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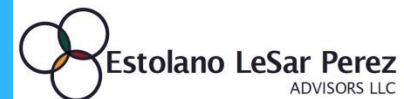


SCEDC
South County Economic
Development Council

FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY

August 12, 2014

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Overview

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1. Introduction
2. Key Industry Clusters
3. Synergies
4. Strategies & Action Steps
5. Strategic Partners

Five Year Economic Development Work Plan

The Work Plan represents a **unified vision** that focuses on economic development strategies created by and with

- **Businesses**
- **Residents**
- **Visitors**
- **Workers**
- **Investors**
- **Key Stakeholders**

Tools Used

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Quantitative

- Location Quotients
- Industry Data
- American Community Survey

Qualitative

- Published Research
- Visioning Survey
- Interviews

Key Industries

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Aerospace

Advanced
Manufacturing

Healthcare

Food
Processing
Distribution

Maritime
Related
Industries

Tourism

Aerospace

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Nine establishments
employ **2,632**
workers in South
County

Location Quotient
4.00

- **Build** on its existing strengths
- **Market** the availability of land for new and expanded operations
- **Promote** enhanced supply chains
- **Develop** technical training programs to meet industry need

Advanced Manufacturing

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353 establishments
employ **1,028**
workers in South
County

Location Quotient
1.04

- **Recruit** new advanced manufacturing firms
- **Coordinate** training strategy to equip young workforce
- **Promote** the subregion as a prime location
- **Increase** local knowledge about industry

Healthcare

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950 establishments
employ **16,923**
workers in South
County

Location Quotient
1.58

- **Strongest** sector in the region
- **Important** for workforce development activity
- **Develop** training and career pathways for South County residents

Food Processing & Distribution

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150 establishments
employ **2,491**
workers in South
County

Location Quotient
1.54

- **Attract** major headquarters facility
- **Bring** higher paying professional and managerial occupations to the subregion
- **Available** space for warehousing and food processing in the subregion

Maritime Related Industries

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11 establishments
employ 478
workers in South
County

Location Quotient
4.24

- **Available** large industrial sites
- **Proximity** to related maritime economic activity
- **Promote** the broader maritime industry
- **High Potential** for industry growth

Tourism

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150 establishments
employ **5,453**
workers in South
County

Location Quotient
2.09

- **Existing assets** as living laboratory and training grounds
- **Support** a set of ecodestinations
- **Attract** a market segment of visitors and tourists to South County
- **Forge** linkages among institutions to promote and protect the region's natural resources

Air Traffic and Career Pathways Take Off

Opportunity

\$900 million redevelopment of brownfield in Otay Mesa

Action

Design sector specific brownfield workforce development and training programs

**Urban Village Spawns
Regional HQs:
Land a Major Advanced
Manufacturer**

Opportunity

New Millenia office space in close proximity to talent and infrastructure assets

Action

Develop a focused marketing effort to attract a regional headquarters

Cross Border Commerce and The Rise of the Global Executive MBA

Opportunity

San Ysidro Point of Entry improvements, Otay II-SR-II, and the Cross Border Terminal

Action

Partner with a Mexico-based university to create an Executive level MBA program

Synergies

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From the Mesa to the Sea: Opportunities in the Blue Economy

Opportunity

New transit linkages to inland assets

Action

Invest in an inland sector specific training center or incubator

EcoTourism and the Hospitality Industry

Opportunity

Chula Vista Bayfront,
Bayshore Bikeway, wildlife
and natural assets

Action

Embrace EcoTourism and
utilize natural learning centers
as training grounds

Strategy #1

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Promote the Innovation Economy

Action Step 1

Promote the creation of incubators and accelerators

Action Step 2

Develop technical training programs at community colleges meet the specialized needs of the aerospace, maritime and aviation industries

Action Step 3

Market advanced manufacturing as skilled and high paying career pathway to local high school and community college students

Strategy #1 (continued)

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Promote the Innovation Economy

Action Step 4

Explore the establishment of a polytechnic academy to train young people for careers in advanced manufacturing

Action Step 5

Develop degree programs at a four-year university in fields related to advanced manufacturing

Action Step 6

Promote South County as a center for Blue Economy Jobs

Action Step 7

Develop training, internships, and linked-learning programs in Blue Economy fields

Strategy #2

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Build on Industry Cluster

Action Step 1

Develop an assistance, attraction and retention program for small manufacturers

Action Step 2

Create, maintain and publicize a list of available office and industrial space for large aerospace, advanced manufacturing food processing and distribution firms

Action Step 3

Develop a global “Fam Trip” tour program to familiarize targeted firms with South County assets and economic opportunities

Strategy #2 (continued)

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Build on Industry Cluster

Action Step 4

Promote local and bi-national supply chains in aerospace and advanced manufacturing

Action Step 5

Articulate training and career pathways for South County residents to progress from entry level to credential to professional employment in the health care sector

Action Step 6

Recruit the headquarters of a major food processing and distribution company

Action Step 7

Recruit advanced manufacturing headquarters and production facilities

Strategy #3

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Expand International Trade and Commerce

Action Step 1

Promote South County as a target for foreign direct investment and cross-border commerce

Action Step 2

Explore creation of border business conference center

Action Step 3

Develop a global executive MBA program at the four-year university in partnership with a major Mexican University

Strategy #4

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Grow Our Tourism Industry

Action Step 1

Expand the EcoTourism marketing campaign

Action Step 2

Promote bi-national ecotourism

Action Step 3

Design training program for higher paying jobs in the ecotourism and hospitality industry

Strategic Partners

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Strategy 1

Promote the Innovation Economy

- Local governments
- Site location consultants
- Real estate brokers
- Property owners
- Real estate developers
- Local chambers of commerce
- Utilities
- Financial institutions
- Colleges
- Regional ports
- Advanced manufacturing firms
- Aerospace firms
- Southwestern College
- Existing business parks
- HOME Fed
- Blue Economy firms
- San Diego Workforce Partnership
- State of California

Strategy 2

Build on Industry Cluster

- Site location consultants
- Real estate brokers
- South County local governments
- Financial institutions
- Local chambers of commerce
- South County city planning departments
- Tijuana EDC
- San Diego Regional EDC
- Healthcare firms
- San Diego Workforce Partnership
- Community and other regional colleges

Strategic Partners (continued)

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Strategy 3

Expand International Trade and Commerce

- Local governments
- San Diego Regional Investment Center
- San Diego Regional EDC
- Financial sector leaders
- Prominent finance and business leaders
- Mexican local governments
- Real estate brokers
- Chambers of commerce
- Mexican universities
- State of California

Strategy 4

Grow Our Tourism Industry

- Local chambers of commerce
- Existing tourism organizations
- Existing eco tourism destinations
- South County local governments
- Existing hospitality organizations
- Chula Vista Bayfront
- Public relations and marketing firms
- Existing ecotourism destinations
- Bayshore Bikeway
- San Diego Bay National Wildlife Refuge
- Living Coast Discover Center
- Tijuana River Estuary
- Pond 20
- SANDAG
- San Diego Metropolitan Transit Systems
- Mexican local governments
- Regional Colleges

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