CITY OF



2026 – 2031 STRATEGIC PLAN

Adopted August 18, 2026

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LETTER FROM THE CITY MANAGER

Dear community members and City employees,

I am honored to present the City of Chula Vista's 2026–2031 Strategic Plan, which reflects our shared commitment to thoughtful planning, responsible stewardship, and service to the community.

This plan was shaped by the voices of residents, businesses, and community partners, as well as the experience and dedication of City staff. It represents a collective understanding of what matters most to our community and how the City will focus its efforts in the years ahead.

Chula Vista continues to grow and evolve, and with that growth comes both opportunity and responsibility. This Strategic Plan provides a steady foundation to guide decision-making, support accountability, and help the City move forward with clarity and purpose. It is intended to be used, referenced, and revisited as conditions change and priorities evolve.

The work ahead will require collaboration, discipline, and shared responsibility. Progress will be measured over time, and continued engagement with the community will remain essential as the City translates this plan into action.

On behalf of the City of Chula Vista, I thank everyone for their contributions to this effort and for their ongoing commitment to our city. Together, we will continue working to strengthen Chula Vista as a welcoming, forward-looking, and well-served community.

Sincerely,



Tiffany Allen
City Manager
City of Chula Vista

ABOUT THIS PLAN

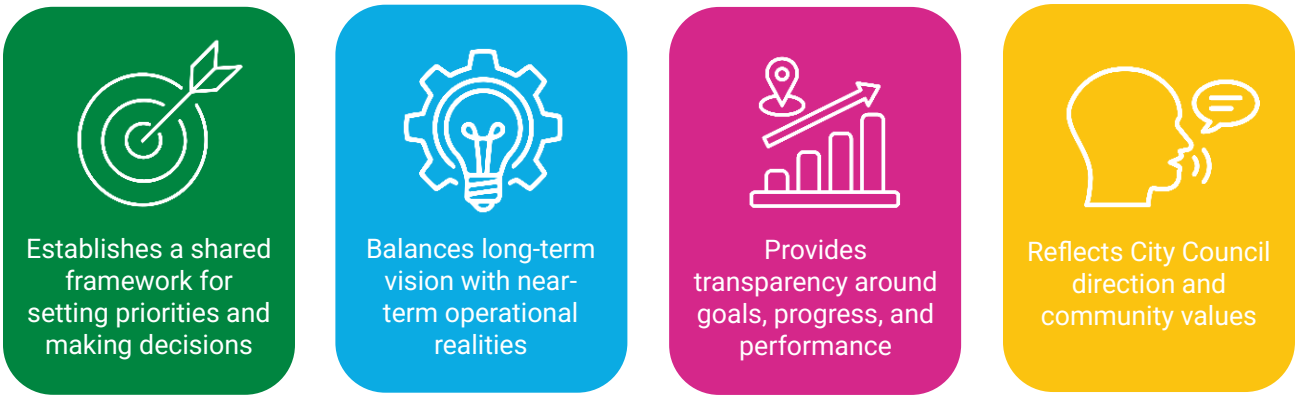
Chula Vista is a large, diverse, and growing city shaped by its people, neighborhoods, and shared commitment to opportunity, equity, and quality of life. As the second-largest city in San Diego County and 81st largest city in the United States, Chula Vista plays a critical role in the region's economy, housing market, outdoor spaces, and binational activity. These dynamics create both opportunity and complexity, requiring thoughtful, coordinated, and disciplined long-term planning.

The 2026–2031 City Strategic Plan establishes a clear framework to guide how the City sets priorities, allocates resources, and measures progress over the next five years. It translates City Council direction, community input, and organizational values into a focused set of strategic goals that align policy decisions, operational planning, and performance management across the organization.

This plan is intentionally designed to be both aspirational and practical. It looks ahead to the future Chula Vista is working toward, while remaining grounded in fiscal realities, organizational capacity, and the evolving needs of the community. Annual budgets, departmental work plans, and performance reporting will align with this plan to translate strategy consistently into action.

At its core, this Strategic Plan is a decision-making tool. It supports transparency, accountability, and long-term resilience, helping the City respond effectively to today's challenges while preparing thoughtfully for the future.

What This Plan Does



OUR CITY TODAY

Chula Vista is a dynamic city defined by its diversity, scale, and regional connections. Home to residents from many cultures, backgrounds, and generations, the City continues to experience population growth, development pressure, and increasing demand for public services and infrastructure.

Chula Vista benefits from significant strengths, including its location within the San Diego–Tijuana binational region, a growing economic base, and sustained public and private investment. These assets provide a strong foundation for long-term success.

Growth and opportunity also bring complexity. Infrastructure systems require ongoing maintenance and modernization. Housing affordability, traffic congestion, and climate resilience present persistent challenges. Fiscal limitations and workforce capacity constraints require disciplined prioritization and thoughtful sequencing of initiatives.

This Strategic Plan acknowledges these realities. It builds on the City's strengths while addressing the conditions necessary to sustain quality of life, promote equity, and guide responsible growth over time.



MISSION, VISION, & VALUES

Together, the City of Chula Vista's Mission, Vision, and Values provide a shared compass that guide how the City serves the community, plans for the future, and works together to deliver results.

Mission

The City of Chula Vista is dedicated to cultivating an inclusive and vibrant community where residents, businesses, employees, and visitors feel a true sense of belonging. We deliver innovative, exceptional public services that promote safety, providing a strong sense of community, economic opportunities, and enhanced quality of life for all.

Vision

Chula Vista is a safe, thriving, and inclusive city—recognized for its innovation, economic vitality, and exceptional quality of life, fostering community pride, sustainable growth, and creating a destination where people and businesses flourish for generations to come.

Values

The City's Values define how work is carried out and how decisions are made:

- **Inclusivity:** Creating an authentic sense of belonging by welcoming diverse perspectives and removing barriers to participation.
- **Community:** Building trust and shared responsibility through collaboration, partnership, and civic engagement.
- **Innovation:** Encouraging creativity, learning, and continuous improvement, and evidence-based decision making to proactively adapt to change and better serve the community.
- **Integrity:** Acting with honesty, transparency, and accountability in all actions and decisions.
- **Stewardship:** Managing public resources responsibly and sustainably to support long-term community benefit.
- **Excellence:** Holding high standards and taking pride in delivering exceptional public service.

COMMUNITY VOICES

Community input was a foundational element of this Strategic Plan. Through surveys, workshops, meetings, and online engagement, residents, businesses, and community stakeholders shared insights into the issues that matter most to them.



This engagement helped clarify priorities, highlight areas of concern, and identify opportunities for improvement. Community perspectives directly informed the plan's goals and strategic focus areas, reinforcing the City's commitment to inclusive and responsive governance.

Across engagement efforts, residents consistently expressed pride in Chula Vista's diversity and sense of belonging. Safety, quality parks and recreation, and reliable public services were identified as essential to quality of life. At the same time, participants raised concerns related to infrastructure conditions, housing affordability, traffic congestion, and the need for transparent, accountable government.

Top Community Priorities

- Community & Belonging
- Safety & Recreation
- Infrastructure & Housing
- Youth & Seniors (intergenerational engagement, all-age inclusion, generational well-being, community for every generation)
- Transparency & Accountability

STRATEGIC PLAN STRUCTURE

This Strategic Plan establishes the City's long-term direction. It does not replace departmental work plans or the annual budget. Instead, it provides a unifying framework to align decisions, investments, and actions across the organization.

City Council priorities and organizational responsibilities inform the strategic goals outlined in this plan. These goals guide annual work planning, budget development, and performance measurement. Progress is tracked through defined indicators and reported publicly to ensure transparency, accountability, and continuous improvement.



Strategic Goals

Each strategic goal follows a consistent structure designed to balance long-term vision with operational reality.

Focus Areas & Objectives

Strategic Focus Areas & Objectives define where the City will concentrate its efforts under each goal. They identify key policy and service domains requiring attention over the five-year planning horizon and provide flexibility to adapt as conditions evolve.

Core Services

Core Services represent the essential, ongoing functions the City delivers every day. These services account for the majority of City operations, staffing, and funding. Addressing Core Services in the Strategic Plan emphasizes that delivering reliable and consistent services remains the City's highest priority.

Major Initiatives

Major Initiatives are focused, time-bound efforts the City intends to advance during the plan period. These initiatives are aligned with available resources and organizational capacity, helping maintain focus and feasibility.

Future Opportunities

Future Opportunities identify additional priorities advanced by City Council and the community that are not currently funded, scheduled, or resourced for implementation due to fiscal, staffing, or operational constraints. Including these items promotes transparency and supports long-term planning by clarifying potential future direction as resources and capacity allow.

STRATEGIC GOALS

The Strategic Plan is organized around four strategic goals that reflect community priorities, City Council direction, and organizational responsibilities. Together, these goals guide how the City focuses resources, advances initiatives, and measures success.





GOAL 1: COMMUNITY INFRASTRUCTURE

Build and maintain the physical systems that support daily life and future growth

Why This Matters

Community infrastructure supports nearly every aspect of daily life, from public safety and mobility to economic opportunity and environmental sustainability. As Chula Vista continues to grow and evolve, infrastructure systems must be maintained, modernized, and expanded in a way that is strategic, fiscally responsible, and equitable. Proactive investment helps protect public assets, reduce long-term costs, and support safe, reliable, and accessible infrastructure across all neighborhoods.

Strategic Outcomes

By 2031, Chula Vista's infrastructure systems reliably support community needs through well-maintained, modern facilities, and accessible transportation networks. People experience safer and more efficient travel, accessible public spaces, and dependable infrastructure. Investments are prioritized transparently, informed by data, and distributed equitably across neighborhoods, supporting quality of life, economic vitality, and environmental goals.

Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

1.1 Infrastructure Maintenance and Modernization

- Establish and maintain a comprehensive, citywide inventory of infrastructure assets to support data-informed prioritization, lifecycle planning, and identification of efficiencies.
- Proactively assess opportunities to modernize aging infrastructure, reduce deferred maintenance, and improve long-term cost effectiveness.
- Enhance the maintenance and modernization of public facilities to support safe, functional, and accessible public spaces.

1.2 Housing Affordability and Stability

- Advance policies and programs that expand access to varied housing options throughout the city to meet the needs of all residents.
- Support housing strategies that promote long-term stability, accessibility, and neighborhood compatibility.
- Coordinate with state and regional partners to communicate the City's housing production efforts and planned opportunities.

1.3 Transportation, Mobility, and Accessibility

- Enhance multimodal transportation options to support safe and efficient movement for drivers, pedestrians, bicyclists, seniors, and individuals with disabilities.
- Improve access to essential services, employment, parks, and community facilities through transportation investments.
- Prioritize safety and visibility improvements in high-use and high-need areas.

1.4 Climate Resilience and Sustainability

- ► Integrate climate resilience into infrastructure planning, capital investments, and service delivery.
- ► Advance sustainable, conservation and environmental programs that reduce environmental impacts and support long-term resource stewardship.
- ► Align infrastructure investments with adopted sustainability and climate goals.

1.5 Balanced Investment Across Neighborhoods

- ► Expand equitable access to parks, public spaces, and City amenities across all neighborhoods.
- ► Prioritize investments that address disparities and improve quality of life in underserved areas.
- ► Use data and community input to guide equitable allocation of infrastructure resources.

Core Services

- Planning and maintenance of City infrastructure, including streets, bridges, utilities, facilities, parks, and public spaces
- Asset management, capital planning, and lifecycle analysis to guide infrastructure investment and reduce long-term costs
- Transportation planning, traffic operations, and mobility improvements for all users
- Stormwater, wastewater, and environmental compliance services
- Engineering design, construction management, and delivery of capital improvement projects
- Efficient processing of housing and opportunities to provide balanced housing options
- Intergovernmental coordination and advocacy related to housing, development, and planned facilities policies

Major Initiatives

- Complete buildout of Millenia Library
- Complete the Police Department Facilities Master Plan, including evaluation of a potential police substation to improve service coverage and response times
- Conduct park master planning and feasibility studies to assess facility utilization and prioritize improvements that expand recreational access
- Expand mobility options for older adults, including evaluation of senior transit pass programs
- Complete a citywide lighting study and a safety study to identify opportunities to improve visibility, security, and public safety
- Explore the feasibility of establishing a senior center on the east side of the city to enhance access to services and programming
- Continue implementing the 2021-2029 City's Housing Element in compliance with state requirements and local priorities
- Coordinate with regional partners to explore grade separation opportunities that improve safety, reduce congestion, and enhance regional mobility
- Continue to implement asset management technology to support data-informed infrastructure planning, lifecycle management, and transparent investment decisions
- Develop a Public Works Master Plan that establishes a long-term vision for infrastructure, sustainability, and service delivery

Future Opportunities

- Complete streets sidewalks assessment and project to enhance safety, accessibility, and connectivity
- Fleet electrification to reduce emissions, support sustainability goals, and modernize City operations
- Develop facility maintenance plan to ensure longevity of all City owned facilities
- Revitalize the Woman's Club



GOAL 2: QUALITY OF LIFE & SAFETY

Foster a safe, healthy, and connected community where everyone can thrive

Why This Matters

Safety, health, and well-being are foundational to community trust and quality of life. Reliable public safety services, effective emergency preparedness, and opportunities for connection and belonging contribute to a city where people feel supported and secure. As Chula Vista continues to grow and diversify, maintaining quality of life requires approaches that are community-centered, proactive, and responsive to evolving needs.

Strategic Outcomes (2031)

Chula Vista is a safe, welcoming, and connected city where community members have confidence in the City's ability to protect, serve, and respond. Public safety services are reliable and trusted, communities are prepared for emergencies, and people of all ages have access to programs and shared spaces that support well-being and connection.

Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

2.1 Community-Centered Public Safety

- Strengthen trust and effectiveness in public safety services through data-informed strategies, innovation, and ongoing community engagement.
- Expand access to public safety services and improve responsiveness through coordinated communication, outreach, and service delivery.
- Support approaches that balance enforcement, prevention, and community partnerships to enhance overall safety and well-being.

2.2 Emergency Preparedness and Response

- Ensure timely, effective, and data-informed delivery of police and fire services by actively monitoring calls for service performance and deploying staff strategically to maintain a high standard of public safety for all community members.
- Strengthen emergency communications infrastructure, practices, and culture to ensure timely, transparent, and consistent delivery of information.
- Strengthen preparedness for natural disasters, climate-driven risks, technological hazards, and public health emergencies.
- Enhance coordination across departments and regional partners to improve emergency response and recovery capabilities.
- Advance wildfire mitigation and climate-adaptive strategies to protect residents, property, and critical infrastructure.

2.3 Community Well-Being

- Promote health, stability, and livability through services, programs, and environments that support people across all life stages.
- Expand access to recreation, wellness, and community programs that support physical, social, and emotional health.
- Address public health and vulnerable population needs through coordinated services, partnerships, and policy approaches that improve livability.
- Support safe, welcoming, and activated public spaces that encourage regular use and positive community interaction.
- Promote equitable access to opportunities, resources, and services that enhance quality of life across neighborhoods and populations.

2.4 Community Connection and Cultural Engagement

- Expand access to library services, lifelong learning opportunities, and digital resources that support education, workforce readiness, and equitable access to information.
- Enhance arts and cultural programming, creative spaces, and public art that reflect community identity and support local artists.
- Activate community spaces through events, festivals, and programming that bring people together and strengthen a shared sense of belonging.
- Improve equitable access to cultural, educational, and community programming across neighborhoods.
- Strengthen partnerships with schools, community organizations, and cultural institutions to expand reach and maximize community impact.

2.5 Youth Development and Senior Services

- Support programs and partnerships that promote positive youth development, workforce readiness, and civic engagement.
- Expand access to services, resources, and programming that support older adults in aging safely, independently, and with dignity.
- Strengthen coordination with advisory bodies and community partners to address the evolving needs of youth and older adults to increase livability across the age spectrum.

2.6 Animal Care Services

- Provide humane, responsive, and reliable animal care services that protect public health and safety.
- Promote responsible pet ownership through education, outreach, and enforcement.
- Maintain effective shelter operations, adoption programs, and partnerships that support animal welfare.

Core Services

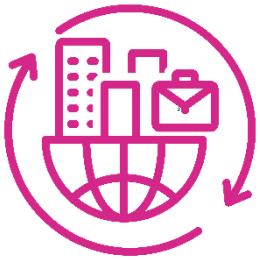
- Police, fire, emergency medical, and disaster preparedness services
- Plan reviews and fire inspections to limit community risks
- Community-based public safety, prevention, and emergency response coordination
- Animal services, sheltering, veterinary care, and community education
- Parks, recreation, and community programming that promote health, connection, and belonging
- Public health–supportive services delivered through partnerships, addressing concerns through policies, and outreach
- Investigation and enforcement of regulations to maintain and enhance neighborhood quality
- Community engagement and education related to safety, preparedness, and well-being
- Resident participation through boards and commissions that inform policy, enhance transparency, and strengthen community representation

Major Initiatives

- Diversify emergency communications and public notification methods to increase reach, speed, clarity, and accessibility, and educate the public through a citywide campaign initiative
- Create and implement the Parks and Recreation Programming Plan to reflect current and future community needs
- Advance public health and safety policy initiatives
- Strategize funding and program priorities for homeless services
- Administration of federal and local grants in collaboration with community-based organizations
- Extend homeless services by expanding homeless tools to include the Chula Vista Village at Otay as a South Bay region asset
- Assess ADA access (ADA Self-Evaluation and Transition Plan Update)
- Train City Staff to support Emergency Operations Center
- Develop funding plan for safety vehicle replacement and complete staffing study for fleet staff to maintain vehicle and equipment readiness
- Support community-led cultural and neighborhood initiatives that strengthen civic pride
- Review structure and scope of the Police Department's Community Advisory Committee for potential modification
- Complete Fire Department Master Plan, Strategic Plan, Community Risk Assessment, Standards of Cover, Bottom-up Reviews, and Leadership Succession Plan

Future Opportunities

- Public safety vehicle storage to protect assets, improve readiness, and support efficient emergency response
- Implementation of the ADA Transition Plan to enhance accessibility, equity, and compliance across City facilities and spaces
- Fire Department training facility and Emergency Operations Center to strengthen preparedness, coordination, and response capabilities
- Enhanced emergency evacuation shelters to improve capacity, safety, and support for residents during disasters
- Increased fuel storage capacity to ensure operational continuity during emergencies and supply disruptions
- Expanded brush management and fire hazard mitigation to reduce wildfire risk and protect the community
- Animal Services Facility Master Plan to modernize facilities and improve operational efficiency and animal care
- Enhanced animal enrichment services to improve animal well-being, behavior outcomes, and adoption success



GOAL 3: GROWTH & ECONOMIC VITALITY

Strengthen economic vitality by expanding opportunity, encouraging innovation, and deepening regional collaboration

Why This Matters

A strong and diverse economy is essential to opportunity, quality of life, and the City's long-term fiscal health. Chula Vista's strategic location, growing population, and expanding regional and binational connections position the city to play an increasingly important economic role in the region. At the same time, economic growth must translate into tangible benefits for people and neighborhoods across the city.

Strengthening economic vitality requires aligning business development, workforce opportunity, land use planning, and regional partnerships. By building on existing assets and encouraging innovation, the City can support local businesses, attract investment, and expand access to quality jobs while maintaining high standards for growth and community character.

Strategic Outcomes (2031)

By 2031, Chula Vista has a more diverse and resilient local economy that offers expanded opportunity across industries and neighborhoods. Local businesses are positioned to grow and adapt, workforce pathways are better aligned with emerging industries, and regional collaboration supports innovation and investment. Economic activity contributes to long-term prosperity, fiscal stability, and a higher quality of life for the community.

Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

3.1 Business Growth and Economic Diversification

- Strengthen efforts to retain, expand, and attract businesses that align with Chula Vista's assets and long-term economic priorities.
- Encourage diversification across industries to reduce economic vulnerability and support sustainable growth.
- Leverage major employment centers, district-scale initiatives, and catalytic projects to broaden the City's economic base.

3.2 Workforce Opportunity and Talent Development

- Align workforce development initiatives with current and emerging industry needs to expand access to quality jobs.
- Strengthen partnerships with educational institutions, employers, and workforce organizations to support training, upskilling, and career pathways.
- Improve coordination across programs that connect people to employment and advancement opportunities.

3.3 Small Business and Entrepreneurship

- ► Improve the business environment for small businesses and entrepreneurs through streamlined processes and coordinated support.
- ► Strengthen neighborhood commercial areas to increase visibility, foot traffic, and local economic activity.
- ► Foster conditions that allow local businesses to start, grow, and reinvest in the community.

3.4 City Policy and Process Compliance

- ► Identify business gaps, market needs, and regulatory barriers to better align City policies with current and emerging economic opportunities.
- ► Explore policies to encourage business development that enhances neighborhood character and community benefit.
- ► Streamline permitting and interdepartmental review processes for business development.

3.5 Regional Collaboration and Innovation

- ► Expand collaboration with regional, binational, and industry partners to encourage innovation and shared economic growth.
- ► Support initiatives that leverage Chula Vista's location, talent, and institutional partnerships to attract investment.
- ► Encourage innovation across sectors through collaboration, pilot programs, and shared learning.

Core Services

- Economic development, business attraction, retention, and small business support
- Land use planning, environmental review, and permitting aligned with adopted plans
- Real estate management, public-private partnerships, and strategic site development
- Special events permitting and coordination that activates public spaces, supports local businesses, and enhances the City's regional profile

Major Initiatives

- Complete an economic development strategic plan that lays out the long-term vision and near-term actions
- Advance procurement policies that improve local business participation, including evaluating options for scoring advantages or other mechanisms within the City's RFP and contracting processes
- Pursue removal of the SR-125 toll burden on residents and businesses, including advancing strategies to address toll debt obligations and advocating for equitable regional transportation solutions
- Continue implementation of the Chula Vista Bayfront Development, supporting long-term economic activity, tourism, hospitality, and public access consistent with adopted plans and agreements
- Advance the University District to establish a binational multi-institution higher education district, enhancing workforce development, research, and innovation in Chula Vista

- Partner with businesses to sustain downtown revitalization, encourage private investment, and strengthen the economic vitality of the City's historic core
- Complete the Chula Vista Elite Athlete Training Center Master Plan to establish a long-term vision for the campus, including land use, facility improvements, operations, and partnerships
- Update the Urban Core Specific Plan to guide reinvestment, land use, mobility, and placemaking in alignment with economic vitality and community character
- Advance Broadway revitalization and cultural district efforts to stimulate investment, celebrate cultural assets, and strengthen neighborhood-based economic activity along the corridor
- Adopt the Outdoor Dining Ordinance to incentivize and streamline the permitting of outdoor dining areas in the city
- Partner with the Chula Vista Elementary School District for workforce development at libraries and City facilities to connect students to career pathways in innovation, life science, energy, and sound

Future Opportunities

- Implementation of the Economic Development Strategic Plan
- Build capacity for data-driven economic development
- Enhance sports-oriented tourism
- Develop tourism economic development plan to expand visitor amenities and services in western area of Chula Vista
- Create focus areas that align complementary business and industry clusters to support established and emerging economic development opportunities, such as tourism for the Bayfront



GOAL 4: GOOD GOVERNANCE

Advance transparent, accountable, and effective government services

Why This Matters

Effective governance is essential to public trust, fiscal responsibility, and the City's ability to deliver consistent results. Clear communication, sound financial management, modern systems, and a prepared workforce support informed decision-making and accountability across the organization. As responsibilities and expectations evolve, strong governance enables the City to adapt, maintain high standards, and use public resources responsibly.

Strategic Outcomes (2031)

By 2031, the City continues to operate as a transparent, accountable, and effective organization. Decision-making is informed by data and clear standards, financial practices remain disciplined and sustainable, and City systems and workforce capacity continue to support consistent service delivery and public confidence.

Strategic Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

4.1 Transparent Communication and Engagement

- Improve and expand access to information about City initiatives, budgets, and performance through clear, timely, and accessible communication.
- Expand the use of digital tools, dashboards, and multimedia platforms to share updates and explain City decisions.
- Strengthen two-way engagement through virtual and in-person forums that encourage inclusive participation and understanding.

4.2 Technology and Data-Informed Decision-Making

- Advance the use of technology and data to improve service delivery, internal coordination, and public access to information.
- Expand performance measurement, analytics, and dashboards to support informed decision-making, transparency, and accountability.
- Establish clear policies and governance for the responsible use of artificial intelligence and emerging technologies.

4.3 Workforce Development and Succession Planning

- Support recruitment, retention, and leadership development to maintain a skilled, diverse, and high-performing workforce.
- Strengthen succession planning, knowledge transfer, and organizational continuity as the City evolves.
- Promote employee development, well-being, and work-life balance to sustain engagement and performance over time.

4.4 Fiscal Sustainability and Stewardship

- ► Maintain long-term fiscal health through structurally balanced budgets and long-term financial planning.
- ► Manage City reserves and financial policies in alignment with adopted standards and best practices.
- ► Align funding decisions with measurable outcomes to strengthen accountability, transparency, and resource allocation.
- ► Support risk management by proactively identifying, assessing, and mitigating risks that could impact the achievement of strategic goals.

Core Services

- Policy development, legislative support, and governance services
- Financial management, budgeting, financial reporting and auditing, and long-term financial planning
- Purchasing, payroll, accounts payable, accounts receivable/collections, and treasury operations
- Citywide administration, organizational leadership, and performance management
- Legal services, risk management, and code enforcement support
- Legislative administration, elections management, records preservation, and public access to support transparency, compliance, and continuity of government
- Human resources, labor relations, workforce development, and employee wellness
- Information technology, cybersecurity, data management, and digital services
- Public communication, community engagement, and emergency communications
- Intergovernmental relations and regional advocacy

Major Initiatives

- Develop and launch a new City website to improve accessibility, usability, and public access to services, information, and digital resources
- Develop an internal audit program and Council Policy to guide risk-based audits and strengthen governance, accountability, and organizational performance
- Enhance long-term financial planning and fiscal management of all City funds
- Expand analytics and monitoring tools to assess public engagement, reach, and sentiment
- Conduct a comprehensive, data-driven staffing and organizational capacity study to evaluate current and future workforce needs across all City departments
- Develop and implement a citywide governance program for the use of artificial intelligence and emerging technologies, including policies, standards, and oversight
- Provide opportunities and avenues to prepare, recruit, and retain workforce from local community

Future Opportunities

- Expanded accessible online and digital service delivery, self-service platforms, while maintaining person-to-person service options
- Enhanced enterprise data integration and analytics tools
- Enhanced workforce development and leadership training programs
- Implement a data-driven staffing plan aligned with service demands, operational needs, and long-term financial capacity

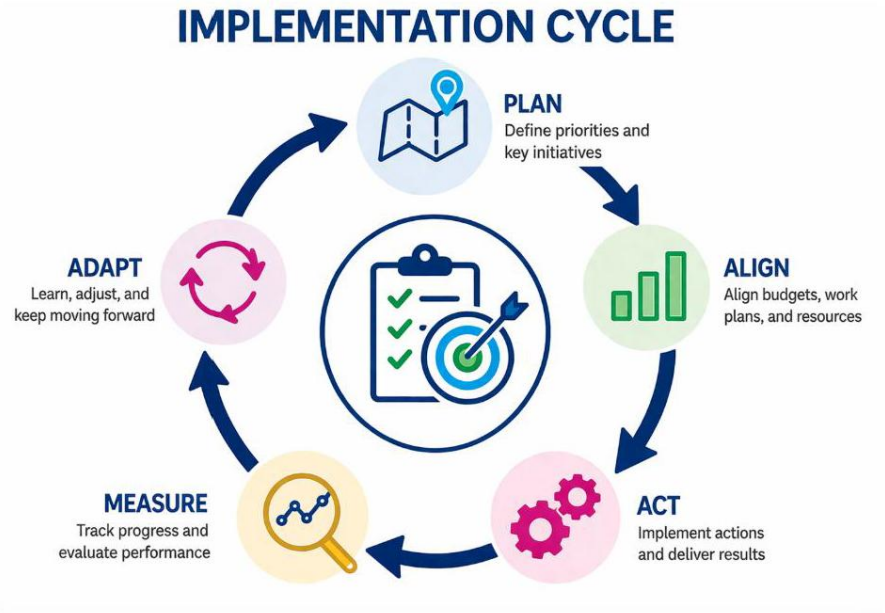
MEASURING PROGRESS

Measuring progress keeps the Strategic Plan accountable, transparent, and results-focused. Progress towards each strategic goal will be assessed using a limited set of high-level Key Performance Indicators (KPIs) aligned with the plan's priorities. Appendix A provides the Strategic Plan Implementation Tracker, including the status of major initiatives and detailed KPIs for core services. This plan may be updated to ensure it remains relevant, an effective measure of progress, and to incorporate annual Council direction.

These indicators are designed to track outcomes and overall effectiveness rather than individual tasks or activities. Results will be reported regularly to City Council and shared publicly to provide visibility into progress and performance.

Detailed operational metrics, targets, and timelines will be managed through citywide work plans and performance dashboards, allowing leadership to monitor progress and adjust strategies as needed.

FROM PLAN TO ACTION



This Strategic Plan guides how the City translates long-term priorities into day-to-day action. Annual budgets, departmental work plans, and capital planning processes will be aligned with the goals and initiatives outlined in this plan.

Departments will identify specific actions, timelines, and resource needs that support the plan's major initiatives while continuing to deliver core services. Budget decisions will be evaluated in the context of the Strategic Plan to ensure investments advance adopted priorities.

This alignment keeps the Strategic Plan remains an active decision-making tool rather than a static document.

SHARED RESPONSIBILITY

Achieving the goals of this Strategic Plan requires coordinated leadership, disciplined execution, and ongoing community partnership. Clear roles and accountability ensure that priorities remain focused, resources are aligned, and progress is transparent.



City Council

Sets policy direction and adopts budgets and annual work plans aligned with the Strategic Plan. Prioritizes the four goals and avoids competing direction that would dilute focus or delay implementation.



City Attorney

The City Attorney represents and provides independent legal advice to the City and all City officials, ensuring that municipal actions comply with local, state, and federal laws. The City Attorney represents the city in all legal matters, supports ethical governance, and protects the community's interests.



Boards, Commissions, & Committees

Align recommendations and annual work plans with the Strategic Plan's four goals, consistent with their advisory roles.



City Manager

Aligns resources, staffing, and operations to advance the Strategic Plan. Promotes organizational understanding of plan priorities, monitors performance, reports progress, and advises City Council when adjustments or tradeoffs are required due to changing conditions or resource constraints.



City Clerk

The City Clerk's Office serves as the official record-keeper for the city, managing public documents, legislative records, and access to information. It supports transparent and accountable government by overseeing public meetings, elections administration, and compliance with legal and regulatory requirements.



City workforce

Executes day-to-day work in alignment with the Strategic Plan and elevates opportunities or barriers to supervisors to improve outcomes.



Community members

Stay informed, provide ongoing input, and participate in engagement and budget processes to help guide implementation and monitor progress.

CLOSING

This Strategic Plan reflects the voices, values, and aspirations of the Chula Vista community. The City thanks residents, businesses, partners, and staff for their engagement and commitment to shaping the future of Chula Vista.



APPENDIX A. STRATEGIC PLAN IMPLEMENTATION TRACKER

The Strategic Plan Implementation Tracker supports implementation of the City's five-year Strategic Plan by tracking the KPIs for core services and the status of major initiatives. The tracker provides a consistent framework for monitoring progress, measuring performance, and supporting accountability across City departments. It is intended to serve as a living management tool that will be regularly reviewed and updated throughout the five-year implementation period.

City of Chula Vista 2026 – 2031 Strategic Plan Implementation Tracker

GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KEY PERFORMANCE INDICATORS (KPI) OR STATUS
GOAL 1: COMMUNITY INFRASTRUCTURE	**1.1 Infrastructure Maintenance and Modernization** ▶ Establish and maintain a comprehensive, citywide inventory of infrastructure assets to support data-informed prioritization, lifecycle planning, and identification of efficiencies. ▶ Proactively assess opportunities to modernize aging infrastructure, reduce deferred maintenance, and improve long-term cost effectiveness. ▶ Enhance the maintenance and modernization of public facilities to support safe, functional, and accessible public spaces.	Core Service	Planning and maintenance of City infrastructure, including streets, bridges, utilities, facilities, parks, and public spaces	1.3 ; 1.5	Clean 500 miles of sewer lines annually; Clean 300,000 square feet of storm channels annually; Complete 1,400 linear feet of storm drain lining annually
		Core Service	Asset management, capital planning, and lifecycle analysis to guide infrastructure investment and reduce long-term costs	1.4; 1.5	To be developed pending the completion of the Asset Management Plan
		Core Service	Engineering design, construction management, and delivery of capital improvement projects	1.3 ; 1.4 ; 1.5	Deliver at least 80% of Capital Improvement Program (CIP) projects projected on time and on budget.
		Major Initiative	Complete buildout of Millenia Library	1.5 ; 2.4 ; 2.5	In Progress
		Major Initiative	Complete the Police Department Facilities Master Plan, including evaluation of a potential police substation to improve service coverage and response times	1.5 ; 2.1 ; 2.2	In Progress
		Major Initiative	Continue to implement asset management technology to support data-informed infrastructure planning, lifecycle management, and transparent investment decisions	1.4 ; 4.2	Planning
		Major Initiative	Develop a Public Works Master Plan that establishes a long-term vision for infrastructure, sustainability, and service delivery	1.4	Not Started
		Future Opportunity	Develop facility maintenance plan to ensure longevity of all City owned facilities	1.5	N/A
	1.2 Housing Affordability and Stability ▶ Advance policies and programs that expand access to varied housing options throughout the city to meet the needs of all residents. ▶ Support housing strategies that promote long-term stability, accessibility, and neighborhood compatibility. ▶ Coordinate with state and regional partners to communicate the City's housing production efforts and planned opportunities.	Core Service	Efficient processing of housing and opportunities to provide balanced housing options		Complete expedited permit review process 75% of the time for qualifiying affordable housing projects
		Core Service	Intergovernmental coordination and advocacy related to housing, development, and planned facilities policies	1.3 ; 1.5	N/A
		Major Initiative	Continue implementing the 2021-2029 City's Housing Element in compliance with state requirements and local priorities		In Progress
	1.3 Transportation, Mobility, and Accessibility ▶ Enhance multimodal transportation options to support safe and efficient movement for drivers, pedestrians, bicyclists, seniors, and individuals with disabilities. ▶ Improve access to essential services, employment, parks, and community facilities through transportation investments. ▶ Prioritize safety and visibility improvements in high-use and high-need areas.	Core Service	Transportation planning, traffic operations, and mobility improvements for all users	1.5	Complete over 800 sidewalk repairs annually; Upgrade 25 traffic signals annually
		Major Initiative	Expand mobility options for older adults, including evaluation of senior transit pass programs	2.5	Planning
		Major Initiative	Complete a citywide lighting study and a safety study to identify opportunities to improve visibility, security, and public safety	1.5 ; 2.1	Planning
		Major Initiative	Coordinate with SANDAG to explore grade separation opportunities that improve safety, reduce congestion, and enhance regional mobility	2.1 ; 3.5	In Progress
		Future Opportunity	Complete streets sidewalks assessment and project to enhance safety, accessibility, and connectivity	1.5 ; 2.1	N/A
	1.4 Climate Resilience and Sustainability ▶ Integrate climate resilience into infrastructure planning, capital investments, and service delivery. ▶ Advance sustainable conservation and environmental programs that reduce environmental impacts and support long-term resource stewardship. ▶ Align infrastructure investments with adopted sustainability and climate goals.	Core Service	Stormwater, wastewater, and environmental compliance services	1.1	Increase recyclable materials by 3% annually; Increase organic materials by 2% annually;
		Future Opportunity	Fleet electrification to reduce emissions, support sustainability goals, and modernize City operations	1.1 ; 4.2	N/A
	1.5 Balanced Investment Across Neighborhoods ▶ Expand equitable access to parks, public spaces, and City amenities across all neighborhoods. ▶ Prioritize investments that address disparities and improve quality of life in underserved areas. ▶ Use data and community input to guide equitable allocation of infrastructure resources.	Major Initiative	Conduct park master planning and feasibility studies to assess facility utilization and prioritize improvements that expand recreational access	2.3	Planning
		Major Initiative	Explore the feasibility of establishing a senior center on the east side of the city to enhance access to services and programming	2.3 ; 2.5	Planning
		Future Opportunity	Revitalize the Woman's Club	2.3 ; 2.5	N/A

Note: Core Services are measured by Key Performance Indicators (KPI); Major Initiatives are tracked by status (Not Started, Planning, In Progress, Completed, or On Hold); Future Opportunities are not assigned measures or status until initiated.

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KEY PERFORMANCE INDICATORS (KPI) OR STATUS
GOAL 2: QUALITY OF LIFE & SAFETY	**2.1 Community-Centered Public Safety** ▶ Strengthen trust and effectiveness in public safety services through data-informed strategies, innovation, and ongoing community engagement. ▶ Expand access to public safety services and improve responsiveness through coordinated communication, outreach, and service delivery. ▶ Support approaches that balance enforcement, prevention, and community partnerships to enhance overall safety and well-being.	Core Service	Police, fire, emergency medical, and disaster preparedness services	2.2	Achieve Police Department Priority 1 response times of 6 minutes and Priority 2 response times of 12 minutes; Meet established response time standards for at least 90% of Fire Department responses: first Advanced Life Support (ALS) on scene within 7 minutes, ALS transport on scene within 12 minutes, Initial Arriving Force (IAF) on scene within 7 minutes, and Effective Response Force (ERF) on scene within 10 minutes
		Core Service	Community-based public safety, prevention, and emergency response coordination	2.2	Achieve an annual Police Department Group A crime rate below 30 crimes per 1,000 residents; Conduct at least one Fire Department public education and outreach event per quarter to reach elementary-age children and vulnerable populations
		Core Service	Investigation and enforcement of regulations to maintain and enhance neighborhood quality	2.3	Provide an initial response to at least 75% of Citizen Complaint Forms within 24 hours
		Major Initiative	Complete Fire Department Master Plan, Strategic Plan, Community Risk Assessment, Standards of Cover, Bottom-up Reviews, and Leadership Succession Plan	1.1; 2.2 ; 4.3	In Progress
		Major Initiative	Develop funding plan for safety vehicle replacement and complete staffing study for fleet staff to maintain vehicle and equipment readiness	1.1 ; 2.2	Not Started
		Major Initiative	Review structure and scope of Police Department's Community Advisory Committee for potential modification	2.4	Not Started
		Future Opportunity	Public safety vehicle storage to protect assets, improve readiness, and support efficient emergency response	1.1 ; 2.2	N/A
	2.2 Emergency Preparedness and Response ▶ Ensure timely, effective, and data-informed delivery of police and fire services by actively monitoring calls-for-service performance and deploying staff strategically to maintain a high standard of public safety for all community members. ▶ Strengthen emergency communications infrastructure, practices, and culture to ensure timely, transparent, and consistent delivery of information. ▶ Strengthen preparedness for natural disasters, climate-driven risks, technological hazards, and public health emergencies. ▶ Enhance coordination across departments and regional partners to improve emergency response and recovery capabilities. ▶ Advance wildfire mitigation and climate-adaptive strategies to protect residents, property, and critical infrastructure.	Core Service	Plan reviews and fire inspections to limit community risks	2.1	Complete 90% of fire plan reviews, completed within established timeframes; Complete 100% annual operational permit inspections; Complete 100% state-mandated fire inspections; Inspect 33% of Very High Fire Hazard Severity Zones (VHFHSZ) parcels annually
		Core Service	Community engagement and education related to safety, preparedness, and well-being	2.1	Conduct at least 40 Police Department community engagement events annually, including citizen academies and Neighborhood Watch programs; Conduct at least 15 Fire Department community engagement events annually, including Citizen's Fire Academy, car seat safety classes, and community forums
		Major Initiative	Diversify emergency communications and public notification methods to increase reach, speed, clarity, and accessibility and educate the public through a citywide campaign initiative	2.1 ; 4.1	In Progress
		Major Initiative	Train City Staff to support Emergency Operations Center	4.3	Planning
		Future Opportunity	Fire Department training facility and Emergency Operations Center to strengthen preparedness, coordination, and response capabilities	1.1	N/A
		Future Opportunity	Enhanced emergency evacuation shelters to improve capacity, safety, and support for residents during disasters	2.3	N/A
		Future Opportunity	Increased fuel storage capacity to ensure operational continuity during emergencies and supply disruptions	1.1	N/A
		Future Opportunity	Expanded brush management and fire hazard mitigation to reduce wildfire risk and protect the community	2.1	N/A

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City of Chula Vista 2026 – 2031 Strategic Plan Implementation Tracker

GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KEY PERFORMANCE INDICATORS (KPI) OR STATUS
GOAL 2: QUALITY OF LIFE & SAFETY	**2.3 Community Well-Being** ▶ Promote health, stability, and livability through services, programs, and environments that support people across all life stages. ▶ Expand access to recreation, wellness, and community programs that support physical, social, and emotional health ▶ Address public health and vulnerable population needs through coordinated services, partnerships, and policy approaches that improve livability. ▶ Support safe, welcoming, and activated public spaces that encourage regular use and positive community interaction. ▶ Promote equitable access to opportunities, resources, and services that enhance quality of life across neighborhoods and populations.	Core Service	Parks, recreation, and community programming that promote health, connection, and belonging	2.4 ; 2.5	Increase participation in Parks and Recreation Department programming by a minimum of 2% annually
		Core Service	Public health-supportive services delivered through partnerships, addressing concerns through policies, and outreach	2.5	Increase the percent of unsheltered individuals connected to public health-supportive services annually with a connected rate of 50% by 2031
		Major Initiative	Create and implement the Parks and Recreation Programming Plan to reflect current and future community needs	2.4 ; 2.5	Not Started
		Major Initiative	Advance public health and safety policy initiatives		In Progress
		Major Initiative	Strategize funding and program priorities for homeless services		In Progress
		Major Initiative	Administration of federal and local grants in collaboration with community-based organizations	2.4	In Progress
		Major Initiative	Extend homeless services by expanding homeless tools to include the Chula Vista Village at Otay as a South Bay region asset		In Progress
		Major Initiative	Assess ADA access (ADA Self-Evaluation and Transition Plan Update)	1.3 ; 2.4 ; 2.5	In Progress
		Future Opportunity	Implementation of the ADA Transition Plan to enhance accessibility, equity, and compliance across City facilities and spaces	1.3 ; 2.4 ; 2.5	N/A
	2.4 Community Connection and Cultural Engagement ▶ Expand access to library services, lifelong learning opportunities, and digital resources that support education, workforce readiness, and equitable access to information. ▶ Enhance arts and cultural programming, creative spaces, and public art that reflect community identity and support local artists. ▶ Activate community spaces through events, festivals, and programming that bring people together and strengthen a shared sense of belonging. ▶ Improve equitable access to cultural, educational, and community programming across neighborhoods. ▶ Strengthen partnerships with schools, community organizations, and cultural institutions to expand reach and maximize community impact	Core Service	Resident participation through boards and commissions that inform policy, enhance transparency, and strengthen community representation	2.5	N/A
		Core Service	Support of community-led cultural and neighborhood initiatives that strengthen civic pride		Deliver at least 20 arts and culture partner-supported programs annually
	2.6 Animal Care Services ▶ Provide humane, responsive, and reliable animal care services that protect public health and safety. ▶ Promote responsible pet ownership through education, outreach, and enforcement. ▶ Maintain effective shelter operations, adoption programs, and partnerships that support animal welfare.	Core Service	Animal services, sheltering, veterinary care, and community education		Provide at least four no or low cost spay/neuter events annually
		Future Opportunity	Animal Services Facility Master Plan to modernize facilities and improve operational efficiency and animal care	1.1	N/A
		Future Opportunity	Enhanced animal enrichment services to improve animal well-being, behavior outcomes, and adoption success		N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KEY PERFORMANCE INDICATORS (KPI) OR STATUS
GOAL 3: GROWTH & ECONOMIC VITALITY	**3.1 Business Growth and Economic Diversification** ▶ Strengthen efforts to retain, expand, and attract businesses that align with Chula Vista's assets and long-term economic priorities. ▶ Encourage diversification across industries to reduce economic vulnerability and support sustainable growth. ▶ Leverage major employment centers, district-scale initiatives, and catalytic projects to broaden the City's economic base.	Core Service	Economic development, business attraction, retention, and small business support	3.2 ; 3.3	Complete at least 80 business retention, expansion, attraction, or startup assistance cases annually
		Major Initiative	Complete an economic development strategic plan that lays out the long-term vision and near-term actions	3.2 ; 3.3 ; 3.4 ; 3.5	In Progress
		Major Initiative	Continue implementation of the Chula Vista Bayfront Development, supporting long-term economic activity, tourism, hospitality, and public access consistent with adopted plans and agreements	3.5	In Progress
		Future Opportunity	Implementation of the Economic Development Strategic Plan	3.2 ; 3.3 ; 3.4 ; 3.5	N/A
		Future Opportunity	Enhance sports-oriented tourism	3.5	N/A
		Future Opportunity	Develop tourism plan to expand visitor amenities and services in western area of Chula Vista	3.5	N/A
		Future Opportunity	Create focus areas that align complementary business and industry clusters to support established and emerging economic development opportunities, such as tourism for the Bayfront	3.5	N/A
	3.2 Workforce Opportunity and Talent Development ▶ Align workforce development initiatives with current and emerging industry needs to expand access to quality jobs. ▶ Strengthen partnerships with educational institutions, employers, and workforce organizations to support training, upskilling, and career pathways. ▶ Improve coordination across programs that connect people to employment and advancement opportunities.	Major Initiative	Advance the University District to establish a binational multi-institution higher education district, enhancing workforce development, research, and innovation in Chula Vista	3.1 ; 3.5	Planning
		Core Service	Partner with the Chula Vista Elementary School District for workforce development programs at libraries and City facilities to connect the community to career pathways in innovation, life science, energy, and sound	3.5	Increase participation in library workforce development programs by 5% annually
	3.3 Small Business and Entrepreneurship ▶ Improve the business environment for small businesses and entrepreneurs through streamlined processes and coordinated support. ▶ Strengthen neighborhood commercial areas to increase visibility, foot traffic, and local economic activity. ▶ Foster conditions that allow local businesses to start, grow, and reinvest in the community.	Core Service	Special events permitting and coordination that activates public spaces, supports local businesses, and enhances the City's regional profile	3.1 ; 3.5	Complete 80% of special event permits within 45 days
		Major Initiative	Advance procurement policies that improve local business participation, including evaluating options for scoring advantages or other mechanisms within the City's RFP and contracting processes	3.4	Planning
		Major Initiative	Partner with businesses to sustain downtown revitalization, encourage private investment, and strengthen the economic vitality of the City's historic core	3.1	In Progress
		Major Initiative	Advance Broadway revitalization and cultural district efforts to stimulate investment, celebrate cultural assets, and strengthen neighborhood-based economic activity along the corridor	3.1	In Progress
	3.4 City Policy and Process Compliance ▶ Identify business gaps, market needs, and regulatory barriers to better align City policies with current and emerging economic opportunities. ▶ Explore policies to encourage business development that enhances neighborhood character and community benefit. ▶ Streamline permitting and interdepartmental review processes for business development.	Core Service	Land use planning, environmental review, and permitting aligned with adopted plans	3.1	Complete 80% of new application completeness reviews within 30 days
		Core Service	Real estate management, public-private partnerships, and strategic site development	3.1 ; 3.5	Implement a City-owned real estate database and populate at least 30% of the database with verified City-owned properties within the first year, maintaining 100% by 2031
		Major Initiative	Update the Urban Core Specific Plan to guide reinvestment, land use, mobility, and placemaking in alignment with economic vitality and community character	3.1	In Progress
		Major Initiative	Adopt the Outdoor Dining Ordinance to incentivize and streamline the permitting of outdoor dining areas in the city	3.3	In Progress
	3.5 Regional Collaboration and Innovation ▶ Expand collaboration with regional, binational, and industry partners to encourage innovation and shared economic growth. ▶ Support initiatives that leverage Chula Vista's location, talent, and institutional partnerships to attract investment. ▶ Encourage innovation across sectors through collaboration, pilot programs, and shared learning.	Major Initiative	Pursue removal of the SR-125 toll burden on residents and businesses, including advancing strategies to address toll debt obligations and advocating for equitable regional transportation solutions	3.1	Planning
		Major Initiative	Complete the Chula Vista Elite Athlete Training Center Master Plan to establish a long-term vision for the campus, including land use, facility improvements, operations, and partnerships	3.1	In Progress
		Future Opportunity	Build capacity for data-driven economic development	3.1 ; 4.2	N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KEY PERFORMANCE INDICATORS (KPI) OR STATUS
GOAL 4: GOOD GOVERNANCE	**4.1 Transparent Communication and Engagement** ▶ Improve and expand access to information about City initiatives, budgets, and performance through clear, timely, and accessible communication. ▶ Expand the use of digital tools, dashboards, and multimedia platforms to share updates and explain City decisions. ▶ Strengthen two-way engagement through virtual and in-person forums that encourage inclusive participation and understanding.	Core Service	Legislative administration, elections management, records preservation, and public access to support transparency, compliance, and continuity of government	4.4	Finalize at least 90% of City Council minutes within two regular council meetings; Respond to 100% of Public Records Act requests within 10 days;
		Core Service	Public communication, community engagement, and emergency communications		Increase social media followers by 5% annually; Increase subscribers to the City's e-newsletter and Community Voices by 2.5% annually; Increase resident enrollment in City-designated emergency notification applications by 10% annually
		Core Service	Intergovernmental relations and regional advocacy	4.4	Engage 100% of priority regional, state, and federal partners annually
		Major Initiative	Develop and launch a new City website to improve accessibility, usability, and public access to services, information, and digital resources	4.2	In Progress
		Major Initiative	Expand legislative advocacy at the state and federal level on matters affecting the City	4.4	Planning
	4.2 Technology and Data-Informed Decision-Making ▶ Advance the use of technology and data to improve service delivery, internal coordination, and public access to information. ▶ Expand performance measurement, analytics, and dashboards to support informed decision-making, transparency, and accountability. ▶ Establish clear policies and governance for the responsible use of artificial intelligence and emerging technologies.	Core Service	Information technology, cybersecurity, data management, and digital services	4.1	Maintain 99% uptime for the City-managed network, with no more than 1% unplanned downtime; Maintain 99% website availability and achieve 75% website accessibility
		Major Initiative	Expand analytics and monitoring tools to assess public engagement, reach, and sentiment	4.1	In Progress
		Major Initiative	Develop and implement a citywide governance program for the use of artificial intelligence and emerging technologies, including policies, standards, and oversight	4.4	In Progress
		Future Opportunity	Expanded accessible online and digital services, self-service platforms, and person-to-person service options	4.1	N/A
		Future Opportunity	Enhanced enterprise data integration and analytics tools	4.4	N/A
	4.3 Workforce Development and Succession Planning ▶ Support recruitment, retention, and leadership development to maintain a skilled, diverse, and high-performing workforce. ▶ Strengthen succession planning, knowledge transfer, and organizational continuity as the City evolves. ▶ Promote employee development, well-being, and work-life balance to sustain engagement and performance over time.	Core Service	Citywide administration, organizational leadership, and performance management	4.2 ; 4.4	Provide annual performance evaluations to 100% of eligible employees
		Core Service	Human resources, labor relations, workforce development, and employee wellness		Establish 90% of candidate eligibility lists within 120 days of recruitment being assigned to HR analyst.
		Major Initiative	Conduct a comprehensive, data-driven staffing and organizational capacity study to evaluate current and future workforce needs across all City departments	4.4	Not Started
		Major Initiative	Provide opportunities and avenues to prepare, recruit, and retain workforce from local community		Planning
		Future Opportunity	Enhanced workforce development and leadership training programs		N/A
		Future Opportunity	Implement a data-driven staffing plan aligned with service demands, operational needs, and long-term financial capacity	4.2 ; 4.4	N/A
	4.4 Fiscal Sustainability and Stewardship ▶ Maintain long-term fiscal health through structurally balanced budgets and long-term financial planning. ▶ Manage City reserves and financial policies in alignment with adopted standards and best practices. ▶ Align funding decisions with measurable outcomes to strengthen accountability, transparency, and resource allocation. ▶ Support risk management by proactively identifying, assessing, and mitigating risks that could impact the achievement of strategic goals.	Core Service	Policy development, legislative support, and governance services	4.1	Review or update 100% of City Council policies within a five-year cycle, with a target of 20% reviewed annually
		Core Service	Financial management, budgeting, financial reporting and auditing, and long-term financial planning		Maintain General Fund reserves at policy minimums; Issue the Annual Comprehensive Financial Report (ACFR) within 180 days of fiscal year-end; Present a balanced annual budget at least 35 days before the start of FY
		Core Service	Purchasing, payroll, accounts payable, accounts receivable/collections, and treasury operations		Within 5 business days of receiving request from City departments, issue 95% of purchase orders and process 95% of invoice approvals
		Core Service	Legal services, risk management, and code enforcement support		Acknowledge at least 95% of constituent requests for information within one business day of receipt; Respond to at least 95% of constituent requests for information within three business days of receipt
		Major Initiative	Develop an internal audit program and Council Policy to guide risk-based audits and strengthen governance, accountability, and organizational performance	4.2	In Progress
		Major Initiative	Enhance long-term financial planning and fiscal management of all City funds		In Progress

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APPENDIX B. EXISTING POLICIES & PLANS

The City of Chula Vista has adopted a range of policies, plans, and other guiding documents that support implementation of the Strategic Plan. Some are required by regulation, while others establish long-term policies, programs, or standards for specific City services and functions. Existing actions and timelines contained in these documents are not repeated in the Strategic Plan. Instead, the documents are identified below, along with the Strategic Plan goals they support, to provide a more complete picture of the work already underway.

	RELATED STRATEGIC GOALS			
EXISTING POLICY OR PLAN				
Citywide & Organizational				
Long-Term Financial Plan				✓
Smart City Strategic Action Plan	✓		✓	✓
Land Use, Development, & Housing				
California Building Standards Code Adoption	✓	✓	✓	
Code Enforcement Strategic Plan	✓	✓	✓	
DIF Nexus Studies	✓		✓	✓
Digital Permitting & Inspection Plan			✓	✓
General Plan	✓	✓	✓	
Historic Preservation Program Overview		✓	✓	
Housing Element 2021–2029	✓	✓	✓	
HUD Annual Action Plan FY25/26	✓	✓	✓	
HUD Consolidated Plan 2025–2029	✓	✓	✓	
Landscape Manual	✓	✓	✓	
Local Coastal Program (LCP)	✓	✓	✓	
Long-Range Facilities Financing Plan	✓		✓	✓

EXISTING POLICY OR PLAN				
Mobile Home Inspection Plan	✓	✓		
Otay Ranch General Development Plan	✓	✓	✓	
Subdivision Manual	✓		✓	
Infrastructure & Transportation				
Active Transportation Master Plan	✓	✓		
ADA Transition Plan	✓	✓		
BMP Design Manual	✓			
Downtown Chula Vista Parking District Parking Management Plan	✓		✓	
Drainage Master Plan	✓	✓		
F Street Promenade Streetscape Master Plan	✓	✓	✓	
Local Road Safety Plan	✓	✓		
Main Street Master Plan	✓	✓	✓	
Traffic Signals Communication Master Plan	✓	✓		
Transportation Study Guidelines	✓		✓	
Wastewater Master Plan	✓	✓		
Environment, Sustainability, & Open Space				
Bayfront Natural Resources Management Plan	✓	✓	✓	
Chula Vista Greenbelt Master Plan	✓	✓		
City Operations Sustainability Plan	✓			✓
Climate Action Plan	✓	✓	✓	
Climate Equity Index	✓	✓		

EXISTING POLICY OR PLAN				
Multiple Species Conservation Program Subarea Plan	✓	✓	✓	
Otay Valley Regional Park Plan	✓	✓		
Waste Reduction Strategic Plan	✓	✓		✓
Water Stewardship Plan	✓			✓
Community Services, Technology, & Public Safety				
Chula Vista Police Department Five-Year Strategic Plan		✓		✓
Digital Equity and Inclusion Plan		✓	✓	✓
Parks & Recreation Master Plan	✓	✓		
Public Library Strategic Facilities Plan	✓	✓		
Public Library Strategic Vision Plan		✓		✓
Telecommunications Master Plan	✓	✓	✓	✓

APPENDIX C. COMMUNITY SURVEY ANALYSIS

Introduction

As part of the development of the 2025 Strategic Plan, the City of Chula Vista conducted a Strategic Plan Survey (https://publicinput.com/strategicplansurvey) from December 19, 2024, to January 3, 2025. The survey was hosted online through the City's website, providing community members an opportunity to share their perspectives, priorities, and insights. The feedback gathered from this survey is intended to guide the City in addressing key areas of focus and shaping a vision that reflects the needs and aspirations of its residents and stakeholders.

The survey saw robust engagement, reflecting the community's commitment to shaping the future of Chula Vista. The survey platform received 2,974 views, 1,282 participants actively contributed, a remarkable 27,909 responses were recorded across survey questions, and 3,235 comments provided valuable context and insights. The survey features a dynamic online dashboard that offers comprehensive access to qualitative insights.

Descriptive statistics are presented in the following report to provide a quantitative summary of the survey results. Additionally, thematic analysis was conducted on participants' text-field responses to identify recurring themes and insights. To capture the diversity of perspectives, these responses were further reanalyzed by subgroups, including race/ethnicity and age groups.

Key Findings

The Strategic Plan Survey reveals that participants have a generally favorable view of their quality of life in Chula Vista, with the majority of respondents rating it as "Good" or "Excellent." Participants consistently expressed appreciation for the city's strong sense of community, cultural diversity, parks, recreational facilities, and family-friendly atmosphere. The survey also highlighted areas for growth, including calls for improved youth spaces, affordable housing, enhanced education, and expanded recreational facilities, underscoring the community's aspirations for an even better quality of life.

The feedback highlighted distinct priorities among different subgroups. Younger respondents emphasized the need for increased mental health resources, youth services, and accessible recreational and educational opportunities. Subgroup differences also revealed unique concerns, such as transportation infrastructure improvements among Hispanic or Latino participants and clean energy initiatives among Asian or Pacific Islander respondents. These distinctions underscore the importance of tailoring City initiatives to address the diverse needs of Chula Vista's population.

Moreover, participants identified several key priorities for the City's future, including investments in education, job training, housing, and public services. Community members also expressed a strong interest in fostering economic development in industries such as dining, creative arts, healthcare, technology, and green energy. These findings not only provide valuable insights into what residents value most but also closely align with the feedback received from community members during in-person meetings conducted.

Survey Demographic Information

The survey included several demographic questions to capture the diversity of participants and their connection to Chula Vista. Respondents were asked how they experience the City, with options including: resident, student, working in Chula Vista, visitor, business owner, or prefer not to answer. To capture geographic representation, respondents were asked to provide their home zip code, selecting from 91910, 91911, 91913, 91914, 91915, 91902, or Other. They were also asked to indicate their age group, choosing from under 18, 18-24, 25-34, 35-44, 45-54, 55-64, 65+, or prefer not to answer. To understand the ethnic composition of participants, the survey provided the following options: American Indian/Native American/Alaska Native, Asian or Pacific Islander, Black or African American, Hispanic or Latino, Native Hawaiian, White, Two or More Races, Other, or prefer not to answer. Additionally, respondents were asked about their primary language, with choices including English, Filipino, Spanish, Other, or prefer not to answer. This demographic data offered valuable insights into the diverse backgrounds, connections, and linguistic preferences of the community.

How do you experience Chula Vista? (n=1,267)

Respondents were asked to describe how they experience Chula Vista, with the majority identifying as residents (82%), reflecting the survey's strong representation of those who live in the city. Additionally, 27% of respondents indicated they work in Chula Vista, highlighting the City's role as a hub for employment. Other groups included visitors (9%), students (6%), and business owners (5%), while 1% preferred not to answer. This diverse range of experiences provides a comprehensive perspective on the community's connection to Chula Vista, encompassing those who live, work, and engage with the City in various capacities.

Experience	Count	Percentage
Resident	1036	82%
Work in Chula Vista	348	27%
Visitor	119	9%
Student	74	6%
Business Owner	66	5%
Prefer not to answer	12	1%

Zip Code (n=1,251)

Respondents were asked to provide their home zip code, offering insights into geographic representation within the city. The largest proportion of respondents (25%) reported residing in the 91910 zip code, followed by 18% from 91913 and 15% from 91911. Other notable areas included 91915 (13%), 91914 (10%), and 91902 (5%). Additionally, 14% of participants identified as living outside these zip codes. This distribution highlights broad participation from residents across Chula Vista, ensuring diverse geographic perspectives in the survey responses.

Zip Code	Count	Percentage
91910	1036	25%
91913	348	18%
91911	119	15%
91915	74	13%
91914	66	10%
91902	12	5%
Other	179	14%

Race/Ethnicity (n=1,253)

Participants in the survey reflected the rich diversity of the Chula Vista community. Of the 1,282 participants, 8 (0.62%) identified as American Indian/Native American/Alaska Native, 100 (7.80%) as Asian or Pacific Islander, 32 (2.50%) as Black or African American, 537 (41.89%) as Hispanic or Latino, 96 (7.49%) as Two or More Races, and 387 (30.19%) as White. Additionally, 8 (0.62%) participants identified as Other, while 114 (8.89%) chose not to answer or did not respond to the demographic question.

Comparing the survey participant demographics to the 2022 American Community Survey (ACS) from the United States Census Bureau estimates for Chula Vista reveals notable differences:

Ethnicity/Race	Survey Percentage	ACS Percentage
Hispanic or Latino	43%	64.90%
White (Non-Hispanic)	31%	25.10%
Asian	8%	12.60%
Black or African American	3%	5.00%
American Indian/Native American/Alaska Native	< 1%	2.00%
Native Hawaiian or Other Pacific Islander	n/a	0.50%
Two or More Races	8%	31.70%
Prefer not to answer	7%	-
Other	< 1%	23.00%

These discrepancies suggest that certain groups, particularly Hispanic or Latino and Asian residents, are underrepresented in the survey compared to their actual proportions in the city's population. Conversely, White (Non-Hispanic) individuals appear overrepresented in the survey. These variations highlight the importance of employing targeted outreach strategies in future surveys to ensure more representative participation that accurately reflects Chula Vista's diverse community.

Primary Language (n=1254)

Survey respondents were asked to identify their primary language, providing insights into the linguistic diversity of Chula Vista. The majority (88%) reported English as their primary language, while 9% indicated Spanish. Other languages, including Filipino and additional unspecified languages, were reported by less than 1% of respondents each. Additionally, 1% of participants preferred not to answer. This data reflects a predominantly English-speaking respondent base, with Spanish representing the most significant non-English linguistic group.

Language	Count	Percentage
English	1109	88%
Filipino	4	0%
Other	5	0%
Prefer not to answer	18	1%
Spanish	118	9%

Overview of Survey Questions

The survey sought to gather comprehensive insights from participants through a wide range of questions covering various aspects of life in Chula Vista. Respondents were asked what they appreciate most about the City, sharing what they love most about the community. They were also invited to provide feedback on areas where they feel the City could improve, highlighting opportunities for growth or enhancement. An additional question encouraged participants to share any specific insights or experiences about living or working in Chula Vista that they felt the City should consider.

The survey included questions about the overall quality of life in Chula Vista, with participants rating it as excellent, good, fair, poor, or very poor. They were also asked to identify which City facilities or services, such as animal care services, public parks, libraries, or cultural venues, they engage with most frequently.

Another key section focused on identifying community priorities for the next five years. Respondents were asked to rank a range of issues, such as homelessness, housing development and affordability, fiscal responsibility, traffic, parks and recreation, public safety, and infrastructure repair or replacement, as either not a priority, a lower priority, or a higher

priority. Participants were further encouraged to suggest what the City should prioritize to support future generations, with ideas related to education, public libraries, youth services, job training, and parks and recreation.

To understand communication preferences, the survey explored how participants typically receive information and updates about the City, with options including the City's website, social media, email newsletters, local news outlets, text alerts, and community meetings. Lastly, respondents were asked about the types of businesses or industries they would like to see grow in Chula Vista, with options ranging from healthcare, green energy, and dining services to creative arts, education, and manufacturing.

This wide-ranging set of questions aimed to capture a holistic view of the community's perspectives, priorities, and aspirations, providing invaluable input for Chula Vista's strategic planning process. The next section will provide a detailed breakdown and analysis of the survey responses, organized by each survey question.

What Respondents Appreciated About Chula Vista

The written, qualitative responses to the question, "What do you appreciate most about the City of Chula Vista?" revealed deep admiration for various aspects of the community. This feedback highlights the qualities that residents and stakeholders cherish, offering valuable insights into what defines the city's appeal. By examining both shared themes across all respondents and unique themes specific to certain subgroups, the City gains a clearer understanding of the diverse ways people experience Chula Vista.

Overall, respondents expressed strong appreciation for Chula Vista's sense of community and cultural diversity. They frequently described the city as a welcoming place where people from different backgrounds come together to create a vibrant and inclusive atmosphere. Access to parks and green spaces also emerged as a central theme, with respondents valuing the opportunities these areas provide for relaxation, recreation, and connecting with nature. Another commonly shared sentiment was the city's safe and family-friendly environment, which many said contributes to a sense of comfort, security, and belonging.

In addition to these shared themes, distinct patterns emerged within specific subgroups. These unique perspectives shed light on how different populations within Chula Vista experience the City and what aspects they value most.

Shared Themes Across All Groups - Appreciated About Chula Vista

Community Spirit and Diversity: Many respondents highlighted the city's strong sense of community and its cultural diversity as defining characteristics. They described Chula Vista as a welcoming and inclusive environment where people from varied backgrounds coexist harmoniously, fostering pride and a sense of belonging.

Access to Parks and Green Spaces: The availability of parks and recreational spaces was another prominent theme. Respondents praised the City for providing ample opportunities to enjoy the outdoors, relax, and connect with nature. These green spaces were often described as essential to maintaining a high quality of life and building community connections.

Safe and Family-Friendly Atmosphere: The City's safety and family-oriented nature were recurring points of appreciation. Respondents frequently emphasized that Chula Vista offers a secure and comfortable environment for raising families, contributing to their overall satisfaction with living in the city.

Unique Themes Within Subgroups - Appreciated About Chula Vista

Race-Ethnicity Subgroups:

Hispanic or Latino Respondents: This group uniquely expressed pride in Chula Vista's cultural heritage and traditions. Many highlighted their connection to the city's rich Hispanic culture, often pointing to events and historical ties that resonate deeply with their identity. They appreciated how these elements are celebrated and preserved, fostering a sense of representation and community pride.

White Respondents: Respondents in this group uniquely emphasized the city's tranquility and open spaces. They often cited scenic views and peaceful neighborhoods as defining features of their experience, framing Chula Vista as an ideal place for relaxation and serenity.

Age Group Subgroups:

Younger Respondents (35-44): This group expressed unique appreciation for the City's community events and family-oriented activities. They valued the opportunities to engage with neighbors and participate in enriching experiences for their children, emphasizing how these activities enhance their connection to the city.

Older Respondents (65+): Those aged 65 and older uniquely highlighted the city's slower pace of life compared to surrounding areas. They described Chula Vista as a haven for retirees, appreciating its quieter neighborhoods and the sense of peace they provide, which they find ideal for relaxation and enjoying their later years.

The responses to this question underscore the many dimensions of Chula Vista that residents and stakeholders value. From its welcoming community spirit and cultural diversity to its well-maintained parks and safe, family-friendly atmosphere, these themes highlight the qualities that make the city a cherished place to live, work, and visit. Furthermore, the unique perspectives within subgroups illustrate how Chula Vista's diverse population experiences and appreciates the city in distinct ways, reflecting the rich tapestry of identities and lifestyles that contribute to its character. This nuanced understanding of community sentiment serves as a foundation for the City to celebrate its strengths while addressing opportunities for growth in ways that resonate with its residents.

Opportunities for Improvement in Chula Vista

The question, "In what areas do you feel the City of Chula Vista could improve? Let us know where you see opportunities for growth or enhancement," invited respondents to identify areas where they see potential for development and progress in the city. This feedback highlights both shared concerns across diverse groups and unique perspectives within specific subpopulations. Together, these responses provide a comprehensive view of the opportunities for Chula Vista to better meet the needs of its community.

Overall, respondents identified key areas for improvement, such as enhancing recreational facilities, addressing social challenges like homelessness and affordable housing, and tackling infrastructure concerns, including traffic management and road maintenance. These shared themes underscore the community's priorities for fostering a better quality of life and creating a city that continues to grow and thrive. In addition, the feedback revealed unique concerns within specific demographic subgroups, highlighting distinct priorities that reflect the diverse experiences and perspectives of Chula Vista's population.

Shared Themes Across All Groups - Opportunities for Improvement in Chula Vista

Improved Sports and Recreational Facilities: Many respondents emphasized the need for more sports facilities, such as soccer fields and community complexes. This theme reflects a widespread desire for enhanced recreational amenities that support physical activity, community engagement, and youth development.

Addressing Homelessness and Affordable Housing: A significant portion of respondents expressed concern about homelessness and the availability of affordable housing. These responses highlight a focus on social equity and improving quality of life, indicating that addressing these issues is a top priority for many residents.

Traffic Management and Road Maintenance: Issues related to traffic congestion and poor road conditions were frequently mentioned. Participants called for better infrastructure, including road repairs and strategies to alleviate congestion in high-traffic areas, reflecting the community's need for improved mobility and infrastructure.

Unique Themes Within Subgroups - Opportunities for Improvement in Chula Vista

Hispanic or Latino Respondents (18-24): This group uniquely emphasized the need for better educational opportunities and improvements in local schools. They expressed a strong belief that investing in education is vital for the future success of the community and its younger generations.

Asian or Pacific Islander Respondents (25-34): Participants in this group highlighted concerns about the cleanliness and safety of public areas. They stressed the importance of maintaining well-kept and secure public spaces to enhance the city's overall livability.

Age Group Subgroups - Opportunities for Improvement in Chula Vista

Younger Respondents (18-24): This age group frequently mentioned the need for increased accessibility and more opportunities for youth, particularly in education and recreational activities. Their responses suggest a focus on long-term development initiatives tailored to younger residents, reflecting their aspirations for a city that better supports future generations.

The responses to this question offer valuable insights into areas where Chula Vista could improve and evolve to better serve its community. From shared concerns such as recreational facilities, housing, and traffic management to the unique priorities of specific demographic groups, the feedback reflects the diverse needs and aspirations of the city's residents. These perspectives provide a roadmap for identifying key opportunities for growth and enhancement, allowing the City to address pressing challenges while fostering an inclusive and forward-thinking vision for its future. By listening to these voices, Chula Vista can continue to build on its strengths and create a thriving, vibrant community for all.

Additional Insights and Experiences Shared by Respondents

The survey question, "Is there anything about your experience living or working in Chula Vista that you would like the City to know? Please share any additional insights or experiences you'd like us to consider," provided participants with an opportunity to voice broader concerns, share unique perspectives, and offer suggestions for the City's improvement. The responses

highlighted both shared themes across all groups and unique perspectives within specific subpopulations, shedding light on areas of focus that resonate deeply with the community.

Overall, the feedback emphasized the importance of youth services, educational improvements, and job training initiatives, reflecting the community's priorities for fostering growth and opportunity. Additionally, specific subgroups raised unique concerns, such as transportation improvements, clean energy initiatives, and mental health resources, underscoring the diversity of experiences and perspectives within Chula Vista's population.

Shared Themes Across All Groups - Additional Insights and Experiences

Youth Services and Programs: Many respondents emphasized the need for expanded youth services, such as sports programs, community activities, and skill-building opportunities. This theme reflects a collective desire to invest in the city's younger residents, fostering their growth, engagement, and long-term contributions to the community.

Improving Educational Facilities: Numerous participants called for better educational resources, including improved school infrastructure, expanded public libraries, and access to educational programs. These suggestions underline the community's belief in the critical role of education in supporting future generations and ensuring the city's success.

Job Training and Employment Opportunities: Respondents frequently mentioned the need for job training initiatives and employment programs. This theme reflects a widespread recognition of the importance of equipping residents with skills to achieve economic stability and career growth, which would benefit both individuals and the community as a whole.

Unique Themes Within Subgroups - Additional Insights and Experiences

Race-Ethnicity Subgroups

Hispanic or Latino Respondents (25-34): This group uniquely focused on the need for transportation improvements and sports complexes. Their responses highlighted the importance of accessible infrastructure for enhancing both mobility and recreational opportunities within the city.

Asian or Pacific Islander Respondents (25-34): Participants in this subgroup emphasized the integration of clean energy initiatives. Their responses suggest a forward-thinking approach to sustainable development and a commitment to environmental stewardship, aligning with broader trends in community and global priorities.

Age Group Subgroups

Younger Respondents (18-24): This age group expressed a unique concern for addressing mental health resources in Chula Vista. Their responses reflect a growing awareness of the importance of mental health as a crucial component of community well-being and quality of life.

The responses to this question highlight the diverse priorities and aspirations of Chula Vista's residents and workers. The emphasis on youth services, education, and job training reflects shared goals for fostering growth and opportunity across the community, while the unique themes raised by specific subgroups offer insights into targeted areas for improvement. These perspectives provide a roadmap for addressing the community's immediate needs while building a sustainable, inclusive, and thriving future. By listening to and acting on this feedback, Chula Vista can better align its initiatives with the diverse needs and values of its population, ensuring progress that resonates across all groups.

Overall Quality of Life in the City of Chula Vista? (n=855)

Participants were asked to rate the overall quality of life in Chula Vista, with 64% describing it as "Good" and 21% as "Excellent," indicating a high level of satisfaction among respondents. An additional 14% rated it as "Fair," while less than 1% selected "Poor" or "Very Poor." These results reflect a generally positive perception of life in Chula Vista, with room for improvement in areas that may contribute to a "Fair" rating for some residents.

Rating	Count	Percentage
Excellent	180	21%
Good	549	64%
Fair	120	14%
Poor	4	<1%
Very Poor	2	<1%

Overall Quality of Life by Race/Ethnicity for those who responded or did not indicate "prefer not to answer" (n=795). No participant indicated "Native Hawaiian"

Participants were asked to rate the overall quality of life in Chula Vista, with responses analyzed by race and ethnicity for those who did not select "Prefer not to answer." This breakdown provides a nuanced view of how different racial and ethnic groups perceive life in the city, highlighting areas of alignment and divergence. The data reflects a generally positive sentiment across most groups, with the majority of respondents rating the quality of life as either "Good" or "Excellent." However, variations in the distribution of ratings between groups reveal unique perspectives and priorities that can inform targeted efforts to enhance the city's livability for all residents.

	American Indian/ Native American/ Alaska Native (n=8)	**Asian or Pacific Islander (n=63)**	**Black or African American (n=26)**	**Hispanic or Latino (n=347)**	**White (n=271)**	**Two or More Races (n=75)**	**Other (n=5)**
Excellent	13%	19%	23%	20%	24%	19%	60%
Good	38%	70%	62%	64%	65%	67%	40%
Fair	50%	11%	15%	15%	11%	13%	
Poor						<1%	
Very Poor				< 1%			

Overall Quality of Life by Age Group for those who responded or did not indicate "prefer not to answer" (n=843). Participants were also asked to rate the overall quality of life in Chula Vista, with responses analyzed by age group for those who did not select "Prefer not to answer." The data reveals a predominantly positive perception of quality of life across all age groups, with the majority of respondents in each group rating it as either "Good" or "Excellent."

Younger respondents aged 18-24 had the highest percentage of "Excellent" ratings (25%), indicating a particularly favorable view of life in the city among this group. Meanwhile, respondents aged 45-54 and 65+ also showed strong positivity, with 24% in both groups

selecting “Excellent.” In contrast, the under-18 group provided the highest proportion of “Good” ratings (91%), showing overall satisfaction but less frequent top-tier ratings.

The percentage of “Fair” responses was highest among younger adults aged 18-24 (20%) and decreased with age, while ratings of “Poor” or “Very Poor” were minimal across all groups, with less than 1% reporting dissatisfaction in most cases.

This breakdown highlights generally high satisfaction with quality of life in Chula Vista across all age groups, with slight differences in ratings that may reflect varying expectations and priorities at different life stages.

	Under 18 (n=20)	**18-24 (n=73)**	**25-34 (n=257)**	**35-44 (n=266)**	**45-54 (n=109)**	**55-64 (n=107)**	**65+ (n=11)**
Excellent	9%	25%	19%	18%	24%	17%	24%
Good	91%	55%	59%	65%	66%	63%	64%
Fair		20%	21%	16%	9%	18%	12%
Poor			1%	< 1%	1%		
Very Poor				< 1%		1%	

City Facilities or Services (n=822)

Survey respondents were asked which city facilities or services they interact with and feel most engaged with in Chula Vista. The results highlight public parks as the most frequently mentioned, with 74% of respondents indicating engagement with these spaces. Trails and open spaces (59%) and sports fields or courts (52%) also ranked highly, emphasizing the community’s appreciation for outdoor and recreational amenities.

City events, such as festivals and parades, were selected by 36% of respondents, reflecting the importance of community gatherings in fostering connection. Libraries (34%) and recreational centers (33%) were also noted as significant engagement points, demonstrating the role of these facilities in providing educational and social opportunities.

Less commonly mentioned facilities and services included cultural and arts venues (18%), public pools (14%), and Animal Care Services (12%). Public transportation services and City Council/public meetings were each selected by 11% of respondents, while City Hall (7%) and Development Services for permits (5%) were mentioned less frequently.

This data illustrates a strong preference for outdoor, recreational, and community-focused amenities, while engagement with administrative and specialized City services is less common. These insights can guide the City's efforts to enhance accessibility and engagement across a wider range of services.

Service	Count	Percentage
Public parks	605	74%
Trails and open spaces	481	59%
Sports fields or courts	424	52%
City events (e.g., festivals, parades)	298	36%
Libraries	283	34%
Recreational centers	268	33%
Cultural and arts venues	150	18%
Public pools	115	14%
Animal Care Services	96	12%
City Council and/or other public meetings	92	11%
Public transportation services	91	11%
City Hall	56	7%
Other	49	6%
Development Services for permits	45	5%

Supporting Future Generations (n=619)

Survey respondents of Chula Vista emphasized the importance of education and school infrastructure to support the city's youth. Many expressed the need for expanding middle and high schools to address overcrowding, particularly in the eastern neighborhoods. Improved school facilities, especially in the west, were highlighted as critical to providing equitable learning opportunities. Suggestions also included enhancing curriculum offerings in financial literacy, STEM, and arts, as well as integrating career and technical education programs to prepare students for various career paths.

The community voiced strong support for job training and career readiness initiatives. Programs that connect youth to internships, apprenticeships, and trade skill development were seen as vital for ensuring future employability. Residents recommended fostering partnerships between the City, local businesses, and educational institutions to create hands-on training opportunities that align with workforce demands.

Another recurring priority was the development and maintenance of parks, recreation facilities, and outdoor spaces. There was overwhelming support for building a state-of-the-art sports complex, particularly for soccer, to host tournaments and support local youth sports. Residents also called for expanded green spaces, recreational trails, and community gathering areas, ensuring equitable access across the city. These spaces were recognized not only as places for physical activity but also as essential hubs for fostering community engagement and well-being.

Public libraries and community learning hubs were also identified as key resources for youth development. Modernizing libraries with enhanced technology, expanded programming, and after-school activities was recommended to meet the evolving needs of the community. Libraries were seen as safe, inclusive spaces that could serve as vital centers for education and civic engagement.

Additionally, residents highlighted the need for affordable housing to ensure families and young people can continue to live and thrive in Chula Vista. Sustainable city planning that balances growth with the preservation of open spaces was emphasized. The establishment of a four-year university was also viewed as a critical step in developing local talent and supporting economic growth, alongside cultural programs and events to foster a sense of community pride and inclusion.

Information and Updates from the City (n=759)

Respondents were asked how they usually receive information and updates about Chula Vista, revealing a strong preference for digital and social media platforms. Social media emerged as

the most commonly used channel, with 57% of respondents indicating it as their primary source for City updates. This highlights the effectiveness of platforms such as Facebook, Instagram, X (formerly Twitter), and Next Door in reaching the community.

Email newsletters and local newspapers, TV, or digital news followed closely, with 42% of respondents using each of these channels to stay informed. The City's website was another significant source of information, accessed by 31% of participants.

Traditional communication methods, such as mailers or flyers, were less commonly used, selected by 15% of respondents, while City Council meetings (11%) and community meetings and workshops (8%) had lower levels of engagement. Text alerts and other methods were the least utilized, each chosen by 6% of participants.

These results suggest that leveraging social media and digital communication channels is key to reaching the majority of residents. However, maintaining a mix of methods, including traditional approaches, ensures inclusivity and accessibility for all members of the community.

Communication Channel	Count	Percentage
Social media (e.g., Facebook, Instagram, X, Nextdoor, etc.)	434	57%
Email newsletters	320	42%
Local newspaper, TV or digital news	315	42%
City website https://www.chulavistaca.gov/	233	31%
Mailers or Flyers	111	15%
City Council Meetings	82	11%
Community meetings and workshops	62	8%
Text alerts	47	6%
Other	44	6%

Businesses or Industries (n=738)

Participants were asked to identify the types of businesses or industries they would like to see grow in Chula Vista, revealing strong community interest in sectors that enhance quality of life, provide job opportunities, and promote economic development.

The top choice was Dining and Food Services, selected by 58% of respondents, reflecting a community desire for more culinary options and vibrant dining experiences. Education and Training closely followed at 56%, highlighting the importance of opportunities to support learning and skill development. Creative Arts and Entertainment ranked third at 48%, underscoring an interest in cultural enrichment and recreational activities.

Other frequently mentioned industries included Healthcare and Wellness (42%), Tourism and Hospitality (35%), Technology (35%), and Green Energy and Sustainability (34%), indicating strong support for sectors that contribute to community well-being, economic growth, and environmental stewardship.

Retail (29%) and Transportation and Logistics (19%) were less frequently mentioned but still represent areas of interest for expansion. Similarly, industries such as Home Services (17%), Manufacturing and Industry (16%), Building and Construction (14%), and Financial Services (14%) were identified as areas for growth by smaller portions of the community.

The responses illustrate a diverse range of priorities, with a notable emphasis on industries that enhance lifestyle, support innovation, and align with sustainable development goals. This feedback provides valuable guidance for economic planning and development initiatives in Chula Vista.

Business or Industry Type	Count	Percentage
Dining and Food Services	425	58%
Education and Training	416	56%
Creative Arts and Entertainment	355	48%
Healthcare and Wellness	313	42%
Tourism and Hospitality	259	35%
Technology	255	35%
Green Energy and Sustainability	250	34%

Retail	211	29%
Transportation and Logistics	140	19%
Home Services (e.g., plumbing, landscaping)	124	17%
Manufacturing and Industry	115	16%
Building and Construction	103	14%
Financial Services	102	14%
Other	56	8%

Conclusion

The City of Chula Vista's Strategic Plan Survey provides a comprehensive snapshot of the community's priorities, challenges, and aspirations as it plans for the future. The feedback reflects a shared commitment to creating a vibrant, inclusive, and sustainable city that serves the diverse needs of its residents. Common themes include the need for expanded education and job training opportunities, improved parks and recreational facilities, and enhanced public infrastructure. Respondents also expressed a strong desire for affordable housing, accessible youth services, and modernized public libraries to support learning and civic engagement. These priorities align with the community's vision of fostering a high quality of life and long-term growth.

The survey highlights the importance of tailoring City initiatives to the unique needs of Chula Vista's diverse population. Key subgroup differences—such as younger respondents emphasizing youth services and mental health resources and Hispanic or Latino participants advocating for transportation improvements—underscore the need for targeted, equitable approaches. By leveraging this rich dataset, the City can make informed decisions that honor the voices of its community members.

For more information on the Community Survey Results, please visit the City's website: https://publicinput.com/Report/s5uliffkwuj

APPENDIX D. COMMUNITY WORKSHOPS EXECUTIVE SUMMARY

Overview

In November and December 2024, the City of Chula Vista conducted an extensive community engagement process to gather input from residents and stakeholders and inform its 2025 Strategic Plan. Through six strategically planned community meetings across all four districts, the City engaged diverse stakeholders through both in-person and virtual formats. Each meeting was designed to understand the needs, values, and aspirations of community members to ensure the strategic plan authentically reflects the priorities of Chula Vista's residents. This executive summary outlines the community input process for Chula Vista's 2025 strategic priority planning, highlighting resident-identified strengths, areas for improvement, and a collective vision for the city's future.

The meetings took place across various locations to maximize accessibility and representation, including dedicated sessions for business owners. To further enhance participation opportunities, the City launched an online Strategic Plan survey that ran from December 19, 2024, to January 3, 2025, ensuring that all community voices had the opportunity to contribute to this vital planning process.

Meeting Schedule and Format

- Wednesday, November 20, 2024, 5:00 p.m. District 4 - Loma Verde Recreation Center
- Wednesday, December 4, 2024, 5:15 p.m. Virtual Community Meeting (Zoom)
- Thursday, December 5, 2024, 2:00 p.m. Chula Vista Business Community
- Thursday, December 5, 2024, 6:15 p.m. Norman Park Senior Center
- Saturday, December 7, 2024, 9:00 a.m. Montevalle Recreation Center
- Saturday, December 7, 2024, 1:00 p.m. Veterans Recreation Center

Methodology

Each community meeting lasted approximately 1.5 hours and was facilitated by Dr. Cristina Padilla from the Centre for Organization Effectiveness. Attendance ranged from 10 to 36 participants per session, representing diverse demographics and interests within the community.

Participants engaged with five core questions designed to elicit comprehensive insights:

1. What do you see as Chula Vista's greatest strengths? What qualities or features do you feel proud of and want to preserve as we plan for the future?
2. What do you feel are some of Chula Vista's most pressing needs? Are there specific areas you think should be improved or developed further?
3. Imagine the next five to ten years — what kind of city would you like this to become? What would you like to see us achieve together?
4. Are there specific projects or programs that you feel would help us reach that vision? Or perhaps there are community challenges you think we need to tackle first?

The consistent structure across all meetings enabled systematic analysis of community feedback, revealing shared priorities and concerns across Chula Vista's diverse population. The analysis incorporated both quantitative data and qualitative insights from residents' testimonies, ensuring a

comprehensive understanding of community needs. To maintain inclusivity, the analysis carefully considered input across demographic groups, including residents, business owners, and community leaders, ensuring the strategic priorities reflect the full spectrum of community perspectives.

Community-Identified Strengths

Cultural Diversity and Community Spirit: Residents consistently praised Chula Vista's rich multicultural heritage and strong sense of community. The city's diverse population contributes to a vibrant cultural landscape, fostering inclusive environments for families, seniors, and individuals from all backgrounds. Community members highlighted how this diversity enriches local events, businesses, and everyday interactions.

Affordable Living and Small-Town Charm with Big-City Amenities: Community members expressed that Chula Vista offers relative affordability compared to other areas in San Diego County, making it an attractive place for both newcomers and long-standing residents. Many emphasized the importance of maintaining a balance between the small-town charm of Chula Vista and its access to big-city amenities like parks, schools, and dining options. Preserving affordability while ensuring continued growth was identified as a key priority in future planning discussions.

Quality Educational System: The community expressed strong pride in local schools, particularly noting:

- Excellence in K-12 education
- Innovative programs like dual immersion
- Strong special education resources
- Presence of unique institutions like the Olympic Training Center
- Potential for higher education expansion and prospective university campuses

Park and Recreation Assets: Residents value the City's extensive network of parks, recreational facilities, and open spaces. These amenities provide essential gathering places for families and contribute to the high quality of life in Chula Vista. Community members emphasized the importance of maintaining and expanding these resources as the city grows.

Public Safety and City Services: The community recognized Chula Vista's commitment to public safety and efficient City services, including:

- Professional law enforcement and emergency services
- Advanced technology implementation for public safety
- Effective waste management and recycling programs
- Commitment to environmental sustainability

Community and Family-Oriented Environment: Community members emphasized Chula Vista’s family-friendly atmosphere, pointing out the excellent schools, abundant parks, and recreational opportunities available for children and families. The City’s focus on safety, cleanliness, and providing a supportive environment for families resonated strongly with residents. Many shared how Chula Vista’s reputation for quality of life, particularly for children, has contributed to its appeal for long-term residents and newcomers alike.

Business-Friendly and Growing Economy: While some residents voiced concerns about high rent and business viability, particularly on the East Side, others expressed optimism about the City's ongoing efforts to create a business-friendly environment. Feedback from local business owners and community members indicated a desire to attract new businesses, support local entrepreneurs, and capitalize on development opportunities, especially in downtown Chula Vista. Economic growth, job opportunities, and urban expansion were identified as key areas for future investment.

Commitment to Sustainability and Green Initiatives: Sustainability was a frequent topic in community discussions, with residents commending the City's focus on waste reduction, composting, and environmental education. Input from public meetings emphasized the importance of green initiatives and the preservation of green spaces within the city.

Rich History and Future Prospects: Residents shared their pride in Chula Vista's rich "intergenerational" history and cultural heritage, describing the city as a "melting pot" with deep-rooted traditions. Many emphasized the importance of preserving this legacy while accommodating the needs of future growth.

Strong Community Connections and Resident Pride: The sense of community in Chula Vista was repeatedly cited as one of the city's greatest strengths. Long-standing residents shared their pride in the city's multicultural identity and strong social fabric. Community members stressed the importance of fostering connections between residents, businesses, and local leadership to ensure a collaborative and inclusive approach to the city's growth and development.

Priority Areas for Enhancement

Infrastructure and Transportation: Community members identified several critical infrastructure needs:

- Road repair and sidewalk maintenance
- Traffic flow improvements
- Enhanced and expanded public transit options, including trolleys, smaller local buses, ride-sharing apps and reduced or free fares.
- More accessible, reliable bus routes (e.g., bench placement, sheltered stops, expanded schedules) and highlighted difficulties with sudden route changes or limited transfer windows
- Better connectivity between neighborhoods
- Pedestrian and cyclist safety measures
- Exploring multi-modal travel options such as bike lanes and walkability
- Infrastructure equity, especially for schools and public amenities, between East and West sides
- Removal of toll fee on SR-125

Increasing Public Safety: Community members emphasized the need for stronger police-community relationships and a more visible law enforcement presence across the city. Traffic and pedestrian safety emerged as critical concerns, with residents highlighting issues such as speeding and red-light running. Participants called for proactive, relationship-based approaches to law enforcement.

Housing and Community Development – Residents expressed concerns about:

- Rising housing costs and limited affordable options
- Need for diverse housing types
- Homelessness and mental health services - addressing both the immediate and long-term

needs of unhoused individuals and the concerns of residents and businesses
- Balanced approach to growth and development
- Preservation of neighborhood character
- School capacity planning.

Economic Development and City Beautification – Priority areas for economic growth include attracting industry, showcasing the city's potential and shift its "bedroom community" reputation:
- Broadway Corridor revitalization
- Downtown development and upgrades to neglected, vacant buildings
- Business attraction and retention
- Job creation and workforce development
- Support for small businesses
- Enhancement of commercial areas and support for a local university to anchor a professional pipeline and attract talent
- Brand-building outreach campaigns

Transparency, Accountability, and Community Outreach: A need for open communication, streamlined paperwork, and regular updates from city officials emerged throughout the meetings. Community members called for clear timelines, budget transparency, and regular progress updates on major projects. Proposed methods include improved websites, social media outreach, dashboards, newsletters, and liaison programs that bridge gaps between local government, law enforcement, and the public.

Community Services and Programs

Youth Programs and Services – Residents emphasized the need for:
- Upgrading existing facilities to provide recreation, youth programs and expanded after-school programs
- Recreational activities and sports leagues
- Educational enrichment opportunities
- Mentorship and leadership development
- Safe spaces for youth gathering
- Equitable access to programs across all neighborhoods

Senior Services – The community identified priorities for senior support:
- Affordable recreational programs
- Transportation services
- Social engagement opportunities
- Health and wellness programs
- Housing options for aging in place
- Improved accessibility to facilities and services

Cultural and Community-Building Events – Participants expressed desire for:
- More cultural celebrations and festivals
- Public art initiatives
- Community gathering spaces
- Educational and cultural programs

- Enhanced library services
- Preservation of local history

A Community Vision for Chula Vista's Future

A Complete City – Community members envision Chula Vista as "One City" that offers:

- Diverse housing options for all income levels
- Robust employment opportunities
- Comprehensive recreational facilities
- Strong educational institutions
- Vibrant commercial districts
- Efficient public transportation

Cultural Destination – Residents aspire to see Chula Vista become:

- A celebrated binational cultural hub
- A destination for arts and entertainment
- A center for cultural exchange
- A celebrated historical legacy
- An inclusive community gathering place

Environmental Leadership – The community emphasized:

- Sustainable development practices
- Green space preservation to create a cleaner, greener city
- Climate action initiatives
- Water conservation programs
- Renewable energy adoption
- Environmental education

Public Services Excellence – Priorities include:

- Modern infrastructure systems
- Responsive emergency services
- Efficient city operations
- Smart city technologies
- Proactive maintenance programs
- Enhanced community engagement

Common Priorities Across Meetings

Across all community meetings, regardless of location or participant demographics, several consistent priorities emerged. All groups emphasized the critical need for improved infrastructure, affordable housing solutions, robust youth and senior programs, enhanced public safety presence, and transparent governance. There was strong consensus that future development must balance growth with preservation of neighborhood character.

Geographic and demographic distinctions revealed additional nuanced priorities. West Side residents consistently highlighted concerns about vacant properties, underfunded recreational facilities, and the need for more equitable resource distribution. Business owners emphasized streamlining permit

processes and enhancing Chula Vista's regional brand to attract investment and enterprise. Senior participants across all meetings stressed the importance of expanding affordable recreational programs and transportation services, particularly noting accessibility challenges.

These common threads, while expressed through different community lenses, paint a picture of shared aspirations for Chula Vista's future - one that promotes equitable growth while preserving the city's unique character and enhancing quality of life for all residents.