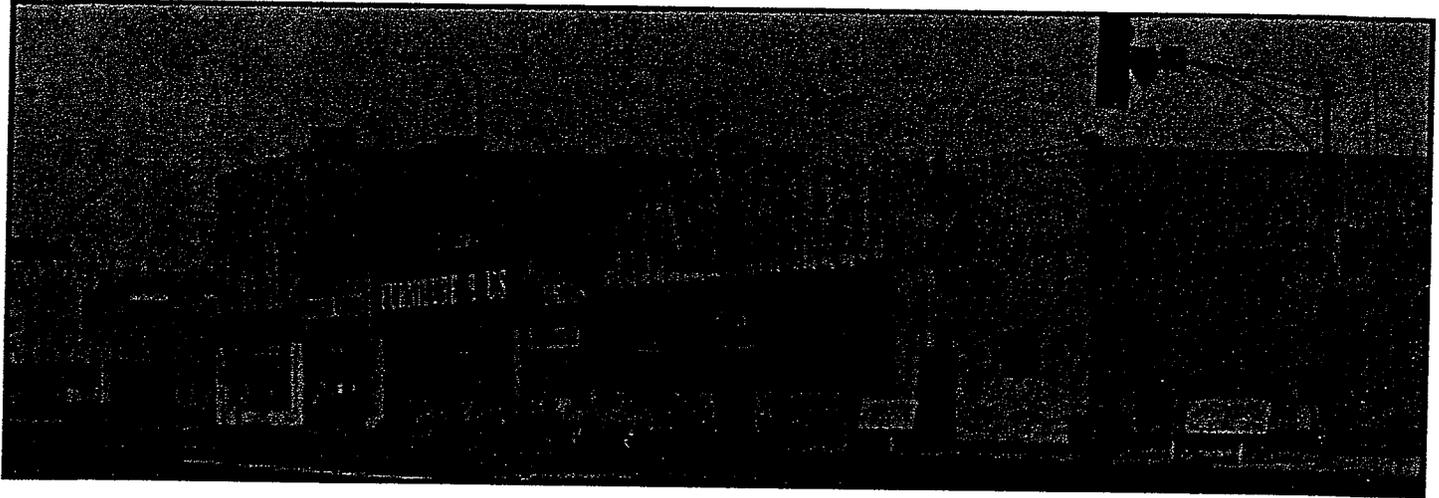


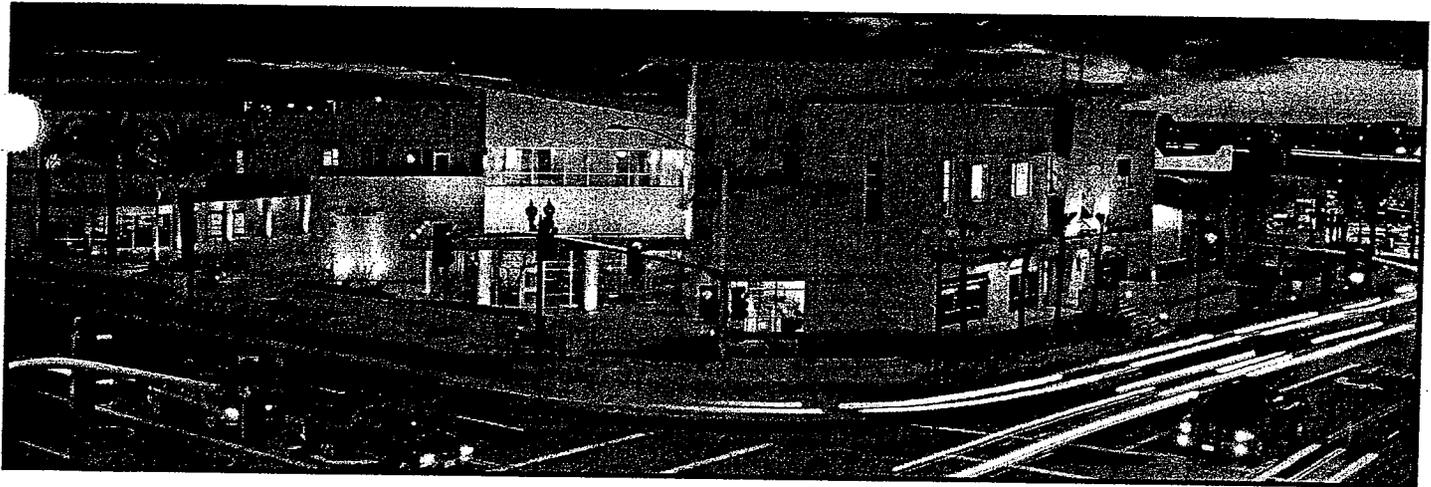


# ***NATIONAL CITY***

*A CITY ON THE MOVE*



Before and After: Corner of 8th Street and National City Boulevard



## **Five-Year Strategic Plan**

May 1, 2007

### **Mission Statement**

To realize Projects, Plans, and Programs  
that build a sustainable economic base and provide  
quality of life to the residents and businesses of National City.

[www.ci.national-city.ca.us](http://www.ci.national-city.ca.us)

## **BACKGROUND**

The Strategic Plan addresses community and economic development in National City for the next five years. In November, a series of three strategic planning workshops was initiated by the Mayor and supported by the City Council/CDC Board. The content of the Strategic Plan is based on the discussions and input received at the first two workshops.

At the first City Council workshop in this series on January 30, 2007, staff provided an overview of past City Council goals, current market conditions, and a status update on projects, programs and plans throughout the City. Discussion was broad and centered on how the vision of an ideal community must be balanced with the reality of existing conditions and limited resources. Staff heard that the following were important considerations for the City Council and community:

- Fiscal sustainability
- Balancing ideal vision with realistic objectives
- Strengthening code and housing enforcement
- Enhancing community gateways and creating focus areas
- Implementing specific plans (Downtown and Westside)
- Achieving comprehensive development rather than piecemeal projects
- Generating ongoing revenue streams through innovative “home run” projects
- Improving health, safety, and quality of life

At the second City Council workshop on February 28, 2007, staff provided an overview of redevelopment financing, property and sales tax receipts, cash flow of the redevelopment agency, project, program, and plan options based on input from the first workshop, as well as an overview of quality of life efforts and options. Staff heard the following:

- Maximize resources and focus redevelopment dollars on revenue enhancement
- Complete tasks rather than many “starts” with few “finishes”
- Clean neighborhoods and streets (including removing hazardous conditions)
- Westside specific plan should be implemented when adopted
- Improve quality of life and create open spaces
- Consider that Proposition D funding is temporary
- Housing should be available for people of all income levels

The first draft of the Strategic Plan was presented to the City Council/CDC Board at the April 5th workshop. Nine strategic objectives listed at the beginning of the draft document provided an outline for forty-five strategic actions. Based on the feedback received, staff prepared and is presenting a final strategic plan at a regular meeting of the City Council/CDC Board on May 1, 2007.

At the April 5, 2007 workshop, staff heard the following additional themes identified as important to community and economic development initiatives in National City. These themes included:

- Teamwork is key – the public is who we work for
- Emphasize family-oriented activities and projects throughout the City
- Create a toolbox to assist small businesses
- Increase percentage of owner-occupied homes by considering assistance programs
- Support “green” building and development approaches
- Public art is important
- Improve housing conditions and build owner-occupied base throughout the City

The Strategic Plan provides an effective means of memorializing community objectives and measuring results. However, it is not intended to be a static document and it is anticipated that the strategies discussed herein will be readdressed on an annual basis. In effect, the City of National City will always be working on the first year of a five-year strategic plan.

**Note:** Prior to the approval of Proposition D by the voters of National City at the June, 2006 election, the City Manager determined that the City had an on-going budget shortfall of \$6.7 million each year. As expected, with the passage of Proposition D, this shortfall has been eliminated for this fiscal year. In the opinion of the City Manager, most, if not all, of the objectives and actions discussed in this plan are attainable only with reliable revenues from Proposition D.



# Strategic Objectives & Actions

## 1) Function as One City – Function as a Team

*Align City departments and Community Development Commission with City Council objectives to accomplish Strategic Plan*

- a) **Integrate City Long-Range Plans Into Citywide Strategic Plan**
- b) **Assist Appointed Boards and Commissions**
- c) **Form Five Community “Links” to Improve Public Communication**
- d) **Empower Work Groups to Focus on Specific Tasks**
- e) **Partner with Community Organizations**

## 2) Achieve Fiscal Sustainability

*Use redevelopment to attract diverse revenue generating projects, leverage financial incentives such as tax-credits, and maximize funding sources such as grants*

- a) **Open Plaza Bonita Expansion and Costco**
- b) **Create Grants Division and Aggressively Seek Funding Sources**
- c) **Complete Maximus Fee Study and Implement Impact Fees to Have Growth Pay for Growth**
- d) **Begin Sycuan/MRW Hotel and Develop Marina Gateway**
- e) **Continue Pursuing Home Depot/PSI and Develop Site**

## 3) Improve Quality of Life

*Build and maintain facilities and activities that support community needs and ensure that they are serving the people and families of National City*

- a) **Extend Hours at Community Facilities**
- b) **Conduct a Demand Study and Formulate a Strategic Plan for Community Facilities and Activities, including Family Activities such as Movies in the Park.**
- c) **Develop Art and Culture District including Playhouse and Arts Center**
- d) **Build Aquatic Center**
- e) **Support City Parks and Open Space such as Paradise Creek Educational Park**



## **4) Utilize Community Resources**

*Engage, educate, and empower the community by improving communications and building programs that leverage the efforts of residents and businesses*

- a) Reinstigate Neighborhood Watch Program and Coordinate with Neighborhood Councils, Expand Security Camera Program, and Implementation of Red-Light Cameras**
- b) Begin Offering Wi-Fi Internet Access and Launch Interactive User-Friendly Website for the City**
- c) Utilize and Market Enterprise Zone Tax Incentives**
- d) Support Community Benefit Districts**
- e) Work with Local Schools to Empower Youth for Community Change**

## **5) Focus Long-Range Planning Efforts**

*Manage land use plans by drafting one specific or master plan at a time. Continue implementing and studying impacts of other plans concurrently*

- a) Implement Downtown Specific Plan Through Establishing Market Supported Values**
- b) Complete Westside Specific Plan and Analyze Comprehensive Implementation Strategy**
- c) Form Strategic Alliance and Initiate the Bayfront Master Plan**
- d) Address Land Use Code and Prepare for General Plan Update**
- e) Work Toward a Comprehensive Transportation Strategy**

## **6) Improve Housing Conditions**

*Continue providing housing opportunities at all income levels and develop programs to improve existing conditions*

- a) Adopt Housing Element as a 5-year Housing Plan**
- b) Implement Home Ownership Assistance Programs**
- c) Develop Affordable Housing by Leveraging 20% TIF Set Aside, HOME Funds, and Other Affordable Housing Funding Financing Programs**
- d) Consider Compatibility of Residential with Other Land Uses, Carry Out Amortization Ordinance Efforts for Westside**
- e) Advance Housing Inspection Program for Rental Properties and Inform Landlords Through Property Owner Workshops**



## 7) **Make an Impact**

*Revitalize neighborhoods and strengthen community appearance by investing directly into efforts that make an immediate impact on the community*

- a) **Inform the Community Regarding Code Assistance and Graffiti Abatement Efforts and Encourage Compliance**
- b) **Invest in Infrastructure and Aging Public Facilities Identified by Community Priorities**
- c) **Continue Neighborhood Clean Ups and Initiate Annual Spring Cleaning**
- d) **Develop a Neighborhood Revitalization Toolbox**
- e) **Support Public Art and Initiate Percent for Public Art Program**

## 8) **Promote Community Assets**

*Build image of the City by distinguishing important community assets and marketing them to the region*

- a) **Identify Landmarks and Offer Incentives and Cultivate Plan for City-owned Historic and Cultural Resources**
- b) **Develop City Branding and Update Comprehensive Signage Program**
- c) **Create Informative Materials and Launch Marketing Campaign**
- d) **Encourage Public Uses and Family-oriented Special Events on the Bayfront**
- e) **Develop and Implement Green Building and Development Policy**

## 9) **Build on Success**

*In the City's continued efforts for positive change, it is important to recognize our successes and build on them*

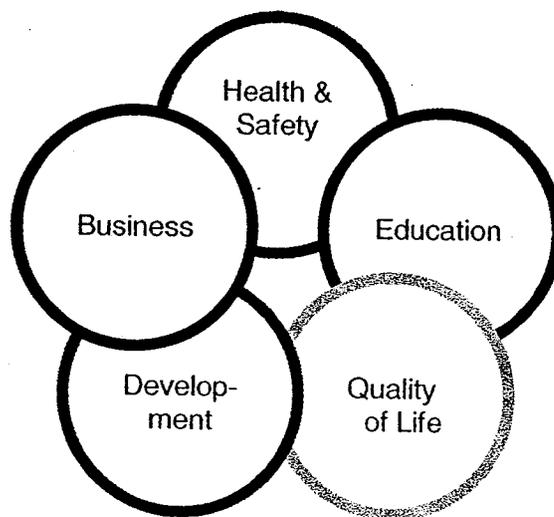
- a) **Develop Business Attraction and Retention Program and Create Toolbox to Assist Small Businesses**
- b) **Draw Attention to Important Gateways and Intersections**
- c) **Plan and Highlight Family-oriented Special Events to Promote Accomplishments**
- d) **Develop Comprehensive Storefront Renovation Strategy to Concentrate Façade Program on Identified Focus Areas and Community Landmarks**
- e) **Continue to Cultivate Neighborhood Councils**

# Strategic Objective 1

## Function as One City – Function as a Team

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*Align City departments and Community Development Commission with City Council objectives to accomplish Strategic Plan*



Five Objectives & Actions have been identified for the next 5-year period:

- a. Integrate City Long-Range Plans Into Citywide Strategic Plan**
- b. Assist Appointed Boards and Commissions**
- c. Form Five Community “Links” to Improve Public Communication**
- d. Empower Work Groups to Focus on Specific Tasks**
- e. Partner with Community Organizations**



# Objective 1 Summary

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National City will continue to align City departments with the strategic goals of the City Council. In January of 2006 the decision was made to merge the Community Development Commission into the City's organizational structure. The purpose was to make the City more efficient and to better serve the community. Some of the specific objectives were and continue to be:

- Coordination and streamlining of development services
- Resource management to enhance efficient service delivery
- Promotion and integration of long-range planning with existing strategic plans of different City departments and the City Capital Improvement Program (CIP)
- Organizational Chart revised to align with City Council Goal of Fiscal Sustainability and 5-Year Strategic Plan

Functioning as one City means that all members of the municipal team work together. The municipal team is made up of elected officials, appointed boards and commissions, and City staff. The chart on the next page provides an overview of the ongoing efforts to align the City organization to accomplish the objectives of the Council and to establish a framework for working efficiently. It identifies community links, boards & commissions, the hierarchy of management and decision-making for the city, as well as work groups created to accomplish the strategic plan.

The formation of five "community" links is being proposed to promote collaboration. To provide exemplary services, increased communications, and build a great community, the community links will focus in the following areas:

- Public safety and health services
- Business retention and expansion
- Delivery of quality of life services
- Development
- Coordination with educational institutions

Appointed boards and commissions increase public participation in the municipal government and help to ensure community values are expressed in policies and decisions. Boards and commissions will be effectively aligned to enhance Work Groups and community linkages and communication.

Work groups are teams of individuals empowered to complete tasks. Work groups are intended to be interdepartmental specialists and leaders that are assigned action plans and authorized to implement specific tasks. Three types of work groups are specified: project, internal groups empowered to fulfill a specific project, program, or plan; ongoing, internal groups that will oversee ongoing efforts of the City; and community link, which will include external groups or individuals. The work groups will be empowered by management and held accountable for reaching benchmarks identified in the strategic plan.

Finally, the City will continue to partner with community organizations that serve important roles throughout the City.



# Strategic Objective 2

## Achieve Fiscal Sustainability

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*Use redevelopment to attract diverse revenue generating projects, leverage financial incentives such as tax-credits, and maximize funding sources such as grants*



**Plaza Bonita Expansion**

Five Objectives & Actions have been identified for the next 5-year period:

- a. Open Plaza Bonita Expansion and Costco**
- b. Create Grants Division and Aggressively Seek Funding Sources**
- c. Complete Maximus Fee Study and Implement Impact Fees to have Growth Pay for Growth**
- d. Begin Sycuan/MRW Hotel and Develop Marina Gateway**
- e. Continue Pursuing Home Depot/PSI and Develop Site**



# Action Plan 2a

## Open Plaza Bonita Expansion and Costco

### Description:

Westfield Plaza Bonita is a super-regional shopping center encompassing 817,000 square feet located in the southeastern region of National City. The center is conveniently positioned adjacent to Interstate 805 and the South Bay Freeway 54 in one of the most densely populated areas of San Diego County. Plaza Bonita is the only enclosed, climate controlled shopping center in the South Bay area and serves a dense market of moderate household incomes which is experiencing strong growth, particularly with regard to new housing, and is a major retail attraction for the border communities of Mexico.

Expansion of the Plaza Bonita Mall will bring the shopping center up to 998,000 square feet and improve the center's competitiveness in the South Bay. The expansion will include a 127,000 square foot Target department store, Borders book store, a 14-screen movie theater, other new shops and restaurants as well as a three-story parking garage. The Costco project features a new 152,120 square foot retail store plus a tire sales/installation center, gas station and deli. The combined projects will yield \$2 - \$3 million in tax benefits to the City annually and expand consumer opportunities in a central area within the South Bay.

Resource Analysis	
Lead Department	Development Services
Work Group	Plaza Bonita-Costco
Outside Professionals	David Evans and Associates (EIR)
Community Links	Development
Estimated Budget	TBD
Sources of Funding	Private Investment
Potential Benefit	Property tax and sales tax revenues

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Plaza Bonita Expansion construction	█	█	█	█														
2	Costco escrow closes			█															
3	Costco entitlements/EIR/permits			█	█														
4	Costco Construction					█	█	█											
5	Operation									█	█	█	█	█	█	█	█		



# Action Plan 2b

## Create Grants Division and Aggressively Seek Funding Sources

### Description:

Grants Division within Community Development will maximize funding sources and improve fiscal sustainability by ensuring qualified staff has the time and resources to search for and implement grant programs, as well as compliance with grant reporting requirements and grantor relationships. The Division is responsible for the effective management of the City's two entitlement grants from the US Department of Housing and Urban Development (HUD): the Community Development Block Grant (CDBG) and the HOME Investment Partnership. The Housing and Grants Manager also will work to align the City's Section 108, Healthy Homes, Lead Paint Abatement, Environmental Protection Agency Brownfield Grants, and Redevelopment Agency 20% Housing Set-Aside funds. Programs address a variety of housing and community needs: housing and commercial rehabilitation, environmental assessment, homeownership opportunities, public services, neighborhood improvements, upgrade of public facilities, economic development, and code enforcement in low and moderate income and blighted areas.

Resource Analysis	
Lead Department	Community Development
Work Groups	CDBG-HOME-TBD
Outside Professionals	N/A
Community Links	Quality of Life
Estimated Budget	\$5,700,000
Sources of Funding	TIF-General Funds-Grants-State/Federal Grants
Potential Benefit	Revenue-Leverage Local Resource for Great Impact

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Assign Grant Manager	■																			
2	Reassign HOME and CDBG to new division	■	■																		
3	Establish staff coordination system to search for grants			■	■																
4	Implement					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5	Report to City Council	■					■				■				■				■		



# Action Plan 2c

## Complete MAXIMUS Fee Study and Implement Impact Fees to Have Growth Pay for Growth

**Description:**

MAXIMUS is an industry-leading provider of technology and consulting solutions for asset and infrastructure-intensive organizations in government, education, utilities, telecommunications, transportation, healthcare and the commercial sector. Completing the on-going MAXIMUS fee study will help maximize funding sources and improve fiscal sustainability by ensuring that staff services devoted to private sector development activities are self-supporting rather than drawing on taxpayer support. The study is a detailed staffing analysis of cost-recoverable processes provided to developers, builders, and other applicants for permits, entitlements, and services. The study evaluates and assigns the costs of providing such services and justifies possible fee structures to recover the City's costs.

Resource Analysis	
Lead Department	Building
Work Group	Maximus Fee Study
Outside Professionals	MAXIMUS
Community Links	N/A
Estimated Budget	\$50,000
Sources of Funding	General Fund-TIF
Potential Benefit	Cost recovery for services rendered

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Complete Study	█	█	█	█																
2	Prepare and present ordinance to City Council																				
3	Implementation																				



# Action Plan 2d

## Begin Sycuan/MRW Hotel and Develop Marina Gateway

### Description:

Sycuan/MRW are in the final approvals to develop a destination hotel and restaurant at the gateway to the bayfront. The property will include a 174-room hotel, a 4,000 square foot restaurant, 16,000 square feet of retail/office, a marsh overlook and walking paths located immediately west of I-5 on the south side of Bay Marina Drive. Site cleanup by California Integrated Waste Management Board is complete. Recruitment and selection of operators are underway.

The parcels to the north of Bay Marina Drive include four blocks (including the historic rail depot) proposed to be master planned for visitor/hospitality related uses. These blocks and adjacent streets and rights-of-way will be enhanced to create a major gateway to the bayfront. Bay Marina Drive is undergoing a major widening and improvement that would include landscaped medians and parkways.

Resource Analysis	
Lead Department	Community Development
Work Group	Marina Gateway
Outside Professionals	Rick Engineering-Legal
Community Links	Development
Estimated Budget	\$25-30 million (hotel), \$2.1 million (Bay Marina Drive); \$10+million (Marina Gateway)
Sources of Funding	Private Investment-TIF-CIWMB-Port
Potential Benefit	Revenue generation-Visitor-serving uses

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Final permitting and approvals	■	■	■	■																
1	Hotel construction			■	■	■	■	■	■												
2	Hotel operation									■	■	■	■	■	■	■	■	■	■	■	■

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Marina Gateway Planning and Entitlement			■	■	■	■	■	■												
2	Marina Gateway Construction									■	■	■	■	■	■	■	■				
3	Marina Gateway Operation																	■	■	■	■



# Action Plan 2e

## Continue Pursuing Home Depot/PSI and Develop Site

### Description:

The Home Depot and Pacific Steel Inc. (PSI) recently received approval of an Exclusive Negotiation Agreement (“ENA”) on 15 acres on Cleveland Avenue between Civic Center Drive and 18th Street, including 9.6-acres currently occupied by PSI. Due diligence is now being conducted by the Home Depot under terms of the ENA. PSI has operated for decades at this location as a metals scrapping and recycling facility. As a result the site is contaminated with heavy metals. The redevelopment of the site will include extensive remediation to remove hazardous materials to a level that will allow the reuse of the site for the Home Depot facility and a state-of-the-art recycling facility for PSI. Home Depot is the largest home improvement retailer in the nation, and will support fiscal sustainability for the City by generating sales tax revenue. Additionally, customers will generate activity along Cleveland Avenue and begin revitalization west of Interstate 5.

Resource Analysis	
Lead Department	Community Development
Work Group	Home Depot/PSI
Outside Professionals	Environmental-Legal-DTSC-BNSF
Community Links	Development
Estimated Budget	TBD
Sources of Funding	Private Investment-TIF-Environmental Grants
Potential Benefit	Revenue generation-Cleveland Ave revitalization

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	ENA	█	█	█	█																
2	Design Development					█	█	█	█												
3	DDA									█	█	█	█								
4	Design Detail, Permit, Remediation, Construction									█	█	█	█	█	█	█	█				
5	Operation																	█	█	█	█

# Strategic Action 3

## Improve Quality of Life

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*Build and maintain facilities and activities that support community needs and ensure that they are serving the people and families of National City*



**National City Aquatic Center**

Five Objectives & Actions have been identified for the next 5-year period:

- a. Expand Hours at Community Facilities**
- b. Conduct a Demand Study and Formulate a Strategic Plan for Community Facilities and Activities, including Family Activities such as Movies in the Park**
- c. Develop Art and Culture District including Playhouse and Arts Center**
- d. Build the Aquatic Center**
- e. Support City Parks and Open Space such as Paradise Creek Education Park**



# Action Plan 3a

## Expand Hours at Community Facilities

### Description:

Utilizing Prop D revenue, the City will begin expanding service hours at community facilities such as the library and pool. Expanding the hours of operations of community facilities will improve the quality of life of residents of National City. Library hours would be expanded to seven days a week, including four hours on Sundays, making educational and gathering opportunities more available to the public and providing a more lively pedestrian experience on National City Boulevard. Swimming pool hours would be expanded from 9 to 11 months. The pool will be closed one month annually for maintenance make recreational, educational and gathering opportunities more available to the public. In future years the City will consider expanded hours and make adjustments based on community demands and financial capabilities.

Resource Analysis	
Lead Department	Community Services
Work Group	Facilities
Outside Professionals	TBD
Community Links	Quality of Life
Estimated Budget	TBD
Sources of Funding	Proposition D Sales Tax
Potential Benefit	Expanded service hours for residents

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Complete staffing and implement																				
2	Expanded hours of operation																				



# Action Plan 3b

## Conduct a Demand Study and Formulate a Strategic Plan for Community Facilities and Activities, including Family Activities such as Movies in the Park.

### Description:

National City has many community facilities and events that provide services and activities for residents and businesses. In the next fiscal year the City will conduct a demand study and formulate a strategic plan for community facilities and family-oriented events. This program would involve the inventory and assessment of community facilities and services, survey of residents and users, formulation of objectives and action plan, identification of potential funding sources, and implementation of the program. Facilities include: Arts Center, soccer field at Kimball Park, skate park, Aquatic Center, Camacho Gym, Kimball Recreation Center, El Toyon Recreation Center, Kimball Park ball field lights, resurfacing tennis courts, Casa de Salud, and Kimball Amphitheatre. The document will identify a coherent and fiscally responsible plan for facilities and activities throughout National City and is intended to encourage consistent public and private decisions about future demands. The events strategy will focus on family-oriented activities throughout the community such as "movies in the park".

Resource Analysis	
Lead Department	Community Services
Work Group	Facilities
Outside Professionals	TBD
Community Links	Quality of Life
Estimated Budget	TBD
Sources of Funding	General Fund
Potential Benefit	Improvement of community facilities and services

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Inventory and analysis of facilities																		
2	Prepare plan and adoption																		
3	Implementation																		



# Action Plan 3c

## Develop Art and Culture District including Playhouse and Arts Center

### Description:

The long-range vision is to create a regionally recognized Art & Culture District centered around the northeast corner of Kimball Park. In the short term, the City will continue to work with budgeted funds to rehabilitate the old library building. Developing an Art and Cultural District will improve the quality of life of residents of National City and increase fiscal sustainability by cultivating an urban art district. Historically, neighborhoods around an art district build value by improving community appearance and providing cultural opportunities. Important projects include: renovation of Playhouse on Plaza to attract potential users; development of the Cultural Arts Center using the old library for gallery/exhibit space, studios, performances, and teaching/instruction in the arts; and The Kimball Bowl outdoor amphitheatre. The City will complete a 1-year plan focused on the old library and draft a 5-year plan to build a world-class district. The Arts and Cultural District must be a community based initiative that revitalizes an important part of the City with a vibrant and diverse collection of uses.

Resource Analysis	
Lead Department	Community Development
Work Group	Arts District
Outside Professionals	Architect-Public Artist-Foundations
Community Links	Quality of Life
Estimated Budget	TBD
Sources of Funding	TIF-Grants-Foundations-Philanthropy
Potential Benefit	Culture-Public Art-Entertainment

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Design and Construct Old Library	■	■	■	■																
2	Create Arts District Advisory Board			■	■	■	■	■	■												
3	Implementation																				



# Action Plan 3d

## Build Aquatic Center

### Description:

Building the National City Aquatic Center will help support quality of life activities by providing greater public access to the National City waterfront to youth and adults as well as expanding environmental, recreational, and educational opportunities. The facility will include offices, two multipurpose classrooms, restrooms, locker rooms, and storage facilities. The City has entered into an operating agreement with the South Bay Family YMCA to operate the facility for the community. Programs will include sailing, kayaking, environmental science, and related classroom instruction.

Resource Analysis	
Lead Department	Community Development
Work Group	Aquatic Center
Outside Professionals	Rabines (Architect)-Shermer(Artist)-Contractor-YMCA
Community Links	Quality of Life
Estimated Budget	\$3.2 Million
Sources of Funding	Tax Increment-Port District-Grants
Potential Benefit	Activate the bayfront-aquatic programs to residents

No.	Task	2007		2008		2009		2010		2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Construction Drawings		■										
2	Research and prepare grant applications		■	■									
3	Permitting			■	■								
4	Complete public art design		■	■									
5	Complete public bidding			■									
6	Construction				■	■	■	■					



# Action Plan 3e

## Support City Parks and Open Space such as Paradise Creek Educational Park

### Description:

Since National City is fully developed, long term planning for parks and open space is critical to enhance quality of life. It is important that the City maintain its current parks, such as Kimball, Las Palmas and El Toyon and to support new parks such as the Paradise Creek Educational Park. In order to leverage local resources to improve quality of life by increasing and improving open spaces and natural educational experiences, the City will work with the Facilities Work Group to complete an inventory of existing and proposed parks and open spaces. After compiling the inventory and assessing demands, the City will consider its current resources and develop a funding program for acquisition and improvements for parks and open space. The development of a coordinated parks and open space system in National City will require the commitment from the public sector, private sector, non-profits, special interest groups, utility providers, and individual citizens.

Resource Analysis	
Lead Department	Community Services
Work Group	Facilities
Outside Professionals	Consultant; Non-profits
Community Links	Quality of Life
Estimated Budget	N/A
Sources of Funding	General Fund; TIF; Grants; Philanthropy
Potential Benefit	Improve parks and open space for residents

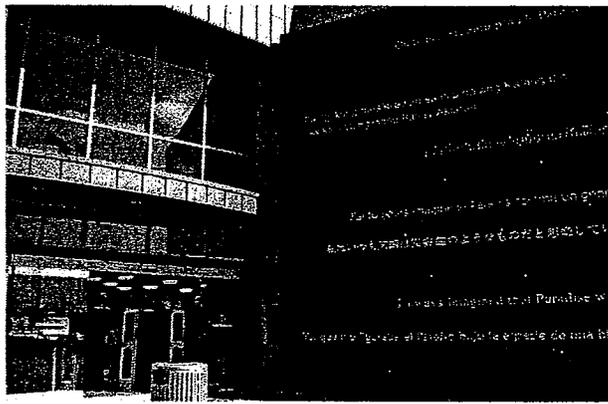
No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Inventory and analysis resources																				
2	Prepare plan and adoption																				
3	Implementation																				

# Strategic Action 4

## Utilize Community Resources

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*Engage, educate, and empower the community by improving communications and building programs that leverage the efforts of residents and businesses*



**National City Public Library**

Five Objectives & Actions have been identified for the next 5-year period:

- a. Reinstitute Neighborhood Watch Program and coordinate with Neighborhood Councils, Expand Security Camera Program, and implementation of Red-Light Cameras**
- b. Begin Offering Wi-Fi Internet Access and Launch Interactive User Friendly Website for the City**
- c. Utilize and Market Enterprise Zone Tax Incentives**
- d. Support Community Benefit Districts**
- e. Work With Local Schools To Empower Youth For Community Change**



# Action Plan 4a

## Reinstitute Neighborhood Watch Program and coordinate with Neighborhood Councils, Expand Security Camera Program, and implementation of Red-Light Cameras

### Description:

Established Community Watch Groups have recently realigned with Neighborhood Council Groups to better address neighborhood issues and concerns. The result has enhanced community participation and improved City responsiveness to neighborhood issues and concerns. The City's Security Camera program was initiated by the Police Department along Roosevelt Avenue near the Civic Center to combat criminal activity within the downtown core. According to the Police Department, there is a desire to expand the Security Camera program, establish a business watch program, and to install Red-Light cameras at key intersections for traffic monitoring activities. During the five year period, the City will enhance local security programs by:

- Providing quarterly status reports to the City Council regarding the activities of the community watch and Neighborhood Council groups;
- Establishing a business watch program within business districts;
- Exploring the feasibility of implementing Red-Light Cameras at key City intersections; and
- Identifying potential commercial thoroughfares and/or locations for expanding the City's security camera program.

Resource Analysis	
Lead Department	Police
Work Group	Neighborhood Councils; Camera & Neighborhood Watch
Outside Professionals	N/A
Community Links	Business; Education; Quality of Life
Estimated Budget	TBD for marketing materials, neighborhood signage, and potential locations security cameras
Sources of Funding	General Fund
Potential Benefit	Safer neighborhoods and business districts; Community pride

No.	Task	2007		2008		2009		2010		2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Explore the feasibility of implementing a Red-Light Cameras in key City intersections												
2	Provide quarterly status reports regarding the activities of the community watch and neighborhood council groups												
3	Establish a business watch program												
4	Identify potential commercial locations for expanding the security camera program												



# Action Plan 4b

## Begin Offering Wi-Fi Internet Access and Launch Interactive User Friendly Website for the City

### Description:

The National City library offers computer stations for students and residents to have access to the internet. It is important that we expand internet access and build digital tools. A user-friendly City website is a critical component to effective marketing for prospective investors and developers, and is informational to the local citizenry. An informative website can provide a comprehensive list of all public meetings and events, detailed fee schedules, community plans and ordinances, interactive maps, Request for Proposal (RFP) announcements, and a list of career opportunities. During the five year period, the City will provide a user friendly City website by:

- Forming an ongoing interdepartmental committee that identifies departmental website needs;
- Preparing a bid package to solicit competitive consultant proposals for a website update;
- Studying the feasibility of providing Wi-Fi Internet access along various commercial corridors, and private wireless networks for public safety entities;
- Establishing a training program for staff to undertake minor edits to web pages, as needed; and
- Maintaining an ongoing operating budget for significant website updates and upgrades;

Resource Analysis	
Lead Department	MIS
Work Group	Website
Outside Professionals	Web Designer-Web Host
Community Links	Business-Education-Development
Estimated Budget	\$125,000
Sources of Funding	General Fund-TIF
Potential Benefit	Internet access-Informative City portal

No.	Task	2007				2008				2009				2010				2011					
		Q1	Q2	Q3	Q4																		
1	Finish pilot website for Community Development			■	■																		
2	Solicit bids and develop Citywide website					■	■	■	■														
3	Begin providing Wi-Fi Internet access along various commercial corridors and private wireless networks for public safety entities			■	■																		
4	Launch Citywide website									■	■	■	■	■	■	■	■	■	■	■	■	■	■



# Action Plan 4c

## Utilize and Market Enterprise Zone Tax Incentives

### Description:

The Enterprise Zone Program targets economically distressed areas throughout California. Special state and local incentives encourage business investment and promote the creation of new jobs. The purpose of the Zone program is to provide tax incentives to businesses and allow private sector market forces to revive the local economy. National City participates in a Regional Enterprise Zone, which also includes areas within the Cities of San Diego and Chula Vista. The State Enterprise Zone program provides tax incentives for eligible businesses and industries that expand or locate within a designated Enterprise Zone. Recently, the City's Enterprise Zone boundary expanded to cover over 90% of the City. The State issued a conditional designation with a final designation pending upon the completion of an Environmental Impact Report (EIR), which is slated for completion by Spring 2007. During the five year period, the City will market the Enterprise Zone program by: Informing eligible businesses and industries of the tax benefits associated with being located within an Enterprise Zone; supporting ongoing multi-jurisdictional meetings with member cities to keep up to date regarding program challenges and successes; partnering with local and regional business associations, and participating at their business events and activities; and participating at local, regional, and national trade shows.

Resource Analysis	
Lead Department	Community Development
Work Group	Enterprise Zone
Outside Professionals	Pacific Municipal Consultants
Community Links	Business; Development
Estimated Budget	\$25,000 - \$50,000
Sources of Funding	TIF
Potential Benefit	Business expansion and retention; Increase in local job base and revenues

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Complete expansion of Enterprise Zone Boundary	■																	
2	Inform eligible businesses of program benefits	■	■	■	■		■		■		■		■		■				
3	Support program and ongoing regional meetings		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		



# Action Plan 4d

## Support Community Benefit Districts (CBD)

**Description:**

A partnership between the City and local communities, Community Benefit Districts (CBD) aim to improve the quality of life in neighborhood commercial corridors. A CBD is a voluntary funding mechanism whereby property owners are levied a special assessment to fund improvements to their neighborhood, including beautification projects, clean and safe programs, graffiti removal, tree maintenance, marketing and district promotions, and special events such as farmers markets and street festivals. The funds are administered by a non-profit established by the neighborhood. Community Benefit Districts are sometimes referred to as Landscape, Lighting and Maintenance Areas or Business Improvement Districts (BIDs) and are incorporated neighborhood groups where property and business owners within a defined area elect to assess themselves through their property taxes to implement marketing, promotional, and maintenance related services that are above and beyond the current level of City services. The City will continue supporting Community Benefit Districts by: Partnering with local business improvement districts and participating at their business events and activities; Work with Morgan Square BID to extend the expiration of existing authority; and support the ongoing efforts of the Highland Avenue Business Association to create a Landscape and Lighting District along Highland Ave.

Resource Analysis	
Lead Department	Community Development
Work Group	Morgan Square BID-Highland CBD-Mile of Cars
Outside Professionals	New City America
Community Links	Business
Estimated Budget	\$100,000-\$125,000 range to establish a CBD
Sources of Funding	TIF-Self-funded
Potential Benefit	Generate local revenues-Provide community character

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Highland Avenue formation	█	█	█	█																
2	Implement Highland Ave CBD					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
2	Extend the expiration of the Morgan BID							█	█												
3	Implement Morgan BID	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█



# Action Plan 4e

## Partner With Youth and Schools for Community Change

### Description:

Partnering with local schools and mentoring the youth provides the opportunity for students to learn about community and service, and to equip themselves with the necessary skills to be competitive within the workforce market. The result empowers the youth to participate in community activities and public affairs, and improves the City's responsiveness to local youth issues. During the five year period, the City shall empower the youth by: continuing to employ interns from Sweetwater High School to participate at City Council meetings and related activities; establishing a Youth Advisory Board to provide input to local government activities; and sponsoring an annual "Community Development Project" that will be undertaken by local high school students with the guidance of City staff. If successful, expand program to include middle and elementary schools. This partnership will empower the youth of National City and leverage them as a resource.

Resource Analysis	
Lead Department	Community Development
Work Group	Student Project
Outside Professionals	Sweetwater Senior Class
Community Links	Education-Quality of Life
Estimated Budget	\$50,000
Sources of Funding	General Fund-TIF
Potential Benefit	Empower local youth-Community pride-Leverage resources

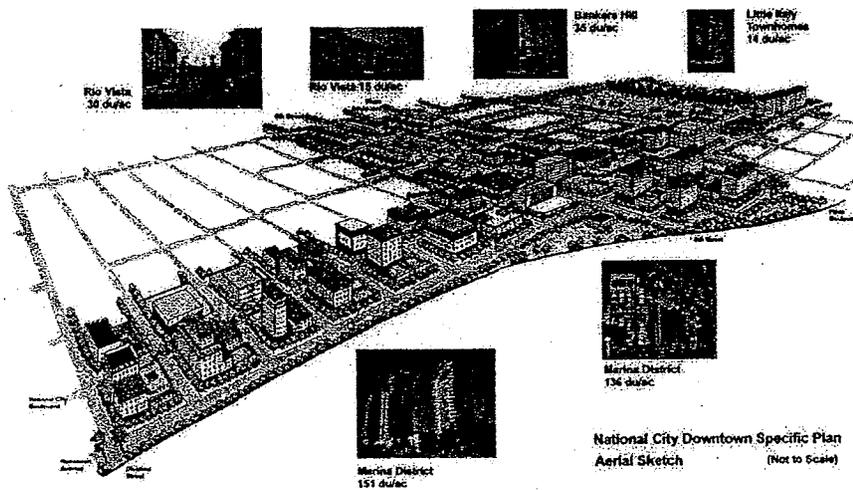
No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Continue to employ interns from Sweetwater High School to participate at City Council meetings																				
2	Establish a Youth Advisory Board to provide input to local government activities																				
3	Sponsor an annual "Community Development Project" that will be undertaken by local high school students																				

# Strategic Objective 5

## Focus Long-Range Planning Efforts

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Manage land use plans by drafting one specific or master plan at a time. Continue implementing and studying impacts of other plans concurrently



Five Objectives & Actions have been identified for the next 5-year period:

- a. **Implement Downtown Specific Plan through Establishing Market Supported Values**
- b. **Complete Westside Specific Plan and Analyze Comprehensive Implementation Strategy**
- c. **Form Strategic Alliance and Initiate the Bayfront Master Plan**
- d. **Address Land Use Code and Prepare for General Plan Update**
- e. **Work Toward a Comprehensive Transportation Strategy**



# Action Plan 5a

## Implement Downtown Specific Plan (DSP) through Establishing Market Supported Values

**Description:**

A “specific plan” is a land use plan addressing land use distribution, open space availability, infrastructure, and infrastructure financing for a portion of the community. Specific plans put the provisions of the local general plan into action.

The Downtown Specific Plan (DSP) was adopted in February 2005. Eight development projects have received approvals under the DSP, and another nine projects are in various stages of proposal or the review process. Implementation (entitlement processing) by City/CDC is very responsive to project proponents/developers through a streamlined permitting process. However, implementation (construction) by project proponents has been slow due to market conditions. Council has reaffirmed the market rate urban vision for downtown development and desires to maintain the integrity of the DSP goals and objectives.

Resource Analysis	
Lead Department	Community Development
Work Group	As needed
Outside Professionals	TBD
Community Links	Development
Estimated Budget	TBD
Sources of Funding	TIF-Private Investment
Potential Benefit	Revenue generation-Revitalization of downtown

No.	Task	2007		2008		2009		2010		2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Process entitlements and build value												



# Action Plan 5b

## Complete Westside Specific Plan (WSP) and Analyze Comprehensive Implementation Strategy

**Description:**

The Westside Specific Plan is expected to be available for public review in the summer of 2007. The process has involved two years of community workshops. The plan is expected to provide design guidelines and establish land use policies that will provide direction for future development of the Westside community through efforts that include improving existing housing, amortizing incompatible uses, introducing smart growth in appropriate areas and enhancing the streetscape and Paradise Creek. Future opportunities include the development around the 24<sup>th</sup> Street Trolley Station and Civic Center Drive. The City should continue working with the community to prioritize the needs and develop an implementation strategy for the area.

Resource Analysis	
Lead Department	Planning
Work Group	Westside Plan Implementation
Outside Professionals	EDAW-Economics-CEQA
Community Links	Development-Health & Safety
Estimated Budget	\$300,000 (soft costs)
Sources of Funding	General Fund-TIF-Grants-Private Investment
Potential Benefit	Improved health conditions-Revitalized Westside

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Complete plan	█	█																
1	Examine feasibility and certify environmental review	█	█	█	█														
1	Adopt plan					█	█												
2	Implementation					█	█	█	█	█	█	█	█	█	█	█	█		



# Action Plan 5c

## Form Strategic Alliance and Initiate the Bayfront Master Plan

### Description:

The National City bayfront deserves attention and the future economic stability of the City depends on the redevelopment of the property west on Interstate 5. Although the City has substantial frontage along San Diego Bay, most of the lands west of Interstate 5 are comprised of U.S. Navel Base and Port District Tidelands. Consequently, residents have very little accessible water frontage, and the City has little land use authority for the development of bayfront lands. Council has stated a desire to work with the Navy and Port to master plan the entire bay front for the benefit of all interested parties, including the region and the local community. The City will ask the Navy and Port to form an authority that is authorized to consider the long term goals, plan the National City bayfront, and start taking steps towards those goals. The first step is to create a master plan for the area and certify its benefits to the county, region and City. The strategic alliance will be authorized to create a master plan and certify a CEQA/NEPA document and then advocate for the discretionary approvals and the county, state, and federal levels.

Resource Analysis	
Lead Department	Community Development
Work Group	Bayfront Master Plan
Outside Professionals	Port-Navy-Planning and Design Consultants-CEQA
Community Links	Development
Estimated Budget	TBD
Sources of Funding	General Fund-TIF
Potential Benefit	Revenue generation-Bayfront access

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Form Alliance																		
2	Prepare Master Plan																		
3	CEQA / NEPA Process																		
4	Implementation																		



# Action Plan 5d

## Address Land Use Code and Prepare for General Plan Update (GPU)

### Description:

The last major amendment of the General Plan was completed in 1996. The City has in recent years been subject to significant growth and development pressure. Council has provided guidance on land use and development policy to reflect community needs and demands. A major General Plan update is necessary to comprehensively reflect Council policy direction and the community's desired vision for the future growth and development of the City. This program would be preceded by a major Land Use Code update which would resolve inconsistencies in City Zoning Regulations.

Resource Analysis	
Lead Department	Planning
Work Group	General Plan Update-Land Use Code Update
Outside Professionals	CEQA-Planning and Design Consultants
Community Links	Development
Estimated Budget	\$250,000
Sources of Funding	General Fund-Tax Increment
Potential Benefit	Comprehensive update of land use policies

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Community Visioning									■	■										
2	Prepare General Plan / CEQA													■	■	■	■	■	■	■	■
3	Prepare Land Use Code Update / CEQA					■	■	■	■												
5	Implementation																				■



# Action Plan 5e

## Work Toward a Comprehensive Transportation Strategy

### Description:

The comprehensive transportation plan provides a framework for identifying existing deficiencies, implementing improvements and addressing the City's future transportation system needs. The goal is to implement a proactive approach to transportation planning and traffic operations to improve safety, efficiency of travel, and quality of life. During the 5-year period, the City will improve traffic safety and operations through:

- Communication and public outreach;
- Establishing funding sources and obtaining state and federal grants;
- Data collection and monitoring of traffic conditions;
- Data management and engineering analysis;
- Researching new technologies and assessing costs/benefits; and
- Implementing effective improvements.

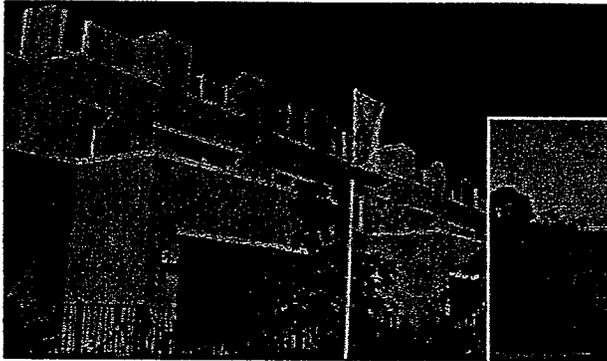
Resource Analysis	
Lead Department	Engineering
Work Group	Transportation
Outside Professionals	TBD
Community Links	Health & Safety-Quality of Life
Estimated Budget	TBD
Sources of Funding	Gas Tax-TRANSNET-CMAQ-TIF
Potential Benefit	Improve safety-Reduce congestion-Enhance quality of life

No.	Task	2007		2008		2009		2010		2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Transportation Plan Implementation												

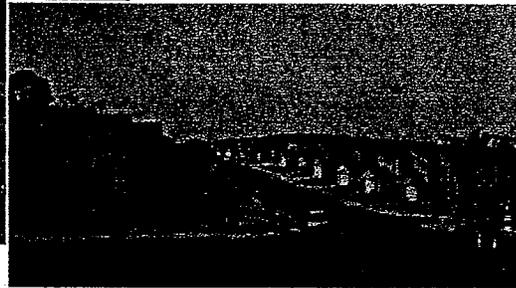
# Strategic Objective 6

## Improve Housing Conditions

*Continue providing housing opportunities at all income levels and develop programs to improve existing conditions*



**Paradise Walk**



**Paradise Ridge**

Five Objectives & Actions have been identified for the next 5-year period:

- a. Adopt The Housing Element As A 5-Year Plan For Housing**
- b. Implement Home Ownership Assistance Programs**
- c. Develop Affordable Housing By Leveraging 20% TIF Set Aside, HOME Funds, and Other Affordable Housing Financing Programs**
- d. Consider Compatibility Of Residential With Other Land Uses, Carry Out The Amortization Ordinance for The Westside Area**
- e. Advance Housing Inspection Program for Rental Properties and Inform Landlords Through Property Owner Workshops**



# Action Plan 6a

## Adopt the Housing Element as a 5-year plan for housing

### Description:

The Housing Element is one of the seven required elements of a jurisdiction's General Plan. The Housing Element contains a housing needs statement, goals and objectives, and action programs that address local housing needs for all income levels. During the 5-year period, the City shall create local housing opportunities by:

- Adopting and implementing the 2005-2010 Housing Element;
- Proactively assisting in the production, improvement, and preservation of the local supply of affordable housing;
- Partnering with regional non-profits and Community Housing Development Organizations (CHDOs) to produce affordable housing opportunities; and
- Facilitating residential development through the adoption and implementation of specific plans.

Resource Analysis	
Lead Department	Planning
Work Group	Housing Element
Outside Professionals	EDAW
Community Links	Quality of Life-Development
Estimated Budget	\$44,000
Sources of Funding	General Fund
Potential Benefit	Planning document that addresses local housing needs for 2005-2010

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Complete & Adopt Housing Element	█	█	█	█																
2	Housing Element Implementation					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█



# Action Plan 6b

## Implement Home Ownership Assistance Programs

### Description:

Most of National City's housing units are currently occupied by renters. The City Council has expressed an interest in increasing opportunities for home ownership and directed staff to develop and implement programs to assist residents to become home owners.

Resource Analysis	
Lead Department	Community Development
Work Group	Affordable Housing
Outside Professionals	TBD
Community Links	Quality of Life
Estimated Budget	TBD
Sources of Funding	Federal, 20% TIF set aside, Grants
Potential Benefit	Improved quality of life, improved property values and property tax receipts

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Research and program development	■	■	■																	
2	City Council consideration					■															
3	Program Implementation									■	■	■	■	■	■	■	■	■	■	■	■



# Action Plan 6c

## Develop Affordable Housing by Leveraging 20% TIF Set Aside, HOME Funds, and Other Affordable Housing Financing Programs

### Description:

The 20% TIF<sup>1</sup> set aside fund and the HOME program are the City's primary funding source for generating affordable housing opportunities within the community. Pursuant to State law, 20% of TIF generated from a project area is required to be used by public agencies to increase and preserve the community's supply of affordable housing. The HOME program is an annual entitlement received from the federal government to implement affordable housing activities and programs citywide. During the 5-year period, the City will generate affordable housing opportunities through TIF and HOME Funds by:

- Producing at least 117 new affordable housing units for low to moderate income households to meet the City's regional housing need;
- Making available at least 15% of the 117 new affordable housing units within the Project Area;
- Supporting the development of affordable housing on publicly owned property that is slated to be sold and conveyed to developers for residential and mixed use projects; and
- Re-establishing an effective first time homebuyer and housing rehabilitation program that targets low to moderate income households.

Resource Analysis	
Lead Department	Community Development
Work Group	Affordable Housing
Outside Professionals	Economic-Planning & Design Consultants-CHDOs
Community Links	Quality of Life-Development
Estimated Budget	TBD
Sources of Funding	20% TIF Set aside-HOME-Grants-Private Investment
Potential Benefit	Increased affordable housing opportunities for low to moderate income households

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Produce new affordable housing units																				
2	Re-establishing first time homebuyer and rehabilitation programs																				

<sup>1</sup> Tax Increment Financing  
National City 5-year Strategic Plan



# Action Plan 6d

## Consider Compatibility of Residential With Other Land Uses, Carry Out The Amortization Ordinance For The Westside Area

### Description:

The vision of the Westside area is to phase out incompatible uses and re-establish a neighborhood with primarily residential uses within the core, and mixed use commercial and residential uses along the major corridors. To implement the vision, the development of a Westside Specific Plan is underway, which will provide specific planning standards and regulations for guiding development within the neighborhood. Additionally, the City recently adopted a citywide Amortization Ordinance (August 2006), which provides the City Council the authority to order the termination of non-conforming uses within a reasonable amount of time<sup>2</sup> upon the recommendation of the Planning Commission. During the 5-year period, the City shall enhance the quality of life within the Westside neighborhood by:

- Adopting and implementing the Westside Specific Plan;
- Facilitating the development of market and affordable housing projects;
- Supporting the revitalization of neighborhood amenities, such as Paradise Creek; and
- Proactively utilize Amortization Ordinance for uses determined to be non-conforming.

Resource Analysis	
Lead Department	Community Development
Work Group	Westside Plan Implementation-Housing Element
Outside Professionals	EDAW-Economic Consultant
Community Links	Quality of Life-Development-Health & Safety
Estimated Budget	TBD
Sources of Funding	TIF-General Fund-Grants-Private Investment
Potential Benefit	Improve quality of life-Healthier living environment increase market and affordable housing opportunities

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Adopt Westside Specific Plan																				
2	Westside Specific Plan Implementation																				
3	Amortization Ordinance Implementation																				

<sup>2</sup> Order for termination is based on a case by case basis.  
National City 5-year Strategic Plan



# Action Plan 6e

## Advance Housing Inspection Program for Rental Properties and Inform Landlords Through Property Owner Workshops

### Description:

In 1996, the City initiated a housing inspection program to provide proactive inspections for rental units west of the I-805, which are among the oldest in the City and with the greatest number of hazards. According to the Building and Safety Department, the top five violations include, miscellaneous electrical violations, missing smoke detectors, miscellaneous plumbing violations, broken doors and windows, and inoperative stove hoods. At issue is maintaining an ongoing funding source for continuing the program on a consistent basis. Grants are currently sustaining the housing inspection program, and will need an alternative funding source once the funding is no longer available. During the 5-year period, the City shall advance the Housing Inspection Program by;

- Providing an ongoing funding source for the housing inspector position;
- Reversing deteriorating conditions caused by improperly maintained properties;
- Striving for a safe and healthy home environment for all City residents; and
- Promoting neighborhood stability and the preservation of property values;

Resource Analysis	
Lead Department	Building & Safety
Work Group	Housing Inspection-Code Assistance
Outside Professionals	N/A
Community Links	Health & Safe-Quality of Life
Estimated Budget	Related expenses (annual): \$15,000
Sources of Funding	TIF; General Fund
Potential Benefit	Improved Quality of Life; Preservation of Property Values; Reversing blighting conditions

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Fund Proactive Housing Inspector Program																		
2	Implement Proactive Housing Inspection Program																		
3	Inform Landlords Through Workshops																		

# Strategic Action Plan 7

## Make an Impact

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*Revitalize neighborhoods and strengthen community appearance by investing into efforts that immediately impact the community*



**Mural in Las Palmas Park**

“Strength & Hope of the Family” by Rafael Lopez

Five Objectives & Actions have been identified for the next 5-year period:

- a. Inform the Community regarding Code Assistance and Graffiti Abatement Efforts and Encourage Compliance**
- b. Invest in Infrastructure and Aging Public Facilities Identified by Community Priorities**
- c. Continue Neighborhood Clean Ups and Initiate Annual Spring Cleaning**
- d. Invest in Infrastructure and Aging Public Facilities**
- e. Support Public Art and Initiate Percent for Public Art Program**



# Action Plan 7a

## Inform the Community regarding Code Assistance and Graffiti Abatement Efforts and Encourage Compliance

### Description:

The City's Code Enforcement and Graffiti abatement programs address public complaints pertaining to community nuisances and appearance. Successful abatement efforts maintain community appearance, preserve property values, and reduce blight within a community. Essential to a successful program is informing local businesses and the citizenry of resources available to proactively combat community nuisances. During the 5-year period, the City will support code enforcement and graffiti abatement efforts by:

- Collaborating with Neighborhood Councils to inform area residents of local enforcement and graffiti abatement efforts;
- Partnering with local business associations and non-profits to proactively combat community nuisances and appearance;
- Re-evaluating the current program to determine if improvement and additional resources are needed; and
- Adding a Housing Inspector and a Code Enforcement Officer focused on community appearance.

Resource Analysis	
Lead Department	Building
Work Group	Code Assistance
Outside Professionals	N/A
Community Links	Health & Safety-Quality of Life
Estimated Budget	Code Enforcement Officer: \$80,000; related expenses (annual): \$15,000
Sources of Funding	TIF-HUD Grants
Potential Benefit	Neighborhood stability; Preserves property values; Eliminates blighted conditions

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Add a Code Enforcement Officer and Housing Inspector				■														
2	Partner with Chamber and utilize website to combat community nuisances and appearance																		
3	Introduce program to educate, encourage, and enforce code violations.				■														
4	Implementation																		



# Action Plan 7b

## Invest in Infrastructure and Aging Public Facilities Identified by Community Priorities

### Description:

Public and cultural facilities are local assets and amenities that contribute to the well being of a community. Locally, ongoing maintenance and upkeep of aging public and cultural facilities is challenging due to high costs and limited resources. An effort is underway to compile an inventory of existing facilities, and to formulate sound recommendations for their renovation and ongoing maintenance. During the 5-year period, the City will invest in aging public and cultural facilities by:

- Completing an inventory of existing facilities and a set of recommendations for facility renovation and ongoing maintenance;
- Partnering with non-profits to invest in ongoing maintain local public facilities; and
- Soliciting assistance from local and regional private sources and foundations to “fix and upgrade” neighborhood parks (i.e., El Toyon Park) within distressed communities.

**Note:** In the opinion of the City Manager, most, if not all, of the objectives and actions discussed in this plan are attainable only with reliable revenues from Proposition D.

Resource Analysis	
Lead Department	Community Services
Work Group	Facilities
Outside Professionals	Planning & Design Consultants
Community Links	Quality of Life-Education-Business
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Philanthropy
Potential Benefit	Rehabilitation and preservation of local facilities

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Inventory and analysis of facilities																				
2	Partner with with community committed to the investment and ongoing maintenance of local public facilities																				
3	Consider quality of life initiative to modernize facilities																				



# Action Plan 7c

## Continue Neighborhood Clean Ups and Initiate Annual Spring Cleaning

### Description:

Regularly scheduled neighborhood cleanups improve community appearance, and promote neighborhood pride and citizen participation. Neighborhood cleanups also improve community image to outside visitors and prospective investors. Local clean up efforts have recently waned due to limited resources, but are poised to come back due to strong demand. During the 5-year period, the City will implement neighborhood clean up efforts by:

- Coordinating quarterly “cleanup days” within existing neighborhoods;
- Collaborating with Neighborhood Council Groups to inform local residents of upcoming “cleanup days,” and of the benefits of a positive community appearance;
- Sponsoring an annual “Spring Clean Up Day” citywide; and
- Re-evaluating the program annually to determine where improvements and enhancements can be made.

Resource Analysis	
Lead Department	Community Services
Work Group	Neighborhood Clean Up
Outside Professionals	Local Disposal Company
Community Links	Quality of Life
Estimated Budget	\$20,000-\$25,000 for trash bins
Sources of Funding	General Fund-Philanthropy
Potential Benefit	Improve community appearance; promote neighborhood pride and citizen participation

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Coordinate quarterly “cleanup days” within existing neighborhoods																				
2	Sponsor an annual “Spring Clean Up Day” citywide																				
3	Re-evaluate program annually to determine where improvements and enhancements can be made																				



# Action Plan 7d

## Develop Neighborhood Revitalization Toolbox

### Description:

A toolbox is a set of programs and incentives that help a neighborhood make improvements. The idea behind developing a neighborhood revitalization tool box is to establish a distinct set of revitalization tools that can remedy code violations, address health and safety issues within existing neighborhoods, and empower homeowners to make improvements to their homes. Additionally, the toolbox can address consistent problems such as traffic and parking. There are many potential tools such as traffic calming techniques and appropriately sited landscaping that can promote safety and preserve pedestrian-oriented neighborhoods. Working hand-in-hand with Neighborhood Council Groups, the City will be able to advance revitalization efforts and better respond to neighborhood issues and concerns. During the 5-year period, the City shall advance neighborhood revitalization efforts by:

- Establishing an interdepartmental committee to develop a "Neighborhood Revitalization Toolbox";
- "Tailor making" revitalization toolboxes within specific neighborhoods; and
- Partnering with Neighborhood Council Groups to solicit input regarding revitalization efforts and the neighborhood tool box."

Resource Analysis	
Lead Department	Community Development
Work Group	As needed
Outside Professionals	TBD
Community Links	Development-Quality of Life
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Grants
Potential Benefit	Improve Health & Safety-Respond to neighborhood issues

No.	Task	2007				2008				2009				2010				2011				
		Q1	Q2	Q3	Q4																	
1	Evaluate potential tools for neighborhood revitalization			■	■																	
2	Research successful programs and funding options for revitalization					■	■															
3	Partner with Neighborhood Council Groups to implement							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■



# Action Plan 7e

## Support Public Art and Initiate Percent for Public Art Program

### Description:

Public Art contributes to a blended community. Art also plays a significant role in academic and social development for children. The City has the ability to support the creation of public art within public spaces by implementing a Percent for Art Program, which requires new development to pay for the cost of providing art. The cost to provide art is typically derived from setting aside a percentage (i.e., 1-2%) of the total development cost of new projects, and depositing the monies into a Public Art Fund for art programs and activities. Developers may also elect to provide public art within their projects so long as the cost to provide the art equals the required set aside percentage amount. Staff recommends a hybrid system which allows a developer to invest 2% of the project cost at their own expense or deposit 1% into a Public Art Fund. During the 5-year period, the City shall support public art by:

- Establishing and implementing a 2/1 Percent for Art program within the City;
- Commissioning local and regional artists to undertake local art projects; and
- Encouraging developers to incorporate public art into their projects, where feasible.

Resource Analysis	
Lead Department	Community Services
Work Group	Public Art
Outside Professionals	Developers-Local and regional artists
Community Links	Quality of Life-Education-Development
Estimated Budget	TBD
Sources of Funding	Self funded-TIF-Private investment
Potential Benefit	Increased development of art within local public spaces

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Establish a percent (%) for Art program					■	■														
2	Implement a percent (%) for Art program									■	■	■	■	■	■	■	■	■	■	■	■
3	Commission local and regional artists to undertake local art projects													■	■	■	■	■	■	■	■

# Strategic Action Plan 8

## Promote Community Assets

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*Build image of the City by distinguishing important community assets and marketing them to the region*



**National City's Kimball House  
Historic Landmark**

Five Objectives & Actions have been identified for the next 5-year period:

- a. Identify Landmarks and Offer Incentives and Cultivate Plan for City-owned Historic and Cultural Resources**
- b. Develop City Branding and Update Comprehensive Signage Program**
- c. Create Informative Materials and Launch Marketing Campaign**
- d. Encourage Public Uses and Family-oriented Special Events on the Bayfront**
- e. Develop and Implement Green Building and Development Policy**



# Action Plan 8a

## Identify Landmarks and Offer Incentives and Cultivate Plan for City-owned Historic and Cultural Resources

### Description:

There are numerous landmarks that are institutions in National City. These Landmarks deserve special attention and should be focal points of civic pride. The City will offer incentives to these locations through the façade program, business technical assistance program, and other tools designed to help small businesses. Some of the local landmarks are:

- Brick Row
- Casa de Novia
- Café La Maze
- Hacienda Restaurant
- La Sierra
- McDinni's Irish Pub and Restaurant
- Napoleone's Pizzeria
- Niederfranks Ice Cream Store
- Train Depot
- 

Resource Analysis	
Lead Department	Community Development
Work Group	Landmark
Outside Professionals	Landmark businesses-Designers
Community Links	Business
Estimated Budget	TBD
Sources of Funding	TIF-Historic Tax Credits-SBA
Potential Benefit	Boost local landmarks-Focus incentives

No.	Task	2007				2008				2009				2010				2011				
		Q1	Q2	Q3	Q4																	
1	Identify Landmark Businesses and Evaluate Historical Resources																					
2	Work with Local Owners to Determine Needs and Create Plan																					
3	Implement Plan																					



# Action Plan 8b

## Develop City Branding and Update Comprehensive Signage Program

### Description:

To be competitive it is important that National City market its assets and provide clear and compelling information to the public. The image of a city is, in part, represented by the collateral it presents to the region. In conjunction with the development of the website for the City, an effort will be made to evaluate the current branding and propose improvements to the City Council. Branding includes logos, slogans, such as "A City on the Move", marketing materials, and signage such as the wide array of "wayfinding" signage that provides direction to motorists and pedestrians throughout the City. The City will solicit proposals from outside experts and form a work group to evaluate the proposals and present options to the City Council.

Resource Analysis	
Lead Department	Community Development
Work Groups	Marketing
Outside Professionals	Website designer-graphic designer-sign expert
Community Links	Quality of Life-Development
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Port
Potential Benefit	Increased visibility-Highlight City assets-Improve Circulation

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Solicit proposals from consultants																				
2	Develop comprehensive signage program																				
3	Develop Branding Program																				



# Action Plan 8c

## Create Informative Materials and Launch Marketing Campaign

### Description:

A marketing campaign must start with a marketing plan with clear materials. The plan unifies the marketing efforts of the many facets of the City to best serve and inform the many audiences of the City. Under the leadership of the marketing work group this Initiative is to have well-designed informative materials that support efforts of the City. Much of the material will be developed alongside the website. The marketing work group will work with designers to compile a resource directory of existing services for community and economic development. Materials will include explanation of attraction and retention program, business technical assistance program, healthy homes, enterprise zone and storefront renovation program. Materials will market market National City as a thriving, progressive, and welcoming place for business investment and development, private capital infusion, and quality of life initiatives. The marketing plan and campaign will accomplish the following:

- Set a clear vision for National City's image and reputation within the binational region;
- Establish informative materials and a memorable visual identity throughout the City of National City; and
- Provide an organizational framework to ensure the communications of the City's image through a citywide branding and marketing effort that will unify National City's message across the region.

Resource Analysis	
Lead Department	Community Development
Work Group	Marketing
Outside Professionals	Designers
Community Links	Quality of Life-Education-Development
Estimated Budget	Staff time to formulate and administer program
Sources of Funding	General Fund-TIF
Potential Benefit	Improved communication-Market community

No.	Task	2007				2008				2009				2010				2011				
		Q1	Q2	Q3	Q4																	
1	Solicit proposals from designers				■	■																
2	Create collateral materials					■	■															
3	Build contact database							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4	Launch and implement									■	■	■	■	■	■	■	■	■	■	■	■	■



# Action Plan 8d

## Encourage Public Uses and Family-oriented Special Events on the Bayfront

### Description:

The bayfront comprises 461 acres, primarily occupied by the United States Navy, National City Marine Terminal, and Port warehouse-distributing operations. Currently, the only public access in the bayfront is to the Sweetwater Channel at Pepper Park. In the future, the City will be committed to maintaining existing jobs while expanding public access and quality of life. To begin these efforts, the City will work with the Port District to organize an annual event in the fall that promotes the assets of the bayfront and provides recognition to National City throughout the region.

Resource Analysis	
Lead Department	Community Development
Work Group	Bayfront Master Plan – Bayfront Annual Event
Outside Professionals	TBD
Community Links	Quality of Life-Development
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Port-Private
Potential Benefit	Public use of Bayfront – enhanced revenue, Quality of Life

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Form work group and assess event potential	■	■																		
	Annual event																				



# Action Plan 8e

## Develop and Implement Green Building and Development Policy

### Description:

Environmental sustainability is important to all communities, but nowhere is a strategic approach more critical than in a “built-out” community seeking to maximize revitalization benefits and economic potential at the same time. This action plan would empower a work group to develop an economically feasible and environmentally sustainable approach to “green” building and development standards in National City. Respect for historic structures and cultural values of the community will be included as the City seeks a model for sustainable practices in redevelopment.

Resource Analysis	
Lead Department	Building and Safety
Work Group	Environmental Sustainability
Outside Professionals	TBD
Community Links	Development
Estimated Budget	TBD
Sources of Funding	Grants, federal, SANDAG, tax increment
Potential Benefit	Enhance the environmental sustainability of local development standards, improve image and property values

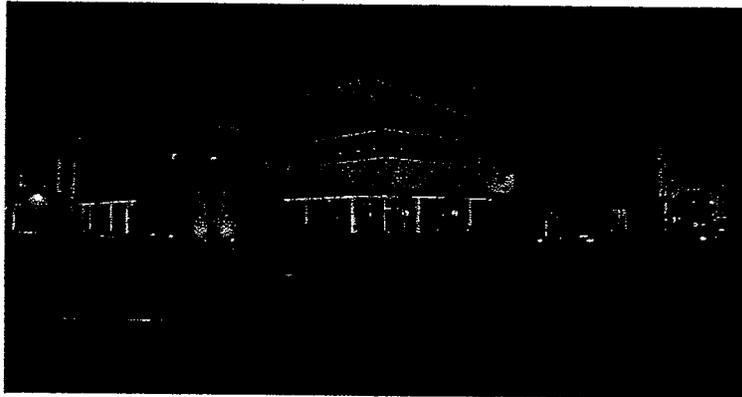
No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Research, Stakeholder input and program development	■	■	■	■																
2	City Council consideration					■															
3	Program Implementation									■	■	■	■	■	■	■	■	■	■	■	■

# Strategic Action Plan 9

## Build on Success

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*In the City's continued efforts for positive change, it is important to recognize our successes and build on them*



**National City Education Village**  
2006 CRA\* Award of Excellence

Five Objectives & Actions have been identified for the next 5-year period:

- a. Develop Business Attraction and Retention Program and Create Toolbox to Assist Small Businesses**
- b. Draw Attention to Important Gateways and Intersections**
- c. Plan and Highlight Family-oriented Special Events to Promote Accomplishments**
- d. Develop Comprehensive Storefront Renovation Strategy to Concentrate Façade Program on Identified Focus Areas and Community Landmarks**
- e. Continue to Cultivate Neighborhood Councils**

\*California Redevelopment Association  
National City 5-year Strategic Plan



# Action Plan 9a

## Develop Business Attraction and Retention Program

### Description:

Business attraction and new business start-ups are an important component of any strategy for regional development, yet research shows that 80% of growth in a given locale will come from companies already there. Business relocations grab headlines, to be sure, but the impetus for sustained growth is right here in our backyard. Develop a business attraction and retention program that targets needed and desired businesses in the City and contributes to fiscal sustainability. The Economic Development Division of the CDC will develop a program based on an inventory of available resources, market analysis of opportunities, stakeholder feedback, and consultant services as needed.

Resource Analysis	
Lead Department	Community Development
Work Group	Marketing
Outside Professionals	Site Selectors-Brokers
Community Links	Business
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Grants
Potential Benefit	Economic growth and fiscal sustainability

No.	Task	2007		2008		2009		2010		2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Program Development												
2	Implementation												



# Action Plan 9b

## Draw Attention to Important Gateways and Intersections

### Description:

Major gateways and intersections have an impact on the image and regional perception of the City. Objectives include improving freeway signing/visibility through enhancements and treatments of rights-of-way; implementing the improvement programs of the Downtown Specific Plan; completing the remaining phases of the National City Boulevard street improvements project; completing the remaining phases of the Highland Avenue Street improvements project; and facilitating the redevelopment of South Bay Plaza.

The intersection of 8<sup>th</sup> and National City Blvd has been identified as an important focus area. The award winning Education Village sits on one corner and the other three corners are under common ownership of the Pacifica Companies. All three blocks have development proposals for expansion and a requirement of the conversion of the former Red Lion requires a pedestrian bridge. Staff recommends working with Pacifica to incorporate the pedestrian bridge into a major architectural gateway that help establish 8<sup>th</sup> and National City Blvd as a prominent intersection in the region.

Resource Analysis	
Lead Department	Community Development
Work Group	As needed
Outside Professionals	Design & Planning Consultant
Community Links	Development
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Grants-Private Investment
Potential Benefit	Improve the image of the community.

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Prioritize gateways and focus areas																		
2	Work with adjacent property owner to prepare plans																		
5	Implementation																		



# Action Plan 9c

## Plan and Highlight Special Events to Promote Accomplishments

**Description:**

- Special events are important because they acknowledge the City's accomplishments and rally the community to meet deadlines. An event work group will be formed that reviews events on a quarterly basis. The event work group will assign specific events to sub-groups. These sub-groups will be empowered to plan events for the City within approved budgets. Events include groundbreaking, business grand openings and public festivities. A special focus will be family-oriented events such as 'Movies in the Park.'

Resource Analysis	
Lead Department	Community Development
Work Group	Special Events and sub-groups
Outside Professionals	TBD
Community Links	Quality of Life-Development
Estimated Budget	TBD
Sources of Funding	General Fund-Tax Increment-Sponsors
Potential Benefit	Recognize achievements-Force deadlines

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Quarterly reviews to approve events and delegate to specific event work sub-groups																				



# Action Plan 9d

## Develop Comprehensive Storefront Renovation Strategy to Concentrate Façade Program on Identified Focus Areas and Community Landmarks

### Description:

The Façade Program provides cash grants and technical assistance to business and property owners in eligible neighborhoods. Recipients can use the support for a variety of improvements, ranging from repainting to purchase of new windows and awnings. The program is intended to:

- Help new and established businesses attract customers;
- Leverage private investment from current owners and inspire improvements to neighboring buildings
- Enhance the appearance and charm of commercial areas while building a safer street environment, and
- Re-establish pride in some of National City's oldest and best-loved landmarks.

The façade program assists local businesses with exterior redesign and renovation of buildings, signs, landscaping, and related improvements. This action plan would concentrate the façade program on focus areas and community landmarks identified as part of the Strategic Plan. A greater visual and economic impact can be made by focusing the program in those areas where other programs (such as street improvement projects) will be focused. Aesthetic improvements and economic benefits would be much more evident in these focus areas than if the program was randomly administered throughout the City.

Resource Analysis	
Lead Department	Community Development
Work Group	Façade Improvements
Outside Professionals	Various Design/Architecture Consultant Services
Community Links	Business
Estimated Budget	TBD
Sources of Funding	General Fund-TIF-Private Investment
Potential Benefit	Improved community aesthetics and business climate

No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4																
1	Ongoing implementation within focus areas																				



# Action Plan 9e

## Cultivate Neighborhood Councils

Description:

The Neighborhood Council Groups were established to provide the local citizenry the opportunity to voice their ideas and concerns regarding neighborhood issues. The result has enhanced citizen participation and has improved City responsiveness to local issues and concerns. Currently, there are seven Neighborhood Council Groups that meet on a monthly basis. The Groups cover the neighborhoods of Northside, Granger, Central, Eastside, Olivewood, Sweetwater Heights, and Old Town. During the 5-year period, the City shall cultivate Neighborhood Councils by:

- Continuing the program as an ongoing forum for soliciting private citizen advice on neighborhood issues and concerns;
- Promoting “active” citizen participation through the program; and
- Providing the necessary resources for supporting an effective program.

Resource Analysis	
Lead Department	Community Services
Work Group	Neighborhood Councils
Outside Professionals	N/A
Community Links	Quality of Life
Estimated Budget	TBD
Sources of Funding	General Fund
Potential Benefit	Improved citizen participation, and responsiveness to neighborhood issues and concerns

No.	Task	2007		2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Ongoing Implementation																		

RESOLUTION NO. 2007 – 90

RESOLUTION OF THE CITY COUNCIL  
OF THE CITY OF NATIONAL CITY  
ADOPTING A FIVE YEAR STRATEGIC PLAN  
FOR COMMUNITY AND ECONOMIC DEVELOPMENT

WHEREAS, the City Council held three public workshops on January, 30, 2007, February 28, 2007 and April 5, 2007, to solicit the input of citizens and other interested persons on community and economic development issues; and

WHEREAS, the City Council desires to memorialize community objectives and action plans for the next five years consistent with the Redevelopment Plan and National City General Plan.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of National City hereby approves the Five-Year Strategic Plan for Community and Economic Development.

PASSED and ADOPTED this 1st day of May, 2007.

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Ron Morrison, Mayor

ATTEST:

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Michael R. Dalla, City Clerk

APPROVED AS TO FORM:

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George H. Eiser, III  
City Attorney