

ECONOMIC PROSPERITY

5



5.1 Business Improvement, Attraction,
Retention, and Expansion



INTRODUCTION

Midway - Pacific Highway has been an economic center since the early twentieth century when it began developing into a major aerospace and defense training and manufacturing center. While the aerospace-related industries have transitioned out of the community, the military continues to be a major employer. The Community Plan seeks to reposition the community as a twenty-first century employment hub to attract a diversity of businesses and jobs.

The Community Plan envisions Midway - Pacific Highway as an urban mixed-use employment center with an emphasis on innovation, design, and technology jobs, located near transit and the San Diego International Airport. It focuses on providing an urban character that attracts businesses and jobs and leverages the attributes of being centrally located in a walkable environment and with easy access to regional transit, and convenient to entertainment, shopping, restaurants, and recreation. Key goals of the Community Plan are to establish villages and districts, each with its own sense of place based on its setting and vision for future development; to create an attractive network of pedestrian and bicycle urban paths through the community; to develop a pedestrian-oriented built environment with a mix of uses; and to foster a vibrant urban lifestyle. Midway - Pacific Highway provides an employment center in an urban setting offering unique experiences that differ from the City's suburban employment centers. The Community Plan also allows higher density housing near transit to foster the development of smaller and less expensive housing units and enable people to live closer to work. The community's location and vision will attract and retain innovative companies and young workers who want to work in a vibrant community near urban living, recreation, and entertainment.

ECONOMIC PROSPERITY GOALS

- Efficient use of employment and commercial lands in a manner that enhances the economic base and urban character of the community.
- Economic growth of defense industries and businesses that cater to the U.S. Navy's Space and Naval Warfare Systems Command facility and Marine Corps Recruit Depot.
- Economic well-being of locally owned and operated businesses through the utilization of economic development approaches and programs.

Midway - Pacific Highway, while near downtown, offers different opportunities for employment-related development due to its varying parcel sizes and varying character areas. The parcel sizes in the Dutch Flats Urban Village and Kettner District are large enough to provide for larger scale urban infill development. The warehouses in the Camino Del Rio District provide the opportunity for creative office and artisan and craft manufacturing businesses. The Hancock Transit Corridor provides opportunities for fine-grained infill and street-level shopkeeper units for entrepreneur and artist space. And the Sports Arena Community Village is envisioned to become a mixed-use center with civic and public spaces surrounded by residential and office uses, restaurants, retail, and entertainment uses which could include the Sports Arena. Overall, the community represents a great opportunity to create new jobs and residential development.

The policies in the General Plan and Community Plan provide a framework to encourage economic development. The Land Use, Villages & Districts Element in this plan provides for the location of industrial and commercial land uses and provides recommendations for the creation and preservation of employment areas within the Community, and the Urban Design element provides direction to enhance the quality and appearance of the built environment and the supporting public realm.

5.1 BUSINESS IMPROVEMENT, ATTRACTION, RETENTION, AND EXPANSION

INDUSTRIAL AND HEAVY COMMERCIAL

The Kettner District and Hancock Transit Corridor contain parcels designated for Urban Industrial and Heavy Commercial use that provide centrally located space for manufacturing and other businesses that need to be separate from residential uses. These areas include a mix of parcel sizes that can accommodate small and start-up businesses, as well as business expansion and large businesses.

MILITARY

The Naval Base Point Loma (NBPL) - SPAWAR complex and U.S. Marine Corps Recruit Depot (MCRD) are facilities of national importance and are particularly important to the economies of Midway - Pacific Highway and the City of San Diego. The NBPL - SPAWAR complex and MCRD bring federal expenditures into San Diego, which helps to support the local economy. Defense research and development (R & D) businesses provide support to the activities at the NBPL - SPAWAR complex, and the Dutch Flats Urban Village provides opportunities for these companies to locate near the complex.

OFFICE AND RESEARCH & DEVELOPMENT

The Community Plan envisions that Dutch Flats Urban Village will provide office and research space for defense, high-tech, and clean-tech R & D businesses in a mixed-use urban environment, along with flex space for other businesses. Opportunities also exist in the Camino Del Rio and Kettner Districts for the development of technology and R & D uses. The large parcels in the community can support large campus-style office and R & D developments in proximity to transit, Downtown, the Airport, and the NBPL - SPAWAR complex. Complementary mobility and infrastructure improvements within and near the larger parcels, as described in the Mobility, Urban Design, and Recreation Elements, will improve the community's visual character. The Kemper Neighborhood Village and Sports Arena Community Village also offer opportunities for professional and multi-tenant office development. The Hancock Transit Corridor could provide another interesting location for small technology-based companies that want to locate in an urban environment near transit.



Shopkeeper units provide opportunities for entrepreneurs, artists, small businesses, and other commercial uses in mixed commercial residential areas.



The Community Plan envisions that existing stand-alone commercial uses will infill with additional commercial uses and with public spaces, which can accommodate outdoor markets and activities, in a “main street” environment.



Hotel and visitor uses in Midway - Pacific Highway support uses and attractions including the Marine Corps Recruit Depot, Old Town, and Sea World.

RETAIL GOODS AND SERVICES

Retail commercial uses within the Kemper Neighborhood Village, Sports Arena Community Village, and Rosecrans District provide important goods and services to residents within the community as well as adjacent urban and coastal communities. With urban design improvements that enhance the public realm, existing retail uses will attract additional consumers. The Community Plan envisions that existing stand-alone retail centers will infill with additional commercial uses and a variety of non-retail uses including residential, public space, civic uses, and entertainment uses to create vibrant multiple use centers. Retail centers can replace surface parking with parking structures to create additional space for active uses in a “main street” type environment.

HOTEL AND VISITORS

Hotel and visitor commercial uses have a strong presence in Midway-Pacific Highway due to the community’s location close to the airport, freeways, transit, beaches, military installations, Sea World, Old Town, and Downtown. The Community Plan provides potential to develop additional accommodations for people visiting San Diego for work or pleasure.

INSTITUTIONAL

Government and non-government institutional uses are major employers within the community. These institutional uses include the San Diego Unified Port District, County of San Diego Health and Human Services Agency, San Diego Community College District’s West City Continuing Education Center, public and private education facilities, senior citizen nursing care, and veteran and homeless services providers.



WORKFORCE DEVELOPMENT

The West City Continuing Education Center, located within the Kemper Neighborhood Village and operated by the San Diego Community College District, provides vital hands-on job training and certificate programs to prepare and educate individuals for specialized jobs. Urban Corps, which is located in the Camino Del Rio District, is a local nonprofit conservation corps that provides high school education and job training to young adults aged 18-25.

BUSINESS ASSISTANCE AND INCENTIVES

The City works directly with businesses in targeted industries to provide assistance and incentives that result in the retention and creation of jobs and investment in San Diego. Among other initiatives, the City promotes the expansion, attraction and retention of “cleantech” businesses that develop products and technologies that provide environmentally sustainable solutions.

POLICIES

- EP-1.1** Encourage office, research and development, and other base sector employment-oriented uses and supportive commercial and industrial services to locate within Midway - Pacific Highway.
- EP-1.2** Encourage visitor-commercial uses to provide rooms and amenities to serve a wide range of users, including tourists and business travelers.
- EP-1.3** Encourage economic growth of base sector employment industries and local businesses that provide services to the Space and Naval Warfare Systems Command facility.
- EP-1.4** Support the attraction, retention, and expansion of businesses that develop products and technologies which provide environmentally sustainable solutions.



The San Diego Community College District's West City Continuing Education Center, located on Fordham Street, is an important workforce development resource.



Office, research and development, and other base sector employment uses are encouraged to locate in Midway - Pacific Highway.



The community holds many opportunities for businesses that focus on innovation, design, and technology to locate near transit, housing, and Downtown.

- EP-1.5** Encourage businesses that focus on creating innovation, design, and technology jobs.
- EP-1.6** Support the retention and expansion of employment-related uses to promote economic vitality at the village and district level.
- EP-1.7** Support the consolidation of parcels to facilitate expansion of businesses and additional employment opportunities.
- EP-1.8** Encourage the use of local, state, and federal programs to incentivize the retention and expansion of employment-oriented businesses including small, mid-size, and start-up businesses within Midway - Pacific Highway.
- EP-1.9** Support the retention and enhancement of the Marine Corps Recruit Depot and Space and Naval Warfare Systems Command facilities.
- EP-1.10** Support the growth and expansion of the West City Continuing Education Center to provide educational and job training programs.
- EP-1.11** Encourage shopkeeper units for entrepreneur and artist space within mixed commercial residential designated areas.
- EP-1.12** Support the location of artisan and craft businesses within commercial designated areas.