

**City of Calexico**  
**Draft Economic Development Element**  
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## **DRAFT ECONOMIC DEVELOPMENT ELEMENT**

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### **9.1 INTRODUCTION**

The Economic Development Element is an optional, not a mandatory, element of the General Plan. By promoting economic development the Element contributes to creating a prosperous Calexico.

A central component of the City's planning effort is economic development. Economic development is the sustained creation of community wealth and the generation of tax revenues through the retention, expansion and development of diversified business opportunities that are compatible with the environment, community values and community vision. The development of a strong Calexico economy is essential to providing employment opportunities and tax revenues to underwrite the cost of municipal services. Robust community economic activity will create a sustainable quality of life for Calexico.

### **9.2 CALEXICO AND THE REGIONAL ECONOMY**

Calexico's economy is an integral part of a regional economy that includes Mexicali and the Imperial Valley communities. That makes Calexico's workforce vulnerable to adverse economic events outside of their or the City's control. According to the Southern California Association of Government's (SCAG) *2015 Imperial County Economic Forecast*, two significant changes in the Imperial Valley occurred in 2014:

- In April 2014 National Beef, located in Brawley, ceased operations and moved out of California. The closure resulted in the complete elimination of beef-livestock production and over 1,300 direct jobs (approximately \$40 million annually in direct wages). As only one-third of National Beef's employees both lived and worked in Brawley, undoubtedly some of the workers who lost their jobs live in Calexico.
- A new \$78 million privately operated federal detention center opened near Calexico (781 beds) while a smaller (544 bed) and older facility closed. There was a net job loss of about 255 jobs as the new facility is more modern and efficient, thereby eliminating the need for as many security guard positions. Overall the new facility has an estimated economic impact on the regional economy of \$23.6 million while the previous facility had an impact of \$69.3 million. This is a net loss to the region's economy of \$45.7 million annually. This may be mitigated long-term as the new facility has the ability to double its size within the existing land footprint and development entitlements.

SCAG's economic forecast found that:

Imperial County has historically struggled with a high rate of unemployment. As of September, 2014 (the latest number available), the unemployment rate in Imperial County was 23.9%. This figure is down from 26.3% at this time in 2013 and from historic highs of as much as 32% during the "Great Recession". Puzzling in the analysis is that while the rate of unemployment remains high, the actual number of persons employed has steadily increased over the last few years. This is a statistical anomaly when compared to many other regional or sub-regional economies throughout Southern California. In fact, the September 2014 data shows 60,100 persons employed (out of a total labor force of 79,100). This is 3,900 MORE jobs than in 2008 (the previous high for the region was 56,200). This also means that when comparing constant periods (September 2013 to September 2014 to allow for the seasonality found in Imperial

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County employment), 4,300 more people are employed in the region today than just one year ago.

Our analysis is that unemployment rates have “topped out” and are likely to stay in the mid 20% range. This said, while the regional economy survived two (2) major employment adjustments in 2014 (National Beef and replacement of a federal detention facility), the resiliency of the Imperial County region can ill-afford to be tested further in the near future.

It also appears as though the number of persons in the labor market is increasing again, after peaking a few years ago. We continue to believe that this is based on the number of persons “re-entering” the workforce in Imperial County whom had previously returned to Mexico (namely Mexicali) during the economic downturn.

SCAG has often posed the question to regional economists, “When will the County recover the jobs lost in the economic meltdown of 2007-2009?” In the case of Imperial County, the jobs lost were restored two (2) years ago. Today, there are 3,900 MORE jobs in the Imperial Valley than there were in 2008 (the previous peak). The question that should continue to be asked is, “When and how will the Imperial County economy be such that unemployment rates, general economic opportunity and poverty rates are at the statewide average?”

### **9.3 CURRENT PROJECTS IN THE PIPELINE**

Calexico has several projects underway that will trigger economic development and enhance community wealth. The paragraphs below describe some of these projects.

#### **9.3.1 Calexico Land Port of Entry (LPOE) Modernization and Expansion**

The LPOE is the main border crossing linking the important Imperial Valley agricultural industry to the State of Baja California. The port processes about 11,000 northbound vehicles and 12,000 northbound pedestrians daily. The existing pedestrian and vehicle inspection facility, built in 1974, cannot accommodate existing traffic loads and security requirements. To increase vehicle and pedestrian capacity and support the Department of Homeland Security’s ability to conduct its rapidly changing mission, the United States General Services Administration (GSA) is reconfiguring and expanding the existing port.

Because the LPOE is a critical engine of the Calexico-Mexicali Region, the modernization and expansion project includes the following key Phase 1 improvements:

- 10 new northbound privately owned vehicle (POV) inspection lanes
- 5 new southbound POV inspection lanes
- Secondary inspection areas serving the new northbound and southbound lanes, as well as a headhouse (command center) and a bridge carrying southbound traffic across the New River before entering Mexicali

Phase 1, costing approximately \$100 million, is projected to be completed by January 2018.

Phase 2, which is not yet funded, will include additional sitework, demolition of the existing port building, a new pedestrian processing facility, administrative offices, five southbound POV inspection lanes with canopies and booths, and six additional northbound POV inspection lanes.

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### Exhibit EDE 1 Calexico Port of Entry Phase 1 Completed



The *Draft Environmental Impact Statement* describes the positive job generating impacts of the LPOE Project:

- Construction of the project is anticipated to span a period of 24 months requiring a range of 40 to 60 employees, depending on the construction phase. The construction workforce would include both skilled and non-skilled workers. For construction employment, the combined direct and indirect effects would result in an increase of 77 jobs within the region.
- The current permanent workforce is 232 employees. Up to 200 new, permanent employees are foreseen to be required to operate the expanded facility. The combined direct and indirect effects would result in an increase of approximately 255 jobs.

A maximum of 60 temporary housing units would be required during the construction phase of the project and a maximum of 200 housing units would be required for the operations phase.

#### 9.3.2 Calexico Intermodal Transportation Center

The purpose of this project is to determine the feasibility and preferred location for a new Intermodal Transportation Center (ITC) in downtown Calexico. The LPOE is one of the three busiest ports in the nation. Over 26,000 pedestrians travel through this port, north and south bound daily from Mexico to work, shop, visit family and for business. That number is expected

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to increase and the planned LPOE improvements to vehicular and pedestrian facilities are proposed to alleviate traffic congestion and wait times.

The goal of the ITC analysis was to determine the most convenient and efficient approaches to co-locate multiple transportation providers in one location near the border. Currently, transportation providers are dispersed across downtown Calexico which has created traffic and safety impacts. The study also examined alternate locations that could potentially serve multi-transportation services to accommodate the region's unique needs. The study also reviewed designs and locations that compliment and leverage investments in the Calexico West LPOE Expansion and Modernization planned by the GSA and U.S. Department of Homeland Security as well as reviewing traffic circulation, passenger security, comfort and amenities, environment and economic impacts.

The final site recommendation is located on the block of E. 3rd Street, between Rockwood and Heffernan Avenues.

### **9.3.3 Gran Plaza Retail Center**

City efforts were essential to expanding retail choices, increasing jobs and enhancing sales tax revenue. In 2004 the Charles Company purchased approximately 70 acres south of the Calexico International Airport to develop a retail center that would attract shoppers crossing the border between California and Mexico. In February 1, 2012 the City agreed to assist the project through the creation of a Community Facilities District (CFD). The City's contribution to Gran Plaza, through the CFD, is a sales tax sharing agreement. Under the terms of this agreement, the City agrees to contribute sales tax back to the developer for debt service on the CFD bonds, if the sales tax generated by the project exceeds \$300,000 per year. The City has no liability or obligation to pay debt service on the CFD bonds. The ultimate collateral that secures the bonds is the land and improvements of the Gran Plaza.

Phase 1 opened on November 15, 2013. Gran Plaza will comprise 561,650 square feet of commercial space and generate 1,000 jobs (per *Calexico Gran Plaza Draft Environmental Impact Report*, September 2010, page 4-2).

### **9.3.4 Gran Plaza Phase 2 Power Center**

The Power Center is the latest phase of the overall Gran Plaza commercial center development, and it will consist of approximately 1,069,400 square feet of floor area within (approximately) 25 buildings, which will be constructed in two phases:

- Phase 2A will consist of approximately 277,000 square feet of floor area and 12 buildings. Phase 2A will be located within the eastern portion of the project site.
- Phase 2B will consist of approximately 13 buildings with a total floor area of 792,400 square feet. Phase 2B will be located in the westerly portion of the site.

The Power Center will generate approximately 3,200 jobs (per *Gran Plaza Phase 2 Power Center*, Final Environmental Impact Report, June 8, 2015, Section 4, page 206).

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### **9.3.5 Calexico Downtown**

Three projects are underway (summer 2015) in the Downtown that will improve the area and provide additional retail opportunities. The Western Auto building is being renovated for retail activities. Plans have been approved and permits are being issued. In addition, plans have been approved and permits have also been issued for the renovation of the old Melrose building. Plans are also under review for a 19,000 square foot shell building.

### **9.4 ECONOMIC PROFILE**

Attachment A includes 11 statistical tables which provide an economic profile of Calexico. The economic profile contains information on the following economic indicators:

- Employers
- Labor Force, Employment and Unemployment
- Education
- Household Income, Poverty and Benefit Indicators
- Housing
- City Tax Revenues

#### **9.4.1 Employers**

The State Department of Economic Development (EDD) created a custom excel employer database for the City. The Employer Database contains information on each *employer* located within the City of Calexico. There are an estimated 1,060 employers in Calexico and approximately 6,200 to 14,200 persons employed in 20 industry sectors and 158 industry sub-sectors. Retail Trade has the highest number of employers (266) and the highest number of employees. Educational Services has 24 employers and second highest number of employees. Accommodation and Food Services has 61 employers and the third highest number of jobs.

Refer to Table EDE 1.

#### **9.4.2 Labor Force, Employment and Unemployment**

The civilian labor force is all people classified as employed or unemployed. The total labor force includes civilian plus all active duty members of the U.S. Armed Forces. Employed means persons 16 years of age and older who did any work at all at the time they were surveyed.

The labor force participation rate represents the proportion of the population that is in the labor force. For example, if there are 100 people in the population 16 years and over, and 64 of them are in the labor force, then the labor force participation rate for the population 16 years and over is 64%.

Unemployment is high in Calexico as it is in other Imperial Valley communities. The unemployment rates ranges between 21.3% and 24.6% according to estimates of the American Community Survey and State Economic Development Department.

Unemployment rates vary by age group. The age groups 16-19 and 20-24 experience the City's highest unemployment rates, 66.2% and 37.1%, respectively. The labor force participation rates of Calexico's 16-24 year olds is comparable to that of California as a whole; however, the City's unemployment rate for these two age groups is twice as high as the State's.

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Refer to Tables EDE 2, 3 and 4.

### **9.4.3 Education**

Educational attainment typically leads to higher employment rates and higher earnings. According to SCAG's *2015 Imperial County Economic Forecast*:

- Persons with a high school diploma make twice as much as a person without
- College graduates (on average) make twice that of someone with only a high school diploma and four times as much as someone that dropped out of high school

The percentage of the City's population with a Bachelor's, Graduate or Professional Degree (14.2%) is higher than that of rest of Imperial County (13.0%) but less than that of the State (30.5%).

Refer to Table EDE 5.

### **9.4.4 Household Income, Poverty and Benefit Indicators**

The median income of all households is \$33,327. The poverty rate is just above 27% and almost 24% of all households receive Food Stamp/SNAP benefits. Additionally, almost 38% of all households received Social Security Income.

Actions and projects to create a prosperous Calexico will elevate household incomes, reduce poverty, and lower the percentage of families receiving assistance.

Refer to Table EDE 6.

### **9.4.5 Housing**

Almost 11,000 housing units comprise the City's housing stock. The vast majority of the housing stock – 68% - is single-family detached dwelling units. Dwellings in multi-family structures of 5+ units comprise 15.2% of the housing stock.

The median price of homes has not returned to the peak experienced in 2006. The median price of all homes sold in 2014 was \$176,250 compared to \$300,000 in 2006. Moreover, fewer homes were sold in 2014 (203) than in 2006 (452). These numbers have adverse consequences on the residential sector's contribution to the property tax base.

Refer to Tables 7 and 8.

### **9.4.6 City Tax Revenues**

The projects underway and planned will reverse declines in the net taxable assessed value that occurred each year from 2009/10 through 2013/14. Almost 85% of the decline was due to the residential sector which had a low volume of sales and depressed sales prices.

Likewise, the Gran Plaza and Gran Plaza Phase 2 Power Center together with a revitalized Downtown and a continuing economic rebound will increase taxable sales and sales tax revenue.

Refer to Tables EDE 9, 10 and 11.

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### **9.5 GROWTH FORECAST**

Attachment B includes seven statistical tables which describe forecasts for the following:

- Population, Households and Employment
- Commercial and Industrial Space Projections
- Commercial and Industrial Jobs Forecasts

#### **9.5.1 Population, Households and Employment**

According to SCAG projections, Calexico will have the largest population of all Imperial County cities sometime in 2020 or soon thereafter. SCAG produces “official” projections of population, household and employment growth. According to the SCAG projections Calexico will experience – between 2015 and 2035 – a net increase of almost 21,800 households, 8,500 households and 6,200 jobs.

According to the State Department of Finance (DOF), Imperial County will have an incremental increase of 29,600 households between 2015 and 2035. Calexico over the years has captured approximately 33% of the County’s household growth. Thus, the City could experience a demand to accommodate an additional 9,700 households over the next 20 years.

Build out of all residential land with the City will result in the construction of almost 7,000 housing units. The pace of actual construction in response to housing demand is unknown at this time. However, there is no need at this time for the City to designate additional lands for housing development as there are currently (summer 2015) no major housing developments under construction. Build out of approved projects and development of vacant residential land yields almost 7,000 housing units.

Refer to Tables EDE 12, 13 and 14.

#### **9.5.2 Commercial and Industrial Space Projections**

Build out of all commercial space within the City limits yields an estimated 4,144,401 square feet plus 166,000 square feet for the Health Services Center located in Mega Park and 400 hotel rooms.

Commercial space will be developed in approved projects including 111 Calexico Place, Mega Park, Palazzo, La Jolla Palms, Venezia, Riverview, Calexico Gran Plaza Phase 1 and Calexico Gran Plaza Phase 2 Power Center.

Refer to Table EDE 15.

Build out of all industrial space within the City limits yields an estimated 4,290,237 square feet. This amount of industrial space will be developed in Mega Park, TownCenter Industrial Center, and one vacant industrial site and one vacant business park site.

Refer to Table EDE 16.

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### **9.5.3 Commercial and Industrial Jobs Forecasts**

Some 7,750 jobs will be created by the commercial development of approved projects and development of other commercial sites.

An estimated 2,110 jobs will be generated by the industrial/business park development on approved project and other industrial sites.

Thus, the build out of commercial and industrial sites located within the City limits will generate almost 10,000 jobs.

Refer to Tables EDE 17 and 18.

### **9.5.4 Summary**

Build out of the residential land located within the City limits will yield at estimated 6,857 housing units and 6,514 households. (The number of households accounts for a 5% vacancy rate.) Calexico's population will increase by an estimated 22,800 persons (3.5 persons per household) at build out. The City's total population may be as high as 63,800 people (current population of 41,000 + 22,800).

Based on an overall labor force participation rate of 40%, an estimated 25,520 persons would be in the labor force ( $.40 \times 63,800$ ). At build out the City is projected to have 22,300 jobs of which nearly 10,000 will be new jobs. Currently, 35% of the labor force both lives and works within Calexico. The new jobs:

- Will likely enable more residents to find work within the City
- Reduce the high unemployment rate
- Provide job opportunities to families who move to Calexico (as new housing is built)

## **9.6 ECONOMIC DEVELOPMENT NEEDS AND OPPORTUNITIES**

General economic development needs and opportunities are discussed in terms of:

- Calexico Downtown
- Business Retention and Expansion
- Business Promotion and Attraction
- Labor Force Development

### **9.6.1 Calexico Downtown**

The downtown retail area is predominantly located along East 2nd Street between Imperial Avenue and Mary Avenue. The five block area has a very high density of retail stores. There are also additional retail stores located along 1st Avenue and the connecting Rockwood and Heffernan Avenues. There are also a few retail stores located along 3rd Street. There are two grocery stores operating on 2nd Street. Numerous chain retailers and larger apparel stores also currently operate in Downtown Calexico.

The retail businesses within Downtown Calexico rely on Mexicali residents that cross the border on foot for their primary customer base. Many Mexicali residents cross the border for day

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excursions to Downtown Calexico. Some pedestrian visitors use the Wal-Mart-provided shuttle or other bus service to shop at locations outside of the downtown area.

The majority of the buildings within the downtown retail area are relatively old (typically fifty years or older) and have not been significantly upgraded or redeveloped. Despite the often outmoded and/or poor condition of many of the stores, rental rates for many properties nonetheless remained relatively high, supported by the relatively high sales volumes that the sub-discount price retailers have been able to obtain from sales to pedestrian visitors from Mexicali.

At the time of the April 2010 earthquake, the retail area was fully occupied. As a result of the earthquake damage, many Downtown Calexico retail stores have very recently been demolished or become vacant. Numerous vacant lots have been cleared and many retailers have moved out of buildings, which will require repair before they can be reoccupied.

In July 2009 a *Calexico Downtown Plan* was completed. The Downtown Plan Citizen Committee developed the following goals to create the Calexico downtown desired by the City's residents.

- Restore commercial prosperity to the downtown area
  - o Create a vibrant environment that provides for the shopping, eating and entertainment needs of the community.
  
- Integrate parks and plazas into the fabric of downtown
  - o Because downtown enjoys high foot traffic, provide pedestrians new and improved places to gather, places to play, and places to sit a while.
  
- Enhance transportation options
  - o Create easy opportunities for bus, taxi, walking and automobile travel and create seamless connections between them.
  
- Improve circulation of traffic into downtown
  - o Provide signage and easy turns into downtown from Imperial and new border crossing alignment.
  
- Beautify the downtown area
  - o Enhance the pedestrian environment so that walking is safe and enjoyable.
  
- Integrate housing into and around the downtown core
  - o Add residents downtown to keep it bustling during the day and into the evening.

Housing was considered by the Citizen Committee as an integral component of a thriving downtown. That way when the businesses close up at the end of the work day there are still people downtown.

The *2007 General Plan* supports mix-use development. The General Plan states:

Residential uses may be integrated into the upper floors of structures developed for retail or office uses on the lower floors or freestanding on the same site.

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The Zoning Ordinance does not support Downtown mixed use development. To illustrate the separation instituted in the current code it is required in all commercial zones (which downtown is) to build a six foot masonry wall between residential and any commercial use.

Thus, the Zoning Ordinance should be updated to enable mixed use development in Calexico Downtown.

### **9.6.2 Business Retention and Expansion**

Three primary sources of job growth exist in every community: incoming new business, existing business expansions and start-up operations. The surest path to economic stability is pursuing all three.

There are an estimated 1,060 employers located in Calexico. In early 2015, several businesses closed shop and three bank closures were announced.

The retention and expansion of existing businesses is of vital importance to the City's long term economic prosperity.

Retaining existing businesses keeps in town essential services such as banking, avoids job losses, and prevents the unemployment rate from going higher than it already is.

At that same, Calexico's economic health depends also on the growth and expansion of existing businesses.

Currently, the City does not have specific information on neither the future plans of existing businesses nor whether they regard the future with optimism or pessimism. The City has an employer data base that contains the following employer-specific data:

- North American Industry Classification System (NAICS) 6 digit code
- Industry description (sub-sector title)
- Business name
- First and last name of contact person
- Contact title (owner, manager)
- Employer address
- Phone number
- Employee size range

The excel employer database provides the City with the following opportunities:

- Identify the specific location of each employer (using the address to pinpoint on a map)
- Monitor the continued existence of the employer through field checks and/or telephone calls
- Conduct surveys to estimate the exact number of employees (mail-out or telephone surveys)
- Conduct surveys of business plans (expansion, contraction, optimism, etc.) through mail-out surveys or telephone calls
- Update the Employer Database on a quarterly and/or annual basis.

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### **9.6.3 Business Promotion and Attraction**

Creating new business opportunities begins with the approval of new commercial, business park and industrial economic development projects. The City's approval of several major development projects creates for incoming businesses the opportunity to find a welcoming home in Calexico.

The approved commercial, business park and industrial space will provide enormous opportunities for businesses to open shop in Calexico including entrepreneurs. There is a need to promote Calexico and attract new physical development within the City on land planned for commercial, business park and industrial development.

Among the ongoing business promotion efforts are:

- The Calexico Business Improvement District (BID) annually levies a \$100 assessment of each business located within Zones 1 and 2 of the BID boundary map. The 2015 BID budget was \$59,000 which included a carryover of \$19,000. The funds are exclusively for the promotion, marketing and advertising of professional and retail businesses located in the BID.
- The Border Economic Development Task Force was created by the City of Calexico and the Industry Development Commission of Mexicali. The Task Force was created in March 2015 to promote business opportunities in the Calexico-Mexicali area. The specific goal is to promote more investments and to help the existing ones to grow. Thirteen members comprise the Task Force, including City Council members.

### **9.6.4 Labor Force Development**

Approximately 21% to 24% of the City's labor force is unemployed. Some members of the labor force lack the skills to compete for jobs that become available through growth and replacement needs.

The *2013-2017 Strategic Workforce Development Plan* found many Imperial County job seekers experience one or more barriers to attaining education, skills or training that are needed for employment. This can make finding or keeping a job more difficult. Among the barriers that pose the greatest difficulty for Imperial County jobseekers are poor English skills and the socio-economic disadvantages arising from poor immigrant background. Fifty percent of Calexico's population 5 years and older speak English less than "very well." Thirty percent of the population 25 years and older have less than a 9<sup>th</sup> grade education. Thus, training and education would improve their ability to compete for available jobs.

Several organizations in the County have supported training and educational programs for workforce development in growth and emergent industry sectors including the Workforce Development Board (WDB), One-Stop Centers, CalWORKS, Imperial Valley Regional Occupation Program (IVROP), State Employment Development Department (EDD), Imperial Valley College and San Diego State University – Imperial Valley (SDSU-IV). The WDB recognizes that the key to successful training and education is coordination with industry needs.

The *Imperial County Comprehensive Economic Development Strategy* identified five job categories as having a reasonable match for the workforce of Imperial County. Various educational and technical training is available to develop the specific skills sets for members of the County's workforce. Based on current demographics and education levels the following five

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career fields represent the most likely economic prosperity for Imperial County over the next five years: energy generation, agribusiness, medical and medical support, warehouse/distribution/transportation, and general customer service.

### **9.6.4.1 Energy Generation**

Imperial County has long been able to produce energy through geothermal activity. This coupled with emerging wind and solar technologies should help to create additional opportunities in what are considered to be very technical, and therefore, higher paying positions. There are two potentials for Imperial County with respect to these jobs: 1) education/training/hiring within the County, thereby creating a new class of worker that is spending and investing within the region and 2) importing skilled labor for these positions. San Diego State University's Imperial Valley campus (SDSU-IV) and Imperial Valley College (IVC) have both created programs to educate and train individuals so they can fill positions in the energy generation career field.

Educational levels desired to qualify based on job type: High School Diploma/GED with technical training to advanced engineering/management degree.

### **9.6.4.2 Agribusiness**

According to the 2013 Agricultural Crop and Livestock Report, the total Imperial County gross agricultural production value in 2013 was approximately \$2.15 billion. This is a 10.93% decrease compared to the 2012 gross value of \$1.94 billion. The main reason for this increase include a general increase in yields and market prices; the addition of new commodities such as the new high value vegetables in the "Misc. Vegetable" category and much improved demand for winter produce compared to 2012.

Educational level desired to qualify: high school or GED and On-the-Job Training.

### **9.6.4.3 Medical and Medical Support**

The growth of Imperial County is demanding an increase in the amount of medical services which are provided to its population. This demand is creating opportunities in a variety of medical fields including doctors, nurses, allied, and technical support staff.

Educational levels desired to qualify: High school diploma for entry-level support through advanced doctoral for specialized medicine.

### **9.6.4.4 Warehouse/Distribution/Transportation**

It is reasonable that the region can position itself to warehouse products pre- and post-maquiladora manipulation. The types of positions that come with these activities include truck drivers, material handlers (also forklift operators) and inventory staff.

Educational levels desired to qualify: High school diploma or GED for entry level with specific training for truck driving (professional training) and specific training for inventory-type positions.

## **DRAFT ECONOMIC DEVELOPMENT ELEMENT**

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### **9.6.4.5 General Customer Service (for all positions)**

The *Economic Development Strategy* found that retail and service personnel throughout the region lack basic customer service skills. A competitive economy demands that customers receive the highest level of service available. It then follows, that IVROP, IVC, WDB or other training providers could partner with major retailers, automotive dealerships and other businesses to provide direct customer service training.

A short-term academy type of system would allow for the continuous training of thousands of workers per year.

### **9.6.4.6 New and Replacement Jobs Requiring an Associate's or Bachelor's Degree**

Besides the above, there are employment opportunities in occupations that require an Associate's Degree or Bachelor's Degree. The State Employment Development Department (EDD) has prepared the following forecast of the largest growing occupations for *new jobs and replacement needs* in Imperial County between 2012 and 2022:

#### Associate's Degree

- Registered Nurses 320 jobs
- Preschool Teachers, except Special Education 60 jobs

#### Bachelor's Degree

- Elementary School Teachers, except Special Education 390 jobs
- General and Operations Managers 220 jobs
- Accountants and Auditors 180 jobs
- Compliance Officers 150 jobs
- Secondary School Teachers, except Special and
- Career/Technical Education 120 jobs

The median earnings of the Calexico workforce with an Associate's Degree or Bachelor's Degree is almost twice that of a worker who did not graduate from high school and approximately \$5,000 more per year than someone who graduated from high school.

## **9.7 GOALS, OBJECTIVES, POLICIES AND IMPLEMENTATION MEASURES**

This part of the *Draft Economic Development Element* presents goals, objectives, and policies for the following:

- Calexico Downtown
- Business Retention and Expansion
- Business Promotion and Attraction
- Labor Force Development

Part 9.7.5 describes concrete Implementation Measures that are geared to achieving the stated goals, objectives and policies.

## **DRAFT ECONOMIC DEVELOPMENT ELEMENT**

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### **9.7.1 Calexico Downtown**

**Goal:** Restore Calexico Downtown as a special multi-functional district that is full of life, people, opportunities and thriving businesses, both now and long into the future.

**Objective:** Create a Downtown Mixed Use Zone and other incentives to stimulate new development and the revitalization of Downtown Calexico.

**Policies:**

- Revisit the *Calexico Downtown Plan* to select “catalyst” ideas that would generate momentum for Downtown development and revitalization.

(The City Staff, Business Improvement District (BID), Economic Development Commission, Chamber of Commerce and Downtown Plan Citizen Committee could engage in discussions regarding ideas that could serve as a catalyst to restoring Downtown as a special place in Calexico.)

- Renovate currently unused second floors of existing Downtown buildings.
- Encourage restaurants, bars, entertainment and theatres through zoning changes.
- Allow housing in Downtown.
- Allow multi-story, mixed-use buildings outright.
- Incorporate arts and cultural development into the Calexico Downtown Plan.

Exhibit EDE 2 shows the boundaries of Calexico Downtown.

Exhibit EDE 3 shows a concept plan for the location of land uses – including mixed use – in Calexico Downtown.

Exhibit EDE 4 shows a mixed use development concept for 2<sup>nd</sup> Street and Heber Avenue.

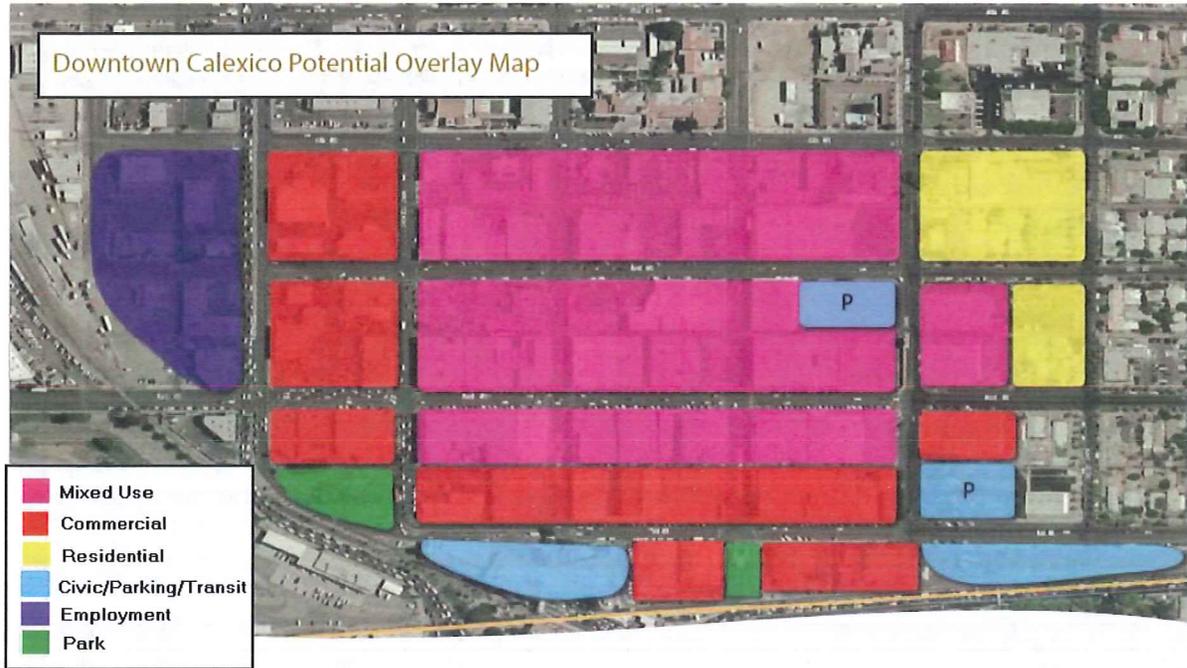
# DRAFT ECONOMIC DEVELOPMENT ELEMENT

## Exhibit EDE 2 Callexico Downtown



# DRAFT ECONOMIC DEVELOPMENT ELEMENT

## Exhibit EDE 3



# DRAFT ECONOMIC DEVELOPMENT ELEMENT

## Exhibit EDE 4 2<sup>nd</sup> and Heber Before and After



2nd and Heber, Before



2nd and Heber, After

## **DRAFT ECONOMIC DEVELOPMENT ELEMENT**

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### **9.7.2 Business Retention and Expansion**

**Goal:** Maintain and enhance the prosperity of existing businesses.

**Objective:** Avoid the loss of businesses necessary to the economic well-being of Calexico.

**Policies:**

- Maintain and enhance the positive pro-business approach of City staff.
- Conduct business outreach and visitation to ensure constant communication and feedback with the business community (i.e., current operations, future needs, space requirements, etc.).
- Assist businesses in their efforts to influence legislation in order to make Calexico an attractive place to do business.
- Survey businesses to determine plans for changes or expansions and their sense of optimism or pessimism.
- Retain and expand businesses by supporting technical assistance to microenterprises including counseling, marketing, and accounting, writing a business plan and managing a business.
- Prepare microenterprise business owners to operate, manage and finance their small businesses.
- Ensure commercial properties are well-maintained.
- Continue active involvement with the Calexico Chamber of Commerce and other business groups.
- Participate with the Imperial Valley County Economic Development Corporation and other partners to assist and retain existing businesses.

### **9.7.3 Business Promotion and Attraction**

**Goal:** Promote a healthy and diversified economic base by continuing to welcome Mexico's resources and attracting quality businesses to approved developments such as 111 Calexico Place, Mega Park, Gran Plaza Phase 1 and Gran Plaza Phase 2 Power Center.

**Objective:** Increase the number of businesses located in Calexico by 20% by 2020 and 50% by 2025.

**Policies:**

- Conduct a full range of economic development activities, including marketing and promotion, research, Task Force and Commission meetings and other efforts to attract new business and industry to Calexico.
- Work with real estate brokers representing vacant properties to assist them with business attraction efforts.
- Work with owners and real estate brokers to identify what the City can do to help in the marketing and sale of commercial real estate.
- Post on the City's website information on key vacant sites and development opportunities.
- Establish a Development Review Committee (DRC) to fast-track development applications.

## **DRAFT ECONOMIC DEVELOPMENT ELEMENT**

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- Explore tourism opportunities as a business attraction mechanism with the Calexico Chamber of Commerce.

### **9.7.4 Labor Force Development**

**Goal:** Achieve a labor force with the skills needed to fill existing, new and replacement jobs.

**Objective:** Contribute to a reduction of Calexico's unemployment rate to 15% by 2020 and 10% by 2025

**Policies:**

- Work with the Imperial County Workforce Development Board, Imperial Valley College, San Diego State University-IV and other partners to develop a skilled labor force including, but not limited to, high tech training.
- Work with Calexico Unified School District to identify how the City could help to increase high school graduation rates and enrollment in college.
- Conduct research on the middle income jobs that may emerge due to growth and replacement needs.
- Continue participation with the Imperial Valley Work Study Program which provides eligible students with the opportunity to perform work that is in the public interest. (Trainees work in areas such as general office work, assisting in recreation activities, adult literacy, and library activities.)
- Develop and recruit new businesses that create job opportunities and utilize local skills.
- Provide quality housing for the workforce that will be attracted to the City.

### **9.7.5 Implementation Measures**

This part describes implementation measures that are specific and, upon completion, would lead to tangible results – meaning economic growth and prosperity.

#### **9.7.5.1 Zoning Ordinance Update**

The Zoning Ordinance is outdated and should embody more modern thinking regarding smart growth and good design. In some ways, the Zoning Ordinance could be considered an impediment to economic development. Although the entire Zoning Ordinance should be updated, the immediate focus should be on the following:

- Remove impediments to mixed use development by creating a Downtown Mixed Use Zone and a Mixed Use Overlay Zone that could be applied to other sites located in Calexico.
- Encourage Business Park development by creating a Zone District that implements the purpose and intent of the Land Use Element BP category.
- Work with representatives of approved developments to identify the Zoning Ordinance changes that should be made for purposes of facilitating development, encouraging good design, and creating opportunities for entrepreneurs.

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

### 9.7.5.2 Land Development Manual

The City will develop a user-friendly Land Development Manual that outlines all the City's permitting processes in an easy-to-follow format. This Land Development Manual will be particularly helpful to the small business owner/entrepreneur as they try to navigate the City's permit processing system.

The Land Development Manual will provide information to assist in the processing and review of applications. The Manual will provide information on the following:

- Requirements for the submittal of applications, including the identification of required fees and deposits.
- Development standards and guidelines used in the review of applications.

### 9.7.5.3 Quarterly Newsletter

Information is essential to achieving the City's goal to attract investment to Calexico. One very important way to disseminate information is via a quarterly newsletter.

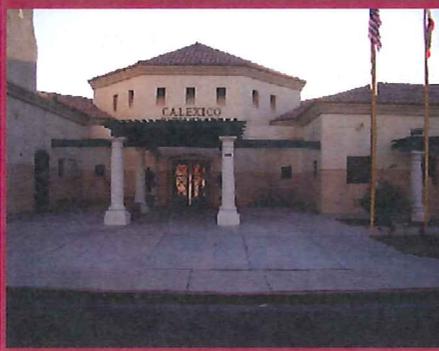
The City will prepare a quarterly newsletter that includes information such as the following:

- Labor force skills
- Profiles of local business owners
- Property and site profiles
- Maps
- Dates of key events
- New business openings
- Business recognition

The Newsletter will be distributed to businesses, investors, real estate brokers, and developers located in Calexico, Mexicali, Imperial Valley and elsewhere in southern California. Below is an example of a newsletter:



**CITY OF CALEXICO, CA**  
*"Where California and Mexico Meet"*  
ECONOMIC DEVELOPMENT NEWSLETTER  
OCTOBER 2015



**Welcome!**

We are pleased to send this quarterly issue of the Calexico Economic Development News. It is filled with news about our local business community. Your comments and suggestions are welcome, please write Julia R. Osuna. You may also sign up to receive ongoing updates and announcements from the Economic Development Manager.

OFFICE OF THE CITY MANAGER  
608 Heber Avenue Calexico, CA 92231  
760.768.5426 [josuna@calexico.ca.gov](mailto:josuna@calexico.ca.gov)

## **DRAFT ECONOMIC DEVELOPMENT ELEMENT**

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### **9.7.5.3 Business Retention and Expansion Program**

The City will develop a formal BR & E Program to attain the following objectives:

- Detect early and identify problems that could cause employers to leave town
- Identify opportunities to help companies expand in Calexico
- Build relationships with company owners to promote a sense of loyalty

The successful BR&E Program will serve the following key purposes:

- To demonstrate to existing firms that the City appreciates their contribution to the local economy
- To encourage expansion that leads to sustainable job growth
- To help businesses solve their problems and challenges
- To assist local businesses in gaining awareness of available resources
- To develop collaborative relationships for participating in comprehensive long-range retention and expansion activities
- To build the community capacity and cooperation to sustain growth and development activities
- To provide better information and understanding for all local leaders of the strengths and weaknesses of the business climate

### **9.7.5.4 E-Mail Communication**

Ongoing, real-time communication with the business community is probably a prerequisite to achieving the City's aspirations for economic development. The City will utilize the State Employment Development Department (EDD) custom prepared Employer Data Base to compile the e-mail addresses of local businesses. The e-mail compilation will enable the City to maintain communication with existing businesses and to transmit information regarding City policies, business assistance programs and other economic development initiatives.

**ATTACHMENT A  
ECONOMIC PROFILE**

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 1  
City of Calexico  
Summary of Employers and Employees by Industry Sector: March 2015**

Industry Sector	Number of Employers	Range Employee
Agriculture, Forestry, Fishing and Hunting	7	28-58
Utilities	6	126-299
Construction	20	95-215
Manufacturing	28	117-277
Wholesale Trade	88	267-657
Retail Trade	266	1,845-4,164
Transportation and Warehousing	81	398-924
Information	22	74-178
Finance and Insurance	61	188-464
Real Estate and Rental and Leasing	56	99-289
Professional, Scientific and Technical Services	102	280-713
Management of Companies and Enterprises	1	1-4
Administrative and Support and Waste Management and Remediation Services	43	585-1,242
Educational Services	24	731-1,561
Health Care and Social Assistance	48	321-717
Arts, Entertainment and Recreation	5	5-20
Accommodation and Food Services	61	680-1,469
Other Services (Except Public Administration)	83	144-412
Public Administration	28	228-482
Non-classifiable Establishments <sup>1</sup>	30	9-36
<b>Total</b>	<b>1,060</b>	<b>6,221-14,181</b>

<sup>1</sup>The employee range was unavailable for 30 of the unclassifiable establishments.

Source: Table construction by Castañeda & Associates based on Table 1 in Section 2 – Employers and Employees by Industry Sector

**Table EDE 2  
City of Calexico  
Employment Status for Population  
16 Years and Older: 2011-2013**

Status	Number	Percent
Employed	12,529	78.7%
Unemployed	3,384	21.3%
Civilian Labor Force	15,913	100.0%

Source: Selected Economic Characteristics, 2011-2013 American Community Survey 3-Year Estimates, Table DP03  
Table construction by Castañeda & Associates

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 3  
City of Calexico  
Labor Force Employment Characteristics: June 2015**

Labor Force Status	Number/Percent
Employed	13,650
Unemployed	4,450
Labor Force	18,100
Unemployment Rate	24.6%

Source: State of California, Employment Development Department, Labor Market Information, July 17, 2015

**Table EDE 4  
City of Calexico  
Employment Status of Population 16 Years and Over**

Population 16 Years and Over	Estimated Number	In Labor Force	Labor Force Participation Rate	Employed	Unemployed	Unemployment Rate
16-19	2,564	695	27.1%	235	460	66.2%
20-24	2,988	2,044	68.4%	1,286	758	37.1%
25-44	9,267	6,996	75.5%	5,646	1,350	19.3%
45-54	4,165	3,082	74.0%	2,623	459	14.9%
55-64	4,856	2,695	55.5%	2,396	299	11.1%
65-74	2,372	422	17.8%	365	57	13.5%
75+	2,432	0	-	-	-	-
Total	28,644	15,934	55.6%	12,551	3,383	21.2%

Source: American Community Survey, Table S2301 Employment Status, 2011-2013 American Community Survey 3-Year Estimates  
Table construction by Castañeda & Associates

**Table EDE 5  
Educational Attainment: % of Population 25 Years and Older with Bachelor's Degree, Graduate or Professional Degree**

Degree Level	Calexico	Rest of Imperial County	California
Bachelor's Degree	10.3%	8.5%	19.4%
Graduate or Professional Degree	3.9%	13.0%	11.1%
Total	14.2%	13.0%	30.5%

Source: American FactFinder, American Community Survey 2010-2012 3 Year Estimates, Table DP02 Selected Social Characteristics  
Table construction by Castañeda & Associates

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 6**  
**City of Calexico: Household Income and Benefit Indicators**

Indicator	Income/Percentage
Median Household Income	\$33,327
Mean Household Income	\$45,779
% of All Persons With Income Below the Poverty Level	27.3%
Mean Social Security Income	\$12,375
% of All households Receiving SSI	37.8%
Mean Cash Public Assistance Income	\$6,256
% of All Households Receiving Assistance	5.5%
% of All Households With Food Stamp/SNAP Benefits	23.6%

Source: Selected Economic Characteristics, 2011-2013 American Community Survey 3-Year Estimates, Table DP03  
 Poverty Status in the Past 12 Months by Sex and Age, 2011-2013 American Community Survey 3-Year Estimates, Table B17001  
 Table construction by Castañeda & Associates

**Table EDE 7**  
**City of Calexico**  
**Housing Stock by Type of Unit: January 1, 2015**

Type of Unit	Number of Units	Percent
1 unit, detached	7,356	68.0%
1 unit, attached	484	4.5%
2 to 4 units	1,163	10.7%
5+ units	1,651	15.2%
Mobile homes, RV, Van, Etc.	170	1.6%
Total	10,824	100.0%

State of California, Department of Finance, *E-5 Population and Housing Estimates for Cities, Counties, and the State, 2015, with 2010 Benchmark* Sacramento, California, May 2015  
 Table construction by Castañeda & Associates

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 8  
City of Calexico  
Housing Market Profile: 2004-2014**

Year	Number of Home Sales	Median Price	% Change from Previous Year
2004	687	\$185,000	--
2005	604	\$256,500	38.6%
2006	452	\$300,000	17.0%
2007	204	\$265,500	-11.5%
2008	280	\$175,000	-34.1%
2009	455	\$140,000	-20.0%
2010	399	\$136,000	-2.9%
2011	373	\$135,000	-0.7%
2012	302	\$137,000	1.5%
2013	224	\$151,250	10.4%
2014	203	\$176,250	16.5%

Note: Sales include new and existing, detached and attached homes  
 Source: DataQuick Custom Report for the City of Calexico  
 Table construction by Castañeda & Associates

**Table EDE 9  
City of Calexico  
Net Taxable Assessed Value History**

Year	Net Total AV \$	% Change
2004/05	1,066,622,425	---
2005/06	1,197,588,885	12.28%
2006/07	1,411,621,183	17.87%
2007/08	1,526,327,916	8.13%
2008/09	1,642,661,777	7.62%
2009/10	1,577,405,656	-3.97%
2010/11	1,522,087,552	-3.51%
2011/12	1,424,047,067	-6.44%
2012/13	1,407,273,812	-1.18%
2013/14	1,386,919,247	-1.45%

Source: City of Calexico Finance Department

Note: Decrease from 2008/09 Peak:  
 \$255,742,530  
 Residential 2008/09: \$216,257,399  
 85% of AV decline due to residential

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 10  
City of Calexico  
Taxable Sales History  
(in thousands of dollars)**

Year	Taxable Sales	% Change
2004	\$445,026	---
2005	\$463,363	4.1%
2006	\$516,113	11.4%
2007	\$517,319	.2%
2008	\$460,128	-11.1%
2009	\$361,826	-21.4%
2010	\$379,025	4.8%
2011	\$391,035	3.2%
2012	\$383,182	-2.0%
2013	\$391,593	2.2%

Source: City of Calexico Finance Department and State of California Board of Equalization

**Table EDE 11  
City of Calexico  
Revenues from Local Sales and  
Use Taxes – 2000/01 to 2013/14**

Year	Revenue	% Change
2000-2001	\$3,907,430	---
2001-2002	\$3,998,192	2.3%
2002-2003	\$4,357,010	9.0%
2003-2004	\$4,302,374	-1.3%
2004-2005	\$3,472,109	-19.3%
2005-2006	\$3,480,387	0.2%
2006-2007	\$3,915,524	12.5%
2007-2008	\$3,812,611	-2.6%
2008-2009	\$3,078,119	-19.3%
2009-2010	\$2,681,844	-12.9%
2010-2011	\$2,935,181	9.4%
2011-2012	\$2,921,107	-0.5%
2012-2013	\$2,839,493	-2.8%
2013-2014	\$3,051,617	7.5%

Note: does not include Measure H funds  
Source: California State Board of Equalization, Table 21A Sales and Use Taxes – Revenues Distributed to Cities and Counties from Local Sales and Use Taxes  
Table construction by Castañeda & Associates

**ATTACHMENT B  
GROWTH FORECASTS**

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 12  
Calexico 2035 Growth Forecast**

Year	Population	Households	Employment
2015	41,033	10,246	12,300
2020	50,800	14,100	15,300
2030	58,800	17,200	17,400
2035	62,800	18,800	18,500
Net increase 2015-2035	21,767	8,554	6,200

Note: The 1,000 job estimate for Gran Plaza Phase 1 was added to the most recent citywide estimate of 11,300 jobs

Sources: California Department of Finance, City/County Population and Housing Estimates, 01/01/2015

Southern California Association of Governments, 2012-2035 Regional Transportation Plan/Sustainable Community Strategy, April 2012

Table construction by Castañeda & Associates

**Table EDE 13  
Imperial County Household Projections: 2010-2035**

	2010	2015	2020	2025	2030	2035
Total Population	174,528	183,429	212,134	233,964	252,665	270,696
Household Population	163,844	174,610	199,898	220,407	237,984	254,967
Group Quarters	10,684	8,819	12,236	13,557	14,681	15,729
Total Households	49,126	49,792	61,564	68,241	74,084	79,428
PPH	3.34	3.51	3.25	3.23	3.21	3.21

Note: 2015 estimate is as of January 1, 2015

Source: California Department of Finance, Demographic Research Unit, Household Projections for California Counties: 2015-2030, March 2015

Table construction by Castañeda & Associates

**Table EDE 14  
City of Calexico  
Housing Unit Build Out Projections Within City Limits**

Status	Single Family	Multi-Family	Total
Under Construction	460	48	508
Approved Projects	1,362	1,955	3,317
Vacant Land	1,505	1,527	3,032
Total	3,327	3,530	6,857

Source: Draft City of Calexico Land Use Element, August 2015

Table construction by Castañeda & Associates

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

**Table EDE 15  
City of Calexico  
Commercial Space Projections Within City Limits**

Commercial Use	Approved Projects	Other Sites	Total
Casino	93,880 SF	0	93,880 SF
Hotel Rooms	400 rooms	0	400 rooms
Restaurants	131,500 SF	0	131,500 SF
Highway Commercial	1,768,088 SF	149,736 SF	1,917,824 SF
Retail Commercial	948,567 SF	0	948,567 SF
Neighborhood Commercial	392,366 SF	273,663	666,029
Office Commercial	810,000 SF	0	810,000 SF
Health Services Center	166,000 SF	0	166,000 SF

Note: approved projects include 111 Calexico Place, Mega Park, Palazzo, La Jolla Palms, Venezia, Riverview, Calexico Gran Plaza Phase 1 and Calexico Gran Plaza Phase 2 Power Center

Note: total commercial space equals 4,144,401 SF plus 166,000 SF for the Health Services Center and 400 hotel rooms

Source: *Draft City of Calexico Land Use Element*, August 2015

Table construction by Castañeda & Associates

**Table EDE 16  
City of Calexico  
Industrial and Business Park Development Potential**

Project/Location	Acres	Square Feet
TownCenter Industrial Park	133 (48 lots)	2,317,392
Jasper Road Central Main Canal	58.7	1,022,788
Mega Park Industrial/Business Park	38.15	441,625
Business Park <sup>1</sup>	29.18	508,432
<b>Total</b>	<b>259.03</b>	<b>4,290,237</b>

<sup>1</sup>Assessor Parcel Numbers: 059-180-40, 059-180-41, 059-180-42 and 059-180-43

Source: *Draft City of Calexico Land Use Element*, August 2015

Table construction by Castañeda & Associates

## DRAFT ECONOMIC DEVELOPMENT ELEMENT

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**Table EDE 17  
City of Calexico  
Commercial Jobs Forecast**

Project/Location	Number of Jobs
111 Calexico Place Specific Plan	2,400
Mega Park	900
Gran Plaza Phase 2 Power Center	3,200
La Jolla Palms	300
Palazzo	190
Riverview	60
Venezia	170
Other Commercial Sites	530
<b>Total</b>	<b>7,750</b>

Note: 1,000 jobs estimate for Gran Plaza Phase 1 is included in the 2015 citywide jobs estimate

Sources: Project Environmental Impact Reports and 25% commercial floor area ratio and 800 square feet per employee  
Table construction by Castañeda & Associates

**Table EDE 18  
City of Calexico  
Industrial Jobs Forecast**

Project/Location	Number of Jobs
Mega Park	200
TownCenter Industrial Park	1,160
Jasper Road/Central Main Canal	500
Business Park	250
<b>Total</b>	<b>2,110</b>

Sources: Mega Park Project Environmental Impact Report and 40% industrial floor area ratio and 2,000 square feet per employee  
Table construction by Castañeda & Associates

