# TABLE OF CONTENTS

**1.0 INTRODUCTION** 1

1.1 Purpose and Scope 1
1.2 Implementing the Vision and Themes 1
1.3 Relation to Other General Plan Elements and Policies 1

**2.0 GOAL** 2

**3.0 PLANNING FACTORS, OBJECTIVES, AND POLICIES** 3

3.1 The Regional Setting 3
3.2 Economic Development In Chula Vista 3
Figure 6-1: Employment Land Areas 4
3.2.1 Diverse Economic Growth In the City 5
3.2.2 Jobs/Housing Balance 6
3.2.3 Growth of Small Business 7
3.2.4 Promoting Technology 8
3.2.5 International Trade 9
3.2.6 Tourism and Recreation Opportunities 10
3.2.7 Connection Between Eastern and Western Chula Vista 11
3.2.8 Marketing and Image Enhancement 13
3.2.9 Community and Neighborhood Commercial Development 14
3.2.10 Supporting Physical Infrastructure 15
3.2.11 Workforce Development 16
3.2.12 Government Leadership, Organization, and Services 18

# 1.0 INTRODUCTION

## 1.1 Purpose and Scope

The Economic Development Element establishes policies to ensure the long-term vitality of the local economy. The purpose of the element is to help develop and guide employment and business ownership opportunities in Chula Vista, and encourage appropriate economic and business development in the City. It promotes a sustainable local economy to benefit present and future generations without detrimentally affecting resources. This Economic Development Element is designed to favorably influence the types of jobs that will be created and retained, and the balance between employment and housing.

## 1.2 Implementing the Vision and Themes

The Vision for Chula Vista reflects the desire of the City to improve the community and meet the opportunities and challenges that lie ahead. To achieve this Vision, the City recognizes that its prosperity depends upon its people, their skills, and a competitive and healthy workplace. Chula Vista continues to expand its local economy through providing a broad range of business, employment, and housing opportunities that support an excellent standard of living and improve the ability for residents to live and work locally. A full discussion of our vision and eight themes is found in Chapter 4 of this General Plan. This Economic Development Element focuses on and develops Theme 2, Healthy and Sustainable Economy, of those Vision Themes.

## 1.3 Relation to Other General Plan Elements and Policies

The Economic Development Element is directly related to the Land Use and Transportation Element through the distribution of land uses, including housing, industry, and business areas. Sufficient land is assigned for commercial and manufacturing enterprises, considering needs such as access and customer populations. The Housing Element includes policies that promote suitable housing to maintain desirable jobs/housing balance. Finally, the Economic Development Element is related to the Public Facilities and Services Element and the Growth Management Element with regards to providing appropriately timed facilities and achieving overall fiscal health.

# 2.0 GOAL

The overall goal of the Economic Development Element is to:

Maintain and enhance a high quality of life for the City's residents by developing and sustaining a healthy, strong, and diverse economic base.

# 3.0 PLANNING FACTORS, OBJECTIVES, AND POLICIES

There are several planning factors involved in achieving the goal of the Economic Development Element. Such factors are discussed in Sections 3.1 - 3.2.12 of this element. Each factor has a least one objective, or focused goal, and each objective has at least one policy, which describes how the City will meet the objectives.

## 3.1 The Regional Setting

The economic fortunes of Chula Vista are tied to those of the San Diego region, and particularly to those of south San Diego County. In the 1980s, the region began moving to diversify the economy and encourage the growth of technology companies. As a result, the region's core industry sectors include leading centers for biotechnology, communications, and software development. The South County Economic Development Council (SCEDC) is a non-profit organization, formed in 1989 by a group of business and community leaders. SCEDC objectives/goals within the south county region include: encourage private investment; promote diversified residential and overall business development; publicize the cultural, educational, social, and geographical opportunities of the area; and serve as an advocate for the area's public and private interests. Chula Vista's unique location near the U.S./Mexicoborder is key to developing partnerships with Baja California.

*Chula Vista is a leader in fostering small and emerging business networks and technological alliances that create a diversified, ever-growing economic base.*

## 3.2 Economic Development in Chula Vista

During the 1990s, employment in nearly all industries grew robustly in Chula Vista. The most recent forecast by the San Diego Association of Governments (SANDAG) is that employment in Chula Vista will continue to grow, increasing by nearly 50% between 2000 and 2030 (SANDAG, December 2003). By proactively linking technology and trade opportunities, Chula Vista provides a rich environment for corporate headquarters; high-tech research, development and production centers; and importers/exporters serving Mexico and the Pacific Rim. Chula Vista is a leader in fostering small and emerging business networks and technological alliances that create a diversified, ever-growing economic base.

# Employment Land Areas

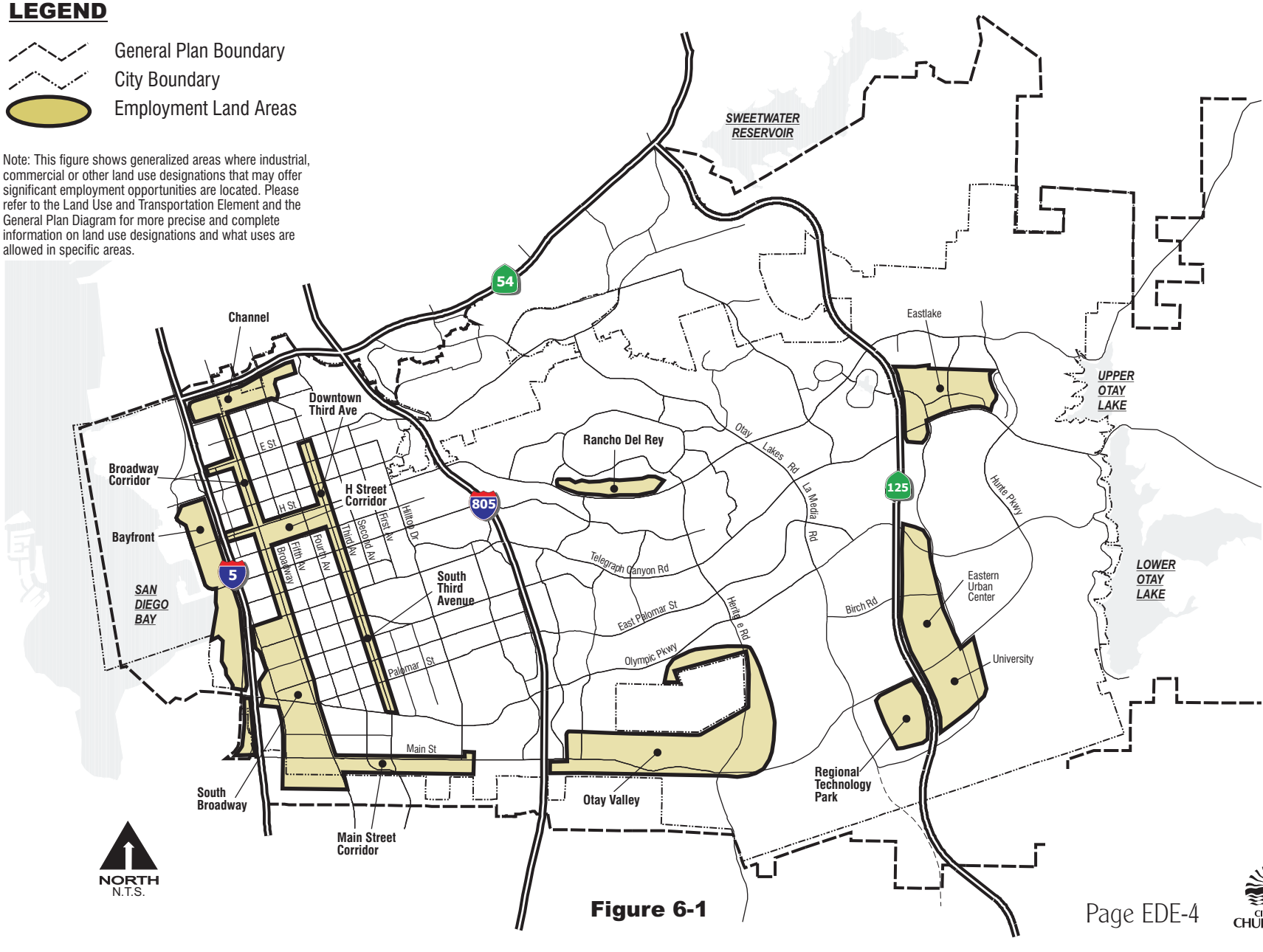


**Figure 6-1**



CITY OF CHULA VISTA

Employment land, or land designated for commercial, industrial and other non-residential or open space use, is concentrated in three principal areas: the tideland area, the Montgomery area, and the Otay Valley area. Emerging industrial development is underway in the eastern portion of the City, including areas of Eastlake and Otay Ranch. The smallest businesses (those with fewer than nine employees) are largely found west of Interstate 805, concentrated in the Third Avenue District, the Broadway corridor, and Main Street. Employment land areas are shown in Figure 6-1.

### 3.2.1 Diverse Economic Growth In the City

Diverse business interests are already present in the City of Chula Vista. Industrial and retail sectors have expanded, in recent years, to keep pace with population increases. As the City continues to grow and attract new residents from throughout the region, the need for growth in the economic sector will remain strong. Chula Vista has the opportunity to capture demand for technology and manufacturing space; increased office space; professional services; and shopping.

## Objective - ED 1

Provide a diverse economic base for the City of Chula Vista.

## Policies

**ED 1.1** Market the diverse economic opportunities in the City. Target and attract industries and businesses that contribute to diversification and stabilization of the local economy.

**ED 1.2** Provide sufficient tracts of land at a variety of sizes available for industrial and commercial uses in order to provide a stable economic base.

**ED 1.3** Encourage the preservation and expansion of existing industrial uses in areas designated as industrial.

**ED 1.4** Increase the supply of land for non-retail employment through the designation of land to accommodate a regional technology park; a future business park; industrial or business park space; and development of a multi-institutional university center.

**ED 1.5** Consider fiscal implications of General Plan amendments that propose changes to industrial and commercial lands.

**ED 1.6** Promote economic development that fosters job availability, economic revitalization and tax revenues.

## 3.2.2 Jobs/Housing Balance

Currently, many Chula Vista residents commute out of the City for employment, contributing to local and regional traffic congestion and air pollution. It is essential to the City's job creation goals that areas for business park, office, and retail development are designated, properly zoned and entitled. In the same manner, it is equally important that areas of the City are properly zoned for a variety of housing types, from multi-family units to estate development. Providing a variety of jobs with differing income opportunities and a variety of housing types helps Chula Vista remain competitive in the regional marketplace in terms of location, amenities and costs. It also assists the City in attracting new, targeted businesses to provide a diverse and ample employment base for Chula Vista residents.

## Objective - ED 2

Maintain a variety of job and housing opportunities to improve Chula Vista's jobs/housing balance.

# Policies

**ED 2.1** In the State Route 125 commercial corridor, plan and facilitate a Regional Technology Park and development that generates regional-serving retail and service jobs.

**ED 2.2** Facilitate increased employment densities near transit stations and routes.

**ED 2.3** Pursue a diverse supply of housing types and costs, as well as a diverse supply of jobs with varying income potential, to balance local job and housing opportunities.

**ED 2.4** Encourage home-based businesses, as permitted by the Chula Vista Zoning Ordinance, where operations are compatible with the surrounding neighborhood.

**ED 2.5** Encourage mixed use projects where retail, commercial and office development is developed with residential opportunities on the same lot site or in the same building.

**ED 2.6** Leverage economic development incentives to provide high quality jobs for Chula Vista residents.

### 3.2.3 Growth of Small Business

A significant source of new jobs in a local economy is typically the community's existing small businesses. The success of small local businesses is important to diversify and invigorate the local economy. These firms can also grow into larger employers. It is important to have a long-term economic strategy that focuses efforts on identifying and assisting the community's existing and potential high-growth, job-creating firms. Their success can lead to a stronger economy and one that is increasingly driven by locally owned companies, rather than one that is dependent on decision-making from remote locations.

## Objective - ED 3

Retain and grow a mix of economically sustainable small and mid-sized industries and businesses.

## Policies

**ED 3.1** Encourage, through technical assistance and financing, the attraction, retention, and expansion of small- and medium-size firms with good growth potential.

**ED 3.2** Identify and mitigate, where appropriate, obstacles to the formation and expansion of local business.

**ED 3.3** Implement programs to support local businesses, and market Chula Vista as an ideal location for business development and growth.

**ED 3.4** Ensure the provision of adequate land and appropriately sized parcels for small industries and start-up businesses.

**ED 3.5** Provide for ancillary commercial development in business parks, such as banks and restaurants, in order to provide amenities for future tenants.

**ED 3.6** Encourage and facilitate a diversity of the type of small businesses established in proximity to one another so as to avoid redundancy of uses within a single block, commercial mall, or neighborhood, but do not preclude clusters of mutually supportive businesses such, as found in a "restaurant row".

## 3.2.4 Promoting Technology

Chula Vista has had success in attracting electronics, defense, and transportation industries, and can build upon these efforts. Opportunity exists in recruiting the biotech, bio-med, telecommunications, and software industries, as well. Establishment of technology schools, as well as a multi-institutional university center, will aid the City in seeding technology parks and industries, potentially in the form of a regional technology park (RTP). The concept of an RTP is to facilitate development of a business and industrial park large enough to accommodate research and production for the emerging high-technology and biotechnology sectors. By attracting technology industries to Chula Vista, the City can create desirable jobs for its residents, resulting in higher per capita incomes; more discretionary income to spend on local goods and services (generating more local tax revenues for public services); and more income to invest in local improvements and amenities. This, in turn, will help continue to raise the community's overall standard of living.

## Objective - ED 4

Become a center for applied technology innovation.

## Policies

**ED 4.1** Publicize the economic and social benefits of industry, emphasizing the health of the Chula Vista economy, the "high-tech" dimensions of industry, and the community value of well-paying, high-benefit industrial employment.

**ED 4.2** Maintain land sufficient for the long-term location of a minimum 125 to 200-acre Regional Technology Park in eastern Chula Vista (which may include portions of Otay Ranch).

**ED 4.3** Adopt a master plan for the City's bayfront, in cooperation with the San Diego Unified Port District, that analyzes the feasibility of creating a Research Development Park or a Regional Technology Park at that location, in conjunction with other visitor serving uses.

**ED 4.4** Continue to recruit and promote the establishment of a multi-institutional university center, as well as research and development facilities that promote technology.

## 3.2.5 International Trade

The importing and exporting of goods is critical to the region's economy. Chula Vista is in the center of the binational, San Diego/Tijuana metropolitan area. Because of the City's proximity to the US/Mexico border, the busiest border crossing in the world, and its position on the Pacific Rim, Chula Vista is uniquely situated to capitalize on cross-border and international trade. Several Pacific Rim-related firms, including Hitachi and Dai-Nippon, are located in Chula Vista. Future business attraction and recruitment strategies should continue to focus on the City's distinct locational advantage, and on targeted export/import and maquiladora ("twin plant") firms.

## Objective - ED 5

Promote cross-border and international trade.

## Policies

**ED 5.1** Develop and implement programs designed to attract regional and cross-border expenditures and, thus, generate sales and other tax revenues for the City.

**ED 5.2** Support infrastructure improvements along the border region.

**ED 5.3** Identify, monitor and proactively assist local firms involved in international trade.

**ED 5.4** Develop and support clusters of Pacific Rim-affiliated, international firms.

**ED 5.5** Support development of Chula Vista as an export city, capitalizing on the City's bayfront location and on its proximity to the international border to create a niche for export businesses and industries.

**ED 5.6** Coordinate with federal, state and local entities to position the City to take advantage of existing and future free trade agreements, including NAFTA, European Union, and Pacific Rim agreements.

**ED 5.7** Promote social, regional and economic cohesion and build stable, sustainable cross-border economic development.

### 3.2.6 Tourism and Recreation Opportunities

Regional-serving retail centers, hotels, and attractions bring new wealth into a community, create numerous jobs, and help diversify the local economic base. Local investment in these types of venues can also contribute to the quality of life for local residents. A high quality of life, in turn, is essential to attracting targeted technology businesses to the City. Based upon its current venues and the attraction and development of

additional ones, Chula Vista has the opportunity to build upon its reputation as a growing, progressive community within south San Diego County, and to establish itself as the recognized hub for leisure; recreation; shopping; and entertainment throughout the entire region.

## Objective - ED 6

Become the hub for leisure and recreational activities, shopping, and entertainment in south San Diego County.

## Policies

**ED 6.1** Pursue actions to support development of tourism in the City.

**ED 6.2** Plan and develop a commercial-recreation zone in the Otay River District. Consider sites for commercial recreation, a golf course, or other low-impact recreation uses near the existing water park and amphitheatre.

**ED 6.3** Through subsequent planning programs, develop and promote various portions of the City, including the Chula Vista Bayfront; the Third Avenue District; Eastlake; and the area surrounding Otay Lakes as regional visitor destinations that could include hotels, meeting spaces, and conference facilities.

**ED 6.4** Plan and develop regional-serving commercial centers in identified areas throughout the City.

**ED 6.5** Attract upscale restaurants in strategic locations of the City, including the regional-serving visitor and commercial centers.

**ED 6.6** Promote the City's natural amenities to visitors. (See also Objective E 13 and Policy E 13.1 in the Environmental Element regarding ecotourism.)

### 3.2.7 Connection Between Eastern and Western Chula Vista

From the mid-1970's to present, Chula Vista has experienced enormous investment in new, master-planned communities. However, certain portions of the City's older west side present ripe

opportunities for focused reinvestment in physical, commercial, and social infrastructure. Focused reinvestment in Western Chula Vista will encourage all of the City's residents to shop, recreate, and socialize throughout all areas of the City and will facilitate greater commercial and social interchange between segments of the City. Achieving this objective will help the City retain a greater share of sales tax dollars spent by local residents, better use of existing commercial areas, and create a more cohesive, fiscally sound, and well-balanced city.

## Objective - ED 7

Develop a strong land use and transportation link between the downtown urban core, bayfront, southwestern, and eastern areas of the City to support economic development throughout.

## Policies

**ED 7.1** Improve traffic flow and transportation linkages between the downtown, bayfront, southwestern and eastern areas of the City. Add additional travel lanes where warranted, revise signal timing to improve traffic flow, and consider additional freeway crossovers, where necessary.

**ED 7.2** Link activity centers through strong public transportation and combined land uses that encourage multi-purpose trips.

**ED 7.3** Improve existing districts and uses in western Chula Vista that will attract residents citywide.

**ED 7.4** Develop activities in eastern Chula Vista that will attract residents citywide.

**ED 7.5** Encourage citywide-serving institutions, south county sub-regional governmental agencies, and cultural and performing arts facilities to locate primarily in the downtown/urban core area or Eastern Urban Center, as deemed appropriate for specific facilities, making them destinations for all City residents.

## 3.2.8 Marketing and Image Enhancement

The competition to attract jobs is fierce throughout the region, state and nation. Corporate site selection is a highly competitive arena that requires a city to take a very proactive and highly visible approach. To effectively market itself, a community must understand its assets and be able to clearly and effectively articulate them. Quality of life factors, proximity to markets, operating costs, and incentives, all need to be effectively conveyed to gain the attention of companies seeking to relocate or expand. Conveying an updated, positive image is important as Chula Vista continues to attract and recruit industries whose owners and employees demand a high-quality working and living environment. An aggressive business outreach effort that educates the general public, business, real estate, and investment communities about Chula Vista's amenities is needed. The effort should highlight the community's award-winning master-planned developments; new regional attractions; emerging technology clusters; revitalization efforts; and business opportunities.

## Objective - ED 8

Develop and maintain a City-wide image that promotes the City's assets.

## Policies

**ED 8.1** Develop; fund; implement; and maintain an image enhancement and marketing plan for the City. Coordinate with local, south county, and regional promotional, image enhancement and marketing efforts.

**ED 8.2** Facilitate identification of activity areas throughout the City to aid in promoting recognizable destinations for shopping, recreating, and business.

**ED 8.3** Designate the location, function, and characteristics of primary City gateways and key corridors, and enhance them to make them attractive and inviting.

## 3.2.9 Community and Neighborhood Commercial Development

Commercial development throughout the older parts of Chula Vista has historically grown to serve surrounding neighborhoods. Community and neighborhood-focused development helps meet local needs and helps keep local spending in the community. A major challenge facing the City is how to maintain the unique character and business mix in these established parts of Chula Vista, as well as in other parts of the City, in the face of rising property values and increasing pressure for more regional-serving commercial providers. Projects that incorporate residential and commercial uses on a single development site or in a single building, as well as projects that incorporate pedestrian and transit-friendly design features will help create a more urban character for Chula Vista and its residents in selected areas.

### Objective - ED 9

Develop community-serving and neighborhood uses to serve residents and visitors, alike.

## Policies

**ED 9.1** Provide for community and neighborhood commercial centers in areas convenient to residents. These centers should complement and meet the needs of the surrounding neighborhood through their location; size; scale; and design. The neighborhood concept of providing pedestrian, bicycle, and other non-motorized access should be encouraged.

**ED 9.2** Plan and develop the downtown urban core, bayfront, and Eastern Urban Center areas to strengthen their positions as business, cultural, and entertainment hubs of the City. Encourage retail; office; financial; government; and professional uses, as appropriate, to expand the current business mix and increase economic viability as destination points for shopping; work; dining; and entertainment.

**ED 9.3** Encourage the upgrading and/or replacement of older, marginal retail uses along Broadway and Main Street including, as appropriate, the development of professional office and multi-family residential.

**ED 9.4** Develop specific plans, which include an economic component, for areas of the City, including, but not necessarily limited to, the West Main Street; Broadway; South Third Avenue; North Fourth Avenue/Third Avenue "gateway"; E Street; West H Street; and Palomar Street areas. More than one area may be addressed in a single plan, such as the Urban Core Specific Plan.

**ED 9.5** Encourage clustered commercial uses to prevent and discourage strip development. Locate commercial uses at focal points along major arterial streets or expressways and in village core areas.

**ED 9.6** Encourage clustered, smaller scale office and professional uses along major streets and in neighborhood centers in a variety of areas dispersed throughout the community to meet the needs of nearby neighborhoods.

**ED 9.7** Encourage merchants, neighborhood associations and other groups to enhance business districts and meet the needs of adjacent neighborhoods.

## 3.2.10 Supporting Physical Infrastructure

To maintain a vibrant local economy, the City is committed to supporting and providing high-quality infrastructure; exceptional public services; secure and affordable energy supply; and a reliable supply of clean water, in a manner that does not place excessive financial burdens on the business community. Doing so is essential for the overall economic development of the City and for attracting and retaining a healthy mix of businesses.

### Objective - ED 10

Provide infrastructure to support the local economy and attract new business and industry clusters.

## Policies

**ED 10.1** Provide sufficient telecommunication; water; sewer; and other infrastructure capacity to support new business development, including technology and science based industries, while continuing to support the existing business base.

**ED 10.2** Work with regional agencies to develop and implement strategies for public improvements that benefit Chula Vista and all of south county, including, but not limited to: road; transit; energy; water; wastewater; and telecommunications infrastructure improvements.

**ED 10.3** Identify ways to obtain timely funding for public facility and service needs.

**ED 10.4** Define, evaluate and implement quality of life standards that address the provision of exemplary public facilities and services to Chula Vista residents and businesses.

**ED 10.5** Increase commercial and light industrial intensity in appropriate areas to generate higher assessed values and property tax revenues per acre that can be used for public purposes.

## 3.2.11 Workforce Development

Chula Vista's success in becoming a hub of commerce is directly linked with the quality of the local workforce. Chula Vista and south county must possess and produce a workforce that can meet the needs of the City's targeted, technology-based companies, as well as those of existing companies. To ensure a sizable and qualified workforce, Chula Vista will assume a leadership role in organizing public and private partnerships with the educational community to develop comprehensive strategies to address workforce development. Successful workforce development yields net social and economic benefits to the community.

## Objective - ED 11

Promote educational excellence and training to ensure a qualified workforce.

## Policies

**ED 11.1** Promote the establishment of a multi-institutional university center for higher education through the designation of a candidate site and discussions with the appropriate agencies or organizations.

**ED 11.2** Facilitate partnerships with school districts and industry to achieve educational excellence and to create programs that promote and support workforce development.

**ED 11.3** Collaborate with industries and trades regarding curriculum needs that respond to changes in technology and employment trends. Provide labor market information from data sources and industry sectors to local educational institutions and training agencies for adults and youth.

**ED 11.4** Work with job training programs and encourage training for life skills, job readiness and specific target industries.

**ED 11.5** Encourage the opportunity for employment of local residents.

**ED 11.6** Work to facilitate employment by improving transportation; childcare; job training opportunities; and other employment readiness factors. Coordinate efforts with local; state; federal; and private agencies/organizations.

## 3.2.12 Government Leadership, Organization and Services

Professional and effective provision of city services affords a positive impression of the City. It also ensures that business needs are addressed, thereby reducing development costs and time. This helps create a business-friendly environment that encourages and supports the business community, leading to a diversified and thriving local economy. As the demand on city services continues to grow, the City should continue to ensure that its services and materials are provided in an efficient, effective, and friendly manner to further support these efforts. A key element of creating a thriving local business and industrial environment is the development of effective partnerships with public and private economic development interests. Equally important is an effective organizational structure that helps leverage existing community resources.

## Objective - ED 12

Develop and maintain programs and services that address the needs of Chula Vista's business community.

## Policies

**ED 12.1** Continue to foster a city organizational structure that values and rewards quality customer service and promotes a high standard of excellence and professionalism.

**ED 12.2** Continue ongoing communication with the business community at the local; regional; national; and international levels to identify economic development constraints and opportunities.

**ED 12.3** Organize internal operations and community-based advisory groups to provide optimum economic development, growth, and management.

**ED 12.4** Provide economic development incentives that leverage resources to support, develop and fund strategic economic development programs.