



5 ECONOMIC PROSPERITY

The Community Plan seeks to enhance economic opportunity for residents and businesses in the Encanto Neighborhoods, building on significant amount of vacant land in the heart of the community. This Economic Prosperity element outlines the community's economic objectives, serves to ensure that economic decision-making is integrated with other aspects of the area's development, and provides a framework for detailed implementing actions.

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GOALS

1. Land use designations that support the stability and growth of base sector employment opportunities.
2. Development of thriving commercial, manufacturing, office, and industrial development clusters that provide a sustainable full and balanced range of employment opportunities, with educational institutions for training and workforce development.
3. Development of an arts and entertainment district that celebrates the historic and culture heritage of the community.
4. Develop Encanto Neighborhoods as a destination that invites and encourages visitors to stop, shop, eat, and explore.
5. Promote and support locally owned and operated businesses, provides opportunities for micro enterprise, and leverage the bi-national nature of the area.

As of 2013 Encanto Neighborhoods contains only a small amount of non-residential space, with industrial uses clustered along Market Street, and commercial uses focused on Imperial Avenue, Euclid Avenue, and Market Street. Compared with the City of San Diego, Encanto Neighborhoods’ household and per capita incomes are lower, households are larger, and the population is younger in age. The community could absorb additional employment opportunities for the current population. The primary commercial area that serves the surrounding residential community is situated adjacent to the Euclid Avenue trolley stop and is underdeveloped, with a large amount of vacant land. Imperial Avenue near the 62nd Street trolley station is the only commercial location for the eastern neighborhoods, but it currently has very limited activity. Potential exists for the Village District around Euclid and Market and the Imperial Avenue corridor to blossom into active hubs and support expanded economic development.

As Table 5-1 demonstrates, the Economic Prosperity element bears a strong relationship to the Land Use element, which provides land use designations in appropriate locations and a program to accommodate projected growth. In addition, the Urban Design and Public Facilities, Services, and Safety elements provide a physical and programmatic framework to facilitate economic prosperity in Encanto.

TABLE 5-1: ECONOMIC PROSPERITY TOPICS ALSO COVERED IN OTHER PLAN ELEMENTS

ECONOMIC PROSPERITY TOPIC AREAS	LAND USE	MOBILITY	URBAN DESIGN	PUBLIC FACILITIES, SERVICES, AND SAFETY	RECREATION	CONSERVATION AND SUSTAINABILITY	HISTORIC PRESERVATION	ARTS AND CULTURE
Market Conditions and Demand Projections	x							
Employment Generation	x							
Business Improvement	x							
Entertainment Districts	x						x	x
Financial Feasibility of Future Development	x			x				
Development Incentives	x							

5.1 Market Conditions & Demand Projections

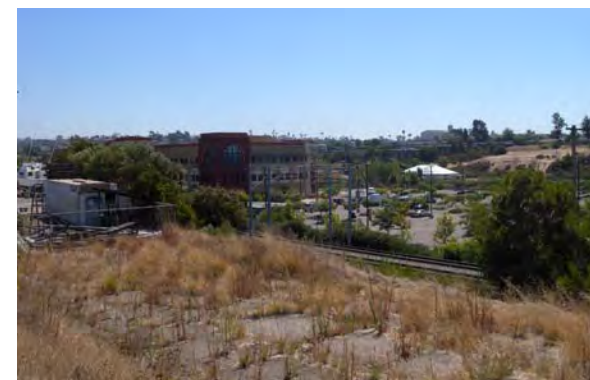
There is a limited amount of existing commercial and retail space in Encanto Neighborhoods, and many residents purchase goods and services outside of the community. The community includes one supermarket at Market Creek Plaza, with grocery stores along Euclid Avenue just north and south of the Planning Area, which are also frequented by residents. The lack of commercial activity in the community together with the area's population of nearly 47,700 people presents significant opportunity for stores and restaurants in the coming years. In addition, there are likely to be opportunities for new jobs in the educational, healthcare, and social services industries.

Encanto Neighborhoods has unmet housing needs. The community's central location and proximity to transit and freeways creates opportunities for expanded residential development over the next 20 years. Future demand for a broad range of housing types and income levels in Encanto Neighborhoods could be met with one-third affordable rental housing, one-third multi-family apartments and attached for-sale condominiums, and one-third for-sale row homes and single-family detached houses on small lots.¹

5.2 Employment Generation

Based on an analysis of long-term trends, Encanto Neighborhoods and Southeastern San Diego are anticipated to experience combined employment growth of 1,865 jobs in the next two decades, primarily in the educational, health care, social services, and retail trade industries. The increase in office and institutional development in the area will increase the number of people present on a daily basis, which can lead to greater demand for retail and restaurant spaces with greater potential spending by employees. The increased demand for retail and restaurants may in turn lead to more opportunities for local businesses and jobs in the community.

Employment-oriented land use designations are provided to address unmet demand, focused in the Village District around Euclid Avenue and Market Street. The Community Mixed Use and Neighborhood Mixed Use land use designations facilitate retail, restaurant, and office, as well as residential and civic uses. Commercial uses would also become part of the future mixed-use character around Market and 47th streets and in the 62nd Street and Imperial Avenue area. Along the central Market Street corridor, the Plan includes a Business Park designation, which allows for office, research & development, and light manufacturing uses as well as residential through the Community Plan Implementation Overlay Zone that is included in the Land Use Element. The Light Industrial designation, applied to areas along Federal Boulevard, allows a wide variety of industrial uses such as car repair, warehousing, storage, wholesale distribution and transportation terminals, in addition to uses allowed in Business Park areas.



Recent commercial development has included the Village at Market Creek and King-Chavez Health Center. Vacant land in the vicinity of Euclid and Market offers great potential.

¹ "Southeastern San Diego and Encanto Community Plan Areas – Market Demand Analysis," prepared by Keyser Marston Associates, Inc., February 2013.

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The Business Park designation facilitates office, R&D, and light manufacturing (top and middle). Mixed use and commercial designations support a range of retail and office businesses (bottom).

Policies

- P-EP-1:** Concentrate commercial activity in the vicinity of commercial corridor intersections, with pedestrian orientation to distinguish the Euclid Avenue and Market Street area, the 62nd Street and Imperial Avenue area, the intersections of 47th Street and Market Street, and Imperial Avenue and Euclid Avenue.
- P-EP-2:** Improve the pedestrian, bicycle, and transit infrastructure in the Encanto Neighborhoods Village District to position it as one of the most sustainable districts in San Diego, and promote this attribute to compete regionally.
- P-EP-3:** Position and promote the Village District for smaller, independent professional service firms associated with creative and sustainable industries.
- P-EP-4:** Encourage the adoption of environmentally sustainable business practices.
- P-EP-5:** Recapture a greater share of local Encanto Neighborhood residents' expenditures with improved basic retail and personal services, as well as promotional efforts.
- P-EP-6:** Encourage the location or relocation of businesses to the Village District to capitalize on the quality high frequency transit. Encourage the establishment of a Micro Assessment District for businesses located in the Village District to support, dining, the arts, and entertainment within this area.
- P-EP-7:** Introduce more diversified housing types and income levels to enhance the buying power within the Village District.
- P-EP-8:** Encourage the development of existing and emerging technology-based industries in Valencia Business Park.

- P-EP-9:** Allow the development of mixed light manufacturing and residential uses to accommodate the provision of housing in tandem with business and in proximity to educational and public facilities in Valencia Business Park. Business Park and residential uses will be permissible through a Community Plan Implementation Overlay Zone (CPIOZ) in the Land Use Element.
- P-EP-10:** Support the development of business parks to allow for office, research and development, and light manufacturing uses.
- P-EP-11:** Improve the gateway to Encanto Neighborhoods on Euclid Avenue at State Route 94 with streetscape improvements and concentrated development.
- P-EP-12:** Upgrade the appearance and infrastructure in commercial districts.
- P-EP-13:** Enhance and create competitive commercial designation by utilizing the following efforts and existing revitalization tools:
 - Urban Forestry
 - Public Art
 - Event Programs
 - Storefront Improvement Program
 - Small Business Assistance
 - Capital Improvement
 - Business Improvement Districts (including the Diamond Business Improvement District)
 - Micro Assessment Districts
 - Maintenance Assessment Districts
 - Regional Enterprise Zone Program

5.3 Business Improvement

Business Improvement District

A property-based Business Improvement District (BID) is a type of assessment district in which business owners elect to self-assess a fee on their business license bill, for use in promoting and improving the business area. A BID can play a crucial role in revitalizing an area, by improving cleanliness and security, promoting and marketing, and organizing events in the area. The Diamond Business Improvement District (Diamond BID) includes parts of the Encanto Neighborhoods, predominately along Market Street, Imperial Avenue, and Euclid Avenue.

5.4 Entertainment Districts

The Plan identifies two areas that could accommodate entertainment districts: the Euclid Avenue and Market Street village area and the Imperial Avenue corridor. Urban entertainment districts combine entertainment, dining, and retail in a neighborhood district. The entertainment uses can include restaurants, cafes, cinemas, live theatre and performing arts venues, bars, clubs, music venues, banquet halls, meeting facilities, and “experiential” businesses like high-tech game centers. An entertainment district in Encanto Neighborhoods focused on arts and culture could help stimulate the local economy by attracting visitors, increasing consumer purchases and tax revenues, recruiting and developing a skilled work force, increasing property values, decreasing crime, and improving the neighborhood’s civic image.

Euclid Avenue and Market Street Village Area

The Euclid Avenue and Market Street area effectively functions as an entertainment district with a concentration of restaurants, cafes, and meeting and exhibition space and a focus on arts and culture. The area contains a variety of uses that generate patronage daytime and evening, weekdays and weekends. It includes parking to serve the Market Creek Plaza and the Joe & Vi Jacobs Center, which can be shared. The Chollas Creek and Festival Park areas provide a significant public gathering area, amphitheater and enhanced commercial and community amenity. In the future, the area is envisioned to develop into a walkable, mixed-use center for the community. A number of vacant or underutilized properties could support additional development.

The optimal location for additional development in the entertainment district would be in immediate proximity to the existing developed portion of the Euclid Avenue and Market Street village area so as to: (1) share parking with Market Creek Plaza and the Joe & Vi Jacobs Center, (2) directly access the trolley, (3) enjoy Chollas Creek frontage area, and (4) create synergy with the balance of retail, restaurant, and other uses within the complex. These entertainment uses could include arts/culture spaces, restaurants/cafes, bars/clubs/music venues, and/or “experiential” businesses such as high-tech game centers. Build-out of the Village District with new multi-family residential and mixed-use development would help support new entertainment uses.

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The Euclid and Market area has a concentration of activities and a focus on arts and culture (top and middle). There is potential for an entertainment district on Imperial Avenue (bottom).

Imperial Avenue Corridor

There is potential for an entertainment district in the area along the south side of Imperial Avenue, east of 61st Street to Woodman Avenue. This part of the community has historic character, some existing restaurants and bars, direct trolley access, and a concentration of multifamily housing north of the trolley tracks. Imperial Avenue corridor in proximity to the 62nd Street trolley station also exhibits characteristics conducive for entertainment-oriented development. A modest number of restaurants and bars currently exist in the area and could be expanded or enhanced with new restaurants, cafes, bars, clubs, and music venues. The area contains ready access to the trolley, bus services, and ready vehicular access. A Metropolitan Transit System (MTS) parking lot on Atkins Street, north of the trolley station, may serve entertainment uses during the peak evenings and weekends, when trolley parking demand is lightest. The Land Use Plan would allow mixed-use development along this corridor.

Policies

- P-EP-14:** Promote the Euclid Avenue and Market Street Village District and the Imperial corridor as entertainment districts where residents and visitors alike can shop, dine and enjoy a wide variety of arts and culture.
- P-EP-15:** Offer incentives to encourage new arts and entertainment businesses to locate in the Village District.
- P-EP-16:** Create a strong marketing program to promote the entertainment districts and local events, as well as educate the public about the benefits of independent, community-serving enterprise and to encourage the patronage of local businesses

5.5 Financial Feasibility of Future Development

Most of the new development in Encanto Neighborhoods has received public sector financial assistance for completion. Often new development faces difficulties because the cost of new development exceeds the economic value of the new development. For example, construction of new multi-family and mixed-use development may face challenges in the near term, because current rental rates and sales prices may be insufficient to amortize the cost to develop these types of multi-family/mixed-use developments.

A possible local funding source is the federal Community Development Block Grant (CDBG), which can be used for neighborhood and economic development activities. The City of San Diego is a recipient of CDBG funding, and prepares a Consolidated Plan every three to five years to identify community development needs and priorities. Eligible CDBG activities include loans or grants to business for job training and hiring of lower income workers, and public infrastructure improvements (streets, sidewalks).

Other partnerships with key public and non-profit agencies can be critical to stimulating new development in Encanto Neighborhoods. In particular, the Metropolitan Transit System (MTS), the San Diego Housing Commission (SDHC), San Diego Unified School District, San Diego Community College District, Jacobs Family Foundation, and local churches could become instrumental partners for development stimulus in Encanto Neighborhoods, as they possess significant land assets in the community that could become in-fill development opportunities.

Policies

P-EP-17: Consider policies reducing mixed-use parking ratios for new commercial development that are within transit priority areas.

P-EP-18: Pursue new funding sources to support local economic development efforts in Encanto Neighborhoods.

5.6 Development Incentives

Table 2-4: Development standards and incentives have been created for the village and transit corridor areas and are contained in Chapter 2, Land Use Element. Development in these areas will be of high urban design aesthetic and public benefit including public spaces, enhanced mobility improvements for pedestrians, bicycles, and mass transit. Development will be incentivized with reduced parking, density bonus, and streamlined processing for most projects. Additionally, citywide regulatory incentives—such as up to 35 percent density bonus for affordable and senior housing—are also available. These incentives can help facilitate development of residential and commercial spaces by decreasing development costs while also providing important community benefits in the village areas of the neighborhood.

Policies

P-EP-19: Provide financial, regulatory, and procedural incentives to industries through programs including, but not limited to the San Diego Regional Enterprise Zone and the San Diego Foreign Trade Zone, and the City's Sustainable Buildings Expedite programs.



Public financial assistance, partnerships with key public and non-profit agencies, and publicly-owned land can be critical to stimulating new development in the Encanto Neighborhoods.

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