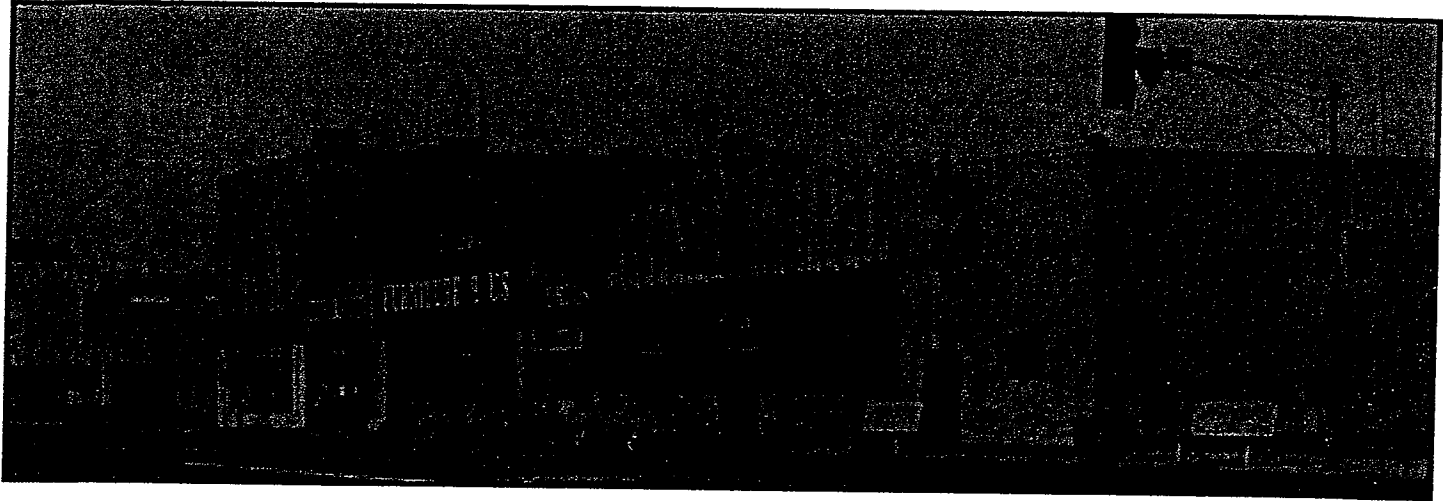




# ***NATIONAL CITY***

*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) **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**

## **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*

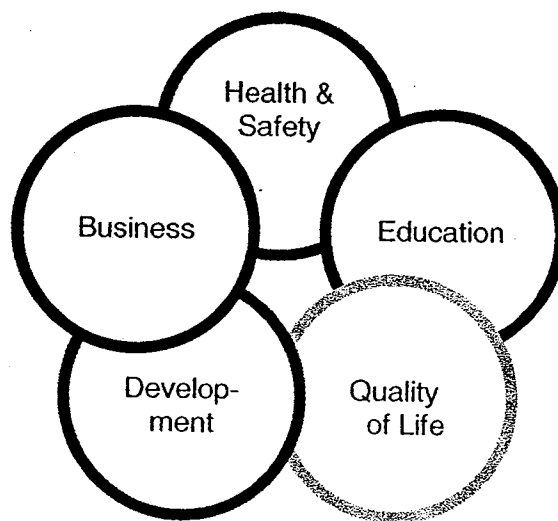
- a) **Develop Business Attraction and Retention Program and Create Toolbox to Assist Small Businesses**
- b) **Draw Attention to Important Gateways and Intersections**
- c) **Plan and Highlight Family-oriented Special Events to Promote Accomplishments**
- d) **Develop Comprehensive Storefront Renovation 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	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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

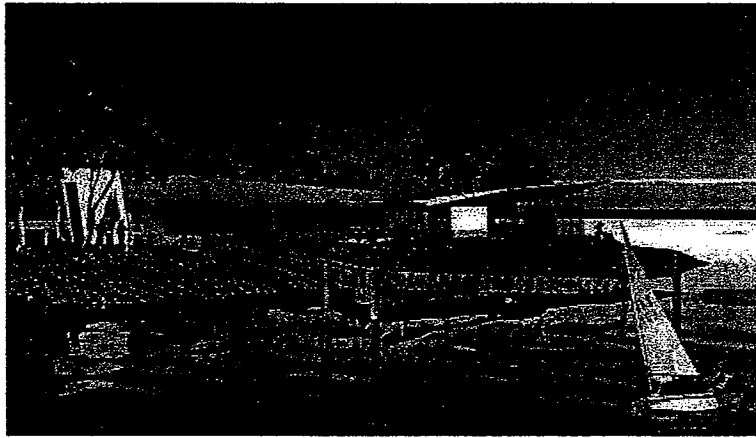
No.	Task	2007				2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	ENA	█	█	█	█																
2	Design Development					█	█	█	█												
3	DDA									█	█	█	█								
4	Design Detail, Permit, Remediation, Construction									█	█	█	█	█	█	█	█				
5	Operation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

# 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	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Complete staffing and implement																				
2	Expanded hours of operation																				

