Economic Development Department Work Plan

Fiscal Year 2019 - 20

Reaching new heights, together.

CITY OF CHULA VISTA

This is Economic Development.

Economic Development in Chula Vista takes a different form and approach than any other city in San Diego County. The City of Chula Vista's Economic Development Department is organized into three divisions: Economic Development, Real Property Management, and the Office of Sustainability. Together these divisions make up an Economic Development Department that strives to create quality employment, shopping, dining and entertainment opportunities for our residents while increasing City revenues for vital public infrastructure and community services, all with a focus on sustainability.

Our Work Plan has been created with the intention of supporting and strengthening Chula Vista's triple-bottom line: our people, our planet and our prosperity. Economic development is more than just infrastructure, jobs and buildings. It is a pathway to self-sufficient neighborhoods and an economically thriving city with over 270,000 Chula Vista residents. The Department is working to expand business support, improve collaboration and outreach, strengthen economic vitality and drive innovation and sustainability, which are the key themes throughout this document. This year we are reaching new heights, together.

Table of Contents

- Letter from the Director 5
- Department Vision & Mission 8
- Economic Development 11
- Office of Sustainability 16
- Real Property Management 20
- Department Organization Chart 23
- Leadership Profiles.....24
- Acknowledgements.....26
- Key Contact Information.....27

CITY OF
CHULA VISTA

Letter from the Director

Dear Reader:

The City of Chula Vista's Economic Development Department is pleased to present our work plan for Fiscal Year 2019-20. Our Department's mission is to create a sustainable economy by providing the essential resources to businesses and the development community to promote, attract, retain and expand employment opportunities, stimulate the local economy, expand the local sales, transient occupancy and property tax bases; all while maintaining a positive balance between the economy, the environment and the community. This work plan is a concentrated effort to achieve our mission with a focused use of the City's valuable resources.

Numerous key development projects are adding new office, industrial and visitor serving uses that are creating an entirely new future for Chula Vista. Billions of dollars of investment will pour into the community as a result of the following key development projects:

- The fully-entitled 383-acre University-Innovation District;
- The 535-acre Bayfront Development Project featuring a convention center and 1,600 room Gaylord Hotel;
- Millenia, Chesnut Properties' visionary office park development entitled for up to 3 million square feet of office;
- The addition of over 473,000 square feet of industrial and commercial space to Otay Ranch Villages 2 and 3;
- The addition of nearly 100,000 square feet of industrial and commercial space added to west Chula Vista in Sudberry's Otay River Business Park; and
- An exciting surge of revitalization efforts evolving on Third Avenue such as the redevelopment of the iconic Vogue Theater.

"Our work plan has been created with the intention of supporting and strengthening Chula Vista's triple-bottom line: our people, our planet and promoting prosperity and profitability for our local businesses."

It is important that Chula Vista is recognized for its unique assets and is known as a world-class city to live, work, visit and conduct business in. The City's General Plan Economic Development Element dictates our overall goal 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 and promoting a healthy and sustainable community for everyone.***

To uphold this critical mission, the Economic Development Department identifies and pursues the following four focus areas that guide our daily work.

- ***Expanding Business Support***
- ***Improving Collaboration & Outreach***
- ***Strengthening Economic Vitality***
- ***Driving Innovation & Sustainability***

The Department is divided into three divisions: *Economic Development, Real Property Management* and *The Office of Sustainability.* Each project these divisions work on relates back to furthering the progress of each of our strategic focus areas. Within this work plan, each task is connected to a corresponding core focus area. Additionally, in the current economic climate, department staff will continue to play an integral role in addressing the City's revenue side of the fiscal sustainability equation by working together to generate economic prosperity for Chula Vista.

With this information in mind, it is more important than ever to take a mindful approach to *inclusive economic development.* In the innovation economy, it is evident that a rising tide has not lifted all boats. Chula Vista's population is largely Hispanic with 59.5% of the community identifying as Hispanic or Latino. Additionally, 14.7% of community members are Asian and 4.2% are African American (2017 American Community Survey data). As is the case in Chula Vista and throughout the region, the Hispanic population and people of color are glaringly underrepresented in the highest paying industries and occupations. For Chula Vista and the San Diego region to remain competitive, proactive measures to promote economic inclusion must be taken.

The San Diego Regional Economic Development Corporation has taken the lead on addressing this emerging field of inclusive economic development while working towards three main goals:

1. Building a strong talent pipeline;

2. Equipping small businesses to compete; and

3. Addressing the housing affordability crisis.

The City's 383-acre University-Innovation District site sits shovel ready for a multi-institutional university vision to become realized in eastern Chula Vista. Much of the Department's efforts this fiscal year will focus on moving the University effort forward.

Just as the Regional EDC has taken a proactive approach towards inclusive economic development, City staff will be working in partnership with the Regional EDC, South County Economic Development Council (SCEDC) and City leadership to study this concept and define our role as a municipality in fostering inclusive economic development. Our values dictate our priorities and in Chula Vista, we value every resident and business owner. Accordingly, you will notice inclusive economic development as an initiative included within the Economic Development Division's priorities for Fiscal Year 2019-20.

Economic development reaches beyond our department and is also the responsibility of all City staff and residents. We take the lead in collaborating with our internal and external partners with an economic development perspective in all that we do to move the city forward together.

My department and I look forward to working with our community and partners this year through the implementation of this plan as we strive to best serve the City of Chula Vista.

Eric C. Crockett, AICP
Director of Economic Development

Economic Development Department Vision & Mission

Vision: To focus on facilitating real estate development and transactions in retail, commercial and industrial prosperity for today's businesses; supporting innovation and sustainability; assisting new development projects; developing partnerships and opportunities; and continuing the promotion of Chula Vista as an economic catalyst in the South Bay. Economic development efforts strive to create quality work options for residents and increase revenues for vital public infrastructure and services.

Mission: To create a sustainable economy by providing the essential resources to businesses and the development community to promote, attract, retain and expand employment opportunities; stimulate the local economy; expand the local sales and property tax bases; all while maintaining a positive balance between the economy, the environment and the community.

Department Overview

The Economic Development Department is organized into three divisions: *Economic Development, the Office of Sustainability and Real Property Management.* Together these divisions make up an Economic Development Department that protects and promotes the City's triple-bottom-line: people, planet and prosperity - an important framework that encourages Chula Vista to focus on social and environmental concerns in addition to profits and prosperity of the local economy.

The Department strives to create quality employment, shopping, dining and entertainment opportunities for Chula Vista residents while increasing City revenues for vital public infrastructure and community services. This work translates into an enhanced quality of life for Chula Vista residents and visitors to enjoy.

Economic Development

Office of Sustainability

Real Property Management

The Department's goal is to:

"Maintain and enhance a high quality of life for Chula Vista residents by developing and sustaining a healthy, strong and diverse economic base and promoting a healthy and sustainable community for everyone."

- City of Chula Vista General Plan

City of Chula Vista Economic Development Department staff

Supporting Chula Vista's triple-bottom-line: people, planet & prosperity.

Strategic Focus Areas

The Economic Development Department works to uphold the following four strategic focus areas: expanding business support; improving collaboration and outreach, strengthening economic vitality; and driving innovation and sustainability.

1 Expanding Business Support

- Promote an environment for residents and businesses to prosper by providing concierge services and exceptional customer service to all businesses.

2 Improving Collaboration & Outreach

- Actively collaborate with local, regional and bi-national partners to strengthen the region and promote sustainable economic development.

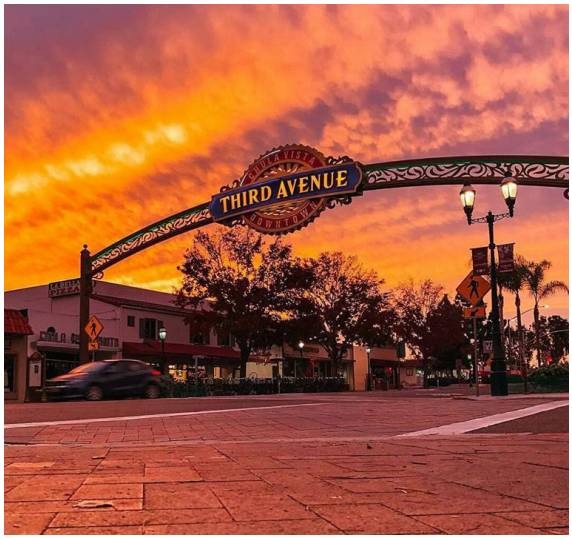
3 Strengthening Economic Vitality

- Foster the economic development efforts of existing assets and key development projects while working to understand the City's role in implementing inclusive approaches to economic development to ensure that all Chula Vista residents can enjoy the community's economic vitality.

4 Driving Innovation & Sustainability

- Create and promote an organizational and community culture of stewardship, innovation and regional action that can lead to community prosperity and future economic gains.

Economic Development Administration



Economic Development staff work directly with businesses, trade and business organizations, stakeholders and internal City departments to facilitate new investment opportunities that create a business-friendly ecosystem within City Hall that supports a stable and thriving economy. To accomplish this, staff plays a catalytic role in leading efforts to move the City's key projects and economic engines forward. These projects include the Chula Vista Bayfront, Millennia in the Eastern Urban Center, the University and Innovation District, the Otay River Business Park, the Third Avenue Village Association and other revenue and job generating uses.

Economic Development staff play a critical role in supporting and furthering the Department's strategic focus areas of:

- **expanding business support;**
- **improving collaboration and outreach;**
- **strengthening economic vitality; and**
- **driving innovation and sustainability.**

FY 2018 -19 Dashboard At-A-Glance

15,302
active business licenses

14,556
active small businesses
(10 or fewer employees)

5,078
home-based businesses

+180%
increase in Expedited Permits
(14 total)

319
online business portal inquiries through OpenCounter

247
online zoning inquiries through OpenCounter

85
direct business assists by staff

$120 million
of value added to Chula Vista from new non-residential buildings and new buildings & structures

Economic Development Division Staff

Dashboard At-A-Glance

98%
of 9.2 million square feet of retail space leased

97%
of 10 million square feet of industrial space leased

93%
of 3.5 million square feet of office space leased

2.6%
increase in Sales Tax Revenue

18%
decrease in Chula Vista's unemployment rate

FY 2018-19 Key Accomplishments:

Staff assisted numerous businesses and directly influenced the creation of new jobs in Chula Vista. This includes helping existing Chula Vista businesses expand like Boochcraft, Novo Brazil and Southcoast Welding, as well as attracting new businesses like Good-Win Racing and Baron's Market. Economic Development staff assists businesses on a number of fronts, including 1) assisting businesses in identifying and securing financial capital and incentives; and 2) providing concierge services so these businesses can better navigate the ministerial and discretionary permitting processes.

- **Baron's Market** is anticipated to open in Otay Ranch Town Center in Fall 2019 in a nearly 20,000 square foot space offering organic, natural and specialty foods at competitive prices. The new grocery store will activate and enhance the mall experience for all shoppers and nearby residents.

- **Novo Brazil** will be opening a 12,000 square foot restaurant, brewery and distillery in Otay Ranch Town Center with more than 300 seats. This vastly expands their footprint in Chula Vista with an expansion of their existing brewery and tasting room on Lane Avenue.

- Economic Development staff welcomed **Good-Win Racing** and assisted them in relocating from a 6,000 square foot facility in Pacific Beach to a 12,000 square foot facility in Chula Vista on Naples Avenue. Staff also assisted in providing access to programs that offset the cost to train new employees, allowing the business to double in size from their previous location.

- **South Coast Welding and Manufacturing** expanded their existing facility with 7,500 square feet of office space and more than doubled their employees from 350 to 780.

- The successful Chula Vista based hard kombucha brewer, **Boochcraft**, chose to invest in a multi-million dollar expansion effort in Chula Vista assisted by staff in 2018. The label on each bottle of hard kombucha shares that the popular drink is brewed and bottled in Chula Vista, CA.

- Staff facilitated the sale of formerly City-owned 224 Third Avenue, adjacent to **the Vogue Theater**, to incentivize the redevelopment of The Vogue into a cutting edge entertainment and event venue to activate Third Avenue and serve as a regional entertainment destination.

Economic Development Work Plan

Strategic Focus Area	Supporting Action	Timeframe	Performance Indicator
Expanding Business Support	Provide exceptional customer service to all businesses including tracking all commercial, industrial and office projects to ensure on-time delivery of service and permit issuance.	Ongoing	Ensure 90% of Tenant Improvement Permits are processed on time.
	Increase residents' awareness of community businesses and provide a social platform for business promotion and economic development topics by collaborating on social media content and messaging with the Office of Communications.	4th Quarter 2019 and ongoing thereafter	Track account analytics and measure reach quarterly.
	Continue to market the availability of OpenCounter to increase its reach through targeted methods.	4th Quarter 2019	Track usage analytics quarterly, respond to 100% of inquiries within 24 hours.
	Create a business resources guide to assist prospective and new businesses with navigating the process of opening, funding and expanding their businesses.	2nd Quarter 2020	Complete the deliverable by 2nd quarter 2020.
	Update the Economic Development Department webpages to improve accessibility and promote ease of use.	2nd Quarter 2020	Complete updates by second quarter 2020.
	Coordinate with South County Economic Development Council, the County of San Diego and the City of San Diego on a tri-marketing effort to market the cities of San Diego, Imperial Beach, National City, Chula Vista and Otay Mesa as a region.	Ongoing	Ongoing throughout FY 2019-20
	Complete a progress report of the General Plan's Economic Development Element Objectives and Policies to assess accomplishments and opportunities.	4th Quarter 2019	Complete and analyze the progress report by 4th quarter 2019.
	Participate with and support the Third Avenue Village Association (TAVA).	Ongoing	Active engagement with TAVA on the board of Directors and Economic Development Committee.
	Engage with the San Diego Regional Economic Development Corporation on defining the roles of the region, municipalities and employers to address inclusive economic development.	Ongoing	Engagement with San Diego Regional EDC at least monthly.

Economic Development Work Plan

Strategic Focus Area	Supporting Action	Timeframe	Performance Indicator
Strengthening Economic Vitality	Foster the economic development efforts of existing assets and key development projects such as Millennia, the Bayfront, the University-Innovation District, within TAVA, and the rezone of approximately 50 acres located on the Collins Aerospace / United Technology Campus.	Ongoing with project-specific deadlines and milestones	Varies based upon project; specific indicators below
	Millenia:		
	Assist clients who are processing tenant improvements for retail and office	2nd Quarter 2020	Ensure TI's are processed on time
	Serve as a catalyst for construction breaking ground at the Think Campus by continuing to assist in tenant attraction that will facilitate groundbreaking	2nd Quarter 2020	Groundbreaking of Millenia Think Campus
	Chula Vista Bayfront Project:		
	Complete the plan of finance and all associated agreements (14)	4th Quarter 2019	Completed plan of finance
	Break ground	2nd Quarter 2020	Bayfront groundbreaking
	University-Innovation District:		
	Execute lease with University of Saint Katherine's for a 10-acre site	2nd Quarter 2020	Complete plan of finance
	Launch marketing and outreach program	4th Quarter 2019	Completion of City created content and an executed professional services agreement with a marketing firm for related collateral materials
	Third Avenue Village Association:		
	Assist clients who are processing tenant improvements and foster the redevelopment of Third Ave. businesses, restaurants and store fronts such as The Vogue Theater, 230 and 241Third Avenue.	4th Quarter 2019	Ensure TI's are processed on time
	Collins Aerospace / United Technology Campus 50 Acre GPA and Rezone		
	Participate in the General Plan Amendment and rezoning process to allow for the future development of a regional technology park to promote job creation.	4th Quarter 2020	Adoption of General Plan Amendment / Specific Plan

Economic Development Work Plan

Strategic Focus Area	Supporting Action	Timeframe	Performance Indicator
Strengthening Economic Vitality	Assist in attracting tenants and processing tenant improvement plans for the addition of approximately 473,000 square feet of new industrial and commercial space throughout the City: - 100,000 square feet of industrial space in eastern Chula Vista's Otay Ranch Village 3; - 96,000 square feet of industrial and commercial space in south western Chula Vista at the Otay River Business Park; and - 166,000 square feet of commerial space and 107,000 square feet of industrial space in eastern Chula Vista's Otay Ranch Village 2.	Ongoing	Work with brokers to achieve 100% occupancy on all industrial and commercial spaces; process all related TI's on time
	Enter into an exclusive right to negotiate with developer(s) for the development of the E Street Transit Oriented Development.	The submittal deadline for the RFQ/RFP is July 31, 2019. Subsequent review of proposals and further steps in the process will be ongoing during FY 20.	Selection of a well-qualified and experienced developer(s) and completion of negotiations.
	Analyze and define the City's role in addressing Inclusive Economic Development.	Ongoing	Completion of a department memo with an overview of the topic, impact on the City and region, analysis of the City's potential role, recommended action items and implementation methods.
	Continue to assist developers, businesses and project applicants with the development review and entitlement process; expedite permits when appropriate.	Ongoing	Track all expedited permits
Driving Innovation and Sustainability	Continue implementation of the Smart City Strategic Action Plan.	Ongoing	Ongoing
	Continue to manage the Unmanned Aircraft Systems (UAS) test site in eastern Chula Vista and encourage business expansion to Chula Vista.	Ongoing	Monitor usage in AirMap
	Continue to meet with and engage with businesses and individuals creating advances in innovation, sustainability and STEAM jobs to encourage their relocation or expansion in Chula Vista.	Ongoing	Ongoing

Office of Sustainability

Sustainable Economic Development

» People » Planet » Prosperity

In a sustainable economy, people live and conduct business in ways that are good for the prosperity of businesses, the community, and the environment. The Office of Sustainability is committed to providing a sustainable economy to enhance quality infrastructure, services, and programs in a manner that balances the social, economic and environmental needs of current and future generations. This promotes people, the planet and future prosperity.

Office of Sustainability staff from the Conservation and Environmental Services Sections.

The Office of Sustainability strives to uphold these priorities through the work of the Conservation Division, the Environmental Services Division and in implementing the Smart City Strategic Action Plan. The Office supports the Department's strategic focus areas of strengthening economic vitality, expanding business support, driving innovation and sustainability and improving collaboration and outreach.

The Conservation Division leads the City's energy and water conservation efforts, alternative transportation and climate action planning; and actively collaborates with civic groups, business organizations, environmental and health advocates, academic institutions, internal City departments and other public agencies.

The Environmental Services Division provides comprehensive solid waste management services by: building partnerships and implementing best management practices; increasing public awareness through educational and informational programming; and pursuing cutting edge and emerging waste management technologies. The Environmental Services Division supports the Department's strategic focus areas of strengthening economic vitality, expanding business support and driving innovation and sustainability.

Becoming a Smart City begins with sustainability and the Office of Sustainability is responsible for leading the implementation of Chula Vista's Smart City Strategic Action Plan, including regional efforts, that aim to leverage innovative technology and data tools to better serve and engage Chula Vista residents, enhance sustainability, improve public safety, promote local economic development and maximize tax payer dollars through increased efficiency of operations, and optimization of resources. The goals of the Smart City Strategic Action Plan are for the City to become more connected, responsive, transparent and innovative.

Office of Sustainability

As a leader in sustainability, the City of Chula Vista has been implementing a Climate Action Plan (CAP) since 2000. The current 2017 CAP has achieved several accomplishments, outlined below. Staff is preparing for a 2020 update to the CAP, a critical task included within this work plan.

Climate Action Plan Accomplishments

- Reduction in city-wide greenhouse gas emissions: 5% below 2005 baseline
- Reduction in per capita residential energy use: 21% below 2005 baseline
- Reduction in municipal energy use: 54% below 1990 baseline
- Reduction in per-capita water use: 56% below 2005 baseline
- Percentage of renewable energy on the grid: 45%
- Number of solar systems connected to the grid: 8,626 systems rated at 55 megawatts
- Number of new electric vehicles (EVs) added to City fleet: 26
- Total number of EVs in City fleet: 39
- Number of new EV chargers added at City facilities: 123

8,626

solar systems connected to the grid (rated at 55 megawatts)

11,000

solar panels on City facilities

American Public Works Association Environmental Project of the Year Award

123

Electric Vehicle chargers added to City facilities

funded by SDG&E's Power Your Drive Program

39

Electric Vehicles in the City fleet

funded through Cooperative Purchasing Agreement with Climate Mayor's EV Purchasing Collaborative

FY 2018-19 Key Accomplishments:

16,000

light bulbs replaced as part of the LED retrofit of municipal buildings

3,300 metric tons

reduced in 6 outdoor commercial construction projects after adoption of new LED reach code

640,000

pounds of hazardous materials collected from Chula Vista businesses and households

89 million

pounds of recyclable material collected and diverted from landfill disposal

Smart City Initiative:

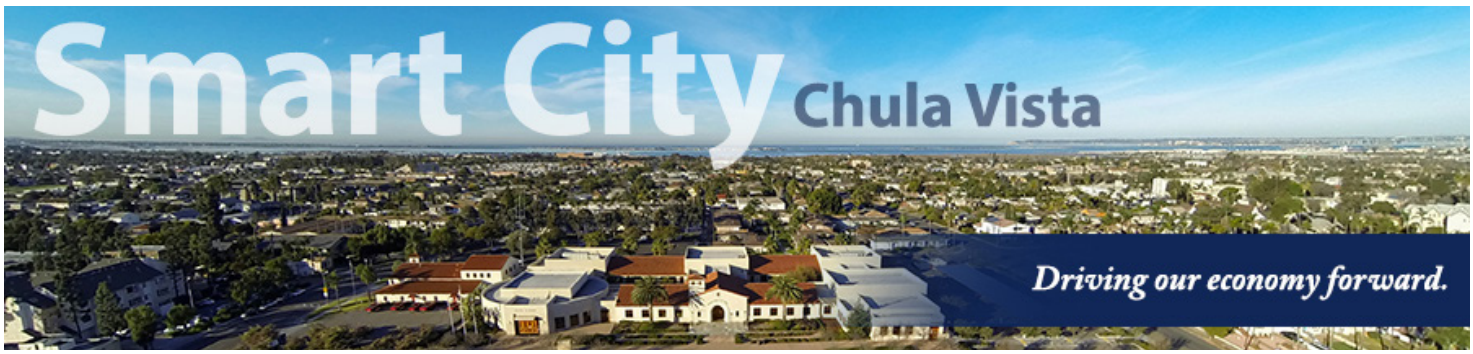
- Chula Vista was selected as one of 40 cities from around the world to participate in the 2019 Bloomberg Harvard City Leadership Initiative.
- In the second quarter of 2018, Chula Vista adopted the City's first ever Open Data Policy.
- Chula Vista was awarded the Smart City Blueprint Award for innovation in creating and implementing the Chula Vista Smart City Strategic Action Plan.
- Chula Vista played a leadership role in the San Diego Regional Smart Cities Collaborative, a multi-agency initiative involving the City of San Diego, Carlsbad, the Port of San Diego, the San Diego International Airport and SANDAG.
- Chula Vista participated in over 15 panels, conferences and webinars across the United States on the City's smart city initiatives and efforts; including opportunities, regional collaboration, challenges and best-practices.

Office of Sustainability Work Plan

Strategic Focus Area	Supporting Action	Timeframe	Performance Indicator
Conservation			
Expanding Business Support	Conduct 500 Free Resource and Energy Business Evaluations (FREBE) annually.	Ongoing	Completion of 500 FREBEs
	Conduct 10 Clean Business Check-ups	Ongoing	Completion of 10 Clean Business check-ups
Driving Innovation and Sustainability	Complete the Community Choice Energy (CCE) Feasibility Analysis and continue to explore and analyze the benefits and costs associated with Community Choice Energy.	3rd Quarter 2019	Completion of the CCE Feasibility Analysis and presentation to City Council.
	Complete the 2020 updates to the existing 2017 Climate Action Plan (CAP) and evaluate the CAP's long-term goals.	4th Quarter 2020	Ongoing tracking of CAP metrics
	Continue to "green" City operations including the addition of solar to 12 City owned sites across Chula Vista and LED retrofit in buildings.	Ongoing	Completion of solar projects and identification of additional projects and funding.
	Set updated goals for the City Operations Sustainability Plan.	Ongoing	Completion of a list of goals and actions to achieve each goal.
Environmental Services			
Expanding Business Support **Improving Collaboration and Outreach**	Continue working in partnership with local business, San Diego Urban Timber, and other key stakeholders to create a wood consortium and urban wood hub for timber, define a value for timber and research a certification process for the product (i.e. certified rescue timber).	Ongoing	Creation of wood consortium and urban wood hub
Driving Innovation and Sustainability	Coordinate with the Conservation Section with implementation of the Climate Action Plan, including the creation of a Zero Waste Plan.	2nd quarter 2020	Plan implementation and creation of Zero Waste Plan
	Lead discussion and create regulation and policy to meet organic waste reduction goals pursuant to SB 1383, a requirement to reduce landfill disposal of organics. Reductions are mandated for a 50-percent reduction in the levels of the statewide disposal of organic waste from the 2014 level by 2020 and a 75-percent reduction in the level of the statewide disposal of organic waste from the 2014 level by 2025.	Ongoing	2020 target of a 50-percent reduction in the levels of the statewide disposal of organic waste from the 2014 level by 2020
Strengthening Economic Vitality	Pursue opportunities for Recycling Market Development Zones (RMDZ).	Ongoing	Process loan for a business through the RMDZ Program

Office of Sustainability Work Plan

Strategic Focus Area	Supporting Action	Timeframe	Performance Indicator
Smart City Initiative			
Driving Innovation and Sustainability	Adopt and begin implementation of a City-wide Open Data Program	Ongoing	Adopted policy in spring 2020 with actionable measures to begin implementation in 2020.
	Lead City-wide engagement efforts with the City Manager's Office, Department Directors, Police and Fire Departments as part of the City's Smart Cities Working group responsible for knowledge sharing and implementation of the Smart Cities Strategic Action Plan.	Ongoing	Conduct a Smart City Working group meeting each month
	Pursue the Bloomberg What Works Cities Certification Process for Open Data.	Ongoing	Achieve certification
	Adopt and begin implementation of a City-wide Digital Equity and Inclusion Action Plan.	Ongoing	Receive the final Digital Equity and Inclusion Action Plan in September 2019 and begin implementation.
	Participate in core classes in the Bloomberg Harvard City Leadership Initiative for senior leaders - a yearlong, high-impact experience to advance key capabilities and priorities for the City.	Ongoing	Completion of the program
Improving Collaboration and Outreach	Continue to improve collaboration and outreach to the community through the many essential City and departmental partnerships: City of San Diego, City of Carlsbad, Port of San Diego, San Diego Airport Authority, SANDAG, San Diego Regional Energy, San Diego Regional Climate Collaborative, Cleantech, the South Bay Energy Action Collaborative and others.	Ongoing	Continued collaboration



Real Property Management

The Real Property Management Division maintains and manages the City's portfolio of real estate assets and raw land. This includes the licensing and leasing of assets held by the City and the disposal of those no longer needed for City use. Through these activities, Real Property Management increases utilization and provides the City with a return on investment of assets providing revenue to the General Fund.

The Real Property Management Division also provides support as-needed to the City Attorney's Office, Risk Management and Engineering.

Dashboard At-A-Glance

25,000
square feet of revenue generating city-owned space

28,000
acres of City-owned space
includes open space, right-of-way, parks and City owned facilities

2
properties acquired

4
properties disposed

53
micro cell sites

33
macro cell sites

Fiscal Year 2018-19 Key Accomplishments:

- Entered into multiple Master License Agreements with small cell providers to generate an additional $140,000 in annual revenue.
- Successfully negotiated the disposition of several City-owned assets that generated approximately $500,000 in one-time revenue for the City.
- Assisted in the acquisition of the site for Fire Station 9.

Real Property Management Work Plan

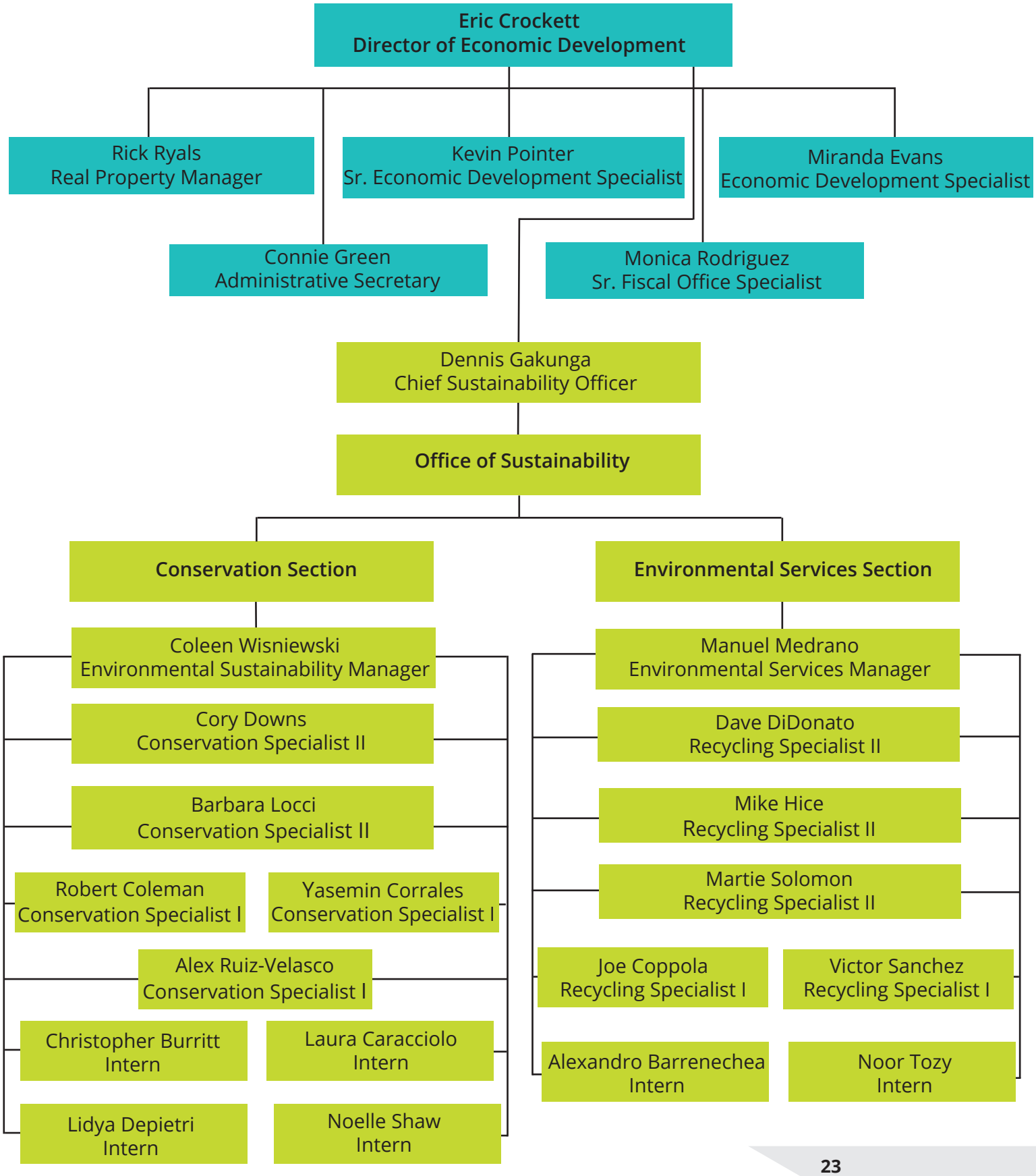
Strategic Focus Area	Supporting Action	Timeframe	Performance Indicator
Strengthening Economic Vitality	Diversify the uses and demographic of users at the Chula Vista Golf Course to increase access and utilization, especially during the summer months with extended hours of daylight.	Ongoing with the launch of a Golf Course activation event in the 3rd quarter of 2020.	Launch of a Golf Course activation event by summer 2020.
	Negotiate the rental or lease of city-owned properties that enhance revenues to the General Fund.	Ongoing	As-needed basis
	Negotiate and assist in implementing master licensing agreements for micro and macro cell sites throughout the city.	Ongoing	Executed agreements and a minimum increase in revenue of 20%

The Real Property Management Division oversees the contract for the operator of the Chula Vista Golf Course. The Golf Course comprises over 130 acres of City-owned land and offers a course to accomodate golfers of all skill levels.

A 3% increase in revenue for Golf Course operations is projected for the upcoming fiscal year.

Staff is researching options to diversify the uses at the Golf Course with activation event(s).

Department Organizational Chart



Department Leadership Team

Eric Crockett
Director of Economic Development

Eric Crockett is the Economic Development Director for the City of Chula Vista and plays a catalytic role in guiding the community's sustainable economic development. In this role, Eric manages a department staff of 14 full-time positions in Economic Development, Real Property Management and The Office of Sustainability with a revenue budget of $1.1 million dollars (Fiscal Year 2020). Eric contributes a wealth of knowledge to the City accumulated from over two decades of experience working in local government, specifically in economic development, redevelopment, brownfield property transactions, affordable housing, planning and engineering. He currently focuses his efforts on the redevelopment of the Chula Vista Bayfront, the revitalization of Western Chula Vista and the attraction of a new four-year university or universities to Eastern Chula Vista.
He holds a master's degree in Public Administration from San Diego State University, is a certified planner and is an active member of the Urban Land Institute. Eric also serves on the Board of Directors of the Third Avenue Village Association (TAVA).

Favorite aspect of working in Chula Vista: Helping community members and applicants navigate the bureaucracy is something I take pride in and have fun doing. I have the privilege of working directly with true entrepreneurs in our community to provide them with the tools they need to be successful. I get to come to work everyday and collaborate across all departments in City Hall on projects like no where else.

Dennis Gakunga
Chief Sustainability Officer

Dennis Gakunga leads and directs the City of Chula Vista's Office of Sustainability team and the Smart City program. His responsibilities include managing the implementation of Citywide sustainability programs, policies and smart city initiatives. Dennis is on the Board of Directors for Cleantech San Diego and the leadership team of the San Diego Regional Smart Cities Collaborative, a multi-agency initiative involving the City of San Diego, Carlsbad, Port of San Diego, San Diego International Airport and SANDAG.

His previous experience includes serving as a Department Director and Assistant Director for multiple municipalities and public agencies in Texas and California. Dennis has also worked as a management consultant for Deloitte Consulting, IBM Business Consulting and PWC Consulting. He holds a master's degree in Public Administration from Syracuse University and a B.S. in Information Systems and Management Sciences from the University of Texas, Arlington.

Favorite aspect of working in Chula Vista: I enjoy working closely with city leadership, department heads, staff, as well as City residents, businesses and regional agencies on various programs, policies and initiatives to help the City realize its vision to become a world-class smart and sustainable city.

Department Leadership Team

Rick Ryals
Real Property Manager

Rick Ryals brings 40 years of municipal real estate management experience to his role as Real Property Manager. In this capacity he is responsible for all aspects of municipal real estate including appraisals and valuations, right-of-way acquisition and relocation services, as well as the disposition, management, control and disposal of the City's real estate assets. Rick is well respected in his field and has a proven track record of integrating private sector business principles into agency practices to increase efficiency and minimize staff cost. He received his bachelor's degree in Business Administration and Finance from Cal State Fullerton and is a licensed real estate broker.

Proudest achievement working for the City of Chula Vista: Rearranging the management of our assets to increase utilization and generate income to make them more sustainable.

Coleen Wisniewski
Environmental Sustainability Manager

Coleen Wisniewski joined the City in 2016 and has over 17 years of program management experience in the conservation field. Coleen manages a team involved in coordinating community-focused programs related to energy efficiency, renewable energy, green buildings, alternative fuels, greenhouse gas emissions, climate change, water conservation, watershed protection and general sustainability. She also manages the City's Local Government Partnership with SDG&E. Prior to joining the City, Coleen worked with various NGOs where she managed environmental programs that tracked California's ocean health and associated water quality and climate change issues, taught educational curricula for adults and children and worked with fishing cooperatives in Baja California, Mexico.

Favorite aspect of working in Chula Vista: I get to work with most of the departments in the City, promoting sustainability across all sectors and helping to ensure there is always a sustainability focus wherever possible in the work the City does.

Manuel Medrano
Environmental Services Manager

Manuel Medrano began his career with the City of Chula Vista in January of 2000 as an intern while attending San Diego State University. Manuel's experience has been developed by working on all of the City's waste reduction and recycling programs under the tutelage of excellent former environmental program developers. Manuel's interest in sustainability was cultivated while growing up in Tijuana, Mexico as he saw a strong need for environmental stewardship and the importance to protect natural resources. In his youth he often visited family in Chula Vista and finally moved as a teen to western Chula Vista where he still resides and is raising his family.

Proudest Achievement working for the City of Chula Vista: My contributions to several key environmental health, safety and quality of life protection programs for my very own city make me proud. These programs continue to help our residents and businesses and are recognized as sample programs for other communities.

Acknowledgements

Chula Vista's businesses are also served by many organizations working in partnership with City staff to maximize their success and minimize duplicative efforts and services. The City's valuable relationships with these external organizations facilitate exchanges of information and resources on a regular basis. These partnerships all fall within the Department's strategic focus area of improving collaboration and outreach.

An alphabetized list of the key city partnerships critical to accomplishing the work in this document is included below.

CCA Feasibility Study Partners (Cities of La Mesa, Santee & San Diego)
Chula Vista Chamber of Commerce
City of Carlsbad
City of San Diego
Cleantech San Diego
International Council of Shopping Centers
International Economic Development Council
National City Chamber of Commerce
Port of San Diego
SANDAG
San Diego Airport Authority
San Diego Gas & Electric
San Diego Metropolitan Transit System
San Diego Regional Chamber of Commerce
San Diego Regional Climate Collaborative
San Diego Regional Economic Development Corporation
San Diego Regional Energy
San Diego Workforce Partnership
Small Business Development Center
South Bay Energy Action Collaborative
South County Economic Development Council
Southwestern Community College
Sweetwater Authority
Third Avenue Village Association
Urban Land Institute

Aerial Staff Photos: Courtesy of Eric Lazovich, P.L.S., Associate Land Surveyor

Document Content and Design: Miranda Evans, Economic Development Specialist

Photo Permissions: All photos used within this document are property of the City of Chula Vista.

Contact Information

Eric Crockett
Director of Economic Development
(619) 476-5341
ecrockett@chulavistaca.gov

Rick Ryals
Real Property Manager
(619) 691-5118
rryals@chulavistaca.gov

Kevin Pointer
Senior Economic Development Specialist
(619) 691-5248
kpointer@chulavistaca.gov

Miranda Evans
Economic Development Specialist
(619) 409-5913
mevans@chulavistaca.gov

Dennis Gakunga
Chief Sustainability Officer
(619) 476-5355
dgakunga@chulavistaca.gov

Manuel Medrano
Environmental Services Manager
(619) 585-5766
mmedrano@chulavistaca.gov

Coleen Wisniewski
Environmental Sustainability Manager
(619) 409-5828
cwisniewski@chulavistaca.gov

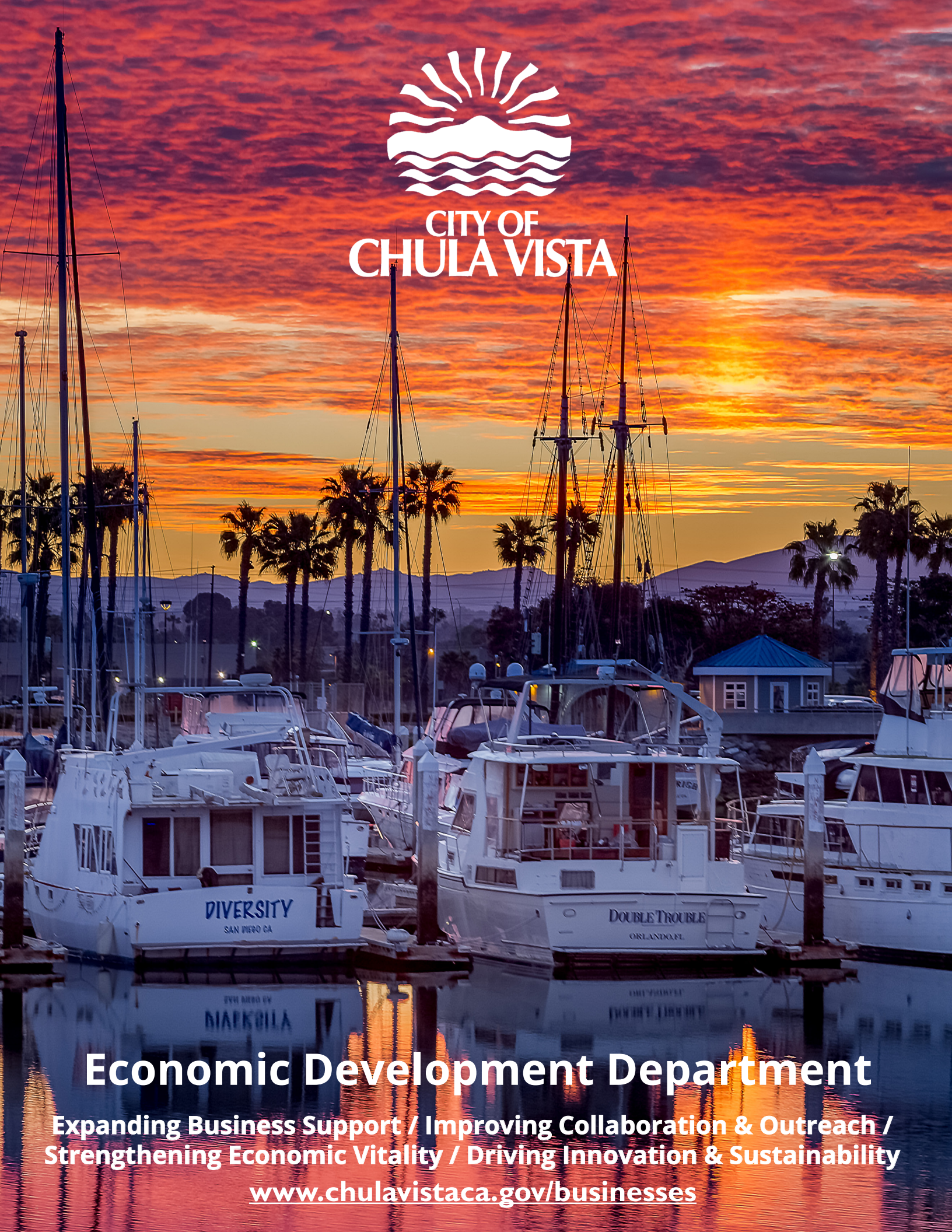
Stay Connected

www.chulavistaca.gov/businesses
www.chulavistaca.gov/departments/clean

@thinkchulavista
@chulavistaclean

@thinkchulavista
@chulavistaclean

@thinkchulavista
@chulavistaclean



CITY OF
CHULA VISTA

Economic Development Department

Expanding Business Support / Improving Collaboration & Outreach / Strengthening Economic Vitality / Driving Innovation & Sustainability

www.chulavistaca.gov/businesses