for walking. A walkshed analysis is a progressive and more accurate way of measuring an area of influence or connectivity. This method replaces the typical radius circles that are not representative of travel reality, since pedestrians, cyclists and vehicles do not travel in a straight line but follow roads and pathways to go from an origin point towards a destination with a defined distance.

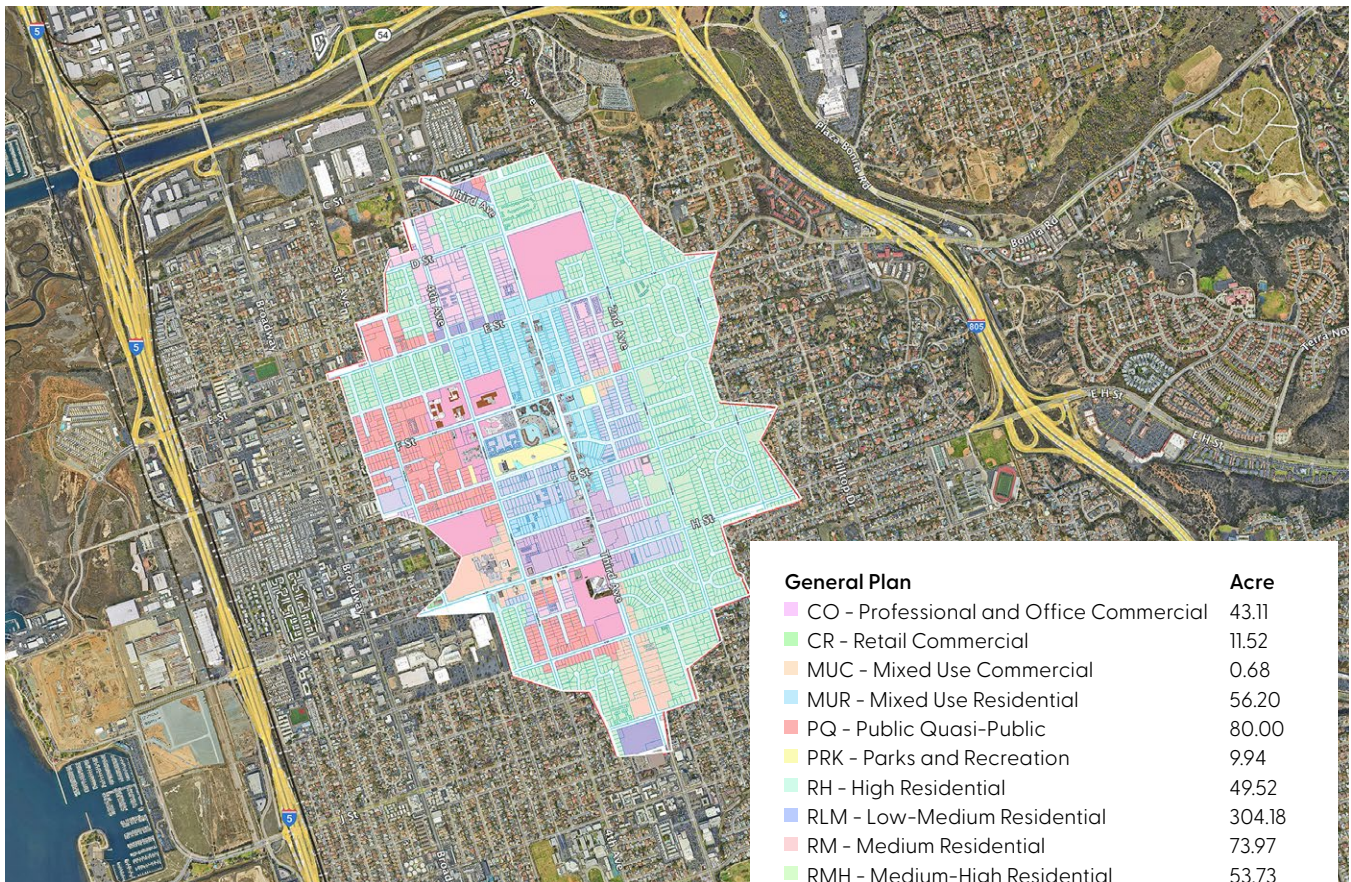
A 15-minute walkshed has been generated with an assumption of a 2.5 mph walking velocity (24-minutes per mile) which equates to 3,168 feet (.625 miles progress or roughly ¾ of a mile distance). This pace is a very reasonable pace for most pedestrians and consider

possible street crossings that impede overall distance achieved for the 15-minute period. The long block and mixture of cul-de-sac streets all serve to limit access distances. For those origins that are on an east to west street or south to north street (cardinal points of north, east, south and west), out-of-direction travel is very limited. For those that are on an ordinal point (northwest, northeast, southwest and southeast) the direction and progress is impeded based on a zig/zag pattern of movement.

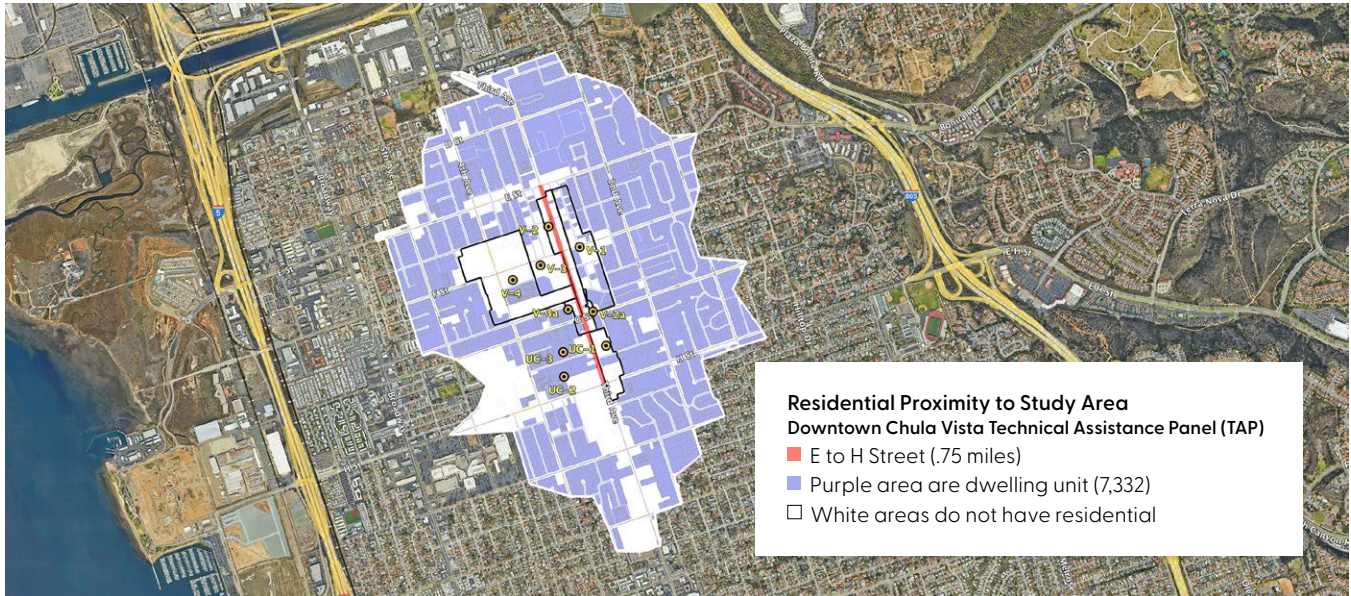
The importance of a walkshed for a pedestrian related land use such as a “main street” shopping or entertainment district, is that it represents a customer and work-force pool of customers and work-force residential opportunities. In any retail area that has a limited supply of parking, the best kind of customer is one that comes without their vehicle. Relatively affordable housing is available in this part of Chula Vista for workers of the retail stores and entertainment uses. Senior citizens with limited mobility, persons looking for healthy walking lifestyles,

or individuals that believe in a low-carbon footprint associated with a car-lite choice, all benefit from being able to walk to the shopping and entertainment district.

The walkshed area consists of 943 acres. Single and multi-family residential land constitutes 486.70 acres (51.61%) of the walkshed. Public Institutions and Public Parks represent 89.94 acres (9.54%) of the entire walkshed. Mixed use commercial/mixed use retail and transit focused areas consist of 84.73 acres (8.99%). Stand-alone commercial office and retail consists of 54.63 acres (5.79%) of the area. Undeveloped lands, parking lots, streets and other miscellaneous uses make up 227 acres (24.07%) of the study area. In general, a great mixture of retail and office exists at the narrow core of the study area, surrounded by either public institutional uses or residential uses. This represents both an opportunity for enticing local customers but also a compatibility limitation where mixed use retail is directly adjacent to single or multi-family residential.



General plan land use with study area districts and land use acreage. Source: City of Chula Vista



Dwelling units found in the study walkshed. Source: City of Chula Vista

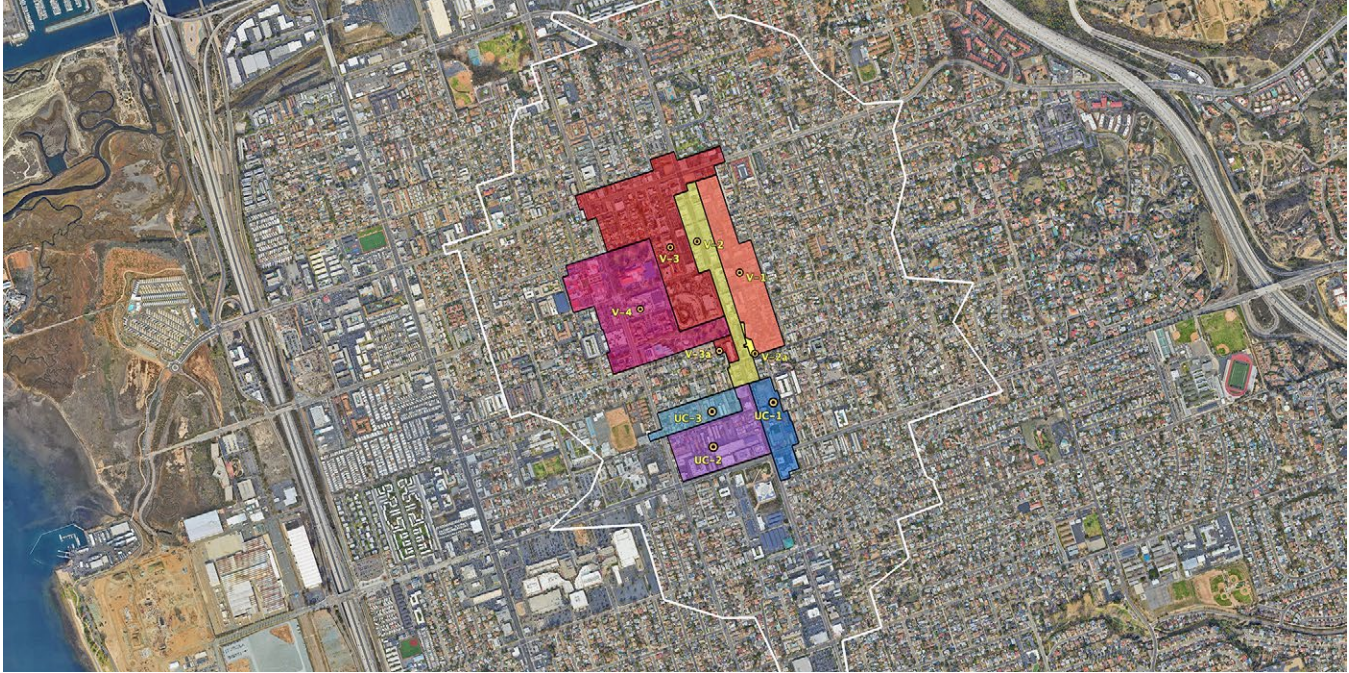
Given the current zoning and general land uses, the number of dwelling units within the walkshed is 7,332. This includes single-family, multi-family and other forms of lodging and institutional housing. The breakout of unit types is shown on Table 2. The existing population in the walkshed is 15,306 persons based on 2020 Census information.

Table 2: Categorized dwelling unit types in walkshed.

Dwelling Unit Type	# of Units
Multiple family dwelling (5 or more units) on one lot (apartments).	2,496
Single family detached (one house, one lot)	1,739
Single family detached unit on same parcel with another single family, detached (granny flat-accessory structure), duplex or MF	550
Nursing & convalescent homes.	500
Stacked condominium units (above ground units). Land use code assigned to each APN. (use with 11240, 11340, 11440, & 115	478
Multiple family dwelling containing 3 or 4 dwelling units on one lot.	389
Retirement homes.	292
Townhouse condo (no unit above any other unit) on one lot.	199
Multiple faamily dwelling attached to a non-residential use (apartments).	166
Two family dwelling (duplex) on one lot. Can be side by side or above the other.	153
Senior housing project (5+ units).	130
Multiple family (3-4) on the same lot as a single family detached dwelling. Assign I& to each.	72
High rise residential on one lot.	43
Two family dwelling on same parcel with another single family, detached, duplex (granny flat-accessory structure), oor MF.	34
Condos involving single ffamily detached (two or more) on one lot.	22
Hotels & motels	20
Multiple ffamily (3-4) attached to a non-residential use.	14
Two family dwelling (duplex) attached to non-residential use.	12
Religious quarters.	11
Single family attached to a non residential use on same lot. Assign land area where appropriate.	7
Condo for stacked units (5+). Use 11150 for each unit.	5
Grand Total	7,332

Source: City of Chula Vista

The two primary districts in the Urban Core Specific Plan consist of multiple sub-districts. Each of these sub-districts have different development standards and zoning requirements for land use, floor area ratios, heights, and parking requirements. Table 3 compares these development standards to each of the sub-districts. Study recommendations (except for connections and mobility) should be limited to these Urban Core Specific Plan districts.



Districts identified in the urban core specific plan relevant to the study area. Source: City of Chula Vista (See Table 3 for more details)

Table 3: Major development standards per districts in the study area.

	District Name	Max. Floor Area Ratio	Max. Height	Parking Spaces per Dwelling Unit	Street Wall Frontage	Building Stepback
	East Village	2.0	45 feet	1.5 per unit	50% Minimum	N/A
	Village	2.0	45 feet	1.5 per unit	80% Minimum	N/A
	West Village	4.5	84'/45/ on 3rd Ave.	1.5 per unit	50% Minimum	15' when 35" tall
	Civic Center	1.0	60 feet	1.5 per unit	N/A	N/A
	Saint Rose	4.0	84 feet	1.0 per unit	80% Minimum	15' when 35" tall
	Gateway	5.0	84 feet	1.0 per unit	80% Minimum	15' when 35" tall
	Roosevelt	3.0	60 feet	CVMC 19.62.050	N/A	N/A

Source: City of Chula Vista

According to the zoning for the walkshed area, the largest zone is for single family residential (R1) at 260.61 acres followed by apartment residential (R3) at 167.12 acres, Civic Center residential/mixed use (V-4) of 38.37 and the West Village Mixed use residential and commercial (V-3) of 36.43 acres. As was shown on the land use Table 3, residential based zones dominate the study area. Table 4 shows more detail on these zones.

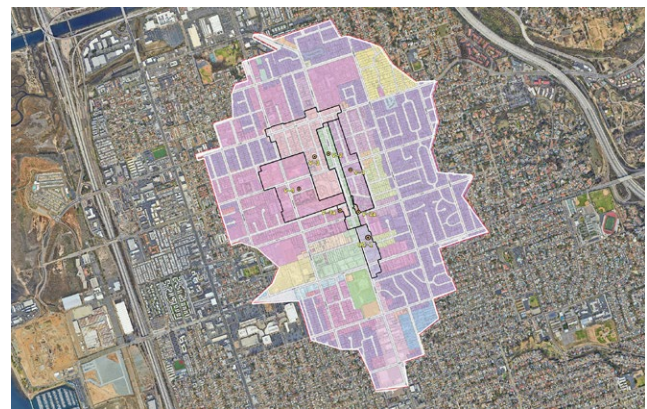
Table 4: Existing Study Area Conditions and Analysis

General Plan	Acre
C-1 - Third Ave South (UCSP)	24.30
CC - Central Commercial	11.52
CCD - Central Commercial (Design Control District)	0.03
CO - Administrative and Professional Office	8.08
R1 - Single Family Residence	260.61
R115 - Single Family Residence, 15,000 sq. ft. min. lot size	13.57
R2 - One- and Two-Family Residence	2.24
R2P - One- and Two-Family Residence (Precise Plan)	24.41
R3 - Apartment Residential Zone	167.12
R3D - Apartment Residential Zone (Design Control District)	0.67
R3G - Apartment Residential Zone (Low Rise)	0.51
R3GP - Apartment Residential Zone (Low Rise - Precise Plan)	1.14
R3HP - Apartment Residential Zone (High Rise - Precise Plan)	1.28
R3M- Apartment Residential Zone (Medium Rise)	1.21
R3P- Apartment Residential Zone (Precise Plan)	1.99
R3P12- Apartment Residential Zone (Precise Plan - 12 du/ac.)	4.02
R3P4 - Apartment Residential Zone (Precise Plan - 14 du/ac.)	13.05
R3P22- Apartment Residential Zone (Precise Plan - 22 dwelling units/ac.)	22.80
R3P5 - Apartment Residential Zone (Precise Plan - 5 du/ac.)	0.20
UC-1 - St. Rose - Residential/Residential Mixed Use (UCSP)	8.63
UC-2 - Gateway - Residential/Residential Mixed Use (UCSP)	18.28
UC-3 - Roosevelt - Residential (UCSP)	7.49
UC-4 - Hospital - Office/Retail (UCSP)	17.27
UC-5 -Soho - Retail/Office (UCSP)	4.67
UC-9 -Mid H Street - Retail/Office	0.68
V-1 - East Village - Residential/Commercial Services/Office (UCSP)	16.85
V-2 - V2 and V2a Village - Mixed-Use Residential/Retail/Office (UCSP)	9.16
V-2A - V2 and V2a Village - Mixed-Use Residential/Retail/Office (UCSP)	0.43
V-3 - West Village - Residential/Mixed-Use Residential/Retail/Office (UCSP)	36.43
V-4 - Civic Center - Residential/Mixed-Use Residential/Office/Public/Quasi-public (UCSP)	38.37

The panel created a LOCAL map based on short site tour, open discussions, review of aerial photographs, and Google Earth Street Views. The intent of the map is not to be a detailed assessment of the potential for development nor to suggest that a liability would be mandated to change. This map should be used only as a general indicator of the assets that contribute to the vitality and vibrancy of the study area as well as the opportunities that could exist, if the appropriate zoning, development interest, financial feasibility and market conditions were met. It also points out aspects in the area that are negatively affecting the coherence, uniformity, compatibility, free and open access that should all be contributing to a better district rather than distracting from it. It is a tool to review areas that are working well and those areas not so well in the study area.

Opportunity Summary

By reviewing the LOCAL map, one can see that a great number of opportunities could exist for new development (shown in green) that would mostly take the form of high or medium-high residential or mixed use residential.



Zoning for areas within walkshed with relevant district boundaries. Source: City of Chula Vista (See Table 4 for more details)

Constraint Summary

The orange areas on the map are for those land uses that are not likely to change based on the current established uses. They will need to be worked around. The only exception are a few roadways that have connectivity constraints that should be changed in the future. Because

of the nature of the narrow strip of commercial retail along Third Avenue, proximity of single and multi-family residential is a problem in terms of scale and noise issues. Access to behind retail buildings is an essential area for back of the house utilitarian functions (refuse, deliveries and additional parking) that needs better connectivity. This can be seen along parts of Church Avenue as well as Garret Avenue, Vance Street and missing alley ways behind the AT&T building on Vance and Third Avenue.

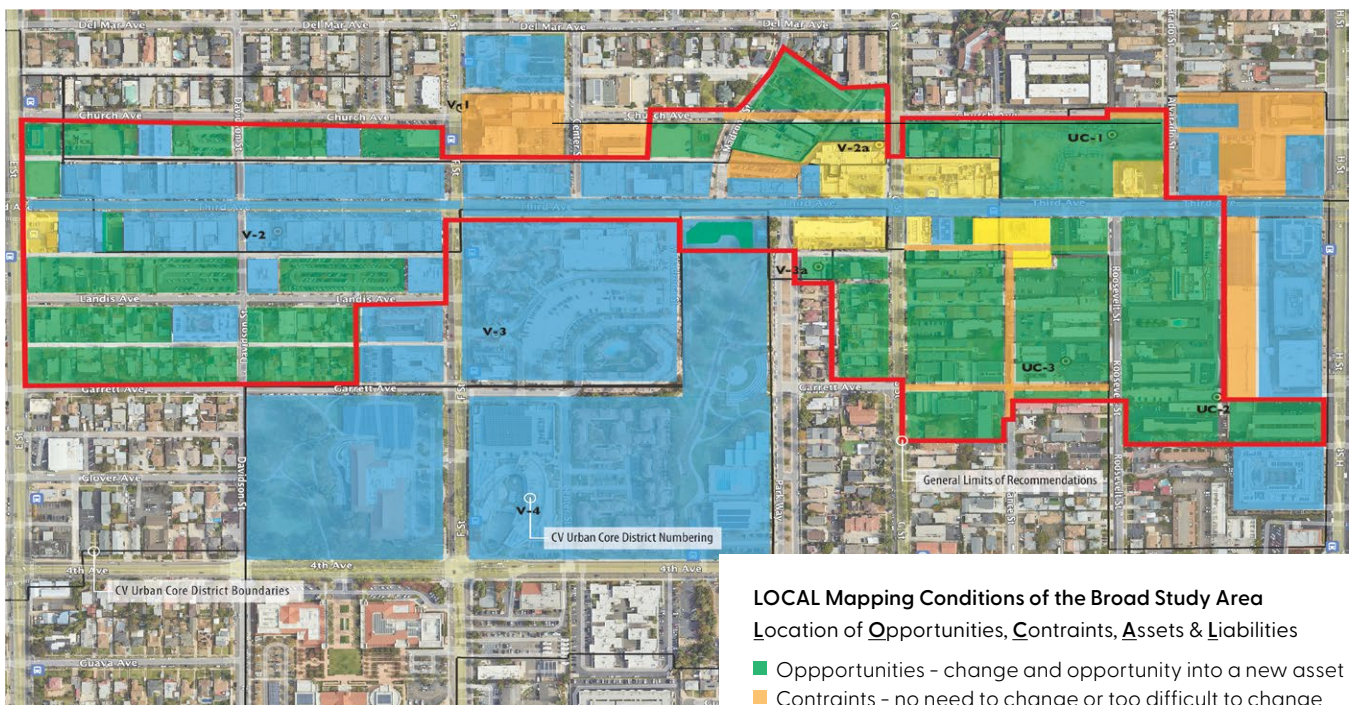
Asset Summary

The area is successful because of the many assets that are both unique in urban form for this area as well as interesting and vibrant based on activities and things to see. Most all the “main street” style one – and two – story buildings with a consistent storefront positioning as well as a rhythm of scale and elevation spacing. A variety of newer office buildings and newer or historically intact residential buildings and a significant amount of park and public institutions in the area all combine to create an intact and positive downtown.

A Location of Opportunities, Constraints, Assets and Liabilities (LOCAL) mapping effort is specific to physical conditions and planning based challenges. An opportunity is taking a neutral or underutilized asset and turning it into an opportunity for newly created or enhanced areas. A constraint condition remains as is, since it is something that needs to stay or is not economically or environmentally appropriate to change. An asset should also remain, but it should be protected, emulated or enhanced to make the asset even better. A liability is something that needs to change to remove negative aspects of a built form that could include improvements for safety, environmental, urban design, transportation or other planning benefits.

Liability Summary

The repair facility at the north end of Third Avenue on the west side of the street is an example of a liability considering this is the beginning of the retail shopping district and is also the de facto portal into the area. The other liabilities are represented by interruptions of the consistent shopping district by poorly designed storefront interfaces with the street, or that ignore the character and local context of the corridor. These tend to be franchise outlets that insist on their corporate branding or on typically car-oriented site planning.



Local mapping conditions of the broad study area location of opportunities, constraints, assets & liabilities

LOCAL Mapping Conditions of the Broad Study Area Location of Opportunities, Constraints, Assets & Liabilities

- Opportunities - change and opportunity into a new asset
- Constraints - no need to change or too difficult to change
- Assets - protect or enhance these important existing features
- Liabilities - change liabilities into assets

PANEL FINDINGS & RECOMMENDATIONS

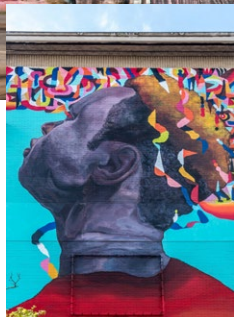
Addressing Key Questions

1. How can downtown residential development support the Third Avenue economy while maintaining a cohesive community identity?

Downtown Chula Vista Association (DCVA) Purview

DCVA could pursue the following strategies independently of, or in conjunction with, the City of Chula Vista. Providing more housing in the downtown area will increase patronage for Third Avenue businesses, increase safety with more eyes (and feet) on the street, and solidify downtown's reputation as the place to be in Chula Vista. While DCVA is limited in its ability to incentivize real estate development, the following strategies can help solidify downtown's vibrant identity and make it more attractive to developers, residents and business owners.

- ▶ Emphasize activating the south end of Third Avenue for opportunities to keep people in downtown Chula Vista longer.



- Activate the Saint Rose parish edges better. Although the church is iconic, the middle section by the classrooms does not provide visual interest or continuity of the storefronts.



- Limit franchise businesses (such as the KFC, and 7/11) since they do not provide storefront continuity or character.

- ▶ Consider including art (permanent or temporary on construction fences) in all parts of the public realm. Work with developers and local artists and/or schools to establish a program.



- ▶ Encourage continuity of character and public realm design to tie together the districts into a cohesive area (permanent and temporary uses where empty lots persist).
- ▶ Fill gaps along Third Avenue with temporary activity. Community garden, pop-up parks, food trucks that don't have a host (trucks that aren't partnered with a brick-and-mortar restaurant), etc.



Pop-up park, Dallas, Texas

- ▶ Explore creating a land trust that can support incubator businesses that can evolve into long term stable businesses.

Why/what is a land trust?

Many successful community-based commercial/mixed-use districts incubate independent, small business start-ups. Repositioning older buildings can provide flexible and more affordable space configurations by adaptively using, sharing, and subdividing commercial space in ways not allowed in newer commercial shopping centers.

When clustered in a traditional, walkable district that's accessible to an under-served market, start-up businesses can create a market presence that may start locally but, in time, expand regionally, increasing access to greater aggregate buying power.

As a district develops its market reputation with a critical mass of offerings, sales increase. With growing sales, rents and property values increase as well. The sites might redevelop at price points that are less affordable.

Rather than simply accepting this economic gentrification evolution as inevitable, some community-based economic development organizations have established land trusts to create and maintain affordable commercial space to continue to incubate and train small businesses. DCVA could partner the land trust/incubator space with a business development training entity, such as Southwestern College. These

could be mixed-use commercial/residential properties, or simply commercial land trusts. Some entities work with established housing land trusts in the community that are formed to maintain residential affordability as a community gentrifies.

CASE STUDY

Rondo, a historically Black neighborhood in St. Paul, Minnesota, is an example. Rondo was the cultural and residential center of Minneapolis-St. Paul's Black community that was divided by the I-94 freeway expansion in the 1950s/1960s, displacing hundreds of families. The Rondo Community Land Trust (www.rondoclt.org), whose mission includes creating opportunities for displaced residents and business and their heirs to return to Rondo, started out as an affordable land trust for rental and ownership housing. Over time it acquired some commercial properties which it has used for business development and retention. In one space it is creating a commercial incubator on its main street, Selby Avenue. With this space and other store fronts it owns, it is fulfilling its mission to create opportunities for Black-owned small businesses and maintain well-maintained affordable space as the commercial district improves. Seed funding for acquiring and renovating the older commercial properties for this purpose came from state and federal grants, combined with affordable rental income from the businesses participating in the program.

- ▶ Continue to encourage a mix of uses when recruiting or supporting new uses that are culturally compatible but provide for an increase in diversity of local services. Stakeholders indicated that office properties enjoy high occupancy on Third Avenue. Office-based employees are a source of daytime customers for Third Avenue shops and restaurants.





Site specific concepts and recommendations map.

Site Specific Concepts and Recommendations

- Development potential for mixed-use retail with upper floor office or live/work lofts
- Development potential for housing (senior, inclusionary affordable or market rate)
- Improvements related to access, connectivity and/or transportation
- Efforts towards entertainment districts/art/history/culture
- Park, landscaping or shopping district related continuity

City of Chula Vista Purview

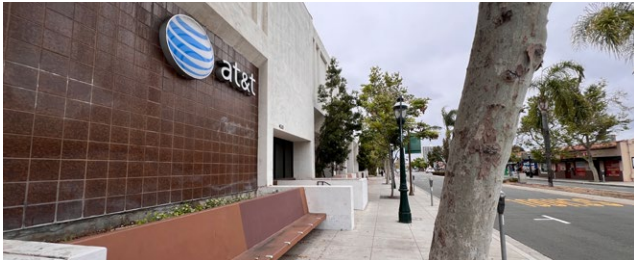
DCVA can encourage and support the City of Chula Vista to implement these strategies for actionable change that would attract more residential development.

- ▶ Work with the City to encourage additional residential development in and around the study area that provides for affordable options and living arrangements not possible with the dominant single-family neighborhoods.
- ▶ Increase Floor Area Ratios (FAR) to provide incentives and provide for lower costs associated with efficient infill.
- ▶ Help encourage more streamlined processes and less discretionary processes that can be allowed based on Specific Plan analysis and priorities.
 - Expedite approval processes for projects with public benefits (such as affordable housing, middle housing and increased senior housing and services).
 - Examine the number of buildings, their size and height. Increasing density can make projects more financially viable for developers. Think about offering incentives and capturing community benefits. Consider

increasing the Floor Area Ratio (FAR) to 2.0.

- Clarify parking requirements and allow for parking management, public parking and other options to lower expensive parking structure requirements.
- ▶ Restructure permit fees to incentivize the project types and elements most needed in the area.
 - Reduce/eliminate fees for public benefit units:
 - Middle income rent restricted units no impact fees, 1-15 unit “gentle density” projects eliminate fees
- ▶ Consider reforming impact fees – Perform analysis of why Chula Vista has the highest fees in San Diego County (\$46k per unit vs. \$22k San Diego)
- ▶ Encourage the development of city-owned lots that can continue to provide parking and other forms of development. A City issued RFP for development opportunities on City lands should be issued.
- ▶ Explore shared parking garages that encourage people to park once, visit many locations.
- ▶ Consider reducing minimum parking ratio for new development from 1.5 to 1.
- ▶ Consider land leases of city property to housing developers as a district revenue source.

- ▶ Encourage redevelopment of large commercial properties within Third Avenue's market but not part of the district, such as Broadway and the old Chula Vista Regional Shopping Center. AB1011 facilitates this type of conversion activity.
- ▶ Continue to pressure and accommodate AT&Ts modified technology needs that should lessen the footprint of their current facility allowing for new development that reclaims the street activation along the current building.



- ▶ Consider a range of housing types for downtown such as housing for employees and multi-generational units.
- ▶ Increase for sale, fee simple first-time homebuyers by adding a ministerial process for multi-unit, small lot subdivision in single-family zoned areas adjacent to Third Avenue

CASE STUDY: LOS ANGELES SMALL-LOT SUBDIVISION ORDINANCE

According to the [Los Angeles Small Lot Subdivision code amendment and policy update summary sheet](#), "In 2005, the City of Los Angeles adopted a Small Lot Subdivision Ordinance ("Ordinance") to allow the construction of homes on small lots creating a fee-simple type of ownership on lots zoned for multiple family development. Small Lots were intended as infill development and a smart growth alternative to traditional suburban style single-family subdivisions on sites zoned for apartment or condominium development. Supplemental design guidelines were created to assist in shaping this type of development with its unique complexities."

The "fee-simple" aspect of the ordinance is important because it makes development significantly easier when compared to developing townhomes and condos. One major benefit is that an HOA is not typically required, thereby avoiding costs and complications. More importantly, many of the benefits that make a fee-simple small lot project desirable apply to both the owners of the homes and the developers. It's also attractive to cities that need to add density and homeownership opportunities

but also want to maintain neighborhood scale and feel. State law SB-684 attempts to create more of these types of projects on multi-family-zoned lots.

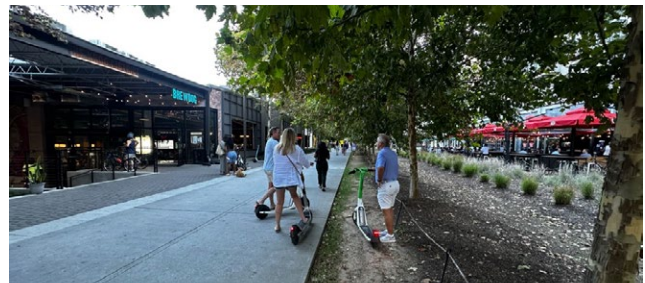
2. How can the Downtown Chula Vista Association promote positive outcomes in community health and wellness?

By making the walking experience easy, safe, and attractive. By creating and activating public spaces with art, culture, history, events, and programming for seniors. By bringing the entertainment district to fruition. By working with the business community to improve and activate storefronts and by attracting new businesses that strengthen downtown as a destination and an experience.

Walkability

- ▶ Nearby parks should have walking loops and be connected through neighborhoods and connect to the Third Avenue Downtown shops, venues and services. Currently, parks are too hard for seniors to walk through.
- ▶ Convert excess vehicle lanes on Davidson, "F" Street, Parkway and "G" Street into tree lined and protected walking and bike facilities that connect with the Chula Vista Bayfront destinations. Provide improved multi-purpose trails through Memorial and Friendship Parks as well. Precedent for this are:

Belt Line in Atlanta, GA



The Diagonal in Barcelona, Spain



- ▶ Add shade trees for pedestrians. Large canopy trees are critical to the best urban environments in the world. Precedents for this are:

Fern Street, South Park, San Diego, CA



Higuera Street, San Luis Obispo, CA



State Street, Santa Barbara, CA



- ▶ Extend walk signals so people of all abilities can cross safely and conveniently.



- ▶ Create broader bulb-outs and pedestrian spaces at “H” and Third as well as at “E” and Third to create a greater sense of arrival and to communicate this pedestrian district.

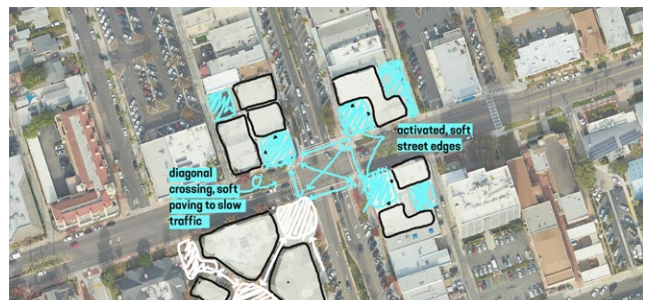


St. Petersburg, Florida. Photograph by Beth Reynolds



A mix of traffic-calming and pedestrian-friendly features

- ▶ Be intentional about how edges of blocks are treated based on what businesses are there.
 - Where does it need to be slowed more?
 - Potential solution: Add art to crosswalks.



- ▶ Maintain and further encourage diversity of businesses, size, and economics. The right mix and scale of businesses can encourage pedestrians to spend more time in the area.



Wide sidewalk in Hoboken, New Jersey

- ▶ Support street closures with lowered costs and create a permanent plaza for special events to lower the need to shut down Third Avenue for certain events.



- ▶ Provide a social meeting, sit-down area by the east end of Memorial Park with local Wi-Fi and an associated seating area and adjacent playground.

Activation

- ▶ Create community gardens and other activities to integrate healthy and social activities for seniors.



- ▶ Explore a program for commercial activation within city parks such as a small cafe and social interaction between seniors and children.



Warren Park, Chicago



- ▶ Focus on Third Avenue as the destinations for work, play, eating, shopping, education, recreation and entertainment for the 15-minute neighborhoods around the study area.

- ▶ Prioritize the creation of an entertainment district that provides for inside and outside music, dancing and socializing in a portion of Third Avenue that will not aggravate noise complaints by adjacent residential areas.



Bourbon Street, New Orleans



Gaslamp District, San Diego

- ▶ Activate the downtown districts with permanent vendors, sidewalk cafes, pocket parks and seating. These should not be looked upon as being competition with the current uses. Increased activity will build a known “place” that will turn into an even stronger and more stable destination that can pull from the Chula Vista bayfront, East Chula Vista, South Bay and South of the border customer base for all. Precedent for this are:



Ensenada, Mexico

Munich, Germany



- ▶ Create new experiences in Memorial Park that interface with Third Avenue that include kid and senior friendly programming as well as multi-generational exercise programs. Add an open plaza at this end of the park for special events and open play, skating, fun bikes, and farmers markets. Add a playground with lots of seating to allow parents to socialize while kids play in a safe area.



- ▶ Pursue AARP grant for plaza development.



- ▶ Create an element in the plaza that is photo-worthy and recognizable to tell those looking at the photo where the photographers/photo subjects are, accomplished by the Downtown Third Avenue branding elements.



- ▶ Consider marketing to an experiential retail user (“retailtainment”) to join downtown Chula Vista (Top Golf, indoor climbing gym, etc.)
 - This is a way to extend visits to downtown Chula Vista and to draw conventioners.
- ▶ Consider local kid, adult and senior health services and health sustainment exercise-based businesses including kid and adult oriented climbing, cross training, and health clinics for all generations.
 - Prime these activities with annual health fairs in Memorial Park, including a 5k walk/run.

- ▶ Encourage mental/social health by bringing people together with activities like cruising, art festivals, craft festivals, cultural events, parades and an expanded farmers market. Healthy social connections are linked to general health and brain health.



Los Angeles



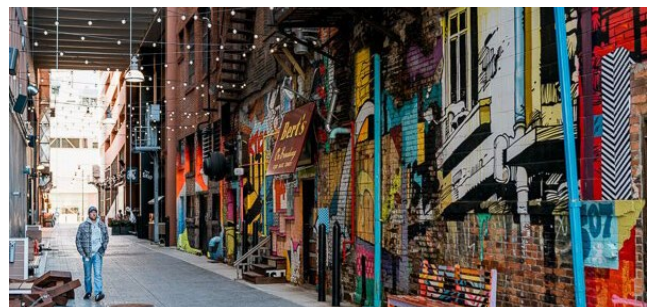
Before



After

Activate the alleyway with art, signage, lighting, and window displays.

- ▶ If or when the Charter School leaves the current location, consider the use of the building to be a series of health clinics, physical therapy, wellness support, learning centers and exercise spaces that will provide a close location for seniors and allow this building to become more associated with the interface needed with the street, which is currently missing.
- ▶ Integrate art, history, culture and storytelling in multiple locations along Third Avenue and in back spaces and alleys behind storefronts where parking and access exists.



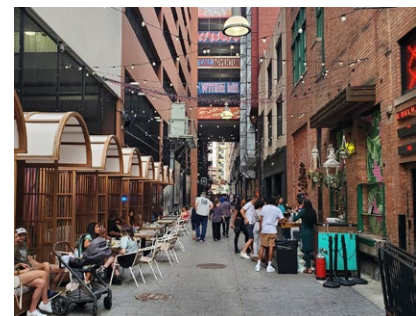
The Belt, Downtown Detroit.



Downtown Chula Vista, California.



Cooper's Alley, Chattanooga, Tennessee.



The Belt, Downtown Detroit.



- ▶ Create a storefront activation and facade improvement program with incentives and design guidance.
 - Consider as a way to make downtown's Christmas celebration even bigger to capture some of the Gaylord Christmas celebration crowd.
- ▶ Encourage public art – consider working with City of Chula Vista's public art program.
- ▶ Provide a place for artists to display their work.
 - Could work with building owners with vacant space to temporarily activate their storefronts.
- ▶ Add a community kitchen and craft space in underutilized buildings or at public kiosks that increases social interaction, access to healthy meals, cultural exchanges, multi-generational activity, trade learning and entrepreneurship.



Photo credit: Retailworks, Inc.



3. How can the Downtown Chula Vista Association leverage economic growth in the city of Chula Vista for the benefit of conditions downtown?

By creating collaborative connections with other business and community groups operating at the edges of the downtown district. Support businesses through an incubator program and parking reform. Celebrate and promote the history, art, and culture of the Chula Vista region to reinforce downtown as the heart of the city.

Work the Edges

- ▶ Work together with the Envision Broadway group for cohesion and agree upon the types of businesses that should be courted to each area. Suggest that commercial strip, automotive and franchise fast food locations be focused on Broadway. Have culturally appropriate businesses that benefit from a walking environment and that are walk-in retail and entertainment, be located at Third Avenue.



- ▶ Work cooperatively with other business groups to attract economic synergy for services, goods and customers between the bayfront and the downtown villages.
- ▶ Learn from other downtown adjacent Gaylord communities in the United States and listen to their lessons learned and positive experiences.

Work the Downtown

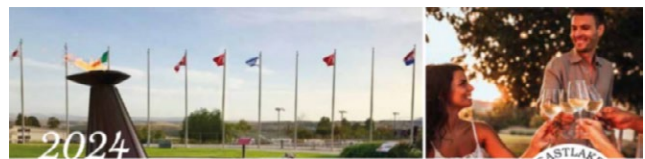
- ▶ Work the downtown by treating it as a business incubator that will result in more stable businesses downtown.
- ▶ Rotate parking turnover by having higher parking pricing.
- ▶ Work with the City to obtain a cut of the parking fees and possible new meter fees to fund DCVA economic activities.

Marketing & Events

- ▶ History, culture & art all need to be celebrated on the street.
- ▶ Consider supporting a regional Quinceañera activity, event, parade, expo or fashion show.



- ▶ Offer programming.
 - Recruit popular vendor(s) from Tijuana/Baja California, Mexico as a merchant(s)
 - Example:** Valle Guadalupe Winery tasting room
 - Rotate ideas so there's always something different.
 - Survey the community or have focus groups for ideas
 - Add a dedicated programming person to DCVA who can curate and maintain authentic experiences. (See job description in Tasks for DCVA section below.)
 - Schedule periodic Instagram takeovers from an influencer to tour the district.
- ▶ Refine a messaging strategy for social media and paid social influence to target Eastlake households on the offerings of Third Avenue.
 - Geotarget Eastlake zip codes in 10-mile radius
 - Participate in the Taste of Eastlake with beer tasting, food tasting, marketing materials, and special follow up offers to Eastlake residents.



2024

TASTE OF EASTLAKE
Benefitting Neighborhood Public Schools

Celebrate
"Around the World"
at the Chula Vista Elite Training Center (formerly the U.S. Olympic Training Center)

- Sips and Bites from Fine Local Purveyors
- Live Entertainment
- Auction

August 23, 2024 6:00 p.m. to 9:30 p.m.

\$65 per person
\$75 after August 1st
Must be 21 years old

cefkids.org



- Learn from Eastlake and sponsor a Taste of Downtown and purchase email lists from Eastlake and others and do direct mailings to advertise it.
- Most HOAs have a newsletter, consider buying ads.
- Go through Eastlake schools and the golf-courses to promote Third Avenue including community groups and at community centers.
- Eastlake Master Plan Communities all have a clubhouse and community pools – they will post a flyer on the community bulletin board especially if it features an offer for CV residents to get a patron pass discount at the Third Avenue establishments “CV Resident Passport to Third Avenue”.
- Collaborate with Gaylord to identify a marketing strategy for Downtown that is mutually beneficial and differentiated.

- ▶ Develop a direct mail postcard or marketing brochure for Third Avenue
 - Use a QR Code.

- Consider a poster version.
- Consider a tabletop tent version for the convention to use and put out at coffee shops, registration, etc.
- Consider a rack brochure or bi-fold brochure – these sizes are smaller and great for travelers, and convention attendees to grab and go.



- 8.5 x 7” bi-fold

- Rack brochure 8.5” x 11” tri-fold/letter fold



How the City Can Help

Reforming the permitting process and fees can and should happen in advance of the next Specific Plan update to encourage development investment in Chula Vista's downtown region.

Short-term strategies

- ▶ Support DCVA with funding and updates to local policy and procedure (increasing and sharing parking meter revenue, for instance).
- ▶ Evaluate building density, intensity, and height. Density helps developers pencil out a project.
- ▶ Consider implementing incentives and community benefit capture.
- ▶ Consider raising the FAR above 2.0 in all areas and up to 5 FAR in areas that can handle more intense development. Discuss changes in zoning and permitting processes.
 - Expedite the approval process for projects with public benefits (faster approvals for middle-income, affordable housing, projects that create continuity of experience on Third Avenue, etc.)
- ▶ Develop a specific strategy for redeveloping city lots and other opportunity sites. The city could choose to write down the cost of its land to help subsidize mixed-income housing without compromising its ability to fund infrastructure and public facilities.
- ▶ Initiate design and engineering for the NEV and van shuttle routes in terms of signage, pick-up locations and program definitions.
- ▶ Consider a Clean Mobility Options grant for the shuttle services and/or solicit sponsorships.
- ▶ Initiate design and engineering for the multi-use pathways, bike lanes and walkway improvements associated with the two-way loop access methods between the Downtown Third Avenue Corridor and the Chula Vista Bayfront destinations.

Medium-term strategies

- ▶ Eliminate/ lessen discretionary process and design review process, with more ministerial/by-right opportunities and use of objective design standards. DCVA can come in to educate property owners.
- ▶ Increase for-sale, fee simple housing stock for first-time homebuyers by adding a ministerial process for multi-unit, small lot subdivisions in single-family-zoned areas adjacent to Third Avenue.
- ▶ Clarify parking requirements and make them lower.
- ▶ Restructure permitting fees – restructure fees so the city is incentivized to work efficiently and timely rather than passing slow processing time and cost onto developers.
- ▶ Reduce/eliminate fees for public benefit units including middle-income rent-restricted units with no impact fees, 1-15 unit “gentle density” projects by eliminating most fees.
- ▶ Consider reforming impact fees – Evaluate why Chula Vista has the highest fees in San Diego County (\$46k per unit vs. \$22k in San Diego). Identify how to reduce fees through more efficient infrastructure provision and/or identifying sources of alternative funding or funding to subsidize fees for specific types of targeted housing.
- ▶ The City owns 25% of this downtown district. Study the feasibility of putting out an RFP for underutilized sites.
- ▶ Study where and how to best apply small-lot subdivisions.
- ▶ Explore the feasibility of a shared parking garage. This strategy could reduce residential/multi-family parking requirements on site and encourage more residential development adjacent to downtown.
- ▶ Continue to put pressure on AT&T to release the site for sale/redevelopment.
- ▶ Study the feasibility of extending Church Ave. (and other streets) to accommodate new development.

Long-term strategies

- ▶ Consider a land lease to housing developers. It could be a new funding source for the city.
- ▶ Issue RFP for underutilized City-owned sites.
- ▶ Extend Church Avenue to accommodate new development, if feasible (see mid-term strategies).
- ▶ Support and assist in the Memorial Park improvements including the plaza, playground, social areas and trails.

Action Items for DCVA

By advocating with the City as well as by polling and communicating with the businesses for their priorities and help in locating funding and support for the strategies in this plan.

Short-term strategies

- ▶ Create additional programming downtown, particularly daytime programming for seniors.
- ▶ Survey the local community for programming ideas.
- ▶ Continue progress with the Good Neighbor program.
- ▶ Create an Instagram “frame” to encourage Quinceañera photos. Consider consulting with Quince photographers when designing the photo environment.
- ▶ Reach out to Rondo Community Land Trust to learn more about the land trust structure.
- ▶ Initiate conversations with the parish regarding dressing up the downtown-facing edge of the building.
- ▶ Identify gaps in the downtown streetscape for potential pop-up uses.
- ▶ Develop a list of activating uses for downtown tenancy (climbing wall gym, popular vendors from south of the U.S./Mexico border, etc.).
- ▶ Develop plans for a community plaza and walking trail/loop at the community park.
- ▶ Work with the City to lower fees to shut down Third Avenue for events.
- ▶ Identify adjacent property owners along alleyways and gauge interest for activation.
- ▶ In advance of the holiday season, engage with DCVA members to expand holiday celebrations (storefront displays, etc.) in hopes of drawing some holiday traffic from the Gaylord.
- ▶ Facilitate conversation between DCVA merchants and the Gaylord re: supplying goods and services to the resort.
- ▶ Develop and implement a marketing/messaging strategy to draw patrons from East Chula Vista to downtown.
- ▶ Develop a list of Instagram influencers for the Instagram Take Over program.
- ▶ Continue partnering with Gaylord to identify opportunities for Downtown.

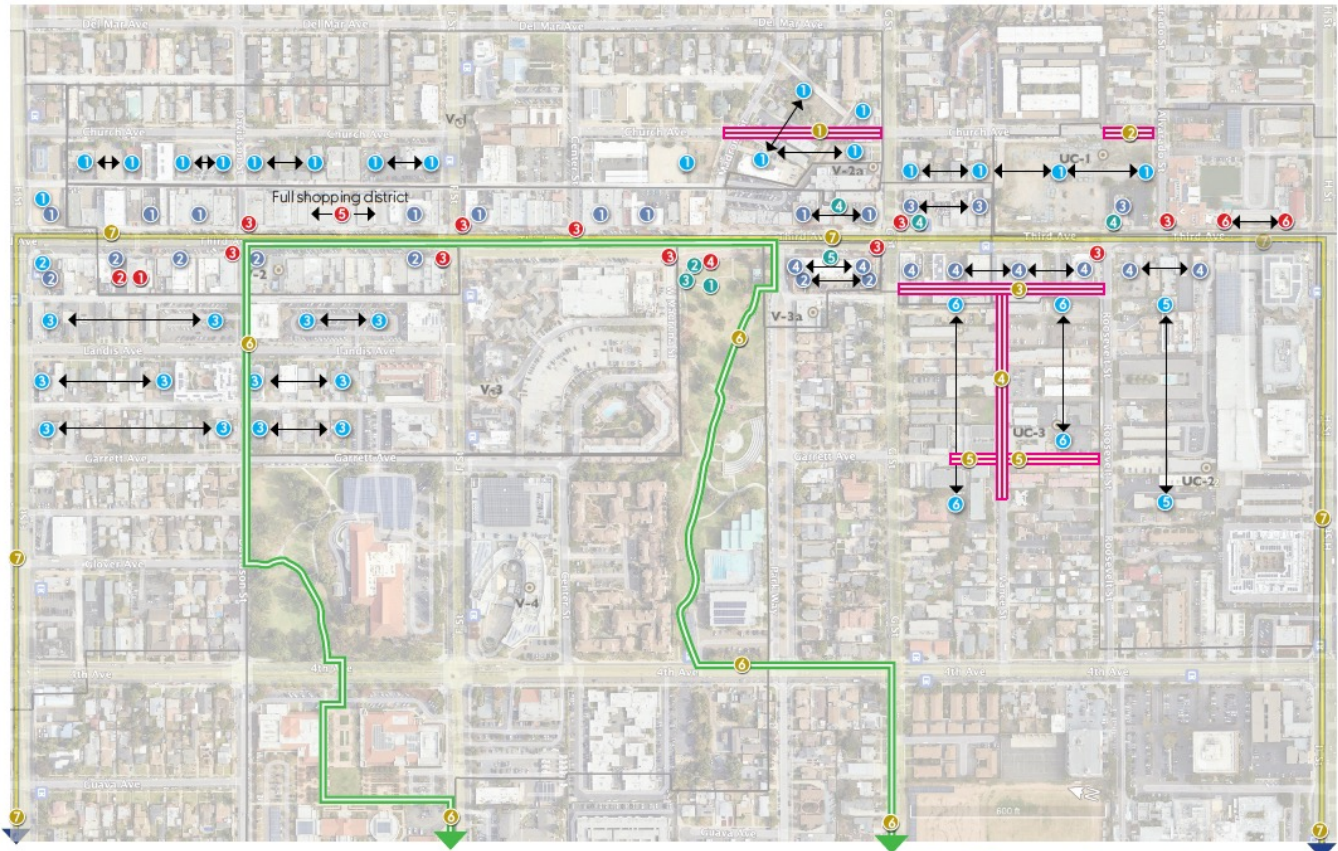
Medium-term strategies

- ▶ Engage with the City on streamlining the permitting process and fees and raising the floor-to-area ratio (FAR) to 2.0.
- ▶ Work with the City (as appropriate) to bring activating uses to the community park (community garden, group Quinceañera event, etc.).
- ▶ Identify activation areas (alleyways, KFD, 7-11, construction fences, and auto repair shops) and work with the City’s public art program to install art.
- ▶ Work with property owners to program pop-up uses on empty or underutilized sites.
- ▶ Continue to explore/design land trust concept.
- ▶ Implement marketing outreach to list of desired, activating downtown tenants.
- ▶ Create a business incubator program.
- ▶ Implement the Instagram Take Over program.
- ▶ Implement marketing/messaging program to East Chula Vista.
- ▶ Apply for grants through AARP for developing a plaza and walking trail/loop at the community park.
- ▶ If property owner participation is secured, develop and implement an alleyway activation program.
- ▶ Formalize working relationship/shared goals with Envision Broadway.
- ▶ Strategize the formational requirements of the BID that allow for new fees being added for new businesses using a sliding scale of building size, units, street frontage and user levels to be used for determining fees paid.

Long-term strategies

- ▶ If deemed feasible, implement a land trust plan.
- ▶ Build a plaza and walking trail/loop at Memorial Park.
- ▶ Continue working with the City of Chula Vista to streamline permitting, create a parking district, and modify intersections for improved walkability.
- ▶ Continue other initiatives from short- and mid-term action items that prove effective.

Site Specific Concepts and Recommendations



Site Specific Concepts and Recommendations

Potential for mixed-use retail with upper floor office or live/work lofts:

- 1 Locations east side of Third Ave./North of Memorial Park
- 2 Locations west side of Third Ave./North of Memorial Park
- 3 Locations east side of Third Ave./South of Memorial Park
- 4 Locations west side of Third Ave./South of Memorial Park

Potential for housing (senior, inclusionary affordable or market rate):

- 1 Locations East of Third Ave. in District V-1
- 2 Locations directly on Third Ave. in V-2
- 3 Locations East of Third Ave. in V-3
- 4 Locations East of Third Ave. in UC-1
- 5 Locations West of Third Ave. in UC-2
- 6 Locations West of Third Ave. in UC-3

Improvements related to access, connectivity and/or transportation:

- 1 Extend Church Avenue from Madrona St. to "G" Street
- 2 Extend Church Ave. just North of Alvarado St. by 1 block
- 3 Improve Alley from "G" St. to Roosevelt just west of 3rd.

- 4 Extend Vance St from just West of Garret to new alley
- 5 Extend Garret from "G" St. to Roosevelt
- 6 Add a walking / biking route to the CV Bayfront
- 7 Add a NEV on-demand Shuttle/Schedule Van Shuttle

Efforts towards entertainment district / art / history / culture displays and exhibits:

- 1 The Theater should become an entertainment venue
- 2 Empty lot next to the Theater should become a food court
- 3 Bulb-outs on 3rd Ave. should have art/interpretive items
- 4 Add a Multi-purpose plaza at east end of Memorial Park
- 5 Encourage murals, building art and pavement art

Add park, landscaping or features that extend shopping district continuity and cohesion:

- 1 Add walking arbor and plaza at Memorial Park
- 2 Add fenced playground at Memorial Park
- 3 Add picnic tables and social seating at playground
- 4 Discourage franchise building designs on 3rd.
- 5 Encourage the building on 3rd (Parkway to "G"St.) to have much better storefront interference with the street



Proposed biking, walking and shuttle routes

Providing public improvements and shuttle services in the public right of way could help to physically and perceptually connect the study area with the following destinations: Civic Center; the two trolley transit centers; various parks; and the significant improvements under construction along the Chula Vista bayfront. These connections could also help to make financial connections with the visitors and residents that will be living and visiting the bayfront developments. To connect visitors or residents from the west side of I-5 with the downtown retail, civic and entertainment zones, they must be intercepted prior to leaving the area heading up to San Diego, Coronado, Gaslamp or Old Town.

Providing a safe and convenient bike facility that ties together the existing Bayshore Bikeway with destinations in downtown Chula Vista should be a high priority to connect users from these two different areas. A looped system is being suggested that would connect the study area to the Civic Center, Friendship Park, Memorial Park, the Library, the Trolley Stations, the Living Coast Discovery Nature Center, Sun Outdoor RV Park, the new Sweetwater Natural Park and the urban Harbor Park, along with the Gaylord Resort and the Pacifica mixed use project. This bike and pedestrian facility could be a combination of buffered bike lanes and widened and lighted walking

promenades or it could be a combined multi-use path. The west side bayfront has significant bike and pedestrian facilities that already exist or are being constructed. The east side of I-5, as well as the freeway interchange crossings need to be improved for bike and pedestrian safety for them to bring people into the downtown area.

A Neighborhood Electric Vehicle (NEV) shuttle system should also be considered to provide fun, inexpensive and environmentally sustainable transportation. This NEV system could consist of 4-NEVs along with storage facilities, clean energy production, and recharging facilities. Fun and vibrant NEVs with 6 seats could be branded as a “Bay to Barrio” connection.

An open air NEV shuttle could co-exist with a van-based shuttle that would go from Gaylord and the Marina/Pacific area to the trolley stations as well as the north, central and south portions of a newly invigorated entertainment and shopping district. State of California grants from the Clean Mobility Options program do exist that would be ideal for this program, like a CMO grant that the City of National City received for their Free Ride Anywhere in National City (FRANC) NEV shuttle system with clean energy production in addition to the shuttle services.



“Walking round” improvements for the business community at Memorial Park

The east end of Memorial Park is situated next to Third Avenue. Based on this location, this part of the park is ideal for supporting some of the entertainment, community events and family-oriented activities that would benefit the study area. The primary desire for the business community along Third Avenue (according to DCVA) is to have a plaza that can be used for multiple community purposes. A broad plaza (without obstructions) could be used for food trucks, a farmers’ market, car shows, art shows, holiday events, and entertainment programs. In the past, Third Avenue has been closed for these events but at great expense. This nearby location is ideal as the center of the retail and entertainment district.



To avoid having the plaza appear as a blank design treatment, uses around the edges are needed to provide a backdrop for the plaza that could add activity and definition to the area. A walking arbor with a round plaza could be added to define and accentuate the space and provide a walking route, a seating area, and a viewpoint to the west. An adjacent playground with fencing could be added along with adjacent seating for parents.

This concept for the plaza and arbor area is not based on public input or any detailed design effort. The images here are simply a possibility of how the park and plaza

could look. A more robust outreach with stakeholders and the general public would be required. The intent for the arbor and plaza would be to provide a focal point and edge for this end of the park. The central plaza could provide a seating area, a seasonal fun water spray area, a mosaic map representing the south bay, and picture taking opportunities for groups and Quinceañera shopping parties. The flowers of the Wisteria and Jasmine vines would provide a vivid space to walk through. Trees would add a sense of discovery along the walk and integrate the improvements better into the park.



The current location at the west edge of Third Avenue is currently being used as a social gathering of visitors that enjoy watching the activity on the street and sidewalks. The ability for families to use this area where children could play in a safe location while their parents socialize nearby, would be the direct benefits of a playground. A short fenced off area is necessary for safety and to allow parents to socialize while watching their children. Formal seating and informal picnic tables could be used to provide for outdoor eating areas for food bought at local business establishments or brought as packed lunches.



Playground at Memorial Park

APPENDIX

Job Description for Downtown Chula Vista Event Curator/Community Organizer

Community Organizer/Event Curator

Location: City of Chula Vista, Third Avenue District

Employment Type: Full-Time

The City of Chula Vista seeks a passionate and dedicated Community Organizer/Event Curator to coordinate and curate community and cultural events in the vibrant Third Avenue District. This role will involve collaboration with tenants, local schools, and businesses to highlight the rich arts, history, and culture of Chula Vista. The ideal candidate will have experience in organizing community events and working with vendors, as well as proficiency in both English and Spanish.

Key Responsibilities:

- ▶ Event Coordination & Curation: Plan, organize, and execute an annual calendar of community and cultural events that showcase Chula Vista's unique heritage and vibrant community life.
- ▶ Collaboration: Work closely with tenants, local schools, businesses, and community organizations to develop and promote events.
- ▶ Vendor Management: Identify, negotiate, and coordinate with vendors, ensuring a diverse and high-quality event selection.
- ▶ Promotion: Develop and implement marketing strategies to promote events, including social media, local media, and community outreach.
- ▶ Community Engagement: Foster strong relationships within the community to encourage participation and support for events.
- ▶ Logistics Management: Oversee all logistical aspects of events, including permits, schedules, budgets, and on-site management.
- ▶ Bilingual Communication: Utilize proficiency in both Spanish and English to engage a broader audience and ensure inclusive communication.

Qualifications:

- ▶ Minimum of 3-5 years of experience organizing community events, working with vendors, and event logistics.

- ▶ Skills: Strong organizational, communication, and project management skills.
- ▶ Language: Bilingual in Spanish and English preferred.
- ▶ Residency: Resident of Chula Vista preferred but not mandatory.
- ▶ Availability: Ability to work flexible hours, including nights and weekends, to accommodate event schedules.

Preferred Attributes:

- ▶ Community Focus: A strong passion for community engagement and cultural promotion.
- ▶ Creativity: Innovative thinker with a knack for curating engaging and meaningful events.
- ▶ Local Knowledge: Familiarity with the Chula Vista community and its cultural landscape.

To apply, please submit your resume, a cover letter detailing your relevant experience, and any examples of past event coordination work to [email address]. Applications will be reviewed on a rolling basis until the position is filled.

Join us in celebrating and promoting the vibrant culture and history of Chula Vista through dynamic community events on Third Avenue!



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