



Economic Development Element (EDE)

Draft Themes, Goals, Policies, and Implementing Actions

November 22, 2017

**1) Quality of Life**

- a. The City of Oceanside will be among the most livable communities in the San Diego region.
  - i. Expand the range of commercial goods and services conveniently available to residents, workers, and visitors.
  - ii. 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.
  - iii. Encourage new development that provides for social interaction, cultural enrichment, and a strong sense of place including appropriate open space.
  - iv. Provide a diverse supply of quality housing, including executive housing, and continue to address homelessness.
  - v. 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.
  
- b. The City will expand employment, housing, and public amenities by facilitating efficient, transit-oriented development within already urbanized areas (i.e., Smart Growth).
  - i. 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.
  - ii. Encourage efficient use of land for employment and revenue generation.
  - iii. Encourage the development of transportation and parking demand management strategies in order to reduce parking demand.

## 2) Prosperity

- a. The City will maintain a pro-business environment.
  - i. 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.
  - ii. Ensure that the development and business license review processes are as straightforward and efficient as possible.
  - iii. 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.
- b. The City will better leverage key community assets to promote economic development and increase the tax base.
  - i. 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.
  - ii. Encourage visitor-serving and high tax revenue generating uses on commercial properties in proximity to Interstate 5, State Route 78, and Highway 76.
  - iii. Promote expansion of aviation-oriented uses and complementary services at Bob Maxwell Memorial Airfield.
  - iv. Promote community events that draw visitors and encourage overnight stays.
  - v. Encourage the development of regional-scale sports, active lifestyle, and cultural/educational programs and venues at El Corazon.
- c. The City will support innovation and entrepreneurialism within the local business community.
  - i. Coordinate with local educational institutions and workforce development entities to support their workforce training programs.
  - ii. Encourage local businesses to explore internship and apprenticeship opportunities.
  - iii. Maintain ongoing marketing and informational programs in order to inform businesses about resources to help them start, grow and prosper.
- d. Underutilized employment land will be efficiently and profitably repurposed.

- i. 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.
    - ii. Identify low-impact manufacturing and industrial uses that can be sited within commercial zoning districts.
    - iii. Explore opportunities to expand the City's industrial land inventory in response to projected future demand.
  - e. Infrastructure, public services, and civic programs will promote business activity and enhance property values.
    - i. Encourage local businesses to take an interest in the security and cleanliness of their immediate surroundings.
    - ii. Through Green Oceanside and other programs, work with businesses and community groups to conduct clean-up events and other restoration and beautification efforts.
  - f. Those who generate revenue in the City should invest in the local economy.
    - i. Promote commercial uses that serve the needs of the City's daytime population, particularly those who work in Oceanside but live elsewhere.
    - ii. Encourage income property owners to rely on local businesses for products and services needed to maintain and upgrade their properties.

### **3) Resilience**

- a. The City will identify and address the long-term fiscal impacts of any proposed re-designations of property.
  - i. 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.
  - ii. Seek commensurate public benefits from projects that will have long-term negative fiscal impacts on the City.
  - iii. Explore alternative revenue sources that help to defray the long-term costs of development (e.g., assessment districts, infrastructure financing districts, public benefit zones).
  - iv. 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.

- b. The City will maintain a broad-based local economy.
  - i. Promote businesses whose goods and services encourage additional spending within the local economy (i.e., the local multiplier effect).
  - ii. Promote base industries that export goods and services, as well as businesses that provide goods and services to the community.
  - iii. Promote online retail businesses and other internet-based operations that can provide jobs and sales tax revenues within the City.
  - iv. 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.
  
- c. 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
  - Hospitality
  
- d. 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.
  
- e. Consistent with the Land Use Element, take actions to help agriculture remain economically viable over the long term.
  - i. Allow for a range of uses that complement agricultural operations and provide farmers with additional revenue.
  - ii. 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.
  - iii. Pursue programs and infrastructure that provide cost-effective recycled water for agricultural use.

- iv. Support the adoption of advanced farming methods and the development of new crops that will thrive in local conditions and increase financial returns.

#### **4) Collaboration**

- a. The City will continue to partner with local and regional educational institutions to promote workforce readiness.
- b. Continue to support and work closely with the Oceanside Chamber of Commerce, MainStreet Oceanside, Visit Oceanside, and other local business groups.
  - i. 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.
  - ii. Foster synergies between local business groups that capitalize on their respective strengths.
- c. Foster and strengthen partnerships with neighboring cities to promote mutually-beneficial economic development.
  - i. Continue to participate actively in regional forums such as *Innovate 78* that promote collaborative approaches to issues of mutual concern.
  - ii. Recognize North County as a regional visitor destination and look for synergies between Oceanside destinations and those in other north county cities.

#### **Implementing Actions:**

Develop an Economic Development (ED) Action Plan to guide the work of City staff in implementing the policies of the Economic Development Element. Implementing actions in the ED Action Plan will be specific, measurable, and targeted to current economic conditions and requirements. Potential actions to be included in the ED Action Plan include:

#### ***Planning & Land Use***

- 1. Update land use policies, zoning standards, environmental review guidelines, and permitting processes to encourage quality new infill development, including adaptive reuse of existing buildings.

2. Compile an inventory of underutilized and/or obsolete commercial and industrial land and develop programs to enhance the productivity of this property for commercial and industrial purposes.
3. Assist local businesses in implementing transportation and parking demand management strategies.
4. Pursue grants and other external funding sources for Smart Growth planning and capital improvement projects.
5. Explore the creation of a business concierge program to help potential and existing business owners navigate through the local permitting process.
6. Modify the City's home occupation standards to allow a broader range of low-impact home-based businesses.
7. Update the Community Facilities Element of the General Plan to identify public service and facilities needs, such as fire stations, etc., based on projected population, housing, and employment growth.

### ***Business Attraction, Retention and Expansion***

1. Conduct research on the relative diversity of the local economy. Use the results of such research to inform local economic development policies and initiatives.
2. Establish a regular dialogue with the owners of underutilized commercial and industrial properties in an effort to better understand and address the factors that impede more efficient and profitable use.
3. Conduct research on the types of businesses that benefit from proximity to one another, and promote adjacencies.
4. Actively advocate for and support business-friendly state legislation and regulations.
5. Explore ways to help new businesses get started in Oceanside, such as low-cost incubator space, co-working spaces, and entrepreneurship programs.

### ***Marketing and Business Development***

1. Promote businesses whose goods and services are undersupplied within the City.
2. Pursue opportunities to showcase local start-up businesses, including their research and development efforts, innovative products and practices, and artistic endeavors.
3. Continue to monitor economic trends and key markers of the City's fiscal health and report this information to stakeholders on a regular basis.
4. Conduct regular outreach to existing businesses to solicit input on key challenges and provide information on local and regional business support efforts.
5. Maintain a "Shop Local" campaign to encourage residents to patronize businesses located within Oceanside, including locally-owned, independent businesses.
6. Pursue opportunities to promote local businesses in conjunction with civic programs and community events that attract both residents and visitors.
7. Facilitate the purchase of goods and services between local businesses.

8. Assist green businesses in branding and promoting their goods and services, as part of a broader effort to distinguish Oceanside as a community that welcomes and encourages sustainable commerce.
9. Work with local business advocacy groups to sponsor events that raise the City's profile and enhance its image as a safe, inclusive, vibrant, and attractive community.
10. Support public art and cultural programs that help to create a sense of community and place.

### ***City Services and Infrastructure***

1. 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.
2. Respond expeditiously and thoroughly to calls from local business owners for law enforcement and code compliance services. Work with businesses to identify and help resolve public safety and code compliance needs and concerns.
3. In coordination with the revitalization of underutilized commercial and industrial land, invest in streetscape enhancement and other right-of-way improvements that contribute to visibility, accessibility, and curb appeal.
4. Identify infrastructure deficiencies that impede business activity. Evaluate how capital projects can contribute to the viability and vitality of businesses within and in proximity to proposed CIP projects.
5. To the extent practical, consider local businesses in the purchasing of goods and services in support of municipal operations.

### ***Partnerships***

1. Partner with the Oceanside Historical Society and other stakeholders to preserve and showcase character-defining aspects of the City's past.
2. Build partnerships with local schools to promote internship and apprentice programs, mentoring programs, school-to-work training, and other initiatives that expose K-12 students to the evolving world of work.
3. Continue to facilitate dialogue between Mira Costa College and local businesses, in an effort to ensure that community college students are gaining the knowledge and skills that local businesses need to maintain and grow their operations.
4. Promote vocational training programs that meet the employment needs of local businesses.
5. Connect workforce development entities with Marine Corps Base Camp Pendleton in order to identify the types of employment that active-duty service members are best suited for when they complete their military service and to promote vocational training that will assist active-duty service members in transitioning to other employment in the immediate area.