



2023–2026

ECONOMIC DEVELOPMENT STRATEGY

The City of
SAN DIEGO

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City of San Diego

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Executive Summary

The Economic Development Strategy (EDS) lays the foundation for sustained economic success and fiscal stability for the City of San Diego (City), helping position the region as a global leader in trade, innovation, sustainability, and equity-centered change. This document establishes the Economic Development Department's (EDD) three-year economic vision and outlines the plan to achieve it. EDD staff will use the EDS as a blueprint for their programs, initiatives, and day-to-day operations. The EDS is one of several guiding documents for the EDD and the City – most notably, the City's Strategic Plan.

The City of San Diego enjoys a strong economic foundation upon which the EDD can build the EDS. It is home to a talented, highly educated workforce; a mix of high-tech industries and world-renowned educational institutions; and an unsurpassed quality of life. However, since the last update to the EDS (2017–2019), global, national, and local events have changed the economic and socioeconomic landscape of San Diego and the surrounding region.

Spotlight on San Diego Promise Zone + Department of Race and Equity

To operationalize its equity work, EDD has worked with the Department of Race and Equity to develop equity-driven strategies, where equity occurs when we eliminate institutional racism and systemic disparities, providing everyone with equitable access to opportunity and resources to thrive, no matter where they live or how they identify. Equality is defined as each individual, family, neighborhood, or community being given the same resources and opportunities without recognition that each person has different circumstances. With this in mind, this strategy is a multi-department, collaborative exercise in identifying equity opportunities within EDD's policies, programs, practices, and budget decisions, to promote equitable outcomes and inclusive access.

Key to this effort is the place-based work of the federally-designated San Diego Promise Zone, which covers some of the City's most culturally rich and ethnically diverse neighborhoods, but also some of the most under-resourced communities. Its promise to co-create an ecosystem of opportunity and investment through collaboration fosters partnerships with more than 85 community-serving organizations, government agencies, philanthropic, corporate, and educational institutions under shared goals of addressing systemic inequities and improve the quality of life of low-income residents.



Executive Summary (cont.)

The COVID-19 pandemic and associated inequities in the economy have exposed local disparities and highlighted the need to prioritize services and initiatives that lead to a more inclusive economy. The unaffordability of necessities such as housing and childcare have also continued to erode the potential for economic prosperity for many local families. Additionally, mounting negative impacts of climate change continue to threaten the well-being of San Diego residents and businesses.

The EDS is aligned with foundational documents, including the [City's Strategic Plan](#), [Equity Forward](#), the [Climate Action Plan](#), and the Tactical Equity Plan, to ensure the City is working under a unified approach for the future. This EDS provides an updated approach that is equipped with lessons learned from the COVID-19 pandemic and insights from key city departments. This document redefines the City's economic development design by placing a renewed emphasis on quality of life and community partnerships. This shift has led to the EDD's program implementation related to the Promise Zone, Housing and Urban Development (HUD) services, Small Business Engagement, and Capacity Building grants.

Community engagement was a key input for the creation of this document, which was informed by the priorities and concerns raised by community-based organizations, residents, industry representatives, and businesses with which the EDD partners and serves.

Much remains to be done. City staff, in collaboration with City Council, are set to tackle San Diego's emerging needs, priorities and data deficiencies through an array of plans and initiatives, and this new EDS will complement the City's ongoing efforts by guiding the City's Economic Development staff as they help cultivate an economy that improves the local community and the world.



The EDS aligns with key pillars of the City's Strategic Plan



The Strategic Plan outlines how the City of San Diego can have a positive impact on the lives of individuals, families, organizations and communities in San Diego. The Plan identifies the City's vision, mission, operating principles and five priority areas of focus (shown to the right) for 2022 and beyond.

Strategic Plan Areas of Focus

Create Homes for All of Us

Prioritize the creation of safe and diverse types of affordable and accessible homes for all

Protect & Enrich Every Neighborhood

Provide a variety of core amenities that improve quality of life, safety, and security

Advance Mobility & Infrastructure

Provide efficient, safe transportation and well-functioning infrastructure

Champion Sustainability

Plan the built environment and adapt services to remain resilient amidst climate change

Foster Regional Prosperity

Support a thriving regional economy and talented workforce

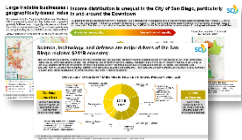
Other foundational City plans with which the EDS aligns include: 2022 Climate Action Plan, Climate Resilient SD Plan, EDD's Tactical Equity Plan, 2023 State and Federal Legislative Platform, San Diego Promise Zone Strategic Plan, and the General Plan's Housing Element 2021-2029

Strategy Inputs



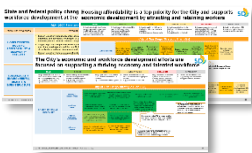
Stakeholder and Community Engagement

Across 18 focus groups, including 4 community engagement events, 224 insights were gathered to inform the development of the EDS. Ten stakeholder groups were convened to discuss Citywide priorities ranging from Climate & Mobility to the Innovation Economy.* The final EDS also reflects year-round conversations with key stakeholders.



San Diego Economic Review and Analysis

Research, mapping, and data analysis informed an assessment of San Diego's current economy, workforce, and built environment and helped identify strengths and opportunities for growth.

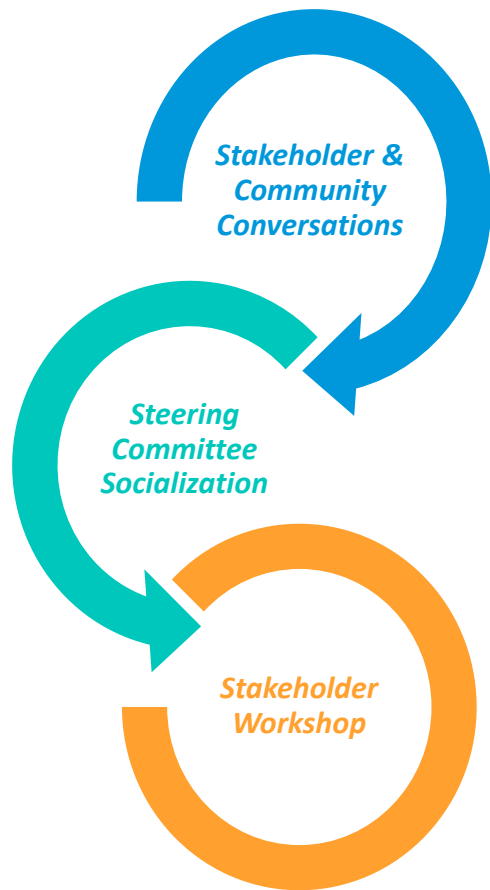


Economic Policy and Plan Alignment

Major City plans, including the City's Strategic Plan, the Climate Action Plan, and the State and Federal Legislative Platform were reviewed, and their components were mapped in accordance to their alignment with the EDS.



Stakeholder and community engagement was integral to the creation of the EDS



The **224 insights gathered** from stakeholders and community members served as the basis for the core structure of the EDS and **represented a wide swath of San Diegans' requests for the EDS**. Additionally, **members of the general public shared their perspective** through forms published on sandiego.gov.

City leaders were engaged for the **strategic framework development**. The group weighed in on the direction of the mission, vision, and goals of the EDS and **ensured that the City's values and priorities are reflected in the EDS**.

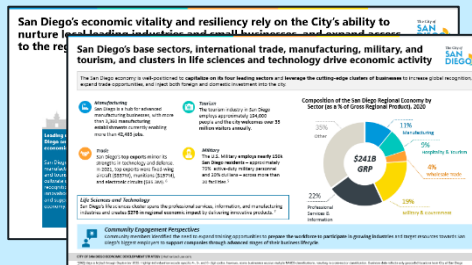
Stakeholders and interested community members convened to **discuss actionable tactics to meet the City's goals and objectives**. The 40+ participants were led by EDD staff in small group discussions, resulting in more than a hundred insights that ultimately informed the new and updated initiatives proposed in the EDS.

Key Themes

- Addressing affordability and the rising cost of living
- Investing in infrastructure to connect communities, both digitally and physically
- Embracing sustainable practices at an individual and collective level
- Centering equity in all programs and resources offered
- Supporting working parents and ensuring access to high-quality childcare
- Investing in public spaces and neighborhoods and prioritizing placemaking to enrich the lives of residents
- Offering comprehensive and targeted business support

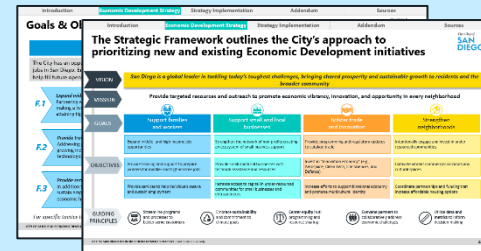
The EDS is rooted in the needs of the community and provides direction and action required to grow and enhance the economy

Components of this Document



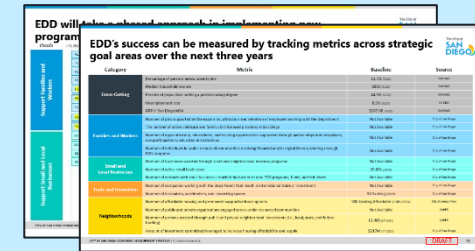
Introduction

The **Executive Summary** provides an overview of the EDS and its key elements. The **Strategy Inputs** describe the people, processes, and sources that provided the key themes and insights to inform the development of the EDS. The **Current Economic Landscape** provides a summary of the local and regional economic and policy context.



Economic Development Strategy

The centerpiece of the EDS is the **Strategic Framework**, which outlines the EDS vision, mission, goals, and objectives. An **overview of each of the four goals** details the specific objectives and describes relevant **metrics**.









Strategy Implementation

To operationalize the EDS, the new and updated initiatives are mapped out in a **phased approach** across a three-year timeline. The metrics developed for each goal area are consolidated and include **cross-cutting metrics** and **goal-specific recommendations**.

Current Economic Landscape



<p>Leading sectors and industries put San Diego on the global economic map</p> <p>San Diego's trade, manufacturing, military, and tourism sectors, in addition to its science and tech industries, anchor the local economy. San Diego's life sciences cluster alone creates \$27B in regional economic impact.</p> 	<p>A surge in new business growth conveys a culture of active entrepreneurship</p> <p>Local businesses make San Diego a special place to live, work, and visit. The rate of small business growth has increased over the 5 five years, with a surge of 112% growth in new businesses created during the pandemic.</p> 	<p>Hiring trends indicate a preference for advanced academic degrees</p> <p>Thousands of local jobs are being created that require advanced degrees, and advanced degree attainment is linked to earning potential; median earnings of residents with an associate's degree or lower is only \$43K.</p> 	<p>Educational gaps exist across racial groups and geographies within the City</p> <p>Current economic inequities are influenced by racial disparities in educational attainment. Populations of color are less likely to be employed in higher-paying jobs or to have advanced degrees, relative to their peers.</p> 	<p>Income inequality data exhibits patterns across neighborhoods</p> <p>The burden of the City's higher-than-average cost of living is inequitably distributed across and within neighborhoods; in Downtown, for example, 12.5% of households make \$200k+ per year, while 24.1% bring in <\$25k.</p> 	<p>Families and residents are challenged by expensive homes and childcare</p> <p>Home prices in San Diego are steadily growing and the unaffordability of a key necessity like childcare, which is nearly \$1K a month, hinders economic opportunity.</p> 
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Current Economic Landscape

San Diego is well-positioned to **capitalize on its leading sectors** and **leverage the cutting-edge clusters of life sciences and technology** to increase global recognition, expand trade opportunities, and boost foreign and domestic investment in the City.



Manufacturing

San Diego is a hub for advanced manufacturing businesses, with more than **3,360 manufacturing establishments** currently enabling more than **42K jobs**.²



Trade

San Diego exported **\$1.2B in 2021**, with its top exports mirroring its strengths in **technology and defense**. In 2021, top exports were fixed-wing aircraft (\$337M), munitions (\$157M), and electronic circuits (\$85.3M).⁴



Tourism

The tourism industry in San Diego employs approximately **194K workers**, and **the city welcomes over 35M visitors annually**.³



Military

The U.S. Military **employs nearly 150K San Diego residents** – approximately 75% active-duty military personnel and 20% civilians – across more than 20 facilities.⁵

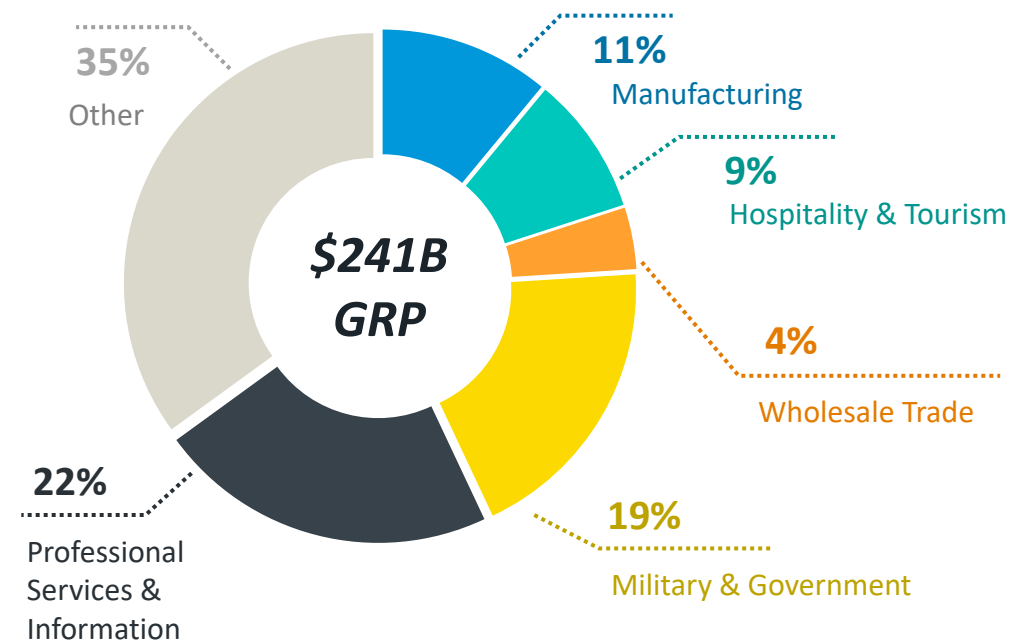
Life Sciences and Technology

San Diego's life sciences cluster spans the professional services, information, and manufacturing industries and creates **\$27B in regional economic impact**.⁶

Construction and the Trades

San Diego's construction and trades industries support commercial, residential, and manufacturing spaces throughout the City. In 2022, the construction industry employed **nearly 88K workers, making up about 15% of total private sector employment** in the region.⁷

Composition of the San Diego Regional Economy by Sector
(as a % of Gross Regional Product, or GRP), 2020¹



Current Economic Landscape

The City's **high rates of business creation indicate a healthy entrepreneurship environment in San Diego.**⁷ Targeted programs, such as those undertaken in the Promise Zone, demonstrate strong outcomes and underscore the importance of **fostering partnerships with community-based organizations** and **directing capital to under-resourced businesses.**



San Diego supports a growing business community

The number of new businesses created in San Diego steadily increased over the past 5 years, with a surge of 112% growth in new businesses created during the pandemic (2020-2022).⁸



New businesses are being created across sectors

Top sectors for new San Diego businesses created from 2017 to 2022 include Hospitality and Tourism (7,040 businesses), Miscellaneous (3,896 businesses), and Professional Services and Information (3,518 businesses). During that period, new businesses were created across all categorized business sectors.⁸



Promise Zone outcomes emphasize the importance of targeted initiatives

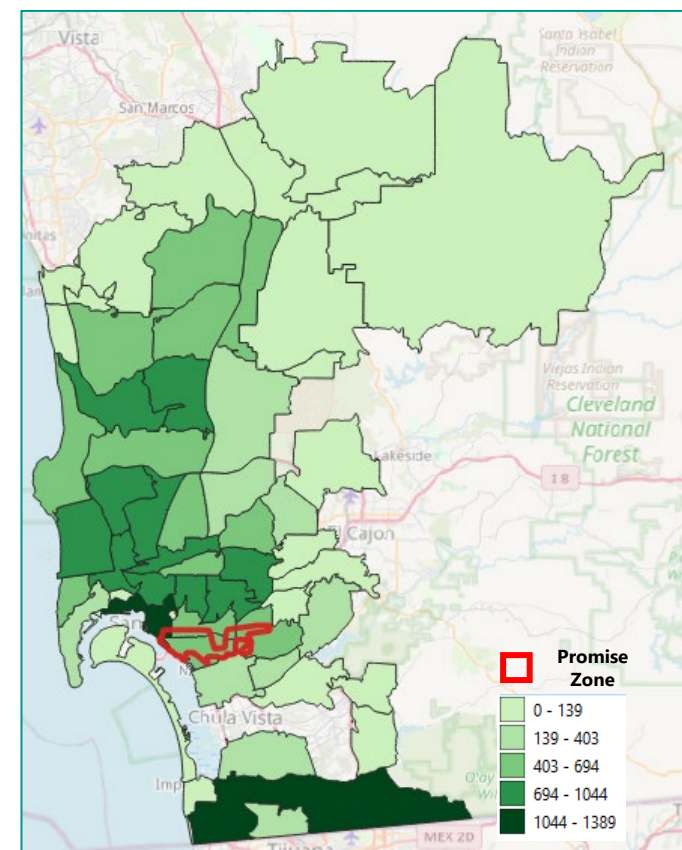
The San Diego Promise Zone is a federal designation that focuses on historically under-resourced communities where the federal government partners with local leaders to increase economic activity, improve educational opportunities, leverage private investment, and address other priorities identified by the community.⁹ From 2017-2022, the **growth rate of business creation in the Promise Zone (387%)** outpaced that of the City overall (228%). Top sectors were Hospitality and Tourism (333 businesses) and Infrastructure and Logistics (165 businesses).^{**8}



Stakeholder and Community Engagement Perspectives

Conversations with stakeholders emphasized the value small businesses bring in **creating neighborhood vibrance**. Stakeholders urged the City to **streamline access to resources and technical assistance for small businesses and entrepreneurs.**

New Businesses Created, 2017-22^{8*}



Current Economic Landscape



As the economy expands, **thousands of jobs are being created that require advanced degrees** and the number of positions requiring limited education are dwindling. However, the City can help those without advanced degrees attain and sustain employment; EDD can connect these individuals with non-profit and academic opportunities that provide **upskilling, re-skilling, and job-matching services**.



Higher educational attainment can lead to increased earnings

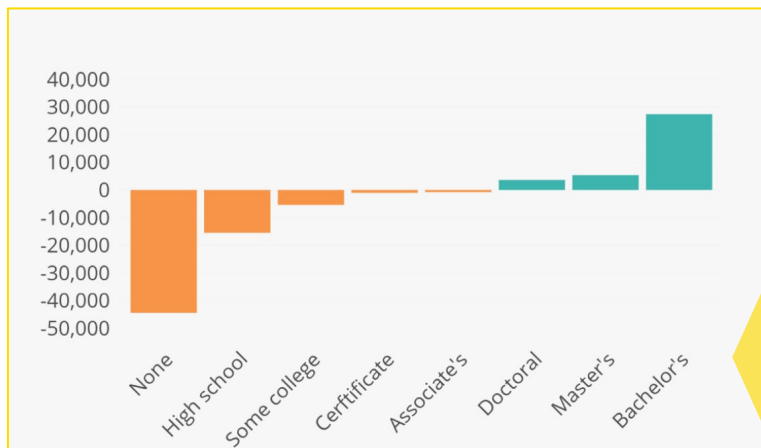
Studies demonstrate that an individual's educational attainment and earning potential are linked. In San Diego, the median earnings of individuals with an associate's degree or lower (\$43K) are lower than the living wage (\$47K).¹²



Supporting workers without degrees requires creative solutions

EDD can explore alternative learning pathways, including apprenticeship programs in the trades, to support those without advanced degrees.

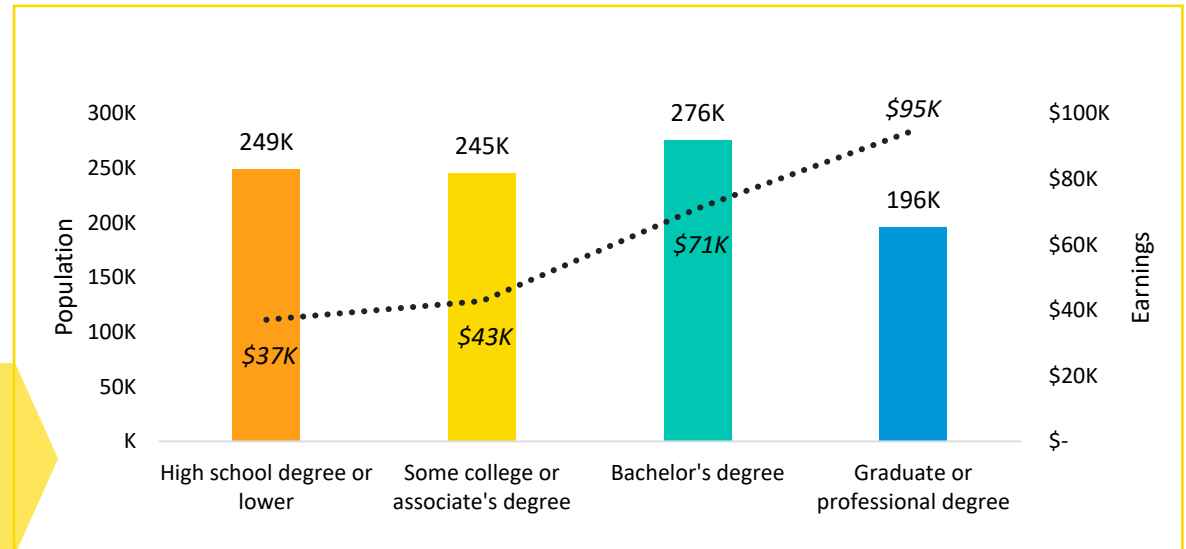
Change in jobs by educational requirements, 2016-21¹⁰



More than half of residents ages 25+ have earned less than a bachelor's degree and have median earnings of \$43k or less

In the last five years, San Diego has added jobs that require advanced degrees and lost jobs that required minimal educational

Educational Attainment and Median Earnings of City of San Diego Residents (ages 25+), 2021¹¹



Community Engagement Perspectives



Community members identified the need to **engage with educational and training institutions to re-skill and up-skill workers** affected by industry shifts and provide programming to **increase basic business literacy** to equip entrepreneurs with the tools to succeed.

Current Economic Landscape

At the same time, there has been a shift toward a knowledge-based economy with a growing prevalence of higher-skill jobs. However, this shift is not felt equally amongst all of San Diego's workforce. Studies show that **populations of color are less likely to be employed in high-quality jobs or to have advanced degrees**, relative to their peers.¹⁰

Percent Quality Jobs in Small Businesses vs. Percent Non-White (By Occupation), 2019¹⁰











Stark racial disparities exist for both the rate of employment in high-quality jobs* and the level of educational attainment among residents of San Diego

The downward slope of the line in the chart above indicates that occupations with higher proportions of quality jobs are disproportionately held by white San Diegans. For example, the largest (size indicating total number of jobs) bubble on the far left represents “Food Preparation” occupations – which have 0% quality jobs, but a majority (62%) of which are held by non-whites. Conversely, as one moves farther to the right on the chart, the job quality percentages increase while the number of non-whites filling those jobs decreases.

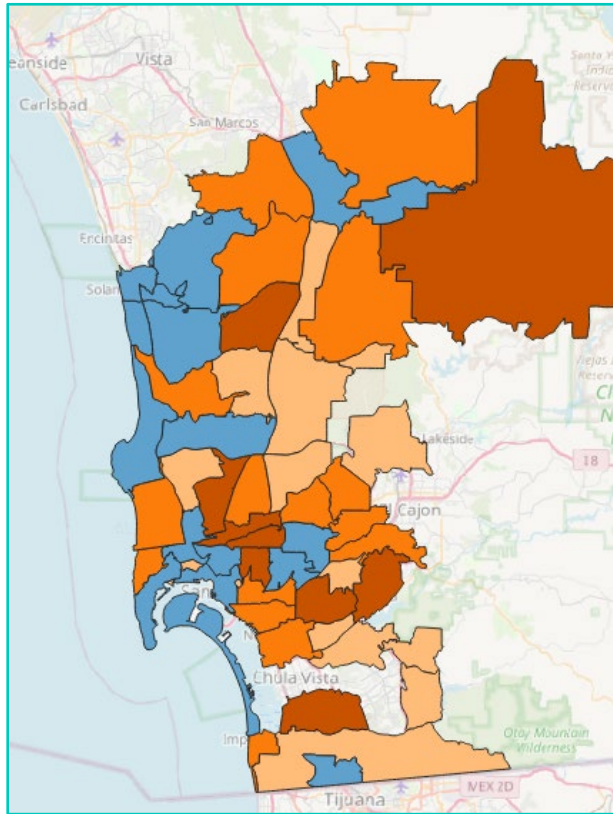
The table on the right indicates similar socioeconomic disparities: nearly 50% of residents ages 18+ have advanced degrees, however non-Whites are less likely to carry those advanced degrees.¹¹ These disparate outcomes underscore the importance of disaggregating general population data and metrics on the basis of race – as well as gender and other demographic categories – to track programmatic outcomes and direct resources to specific communities. These findings also demonstrate the importance of maintaining a diverse workforce by providing supportive services to help individuals sustain high-quality employment.

Residents with a bachelor's degree or higher (18+)*¹¹

Ethnicity	California	City of San Diego	
	2021	2021	2019-21
All	33%	44%	-1% 
White	47%	62%	13% 
Black	28%	26%	-1% 
American Indian	17%	57%	11% 
Asian	55%	19%	1% 
Native Hawaiian & Other Pacific Islander	20%	35%	-6% 
Two or more races	25%	24%	-11% 
Hispanic or Latino	16%	24%	3% 

Current Economic Landscape

San Diego presents many opportunities to embrace ‘the good life’ for those who call it home; however, the City faces a challenge in spreading economic benefits equitably across communities. The city’s **high cost of living is a financial burden to many residents**. While some neighborhoods boast some of California’s highest earners, other **zip codes house residents that earn far below the State’s average income**.¹³ To help address this, place-based measures can maximize resources and incentives available to benefit low and moderate-income communities, as well as Opportunity and Promise Zones.



City of San Diego Gini Coefficient
by Zip Code, 2020¹⁴

Measuring Income Inequality

The map to the left identifies the communities with the **highest (orange) and lowest (blue) Gini coefficients**, which is a measure of income inequality. The City demonstrates patterns of income inequality across several neighborhoods, including City Heights, San Ysidro, and Linda Vista, where the median household income is \$51.9K¹⁴, \$54K¹⁵, and \$85.3K¹⁶, respectively (compared to the Citywide median of \$89.5K). These “Communities of Concern” represent potential investment opportunities to help reverse disparities in access to housing, transportation, supportive services, and high-quality job opportunities.



The rising cost of living in San Diego outpaces the United States average

In 2022, the cost of living in San Diego was 47% higher than the national average, notably within subcategories of housing (119% higher), transportation (32%), and utilities (20%).¹⁷



The Downtown neighborhood is a case study in widening income gaps

Income distribution in the Downtown has been widening since the pandemic. Whereas 12.5% of Downtown households command some of the highest salaries in the region at \$200,000 or more per year, 24.1% bring in less than \$25,000 per year – a much higher proportion than the County at large (14.2%).¹³



Stakeholder and Community Engagement Perspectives

Stakeholders identified ways in which EDD can **address income inequality**, including **directing resources specifically to the communities most affected** and **partnering with employers and non-profits** to promote the creation of additional middle- and high-income jobs.

Current Economic Landscape

Rising housing costs in San Diego pose a challenge for the City in attracting and retaining residents and prevent low- and middle-income families from building wealth. An increased supply of **affordable homes**, as well as the provision of quality-of-life services such as **childcare** and **safe, inclusive public spaces**, will help residents of all income levels thrive.



San Diego struggles to maintain a supply of affordable homes for residents

During the past five years, prospective homebuyers have seen a stark increase in home prices, with the City of San Diego's average home values soaring to approximately \$700K more than the typical United States home.¹⁸ This makes it difficult for both buyers and renters to enter the market.



Services that support working families are not accessible to all

According to the 2022 study published by the University of San Diego Caster Family Center for Nonprofit and Philanthropic Research, "San Diego County Childcare Landscape: An Analysis of the Supply and Demand," the annual cost to access full-time childcare within the County of San Diego for a household with two young children is nearly \$33,929, equating to the second highest expense to housing. The study also reports that 48% of children ages 0-5, whose parents work, cannot access a licensed childcare slot. Childcare and early education pose a significant burden on the City's families.



San Diego has a diverse offering of public spaces for the community to gather

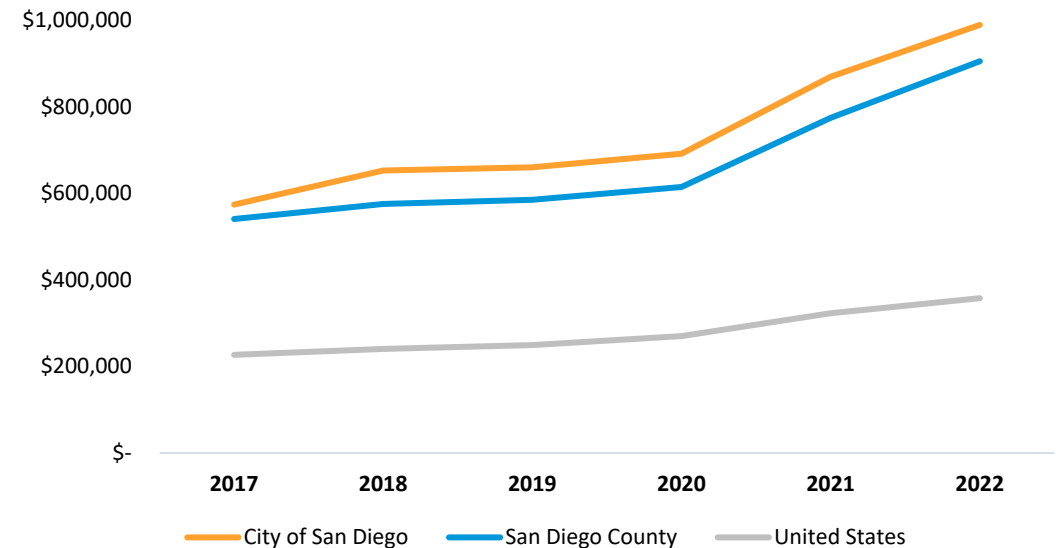
Residents and tourists alike benefit from accessible public spaces that are safe, clean, and maintained. The San Diego Parks and Recreation Department oversees 400+ parks, 26 miles of shoreline, and 59 recreation centers, amongst other spaces, all with varying services and needs required for public use.²⁰



Community Engagement Perspectives

Stakeholders provided nuanced perspectives on **nurturing neighborhood character**, alleviating the negative effects of **gentrification**, and **intentionally designing spaces with placemaking and community needs in mind**.

Zillow Home Values Index, 2017-22¹⁸



The EDS establishes an ambitious vision for the EDD to strive for over the next three years

What is the future we envision?

San Diego is a global leader in tackling today's toughest challenges, bringing shared prosperity and sustainable growth to residents and the broader community



San Diego is known for its international economic outcomes and impact

San Diego is a model for the global community as a great place to live, work, and play. The City is internationally recognized as an innovative leader in industries ranging from science and technology, to manufacturing, design, and tourism.



San Diego is forward-thinking and action-oriented in addressing challenges

San Diego is proactive in developing solutions to complex issues that impact the economy and the community, such as climate change, systemic racism, the rising cost of living, and homelessness.



San Diego's prosperous economy benefits all community members

San Diego fosters a healthy and diverse economy that is centered around a continued commitment to supporting for its workforce. The economic benefits of a thriving economy are felt across the community.

EDD will focus on four goals to achieve the vision

The mission summarizes what EDD staff will prioritize over the next three years. The four goals are the central areas of focus that will enable EDD to fulfill its mission, holistically supporting economic success across the community. Key goals and cross-cutting metrics have been identified to measure progress toward outcomes throughout the three-year period.

MISSION

Provide targeted resources and outreach to promote economic vibrancy, innovation, and opportunity in every neighborhood

GOALS



Support families and workers

Create more opportunities for well-paying jobs, help workers qualify for and secure employment, and coordinate services like childcare and continuing education

Number of jobs supported by the expansion, attraction and retention of employers working with the Department

The number of active childcare and family child licensed providers in San Diego

Number of apprenticeship, educational, and training opportunities supported through partnerships with employers, nonprofit partners, educational institutions

Number of individuals in under-resourced communities receiving financial and/or digital literacy training through EDD programs



Support small and local businesses

Support nonprofits that provide small-business resources, provide direct assistance to entrepreneurs, and facilitate additional opportunities for businesses to access funding

Number of businesses assisted through small and neighborhood business programs

Number of active small businesses

Number of contacts with small businesses reached by current or new EDD programs, funds, and initiatives




Bolster trade and innovation

Eliminate barriers to trade, foster growth and collaboration among innovative industries, and enhance San Diego's position as a binational and multicultural economy

Number of companies working with the Department that result in international trade or investment

Number of incubators, accelerators, and co-working spaces



Strengthen neighborhoods

Provide targeted engagement and resources to under-resourced communities, build lively centers of culture and commerce, and help increase affordable housing

Number of affordable housing and permanent supportive housing units

Number of public and private organizations engaged across under-resourced communities

Number of persons assisted through public and private neighborhood investments (i.e., local, state, and federal funding)

Amount of investment committed/leveraged to increase housing affordability and supply

METRICS

Percentage of persons below poverty line

Median household income

Percent of population holding a postsecondary degree

Unemployment rate

GRP in San Diego MSA

Economic Development Strategy 2023–2026



Workforce

Equip all residents with the skills, credentials, and support needed to obtain and sustain well-paying employment



Local Businesses

Catalyze economic growth for both small and large businesses by tapping into emerging trends, advancing economic mobility, and prioritizing sustainability



Community & Culture

Preserve and strengthen diverse, accessible neighborhoods that contribute to community ownership and thriving communities of locals and visitors



The Strategic Framework outlines the City’s approach to prioritizing new and existing Economic Development initiatives

VISION

San Diego is a global leader in tackling today’s toughest challenges, bringing shared prosperity and sustainable growth to residents and the broader community

MISSION

Provide targeted resources and outreach to promote economic vibrancy, innovation, and opportunity in every neighborhood

GOALS

	Support families and workers	Support small and local businesses	Bolster trade and innovation	Strengthen neighborhoods
	Expand middle- and high-income job opportunities	Strengthen the network of non-profits creating an ecosystem of small business support	Provide programming and regulatory updates to catalyze trade	Intentionally engage and invest in under-resourced communities
	Provide training and support to prepare workers for middle- and high-income jobs	Provide small and local businesses with technical assistance and resources	Invest in “innovation economy” (e.g., Aerospace, Clean Tech, Life Sciences, and Defense)	Cultivate vibrant commercial corridors and cultural spaces
	Provide services to help individuals secure and sustain employment	Increase access to capital in under-resourced communities for small businesses and entrepreneurs	Increase efforts to support binational economy and promote multicultural identity	Coordinate partnerships and funding that increase affordable housing options

OBJECTIVES

GUIDING PRINCIPLES



Streamline programs and processes to better **serve customers**



Embrace **sustainability** and commitment to climate goals



Center equity in all programming and resource-sharing



Convene partners to collaboratively address economic challenges



Utilize **data and metrics** to inform decision-making

Goals & Objectives



Support Families and Workers

The City has an opportunity to build and maintain a robust workforce infrastructure to assist residents in training for, identifying, and sustaining well-paying jobs in San Diego. Encouraging local education institutions and the private sector to work together to coordinate educational and training opportunities will help fill future openings and prepare individuals to meet their career and wealth-building aspirations.

F.1

Expand middle- and high-income jobs

Partnering with employers to advocate for an increase in middle- and high-income jobs aids the residents of San Diego in making a living wage, providing for their families, and reinvesting in their communities. Additionally, removing barriers to attaining high-quality jobs will help ensure that underrepresented groups have access to these opportunities.

F.2

Provide training and support to prepare workers for middle- and high- income jobs

Addressing gaps in workforce education and expertise in a way that deliberately builds competencies in San Diego's growing industries presents businesses with a rising pool of skilled workers. Partnerships with nonprofits to deliver technological literacy trainings and basic reskilling workshops can complement these efforts.

F.3

Provide services to help individuals secure and sustain employment

In addition to jobs and workforce training, it is crucial to provide access to the wraparound services that help workers sustain employment. Addressing the childcare, academic, and mobility needs of working parents and those experiencing economic hardship will promote financial and workforce stability, while improving overall quality of life.

Objective Summary & Existing Disparity

Key Objectives:

Expand middle- and high-income jobs, train and support workers, provide wraparound services

Equality Standard:

All San Diegans should have access to gainful, quality employment.

Existing Disparity:

Research by San Diego Regional EDC shows that access to quality jobs – jobs that provide economic security - is unequal across race and ethnicity, with Black individuals being 27% less likely and Hispanic individuals being 42% less likely to have access to quality jobs.¹⁰

For specific tactics that EDD will take on to achieve the Support Families and Workers goal and objectives, please reference page 28 through 31.

Goals & Objectives



Support Small and Local Businesses

At the heart of every neighborhood are its local businesses. A digitally-connected, well-resourced, and vibrant small business community encourages residents and visitors alike to shop local and puts dollars back in the pockets of local business owners. The goal of EDD is to provide local businesses with the resources, technical assistance, networking opportunities, and capital to grow and prosper.

B.1

Strengthen the network of non-profits creating an ecosystem of small business support

The City and its economic and community development stakeholders offer tremendous resources and expertise for small businesses. Strategically convening these groups and targeting resources more deliberately will bring the greatest impact for business owners.

B.2

Provide small and local businesses with technical assistance and resources

While each small business owner or entrepreneur may share a commitment to providing a high-quality good or service, the individual's level of business acumen or tech-savviness can vary. Providing business literacy and related resources, such as internet and digital support, will help level the playing field and allow business owners of all backgrounds to succeed.

B.3

Increase access to capital in under-resourced communities for small businesses

The City and its partners provide an array of financial incentives and grant opportunities. Intentional Citywide efforts to streamline the process of receiving grants and target additional funding sources will build business' financial health and support financial literacy.

Objective Summary & Existing Disparity

Key Objectives:

Strengthen the non-profit network, provide technical assistance to small businesses, increase capital in under-resourced communities

Equality Standard:

Small businesses, large businesses, and all businesses in between should have the resources they need to attract residents and visitors to contribute financially to the local economy.

Existing Disparity:

Minority- and woman-owned businesses combined received only 19.1 percent of the relevant contract and procurement dollars that the City of San Diego awarded from 2014-2019 for construction, professional services, and goods and services, indicating that those businesses received only \$0.24 for every dollar one would expect them to receive based on their availability to perform the work.¹⁸

For specific tactics that EDD will take on to achieve the Support Small and Local Businesses goal and objectives, please reference page 32 through 34.

Goals & Objectives



Bolster Trade and Innovation

In order to embrace San Diego's role as a globally competitive City, it must double down on efforts to increase trade and encourage innovation. The City will continue supporting the success of leading sector firms, invest in forward-thinking and sustainable industries, help train the workforce of the future, and capitalize on its competitive advantages – including its binational economy and multicultural identity.

T.1

Provide programming and regulatory updates to catalyze trade

Programs and regulations that promote trade and FDI can help usher in a new wave of intra- and inter-continental business and cultural exchange. Identifying key barriers to trade, providing assistance to local, newly-exporting firms, and creating targeted incentives will make the City a more attractive place for global firms to do business and increase trade.

T.2

Invest in “innovation economy” (e.g., Aerospace, Clean Tech, BlueTech, Life Sciences, and Defense)

Cities around the world are vying for top talent and profitable, cutting-edge firms. San Diego must continue adapting its strategies to attract and retain these innovative firms and its leading sectors and industries through marketing, incentives, and modernized, sustainable infrastructure.

T.3

Increase efforts to support binational economy and promote multicultural identity

San Diego's geographical advantage as a border City enables strong business, workforce, and cultural ties with Tijuana and the broader Baja California region. This unique advantage can be fully leveraged through a focus on strategic partnerships and improved border infrastructure.

Objective Summary & Existing Disparity

Key Objectives:

Provide programming and updates, invest in innovation economy, support binational economy

Equality Standard:

San Diego should benefit from a robust and responsive local talent pipeline that not only sustains its innovation economy, but drives growth within the region.

Existing Disparity:

San Diego's talent pipeline currently reflects inequities in educational attainment, with Hispanic individuals making up a third of the local population, but only representing 15% of degree-holders and a similar percentage of jobs in the innovation economy.¹⁰

For specific tactics that EDD will take on to achieve the Bolster Trade and Innovation goal and objectives, please reference page 35 through 37.

Goals & Objectives



Strengthen Neighborhoods

San Diego is a city with a global array of culturally rich and vibrant neighborhoods stemming from its historical heritage with Mexico, and South and Central Americas. Thoughtful investment in public spaces, easy access to areas of work and play, and artistic landscape ensure that each neighborhood fulfills San Diego's legacy as a welcoming place of beauty, culture rich in experiences, and limitless potential.

N.1

Intentionally engage and invest in under-resourced communities

Increasing economic prosperity for all San Diegans requires intentional and authentic outreach to under-resourced communities. This outreach will include activities that provide equitable access to the wealth of resources and services available in the City and from key partners, ranging from food and internet service to business mentorship and grant funding.

N.2

Cultivate vibrant commercial corridors and cultural spaces

Commercial corridors and community spaces play a crucial role in building healthy, vibrant neighborhoods where residents shop and gather, build wealth through small businesses, and celebrate community culture. Concerted efforts with partners and targeted funding strategies can help support the streets and businesses that anchor each unique neighborhood.

N.3

Coordinate partnerships and funding that increase affordable housing options

Lack of affordable housing is a key barrier in the City's ability to attract and retain talent and preserve overall quality of life. To address the housing and homelessness crisis will require ongoing efforts with partners to identify creative solutions that increase housing supply, protect existing affordable housing, and connect residents with the resources they need to find and stay in their homes.

Objective Summary & Existing Disparity

Key Objectives:

Invest in under-resourced communities, cultivate commercial corridors and cultural spaces, coordinate partnerships

Equality Standard:

Each neighborhood is a welcoming place of beauty, culture, and opportunity.

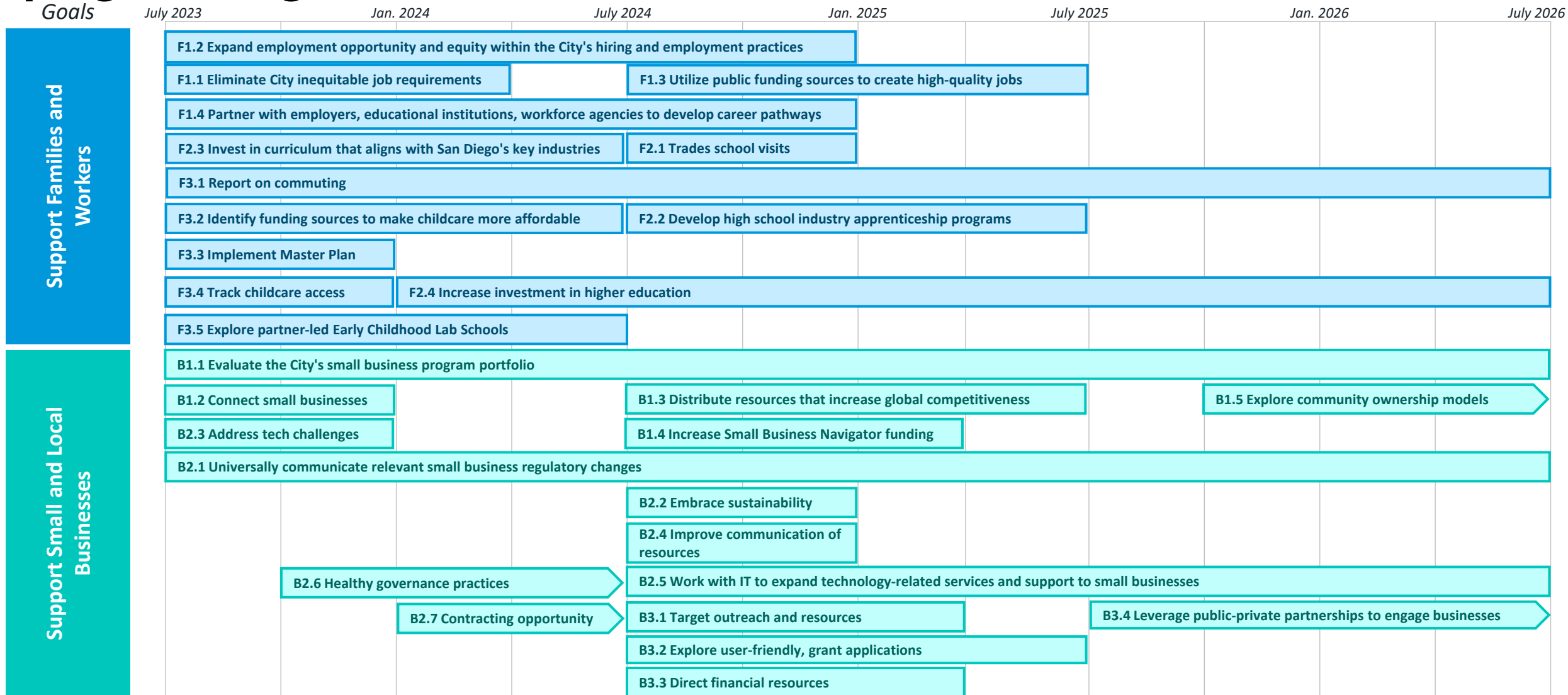
Existing Disparity:

San Diego has one of the highest costs of living out of the U.S.'s major metropolitan areas. Driven by factors such as housing, transportation, and childcare, the burden of unaffordability is not distributed equally. Housing-cost burdened households are disproportionately represented in non-white communities, being nearly 20% higher than their white community counterparts.¹⁰

For specific tactics that EDD will take on to achieve the Strengthen Neighborhoods goal and objectives, please reference page 38 through 41.



EDD will take a phased approach in implementing new programming and initiatives





EDD will take a phased approach in implementing new programming and initiatives (cont.)

Goals July 2023 Jan. 2024 July 2024 Jan. 2025 July 2025 Jan. 2026 July 2026

Goals	July 2023	Jan. 2024	July 2024	Jan. 2025	July 2025	Jan. 2026	July 2026	
Bolster Trade and Innovation	T1.2 Partner with Global Competitiveness Council		T1.3 Strategic Trade Action Plan		T1.4 International marketing and business development program			
	T2.1 Apply for green jobs and infrastructure funding		T2.4 Defense readiness		T3.1 Leverage partners south of the border			
	T3.2 Identify strategic partners and events for WDC 2024							
	T2.2 Foster a globally-recognized innovation ecosystem with education and private industry partners							
				T1.1 Foreign Investment				
				T2.3 Business incentives				
	T2.5 Permitting support for businesses and housing projects							
	N1.3 Reduce regulatory barriers to business creation			N2.3 Leverage binational relationships to enhance cultural identity, businesses, resource landscape and promote tourism				
	N2.1 Invest in revitalized public spaces shared by all San Diego residents							
			N1.2 Equalize food access					
N3.5 Support "artists only" affordable housing projects			N3.1 Expand middle- and low- income housing					
N3.2 Advocate for affordable housing funding								
N3.3 Study existing land for affordable housing projects			N2.2 Expand access to community farms & gardens					
N1.1 Digital literacy			N3.4 Support housing solutions for vulnerable populations					

Strengthen Neighborhoods

EDD's success can be measured by tracking metrics across strategic goal areas over the next three years



Category	Metric	Baseline	Source
Cross-Cutting	Percentage of persons below poverty line	11.7% (2021)	SANDAG
	Median household income	\$93K (2021)	SANDAG
	Percent of population holding a postsecondary degree	44.5% (2021)	SANDAG
	Unemployment rate	8.2% (2021)	CA EDD
	GRP in San Diego MSA	\$267.9B (2021)	SANDAG
Families and Workers	Number of jobs supported by the expansion, attraction and retention of employers working with the Department*	575	City of San Diego
	The number of active childcare and family child licensed providers in San Diego	2,022	State of California
	Number of apprenticeship, educational, and training opportunities supported through partnerships with employers, nonprofit partners, educational institutions	Forthcoming	City of San Diego
	Number of individuals in under-resourced communities reached by current or new EDD programs, funds, and initiatives*	Forthcoming	City of San Diego
Small and Local Businesses	Number of businesses assisted through small and neighborhood business programs*	1,699	City of San Diego
	Number of active small businesses	79,262 (2022)	City of San Diego
	Number of contacts with small businesses reached by current or new EDD programs, funds, and initiatives*	6,560	City of San Diego
Trade and Innovation	Number of companies working with the Department that result in international trade or investment*	58	City of San Diego
	Number of incubators, accelerators, and co-working spaces	92 Existing (2023)	City of San Diego
Neighborhoods	Number of affordable housing and permanent supportive housing units*	900 (2021)	City Strategic Plan
	Number of public and private organizations engaged across under-resourced communities	Forthcoming	City of San Diego
	Number of persons assisted through public and private neighborhood investments (i.e., local, state, and federal funding)	13,000 (FY 2022)	City of San Diego
	Amount of investment committed/leveraged to increase housing affordability and supply	\$217M (FY 2022)	City of San Diego



Support Families and Workers

New programming and initiatives for F1: Expand middle- and high-income job opportunities

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
F1.1	Eliminate City job requirements that limit applicants	In collaboration with appropriate City departments, seek to reduce unnecessary barriers in hiring requirements , such as postgraduate degrees that inequitably limit the applicant pool for City jobs.	Stakeholder Workshop	Process	9 months	Foster Regional Prosperity
F1.2	Expand employment opportunity and equity within the City's hiring and employment practices	Identify additional opportunities to improve City's recruitment and employment practices to reduce unnecessary barriers , achieve equitable access to jobs, and create an inclusive workplace.	Economic Growth and Industry Support; Stakeholder Workshop	Process	1.5 years	Foster Regional Prosperity
F1.3	Utilize public funding sources to create high-quality job opportunities	Partner with state and local agencies and community colleges to apply for state and federal funding opportunities that support apprenticeship programs and other workforce expansion programs that expand high-wage employment opportunities.	Stakeholder Workshop	Program	1 year	Foster Regional Prosperity
F1.4	Partner with employers, educational institutions and workforce agencies to develop career pathways	Identify incentives for , and pursue partnerships with, employers in target industries and with educational institutions with applicable degree offerings to encourage the development of career pathways , whereby employers have access to existing talent to fill job openings.	Stakeholder Workshop; Current State Assessment	Program	1.5 years	Foster Regional Prosperity



Support Families and Workers

New programming and initiatives for F2: Provide training and support to prepare workers for middle-and high-income jobs

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
F2.1	Promote school visits to increase student exposure to the trades	Support the region's existing cohort of universities and community colleges in curriculum development and facilitation of industry-school connections to offer programming with local businesses in the trades.	Education, Workforce, and Childcare Focus Group; Stakeholder Workshop	Program	6 months	Foster Regional Prosperity
F2.2	Facilitate creation of new, and support expansion of existing, apprenticeship programs at local colleges and universities	Partner with colleges and universities to develop curriculum, apply for grants and facilitate outreach to student populations to support creation of apprenticeship programs wherein students can receive college credit in exchange for training and hours worked weekly. Ensure that apprenticeship offerings are marketed to all students across all communities.	Education, Workforce, and Childcare Focus Group; Stakeholder Workshop	Program	1 year	Foster Regional Prosperity
F2.3	Invest in learning curriculum that aligns with San Diego's key industries	Partner with education organizations to support curriculums informed by employment trend data to teach the skills and expertise necessary for working in the City's key industries that interact with children and youth by Investing in learning curriculum that aligns with San Diego's key industries.	Education, Workforce, and Childcare Focus Group; Stakeholder Workshop	Program	1 year	Foster Regional Prosperity
F2.4	Increase investment in higher education	Advocate for funding to support continued growth and expansion of local universities, community colleges and trade organizations contributing to long term job and career preparedness for San Diegans.	Education, Workforce, and Childcare Focus Group; Stakeholder Workshop	Process	Ongoing	Foster Regional Prosperity



Support Families and Workers

New programming and initiatives for F3: Provide services to help individuals secure and sustain employment

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
F3.1	Report on commuting trends to inform transit operational changes that better connect workers to jobs	Conduct a study of the job-commuting practices and trends of the San Diego workforce, identifying where the City can work with San Diego Metropolitan Transit System authorities to create more convenient, direct transit routes to jobs.	Current State Assessment	Study	6 months	Foster Regional Prosperity; Protect and Enrich Every Neighborhood; Advance Mobility & Infrastructure
F3.2	Identify funding sources to make childcare more affordable	Identify funding sources to reduce financial barriers for childcare by collaborating with the Office of Child and Youth Success, and the County of San Diego, to support the use of general or community development funds for organizations receiving childcare subsidies. Provide support to families who do not qualify for federal or state government assistance but still cannot afford quality care. Collaborate with other City's departments to provide a comprehensive toolkit to support local businesses with providing low-cost childcare to the workforce.	Leading practices - Madison, Wisconsin; 2023 State and Federal Legislative Platform; Aligns with new County focus; Workforce, Education, and Childcare Focus Group; Quality of Life Focus Group	Process	1 year	Foster Regional Prosperity; Protect and Enrich Every Neighborhood



Support Families and Workers

New programming and initiatives for F3: Provide services to help individuals secure and sustain employment

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
F3.3	Support the Office of Child and Youth Success in implementing its Child and Youth Master Plan	Partner with Office of Child and Youth Success by convening community dialogues around the greatest needs of working parents in underrepresented demographic groups to form the blueprint for early childhood education ecosystems.	Leading practice; Stakeholder Workshop ; Aligns with new County focus; Workforce, Education, and Childcare Focus Group; Quality of Life Focus Group	Study	6 months	Protect and Enrich Every Neighborhood
F3.4	Support local college collaborations to track equitable childcare access and early childhood education career pathways	In partnership with the Office of Child and Youth Success, enlist the expertise of local educational institutions and workforce development partners to track priority metrics related to children and youth outcomes and family access to care , which will further the EDD's goal of both improving equitable outcomes and utilizing KPIs.	Stakeholder Workshop; Aligns with new County focus; Workforce, Education, and Childcare Focus Group; Quality of Life Focus Group	Study	6 months	Protect and Enrich Every Neighborhood
F3.5	Explore partner-led Early Childhood Lab Schools	In collaboration with the Office of Child and Youth Success, identify facilities, partners, funding opportunities, and space availability that serves as both a childcare facility and a training center for teachers providing services to low- to moderate- income families.	Leading practice; Education, Workforce, and Childcare Focus Group	Program	1 year	Protect and Enrich Every Neighborhood



Support Small and Local Business

New programming and initiatives for B1: Strengthen the network of non-profits creating an ecosystem of small business support

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
B1.1	Evaluate the City's small business program portfolio	Evaluate the City's small business program portfolio to compare efficacy, impact on equity and return on investment; then, expand the number of partners implementing the most impactful programs.	Tactical Equity Plan	Study	Ongoing	Foster Regional Prosperity
B1.2	Cultivate connections between small businesses and EDD's nonprofit grant recipients who provide small business support	Create clearer pathways between small business owners, entrepreneurs, and microenterprises with nonprofits that receive funding from EDD.	Community Engagement; Small Business and Assessment Districts Focus Group	Program	6 months	Foster Regional Prosperity
B1.3	Distribute resources that increase the global competitiveness of small businesses	Utilize EDD's partnership with the World Trade Center to augment resources and support to local businesses to increase their competitiveness globally.	Binational, Global Affairs, and Trade focus group; Current State Assessment	Program	1 year	Foster Regional Prosperity
B1.4	Increase funding for existing non-profits to hire and train a Small Business Navigator to support the small business community	Increase funding allocation to existing nonprofits to hire and train Small Business Navigators to directly serve small businesses in under-resourced communities.	Economic Growth and Industry Support Focus Group	Staffing	9 months	Foster Regional Prosperity
B1.5	Explore the feasibility of investing in a variety of community ownership models	Conduct research into, and explore the feasibility of, investing in community ownership models , such as cooperatives and commercial community land trusts, to help local businesses occupy commercial properties in "main streets."	Economic Growth and Industry Support Focus Group	Program	3 years	Protect and Enrich Every Neighborhood



Support Small and Local Business

New programming and initiatives for B2: Provide small and local businesses with technical assistance and resources

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
B2.1	Universally communicate relevant small business regulatory changes	Develop a quarterly communications schedule to consolidate and share all relevant state and local regulatory changes that impact small businesses through a variety of platforms, including social media	Public Feedback and Community Engagement	Process	Ongoing	Foster Regional Prosperity
B2.2	Empower businesses to embrace sustainability practices	Centralize and provide comprehensive resources to businesses to help them operate sustainably and contribute to the development of a circular economy.	Climate Action Plan	Process	6 months	Champion Sustainability
B2.3	Augment existing IT programming to address technological challenges within small business community	Partner with IT to augment existing programming to assist small and local businesses with basic technology issues and provide guidance on low-cost technology options.	Climate Action Plan	Process	6 months	Foster Regional Prosperity
B2.4	Improve communication of, and simplify access to, departmental resources and offerings	Publicize departmental services and programs; continue providing technical support directly to businesses seeking support navigating City resources.	Climate and Mobility Focus Group	Process	3 months	Foster Regional Prosperity
B2.5	Work with IT to expand technology-related services and support to small businesses	Assist IT Department with broadening the impact of its services (e.g., cybersecurity through Regional CyberLab, digital literacy programming, etc.) to the small business community.	Economic Growth and Industry Support Focus Group	Program	2 years	Protect and Enrich Every Neighborhood
B2.6	Focus on healthy governance and administrative practices for nonprofit organizations that manage public funds	Ensure resources are expended effectively to assist small businesses and commercial districts by requiring high standards for operations for business associations and other nonprofit organizations.	Stakeholder engagement	Process	Ongoing	Foster Regional Prosperity
B2.7	Increase government contracting opportunities for small businesses	Partner with the Purchasing & Contracting and Risk Management Departments by providing technical assistance and training to increase opportunities for small businesses seeking to contract with the City.	Stakeholder engagement	Process	Ongoing	Foster Regional Prosperity



Support Small and Local Business

New programming and initiatives for B3: Increase access to capital in under-resourced communities for small businesses and entrepreneurs

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
B3.1	Target outreach and resources in under-resourced communities	Increase engagement with businesses and organizations in under-resourced communities to refine offerings and share resources available.	Community Engagement; Small Business and Assessment Districts Focus Group	Program	9 months	Protect and Enrich Every Neighborhood
B3.2	Explore opportunity to implement user-friendly grant applications and community-driven grant reviews	Consider various funding cycles and explore opportunities to create one base application that is translated into multiple languages that will maximize inclusiveness of business grant application processes to reduce the burden on business and help realize administrative efficiencies. Additionally, explore ways to incorporate broader community input into the grant application review.	DC Strategic Plan	Process	1 year	Foster Regional Prosperity
B3.3	Help business owners through direct financial assistance	Increase options where EDD can provide direct financial assistance to small business owners.	Community Engagement; Small Business and Assessment Districts Focus Group	Program	9 months	Foster Regional Prosperity
B3.4	Leverage public-private partnerships to engage small businesses and entrepreneurs	Leverage new corporate partnerships or partnerships with academic institutions to offer capital investment, job creation, or business development expertise to small businesses and entrepreneurs (e.g., mini-MBA program).	Community Engagement; City of New York EDD	Program	2 years	Foster Regional Prosperity



Bolster Trade and Innovation

New programming and initiatives for T1: Provide programming and regulatory updates to catalyze trade

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
T1.1	Support regional efforts to develop new programs and incentives to encourage foreign direct investment	Support WTC and SBDC in their efforts around identifying ways to improve San Diego's FDI competitiveness within the U.S; identify potential budget sources for new incentives.	Stakeholder Workshop; Leading practices	Study	3 months	Foster Regional Prosperity
T1.2	Partner with the Global Competitiveness Council to identify strategies to increase trade	Support current – and development of new – programs to increase exports for local firms via the Global Competitiveness Council ; focus on connecting companies to resources, including trade missions , that teach companies how to engage in global markets and increase exports.	Binational, Global Affairs, and Trade Focus Group; Current State; Economic Growth and Industry Support Focus Group	Program	1 year	Foster Regional Prosperity
T1.3	Support creation of Strategic Trade Action Plan	Continue collaboration with partner agencies to identify the 2-3 key industry export clusters , including streamlining resources and improving overall outcomes for increasing trade activity in the region.	Leading Practices	Process	6 months	Foster Regional Prosperity
T1.4	Assist local emerging industries through an international marketing and business development program	Develop a pilot peer-to-peer (P2P) mentoring program in partnership with the WTC, Port, and San Diego County, which matches experienced exporters with new-to-export or new-to-market exporters , and which includes local export and investment case management services to newly-exporting companies; consider expanding upon the MetroConnect program.	Leading practices	Program	2 years	Foster Regional Prosperity



Bolster Trade and Innovation

New programming and initiatives for T2: Invest in “innovation economy” (e.g., Aerospace, Clean Tech, BlueTech, and Life Sciences)

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
T2.1	Apply for green jobs and infrastructure funding	Continue partnership with the City's Government Affairs Department, and increase coordination with new EDD partners at the County, to identify and apply for grant opportunities related to infrastructure, jobs, and industry support programs.	State and Federal Legislative Platform Innovation Economy Focus Group Trade & Global and Binational Affairs Focus Group	Process	1 year	Foster Regional Prosperity; Advance Mobility and Infrastructure; Champion Sustainability
T2.2	Foster a globally-recognized innovation ecosystem with education and private industry partners	Building on existing regional efforts including the Metro Collaborative and Advancing San Diego, facilitate the growth of partnerships between local universities and the private sector to create new opportunities for cross-pollination of ideas, people, and resources for emerging and growing industries (e.g., Biotech, Cybersecurity).	Stakeholder Workshop; Current State Assessment	Program	2 years	Foster Regional Prosperity
T2.3	Conduct a business incentives study	Partner with industry groups, including Cleantech San Diego and TMA BlueTech, to explore incentives to attract green economy employers and talent and compete with cities that have lower costs of living for talent and employers.	Stakeholder Workshop Climate Action Plan SD Chamber of Commerce	Study	3 months	Foster Regional Prosperity
T2.4	Seek funding for defense readiness and border infrastructure	Pursue targeted grant funding , with partner agencies, for border region infrastructure improvements and to support military and defense readiness .	Current State Assessment; Military & Defense Interview; SD Regional Chamber of Commerce	Process	6 months	Advance Mobility and Infrastructure
T2.5	Permitting support for business and housing projects	Continue providing direct technical support to companies seeking development or tenant improvement permits with the Development Services Department to enhance the work of DSD and improve the customer service experience.	Stakeholder Workshop	Process	Ongoing	Advance Mobility and Infrastructure



Bolster Trade and Innovation

New programming and initiatives for T3: Increase efforts to support binational economy and promote multicultural identity

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
T3.1	Leverage partners south of the border to increase San Diego's global identity and competitiveness	Collaborate with the Regional Chamber of Commerce, WTC, and Tijuana EDC to increase global competitiveness; focus on improving local regulations and City-led initiatives that may enhance the ongoing work of this coalition.	Global Affairs and Trade Focus Group SD Regional Chamber of Commerce	Program	Ongoing	Foster Regional Prosperity
T3.2	Promote creative economy by identifying strategic partners and events planning for WDC 2024	Work with World Design Capital Leadership Team to feature local creatives, organizations, and other members of the Creative Economy.	Creative Economy and Tourism Focus Group SD Tourism Authority Interview Stakeholder Workshop	Program	1 year	Foster Regional Prosperity



Strengthen Neighborhoods

New programming and initiatives for N1: Intentionally engage and invest in under-resourced communities

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
N1.1	Partner with library system and IT to increase provision of digital literacy resources	Partner with the library system, IT Department, and training providers to increase digital literacy resources and workshops.	Economic Growth and Industry Support Focus Group	Program	6 months	Protect and Enrich Every Neighborhood
N1.2	Equalize food access	Work with partners to increase awareness of federal meal programs and incentivize use of these programs for local access to healthy food (e.g., CSA, farmers market, retail).	Leading practices; Climate Action Plan; Equity Forward; Climate Resilient SD	Program	1 year	Protect and Enrich Every Neighborhood; Foster Regional Prosperity
N1.3	Identify opportunities to reduce regulatory barriers to business creation in underserved regions	Identify opportunities to reduce policy or legal barriers to business creation in under-resourced neighborhoods and provide an updated, clear guide that provides step-by-step process to start a new business.	Leading practices	Study	1 year	Protect and Enrich Every Neighborhood; Foster Regional Prosperity



Strengthen Neighborhoods

New programming and initiatives form N2: Cultivate vibrant commercial corridors and cultural spaces

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
N2.1	Invest in revitalized public spaces shared by all San Diego residents	Increase engagement with neighborhood organizations to understand needs, and work with funding partners to develop tools that enable resident placemaking and tactical urbanism, creative development , and increase cultural and neighborhood-focused tourism .	San Diego Tourism Authority Interview; San Diego Tourism Marketing District Corporation	Process	3 years	Protect and Enrich Every Neighborhood; Foster Regional Prosperity
N2.2	Expand access to community farms & gardens	Working with the Promise Zone's "Healthy Community" Group and appropriate City departments, explore new policies and initiatives that encourage community-based farms and gardens .	Leading practices; Climate Action Plan; Equity Forward; Climate Resilient SD	Program	1.5 years	Champion Sustainability; Protect and Enrich Every Neighborhood
N2.3	Leverage binational relationships to enhance cultural identity and promote tourism	Engage border-region businesses in partnership with the Regional EDC, Regional Chamber of Commerce, and the Tourism Authority to capitalize on the unique logistical, business, and cultural connections with Tijuana and Baja California .	SD Regional Chamber of Commerce Stakeholder Workshop Creative Economy and Tourism Focus Group	Process	Ongoing	Protect and Enrich Every Neighborhood
N2.4	Foster growth in the visitor economy	Work with the San Diego Tourism Authority, Tourism Marketing District, and other relevant partners to encourage growth in all sectors of the visitor economy, including leisure and business travel , as well as day and overnight visitations.	SD Tourism Authority Interview; San Diego Tourism Marketing District Corporation	Process	Ongoing	Protect and Enrich Every Neighborhood; Foster Regional Prosperity



Strengthen Neighborhoods

New programming and initiatives form N2: Cultivate vibrant commercial corridors and cultural spaces (cont.)

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
N2.5	Work with partners to cultivate the growth of world-class sporting events in the region	Collaborate with partners to explore new incentives and programming that allow San Diego to bring national and international sporting events to the region and grow sports tourism.	Community Engagement	Process	Ongoing	Protect and Enrich Every Neighborhood; Foster Regional Prosperity
N2.6	Facilitate transformational development projects that reimagine and reinvent neighborhoods	Coordinate partnerships and implementation for development projects which create place-based amenities, infrastructure, and low-and middle-income housing , such as the Sports Arena Redevelopment and Civic Center Revitalization projects.	Creative Economy and Tourism Focus Group	Process	Ongoing	Protect and Enrich Every Neighborhood
N2.7	Partner with the Commission for Arts and Culture to enhance the resident and visitor experience	In partnership with the Commission for Arts and Culture, support implementation of the City's upcoming Cultural Plan with focus on identifying opportunities for cultural tourism to build on World Design Capital designation . Increase focus on engagement with arts and cultural districts to enhance San Diego's identity as a 'global cultural capital'; including analysis of contributions/opportunities of the art, entertainment, and the nightlife economy.	Community Engagement	Process	2 years	Protect and Enrich Every Neighborhood



Strengthen Neighborhoods

New programming and initiatives form N3: Coordinate partnerships and funding that increase affordable housing options

	Tactic	Details	Rationale	Type	Timeframe	Strategic Plan Alignment
N3.1	Expand low-and middle-income housing	Work with employers to expand workforce housing opportunities, particularly at low-and middle-income levels, by incentivizing construction along key boulevards and in activity centers at locations accessible to transit.	Innovation Economy Focus Group; Current State Assessment Creative Economy and Tourism Focus Group	Process	2 years	Protect and enrich every neighborhood Advance Mobility
N3.2	Advocate for affordable housing funding	Leveraging the City's pro-housing designation, advocate for state funding for affordable housing resources that help fund large-scale affordability projects.	Innovation Economy Focus; Current State Assessment Quality of Life Focus Group Housing and Homelessness Focus Group	Process	1 year	Protect and Enrich Every Neighborhood
N3.3	Study existing land for affordable housing projects	Work with appropriate City departments to identify public land for affordable housing opportunities and explore incentives for development in the Promise Zone.	Stakeholder Workshop	Initiative	1 year	Protect and enrich every neighborhood
N3.4	Support housing solutions for vulnerable and at-risk populations	Continue working with local organizations to support housing solutions for vulnerable and at-risk individuals.	SD Regional Chamber of Commerce Military & Defense Interview Leading practices	Initiative	1 year	Protect and enrich every neighborhood
N3.5	Support "creatives only" affordable housing	Create opportunities for developers to consider "creatives only" affordable housing that can further strengthen the Creative Economy of San Diego.	Tourism and Creative Economy Focus Group Leading practices	Program	1 year	Protect and enrich every neighborhood

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Photo Contributions

1. The City of San Diego Tourism Authority. Page 1
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The references detailed below contribute to the research conducted to understand the current economic landscape of San Diego.

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