



TECHNICAL ASSISTANCE PANEL REPORT

IMPERIAL AVENUE CORRIDOR PROJECT

Prepared for Logan Heights Community
Development Corporation

 San Diego/
Tijuana

SEPTEMBER 2025

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**San Diego/
Tijuana**

The material presented in this document was prepared by members of the Urban Land Institute’s San Diego–Tijuana chapter from June to August 2025. 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.



ULI San Diego-Tijuana TAP panel toured the area to conduct a site and context analysis.

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 700 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, 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.



Panelists gathered at the Logan Heights Library before touring the study area.

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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THE CLIENT



Logan Heights Community Development Corporation (CDC)

Mission: To foster community development by building affordable housing, creating economic opportunities, and supporting neighborhood revitalization.

Vision: A thriving Logan Heights where all residents can live, work, and grow with dignity.

“Logan Heights Community Development Corporation (CDC) is a federal tax-exempt charitable organization under section 501(c) (3) of the Internal Revenue Code. The organization was founded with a mission to strengthen residents and businesses in Greater Logan Heights neighborhoods through community empowerment, education, economic growth, and housing development.”

-Logan Heights CDC informational brochure

About Logan Heights

Greater Logan Heights (GLH) is “an area that lies directly to the south and east of downtown San Diego. Home to approximately 27,000 residents, GLH consists of five named communities (Sherman, Logan, Stockton, Memorial, and Grant Hill) and has undergone a tremendous change between the 1950s and the present day. While the area was predominantly home to Caucasian and African American populations in 1950 (58% and 38% respectively), today, GLH’s population is primarily Spanish-speaking (85%), with much smaller numbers of African Americans (8%) and Caucasians (6%).

“To the eye, Logan Heights presents both as vibrant and somewhat dilapidated; however, the streets are lively, with many people walking, biking, and selling goods on the sidewalks. Logan Heights is a rich world in the sense

that many hallmarks of the cultures of those who live there are evident, from the frozen treats sold by street vendors to the Latin American and African American fare in local restaurants to the festivals and celebrations held there. At the same time, Logan Heights residents face a lack of resources on many fronts.”

-Logan Heights CDC informational brochure

About Imperial Avenue Corridor

The Imperial Avenue Corridor, located within the Greater Logan Heights (GLH) communities, runs along Imperial Avenue from 18th to 32nd Streets. This area has a high concentration of retail shops, whereas Commercial Street has a high concentration of industrial uses. The San Diego Trolley Orange Line runs down Commercial Street, with stops at 25th and 32nd Streets.

To understand the study area, TAP panelists walked north along 28th Street from the Logan Heights Library, then west on Imperial Avenue (from 28th Street to 25th Street), then east on Commercial Street and then back along Evans Street and Ocean View Boulevard to return to the library.

The Imperial Avenue Corridor has long faced economic disinvestment, business decline, and limited resources, impacting job opportunities and overall quality of life for residents.

To spur investment, retain and create jobs, and improve economic vitality, Logan Heights CDC has developed targeted programs aimed at neighborhood revitalization and commercial stabilization. A Technical Assistance Panel is needed to provide expert guidance on key challenges.

This effort is a critical step in reversing the long-standing trends of disinvestment and unlocking the economic potential of Logan Heights.

Special thanks to our client representatives for this project:

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The Sponsors

ULI 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 Carolyn and Preston Butcher ULI Housing Initiative.

About the City of San Diego Economic Development Department

In partnership with Logan Heights CDC, the City of San Diego's Economic Development Department (EDD) has committed to partially fund this in-depth community and development study aimed at identifying equitable growth strategies, preserving cultural identity, and enhancing the capacity of community-based organizations.

The City's investment reflects its ongoing commitment to inclusive economic development, neighborhood revitalization, and housing affordability. Recognizing the historical inequities and systemic disinvestment that have shaped Logan Heights, the Economic Development Department is working to center community-driven solutions that promote upward mobility and protect long-term residents from displacement.

Through this partnership with ULI, the department seeks actionable recommendations to:

- ▶ Align land use planning with community goals.
- ▶ Leverage public and private investment in ways that benefit local residents.
- ▶ Support neighborhood-serving businesses.
- ▶ Strengthen the capacity of Logan Heights CDC as a trusted anchor institution.

The EDD has a proven record of supporting small businesses, affordable housing development, workforce initiatives, and Opportunity Zone investments across San Diego. In Logan Heights, the department has previously collaborated on the Imperial Avenue Banner Project, Light Up Logan, and other corridor-focused initiatives.

This ULI study provides a timely opportunity for the city to listen, learn, and co-create solutions with stakeholders rooted in the neighborhood. The Economic Development Department's sponsorship of this work underscores its dedication to a San Diego where economic growth is shared, inclusive, and guided by the voices of its most resilient communities.

EXECUTIVE SUMMARY

The Assignment

The Logan Heights Community Development Corporation (Logan Heights CDC) on behalf of the Logan Heights Business District seeks the support of a Technical Assistance Panel (TAP) to develop a strategic and comprehensive approach to revitalizing the Imperial Avenue commercial corridor between 18th and 32nd streets.

This TAP is aimed at identifying placemaking, funding, mobility, and development strategies that will help advance the overall vision for the Imperial Avenue Corridor project. ULI TAP panelists, composed of planning, architecture, development, and economic development experts, convened for two days (June 5-6, 2025) to meet with project stakeholders and develop a set of phased recommendations. TAP members considered the following questions in their analysis and recommendations:

1. Economic Development & Investment

What strategies can be implemented to attract and retain businesses along Imperial Avenue while ensuring that economic growth benefits local entrepreneurs and residents?

2. Land Use & Redevelopment Opportunities

How can underutilized properties along the corridor be redeveloped or repurposed to maximize economic impact, support small businesses, and provide community-serving uses, and catalyze a range of housing opportunities?

3. Infrastructure & Streetscape Enhancements

What specific infrastructure and streetscape improvements (e.g., walkability, transit access, lighting, signage) should be prioritized to create a more vibrant, accessible, and business-friendly commercial district?

4. Funding & Financing Strategies

What public and private funding mechanisms, incentive programs, or financing tools can be leveraged to support long-term development (economic, housing and community) and revitalization in the corridor?

5. Community-Centered Revitalization & Equity

How can revitalization efforts be designed to prevent



Panelists sketch solutions during TAP working session.

displacement, ensure economic inclusivity and housing attainability, and empower long-time residents and business owners to actively participate in and benefit from future growth?

From Logan Heights CDC:

Logan Heights CDC operates within one of San Diego's most culturally vibrant yet chronically underinvested neighborhoods. While the community is known for its rich Chicano heritage, multigenerational families, and grassroots activism, it also faces the layered and persistent challenges common to underserved urban areas across the country.

Gentrification continues to displace long-time residents as property values and rents rise faster than incomes. The legacy of redlining and exclusionary zoning is still visible in the lack of affordable housing, limited access to capital for local entrepreneurs, and outdated or crumbling infrastructure. Sidewalks are cracked or missing, street lighting is inadequate—leaving some blocks literally in the dark—and many intersections remain unsafe for pedestrians, especially children and elders.

Scattered throughout the neighborhood are vacant and underutilized lots, some of which have sat idle for years, creating gaps in the community fabric and contributing to a sense of neglect. Despite these vacant parcels, development pressures often bypass the needs of existing residents in favor of market-rate projects that accelerate displacement.

Logan Heights CDC is at the frontline of navigating these tensions—advocating for policies and investments that put the community first. The organization is committed to

advancing economic justice, creating deeply affordable housing, restoring public infrastructure, and building local power through civic engagement and youth leadership. Its vision is rooted in the belief that Logan Heights should not have to choose between progress and preservation.

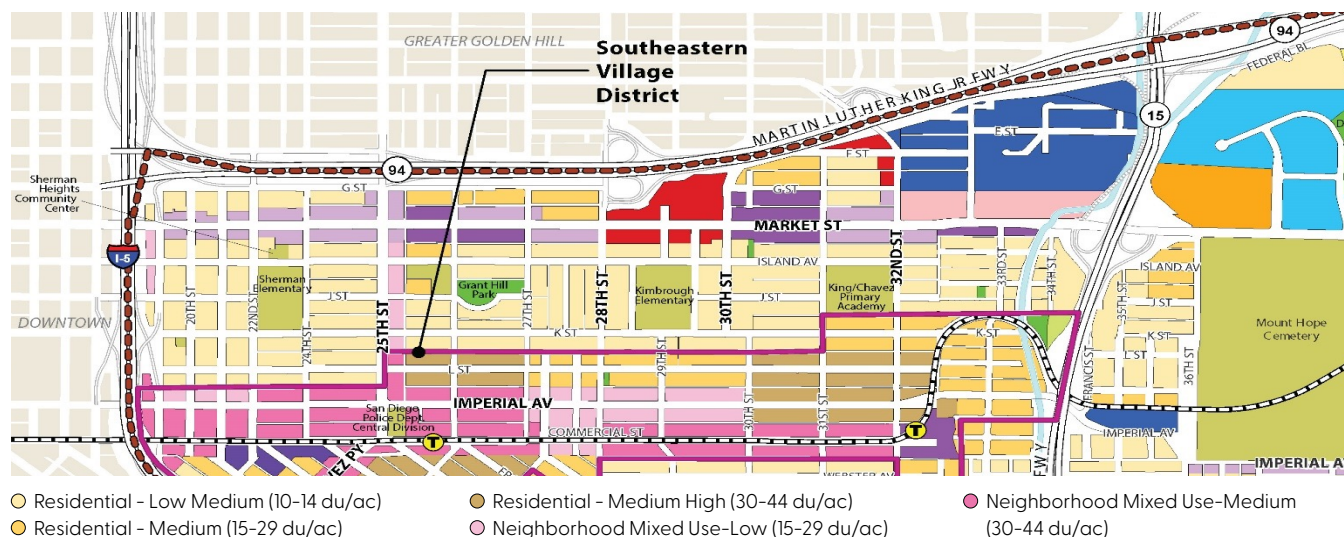
The ultimate goal is a walkable, vibrant, and culturally grounded community—where families can live in safe, dignified housing; where sidewalks lead to thriving small businesses and public art; where streets are lit, clean, and alive with cultural expression; and where the people who built the neighborhood have the opportunity to stay, grow, and lead.

Logan Heights CDC is not just responding to challenges—it is redefining what community development looks like when it is designed by, for, and with the people.

Recommendations from this TAP aim to support economic and cultural vibrancy and collaborative problem solving, while minimizing displacement from gentrification.

CONTEXT

Community Plan Land Use



City of San Diego. (2015). *Southeastern San Diego Community Plan Update* (Figure 2-1: Community Plan Land Use, p. 2-4). https://www.sandiego.gov/sites/default/files/sesd_community_plan_3.pdf

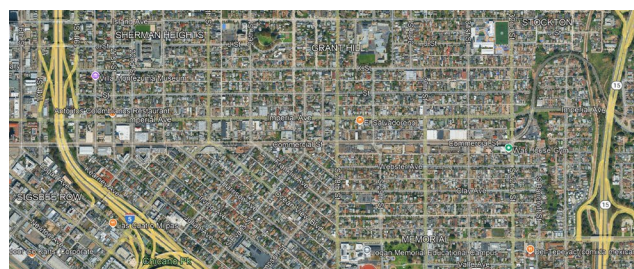
Context narrative below based upon materials provided by Logan Heights CDC:

Boundaries and Land Use

The Logan Heights community features a dynamic and layered mix of residential housing (both single- and multi-family), neighborhood-serving retail, faith-based institutions, public schools, health clinics, and a number of underutilized industrial parcels that reflect both its working-class history and its redevelopment potential. This **complex land-use pattern** tells the story of a neighborhood shaped by resilience, resourcefulness, and cultural pride.

It's important to underscore that Logan Heights is not Barrio Logan. While the two neighborhoods share historical and cultural connections—and are often mistakenly lumped together—Logan Heights is a distinct community with its own identity, challenges, leadership, and vision for the future. Logan Heights CDC operates exclusively in this geography and is rooted in the people, priorities, and progress specific to Logan Heights.

To the south, Logan Heights borders Barrio Logan, which is home to Chicano Park, a National Historic Landmark known for its striking murals and civil rights legacy. While Chicano Park is an important regional symbol of cultural



Aerial photo of the study area.

resistance, the heart of Logan Heights beats north of the bridge—along corridors like Imperial Avenue, and in institutions like Logan Heights Library, Memorial Prep, and local churches that serve as community anchors.

Within Logan Heights itself, **many blocks show the wear of systemic disinvestment**—vacant lots, aging buildings, and neglected infrastructure are common—but so too are **signs of hope, energy, and local initiative**. Small businesses populate Imperial Avenue, residents are deeply engaged in civic life, and there is a strong desire to reclaim public space, activate community hubs for art, and create a walkable, welcoming environment for families.

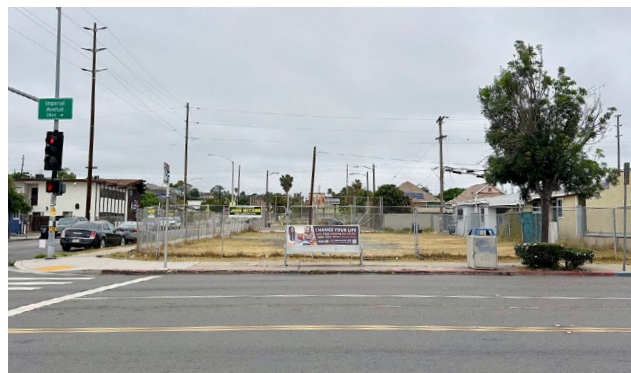
Logan Heights is more than a location—it is a living, breathing community ready to define its own future.

Transportation and Infrastructure

While Logan Heights is well-connected to public transportation like the Blue and Orange Line Trolley and high-frequency bus routes, access alone doesn't guarantee equity or safety. Many families face unreliable schedules, poor last-mile connections, limited accessibility for elders and people with disabilities, and the daily cost burden of transit. At the same time, the surrounding infrastructure wasn't built with pedestrians or community connectivity in mind, with cracked sidewalks, poor lighting, inadequate crosswalks, and a lack of ADA-compliant features making it unsafe for children, seniors, and families to navigate their own neighborhood.

Logan Heights also sits next to heavy industrial zones and high-pollution sites such as shipyards and scrap metal centers. These land uses bring airborne toxins, noise, truck traffic, and environmental hazards that harm residents' health. As a result, families in the neighborhood face higher rates of asthma, respiratory illness, and environmental stress, underscoring that clean air, green space, and walkable streets are not luxuries but essential needs.

In response, Logan Heights CDC has become a strong advocate for **equitable infrastructure investment** and for allowing residents to have input on infrastructure and mobility decisions the city makes. The organization



Bus station on Imperial Avenue.

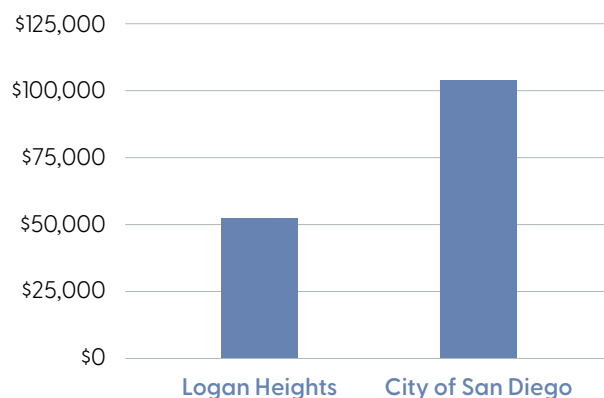
supports [Complete Streets](#) projects that prioritize pedestrians, cyclists, and transit riders while improving safety, dignity, and neighborhood belonging. However, input from residents could have been an opportunity to provide true complete street/ streetscape improvements to benefit the uses and the community, rather than just people traveling through. Bikes are not a popular transportation choice with area residents, and parking is undersupplied. CDC leadership is pushing for investments in lighting, tree canopy, sidewalk reconstruction, stormwater management, and safe routes to schools, alongside stronger environmental regulations to protect families living near industrial sites, all with the goal of creating an equitable transportation ecosystem designed for the community's needs.



Trolley tracks run through industrial area on Commercial Street.

Income and Economic Mobility

MEDIAN HOUSEHOLD INCOME



The median household income in Logan Heights is approximately **\$52,500**. Citywide average in San Diego: **\$104,321**. (Source: U.S. Census Bureau)

This **income gap** reflects deep-rooted systemic inequities, including underemployment, lack of access to capital, and generational economic exclusion.

Despite being a community full of hard-working residents, many families in Logan Heights struggle to keep pace with rising housing costs, inflation, and the overall cost of living in San Diego. Financial insecurity is widespread, and wealth-building opportunities are limited—particularly for

renters, immigrant families, and those working in low-wage sectors like hospitality, retail, and logistics.

To confront these realities, Logan Heights CDC provides critical **economic empowerment services** that help families take control of their financial futures. These include:



Financial literacy workshops focused on budgeting, savings, credit-building, and long-term financial planning.



Entrepreneurial development training that equips aspiring business owners with the knowledge and tools to launch and sustain community-based enterprises.



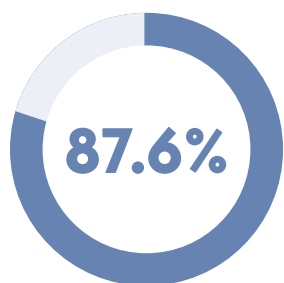
Career coaching and support services designed to help individuals transition into higher-wage employment, pursue educational credentials, and navigate job pathways that lead to stability and upward mobility.

These services are designed to do more than increase income—they aim to **disrupt cycles of poverty, promote self-sufficiency, and help families build wealth** right where they live. By putting power back in the hands of residents, Logan Heights CDC is helping to ensure that economic growth in the neighborhood includes—and uplifts—those who've called it home for generations.

Population Overview

Logan Heights is a vibrant and culturally rich neighborhood in San Diego, characterized by its **predominantly Latino population** and strong sense of community. The area has a unique demographic profile that reflects its history, culture, and the challenges it faces.

Population Composition

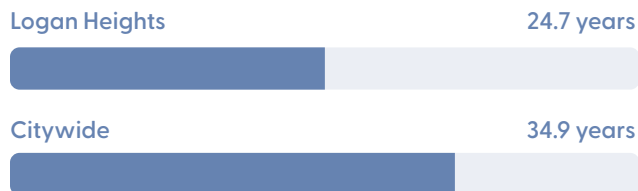


Approximately 87.6% of Logan Heights residents identify as Latino or Hispanic

Logan Heights is one of the most Latino-concentrated neighborhoods in San Diego. The remaining population comprises **African American (7.1%)**, **non-Hispanic White (3.7%)**, **Asian (1.4%)**, and other ethnicities.

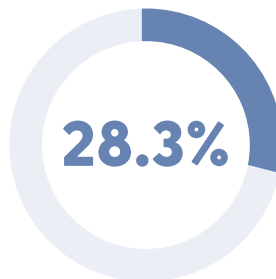
Age and Household Structure

Median Age



The median age in Logan Heights is 24.7 years, significantly younger than the citywide median of 34.9 years.

Youth Population



Approximately 28.3% of the population is under the age of 18, indicating a youthful demographic.



Multigenerational Households

The neighborhood has a high prevalence of multigenerational households, reflecting cultural values and economic necessities.

Language and Cultural Identity

80%

of residents speak Spanish at home, underscoring the neighborhood's strong cultural ties and the importance of bilingual services.

Homeownership



The area has a lower homeownership rate compared to other parts of San Diego, with many residents renting their homes.



A recent multifamily, infill development project on 28th Street.

Market Conditions

Logan Heights is undergoing a rapid, painful transformation as rising housing prices attract speculative developers and outside investors, **pushing many long-time residents out of their own community**. Affordable housing is increasingly scarce, and for many families with incomes well below the city average, homeownership feels impossible. Rents are rising faster than wages, making even the idea of owning a home seem out of reach, despite homeownership being one of the most effective ways to build stability and generational wealth.

Although Logan Heights CDC has not yet developed housing, it recognizes that housing is fundamental to community stability, economic opportunity, education,

and health. Advancing housing solutions is therefore a core goal for the future. The CDC aims to take a leadership role by partnering with the City of San Diego, funders, and housing experts to deliver **community-driven, deeply affordable housing** that helps residents stay and thrive in Logan Heights.

In July of 2025, the Logan Heights CDC assumed oversight of the Central Commercial Maintenance Assessment District from Urban Corps. The objective of the [MAD](#) is to improve the community through special assessments on property tax bills to provide services such as “maintenance, litter abatement, graffiti removal, and other services located within the public rights-of-way.”

In particular, Logan Heights CDC aims to:

- ▶ Explore development opportunities on vacant or underutilized parcels within the neighborhood.
- ▶ Support preservation and anti-displacement efforts through education, policy advocacy, and resident organizing.
- ▶ Create pathways to homeownership through financial coaching, credit-building tools, and first-time homebuyer assistance in collaboration with mission-aligned partners.
- ▶ Elevate community participation in planning processes, ensuring that future housing development reflects the needs and values of current residents—not only those being priced in.



Gilliam Family Community Park.

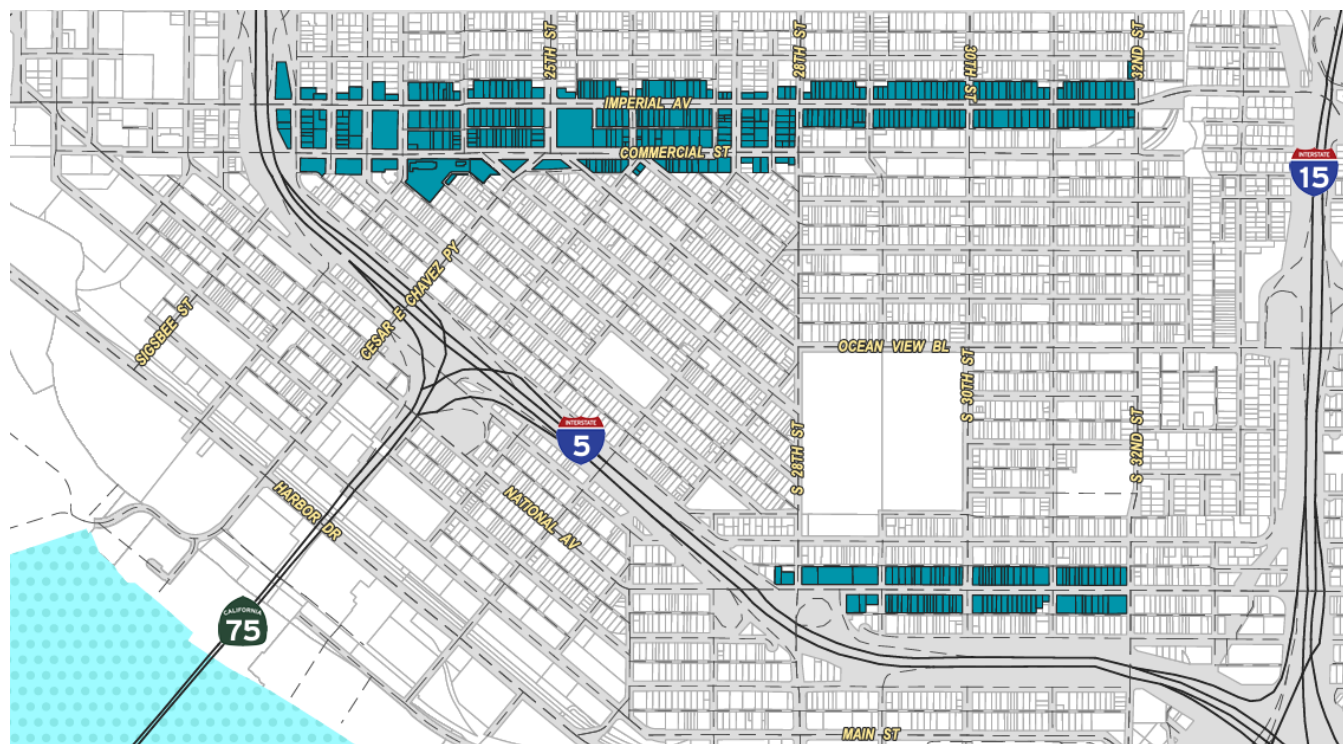
CDC Housing Strategy

Logan Heights CDC is developing a **comprehensive housing strategy** to address the evolving needs of its community amid growing gentrification and displacement. While it has not yet undertaken housing development, the organization is actively building internal capacity and forming external partnerships to take a leadership role in this area. Central to its strategy is a focus on **equity, access, and community-driven solutions**, including plans for a future mixed-use project at Gilliam Place that will feature both affordable and market-rate housing, along with space for a local small business. The site will be placed in

a community land trust to preserve long-term affordability and prevent displacement.

Beyond development, Logan Heights CDC is advancing housing justice through education and support services. It provides tenant rights workshops, homebuyer assistance, and financial coaching to empower renters and aspiring homeowners. These initiatives aim to **help residents build stability and wealth**, reinforcing the CDC's broader mission to secure neighborhood permanence and uplift the community through sustainable, equitable housing solutions.

MAD Boundaries



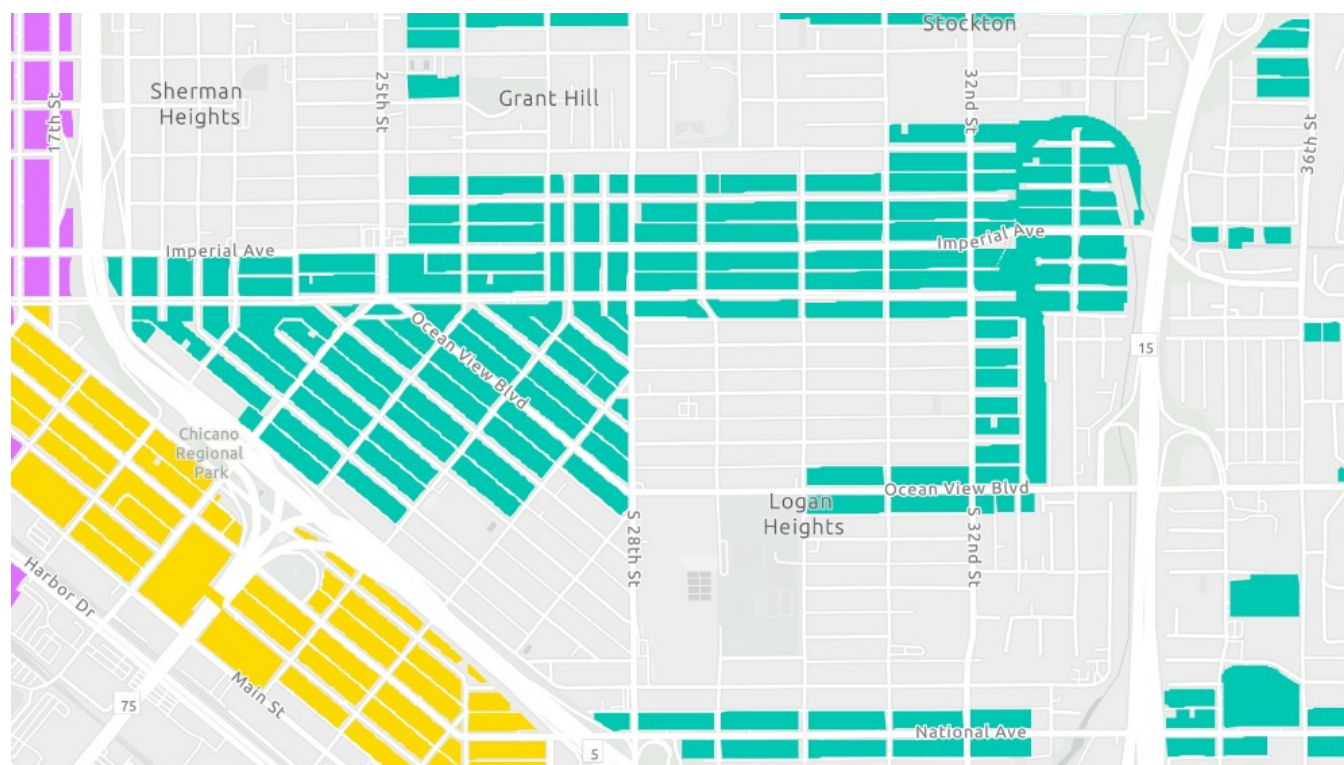
City of San Diego. (n.d.). Central Commercial Maintenance Assessment District. Retrieved August 18, 2025, from <https://www.sandiego.gov/economic-development/about/maintenance/ccmad>

Residential Development

As part of its broader housing strategy, Logan Heights CDC is identifying and evaluating land parcels within the community for residential development, with a focus on infill opportunities and rehabilitating existing properties into safe, stable, and affordable housing. The organization is exploring mixed-income models that ensure **long-term affordability** and include **community-serving uses** like small business space and gathering areas, while targeting vacant lots, underutilized parcels, and buildings at risk of speculative turnover to reclaim land for community benefit.

To advance this vision, Logan Heights CDC is building partnerships with the City of San Diego, local housing coalitions, and mission-aligned developers and funders. These collaborations are critical for **accessing expertise, securing financing, and advocating for policies** that enable community-led development. Together, these efforts demonstrate a strong commitment to ensuring Logan Heights remains a place where families can thrive, with housing that reflects their income, identity, and aspirations.

Complete Communities: Housing Solutions Areas



● FAR Tier 1: No limit on FAR ● FAR Tier 3: 6.5 FAR ● Coastal zone and coastal height overlay: 2.5 FAR

City of San Diego. (n.d.). ArcGIS Web Application: 1c5e0606a6b84bfaa6866839775a7eb7. Retrieved August 18, 2025, from <https://webmaps.sandiego.gov/portal/apps/webappviewer/index.html?id=1c5e0606a6b84bfaa6866839775a7eb7>

According to the City of San Diego: This map represents parcels that may be eligible to use the Housing Solutions regulations based on their location within a Sustainable Development Area and zoning for multiple dwelling units. All program, building code, and public safety code requirements must be met for a project to opt into the proposed program.

This map does not rezone any property, nor does it amend any land use designation. For example, parks, schools, and other institutional uses shown on this map with multiple dwelling unit zoning will not be converted to housing or other uses through this program. The Coastal Height Overlay Zone also remains in effect.



Restaurante El Salvadoreño next to Gilliam Park on Imperial Avenue.

Retail and Commercial Activity

Logan Heights' commercial landscape is anchored by a resilient network of family-owned businesses, barbershops, mercados, and culturally rooted eateries that serve as economic engines, gathering spaces, and sources of neighborhood pride. Yet despite this vibrancy, the community has long lacked **critical commercial infrastructure** such as a full-service bank. Instead, residents have relied on check-cashing outlets and payday lenders that often lead to cycles of debt. Logan Heights CDC is working to change this by advocating for financial equity, culminating in the opening of the neighborhood's first California Coast Credit Union branch—a milestone that **expands financial access and affirms the community's value and potential**.

Beyond financial infrastructure, Logan Heights CDC supports small business development through coaching, access to capital, permit navigation, and entrepreneurial training. The organization views small businesses as essential to the community's identity and economic resilience and is committed to helping them grow and remain in place even as the neighborhood evolves.

Public Investment



Logan Heights has long been overlooked in the distribution of public funding, but sustained, community-based advocacy is



Gate at Gilliam Family Community Park.

starting to change that. Logan Heights CDC has played a key role in guiding how new investments address long-standing infrastructure challenges. Initiatives like “Light Up Logan” have **improved lighting, signage, and safety**, while the Imperial Avenue Corridor Enhancement project is reimagining the neighborhood's main street with **culturally relevant design, placemaking, and community engagement**.

Despite these gains, the needs still far outstrip available resources, with uneven streets, broken sidewalks, limited green space, and aging amenities. Logan Heights CDC continues to advocate for **equitable, long-term investment** that benefits families, youth, elders, and small businesses alike. Working in partnership with the City of San Diego, local agencies, and nonprofit coalitions, the CDC is committed to keeping community priorities at the center of decision-making and realizing a vision of Logan Heights as a safe, walkable, culturally vibrant, and structurally sound neighborhood where public spending truly serves local needs.



Vibrant building murals in Logan Heights.



Community Identity

Logan Heights is more than a neighborhood—it's a cultural force defined by deep traditions of activism, artistic expression, and intergenerational pride. Long recognized as a center of grassroots organizing and social justice in San Diego, it stands at the forefront of **cultural preservation**. From vivid murals telling stories of migration and resilience to festivals celebrating Chicano, Latino, and Black heritage, the community's identity is both visible and fiercely protected.

Art here is not a luxury but a vital language of history, protest, and hope. Organizations like Logan Heights CDC, along with local artists, schools, and faith institutions, work to safeguard the neighborhood's soul. Even in the face of gentrification and reductive outside narratives, residents continue to define themselves through culture, community, and a collective vision for the future.

Resident Involvement

The CDC was founded on the belief that **the people most affected by decisions should be at the center of making them**. The organization has created multiple pathways for resident voice and leadership, including:

- ▶ Resident leadership training programs that build civic power and equip participants to engage in local planning, policy, and budgeting processes.
- ▶ Youth advisory boards, where young leaders not only give input but co-create programs and represent their peers at city and regional tables.
- ▶ Participatory budgeting pilots, which give residents direct decision-making authority over how public or private dollars are allocated to local priorities.
- ▶ Community town halls, listening sessions, and cultural planning workshops, ensuring that planning and development processes are driven by those who live here—not dictated from outside.

Logan Heights CDC also maintains a presence at community events, schools, and even doorsteps—meeting people where they are, in both language and lived experience.

Key priorities for this TAP include:

- ▶ **Economic Development Strategies** – Identifying opportunities to attract new businesses, support existing enterprises, and increase investment in the corridor.
- ▶ **Urban Planning & Design** – Developing a cohesive vision for the commercial corridor that enhances walkability, accessibility, and business-friendly infrastructure.
- ▶ **Real Estate & Land Use Analysis** – Assessing underutilized properties and recommending development strategies that align with community priorities.
- ▶ **Small Business Support & Workforce Development** – Creating continued pathways for entrepreneurship, job training, and economic mobility for local residents.
- ▶ **Financing & Investment Strategies** – Exploring community focused funding mechanisms, incentives, and public-private partnerships to drive sustainable development.



Logan Heights CDC community outreach program.

Major Conclusions

Logan Heights CDC has ambitious plans for its community, and the panel agrees that myriad opportunities exist. To focus efforts on the highest community priorities, the panel suggests, based on its interviews with stakeholders, prioritizing three tasks while also setting the table to gradually undertake additional initiatives.

01 Attract a Grocery Store

Attract a grocery store to increase access to healthy foods. After Walmart left Logan Heights in 2024, residents are limited to small retailers and roadside vendors with limited fare to purchase fresh produce.

02 Create Community / Gathering Spaces / Third Spaces

Stakeholders want all-ages places to come together, both indoors and outside.

03 Develop a Phased Action Plan

Break up the long corridor into manageable focus areas and achievable milestones (starting w/ a couple blocks or a pilot project). Focused areas of improvement will demonstrate results and inspire additional community engagement.

The panel also recommends that the CDC find opportunities to partner with the City of San Diego to establish opportunities for direct engagement with community leaders, businesses and residents on important issues impacting Logan Heights, such as infrastructure needs and housing and land use policy.

Considering the potential opportunities for by-right housing infill and increased density available through recent state mandate, higher density and gentrification pressures are inevitable. The panel suggests that Logan Heights CDC and other community leaders engage with the development community to advocate for the strong cultural and character aspects the community wants to maintain or create, such as small, multi-use plazas or pocket parks, space for small, local retailers, start-ups, and pop-ups. They should engage with local brokers, developers, etc. to show the private market what could be a win-win development.

Additional and complementary recommendations outlined in this report include:

- ▶ Maximizing the potential of street vendors, local artists, the tight-knit business community, and other unique resources already active in Logan Heights.



The Imperial Avenue Corridor TAP panelists.

- ▶ Creating or modifying special districts (business improvement district and maintenance assessment district) to better support the community as it grows.
- ▶ Creating temporary and pop-up activations on vacant or underutilized property to change blight to wonder, increase safety, and enhance community pride.
- ▶ Identifying real estate brokers who are invested in the community, knowledgeable in what the market can support, and willing to build their business alongside the success of Logan Heights to develop a years-long, mutually beneficial partnership.
- ▶ Work with the City of San Diego to prioritizing sidewalk, street lighting, and parkway improvements rather than the proposed bike lane on Imperial Avenue. This will have significant impacts at the heart of the neighborhood.
- ▶ Adding strategies to communicate with and educate local residents through recurring town halls, business groups, and other community leaders will further support Logan Heights CDC's goals.

The panel's specific recommendations outlined in this report are organized by categories and as short-, mid-, or long-term goals to provide a manageable roadmap. The panel also provided funding recommendations and resources to support some of its recommendations.

Briefing Materials

- ▶ Imperial Avenue Corridor Briefing Packet
- ▶ Stakeholder Bios
- ▶ Working Session Agenda

WHO WE SPOKE WITH

Stakeholder Interviews



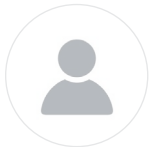
Nick Buenviaje

Government & Community Affairs Manager
CALTRANS



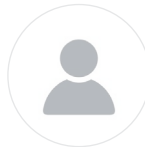
Roberto Marin

Community Representative
OFFICE OF SEAN ELO-RIVERA



Larry Conde

Resident



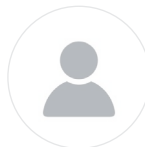
Elizabeth Studebaker

Assistant Deputy Director - Business
Expansion, Attraction and Retention, Economic
Development Department
CITY OF SAN DIEGO



Jerry Adam Guzman

Founder/Creative Director and Strategist
CASA 129



Terry Sullivan

Property Owner/Resident



James Justice

Local Business Owner
JAMES AUTOMOTIVE



Ashley Valentin Gonzalez

Resident / Program Administrator
ENVIRONMENTAL INITIATIVES



Daniela Kelly

Resident / Executive Director
SHERMAN HEIGHTS COMMUNITY CENTER



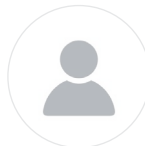
Connie Zuniga

Property Owner



Chelsea Klaseus

Property Owner / Resident / Deputy Director
of the Right of Way Management Division in
the Transportation Department
CITY OF SAN DIEGO



John Mireles

Property Owner / Resident



Yanet Lopez Cardenas

Director of Community Engagement
OFFICE OF CITY OF SAN DIEGO DISTRICT 8
REPRESENTATIVE VIVIAN MORENO

WHAT WE HEARD

Challenges

Housing

- ▶ A lack of affordable housing (purchase & rent)
- ▶ High proportion of short-term rentals
- ▶ Gentrification
- ▶ Property owners who land bank instead of rehabbing/redeveloping/selling
- ▶ New housing development is designed for outsiders (small units) rather than Logan Heights residents (family or multi-generational units)
- ▶ Residents did not cite a desire for new housing

Retail

- ▶ Grocery store desert
- ▶ Currently no pharmacy, but there is one planned as part of the health clinic
- ▶ Need more retailers/retail investment, must match with local consumers' income levels
- ▶ Blight of retail vacancies

Community/Identity

- ▶ Little visible indication of community pride/signage
- ▶ Need more safe gathering spaces
- ▶ Undocumented residents are hesitant to participate in the community currently
- ▶ Homelessness can be disruptive to businesses and residents
- ▶ Not a lot of employment options locally, many residents commute to other areas for work
- ▶ A lack of self/community advocacy among residents (partly due to the number of undocumented residents)
- ▶ Room for improvement re: safety (lighting, sidewalk, crosswalks, pollution)
- ▶ Food insecurity
- ▶ Demand for more town halls/community input

Infrastructure

- ▶ Lack of available parking
- ▶ Impeded pedestrian mobility due to damaged sidewalks (from invasive tree roots) and narrow sidewalks
- ▶ Some puddling on sidewalks and flooding
- ▶ Logan Heights has two of the city's most dangerous intersections but no plans from the City to address them
- ▶ New bike lanes are viewed unfavorably by the community



Vibrant building murals in Logan Heights.

Opportunities

Community Culture/Building

- ▶ Leverage the community resources and gathering space provided by California Coast Credit Union.
- ▶ Logan Heights has a rich art and graffiti art culture.
- ▶ Logan Heights has a strong group of female community organizers.
- ▶ The Community Land Trust (CLT) plan from the EDC at Gilliam Park is promising.
- ▶ Imperial and Commercial have different opportunities that should be leveraged accordingly (housing on Commercial, branding and retail on Imperial).
- ▶ Engage property owners who own multiple parcels.
- ▶ Change the narrative about Logan Heights with new reasons for people to visit & spotlighting current strengths.
- ▶ Create a new treehouse-like point of pride.

Economic Development

- ▶ Identify skills needed by employers, connect local residents.
- ▶ The diverse offerings of programming from the CDC are valuable.
- ▶ Businesses are eager to see results from the maintenance assessment district (MAD).
- ▶ The MAD could be extended through re-balloting and developing new relationships with business owners.
- ▶ The density bonus for non-conforming parcels can be a valuable tool but other uses to increase density were not favored by the community.
- ▶ The stakeholders generally support ADU development.

WHAT WE SAW

Land Use & Business

Challenges:

- ▶ Vacant grocery stores, businesses, and lots create blight.
- ▶ Many business façades are empty/in disrepair.
- ▶ The community park/garden had to close.

Opportunities:

- ▶ Historic buildings give the neighborhood character and culture.
- ▶ Some businesses have done work to improve their façades for customers.
- ▶ Explore façade improvement programs.



Clockwise from top right – The shuttered Victory Theater; retail storefronts; vacant lot; restored mixed-use building; sidewalk dining.



Above – Mural at Logan Heights Library. Below – Wall murals in Logan Heights.

Public Art

Challenges

- ▶ Murals belong to the owners of the building they are painted on, so when a property sells, the mural is at risk of being lost.

Opportunities

- ▶ Logan Heights has a rich tapestry of murals. Consider forming a local arts council to provide guidance to business and property owners about how these add local value.
- ▶ While graffiti tagging is a problem in the neighborhood, murals don't tend to get tagged.
- ▶ Surrounding communities, notably Chicano Park, are regionally known for their murals, offering symbiotic opportunities.



Infrastructure

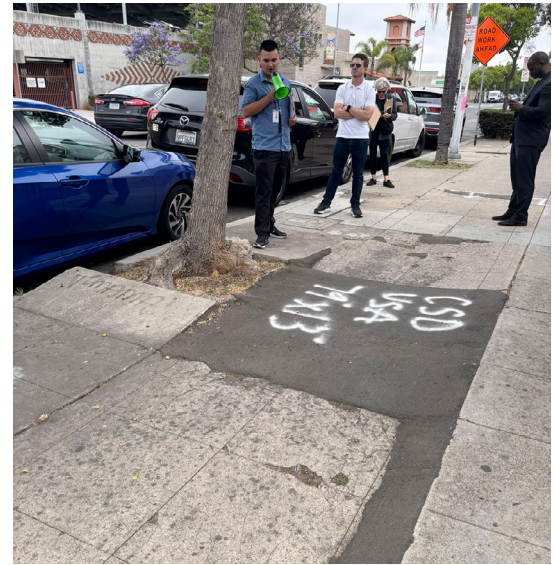
Challenges

- ▶ Sidewalks are damaged from age, invasive tree roots, and decades of deferred maintenance.
- ▶ Street furnishings are minimal or, if existing, they are not maintained (e.g., trash receptacles).
- ▶ Walkability is an issue also due to drivers speeding.
- ▶ The neighborhood lacks crosswalks for designated crossing at many intersections.

- ▶ Pedestrian street lighting is limited or not functioning/maintained.

Opportunities

- ▶ Enhance existing transit stops with shelters to encourage public transit use.
- ▶ Future high-visibility crosswalks and midblock crossings can be paired with traffic calming measures.



Above – damaged sidewalks and makeshift street furniture. Below – Bus stop bench at Imperial & 26th.

PANEL FINDINGS & RECOMMENDATIONS



Gilliam Family Community Garden & Park.

Top 3 Priorities

ULI's panelists identified a robust menu of recommendations but wanted to highlight the following as the top three priorities, as determined through client and stakeholder interviews.

01 Grocery Store

Attract a grocery store to increase access to healthy foods. After Walmart left Logan Heights in 2024, residents are limited to small retailers and roadside vendors with limited fare to purchase fresh produce.

02 Create Community / Gathering Spaces / Third Spaces

Stakeholders want all-ages places to come together, both inside and outside.

03 Action Plan

Break up the long corridor into focus areas and achievable milestones (starting w/ a couple blocks or a pilot project). Focused areas of improvement will demonstrate results and inspire additional community engagement.



Vacant big-box retail space.

Compromises or Trade-Offs?

While the stakeholders that the ULI panelists interviewed would like to maintain the existing community character and scale, parking availability (already sparse), and affordability, existing zoning and available programs allow for high development potential. Facing the inevitability of higher density and gentrification pressures, panelists believe that advocating for what the community wants as sites redevelop is essential. The panelists acknowledge that the Logan Heights CDC is already a strong voice for the

community and is receptive to further expanding and refining its efforts.

The panel also encourages the community and CDC to consider the tradeoffs of engaging regional or national chains and developers to “seed” the community with “proof of concept” projects that will then attract local investment to achieve their community development goals. The Cal Coast Credit Union is an excellent example of a bank that has prioritized community investment and partnerships.



Panelists envision catalyst areas.



Las Morelianas restaurant on Imperial Avenue

Recommendations

The Logan Heights CDC can consider these recommendations and determine how to prioritize them through its future planning and partnerships. The following provides short-, mid-, and long-term recommendations as organized in the following categories:

- ▶ Economic Development
- ▶ Land Use & Redevelopment Opportunities
- ▶ Infrastructure & Streetscape Enhancement
- ▶ Funding & Financing Strategies
- ▶ Community-Centered Revitalization & Equity
- ▶ Additional Ideas

Economic Development

What strategies can be implemented to **attract and retain businesses** along Imperial Avenue, while ensuring that economic growth **benefits local entrepreneurs and residents**?

SHORT-TERM (0-3 YEARS)

- ▶ Embrace the idea of street vendors and pop-ups, as allowed by state and city ordinances – make it legitimate and local to the community. Provide instructions to the vendors for maintaining legal

operations. Keep the barrier to entry low so that locals can participate as they start up with a simple form and very low fee (CDC/MAD to assist).

- ▶ Include cart/pop-up vendors in the Taste of Imperial to make a more continuous dining experience
- ▶ Identify suitable sites and brokers to attract another small-scale grocery store. Identify the right grocer on the west edge of the corridor (such as small format Northgate, Vallartas, Santa Fe, Cardenas, Aldi, etc.) who could be complimentary to other business owners and cultural needs.
- ▶ Form a business improvement district (BID) (https://www.agoodcommunity.org/benefits-of-a-business-improvement-district.html#google_vignette), and consider changes to the current MAD.

MID-TERM (3-5 YEARS)

- ▶ Develop marketing plan for local retail

LONG-TERM (5+ YEARS)

- ▶ Re-ballot and expand the boundaries of the MAD (<https://npmad.org/reballot-survey/>).



Busy intersection on Imperial Avenue.



Vacant, former Dollar Tree building.

Land Use & Redevelopment Opportunities

How can underutilized properties be redeveloped or repurposed to maximize economic impact, support small businesses, provide community-serving uses, and **catalyze a range of housing opportunities?**

SHORT-TERM (0-3 YEARS)

- ▶ Understand the City of San Diego's [Complete Communities Housing Solutions](#) program. Use this knowledge to engage with local smaller-scale developers and landowners to attract development that supports local economic development goals (e.g. Additional density bonus for 3+ bedroom units, multi-use plazas or pocket parks, and space for small, local retailers, start-ups, and pop-ups). See information about top Logan Heights land owners in the [appendix](#).
- ▶ Set the CDC up for and seek grant funding or philanthropic funding for an action plan, streetscape Plan, and associated implementation actions. The panel advises that given city, county and state budget deficits paired with the cutting of federal funds grants, etc., this may be challenging to secure.
- ▶ Consider creating a Temporary Activation Program for vacant lots – identify the next Gilliam Family Community Space-type open space. (See Case Study



Vacant lot next to the shuttered Victory Theater building.

section: [Third Places, Public Spaces, & Gardens.](#))

- ▶ Provide public education about current opportunities and resources regarding accessory dwelling units (ADUs).
- ▶ Identify community partners, such as brokers, non-profits, affordable housing developers, etc. who will be interested in incorporating community needs as part of their mission.



Vacant lot along Imperial Avenue Corridor.

MID-TERM (3-5 YEARS)

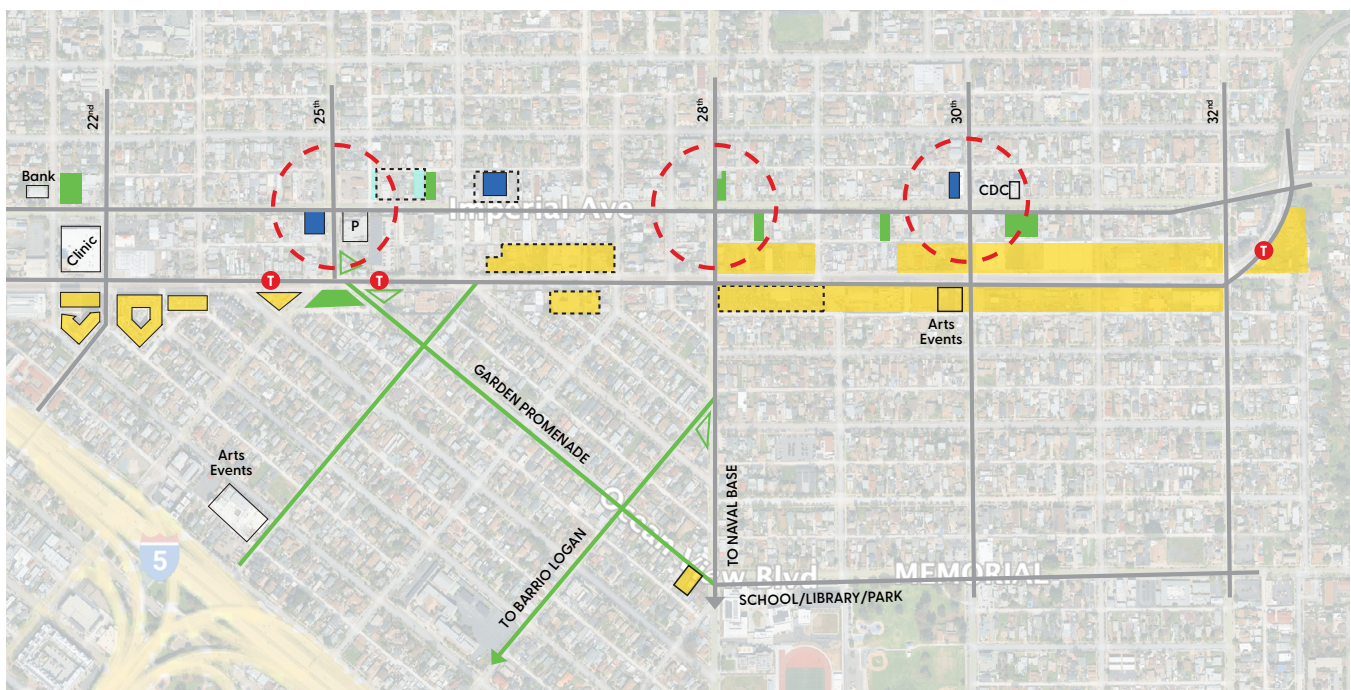
- ▶ Develop an Action Plan to memorialize a vision for vacant parcels, mid/long-term beautification, maintenance activities, and streetscape improvements (consider as three focus areas).
- ▶ Research how to implement a Community Land Trust, investigating some of the following examples:
 - [LA CLT Coalition](#)
 - [Tierras Indigenas CLT](#)
 - [Thrive Santa Ana](#)
 - [Leimert Park](#)
 - [Black Owned and Operated Community Land Trust](#)
 - **Beverly-Vermont CLT**, Beverly-Vermont corridor
 - **El Sereno CLT**, El Sereno neighborhood
 - **Fideicomiso Comunitario Tierra Libre (FCTL)**, Southeast LA
 - **Liberty CLT**

- **Long Beach CLT**, Long Beach
- **TRUST South LA**, South LA
- **Altadena CLT**, Los Angeles

- ▶ Reach out to local homeowners about the possibility of acquiring their land in the case of a sale, or provide right of first refusal to other local owners in the community. This can help build local land banks for things like land trusts or target large unit development.

LONG-TERM (5+ YEARS)

- ▶ Understand the impact of [Housing 2.0 municipal code section 127.0112 and §143.0747](#) Incentives for Development of a Previously Conforming Use Identified as an Incompatible Use. This removes certain non-conforming uses after 15 years (starting from 2023) and additional density bonuses as incentive to change use.

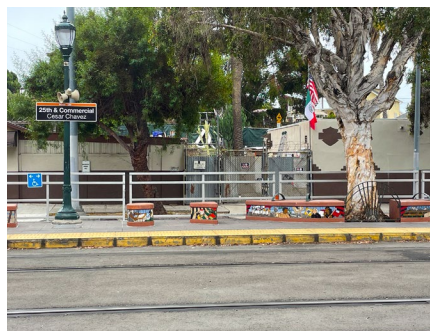


- ⊞ Key hubs to concentrate energy on.
- Large lots along Commercial St, well-suited for large-scale mixed-use development that maintains the character of Imperial Avenue.
- ⊞ Indicates multiple parcels owned by a single entity, suggesting strong potential for future development.
- Small-scale infill parcels that are currently vacant and could be developed to create a more continuous and active main street.
- ⊞ Trolley line stops.
- Strong, pleasant pedestrian corridors.
- Existing or former retail spaces that may be suitable for grocery stores

Infrastructure & Streetscape Enhancements

SHORT-TERM (0-3 YEARS)

- ▶ Create a streetscape/Complete Streets visioning document.
 - Document existing disrepair in the right of way for a complete understanding of work that needs to be done.
 - Design and implement distinct, useful streetscape elements: For example, dog waste stations, which could be branded to reinforce that Logan Heights is a pet-friendly community.
 - The MAD should regularly monitor the health, watering and maintenance of street trees.
 - The MAD/ City arborist/ Streets division should address tree root/sidewalk conflicts. Identify trees to be preserved or removed.
 - Public safety: Continue advocacy to get crosswalks painted and high-priority signalized where appropriate.
- ▶ Define the focus area for improvements based on assessment of existing conditions. Review existing planning studies and identify opportunities and challenges for Logan Heights.
- ▶ The MAD should identify opportunity sites for interim community spaces: gardens, seating, pop-up markets, performances, dog runs, etc.
- ▶ Catalog Logan Heights' existing murals, and consider developing a public art walking tour for murals (East Austin is a precedent). Expand upon the I-5 murals.
- ▶ Understand the monthly graffiti culture in the alley between Imperial and Commercial and expand upon it. Consider if it could catalyze a neighborhood event.
- ▶ Public Art: Reach out to Beth Callender and to the La Jolla Public Art Group to protect, recognize and improve access existing public art. Develop an RFQ for the creation of additional new murals, ensuring fair compensation for artists. City of Vista has a good RFQ/competition process to reference and review.



Clockwise from top left – Public trashcan at wall mural; damaged sidewalk; art-activated utility boxes; curb cut; trolley station at 25th & Commercial; dog waste outside office-front.



Public building art; diagonal parking.



MID-TERM (3-5 YEARS)

- ▶ Develop standard detail for replacement street trees that includes Silva cell or similar structural soil system and ADA compliant tree grate. Potential grant or funding opportunities may be available for this.
- ▶ Develop priority projects for the public realm in the focus area(s) (with a possibility to expand throughout corridor)
- ▶ Design a competition for a gateway element, with fair payment for artists.
- ▶ Expand sidewalk bike parking to increase foot/bike traffic for businesses.
- ▶ Public Safety: Perform a site lighting improvement study and traffic study for problematic intersections.
- ▶ Parking: Perform a parking study to determine where parallel parking could transform to diagonal parking to create additional parking and introduce a traffic-calming element.

LONG-TERM (5+ YEARS)

- ▶ Expand the MAD boundary and scope.
- ▶ Establish an invitational mural event in conjunction with big regional event such as Comic-Con (East Austin is a precedent).
- ▶ Consider if a parking structure is needed, or if an interim surface lot can be activated at a vacant property.



Bike parking.



View of un-landscaped street front.



New multifamily housing at trolley station.

Funding & Financing Strategies

What public and private funding mechanisms, incentive programs, or financing tools can be leveraged to support long-term development (economic, housing and community) and revitalization in the corridor?

SHORT-TERM (0-3 YEARS)

- ▶ Partner with California Coast Credit Union to find opportunities for small business assistance and home loans.
- ▶ Utilize New Market Tax Credits for retailers (such as grocers).
- ▶ Identify community partners, such non-profits, affordable housing developers, etc. who will be interested in incorporating community needs as part of their mission.
- ▶ Programmatic: Partner to add high school financial education at Logan Memorial Education Campus.

- ▶ Offer recurring education about the City of San Diego's Tenant Protection program and general rental education.
- ▶ Seek Funding through [Safe Routes to School](#) and [Safe Streets and Roads for All](#)/ Vision Zero. Focus on street and park improvements for quick wins.
- ▶ Seek SANDAG funding for housing implementation (including a community land trust) and additional streetscape implementation projects (such as bulb-outs and sidewalk improvements).
- ▶ Offer financial fluency classes for local high school students through an adjunct school process and financial fluency classes through a partnership with Cal Coast Credit Union for adults.

MID-TERM (3-5 YEARS) & LONG-TERM (5+ YEARS)

- ▶ Keep focusing on the strategies above.



Decorated utility box outside Tularosa art gallery.

Community-Centered Revitalization & Equity

How can revitalization efforts be designed to prevent displacement, ensure economic inclusivity and housing attainability, and empower long-time residents and business owners to actively participate in and benefit from future growth?

SHORT-TERM (0-3 YEARS)

- Network: Get to know all the community and business leaders and bring them to the same table. For example, CDC representatives referenced a tight-knit business owner group that helps each other succeed. Would they be willing to help scale this model for the benefit of other businesses?
- Identify existing local leaders who can advocate for, represent and educate the community.
- Pursue plans to activate Gilliam Park as a community third space.

MID-TERM (3-5 YEARS)

- Appoint a local storefront business owner to the board of the MAD/ BID/ CDC.
- Leverage local art appreciation in the community as a way to beautify the neighborhood.
- Create a business safety net program.

LONG-TERM (5+ YEARS)

- Facilitate vacant lot activation with development by local community members. See information about top Logan Heights land owners in the appendix.



Neighborhood art on Imperial Avenue.



Promo flyer in storefront window of Tularosa art gallery on Imperial Avenue.

Additional Ideas

Additional ideas from the panelists for the corridor that don't fit neatly into one of the categories above.

SHORT-TERM (0-3 YEARS)

- ▶ Embrace the lowrider culture by hosting an event. Surrounding businesses could stay open later during the event.
- ▶ Support the community's pride in its murals – document them, share them and encourage more.
- ▶ Due to its proximity to downtown, the CDC believes that Logan Heights has a disproportionate number of San Diego's Short Term Rental properties. Provide resources to community members facing problematic Short Term Rental owners or renters - [NiceNeighbors San Diego](#).
- ▶ Create and install community notice boards/info kiosks. Reference San Diego's South Park neighborhood as an example. Or create a network of community-based businesses willing to display news (barber shops/hair salons, eateries, etc.)

- ▶ Understand the Southeastern San Diego Community Plan and how it interacts with the CDC's priorities.
- ▶ SANDAG Bike lane bulb outs were omitted due to community concern for the parking impacts. Now, the state has eliminated those parking spots ([California Daylighting Law](#) – no parking 20 feet from the curb) and therefore the CDC should advocate for bulb outs to slow traffic and improve walkability.

MID-TERM (3-5 YEARS)

- ▶ Consider using a vacant lot for a community farm (Examples: [SMARTS Farm](#), previously in East Village, and [Make Projects](#)).

LONG-TERM (5+ YEARS)

- ▶ Consider establishing a community shuttle service (like FRED and FRANC) to better connect citizens of Logan Heights with public transportation and community resources like the library and local shops.

CASE STUDIES

Urban Forestry Best Practices

Logan Heights is rich in its density and variety of established street trees. The neighborhood benefits from the added beauty and the tree canopies (which can mitigate the heat island effect).

With mature street trees often comes the problem of invasive roots, which is the case in Logan Heights and has resulted in damaged sidewalks. To retain and maintain trees while improving walkability and safety, the ULI panel recommends:

- ▶ Silva-call soil containment (City of Del Mar)
- ▶ ADA-compliant tree gates, supplemental watering



Photo of Silva Cells © 2019 by City of Del Mar



Healthy street trees.



Sidewalk damaged from tree roots.



Mural Map Your Roots at the Center for Creative Action © 2018 by Creative Action.

Public Art / Community Identity & East Austin Murals

Logan Heights is fortunate to have a concentration of murals painted on buildings along Imperial Avenue and beyond. The ULI panel suggests nurturing and growing a murals program to further define and amplify the culture of Logan Heights.

Murals also reduce the chance of tagging, as taggers generally respect and avoid tagging murals. Borrowing ideas from other communities, the ULI panel suggests:

- ▶ Self-guided walking tour with QR codes on local building and kiosks
- ▶ Create community events
- ▶ Engage local businesses
- ▶ Celebrate local artists



Mural We Will Sustain at 1115 East St. Johns in Austin, Texas.
© 2018 by Creative Action.



Mural Unveiling Invitation © 2018 by Creative Action.

Gateway Elements – Various San Diego

A Gateway element, sign, or other monument can help define a neighborhood and reinforce the identity it wants to project to the world. While large, street-spanning signs are the norm in San Diego, they are also expensive and usually take many years to develop. Consider finding a sponsor for such an element.

The ULI panel suggests that Logan Heights CDC consider many different options for identifying the right gateway option to implement.

- Iconic neighborhood gateways



Photo © 2024 by Bennet Peji [Convoysign.com](https://convoysign.com)

Maintenance Assessment District (MAD) – North Park & Barrio Logan

The MAD was noted by a stakeholder who was involved in the revitalization of North Park as a critical path for improvement and investment into the Imperial Avenue Corridor.

Similar efforts have begun and continue in Barrio Logan. The MAD can provide an effective way for the community to facilitate tangible improvements to existing sidewalks and lighting.

Barrio Logan created a document to map existing disrepair in the sidewalks, availability of street furniture, quality of bus stops and location for existing street lights.

This document can be used to track improvements and create a more comprehensive understanding of the areas that need more immediate attention.

- <https://npmad.org>
- <https://www.barriologanassociation.org>

Using Streetscape Elements to Build Community

While financial investment is required, small streetscape elements can have a big impact for creating community character, pride and identity.

- Pet friendly
- Information exchange
- Temporary quick build (City of Menifee, CA)
- Bike/skateboard friendly



Photo of Kiosk Message Center
© 2025 by Polly Products



City Heights Business Improvement District

City Heights Business Improvement District is overseen by the City Heights Community Development Corporation.

Local Benefits of a BID

Noted in the ULI panel's long-term recommendations, many of Logan Heights CDC's goals could be achieved through a business improvement district (BID). Once the Imperial Avenue Corridor is thriving with businesses, forming a BID could help take the Corridor to a new level.

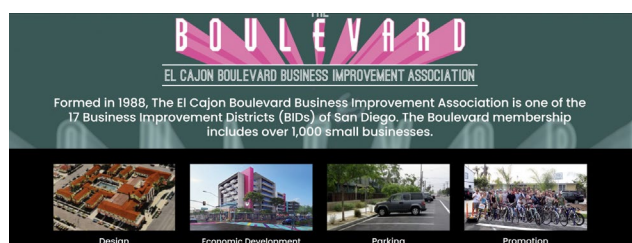
- ▶ Additional funding opportunities with the city
- ▶ Enhanced marketing/branding
- ▶ Coordination of efforts
- ▶ <https://www.sandiego.gov/economic-development/about/bids>
- ▶ <https://www.cityheightscdc.org/city-heights-business-improvement-district>
- ▶ <https://theboulevard.org/the-bid>

Leimert Park

Black Owned and Operated Community Land Trust

Gentrification pressure will be strong for Logan Heights. To ensure housing remains attainable for current residents and to help local citizens build generational wealth, the ULI panel supports and encourages the Logan Heights CDC's efforts to explore the viability of a Community Land Trusts (CLT).

The Leimert Park CLT was created in response to the arrival of new transit that connected the community to the coast, downtown Los Angeles, and LAX. It was created as a way to resist gentrification.



El Cajon Boulevard has a thriving BID.

Takeaways:

- ▶ Goal: a way to provide affordable retail space and housing to resist outside economic pressures
- ▶ Develop a board to manage and allocate resources
- ▶ Create a strategic plan that can be implemented long term
- ▶ Funding through a mix of donors, stakeholders, and strategic partners
- ▶ <https://www.latimes.com/california/story/2023-06-27/leimert-park-gentrification-land-trust-black-cultural-destination>
- ▶ <https://booclt.org/>

California Community Land Trust Network

Provides resources for existing and emerging CLT's Access to a robust network for community building, technical assistance, and policy advocacy.

<https://www.cacltnetwork.org/>



Top view rendering of Walnut & Daisy Micro-Farm. © 2021 THRIVE Santa Ana.

Third Places, Public Spaces, & Gardens

The community's desire for more meeting/gathering spaces is strong. Leading the charge to create something similar to any of the examples below is a high-profile way for Logan Heights CDC to demonstrate its leadership.

- ▶ Soap Factory (Co-Place)
- ▶ Pop-Up/Mobile Café in former parking lot – Communal Coffee
- ▶ Quartyard, East Village
- ▶ Community Gardens
- ▶ Pop-Up Park with Movable Street Furniture



Rendering of Walnut & Daisy Micro-Farm. © 2021 THRIVE Santa Ana.



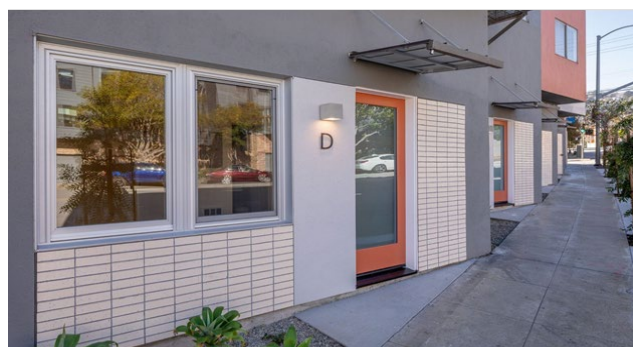
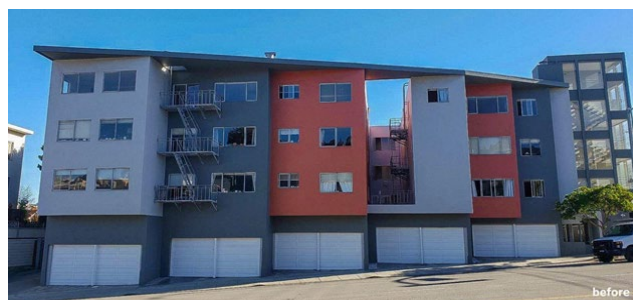
Photo of Daybreak Cohousing LLC © 2014 by Schemata Workshop

Creative Housing Types, ADUs, & Co-Living

Providing more housing is an enormous challenge throughout San Diego County and beyond. Creating housing that would match the social and economic requirements of Logan Heights residents presents additional challenge.

The ULI panel identified the following projects that could provide inspiration and guidance.

- ▶ mxd830, FoundationForForm Architecture
- ▶ Parco National City, Miller Hull
- ▶ SF ADU Conversions, OpenScope
- ▶ ADU Infill Options - OpenScope Studio
- ▶ Daybreak Cohousing LLC, Schemata Workshop
- ▶ [CIDCO Housing, India](#) (or use same example from page 19 of National City Brownfields TAP)
- ▶ [Multigenerational Housing 101 - DREAM Collaborative LLC](#)



Photos of 2775 Market Street © 2022 by OpenScope Studio.



Photo of mxd830 © 2009 by FoundationForForm



Rolland Curtis Gardens in Los Angeles

APPENDIX

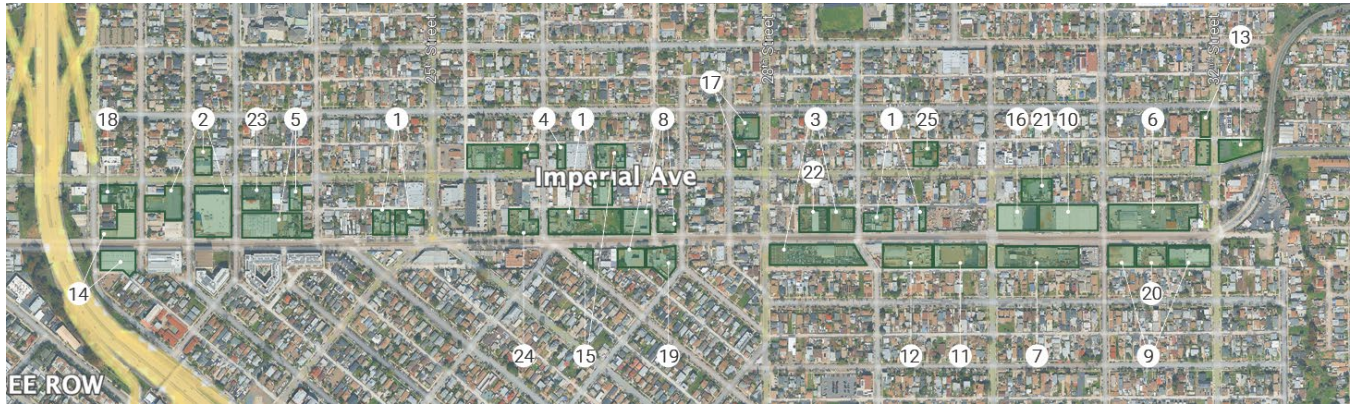
The table presents property ownership data for parcels of 0.5 acres or more. These owners represent key stakeholders with whom Logan Heights CDC should engage, as the sites hold strong potential for future development. Maintaining communication with them would allow the CDC to advocate for projects that align with community priorities. Given the City's existing programs and plans, development on these parcels is likely inevitable and will proceed "by right," making early engagement critical.

Top Landowners by Total Acreage	Lots Grouped by Proximity	APN	Address	Owner Name	Acreage	SQFT
1	1	535-660-25-00	2450-52 Commercial St	Bedford, Anthony L / Bedford Anthony L Revocable Trust / MALIC92113 LLC / 2946 Commercial St LLC	0.16	7,013
		535-660-26-00	2458 Commercial St		0.08	3,507
		535-660-27-00	2462 Commercial St		0.08	3,507
	2	535-660-29-00	2470 Commercial St		0.1	4,208
		535-660-30-00	2472-74 Commercial St		0.13	5,611
		535-660-32-00	20 25th St		0.12	5,008
		535-660-33-00	25th St		0.09	4,010
	3	535-681-23-00	2630 Commercial St		0.07	3,144
		535-681-24-00	2638-44 Commercial St		0.32	13,714
		535-681-25-00	Commercial St		0.4	17,532
		535-681-31-00	19 26th St		0.06	2,464
		535-681-32-00	Commercial St		0.06	2,560
		535-681-33-00	2616 Commercial St		0.17	7,208
		535-681-34-00	2624 Commercial St		0.17	7,602
	4	535-681-29-00	2645 Imperial Ave		0.36	15,567
	5	545-352-08-00	2908-20 Commercial St		0.43	18,816
	6	545-362-18-00	2946 Commercial St		0.16	6,909
TOTAL					2.96	128,380
2	7	535-640-10-00	21st St	FHCSO SANITAS 8 LLC	0.48	20,753
		535-640-04-00	33 20th St		0.11	4,677
		535-640-03-00	37 20th St		0.12	5,261
	8	535-423-04-00	2118 Imperial Ave		0.32	14,012
	9	535-640-11-00	50 22nd St		1.38	60,112
TOTAL					2.41	104,815
3	10	545-354-01-00	2803-5 Commercial St	Stannard, Damon Eugene	0.28	12,259
		545-354-02-00	2825 Commercial St		0.22	9,403
		545-354-03-00	Commercial St		0.12	5,118
		545-354-04-00	Commercial St		0.11	4,692
		545-354-11-00	2863 Commercial St		0.76	33,105
	11	545-351-20-00	2866 Commercial St		0.23	10,088
		545-351-21-00	12 29th St		0.11	4,867
		545-351-22-00	Commercial St		0.12	5,079
		TOTAL				

Top Landowners by Total Acreage	Lots Grouped by Proximity	APN	Address	Owner Name	Acreage	SQFT
4	12	535-492-19-00	2528 Imperial Ave	Imperial Corridor LLC/ Arrow & L Street Property LLC	0.07	2,920
		535-492-20-00	2530 Imperial Ave		0.09	3,758
		535-492-21-00	2534 Imperial Ave		0.16	6,829
		535-492-22-00	2542 Imperial Ave		0.08	3,628
		535-492-23-00	2548 Imperial Ave		0.08	3,632
		535-492-24-00	2250-56 Imperial Ave		0.15	6,714
		535-492-25-00	2558 Imperial Ave		0.16	7,146
		535-492-26-00	Imperial Ave		0.15	6,738
		535-502-28-00	2638 Imperial Ave		0.17	7,350
		535-502-29-00	2638 Imperial Ave		0.4	17,207
	13	535-502-36-00	2612-14 Imperial Ave		0.08	3,669
		535-502-37-00	Imperial Ave		0.08	3,523
TOTAL					1.67	73,114
5	14	535-652-12-00	8 24th St	Krasne Family Properties LLC / K S Partnership	0.05	2,275
		535-652-13-00	Commercial St		0.08	3,488
		535-652-14-00	2248-50 Commercial St		0.18	7,931
		535-652-15-00	2260 Commercial St		0.24	10,427
		535-652-16-00	2222 Commercial St		0.09	3,942
		535-652-17-00	2222 Commercial St		0.52	22,792
		535-652-18-00	2222 Commercial St		0.07	2,850
		535-652-19-00	2249 Imperial Ave		0.16	6,925
	15	535-652-06-00	2271-73 Imperial Ave		0.17	7,353
		535-652-07-00	2279 Imperial Ave		0.08	3,332
TOTAL					1.64	71,315
6	16	545-381-19-00	19 31st St	ELIAM INC	0.07	2,966
		545-381-20-00	7 31st St		0.86	37,461
		545-381-21-00	Commercial St		0.22	9,632
		545-381-22-00	Commercial St		0.41	17,898
		545-381-23-00	Commercial St		0.02	720
TOTAL					1.58	68,677
7	17	545-372-06-00	3005 Commercial St	S A Recycling LLC	0.42	18,409
		545-372-07-00	3015 Commercial St		0.14	6,178
		545-372-09-00	3055 Commercial St		0.71	31,123
		545-372-13-00	Commercial St		0.14	6,287
TOTAL					1.41	61,997
8	18	535-682-06-00	2661 Commercial St	Reese Family Trust	0.09	4,010
		535-682-07-00	2673 Commercial St		0.12	5,204
		535-682-08-00	2675-77 Commercial St		0.18	7,976
	19	535-681-26-00	2694 Commercial St		0.25	10,874
		535-681-27-00	2694 Commercial St		0.32	13,966
	20	535-691-03-00	27th St		0.03	1,155
	21	535-691-08-00	2710 Commercial St		0.12	5,214
		535-691-09-00	2700 Commercial St		0.12	5,291
TOTAL					1.23	53,690

Top Landowners by Total Acreage	Lots Grouped by Proximity	APN	Address	Owner Name	Acreage	SQFT
9	22	545-382-11-00	105 S 31st St	105 South 31St Street LLC / 3167 Commercial Street LLC / 3191 Commercial Street LLC	0.42	18,252
	23	545-382-07-00	3167 Commercial St		0.15	6,435
		545-382-16-00	3157-61 Commercial St		0.15	6,434
		545-382-24-00	3191 Commercial St		0.44	19,038
TOTAL					1.16	50,159
10	24	545-371-11-00	3094 Commercial St	Four Metal Boxes LLC / Eve Investments LLC	0.14	6,163
		545-371-12-00	3080 Commercial St		0.24	10,333
		545-371-13-00	3074 Commercial St		0.16	6,906
		545-371-16-00	Commercial St		0.08	3,473
		545-371-17-00	3050 Commercial St		0.08	3,401
		545-371-18-00	3048 Commercial St		0.16	7,062
		545-371-23-00	3064 Commercial St		0.24	10,441
TOTAL					1.10	47,779
11	25	545-363-06-00	Commercial St	2995 Commercial Street LLC	0.3015	13,133
		545-363-07-00	2995 Commercial St		0.321	13,983
		545-363-08-00	Commercial St		0.4011	17,472
TOTAL					1.02	44,588
12	26	545-363-01-00	2929 Commercial St	Ellery, Juliet	0.82	35,524
		545-363-02-00	2943 Commercial St		0.18	7,692
TOTAL					1.00	43,216
13	27	545-302-33-00	3195 L St	Greater Saint Luke Church of God in Christ	0.39	17,168
	28	545-337-09-00			0.33	14,333
		545-337-10-00			0.12	5,276
		545-337-11-00	3204 Imperial Ave		0.15	6,421
TOTAL					0.99	43,198
14	29	535-630-14-00	1944 Commercial St	Debolt Derrick McFarland Properties LLC	0.34	15,024
		535-630-13-00	1944 Commercial St		0.1	4,286
	30	538-080-33-00	116 S 20th St		0.5	21,780
TOTAL					0.94	41,090
15	31	535-682-01-00	2010-14 Franklin Ave	Hueso Virginia B Trust	0.11	4,769
		535-682-02-00	2617 Commercial St		0.06	2,378
		535-682-03-00	2026 Franklin Ave		0.06	2,760
	32	535-502-23-00	2664 Imperial Ave		0.15	6,744
		535-502-35-00	2646 Imperial Ave		0.08	3,426
		535-502-39-00	2652-60 Imperial Ave		0.33	14,220
TOTAL					0.79	34,297
16	33	545-371-19-00	3034-38 Commercial St	3004 Commercial St LLC	0.15	6,707
		545-371-20-00	3028-32 Commercial St		0.16	6,912
		545-371-21-00	3020 Commercial St		0.15	6,459
		545-371-22-00	3004 Commercial St		0.32	13,795
TOTAL					0.78	33,873
17	34	535-542-05-00	2754 Imperial Ave	7227 Saranac St LLC	0.13	5,497
	35	535-542-14-00	138 28th St		0.5	21,780
TOTAL					0.63	27,277

Top Landowners by Total Acreage	Lots Grouped by Proximity	APN	Address	Owner Name	Acreage	SQFT
18	36	535-630-15-00	40 20th St	Goodwin, Henriette A	0.26	11,326
		535-630-16-00	1945 Imperial Ave		0.09	4,053
		535-630-23-00	55 19th St		0.11	4,800
		535-630-28-00	67-69 19th St		0.13	5,425
TOTAL					0.59	25,604
19	37	538-180-10-00	212 S Evans St	Commercial Street Holdings LLC	0.11	4,906
		535-696-01-00	2699 Commercial St		0.29	12,549
		535-682-09-00	Commercial St		0.18	7,785
TOTAL					0.58	25,240
20	38	545-382-12-00	3131 Commercial St	Little Ronald W INC	0.22	9,441
		545-382-13-00	3135 Commercial St		0.22	9,684
		545-382-14-00	Commercial St		0.07	3,151
		545-382-15-00	Commercial St		0.07	3,027
TOTAL					0.58	25,303
21	39	545-371-04-00	3033-41 Imperial Ave	Imperial LLC	0.41	17,945
		545-371-05-00	3045-49 Imperial Ave		0.16	7,098
TOTAL					0.57	25,043
22	40	545-351-19-00	2830-46 Commercial St	Keenberg, Ely	0.56	24,393
TOTAL					0.56	24,393
23	41	535-652-01-00	2205-15 Imperial Ave	Imperial Delaware LLC	0.3	13,121
		535-652-02-00	2233 Imperial Ave		0.25	10,721
TOTAL					0.55	23,842
24	42	535-670-19-00	2562-66 Commercial St	Rafiee, Amir A	0.12	5,037
		535-670-20-00	2568-70 Commercial St		0.12	5,182
		535-670-21-00	2582-84 Commercial St		0.17	7,208
		535-670-22-00	Commercial St		0.02	901
		535-670-23-00	26th St		0.05	2,163
		535-670-25-00	4 26th St		0.03	1,129
TOTAL					0.51	21,620
25	43	545-361-04-00	2940 Imperial Ave	Cancryn, Claire / Cancryn, Wayne S	0.17	7,498
		545-361-14-00	2944-52 Imperial Ave		0.17	7,296
		545-361-15-00	2954 Imperial Ave		0.16	6,944
TOTAL					0.5	21,738



Properties owned by each entity or individual (Column 1)



Clusters of adjacent lots with notable development potential. (Column 2)



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