

## APPENDIX D PROJECTS LIST

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### GOAL 1 - Business Development and Entrepreneurship

Local Vitality in Coronado: Continue to support local vitality through general fund contributions to Businesses, Community Groups, Schools, and local non-profits in the amount of \$1.35 million dollars per year.

Kaiser Permanente: Intends to build an East County hospital off Greenfield Avenue in El Cajon before 2020.

Sharp: Plans to build \$239 million hospital tower in Chula Vista.

Karl Strauss Brewery Re-location and Expansion: Plans include a production-level brewery, warehouse, offices, tasting room, restaurant, and outdoor dining area and event venue. Transit-oriented development.

San Diego East County Regional Farmers Markets and Agri-Tourism Expansion Program: Efforts to cohesively and collectively boost eco-tourism, makers movements, craft production of wine, cheese, and honey, action sports, and historical tourism. Program is a multi-community approach to rural economic development in order to demonstrate a larger footprint and impact. Program serves as platform to support targeted agri-business, makers movement, and rural economic development. Emphasis placed on underserved communities in the CEDS Study Area, particularly Lemon Grove, Spring Valley, and Lakeside.

San Diego County Manufacturing Week (3 -7 October 2016): Participate in celebration of Manufacturing across the CEDS region including the Makers Expo, at least three Manufacturing Expos and Resource Fairs; public, private, and school tours of manufacturing facilities, a bi-national tour of Taylor Guitars' El Cajon and Tecate plants, and special events on October 7, 2016, National Manufacturing Day.

MetroConnect Prize: Encourage businesses in the CEDS study area to pursue the MetroConnect prize that provides \$10K to improve each company's export reach with one finalist receiving an additional \$35,000. (The CEDS region accounts for companies in the 2016 MaetroConnect cohort.)

Increase the number of CEDS region businesses that take advantage of the World Trade Center of San Diego's export support services and programs.

Incentives/Subsidies: Promote workshops and disseminate information on the California Competes Tax Credit Program, California Manufacturing/R&D Equipment Sales Tax Exemption, Small Business Lending Programs, America's Job Center of California's employee job placement and business services, and specific business tools and resources from the cities' economic development departments. Several businesses in the CEDS Study Area have successfully received these tax credits.

City of El Cajon's Project Assistance Center: Expand awareness of El Cajon's fully integrated planning, engineering, and building services that directly report to the Assistant City Manager and the City's track

record of the fastest and most effective permit processing times of projects anywhere in the County. Promote El Cajon's policy of charging no development impact fees to projects.

Auto-Park Cross Promotion: Support continued development of El Cajon Valley of Cars and Chula Vista Auto Park.

New Car Dealerships: In El Cajon: Mercedes Benz, Kia/Subaru, Jaguar/Range Rover

Marketing: Market South County as available space and land.

Financing: Develop and/or augment loan program, and Investigate and as appropriate explore use of Community Enhancement Districts.

Military: Capture opportunities associated with "Military pivot to Pacific Southwest.

## **GOAL 2 - Education and Workforce Development**

San Diego Citywide Schools Construction Projects: San Diego Unified School District's capital improvements are funded by two General Obligation (GO) bond measures--Propositions S and Z. A board-approved phasing plan for bond projects is being implemented by the district's Facilities Planning and Construction (FPC) Division.

FPC manages the implementation of the \$4.9 billion bond program funded by San Diego Unified School District's Propositions S and Z. Prop. S is a \$2.1 billion bond measure that was approved by 68.71 percent of San Diego voters in 2008. Prop. Z is a \$2.8 billion bond measure approved by 61.8 percent of the voters in 2012. The district does not receive all the bond funds at once. It receives them in increments based on bond issuances, which are approximately every two years.

In an effort to provide a quality school in every neighborhood, the district is using Prop. S and Prop. Z funds to repair, renovate and revitalize district schools. Bond projects include classroom technology, safety and security upgrades, Americans with Disabilities Act (ADA) upgrades, new/renovated facilities for College, Career and Technical Education, temporary classrooms replaced by permanent classrooms, air conditioning, ADA improvements to athletic facilities, turf fields, and other capital improvements at traditional and charter schools throughout the district. By law, capital improvement bond funds cannot be used for teacher or administrative salaries.

San Diego Workforce Partnership's California Slingshot Program: Develop a co-investment model for industry and agencies to fund advanced manufacturing apprenticeships. Recruit businesses from the CEDS Study Area to participate in the co-investment program.

San Diego County College and Career Consortium: Encourage employer participation in the San Diego County College and Career Consortium to provide a wide-range of work-based learning experiences to high school and community college students. Engage businesses in Advanced Manufacturing, Information and Communications Technology, and Clean Energy sectors. (funded through California College and Career Pre.

East County Education Alliance: Monitor and participate in this collaboration of the Grossmont-Cuyamaca Community College District (GCCCD) and the Grossmont Union High School District

(GUHSD) to improve high school student post-graduation commitments to college and career training.

Grossmont-Cuyamaca Community College District (GCCCD) Workforce Solutions Center: Collaborate on GCCCD development of a Workforce Solutions Center co-located within East County's major, industrial employment hub and linked to the Gillespie Field Aerotropolis.

Create a new 4-year Chula Vista University and Innovation District: With land acquisition for the University and Innovation District complete, work continues on preparing land use entitlement and environmental documents that will reduce the regulatory timeframes for future university and business projects to locate within the property. A recruitment process has begun to identify appropriate institutions to locate on the site.

Project Highlights:

- 375 acres dedicated to new University Park and Innovation district
- Located in thriving San Diego County urban area near U.S.-Mexico border
- New campus to serve 20,000 students

Create maritime industry training programs: As part of South County EDC's 5 Year Economic Development Strategy, the maritime industry is one of the identified industries among five others, that possess the importance of having a vacant available space that can be used to build an inland maritime training center, incubator, and research center in a partnership with Southwestern College and the future four-year university in Chula Vista.

Provide training on economic development for local officials: In partnership with the Economic Development Department of the State of California, economic development training will be provided to the local elected officials that are part of the CEDS Study Area.

### **GOAL 3 – Transportation and Infrastructure Development**

Grade Separation of the Trolley Blue Line: The grade separation project is for the three trolley stops in Chula Vista at E Street, H Street and Palomar Street. The project will either elevate or lower the tracks under/over the roadway and in the case of Palomar Street, may include lowering the roadway under the tracks. The project will improve traffic circulation and reduce delays and congestion on the main east-west routes in western Chula Vista where they intersect with the rail corridor; increase mobility in the region for all users; and enhance safety and increase ridership at the trolley stations.

Traffic Management on SR 282 in Coronado: Continues to look for ways to manage traffic on SR 282 (Third and Fourth) from the Bridge to NASNI. This includes a traffic signal at Alameda and 4<sup>th</sup>, potential bulb outs and speed tables along the route, and the installation of speed feedback signs for vehicles and wayfinding signs for pedestrians, and looking at ways to revitalize the Toll Plaza entry to the City.

Free Summer Shuttle: The City of Coronado is expanding the Free Summer Shuttle dates by 23 days during the Summer (May 27 to Sep. 25) and increasing the frequency to 15 minute intervals (from 20 minute intervals).

Expand Free Bus Services: Expand free bus service in the summer to the Coronado Cays (up to eight 30 minute intervals) with stops along the route for the Loews Resort and Navy housing.

Reconstruct the Glorietta Bay: Reconstruct the Glorietta Bay public boat launch ramp/dock with grants from the State of CA Dept. of Boating and Waterways and the Port of San Diego.

Construct Public Restrooms: Construct a public restroom in the South Beach area of Coronado.

Gillespie Field Aerotropolis/Joint Enhanced Infrastructure Financing District (IEFD): Pursue funding, and develop a roadmap, to structure a public-private partnership for infrastructure improvements in an employment center surrounding Gillespie Field Airport. Investigate a multi-jurisdiction Enhanced Infrastructure Financing District (IEIFD) and other tools provided by the State of California.

Bradley/SR-67 Bridge/Exchange Improvements: County of San Diego has committed to the completion of this long-needed improvement by re-prioritizing its local Transnet funds. First phase of improvements begin in 2016 with completion expected in 2019/20. Involves a SANDAG low-interest loan to the County for some of the work.

Cajon Air Center: Implement the first phase of improvements on the 70-acre Gillespie Field. Initial phase to address drainage and stormwater on perimeter underway.

CEDS Region Business Class Hotels: Support the construction of business class hotels in the CEDS Study Area and work to align with other economic priorities.

- 120 room Marriott Courtyard Hotel, El Cajon (underway)
- 120 room Hampton Inn, El Cajon
- 150 room Residence Inn, Chula Vista
- 150 room Marriott Courtyard, Chula Vista
- 200 room Hilton, Chula Vista
- 150 room Holiday Inn, Chula Vista
- 135 room Ayres, Chula Vista

Connect Main Street Project: Extension of a non-motorized transportation network through the City of Lemon Grove.

City of La Mesa University Avenue Street Improvements: Includes modernization through business corridors and stormwater mitigation.

Weld/Cuyamaca Industrial Property: First phase of grading underway.

Grossmont Center Revitalization: Cushman, original owners, has resumed management of the property and plans a complete renovation.

Marshall Avenue Industrial Center: Near Gillespie Field, provides smaller industrial suites for entrepreneurs.

Complete of State Route 11: SR-11 is a four lane freeway/tollway that will connect SR-905 and SR-125 (South Bay Expressway) to the proposed East Otay Mesa Port of Entry (EOM POE). SR-11 will be approximately 2.7 miles in length and is proposed to be developed as a toll facility. SR-11 will provide a connection to the Tijuana 2000 corridor which will provide direct connections to the Tijuana-Tecate toll road and the free roads as well as to the Tijuana-Ensenada toll road. Local access interchanges for SR-11 are proposed for Enrico Fermi Road and Airway Road.

Construct Otay Water District's bi-nation desalination pipe: The water that the District would purchase will take the place of up to 70 percent of the water it currently imports from Northern California and the Colorado River. A 25-mile pipeline will be constructed to move water from the new facility to serve potential customers in Mexico and the U.S. On the U.S. side of the border, an additional 3.2 mile pipeline will be constructed to convey the water to an Otay Water District distribution center in Otay Mesa.

Place infrastructure in East Otay Mesa: Often referred to as "San Diego's last frontier," East Otay Mesa offers a unique combination of affordability, perfect climate and large expanses of developable land designed for commercial and industrial uses. Situated near residential neighborhoods and shopping districts, the area can serve business interests including office, R&D, and even large-scale manufacturing. A nearby international airport and cross-border infrastructure ensure that East Otay Mesa is the perfect ground-floor opportunity for large companies with interests in Mexico, East Asia and the West Coast.

Expand Cross Border Xpress (CBX) parking and amenities: This Cross Border Xpress was completed and in operation since December of 2015. The International Tijuana Airport has seen a nearly 40 percent increase in passenger traffic during the first quarter of 2016 compared to the same period in 2015. The highest one-day usage of the Cross Border Xpress was more than 5,300 passengers on Easter. The growth in usage of this innovative binational terminal can be seen in the parking of the facility on the U.S. side. Executives of the CBX have announced the plan of expanding parking and amenities.

Expand trolley line from border to Kearny Mesa area: The project will connect corridor residents with other Trolley lines serving Mission Valley, East County, and South County. As an extension of the existing Metropolitan Transit System Trolley Blue Line, it will offer a one-seat (no transfer) ride from the international border and communities south of Downtown San Diego all the way to University City. This new service will enhance direct public access to other regional activity centers and improve travel options to employment, education, medical, and retail centers for corridor residents, commuters, and visitors.

Implement plans for Bus Rapid Transit (BRT) in eastern portion of South County: The South Bay BRT will provide a rapid and reliable transportation alternative from the Otay Mesa Port of Entry to Downtown San Diego via Eastern Chula Vista. South Bay BRT vehicles will travel north on State Route 125 (SR 125) from the Otay Mesa border crossing, then west through eastern Chula Vista along a dedicated transit guide way, north on I-805 in the carpool lanes, and then west on State Route 94 into Downtown San Diego. In the Otay Ranch community, three alternative routes, and one "no build" alternative, were studied. A rapid transit corridor has been a planned component for the development of Otay Ranch for more than two decades. The proposed route for the South Bay BRT was included in numerous regional planning documents, including Chula Vista's General Plan, the Otay Ranch General Development Plan, and the SANDAG 2050 Regional Transportation Plan.

Implement National City/Port Master Plan: The National City Bayfront is made up of 303 acres of waterfront land and 182 acres of water managed by the Port of San Diego under the Tidelands Trust. The area has a tremendous economic impact on the City of National City, hosting 1,197 direct jobs and generating \$444 million in direct business output, according to the 2011 Economic Impact Report conducted by Economic & Planning Systems, Inc.

Major Port assets in this area include the National City Marine Terminal, Pepper Park, Pier 32 Marina, the highly anticipated National City Aquatic Center opening soon, and many pieces of valuable public art. As the Port and the City of National City plan together for the future of this invaluable waterfront space, this area of our website will be dedicated to keeping the community informed on current planning initiatives.

Relocate SDG&E substation on Chula Vista Bay Front: Construction at SDG&E's South Bay Substation Relocation Project in Chula Vista continues, with much progress made over the past few months. Once the new substation is complete and energized, which is expected mid-2016, demolition of the company's existing substation will begin. The South Bay Substation Relocation Project will enable SDG&E to replace an older substation with a new larger facility that is equipped with state of the art technology to meet the growing energy demand of the area. Open public access to the Chula Vista bay front is another benefit of this project. Project plans include the relocation and reconfiguration of existing 230/138/69 kilovolt (kV) lines along the existing transmission corridor to either loop-in to or bypass the new substation and will replace the 50-year-old, obsolete infrastructure. Additionally, it includes undergrounding approximately 3,800 feet of 138kV lines and approximately 1,000 feet of 230kV lines and removal of five lattice transmission towers along the Chula Vista Bay Front and it will improve bay views.

Development and Redevelopment: Reach agreement with developer and construct Chula Vista Bay Front. Redevelop Brown Field as part of the Aerotropolis project. Create a technology park in Chula Vista. Investigate alternative uses for public yards in Imperial Beach.

Border Wait Times: Reconfigure San Ysidro Port of Entry (Phase 2 & 3). Construct Otay 2 new port of entry. Expand Otay Mesa port of entry. Investigate proposed Campo/Jacumba port of entry. Explore redevelopment of Camp Lockett in Campo.

#### **GOAL 4 -- Quality of Life**

Village Theatre in Coronado: Continue to support the viability of the Village Theatre by an initial contribution of \$ 2.7 million and paying approximately \$33K of the property taxes in exchange for showing first run movies through at least the year 2026.

State Parks: Working with State Parks to beautify the fencing along the Silver Strand (a State designated Scenic Highway) from the Silver Strand State Beach to the Navy's Silver Strand Training Complex.

Bayshore Bikeway: Funding improvements to the Bayshore Bikeway intersection at the Coronado Cays entrance to improve safety of pedestrian, bicyclists, and vehicles.

Coronado's Tourism Marketing Plan: Continue to authorize the Coronado Tourism Improvement District (approximately \$1.2 million paid by hotel guests) to market to groups to stay at Coronado Hotels.

SANDAG: Update to the San Diego Economic Prosperity Strategy: Ensure the Economy, Equity, and Environmental (3E) priorities of the CEDS Study Area are considered in the Prosperity Strategy update.

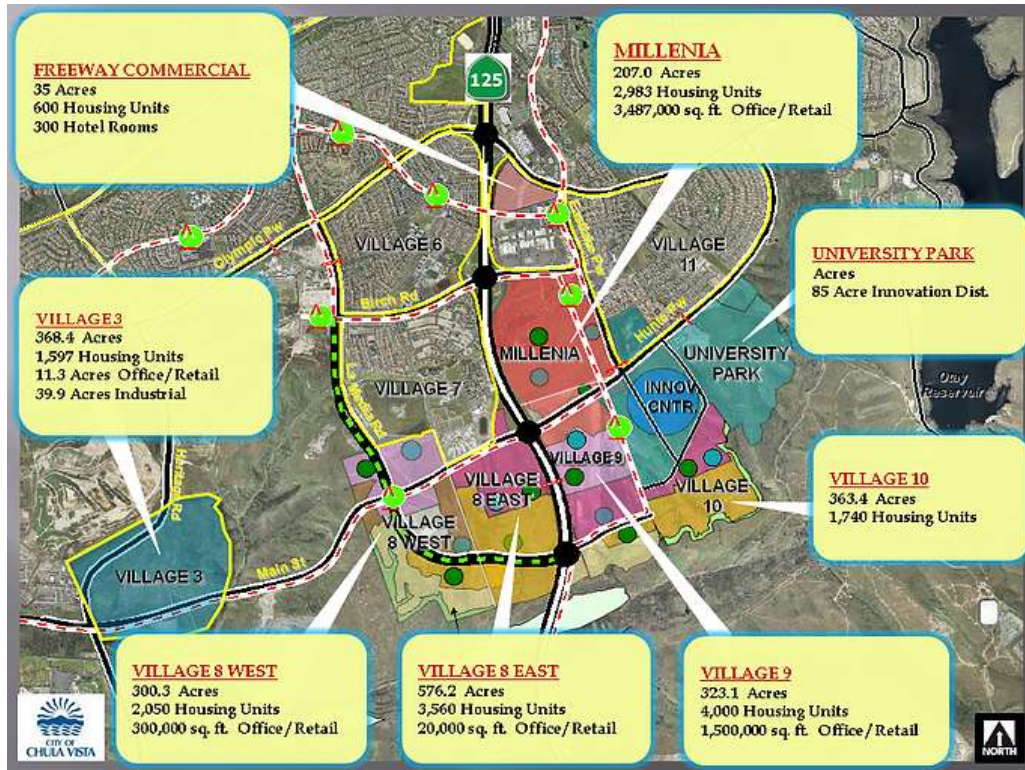
East County Performing Arts Center: Continue to support the planned renovation and operation of the center.

Housing: Began construction or advance planning for new housing sites (under construction and pending) in the CEDS Study Area:

- Everly (Lorna Ave), El Cajon: Located at the terminus of Lorna Avenue, this project includes 26 detached single-family residences by Shea Homes (in final stages).
- Magnolia Trails, El Cajon: Located at the southeast corner of Magnolia and Chase, this project includes 44 detached single-family homes by KB (models under construction).
- Camden Yards, El Cajon: Located at the southeast corner of Magnolia and Camden and includes 11 row homes (framing)
- Bella Terrazza, El Cajon: Project is the largest subdivision in recent years and is located on East Main Street just north of Pepper Drive. It includes 139 detached single-family homes (just entitled)
- Westside Infill Transit Oriented Development (WI-TOD) project, San Diego: Project will deliver 201 affordable housing units on the east side of Paradise Creek, located at 2020 and 2100 Hoover Avenue. The project will also develop an approximately 4-acre Community Park on the west side of Paradise Creek.
- Responding to a projected population increase of 100,000 in the next 20 years, the City of Chula Vista is planning on a huge increase of housing demand as described in Figure 5.1 below.



**Figure 5.1  
Planned Housing in Chula Vista**



- Veteran’s Housing Project -- El Cajon: Located at the southwest corner of Douglas and Sunshine Avenues to house veterans and households. The mixed-use project includes 70 housing units.
- Paradise Creek Affordable Housing Project and Par: Also known as Westside Infill Transit Oriented Development (WI-TOD), in the City of National City. This project is a new construction that will bring 201 affordable rental homes and a public park, removing contamination and revitalizing the community in the process. It is part of the LEED-Neighborhood Development Sustainable Certification Program, recognizing the value of healthy and walkable communities.
- Veterans Village of San Diego Phase 5, North Bay, San Diego: Development of 20 transitional beds and support facilities totaling 16,300 square feet, for women veterans, and those veterans transitioning from the Afghanistan and Iraq wars. The total development cost was approximately \$4.0 million, with a subsidy of \$1.7 million from the City of San Diego and \$1.4 million from the San Diego Housing Commission.

Art: Place art pieces around Bayshore Bikeway. Enhance South County tourism website and other efforts.

**GOAL 5 — Economic Resiliency**

San Diego County Water Authority Board’s 2015 Urban Water Management Plan: Identifies strategies for the region to maintain its safe and reliable water supply through the continued development of drought-resilient water resources, and a sustained emphasis on water-use efficiency over the next 25 years.



Operation San Diego: Funded by a Department of Defense (DoD) Office of Economic Adjustment (OEA) grant to assess defense dependency, map the defense supply chain, and increase the resilience of this critical sector (that contributes to 1 in 5 jobs in San Diego County<sup>1</sup>) to perturbations in Defense budgets and programs. Ensure that this resiliency approach aligns with, and complements the 2016 CEDS Resiliency Goals and Initiatives.

Completion of a \$1.5 billion Emergency Storage Project: A system of reservoirs, pipelines, pump stations and other facilities—to provide the region with up to a six-month supply of locally stored water that can be transported around the region should a natural disaster, such as an earthquake or other emergency, disrupt imported water deliveries.

Completion of the San Vicente Dam Raise: A major component of the Emergency Storage Project, increasing water storage capacity in the region by 150,000 acre-feet. Stored water can be used during emergencies or to help manage supplies in dry years. The system of facilities includes a pump station, a surge tank and 11 miles of 8.5 foot-diameter underground pipeline. The investment by the ratepayers is \$816 million.

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<sup>1</sup> Source: *7<sup>th</sup> Annual SDMAC Military Economic Impact Study*, San Diego Military Advisory Council, Sept. 23, 2015.