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X. Plan Implementation and Community Benefits Program

A.	*Introduction*	*X-1*
B.	*Regulatory Framework*	*X-2*
C.	*Visualization*	*X-4*
D.	*Long Term Implementation Process*	*X-9*
E.	*Description of Improvements*	*X-11*
F.	*Mobility Improvements*	*X-12*
G.	*Urban Amenity Improvements*	*X-17*
H.	*Additional Community Improvements*	*X-20*
I.	*Key Short-Term Demonstration Projects*	*X-22*
J.	*Infrastructure Financing Mechanisms and Funding Sources*	*X-24*
K.	*Community Benefit Analysis*	*X-28*

September 2006

X. Plan Implementation and Community Benefits Program

A. Introduction

The Plan Implementation and Community Benefits Program is a critical element to realizing the desired improvements to Chula Vista's Urban Core that are outlined in the Specific Plan. The sole purpose of the Specific Plan is to improve the quality of life for Chula Vista residents and visitors in general, with focus on the west side in particular. The vision expressed in the Specific Plan includes investments in streets, transit, parks, plazas, cultural facilities, protection of historic resources, schools, and improvements to City services such as utilities, police, fire, and health and human services. This investment will be supported by a partnership between the City and the private sector as new development occurs. Thus, this chapter of the Specific Plan contains information on and forms a critical link between the improvements the City desires and how both the City and private investment will contribute to make the improvements happen.

The Specific Plan is the primary planning tool to initiate positive change and enhance the western side of Chula Vista. The Specific Plan was prepared based on the overarching policies outlined in the General Plan and refined based on an analysis of important economic conditions. An intensive public involvement program has also shaped the contents and outcome of the Specific Plan. The result is a Specific Plan that is visionary, yet realistic, for the future of the Specific Plan area.

B. Regulatory Framework

The Specific Plan was developed to create a conducive development environment, one that is responsive to the prevailing market demand. Some of the key policy changes that have been incorporated in the Specific Plan include:

- *Zoning that is responsive to market needs;*
- *Increased density allowed through specialized "form and standard based" development standards encouraging underutilized and dilapidated properties to redevelop;*
- *Streamlined permitting and entitlement processes;*
- *Area-wide infrastructure and "amenity" (e.g., streetscape and landscape) investments;*
- *Marketing of the Specific Plan area to both consumers and prospective business tenants;*
- *Technical assistance to Specific Plan area businesses; and*
- *Enhanced code compliance to improve the visual appeal and function of the urban environment.*

An effective Specific Plan needs to be based on a realistic understanding of the market and demographic conditions affecting the Specific Plan area. Simply changing zoning on a map will not attract development unless there is an underlying market demand for a particular land use. On the other hand, if there is immediate demand for a desirable land use that is not permitted under existing zoning, a change in zoning can bring about very significant results. Moreover, appropriate zoning changes can be made more effective if these changes are coupled with regulations that address other potential barriers to development (e.g., onerous parking requirements). With this approach, private and public sectors work together to provide a synergy of uses as well as public improvements and urban amenities.

The Specific Plan is the first large-scale development plan pursuant to the adoption of the City's General Plan in 2005. As such, it is a critical test of the concepts within the General Plan, particularly as they relate to facilities financing. This Specific Plan assesses the needs for facilities and tests those needs against the funding which would be made available as a result of the development its regulations would accommodate, to prove that the facilities assumptions within the plan are reasonable and feasible. The Specific Plan anticipates, however, that the facilities funding programs to implement and construct public facilities will be a part of larger facilities financing plans which will be prepared for the entirety of western Chula Vista. These plans provide

for the coordinated provision of facilities to meet current deficiencies and the demands of new infill development. Among such plans are the Parks Master Plan and particular facilities implementation and fee programs related to transportation, utilities and other public facilities. Over the life span anticipated within the Specific Plan, these programs will be initiated, reviewed and revised to keep pace with the amount, location and timing of development and need.

Public improvements are especially important, as these elements add value to the area and signal to the private sector that the City is committed to improving the Urban Core. Public improvements thus lay a foundation for future private sector investment, in a sense "priming the pump", encouraging property owners, merchants, and investors to do the same.

C. Visualization

To assist with the visualization of the benefits and amenities the Specific Plan hopes to bring, photographic visualizations are presented to illustrate how the Urban Core could be transformed in selected areas. Figures 10.1-10.4 show existing conditions, simulations for interim conditions, and near buildout conditions for areas along Third Avenue, F Street, H Street, and Broadway. The rate of development is determined in large part by market forces and will vary in architectural character and form, but the simulations demonstrate the pedestrian improvements, public amenities, and anticipated private investment. It is important to note that the simulations illustrate just one set, of an almost infinite number, of possible scenarios.

Existing conditions

Public street improvements: street trees, benches, new sidewalks, resurfaced streets, enhanced pedestrian crossings, decorative street lights, outdoor dinning. Redevelopment of existing stores.

Art Deco themed redevelopment, pedestrian activity along street, bike travel.

Intersection of Third Avenue and Davidson Street - Existing Conditions, Interim Conditions, and Near Build-out Conditions

Fg. 10.1

Existing conditions

Public street improvements: street trees, benches, bike racks, new wider sidewalks, resurfaced streets, decorative street lights, class II bike lanes, undergound power lines. New street oriented development.

Street oriented infill development, increased pedestrian activity, alternate forms of transportation.

F Street looking east - Existing Conditions, Interim Conditions, and Near Build-out Conditions

Fg. 10.2

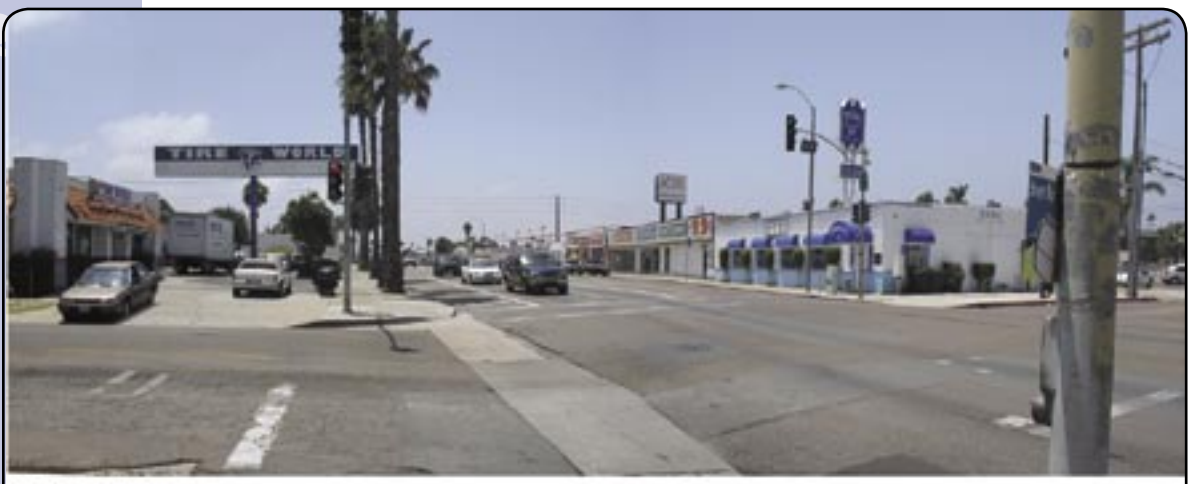
Existing conditions

Public street improvements: street trees, benches, bike racks, public plaza, new wider sidewalks, resurfaced streets, decorative street lights, class II bike lanes, planted street medians, linear park. New street oriented development.

Street oriented infill development, increased pedestrian activity, alternate forms of transportation.

H Street looking east towards Fifth Avenue- Existing Conditions, Interim Conditions, and Near Build-out Conditions

Fg. 10.3



Existing conditions

Public street improvements: street trees, benches, new sidewalks, resurfaced streets, new pedestrian crossings, decorative street lights, power lines underground, class II bike lanes, planted street medians. Infill buildings oriented to street.

Additional infill development along Broadway, increased pedestrian activity, new private development at transit focus areas.

Intersection of Broadway and D Street - Existing Conditions, Interim Conditions, and Near Build-out Conditions

Fig. 10.4

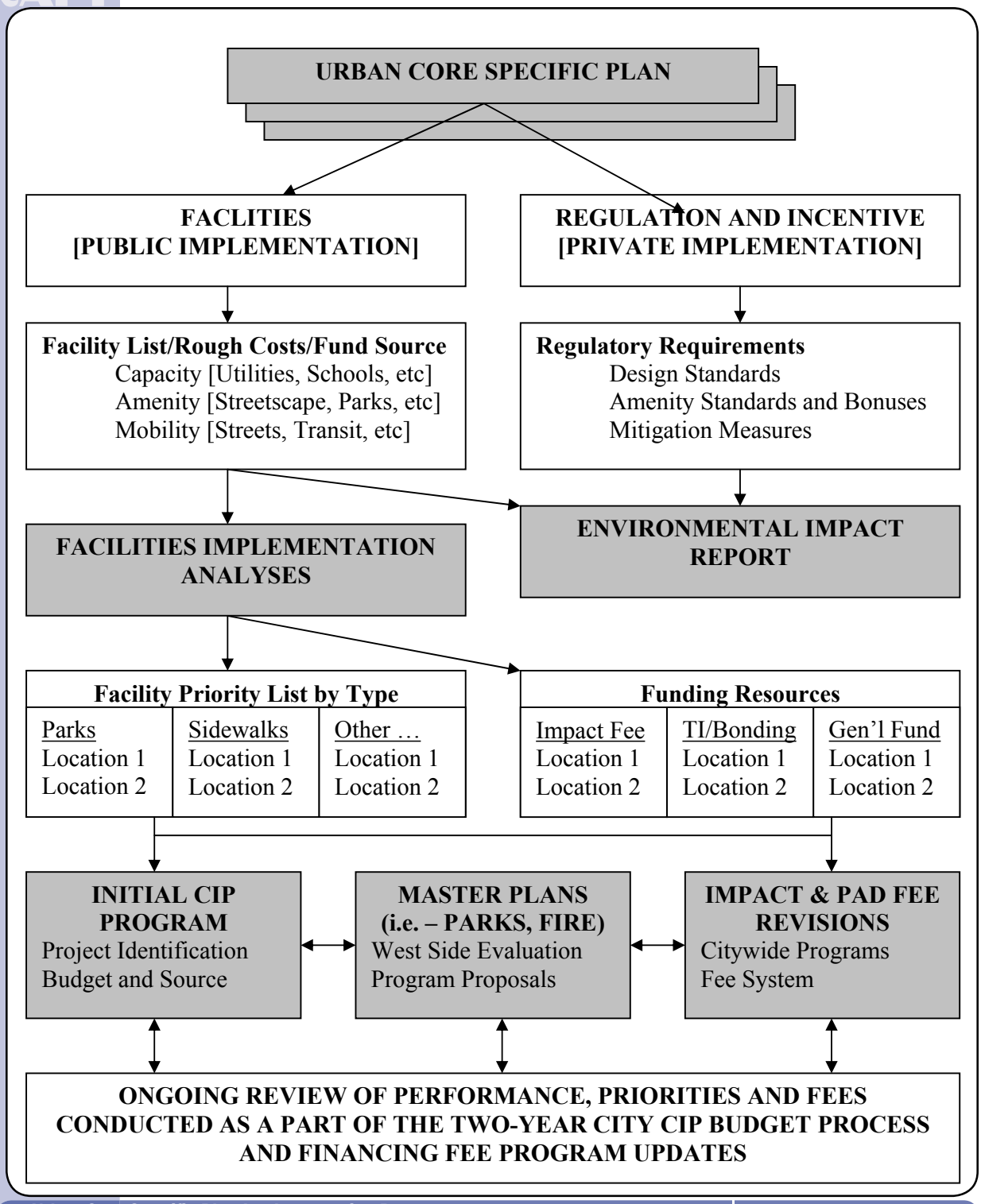
D. Long Term Implementation Process

From the beginning of the Specific Plan process, there has been a keen awareness that the adoption and implementation of the plan will rest on the amenity value that new development can bring. This value cannot be achieved by attractive pictures and vague promises of future action. Among the key benefits of the Specific Plan will be amenities and capacity enhancements, in the form of such elements as parks, pedestrian spaces, utilities, transit accommodation and roadway improvements. The effort to plan and program the delivery of these essential public facilities within the Urban Core will be especially challenging. In new communities, the City has assessed such matters through the preparation of Public Facilities Finance Plans (PFFPs). These documents have served well to address the extension of facilities coinciding with the relatively short-term timing of new master planned neighborhoods and subdivision improvements. However, the Urban Core presents a vastly different set of circumstances: the placement or upgrading of public facilities within an existing neighborhood, in support of infill and redevelopment over a period of perhaps decades.

For the reasons stated above, the Specific Plan relies on a systematic approach to the delivery of public facilities. These facilities are designed to fulfill the obligations and objectives handed down from the General Plan. The public facilities program also fits well with the ongoing efforts of City construction and operating departments as these departments pursue their own particular studies, creative implementation approaches, and master plans.

The flow chart presented in Figure 10.5 was prepared to show how the Urban Core project includes necessary components to inform the future citywide or western Chula Vista Impact Fee, Facilities Master Plan, and Capital Improvement Program processes. The key bridge from the plan and its regulations into public facilities is the Facilities Implementation Analysis found in Appendix D.

The implementation of the Specific Plan is also seen as somewhat dynamic and is subject to ongoing monitoring and priority-setting. While projects are assigned priorities based on 2005 factors, the timing and location of development may require that certain facilities be advanced in priority. This schedule assessment will be accomplished through a review of facility performance as part of the biannual review of the Citywide Capital Improvement Program (CIP) budget and through the preparation and maintenance of the City's facilities financing and fee strategies, as these items may be adopted and amended from time to time. Any change in priorities, timing and valuation from the facilities program associated with the CIP or facilities program shall not require the amendment of the Specific Plan, as long as such changes, additions or subtractions are not in conflict with the applicable CEQA review documents for this Specific Plan.



Urban Core Specific Plan Implementation Process **Fg. 10.5**

E. Description of Improvements

The following components describe the general approach to achieve the vision and fulfill the objectives for the Urban Core as outlined in the Specific Plan.

The following sections overview the factors and standards that have been used to develop the facilities list for the Specific Plan. Appendix D - Facilities Implementation Analysis is a complete listing of facilities, initial priority, order of magnitude costs, and likely funding source for implementation.

- *Mobility Improvements: This component describes various methods of improving mobility in the Urban Core through investments in pedestrian, bicycle, transit, street and parking systems.*
- *Amenity Improvements: This component describes various methods of improving the quality of the urban environment through investments in amenities such as street furnishings, gateways, wayfinding signs, public art, and storefront facade upgrades.*
- *Additional Community Improvements: This component addresses the method for investing in and improving existing and new community facilities such as parks, plazas, schools, utilities, and infrastructure.*
- *Key Short-Term Demonstration Projects: This section describes a number of selected short-term public improvement projects that the City should undertake to demonstrate its commitment to revitalizing the Urban Core and the potential for achieving the goals of the Specific Plan.*
- *Potential Funding Sources: The method to obtain the community benefits listed above includes harnessing the power of private investment and the strategic use of available public funds. This section outlines both private investment obligations and the most likely sources of public funds that are potentially available to the City.*

F. Mobility Improvements

The Specific Plan provides policy guidance on mobility systems with the primary goal of achieving a balanced transportation system. Inherent in this goal are initiatives that serve to calm traffic, create a friendlier pedestrian and bicycle environment, and vastly improve the availability and service of public transit. Also important to the Specific Plan are mobility connections to other areas of the city, including the eastern Chula Vista and Bayfront areas.

1. Pedestrian Facilities – Capital Projects

The primary goal of pedestrian facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making walking a preferred method of travel.

a. *Sidewalks on all streets throughout the planning area should be improved to include adequate width, a safe and smooth walking surface, and adequate lighting levels as specified in Chapter VIII - Public Realm Design Guidelines. In some cases, additional right-of-way (ROW) or public easements may be needed. Additional amenities such as directional signs, benches, and shade trees are important elements that improve the level of quality for pedestrian facilities. (See cross-sections and intersections in Chapter V - Mobility.)*

   1) *Third Avenue: special paving between 14-foot and 38-foot wide depending on diagonal parking locations (between E Street and G Street)*

   2) *E Street: standard paving, between 9-foot and 13-foot wide (need additional 22 feet total, or 11 feet on each side, of easement between I-5 and 300 feet east of ramp)*

   3) *F Street: standard paving, 16-foot wide with a 6-foot wide Class I bike path in the center of the sidewalk*

   4) *H Street: special paving, 16-foot wide (need additional 38 feet total of easement between I-5 and Broadway for sidewalk and additional travel lane, need additional 8 feet total additional ROW of easement between Broadway and Third Avenue for sidewalk)*

   5) *Broadway: standard paving, 9-foot wide*

   6) *Woodlawn Avenue: standard paving, 12-foot wide or 24 feet total both sides*

   7) *All other major streets: standard paving, minimum 10-foot wide*

b. *Crosswalks at all intersections throughout the planning area shall be clearly marked and improved as specified in Chapter VIII - Public Realm Design Guidelines.*

1) *Special paving at all intersections in the Village District along Third Avenue*

2) *Special paving at intersections along H Street at Third Avenue, Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, and I-5*

3) *Special paving at intersections along Broadway at E Street, F Street, G Street, and H Street*

c. *Mid-block crosswalks at selected locations, as described in Chapter VIII - Public Realm Design Guidelines, shall be installed.*

- *Mid-block with special paving and advanced crossing technology at four locations along Third Avenue in the Village District*

d. *Paseos that connect residential areas, public parking lots, and other facilities to adjacent streets and pedestrian destinations are a key element in an enhanced pedestrian environment. Paseos should be incorporated into private and public improvement projects as necessary to provide exemplary pedestrian access.*

2. Bicycle Facilities – Capital Projects

The primary goal of bicycle facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making cycling a preferred method of travel. To supplement the proposed actions, a bike users map will be prepared to assist commuters and recreational riders in getting around the Urban Core and finding directions to various destinations.

a. *A boardwalk should be created along H Street and F Street that connects the Urban Core to the Bayfront area. The boardwalk shall consist of an elevated Class I bike path a minimum of 6-foot wide located in the center of the sidewalk on each side of H Street and F Street. The bike paths shall be marked with colored paving and signed to minimize conflicts between pedestrians, vehicles, and bicyclists. Bicycle boulevards will also be evaluated for Davidson Street and G Street.*

b. *Class II bicycle lanes, at a minimum of 6-foot wide, should be installed on Broadway and along the segments of F Street where a Class I bike path cannot be accommodated.*

c. *Class III bike routes should be established on the following streets: Fourth Avenue, Fifth Avenue, Third Avenue, E Street, G Street, I Street, J Street, K Street.*

d. *End of trip facilities, as specified in the updated City Bicycle Master Plan, should include secured bike racks and bike lockers.*

3. Transit Facilities – Policy Initiatives and Capital Projects

The primary goal of transit facilities is to provide a convenient and dependable alternative to automobile travel throughout the Specific Plan area.

a. Policy Initiatives

- *Establish a West Side Shuttle with service on H Street, Third Avenue, E Street or F Street, and Broadway with connections to the Bayfront and Trolley stations at E Street and H Street. The West Side Shuttle should have a relatively short headway of approximately 15 minutes and should run in both directions.*

b. Capital Projects

1) *Purchase shuttle vehicles as specified in West Side Shuttle program.*
2) *Establish shuttle stations consisting of expanded curb and vehicle pullout areas and signs at the following locations:*
   - *Third Avenue at H Street, F Street and E Street*
   - *E Street at Fifth Avenue, Broadway, Trolley station and Bayfront*
   - *Broadway at F Street and G Street*
   - *H Street at Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, Trolley station and Bayfront*
3) *Provide bus stops and shelters at each of the shuttle locations for use by shuttle loop service and city-wide bus and transit service.*

4. Intersection Improvements - Capital Projects

The primary goal of street improvements is to provide a safe and efficient driving environment, quality road surfaces, and improved traffic operations through lane configurations and intersection designs. Intersections at the following locations will need to be improved to accommodate expected traffic demands. These improvements will include upgraded traffic control, signals and signal timing, turning lanes, and through lane configurations.

a. Priority of Intersection Improvements

Intersection improvements have been divided into three tiers based on priority, with the most important and immediate improvements classified as Tier 1. In each individual tier, the City's existing monitoring program will determine exactly which projects are implemented first during the biannual CIP program review. The intersection numbers correspond to the numbering system provided in Appendix B – Traffic Impact Analysis, prepared by Kimley-Horn and Associates, Inc.

1) Tier 1 Improvements

- *#1 Bay Boulevard/I-5 Southbound Ramp/E Street*
- *#2 I-5 Northbound Ramp/E Street*
- *#7 Third Avenue/E Street*
- *#16 Third Avenue/F Street*
- *#21 Third Avenue/G Street*
- *#24 I-5 Southbound Ramp/H Street*
- *#25 I-5 Northbound Ramp/H Street*
- *#26 Woodlawn Avenue/H Street*
- *#27 Broadway/H Street*
- *#28 Fifth Avenue/H Street*
- *#29 Fourth Avenue/H Street*
- *#44 Fourth Avenue/SR-54 Eastbound Ramp*

2) Tier 2 Improvements

- *#34 Broadway/SR-54 Westbound Ramp*
- *#61 L Street/Bay Boulevard*
- *#63 Bay Boulevard/I-5 Southbound Ramp*
- *#64 Industrial Boulevard/I-5 Northbound Ramp*
- *H Street from four lanes to six lanes from I-5 to Broadway*

3) Tier 3 Improvements

- *#13 Broadway/F Street*
- *#45 Fourth Avenue/Brisbane Street*
- *#57 Second Avenue/D Street*

5. Parking Systems – Policy Initiatives

The primary goal of the parking policy is to provide ample, convenient and dependable public parking facilities at three primary locations within the Urban Core:

- *The Village District*
- *H Street Transit Focus Area (TFA)*
- *E Street TFA*

These areas will likely be parking districts designed to assist the private sector in minimizing the provision of on-site parking and providing ample parking for users in each of these areas.

a. *In five years, or sooner upon identification of need, prepare an update to the parking district in the Village District. This analysis shall address the phased provision of additional public parking including:*

   1) *Maintaining the equivalent of existing public spaces through shared parking and parking management initiatives,*

   2) *Provision of short-term off-street surface parking facilities,*

   3) *Provision of selected long-term parking structures in this District, and*

   4) *Updating the in-lieu fee program.*

b. *In five years, or sooner upon identification of need, prepare a parking analysis that addresses the following for the H Street and E Street TFAs:*

   1) *Maintaining the equivalent of existing public parking through shared parking and parking management initiatives,*

   2) *Provision of short-term off-street surface parking facilities,*

   3) *Provision of selected long-term parking structures in this District, and*

   4) *Determining the appropriateness of an in-lieu fee program.*

G. Urban Amenity Improvements

The Specific Plan provides policy and design guidance on urban amenities with the primary goal of achieving a physically enhanced and visually attractive urban environment that is a desirable destination within Chula Vista.

1. Streetscapes - Capital Projects

a. *Prepare streetscape master plans for selected streets in the Urban Core. Master plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. Streetscape master plans should address the following elements:*

   1) *Coordination with adjacent infill development in order that street widening and urban design amenities can be incrementally implemented, to the extent feasible, concurrent with new development projects.*

   2) *Coordinated design with street improvement projects, including intersection, infrastructure, and mid-block and crosswalk designs.*

   3) *Detailed designs and materials specifications for all sidewalk areas, including paving, street furnishings, street trees, decorative street lights and other elements.*

   4) *Street master plans should be prepared for the following areas:*

      a) *Third Avenue between E Street and H Street*

      b) *Broadway between C Street and L Street*

      c) *H Street between I-5 and Del Mar Avenue*

      d) *F Street between I-5 and Del Mar Avenue*

      e) *E Street between I-5 and Del Mar Avenue*

b. *Prepare plans for the I-5 overcrossings that include enhanced sidewalk paving, decorative lighting, street furnishings, public art, and other elements. Coordinate the designs with gateways and streetscape plans for these areas. Plans should be prepared for the following locations:*

   1) *H Street*

   2) *F Street*

   3) *E Street*

2. Gateways - Capital Projects

Prepare detailed design plans for selected gateways in the Urban Core. Gateway plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. The gateway plans may be developed and implemented as part of private development occurring at gateway locations. Plans should be prepared for the following locations:

a. Primary Gateways

1) *I-5 and E Street*
2) *I-5 and H Street*
3) *Third Avenue and E Street*
4) *Fourth Avenue and C Street*

b. Secondary Gateways

1) *I-5 and F Street*
2) *Third Avenue and H Street*

3. Wayfinding - Capital Projects

Prepare a wayfinding directional sign program for the Specific Plan area. The program should include incorporation of the City logo or other Urban Core identity brand, informational and directional sign designs to facilities such as public parking, public facilities and other important destinations. The program should include sign hierarchy and conceptual designs, should be prepared with community involvement, and should be consistent with the guidelines and recommendations of the Specific Plan. Actual capital projects will depend on the resulting plan or sign program.

4. Public Art - Policy Initiatives

Complete the art in public places program and implement through project review on individual developments and various public improvement projects.

5. Storefront/Facade Improvements – Policy Initiatives and Capital Projects

a. Policy Initiatives

1) *Update the storefront façade improvement program in the Village District.*

2) *Prepare a new storefront façade improvement program for the Urban Core District along Broadway.*

b. Capital Projects

- *Fund storefront and façade improvement projects through the provision of grants in compliance with the adopted program.*

H. Additional Community Improvements

The Specific Plan provides policy guidance on a range of public facilities and services with the primary goal of providing excellent facilities and services for the Urban Core residents and visitors. Inherent in this goal are initiatives that serve to produce additional park space; adequate and efficient use of public schools, plazas, and paseo systems; and upgraded utilities and infrastructure.

1. Parks

Pursue park opportunity sites within the Urban Core. Each potential park site should be located as specified in the updated Parks and Recreation Master Plan. Each park should contain facilities as required by the Parks and Recreation Master Plan update. The following are general areas for park improvements in the Urban Core:

a. *Lower Sweetwater Community Park (approximately 15 to 20 acres)*

b. *Memorial Park Annex (approximately 3 to 5 acres)*

c. *Park west of Broadway (approximately 12 to 15 acres)*

2. Plazas - Capital Projects

Pursue plaza improvement projects, with amenities as outlined in this Specific Plan, in conjunction with new development at the general locations shown on Figure 8.69 of Chapter VIII - Public Realm Design Guidelines.

3. Schools - Policy Initiatives

Coordinate with Chula Vista Elementary School District (CVESD) and the Sweetwater Unified High School District (SUHSD) to determine the need for additional school facility space as outlined Chapter IX – Infrastructure and Public Facilities.

4. Sustainable Development - Green Building Demonstration

The recently established National Energy Center for Sustainable Communities (NECSC) will serve as a tremendous resource to the City throughout the life of the Specific Plan. In partnership with the NECSC, the City will look to generate grant funding specific to the Urban Core that will support commitments from developers to undertake a green building demonstration program. Through existing agreements and future development programs, the City will target the Urban Core to create an urban model for sustainable community development.

A new resource guide could be developed which includes expanded sustainability goals, design principles and tools for designing and building in a mixed-use or urban development market. A Resource Guide for Sustainable Urban Development could expand upon the Environmental Sustainability Goals and Design Principles included in Chapter VII - Design Guidelines and help establish a framework for the creation of a sustainable Urban Core.

I. Key Short-Term Demonstration Projects

The following section identifies key short-term projects or programs that should be undertaken to demonstrate the potential growth and improvements facilitated by the Specific Plan. These particular projects/programs have been selected to create a synergistic approach to revitalization in one of the most critical areas within the Urban Core, the Village District. The projects/programs address private investment in new urban infill residential development, public investment along a major pedestrian and business corridor, and public/private investments to enhance existing businesses that are expected to remain in the short-mid term.

1. Pursue Immediate Redevelopment of Opportunity Sites

Redevelopment of key underutilized sites, particularly within the Village District, with new mixed-use developments should be pursued immediately to set the momentum for other new development in the Urban Core. This initial activity would begin to put more "feet on the street" and create the catalyst necessary for adjoining commercial uses to really thrive and allow an active urban environment to evolve.

A number of sites have already been identified and may present unique opportunities for public/private partnerships. Several of the sites are City owned and are either vacant or used as surface parking lots, providing readily available land resources, thus streamlining the development process. The process, review, and development of these, or other sites, would demonstrate the positive enhancements provided by key elements of the Specific Plan.

In addition, because the area is within a designated redevelopment project area, the new development would provide an almost immediate enhanced revenue stream through new tax increment. In return, this new revenue could be invested in key public improvements and urban amenities within the redevelopment project area. Focus on the Village District is critical in order to realize the benefits of new tax increment within the limited timeframe remaining for the existing Town Centre I Redevelopment Plan.

2. Third Avenue Streetscape Master Plan and Improvements

Chapter VIII - Public Realm Design Guidelines provides the more detailed engineering design of physical streetscape improvements of major streets throughout the urban core. A focused effort to develop a streetscape master plan and improvement plans for Third Avenue between E Street and G Street should be undertaken as a priority action. Third Avenue was selected as a priority due to its location as the traditional center of the Urban Core and the

ability to build upon and integrate the revitalization efforts described above under Section 1. Pursue Immediate Redevelopment of Opportunity Sites. The effort should include:

a. *Involvement of the Downtown Business Association;*

b. *Development of a work program and request for proposals;*

c. *Using the public realm design guidelines in Chapter VIII as a basis, further develop detailed design plans, localized pedestrian and vehicular circulation, and street improvement plans;*

d. *Prepare Plans, Specifications and Estimates (PS&E) along with an implementation/phasing strategy for improvements; and*

e. *Community participation with both area businesses and residents.*

3. Improve Existing Storefront Renovation Program

Over the last several years, the City has implemented a storefront renovation program that has had mediocre impacts on enhancing the existing and future face of the Village District's commercial corridor. While improvements were made "one storefront at a time", the results were often overshadowed by adjoining properties that had not taken advantage of the program. Therefore, it is recommended that the existing program be revamped to better leverage public funds with private investments to promote business retention and growth and augment other revitalization efforts..

The program could be redesigned to have a greater impact along the main shopping corridor by instead improving a number of businesses located cohesively or clustered together. By treating several properties in a row, the architectural enhancements present a greater visual impact to pedestrians, cyclists, and auto traffickers.

The initial pilot program should be focused on the Village District's Third Avenue commercial corridor and the Broadway commercial corridor. Improvements that should be considered include new storefront signs, awnings, windows, and paint. Restoration of vintage signs representative of significant periods of history in the urban core may also contribute positively to the pedestrian and vehicular streetscape. Program development and implementation should be pursued and include incentivized financing options for participants.

J. Infrastructure Financing Mechanisms and Funding Sources

The following is a list of commonly used mechanisms to fund public facilities. The City of Chula Vista may currently be utilizing some of these mechanisms, but there may be opportunities for better leveraging of funding or for pursuing new funding sources.

1. Redevelopment Funds.

The majority of the Urban Core includes areas within various Redevelopment Project Areas.

a. Tax Increment Financing (TIF).

Tax increment financing is the increase in property tax revenues resulting from an increase in assessed property values that exceed base year values. Within a redevelopment project area, the Redevelopment Agency collects a substantial majority of the tax increment financing monies accrued in the project area. All tax increment monies generated and adopted in redevelopment project areas are allocated among four basic public uses: schools, neighborhood improvements, affordable housing, and other public agencies. This funding source provides a critical means to revitalization and public improvement activities by enabling redevelopment agencies to issue tax increment bonds without using general fund monies or raising taxes.

b. Set Aside Funds.

State law requires that at least 20 percent of all tax increment financing dollars accrued within a redevelopment project area must be set aside and "used by the agency for the purposes of increasing, improving, and preserving the community's supply of low- and moderate-income housing ..." (Health and Safety Code §33334.2(a)). The set aside funds must be held in a separate Low and Moderate Income Housing Fund until used, along with any interest earned and repayments to the housing fund (§33334.3). The set aside funds may be used inside or outside of the project area but must benefit the project area. Use of set aside funds for the purposes of increasing, improving, and preserving the community's supply of low- and moderate-income housing may include, but is not limited to, the following:

1) *Acquisition and donation of land for affordable housing;*
2) *Construction and rehabilitation of affordable housing units;*
3) *Financing insurance premiums for the construction and rehabilitation of affordable housing units;*

4) *Providing subsidies to, or for the benefit of, extremely low, very low, and lower income households as well as persons and families of low or moderate income;*

5) *Paying principal and interest on bonds, loans, advances or other indebtedness and financing or carrying charges;*

6) *Maintaining the supply of mobile homes; and*

7) *Preserving "at risk" affordable housing units threatened with imminent conversion to market rate units.*

2. Community Development Block Grants (CDBG)

CDBG are a Federal grant program administered by the U.S. Department of Housing and Urban Development. CDBG are administered on a formula basis to entitled cities, urban counties and states to develop viable urban communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for low- and moderate-income individuals. The Urban Core includes areas within the required low and moderate census tracts. Eligible activities that may be proposed for funding include, but are not limited to, housing, economic development, and public facilities and improvements.

3. Business Improvement Districts

Business Improvement Districts (BID) or Property and Business Improvement Districts (PBID) are mechanisms for assessing and collecting fees that can be used to fund various improvements and programs within the district. There are several legal forms of BIDs authorized by California law. The most common types are districts formed under the Parking and Business Improvement Act of 1989. Business Improvement Areas (BIAs) formed under the 1989 law impose a fee on the business licenses of the businesses operating in the area, rather than the property owners. The collected funds are used to pay for the improvements and activities specified in the formation documents. A similar assessment procedure was authorized by the Property and Business Improvement District (PBID) Law of 1994. The distinction is that the PBID makes the assessment on the real property and not on the business. A PBID is currently in operation in the Village area. Other areas of the Specific Plan may also be ideally suited for BID funding.

The range of activities that can potentially be funded through BIDs and PBIDs is broad, and includes parking improvements, sidewalk cleaning, streetscape maintenance, streetscape improvements (i.e., furniture, lighting, planting, etc.), promotional events, marketing and advertising, security patrols, public art, trash collection, landscaping and other functions. Generally speaking, the

BID format works well for marketing and other programmatic activities that serve to directly benefit area businesses (i.e., tenants), whereas a PBID may be more appropriate for permanent physical improvements that stand to improve property values in the area. Given the size and diversity of the Specific Plan area, it may be appropriate for separate BIDs or PBIDs to be formed for different regions within the plan area. In this way, the collected funding could be more specifically targeted to the unique improvement and programmatic needs of each district.

4. Development Impact Fees

Property tax limitations imposed by Proposition 13, resulting in the decline in property taxes available for public projects, has led local governments to adopt alternative revenue sources to accommodate public facility and infrastructure demands resulting from growth. Development Impact Fees is one of those sources. AB 1600 (Cortese), which became effective on January 1, 1989, regulates the way that impact fees are imposed on development projects. Impact fees are one-time charges applied to offset the additional public facility provision costs from new development. This may include provision of additional services, such as water and sewer systems, roads, schools, libraries, and parks and recreation facilities. Impact fees cannot be used for operation, maintenance, alteration, or replacement of existing capital facilities and cannot be channeled to the local government's discretionary general funds. Impact fees cannot be an arbitrary amount and must be explicitly linked to the added cost of providing the facility towards which it is collected.

The City of Chula Vista already has a range of impact fees that are updated periodically. It is important, however, to realize that there are two primary aspects of capital costs (based on which impacts fees are collected) – land costs and building costs. Though the latter can be estimated at a citywide level and adjusted periodically using appropriate inflation factors, land cost estimation is more complicated, especially when one considers significant variations in land values within the city and the necessity to provide land intensive public facilities, such as parks. As a result the land acquisition component of a standardized impact fee may not be consistent with the true costs involved.

5. TransNet

In 1987, voters approved the TransNet program – a half-cent sales tax to fund a variety of important transportation projects throughout the San Diego region. This 20-year, $3.3 billion transportation improvement program expires in 2008. In November 2004, 67 percent of the region's voters supported Proposition A, which extends TransNet to 2048, thereby generating an additional $14 billion to be distributed among highway, transit, and local road projects in approximately

equal thirds. In addition, it will support a robust public transportation system, including new Bus Rapid Transit services and carpool/managed lanes along many of the major freeways. Two percent of the available funds will be earmarked annually for bicycle paths and facilities, pedestrian improvements, and neighborhood safety projects. The San Diego Association of Governments (SANDAG) sets the priorities and allocates TransNet funds.

6. Grant Funding

A variety of funding options are available though Federal, state and local grant programs. Many of the grant programs target urban revitalization efforts, smart growth enhancements, and transportation planning and are provided on a competitive basis. Current grant programs, such as the Smart Growth Incentive Pilot Program administered through SANDAG, can provide significant funding towards projects that result in furthering smart growth approaches, such as the elements embodied in the principles of the Specific Plan.

7. General Fund

The City receives revenue from a variety of sources, such as property taxes, sales taxes, fees for recreation classes and plan checking. Revenue can be generally classified into three broad categories: program revenue, general revenue and restricted revenue. Depending on the revenue source, the General Fund may be used for a variety of purposes, such as capital improvement projects or streets, sewers, stormdrains and other infrastructure maintenance improvements.

8. Other Funding Sources

Examples of other funding sources that may be considered to assist in the implementation of the community benefits outlined in this chapter include Ad Valorem Property Taxes, the Sales and Use Tax, the Business License Tax and the Transient Occupancy Tax.

K. Community Benefit Analysis

In addition to facilities and amenities outlined by this chapter, as development proceeds in the Urban Core the specific contributions of each project to the community shall be analyzed. Each discretionary project application shall be accompanied by a memorandum form statement of the applicant outlining both the obligatory contributions of the project (in the form of fees, revenue streams and direct facilities construction), and any further voluntary contribution to the community. Voluntary contributions may take the form of:

- *Design features of the project, which meets some particular community need or environmental goal*
- *Programs associated with the project which may benefit Chula Vistans directly or indirectly*

It is not the intent of this section that the Community Benefit Analysis be used as criteria for approving or disapproving projects pursuant to this Specific Plan. Rather, the analysis will provide an ongoing framework for citizens to understand features of the project that positively contribute to Chula Vista in ways beyond its physical design.