

Increasing Economic Activities: *Creating a pathway from poverty to promise to prosperity through engaging, attracting, and supporting businesses that promote economic and community development.*

1. Strengthen the business base of existing commercial corridors in the PZ (Engage exiting and attract new business to the zone).
2. Support to entrepreneurship, home-based businesses, and self-employed PZ residents to build economic development.
3. Increase small and neighborhood business activity in the PZ.

Policy Areas of Impact: Workforce Development; Private Sector Investment; Entrepreneurship; Commercial Corridors; Community Infrastructure

Indicators: Retail Leakage; Building permits; Asset Mapping Land/Leasable Space; Business Tax Certification.

Activity	Partners	Timeline	Financial Support Needed
Subgoal A: <ul style="list-style-type: none"> • Attract new businesses to vacant SDPZ land to decrease retail leakage, in line with resident-informed community plans. • Development will be incentivized by New Market Tax Credits. • City-created GIS data and maps will be used to market land. 			
Target storefront improvements program to the PZ, including access to capital.	<ul style="list-style-type: none"> • City of SD: Econ Dev Dept staff • City Residents/Businesses • Diamond BID (Liliana Garcia) 		
Target private investments for SIP projects.	<ul style="list-style-type: none"> • City of SD: Econ Dev Dept staff • City Residents/Businesses • Jcni • CivicSD • Accion • Neighborhood CDC's • Chambers of Commerce 		
Conduct asset mapping and utilize GIS data and maps to market SDPZ's potential (including ID the unique cultural and geographical assets).	<ul style="list-style-type: none"> • City of SD: Planning GIS and Econ Dev Dept 		
Leverage former Enterprise Zone relationships to outreach to and engage existing PZ employers to participate in PZ implementation activities.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • Civic San Diego 		
Expedited permit process.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept, 		

	<ul style="list-style-type: none"> • City of SD Development Services Dept DSD • Civic San Diego 		
Identify brown field sites	<ul style="list-style-type: none"> • City of SD Econ Dev Dept 		
Work with staff on park design and experience design. See vibrancy of community. (Is there new parkland in the community plans?)	<ul style="list-style-type: none"> • City of SD Parks and Rec • City of SD planning • Civic SD • Urban Forester (TBD) 		
Educate and build awareness of business owners on access to capital options and best option (Retention and expansion strategy).	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • Civic SD • Diamond BID • JCNI • Accion • Small Business Finance (CDC) • IRC • LISC 		
Placeholder for a business attraction strategy.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • Civic SD • Diamond BID • JCNI • Accion • San Diego Regional EDC (TBD) • Chamber of Commerce (TBD) 		
Subgoal B: <ul style="list-style-type: none"> • Make infrastructure improvements along high traffic commercial corridors, addressing SDPZ infrastructure disparities. 			
City departments will work collaboratively to identify Capital Improvement Projects (CIP) in the SDPZ.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • The Mayor's office has provided a dedicated staffer to coach developers with projects on JCNI properties. • Engage City Infrastructure teams (transport, 		

	<ul style="list-style-type: none"> storm/drain) • Caltrans • SDG&E • Cox (fiber) • SD Parks and Recs • SANDAG 		
Increase multimodal transportation options.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • Caltrans • SANDAG (including MTS) • Circulate SD • Bike Coalition • BNSF (railroad) 		
Identify external funding sources (e.g., public and private) that can be solicited (e.g., volks settlement funds, Urban Forestry, State Park funding for priority points).	<ul style="list-style-type: none"> • City EDD • Other City Deps TBD • Partners TBD 		
Bring key infrastructure developers to the SDPZ and align efforts.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • JCNi • Civic SD • NAIOP (Real estate) • ICSC (International Council of Shopping Centers) 		
Build awareness about EV charging station (Power Your Drive).	<ul style="list-style-type: none"> • SDG&E • City of SD 		
Expand car share areas (e.g., ZIPCAR) in concentrated areas such as shopping, community college, etc.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept 		
Subgoal C:			
<ul style="list-style-type: none"> • Support small business development/entrepreneurs by providing small business owner training and removing barriers to start-up/expansion capital. 			
EDD will develop and implement an open platform to streamline permit and application processes.	<ul style="list-style-type: none"> • SD City Economic Development Dept 		
The city to support the expansion of microlending programs in the SDPZ.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • Civic SD • Diamond BID 		

	<ul style="list-style-type: none"> • Jcni • Accion • Small Business Finance (CDC) • IRC • LISC 		
SDWP to roll out entrepreneurship centers throughout the city.	<ul style="list-style-type: none"> • SDWP and subcontractors 		
San Diego City-County Taskforce to negotiate with lenders in the region to develop reinvestment plans that benefit underserved communities (community reinvestment funds).	<ul style="list-style-type: none"> • City of San Diego • SD Housing Commission • Gustavo • Federal Reserve Bank • Office of Currency • Greenlighting and CRC (cautions/ controlled invitation) • Banks and credit unions (Wells Fargo) 		
Coordination (including resource sharing) in the SDPZ for CDBG recipients and lenders (nonprofit lenders such as Accion, Small Business Development Centers-SBDC).	<ul style="list-style-type: none"> • City of San Diego • Local SBDC • Accion • Supplier Diversity Council • Econ Activity working group partners 		
Prepare entrepreneurs for potential tax credits at local/regional level such as GoBiz tax credits (California Competes grants).	<ul style="list-style-type: none"> • Local EDCs • Governor's Go Biz office • SBDC • CAL ED 		
Engage incubators, innovators, accelerators on what is happening in the SDPZ (value) and provide viability and commitment.	<ul style="list-style-type: none"> • City of SD Econ Dev Dept • Jcni • StartUp SD • BAME CDC • LISC? 		

	<ul style="list-style-type: none"> • Diamond BID (Liliana) • Connect All Initiative (JCNI) • Impacts without Borders 		
Subgoal D: <ul style="list-style-type: none"> • Market/rebrand the SDPZ's three distinct neighborhoods by using their unique cultural and geographic assets. • Promote them individually as healthy, safe, and desirable places to live, work, and invest. 			
BIDs to develop marketing materials.	<ul style="list-style-type: none"> • Maintenance Assessment Districts • City's Economic Development Department to provide technical support • JCNI/Diamond BID to assist in marketing the businesses digitally 		
"Buy or Made In San Diego" Campaign .	<ul style="list-style-type: none"> • TBD informed by asset mapping and retail leakage report • City Econ Dev Dept • Diamond BID • Local neighborhood champions 		
Develop a marketing campaign for a neighborhood that highlights amenities and assets.	<ul style="list-style-type: none"> • City Econ Dev Dept • Diamond BID 		
Develop resident and business surveys.	<ul style="list-style-type: none"> • 		
Distribute and collect baseline and post-campaign surveys.	<ul style="list-style-type: none"> • 		