



## EXECUTIVE SUMMARY

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The Otay Mesa-Nestor Community Plan (Plan) process analyzed existing conditions to determine the community's positive attributes and identified areas or conditions in need of improvement. The Plan identifies issues, articulates community visions, and recommends strategies for improvement and for achieving the visions.

One of the most significant issues identified by residents is the general lack of identity of the community as a unique part of San Diego. Due to its conventional residential character, the absence of a distinct business center, the fragmentation of the community into several neighborhoods, and the neglect of Otay Mesa-Nestor's natural resources, a strong, recognizable community image has not been established. Residents feel that their community has been neglected by the City, and that they are not receiving an equitable share of City services and resources.

Unexpected growth in the area has brought additional problems. One-third of the population is school age or younger. School overcrowding is increasing. A series of amendments to the adopted community plan resulted in the addition of residential areas and increased residential densities, thus exacerbating school and other public facility deficiencies. The increase of residentially planned land reduced opportunities for commercial development. Future planned growth in Otay Mesa will place an added strain on the community's facilities until adequate facilities are provided to serve Otay Mesa. Older neighborhoods are showing signs of deterioration and are in need of rehabilitation. Border related commercial traffic through the community impacts previously quiet residential streets. Graffiti and lack of street maintenance are issues of growing concern.

Recognizing that Otay Mesa-Nestor is a mostly built out, urbanized community, this Plan employs a new approach. It focuses on specific geographic areas and communitywide issues in a comprehensive manner, unlike more traditional community plans that address land uses and services in independent elements.

The Plan introduces the concept of neighborhood centers as potential opportunity areas for improvement and revitalization. The Plan proposes a concentration of neighborhood and community-serving uses in neighborhood centers, including the augmentation of existing, and the establishment of new neighborhood centers. The Plan acknowledges that Otay Mesa-Nestor is a conglomeration of distinct neighborhoods, and that existing development patterns dictate the form of the community. Rather than try to create one artificial central community core, each center will provide a neighborhood focus and help create local identity and pride. Combined, the neighborhood centers will provide a wide range of shopping and commercial services, open space and recreation, civic and transit-oriented uses, and residential opportunities to the community. The cumulative effect of building the community incrementally by reinforcing and modifying the unique aspects of existing neighborhoods will result in a distinct community identity.



In addition to the neighborhood centers addressed by the Topic Sheets and highlighted on the Vision Map, other existing neighborhood centers are also identified on the Community Vision map (see **Figure 1**) and discussed in the Introduction. Continued development consistent with the planned land use is recommended in these areas, which contributes to strengthening the community fabric.

The community improvement programs and strategies address communitywide issues that are not specific to one neighborhood center or geographic area. They include housing programs and provision of community facilities and services. They also recommend strategies for public education about the community planning process, and citizen involvement and responsibility for improving the community.

Fundamental to the successful implementation of this action-oriented Plan, is the creation of the Community Plan Implementation Team (described on page 10). It is intended that this Plan will be a guide for the orderly and deliberate improvement of the community by the cooperative efforts of community members, private interests, the City and other development and regulatory agencies.