



CITY OF OCEANSIDE

# ECONOMIC DEVELOPMENT ELEMENT

QUICK REFERENCE GUIDE

## PURPOSE/THEMES

The City of Oceanside has prepared an Economic Development Element (EDE) to establish, refine, and consolidate goals and policies that will inform future actions affecting the City's fiscal resources and the local economy. This Quick Reference Guide to Oceanside's EDE provides a snapshot of the City's competitive economic position in the region and outlines goals, policies, and implementation measures necessary to grow and diversify the City's economy in ways that lift the fortunes and enhance the well-being of Oceanside residents. This Quick Reference Guide specifically provides direction to City disciplines whose functions impact the City's financial resources and economic circumstances and helps them fulfill their respective missions in a manner supportive of the City's long-term fiscal and economic health.

Technical research/analysis and public input revealed the following key themes associated with economic development, which have contributed to the formation of EDE goals, policies, and action items:

### quality of life

Enhancing public health and safety, encouraging a wide range of decent and affordable housing options, providing convenient and reasonably priced mobility options, improving access to commercial goods and services, upgrading the visual quality of the City, providing opportunities for public recreation, social interaction, and community-building.



### prosperity

Leveraging key community assets to promote economic growth, supporting existing businesses, attracting new businesses, promoting economic synergies, facilitating entrepreneurship, increasing the number of high-wage jobs, expanding the local tax base, and increasing the local multiplier effect.



### resilience

Diversifying the local economy, workforce readiness, protecting key community assets, anticipating economic trends, promoting smart growth, increasing energy efficiency, increasing renewable energy, and reducing waste.



### collaboration

Leadership, broad participation in the decision-making process, improving coordination between City disciplines, strengthening relationships with the local business community, pursuing public-private partnerships with a wide range of stakeholders, actively participating in regional forums and initiatives (e.g., projects and programs sponsored by SANDAG), building coalitions with other North County cities to pursue mutually beneficial outcomes.





## CITY PROFILE

Situated in the northwest corner of the San Diego metropolitan area, the City of Oceanside is the County's third largest municipality, in terms of both land area and population. As of 2017, the City encompasses more than 42 square miles and presently accommodates more than 175,000 residents.

The City of Oceanside is building a broad-based local economy that accommodates a wide range of 21st century industry sectors, including the following:

- Sports and active lifestyle products
- Biotechnology
- Information/communication technology
- Healthcare
- Cleantech
- Precision manufacturing
- Hospitality
- Agriculture and agritourism



### CITY'S EMPLOYMENT SECTORS (2015 ESTIMATE)

|   |       |
|---|-------|
| Education, Health Care, Social Services                     | 21.6% |
| Accommodation, Food Service, Art, Entertainment, Recreation | 11.6% |
| Retail  | 12.7% |
| Professional Services                                       | 11.1% |
| Manufacturing   | 12.2% |
| Public Administration                                       | 5.2%  |
| Construction  | 5.4%  |
| Other Services  | 6.2%  |
| Finance, Insurance, Real Estate                             | 4.2%  |
| Transportation, Warehousing                                 | 4.3%  |
| Wholesale   | 2.0%  |
| Information   | 1.6%  |
| Agriculture, Fishing, Mining                                | 1.5%  |

### LARGEST ECONOMIC SECTORS IN THE SAN DIEGO REGION (2017 ESTIMATE)

|   |      |
|---|------|
| Educational Services, Health Care, and Social Services      | 349K |
| Professional, Scientific, and Management Services           | 244K |
| Arts, Entertainment, Recreation, and Accommodation and Food | 195K |
| Retail  | 169K |
| Manufacturing   | 145K |
| Finance, Insurance, and Real Estate                         | 102K |
| Construction  | 99K  |

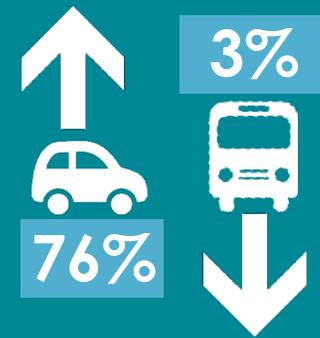
### JOBS-TO-HOUSING RATIO

Although the City's employment base is increasing, Oceanside continues to provide fewer job opportunities than most other cities in the region. As of 2017, Oceanside maintained a jobs-to-housing ratio of approximately 0.83, while the nearby cities of Vista and Carlsbad had jobs-to-housing ratios of 1.09 and 1.38, respectively.



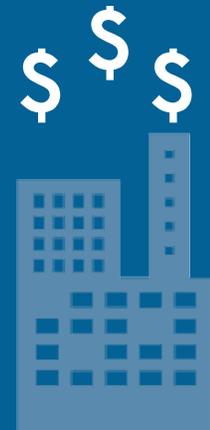
### COMMUTING PATTERNS

Most of Oceanside's working population is employed outside of the City. The 2015 U.S. Census Bureau American Community Survey (ACS) estimated that more than 76 percent of Oceanside workers commuted to their jobs alone in light-duty vehicles, traveling an average distance of more than 28 miles. Less than three percent of workers regularly commuted to work via public transit.



### NET ANNUAL RETAIL LEAKAGE

At present, the City of Oceanside is experiencing net annual retail leakage of more than \$647M – in other words, the City's residents spend more money on consumer goods outside of the City than within the City. Oceanside's net retail leakage is due to a variety of factors, including the absence of a regional shopping mall, the agglomeration of automobile sales in nearby Carlsbad, and tax-free retail venues on Camp Pendleton. The City's retail industry is also challenged by a regional market area that is constrained by the presence of the Pacific Ocean and large tracts of open space on Camp Pendleton and within the San Luis Rey River Valley.



# ECONOMIC ASSETS

Despite the economic challenges presented by the City's location on the fringe of the San Diego metro area, the City has a number of locational advantages that can be further leveraged to expand employment and increase tax revenue.

- Beaches and other coastal amenities
- Exceptional year-round weather
- South Morro Hills
- Affordable housing options
- Tourist attractions (Mission San Luis Rey, the California Surf Museum, the Oceanside Art Museum, and the Oceanside Soccer Complex)
- Oceanside Transit Center
- Health care, bio-technology communications technology
- Sports apparel/equipment operations
- Warehouse and distribution facilities
- Low cost of entry
- Opportunities for "green" and "blue" economies



# ECONOMIC CONSTRAINTS

The City is now largely "built-out" in the conventional sense, with little vacant land remaining for development of any kind. Most of the City's undeveloped acreage is either preserved open space or agricultural land. Many vacant properties still eligible for development face a variety of physical and regulatory constraints – e.g., steep topography, sensitive habitat, limited access, and utility easements. While the City still maintains limited inventories of vacant commercial and industrial land, there is virtually no vacant land available for the kind of residential "greenfield" development that has typified the City's housing growth over the past 40 years. Moreover, being bounded by the Pacific Ocean, Camp Pendleton, and the cities of Carlsbad and Vista, Oceanside has a limited sphere of influence beyond its incorporated area and thus little opportunity to annex additional land.

The City's location on the periphery of the San Diego Metropolitan Area limits demand for professional office uses, which tend to concentrate in downtown San Diego and other major employment centers.



# EMPLOYMENT LAND INVENTORY



The City's land area is dominated by residential and institutional land uses. The majority of institutional land in the City is comprised of designated open space, including public parks and natural habitat. Another 10% of the City's land area is public right-of-way (mostly public roads). Consequently, only a small percentage of the City's land area is ostensibly designated for employment uses.

| CITY'S DEVELOPABLE LAND AREA |       |
|------------------------------|-------|
| Residential                  | 38.2% |
| Commercial/Industrial        | 10.6% |
| Agriculture                  | 13.4% |
| Institutional/Open Space     | 26.5% |
| El Corazon Specific Plan     | 1.5%  |
| Right-of-Way                 | 9.8%  |

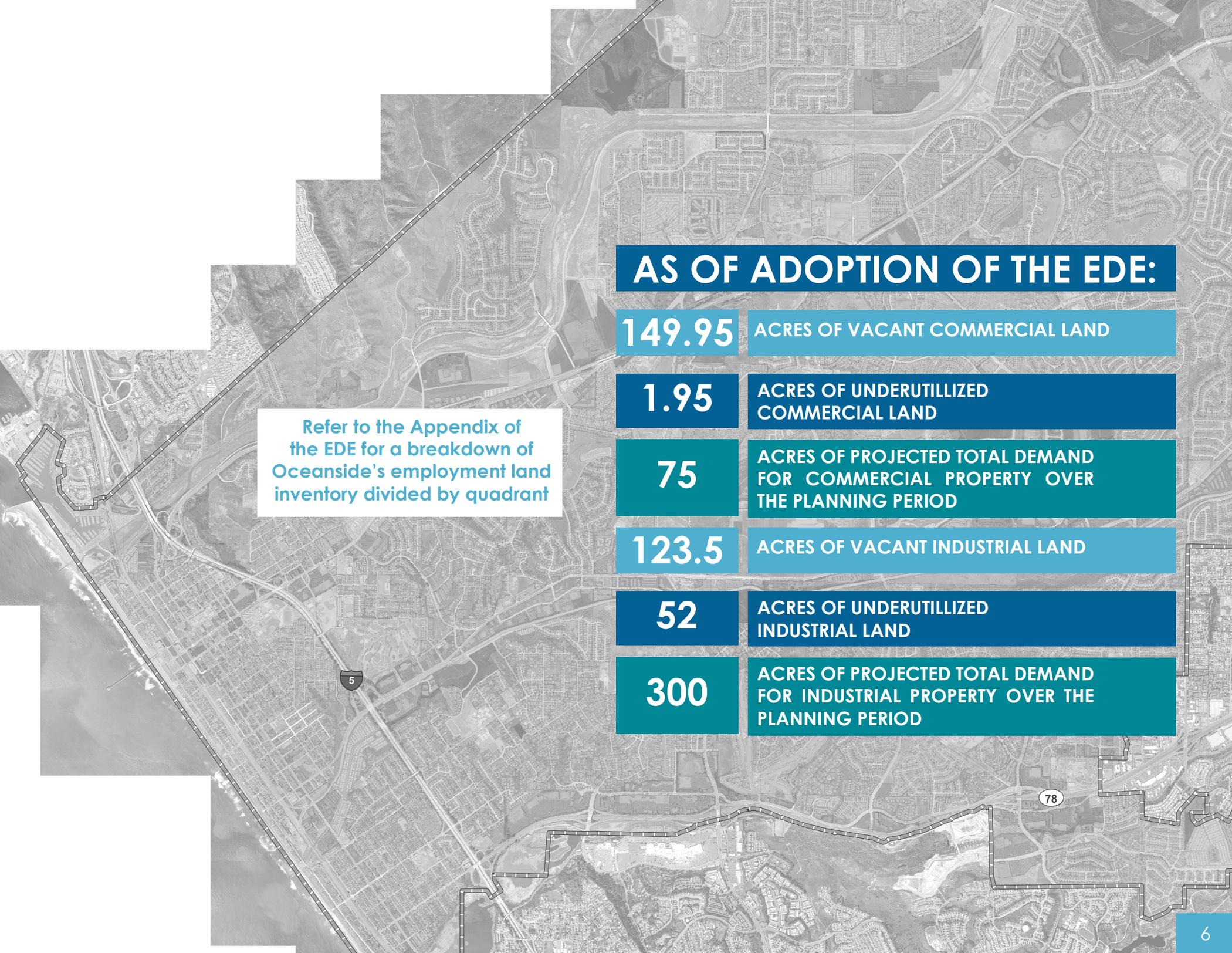
The City conducted an analysis of vacant and "underutilized" employment land to determine how the supply of employment aligns with anticipated demand for new commercial and industrial uses. This analysis applies data on assessed property value and building floor area to lot area ratio (FAR) to identify developed commercial and industrial properties that have the highest potential for conversion to higher and better employment uses (i.e., currently "underutilized" properties). Under this analysis, developed commercial and industrial properties with assessed value under \$15 per square foot and FAR under 0.20 are considered to have high potential for conversion.

| COMMERCIAL SITES BY EMPLOYMENT CORRIDOR |             |                            |                         |
|---|-------------|----------------------------|-------------------------|
| Employment Corridor                     | Vacant (ac) | Repurposing Potential (ac) | High Redevelopment (ac) |
| Coast Highway                           | 8.6         | 7.1                        | 75.6                    |
| Mission Avenue                          | 122.3       | 3.6                        | 28.3                    |
| Oceanside Boulevard                     | 26.3        | 1.0                        | 7.9                     |
| Highway 78                              | 16.0        | 2.5                        | 0.0                     |

| INDUSTRIAL SITES BY EMPLOYMENT CORRIDOR |             |                            |                         |
|---|-------------|----------------------------|-------------------------|
| Employment Corridor                     | Vacant (ac) | Repurposing Potential (ac) | High Redevelopment (ac) |
| Coast Highway                           | 0.0         | 0.2                        | 0.0                     |
| Mission Avenue                          | 40.8        | 2.0                        | 42.2                    |
| Oceanside Boulevard                     | 76.3        | 1.5                        | 25.6                    |
| Highway 78                              | 0.0         | 0.0                        | 0.0                     |

The analysis of vacant and underutilized employment land shows only a small amount of developed commercial land as being ripe for conversion to higher and better uses. Many of the developed sites are utilized well below the thresholds allowed under current zoning. The commercial districts in the City allow for residential in conjunction with mixed-use development and the addition of "rooftops" in the City's commercial corridors will increase demand for neighborhood-serving retail, restaurants, and other commercial uses. Moreover, new mixed-use development in these corridors will provide street improvements and other infrastructure upgrades that will make these corridors more attractive, walkable, and environmentally sustainable.

**The analysis reveals a surplus of commercial zoning and a deficit of industrial zoning over the 2018-2035 planning period.**



## AS OF ADOPTION OF THE EDE:

**149.95** ACRES OF VACANT COMMERCIAL LAND

**1.95** ACRES OF UNDERUTILIZED COMMERCIAL LAND

**75** ACRES OF PROJECTED TOTAL DEMAND FOR COMMERCIAL PROPERTY OVER THE PLANNING PERIOD

**123.5** ACRES OF VACANT INDUSTRIAL LAND

**52** ACRES OF UNDERUTILIZED INDUSTRIAL LAND

**300** ACRES OF PROJECTED TOTAL DEMAND FOR INDUSTRIAL PROPERTY OVER THE PLANNING PERIOD

Refer to the Appendix of the EDE for a breakdown of Oceanside's employment land inventory divided by quadrant

# IMPLEMENTATION

## CITY MANAGER'S OFFICE (CMO)

The CMO is responsible for the implementation of decisions established by the Oceanside City Council and the coordination of those efforts through various City departments.

The CMO includes policy implementation, budget development, legislative support, strategic planning, information technologies, and economic development.



## LIBRARY (LIB)

The mission of the Oceanside Public LIB is to engage, inform, connect, and inspire.

The Oceanside Public LIB will be the cultural heart of Oceanside, empowering the community by promoting literacy, information access, civic engagement, cultural inclusiveness, and openness to new ideas.



## WATER UTILITIES (WU)

The WU Department is responsible for purchasing water from the San Diego County Water Authority (SDCWA) and delivering it throughout the City for domestic, commercial, irrigation, and fire protection purposes.



Several City disciplines play a role in the implementation of the EDE. Achieving the goals and objectives of the EDE requires a collaborative effort that leverages the expertise and material resources of nearly every component of municipal operations.

## ECONOMIC DEVELOPMENT (ED)

ED's mission is to ensure the financial stability of the City by assisting users, developers, and brokers with business relocation, business expansion and improvements that create new employment opportunities and increased investment in the City and market Oceanside as a regional visitor's destination.



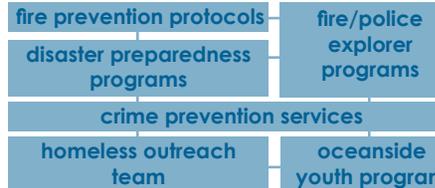
## NEIGHBORHOOD SERVICES (NS)

The NS Department's mission is to promote healthy neighborhoods by providing services to enhance the quality of life for the citizens of Oceanside and serve as a change agent in building strong families and safe communities through people, parks, and programs.



## PUBLIC SAFETY (PS)

The PS Department ensures the safety and security of all people in the City of Oceanside by providing responsive and professional police service with compassion and concern. Our purpose is to work with the community to build trust and provide quality service that actively prevents crime, reduces the fear of crime, and promotes safety.



## PUBLIC WORKS (PW)

The PW Department is committed to providing the highest level of service to construct, maintain, and enhance public facilities, programs, and infrastructure in a cost-effective manner.

The PW Department maintains the City's transportation system, streetlights, public landscaping, parks, public buildings, beaches, and pier. Special emphasis is placed on services to neighborhoods including solid waste clean-up, recycling materials, street sweeping, and graffiti control.



## DEVELOPMENT SERVICES (DSD)

The DSD is comprised of the Planning, Engineering, and Building Divisions. With the City's General Plan as a blueprint, the department oversees all aspects of land use, natural resource and transportation planning, design of public projects, and construction oversight on both public and private properties.



## FINANCE (FI)

The FI Department is responsible for preparing budgets and financial status reports that monitor the City's various revenues and expenditures in a series of funds.



## PROPERTY MANAGEMENT (PM)

PM manages all City property, administers contracts with vendors, maintains City owned property, and serves as the point of contact for City owned real estate.



# GOAL/POLICY FRAMEWORK

## QUALITY OF LIFE

|                         |  |   |
|-------------------------|--|---|
| <b>GOAL EDE-1a:</b>     | <b>THE CITY OF OCEANSIDE WILL BE AMONGST THE MOST LIVABLE COMMUNITIES IN THE SAN DIEGO REGION.</b>   |   |
| <b>Policy EDE-1a-1:</b> | Expand the range of commercial goods and services conveniently available to residents, workers, and visitors.  | DSD (Planning)  |
| <b>Policy EDE-1a-2:</b> | Encourage enhancement of the visual quality of the City, including quality design and expansion of the City's tree canopy, particularly at gateway locations and along commercial corridors where feasible.  | DSD (Planning and Engineering)                                |
| <b>Policy EDE-1a-3:</b> | Encourage new development that provides for social interaction, cultural enrichment, and a strong sense of place including appropriate open space.   | DSD (Planning and Engineering), PM, NS (Parks & Rec), ED, LIB |
| <b>Policy EDE-1a-4:</b> | Provide a diverse supply of quality housing, including executive housing, and continue to address homelessness.  | NS (Housing), DSD (Planning), PS                              |
| <b>Policy EDE-1a-5:</b> | Continue to reduce local crime rates by expanding economic opportunity, mitigating blight, practicing Crime Prevention through Environmental Design (CPTED), and providing social venues and recreational facilities that promote healthy and constructive activity. | PS, DSD (Planning), NS (Parks & Rec, Code Enforcement)        |
| <b>GOAL EDE-1b:</b>     | <b>THE CITY WILL EXPAND EMPLOYMENT, HOUSING, AND PUBLIC AMENITIES BY FACILITATING EFFICIENT, TRANSIT-ORIENTED DEVELOPMENT WITHIN ALREADY URBANIZED AREAS (I.E., SMART GROWTH).</b>   |   |
| <b>Policy EDE-1b-1:</b> | Encourage efficient, transit-oriented development, walkability, parking efficiency, pedestrian and bicycle facilities, and a strong sense of place within the City's Smart Growth Opportunity Areas (SGOAs), as identified on the Regional Smart Growth Concept Map. | DSD (Planning), PW (Transportation)                           |
| <b>Policy EDE-1b-2:</b> | Encourage efficient use of land for employment and revenue generation.   | DSD (Planning)  |
| <b>Policy EDE-1b-3:</b> | Encourage the development of transportation and parking demand management strategies in order to reduce parking demand.  | DSD (Planning)<br>PW (Transportation)                         |

## PROSPERITY

|                         |  |   |
|-------------------------|--|---|
| <b>GOAL EDE-2a:</b>     | <b>THE CITY WILL MAINTAIN A PRO-BUSINESS ENVIRONMENT.</b>  |   |
| <b>Policy EDE-2a-1:</b> | Foster an economic development culture at City Hall and continue to educate City staff on economic development practices so that they understand their role in the City's efforts to maintain a stable and prosperous local economy. | ED, Human Resources                                   |
| <b>Policy EDE-2a-2:</b> | Ensure that the development and business license review processes are as straightforward and efficient as possible.  | DSD, WU, NS (Code Enforcement), FI (Business License) |
| <b>Policy EDE-2a-3:</b> | Inform decision-makers of relevant EDE policies and utilize these policies to formulate and support staff recommendations on land use and development proposals as part of the development review process.                           | ED<br>DSD (Planning)                                  |

# GOAL/POLICY FRAMEWORK

|                         |  |                                  |
|-------------------------|--|----------------------------------|
| <b>GOAL EDE-2b:</b>     | <b>THE CITY WILL BETTER LEVERAGE KEY COMMUNITY ASSETS TO PROMOTE ECONOMIC DEVELOPMENT AND INCREASE THE TAX BASE.</b>   |                                  |
| <b>Policy EDE-2b-1:</b> | Promote, protect, and maintain public access to the City's beaches, small craft harbor, and other coastal amenities as a means of growing the City's hospitality sector.   | DSD (Planning), PM               |
| <b>Policy EDE-2b-2:</b> | Encourage visitor-serving and high tax revenue generating uses on commercial properties in proximity to Interstate 5, State Route 78, and Highway 76.  | DSD (Planning), ED               |
| <b>Policy EDE-2b-3:</b> | Promote expansion of aviation-oriented uses and complementary services at Bob Maxwell Memorial Airfield.   | PM                               |
| <b>Policy EDE-2b-4:</b> | Promote community events that draw visitors and encourage overnight stays.   | ED, NS (Parks & Rec), LIB, WU    |
| <b>Policy EDE-2b-5:</b> | Encourage the development of regional-scale sports, active lifestyle, and cultural/educational programs and venues at El Corazon.  | NS (Parks & Rec), DSD (Planning) |
| <b>GOAL EDE-2c:</b>     | <b>THE CITY WILL SUPPORT INNOVATION AND ENTREPRENEURSHIP WITHIN THE LOCAL BUSINESS COMMUNITY.</b>  |                                  |
| <b>Policy EDE-2c-1:</b> | Coordinate with local educational institutions and workforce development entities to support their workforce training programs.  | All Disciplines                  |
| <b>Policy EDE-2c-2:</b> | Encourage local businesses to explore internship and apprenticeship opportunities.   | ED                               |
| <b>Policy EDE-2c-3:</b> | Maintain ongoing marketing and informational programs in order to inform businesses about resources to help them start, grow and prosper.  | ED                               |
| <b>GOAL EDE-2d:</b>     | <b>UNDERUTILIZED EMPLOYMENT LAND WILL BE EFFICIENTLY AND PROFITABLY REPURPOSED.</b>  |                                  |
| <b>Policy EDE-2d-1:</b> | Identify underutilized and obsolete commercial and industrial properties with the greatest potential for redeveloping into more productive use to enhance the City's competitive position in the regional economy. | DSD (Planning), ED               |
| <b>Policy EDE-2d-2:</b> | Identify low-impact manufacturing and industrial uses that can be sited within commercial zoning districts.  | DSD (Planning), ED               |
| <b>Policy EDE-2d-3:</b> | Explore opportunities to expand the City's industrial land inventory in response to projected future demand.   | DSD (Planning), ED               |
| <b>GOAL EDE-2e:</b>     | <b>INFRASTRUCTURE, PUBLIC SERVICES, AND CIVIC PROGRAMS WILL PROMOTE BUSINESS ACTIVITY AND ENHANCE PROPERTY VALUES.</b>   |                                  |
| <b>Policy EDE-2e-1:</b> | Encourage local businesses to take an interest in the security and cleanliness of their immediate surroundings.  | DSD (Planning), PS               |
| <b>Policy EDE-2e-2:</b> | Through Green Oceanside and other programs, work with businesses and community groups to conduct clean-up events and other restoration and beautification efforts.   | ED, WU, NS                       |

# GOAL/POLICY FRAMEWORK

|                         |   |                    |
|-------------------------|---|--------------------|
| <b>GOAL EDE-2f:</b>     | <b>THOSE WHO GENERATE REVENUE IN THE CITY WILL INVEST IN THE LOCAL ECONOMY.</b>   |                    |
| <b>Policy EDE-2f-1:</b> | Promote commercial uses that serve the needs of the City's daytime population, particularly those who work in Oceanside but live elsewhere.   | ED                 |
| <b>Policy EDE-2f-2:</b> | Encourage income property owners to rely on local businesses for products and services needed to maintain and upgrade their properties.   | ED                 |
| <b>RESILIENCE</b>       |   |                    |
| <b>GOAL EDE-3a:</b>     | <b>THE CITY WILL IDENTIFY AND ADDRESS THE LONG-TERM FISCAL IMPACTS OF ANY PROPOSED RE-DESIGNATIONS OF PROPERTY.</b>   |                    |
| <b>Policy EDE-3a-1:</b> | Require that proposals to change land use and zoning designations be accompanied by robust fiscal impact assessment in order to ensure an informed decision-making process.   | DSD (Planning)     |
| <b>Policy EDE-3a-2:</b> | Seek commensurate public benefits from projects that will have long-term negative fiscal impacts on the City.   | DSD (Planning)     |
| <b>Policy EDE-3a-3:</b> | Explore alternative revenue sources that help to defray the long-term costs of development (e.g., assessment districts, infrastructure financing districts, public benefit zones).  | CMO                |
| <b>Policy EDE-3a-4:</b> | As part of the development review process for projects involving proposed amendment of land use and zoning designations, conduct thorough analysis of projected City revenues and expenses, other economic considerations (e.g., job creation), and non-economic benefits.  | ED                 |
| <b>GOAL EDE-3b:</b>     | <b>THE CITY WILL MAINTAIN A BROAD-BASED LOCAL ECONOMY.</b>  |                    |
| <b>Policy EDE-3b-1:</b> | Promote businesses whose goods and services encourage additional spending within the local economy (i.e., the local multiplier effect).   | ED                 |
| <b>Policy EDE-3b-2:</b> | Promote base industries that export goods and services, as well as businesses that provide goods and services to the community.   | DSD (Planning), ED |
| <b>Policy EDE-3b-3:</b> | Promote online retail businesses and other internet-based operations that can provide jobs and sales tax revenues within the City.  | DSD (Planning), ED |
| <b>Policy EDE-3b-4:</b> | Promote businesses that contribute to the experiential economy – i.e., those that provide respite, scenic surroundings, social interaction, cultural enrichment, physical activity, and other forms of recreation and entertainment.  | DSD (Planning)     |
| <b>GOAL EDE-3c:</b>     | <b>THE CITY WILL INCREASE ITS SHARE OF REGIONAL BUSINESS ACTIVITY AND ASSOCIATED EMPLOYMENT BY PROMOTING THE FOLLOWING KEY ECONOMIC SECTORS: MANUFACTURING, HEALTH CARE SERVICES, CLEAN TECHNOLOGY (CLEANTECH), LIFE SCIENCE AND BIOTECHNOLOGY, INFORMATION AND COMMUNICATION TECHNOLOGY (ICT), SPORTS AND ACTIVE LIFESTYLE PRODUCTS AND SERVICES, AND HOSPITALITY.</b> |                    |

# GOAL/POLICY FRAMEWORK

|                         |  |                               |
|-------------------------|--|-------------------------------|
| <b>GOAL EDE-3d:</b>     | <b>THE BUSINESS COMMUNITY WILL BE ENCOURAGED TO PURSUE ENERGY EFFICIENCY, RENEWABLE POWER, RECYCLING, AND THE USE OF SUSTAINABLE MATERIALS THROUGH PROGRAMS IDENTIFIED IN THE ENERGY AND CLIMATE ACTION ELEMENT OF THE GENERAL PLAN.</b> | <b>DSD (PLANNING), WU, ED</b> |
| <b>GOAL EDE-3e:</b>     | <b>CONSISTENT WITH THE LAND USE ELEMENT, TAKE ACTIONS TO HELP AGRICULTURE REMAIN ECONOMICALLY VIABLE OVER THE LONG TERM.</b>   |                               |
| <b>Policy EDE-3e-1:</b> | Allow for a range of uses that complement agricultural operations and provide farmers with additional revenue.   | DSD (Planning), ED            |
| <b>Policy EDE-3e-2:</b> | Support efforts to brand South Morro Hills as a unique area that offers both high-quality agricultural products as well as edifying and invigorating experiences for visitors.   | ED                            |
| <b>Policy EDE-3e-3:</b> | Pursue programs and infrastructure that provide cost-effective recycled water for agricultural use.  | WU                            |
| <b>Policy EDE-3e-4:</b> | Support the adoption of advanced farming methods and the development of new crops that will thrive in local conditions and increase financial returns.   | CMO                           |

## COLLABORATION

|                         |  |   |
|-------------------------|--|---|
| <b>GOAL EDE-4a:</b>     | <b>THE CITY WILL CONTINUE TO PARTNER WITH LOCAL AND REGIONAL EDUCATIONAL INSTITUTIONS TO PROMOTE WORKFORCE READINESS.</b>                                      | <b>CMO</b>                                |
| <b>GOAL EDE-4b:</b>     | <b>CONTINUE TO SUPPORT AND WORK CLOSELY WITH THE OCEANSIDE CHAMBER OF COMMERCE, MAINSTREET OCEANSIDE, VISIT OCEANSIDE, AND OTHER LOCAL BUSINESS GROUPS.</b>    |   |
| <b>Policy EDE-4b-1:</b> | Collaborate with local business groups to effectively brand the City as a great place to do business and an inviting destination for a wide range of visitors. | ED, NS (Parks & Rec), PW (Transportation) |
| <b>Policy EDE-4b-2:</b> | Foster synergies between local business groups that capitalize on their respective strengths.  | ED  |
| <b>GOAL EDE-4c:</b>     | <b>FOSTER AND STRENGTHEN PARTNERSHIPS WITH NEIGHBORING CITIES TO PROMOTE MUTUALLY-BENEFICIAL ECONOMIC DEVELOPMENT.</b>   |   |
| <b>Policy EDE-4c-1:</b> | Continue to participate actively in regional forums such as <i>Innovate 78</i> that promote collaborative approaches to issues of mutual concern.              | ED  |
| <b>Policy EDE-4c-2:</b> | Recognize North County as a regional visitor destination and look for synergies between Oceanside destinations and those in other north county cities.         | ED  |

## GPU IMPLEMENTATION COMMITTEE

A General Plan Update (GPU) Implementation Committee comprised of staff from responsible City disciplines will function as an advisory board and monitor the implementation status of the GPU. The Committee will meet on at least a quarterly basis.

